![Herbein CPAs + Advisors]

Questions to ask yourself:

1. Are minimum requirements weeding out potential?
2. Do interviews involve multiple trained stakeholders with clear assignments?
3. Do interview guides align with culture and values or focus only on skills and work experience?
4. Are candidates evaluated independently and promptly to reduce bias?
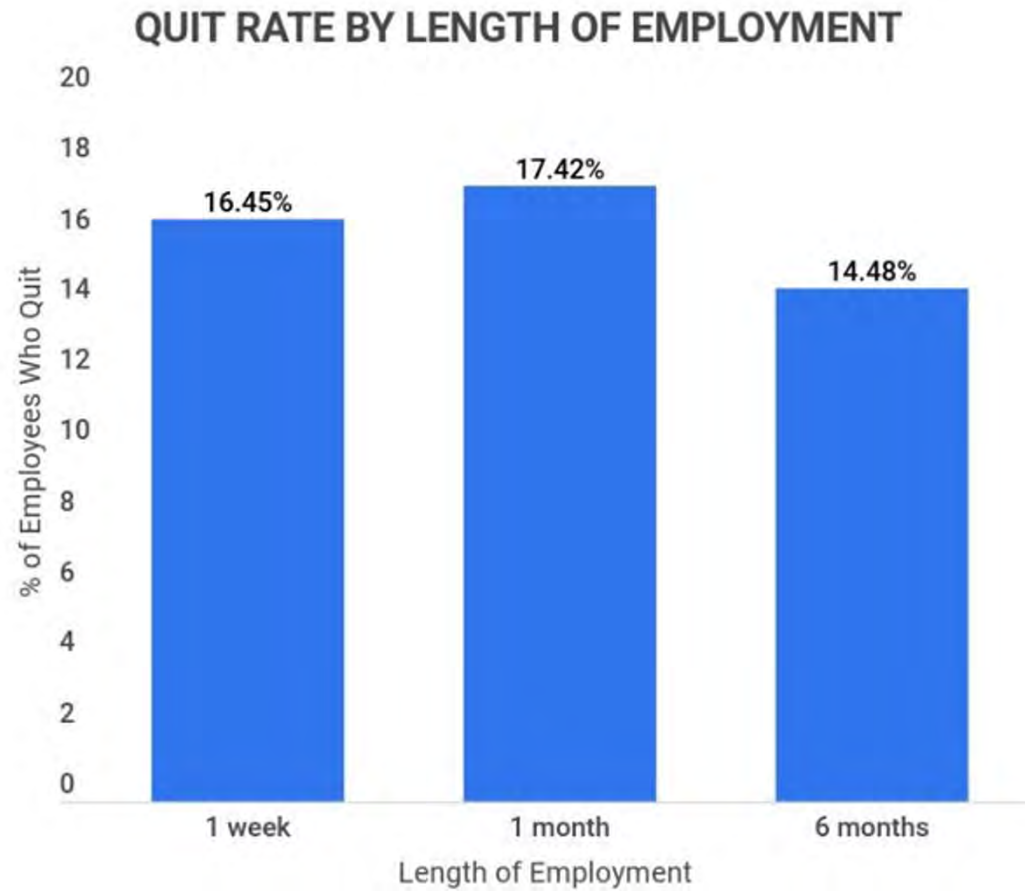5. Is the process creating a positive candidate experience for selected and not selected?

On-Boarding

Welcome

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Culture
Connection
Skills/Training
Expectations
Measure the experience

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QUIT RATE BY LENGTH OF EMPLOYMENT

Bar chart showing % of Employees Who Quit by Length of Employment: 1 week 16.45%, 1 month 17.42%, 6 months 14.48%.

Questions to ask yourself:

1. What is your 90-day retention rate?
2. Does the new employee experience deliver what you promised on your website and in the interview ?
3. How do new employees answer the question, "what's it like to be new here?"
4. Do employees develop a connection with their manager and their team and feel welcome?
5. Are new hire rated or are their ratings solicited?

Retaining Talent

"We have reached a cultural tipping point in the workplace, driven by public attitude shifts on employment policies, blurred lines between work and home life, and generational differences in the expectations of work itself."

