



FLIPBOOK BY WORKBRIGHT

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RETAINING YOUR BEST EMPLOYEES

27 RETENTION TIPS FROM THE BEST SEASONAL EMPLOYERS

I'm Dave

Secunda, the founder and CEO of [WorkBright](#). After growing my seasonal business from inception to over 10k annual participants, I realized how crucial retaining employees was to our culture, our operations, and even our bottom line. That's why I started WorkBright - *a digital onboarding solution specifically designed for the needs of seasonal businesses*. I wanted an HR solution that made it simple and intuitive for returning staff to come back, season after season. But making it easy for staff to return is just the tip of the retention iceberg. When I contacted WorkBright's best seasonal employers about their own best practices, the answers were just too good to NOT share! So I had my team put together this flip book of the best ideas from HR leaders. I hope you get as much out of it as I did... **Enjoy!**



SECTION OVERVIEW

- > HIRE THE RIGHT PEOPLE
- > FOCUS ON YOUR CULTURE
- > LISTEN TO YOUR STAFF
- > REWARD YOUR BEST
- > CREATE AN INBOARDING PLAN
- > ENGAGE THROUGH THE OFFSEASON
- > REMIND THEM WHY THEY LOVED IT
- > INCENTIVIZE EMPLOYEES TO COME BACK
- > REMOVE OBSTACLES TO REHIRING



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HIRE THE RIGHT PEOPLE

"You can't teach employees to smile. They have to smile before you hire them." - Arte Nathan, Wynn Las Vegas

A man in a dark suit and white shirt is shown in profile, looking down at a cardboard box he is holding. The box is open and contains some papers and a pen. The background is a solid light green color.

HIRE THE RIGHT PEOPLE

80% OF EMPLOYEE TURNOVER IS
DUE TO BAD HIRING DECISIONS
- HARVARD BUSINESS REVIEW

THE COST OF REPLACING AN EMPLOYEE
IS ROUGHLY **20%**
OF THEIR SALARY
- CENTER FOR AMERICAN PROGRESS

HIRE THE RIGHT PEOPLE

Hire the right people in the first place – those who are comfortable with a seasonal position, who can do the job well, and most importantly who enjoy the work involved. This is the first best practice, in which precedes the others.



ANGELA MIDDLETON
TRAINING MANAGER

BACKCOUNTRY.COM



FOCUS ON YOUR CULTURE

*"You have to be a place
that's more than a
paycheck for people."*

*- Rick Fererico,
P.F. Chang's*

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FOCUS ON YOUR CULTURE

14%

THE LIKELIHOOD OF ANNUAL
JOB TURNOVER AT AN
ORGANIZATION WITH RICH
COMPANY CULTURE

VERSUS

48%

THE LIKELIHOOD OF ANNUAL
JOB TURNOVER AT AN
ORGANIZATION WITH POOR
COMPANY CULTURE



- A COLUMBIA UNIVERSITY MASTERS STUDY

FOCUS ON YOUR CULTURE



My tip for retaining seasonal employees is to create an amazing culture and atmosphere over the summer that keep them coming back year after year. We do this through staff development opportunities, fun social outings and lots of praise and positive feedback. Creating a community where each employee feels valued and appreciated, not only by their Camp Director, but by all of our leadership has proven key.



SARAH PEKALA

SR. DIRECTOR OF PQ

AVID4 ADVENTURE

FOCUS ON YOUR CULTURE



HOLLI NOVINGER

DIR. OF LEADERSHIP

BIERMAN ABA

"Provide flexibility for your team members and treat them like humans; be understanding when they need to leave early, come in late or work from home. Let them know you value their work/life balance and that they can maintain a healthy work/life balance as a part of your team."

FOCUS ON YOUR CULTURE

One way we are able to bring back seasonal employees is having a strong company culture that each team member can align with. In our Gearhead Operations center, for example, we truly live our motto of "We use the gear we sell".



WILSON KIRKPATRICK

RECRUITER

[BACKCOUNTRY.COM](https://www.backcountry.com)



FOCUS ON YOUR CULTURE

The best way to retain seasonal staff is to make the job the absolute best work experience they could possibly have. This can occur in a lot of ways, but our retention success is a result of meaningful work, a culture based on fun and respect, living your company's core values, and creating opportunities for growth and career development.

