

# FACT:

Employers that staff entry-level employees will go through 7 employees to find ONE, long-term KEEPER.

# What is a KEEPER?

An employee who is employed for 12+ months

# FACT:

1/3 of employees stay on long term.

Training and retaining good employees isn't

# EASY.



Introducing

# E.A.S.Y. Employee Training

Excellence. Adaptability. Sensitivity. Yes! (Be Positive)

Presented by Values-in-Action Foundation



# ASK YOURSELF

What would your business be like IF:

- Employee **RETENTION** increased
- Employee **PRODUCTIVITY** increased
- Employee **ACCOUNTABILITY** increased
- Employee **POSITIVITY** increased

## E.A.S.Y. Employee Training

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can **HELP** you get there.





## What makes a successful employee a KEEPER?

- A majority of employers believe that soft skills, particularly character and values, result in a successful employee.
- Soft skills contribute to the employee's ability to communicate, show resilience, collaborate, handle difficult situations and build relationships.
- Soft skills are the greatest predictor of success in the workplace.
- Successful employees believe in **honesty, integrity, responsibility, reliability, ethics and self-awareness**, have a **sense of life purpose**, and **manage relationships** in a positive manner

Program provided by:



Values-in-Action Foundation  
5244 Mayfield Rd. · Lyndhurst, Ohio 44124  
440.442.LOVE (5683)

# FACT: BUSINESSES HIRE ON COMPETENCE AND HARD SKILLS BUT FIRE ON CHARACTER.

## THE NEED FOR SUCCESSFUL EMPLOYEES

- Most employers surveyed say that although they can teach a skill, they have a difficult time accessing employees with character, values and soft skills. There is a values gap.
- **40%** say applicants have gaps in critical thinking/problem solving.
- **38%** say there are gaps in professionalism/work ethic among applicants.
- **34%** are finding skills gaps in applicants' leadership skills.
- **25%** find there is a skills gap in applicants' teamwork/collaboration skills.

## WHAT HAPPENS AS A RESULT OF THIS "VALUES GAP"?

- High turnover
- Employer turnover costs are typically estimated to be 1.5 to 2.5 times the salary paid for the job.\*
- Cost of business disruption and a lack of continuity in the workplace

## WHAT IS THE RESULT OF AN EMPLOYEE MISTAKE THAT IS A BREACH OF CHARACTER AND VALUES?

- Theft
- Breach of product integrity
- Lost customers
- Lost revenue

### Sources:

\*The Price of Incivility: Bad behavior costs businesses billions, Business Lexington, 2009

\*\*The Price of Incivility, Harvard Business Review, Jan-Feb 2013

\*\*\*2014 State of the Industry Report: Spending on Employee Training Remains a Priority, ATD, 2014



**FACT: WELLS FARGO COULD LOSE AN ESTIMATED \$99 BILLION IN DEPOSITS OVER THE NEXT 18 MONTHS IF CUSTOMERS FLEE “AS A DIRECT RESULT” OF CHARGES THAT THE BANK SECRETLY OPENED MORE THAN 2 MILLION BANK AND CREDIT CARD ACCOUNTS THAT CUSTOMERS MAY NOT HAVE AUTHORIZED.**

(FORBES.COM, OCTOBER 27, 2016)

## WHAT IS E.A.S.Y. EMPLOYEE TRAINING?

E.A.S.Y. Employee Training is a workshop made up of a series of six sessions consisting of a full-day boot camp, four follow-up sessions, and a culminating program wrap up. The training is a facilitated curriculum created by Values-in-Action Foundation and Auburn Career Center. The curriculum is rooted in the success of Values-in-Action's Believe to Achieve program, which raised graduation rates in the Cleveland Metropolitan School District from **47%** to **85%** among its most at-risk students. By using this curriculum in the workplace, employees are empowered to bring their best selves to work and are reminded of the necessary character attributes needed to thrive in a civil, productive and successful work environment. It is research based in cognitive behavioral psychology, which (simply put) attributes behavior and actions to ideas or cognitions. Through the Believe to Achieve program, students, who were otherwise unsuccessful, violent, and unable to manage relationships, became adept at life success factors (soft skills) that have been deemed essential by future employers. These factors include **responsibility, ethics, integrity, self-awareness, sense of life purpose, and the ability to manage relationships.**

## WHAT WILL E.A.S.Y. EMPLOYEE TRAINING DO FOR YOU?

- Add value to your current workplace relationships and culture
- Enable you to employ more socially- and emotionally-able individuals
- Educate and inform your current employees and new hires about the importance of character and values
- Retain employees
- Manage risks of customer relations being affected by bad employees

## WHAT CAN YOU EXPECT FROM E.A.S.Y. EMPLOYEE TRAINING?

- E.A.S.Y. Employee Training can be adapted as an ongoing or integrated training element for your workplace for existing employees or incoming new hires.
- E.A.S.Y. Employee Training will consist of a full-day boot camp, four (4) one-hour, follow-up sessions designed to meet your company's needs, and a culminating program wrap-up session.
- E.A.S.Y. Employer Training will also integrate your business' core values within new or existing employees. As part of the training, employees will have to demonstrate how the core values apply to their job position.

