

Retaining Immigrants in Rural Communities

Employee Retention Strategies

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About this presentation

- Review of employee retention strategies (ERS) for employers in SME sector in rural Manitoba.
- ERS also attract new employees.
- Retaining migrant recruits and other multi-cultural employees.
- Cross-sector model carrying four categories: *job*, *culture*, *personal* and *external*.



Why Employee Retention Strategies?



- ERS refer to policies and practices that an organization uses to satisfy the diverse needs of employees and create an environment that encourages them to stay with the organization.
- Employees are increasingly mobile today.
- Causes of turnover unknown to employers.
- Turnover is here to stay, but try and reduce it.
- Employers need to know why turnover happens.
- But also turnover is costly.
- Hence, employee retention matters.



Why Employee Retention Strategies?

- Pay is only part.
- Seven main reasons for turnover (Yazinski, 2009):
 - (1) Employees feel the job or workplace is not what they expected,
 - (2) There is a mismatch between the job and person,
 - (3) There is too little coaching and feedback,
 - (4) There are too few growth and advancement opportunities,
 - (5) Employees feel devalued and unrecognized,
 - (6) Employees feel stress from overwork and have a work/life imbalance, and
 - (7) There is a loss of trust and confidence in senior leaders.



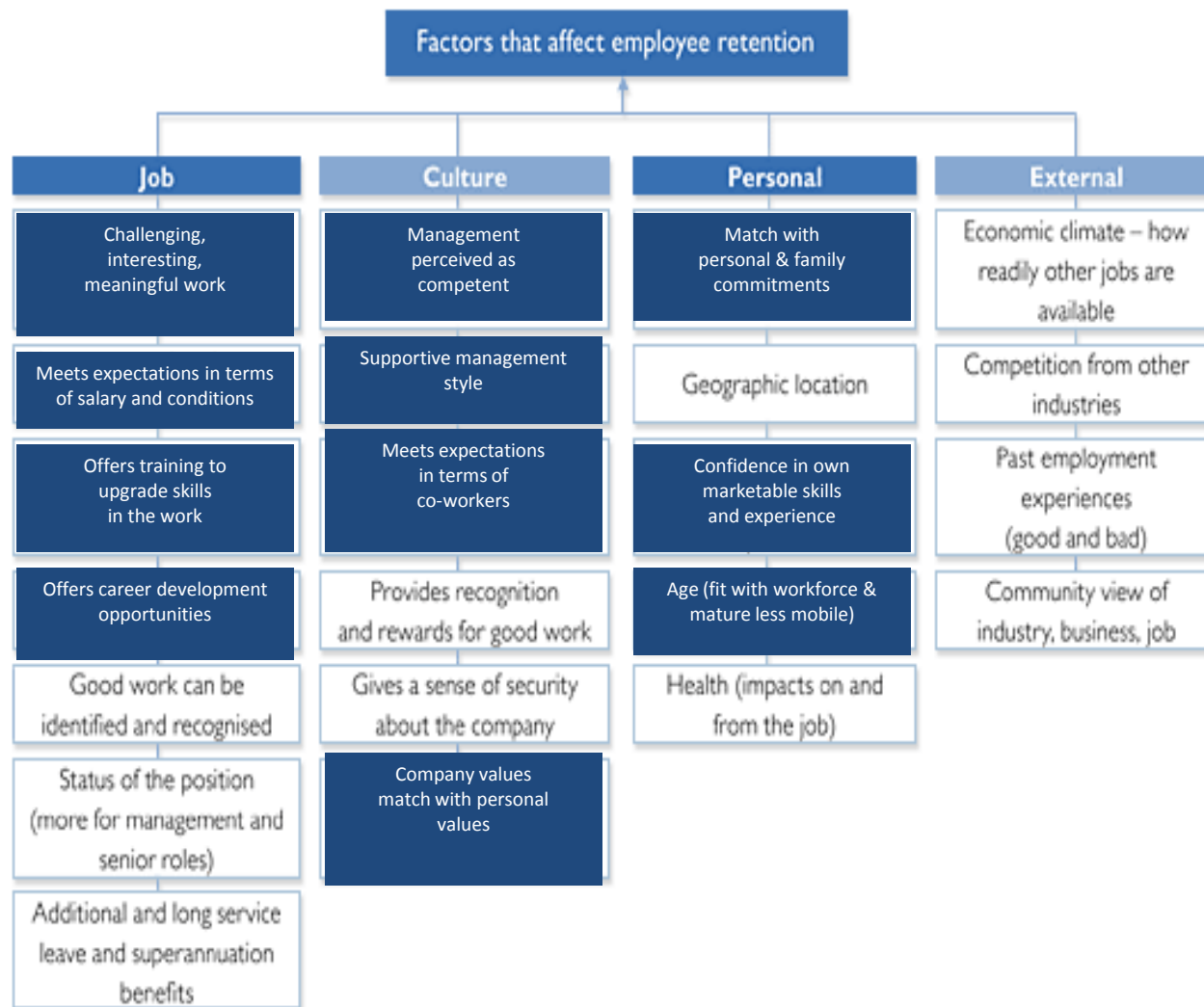
Employee Retention Strategies - The Model



