

Retaining & Motivating High Performing Employees

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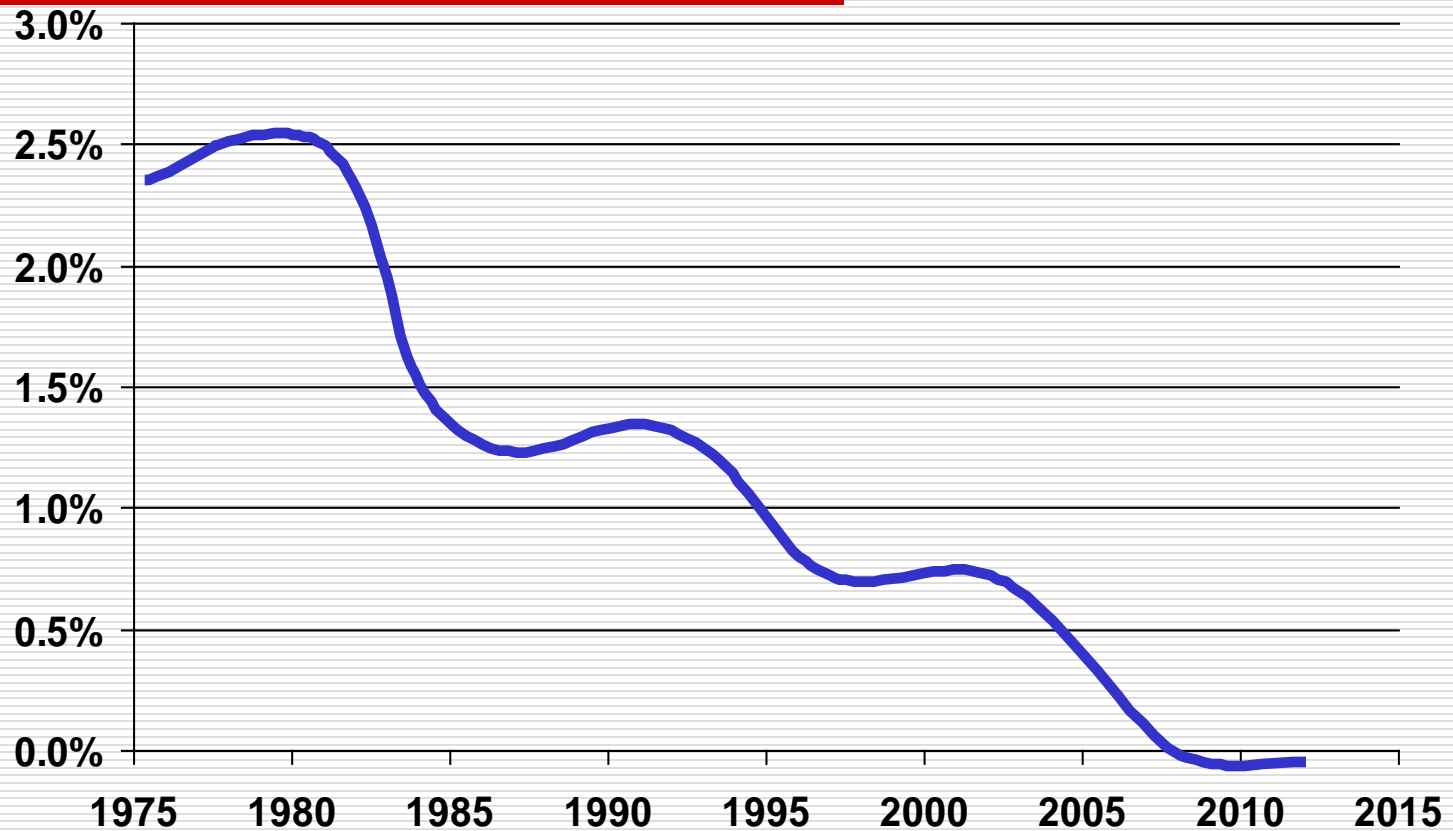
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Agenda

