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## WHAT MOTIVATES EMPLOYEE TURNOVER?

Last year, David Aplin Recruiting ([www.aplin.com](http://www.aplin.com)), an Alberta-based recruiting firm, conducted two surveys regarding the motivation behind voluntary employee turnover. They asked both employers and employees, in separate surveys, for their input, and the responses were very interesting. According to the survey, the top five reasons that caused employees to think about leaving their organization were:

1. Lack of trust in senior leaders
2. Insufficient Pay
3. Unhealthy/undesirable culture
4. Lack of honesty/integrity/ethics
5. Lack of opportunity for training and development

From the employers' perspective, the top five reasons that they felt led to an employee's decision to leave were the following:

1. Insufficient pay
2. Unexpected job/career opportunity
3. Decision to change careers
4. Lack of work-life balance
5. Lack of opportunity for training and development.



It's interesting to note that the only duplications between the two lists related to pay and training/development opportunities. It's also interesting to note that the three areas that employees identified and that did not appear on the employers' list (trust in senior leadership, culture issues, and the lack of honesty/integrity/ethics) deal with workplace environment issues, while employers had three different issues noted (unexpected job/career opportunity, decision to change careers, and lack of work-life balance), all of which are often seen by employers as outside of their control.

*(Turnover, continued on page 2)*

## SOMETHING FUN- FOR A CHANGE!

**JM BOX CONSULTING SERVICES** is privileged to have as clients many different not-for-profit organizations. One thing that all of these agencies have in common is the need to raise funds. Many use, as part of their strategy, fun activities ranging from events sponsored by local restaurants, golf

tournaments, silent auctions, and galas. In Windsor, Ontario, you could arrange your entire social calendar around attending these events!

I would like to propose something. Since there are so many of these events and so many organizations hosting them, how about supporting each other?

While important for financial reasons, these events are also a great opportunity to network with other agencies and their supporters, as well as to have a good time. Sometimes the only person who understands what you are going through is someone else who is in the same type of work. And who knows,

*(Something Fun, continued on page 2)*



***No one likes to work in an environment where senior leadership is not trusted, where there is a culture that does not suit them, and honesty, integrity and ethics are suspect.***



*(Turnover, continued from page 1)*

All of this should make employers pause and reflect.

As discussed in the February issue of **You Should Just Know** (available at [www.jmboxconsulting.com](http://www.jmboxconsulting.com)), many employees these days, particularly the younger ones, are not tied to any one organization, and will change employers if they don't feel that continuing with one is in their best interests. While the lack of opportunity for training and development is clearly identified as an issue by both employees and employers, employers may be making it harder to retain staff if the perception of their organization is that it is not a good place to work. No one likes to work in an environment where senior leadership is not trusted, where there is a culture that does not suit them, and honesty, integrity and ethics are suspect. And while employers see career change decisions and new career opportunities as out of their control, it can be argued that these become opportunities for employees only when they start seeing them as viable options to staying with their current employer. As for the issue of work-life balance, while the employee determines what the right balance is for them, it's the employer's decisions that often lead to the employee deciding that it's not what they want now. No one likes to work in an environment where senior leadership is not trusted, where there is a culture that does not suit.

So how are employers to deal with this situation? Firstly, determine if the survey results apply to them. This does not just mean doing exit interviews (and even there, are the right questions being asked?), but finding out how your staff actually feels. What is it like to work in your organization, at the various levels? Secondly, review your culture to see if it fits the employees you have and want to retain. Is it too rule-oriented? Who gets promoted- the ethical person, or the accomplish-at-all-costs type? Is there a clear career path for the staff? And, lastly, if you were looking for a job, would you be interested in working for your organization now?

*(Something Fun, continued from page 1)*

maybe there could be a special not-for-profit rate for these events, or a reciprocal arrangement when it comes to each other's events. If we, as individuals (because sometimes there are restrictions in governances that prohibit contributions to other agencies), can participate in the events of others, everyone wins.

To assist with this, **JMBOX CONSULTING SERVICES** would be happy to put information about its client's (you had to know that there would be a catch) up and coming event in this newsletter. It's published every two months (February, April, June, August, October and December), so just get the information to me in time for your event. If you can't attend, it might give you an idea of something that you could do in your community.

And if you are not from the community promoting the event, perhaps you could schedule your visit to that community to coincide with the activity!

