



The Business Owner's Guide to Retaining Top Talent

How G&A can help you build a successful recruiting, onboarding, and retention program.

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Introduction

Employee turnover can be a challenging part of the business lifecycle. The aftermath when a valued employee resigns has long-lasting impacts, including lost institutional knowledge, increased workload stress on other team members, a hit to overall morale, and the high cost of replacing that employee. In many cases, however, you can take proactive measures to decrease the likelihood an employee will voluntarily leave.

This Retention Toolkit was created by G&A to provide you with effective strategies and resources to help you improve employee retention (and recruiting)—so you can build an inspired and productive team that succeeds in their careers and supports your business—for years to come.



In this toolkit, you will find information on how to:

- ▶ Find and Hire the Right Candidates
- ▶ Engage Employees from Day One with Dynamic Onboarding
- ▶ Build a Competitive Compensation & Benefits Package
- ▶ Develop, Implement, and Utilize Employee Surveys
- ▶ Meet Your Employees' Professional Growth Needs
- ▶ Strengthen Your Culture and Diversity Efforts

Retention Guide



Smart Recruiting

Find and Hire the Right Candidates

A successful retention strategy starts with a smart recruiting program. That means hiring candidates who are an excellent fit for a specific role and your [company culture](#). By doing so, you increase the likelihood that your employees will stay—and thrive—in your organization long term.

How G&A can help

Sourcing and hiring employees who are a good fit for your organization can be a challenge, but building the right team is vital to the long-term success of your organization. From candidate sourcing and screenings to skills assessments and interview assistance, G&A's recruitment process outsourcing (RPO) services combine advanced online and cloud-based technology with years of recruiting expertise to support your dedicated human resources team.

▶ FOLLOW-UP RESOURCE

How to Get the Right Eyes on Your Job Postings



G&A Best Practices:

How to Level Up Your Candidate Sourcing and Hiring Strategy

- 1 Set program goals.**

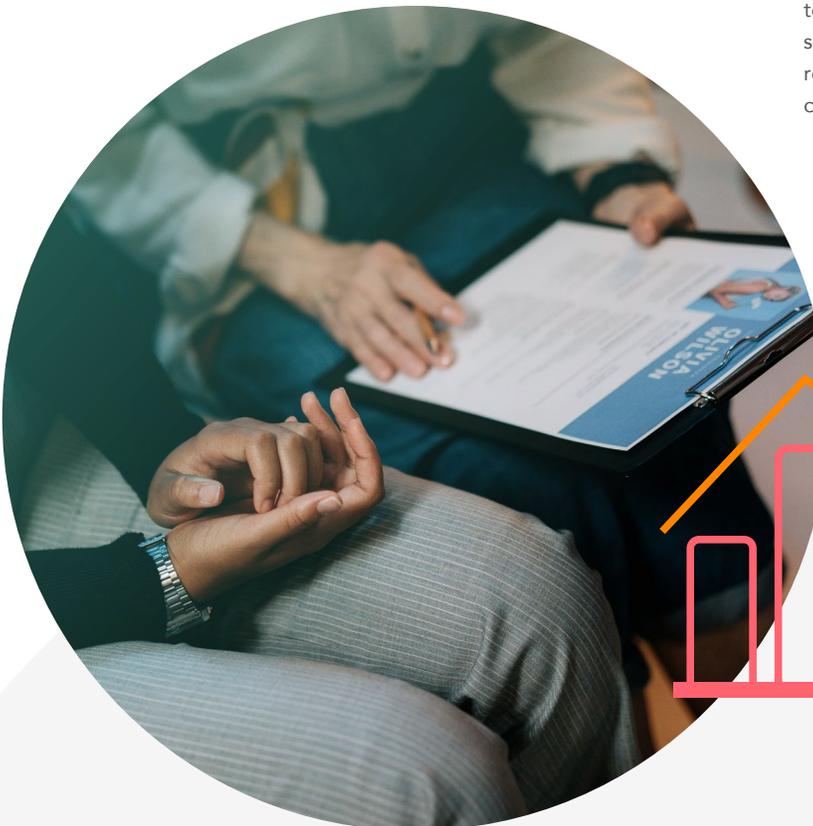
Our team starts at the organizational level and helps you align your recruiting efforts with company goals and values.
- 2 Assess your pay and benefits offerings.**

G&A's RPO experts can help you gauge where you stand competitively—in terms of the market and your industry—by performing compensation and employee benefits surveys.
- 3 Develop smart job descriptions.** If you haven't updated your job descriptions in years, you're not alone—and you're probably missing out on some pretty terrific talent. Our experts ensure you clearly define the knowledge and skillsets you're seeking, along with the expectations you have for the role.
- 4 Proactively source quality candidates.**

By consistently reviewing resumes and work samples, we help you build an active pipeline of promising talent that can be accessed immediately—when your company creates a new position or when an existing job is unexpectedly vacated.
- 5 Refine interview techniques and strategies.**

We believe the most effective recruitment programs focus on asking direct and revealing interview questions and providing clear communication around job responsibilities. Our team helps you to create an atmosphere that allows for open and honest dialogue, which gives you the opportunity to assess whether a candidate is the right fit for your organization.
- 6 Conduct thoughtful pre-hire assessments.**

A pre-hire assessment helps ensure that the candidate you're considering has the experience to perform the job successfully. From online searches to skills assessments, we help you focus recruiting efforts on individuals who meet your company's needs.



