

Staffing

Retaining Talent in a Multigenerational Workplace

Retention Strategies for Each Generation

LeadingAge Oklahoma Life PURPOSE

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Learning Objectives

- Explain the differences and similarities between the working generations
- Develop effective strategies for retention and engagement for each generation
- Understand how Mentoring programs can improve work force retention, employee engagement and knowledge and skills transfer
- Determine how technology tools can improve retention of your workforce


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The Changing Landscape

“Learning how young people work is imperative - because getting the most out of employees can be the difference between success and failure for many companies.”
- Charlie Caruso

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What Is A Blended Workforce?



- 154,316,000 people currently estimated in US workforce
- Multiple generations have always co-existed in the workplace
 - Baby boomers working past retirement age
 - Tech-savvy millennials continue to graduate and enter workforce
 - 2015 marked the **first year that Gen Y (aka Millennials) are majority**
- Differences in values, communication styles and work habits becoming increasingly pronounced

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Healthcare Challenges



- Key issues
 - Attracting desirable candidates
 - Retaining front line staff
 - High turnover rates
- Front line staff make up about 80% of direct services
- Registered Nurses difficult to retain
- Predict 260,000 RNs short by 2025
- Nursing schools do not have faculty, clinical placement sites or funding to match demand
- In 2013, more than 50,000 qualified applicants could not find schools to enroll in

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The Multigenerational Workforce




Shared Environment

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Retention across the generations

“Thriving leaders are the ones surrounded by diverse people from different generations.”
- Jon Mertz



The Workforce Mix


Generation	Percentage
Gen Y	27.70%
Gen X	19.80%
Maturists	13%
Boomers	26.40%



Impact of Poor Retention

- High turnover rates – 40-105% nationally
- Exposure to regulatory and liability risks
- Increased recruitment and training costs
- Hiring to fill schedule


“High staff turnover leads to impaired continuity of care and lower quality, and increases the overhead costs of programs”



The Costs of Losing An Employee

- Turnover costs vary by wage and role of employee
- 16% of annual salary for high-turnover, low-paying jobs (earning under \$30,000 a year)
- 20% of annual salary for mid-range positions (earning \$30,000 to \$50,000 a year)
- Hard to predict true cost of employee turnover as there are many intangible, and often untracked, costs

Source: <http://www.zanebenefits.com/blog/bid/312123/Employee-Retention-The-Real-Cost-of-Losing-an-Employee>




What can you do to keep staff?

Speech bubbles include:

- “I don’t know what that word means, I can’t google it.”
- “You can’t use that word, it’s not in my class.”
- “You might be right, but I’m the boss!”
- “She wants feedback, what the heck is that?”
- “Just do what you do!”
- “Promotion after 15 years? Really crazy?”
- “Remember the days when...”
- “If I hear ‘because that’s the way it’s always done,’ one more time, I’m going to scream!”




Maturists




Born pre – 1945
Loyalty

<p>Characteristics</p> <ul style="list-style-type: none"> ✓ Do-without era ✓ Company focussed ✓ Build a personal legacy ✓ Don’t usually complain ✓ Prefer to stay in one role ✓ Need encouragement to learn new techniques ✓ Not computer literate but experience rich ✓ Perseverance is revered 	<p>Ways To Retain</p> <ul style="list-style-type: none"> ✓ Make it a point to reach out to see how they feel ✓ Put them on teams where historical perspective contributes to the discussion ✓ Use this group to educate newer staff, to impart their wisdom ✓ Partner with younger staff for technology – reverse mentor
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Baby Boomers




Born 1945-1960
Team Oriented

Characteristics	Ways To Retain
<ul style="list-style-type: none"> ✓ Optimistic ✓ Defined by their job ✓ Actions need to matter ✓ Money matters ✓ Build a single career path ✓ Guided by a sense of achievement ✓ Leadership matters 	<ul style="list-style-type: none"> ✓ Ensure they have a visible career path ✓ Recognize their achievements with promotions or other rewards ✓ Show respect for their opinions ✓ Recognize their contributions ✓ Give them the opportunity to lead

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Generation X




Born 1961-1980
Autonomous

Characteristics	Ways To Retain
<ul style="list-style-type: none"> ✓ Like mentoring ✓ Conspiracy era ✓ Comfortable with change ✓ Voice of reason often heard as the voice of doom ✓ Values personal growth ✓ Values independence ✓ Work to live 	<ul style="list-style-type: none"> ✓ Provide flexibility at work ✓ Do not micro-manage ✓ Provide training and education ✓ Help them build transferrable skills with focus on personal growth ✓ Provide leadership opportunities ✓ Evolve with technology

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Generation Y




Born 1981 – 1995
Tech Smart

Characteristics	Ways To Retain
<ul style="list-style-type: none"> ✓ Multi-taskers ✓ Responsibility drives personal / professional goals ✓ Personal relationships matter ✓ Sense of social impact, greater world ✓ Need to know they're making a difference ✓ Build parallel careers ✓ Values challenge ✓ Experience matters 	<ul style="list-style-type: none"> ✓ Provide opportunities for professional development ✓ Provide constant feedback ✓ Focus on your purpose instead of your profit ✓ Recognize their achievements with promotions or other rewards ✓ Love to be mentored – like personal connections

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How are the generations the same?

