

**HERE TODAY AND HERE
TOMORROW TOO:
*Retaining Your Best DSPs***

*Presented for:
The Productive Living Board
of St. Louis County*

By:

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Workplace Solutions
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Agenda

- Creating a Retention Culture: Management Practices to Increase Worker Satisfaction and Motivation
- Love 'em or Lose 'em: Using Rewards and Incentives to Improve Retention
- Developing a Retention Plan

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Retention is a Strategic Process

1. Review data
2. Evaluate HR and organizational practices
3. Tailor key practices to address retention needs
4. Analyze DSP morale
5. Introduce rewards and incentives to meet DSP needs and increase job satisfaction
6. Negotiate turnover

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Some Data Measurements

- Overall turnover rate and turnover rate by department or division
- Involuntary turnover rate
- Voluntary turnover rate
- Voluntary separation by length of service
- Voluntary separation by average performance appraisal rating
- Cost of turnover

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Four Ways to Lose Your Best DSPs

1. Ignore turnover
2. Don't solicit or act on DSP feedback
3. Don't identify them
4. Pay DSPs for "showing up"

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Pay Attention to Turnover

- Manage turnover
- Implement planned turnover
- Weed out under-performers

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Evaluate Your Recruiting and Employment Processes

- Do you have up to date job descriptions?
- Do you recruit based on organizational and job competencies?
- Do you have a recruiting strategy?
- Are your recruiting efforts aligned with your business plan?
- Do you have a reputation as a desirable place to work?
- Do you use active sourcing? Creative marketing? Job branding?
- Do you do behavioral interviewing? Are all managers trained in interviewing?
- How effective are your assessment and selection tools?
- Do you have a systematic and comprehensive new hire orientation?

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Evaluate Your Communications Practices

- Does your organization effectively communicate its long term vision or "brand?"
- Do you provide user-friendly handbooks and manuals that also reflect your organization's "brand?"
- Do you solicit feedback from DSPs? Do you act on it?
- Do you encourage and reward DSP involvement in planning and decision-making?
- Do you hold managers accountable for providing timely and honest feedback and performance coaching?

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WorkUSA 2000 Survey

- 52% - information from management is credible
- 41% - free to voice opinions
- 35% - trust between workers and management is good

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Watson Wyatt Survey

Organizations where workers trust management enjoy 300% greater profitability than those with workers who don't.

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Workplace Surveys

- One of the most sophisticated communications and feedback tools.
- Extraordinary sources of information.
- Help you find out what motivates your DSPs.
- Help you create a more satisfying workplace.

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Work Environment Based Retention Practices

- Flex-time; flexible work schedules
- Sabbaticals
- Paid internships
- Alternative work arrangements; on-call arrangements
- Telecommuting
- Shorter workweeks
- Use pools of contingent workers
- Supporting organizational social activities or worker volunteerism
- Acknowledge non-work priorities; make it OK to use work/family options

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Watson Wyatt Survey of HR Practices

A collegial, flexible workplace can add 9.0% to the market value of an organization.

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Watson Wyatt Survey of HR Practices

Performance accountability practices can add 4.0% to an organization's market value.


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Pay for Performance Not Just "Showing Up"

- Don't spread salary increases evenly
- Raise the performance "bar"
- Make sure your better DSPs know how their performance was rated compared to others

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Evaluate Your Compensation Practices

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- Is it equitable both within the organization and with the external labor market?
 - Is it based on current, complete & accurate job descriptions?
 - Do you have a compensation philosophy?
 - Have you communicated it to DSPs?

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Evaluate Your Benefits Practices

- Do they help attract top-quality talent?
- Do they help retain top-quality DSPs?
- Do they meet DSP life stage needs?
- Do they enhance DSP commitment?
- Do they enhance DSP productivity?