Dynamic Onboarding

Engage Employees from Day One

Your onboarding program plays a crucial role in new-employee retention. **Welcoming new hires with a dynamic and comprehensive onboarding process can help ease first-day jitters and set the stage for a mutually beneficial employer-employee relationship.**

But an effective onboarding program is more than a first-day welcoming party or new-hire orientation. It involves a multidimensional approach that helps employees learn, grow, and become productive and confident team members.



“ The employee onboarding process is critical to your overall employee experience. It introduces new hires to your business and communicates your expectations, mission, values, and company culture ”

Michelle Mikesell
Chief People Officer
G&A Partners

How G&A Can Help

Once you've hired the right candidate, it's important to immediately start the [onboarding process](#). The onboarding experts at G&A can help your new employees— whether remote or in person:

- ▶ Feel welcomed and part of the organization.
- ▶ Establish relationships with their colleagues and managers.
- ▶ Access tools and resources to get their job done.
- ▶ Understand how they fit into the organization's bigger picture.

▶ **FOLLOW-UP RESOURCE**
A Step-by-Step Guide to Onboarding New Employees

G&A Best Practices:

How to Build a Successful Onboarding Program

1 Design an onboarding program with intention.

The G&A team will work with you to make decisions about which key components to include in their onboarding process. For example, what information should you have in a welcome email, and when should you send it? What supplies, equipment, and technology must be ready for their first day? Who should be assigned to help them through their first 30 days (or more)?

2 Fast-track administrative tasks with integrated onboarding technology.

G&A's online employee onboarding tool streamlines new-hire procedures and eliminates the need for paper-based processes by providing new team members and their managers with online access to HR employment forms, benefits information, and more.

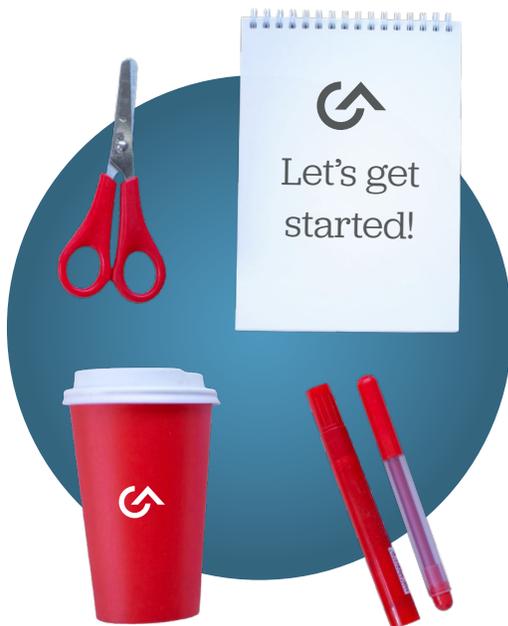


3 Equip new hires with HR technology and training.

Our team members can help you map out new hire technology and training needs, including setting up technology platforms and tools, completing necessary training on company processes and procedures, and helping them adapt to existing organizational dynamics.

4 Communicate company culture, mission, and values.

New hires need to envision how they fit into and contribute to your culture and organization. Our experts can help you design an onboarding plan that helps you effectively communicate your organization's vision, mission, and goals and your commitment to ensuring a smooth transition.



Strategic Compensation & Benefits

Gain a Competitive Advantage with Employee-Focused Offerings

Some employers seeking a competitive advantage offer **financial incentives and expanded benefits packages** that take a holistic approach to **mental, physical, and financial health and wellness**. If you're struggling with high employee turnover in your organization, and/or if you're looking to strengthen retention efforts—competitive compensation and benefits is a great place to start. But most small to mid-sized companies don't have access to comprehensive and affordable employee benefits options.

How G&A Can Help

A comprehensive benefits package is one of the job seekers' top two considerations when evaluating a job offer – second only to salary. G&A provides HR expertise, robust, affordable employee benefits plans, and benefits administration support to keep you competitive.