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

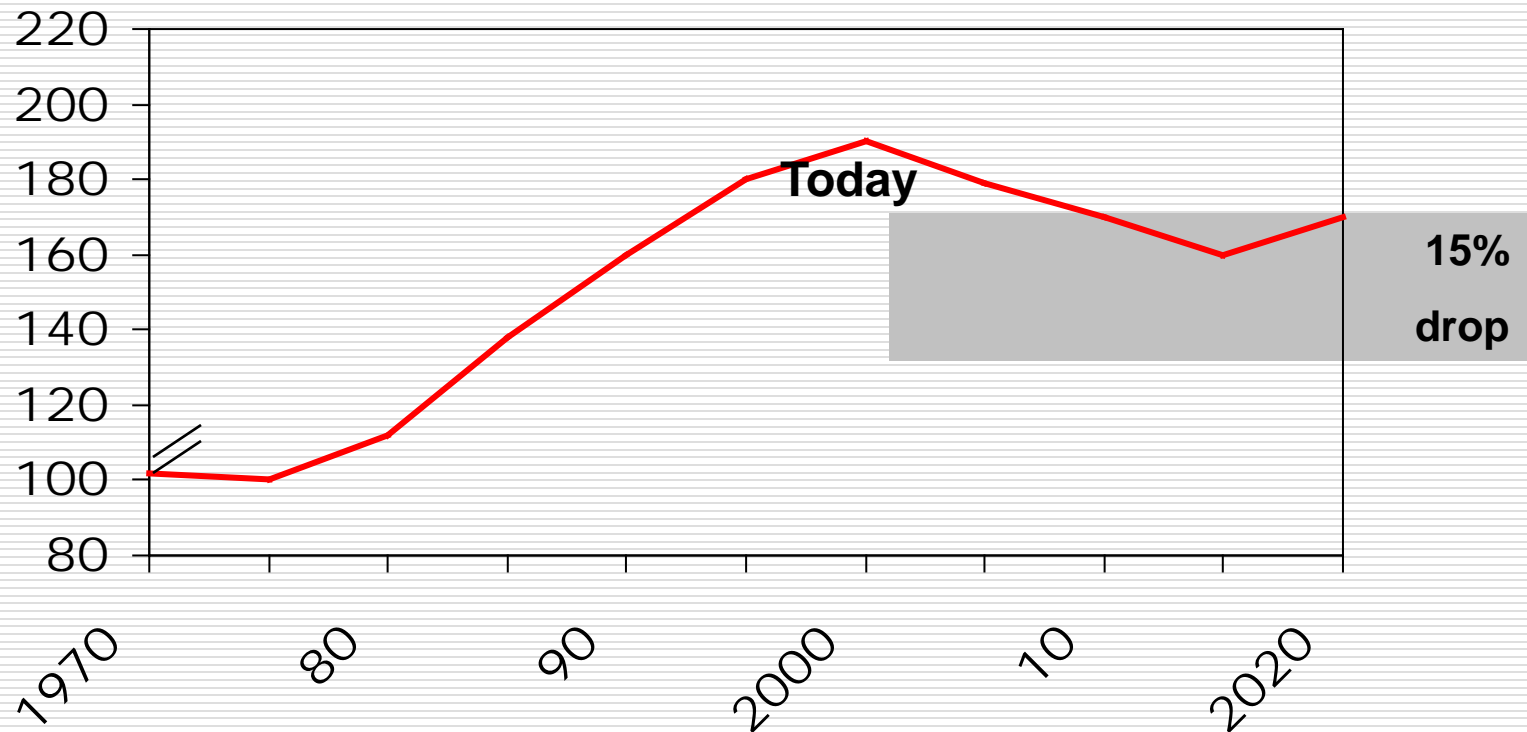
Demographics – Population Growth



Supply of leadership talent will decline

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

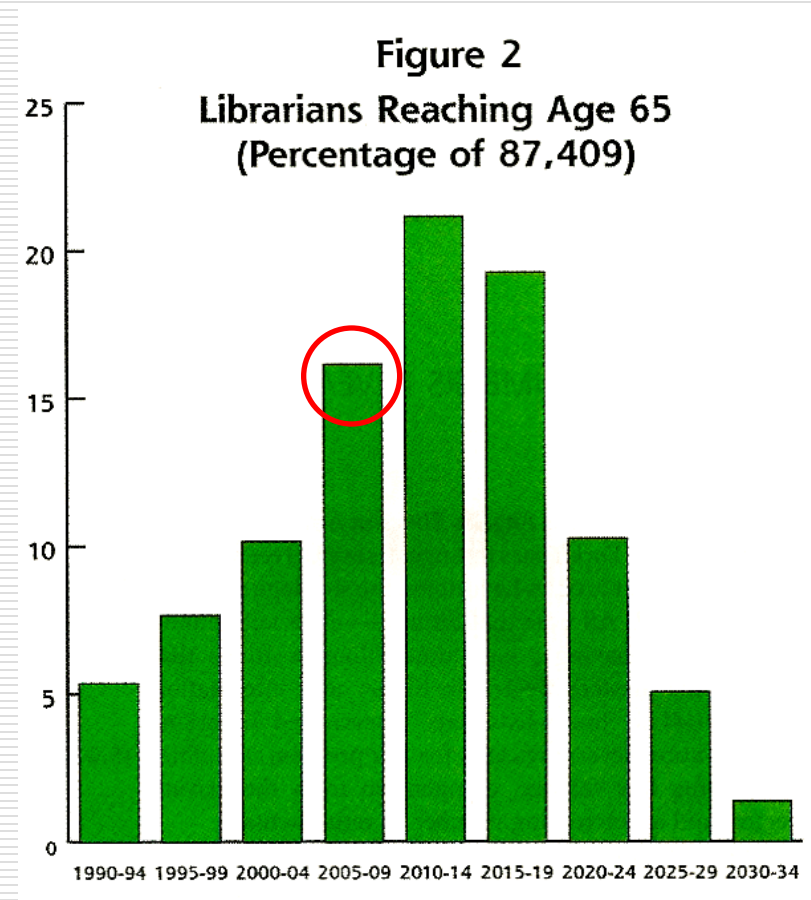
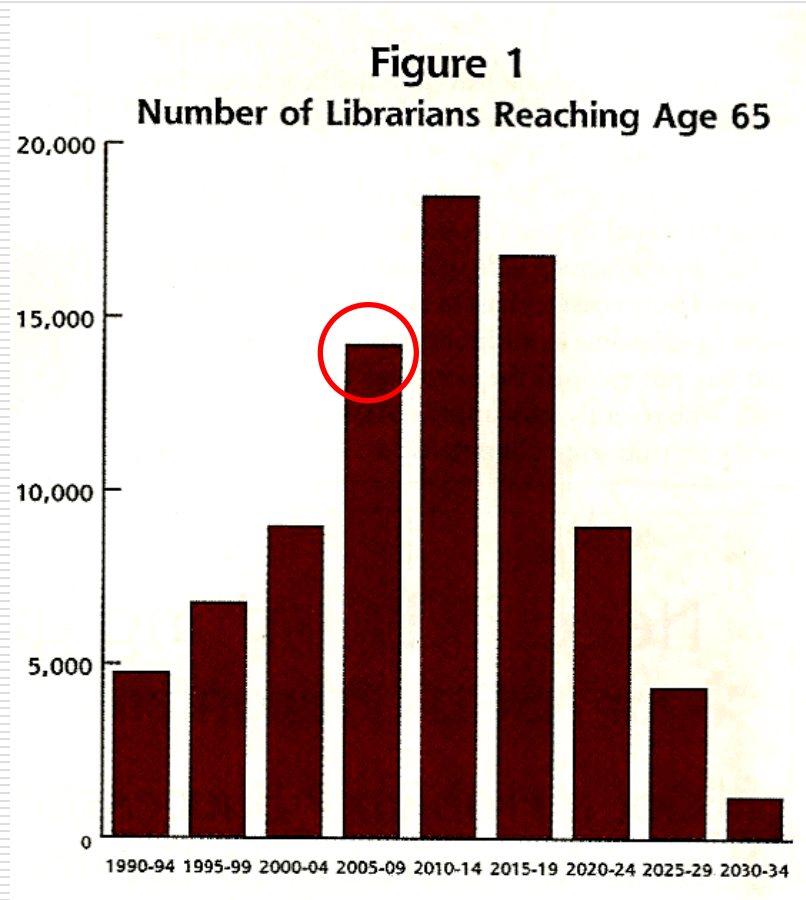
Index 1970 = 100



In the library world...

- ❑ 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

- ❑ 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

- 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

- 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

&

Assimilation

Orientation

- ❑ 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

- ❑ 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

- ❑ 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



Compensation

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



A three legged stool!

The Work Experience



Organization Culture: Intangibles

- 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

- ❑ 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?

- ❑ 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?

21st Century **Employee** Realities

- ❑ 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

- 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

- ❑ 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

- 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

- 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

- ❑ 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

- ❑ 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

- 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

- 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

- 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...

- 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

- ❑ 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

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?





Questions

- Comments
- Thoughts
- Ideas
- Stories

Thank You!

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