

# The SESCO Report

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Your "Human" Resource Since 1945

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## Culture is Everything

All employers, regardless of size, industry or profession, struggle with attracting and retaining a high-quality workforce. Many experts have "opined" or written books on how to solve this critical challenge which is at the core of every business's success. Over our 78 years of serving business and industry we have found that the organization's culture is everything when it comes to recruiting and, most importantly, retaining good employees. Simply stated, **a positive culture = high employee morale and subsequent retention.**

A positive (or negative) employer-employee culture is a result of effective (or poor) leadership. For all leaders consider:

- Are you working in or on your business?
- Have you developed the necessary HR tools that must be in place in every successful employment relationship?
- Do you provide effective coaching and counseling in real time, when needed?
- Do you hold all employees accountable for adherence to policies and procedures and performance expectations or ignore mediocre behavior?

- Do you effectively reward employees for a job well done, both monetarily and, most importantly, non-monetarily?

When we discuss critical HR systems which must be in place in every successful business, the list is basic but critical:

- Effective screening and hiring system to include background checks, personality testing, skills testing, behavioral interviewing questions and a thorough process for individual and team interviews.
- Open communication to include conducting employee-management satisfaction surveys as well as day-to-day, week-to-week and month-to-month effective communication. If there is little or no communication, the void will be filled by negativity, backbiting, turnover, etc.
- Are you sharing in your success? Do you have meetings, lunches, recognition and awards, etc.?
- The employee handbook is the cornerstone of the employer-employee relationship. Every business, no matter how small, must implement an effective employee handbook. This includes:

- Professionally developed
- Explains what employees and their families can expect from the business
- What the business expects of the employee

- Compliant to federal AND state laws
- Tells a positive story

- Formal Compensation System - In today's world, we can no longer say "Come to work, do a good job, and we will take care of you." The younger, professional workforce will be interviewing the organization and needs to know upfront basics like pay, benefits, hours work, etc. Through a developed system of compensation and benefits you can meet these expectations. Additionally, current employees need to know what their potential roadmap is in terms of compensation and benefits should they perform as or better than expected. Again, this formal compensation system will be able to answer those questions and it sends to employees the message of management credibility. You know what your right price is as well as the market and this is our best shot.

- Provides a fair and equitable basis of policies and practices for optimizing employee morale.
- The assurance that wage and salary opportunity is maximized to best compete in the marketplace, while at the same time confirming that expenditures are fiscally responsible.
- That appropriate return from monies expended is confirmed

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## CULTURE

with effective and supportive employee performance appraisals.

- Recipients of a compensation system understand the job duties, standard performance, and compensation opportunity available to them.
- They have knowledge, confidence, and belief that their employer has a credible and equitable system of compensation administration and performance evaluation.
- They project a high degree of job satisfaction and self-esteem as derived from the psychological and monetary rewards to good job performance.
- They understand that every effort is being made to provide the best in long-term opportunities expressed to them, other employees and the organization.
- Job Descriptions - Job descriptions are no longer optional. Due to the Americans with Disabilities Act As Amended, a job description identify-

ing the essential functions of the position as well as the physical, mental and sensory requirements are a must. An organization cannot comply nor effectively operate within the regulations if they do not have effective and compliant job descriptions.

- Clearly articulates not only general tasks but also performance measurements/expectations
- Contains ADA compliance data: physical, mental, sensory requirements of the essential job functions as defined
- Serves as a screening tool – “Can you perform these duties with or without accommodation?”
- Serves as a training and performance management tool (SESCO’s criteria-based job descriptions)
- Sign – date – file

A common question related to retention and organizational culture from clients is, "How can I motivate my employees?"

The reality is the following:

- All employees are motivated.
- However, employees do things for their own personal reasons.
- All motivation comes within the individual.
- Managers can affect employee motivation.
- Managers cannot motivate employees.

So, how can managers affect employee motivation? The answer has been answered above and that is through effective leadership, communications and systems.

### Where Do We Go from Here

It is SESCO's recommendation for all employers to assess themselves through SESCO's HR and Employment Law audit of systems and practices and seeking input from employees confidentially through our employee-management satisfaction program. These basic, inexpensive processes will provide the leadership team their scorecard as well as a roadmap for improvement. Contact SESCO to discuss our systems and practices assessment and/or satisfaction surveys. 423-764-4127 or [sesco@sescomgt.com](mailto:sesco@sescomgt.com)

## What Good Managers Do Daily

While hard work, dedication and skill make a great employee, these traits alone don't necessarily make a good manager. Good managers need other qualities to be effective.

