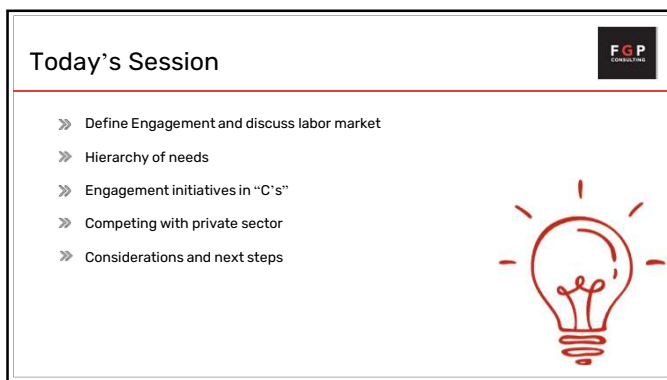
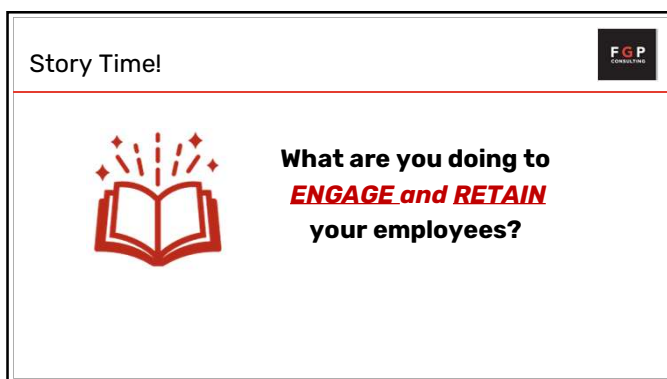


The information provided here is for informational and educational purposes and current as of the date of publication. The information is not a substitute for legal advice and does not necessarily reflect the opinion or policy position of the Municipal Association of South Carolina. Consult your attorney for advice concerning specific situations.







Purpose of Session



- Employee's market
- Difficult to attract and hire
- Cost of Employee Turnover:
 - 80% of operating costs are spent on human capital
 - Cost to replace can be up to 50-60% of annual salary
 - Employee turnover costs US companies \$170 billion/year



- accessperks.com

What is Engagement?



Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.



What Does Engagement Look Like?



Engagement is the relationship between an organization and its employees.

- An engaged employee is **fully absorbed by** and **enthusiastic** about their work
- An engaged employee takes **positive action** to further the organization's reputation and interests

Reality Check



How many of your employees come to work and say...



Engagement Statistics



- 54%** of employees are not engaged (simply going through the motions)
- 17%** of employees are actively disengaged (doing bare minimum)
- 29%** of employees are actually engaged

Gallup Poll

“Quiet Quitting”



Market Statistics



\$300B

lost in
productivity

Gallup Poll

\$11B

lost by
employee turnover

US Bureau of National Affairs

we can't afford NOT to engage our employees

Engagement Statistics



engaged employees

20%

perform better

Corporate Leadership Council

87%

of employees worldwide
are not engaged at work

Gallup Poll

if you are not engaging your top talent,
someone else will

Current Labor Market



- 2021 national average TO rate was 57.3%
- On average, companies lose 18% of their workforce to turnover each year
- In 2022, the overall cost of **voluntary** employee turnover amounted to over \$1 trillion
- 31% of employees quit within the first 6 months of starting a new job (SHRM 2021)
- Of the 31% who left their jobs within the first 90 days, nearly half stated that they quit because the position *didn't align with the expectations built during the interviewing phase*
- Average company loses between 1% - 2.5% total revenue on time it takes to bring a new hire up to speed (*Hundred5.com*)



Current Labor Market



- Almost 57% of workers are remote (at least part time) (Upwork)
- 41 days to fill a position = \$4,129 (SHRM)
- 51% of workers would take less pay for more flexibility (PWC)
- 89% of passive candidates evaluate your brand before applying (CareerArc)
- 39% of applicants find job openings on social media (Jobvite)
- Less people in labor force:
 - College enrollment is high, increase education level
 - Tourism
 - Demands have increased, supplies have decreased
 - Skills gap



