

RVA Payroll Org Meeting

June 11, 2025



Finance & Accounting

Cash Flow Management
Controls & Procedures
Financial Reporting
Financing Strategy
Forensic Accounting
Forecasting & Budgeting

Human Resources

HR Policies & Procedures
Leadership Development
Organizational Assessment
Performance Compensation
Recruiting

How We Work

Advisory Services
Consulting Projects
Fractional Roles

Technology & Operations

Cost Reduction & Vendor
Management
Organizational Assessment
Staff Management & Mentoring
Strategic & Tactical Planning
System Selection & Implementation

Strategy

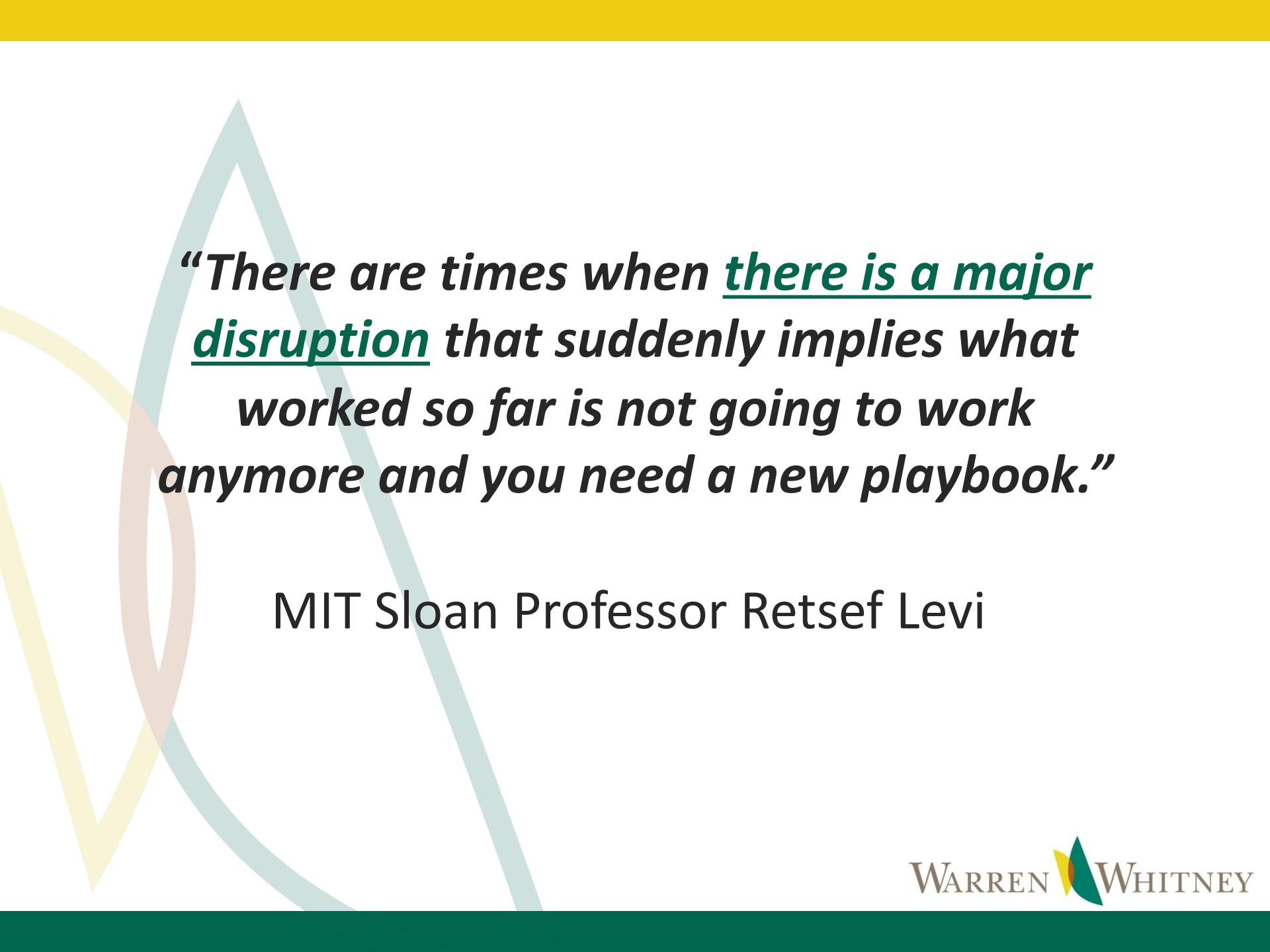
Board Governance
Exit Strategy
Management Succession
Operational Assessment
Strategic Planning
Turnaround



