

Surviving THE Great Resignation

Resignation Recovery **PLAYBOOK**

4 WAYS TO REVERSE THE GREAT RESIGNATION IN YOUR WORKPLACE

The Great Resignation continues to disrupt workplaces as employees test the job market to secure new positions more aligned with their revised personal and professional needs. As an HR professional, you can take the following steps to stem the tide of the Great Resignation and to Cause the Effect you want to see within the workforce and within your own workplace:

1

Prioritize or Expand Employee Benefits.

Be among the growing number of organizations using benefits in innovative ways to hold on to workers.

2

Set Workers Up for Success.

Create custom career plans and establish clear, motivational paths to success and promotions.

3

Help People Managers Motivate Employees.

Specifically, train your people managers to identify high-potential employees and to give those individuals assignments that keep them engaged.

4

Review Your Total Rewards Strategy.

Now more than ever, it's vital to look beyond salaries and ensure that you are offering competitive overall compensation packages.

IMPLICATIONS OF THE GREAT RESIGNATION

Will Workers Continue to Leave Jobs in Record Numbers?

According to the Department of Labor, 4.2 million people quit their jobs in October. Will that trend continue? While the rise of resignations across the labor market "is remarkable ... the concentration among a few sectors is eye-popping," said Nick Bunker, an economist at the Indeed Hiring Lab in Washington, D.C. "Quits are up the most in sectors where most work is in person or relatively low-paying."

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How Historic Has the Great Resignation Been?

In October, about 2.8 percent of the workforce quit their jobs. But how does that number stack up against Bureau of Labor Statistics data from previous years?

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State by State: Hires, Quits, Job Openings and Unemployment

The Great Resignation is affecting some geographic areas more than others. These maps highlight areas of the country where workers are quitting, getting hired and remaining unemployed.

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Prioritize or Expand Employee Benefits

Be innovative.

Employers are using benefits as a retention strategy.

But if you decide to do so at your organization, make sure you only offer options that make sense for your company and industry. For example, remote work isn't an option for every business.

Evaluate existing benefits.

Developing a deeper understanding of which benefits your employees are using will give HR insight into what is crucial to workers and their needs.

Survey your employees.

Considering an expansion of benefits?

Take advantage of survey tools to get insight into what would most benefit your workers. Offering your employees the opportunity to communicate their needs directly will make them feel heard and valued.

Pay attention to national trends.

Observe national workplace trends to understand how the benefits you offer impact the lives of your employees.



Related SHRM Members-Only Resources:



Raise Pay, Improve Benefits

Among HR professionals who said their organization had seen higher or much higher turnover in the past six months, 42 percent have responded by implementing new or additional remote-work or flexibility options; 32 percent have implemented new or additional employee referral bonuses; and 28 percent have introduced new or additional merit increases.

[ARTICLE](#)

Managing Flexible Work Arrangements

The COVID-19 pandemic placed flexible work arrangements, especially remote work, in the spotlight. With many states issuing stay-at-home orders and allowing only essential businesses to keep their physical locations open, a number of employers were forced to implement flexible work options on the fly. As social distancing orders are lifted and businesses reopen, employee requests for flexible hours and remote-work arrangements will be part of the new normal. Now that many employers have experienced how successful telecommuting can be or how work hours that differ from the normal 9-to-5 can be adopted without a decline in productivity, offering flexible work arrangements has become more commonplace. Flexible work arrangements can improve recruitment and retention efforts, augment organizational diversity efforts, encourage ethical behavior, and help the organization's efforts to be socially responsible.

Many U.S. workers now consider work/life integration to be the most important factor in considering job offers. In fact, 81 percent of employees said they would be more loyal to their employer if they had flexible work options, according to a 2020 survey by FlexJobs.

[TOOLKIT](#)

Set Workers Up for Success

2

Encourage managers to schedule regular one-on-one meetings with direct reports.

Establishing a consistent meeting time for open conversations will allow employees and managers to build a rapport and help employees voice their thoughts on career growth and how it can be facilitated by your organization.

Promote opportunities for training and development.

Let your employees know about opportunities to train across departments and gain new experiences within the organization.

Additional opportunities for professional development may be found in educational courses or through certifications employees can attain with support from the organization. Implement a rewards program or provide incentives to motivate employees to take courses and attain certifications.

Encourage mentoring and shadowing opportunities within your organization.

Offer employees the chance to follow along with a specific assignment or gain insight from a key team member to help shape how they would like to grow within the organization.