KYLE LITTMAN

COO

AVID4 ADVENTURE





LISTEN TO YOUR STAFF

*"The ear of the leader must ring
with the voices of the people."*
- Woodrow Wilson

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LISTEN TO YOUR STAFF

81%

OF EMPLOYEES WOULD RATHER
JOIN A COMPANY THAT VALUES
“OPEN COMMUNICATION” THAN
ONE THAT OFFERS GREAT PERKS
SUCH AS FREE FOOD AND GYM
MEMBERSHIPS

- 15FIVE SURVEY



LISTEN TO YOUR STAFF

Providing great experiences is a cornerstone of our business. We aim to do this with both our camp families and employees. We look to all of our employees for honest and timely feedback following our summer camp experience. This gives our staff the venue to provide us their thoughts and suggestions on what they loved or where we can do better. As we review and plan to implement changes from feedback, we are able to dive deeper with seasonal employees in the off-season. We strive to make our team feel the impact of their experience on our business as we continuously strive to create outstanding experiences in camp. I believe when employees feel heard and valued, their loyalty to the organization grows deeper.

MEGAN DIFEO

STUDIO DIRECTOR

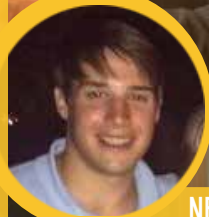
HANDWORK STUDIO



LISTEN TO YOUR STAFF



One thing I'd add, a solution that is solved in part by Workbright, is a strong human resources department. If there is ever a contract dispute, mishap on banking transfers, or misunderstanding on scope of work, handle it swiftly and without wholly blaming the employee. You have to treat seasonal employees almost like customers. You want them coming back, so optimize your customer service to get them there.



NED ZAKAS

CONSUMER ACQUISITION

MOKO SOCIAL MEDIA

LISTEN TO YOUR STAFF

We send an end of camp survey to our team to ask about their experience with us. We then send a follow up to the changes we are implementing based on their feedback.



LAURA KELLY

OWNER

THE HANDWORK STUDIO

LISTEN TO YOUR STAFF



ALEX HUGHES

PEACEFUL VALLEY RANCH DIR.

BOY SCOUTS OF AMERICA

Our best advice for keeping top employees coming back year after year is to keep them involved in the off season. Often times, these employees understand that there is a bigger picture, and actively engaging them in helping shape it gives them incentive to keep returning; they'll want to see how their work helps shape the program. Constantly be communicating with them, involve them in the planning process, and be as transparent as possible.

REWARD YOUR BEST



"You shouldn't be looking for people slipping up, you should be looking for all the good things people do and praising those." ~ Richard Branson, founder of Virgin

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CELEBRATE YOUR BEST

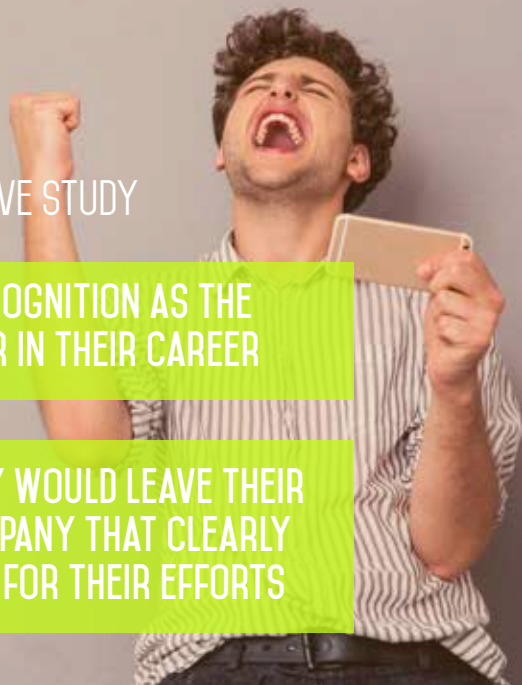
ACCORDING TO A 2014 FEDERAL RESERVE STUDY

78%

OF EMPLOYEES CITED RECOGNITION AS THE
MAIN MOTIVATING FACTOR IN THEIR CAREER

49%

OF EMPLOYEES SAID THEY WOULD LEAVE THEIR
CURRENT JOB FOR A COMPANY THAT CLEARLY
RECOGNIZED EMPLOYEES FOR THEIR EFFORTS



REWARD YOUR BEST

We now give employees an employment offer for the next season immediately after they finish their first season with us. In this way, employees know they are valued and they can start planning the next year with our job in mind.



ILEANA STREET
SVP OF NEW BUSINESS
AVID4 ADVENTURE

REWARD YOUR BEST

Throwing an end of season party with the entire department, where departing seasonal employees are celebrated for their performance, engagement, and relationships; it's fun way to leave the company and hopefully leaves a positive impression that they'll think of when we call them back the following season to invite them to join Backcountry again.