Embracing A New Mindset

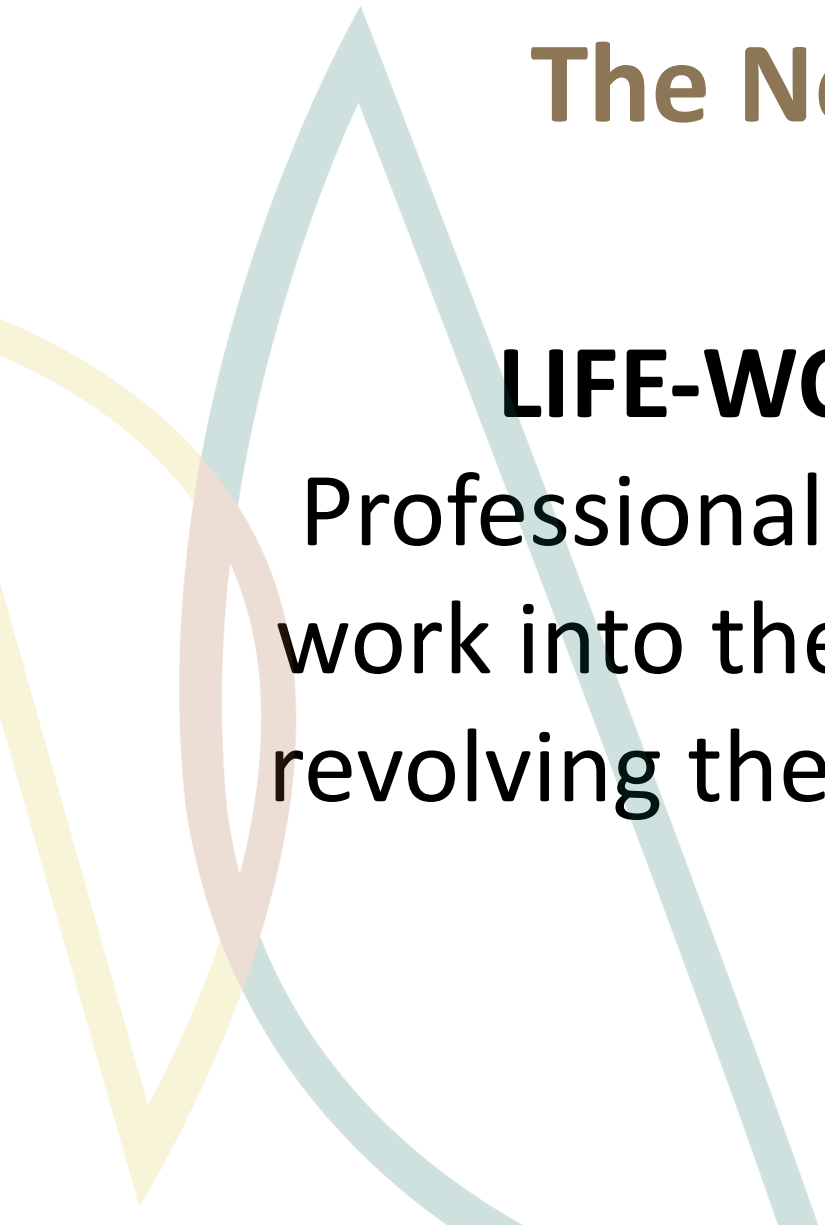
Recruitment and Retention Strategies





“There are times when there is a major disruption that suddenly implies what worked so far is not going to work anymore and you need a new playbook.”

