



RETAIN YOUR EMPLOYEES

6 Key Stages to Include Training

27%

of employees left their jobs **VOLUNTARILY** in 2018. That's 8.3% higher than the previous year, and 88% higher than 2010.

35%

of all employees are predicted to **VOLUNTARILY** leave their current employer by 2023.

20%

of an employee's annual salary will be spent to find, recruit, and train their replacement.

These stats paint a pretty dim picture about retaining employees, but don't worry—there's still hope!

It's estimated that 3 out of 4 employees who left a company could have been retained.

But how?

Finding and retaining rockstar employees is a strategic process with many moving parts. One of the keys to success is training the employee—and those they interact with—at every stage in the employee life cycle.

Let's take a look at the employee life cycle and see how educating, training, and developing employees can help attract, hire, and retain the rockstars you need in the band.



WHAT IS THE EMPLOYEE LIFE CYCLE?

The employee life cycle is an organized way to look at the different stages an employee follows within your organization.

From their first audition, to the day they leave the band for their next gig, each stage is a milestone on the path to stardom with your organization.

ATTRACTION

RECRUITMENT

ONBOARDING

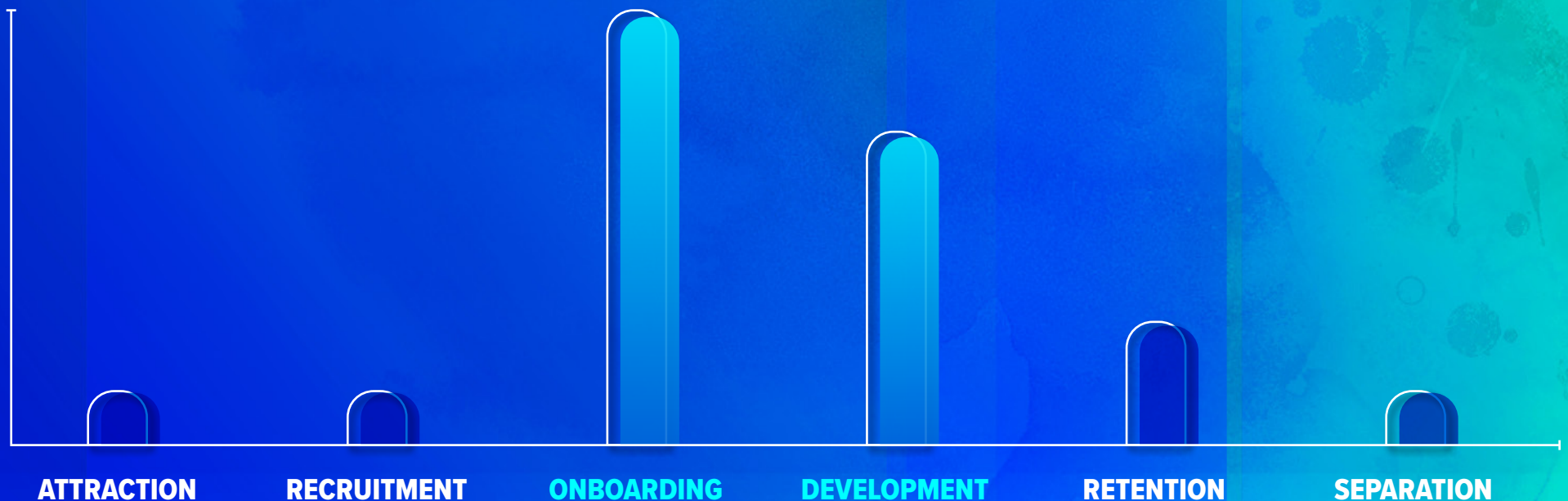
DEVELOPMENT

RETENTION

SEPARATION

WHERE DOES TRAINING FIT?

Unfortunately, most organizations focus their employee training in only a couple stages of the employee life cycle—Onboarding and Development.



WHERE DOES TRAINING FIT?

Although these might seem like the only stages where training plays a role, involving training at each stage can crank your employee performance and retention up a notch. No matter where you are with your current training programs, there are opportunities for growth.

Focusing on improving current programs is a good start, but hopefully this guide will also help you discover new opportunities to add training to stages you haven't considered before—where you can add a few more chords to enhance an already epic performance.

Let's dive in and see how training can make each stage more effective—starting where companies typically focus the most time and then expanding into the other stages.



ONBOARDING

DEFINITION:

The Onboarding stage is where you set new employees up for success. Helping them acquire the necessary knowledge, skills, and behaviors to do their new job effectively.

