

Attract and Retention Initiatives
Workshop
Wednesday 26 October 2011



Retention Lessons from Jane –

As a consultant I work with many different companies. Most of them are professional, well run, medium to large corporates, with excellent policies in place, good pay, good working conditions etc. Yet, I find that they still struggle to retain their key staff / critical skills.

One manager (let's call her Jane) that I have consulted to for over 10 years is the exception to this. In all the time I have worked with her, she has kept almost exactly the same team of hard working, talented HR professionals. So, when thinking about how to retain key staff, I thought, what does Jane do differently that she has managed to retain the minds and hearts of this amazing team over a 10 year period.

So here are my retention lessons from Jane

Know your staff

Jane understands what the “hot buttons” are for all her staff. She knows their personal circumstances and treats them as human beings, not work automatons.

For example, one of her staff was doing training, but was excellent at admin, organisation and detail work. Jane moved her to managing the learning centre, where she does an excellent job, and moved the learning centre manager back into training, which was more her strength.

Another staff member has an autistic child. Jane gives her the flexibility to deal with all the demands of taking the child for special therapy etc, and trusts that she will still deliver. Jane knows which staff are motivated by development opportunities or work challenge, and ensures they get plenty, which need recognition, which need some hand holding etc. She does not work on a one size fits all management policy. She ensures that each staff member is fulfilled in his/her work, and sensitive to family needs.

Lead by example

Jane is demanding of her staff, expects and gets high standards. But she delivers equally high standards herself. She is very hard working, dedicated to the business, passionate about flawless delivery, and does not ask anything of her staff that she would not be prepared to do herself.

Inspire, excite, make work fun

Jane makes work interesting and fun and inspires her staff. She holds a monthly department meeting, and at the start of each meeting, she does two things. She gives positive feedback about programmes they have developed, compliments they have received, personal successes e.g. staff members passing exams, and talks about some of the exciting things planned for their dept or the business. Secondly she does something different at each meeting. She might get in a guest speaker, take the dept on a site visit, or use them as guinea pigs for a new training intervention, but, no matter what it is, every meeting is fun, different and an opportunity for learning and personal growth.

Celebrate success and personal milestones

All personal successes and milestones are celebrated together, through a birthday tea, a lunch to celebrate a promotion, or through mention at a department meeting. Speeches made at these events are personal and sincere, and make the staff member feel very special and part of a family. Staff are given flowers or a gift when a baby is born, when they move house, when they are promoted etc., and the gift is chosen based on that employee's preferences, e.g. a garden centre voucher for those who love gardening, a book for those who love reading.

Manage performance

Jane manages performance, both good and bad. If a staff member does something that is not acceptable, it is dealt with immediately and in private. Jane once interrupted a consulting session to deal immediately with a performance issue from one of her staff. This was done in the privacy of her office. Poor performance is not left to fester and be dealt with at the end of year review.

Coaching is given to improve performance where necessary.

And good performance is rewarded through recognition, through good increases, good bonuses and through great work and development opportunities.

'Helping you excel'