MIT Sloan Professor Retsef Levi



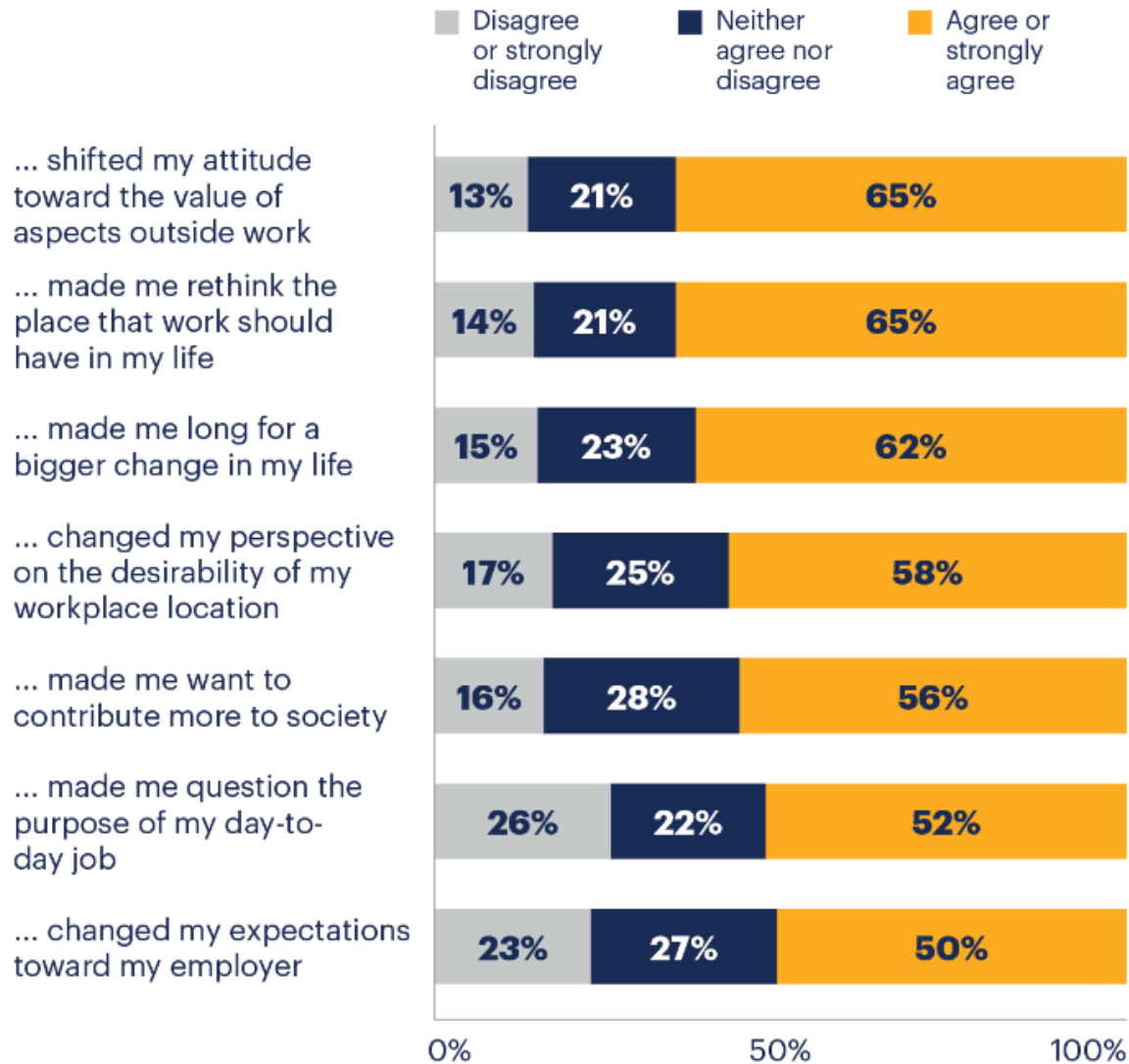
The New Mindset

LIFE-WORK BALANCE

Professionals now expect to fit work into their lives rather than revolving their life around work.

The Changing Landscape Due to the Covid Pandemic

The pandemic has ...



What Factors Employees Think Are Important



The New Mindset: Value and Belonging

“Inclusifying is the leadership skill of tomorrow, but you can capitalize on it today. It starts with understanding the two most basic human drives: to be unique and to belong.”

Dr. Stefanie Johnson
Leeds School of Business
University of Colorado

The New Mindset: Growth and Flexibility

GROWTH

- Provide employees with growth opportunities through training and development.
- Consider peer coaches, mentors, workshops, and certification programs in their field.

Can increase retention, productivity, and engagement.

Gives sense of purpose and investment in their work.

- Include career planning during performance reviews.

FLEXIBILITY

- Employees want to control when and how they work.
- Work-from-anywhere policies.
- Life-work balance (instead of work-life balance)

The New Mindset

*“Instead of falling back on outdated concepts of where work is done, CEOs should focus on creating flexible working options that enable everyone to be most productive. **After all, isn’t it their job to deliver to shareholders the best possible return on investment?**”*

Nigel Simpson
Product Strategy Advisor
Point72 Financial Services

The New Mindset: Employee Wellness

4 in 10 US employees say their job
is negatively impacting their mental health

Stress
Burnout
Loneliness

Less than 1 in 4 employees say their organization
cares about their wellbeing-
Nearly half the number who said the same
before COVID-19 rocked the workplace.

Gallup



The New Mindset: Meaningful Work

“27% of employees will accept a new job if they get the opportunity to do more meaningful work.”

Bhaswati Roy
Vantage Circle

The New Mindset

“You can do good and you can do well at the same time.”

Stephanie von Friedeburg
International Finance Corporation

Three Keys to High Performance

“There are only three measurements that tell you nearly everything you need to know about your organization’s overall performance: employee engagement, customer satisfaction, and cash flow.”

Jack Welch

American business executive

Chairman and CEO of General Electric (1981 and 2001)

Work Salaries & Schedules

- **How Much Are Workers Demanding For A New Job?**
Lowest average Pay Requested = \$82,135
Data: Federal Reserve Bank of New York 2024
- **WFH? Returning to the office? What is the 'ask' from employees?**
HYBRID work has won! 43% of organizations (2024)
Schedules are structured and defined
ER are setting boundaries with policies
- **Commuter costs:** \$1020 average amount spent on commuting and in-office expenses (monthly)
- **Compensation and Benefits:** 2025 rates indicates lightly lower than 2024

How valuable are innovative benefits in talent acquisition?