- ERS organized as per the model by TFH Skills Council & MLA.
- Focus of the model not limited to meat industry.
- Not prescriptive.
- Four categories: *job, culture, personal and external*



Employee Retention Strategies – The Model



Employee Retention Strategies – Job



- Strategies to build and sustain a strong relationship.
- ERS reflective of the first four factors identified in the model, and others.

Offer challenging, interesting, meaningful work

Increase responsibility and work control:

- Control of work motivates.
- Clear delegation of work empowers.
- Enable employees to handle tasks and deliver as per expectations.

Examples of employers using this strategy:

- IPEX (Ontario).
- Canadian General-Tower Limited is also one of the companies that use this strategy.



Entertain humor/laughter in the workplace

- “In today’s uncertain work environment, humor isn’t an option, it is a necessary way to boost morale.”Canadian Food Industry Council.
- Make work enjoyable and fun.

Example of employer using this strategy:

- WestJet Airlines.



Meet expectations in terms of salary and conditions



- Though only part, salary is a crucial.
- Underpayment infers low value.
- Frequent salary reviews are also good.
- Provide incremental increases over time.
- Competitive base pay.
- A good benefits package.
- Meaningful rewards.

Examples of employers using this strategy:

- Google.
- Huronia Precision Plastics Inc



Offer training to upgrade skills in the work

- Training is crucial.
- An investment and not a cost.
- Theoretical and practical knowledge and skills to excel.
- Clarity of expectations is key.
- E.g. paid for continuing education and re-certification requirements , tuition reimbursement, educational leaves, etc.

Examples of employers using this strategy:

- Baytech Plastics.
- Others include Canadian General-Tower Limited, Precision Plastics Inc., Innotech Precision Inc. etc.



Offer career development opportunities

- Exposure and career expansion opportunities.
- E.g. training to learn new job skills or tuition reimbursement.

Examples of employers using this strategy:

- Canadian General-Tower Limited.
- Also overseas work opportunities.
- Challenge in getting employees back and/or staying.

Example of employer using this strategy:

- Majority of SMEs in Halton (Ontario).



Employee Retention Strategies – Culture

- “The underlying values, beliefs and principles that serve as a foundation for an organization’s management system as well as the practices and behaviors that both exemplify and reinforce those basic principles.” Visionomics (2011).
- Expected and accepted by all.



Make management perceived as competent

- Quality and effectiveness of managers and supervisors.
- Involve managers and supervisors.
- “People leave managers and supervisors more often than they leave companies or jobs” (Heathfield, 2011).
- Strong relationships with employees build trust.
- Inspire confidence, make purposeful decisions and deliver.

