



Best Practices from the audience SHRM Retention Workshop

We have categorized the best practices shared with us into the 3 areas we talked about in our Retention Model: Leadership, Development, and Work Design. Obviously, some of them overlap but each was placed in the category that we felt best fit the intent of the suggestion. Duplicates were eliminated. At the end of the list are those ideas that are related to Selection and Exit Interviews.

Leadership

- ★ Retention interviews
- ★ Leading people first/putting people first
- ★ Targeted organizational planning
- ★ Cross-functional leadership meetings
- ★ Quarterly company meetings
- ★ "Ask the Suits" on company intranet- any employee can type in a question- EVP and CEO must respond within 48 hrs.-answers posted on intranet
- ★ Town Hall meetings quarterly for all employees to do a "state of the business" update and recognition of accomplishments
- ★ "Brown bag" luncheons, different speakers, current topics, Q&A
- ★ Focus groups, "What should we: stop, start, continue?"
- ★ Workout sessions. Identify problems and what needs to be done to correct them. Give ownership to those who make suggestions
- ★ CEO, Sr. management visits to hotel properties during monthly team member luncheons
- ★ Committees (demographics all represented) for almost every decision
- ★ Communication from top management, accessibility
- ★ Hold quarterly town hall meetings
- ★ Integrity of ownership/leadership and employees is a top priority
- ★ Internal survey of group about to go through radical change. Outlining things that are hot buttons
- ★ Monthly birthday communications from CEO and senior staff
- ★ Open door management/leadership culture
- ★ "Random acts of kindness." Handout ice cream. Managers work in employees job for a day.
- ★ Track/rank/post turnover numbers
- ★ We survey and follow-up to institute suggestions
- ★ Weekly communication meetings 1. Overall staff 2. Project management 3. Business development 4. Leadership
- ★ "Brown bag" meetings- lunch meetings each month with high level VP's and officers to review current company performance future plans and ask for input either in person (the location changes from city to city each mo.) or they can phone in questions
- ★ We're a strong Christian based organization
- ★ Surveys

Development

- ★ Orientation
- ★ Mentoring/ peer partners
- ★ Resource centers
- ★ Management book club (current and future leaders)
- ★ We celebrate all birthdays and anniversaries
- ★ We look for opportunities to let our people get out of the office for seminars/training, etc.
- ★ "Mighty Oak Award:" Associate receives certificate when accomplish a goal- 3 certificates means money in their next paycheck. Oak awards posted for all to see.
- ★ 90 day questionnaire - all accomplished, manager gives feedback
- ★ Leading people 1st (a training program for managers facilitated for center managers)
- ★ Orientation and guide for supervisors-checklist how to manage
- ★ Outstanding associate Award- monthly recognition of above and beyond. Receive \$100, a day off with pay and a special name tag
- ★ Resource centers at each center
- ★ Supervisory skills training
- ★ Training managers
- ★ Training program
- ★ Weekly/participative training
- ★ Mentoring programs linking to diversity
- ★ Breakfast with CEO monthly on a first come, first serve basis-online registration
- ★ Employee orientation

Work Design

- ★ Fun group (cross functional team of employees to create and manage fun company events)
- ★ Activity team - functions outside of work
- ★ Service awards quarterly
- ★ Discount stocks, tuition reimbursements
- ★ Happy hours on Wednesdays at 5:30pm
- ★ Quarterly coffee and donuts for employees (appreciation)
- ★ Bowling outings- cross-functional team
- ★ School activities time off (40 hours/year) for parents to attend school functions for their kids, domestic partner benefits (medical only in GA/post-tax), disability paid by company (long-term and short term)
- ★ Wow room- foosball table, pool table, ATM machine, big screen TV, Tuesday- bagel ordered for all shifts
- ★ T-shirts/logo and product give-aways all the time- any new media program- employees are told first and given products (t-shirts), Wow week- one of the EVPs gives presentation to all sites and buys lunch for all employees once a month
- ★ Employee Deals- Braves tickets, Cirque de Soleil tickets, Hawks, Thrashers, Dell computer discounts, Bank of America free checking, LA Fitness/Lifestyle Fitness membership discount, Company pays membership fee and employee gets lower monthly rate as part of corporate discount
- ★ Sabbatical after 7 years employment- 8 week paid time off; another sabbatical after 11 years employment- this is in addition to vacation time accrued annually
- ★ Paternity leave- 4 weeks paid, time off for fathers (birth/adoption of child)
- ★ Free MARTA passes; free down town parking
- ★ Rideshare program (company administrator);

- ★ Breast-feeding room, tuition reimbursement program, currently working on onsite daycare facility
- ★ We added a department of non-exempt employees to the company's management bonus plan
- ★ 2 company outings annually- many gifts given out
- ★ Building awareness of retention
- ★ Communications
- ★ Compensation model- good base, bonuses and commission and contests
- ★ Continuous benefits training cafeteria
- ★ Discount on company stock, tuition reimbursement,
- ★ Dress down environment Fri. and business casual M-T
- ★ Free food and refreshments
- ★ Freedom/expectations to let employees attend child programs at school during working hours
- ★ Management bonuses for financial and retention goals. Associate bonuses on service quality based on quest survey results
- ★ Monthly benefits meetings held so associates can attend to learn the "latest and greatest" in benefits. Quarterly all associate meetings to give information, share ideas and have fun
- ★ New employee satisfaction surveys conducted by HR on 90 days, six months and one year
- ★ Private offices
- ★ Profit sharing- tied to how well company does. Based on years of service or positions tied to cont'd: bottom line, annual
- ★ Provide all tools/equipment employees want
- ★ "Stay" interviews
- ★ Suggestion box
- ★ Top general managers excursion to Phoenix and hold Banquet. Spouses come too!
- ★ We explain reasons of all terminations to staff
- ★ Weekly incentive programs, money, meals and bell ringing
- ★ Titles are hung up outside the door we work - we're all owners mentally
- ★ Daily newsletter- all associate anniversaries, birthdays are posted daily for recognition
- ★ Employee recognition (1 year, 3, 5, 10)

Selection

- ★ Proper interviewing (candidate is given an extension list and expected to call in and talk to anyone) and first impression orientation
- ★ 90-day follow-up - right person, right job

Exit Interviews

- ★ Exit interviews- pay \$25.00 to each termed employee. Also, interview manager of termed employee we get valuable info.