Providing these types of opportunities will allow professionals to gain skills and acquire knowledge that can boost their overall career growth and help them discover their potential.



Related SHRM Members-Only Resources:

Upskilling as an Equalizer: A Q&A with Ray Mabus

Companies that develop their own talent ensure their employees keep up with our ever-changing world. If you're going to be competitive, you have to reach the people who are already in the workforce.

[ARTICLE](#)

Developing Employee Career Paths and Ladders

Career paths and career ladders are two traditional methods used by employees for self-development and advancement within an organization. Career ladders represent progressions of jobs in an organization's specific occupational fields, ranked from highest to lowest based on level of responsibility and pay. Career paths encompass various forms of career progression, including vertical career ladders, dual career ladders, horizontal career lattices, career progression outside the organization and encore careers.

Employees usually feel more engaged when they believe their employer is concerned about their growth and provides avenues to reach individual career goals while fulfilling the company's mission. A career development path provides employees with an ongoing mechanism to enhance skills and knowledge that can lead to mastery of their current jobs, promotions, and transfers to new or different positions. Implementing career paths may also have a direct impact on the entire organization by improving morale, career satisfaction, motivation, productivity, and responsiveness in meeting departmental and organizational objectives.

[TOOLKIT](#)

Employee Career Development Plan (Succession Planning)

Help employees plan for the future and create a talent pipeline for your organization with SHRM's *Employee Career Development Plan*.

[HR FORM](#)

Career Development During the COVID-19 Pandemic

Career and professional development may have taken a back seat to the many demands and emergencies facing organizations in the pandemic era, and that's understandable. In light of widespread layoffs and furloughs across the country, companies' key goals remain staying in business and meeting payroll.

That said, restocking career and professional development conversations is critical as the COVID-19 crisis continues. Now is the time to hone your coaching skills and re-establish discussions with employees about achievements, areas for professional development, educational opportunities and the like. The ideal scenario might look like this:

STEP 1: Annual performance reviews and goal setting for the upcoming year.

STEP 2: Quarterly check-in meetings to discuss accomplishments, progression toward goals, roadblocks and pivots in planning.

STEP 3: Annual self-evaluations about two weeks before performance review meetings and a new round of goal setting.

[ARTICLE](#)

Help People Managers Motivate Employees

3

Create individual development plans.

Encourage high-potential employees to sit down with HR and their managers to develop individual plans for career growth within your organization.

Offer stretch assignments.

After creating individual development plans, offer employees stretch assignments to introduce them to new skills and provide learning opportunities.



Related SHRM Members-Only Resources:

People Manager Qualification (PMQ)

The SHRM PMQ is a self-paced, virtual learning experience uniquely combining interactivity, gamification and education to engage learners and help them build solid people management and team leadership skills.

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Job Rotation Programs

Job rotation is the systematic movement of employees from one job to another within an organization to achieve various human resources objectives. Formal job rotation programs offer customized assignments to give promising employees a wide view of the business and allow them to round out their experience. Implementing a job rotation system can introduce the potential for increased product quality, give employees the opportunity to explore alternative career paths, create a pool of staff who can fill temporary openings, and, perhaps most importantly, prevent stagnation and job boredom.

[HR Q&A](#)

Developing Management

Management is distinguished as the level of supervision between rank-and-file employees and organizational leaders. Residing between effective leadership and efficient employees, managers are critical to organizational success. Receiving inspiration and direction from leaders, they are charged with the application of aspirational and strategic principles and the day-to-day process of getting the job done properly and efficiently. Different paths to becoming a manager exist: Some people rise through the ranks, while others get noticed for outside accomplishments. Use SHRM's *Developing Management* toolkit for a deep dive into the importance of management development, an overview of typical issues and challenges, key insights, and a discussion of necessary skills.

[TOOLKIT](#)

Engaging in Succession Planning

All organizations can benefit from the principles of identifying crucial job skills, knowledge, social relationships and organizational practices and passing them on to prepare the next generation of workers, thereby ensuring the seamless movement of talent within the organization. SHRM's *Engaging in Succession Planning* toolkit offers the solutions HR professionals need to design their own plan by outlining the benefits of succession planning and providing insights into challenges and best practices.

[TOOLKIT](#)

Holding On to Your High-Potential Workers

Workforce planning has become more critical as talent scarcity and readiness represent growing concerns among the C-suite. As a way to strategically counter the impact of the Great Resignation and to stay competitive within their industries, leaders want to retain high-potential and highly productive workers.

