



BUH-BYE REVOLVING DOOR

5 Tips to Tame Turnover Troubles

Today, we'll discuss

- What is turnover?
- How do you determine your annual turnover rate?
- Why you should care about reducing turnover
- 5 retention strategies

Imagine this...

Your small firm is doing great the one day you discover...

- A paralegal has been posting inappropriately on social media
- Another employee has been padding her hours
- Your lead paralegal resigns with no notice or reason
- Your new hire calls in the morning of her first day to say she has another job

What is turnover?

Turnover is when an paralegal leaves your firm and will be replaced. It's different than a layoff situation

- **Involuntary Turnover**- employee is terminated for poor job performance or firm violations
- **Voluntary Turnover**-employee decides to leave your firm voluntary (this includes 'quick quits')

How do you calculate your Turnover rate?

Annual turnover=

Employees who left/average number of employees for the year X
100

Ex. 8 employees leave during the year

You started the year with 20 employees and ended with 35

$$20+35= 55/2=27.5 \quad 8/27.5=.2909 \times 100= 29\%$$

The numbers

- Attorney turnover doubled from 16.5 in 2016 to 31.9 in 2017 Law360
- No data available on paralegal turnover rate

Why should you care about turnover?



Turnover destroys your...

- **Profitability**- you have fewer paralegals to bill and the expense of rehiring so profitability goes down
- **Productivity**- you and others have to devote time to training, reducing billable hours
- **Reputation**- your clients and colleagues find it suspect to have so many quick staff changes
- **Firm culture**- your team becomes distracted and may feel psychologically unsafe

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WHAT CAN YOU DO?

To reduce turnover

1. Examine your hiring process

- **Use an employee avatar** to identify which traits, qualities and skills you require (and those you don't)
- **Hire for compatibility**, not likeability
- **Hire aligned employees** who share your values, work ethic and goals

2. Create an onboarding program

- Onboarding is an ongoing process that introduces your new employee and lasts up to 90 days
- Use the onboarding period to train your new employee, set expectations and make adjustments
- Organize a meaningful orientation day which reinforces the good decision to work for you

3. Invest in resources

- **Get training** that can help you develop your own effective leadership style
- **Get a coach** so you have a private resource to bounce problems off and get insights on how to manage your emotions and the situation
- **Consider installing an Ombuds** program if your firm has a high turnover rate or a broken culture

4. Ask more questions

- **Ask employees what their learning style** is and what they need to succeed
- **Ask regularly about job satisfaction** and then make changes if necessary
- **Ask how they feel** about your culture and do they feel comfortable
- **Ask about the future** and where your employee wants to take their career then help make that happen

5. Connect, Context, Clarity

- **Connect with your employee** as a person, not as the boss. Employees work harder for people they know, like and trust
- **Share you firm story and goals** so new employees join your mission and become part of something larger.
- **Offer context** so new employees know how they fit into your community and how their contributions impact reaching your goals
- **Be clear and realistic** about your expectations for you new employees. No one can read your mind

You can reduce turnover

- Create a culture that people want to be a part of
- Connect with your employees for real and they'll have your back
- Care about their future beyond their time with you
- Hire people who are aligned with you and make you feel confident, free and unstoppable

Let's stay in touch



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