



From Job Description to Performance Appraisal

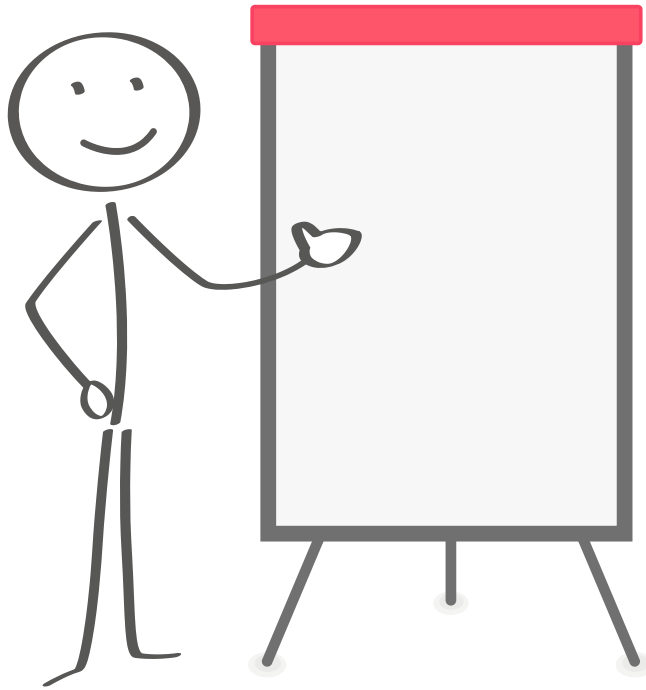
Staff Retention at Every Stage of the Employee Life Cycle



Julie Rennecker, PhD

- Nurse
- Professor
- Consultant – Talent optimization
- Passionate about creating workplaces where people can thrive while pursuing noble missions





Preview

- Why you're special, but not unique – a look at the numbers
- Why there is no single “solution” to staff retention
- Key issues at each stage of the employee life cycle
- Self-assessment – how are we doing?
- Roll up your sleeves! Rethink and reimagine your employee experience
- Working lunch - Translating ideas into action
- Declare your plan!

Prepare to Do Something Different!

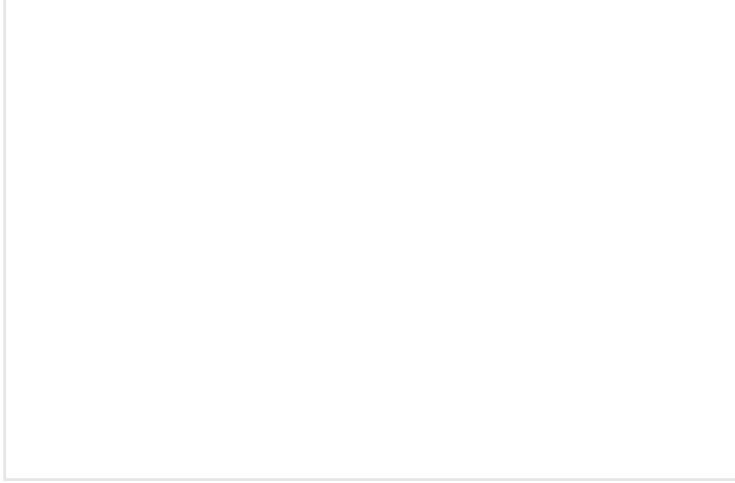
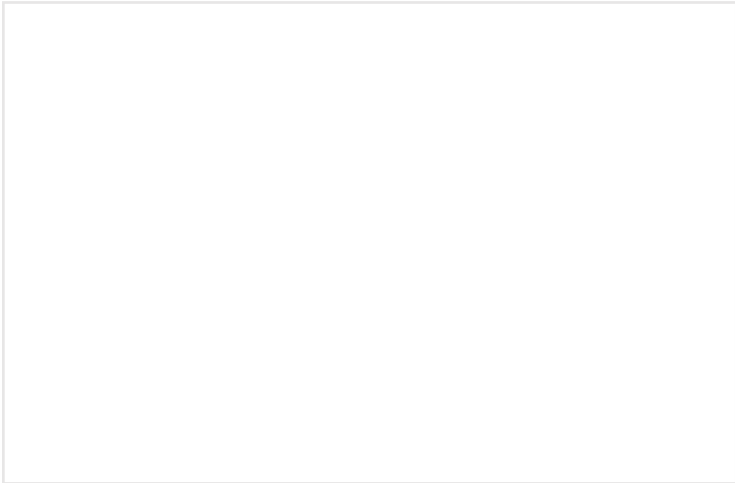
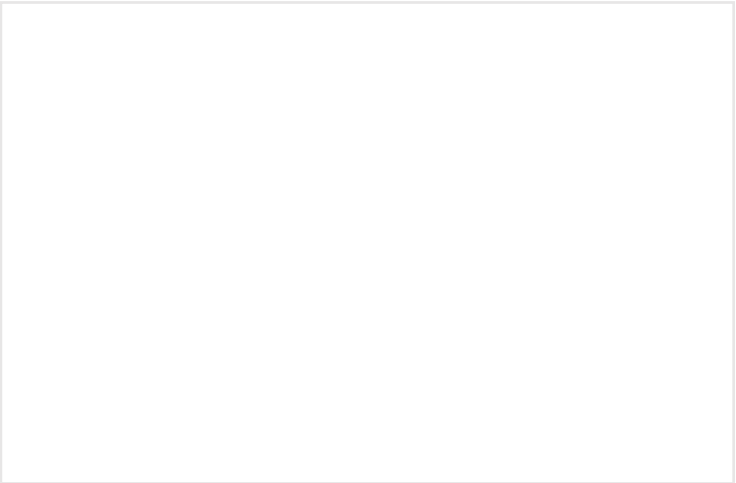
Anticipated takeaways (aka Learning Objectives)



