INSTITUTE FOR
HUMAN RESOURCE
PROFESSIONALS

Business and people priorities toolkits for the ‘new normal’

Post pandemic (Covid-19)

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Business and people priorities

STRATEGIES FOR THE NEW NORMAL

PEOPLE STRATEGY

1. **Well-being**
2. **Leadership resilience**
3. **Talent attraction**
4. **Talent development**
5. **Talent retention**
6. **Employee engagement**

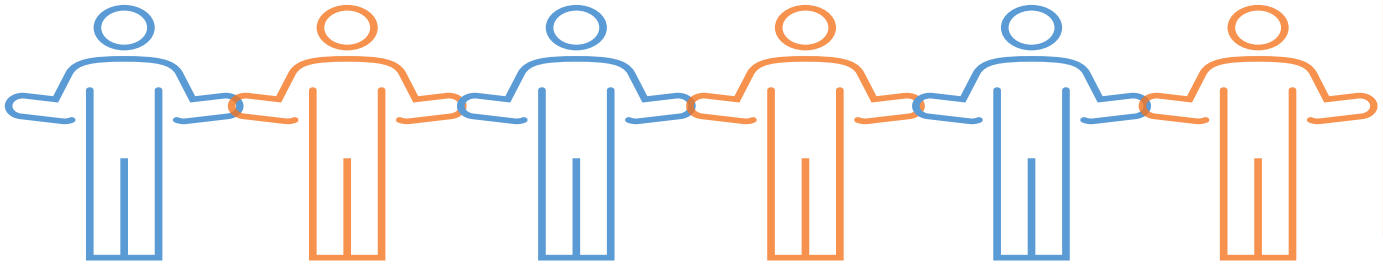
BUSINESS STRATEGY

7. **Company culture**
8. **Employer branding**
9. **Competitive advantage** (innovation, digitalisation & transformation)
10. **Business continuity** (diversity, localisation & new business opportunities)

BUSINESS PROCESSES

11. **Work function** (changes to policies & processes)
12. **Productivity**
13. **Technology adoption & change management**

People Strategy Toolkit



- Talent attraction
- Talent development
- Employee engagement
- Talent retention
- Leadership resilience
- Well-being

Tips on toolkit

To start, you can navigate around the content page to get to the respective section that you wish to access.

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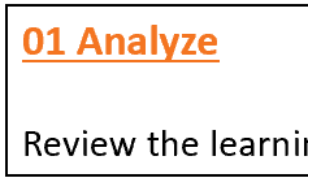

Talent retention toolkit

Talent Retention

In the world after Covid-19 as we emerge through the crisis

Talent retention forms part of an organisation's talent management strategy and helps reduce turnover, enables cost savings, improves company morale and provides a better customer experience. Prior to Covid-19, employee retention was one of HR's biggest challenges. How do we lower attrition rate? What makes employees to stay or leave?

In the face of a pandemic, how can a company support business continuity, boost team morale and maintain an efficient workforce? How do we assess the value that people create for your organisation?

This toolkit includes the following material:

	10 employee retention strategies
	4-steps approach to successful performance management
	Recommended practices to enable open communication and supportive culture

Purpose & Benefits

Why retain talent?

Maintain employee productivity

- Long staying employees contribute significant value to the organization. They understand company's direction and have acquired important skills to deliver their tasks effectively.
- Losing high performing employees affects team's productivity and employee's morale.

Lower operating costs

- Recruiting and onboarding new hires is expensive and time consuming.
- The average cost of filling an executive position is $14,936 and it takes an average of 94 days to find the replacement for highly skilled workers.
- If companies can retain experienced and high performing staff, they can use company funds to invest in value adding activities rather than on recruitment and onboarding.

Lower training costs

- Long-term employees are proficient and highly confident in performing daily tasks efficiently and effectively.
- Long-term employees will have already established a stable working relationships with colleagues, managers, suppliers and other stakeholders in order to finish their deliverables on time.
- Whereas, companies need to spend additional costs to train new hires.
- Mentoring new hires also costs an experienced employee's time and productivity as they train the new hires to bring them up to speed with work progress.
- High and constant employee turnover puts a strain on team productivity and workload.