REASONS FOR OFFERING WELLNESS PROGRAMS

To improve the health of employees

21%

Reduce health care costs

8%

Benefits were part of the health plan

7%

Improve employee morale and productivity

6%

Other

1%

35

Based on the 2024 VA survey responses



WELLNESS

TOP 5 WELLNESS PROGRAMS

94%

Employee
assistance
programs

46%

Wellness
newsletters

46%

Web-based
resources for
healthy living

43%

Health club
discount/reim
bursement

40%

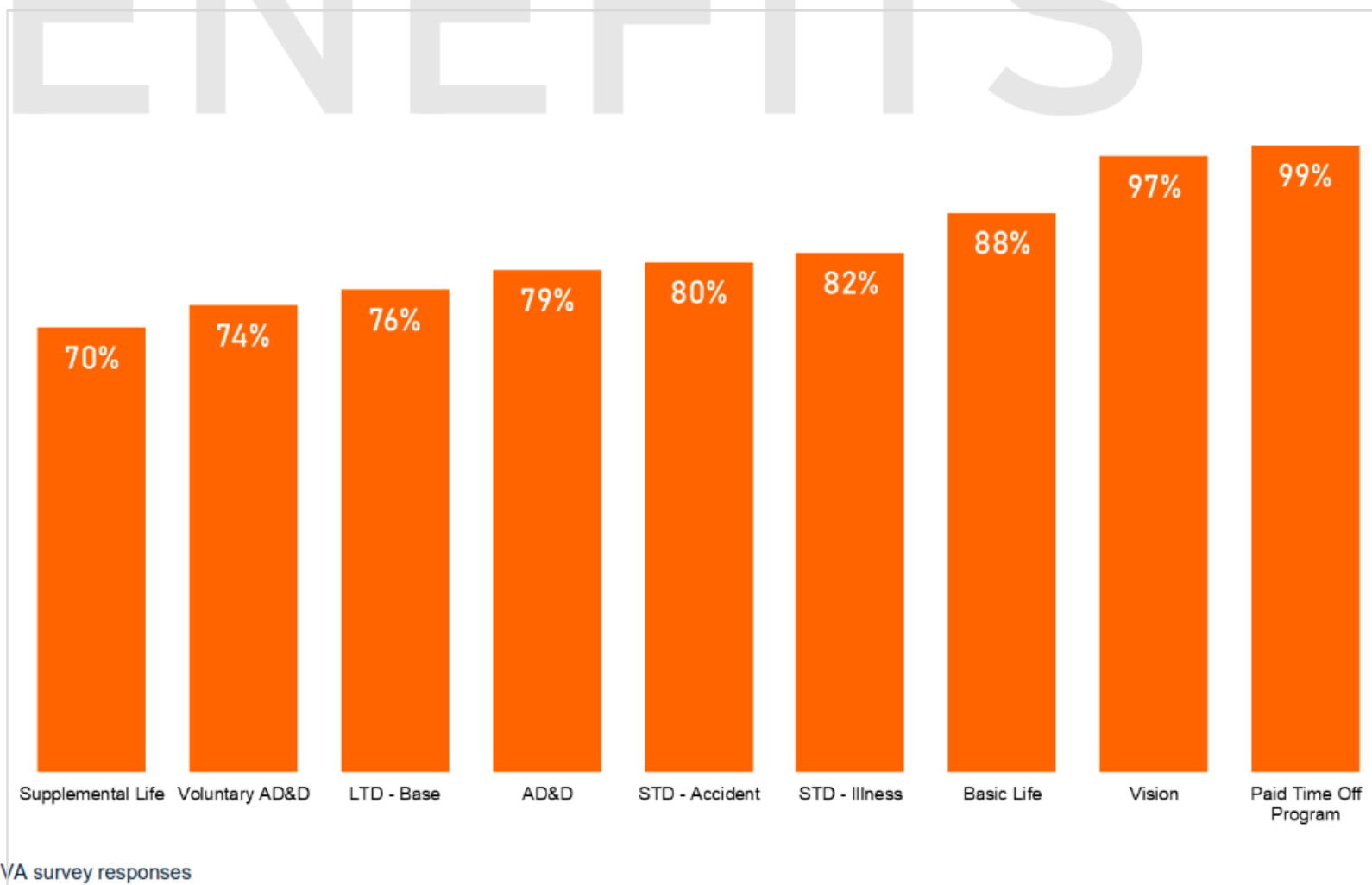
Flu shots

57% don't offer wellness programs

Based on the 2024 VA survey responses

34

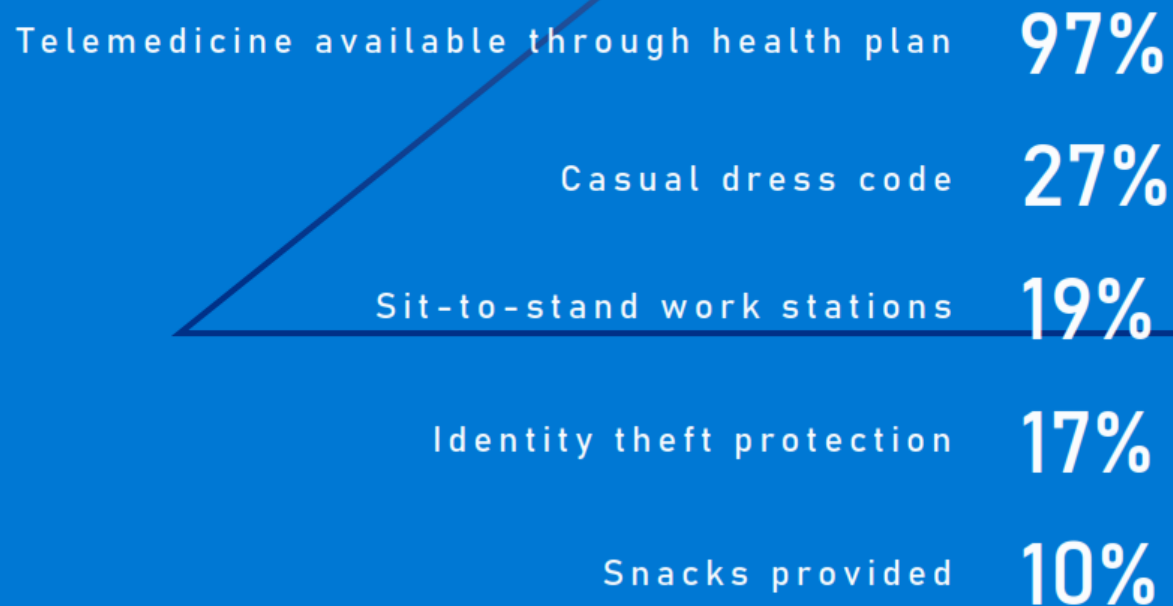
BENEFITS



BENEFITS



40
Based on the 2024 VA survey responses



The New Mindset

- Compensation and Benefits
- Value and Belonging
- Growth
- Flexibility
- Wellness
- Meaningful Work
- Culture