- Understand the necessity of a comprehensive approach to staff retention
- Articulate at least one factor impacting retention at each stage of the employment experience
- Recognize beliefs and assumptions that have limited your action options
- Identify at least 3 ways to reinvent your employees' experience to increase staff retention



You're special - but not unique.



Sources: HHS.gov; AMA; ANA; McKinsey; *J of Gen Intern Med*; *Nursing Reports*; SHRM; Pew Research



Reasons Healthcare Pros Leave a Job



Burnout

Excessive workload

Excessive administrative burden

Moral injury/distress

Want more career growth opportunities

Need more flexible scheduling

Seeking intellectual stimulation

Better pay

Lack of respect, incivility

Feeling undervalued



Toxic workplace behavior was the biggest predictor of burnout symptoms and intent to leave—by a large margin.

McKinsey, “What is burnout?”, 2023

Employees who feel valued are less likely to experience burnout or depression and therefore are less likely to quit.

AMA Physician and Healthcare Worker Survey 2022

[Healthcare] employees are more likely to quit if they believe that management lacks the power, resources, or interest to make changes based on their suggestions.

Donald & Charles Sull, MIT Sloan Management Review, 2024

You have to become a great place to work before expecting to recruit and retain great people...Paying attention to and prioritizing talent needs to be baked into the DNA and ethos of an organization.