- All like face-to-face communication
- All want to excel at what they do
- All want to learn new skills and develop themselves
- Need to be engaged
- All want to help others



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Mentoring Programs

“Tell me and I forget, teach me and I may remember, involve me and I learn.”
 — Benjamin Franklin

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What is a Mentor?

- A person who guides a less experienced person or people towards an expressed goal
- Is dependable, engaged, authentic and tuned into the needs of the person or group
- Can be of different ages or the same age – the key is the ability to impart knowledge by guiding another person based on the mentor's experience




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Benefits of Mentoring

Mentoring

- Increases confidence, promotes professional development and encourages lifelong learning
- Creates opportunities for the development of on the job skills not learned in school
- Provides for communication and application of policies and procedures
- Develops leaders and leadership skills
- Improves retention by building teams and individuals who are connected to co-workers and their employer



<http://www.pointclickcare.com/approaches-to-mentoring>

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Benefits to the Mentor



- Gaining experience
- Developing interpersonal and leadership skills
- Nurturing professional relationships
- Satisfaction in helping others
- Improved communication skills
- Achieving goals and gaining sense of accomplishment
- Receiving recognition and respect

<http://www.pointclickcare.com/approaches-to-mentoring>

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Benefits to the Mentee

- Encourage reflective learning
- Develop workplace relationships
- Improved understanding of his/her role within the organization
- Idea sharing
- Increased confidence and awareness of skill set
- Development of clear goals and direction
- Developing skills and experiences




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Types of Mentoring Relationships

Traditional	One on one, Mentor/Mentee
Group	One Mentor with up to 3 Mentees
Team	Multiple Mentors working with multiple Mentees (matrix structure)
Peer	Mentor and Mentee are relatively same age and working in same function but one will have more experience than the other
eMentoring	Mentoring support provided virtually via email or chat
Reverse Mentoring	Mentee teaches the Mentor through experience – this often happens when it comes to technology and new techniques

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How does Mentoring Bridge Generations?



- Provides a formal setting for relationship building
- Fosters an environment that encourages idea sharing and dialogue
- Addresses the “young people know nothing” attitude – provides the opportunity to teach experiential skills
- Generates respect – both for the experience of the Mentor and the new ideas from the Mentee
- Creates shared experiences – team building – improves relatability, as well as relationships
- Encourages teaching old dogs new tricks, usually technology related

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Millennials and Technology


It's not that we use technology, it's that we live technology
— Godfrey Reggio

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Notes on Technology and Retention

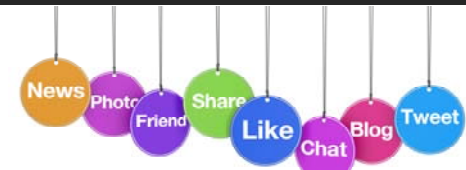
- Investments in technology equips employees with the right tools to be productive
- Leaves impression that the employer is also invested in the person
- Feeling invested in improves employee satisfaction which drives customer satisfaction
- The satisfaction of succeeding at work is a key contributor to retention
- Even a 2% reduction in turnover will pay for a technology solution

<http://www.talenculture.com/the-link-between-technology-and-retention/>
<http://www.pe.com/articles/job-762186-employees-time.html>



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Tech-smart Generation




- From here on, every generation will *only know life with computers*
- Expectations in the workplace will extend to technology as part of job function
- Millennials love technology and make great evaluators of design and use, while older generations can speak to functional needs
- Millennials make great tech teachers (reverse mentoring)
- Perfect for collecting and analysing data for quality improvement
- Innate understanding of mobile devices

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Technology Considerations

- Match devices to workers and function
 - Wrong device can make someone miserable
 - Laptops take minutes to start and iPADS take milliseconds to start
- Consider mobile revolution and allowing use of personal devices IF NECESSARY
- Develop BYOD (Bring Your Own Device Policy)
- BYOD is becoming popular because the RIGHT tech isn't in place
- Budget for new and replacement devices – not a one time investment



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Technology Considerations



- Review wireless capacity and infrastructure
- Work with IT/vendor partners on security policies to protect PHI
- Safe/authorized Apps for data collection and communicating securely
- Ensure review of HIPAA and appropriate device use on and off campus
- All-in-one services – vendor provides the devices, cell coverage, maintenance etc.

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A few things to remember...