▶ FOLLOW-UP RESOURCE

How to Ace Benefits
Open Enrollment



Attract and Retain Top Talent with Employee Benefits from G&A

▶ **Fortune 500-level benefits.**

Get access to high-quality medical, dental, and vision coverage and ancillary benefits at affordable rates.

▶ **Manageable retirement plans.**

The [401\(k\) experts](#) at G&A help you design and set up the optimal plan for your business, administer the plan, and ensure it complies with regulatory requirements.

▶ **Affordable voluntary benefits.**

To compete for employees today, it helps to provide access to voluntary benefits, such as dental/vision, telehealth, life, voluntary disability, and accident and critical illness insurance plans. G&A has [comprehensive insurance plans](#) at competitive rates, and you can offer them on a voluntary basis with contributions covered by the employee, your business, or a combination of both.

▶ **Quality-of-life benefits.**

Providing mental health and wellness-related benefits demonstrates your commitment to your workforce outside the office. When you partner with G&A, your employees can access an [Employee Assistance Program \(EAP\)](#), which provides free and confidential assessments, short-term counseling, referrals, and follow-up services to employees with personal or work-related concerns.

▶ **Paid time off and flexible scheduling.**

Today's workers are seeking greater flexibility related to time off and scheduling. G&A's HR experts can help you develop and implement competitive [paid leave](#) policies and provide guidance on flexible scheduling options, including how to manage a remote or hybrid workforce.

▶ **Online benefits enrollment system.**

G&A's [online benefits enrollment system](#) saves your team valuable time, helps minimize mistakes, provides educational resources that explain benefits offerings, and more.



Insightful Surveys

Develop, Implement, and Utilize Feedback from Employee Surveys

Demonstrate openness by creating opportunities for your employees to share feedback about your company's processes and culture through employee surveys and interviews.

"When employees feel that their manager or company leaders are actively listening to them and considering their input, their level of engagement increases," says **Michelle Mikesell, G&A Partners' chief people officer**. "Many employees actively seek out employers that strategically prioritize engagement, so your business should strongly consider incorporating surveying, listening, and engaging into your employee recruitment and retention programs."



How G&A Can Help

G&A's HR experts can help your team develop strategies to intentionally, and regularly, solicit employee feedback. You can then use that feedback to strengthen your retention efforts and company culture.

G&A Best Practices: Feedback Tools

- 1 **An [employee survey](#)** is a human resources tool used to proactively measure employee engagement in your workplace. It helps you to gauge employees' interest, motivation, and happiness.
- 2 **[Stay interviews](#)** involve checking in with employees regularly to find out what they need from you to succeed in their role. Through these interviews, you can identify and resolve problems before they reach a point of no return.
- 3 **[Exit interviews](#)** are performed when an employee leaves your company, and they can provide you with valuable insights and perceptions about your organization. The primary goal is to find out why employees are leaving, so you can make any changes necessary to help prevent others from doing the same.

▶ **FOLLOW-UP RESOURCE**
How to Get Valuable Feedback You Can Use

Communicating Feedback Results to Your Employees

G&A experts can also guide you through survey results and map out a path forward based on the data. Your employees want to know what you do with the information they share and how company leaders will consider it. A strong communications plan is vital, and we can help you put that together.

“It’s important to communicate to your employees the findings of their feedback. Transparency is key when closing the loop—you must confirm the good, bad, and the ugly. They need to see that your leadership team is treating the survey seriously and is reviewing the results—this will help build trust. Some organizations use this opportunity to further develop employee focus groups to explore critical issues.”

Julia Vollmer
Director of Marketing
G&A Partners



Targeted Training

Meet Your Employees' Professional Growth Needs

Employees are increasingly seeking companies that will provide ongoing learning opportunities and clearly defined career paths. If your company isn't supporting employees with opportunities to learn, grow, and advance, your workforce may become frustrated, bored, and disengaged.

To help employees feel they are moving forward in their careers, it's beneficial to provide training and development opportunities and encourage each employee's progress by providing regular feedback through **one-on-one meetings, growth plans, performance appraisal tools, and other programs.**

LinkedIn's 2022 Global Talent Trends report reveals that



of employees want their current organizations to invest more in professional development.

How G&A Can Help

The professional development experts at G&A can help you implement and provide career development opportunities that will improve employee retention and increase organizational knowledge.