ANGELA MIDDLETON

TRAINING MANAGER

[BACKCOUNTRY.COM](https://www.backcountry.com)

REWARD YOUR BEST

By having established and meaningful traditions and ceremonies, our staff members want to return year-after-year to contribute to and progress in the program, developing their leadership and character which is recognized and celebrated by the camp community.

REID MCKNIGHT
ADMINISTRATIVE DIRECTOR

GENEVA GLEN CAMP



REWARD YOUR BEST



PAUL DREYER

DIR. OF RISK MANAGEMENT

AVID4 ADVENTURE

Retention of seasonal staff in the off-season must happen through genuine and authentic recognition, empowerment, and purpose during the ON-season. Throughout the on-season, and particularly towards the end of your season, your employees have to love their work and their supervisor.

CREATE AN INBOARDING PLAN

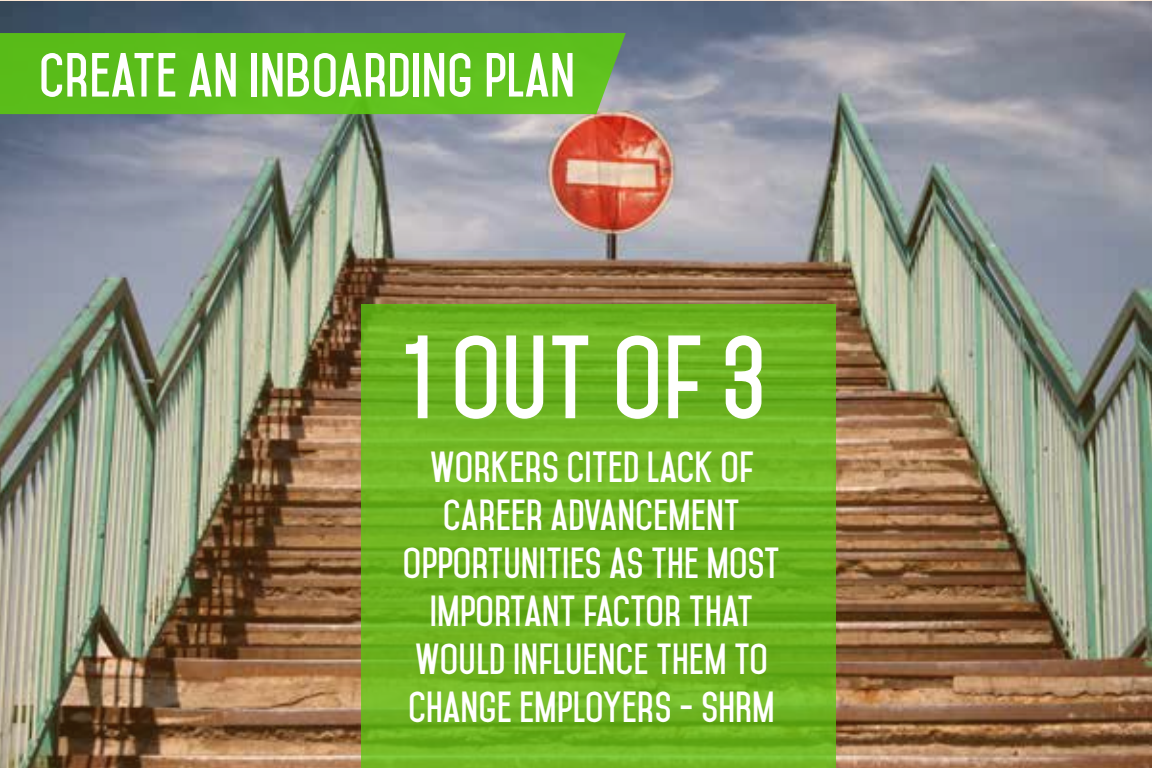
*"Inboarding is the method
though which organizations help
existing employees improve their
necessary knowledge, skills,
behaviors and attitude to grow
within their own organization"*

~ Forbes

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CREATE AN INBOARDING PLAN

A wide wooden staircase with green metal railings leads up towards a red circular sign with a white horizontal bar, symbolizing a barrier or a dead end. The background is a cloudy sky.

