

# How Joiners and Leavers Can Boost Staff Retention



**Webinar host:**

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# Retention

What is it?

An employer's ability to keep talent and minimise the risks associated with high staff turnover.

# Retention

Why does it matter?

- ① Company specific knowledge & skills
- ② Customer relationships
- ③ Lower recruitment costs
- ④ Efficiency & operational stability
- ⑤ Time & resource invested
- ⑥ Competition for talent

# 82%

of organisations experienced recruitment difficulties in Q4 of 2022 (an increase from 76% in Q3) according to the Quarterly Recruitment Outlook produced by the British Chamber of Commerce.

# How do you get them to stay?

**H** **Hiring the right person**  
Round peg in a round hole

**E** **Experience**  
Positive: fair, respect, valued

**R** **Relationships**  
Belonging & connection

**E** **Engagement**  
A two way dialogue

# Joiners

The relationship begins before an employee first steps foot in the door.



# Probationary Period

What is it?

- ① A trial period for new joiners at the start of employment relationship
- ② An opportunity to assess suitability (for both parties involved)
- ③ Exchange feedback on progress & performance during induction process
- ④ Normally a shorter notice period (1 week)
- ⑤ Limited access to contractual benefits (in some cases)

# Probationary Period

What is it?

- ⑥ First 3-6 months of employment (generally speaking)
- ⑦ Used to assess performance & suitability for continued employment
- ⑧ For employee to consider whether the role/organisation is right for them
- ⑨ Mechanism for dealing with any issues that arise at the start of employment



# Probationary Period

If there's an issue, let them know...

## In a timely manner

Inform employees as soon as possible and be transparent about the process.

## Any concerns

Address what the concern is and why it matters.

## Standards

What the expected standards are when it comes to addressing issues.

## Actions

The nature of any specific actions or targets.