John Box



## TEAMS- ARE YOURS EFFECTIVE?

Does your organization have teams? If you are like most employers these days, your answer is “yes”. But what is the answer to the follow-up question: are your teams effective? Over the years, many organizations have jumped on the team bandwagon, without fully looking at how to create effective teams. While some teams naturally come together and work well, many teams never accomplish what they were set out to do.

To have effective teams, the first step is to look at whether or not the task at hand is best done by a team. If the duties assigned to a team are administrative in nature, without the need for coordination of team members or some form of group interdependence, is a team the best solution? The next step towards effective teams is ensuring that its members know how to work as part of a team. And yes, this means training them on issues such as team roles, team evolution, team behaviour and team expectations. While many assume that we are all just naturally team players, that is not always the case, and it will certainly be helpful if all of your team members have the same grounding in working on a team.

Team member selection is another important topic. Let's face it, sometimes managers, when asked to 'contribute' an employee to a team look around the room and designate the most expendable of their staff. Careful consideration should be given to who should be on a team, as the proper mix of personalities, diversity and interests are what make great teams work. From the employee's perspective, team membership should be seen as a positive, career-building opportunity, not something that he or she has been 'sentenced' to.

Lastly, an effective team is one that is fully supported in terms of resources such as time, equipment, and information. It is also one that has a clear goal and objective, perhaps the most important tool of all.



*“Careful consideration should be given to who should be on a team...”*

### Downloadable Diamonds

**The purpose of this section of our newsletter is to alert readers to some resources available from the internet that they might not be aware of.**

As discussed in the article “What Motivates Employee Turnover?”, David Aplin Recruiting have done surveys that provided the results quoted. These surveys can be accessed by going to:

[www.aplin.com/marketing/survey/VoluntaryTurnover/EmployeeResults.pdf](http://www.aplin.com/marketing/survey/VoluntaryTurnover/EmployeeResults.pdf)

[www.aplin.com/marketing/survey/VoluntaryTurnover/ManagerResults.pdf](http://www.aplin.com/marketing/survey/VoluntaryTurnover/ManagerResults.pdf)



**The Alzheimer Society of Windsor-Essex County is having its 24th Annual Can-Am Golf Tournament on May 24, 2010, at the Lakes of Taylor. For \$70 U.S. you get golf, cart, dinner and prizes. Entry fees must be paid by May 1, 2010. Anyone interested should contact Nancy Ivan at (519) 974-2220, ext. 221.**



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[www.jmboxconsulting.com](http://www.jmboxconsulting.com)



### An Overview of Our Services

**JM Box Consulting Services** provides innovative, cost-effective Human Resources support and services that assist clients in dealing with their issues and challenges with confidence. Together, we will resolve issues one at a time, either through consultation, training or working together on necessary projects. These services are designed to be of greatest service to small to medium size organizations, including the municipal, health care, charitable, not-for-profit and small business sectors.

**JM Box Consulting Services** takes the approach of meeting client expectations by identifying the gap between the desired goals and current realities, to discover the best ways of eliminating that gap- not just for the present, but for the future as well.

### Services

**E-Consulting-** providing clients with quick, cost-effective access to Human Resources expertise through the use of e-mail and telephone communications, without the expense of or supplemental to internal Human Resources staff.

**Project Management Services-** to provide project management and expertise on matters such as job evaluation/pay equity, wage/salary administration systems, policy and procedure review and development, and organization redesign and restructuring.

**Training Services-** to address client needs that are best addressed through training specific to the needs of the organization, such as Violence in the Workplace, Working in a Respectful Workplace, and Organizational Community Presence.

### KIND WORDS FROM OUR CLIENTS

"Crossroads Children's Centre has been utilizing John's E-consulting expertise since 2004. Although operating from different cities, we have found the combination of telephone and e-mail availability a timely, cost-effective and unique way of dealing with a wide variety of Human Resources issues. John's well-informed insights have saved our organization countless research hours on various HR issues. His unique insights and problem-solving solutions have proven to be invaluable to our organization. His ability to learn about our organization and come up with ideas that fit our needs and circumstances is impressive. Often his solutions are creative as well as extremely effective and definitely not solutions we would have been able to generate on our own. I have recommended JM Box Consulting Services to others, and will continue to do so."

Cherry Murray, Executive Director  
Crossroads Children's Centre, Ottawa, Ont.

"John is very knowledgeable in the area of pay and job equity and has provided excellent advice and guidance to management in this regard. His communication and negotiation skills in dealing with the Union have been invaluable."

Brenda Andreatta, Director of Council Services/Clerk  
Corporation of the Town of LaSalle