**WE
ARE
HIRING**

RECRUITING

“Previously, people were typically looking for work if they were out of work or unhappy with their job. Now, there is an ‘always on’ perspective.”

Dan Shapero
HR Magazine
Summer 2023

Recruiting Basics

- Timeliness and efficiency throughout the hiring process
- Solid Communication systems
- Utilize HRIS and ATS
- Know the role and the job description
- Total Rewards and Compensation
 - Benchmarking salaries
 - Work Location - * WFH options
- Benefit Enhancements
- Track recruitment metrics
- Key Consideration: RESPECT

Recruiting With A Marketing Mindset

- Know Your Employee Value Proposition (EVP)
 - Why would someone want to work for us.
 - Why would someone want to stay employed with us.
- Know Your Company's Brand & Incorporate In Job Description.
- Job Boards – LinkedIn, Indeed, etcetera
- Social Media and Mobile Apps
- Employee Referral Program
- Alumni Program To Welcome Back “Boomerang Employees”
- Niche Professional Organizations
- LinkedIn Reverse Search
- Company Swag

New Recruiting Mindset

*Emphasize Belonging, Growth, Flexibility,
Wellness and Meaningful Work*

- In Ads and Job Postings
- Initial Interviews
- Within Job Description
- Benefits Summary
- In Person Interviews
- Workplace Tour
- Meet & Greet Employees
- Highlight Employee Stories



Best Practices

- Watch outs: legal & compliance issues
- Focus on resources and target markets
- Address the skill gap within your organization
- Visibility: social media, LinkedIn, community
- Exit Interviews: address turnover
- Review Volunteer opportunities
- Continuous communication!



Retention Basics

- People join an organization because of its reputation, but leave because of their relationship with their first line manager.
- Open Communication
 - *with Manager*
 - *with Senior Leadership*
- Vision and Mission to believe in
- Clear Career Paths
- Caring Work Culture

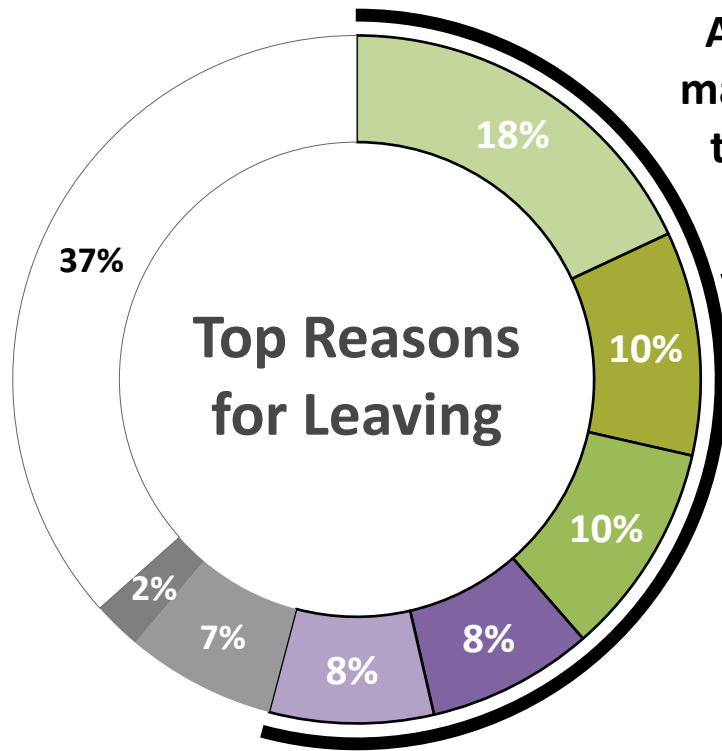
Retention Basics

“When leaders throughout an organization take an active, genuine interest in the people they manage, when they invest real time to understand employees at a fundamental level, they create a climate for greater morale, loyalty, and, yes, growth.”