Adapted from 1. https://resources.workable.com/hr-terms/what-is-employee-retention#

10 retention strategies (top performers)

1. Assign challenging work and provide on-going education

- By assigning top performers challenging targets to achieve, it keeps them motivated and engaged.
- Once high performing employees attain expertise in one area, companies may offer alternate opportunities in other departments or divisions for attaining new skills.
- Training provides high performers with an opportunity to develop themselves in other areas of interest; thereby preventing them from looking outside the organisation for such opportunities.

2. Flexible work arrangements and work life balance

- A healthy work-life balance is essential to job satisfaction, and employees need to know that their managers understand that they have lives outside of work.
- Encourage employees to take their vacation time, and if late nights are necessary to wrap up a project for example, offer late arrivals or time off in lieu to compensate.
- Ability to telecommute or offering flexible schedule can be a significant stress reliever and retention booster.

3. Succession planning

- Succession planning forms talent pipeline and enables companies to prepare high performers for future leadership roles.
- Making it known to high performing employees that they are in the succession pipeline, helps to retain them in the company.

10 retention strategies (good performers)

4. Ensure employees are working under the right manager

- Managers who possess good leadership qualities are important to any organisation, especially if employees lack the drive or are disengaged to push themselves for optimal performance.
- Companies can consider conducting pulse survey to obtain employees' feedback on their managers.

5. Provide clear career path for employees

- Charting a clear career path provides employees with a sense of purpose to motivate them to improve their competencies and skills to attain the next intended job position.
- By knowing the company's willingness to invest in them, providing resources and on the job opportunities, it improves employee satisfaction, boosts employee engagement and enhances productivity.
- Offering new opportunities for training helps foster a culture of knowledge-acquisition and knowledge-sharing. Employees will discover new interests or build new expertise. This helps to bridge any skills gap within the company.

6. Offer the right benefits

- Perks, benefits and wellness offerings provide employees a better quality of life and a sense of security regarding their future. Such offerings keep employees happy, engaged and healthy.
- Companies can conduct surveys with employees to understand popular benefits and invest in them for better retention.

7. Reward & recognition programmes

- Reward and recognition programmes show appreciation and recognition of employees' work.
- Some practical examples of recognition include long-service award, handwritten thank you cards, featuring in company newsletter, mini-celebration events etc.
- Peer-to-peer recognition also minimizes internal conflict and creates a culture of trust.

10 retention strategies (low performers)

8. Retention starts with recruitment

- Employees who join the company will feel disgruntled and disengaged if there is a mismatch in the job scope and if job reality is not aligned with their expectations.
- Senior leaders and managers along with HR, must ensure that the job description is accurate to ensure that the right person with the right job fit and cultural fit is hired. This will help prevent a dip in productivity upon joining, which will eventually result in turnover.

9. Identify root cause of poor performance

- In many cases, poor performance of employees is usually caused by disengagement in the workplace.
- Senior business leaders and HR leaders must spot any patterns in performance or engagement and address them quickly.
- Companies are encouraged to measure productivity regularly and gather employee feedback when productivity is deteriorating.

10. Address skill gaps

- After identifying the root cause of poor performance, companies are recommended to offer opportunities to poor performer to enhance their skills.
- Training always helps improve employee performance in organizations, assuming that individuals are willing to learn and acquire new skills.
- Companies that invest in training their employees to enhance their skills and performance tend to have a more loyal workforce.

4 steps to retain high performing employees

01 Collect feedback and insights

Collect employee feedback to understand employee concern and create strategy to prepare of the return back to office.

02 Engage in regular employee conversations

Set regular check-in sessions and conversations with employees to create action plan based on pulse survey data.

03 Set goals effectively

Review and identify top business priority to help employee focus and decide on action plans to achieve business goals.