Johnny C. Taylor Jr., **Chief Executive Officer, Society for Human Resource Management**

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"If you stumble onto someone great, you'd better keep them, or they'll go be great for someone else."

CEO of a Client

Culture

People Strategy
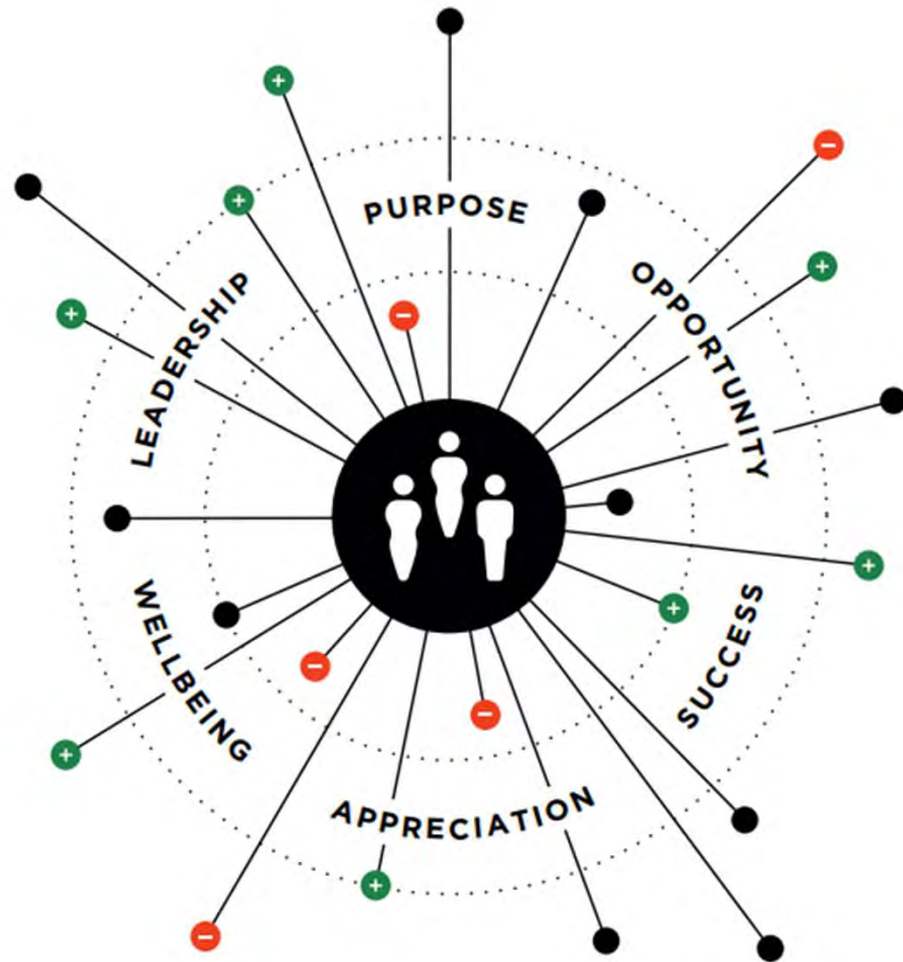
Leadership Development

Boundaries

Wellbeing

One in five American workers has left a job due to poor workplace culture. Over the past five years, **the cost of turnover** in the U.S. stemming from workplace culture **exceeded $223 billion.**[25]

2023 Society for Human Resources Management

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Talent Magnets

Six essential functions that define a thriving culture

2023 Global Culture Report O.C. Tanner Institute

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Vision and Values
Operations/Decision Making
Communication
Leadership
Recognition
Learning & Development
Environment

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Questions to ask yourself:

1. Do I really know how the employees feel/think about our organization? When was the last time you did an engagement survey? Did you do anything with the results?

