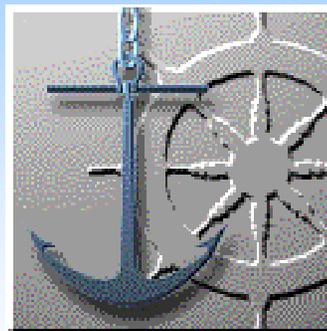




Recognizing, Motivating and Retaining High Performing Employees



CHALLENGES OF THE NEW MILLENNIUM

JOB

Mission Changes; Reorganizations;
BRAC;76/MEO; Civilian Hiring Controls;
Privatization & Outsourcing, Acquisition Reform

PEOPLE

Recruitment Difficulty;
High Turnover; **Retaining Qualified Staff**; Filling Jobs; Workforce Skills & Ability Shortfalls; Expectations of Dual Income Families; Balkans Contingency Operations

PERSONAL

Life Changing Events; Financial Decisions;
Retirement Looming; Elder Care

LEADERSHIP

Leading Change; Building Teams;
Values & Behavior Disconnects; Dealing with Unproductive Employees

ENVIRONMENTAL CHALLENGES

**Congressional Review:
Civilian Workforce
Readiness**

**National
Demographics**

**Historical
background**

**Flattening the
Federal Gov't**

**DoD Single
Process and
Results Act**

**Future
Customer
Needs**

**Privatization &
Outsourcing**

**“Government
Performance and
Results Act”**

**Job
Hopping**

**Multi-
Skills**

**DoD
Acquisition
Reform**

**Graying of the
Workforce**

**Impact of
Information
Technology**





The Questions Today



“What motivates employees?”

“How do I recognize an employee with great potential?”

“How do I get the most out of my employees?”

“How do I retain high performance employees in the competitive job market?”



The Problem

Annual Turnover of 6% for DON Civilian Positions, but much higher among top performers and in some occupations, i.e., medical and law enforcement.

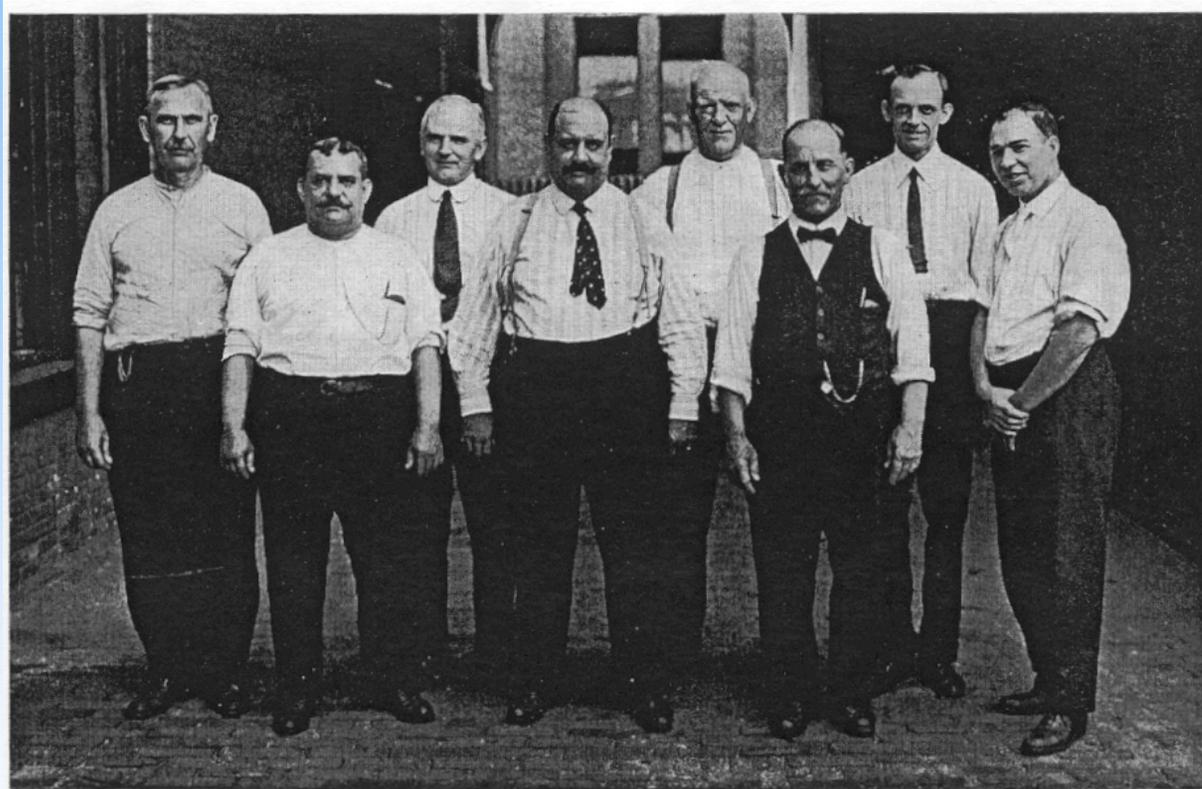
Replacement cost is high both in \$\$\$, time and talent !



