



NHPA LEADERSHIP SERIES

Leading a Diverse Staff

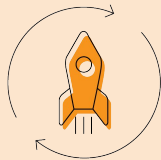
Finding Ways to Bridge Culture Barriers During Job Training





Gina Schaefer

Co-founder and CEO
A Few Cool Hardware Stores



LEADERSHIP
SERIES

INSIGHTS

What We Will Examine



SECTION 01

Annual Pay Equity Study



SECTION 02

Tracking Employee Satisfaction



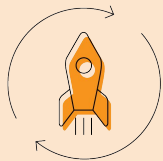
SECTION 03

Turnover Reporting



SECTION 04

How to Take Action

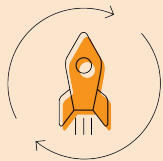


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SECTION 01

Annual Pay Equity Study





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SECTION 01

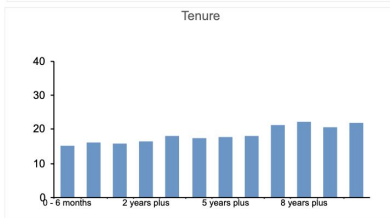
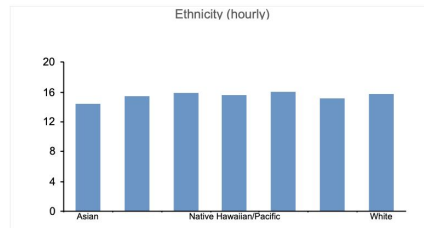
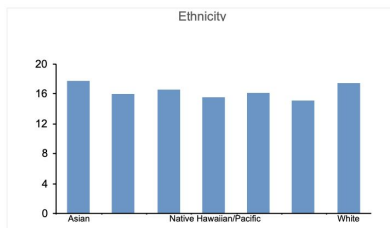
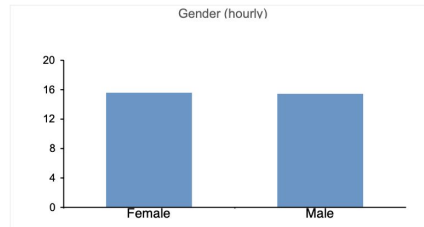
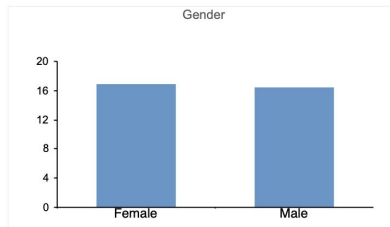
Annual Pay Equity Study

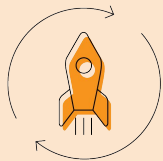
Annual Measurement

Communicating the Results

ANNUAL PAY EQUITY STUDY

Annual Measurement





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SECTION 01

Annual Pay Equity Study

Annual Measurement

Communicating the Results

ANNUAL PAY EQUITY STUDY

Communicating the Results



Review: CEO/CF0/Director of HR



Present: To entire leadership team for input and transparency



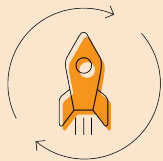
Follow Up: Any changes that need to be made, issues or opportunities that arose

- Areas of improvement documented
- Owner of improvements assigned
- Time frame noted for accountability
- Each item has an owner and a deadline

SECTION 01

Q & A



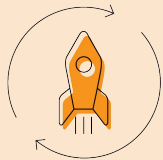


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SECTION 02

Employee Satisfaction





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SECTION 02

Employee Satisfaction

Gathering the Data

Communicating the Results

EMPLOYEE SATISFACTION

Gathering the Data



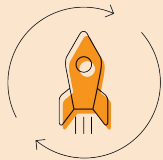
Employee satisfaction is done anonymously and sent to all levels of employees.



Highest satisfaction is 80 percent or above. Mid-tier is 70 percent.



Completed annually with exception of stores that don't meet our goals.