[ARTICLE](#)



Revisit and Reshape Total Rewards

4

Identify the goal of your total rewards strategy.

What is the main objective of your current strategy? Consider the following possibilities:

- Attracting and retaining top talent.
- Rewarding employees for behavior that aligns with the organization's values.
- Motivating employees to increase productivity and quality of performance.

Ask hard questions.

When establishing your goal, ask the following questions to help shape your strategy:

- How can I keep my employees motivated and engaged?
- How can I encourage my employees to focus on _____?
- How can I attract more highly skilled employees?
- How can I reduce staff turnover?
- How can I create a more positive company culture?
- How can I reach my growth targets?

Consider how you measure up.

Evaluate how your package compares to what competitors are paying, and find out which benefits they provide that your organization does not.

Listen to your employees.

Allow employees to assess what they consider to be valuable about the benefits you offer. This can be done through an anonymous survey to ensure candid responses.

Related SHRM Members-Only Resources:

Interactive Tools for Salary Benchmarking and Total Compensation

SHRM members have exclusive access to a suite of interactive tools to perform several essential HR functions quickly and efficiently. Easily compare state labor laws, perform salary benchmarks, generate performance reviews and much more.

[INTERACTIVE TOOLS](#)

Designing Incentive Compensation Plans

Incentive compensation programs are primarily used to promote efficiency and productivity of the workforce, but organizations can also use them to enhance employee recruitment, engagement, retention and employer branding. SHRM's *Designing and Managing Incentive Compensation Plans* toolkit provides an overview of how to develop incentive compensation plans, as well as a strategic, legal framework for managing such programs.

[TOOLKIT](#)

Benchmarking HR Metrics

Employers frequently undertake benchmarking to compare their HR metrics to metrics from similar organizations. Benchmarking can also be done internally, by comparing data from different points in time or across different divisions or locations. By linking HR metrics with the overall business strategy, leadership can easily see how HR practices impact organizational performance.

SHRM's *Benchmarking HR Metrics* toolkit offers a model for taking a strategic approach to benchmarking, interpreting benchmarking data and defining key HR metrics.

[TOOLKIT](#)

Compensation Philosophy

A well-designed compensation philosophy supports an organization's strategic plan and initiatives, business goals, competitive outlook, operating objectives, and compensation and total rewards strategies. Learn more about how compensation philosophy is defined, what the goal of a compensation philosophy is and key markers of a quality compensation model.

[HR Q&A](#)

The Foundations of Compensation

Kick-start your journey into the world of compensation with this practical yet engaging learning experience. In this program, you will explore the fundamentals of compensation, including key legislation, ideas for designing and administering a compensation system, and strategies for communicating compensation plans to your organization. You will participate in application-based activities and discussions designed to increase your awareness and skill in such areas as incentive pay and compensation for critical business needs. You will walk away from this course with the foundational knowledge required for any new compensation practitioner.

PROGRAM OBJECTIVES:

- Identify laws that affect compensation.
- Understand how business strategy and compensation philosophy guide a total rewards program.
- Establish job value utilizing internal and external methods, and develop pay structures.
- Administer and communicate compensation programs.
- Understand and evaluate short-term and long-term incentive plans.
- Recognize the components of executive compensation.

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OUR MISSION

SHRM is here to partner with you as you tackle the challenges presented by the Great Resignation in your workplace. Through a network of over 300,000 members, our work impacts the lives of 115 million workers around the globe. When you Cause the Effect you need in the workplace, you build better workplaces and a better world.

Network of
300,000 Members



115 million lives impacted

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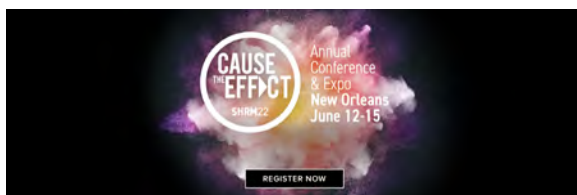


SHRM Talent Conference & Expo 2022

Nothing will impact your organization's culture or bottom line more than employing the right people. When you bring in the right talent, you enhance your organization's brand in an authentic way, which helps you retain high-performers and create a positive employee experience. But the world of talent management is constantly evolving, so you need to keep your skills fresh. During this event, you will have numerous opportunities to connect with the brightest minds in recruiting and talent management and learn how to reach untapped or underleveraged talent pools and retain high-performers.

[Join us at Talent22](#)

IN DENVER APRIL 10–13.



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Keep making a difference.

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