2. What does it mean to be a member of our organization's community?

3. Have we created an environment so that employees refer friends and family?

4. How do we reinforce our values?

5. If an employee had to say a two-minute commercial about working at your organization, what would he/she/they say?

6. How do you reward and recognize excellence? What is your "excellence"?

85% of jobs that will exist in 2030 **haven't been invented yet.**
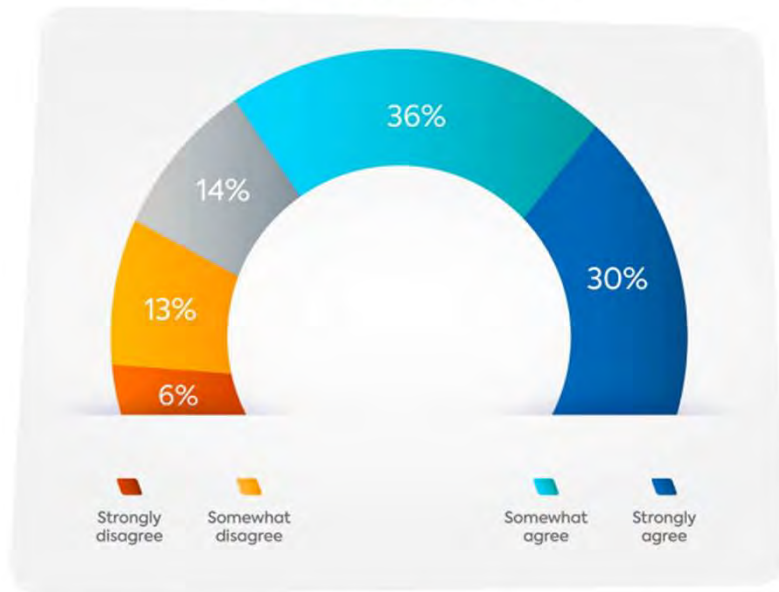
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Strategic Plan and
       People Strategy
Succession Planning
Investment in Development
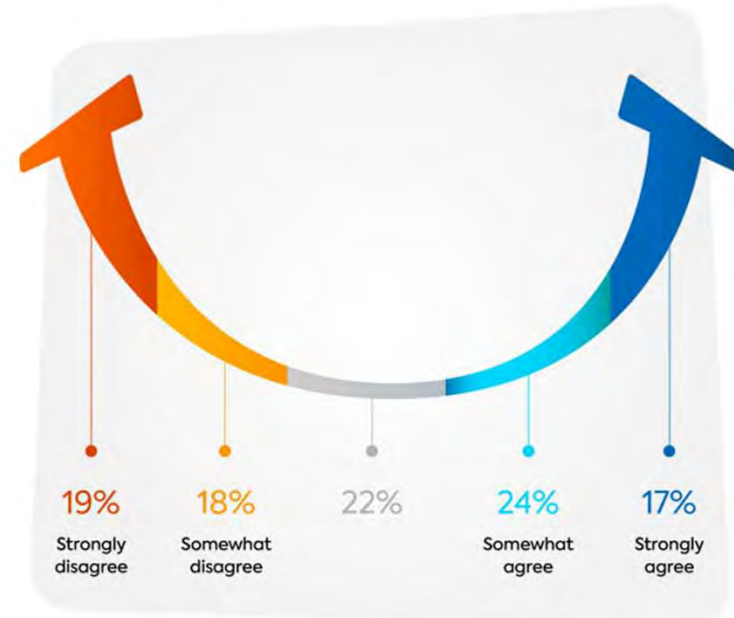Growing "Our Own"
Retooling

Training & Development

What employees are saying in 2024 about training:

I need to develop new skills to be successful at my job.

36% Somewhat agree
30% Strongly agree
14% Somewhat disagree
13% Somewhat disagree
6% Strongly disagree

Strongly disagree | Somewhat disagree | Somewhat agree | Strongly agree

What employees expect from L&D in 2024 | Research by TalentLMS and Vyond

I'll look for another job in 2024, if my company doesn't provide me with training opportunities.

19% Strongly disagree
18% Somewhat disagree
22%
24% Somewhat agree
17% Strongly agree

What employees expect from L&D in 2024 | Research by TalentLMS and Vyond

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Questions to ask yourself:

1. Is Human Resources part of our Strategic Planning process?
2. Do we include development planning in every performance review? Are we doing performance reviews?
3. Do we determine budget dollars for development each year? Does an employee have a say in their own development? Have we communicated our commitment to development?
4. Are the skills our employees using today going to take us into our future?