Potential Impact to Your Workforce



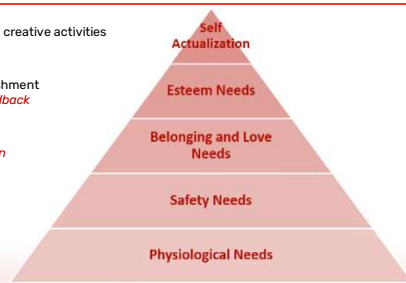
- Increased turnover
- Decreased employee engagement
- Employees working longer hours
- Increased overtime
- Increased medical expenses
- Increased workers compensation claims
- Increased mental health issues/needs
- Increased complaints and employee relations issues



Hierarchy of Needs



- Achieving full potential, including creative activities
• *Feedback, increases, promotions*
- Prestige and feeling of accomplishment
• *Recognition, rewards, value, feedback*
- Intimate relationships, friends
• *Teamwork, collaboration, inclusion*
- Security and safety
• *Job security, stability*
- Food, water, warmth and rest
• *Work conditions*



Why do Employees Leave Their Job?



I'm quitting to pursue my dream of not working here.

someecards
user card



Why Do Employees Leave?



- Insufficient pay - 44%
- Limited career path - 43%
- Lack of challenging work - 30%
- Work-life balance (better time off) - 28%
- Lack of recognition - 27%

- accessperks.com



Single Most Influencing Variable



relationship
with immediate supervisor

Understanding Your Impact



Managers Influence = 70% of Employee Engagement



50% of employees leave jobs because of Managers

What can you do to positively impact or influence

retention?



Give employees a reason to

stay



Engagement Initiatives in “C’s”



What can you do to impact Engagement?

- | | |
|----------------------------|---------------------|
| 1 Conscious Hiring | 6 Compensate |
| 2 Clarity | 7 Coach and Develop |
| 3 Collaborate/Connect | 8 Credible |
| 4 Communicate | 9 Culture of Care |
| 5 Congratulate – Recognize | |

First...



Hire the Right People!



1 Conscious Hiring - Recruit and Select



- Incorporate Mission, Vision, Values into interview process, City Brand - *what is your Mission statement and do people identify with the Mission*
- Define value of the job within the city/town and community – *connect job to community impact*
- Promote culture – *community focused, family, supportive, etc.*
- Ensure new hire's values are aligned with City values
- Promote opportunities and benefits
- Structured growth, development, and path





The US has an aging population and workforce, **millennials/gen Z** are expected to make up **64%** of the workforce by **2025**.



- computerworld.com



What Motivates Younger Generations?

- 78% are strongly influenced by company innovation
- Flexibility in the workplace and non-traditional schedules
- Collaborative environments
- Motivated by career growth and development opportunities
- To be coached/mentored
- Look for organizations that give back to the community
- Smaller intervals for "wins"
- 52% viewed the concept of employee loyalty as being overrated





Why Younger Generations Leave?

- 41% expect to be in their current job for **2 years or less**
- To make more **money**
- To move **forward** in their careers
- To pursue work that is more aligned with their **passions**
- To have more **flexibility**/better **work-life balance**

- accessperks.com

2 Clarity



- Establish and provide clear performance expectations
- Be concise with delegation of tasks
- Ensure employee fully understands responsibilities
- Provide accurate assessment of performance, clear feedback
- Provide well defined goals, what does success look like
- Connect the dots and explain how the employee's position makes a difference to department, City, community, etc.



3 Collaborate/Connect



- Provide opportunity to interact (internal/external), within department, across departments, with leadership, etc.
- Provide opportunity to share ideas, thoughts, concerns, questions
- Ensure opportunity for relationships with fellow co-workers and management
- Relay how individual role contributes to business objectives, overall success of department, City, community



Engagement



- Every touch point on the Employment Life Cycle: interviewing, orientation, development, employee experience, etc.
- Be aware, measure, and manage your risk factors
- Be present with your employees
- Conduct "Stay Interviews"



Stay Interviews



- Ask long term employees why they stay
- Sample questions:
 - You are such a valuable member of our team. I want to ensure we are doing everything we can to keep you satisfied, engaged, and productive. I'd like to find out what contributes most to your job satisfaction?
 - What aspects of your job do you like most? Least?
 - What are a few of the things that would appeal to you in an ideal organization?
 - How can we help you develop on-the-job? What would you like to learn this year?



