

Keeping Excellent Employees

How do you create a motivated & productive workforce?

As we come out of the recession, it is imperative that we are able to keep our excellent employees so that the organization can grow effectively by using their experience and expertise, while working as fully dedicated employees. So, how does a company keep its employees and create a positive and motivated workforce? In this article, we will examine various methods for creating a positive work culture for your company.

In conducting numerous exit interviews with employees leaving companies, when people are asked why they are leaving, they most often state that they got a better job that pays more money. However, when probed as to what prompted them to look for other employment, the answer is generally not related to compensation. Some of the most common reasons for looking for other employment are:

- Poor relationship with their immediate manager.
- Promises that are not kept.
- Lack of opportunity to grow and develop within the company.
- Lack of personal growth through education and development.
- Lack of communication on their careers and company activities.
- Feelings that they are not respected or appreciated.

So, how can the implementation or improvement of Human Resources programs help to improve your corporate culture and encourage employees to be fully productive and successful? Here are some ideas for consideration.

Management Education

- Only hire/promote managers with superior people skills.
- Provide management and leadership education and development opportunities for all managers.
- Deal with all employees who don't support the company's people philosophy.

Performance Management

- Measure individual performance in relation to corporate objectives and corporate values.
- Include personal development

objectives in the performance review process and conduct career development discussions.

- Create an open and honest discussion atmosphere during performance reviews to allow the employee to share concerns and issues.

Leadership Development

- Implement education and development programs to develop leaders at all levels of the company.
- Evaluate and reward the senior leadership team based on demonstrated leadership abilities as measured by a 360° feedback process.
- Reward /Recognize leadership initiatives throughout the company.

Compensation

- Ensure total compensation is competitive.
- Reward excellence and tailor rewards to the needs of the individual.
- Frequently communicate the value of the total compensation program including base pay, variable compensation, benefits, and perks.

Employee Surveys

- Conduct an employee survey on all areas of the company. To ensure credibility of the process, utilize an external resource to conduct the survey and compile the results. Employees will view this as a more confidential process, and thus, they will hopefully provide more open, honest feedback without fear of reprisal.
- Do not conduct the survey unless you are prepared to deal with the results, good or bad.
- Communicate the results of the survey along with specific action plans for improvement.

COMMUNICATION IS THE KEY

Lack of communication is often a concern voiced by employees in many organizations. Therefore, it is imperative to communicate regularly and find reasons to communicate with employees. Utilize celebrations as great opportunities to update your people. Here are ten ideas for your consideration to celebrate success and communicate:



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1. Have a staff only lunch to celebrate a success. Find a reason to celebrate the wins (and, sometimes, the losses!)
2. Provide all employees with a company jacket as a surprise for a successful initiative.
3. Have a new year's party at the end of your fiscal year end. Shake everyone's hand and wish them a 'Happy New Year'.
4. Implement an open door policy to ensure that employees can safely communicate good and bad news to senior management.
5. Provide company wide training for all employees to help them grow and develop from a whole life perspective.
6. Have employees set personal goals and action plans from business, career development, and personal perspectives.
7. Recognize employee loyalty with a well established service award program.
8. Hold monthly team meetings to communicate with employees. Don't be afraid to share financial results as this gives employees a better understanding of the challenges facing the organization. Bring in donuts to make it more fun and encourage attendance.
9. Have the leadership team regularly walk around the company and talk to employees about how they are doing and how the company can be improved.
10. Have fun! Smiles are infectious. It's important to make the work atmosphere enjoyable and productive.