Patrick Lencioni, author
Best Seller: 5 Dysfunctions of a Team

Role of Managers & Why It Matters

2021 RETENTION REPORT



Areas where managers have the greatest impact

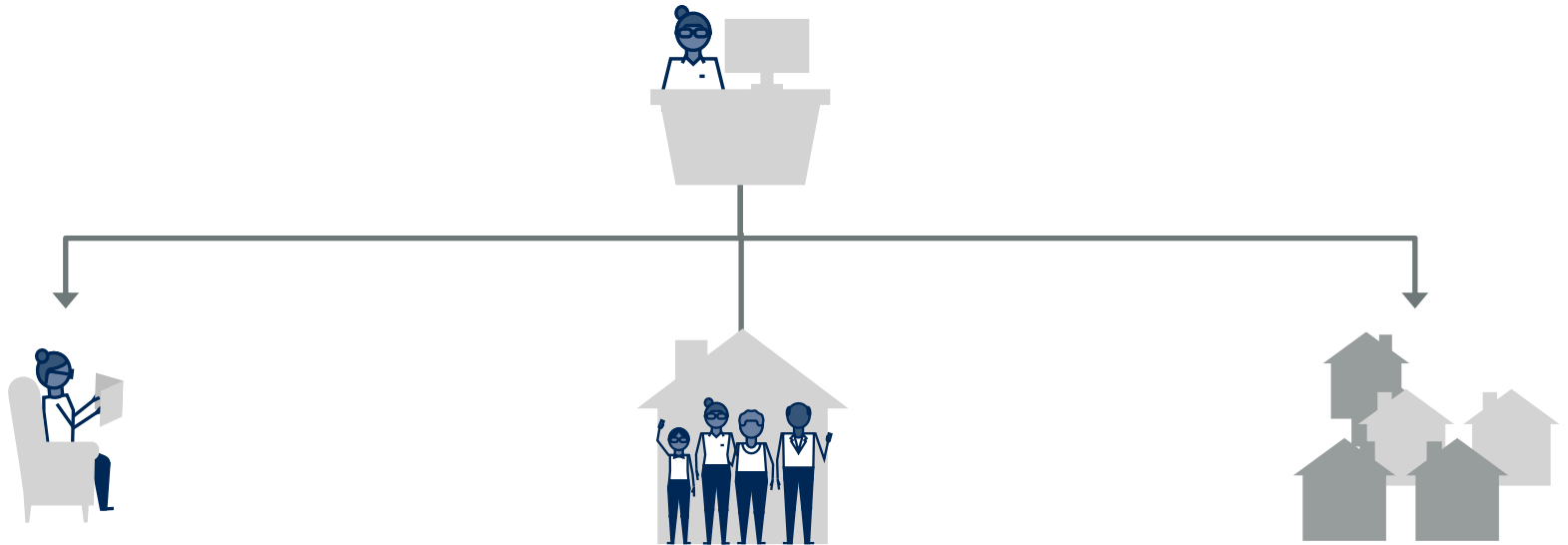
Key reasons why people leave their job/company:

	Career	Opportunities for growth, achievement, and security
	Work-Life Balance	Scheduling, travel, and remote work preferences
	Job	Enjoyment and ownership in manageable work
	Manager	Productive relationship preferences
	Environment	Physical and cultural surroundings
	Total Rewards	Compensation and benefits promised and received
	General Employment	Misc. issues not assigned to other categories
	Less Preventable	Health & family, retirement, relocation, involuntary reasons

Employees Want to Feel Understood

Connections Employees Want Their Organization to Care About

Deeper Connections: “I want my organization to care about the extended parts of myself **in and outside of work.**”



82% of employees want their organization to see them **as a person**, not just an employee.

68% of employees want their organization to care about their **family**.

62% of employees want their organization to care about their **community**.