1 OUT OF 3

WORKERS CITED LACK OF
CAREER ADVANCEMENT
OPPORTUNITIES AS THE MOST
IMPORTANT FACTOR THAT
WOULD INFLUENCE THEM TO
CHANGE EMPLOYERS - SHRM

CREATE AN INBOARDING PLAN

Retaining seasonal staff is difficult under the best of circumstances. I've found a key element of retaining people is to provide them with ongoing development opportunities that show them that a great path forward is by remaining connected to the company. Showing your entry level staff a path to advancement and having clear 'steps' for them to progress forward in a track that aligns with their personal goals is key! Working in camps, my best senior staff and administrators felt connected and empowered by knowing early what opportunities were possible for them, and what resources, human or otherwise were available to them.

This, more than year round benefits, meet-ups, or bonuses has helped me retain quality people. Provide opportunities, for growth with you, or watch them leave when that opportunity arises elsewhere.



ROHAN SHAHANI

CA REGIONAL DIR.

AVID4 ADVENTURE



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ENGAGE THROUGH THE OFFSEASON

Socializing and getting to know employees as people will help you to communicate better, trust each other more and work better together.

~ Alexander Kjerulf, International Author & Presenter

ENGAGE THROUGH THE OFF SEASON

70%

OF EMPLOYEES SAY THAT
CULTIVATING FRIENDSHIPS
AT WORK GENERATES A
POSITIVE INFLUENCE ON
THEIR PRODUCTIVITY AND
OVERALL HAPPINESS WITH
THEIR JOBS.

- JOBSITE UK 2014 STUDY



ENGAGE THROUGH THE OFF SEASON

We send birthday cards, signed by our year round team, each week to all of our staff throughout the year. It's a small thing, but we have heard that it really means a lot of the staff to get hand-signed snail mail!

KIM BETTS

HR MANAGER

CHELEY COLORADO CAMPS



ENGAGE THROUGH THE OFF SEASON

We schedule dinner events year round in a couple of our locations to bring the team together; Post Camp, Holiday Party. We also operate our studio year round and run after school classes, holiday camps, birthday parties and workshops from September - May. We hire some of the staff to work there and use this location for training during our holiday camps.

LAURA KELLY

HANDWORK STUDIO

OWNER



ENGAGE THROUGH THE OFF SEASON

#1 thing is transparency. Though they might be a contracted/seasonal employee, no one wants to view themselves as an outsider or a disposable asset. If you know they are coming back, but they aren't currently working, keep them engaged in some capacity just so they feel a part of the team. This can be facilitated by progress emails, phone calls or even text messages checking in on how they are doing. Try to facilitate communication with them just like the sort of conversation you would want to cultivate within the office.

A woman with blonde hair tied back, wearing a red floral dress, is smiling and talking on a blue smartphone. She is leaning over a desk in an office setting.

NED ZAKAS

CONSUMER ACQUISITION

MOKO SOCIAL MEDIA



ENGAGE THROUGH THE OFF SEASON

We find that steady and authentic engagement with our season staff is key. We host holiday parties around the New Year to bring everyone back together. We also look for opportunities to bring our summer employees back into the fold in our studio and school year opportunities. We host a Facebook Group where current employees can keep in touch and share inspiration in the off season. Additionally this year we are discussing starting an employee newsletter to keep in touch with the staff who will be invited back. We work with a great deal of creatives so there is a great opportunity to share inspiration and creativity around our crafts.

MEGAN DIFEO

STUDIO DIRECTOR

THE HANDWORK STUDIO



REMIND THEM WHY THEY LOVED IT

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"You can have the best strategy and the best building in the world, but if you don't have the hearts and minds of the people who work with you, none of it comes to life." – Renee West, Luxor and Excalibur Hotel



REMIND THEM

2 OUT OF 3

PEOPLE SAY THEY WOULD
TURN DOWN A JOB
OFFER WITH PAY-RISE
TO STAY WORKING WITH
PEOPLE THEY LIKED AND
RESPECTED - JOBSITE UK
2014 STUDY

REMIND THEM



PAUL DREYER

DIR. OF RISK MANAGEMENT

AVID 4 ADVENTURE

Letters to Self. During the on-season, perhaps towards the end of the season, have your employees write a "letter to self." Give them a journal prompt like, "Write about your most favorite group from the summer" or "Describe your most rewarding experience with a customer." Then, collect the letters to self (actually provide envelopes and have your employees put their letter in the envelope and self address it). Then, 2 or 3 or 4 months later, mail all of the letters. It is particularly powerful for folks to receive these letters at transitional or reflective times of year (e.g. Holidays, New Year's, etc.).

REMIND THEM

We do summer videos with all of the staff in them, singing to "the" song of the summer. Then, when I send out their job offers I include the video to remember how much fun they had.

