

# ***Retaining & Motivating High Performing Employees***

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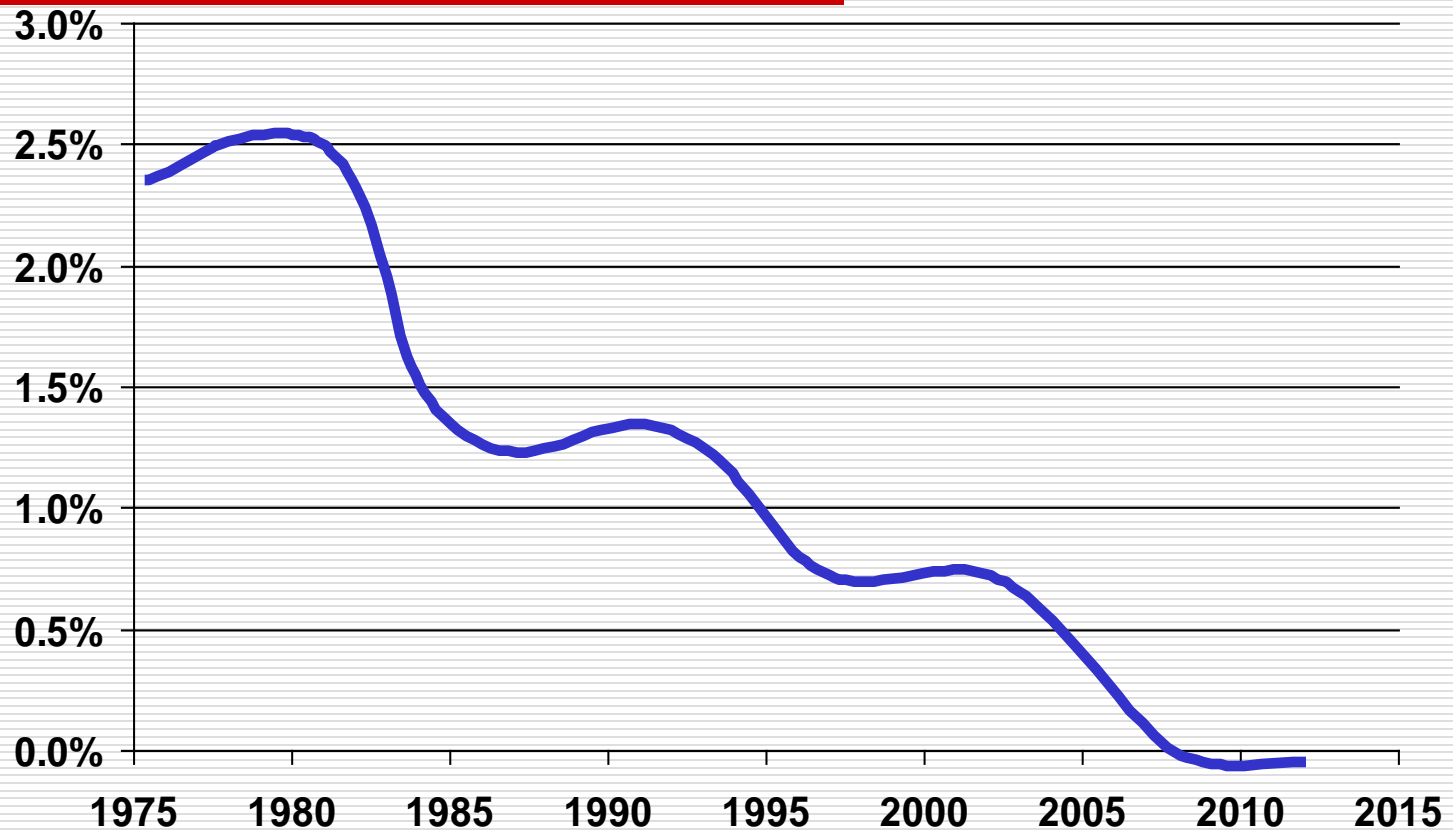
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# Agenda

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- Why is this an issue?
- Orientation and Assimilation
- Retention Strategies
- Q & A's