## 5 ELEMENTS OF E.A.S.Y. EMPLOYEE TRAINING

**Goal Setting:** Employees will write a bucket list of 50 things they want to accomplish in their lives. Employees also start developing SMART (Specific, Measurable, Achievable, Results-focused, Time-bound) goals for what they want to achieve in their lives and careers.

**Building Character:** We take an introspective approach at this stage presenting employees with units such as Who Am I?, What Do I Stand For? and How Do I Win? to enable employees to recognize their own values and character as well as giving employees the tools and courage to live by those values.

**Developing Pathways to Achievement:** Throughout the programs, our facilitators will introduce employees to career growth, planning, and decision-making tools teaching them about their interests and carving out for them a clear path to achieving their goals adding value to your business.

**Building Sense of Resiliency:** In this segment of the program, employees will have important discussions about adversity and how they handle it. Co-workers and career mentors will share personal stories of defining moments and how the courage factor impacted their life and success. Through these methods, employees will learn what courage truly is and how to cultivate it in themselves and others.

**Believing in a Positive Future:** The key to believing in a positive future is surrounding oneself with others who are positive thinkers and passionate about something in their lives. Here, we expose employees to career mentors who will talk with them about qualities of good co-workers and how relationships, maturity and the consequences can influence future success.

**E.A.S.Y. EMPLOYEE TRAINING**  
Excellence. Adaptability. Sensitivity. Yes! (Be Positive)



## HISTORY OF E.A.S.Y. Employee Training

E.A.S.Y. Employee Training was developed in response to feedback from more than 100 employers in Cuyahoga, Lake, Geauga and Ashtabula counties that said the education system in Ohio is not currently providing high school graduates with the soft skills or values needed to succeed in the workplace. With a focus on workforce readiness, soft-skills and attributes of character and values, the program (known as VIA Workforce Training in schools) was designed by Values-in-Action and Auburn Center to meet the needs of employers by providing employable employees and by bridging the social-emotional skills gap between high schools and employers.

In 2015, VIA was piloted as a collaboration of efforts amongst Values-in-Action Foundation, Auburn Career Center, Geauga County ESC and 13 major employers. There were 55 students in the pilot program made up of 9<sup>th</sup> grade students from Geauga I-Stem and employees with a welding focus from Auburn Career Center. Students were paired with employer mentors and had to demonstrate their ability to integrate values and soft skills with workplace expectations.

As a result of the program's activities, participating employers (such as Swagelok, Kennametal, Marous Brothers and Cleveland Clinic) reported that students developed outstanding employability skills and values to potentially make them exemplary employees and to ensure their success in the workplace.

## 2015 PILOT PARTICIPATING EMPLOYERS



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# NATIONAL EMPLOYMENT & WORKPLACE CIVILITY FACTS

- Workplace Incivility is fast becoming a “silent” killer of office morale and workplace productivity, a reason behind job turnover, and huge employer expense. \*
- Employer turnover costs are typically estimated to be 1.5 to 2.5 times the salary paid for the job. \*
- 98% of workers have reported experiencing uncivil behavior. \*\*
- Negative effects of incivility in the workplace\*\*
  - Creativity suffers
  - Performance and team spirit deteriorates
  - Customers turn away
  - Managing incidents of incivility is expensive
- Forms of Incivility\*\*
  - Stress from manager; unchecked rudeness
  - Destructive Atmosphere; people absorb and reflect behaviors they've been subjected to
  - Workplace bullying
  - Basic thoughtlessness

RESULT: These minimize engagement and lessen morale.

- Incivility is EXPENSIVE and has tangible costs.\*\*  
Among workers who've been on the receiving end of incivility:
  - 48% intentionally decreased their work effort.
  - 47% intentionally decreased the time spent at work.
  - 38% intentionally decreased the quality of their work.
  - 80% lost work time worrying about the incident.
  - 63% lost work time avoiding the offender.
  - 66% said that their performance declined.
  - 78% said that their commitment to the organization declined.
  - 12% said that they left their job because of the uncivil treatment.
  - 25% admitted to taking their frustration out on customers.