EMILY RIEDEL

OWNER/DIRECTOR

TIC SUMMER CAMPS



REMIND THEM

MARIO BAZILE

PRESIDENT

KIDCAM CAMP FRANCHISES



In our area we have a savings card called Spirit. The card gives the cardholder savings at about 100 businesses when they present the card at the time of purchase. On the card, we put a label on the front "THANKS, from Kidcam Camps" "We want you back! Apply Jan. 1, 2016" - Theoretically, every time they pull out the card to use it they will see our label. The cards cost \$10 and they can be used until Sept 2016. It is a nice way to say thank you and to also keep Kidcam on their minds throughout the off season.



INCENTIVIZE EMPLOYEES TO COME BACK

"If you pick the right people and give them the opportunity to spread their wings and put compensation as a carrier behind it you almost don't have to manage them."

- Jack Welch

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INCENTIVIZE EMPLOYEES



35%

OF EMPLOYEES
SAY THEY WILL
LOOK FOR A
NEW JOB IF
THEY DON'T
RECEIVE A
PAY RAISE IN
THE NEXT 12
MONTHS.

- GLASSDOOR

INCENTIVIZE EMPLOYEES

Try a seasonal bonus...if they work the entire time needed they would receive an extra \$100.00 at the conclusion of their assignment.

Employee discounts on products rising 5% off for each year that they return...10% first year, 15% second, 20% third, 25% fourth, 30% fifth.

Selection of hours that improve each year they return.

Increase in salary each returning year.



TOM HORN

**VP OF HUMAN RESOURCES
EDIBLE ARRANGEMENTS**

INCENTIVIZE EMPLOYEES

We also pride ourselves on our pay scale, which rewards returning staff with raises and they also have an opportunity to earn more if they obtained a degree or new certification in the off season.



SARAH PEKALA

SENIOR DIRECTOR OF PQ
AVID4 ADVENTURE

INCENTIVIZE EMPLOYEES

ANGELA MIDDLETON

TRAINING MANAGER

BACKCOUNTRY.COM



If it's possible to do so, bringing seasonal employees back on at the same or higher pay rate as that of when they left. That has been a solid way to get seasonal employees

I would say incentives are great even if it is a \$0.25 for next season. Also trying to work with them on vacations and time off is an important reason they might come back.



MATT KHAMHI

RECREATION COORDINATOR

CITY OF BOULDER

REMOVE OBSTACLES TO REHIRING

A woman with long brown hair, wearing a white tank top and a large orange backpack, is smiling and reaching up to shake hands with an unseen person whose hand is visible at the top of the frame. The background is a scenic landscape with a body of water and rocky terrain.

"Bureaucracies force us to practice nonsense. And if you rehearse nonsense, you may one day find yourself the victim of it."

***- Lawrence Gonzales,
Author***

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A man in a light blue suit is sitting at a desk, leaning forward and looking through a magnifying glass at a document. The document has the word "CONTRACT" visible. The background is a plain, light-colored wall.

REMOVE OBSTACLES

RULES EAT UP

250 BILLION

IN PROFIT AND PROFITABILITY
- DELOITTE REPORT

REMOVE OBSTACLES

We make it easy for our star seasonal folks to get right back to work. No delays in eligibility or any unnecessary paperwork. They walk right back in as if they never left. And we keep them in the loop on communications so they can track what's going on while they are gone. They are part of our team.



TED FORBES

EVP, PEOPLE

BACKCOUNTRY.COM

REMOVE OBSTACLES

One of the reasons that I started WorkBright is because I found that all the standard HRIS systems seemed to be set up for traditional employers with low turnover that were hiring 5-10 people per year. In seasonal industries, we are rehiring a lot of our staff and making them go through the same paperwork as brand new employees was a waste and I wanted to show them I respected their time with a process that made it easy for them to come back. This (among other reasons) is why I created WorkBright. We built in a "rehire" option that will only make returning staff fill out the necessary documents they need to come back and review certificates and licenses for expiration. It's created a great experience for new AND returning staff and sets our culture in action before the first day even starts!



DAVID SECUNDA

FOUNDER

AVID4 ADVENTURE

THANKS FOR READING OUR EBOOK!

WorkBright would like to help YOU achieve ultimate retention numbers through automated, streamlined hiring process that are easy and intuitive. For downloading this eBook, we'd love to offer you a FREE TRIAL of our digital onboarding platform. Claim your free trial by [filling out this form](#) or emailing us at info@workbright.com.



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