Five Skills Leaders Need for the Future

Critical Gap Persists for Five Skills Leaders Need to Develop

Percentage of leaders saying it's critical to develop this skill

Percentage of leaders who have already received training

	Identifying/ Developing Future Talent	Strategic Thinking	Managing Successful Change	Decision-Making Prioritization	Influencing Others
Critical	65	70	63	63	61
Trained	24	30	29	30	28

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First Line of Defense
Power Skills
Mentoring
Coaching
360° Assessments

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Questions to ask yourself:

1. Have we defined what "leadership" is in our organization?
2. Do we hold leaders accountable for the behaviors that support the company values? Leadership values?
3. What is our bench strength?
4. Do our leaders:

   - Serve as Models
   - Inspire a Shared Vision
   - Challenge the Process
   - Enable Others to Act
   - Encourage the Heart

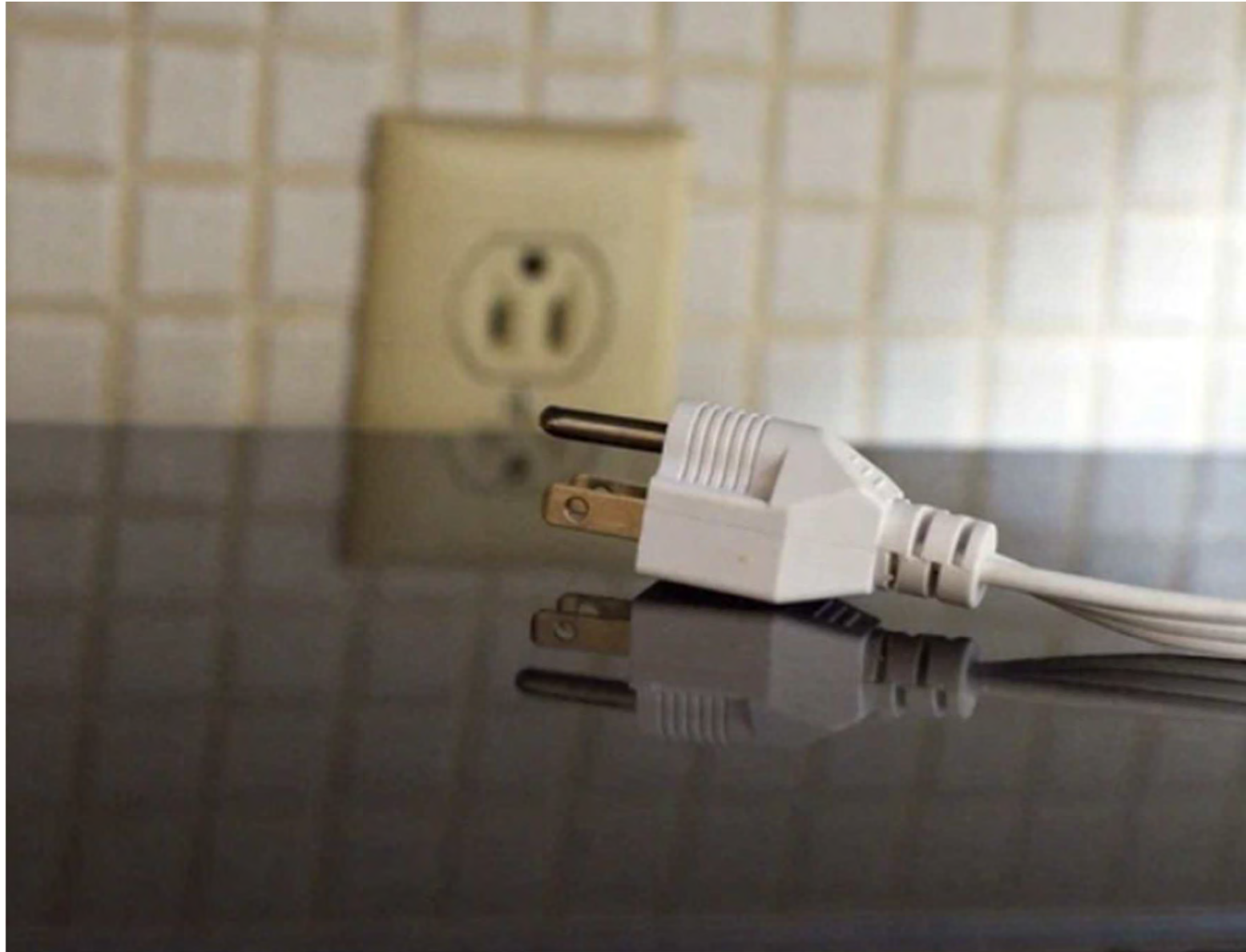5. Do we invest in our leaders? Coaching? Training?

