

QTI Consulting, Inc.

Strategies for Attracting and Retaining Top Talent



WE'VE GOT A TALENT FOR BUSINESS.®



The QTI Group is the **talent** expert
who **understands**, **advises** and **connects**
so that its customers
can **adapt**, **grow** and **succeed**.

QTI Group Overview

The QTI Group has been an active member of the business community since 1957. Our key service areas of staffing, recruiting, HR Consulting, and HR Partnerships help businesses compete, gain ground, lead, and succeed.

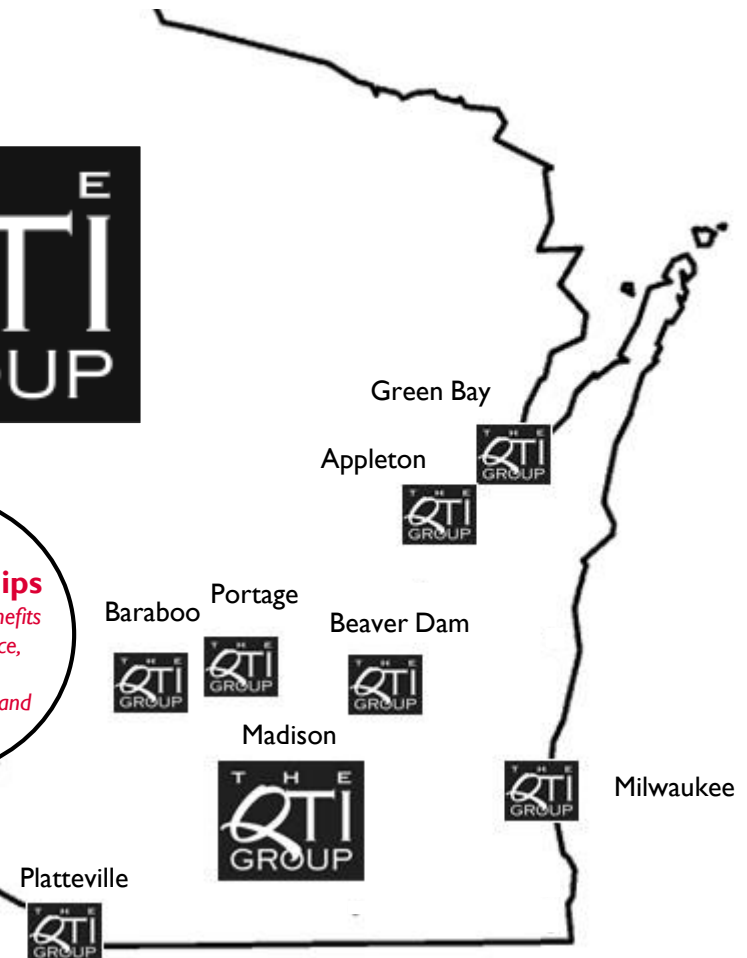


Staffing
Focus on industrial, skilled, and administrative needs, from temporary help to contract-to-hire

Recruiting
Professional and executive recruitment practice

HR Consulting
Compensation administration, variable and incentive plans, employee engagement surveys, and succession planning

HR Partnerships
Offering HR/Payroll/Benefits services, HR assistance, HR investigations, HR assessments, and HR workshops



QTI Consulting, Inc.

QTI Consulting helps maximize the performance of your largest business investment – PEOPLE. Through assessing, incenting, rewarding, and engaging your employees, our knowledgeable and experienced consultants' goal is to help improve organizational performance. We take the time to understand your business strategy, culture, and talent management approach to help design HR solutions that drive business performance.

- ▶ Approach emphasizes strategic thinking and innovation, not off-the-shelf products.
- ▶ Experienced and knowledgeable consultants who connect you to the right HR solutions.
- ▶ Combine national firm expertise with local service and responsiveness.



