

## Retain your best staff

Employee retention is key to long-term health and success of an organisation

FEATURE ARTICLE

Employers today are facing a serious talent crunch. Apart from the already tight labour market, employers are also grappling with the retirement of baby boomers, movement of global talent and staff leaving the workforce in pursuit of other personal interests.

Companies agree that such situations stress the magnitude of not only attracting the right people, but keeping them as well - especially since talent retention affects many organisational issues such as transfer of knowledge and skills, staff morale and resources invested in recruitment.

But why do companies still lose valuable talent?

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### NEWS FLASH

#### More mums at work at home

*Singapore* - The rising 'mumpreneur' trend is riding on the ease of the internet as a platform for online businesses. According to Josh Goh, assistant director of corporate services at The GMP Group, "Some women want to spend more time with their children yet pursue their interests. They enjoy the flexi-time and freedom." However, mumpreneurs could be stretched by the volume of orders and might not be able to find helping hands. But despite the challenges, Mr Goh foresees that the trend will continue. "Technology is a key factor. A lot of small businesses are based on social media and word of mouth."



#### HSBC cuts 3,000 jobs

*Hong Kong* - HSBC is set to cut 3,000 jobs from its local workforce over the next three years. The restructuring affects local and overseas staff, international managers, employees who are relocated from various countries and those in regional headquarters, said Peter Wong Tung-shun, HSBC's Asia-Pacific chief executive. The cuts will mostly involve support staff, including those in IT, HR and administration. Some workers, however, may be reassigned to other departments. "The restructuring is aimed at simplifying the bank's workforce and reducing redundant work," he said. "Although some positions may be affected, we will continue to hire front-line staff."

#### China's workers most likely to call in sick: survey

*Global* - The Kronos Global Absence survey revealed that employees from China are most likely to skip work under false pretense of illness compared to employees from other countries such as those from France and Mexico. 71% of China employees admitted to calling in sick when they were actually not sick, with India following closely behind at 62%. France only had 16% of employees doing so. When asked the reason for calling in sick, 71% of respondents in Canada and 57% in the UK said they felt stressed or needed a day off. Other reasons included having to look after a sick child, having too heavy a workload and not having enough paid leave.

#### Bank of America to cut 30,000 jobs

*U.S* - Bank of America announced it would slash about 30,000 jobs as part as an extensive cost-cutting plan to save US\$5 billion in costs and restore investor confidence. These savings will be more than 18% of the bank's current annual costs as it aims to be a more focused, leaner and efficient organisation. According to the bank, the job cuts, which represent just over 10% of its workforce, will be executed "over the next few years". The billions in annual savings will come from improving the efficacy of the bank's consumer and small-business operations and merging various back-office functions.



#### Sacked Yahoo CEO could lose US\$10 million payout for criticising company



*Global* - Ex-CEO, Carol Bartz, could likely lose US\$10 million for violating a non-disparagement clause when calling the company's board "doofuses" who allegedly "f\*\*\*\*d her [me] over". According to the Daily Mail, Bartz's contract contained a clause barring her from criticising the company. The clause, if violated, could allow Yahoo to revoke the \$10 million payout, owed if she was fired. Bartz was recruited by Yahoo in January 2009 after building Autodesk, the 3D design software website for the manufacturing and construction industry. She, however, failed to expand revenue growth at a time when Yahoo had lost clicks and advertising spend to Google and Facebook.



### The hard cost of employee attrition

Losing capable people is expensive. It may cost 30%-50% of the annual salary of entry level staff and 150% of mid-level employees, but it costs up to 400% for high level executives. On top of the value of employee compensation and benefits, resources are expended to hold exit interviews, place job advertisements, interview prospective employees, and hire and train new staff. In addition, more money is spent to hire temporary workers as the search for permanent replacements take up some time.

The loss of good talents is not only of expertise, it is also erosion of team morale and loss of productivity and of existing and potential customers. One may argue that some employee turnover is unavoidable, even desirable. Some turnover is required to replace marginal or under-performing employees with more productive ones who could also bring in fresh ideas and new expertise. However, high turnover is unnecessary.

### Keep valuable talent from leaving

It is important for managers to find out what drives their staff to succeed as this in turn will affect organisational success. There are several organisational issues which they can take note of to boost employee retention:



*Set proper key performance indicators (KPIs) and clearly communicate expectations.* Changing expectations or worse, no KPIs communicated to staff may leave staff confused and uncertain of what is expected of them. This encourages unhealthy stress as they become insecure of their jobs.

*Recognise and reward.* Staff rewards do not necessarily have to come in monetary form, even a simple thank you goes a long way. Appropriate raises that are tied to accomplishments help retain staff.

*Have good managers.* The quality of leadership can greatly affect staff retention. As the corporate adage goes, people do not leave organisations, they leave bad bosses. Anything a manager does that

makes an employee feel undervalued will result in a turnover. And when managers show respect to their employees, it encourages a more conducive work environment.

*Employees should be seen and heard.* Employees should be encouraged to give ideas and feedback for the better of the organisation, and feel their contributions matter. Otherwise, they would simply hold their tongue and leave.

*There should be fairness and equitable treatment.* Playing favourites or treating some as "more equal" than others is a sure way to kill motivation, erode morale, respect and productivity.

*Share information.* Make employees feel part of the organisation by informing them what is going on in the company. Information sharing is important at all times, but critical during period of change such as downsizing, mergers and acquisitions. Keep communication consistent as well.

*Promote work-life balance.* Work-life balance policies focus on performance rather than the number of hours employees put in working behind their desks at the office. It allows staff to better cope with family responsibilities without sacrificing performance at work.

*Train and develop talent.* Having suitable training policies and mapping out career paths demonstrates the employer's commitment to developing staff skills and knowledge. It also shows how much the employer values them.

### HR takeaways

Employee retention is one of the primary indications of the health of an organisation. It is a collaborative effort between managers and the HR department to retain talents. Gathering information from exit interviews with departing employees and conducting staff satisfaction surveys from time to time will help give management an indication of the state of things in the organisation. Such information will also be helpful in refining staff retention practices and policies.

And while compensation and benefits will always be an important factor in retaining staff, applying effective training, career paths and succession planning plans is key in attracting and retaining top talent.

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