04 Encourage learning and growth

With shifting business priorities, conduct regular check-in sessions to review employee skills and create action plans to support learning and professional growth.

Adapted from 1. https://www.glintinc.com/resource/people-success-toolkit-return-to-the-workplace/

Step 1: Collect feedback and insights

Why is collecting feedback and insights important?

- Collecting feedback and insights are critical to address employee concerns and create the right approach to devise the right return-to-workplace strategy.
- Companies need to seek employee feedback in order to create an effective return-to-workplace strategy and establish monitoring metrics and measures.

How frequently should the employee survey be conducted?

- Frequency of employee feedback survey will be based on organization strategy.
- Companies should implement a pulse survey before opening the workplace and after returning to workplace to make necessary adjustments
- Regular pulse surveys may be required to monitor and respond to employees' needs.

Who should see the survey results?

- **Employees**: To allow employees to feel the ownership of the pulse results, companies should share feedback gathered in an open and transparent manner.
- **Management and corporate teams**: Management, HR, IT, Security, Health & Safety teams to devise action plans to ensure a safe return to workplace for employees.
- **Managers**: Managers are to facilitate team level conversations so that employees feel a certain level of control over their situation. (e.g. split team arrangement)

Adapted from 1. https://www.glintinc.com/resource/people-success-toolkit-return-to-the-workplace/

Step 2: Conduct regular ‘check-ins’

What is a check-in session or communication session?

- Check-in session is a deliberate conversation whereby employees’ thoughts and feedback are gathered. This usually takes place before the work conversation starts.
- A mindset check-in is about understanding the status of an employee’s mind.
- Employee communication sessions provide a channel whereby management shares business updates and employees can raise their concerns.

Why do managers need to conduct regular employee conversations?

- Regular check-in with teams or one-to-one conversations with employees helps to ascertain action plans based on feedback provided.
- Regular communication also helps to foster trust, make business priorities known, foresee challenges and prompt action to make progress.
- The check-in sessions or conversations are an important channel to ensure that employees needs are known and addressed, especially during the transition from ‘work from home’ to ‘work at workplace’.

Adapted from 1. https://www.glintinc.com/resource/people-success-toolkit-return-to-the-workplace/

Step 2: Engage in regular employee conversations

ACT model – how to turn feedback into action plans

- Refer to the survey results and bring it up during conversations.
- Identify your team's strengths
- Call on areas of change that teams should focus on

- Look at what you want to focus for the new few weeks.
- Break down your priorities into actionable steps.
- Identify one change to focus on in the next coming weeks.

- State commitment overtly to create accountability.
- Do not over commit, take one step at a time.
- Set aside and schedule another progress check-in session.

Adapted from 1. https://www.glintinc.com/resource/people-success-toolkit-return-to-the-workplace/

Step 3: Set goals effectively

Why do managers conduct conversations to discuss goals?

- Conversations are necessary to make modification to work schedules.
- It helps employees to understand that business priorities have shifted.
- Conversations should help guide employees on how to prioritize their time for important tasks or activities.
- It is important for employees to understand what is top priority for the business.

How does conducting conversations help to set goals?

- As employees return to workplace, managers will have to evaluate how changes to work schedule, business priorities and other organisational practices will affect individual employee's priorities.
- Employees who undergo transition back to office may need additional support on how to prioritise their time and which business priority to focus on.
- Having a conversation to discuss goals during transitional period is beneficial to employees and helps in making decisions on critical activities that achieve organisation goals.

Adapted from

1. https://www.glintinc.com/resource/people-success-toolkit-return-to-the-workplace/
2. https://www.glintinc.com/wp-content/uploads/2019/10/TurnFeedbackIntoAction_Glint.pdf

Step 4: Encourage learning and growth

Why are employee conversations important for learning and growth?

- Conducting regular conversations provide opportunities to discuss learning opportunities related to business priorities on an ongoing basis.
- The shifted business priorities, remote teams and new protocols offer opportunities for employees to rethink relevant skills and reflect on what meaningful work means to them.
- Employees require new skills and capabilities as they experience new situations.