Recognizing, Motivating and Retaining High Performing Employees

- **Retention is a critical and important task**
- **Recruitment, Development and Retention go together**
- **Job Satisfaction and Retention are Directly Related**
- **What follows are some tried and true ideas to help you retain your best people**

Years ago retention was not a Problem!



**Naval Gun Factory Supervisors 1920, Washington, D.C.
Each with 40 years service**

Working Environment was not a major concern...



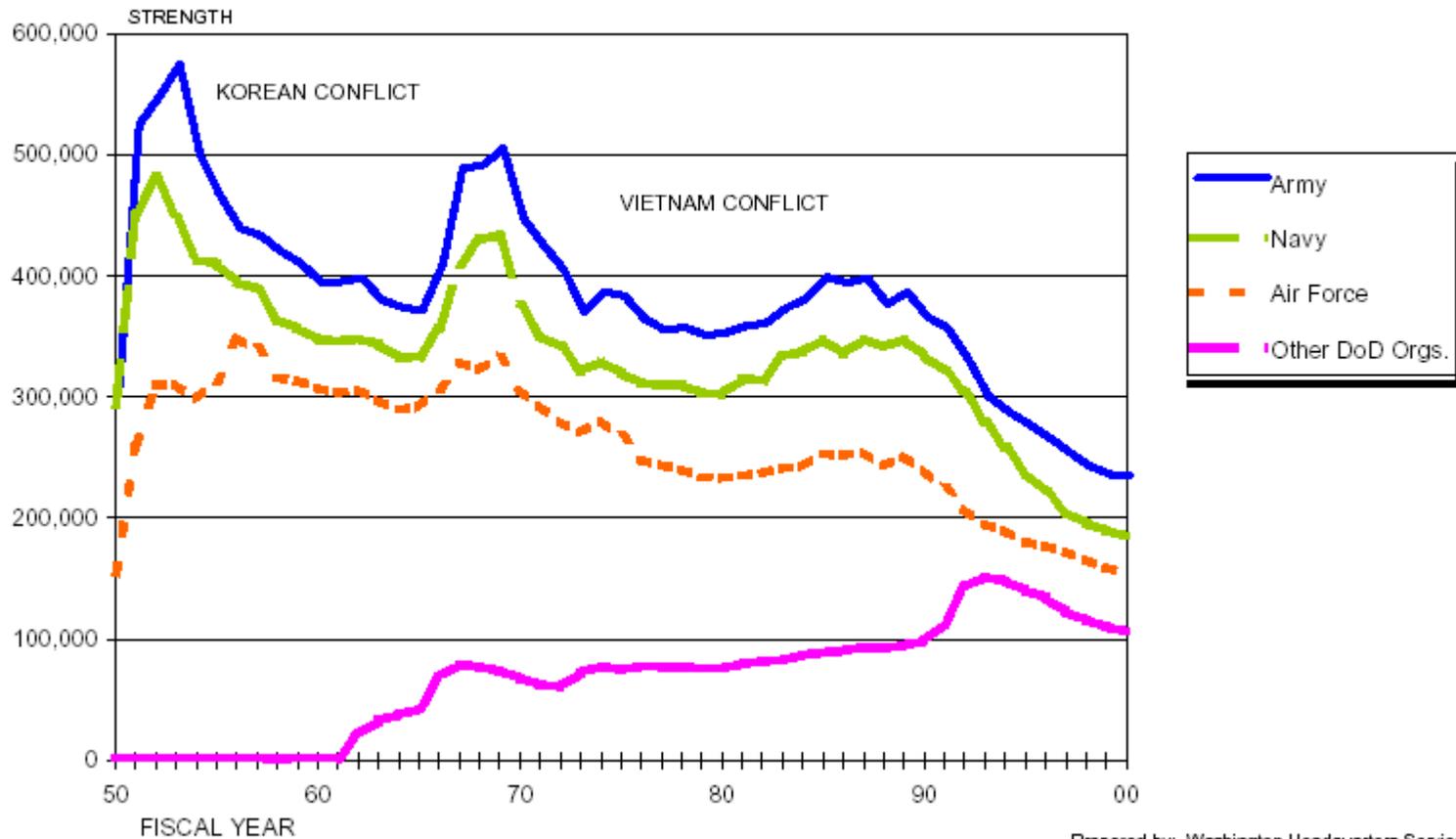
**Navy Main Office, 1919
Washington, D.C.**