Source: Gartner EVP Employee Survey

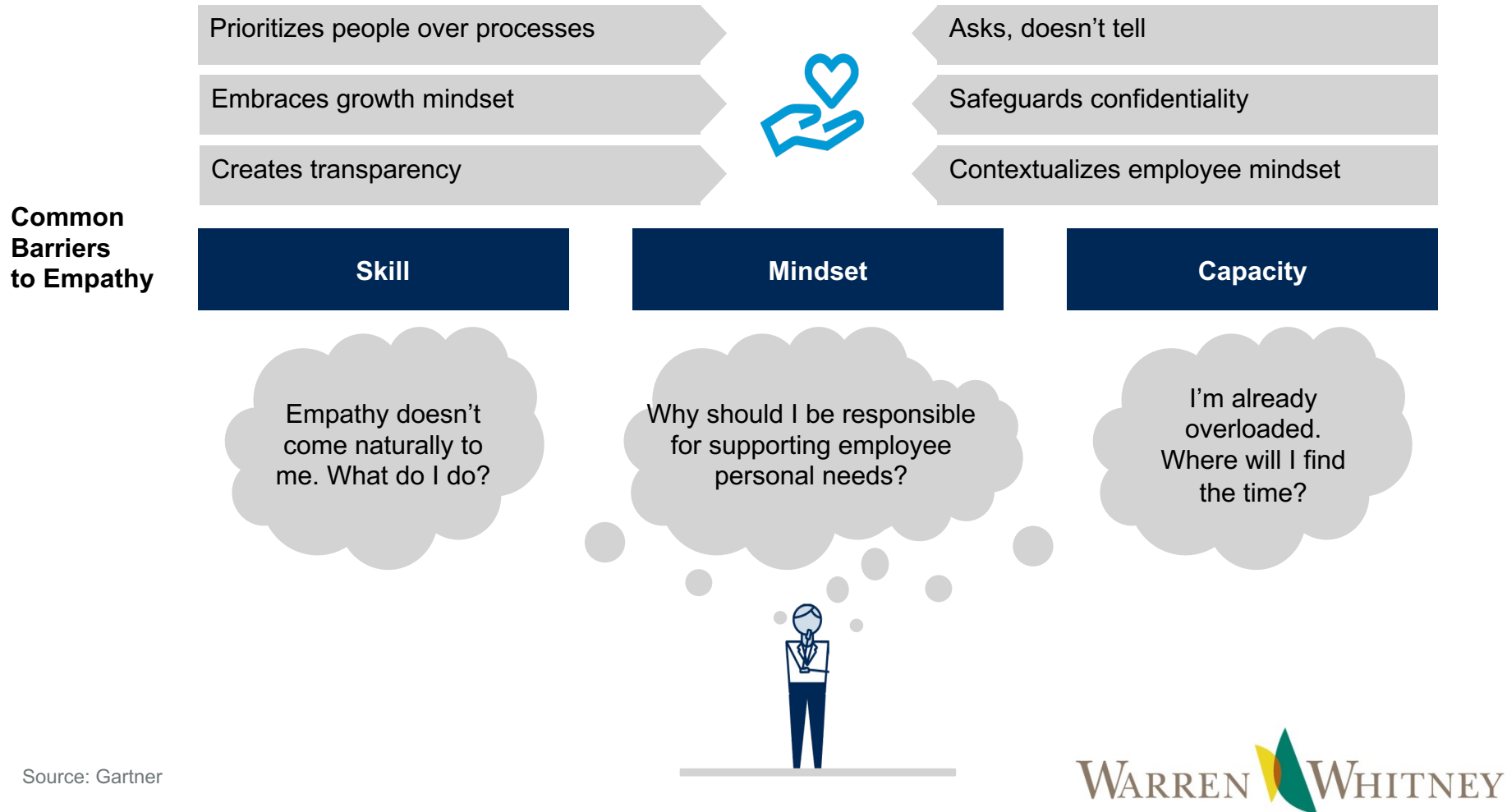
Retention Basics

“People want to know they matter, and they want to be treated as people. That’s the new talent contract.”

Pamela Stroko
Vice President, HCM Transformation & Thought Leadership
Oracle Corporation