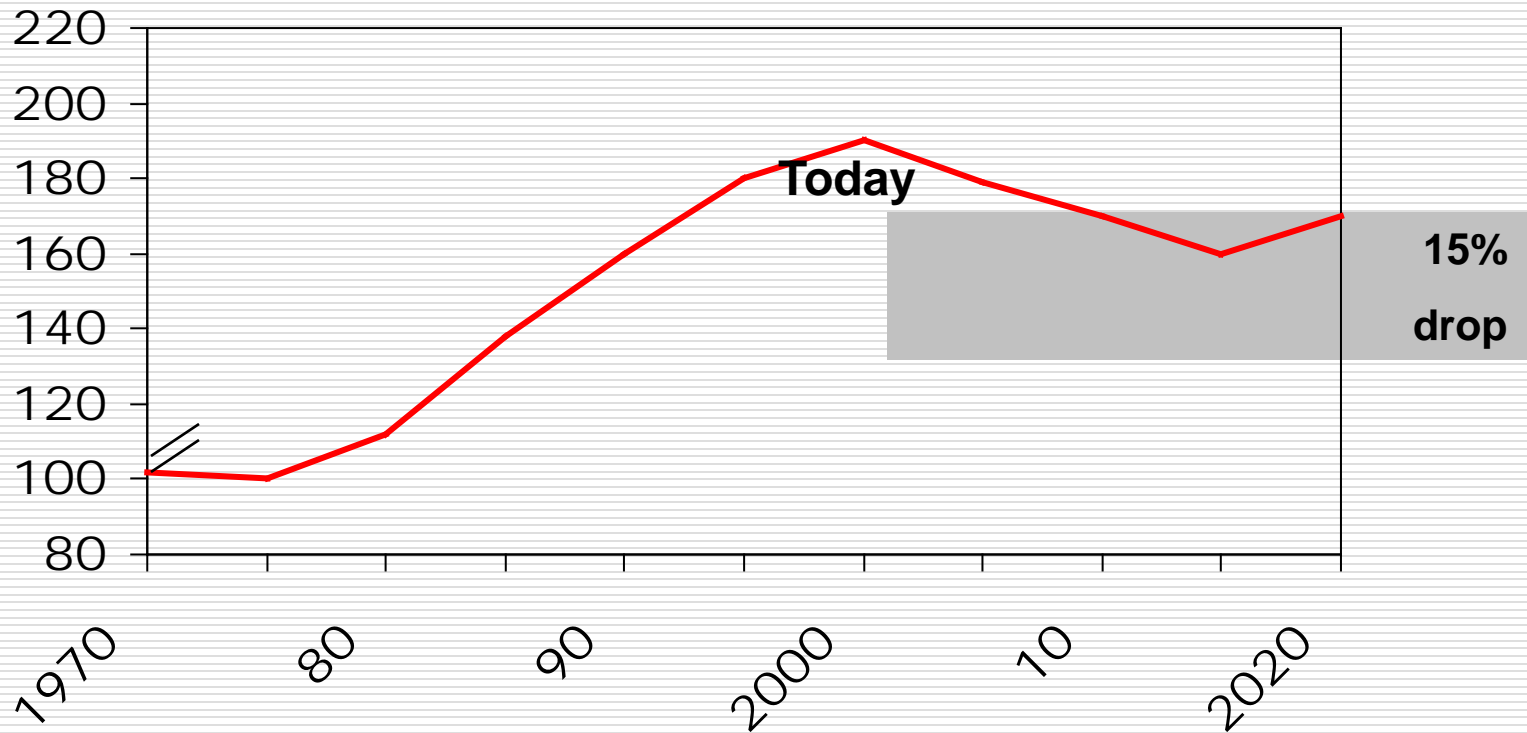
# Demographics – Population Growth



# Supply of leadership talent will decline

## 35- to 