



**FOR IMMEDIATE RELEASE:**

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**First Year Employees Reveal Higher Employee Engagement Scores**

Wrightsville, PA. According to LeadingAge, a national association dedicated to making America a better place to grow old, the average employee turnover in Life Plan Community campuses is 42 percent. Holleran, a national research company which collects employee engagement data in the senior living sector, has identified a number of successful best practices which increase employee engagement. These practices include recognition programs, stay interviews and front line supervisor training. Higher employee engagement levels translate into less turnover and increased productivity, two key measures of workplace stability.

Holleran maintains a National Benchmark that includes data from hundreds of Life Plan Communities. New research finds that first year employees in the senior living sector are almost ten percent more engaged than employees who have been with the organization for longer than one year. The benchmark findings indicate engagement levels for employees who have been with an organization for two years are likely to have a similar engagement level as their colleagues who have been with the same organization for a decade or longer. This finding suggests there is a “honeymoon” period during year one, which can be leveraged by senior living providers to increase engagement across the spectrum of an employee’s work span.

Employee engagement is defined as the emotional connection individuals have to their organization and is measured through a proprietary Engagement Index created by Holleran. Employee engagement is categorized into three zones: Orange, Blue and Green. The Orange Zone is full of Catalysts and Advocates who are highly engaged, who embrace culture change and are excited about the future of the organization. Beyond personal fulfillment, these individuals are invested in the overall success of the organization. The Blue Zone includes Endorsers and Contributors – they show up, they do their job, and the majority of them are satisfactory employees, but they are not fully engaged. The Green Zone consists of active or passive Resisters who are the most disengaged. They are change resistant and possibly even toxic individuals who threaten the culture and the progress of the organization.

Organizations with healthy, strong cultures have few employees in the Green Zone. It is essential that organizations actively support and celebrate those employees in the Orange Zone. To learn how your organization can proactively combat this shift, contact Brittany Yovanovich at [byovanovich@holleranconsult.com](mailto:byovanovich@holleranconsult.com) or visit the website at [holleranconsult.com](http://holleranconsult.com).

*Holleran is the premier provider of employee and resident engagement and satisfaction research and benchmarks, serving more than 1,000 not-for-profit senior living provider organizations nationally.*

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