Valued Employees

Recognizing and Retaining Employees

Human Resource Services
The University of Texas at Austin
Learning Outcomes

• Explore what managers can do to encourage recognition and retention
• Review the University’s programs for recognition and affiliation
• Exit Interview process can help explain why employees disengage or voluntarily leave
• Baby Boomers and Generations X and Y
Why People Work...

- Indirect Financial: Benefits, Insurance, Retirement Plans, Leave
- Work Content
- Affiliation: Variety, Challenge, Autonomy, Meaningfulness, Feedback
- Career: Advancement, Personal Growth, Training, Employment Security, Satisfaction with Supervisor
- Organization Commitment, Organization Support, Work Environment, Organization Citizenship, Title
Leadership

Characteristics of a Leader

• Be Focus
• Fearless
• Trustworthy
• Build Relationships
• Clarity and direction
• Encourage flexibility
Emotional Intelligence

- Leaders give praise or withhold it
- Criticize well or destructively
- Offer support or turn a blind eye to people’s needs
- They can frame the group’s mission in ways that give more meaning to each person
Leader – Liz Strauss

- A leader is someone who builds something he or she can’t build alone.
University Affiliation, Career and Recognition Programs

• Service Awards
• UT Cares
  – UT Remembers
  – Staff Emergency Fund
  – Hearts of Texas
• Staff Excellence Awards
• Exemplary Service (Administrative Leave)
• Professional Development
Staff Recognition

Employee Recognition Programs

UT Austin offers several programs for recognizing outstanding employee performance and longevity.

Employee Length of Service Recognition Awards

This program acknowledges the contributions of eligible non-teaching employees to the continuing success of the University by recognizing their length of service. A campus-wide program is sponsored by the University to recognize these loyal and committed employees.

Employee Excellence Award

http://www.utexas.edu/staff/recognition.html
Group Activity

• With those at your table, brainstorm ways to make work more meaningful to the individuals on your team regarding:
  • Work Content
  • Affiliation
  • Career
  (Note: One person should write down the ideas.)

• Discuss the list and prepare to share your favorite ideas with the large group

• In the large group a team spokesperson will tell us your team’s best suggestions
Table 2 - Retention Strategies in Order of Predominance

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Number of Agencies Using Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casual Dress (2.62)</td>
<td>85</td>
</tr>
<tr>
<td>Exit Surveys (2.21)</td>
<td>85</td>
</tr>
<tr>
<td>New Hire Orientations (2.62)</td>
<td>85</td>
</tr>
<tr>
<td>Promotions (2.74)</td>
<td>85</td>
</tr>
<tr>
<td>Training/Development Opportunities (2.55)</td>
<td>83</td>
</tr>
<tr>
<td>Flexible/Reduced Work Schedule (2.74)</td>
<td></td>
</tr>
<tr>
<td>Merit Program (2.74)</td>
<td>78</td>
</tr>
<tr>
<td>Regular Salary Reviews (2.60)</td>
<td>74</td>
</tr>
<tr>
<td>Admin. Leave for Outstanding Performance (2.61)</td>
<td>65</td>
</tr>
<tr>
<td>Lump Sum Merts (2.67)</td>
<td>61</td>
</tr>
<tr>
<td>Recognition Programs (2.48)</td>
<td></td>
</tr>
<tr>
<td>Employee Relations Program (2.60)</td>
<td>54</td>
</tr>
<tr>
<td>Tuition Reimbursement (2.42)</td>
<td>42</td>
</tr>
<tr>
<td>Defined Career Ladders (2.43)</td>
<td>41</td>
</tr>
<tr>
<td>Wellness Program (2.45)</td>
<td>38</td>
</tr>
<tr>
<td>Empl. Climate Surveys/Focus Groups (2.47)</td>
<td>37</td>
</tr>
<tr>
<td>Telecommuting (2.57)</td>
<td>37</td>
</tr>
<tr>
<td>Special Parking Space (2.67)</td>
<td>27</td>
</tr>
<tr>
<td>Mentoring Program (2.69)</td>
<td></td>
</tr>
<tr>
<td>Retention Bonuses (2.82)</td>
<td>18</td>
</tr>
<tr>
<td>Job Sharing (2.56)</td>
<td>17</td>
</tr>
<tr>
<td>Succession Programs (2.31)</td>
<td>14</td>
</tr>
<tr>
<td>Other (2.67)</td>
<td>6</td>
</tr>
<tr>
<td>Employer Branding Campaign (2.75)</td>
<td>5</td>
</tr>
<tr>
<td>Sign on Bonus (2)</td>
<td>0</td>
</tr>
</tbody>
</table>

