

Staff Retention:

How to preserve and enhance your team

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PRESENTATION OVERVIEW

- Define employee retention and importance
 - Outline retention and recruitment issues in State Government
 - Discuss management techniques and retention strategies
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WARM-UP

Why do you get up and go to work in the morning?

What are your internal drivers/motivators?



EMPLOYEE RETENTION DEFINED:

“...A systematic effort to create and foster an environment that encourages employees to remain employed by having policies and practices in place that address their diverse needs.”



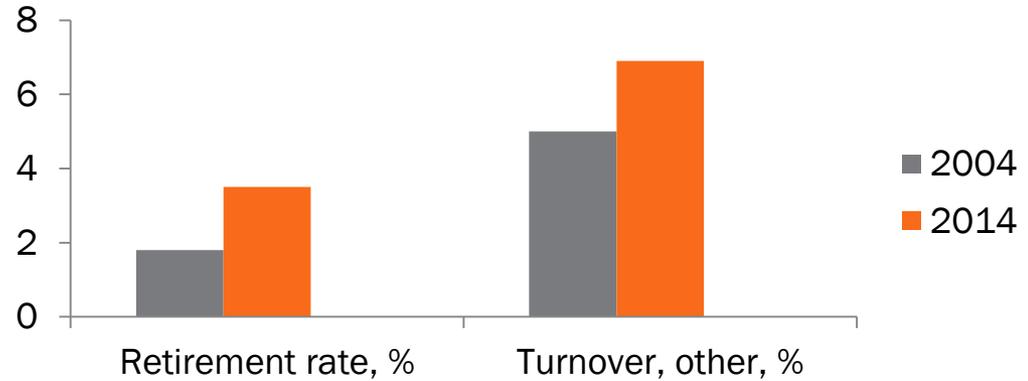
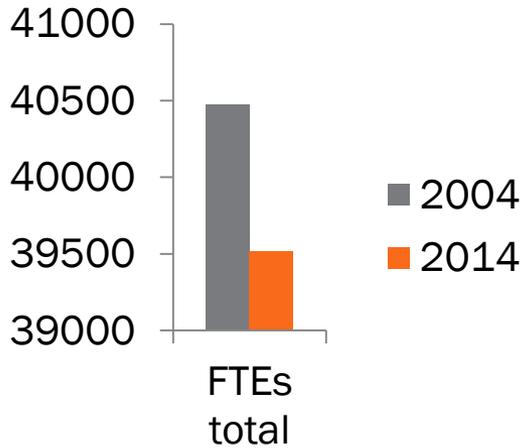
*Workforce Planning for Wisconsin State Government (2015)

WHY YOU SHOULD CARE ABOUT RETENTION

- Cost – direct and indirect - \$\$\$
- Recruitment
- Time
- Productivity lost
- Damage to team morale and comradery



OFFICE OF STATE EMPLOYMENT RELATIONS DATA



- Retirement at all time high – 2011
- Insurance premiums
- Retirement premiums
- Turnover rate spiked around the same time
- Managers' time in recruiting and training
- State workforce smaller in 2014 than in 2004

FTE = full-time employee

**MORE RETIREMENTS, MORE HIRING,
MORE TURNOVER, FEWER STAFF.**

There is a retention issue.

What can we do about it?



ELEMENTS OF ORGANIZATIONS WITH HIGH RETENTION RATES

Organization...

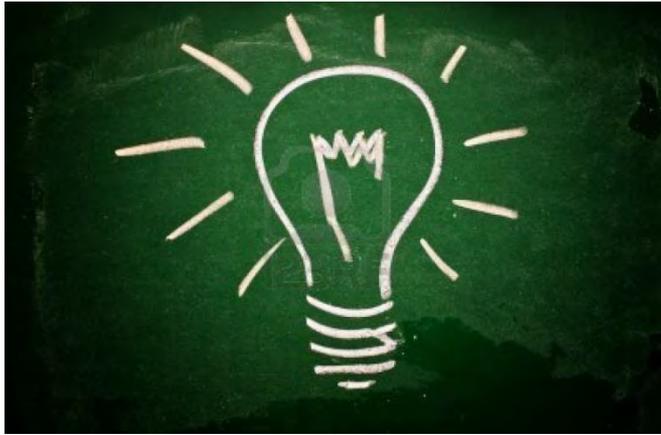
- Clear sense of direction and purpose

Supervisors ...

- Care about their employees
- Promote employee work-life balance
- Promote open communication
- Promote a positive work environment
- Provide recognition and rewards
- Support/promote training and development
- Provide performance management



STRATEGIES FOR RETENTION



- Direction and Purpose
 - Employees that care about the work they are doing, feel inspired at work, and feel they are contributing to the greater good, stay in their jobs longer.

STRATEGIES FOR RETENTION

Caring Management

- An employee's view of an organization is particularly dependent on their relationship with their supervisor.
- A supportive, quality supervisor that leads employees well and values their employees' work has a positive impact on employee retention.



STRATEGIES FOR RETENTION

Work-Life Balance

- An employee's ability to choose benefits received from work, how he/she will report to work, and the tools used at work promotes retention in the workforce.



STRATEGIES FOR RETENTION

Open Communication

- Employee involvement in decision-making processes helps employees feel they are part of the organization and increases loyalty and retention.



STRATEGIES FOR RETENTION

Work Environment

- A conducive, positive work environment, that includes a flexible atmosphere where an employee's work experience is enjoyable and where resources are adequately provided, promotes employee retention.



STRATEGIES FOR RETENTION

Recognition and Rewards

- Performance related pay has been identified as a retention facilitator.



STRATEGIES FOR RETENTION

Training and Development

- Employee loyalty is improved through training and development and, as a result, retention rates are higher where proper training is provided.



STRATEGIES FOR RETENTION



Performance Management

- Development opportunities for personal and professional growth can positively influence both employee retention and commitment to an organization.

<https://www.youtube.com/watch?v=bU6m5UqLx9M>



STAY INTERVIEWS: WHY ARE THEY EFFECTIVE?



Stay interview definition:

“Relationship building conversation between a manager and an employee as to the reasons why they work for an organization.”

- Combines all elements
- Professional relationship building
- Allows for reflection on employees

STAY INTERVIEWS



- FIRST: Manager satisfaction
- All employees
- No surprises
- Informal, voluntary
- Frequency/duration
- LISTEN.

MEAT AND POTATOES

- How do you like to be recognized?
- Level of involvement in decision making?
- Encourage to share ideas
- What can I do better to improve operations?
- What can I do to support you?
- Like the most/least?
- What keeps you motivated to work here?
- Do you feel you bring value? Are valued?



WRAPPING UP THE INTERVIEW

- Summarize
- Appreciate
- Demonstrate commitment



AFTER THE INTERVIEW...

- Review
- Assess
- Respond



CONCLUSION

- Retention defined
- Retention problems and costs
- Retention strategies
- Stay interviews work



THANK YOU!

Robert Toomey

Division Administrators

Direct Supervisors

Employees

Team 1 Thanks All who supported us through the EMDA 2016
Journey!



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