Addam Marcotte, FMG Leading, Healthcare recruiting agency, 2023



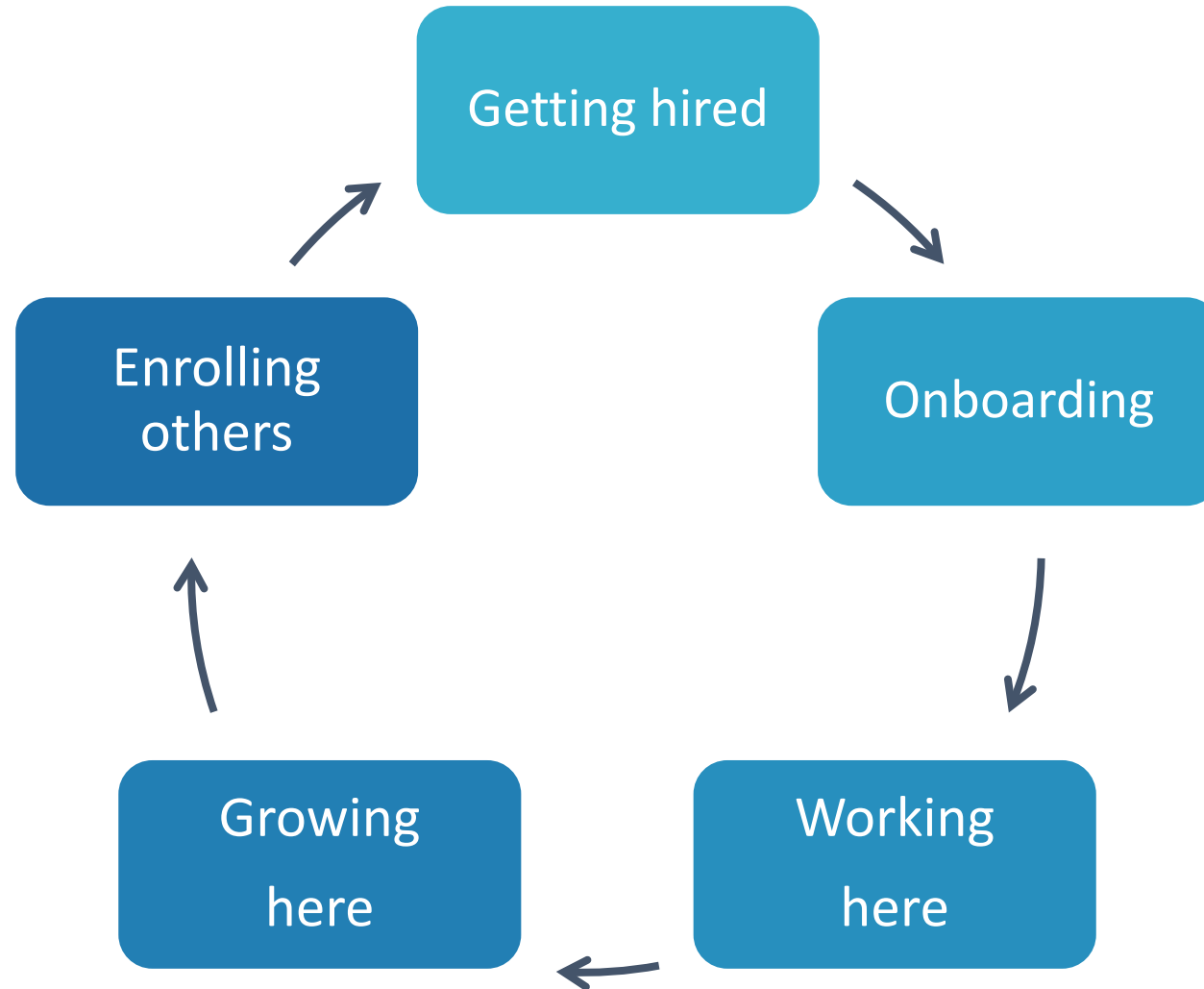


What's *your* theory about

- why people stay
- why people leave

your agency?

The Staff Retention “Flywheel”



Getting Hired

**COUNTY OF ERIE
NOTICE OF VACANCY**

DEPARTMENT: HEALTH
LOCATION: ERIE COUNTY PUBLIC HEALTH LAB
985 KENNINGTON AVE, BUFFALO
TITLE OF POSITION: LABORATORY TECHNOLOGIST -
PUBLIC HEALTH (2 Positions)
POSITION NUMBERS: #181877 & #181878
SHIFT: 8:30AM - 4:30PM
JOB GROUP & SALARY SCALE: 09 - \$42,096-\$52,657

MINIMUM QUALIFICATIONS:
A) Graduation from a regionally accredited or New York State registered college or university with a Bachelor's Degree in Clinical Laboratory Technology, Medical Technology or related title which meets the standards set forth in Title 18, Article 153 of New York State Education Law and relevant 78.01 of the Regulations of the Commissioner of Education, or
B) Possession of a license or limited permit to practice as a Clinical Laboratory Technologist as issued by the New York State Education Department.

SPECIAL REQUIREMENTS:
*Applicants must meet the eligibility requirements of 42 CRR 711.1 (Salary is limited to successful completion of a biennial Job Assessment in a "Meeting the United States" Step, or better.
*Eligibility for licensure to practice as a Clinical Laboratory Technologist is a license or limited permit to practice as a Clinical Laboratory Technologist in Education Department or license of generalist.
*Professional licensure to practice as a Clinical Laboratory Technologist in Education Department or license of generalist appointment.
NOTE: Multiple practices and/or volunteer experiences will be considered a requirement.

THIS NOTICE WILL BE POSTED FOR THE PERIOD THROUGH AND INCLUDING:

PLEASE REPLY IN WRITING TO ERIE COUNTY HEALTH LANDMARK, 85 FRANKLIN ST. ROOM 908A, BUFFALO, NY 14203
ERIECCA.LANDMARK@ERIE.CO.NY



- Job Description
- Communication response rate
- Communication tone
- Interview process & tone



Onboarding



- Organizational Readiness
- Clear Process
- Appropriate Resource access
- Roles & Responsibilities
- Support

You never get a second chance to make a good first impression!



Working Here



- Mission
- Leadership
- Coworker interactions
- Workload
- Process efficiency

“Structural factors within the work environment have a greater impact on employee work attitudes and behaviour than personal predispositions or socialization experiences.”