20%

of new hires leave in the **FIRST 45 DAYS.**

15%

of those that left felt a **LACK OF ONBOARDING** played a part in their early departure.

ONBOARDING

CHALLENGE:

Effective onboarding is critical to a new hire's success. You spent a lot of resources on recruiting them, it would be a shame for them to leave so soon.

All companies do some form of onboarding. But, onboarding shouldn't be just filling out the usual paperwork, maybe a day or two of training, and then it's done.

Onboarding can be a pretty overwhelming experience for a new employee. There is a lot of information they need to understand and retain in order to start joining in the groove. You can't expect rockstar level results without taking the proper time necessary to give them the practice they need.

A good onboarding process expertly blends the employee into the mix. Make the time to help them properly be ready for showtime. Start Day 1 and continue for as long as you feel is necessary. A successful onboarding process generally lasts around 90 days, but may be longer depending on the role.



ONBOARDING

Quality onboarding is a strategic process that includes many factors, such as:

- » Training on company processes and policies
- » Building a mentor relationship with a supervisor
- » Setting personal development goals
- » Developing new skills to be effective in the new position
- » Establishing connections with other team members
- » Setting up work accounts and work space
- » And yes, *sigh,* ensuring all paperwork is in order

Each organization's approach is going to be unique. Ultimately your goal is to get the new hire warmed up and ready to ROCK.



ONBOARDING

TRAINING TAKEAWAYS

Here are some things you can do to kick your onboarding training up a notch:

- » If training is not currently a part of your onboarding process, add courses into your onboarding until you've created something consistent and repeatable.
- » If training is currently a part of your onboarding, but it feels incomplete or ineffective, assess skill areas that need more work and find or create courses to help employees develop those missing skills.
- » If training is currently a part of your onboarding, but it's a pretty short process, extend the process out to the first 45 days; then, the first 90 days so it becomes a more immersive process.
- » If you have a good onboarding training strategy already, consider how to enhance the training. Maybe add some gamification or more interactive learning.



DEVELOPMENT

DEFINITION:

During the Development stage, the employer supports the employee to expand their knowledge and skill set, by providing training programs and other growth opportunities.

A large, stylized graphic of the number '90%' in a blue, 3D-effect font. The characters are outlined and have a slight shadow, giving them a three-dimensional appearance. The background behind the graphic is a light blue gradient.

of U.S. employees say learning something new on the job makes them more motivated and engaged at work.

DEVELOPMENT

CHALLENGE:

Most employees spend less than an hour a week learning something new. However, spending more time learning actually increases an employee's engagement and productivity at work.

Your employees chose your organization partly because of the opportunities you offered for growth and development. Providing them the opportunities they're looking for fulfills that promise.

But it's not simply supplying the opportunities, it's providing the right opportunity to help them develop the way they want.

Development is an individual experience. What each employee needs for development will be as different as their taste in music.

To help them get what they need from learning and development at your organization, have them set personal and career goals. Then align what you can offer with their individual learning path by establishing a mentoring relationship with their supervisor or another experienced employee.



DEVELOPMENT

Along with setting goals, adopting an easily repeatable learning model in your organization can aid in skill development. For example, the eLearning Brothers Rockstar Learning Model™ provides a solid framework for getting your employees to perform like legends.

The Rockstar Learning Model has three simple steps:



LEARN

Learn new concepts in a brief microlearning course.



REHEARSE

Put learning into action with hands-on practice.



PERFORM

Reflect on what was learned and plan to act.

As employees learn new concepts, apply what they learn and make plans to continue to act over time, they develop and retain new skills that turn them into superstar performers.

DEVELOPMENT

TRAINING TAKEAWAYS

Here are some things you can do to take your development stage to the next level:

- » If you haven't started an employee development program, start one. It might take some time to get things rolling but the payoff with keeping your employees engaged will make it worth it. Here are some ideas of activities you could implement:
 - Self-paced eLearning
 - Mentorship programs
 - Lunch and learns
 - Workshops
 - Gamification (learning through play)
 - Experiential learning (learning by doing)
- » If you have a development program in place, but it's only available to a few employees, expand it out to be more inclusive. Training managers may be a higher priority, but they can't be managers without people to manage.
- » If you have a development program in place, but it's prescriptive and general, make it personal. Have employees set goals and develop learning paths to help them achieve those goals.
- » If your development program has a good structure with goals and learning paths, add in a learning model like the Rockstar Learning Model to your program to improve skill development and retention.