FNB People

Talent Identification Process at FNB

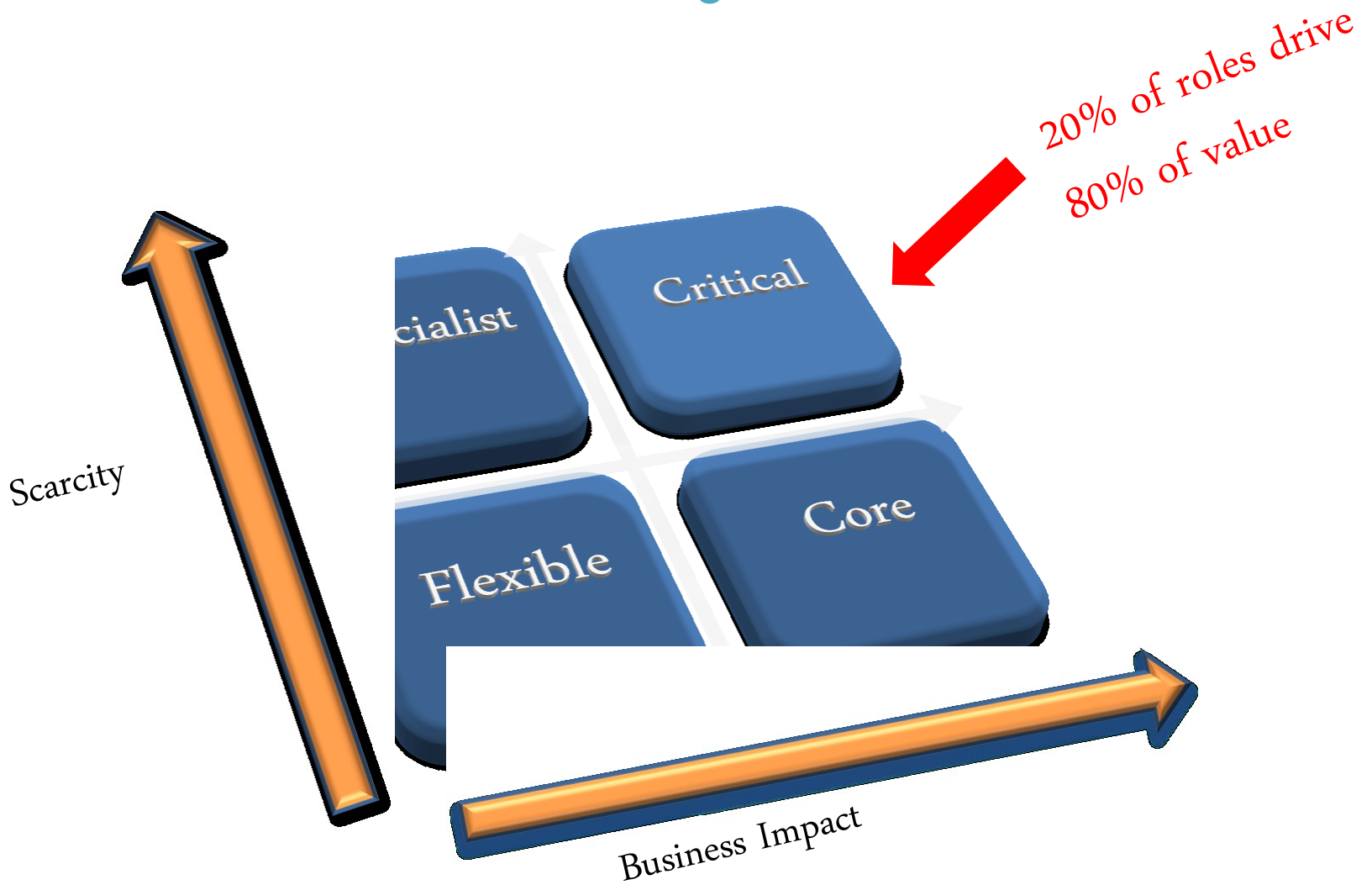


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