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SECTION 02

Employee Satisfaction

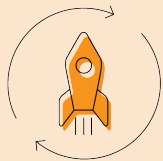
Gathering the Data

Communicating the Results

EMPLOYEE SATISFACTION

Communicating the Results

- ➔ **Review:** CEO/CF0/Director of HR
- ➔ **Present:** To entire leadership team for input and transparency
- ➔ **One-on-One Meetings:** Director of HR meets with individual store managers if red flags arise or numbers are low
- ➔ **Follow Up:** Any changes that need to be made, issues or opportunities that arose
 - Areas of improvement brainstormed and documented
 - Owner of improvements assigned
 - Time frame noted for accountability
 - Follow up employee survey is scheduled for 6 months later to re-measure results



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SECTION 02

Employee Satisfaction

Gathering the Data

Communicating the Results

EMPLOYEE SATISFACTION

Communicating the Results

Example Follow Up Summary

- Training
- Communication
- Praise and Appreciation
- Future Plans

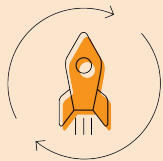
The form is titled "ONE-ON-ONE FOLLOW UP SUMMARY" and includes fields for Employee Name, Manager Name, and Date. It is divided into five sections, each with a blue header and a list of bullet points for discussion:

- 01 TRAINING**
 - Have the team take the AUP assessments and assign meanings based on the results (training)
 - Schedule time for them to complete their classes
 - Be more strict on the floor training
- 02 COMMUNICATION**
 - Note to the team showing appreciation for their participation in the survey (line)
 - Conduct periodic, scheduled one the ones with each member of the team (should have at least 1 done with each person)
 - Conduct periodic follow up with the team—use Community emails, huddles, etc.
- 03 PRAISE & APPRECIATION**
 - Increased use of Macs Mon-lys
 - Use the Impressions feature of Community
 - More frequent event and demonstration prize and appreciation
- 04 FUTURE PLANS**
 - Conduct EE survey again in March 2021 to address progress, improvements (prior Ann Marie by Q3/Q4 or schedule)
 - Goals for 2021 will have a strong and prioritized focus on increasing EE
 - Goals must include due dates, benchmarks and communication to City, Mac and Ann Marie on progress
- 05 ADDITIONAL NOTES**
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SECTION 02

Q & A



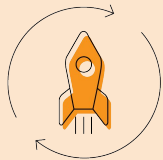


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SECTION 03

Turnover Reporting





LEADERSHIP
SERIES

SECTION 03

Turnover Reporting

Why and How We Track Turnover

"Stay" Interviews

TURNOVER REPORTING

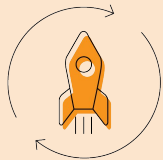
Why and How We Track Turnover

- It costs \$2,000 to \$2,500 to onboard someone, so it's important to do this.
- We track turnover quarterly and annually.
- If it's been less than 60 days, we are hiring incorrectly or onboarding isn't working.
- Remove seasonal employees from the data. ROI at a year.

SECTION 03

Q & A





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SECTION 03

Turnover Reporting

Why and How We Track Turnover
“Stay” Interviews

TURNOVER REPORTING

“Stay” Interviews



Quarterly



Sent to a random sampling of employees who have been with us XX amount of time



Five questions about why they stay.

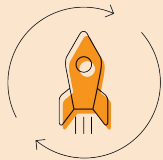


Reviewed with CEO

SECTION 03

Q & A



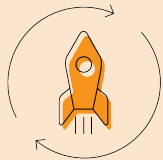


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SECTION 04

How to Take Action





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SECTION 04

How to Take Action

Ongoing Events and Recognition

Vendor and Supplier Diversity

HOW TO TAKE ACTION

Ongoing Events and Recognition



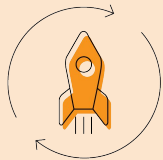
Black History Month, Gay Pride, Women's History Month, etc.



Employee of the Month.



Celebrate anniversaries, birthdays, sobriety milestones.



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SECTION 04

How to Take Action

Ongoing Events and Recognition
Vendor and Supplier Diversity

HOW TO TAKE ACTION

Vendor and Supplier Diversity



Work with local makers.



Licensed as a woman-owned business through the city.



Have started evaluating service providers.

SECTION 04

Q & A



YourNHPA.org/webinar



North American Hardware
and Paint Association



@your_NHPA

