



THE FOUR ES
OF EMPLOYEE
SUPPORT AND
RETENTION

Empathy, Engagement,
Energy, and Enthusiasm

WHO AM I?

Dad

Florida Man

Credit Union Enthusiast

Aspiring Attorney

SVP/COO – USF FCU

I am in the people business

WHAT ARE WE TALKING ABOUT?

Employee Support and Retention

The excuses we make:

- “We can’t keep everyone”
- “It’s the pay”
- “It’s the younger generations”
- “It’s the nature of the beast”



SOME STATISTICS

- BalancedComp – bank and credit union turnover at 24% in 2022
- According to a study from The Financial Brand: Nonofficer turnover rate dropped to 19.8% in 2023, the lowest it has been in years
 - Higher pay isn't enough to stem bank employee turnover
- 32% of employees in the US fall into the "engaged" category
- Costs of turnover – ½ to 2x an employee's salary
 - Advertising/Recruiting
 - Onboarding/Training
 - Loss of productivity



TWO “SCHOOLS OF THOUGHT”

FEAR

- Authority
- Negativity
- Compliance
- Punishment
- Trouble

INSPIRATION

- Empathy
- Engagement
- Energy
- Enthusiasm
- Example

DISPELLING A FEW MYTHS

- This approach is soft
- This is someone else's problem
- "They should be a little afraid of me"
- This is just for the younger generations
- I'm in leadership, I can't show any emotion
- All this makes it harder to discipline



FREEEE



EMPATHY

Empathy represents the ability to understand someone else's thoughts and feelings. Listening to your coworkers and taking their concerns into consideration.

- Time spent at work vs. with family

Nicole Craviero – CEO of CraveHRO:

1. Share your story. Bosses are real people too outside of the workplace. Employees may be pleasantly surprised by their stories and how it changes their perception of them.
2. Do not be afraid to ask questions. Be curious about the experiences that your employees have outside the workplace. If you know that they have trouble with transportation, maybe you can organize a carpool with others to help one another.
3. Be open and honest with employees about your feelings and experiences. Put yourself in their shoes. You were once in their position. Maybe get opinions on policies that do not work and get them involved in finding a solution.

HOW I DO THIS

Mistakes I've
made

Hopes and
dreams

Kids!

