

Employee Retention

No matter the size or stage your business is currently at, having employees leave is just bad for business. According to the Wall Street Journal, a high employee turnover rate can cost twice an employee's salary to find and train a replacement. Not only are there financial repercussions, a high turnover rate can also lower the knowledge base in your company and decrease performance and morale. If you want to avoid this negativity, it's best to retain your best employees.

1. Hire Selectively

Before you can begin to retain employees, you have to make sure that you have the right employees to begin with. Interview and vet candidates carefully, not just to ensure they have the right skills but also that they fit well with the company culture and staff. You can also use certain tools to gather data on prospective employees. An often overlooked aspect is credit record. A candidate may have items on his credit that are worth taking a look at. It may also spark a more engaged and authentic conversation about hurdles the candidate has overcome.

2. Offer a Competitive Benefits Package Salary

If you want to keep top-notch talent, then you're going to have to pay them well. Salaries are based on the following: employee skill and experience, supply and demand, geographical location, worker seniority. However, a high salary isn't always the deciding factor when employees seek employment elsewhere. Many times they are looking for competitive benefits. Essential are health insurance, life insurance, and a retirement-savings plan. Also offer additional perks such as flexitime and the option of home office that fit the needs of your employees.

3. Provide a Comfortable Work Environment and Culture

Have you ever walked into a room and felt either unsafe or uncomfortable? Imagine doing that every workday from nine to five. Employees want to feel safe and comfortable at work. That's why it's important that your office is properly ventilated, well-lit, and at a comfortable temperature. Designing a comfortable office environment is about more than aesthetics - careful attention to design can give a boost to employee happiness.

4. Offer Training

Offer skills enhancement to all your workers. Why? New technology, new selling techniques, changes in employment law, and the huge impact of the internet are all compelling reasons to keep permanent employees in the loop. Here are some ways to keep your employees trained: computerized training, DVDs, audiotapes, books, articles and pamphlets, mentoring programs, off-site seminars and classes.

5. Listen to Them

You can learn a lot when listening to employees. Maybe it's a great new business plan that can be implemented, which makes them feel like they're a part of the entire business process. Perhaps you heard they have a sick family member, so you want to send them a card or flowers or simply say you're sorry for their loss. You can always spare a few minutes to find out what's going on with your employees in both their professional and personal

lives. Conduct "stay" interviews so you can find out exactly why employees have remained with the company and what it would take for them to leave.

6. Quarterly Reviews

Quarterly reviews, or evaluations, are a major assist. These one-on-one meetings allow you to set goals and define how you want these goals to be achieved. However, this discussion should also include asking them what they need to accomplish these goals. Remember, this is should be a conversation and not a lecture.

7. Recognize Their Accomplishments

Finally, and perhaps most important, you have to recognize the accomplishments of employees. This could be a simple pat on the shoulder or handwritten well-done note. If you want to raise the stakes, you could thank them by introducing them to new clients, sponsoring them at an industry event/conference, stock options, or awarding a prize. However you decide to reward your employees, praising employees for attaining MBOs (major business objectives) is one of the most effective ways to make them feel appropriate, which will make them want to stay with you for the long haul.

Adapted from www.forbes.com

Ex. 1 Find the words or expressions in the text which mean the following:

- 1) how well you do: _____
- 2) to keep a worker: _____
- 3) initially: _____
- 4) future (adj.): _____
- 5) to not notice sth: _____
- 6) goals that are important from the point of view of your business: _____
- 7) of the best quality: _____
- 8) how long you've been with the company: _____
- 9) things other than the salary received from your employer: _____
- 10) not fixed working hours: _____
- 11) not temporary: _____
- 12) out-of-office: _____

Ex. 2 Match the expressions from the two columns into logical collocations:

- | | |
|-----------------|------------------|
| 1) employee | enhancement |
| 2) financial | turnover |
| 3) a credit | factor |
| 4) supply | office |
| 5) the deciding | record |
| 6) a retirement | interview |
| 7) home | reason to do sth |
| 8) skills | repercussions |
| 9) a compelling | savings plan |
| 10) a stay | and demand |

Ex. 3 Provide English equivalents of these expressions:

1) procedura zatwierdzająca	7) dobrze poinformowany
2) przeszkoda	8) wdrożyć coś
3) ubiegać się o zatrudnienie	9) być może
4) pozapłacowe składniki wynagrodzenia	10) moje kondolencje
5) poprawić, podnieść coś	11) osiągnąć cel
6) prawo pracy	12) pochwała

Grammar corner...