Most Common Hybrid Industries	Most Common In-Person Industries	Most Common Remote Industries
Finance & Insurance	Manufacturing	Professional Services
Technology	Retail	Consulting Firms
Energy & Defense	Construction & Real Estate	Pharmaceuticals

Development Dimensions International, Inc., 2023.

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Hybrid Work Model
Work/Life Balance versus
          Work/Life Blended
100-80-100 Model
Meaningful Work
Impact
Progression
Unplugging
Taking Vacation

Questions to ask yourself:

1. What are your workplace norms? Are the norms written down?
2. Is our hybrid model working? Could we consider the 100-80-100 model?
3. Do you have a job posting process? Do you follow it?
4. Are job progressions clear and realistic?
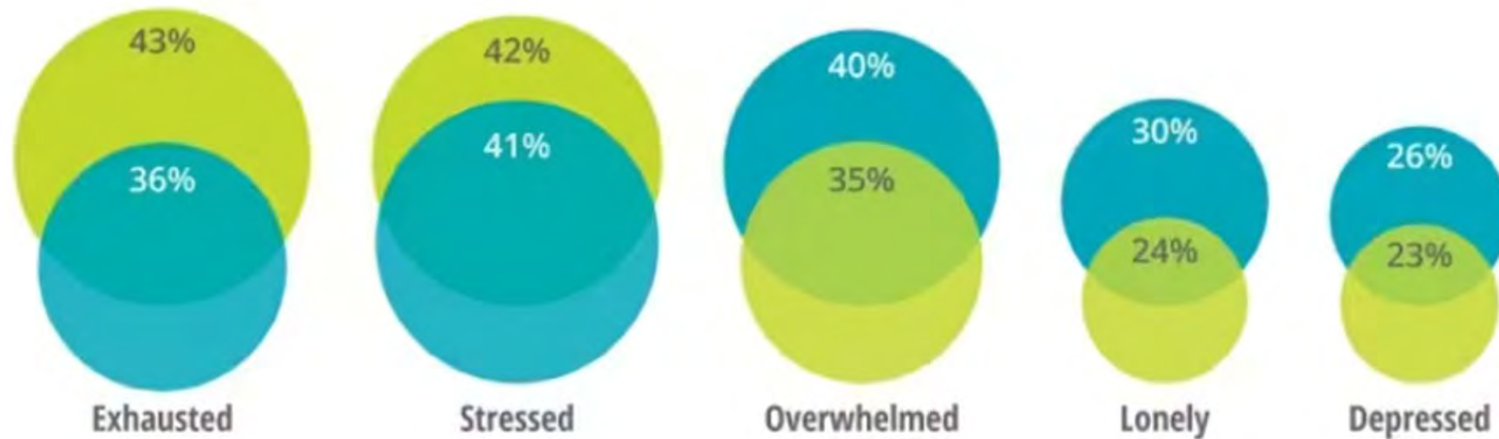5. Do your supervisors/managers/leaders discuss developmental goals with employees? Conduct quarterly developmental check-ins?