RETENTION

DEFINITION:

The Retention stage, which could run concurrent with the development stage, is where the employee stays with an organization because they feel support and appreciation from the employer. They see themselves achieving their goals with the employer's help.

A large, stylized number '70%' rendered in a 3D effect with a blue-to-green gradient. The characters are outlined and have a slight shadow, giving them a three-dimensional appearance. The percentage sign is also stylized with a similar gradient and shadow.

of employees stay because they received the training they wanted.

RETENTION

CHALLENGE:

Employees stay with an organization for a variety of reasons, which could include the following:

- » Being recognized for the work they're doing
- » Continued growth and progression in a desired career path through training opportunities
- » Feeling a sense of belonging at work
- » Fair compensation and benefits
- » And receiving the training they wanted!

Consistent training and seeing progression in an organization are key to employee retention. It shows them they're valued and play a critical role to the success of the group.

The last thing you want is to have an employee feel they're stagnating in their career and start looking to exit stage left.

As long as training continues to help them progress with the organization—and their career—they'll remain a valuable member of the band.



RETENTION

TRAINING TAKEAWAYS

You probably already have some sort of employee development for retention program in place. Most organizations do. Here are some ways you can make sure your training programs support employee retention:

- » If you already have a program in place, train your managers and supervisors to follow up regularly on employee progress.
- » If you have a program in place, but don't want it to get stale, continue to expand your training offering so you can provide more opportunities for your employees.
 - Make sure the program includes not only skills to help the employee do their current position, but also courses that will help groom them to move up in the organization.
- » If you have a program, but aren't sure how well it's being received, survey employees for what is working in your training, and where they would like to see improvements.
- » If your program is working and you are looking to reward employees with a training perk, send them to relevant conferences and certification courses to continue to learn new skills.



ATTRACTION

RECRUITMENT

ONBOARDING

DEVELOPMENT

RETENTION

SEPARATION

The prior stages, Onboarding, Development, and Retention, are the employee life cycle stages where most training is currently focused within organizations.

While training plays a large role in the employee experience once they're hired and working with the organization, training can also enhance the other stages of the life cycle to help attract and recruit rockstar performers.

It can also help you prepare departing employees to become a great advocate to recruit new employees in the future.

Let's take a look at how this can be accomplished.

ATTRACTION

DEFINITION:

The Attraction stage is where prospective employees are investigating new employers to discover where they could fit.

50%

of candidates say they wouldn't work for a company with a bad reputation—even for a pay increase.

20%

of job seekers want more professional development opportunities in a new role.

ATTRACTION

CHALLENGE:

During the attraction stage, candidates begin investigating your organization and assessing their interest in joining.

At this stage, they aren't too invested. Your job is to show them why they should be. Some details they'll be evaluating include:

- » Job requirements
- » Company culture and brand
- » Benefits included
- » Options for career development
- » Opinions of your organization from outside sources

Training programs can help you set your best foot forward to turn potential applicants into super fans that want to join you on the road.



ATTRACTION

TRAINING TAKEAWAYS

Training at this stage may appear limited, but there are still many opportunities:

- » If you don't already have basic company and job information on your company website, have the website updated to include this information.
 - One thing to watch out for, make sure all job descriptions are up-to-date, accurate and simple to understand. This avoids confusion or misinformation later.
- » If you have the basics available on your site, add information on your company careers page about the training and development opportunities the organization offers employees.
- » If you have all the basics and information specifically about training, add some enhanced information like video testimonials from current employees about what it's like to work at the company or a quiz about company values or headshots and information about the leadership team. Anything that further educates about what makes you unique.
- » If your website is already set up to educate potential applicants, simplify the application process. The application system might be pretty complicated; include a tutorial on how to fill out the application and what to expect for the next stages.
- » If your website and application process are solid, train your current employees how to properly talk about the company on social media and through their daily interactions with contacts.
- » If you have your team properly talking about your company, it's also a stellar idea to train them where to refer their friends to apply. Make sure they know what type of referral bonus is available to them as well.



RECRUITMENT

DEFINITION:

The Recruitment stage is where interviews, questions, and offers happen. This is where you find the right fit for your open position and the employee decides if they fit in your organization..

79%

of employees say when searching for a job it's important to them that the employer offers formal employee training.

RECRUITMENT

CHALLENGE:

Recruitment is more like a two sided audition, both sides are trying to discover if they can work together.

Both are asking pretty similar questions:

Does this candidate have the right experience for this role?

Do they bring something to the table?

Will they fit in to the organization?

Will this help me further progress / develop in my career?

Will they be able to offer me what I need?

