Employee Retention – Tricks of the Trade

Section 1 – Recruitment / Onboarding Process

Recruitment / Onboarding Process	
Wage Assessment – Gather data from other similar sized communities for all positions.	**Yes/No**
Evaluate your current positions – do they need an increase to meet this wage scale, if appropriate?	
The Art of the Interview Process - Who is conducting interviews?	**Yes/No**
Department leaders?	
Can floor staff be included in this process to discuss the in-depth tasks required to complete jobs? (Include preceptors)	
Is there an interview template/questions that can be utilized?	
Company Benefits	**Yes/No**
Do the new employees or applicants understand the company benefits offered?	
Does the interviewer understand the company benefits offered?	
HR Committee	**Yes/No**
Do you have an HR committee that meets weekly to discuss status of applicants, recruitment strategies, and existing processes?	
Applicant Experience – Barriers should be very limited.	**Yes/No**
From obtaining an application to the job offer, is it a smooth transition?	
Does it need tweaked?	
Orientation – It is beneficial to have the building leader sit in and observe.	**Yes/No**
Who is conducting orientation?	
Is it easy to follow?	
Is the job discussed thoroughly?	
Is the culture you are building illustrated in orientation?	
Ongoing Training – Assess tools needed for each position.	**Yes/No**
Are tools provided for ongoing training?	
Are they effective?	
Preceptor Program	**Yes/No**
Is there a preceptor program in place for each new hire?	
Is a feedback loop built in?	
Is there a mechanism for feedback to be addressed?	
Is there compensation for the preceptor to encourage employees to help with retention?	
Employee Council – Consider meeting monthly.	**Yes/No**
Do you have an employee council which includes a member from each department to review feedback from the orientation process?	

Section Two – Reinvent the Art of Scheduling

Reinvent the Art of Scheduling	
Self-Scheduling – Allow staff to come up with their own schedule to create buy in.	**Yes/No**
Either on paper or electronic, are there self-scheduling opportunities?	
Attendance Policies	**Yes/No**
Does the attendance policy reflect flexibility/forgiveness?	
Does it take into consideration social factors?	
Scheduler	**Yes/No**
Is the department scheduler approachable?	
Does his/her mindset match the leadership vision?	
Is this position being monitored daily?	
Is a feedback loop built in?	
Is there a mechanism for feedback to be addressed?	
Scheduling Meetings - Are scheduled meetings conducted frequently to ensure schedules and policies are being followed?	
Nurse Manager – Look at impact of rotation on nurse manager duties.	**Yes/No**
Is there a nurse manager rotation in place?	
Orientation Needs	**Yes/No**
Does the schedule take into consideration orientation needs?	
Is there an evaluation process for scheduling in place if an employee needs further orientation?	
Agency Orientation	**Yes/No**
Is there a process in place for agency orientation?	
Do these contracted employees understand the facility culture?	
Employee Council – Consider meeting monthly.	**Yes/No**
Do you have an employee council which includes a member from each department to review feedback from the scheduling process?	

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Section Three – Re-Evaluate Job Tasks

Re Evaluate Job Tasks	
Job Study - Complete a job study for each job title which includes a time study to complete all tasks, expectations required of the position, tools required for the position, and a wage analysis.	**Yes/No**
Can the expected work be completed in the required time?	
Is it manageable?	
Does the direct supervisor understand the position?	
Is this position thoroughly explained upon interview and/or hire?	
Workloads	**Yes/No**
Does the workload allow for staff breaks?	
Are there many call-ins with particular job roles?	
Technology	**Yes/No**
Is technology used to do the job?	
Does it work effectively?	
Is training offered to staff to keep current on required technology?	
Inventory	**Yes/No**
Are there sufficient supplies to complete the job?	
Is there a schedule for ordering supplies?	
Is there a designated back up for ordering supplies?	
Is it easy to obtain supplies?	
Does the supply room need to be relocated for efficiency?	
Social Barriers	**Yes/No**
Are there social barriers to completing a task or getting to work (i.e., childcare needs, transportation concerns)?	
Employee Council – Consider meeting monthly.	**Yes/No**
Do you have an employee council which includes a member from each department to review feedback from the evaluation of job tasks?	

Section Four – Staff Value / Engagement - Culture

Staff Value / Engagement Culture	
Leadership By Walking Around vs. Compliance Rounds	**Yes/No**
Are greetings occurring with every interaction?	
Morale Committee – create a Morale Committee that meets frequently. Include each department and have a different department host an event each week or month.	**Yes/No**
Do you have a Morale Committee (or something similar)?	
Are all departments represented?	
Do all departments take ownership?	
Is there a feedback loop to the Morale Committee for staff to submit suggestions or concerns?	
Is there a process for feedback to be reviewed and addressed?	
Career Advancement	**Yes/No**
Are there career advancement opportunities that allow for an increase in pay as well as moving up the career ladder?	
Relationships – Build trust. Build relationships.	**Yes/No**
Do the leaders get to know the employees?	
Are there deep enough conversations to understand a staff member's social barriers to completing a task or getting to work (i.e. child care issues, transportation concerns)?	
Decisions – Involve staff in major decisions.	**Yes/No**
Are staff involved in decisions related to QAPI?	
Are staff involved in decisions related to clinical rounds and meetings?	
Training Opportunities	**Yes/No**
Are there ongoing training opportunities for employees?	
Are there processes/mechanisms in place for employees to request topics for training?	
Employee Council – Consider meeting monthly	**Yes/No**
Do you have an employee council which includes a member from each department to review feedback from the evaluation of the organizational culture and staff engagement?	