In case you are worried about what's going to become of the younger generation, it's going to grow up and worry about the younger generation
 - Roger Allen

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Find the Right Balance


- Do away with "one size fits all" mentality
- Adapt orientation programs to the type of worker
- Align recruitment and retention programs to the type of worker – multiple programs
- Look to new ways of imparting experience and bridging generational gaps, such as mentor programs and buddies
- Millennials come with new set of needs – written communication vs typed, need to connect with management, social experience, different view of privacy, flexible scheduling



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A few ways to get started...


- Survey staff to learn more about what motivates them
- Embrace mobile devices – BYOD policy
- Establish mentorship program – reward everyone involved in mentoring the newbie
- Recognize individual & team achievements
- Allow for flexible scheduling - adopt online scheduling tool with opportunities to swap



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The Younger Generation is Coming...

- Watch out, Gen Z is on their way!
 - Homeland generation
 - Globally connected generation
 - Most diverse generation to date
- Constant state of partial attention
- Multi-tasking becomes co-tasking
- Innate technology abilities
- Skill set focused on tech standards not manual – expected to use calculators, Excel, PPT
- Technology is HOW they communicate – we will need to continue to adapt.



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Thank You!

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ABOUT US:
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Follow the link to download free resources:

Mentoring 101 Guide
http://pages.pointclickcare.com/s/740-BO-752/Images/PointClickCare_Mentoring101.pdf

“Competition is Fierce: Embracing Technology for Successful Recruitment & Retention” white paper
<http://resources.seniorhousingnews.com/competition-is-fierce-embracing-technology-whitepaper>

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References

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- <http://www.aha.org/research/reports/tw/chartbook/2012chartbook.shtml>
- <http://www.kaiseredu.org/issue-modules/us-health-care-costs/background-brief.aspx>
- <http://www.aha.org/research/reports/tw/chartbook/2012chartbook.shtml> (see chart 5.10 for age distribution)
- [http://www.nursingworld.org/MainMenuCategories/ThePracticeofProfessionalNursing/workforce/Recruitment_\(RN_Replacement_Cost\)](http://www.nursingworld.org/MainMenuCategories/ThePracticeofProfessionalNursing/workforce/Recruitment_(RN_Replacement_Cost))
- <http://www.railmentoring.net.au/approaches-to-mentoring>
- <http://www.aha.org/research/reports/tw/chartbook/2012chartbook.shtml> (RN shortage Chart 5.12)
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- <http://www.medicaldaily.com/why-using-pen-and-paper-not-laptops-boosts-memory-writing-notes-helps-recall-concepts-ability-268770>
- <http://www.psychologyfoundation.org/pdf/publications/GenerationsAtWork.pdf>
- Jon Mertz, *Activate Leadership: Aspen Truths to Empower Millennial Leaders*

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Appendix

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Review of Literature

- Turnover rate that is less than 30% per year among RNs and less than 40% among CNAs was associated with better quality (Castle, Engberg & Men, 2007).
- Higher levels of turnover in SNCCs are associated with lower quality of care (Castle and Anderson, 2011).
- Satisfied employees tend to be more **productive, creative, and committed to their employers** (Byrd, 2004)
- Recent studies have shown a direct correlation between staff satisfaction and patient satisfaction in healthcare organizations (Al-Aameri, 2000).

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Review of Literature

- Continuously hiring new employees is costly and frequent staff turnover affects employees' morale and impairs patient care (Sofie, Belzar, & Young 2003).
- Rapid turnover has been found to have negative, physical and emotional effects on nursing home residents, leading to **greater incidence of falls, medication errors, fear, anxiety, and feelings of hopelessness** (Best & Thurston, 2004; Sofie, Belza, & Young, 2003).

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10 Strategies for Better Retention

1. Develop an employee retention strategy – use strategies across and for the specific generational mix in your facility but know demographics are constantly shifting
2. Ask for employee feedback regularly and make changes based on their input
3. Encourage communication, understanding and respect for differences
4. Recognize that one size does not fit all – may need tailored programs
5. Focus on results – rather than process

<http://www.psychologyfoundation.org/pdf/publications/GenerationsAtWork.pdf>

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10 Strategies for Better Retention Continued...

6. Understand what it means to have “engaged employees” and aim for engagement – leads to better performance
7. Make it easier for employees to take LOA AND make it easier for them to return to work, encouraging personal and professional growth
8. Learn to recognize when someone may need more support
9. Show recognition on a regular basis and celebrate when an employee gets it right
10. Encourage formal mentorship – provide an environment of learning, support and growth

<http://www.psychologyfoundation.org/pdf/publications/GenerationsAtWork.pdf>

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Abstract

Without question, our workforce is becoming increasingly diverse. While dominated by the baby boomer generation in the past, 2015 marked the year the millennials became the majority in the workforce. How then, do we keep our current employees as long as possible, while still attracting new talent? More than ever, now is the time to evaluate the requirements of the blended workforce and implement retention strategies that appeal to all generations.

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