Number in parentheses equates to the average score for the usefulness of the strategy on a scale of 1 to 3, with 3 being the most useful.
Percent Of Organizations Offering Flexible Work Arrangements

- Compressed workweek: 47% (Salaried), 39% (Hourly)
- Flextime: 86% (Salaried), 60% (Hourly)
- Job sharing: 29% (Salaried), 23% (Hourly)
- Part-time work: 63% (Salaried), 52% (Hourly)
- Telecommuting: 82% (Salaried), 34% (Hourly)

Type of FWA
Best Practices For Managing A Mature Workforce

Incentives

<table>
<thead>
<tr>
<th>Incentive</th>
<th>% Offer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexible work arrangements (e.g., telecommuting, compressed workweeks)</td>
<td>41%</td>
</tr>
<tr>
<td>Training to upgrade skills</td>
<td>34%</td>
</tr>
<tr>
<td>Time off for volunteerism</td>
<td>15%</td>
</tr>
<tr>
<td>Phased retirement</td>
<td>14%</td>
</tr>
<tr>
<td>Reduced shift work</td>
<td>14%</td>
</tr>
</tbody>
</table>

How Will We Manage

- http://www.youtube.com/watch?v=kY3AgpmQ6ZU
Rewards and Incentives

• Boomers, however, want the attention of a public recognition. They feel rewarded by money and will often display all awards, certificates and letters of appreciation in public view.

• Generation X is not enamored by public recognition and they just want to be rewarded with time off so they can enjoy their lives.

• Generation Y members want recognition from their heroes: bosses and grandparents.

Respect for Authority

- Baby Boomers are the champions of democracy - remember the 60s? They have been initially skeptical of authority, but may equate longevity with authority.

- Generation X, true to their general characteristics, is skeptical of authority figures and will test them - repeatedly.

- Generation Y will also test authority, but often seek out authority figures when looking for guidance. Their motto: "Help ME to MY goals"

History of Exit Interviews at UT Austin

- 77th Legislature Mandate for State Agencies
  https://www.sao.state.tx.us/apps/exit
- The University of Texas at Austin pilot exit interview
- Campus-wide rollout effective October 1, 2002
Turnover at UT Austin for FY 2010

12.3%
UT Turnover Trend

FY 06: 12.8%
FY 07: 13.2%
FY 08: 12.5%
FY 09: 10.1%
FY 10: 12.3%

UT Austin
State: Capital
# Reasons Employees Leave An Employer

- Compensation and benefits: 53%
- Career Development: 35%
- New Experience: 32%
- Career Change: 21%
- Poor Management: 20%
- Boredom: 18%
- Conflict With Values: 18%

Reasons Employees Leave

- Pay or benefits issues
- Retirement
- Spouse relocation
- Return to school
- Care for family member
- Poor health

- Conflict with manager
- Conflict with co-workers
- Dissatisfaction with job
- Working conditions
- Lack of advancement
The definition of a great place to work involves other factors:

• Strong Leader
• Company headed in right direction
• Employees are respected and encouraged
Austin American Statesman
Survey of Employees

• 16,000 employees were asked about 18 statements in six categories.
• The scale was from 1 – 100%. The closer to 100 the more important the issue was to employees.
Austin American Statesman
Survey of Employees

• Review Data
What Can You Do to Retain Employees and Reduce Turnover?

• Focus on factors you can control that engage employees

• Do exit interviews to gather information about trends

• Encourage employees to participate in campus recognition programs

• Celebrate individual service and contribution
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