Rosabeth Moss Kanter, as cited in Laschinger et al, 2009



Growing Here



- Intellectual stimulation
- Opportunity for increased responsibility within or beyond the Agency
- Support for participating in a Professional Association
- Career pathways



Enrolling Others

- Opportunity to develop others
- Representing the Agency at external recruiting events
- Leading new hire orientation and onboarding



Agency Self-Assessment

How are we doing today?



Self-Assessment: Staff Retention across the Employee Lifecycle

Lifecycle Stage	Rating	Examples of Enablers (+) and Barriers (-)																														
Getting Hired <ul style="list-style-type: none"> Accurate Job Description written as an invitation to join a valuable mission Communication response rate that signals we're excited about finding someone and value the applicant's time Communication tone that is respectful Well-organized interview process and tone that signals respect for candidate 	<table border="0"> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	0	1	2	3	4	5	0	1	2	3	4	5	0	1	2	3	4	5	0	1	2	3	4	5							
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Onboarding <ul style="list-style-type: none"> Organizational Readiness for the New Hire Clear Process – for Day 1; for 30-60-90 days Appropriate Resource access Roles & Responsibilities - clarified Support - available for encouragement and questions 	<table border="0"> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	0	1	2	3	4	5	0	1	2	3	4	5	0	1	2	3	4	5	0	1	2	3	4	5	0	1	2	3	4	5	
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Working Here <ul style="list-style-type: none"> Mission – is clear and guides daily decisions Leadership – role-model positive behaviors and create a respectful work environment Coworker interactions – civil, respectful, inclusive Workload – reasonable within available time and with available resources Process efficiency – processes are designed to streamline work and minimize administrative load 	<table border="0"> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> <tr><td>0</td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr> </table>	0	1	2	3	4	5	0	1	2	3	4	5	0	1	2	3	4	5	0	1	2	3	4	5	0	1	2	3	4	5	
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Staff Retention across the Employee Lifecycle

Lifecycle Stage	Rating	Examples of Enablers (+) and Barriers (-)
<p>Growing Here</p> <ul style="list-style-type: none"> • Intellectual stimulation • Opportunity for increased responsibility • Support for Professional Association participation • Career pathways 	<p>0 1 2 3 4 5</p> <p>0 1 2 3 4 5</p> <p>0 1 2 3 4 5</p> <p>0 1 2 3 4 5</p>	
<p>Enrolling Others</p> <ul style="list-style-type: none"> • Opportunity to develop others • Representing the Agency at external recruiting events • Leading new hire orientation and onboarding 	<p>0 1 2 3 4 5</p> <p>0 1 2 3 4 5</p> <p>0 1 2 3 4 5</p>	



SHARE & DISCUSS YOUR RATINGS

1. Choose a recorder.
2. Start with Getting Hired – Take turns sharing your ratings and comments.
3. Record common perceptions AND significant differences.
4. Differences – ask for and share examples to illustrate. Don't push for agreement (yet).
5. Repeat Steps 2-4 for each stage of the Employee Journey:
 - a. Onboarding
 - b. Working Here
 - c. Growing Here
6. Discuss and answer the following:
 - a. What are our agency's *key strengths* in terms of attracting and retaining staff?
 - b. On what area(s) should we focus first?



How might we...?

Designing for Retention



GETTING INTO A DESIGN MINDSET

CURRENT LIMITING MINDSET	COUNTER FACTS	ALTERNATIVE EXPANSIVE MINDSET



COLLABORATIVE DESIGN SESSION

STEP 1 – REGROUP

1. Each table should have a marker indicating the table topic:
 - Getting Hired
 - Onboarding
 - Working Here
 - Growing Here
2. If your Agency has multiple representatives - Distribute yourselves among as many areas as possible.
3. If you are the only representative - Go to a table focused on the area where you think your Agency should be focusing

STEP 2 – CHOOSE A RECORDER

STEP 3 – SELECT A ROLE to FOCUS ON (e.g., Provider, Nurse, Admin, etc.)

STEP 4 – SELECT A PROMPT FROM THE WORKSHEET (next page)

STEP 5 – BRAINSTORM AND SHARE IDEAS IN RESPONSE TO THE PROMPT

WORKING LUNCH:

Designing Retention into *your* Agency DNA

BUILD ON WHAT'S WORKING

1. What is currently working (or works sometimes) that we would like to do more consistently?
2. What needs to change to enable this to happen more consistently?

TRY SOMETHING NEW

3. What one or two new ideas did you get from your colleagues that you would like to try?
4. What resources or changes would be needed to implement this idea?