**According to a recent Gallop study, just 10% of the population has the talent needed to manage others.**

"Though many people are endowed with some of the necessary skills, few have the unique combination of talent needed to help a team achieve excellence in a way that significantly improves a company's performance" the study states.

So, what does it mean to be a good manager?

1. **Work and connect with your employees** - Working with your employees builds better relationships, and helps you learn about the strengths and opportunities for improvement for each team member. Your employees will also trust you more if you work with them.

**"The best managers teach and motivate teams and individuals to achieve results by staying 'in the**

**trenches' providing support and overseeing day-to-day workflows and priorities."**

"By choosing to lead by example and demonstrating that you are an expert at what you are asking employees to do, will often result in more respect and productivity."

2. **Give credit where it is due** - A good manager recognizes their employees and gives credit when it's deserved. Employees want to feel appreciated

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## GOOD MANAGERS

and have their work noticed. When they receive credit and recognition, it is motivation to keep working hard. If a manager fails to provide positive feedback, employees think their work goes unnoticed and will care less.

**"If you want employees to be loyal to you, be loyal to them first by recognizing their accomplishments."**

- 3. Be a good communicator** - Great managers are clear in their communication and communicate often. They set expectations and effectively communicate with team members to ensure that everyone is on the same page.

"This keeps employees focused on the results without dictating the process.

Employees can find the best way of meeting expectations and creating improvements to processes."

It's important to have individual communications with team members to strategize, deliver coaching and praise.

**"Good managers take the time to regularly meet face to face with their team members for open discussions about their workload and future with the company."**

- 4. Coach your team like good coaches** - Managers keep employees motivated and passionate about the work they do.

"Employees want to be happy with their job while developing a successful and fulfilling career."

"Be aware of your employees' goals and help them align their career accordingly."

Let employees know that you are about their future and career and provide them with the training and knowledge they need to be successful.

"An effective supervisor works hard on training their employees early on so that they can give employees the autonomy to work through their roles in their own way."

SESCO has been developing supervisors for over 78 years and we encourage you to consider SESCO's management/leadership training options to include:

- **SESCO's Webinar Series** (ongoing throughout the year)
- SESCO's in-house and **onsite Effective Leader training**
- **John Maxwell Training** (SESCO is a certified John Maxwell presenter)

We encourage you to consider developing your leadership team as it is now more important than ever given the pressure on attracting and retaining good employees. Your frontline managers and leaders are the key to employee retention, satisfaction and high morale, productivity. It is worth the investment.

### Special Thanks to New SESCO Clients!

Holst Truck Parts  
Idaho Falls, ID

Allen Brothers Construction, Inc.  
Kingsport, TN

South Fork Utility District  
Bristol, TN

The Car Clinic of Miami  
Miami, FL

United Mechanics  
Fredericksburg, VA

Fit Clean Meals  
Unicoi, TN

Michael Ray Enterprises  
Glasgow, KY

Car Smart Auto Service, LLC  
Sumner, WA

Technology & Manufacturing  
Association  
Schaumburg, IL

People Incorporated  
Abingdon, VA

Loyalty Automotive/Asgard  
Automotive  
Chester, VA

Contact SESCO for a free Client Needs Training Assessment Checklist or request additional information on our professional training programs.

### SESCO Client Feedback

*"Hey Bill, this is Paul from ATI. You did an awesome job at my 20 Group a few weeks ago. Was hoping you could join us on Thursday, June 8th in the afternoon for another 20 group I am working with. Can you let me know?" ~ Paul Marsh, Performance Coach - Certified Executive Coach - Certified Profit First Coach - Automotive Training Institute*

*"Hi Bill, just a note to let you know your recent article was one of the five most well-read stories on our site this past week. Thanks again for the great content!" ~ Mike Manges, Editor, Modern Tire Dealers - Endeavor Business Media*

*"Thank you so much for the webinar today, I learned some great things from you guys, as always. I miss you and I am very proud of your success and of the fact that a local team is competing at a national level!" ~ Clark Phipps, Sr. Human Resources Business Partner - Modivcare*



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RETURN SERVICE REQUESTED

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## New Association Client

SESCO is proud to announce that we have been retained by a new business association.



Founded in 1925, the Technology & Manufacturing Association is an independent trade organization **exclusively focused on assisting and promoting small and mid-sized manufacturers** by providing a diverse portfolio of industry-specific benefits and services including community, information, training, resources and advocacy. TMA partners with small and mid-sized manufacturers to assist them in maintaining and growing their businesses by providing practical solutions, one of which is SESCO Management Consultants.

SESCO is very proud to be retained by this nationally recognized association along with all of the other national and state associations that we are blessed to serve.