

Improving Employee Retention

Glenn Barnes



WATER FINANCE
ASSISTANCE

Our Subject Matter Expert

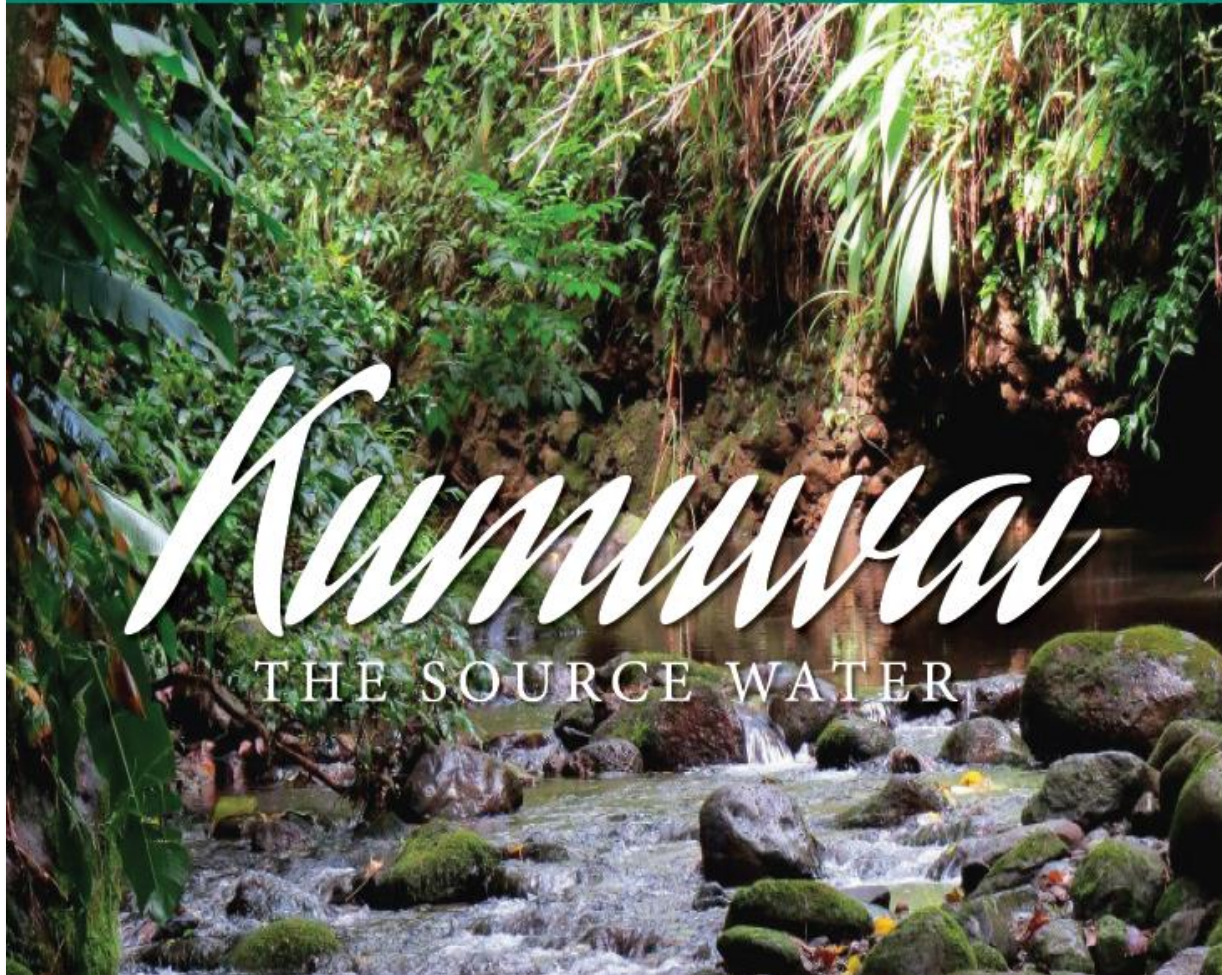
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Where This Idea Started (Back in 2019)...

HWWA CONFERENCE



650 employees

350 eligible to
retire in the
next few years

Will the other 300
employees stay?



Why This Matters

- Water utilities need a lot of skilled employees
- Hiring and training new employees is expensive and time-consuming
- There are some limitations here...



Hawai'i has the 14th Lowest Unemployment in the United States



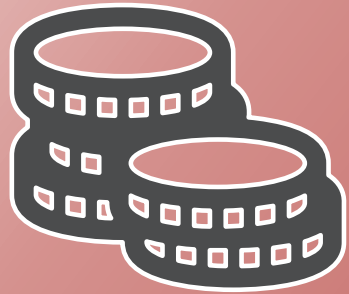
2 year rule



What makes
somebody *stay* in a
job?