Personal
struggles

Failures

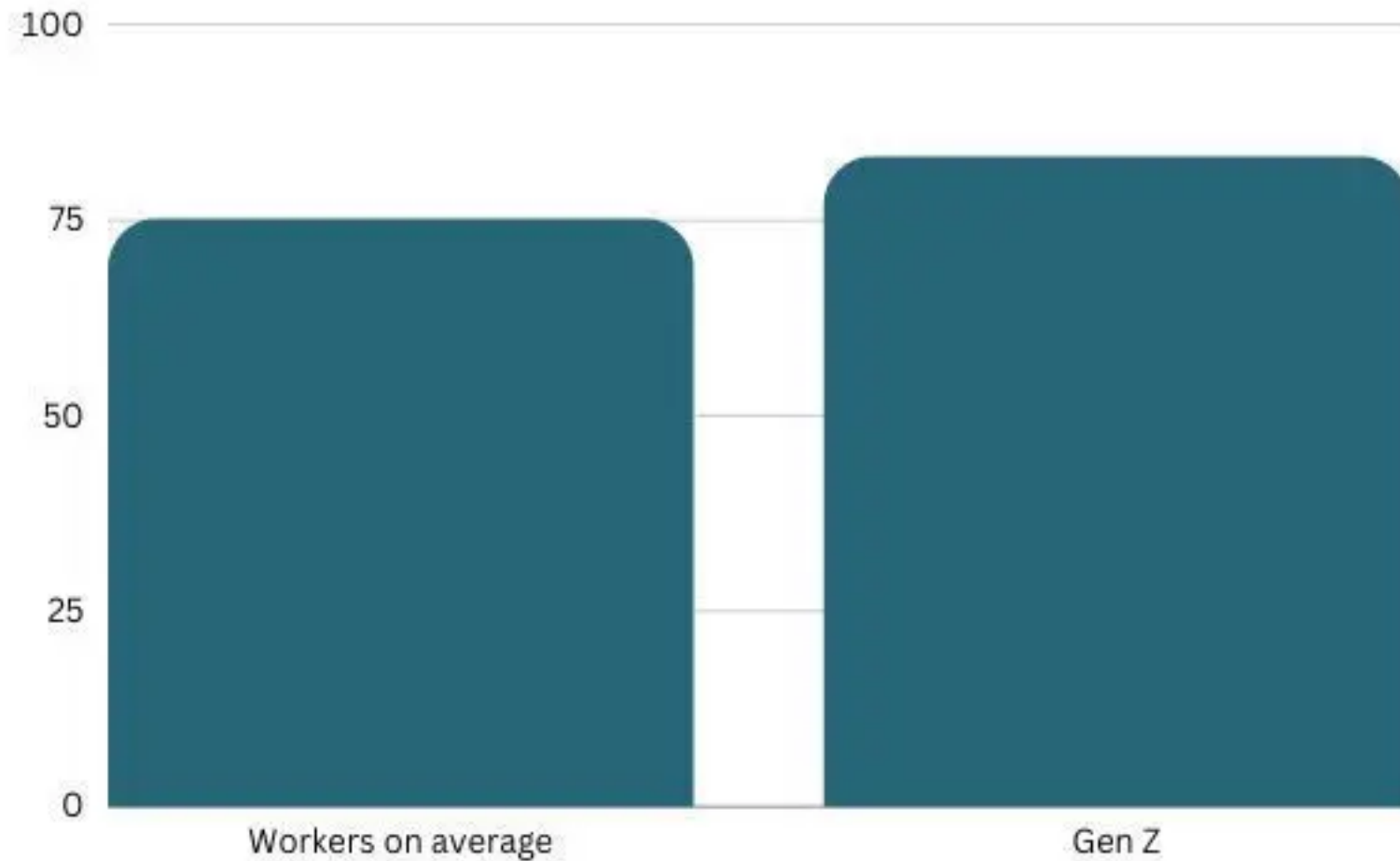
Hobbies

Idiosyncracies

A RAISING RIGHTS
MOZING A FAMILY
321 IS TRYING TO
321 FINDS A WAY



Workers that would prefer an empathetic organization to better compensation



The benefits of empathy in the workplace



Better cross-cultural communication and management



Better performance



Better leaders



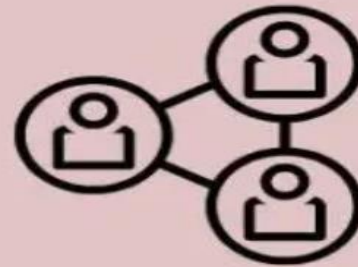
Improved team morale



Helps to curb and eliminate toxic workplace behaviors



Boosts customer service



Stronger connections and relationships



Helps mitigate issues like employee burnout

ENGAGEMENT

- We LOVE to talk about engagement
- Engagement Surveys
- Leading by example
- Creating connections
- This starts with you!



- Don't take it from me, here's what Gallup says:
 - The involvement and enthusiasm of employees in their work and workplace



81%

in absenteeism



58%

in patient safety
incidents (mortality and falls)



18%

in turnover
for high-turnover
organizations



43%

in turnover
for low-turnover
organizations



28%

in shrinkage (theft)



64%

in safety incidents (accidents)



41%

in quality (defects)



10%

in customer
loyalty/engagement



18%

in productivity (sales)



23%

in profitability

These are the key drivers of employee engagement:



purpose



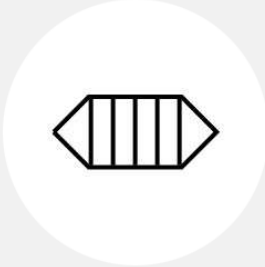
development



a caring manager



ongoing conversations



a focus on strengths

EXAMPLES & THOUGHTS FROM MY EXPERIENCE

- This should be exhausting
 - All-Staff Meetings – once per month
 - Virtual – it's so easy now!
 - Incorporating Values
 - Culture College/Business College
-
- 71% → 91% retention
 - 74% → 92% engaged



YOU HAVE BEEN INVITED TO ATTEND

QUARTER ONE

2024

BUSINESS COLLEGE

GRADUATION



ENERGY

Delivering Content – Strategy Map



**“The More You Energize Your
Coworkers, the Better
Everyone Performs”**

-Wayne Baker, Harvard Business Review



USF FCU 2024 Strategy Map

VISION: To be the most influential partner to our member's financial journey. **MISSION:** Deliver financial solutions to improve members' lives.

Focus	Strategic Objectives	Measures of Success	2024 Targets	February 29, 2024
Provide value-added products & services delivered effectively	Deliver product solutions that create member loyalty.	Average number of debit card transactions per month		
		Overall checking accounts with debit card		
		Average number of credit card transactions per month		
		Loan Production		
	<u>In order to enhance member value</u> , deliver performance excellence through consistent process management and improvement/innovation.	Financial impact of improvements, innovation, or cost reduction (includes soft dollar savings through process improvements and staff time savings)		
Deliver an extraordinary member experience in every interaction	Benchmark and execute world-class service.	Overall Satisfaction Score (10pt)		
		*Net Promoter Score (NPS)		
Be a team of All Stars	Create and nurture a culture that delivers a world class experience.	Employee Engagement (EE)		
		Quality of training & development		
		Overall Retention Rate		
Lead well & serve	Support value creation through ethical leadership & governance accountability.	Internal Audit Results		
		Timely Remediations of Internal Audit Findings		
	Support our communities through volunteer & philanthropic endeavors & responsible care of the environment.	Community Outreach		
		Philanthropy/Sponsorship Dollars		
Ensure organizational sustainability	Continuously strengthen financial performance.	Capital Ratio		
		*Net Income		
		Loan to Share Ratio		
	Drive responsible growth to provide value to our communities.	*Checking/Savings Deposit Growth (28-day avg daily balance)		
		*Overall Net Membership Growth		

EPICC VALUES: Excellence Passion Innovation Community Collaboration

Below or near target (unfavorable, but close; monitoring, timing related)
 Hazard: unsure whether target will be met (unfavorable)

NR = not reported or unable to report currently
 • This measure is a corporate goal

ENTHUSIASM

“Once hired into a position, an enthusiastic employee will typically show up on time, show interest in his or her job, and demonstrate a willingness to listen, learn, and try new things.”

- US Department of Labor

“I JUST LOVE YOUR ENTHUSIASM”

- Be excited about what you’re talking about
 - New product, promotion, line of business, challenge, ANYTHING!
- Celebrate the hell out of successes
 - We focus way too much on the negative
- Lift up the naysayers
- Combat negativity
- People are capable of much more than they believe





IT'S THE LITTLE THINGS

- Sit with your staff
- Visit your teams
- “Office Hours”
- Hop in a meeting unexpectedly
- Send a message
 - 10 per week
- Be the leader you always wish you had

The background of the image is a stylized world map divided into four quadrants by a vertical and a horizontal line. The top-left quadrant is red, the top-right is blue, the bottom-left is yellow, and the bottom-right is green. The word "Kahoot!" is written in a large, white, bold, sans-serif font across the center of the map.

Kahoot!



FSI Conference

10 questions

[Change Kahoot](#)

 Change to Slide Show View to play this kahoot.

LET'S CONNECT

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