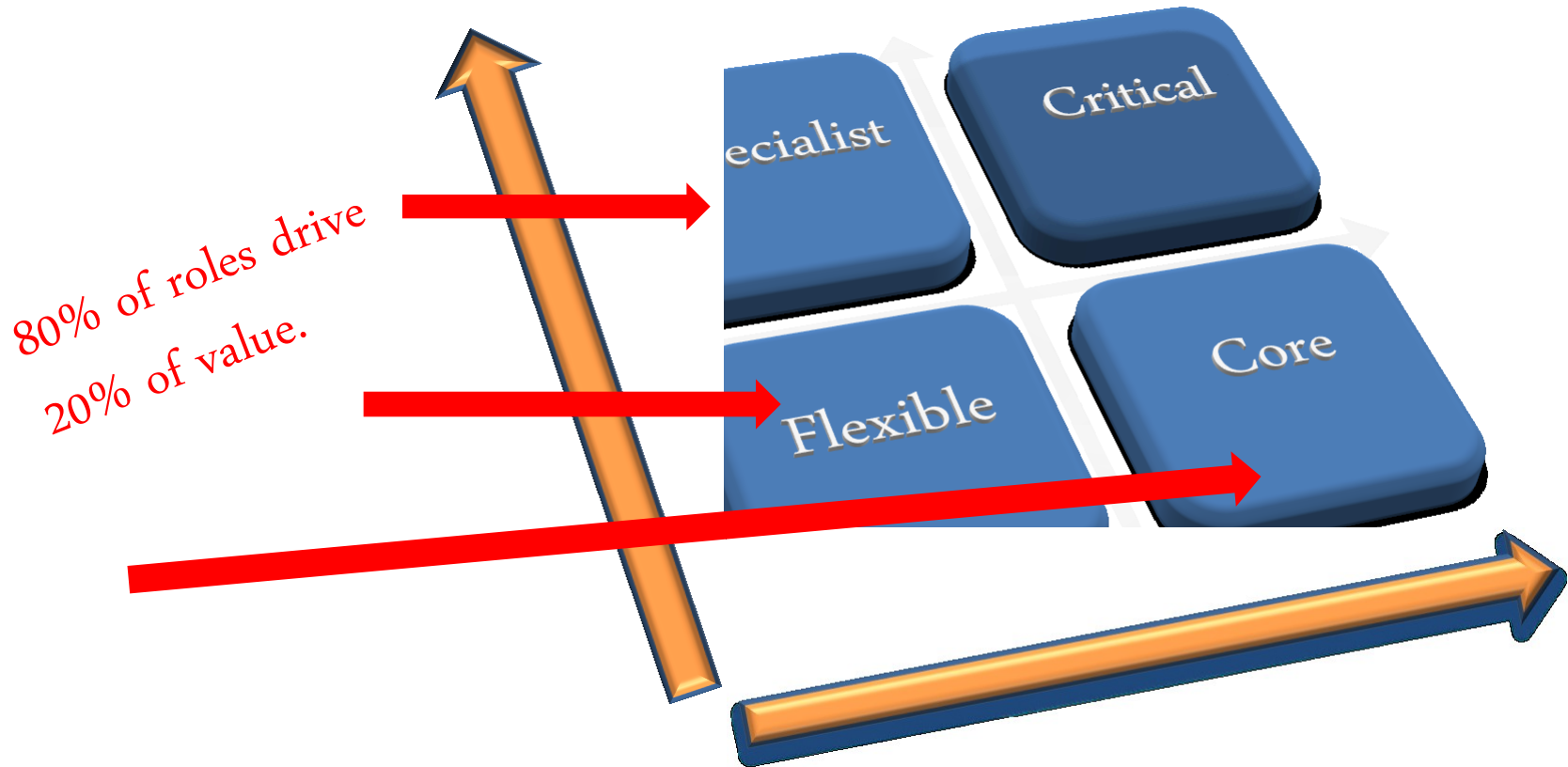
First National Bank - a division of FirstRand Bank Limited.
An Authorised Financial Services and Credit Provider (NCRCP20).

