

THE ART OF RETENTION

NAVIGATOR TOPIC GUIDE

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What is employee retention?

Employee retention is the measure of employees who are hired and remain with an organization for a defined time period. The art of retention is how a workplace engages, listens, and responds to employees, thereby creating a positive culture and maximizing employee retention.

A 15-minute meeting?

The Journey for Teams educational modules are designed for a 15-minute block because veterinary workplaces are busy! We recognize that more than 15 minutes is needed to discuss employee retention in depth. After the meeting, we hope the team will be inspired to explore this topic further as a team or individually. Check out Dr. Marshall's resources at the end of this guide.

Let's begin!

Refer to the [Navigator Handbook 1.0](#) and the steps below to help you lead and facilitate discussion about brave spaces.

1 To begin the meeting, welcome everyone to the room by name.

2 Remind the group that the culture of a Journey for Teams meeting embodies engagement, open-mindedness, respect, and compassion.



ENGAGED



OPEN-MINDED



RESPECTFUL



COMPASSIONATE

3  Play the “The Art of Retention” video.

4 Read aloud the 3 take-home messages from the 3-2-1 Discussion Guide:

- **Organizational culture and employee experience are deciding factors in retention.**
- **Efforts to retain should outweigh efforts to recruit.**
- **All employees should have stay interviews and individual development plans (IDP).**

- 5 Ask for 1-2 comments on the take-home messages. Try to keep it brief to respect the 15-minute time commitment.

- 6 Read aloud the 2 questions from the 3-2-1 Discussion Guide.

Question for the team:

How can we improve our workplace culture to increase retention and make new hires feel welcome and supported?

Spend a maximum of 5 minutes discussing the team question.

Question for individual self-reflection:

No need to share answers or thoughts with anyone.

What new skills would you like to develop that can advance your career and contribute to team success? Think about what you want to see in your IDP.

The most important part of the meeting

- 7 As a team, decide on **1 actionable and measurable behavior change** to implement in your workplace. Consider 1 from the list below, or come up with your own idea.

- Commit to individual development plans for each team member.
- Review the written policies and procedures with the team and ask for suggestions if they are incomplete, not working or out-of-date.
- Promote the development of Employee Resource Groups (ERGs)—a voluntary group of employees who share similar interests and goals that work to foster DEI.

Our actionable idea

- 8** Invite the team to self-reflect. Team members may consider and commit to **1 personal behavior change** (no need to share them with anyone).
- Identify areas of interest you would like to learn about or new skills you would like to acquire and talk about them during your individual development plan meeting.
 - Make a special effort to welcome new hires and model the workplace culture that your team is building.

- 9** **Thank everyone for contributing, and congratulate yourselves on how much you accomplished in 15 minutes!**

RESOURCES

Forbes Human Resources Council. (2021, August 11). Where to look when employee turnover rates start rising. *Forbes Magazine*.

<https://www.forbes.com/sites/forbeshumanresourcescouncil/2021/08/11/where-to-look-when-employee-turnover-rates-start-climbing/?sh=423d024c19ea>

Hadelman, S. (2022, February 22). Employee retention strategies to implement in 2022. *Forbes Magazine*.

<https://www.forbes.com/sites/forbesagencycouncil/2022/02/22/employee-retention-strategies-to-implment-in-2022/?sh=56521f174421>

Managing for employee retention. Society for Human Resources Management. (membership required)

<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/managing-for-employee-retention.aspx>

McCann, M. (2022, March 23). Recruitment and retention in the third year of the pandemic require communication and compromise. *Forbes Magazine*.

<https://www.forbes.com/sites/forbeshumanresourcescouncil/2022/03/23/recruitment-and-retention-in-the-third-year-of-the-pandemic-require-communication-and-compromise/?sh=58f397357174>

Reffold, K. (2022, February 16). How to retain staff in 2022. *Forbes Magazine*.

<https://www.forbes.com/sites/forbeshumanresourcescouncil/2022/02/16/how-to-retain-staff-in-2022/?sh=3c955c1c7f78>

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