Example of employer using this strategy:

- IPEX.



Make management supportive

- Freedom to communicate.
- “No matter what the size of the organization, communication is central to building and maintaining credibility” (Yazinski, 2009).
- Open door policy, no fear of backlash.
- Lack of communication causes “second-guessing, mistrust and an active rumor mill” Garven & Associates (2003).
- Mistakes become habits.
- Provide feedback.

Examples of employers using this strategy:

- Baytech Plastics and Westbridge PET Containers.



Meet expectations in terms of co-workers and others

"It is not necessary to change your own culture, embrace the different culture, completely understand it – or even 'like' it. It is critical, however, that you and other members of the workforce accept that other cultures are valid (even if only for their members) – and to respect that." FTH kills Council & MLA (2006)

Embrace and respect cultural differences:

- A multi-cultural workforce brings wide behavioral variations.
- Communication is very important.
- A successful cross-cultural communication considers:
 - Mutual broad understanding of the cultures and their differences.
 - Knowledge about the communication barriers.
 - Skills to integrate the understanding and knowledge to facilitate interaction.
- Support of all employees and entire community.

Example of employer using this strategy:

- Westbridge PET Containers.



Match company values with personal values

Provide a conducive work environment

- The culture of an organization matters.
- Clarify your mission, create a values statement, communicate positive feelings, etc.
- Practice a culture of openness and shared information.
- “Above all, they insist on knowing how their specific jobs fit into the grand scheme of things and what they can do to help the organization get to where it wants to go. If you operate in an open environment where managers share information, you can expect reduced turnover rates” Herman (2009).

Examples of employers using this strategy:

- Baytech Plastics.
- Other include ERS include Canadian General-Tower Limited, Huronia Precision Plastics, Inc., Innotech Precision Inc., IPEX, Westbridge PET Containers, Google, etc.





Monitor job satisfaction

- Meet the needs and expectations of employees.
- Do employees enjoy their work? What keeps longer-tenured employees?
- Ask questions like: Why did you come to work here? Why have you stayed? What would make you leave? What are your non-negotiable issues? What about your managers? What would you change or improve?
- Use the information, it is very important.
- Use exit interviews on resigning employees.
- Modify office policies and procedures.

Examples of employers using this strategy:

- Huronia Precision Plastics Inc.
- Another example is IPEX.



Employee Retention Strategies – Personal

- Factors intrinsic to employees that employers need to respect and value.
- E.g. health problems, family related issues, children education and social status.



Match work with personal and family commitments



- Work/life balance.
- Life is about more than work.
- E.g. adopt flex-time, paid vacation, adequate staffing, resist calling employees into work during scheduled time off, etc.
- Satisfaction with one's life can positively impact job satisfaction and performance.

Examples of employers using this strategy:

- International Business Machines (IBM).
- Other examples include Canadian General-Tower Limited and Innotech Precision Inc.



Boost employees' confidence in own marketable skills and experience



Honor and utilize existing knowledge and experience:

- Understand and use skills, talents and experiences of employees.
- Key employees seek talent and skill utilization.
- “Employees will go the extra mile if they feel responsible for the results of their work, have a sense of worth in their jobs, believe their jobs make good use of their skills, and receive recognition for their contributions” (Levoy, in Yazinski, 2009).
- Utilize training sessions, presentations, mentoring programs and team assignments.
- Also promote from within.

Examples of employers using this strategy:

- Interquisa Canada s.e.c.
- Other examples include Canadian General-Tower Limited, Innotech Precision Inc., and IPEX.⁴

Age (fit with workforce & mature less mobile)



Strategize on age differences of employees:

- Recognize expectations of different age groups.
- Use older workers as trainers/mentors.
- Generation X-ers keen on work/life balance.
- New Millennials put weight on goal and achievement.

Examples of employers using this strategy:

- First Group plc.
- Others include Boeing and Shell Oil.



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Thank you.