**But today things have
changed...**



A Changing Workforce

DoD DIRECT HIRE CIVILIAN PERSONNEL STRENGTH LEVELS
FISCAL YEARS 1950 - 2000

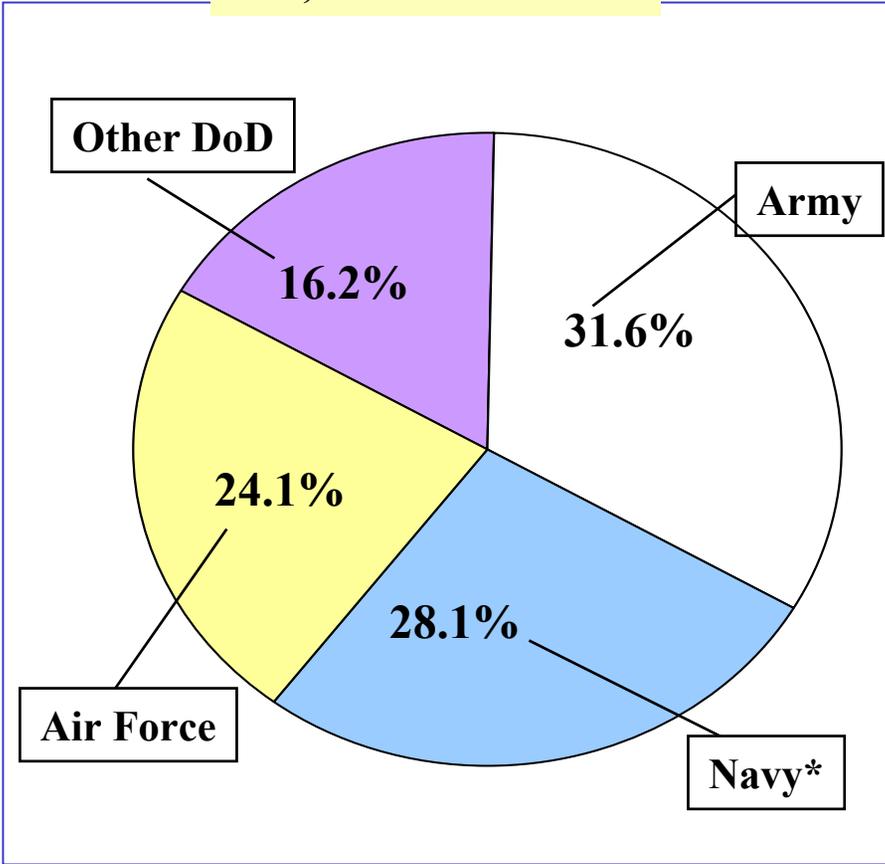


ASSIGNED STRENGTH OF THE CIVILIAN FORCE - DOD

September 2001 Assigned Strength

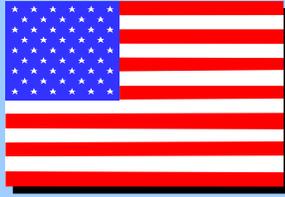
Component	Civilians
Army	203,902
Navy*	181,437
Air Force	154,865
Other DoD	104,133
Total	644,337

644,337 ASSIGNED



*Includes Marine Corps

WORKFORCE DEMOGRAPHICS



Federal

**46.3 Years
of AGE**

**55% Men
45% Women**

**17 Years
of Service**

**30.4%
Minorities**

**Education
Level:
40.5% BA's**

**Average Grade
GS 9.6**

**Retirement Eligible:
16.6%**



Dept of the Navy

**47 Years
of AGE**

**60.3% Men
39.7% Women**

**17 Years
of Service**

**26.3%
Minorities**

**Education
Level:
32% BA's**

**Average Grade
GS 9.4**

**Retirement Eligible:
11.25%**

Some theories of what motivates people in the workplace

Frederick W. Taylor:

- Higher wages and management controls create added incentive for workers to exceed "average" level.



Abraham Maslow:

- High performing workers are motivated by needs for self esteem and to maximize their own potential.

Theories of motivation cont.

Douglas McGregor: X/y

- Workers have capacity and creativity for solving problems if allowed self direction and properly motivated.