Stay Interviews



- What kind of day would drive you to consider leaving?
- What challenges you in your day-to-day work? What bores you?
- What about your job makes you jump out of bed in the morning and what makes you hit the snooze button?
- If you had a magic wand, what would be the one thing you would change about this department, team, organization?
- As your manager, what could I do more of or less of?
- What can we do to support your career goals?



4 Communicate



- Provide regular and constructive feedback – coach to success
- Ensure evaluations are conducted
- Regularly share link between work performed and mission
- Communicate organizational updates regularly
- Communicate **MUCH** and Communicate **OFTEN**
- Share information – the good, the bad, the ugly
- Provide opportunity for 2-way communication
- Ensure employees are “in the know”, as much as possible
- Ensure actions match words



5 Congratulate - Recognize



- Ensure employees feel **VALUED**
- Provide appreciation and praise – say **Thank You**
- Birthdays, anniversaries, project completions, clothing, tailgating, doughnuts, events, logo items, etc.
- Acknowledge performance; recognize, and reward
- Celebrate achievements, either individually or as a group
- Easy and inexpensive
- Surprise and delight



6 Compensate



- Compensation vs. Contribution
- Fair pay internally; Externally to market
- Sign on bonuses for market critical positions
- Competitive market increases
- Annual bonuses - increased weighting on variable pay based on performance and goals
- Retention bonuses for critical positions

Gallup Poll



Benefits



- Competitive benefit and cost to the market
- Competitive contribution from City/Town for benefits
- Competitive vacation/sick/PTO plans (smaller increments)
- **Flexibility** and non-traditional schedules
- Work-life balance



7 Coach and Develop



- Manage, monitor, and develop employees
- Coach to success, support
- Provide regular evaluations
- Provide training (internal/external), mentoring, job shadowing, job sharing, cross training
- Tuition reimbursement
- Challenge your employees – special projects
- Establish more job levels where possible
- Promote from within, where appropriate



7 Coach and Develop



- Continue to connect the dots – highlight job impact
- Facilitate employee training and development:
 - Career path and progression
 - Compensation structure
 - Tiered approach for benefits (time off)
 - Internal and external training opportunities
- Ensure high level of communication on development
- Succession Planning



8 Credible



- Build **TRUST** with your employees – both ways
- Provide ownership and autonomy, where appropriate
- Be consistent and equitable
- Do what you say - Walk the Talk; honor your commitments
- Don't ask someone to do something you wouldn't do
- Hold your employees accountable
- Build confidence



9 Culture of Care



- Provide positive work environment, make work **FUN** and **ENJOYABLE**
- Be open to employee thoughts and suggestions
- Respect all employees and contributions
- Create team environment
- Be authentic; show you are interested in employee's personal life, not just performance at work
- Work-life balance, when appropriate
- Talk with employees 1x1; know your employees
- Listen to your employees, actually hear them
- Genuinely care about your employees





What **differentiates**
you from the private
sector in your area?

How do you **compete**?



Competing with the Private Sector



- Benefits
- Stability
- Culture
- Community impact - value of position to the community
- Community image/reputation



Competing with the Private Sector



- Less rigid schedules
- Continuation of pay during inclement weather for PW (example)
- Earn OT on all time, not just time worked (example)
- Flexibility on leave times, make up time, doctor's appointments, etc.



HOW ENGAGED ARE YOU?



Considerations



- Intentional involvement in high schools, trade schools, technical schools
- Intentional social media presence
- Create 1 page document to market benefits/culture
- Enhance vacation/sick/PTO benefit
- Flexibility (where appropriate)
- Work-life balance (where appropriate)
- Compensation – to ensure market competitiveness
- Survey employees and identify progressive ideas to attract, engage, and retain (*why do they stay, areas to enhance, etc.*)



Engage at Every Step



You have the opportunity to positively impact Engagement at every touch point you have with an employee.



Don't Continue to do This...



QUESTIONS?

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Thank you for your participation!