Equip Managers to Lead With Empathy

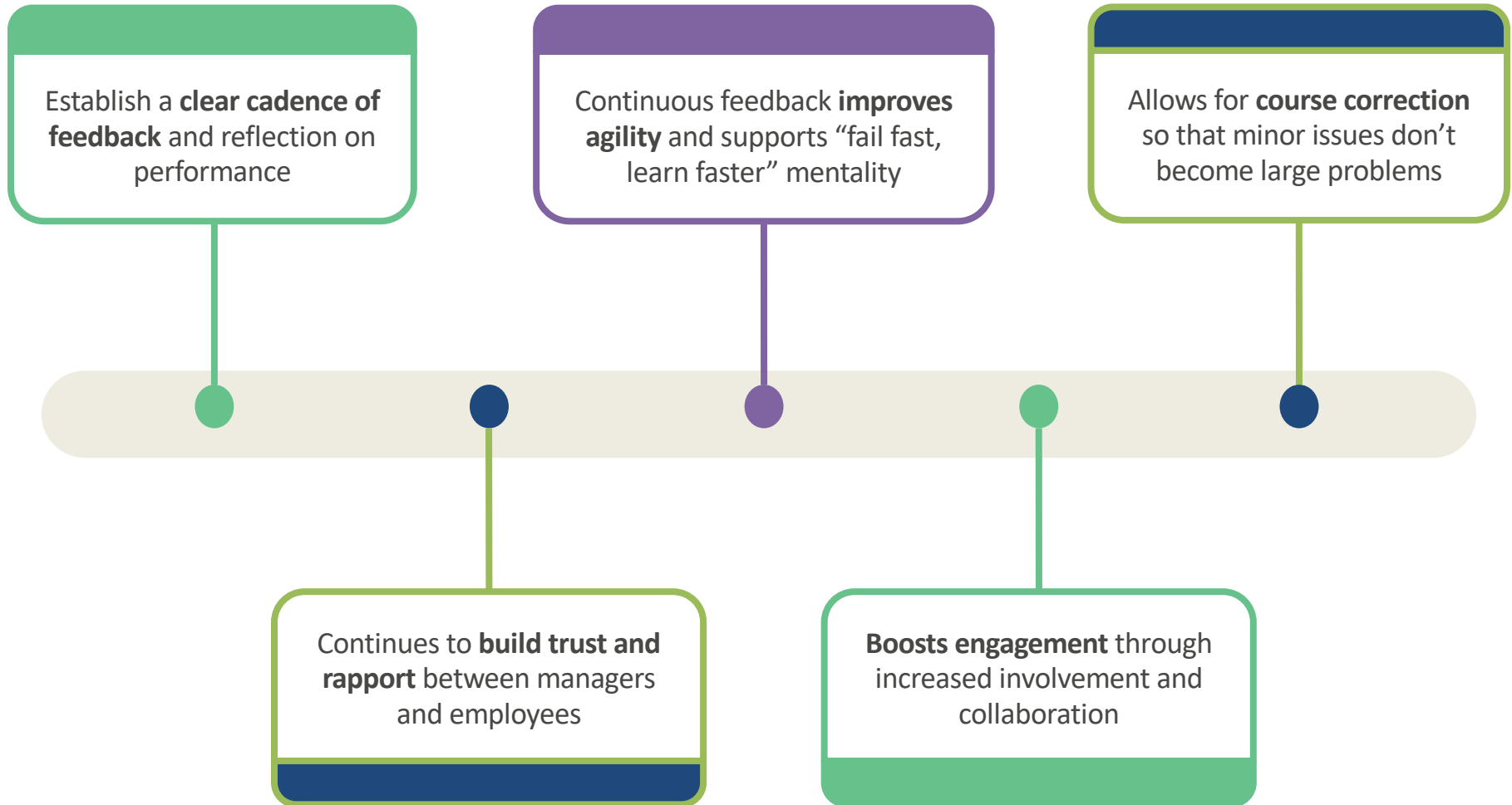
Anatomy of an Empathy-Driven Manager



Continuous Performance Management Process



Why Are Regular 1:1s and Check-Ins Important?



RETENTION

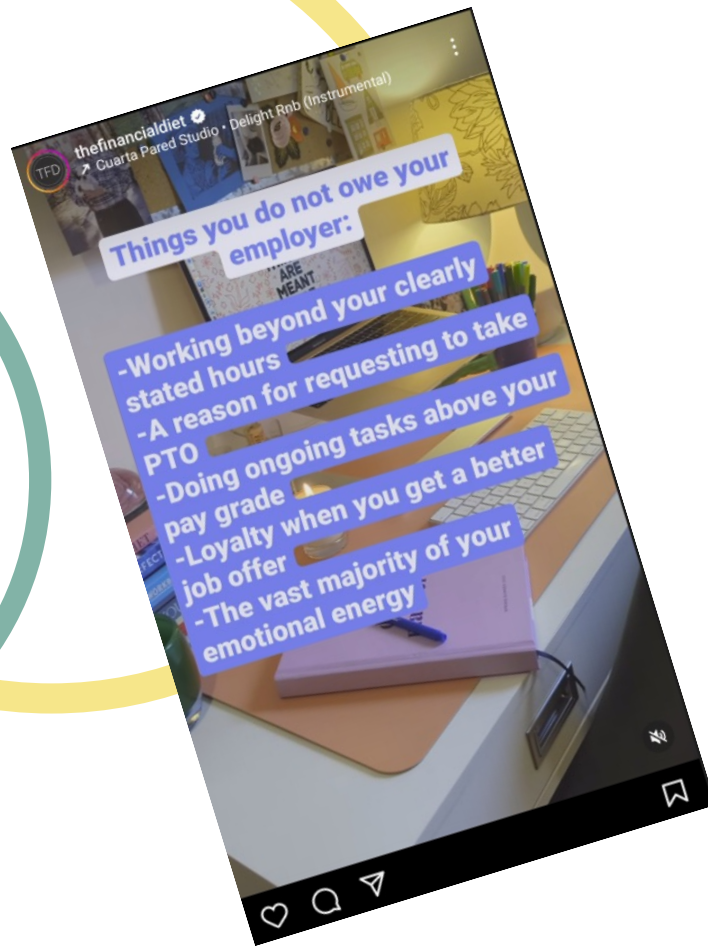
“Train people well enough so that they can leave, treat them well enough so that they don’t want to.”

Richard Branson
Virgin Group



Additional Trends and Retention Strategies

Work Life Balance



Work Life Balance – Best Practices

- **Work Changes**
 - Set Healthy Boundaries
 - Employees Want Work Part Of Their Lives, Not Consumed
 - Acknowledge Overwork & Need For Flex Time
 - Cost to commute
 - Scheduling
 - Overtime?
- **Personal Considerations**
 - Family Dynamics
 - Children; Schools; Day Care Costs
- **Striking the Balance!**

Recognition and Wellbeing

*“When employees have thriving wellbeing and are experiencing the best recognition experiences possible, they’re **more likely** to be a top performer and to feel like they’re paid fairly and are **less likely** to be actively looking or watching for job opportunities.”*

Gallup and Workhuman

Career Pathing

"If you can connect your people with mentors, learning opportunities, open internal roles and projects, then you will see the results in terms of engagement and retention."

Katie Obi, SHRM-SCP
SHRM Daily Newsletter
August 9, 2023

What does it look like to support mental wellbeing?



Offer programs to improve employees' physical health.



Provide stress management training.



Create work environments that connect with the outside world.



Bring forward employer-sponsored awareness-building and anti-stigma campaigns.



Demonstrate empathy.



Encourage the employee to take time off.



Adjust the employee's workload.



Offer remote or flexible work options.

Want To Offer Perks?



Six Uncommon Perks That Great Employers Are Handing Out Now



- Reproductive Rights Support
- Handyman Help
- Parenting Coach
- Happiness Fund
- Work-Life Specialists
- Home-Office Stipend

Best Practices - Retention

- Employee Engagement Surveys
- Stay Interviews
- Benchmark Compensation
- Benefit Review
- Identify and track key metrics

Questions and Idea Sharing

What new ideas will you explore when you are back to work?

Thank you!



Beth Williams
HR Practice Director
bwilliams@warrenwhitney.com
Mobile: 804.301.8009



Lacey McCraw
Human Resources Director / Consultant
lmccraw@warrenwhitney.com
Mobile: 804.215.6925