Time to Fill a Vacancy

Inventory-Based Merit Promotion Process

Management writes brief summary of duties and job requirements and sends out memo of intent to fill

15 Days

Classify position

15 Days

Discussion with manager to settle on AOC and skills needed

15-18 Days

80-83 Days

Determine eligibility & prepare certificate

5 Days

Vacancy announcement is open continuously

Manager selects

30 Days

Your New Hire

- Retention begins the moment you make a new hire
- Being a new employee is often stressful
- Make sure your new employee feels welcome
- Designate a sponsor



Designate a Sponsor

- A Sponsor: someone specifically assigned to help ease the transition for your new hire



Promotion From Within

- **Your people are the best that's why you hired them so where ever possible and practical seek to promote from within.**
- **When hiring for entry-level positions think long term.**
- **When you fill from within your organization you send a powerful message.**

Accretion of Duties

- Three Conditions
 - Major duties of **old** position absorbed in new position & old position abolished
 - New position has **no** known promotion potential
 - Additional duties do **not** adversely affect another encumbered position
- Exception to merit promotion and not subject to DoD Priority Placement Program

Job Redesign and Retention

Restructure Dated Positions

Add new duties and responsibilities which provide variety, interest and challenge

Involve the employee in the process

Details and Special Assignments



Job Share

**For employees who do not want to work forty hours
Job Sharing may be the right choice.**

**Job sharers must be good communicators. Willing to
consult and cooperate as members of a team rather
than as competitors.**

**Job Sharers must be flexible, and have a strong
commitment to the job and to making the job sharing
arrangement work.**

**Job Sharers must have complementary skills,
knowledge, and abilities and compatible work styles.**

Incentive Awards

A wide range of monetary awards are available

- **Special Act**
- **On the Spot (up to \$ 750.00)**
- **Time Off Awards**



Honorary Awards

There are a wide range available

Certificates

DON Meritorious Civilian Service Award

DON Superior Civilian Service Award

Don Distinguished Civilian Service Award

All of these awards can be initiated at any time.





Informal Recognition



Recognition is the most important thing a manager can give an employee.

At its most basic, recognition is a timely “Thank You”

Look for People Doing Things Right.

Celebrate their success!

“Carpe Diem!” Seize the Moment try to recognize your best people everyday.

Celebrate Your Employees Accomplishments



Workplace Flexibilities



- **Flexible Work Schedules**
 - **Flextime**
 - **Alternate Work Schedules**
- **Flexible Work Locations**
 - **Telework Centers**
 - **At Home**
 - **Regular**
 - **Ad Hoc**

Telework -- Two Types

- **Regular and recurring -- an approved work schedule where employee regularly works at least one day per biweekly pay period at an alternate work site. **Must sign a telework agreement.****
- **Ad hoc -- an approved telework arrangement performed at an alternate work site on an occasional, one-time or irregular basis. **May sign a telework agreement.****

EMPLOYEE DEVELOPMENT AND TRAINING



- **Employee Development**
- **Career Development**
- **Workforce Planning**

Training

- **Training is an excellent means of enriching employee's experience and enhancing job satisfaction**
- **Training now only has to be beneficial to DON and does not have to be directly job related.**
- **Train your employees for their future assignments and higher level duties.**



EMPLOYEE DEVELOPMENT AND TRAINING

Goal: Build and support a workforce capable of achieving Navy mission and performance goals.

Determining Needs

- Determine organizational needs based on organizational structure and mission
- Determine the training needs of their subordinates.
- Some activities require that these be documented through an Individual Development Plan (IDP)
- Obtain the necessary funding

EMPLOYEE DEVELOPMENT

Training Possibilities

- Formal
 - Classroom
 - Professional Seminars
 - Distance Learning
 - Computer-based tutorials
- Informal
 - On-the-Job Assistance
 - Mentoring
 - Special Assignments



EMPLOYEE DEVELOPMENT

Career Development

- Career Development looks at an employee's entire career as an investment
 - Entry Level -- initiation into a specific field of work
 - Full Performance Level -- providing skills and knowledge needed to work independently
 - Expert -- using expertise and providing cross-discipline experiences
 - Supervision and Management -- providing leadership to those within or dependent upon the field of expertise

PERFORMANCE MANAGEMENT

As Communication

- Begin with an accurate position description
- Mutually develop and discuss clear performance standards and expectations
- **Set and sign performance standards**
- Provide regular and frequent feedback
- Suggest areas of improvement
- Coach employee to success

Employee's Input

Supervisor's Input



**Mutually Acceptable
Performance Standard**

Pay Flexibilities

- Special Salary Rates
- Superior Qualifications
- Recruitment Bonuses
- Relocation Bonuses
- Retention Allowances
- Student Loan Repayment



Retention is Attitude

- **“We are what we do, not what we say.”**
- **Project pride in your organization and its accomplishments.**
- **Communicate a positive message about your organization.**
- **Do your actions match your rhetoric?**
- **Do you take proactive steps to retain your best people?**

Summary



- **Retention is critical task**
- **Understand employee motivation**
- **Retention begins at EOD**
- **Designate a mentor/sponsor**
- **Recognize your high performers formally and informally**
- **Celebrate employee accomplishments**
- **Train for today and tomorrow**
- **Pay flexibilities**
- **Performance management**
- **Retention is attitude**

**There are many ways to go
from here but there is one
essential path**



Focus on People Everyday = Staff Retention