



Employee Retention

Brandon Caudle, Support Center Manager of Delta Dental of California and blogger at www.customerservicevoodoo.com

Employee Retention is one of THE major pain points for businesses today. The costs of turnover can range on the low end from several thousand dollars on up to tens of thousands of dollars¹

At the recent HDI Conference in Dallas, Monster.com founder Jeff Taylor touched on this issue. To put it bluntly, a certain percentage of your employees are out there looking for new jobs right now!

How is a manager to combat this? Is it even possible? Don't despair, as there is a wealth of resources available for the taking. Two that I will recommend are the groundbreaking books "First, Break All The Rules" by Marcus Buckingham and "It's Your Ship – Management Techniques from the Best Damn Ship in the Navy" by Captain Michael Abrashoff.

"First Break All the Rules" is a no holds barred recipe for success that is based on surveys and interviews with over 80,000 employees to find out what made their workplace great or...not so great.

Part of the book is a 12 point process or path that can be taken as a survey by a team and gives the manager a very candid look at where they stand in terms of employee satisfaction and buy-in.

"It's Your Ship" is the real –life story of how one US Navy Captain lead his team to turn around the worst ship in the Navy to the best ship – in reenlistment rates, in performance ratings and in getting the job done in the Gulf.

Both books are available online (Google the names or shoot me an email).

This month, HDI will dive deep into these issues at our meeting on May 15. Come join our guest speaker, Bruce Mattos, as he presents "Best Practices and Ideas for Retention!"

1 – A Google search reveals many sources with varying costs and figures. It depends from company to company

May 2008 Issue

What's in this month Newsletter:

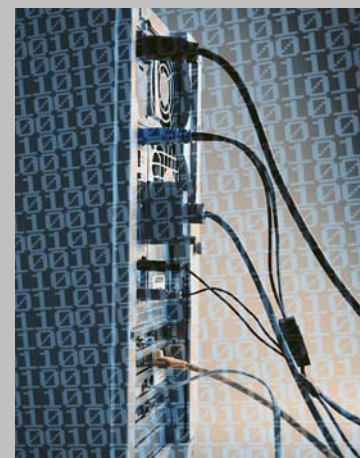
Employee Retention

May HDI Meeting:
"Best Practices and Ideas for Retention by Bruce Mattos of Catholic Healthcare West

Meeting will be held at on May 15th at Heald College, Rancho Cordova

Agenda and Sponsor

Sacramento Speaks – Diane Porter, Adventist Health



May 2008 HDI Meeting Location and Agenda!



Heald College
2910 Prospect Park Drive
Rancho Cordova, CA 95670

Directions from downtown:
Take Hwy 50 East to Zinfandel Drive.

Exit at Zinfandel Drive, stay in the middle lanes.

Continue straight across the intersection onto Gold Center Drive. (Do not turn left or right onto Zinfandel)

Turn left on Prospect Park Drive.

Continue along Prospect Park Drive to Heald College.

Agenda

2:45 – 3:15pm **Meet and Greet (Optional)** Join the chapter officers, members, and guests for refreshments at this informal networking opportunity.

3:15-3:30pm **Welcome & Announcements**

3:30-3:45pm **Sponsor Introduction & Presentation**

3:45-4:30pm **Guest Speaker: *Bruce Mattos* of Catholic Healthcare West**

Topic - Best Practices and Ideas for Retention

4:30pm **Door Prize Drawing**

This Month's Meeting is Sponsored by:

HDI

**Meeting location provided by:
Heald College**



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Sacramento Speaks

Welcome to Sacramento Speaks, our new segment in our Newsletter in which we feature an Interview with a member of the Sacramento Chapter. This segment gives us a closer view into our peers and provides ideas and thoughts for others who wish to grow. If you would like to be interviewed or wish to recommend someone for an interview, please contact Brandon Caudle at Brandon@delta.org.

This month's featured interview is with Diane Porter. She is currently the Support Center Manger for Adventist Health. Diane manages a team of 29 people, with 26 phone agents and 3 additional support staff. The Adventist Health Support Center provides service to 18,000 plus end users and receives an average of 20,000 inbound calls each month. They have a Level One resolution of 55%

SAC HDI: Diane, what is the best part of providing IT Support.

Diane: In my case, being a part of the Health industry, patient care is number one. Our role in making sure that a patient is taken care of is the common denominator. We have the opportunity to be exposed to the company's many departments and applications. Along with this, we also experience the negative side of support. This grants us the opportunity to find ways to improve our role in the caring of our patients through the Support Center.

SAC HDI: How will the nature of IT Support change in the next 5 years (both for the industry and for your company)?

Diane: In the big picture, the industry is going more towards a non-traditional Support Center structure. In fact, we are moving towards more of a one-stop-shop. For example, you see 2nd level processes such as desktop support and project management also being a part of a Support Center structure. We are also attracting skilled, certified technicians who are interested in the potential of Support Centers and where we are going as an industry. This extra bang we get is the energy booster to a path that would provide more focus to providing First Call Resolutions to our customers.

Changes in the next five years for the Support Center here at Adventist Health will include more specialized clinical support to our doctors and nurses from our Support Center. We are also in the process of implementing a Tier 2 structure that will be focused on our FCR. The challenge for this structure is that it needs to be transparent to the customer.

SAC HDI: It does seem as the days of the Help Desk

being a place for someone to start with zero experience and no training has faded. What kind of people are you seeing apply at the Support Center now?

Diane: With the economy being in the state that it is, we have been fortunate to have brought in many very skilled analysts. Finding an analyst with a strong technical background is a plus, however, Soft Skills rank very high. You can train an analyst on the technical side (provided that you have a well managed training program), but Soft Skills are a part of a person's makeup. This is a sticking point of highly many skilled techs. Following the rules of how to handle your customers during a difficult call for some techs is a challenge. So, if you can find both qualities (tech skills and Soft Skills) in an analyst, then, you have a jewel.

SAC HDI: This month's theme is the Caring and Retention of Employees. Do you have any advice on this?

Diane: When you find a skilled employee, retention is a problem. Usually, an analyst that fits this model is always seeking ways to advance throughout the company. Money plays a major part in the retention. Providing a career path and the proper salary structure plays a large part in the stability of the Support Center structure.

SAC HDI: DO you have any advice for Help Desk analysts?

Diane: Finding the passion to do your jobs everyday is a skill by itself. Remember your role is very important to your company. Even though it appears that you are not being heard, your absence speaks loudly. The attitude you have does come across the phone and plays a big part in how your Support Center is viewed. So keep up on the latest trends, communicate to your team lead, supervisor or manager your concerns and your progress and keep bringing your ideas.

SAC HDI: Great advice, thanks, Diane!