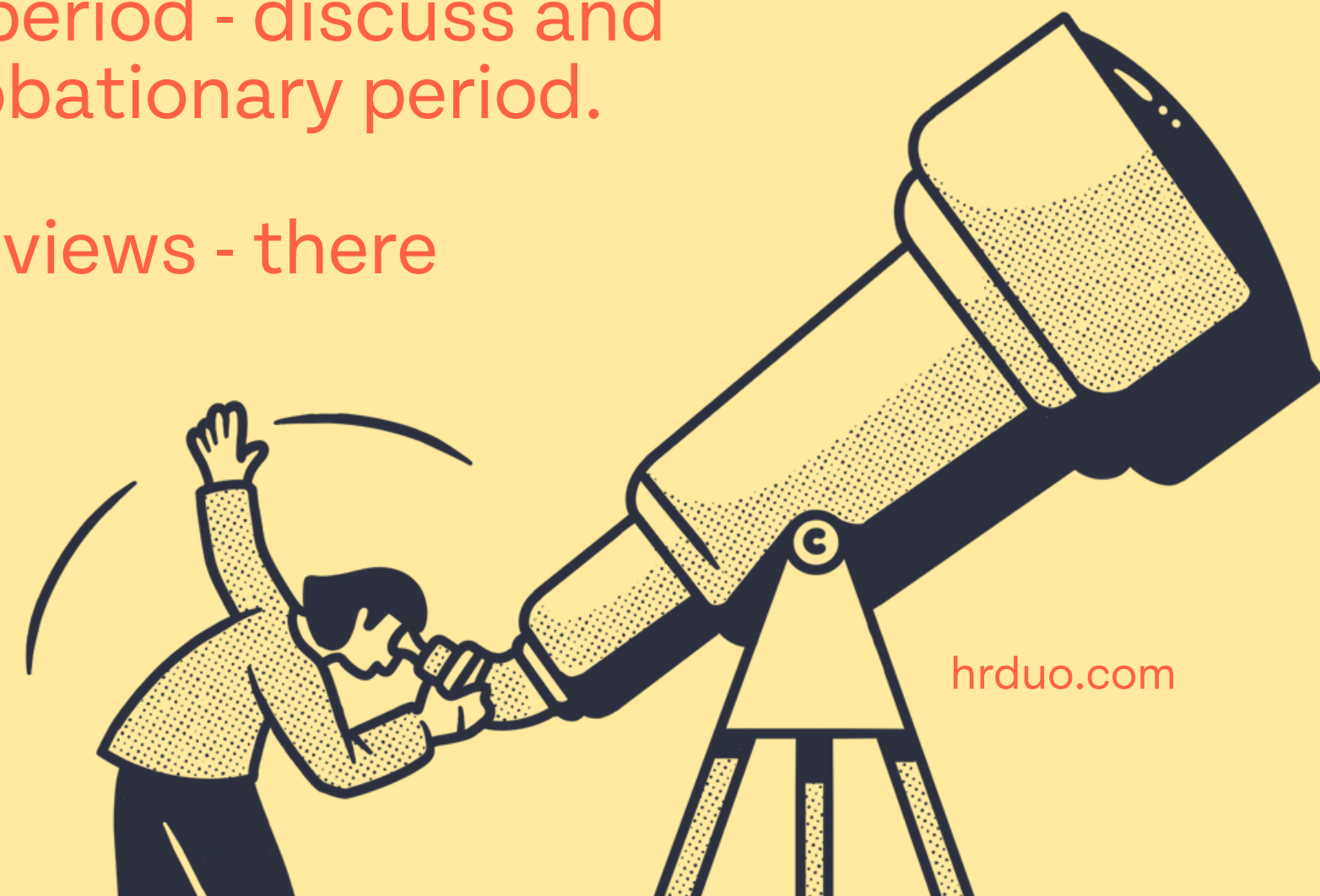
# Probationary Period

The first steps

- 1 Schedule Probationary Review Meetings at the offset**  
Plan time in the diary for monitoring progress and providing support before employee even starts.
- 2 Set performance standards**  
Be clear about the outcomes that are expected and the quality of work.
- 3 Explain how progress will be assessed**  
This is to ensure the employee knows what is being monitored so they can prepare before set meetings.
- 4 Inform employee of probationary review meetings**  
This is so employees can prepare for a two way dialogue, creating a smoother process during meetings.
- 5 Hold probationary reviews in good time**  
Hold formal review meetings before the end of the month as it's easy to find excuses to postpone.

# Watch your step

- Don't let the probationary period pass without conducting your formal reviews - employees may 'pass by default'.
- If there is a need to extend the probationary period - discuss and confirm this before the end of the original probationary period.
- Don't 'ambush' the employee during formal reviews - there should be no surprises.



# Probationary Period

Do new starters feel...

- like they know what they are doing?
- a sense of belonging to the company?
- valued in their position?
- treated fairly?
- a clear sense of purpose in the role and the company?
- safe and supported?

# Employment Rights

During the probation

- ① **Have terms and conditions of employment (contract) to be honoured**
- ② **To be accompanied at formal hearings**
- ③ **Protection against unlawful discrimination**
- ④ **Working time (holiday, rest breaks)**
- ⑤ **To assert statutory rights without fear of being penalised**  
This can include family leave, care of dependants, fixed term working, part-time working)
- ⑥ **Health and safety**

# Dealing with issues

## Attendance - Sickness

Return to work discussions, reasons for absence, seek medical advice as needed.

## Attendance - Timekeeping

Return to work discussions, reasons for absence, seek medical advice as needed.

## Conduct

Flag concern and expectations, whilst continuing to monitor

## Capability

Flag concern and expectations, whilst continuing to monitor

## Handle everything under the probationary process

Still need to:

- Establish facts
- Raise concerns with the employee
- Give an opportunity for them to present their side
- Give them an opportunity to turn things around

# Existing Staff

The impact they have on retention

## Reinforced Knowledge

Allows to build confidence when training new staff.

## New Skills

Supervision, mentoring and working towards higher aspirations/career goals.

## Connection

Reinforce and remind employees why they joined originally.

## Responsibility

Gives an increased sense of purpose with newfound responsibilities.

# Leavers

How they influence  
retention





# Leavers

Broad categories

## **Voluntary**

An employee's decision to leave a job on their own accord (career progression, education, retirement etc.)

## **Involuntary**

Covers situations where individual is being dismissed (redundancy, behaviour, performance etc.)