Around one out of three employees and executives are constantly struggling with fatigue and poor mental health
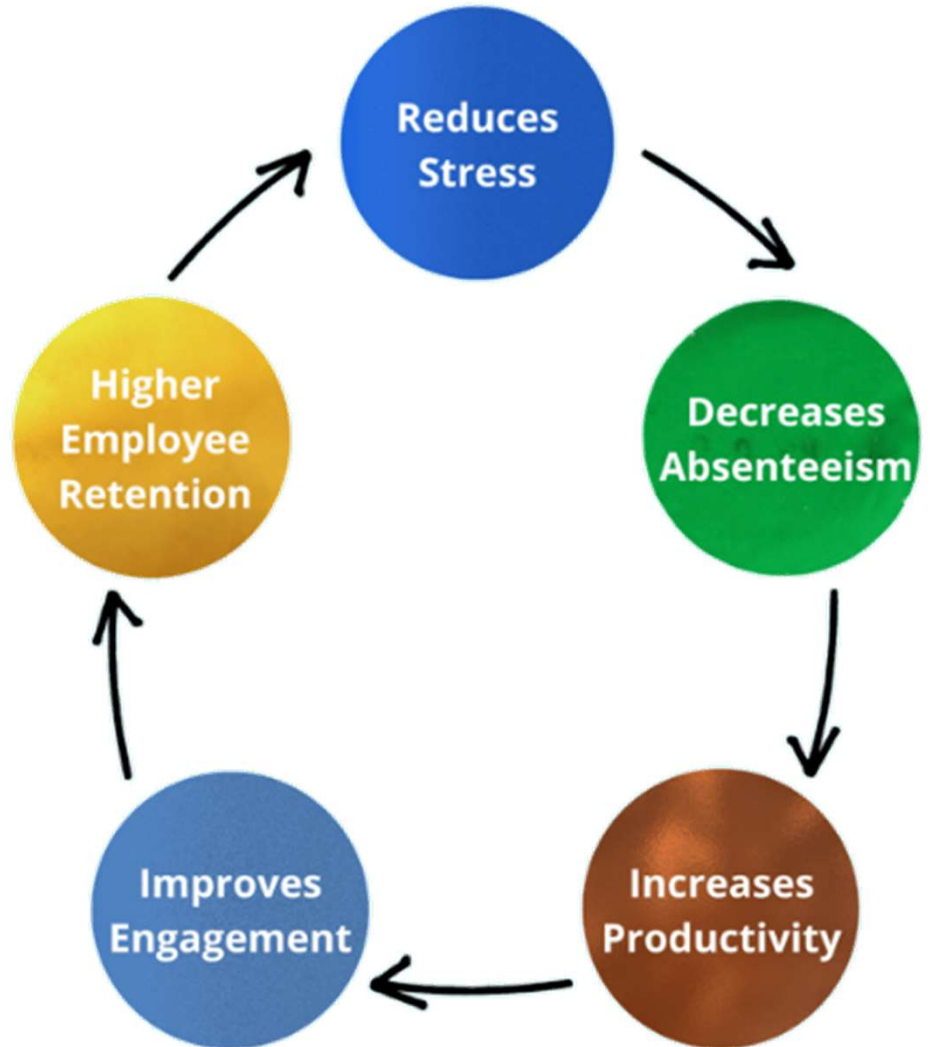
Percentage who said they "always" or "often" feel this way

■ Employees ■ C-suite

43%		
36%		

Exhausted

42%
41%

Stressed

40%
35%

Overwhelmed

30%
24%

Lonely

26%
23%

Depressed

Source: Deloitte analytics.

Deloitte Insights | deloitte.com/insights

Benefits of a
Wellbeing Program
and why it
matters to your business

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Reduces
Stress

Decreases
Absenteeism

Increases
Productivity

Improves
Engagement

Higher
Employee
Retention

Questions to ask yourself

1. What is our company Wellbeing culture?

2. Do we have a recognition program?

3. Do we have a structured mentoring program?

4. Do we *require* employees to take off at each year?

5. Do we send out communication encouraging employees to take time off and disconnect?

6. Have the leaders of the organization set examples of personal wellbeing?

7. Do you discourage or ban weekend and after hours emailing? Texting? Working more than 40 hours per week? Encourage breaks during the day?

8. Do you offer whole-person health alternatives such as flexible work arrangements, childcare support, etc.?

Closing Thoughts

1. The work that is required is not a quick solution
2. Even if we do everything right, the talent shortage will still present a challenge
3. Invest in technology, productivity upgrades, and people (attraction and retention)
4. Get comfortable with unpredictability and change - see opportunity where others don't

Thank You!

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