44-year-olds in the U.S.

Index 1970 = 100

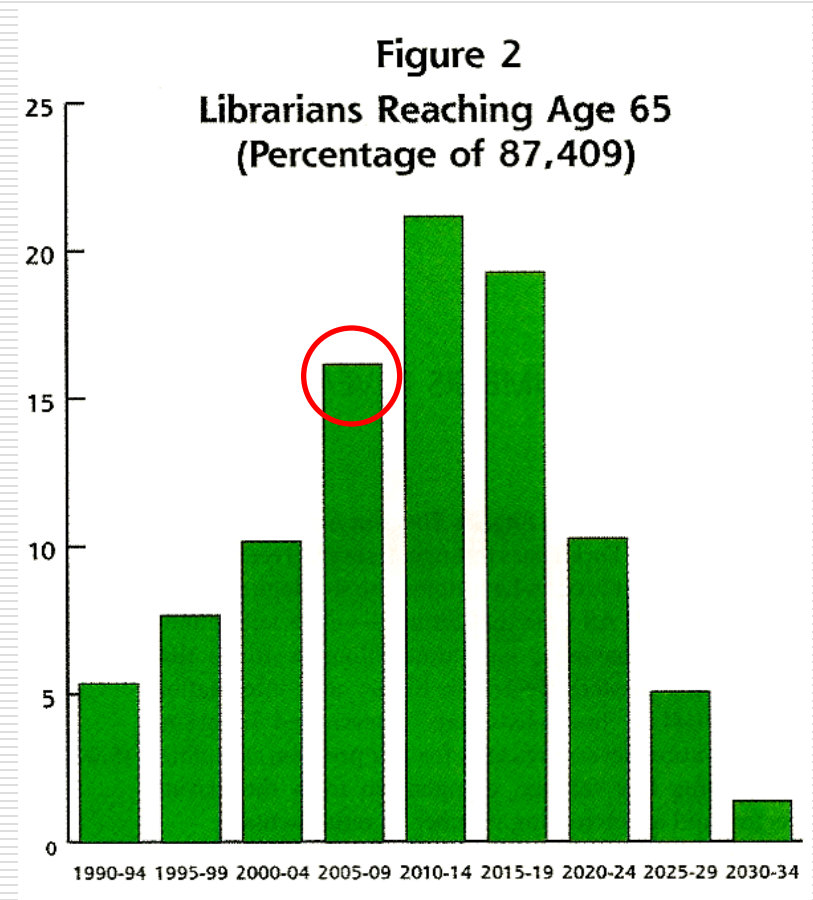
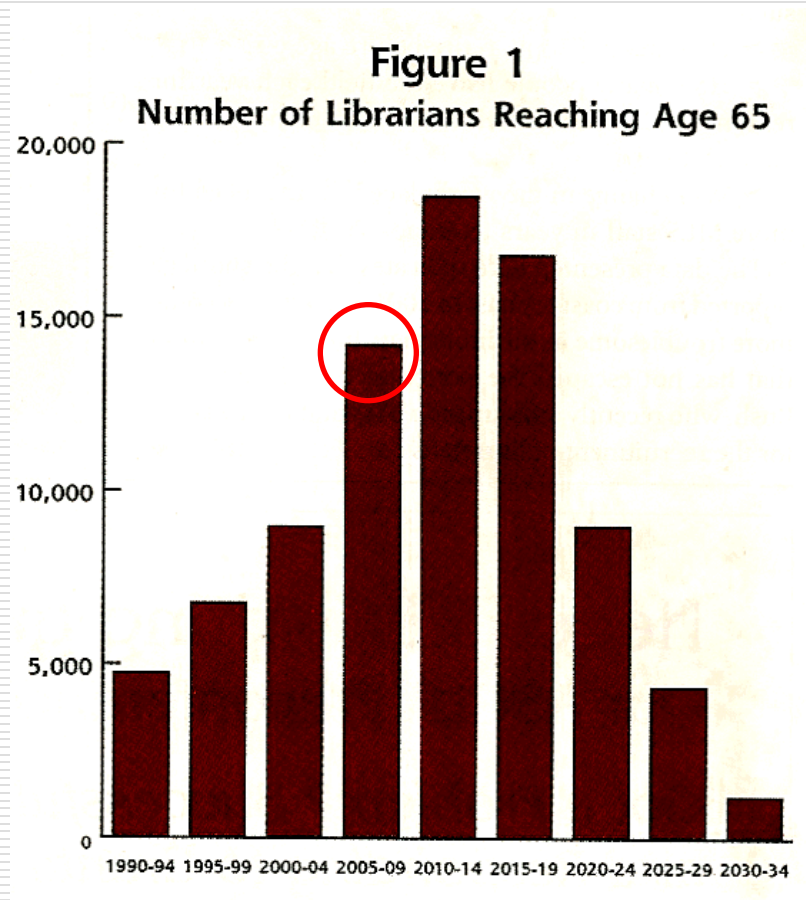