Retention Motivators



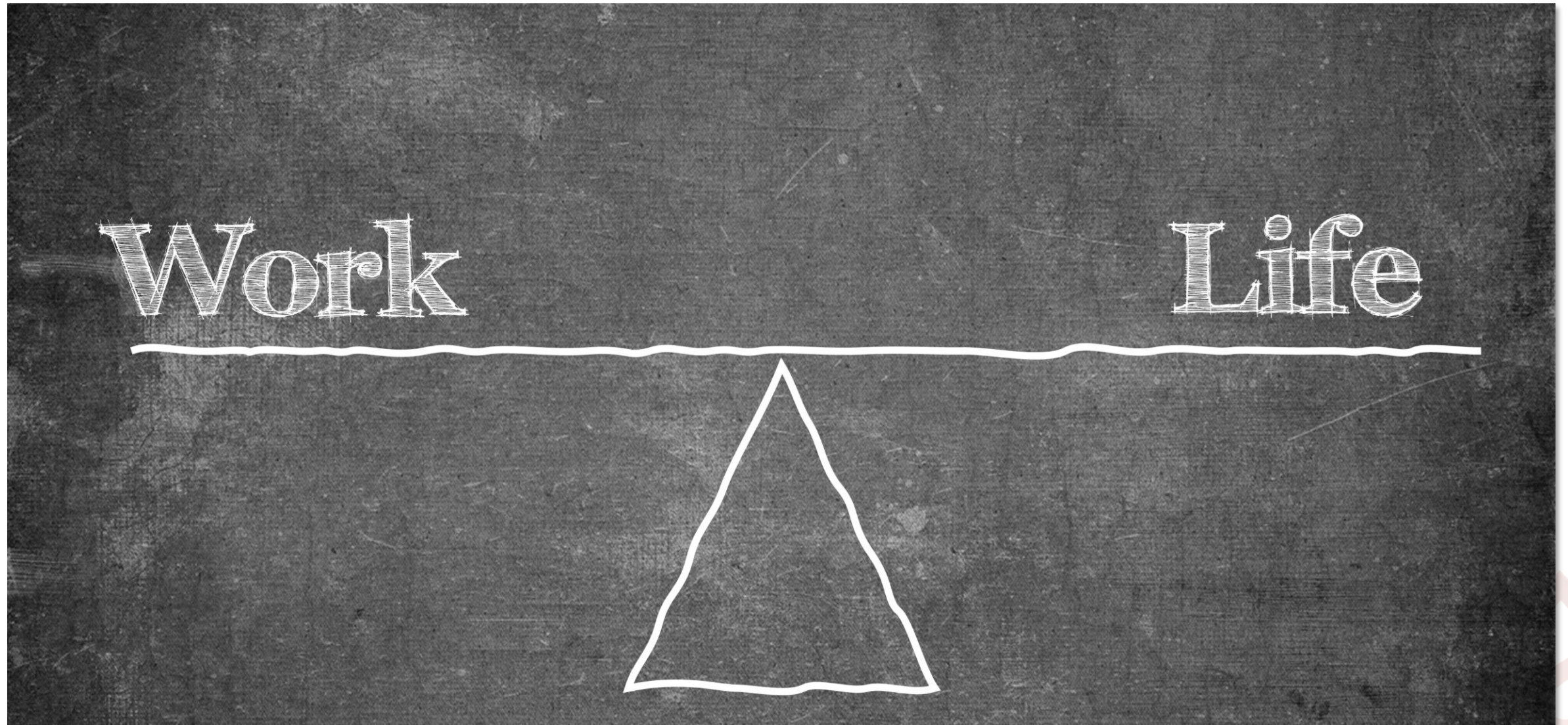
The Basics



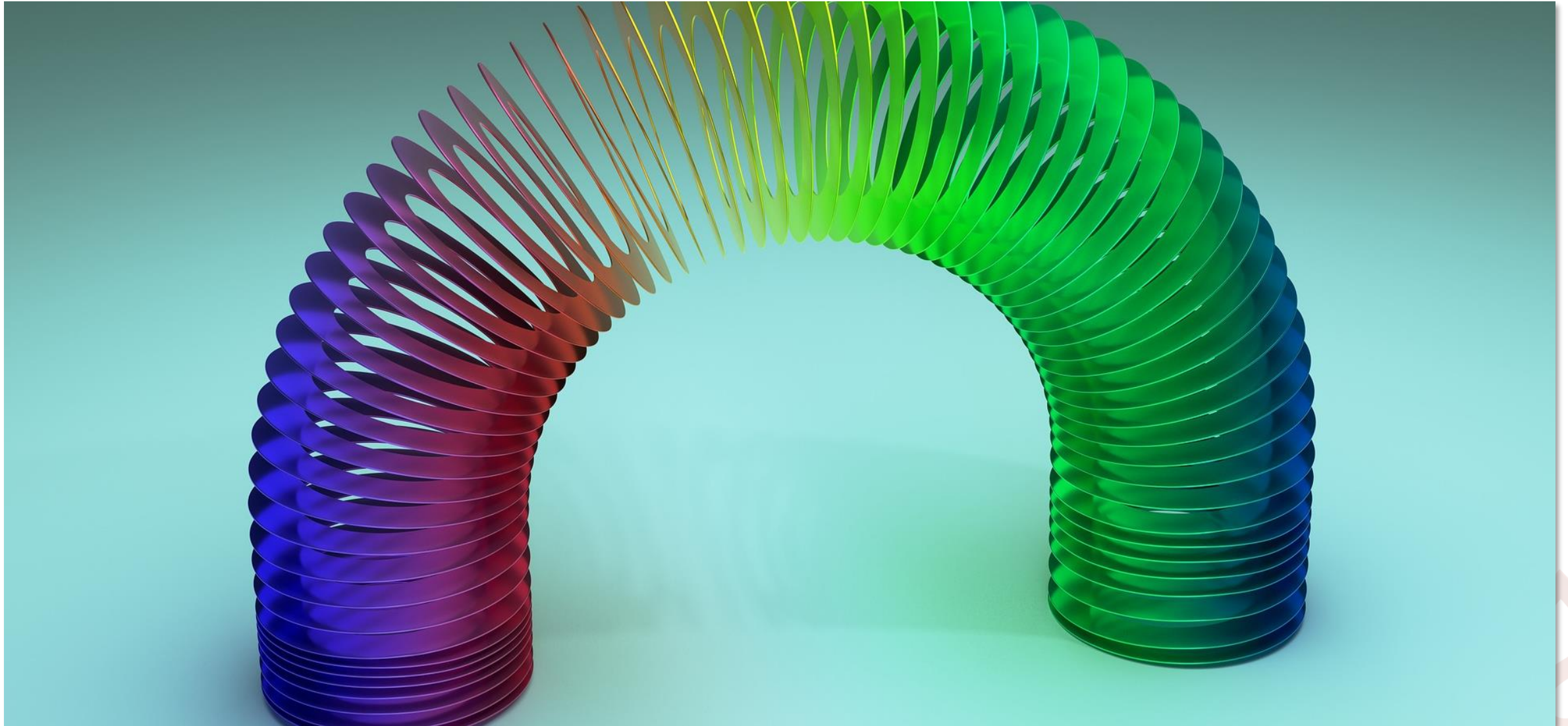
Compensation: Salary & Benefits



Work Life Balance



Flexibility



The way we think about
employee retention is...
incomplete.

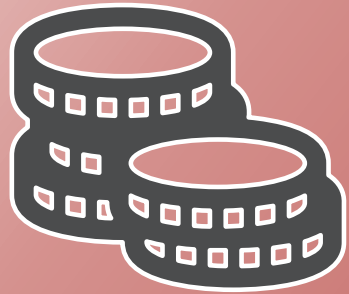


The Data are Telling...

- **50%** of Americans have left a job “to get away from a manager”
- **30%** of Americans in non-supervisory roles are disengaged, costing the U.S. \$77 to \$96 billion annually
- Employees with engaged managers are **59%** more likely to be engaged in the workplace



Retention Motivators



The Basics



Relationships

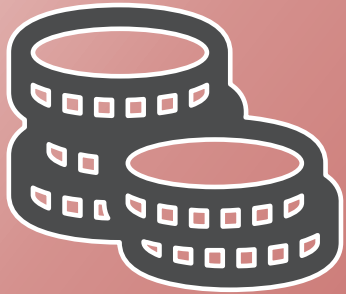


Relationships

- Good managers
- Managers who build the community and the culture of the organization
- Employees who are engaged in the community and culture



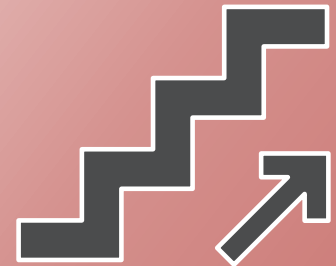
Retention Motivators



The Basics



Relationships



Career Path



Career Path

- The “reality bucket”
- Do employees have a career path?
- Are they getting training and development?
- How close are they to retirement?



Beyond good pay and
benefits, what else
should we be **doing**?



Train Your Managers

- Many managers were promoted from within. They are great employees, but they may not have managerial or leadership skills. **This was me!**
- Peter Principle



Enhance the Employee Experience

- **Onboarding-** A well crafted onboarding process can increase overall employee retention by **83%**



Onboarding \neq
Orientation



Enhance the Employee Experience

- **Onboarding-** A well crafted onboarding process can increase overall employee retention by **83%**
- **Beware Employee Experience Surveys-** How is management utilizing the results? How transparent is your organization with its staff?



Succession Plan and Revisit Often

- Career path with employees from **day one**
- Prepare employees for **alternative routes**
- Identify what skills align with organizational **values**



Use Data to Drive Your Workforce Decisions

- Compensation studies should focus on **total compensation**—pay and benefits
- Think broadly about who could hire your best people away



What about the other
areas? Can we
measure those too?



Yes! Absolutely!



Great, Glenn!
But, **how?**





No matter how good
you are at retention...

People will leave.



Lessening the Impact of Departures

- Cross training
- Standard operating procedures
- Knowledge retention



Research

- Society of Human Resource Management (SHRM)
- Gallup
- International Journal of Public Sector Performance Management
- Journal of American Academy of Business
- ASBM Journal of Management



Thank You!

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