# Leavers

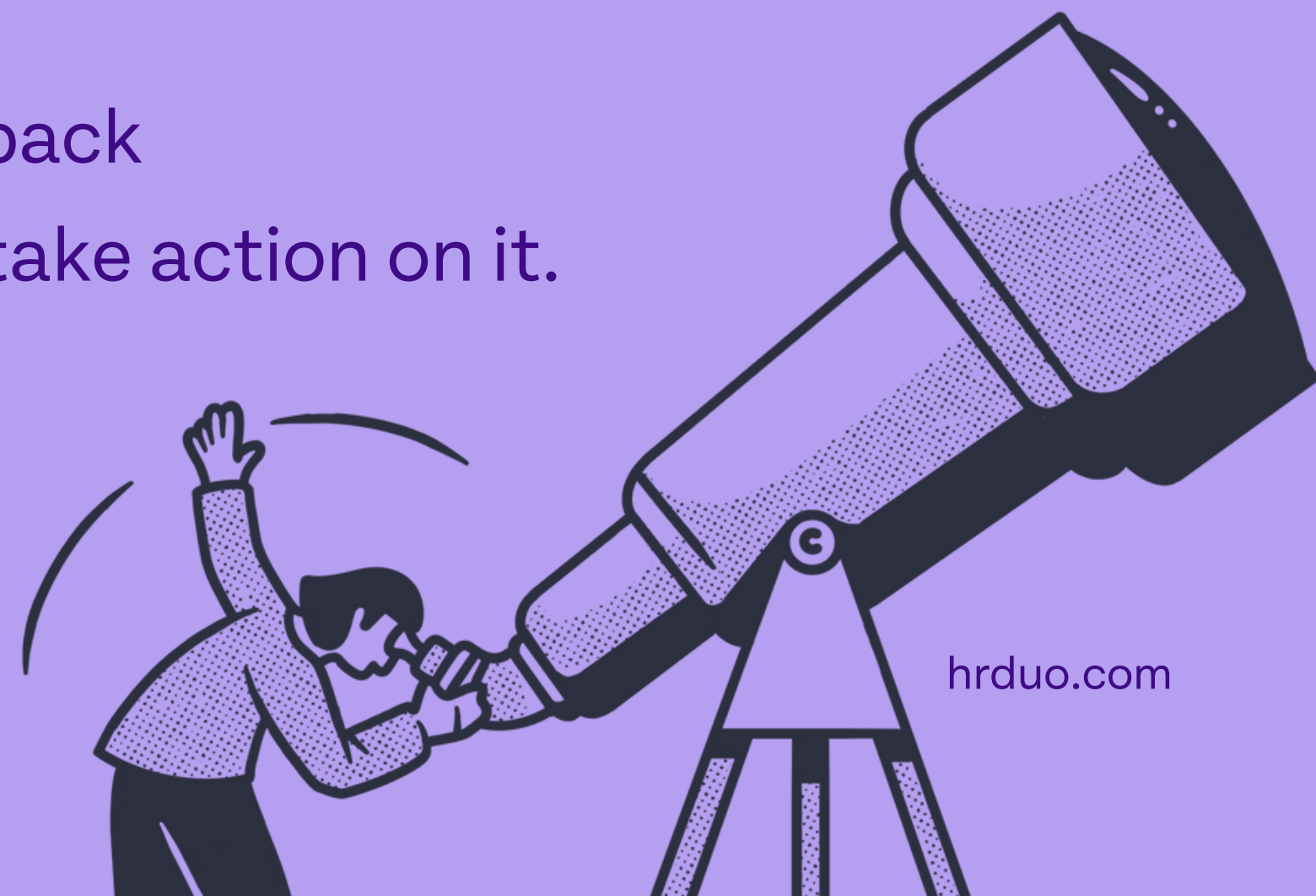
Food for thought

## Question:

Have you ever come across a situation where someone has tendered their resignation and then found that they have been excluded e.g. from meetings or from being sent information/updates?

# Watch your step

- Don't take the resignation personally
- Don't treat exit interviews as a 'tick-box exercise'
- Don't be defensive
- Don't act in a way to discourage honest feedback
- Don't ignore the feedback that's been given, take action on it.



# Exit Interviews

The key questions you should ask

- ① Main reason for leaving?
- ② What prompted them to leave?
- ③ How they felt about working for their employer?
- ④ What attracted them to where they are going?
- ⑤ Areas for improvement?

# Exit Interviews

Common issues raised

- ① Work/life balance and well-being
- ② Pay and conditions
- ③ Issues with duties and responsibilities
- ④ Career change
- ⑤ Not feeling supported

# Insights

Whilst they are still  
H.E.R.E

**Attract talent**

**Resolve issues**

**Learn from experience**

**Review priorities**

# Joiners

Why do they join?  
How do they feel?  
Why do they stay?



# Leavers

Why do they leave?  
How do they feel?  
What do they say?