Key Service Areas:

- ✓ **Compensation**
 - Market pricing
 - Base compensation structures
 - Executive compensation
 - Sales compensation
 - Variable pay & incentive plans
 - Job analysis and documentation
 - Compensation surveys
- ✓ **HR Assessments**
 - Employment engagement surveys
 - HR effectiveness surveys
 - HR metrics & analytics
 - Specialized HR services
- ✓ **Talent Management**
 - Succession planning
 - Recruitment process improvement
 - Hogan assessments
 - Performance management



Strategy #1: Understand the Value of an Engaged Workforce

What Is Employee Engagement?

- What is employee engagement?
 - Employee engagement is a concept that is generally viewed as managing discretionary effort, that is, when employees have choices, they will act in a way that furthers their organization's interests. An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work.



Levels of Employee Engagement

- **Engaged** employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
- **Not engaged** employees are essentially “checked out.” They are sleepwalking through their workday, putting time – not energy or passion – into their work.
- **Actively disengaged** employees are not just unhappy at work, but they are busy acting out their unhappiness. Every day these workers undermine what their engaged workers accomplish.

The Business Case for Employee Engagement

- With a focus on employee engagement, studies have shown tangible improvements in:
 - Quality (defects)
 - Safety incidents
 - Turnover
 - Absenteeism
 - Productivity
 - Profitability
 - Customer satisfaction
- When former Chairman and CEO of GE, Jack Welch, was asked to identify the three best measures of a company's health, he cited **employee engagement first** followed by customer satisfaction and cash flow. Why? Because engagement can translate into valuable business results.
- According to research published by the Society for Human Resource Management, employees with the highest levels of commitment perform 20% better and are 87% less likely to leave the organization.



Employee Engagement Is a Complex Concept

- Employee engagement is a complex concept with many factors influencing engagement levels – from workplace culture, organizational communication, and managerial styles to trust and respect, leadership, and company reputation.
- Research has found that there are key facets, or categories, and drivers to employee engagement:

Categories of Engagement

- Work Itself
- Control
- Support
- Rewards/Recognition
- Fairness
- Values
- General (*Overall category relating to the effects driven by the other facets, such as loyalty, intent to leave, and willingness/initiative to help the organization.*)

Drivers of Engagement

- Employee
- Manager
- Organization



How Do I Get Started?

- There are many pathways to foster engagement, with no one “toolkit” fitting all organizations.
- **Step 1 – Conduct an Employee Engagement Survey**
 - Survey the employee population to understand if your assumptions about employee engagement at your organization match reality.
- **Step 2 – Analyze the Results**
 - Understand what is driving employee engagement at your organization.
 - Identify strengths and areas of improvement.
- **Step 3 – Make Results Actionable**
 - Once you understand where your strengths are and where your areas of improvement are, build an action plan around the findings.
 - Top-down communications approach; bottom-up action planning



**Strategy #2:
Invest in a Good Compensation Program**



Why Have a Compensation Program?

Attract, Retain, Motivate

Common misconception – compensation is there just to “manage the purse strings”

- In reality, a good compensation program can serve many purposes and help drive organizational performance.

A good compensation program can:

- Drive HR & company strategy
- Build more effective leaders
- Increase employee engagement
- Improve the bottom line
- Help drive other total rewards decisions/strategies
- Help mitigate risk and ensure legal compliance (i.e. FLSA, Fair Pay Act, Sherman Antitrust, etc.)