Do I like their culture? Will I fit in?

Obviously, a lot of these answers are dependent on both the individual and the organization. However in most cases the promise of further training and career advancement play a key role in an employee's decision to accept an offer.



RECRUITMENT

TRAINING TAKEAWAYS

Candidates are looking for something long term, somewhere they can develop new skills and have a path to move up. Demonstrating you provide training and development goes a long way in recruiting top talent.

Training for recruitment should happen in a couple of ways:

- » If you haven't already, train hiring managers to interview and assess prospective hires correctly.
 - How to treat and correspond with candidates
 - What questions to ask and avoid
 - How to pitch the benefits of working for the company correctly
 - How to tell the candidate about the team and team members they will be working with
- » If your hiring managers are trained, next train front desk and other employees how to greet and engage with potential candidates when they come onsite.
- » If your staff and managers are all trained on how to work with prospective hires, consider offering pre-training during the recruitment process to start the candidate along the right path before they even officially join the team.
- » If your staff and managers are all trained up, you can start sharing onboarding and training information with candidates so they know what they can expect in those areas when they join the organization.



SEPARATION

DEFINITION:

The Separation stage is when the employee has decided to leave your organization to move on to something different.

70%

of “high-retention-risk” employees want to leave because they see **NO FUTURE ADVANCEMENT** in the current job.

SEPARATION

CHALLENGE:

Even with great career development and the many other benefits you offer, eventually there comes a time to part ways with employees as they move on to new opportunities.

Leaving a company can happen for a variety of reasons:

- » Retirement
- » Relocation
- » Changes in family life
- » Change in salary or benefits requirements
- » Different career opportunity
- » Better work-life balance

Losing an employee is a difficult situation, especially when you've spent a lot of time and resources to develop them, but it's not completely a negative situation.

In the exit interview you can gain valuable insights to help improve career development programs and other aspects of the employee experience. What worked for them? What would they change?



SEPARATION

TRAINING TAKEAWAYS

Former employees can also be great advocates with potential future employees. Sharing their experiences can help attract new, better qualified candidates to you in the future. The departing employee may even return if the opportunity arises down the road.

Even though this is the end of the road for this employee, you can still set them, and the remaining members of your organization, up for success in the future:

- » If you don't already, train those that conduct exit interviews to keep things positive and ask for feedback from departing employees.
 - Point out how much the employees have grown from the training they received with your organization.
 - Encourage employees to keep developing their skills and to keep in touch for future opportunities.
 - Encourage them to check back in the future for any new openings that may arise and be of interest to them.
- » If your managers are trained and conducting good exit interviews, train employees that worked with the departing employee to speak to qualified contacts about the job opening or encourage them to apply for the opening if it is of interest.
- » If your staff is all trained up and getting qualified referrals, you may consider allowing departing employees temporary access to your training library for 30 days to keep their skills up. This shows that you truly care about their personal development.

ROCK ON, EVERYBODY!

Employee training is key to successful rockstar employee retention—no matter what stage they're in.

Hopefully we've illuminated some areas you could improve and given you additional ideas to amp up your efforts. No matter where you are, there's always room to do something even more epic in your training programs.

Here's a recap of ideas you can implement:



ATTRACTION

- » Update website to include basic company and job information
- » Update company careers page to include training and development opportunities available
- » Enhance website with additional company info
- » Simplify the application process
- » Train current employees how to talk about the company on social media
- » Train employees where to refer qualified applicants to apply

RECRUITMENT

- » Train hiring managers to interview and assess prospective hires
- » Train front desk and other employees how to greet and engage with candidates
- » Consider offering pre-training during the recruitment process
- » Share onboarding and training information with candidates

ONBOARDING

- » Add more courses into your onboarding program
- » Assess and fill any gaps in your onboarding training
- » Extend your onboarding training out 90 days
- » Enhance training with gamification or more interactive learning

DEVELOPMENT

- » Start an employee development program
- » Expand the program to include as many employees as possible, not just managers
- » Personalize the training to individual employee training goals and learning paths
- » Apply a learning model like the Rockstar Learning Model

RETENTION

- » Train your managers and supervisors to follow up regularly on employee progress
- » Expand your training offering so you can provide more opportunities
- » Survey employees to improve training offering
- » Consider sending employees to relevant conferences and certification courses

SEPARATION

- » Keep things positive and ask for feedback in exit interviews
- » Train employees how to refer potential applicants or encourage them to apply for the opening
- » Consider allowing departing employees temporary access to training library

Ready to ramp up your training?
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