▶ **FOLLOW-UP RESOURCE**
The Top 4 Reasons Why Your Company Needs a Training Program



G&A Best Practices:

Professional Development and Training Solutions

▶ **Online Training and Development.**

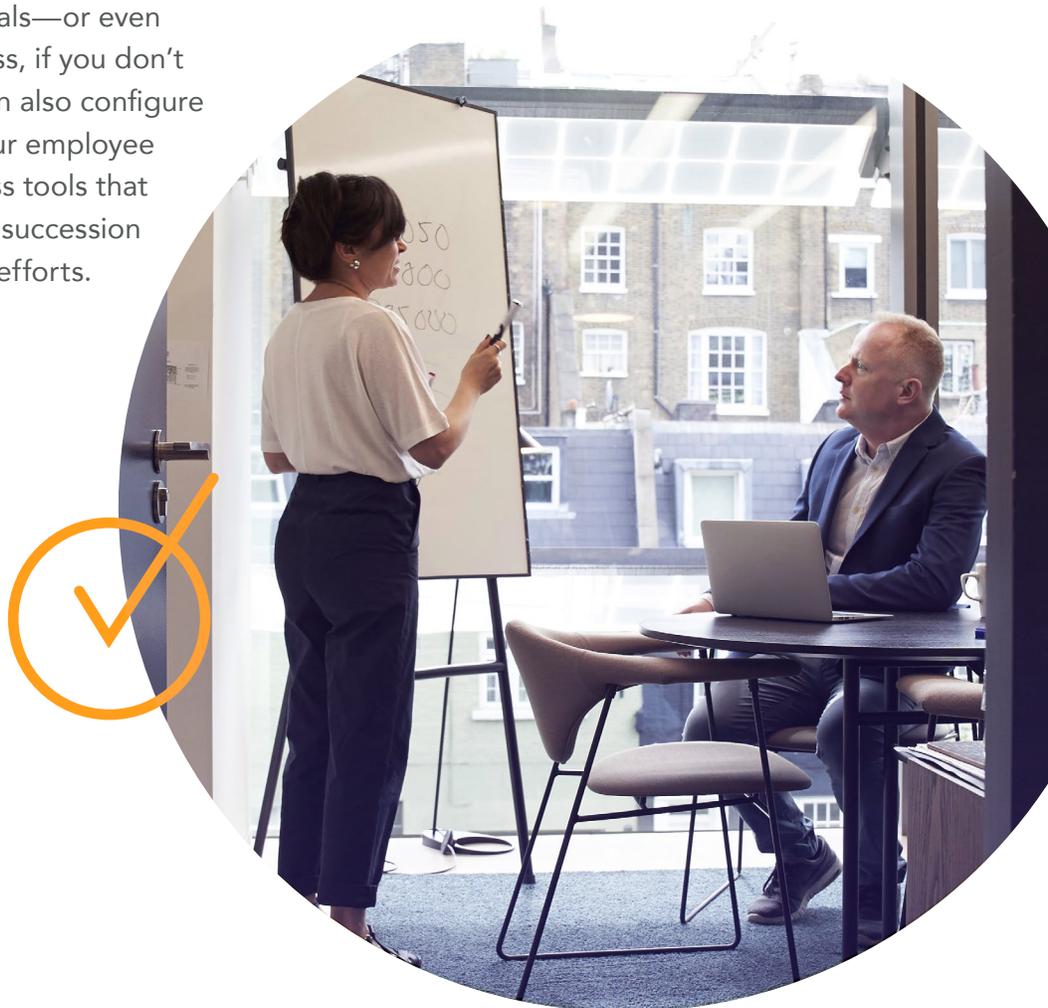
G&A's [online learning management system \(LMS\)](#) offers a comprehensive and cost-effective solution that gives you access to thousands of timely and current training courses and allows you to assign, track and report on employees' progress—whether they are remote, in office, or out in the field.

▶ **Performance Management System.**

G&A's userfriendly [online performance management tool](#) lets you streamline your review process and set, track, and manage performance goals—or even start a new review process, if you don't already have one. You can also configure custom workflows for your employee review process and access tools that enhance your company's succession planning and promotion efforts.

▶ **Management Training.**

Poorly trained or ineffective managers can significantly impact employee morale and retention, and it is vital to recognize shortcomings in your company's management training programs, conflicts between managers and employees, and overall management culture when evaluating areas for improvement. G&A's training experts can help you support your managers with targeted training and development programs.



Meaningful Engagement

Strengthen Workplace Culture and DEI&B Initiatives

Your company culture is the heart and soul of your organization. If it is tired, stressed, or unhealthy, it will negatively impact employee engagement and, eventually, lead to higher employee turnover rates.

On the flip side, employees who believe their employers care about their wellbeing and are committed to a culture of positivity and inclusivity are more satisfied with their work and more inclined to stay with the company. Along the same lines, your organization's **diversity, equity, inclusion, and belonging (DEI&B) program** – and your commitment to associated efforts – plays a role in sustaining a robust and progressive company culture.

How G&A can help

With support from the DEI&B experts at G&A, you can address company challenges head on and take definitive steps to enact change in your organization and improve your company culture.