REMOVE BARRIERS

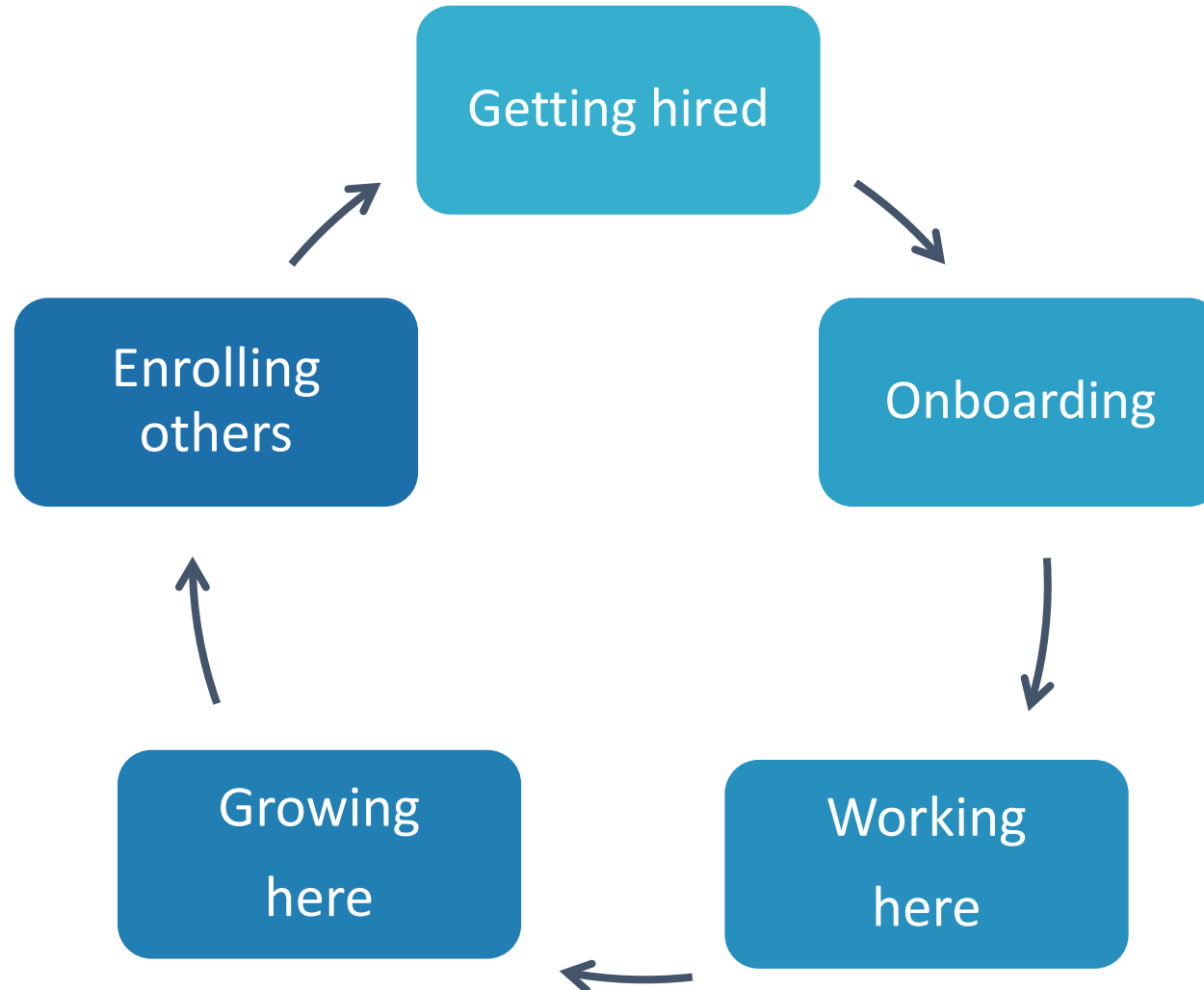
5. What are the impediment to your being able to implement these ideas? (Mindset?)
6. How could you remove or reduce that barrier?

NEXT STEPS

7. What 3 actions do we need to take within the next 30 days to begin making change?
8. Decide who will do what by when and write those actions on your calendar – NOW.



Report out: From Insight to Action



The background features a light blue color with a pattern of overlapping, semi-transparent circles that resemble ripples in water. These circles are arranged in a way that they overlap each other, creating a sense of depth and movement. The overall aesthetic is clean, modern, and calming.

Every action creates ripples.

Don't be afraid to **START SMALL**.

Positive practices will amplify one another.



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