\*The Price of Incivility: Bad behavior costs businesses billions, Business Lexington, 2009

\*\*The Price of Incivility, Harvard Business Review, Jan-Feb 2013

\*\*\*2014 State of the Industry Report: Spending on Employee Training Remains a Priority, ATD, 2014

# NATIONAL EMPLOYMENT & WORKPLACE CIVILITY FACTS

- What can you do? KEEP THE WORKPLACE CIVIL\*\*
  - **Manage Yourself:** Leaders set the tone
  - **Model Good Behavior:** Be the change, you want to see. Express appreciation.
  - **Ask for Feedback:** Ask your employees what they feel can be improved.
  - **Pay attention to your progress**
  - **Managing the organization**
  - **Hire for civility**
  - **TEACH CIVILITY** – that is why we're here!
- In 2013, organizations on average spent \$1,208 per employee on training and development. This is a small 1 percent increase over last year (an additional \$13 more per employee). The number of learning hours used per employee also slightly increased to 31.5 hours from 30.3 hours.\*\*\*
- Small organizations with fewer than 500 employees spent on average \$1,888 per employee, and midsize organizations with 500 to 9,999 employees spent \$838, which was the same amount spent by large organizations with 10,000 or more employees in 2013.\*\*\*
- For example, manufacturing organizations, which are characteristically large organizations, report on average spending \$535 and providing 27 hours of training per employee. Healthcare/pharmaceutical organizations spend on average \$1,392 and provide 24 hours of training per employee. The combined group of finance, insurance, and real estate spend on average \$1,107 and provide 33 hours of training per employee.\*\*\*

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# TURNOVER COST & BENEFITS ASSESSMENT WORKSHEET

**FACT:** The average turnover rate across the US is **13%** (Harvard Business Review)

**FACT:** According to SHRM, the...

... Cost of losing a non-executive is **85%** of the positions base salary.

... Cost of losing a management executive is **115%** of positions base salary.

## LET'S DO SOME MATH – SAMPLE

Let's say, a company has 400 non-executive employees at an avg. \$35,000 salary, and 50 management-level executives at an avg. \$100,000 salary. Using the national statistics/facts, above, here are the costs to replace employees.

Cost of replacing a **NON-EXECUTIVE** at a business with 400 non-executive employees at an average \$35,000 salary:

400 employees x <u>13%</u> avg. turnover rate:	52 employees turned over
52 employees turned over x \$35,000 salary:	\$1,820,000
\$1,820,000 x <u>85%</u> replacement cost:	\$1,547,000 replacement cost to business

Cost of replacing a management-level **EXECUTIVE** at a business with 50 executive employees at an average \$100,000 salary:

50 employees at <u>13%</u> avg. turnover rate:	7 employees turned over
7 employees turned over x \$100,000 salary:	\$700,000
\$700,000 x <u>115%</u> replacement cost:	\$805,000 replacement cost to business

# TURNOVER COST & BENEFITS ASSESSMENT WORKSHEET

DO YOUR OWN MATH: Insert your numbers into the formula below.

How many non-executive employees do you have? (A) \_\_\_\_\_

What is the average salary of a non-executive worker? (B) \_\_\_\_\_

How many management-level executives do you have? (C) \_\_\_\_\_

What is the average salary of an executive? (D) \_\_\_\_\_

Cost of replacing a NON-EXECUTIVE EMPLOYEE:

(A) \_\_\_\_\_ employees x 13% avg. turnover rate = (E) \_\_\_\_\_ employees turned over

(E) \_\_\_\_\_ employees turned over x (B)\$ \_\_\_\_\_ salary = (F)\$ \_\_\_\_\_

(F)\$ \_\_\_\_\_ x 85% replacement cost = (G)\$ \_\_\_\_\_ replacement cost to business

Cost of replacing a management-level EXECUTIVE:

(C) \_\_\_\_\_ employees x 13% avg. turnover rate = (H) \_\_\_\_\_ employees turned over

(H) \_\_\_\_\_ employees turned over x (D)\$ \_\_\_\_\_ salary = (I)\$ \_\_\_\_\_

(I)\$ \_\_\_\_\_ x 115% replacement cost = (J)\$ \_\_\_\_\_ replacement cost to business

Total Cost of Replacing employees: (G)\$ \_\_\_\_\_ + (J)\$ \_\_\_\_\_ = \$ \_\_\_\_\_

## EMPLOYEE INVESTMENT COST

**Make each of your employees a KEEPER!**

**Make each employee SUCCESSFUL!**

- Values-in-Action Foundation can customize a budget that works for you.
- The investment per employee is between \$697 and \$822 per employee depending on the size of your group.
- Minimum 30 employees required in each training group.

**NOTES:**

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