G&A Best Practices: How to Build a Positive Workplace Culture

- 1 Conducting a culture check and, if needed, a reset.** If you need help creating, revising, or implementing your company's culture, our team can guide your effort by helping you identify sustainable practices and systems that reflect your employee's evolving needs.
- 2 Strengthening your DEI&B program.** Creating a culture that celebrates DEI&B is a key differentiator in how companies remain successful, improve employee engagement and retention rates, and reduce the risk of discriminatory claims. For small to mid-sized companies, however, the real or perceived magnitude of change required to implement a successful [DEI&B program](#) can feel overwhelming, but with guidance from our team, such a program can have an enormous and positive impact—across all facets of your business.

- 3 Nurturing employee resource groups.** Hand-in-hand with your business' DEI&B program, [employee resource groups \(ERGs\)](#) are micro-communities within a company that provide safe spaces for employees with commonalities to network, share ideas, and support each other. Our experts can help you identify opportunities to encourage these employee-led volunteer initiatives.

- 4 Helping managers evolve.** Today's workplace demands that the most effective managers be equal parts leader, coach, mentor, and advocate. We can work with your team to recommend steps you can take and manager training programs you can implement that develop people management and soft skills, provide disciplinary guidance, and target employee relations issues.

▶ **FOLLOW-UP RESOURCE**
Ways to Celebrate and Spotlight your Employees

Takeaway Resources



How to Get the Right Eyes on Your Job Postings

On any given day, tens of millions of job postings are on various digital job platforms. And besides your company website, a job description is typically the first introduction to your company. So naturally, it's important to make sure your postings are written in a way that helps to attract viable candidates for the role and helps your organization stand out in the crowd.

Postings and job descriptions should be accurate, concise, comprehensive and include essential responsibilities, activities, qualifications, and skills required for the role.

But they should also include information that makes your organization unique, such as your culture, comprehensive benefits, employee development opportunities, and more.

Consider the following tips from Eleesha Martin, director of RPO at G&A, when creating and revising your own job descriptions:

- 1 Write better job descriptions:**
Writing better, more accurate job descriptions will help ensure applicants are more viable candidates. Knowing how to write accurate job descriptions ensures interested candidates understand what the job entails before they apply.
- 2 List out job responsibilities:**
Describing an individual's onsite responsibilities and surroundings is essential during the application process; not only will you attract better candidates from the get-go—you will also stand a better chance of retaining them in the future.

- 3 Include skills and qualifications:**
While entry-level positions do exist, many high-level positions require a significant degree of experience in specific areas. It's important to address these requirements with focus and precision, or you'll end up with a pool of applicants who don't meet your baseline requirements. List the must haves and differentiate the nice to haves.
- 4 Stand out from competition:**
Include what makes you different from other companies, especially your competitors. Identify what your competitive advantage is and include it in your job postings. The difference could be your company culture, flexible work schedule, salaries, benefits and perks, reputation, innovation, approach to customer service, technology, or anything else that makes your company stand out in a positive way.



Step-by-Step Checklist for Successful Onboarding and New Hire Retention

Starting a new job is exciting but also a time when people can feel vulnerable and anxious. The more **security, support, information, and kindness** your company can provide during this time, the better chance your new employee will have a smooth transition period—from new hire to an inspired and productive team player.

Based on G&A Partners’ onboarding processes and best practices, following is a series of onboarding checklists – from “pre-boarding” to “90 days and beyond” – to help you build a successful program:

Pre-Boarding Recommendations

- Once an offer has been accepted, initiate and maintain contact with your new employee during the days, weeks, or months before their first day on the job. Encourage managers to do the same.
- Send a welcome package or plan an informal get-together with team members.
- Use an online onboarding platform to send required forms and an onboarding checklist to your new employee in advance, including their W-4 and other payroll forms, an employee handbook, and online benefits-enrollment information.
- Email critical information about their job description, role, and expectations, along with their fellow team members’ roles and responsibilities, company information and FAQs, calendar invites to employee orientation and first-week meetings, and any relevant background information on current projects in motion.
- One week before the planned start date, reach out to your new hire and share how excited the team is to welcome them on their first day.
- Set up their desk/work area with office supplies and necessary information. Ensure they have necessary equipment and proper logins.

G&A Best Practice

Three days before an employee’s start date, G&A’s HR department sends a personalized welcome email that provides information about what to expect on their first day and beyond.

First Day Recommendations

- Your new hire has arrived! Begin the day with an introductory meeting, provide a tour of the office, and introduce them to team members before showing them to their work area.
- Provide a day-one checklist of tasks and meetings to complete.

G&A Best Practice

Based on employee feedback, G&A recently started a mentoring program that assigns each new hire a “buddy” to help them acclimate more quickly.