What is a manager's role in learning and growth?

- When facing new challenges, employees look up to their manager and team to guide their behavior.
- It is crucial for managers to model, promote, and set aside time for professional growth.
- In new work situations, employees must be given the opportunity to acquire new skills and work towards it.

Adapted from 1. https://www.glintinc.com/resource/people-success-toolkit-return-to-the-workplace/

Appendices

Guiding questions

Tips

Surveys

Sample survey questions

Step 1: Collect feedback and insights

Question	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
Qn 1: My company is interested in my well-being	☐	☐	☐	☐	☐
Qn 2: My company has provided me with the required support and resources that I need at this time.	☐	☐	☐	☐	☐
Qn 3: My manager provides the required support during this period.	☐	☐	☐	☐	☐

Adapted from 1. https://www.glintinc.com/resource/people-success-toolkit-return-to-the-workplace/

Sample survey questions

Step 1: Collect feedback and insights

Qn 4: What is your biggest concern related to return of workplace?

- ❑ Staying safe and healthy in workplace
- ❑ Safe commute to work
- ❑ The need to care for children and family members
- ❑ Managing workload
- ❑ I prefer to continue to work from home
- ❑ I have no concerns and am ready to be back at the workplace
- ❑ Others (please specify)

Adapted from 1. https://www.glintinc.com/resource/people-success-toolkit-return-to-the-workplace/

Sample survey questions

Step 1: Collect feedback and insights

Qn 5: Once restrictions on schools and offices are lifted and workplaces are safe to re-open, what is your preferred mode of work?

- ❑ **Work at office**
- ❑ **Work at home**
- ❑ **Work flexibly between workplace and home**

Qn 6: What is the most important factor for you if you are required to return to work in physical office?

(Skip if you are currently working at workplace)

Adapted from 1. https://www.glintinc.com/resource/people-success-toolkit-return-to-the-workplace/

Sample check-in questions to ask

Step 2: Engage in regular employee conversations

Manager's questions	Employee's response
1. How are you doing?	
2. **Before returning to the workplace** What is your concern as you think about returning to the workplace? When do you think you'll feel comfortable returning to the workplace?	
3. **After returning to the workplace** How are you doing with the adjustments in returning to the workplace? What's one thing I or the team can do to make things easier for you?	
4. What other support or resources do you need to help you be successful during this time?	
5. What are the most impactful things for you to spend your time on right now? What work can be deprioritised or delayed?	
6. What support or resources do you need to help you be successful during this time? How else can I support you?	

Adapted from 1. https://www.glintinc.com/resource/people-success-toolkit-return-to-the-workplace/

10 tips for managers

i. Communicate regularly and provide positive feedback
ii. Express belief and trust in your employees
iii. Challenge employees in a balanced way; give them a chance to take risks
iv. See failure as a learning opportunity
v. Provide an outlet for employees
vi. Offer rewards and recognise them for their contribution
vii. Encourage employees to give you feedback
viii. Encourage a healthy work-life balance
ix. Hold career development discussions
x. Remember to have fun

The above mentioned are even more important post pandemic.
Employees who feel they have been let down by their company during challenging times are likely to leave their organisation at the first opportunity. Hence, talent retention becomes even more important in future.

Crisis reveals culture!

Adapted from
1. https://www.glintinc.com/resource/people-success-toolkit-return-to-the-workplace/
2. https://www.glintinc.com/wp-content/uploads/2019/10/TurnFeedbackIntoAction_Glint.pdf
3. https://resources.workable.com/hr-terms/what-is-employee-retention

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- Glint. (2020). People Success Toolkit: Return to the Workplace. https://www.glintinc.com/resource/people-success-toolkit-return-to-the-workplace/
- Glint. (2020). Turn Feedback into Action, 3 simple steps to facilitating great employee conversations that increase engagement. https://www.glintinc.com/resource/infographic-turn-feedback-into-action/

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