Not only are there financial repercussions ... you read in the text. Have you noticed anything unusual about the grammar of this sentence? Yes, it looks like a question, although it's not. That's because after negative phrases at the beginning of a sentence we need to INVERT the NOUN and VERB order into that usually found in questions. Look at it this way, if you wanted to ask about financial repercussions, you'd say: Are there financial repercussions? Wouldn't you? Other phrases that need inversion are: rarely, hardly, barely, seldom, scarcely, only if, only when (in the last two cases inversion takes place in the SECOND half of the sentence). Why do we make our lives more difficult using inversion? To make your point stronger (to emphasize, in other words).

Ex. 4 Make your point stronger using inversion. Start with the underlined word.

- 1) I have rarely seen such a brilliant advertising campaign.
- 2) I had hardly gotten to the office when the calls started.
- 3) We had barely started turning a profit when the government imposed a new tax.
- 4) You seldom meet a graduate who is well prepared for their first job.
- 5) Marketing specialist are scarcely bothered about ethics.
- 6) We will give you a loan only if you pay off the previous one.
- 7) I understood the process only when he showed it to me in practice.

GLOSSARY	
a pamphlet	ulotka, folder
for the long haul	na długo
stock options	opcje na akcje
to attain sth	osiągnąć coś
hardly, barely	ledwo co
to turn a profit	wykazać zysk
to impose a tax	opodatkować
scarcely	rzadko
to be bothered about sth	zaprzątać sobie czymś głowę
to retain an employee	zatrzymać pracownika
prospective	przyszły
to overlook sth	przeoczyć coś
MBOs (major business objectives)	główne cele przedsiębiorstwa
top-notch	niedościgniony
seniority	staż pracy
flexitime	elastyczny czas pracy
permanent	stały
off-site	poza siedzibą
employee turnover	rotacja pracowników
repercussions	reperkusje, konsekwencje
credit record	historia kredytowa
supply and demand	podaż i popyt
home office	praca z domu
enhancement	poprawa
a compelling reason	przekonujący powód
vetting	procedura zatwierdzająca
a hurdle	przeszkoda
perks	pozapłacowe składniki wynagrodzenia

to be in the loop	być (dobrze) poinformowanym
to implement sth	wdrożyć coś
perhaps	być może
sorry for your loss	moje kondolencje
praise	pochwala

ANSWER KEY:

Ex. 1

- 1) performance
- 2) to retain an employee
- 3) to begin with
- 4) prospective
- 5) to overlook sth
- 6) MBO
- 7) top-notch
- 8) seniority
- 9) benefits
- 10) flexitime
- 11) permanent
- 12) off-site

Ex. 2

- 1) employee turnover
- 2) financial repercussions
- 3) a credit record
- 4) supply and demand
- 5) the deciding factor
- 6) a retirement savings plan
- 7) home office
- 8) skills enhancement
- 9) a compelling reason to do sth
- 10) a stay interview

Ex. 3

- 1) vetting
- 2) a hurdle
- 3) to seek employment
- 4) perks
- 5) to give a boost to sth
- 6) employment law
- 7) in the loop
- 8) to implement sth
- 9) perhaps
- 10) sorry for your loss
- 11) to accomplish a goal
- 12) praise

Ex. 4

- 1) Rarely have I seen ...
- 2) Hardly had I gotten ...
- 3) Barely had we started ...
- 4) Seldom do you meet ...
- 5) Scarcely are marketing specialists bothered ...
- 6) Only if you pay off the previous one will we give you a loan.
- 7) Only when he showed it to me in practice did I understand the process.