First Week Recommendations

- Have managers check in on your new employee at least once daily to answer questions and help with any lingering first-week hiccups.
- Have assigned mentor schedule check-ins, so your new team member has time set aside for questions they may be hesitant to ask their direct supervisor.
- Arrange one-on-one meetings between your new hire and co-workers to lay the groundwork for collaborative relationships, and so they can get a feel for each team member’s role and responsibilities.
- Provide important information about your company’s history, culture, values, processes, and procedures, so your new employee can connect with your business more personally and feel more comfortable in their surroundings.

G&A Best Practice

Start training your new employees after orientation—but go easy initially. At G&A, employees attend various virtual training programs during their first week, including Introduction Training, Corporate HR Training, Client-Experience Training, IT Training, and Systems Training.



First 30 Days Recommendations

- Once orientation and general company training are complete, move to role-specific training.
- Gradually increase your new hire's workload as they get up to speed on your company and their new role.
- After the first week or two, meet with your new hire to ask where they need help closing skill gaps and work together to set short- and longterm goals for their position.
- Continue weekly check-ins with managers and mentors to ensure they feel comfortable, confident, and supported.
- Have your HR team schedule a one-month check-in to ensure your new employee feels supported and engaged. Ask for feedback about their ongoing candidate and new hire experience.

G&A Best Practice

After a few weeks on the job, G&A Partners invites employees to "New Hire Bootcamp," a one-day virtual training with all new employees. G&A's executive team members, department heads, and other employees talk to new team members about the company and various departments. The bootcamp helps them establish and grow their employee network beyond their immediate department.

First 90 Days (and Beyond) Recommendations

- Check in with your new hire at defined intervals to see how they are doing. Feedback is critical throughout the entire employee lifecycle, and it is essential during the first 90 days of employment. This is a good time for managers to provide encouragement and identify issues or obstacles that might prevent their new team member from achieving goals.
- Conduct a new employee survey to determine what is working well and which areas of the onboarding process could use improvement or refinement.
- Plan a team lunch or happy hour to facilitate team bonding outside the office and celebrate your new employee's milestone anniversaries.
- Gradually shift from on-the-job role training to continuous improvement training and career-development activities.

4 Tips to Acing Benefits Open Enrollment

During annual benefits open enrollment, your employees make important decisions about **health, dental, and life insurance, ancillary or voluntary benefits, and more.**

“We can’t take for granted that employees understand the benefits options we put in front of them. So, we need to be strategic about educating them,” said **Jenifer Allbright, director of G&A Beneficial.** “A lack of knowledge can lead to employees choosing plans that don’t meet their needs.”

Following are four tips from G&A’s team of benefits experts to help demystify your benefits open enrollment process and set up your employees for success.

1 Clarify common terminologies and acronyms.

The benefits enrollment process can be challenging—in large part due to the variety of options and a seemingly endless supply of unknown or confusing terminology. By helping your employees better understand what it all means, from more common—or bedrock—benefits like medical insurance to financial and ancillary benefits like Health Savings Accounts (HSAs) and Employee Assistance Programs (EAPs), they can make more sense of the benefits election process and build a package that is best suited for them.

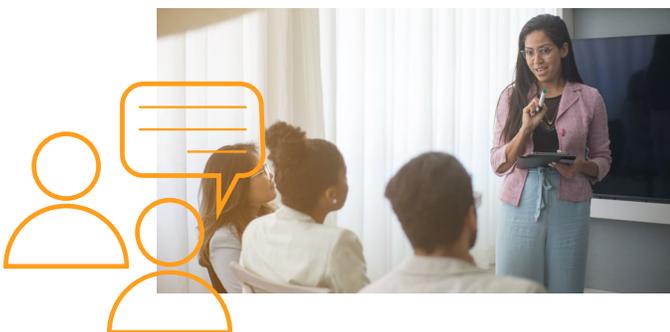
Check out our helpful guide and pass it along to your employees: [Employee Benefits: Common Terms and Definitions to Help Take the Confusion Out of Benefits.](#)

2 Bridge the generation gaps.

Employees have different needs at various life stages, so consider generation-specific concerns when designing your company’s benefits open enrollment education and communication programs. For example, the youngest generation in the workforce—Generation Z (born 1997–2012)—and new workers often have a more difficult time with the benefits open enrollment process.

Consider the following to help employees who are new to the enrollment process get a better handle on their benefits offerings:

- Emphasize benefits education in your employee onboarding program.
- Educate them on available plan options and common terminologies, such as premiums, copays, and deductibles.
- Describe how health savings accounts (HSAs) and flexible spending accounts (FSAs) work and the financial benefits they can realize by enrolling in them.
- Provide details of your tuition reimbursement or continuing education programs.
- If possible, make your plans customizable.