Compensation Strategy Is Key

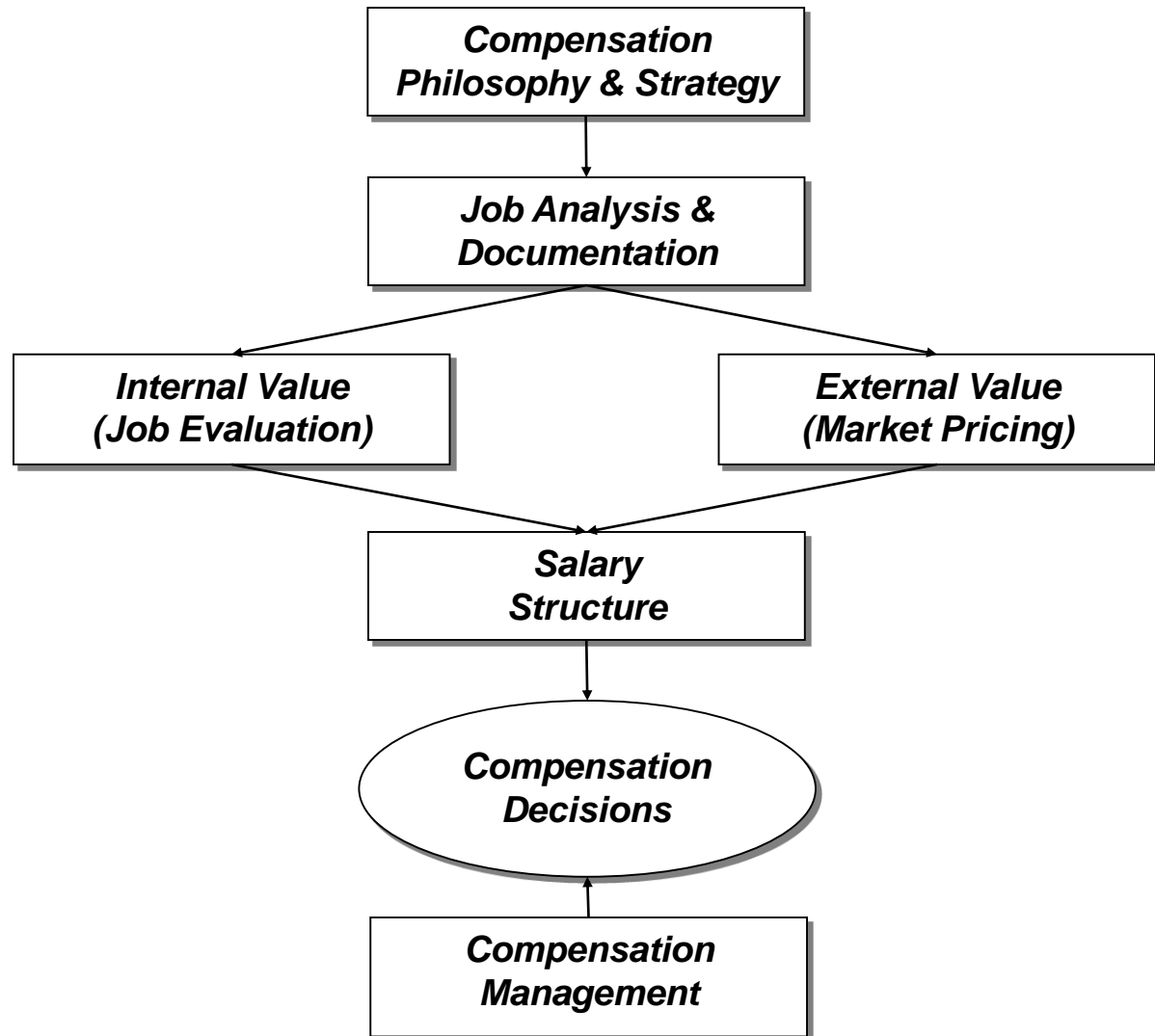
Your compensation strategy needs to align with the business

Some things to consider:

- Fiscal Responsibility - \$\$\$
- Turnover – is it too high?
- What is their perspective on employee engagement?
- What is their desired culture?
- The Total Rewards Package - How does pay fit into the puzzle?
- What do they value in employees?
 - Performance?
 - Tenure?
 - Education/Certifications?
 - Certain skillsets or jobs that stand out?



Elements of Base Pay Development & Management



The Importance of Compensation Communications

How well you communicate pay is just as important as how good of a compensation program you have.

- Even the most basic program can achieve better results if emphasis is placed on communications.
- Employee satisfaction will trend higher for a company with low-average pay but great communications compared to a company with higher compensation but poor communications.

Good communications = the best ROI that a compensation program can deliver to the company



Thank You



We've got a talent for business.®

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