How can we help you?

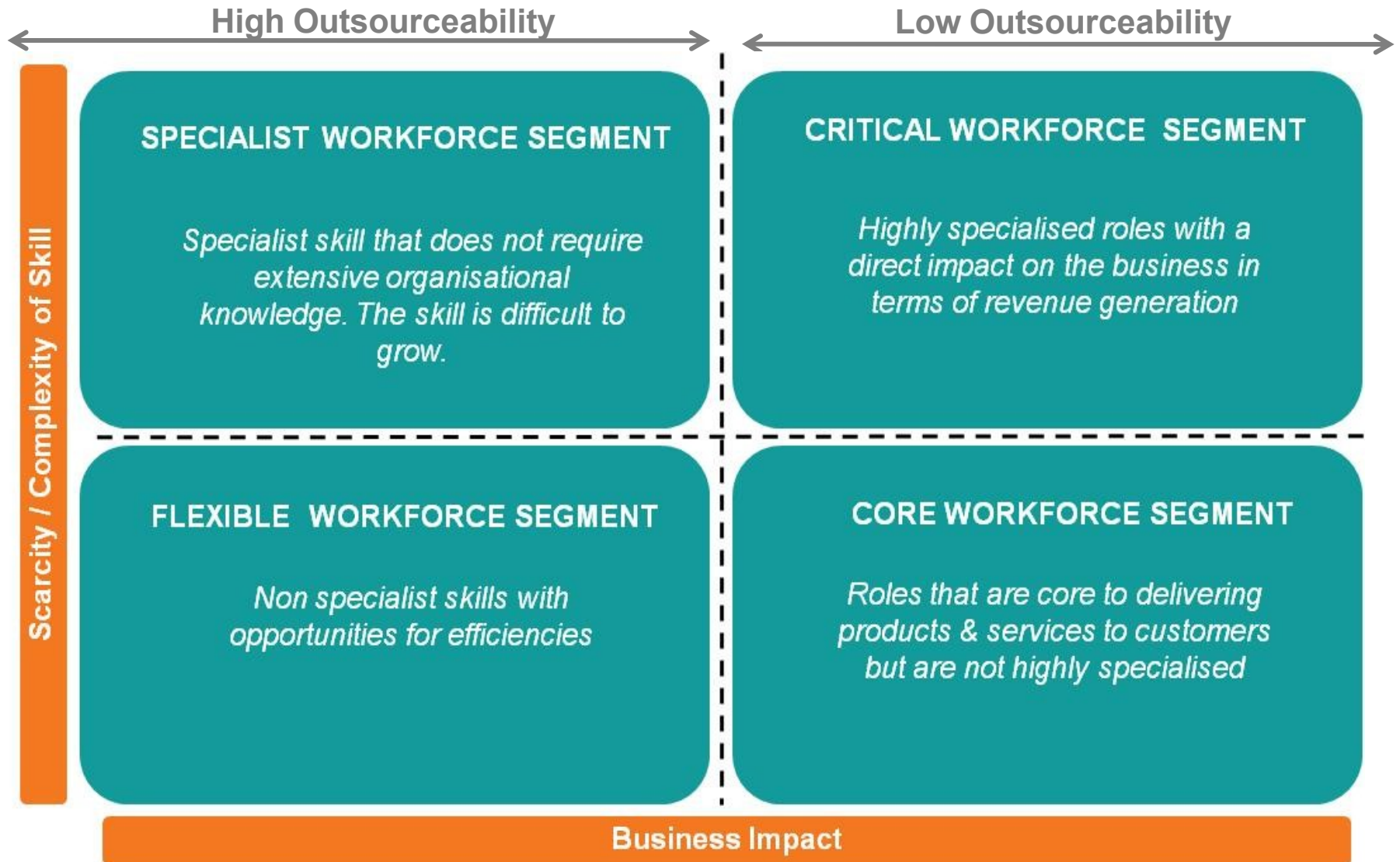
Workforce Segmentation



Workforce Segmentation



Workforce Segmentation Grid



Detailed Description of the Workforce Segments

Workforce Segment	Detailed Description	Examples
Critical	<p>Roles with a direct impact on the business in terms of revenue generation. The skill is usually highly specialised and differentiates the organisation in the market place.</p> <p>It is impractical & risky to outsource. Requires fair to extensive organisational knowledge. The skill is difficult to learn / transfer / build and supply in the market is low while demand is high.</p>	Head of Sales
Core	<p>Roles that are necessary for the execution of the business strategy thus core to delivering products & services. These represent the “engine” of the organisation.</p> <p>Requires fair amount of organisational knowledge but field knowledge is easily replaced.</p>	Tellers
Specialist	<p>Specialist skill that is difficult to grow. It can be outsourced but at a high price. Does not require extensive organisational knowledge.</p>	Economist
Flexible	<p>Roles that do not require specialist skill / knowledge and have no significant impact on the business. The skill is outsourceable and little organisational knowledge is required.</p>	Contact Centre Consultant

Retention factors in financial rewards

- Ensure that base salary is aligned with the external benchmarks – cash in hand has been proven to be a very important factor to attract people to other organisations (secondary for retention, but primary for attraction)
- Ensure that the total value of all components of the reward package is on par with your peer group. This means that the financial value of Base salary + benefits + short term incentives + long term incentives must all be added and compared to the peer group.
- Differentiate – have a strategy to differentiate the vesting cycles / payment dates of your different reward programs. Therefore, a bonus pays out annually, then a retention plan after 2 years, then the long term incentive after 3 years etc – by having some money always being paid out in the next 12 months, you create a strong lock in
- Portfolio mix – ensure that the balance of different reward components are appropriate and attractive
- Financial rewards must support the total EVP of the organisation

GROUP WORK

What does not work:

One size fits all – for pay and talent

Taking away what staff had (K t/o)

Not having proper measures for what is required like “potential”

Not communicating that they are key

Diversification – is important – but again not as a one size fits all

Bring in with high packages but then they are expected to fit the box

What works well:

Quarterly review of the talent pool,

Competency testing and alignment

Do people know what they need to do to stay in the talent pool

Work Life balance – is it a new burning issue

Compressed work week

Attract & retain

- Work Life Balance
- Celebration of Success
- Reward good performance
- Value proposition and its components need to fit with employee requirements
- Flexibility in dealing with employees
- Knowing your staff – Generational differences
- Talent segmentation
- Recruitment – cultural fit and fit for job
- Career planning – identify scares skills
- Retention is closely aligned to the organizational fit
- Social/community involvement is becoming important
- Reward strategy needs to be clearly communicated
- Total reward – should include training, brand - perks which are not measurable

Attraction factors

- Career development opportunities (Both nationally and internationally)
- Dynamic work environment
- Highly competitive packages
- Company Reputation and Image
- Recognition
- Flexibility – if deliverables are met, you can dictate your own working hours
- Relaxed, but inspirational management style
- Culture and value system of the organisation

Retention factors

- Be an employer of choice
- Understand and map organisational structures and roles
- Talent segmentation
- Different reward portfolio mix for different talent segments
- Review the EVP and ensure that it meets the requirements of all talent segments
- Align the remuneration and talent policies
- Meet the needs of individuals – have a flexible approach
- Development opportunities are critical for retention
- Learn from your own and others' mistakes
- Don't copy your competitors – be different
- Create a FUN environment to work in

Retention factors

- Embark on a talent identification exercise
 - Classify staff into categories that specific action plans can be developed for
- Follow a framework in terms of retention
 - Competitive fixed pay (Pay your employees enough to take pay “off the table”)
 - Tangible elements such as STI and LTI
 - Intangible elements, such as organisation culture, recognition schemes, development plans tailored per individual
 - Get employees to buy into your brand
 - Upskill management on how to address the soft issues more effectively