3 Keep employees posted using simple, direct communications.

Your company's open enrollment communications strategy should be direct, simple, and strategic. Providing employees with timely and user-friendly information can reduce mistakes or delays in the enrollment process and help them to choose plan options that make the most sense for themselves and their families.

G&A recommendations to help you ace ongoing benefits communications:

- Use simple language when describing benefits.
- Create targeted content that describes how benefits relate to different employees' lifestyles (single, married with children, near retirement, etc.).
- Distribute information through various methods and forums, such as emails, social media, webinars, one-on-one meetings with benefits counselors, office-wide meetings, interactive decision support tools, and videos.
- When meeting, use presentation technologies that reach in-person and remote employees. Conduct multiple sessions to accommodate employees who work different shifts or record the forum and post it.
- Use real-world (but anonymous) examples to bring the value of your benefits to life.
- Send targeted messages and content to employees several weeks before essential action items, such as the beginning and end of the open enrollment process. Make sure the required actions and deadlines are specific and in bold.
- Survey employees to find out if your communication methods are working or if they prefer information be distributed differently.
- Make sure employees know who they can go to with questions regarding your open enrollment period and benefits offerings. Set aside time for one-on-one benefits enrollment meetings.

4 Plan to succeed.

After you close this year's benefits enrollment period, take a short breather. While the process is still fresh in your minds, meet with your HR representative (or team) and other employees who participated in the process to discuss what worked and what didn't. Brainstorm ideas and improvements for next year.

It's also a good idea to survey your employees to get feedback on difficulties they encountered, what they may need for a smoother process next time, and how they prefer to receive information about available benefits, plans, options, deadlines, and the open enrollment process in general.

Learn more about surveying your employees for better open enrollment planning in our comprehensive [open enrollment guide](#).



Types of Employee Surveys

Gain Valuable Feedback to Improve the Employee Experience

Before administering an employee survey, it's important to first define what your organization is trying to achieve. To do so, you can establish a working group within your company with a cross-section of employees and leaders. Together, you can determine the objectives of your survey(s) and the types of surveys to administer—based on the information you're seeking and what you plan to do with the results.

At G&A, we work with our clients every day to formulate and administer employee surveys. As you develop your own survey goals and objectives, consider the following survey types:

Survey Type 1: Employee Engagement

This survey measures how connected your employees are to their job, colleagues, management, and the company. They can also help you gain insights into their commitment to their roles, alignment with company values, and their support for senior leadership.

Sample Questions

- Does the company's mission/vision inspire you?
- Do you find your work meaningful?

Survey Type 2: Employee Attitude

This survey helps you gauge the overall mood of your workplace and identify problems with company culture and gaps in information or resources.

Sample Statements

- I always get constructive feedback about my work.
- I feel that my work is appreciated.

Survey Type 3: Employee Satisfaction

Employee satisfaction surveys help you gather insights about specific aspects of your company, such as compensation and benefits, workload, schedules, company policies, and workplace diversity.

Sample Statements

- I feel satisfied with my compensation.
- I would describe my workload as difficult.

Survey Type 4: Employer Improvement

An employer improvement survey allows employees to provide constructive criticism about their employer. Results can be used to identify weaknesses, improve organizational processes, and further develop the overall employee experience.

Sample Statements

- My manager communicates clear goals for our team.
- Our company offers workplace flexibility.

Survey Type 5: Employee Onboarding

Employee onboarding surveys allow new hires to provide feedback about your business' onboarding process and gives them an outlet to request the additional resources they need to ensure a smooth integration process.

Sample Statements/Questions

- I feel welcomed at this company.
- What's one thing we could have done differently to improve your onboarding experience?

Survey Type 6: Organizational Assessment/Culture

Organizational assessment/culture surveys focus on understanding how employees view their workplace environment globally.

Sample Statements/Questions

- Do you feel comfortable sharing your ideas with your peers and team leaders?
- Describe the company's culture in three words.

Survey Type 7: Employee Benefits

With an employee benefits survey, you can gather feedback to help your organization tailor benefit plans to employees' needs.

Sample Questions

- Are you satisfied with the company's healthcare package?
- Are you satisfied with the wellness benefits in place?

Survey Type 8: Professional Development

Professional development surveys ask employees if they feel they're provided the proper training and development tools to advance their professional career goals.

Sample Statements

- I can see a clear career path in this organization.
- I have sufficient opportunities for professional development.



4 Ways Your Company Can Benefit from Employee Training & Development

Workplace training and development (T&D) opportunities can benefit your organization in a variety of ways—from **increasing job satisfaction and employee engagement, to bolstering recruiting efforts, improving retention, and more.**

If you're a small or mid-sized business considering T&D opportunities for your employees or looking to reevaluate your current program, your efforts don't have to be backed by big budgets. Using in-house or online training resources is a great place to start. **G&A's advisors can also help you evaluate options and create a strategy to bolster your employees' growth.** No matter where you begin, your efforts will have a positive impact on your employees (and your company)—in the short and long term.