# In the library world...

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- ❑ 40% will retire by the end of the decade
- ❑ 75% will be lost over the next 15 years
- ❑ 57% of librarians are 45 or older, much older than comparable professions

# And it's getting worse!



# Other Issues

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- ❑ Demand for library & info science professionals / declining supply
- ❑ Competition from other career sectors
- ❑ Choices for both degreed and non-degreed personnel
- ❑ Flat rates of graduates of library schools
- ❑ Shortages
- ❑ Salaries are low

# Costs of Turnover

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- Costs:
  - Staffing costs – costs to hire
  - Vacancy costs – lost productivity
  - Training costs – to prepare new employee
  - “Acting” pay
  - *1 ½ - 2 times salary & benefits*
- Loss of knowledge
- Work not done, priorities not met
- Impact on colleagues

# Why Employees Stay

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- A feeling of connection
- Feeling valued
- Personal and professional growth
- Continuous learning
- Making a difference
- Good management
- Can't afford to leave (enrolled in advanced degree program, loss of benefits)
- Fair pay and benefits

# Orientation

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# Assimilation

# Orientation

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- ❑ Relationship begins **before the hire**
  - ❑ Employees value a personal connection
  - ❑ Accommodate different learning styles/preferences
  - ❑ Interactive and fun
  - ❑ Paperwork and procedural “stuff” in advance and on-line if possible
  - ❑ Survey participants regularly and adjust orientation
  - ❑ Share orientation feedback with Library leadership
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# Other strategies

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- ❑ Dual career assistance
- ❑ Include family in the equation, invite to orientation
- ❑ Match new employees with friends and services, new neighbors, teenage babysitters, etc.
- ❑ Help with relocation

# Assimilation

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- ❑ Buddy/mentoring process to ease assimilation and explain “the way we do things here”
- ❑ Develop a formal process and publicize outcomes
- ❑ Create & reward best practices
- ❑ Survey regularly for feedback
- ❑ Develop expectations for management
- ❑ Create formal process for assimilation into work group



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- Have desk, computer and space ready on day one
  - Welcome new employee party at work site
    - Balloons, food at new employee's desk
  - Formal follow-up at 30, 60, 90, 120 days
  - Act on findings and observations promptly!

# Retaining Top Talent

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# Compensation

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- Compensation
- Benefits
  - The “Other paycheck”
- Work Environment



**A three legged stool!**

# The Work Experience

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# Organization Culture: Intangibles

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- Understand work force needs & expectations
  - Emphasize:
    - Participation
    - Shared decision-making
    - Sense of purpose and value
    - Initiative
    - Creativity
    - Social aspects of work place
  - Train supervisors
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# The changed employer-employee relationship

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- The “contract” is broken
- “Life Long Employment” exchange for “Mutuality of Purpose”
- Mutual benefit (top notch training and tools for employees, ready, competent employees for library)
- Entitlement gives way to earning
- Free agents
- Flexibility to meet diverse needs
  - Work/life considerations

# 21st Century Employer Realities

*Are we ready for this?*

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- ❑ Your education is not a qualifier for this job
- ❑ We are not offering you a job for life, and we do not expect you to spend your lifetime here
- ❑ You may not work with the same workmates while employed here
- ❑ You will be part of many self-managed teams responsible for a full range of tasks
- ❑ Your assignments will provide learning experiences which will enhance your employability
- ❑ We expect you to passionately support our vision and values while employed here

*Are we ready for this?*

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## 21st Century **Employee** Realities

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- ❑ I know my stability will be based upon my reputation for performance
- ❑ I will be responsible for managing my own benefits
- ❑ I will continue to hone my skills and grow
- ❑ I will embrace entrepreneurship
- ❑ I will always be open to new jobs and new employment opportunities inside the library and elsewhere

# Balance Work/Life

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- Define the work in terms of what is to be accomplished
  - Provide flexible work schedules
  - Provide flexible benefits/cafeteria plans
  - Evaluate alternative work places and telecommuting as options
  - Appreciate dilemma of child care, elder care, multiple individual roles
  - "Allow" voluntary demotions
  - Appreciate diversity of personal values and priorities
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# Development

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- ❑ Internal recruitment
- ❑ Grow your own:  
support for BS/MLS
  - ❑ Interim grade level
- ❑ Job rotation/cross training
- ❑ Task forces, job assignments
- ❑ Academies of learning
- ❑ 360° feedback
- ❑ Career ladders
- ❑ Individual development plans
- ❑ Assign coach/mentor
- ❑ Accelerate advancement/ steps
- ❑ Co-managers
- ❑ Share staff
- ❑ Mobility among libs.

