

What about Employee Retention?*

While we don't have control over external workforce demographics, we certainly have control over keeping good people! Substantial research has gone into why people leave their current employer. According to Saratoga Institute studies, the reasons given fall into seven categories:

- The job or workplace not as expected
- Mismatch between job & person
- Too little coaching & feedback
- Too few growth opportunities
- Feeling devalued & unrecognized
- Stress from overwork & work-life imbalance
- Loss of trust in leadership

Notice something missing from the list – compensation. Does this mean money isn't a reason people leave? No. *But research strongly suggests while employees leaving often cite "more money" as a reason for their departure, it was something else that triggered them to start looking.* It was easier to say money was the main issue, rather than talking about leadership and company culture (and not wanting to burn bridges).

Bottom Line: Leadership has control of the company culture, and has responsibility over these seven retention issues.

The answer? Every transportation company's needs are unique, and various specific programs are being tried. You will need to create an employee retention culture that fits your company best. Ideas to address these seven areas include:

- Provide updated job descriptions
- Assess strengths of each employee & the fit to the job
- Free up time you can invest in giving positive & coaching feedback & listening
- Implement development & motivation plans for each person – learn their goals & what's important to them
- Tell & show employees how much you appreciate them
- Provide managers with coaching/mentoring training – so they know how practically to value people & listen to them
- Keep your word & follow-through on commitments

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