Following are four reasons to consider implementing an employee training and development program:

- 1 It makes employees feel challenged and increases job satisfaction.** According to HRNews' "Why Employee Training & Development Is An Effective Retention Strategy," growing in a position leads employees to a more fulfilling experience within a job. Also, when employees feel they are making a positive contribution to the company, they develop a "greater sense of self-worth and are motivated to perform better."
Consider this: Do your employees have a clear path defined for their current role and desired professional growth?
- 2 It increases your "in-house" expertise.** Encouraging employees to learn new skills broadens the depth and breadth of skillsets within your organization—which translates to added value you can offer your existing or prospective customers. It also helps you reduce the need to hire additional employees to fill a skills gap.
Consider this: Have your companywide knowledge base, depth of expertise, and innovation efforts expanded, stayed the same, or diminished over time? It helps you spot high-potential employees.
- 3 Training gives employers a chance to discover high-performing employees and their capabilities, strengths, and weaknesses.** These employees can be positioned in your organization's talent pipeline, mentored, and equipped with proper skills that help them advance as opportunities arise.
Consider this: Do you offer leadership training for top-performing employees moving into – or interested in a manager position?
- 4 It boosts employee engagement.** Employees who are offered opportunities to grow and develop as professionals, report higher levels of satisfaction and are more likely to stay with their current employer. When employees see that your organization is willing to invest in their professional development, they feel a sense of loyalty towards their employers, and overall retention rates increase.
Consider this: Have you experienced increased turnover at your organization, or have you lost top talent to companies with more robust development opportunities?

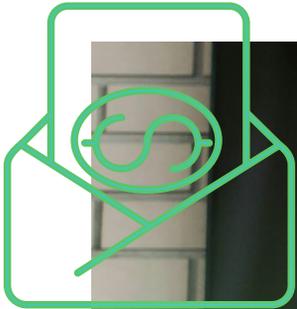
How to Show Employees You Value Their Hard Work and Commitment

Your employees are your most valuable asset. **Keeping them engaged and showing your appreciation is not only good for business—it also reduces turnover, encourages innovation, and promotes a healthier, happier, and more productive workplace.** Your company's success is rooted in the culture you create. If you're committed to valuing and supporting your team members, the benefits you'll receive in return will more than pay for your efforts.

Consider the following tips from G&A to support, empower, and recognize your employees:

1. Thank employees who have gone above and beyond and do so in the way they prefer to be recognized—either in a one-on-one meeting, in a group setting, through email, or otherwise.
2. Develop a flexible scheduling or hybrid work plan that works for your business. Develop distinct employee experiences for those who work remotely, in the office, or a mix of both.
3. Offer positive feedback and let employees know their work is appreciated.
4. Survey your employees often to find out what they feel is—and is not—working in your organization. Ask for ideas and suggested improvements and follow up to inform them on what resulted from their input. Your employees want to be heard, and surveys allow them to share concerns, ideas, and feedback about your company's processes and culture.
5. Communicate proactively and frequently. Keep employees in the loop about what's happening in your organization.
6. Schedule regular coaching sessions. In the sessions, ask open-ended questions to get the conversation going, practice active listening, and ask what your employee needs from you—and the company—to grow and thrive in their position.
7. Learn about your employees' career goals and determine the steps needed to get them there.
8. Train managers to be empathetic leaders who give employees their full attention.
9. Support measures that help create a healthy work-life balance for your team.
10. Pay for employees' parking or public transportation costs and give (gas) gift cards to those who commute by car.

11. Show your support for customer-facing employees by intervening in abusive or highstress situations.
12. Throw a party “just because.” It breaks up the workweek and creates time for team members to mix and mingle in a relaxed, fun atmosphere.
13. Consider offering onsite childcare or subsidies— or partner with various agencies to offer employees prescreened childcare providers or nanny-share opportunities.
14. Create a forum for leaders and employees to come together to share ideas.
15. Implement traditional, reverse, and crossgenerational mentorship programs.
16. Give bonuses, gift cards, extra comp days, or paid time off (PTO) to thank employees for a job well done.
17. Celebrate work anniversaries.
18. Host in-person and virtual lunch-and-learns, happy hours, retreats, or volunteer days.



Improving Retention with an HR Partner

As a professional employer organization (PEO), G&A works with small and mid-sized businesses to manage HR, payroll, and benefits administration. We also help companies enrich their company culture with strategic HR initiatives, such as employee engagement and retention – the kind of difference-makers that can help you weather economic uncertainty and manage a more informed workforce.



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