# Retention Strategies

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- Research turnover **and** address problems
- Do exit interviews and USE the data
- Survey incumbents! Quality or Work Life /Job Satisfaction
  - Paper/pencil, on-line
  - Town hall meetings, meetings with Director

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- Breakfast with leadership , small group
  - 50/50 Meetings
  - MBWA
  - Face-time
  - Work side by side with employees
  - Be prepared to do something about/act on employee issues
  - Involve employees in the solutions

# Recognition

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- It's not about the tee-shirt
- It **IS** the thought that counts
  - Memorable
  - Meaningful
- What makes recognition work?
  - Praise/thanks/opportunity/respect
  - Relationship
- Dictionary: "see,"  
"identify," acknowledge

# Some Creative Ideas

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- ❑ Celebration Mailbox
- ❑ Self-Recognition/Recognition Days
- ❑ Letter on anniversary date noting contributions for the year and how important s/he is to dept
- ❑ CEO Herb Kelleher's kiss
- ❑ Life size posters @ AMEX
- ❑ The Rock pass-around award
- ❑ Thanks button on PSU's website

# Retaining Talent as They Age

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- ❑ Offer compensation and benefit packages targeted to older workers
- ❑ Offer phased retirement
- ❑ Re-hire retirees as part-timers, contractors, or consultants
- ❑ Maintain retiree pool available for temp work

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- ❑ Retain retirees to train or mentor newer workers
  - ❑ Offer time off for potential retirees to take a sabbatical - test other employment and have options for return
  - ❑ Celebrate experience; publicize and encourage senior mentoring and coaching (IMLS grant in Chicago)

# Retention Strategies: Alternative Compensation

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- Bonuses (including retention)
- Staged bonuses
- Tailored awards to specific projects, circumstances, and people
- Different and higher pay schedules to remain market-competitive
- Premium pay for “hot skills”
- Incentives

# New & Emerging Benefits

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- Health insurance on a sliding scale
- Auto, legal, & pet insurance
- 529 savings plans
- Recognize volunteer, committee, ALA activities
- Financial planning
- Counteroffers
- Eldercare – 411
- Research leave/sabbaticals
- “Stop the clock” tenure

# New & Emerging Benefits

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- Lactation Rooms
  - Domestic Partner Coverage
  - On Site Child Care
  - Retirement Plan Portability
  - Adoption Support
  - Casual Dress
  - Cafeteria Plans
  - Dependant Care & FSAs
  - Job-sharing
  - Expectant father page
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# More ideas...

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- Wellness, Health Screening, Fitness Centers
  - Relocation
  - Work life LOA
  - Concierge Services
  - Tuition/educational assistance
  - Employee Assistance Programs
  - Employer Discounts
  - Travel Funds
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# Restructuring

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- ❑ What is the work? Competencies and skills v. requirements.
  - ❑ What positions require an MLIS
  - ❑ Functional specialists - IT, HR, Finance, PR
  - ❑ BS in IS or LIS
  - ❑ IT v. Reference Librarian
  - ❑ ALA accredited Masters **or** subject masters
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# Building Commitment

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*Productivity and employee retention are greatly increased when employees are committed. This is especially important today since job security and company loyalty are much lower than ever.*

- ✓ **Focus** - employees know what they need to do and what is expected of them
- ✓ **Involvement** - people support most what they help to create

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- ✓ **Development** - opportunities for learning and growth are encouraged
  - ✓ **Gratitude** - recognition for good performance (formal or informal)
  - ✓ **Accountability** - employees are responsible for their performance and lack thereof

# Whose issue is this?

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# Questions

- Comments
- Thoughts
- Ideas
- Stories

# Thank You!

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