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Benefits Based Retention Practices

- Increase health care benefits
- Offer early eligibility for benefits
- Offer a choice in benefits
- Base amount of organization paid benefit premiums on tenure
- Offer competitive vacation and holiday benefits
- PTO banks
- Develop more attractive retirement packages
- Offer subsidized childcare and/or eldercare
- Offer on-site services
- Offer other competitive benefits
- Offer additional voluntary benefits
- Provide "total compensation" statements

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Evaluate Your Training and Career Development Practices

- Do they improve productivity?
- Do they reduce costs?
- Do they meet legal requirements?
- Do they create a better qualified workforce?
- Have you seen results - increased communications, teamwork & other skills?
- Do they increase motivation and morale?

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Introduce Rewards and Incentives

- Learning opportunities
- Professional development opportunities
- Teaching opportunities
- Old fashioned "thank you"
- No cost/low cost "awards"

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Low Cost/No Cost Rewards and Incentives

- Leaders visit a work group that "has done well"
- "Share the learnings" in your newsletter
- Spot awards
- Send gift baskets to their families
- Awards for ideas that result in increased productivity, reduced costs, increased sales, improved customer service, etc.
- Managers send hand written thank you notes
- Have one month where all DSPs are "Worker of the Month"
- Have a "department of the month"
- Have "contests" at work – paper airplane contest, hallway bowling or golf

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Treat Your Best DSPs with Care

Communication
Appreciation
Respect
Enthusiasm

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Summary

1. Find out why DSPs are leaving and why they stay.
2. Implement a competency based recruiting process with organizational "branding" and a thorough, structured orientation process.
3. Monitor DSP satisfaction throughout the employment life cycle.
4. Take an Open Door approach to communications and respond promptly to feedback.
5. Provide a workplace that respects DSPs and encourages and enables work/life balance.

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Summary

6. Offer a competitive and/or fair salary and equitable merit increases; hold supervisors accountable for retention.
7. Offer a benefits package that addresses the needs of a diverse workforce.
8. Provide training and career development opportunities.
9. Focus retention efforts and resources on your most talented and valuable DSPs.
10. Celebrate DSP successes & recognize accomplishments.

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Patricia A. Mathews

Patricia Mathews is the President of Workplace Solutions Consultants – her own consulting practice in St. Louis. She has over twenty-five years experience in Human Resources management and consulting.

Ms. Mathews is a dynamic speaker and author of various articles on human resources management, including *Dual Career Couples and Relocation*, *HR Pitfalls for Growing Companies*, *The HR Image Makeover: From Cost Center to Profit Maker*, *Why Small and Medium Sized Organizations Really Do Need an HR Function*, and *Will the Real HR Manager Please Stand?* She was a contributor to a SHRM white paper on Employee Engagement. Pat has worked with organizations in many areas of human resources including: HR audits, strategy development, development and administration of policies and procedures, employment and recruitment, compensation, benefits administration, employee and labor relations, training and development, succession planning and career development, employee survey administration and analysis, and organization development.

She has worked with organizations to identify organizational alignment and employee productivity issues and to develop strategies to improve organizational effectiveness, customer service, and financial performance.

Ms. Mathews' clients have included union and non-union environments, manufacturing, construction, service, high tech, healthcare, entertainment, retail, insurance, agriculture, gaming, and the non-profit sector.

Her previous work experience includes Vice President of Human Resources for the Argosy Gaming Company, Human Resources Director for Busch Agricultural Resources (a subsidiary of Anheuser-Busch Companies, Inc.), and Manager of College Recruiting for Occidental Chemical Co., a division of Occidental Petroleum.

She is a member of the Society for Human Resource Management and serves on their national Employee Relations Panel. She has served as Honorary Co-Chairperson of the President's National Business Advisory Council, and Co-Chairperson of the HR Special Interest Group for Rising Media. She is also a member of the Human Resources Management Association, World at Work, various non-profit organizations and a women's investment club. She is Past President of the Board of Directors for Art St. Louis.

Ms. Mathews holds an MBA in Operations Planning & Controls from the State University of New York at Buffalo, and a diploma from the Royal Academy of Arts & Sciences in Antwerp, Belgium.