Workplace Development Planning

Keeping your people

People prefer to work in stable environments, where a positive work culture leads to minimum turnover of staff.

High employee turnover brings about multiple problems including high costs, knowledge loss, and low productivity.

Employee retention promotes the health and success of your organization. The time, stress, and cost of hiring and training new employees are significant, and turnover can have a negative impact on your business outcomes.

In this book we will be focusing on keeping your people.

Business culture: an overview

How employees dress, act, relate to each other and perform their jobs are all influenced by your culture. Make sure your culture supports your market position, your strategy and long-term business goals.

www.business.govt.nz/business-performance/management-and-leadership/shaping-your-work-culture/

Key to keeping your people

Staff retention is the number one priority for businesses in today's environment. Staff members that have transferable skills will be looking for opportunities that meet their goals and aspirations, and that provide them with job satisfaction and meaning.

If your organisation is not providing this, they will be looking elsewhere.

The diagram below describes the role of management and the tools you can use to engage and retain your staff, while improving productivity and company performance.

Managers (and business owners) have these tools to help their teams achieve agreed goals.

No matter what your management style is, these are the pieces of the jigsaw that work together to provide motivation, efficient and productive work practices, teamwork and engagement.

Gallup are the recognised experts in staff engagement and their research has found that management style and practice accounts for 70% of the variance in team engagement.

Only 1/5 of employees surveyed agree that performance is managed in a way that motivates them to do outstanding work.

Person

Recruitment
Orientation
Training
Development

Work

Job Descriptions
Work Standards
Operation Procedures
Goals and Objectives

Behaviour

Codes of Conduct
Coaching
Team Processes
Development/Appraisals

Feedback

Recognition and Reward
Feedback on performance
Performance Management
Regular Review of Goals and Objectives

What Is Employee Engagement and How Do You Improve It?

www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx

Staff Engagement

Engaged employees are less likely to leave their jobs. Having clear engagement strategies is important for staff retention.

What is staff engagement?
Definition: Employee engagement is the emotional commitment the employee has to the organisation and its goals.

This emotional commitment means engaged employees care about their work and their company. They don't work just for their pay, or just for the next promotion, but work on behalf of the organisation's goals.

Employee engagement does not mean **employee happiness**. Someone might be happy at work, but that doesn't necessarily mean they are working hard or productively on behalf of the organisation. Making employees happy is different from making them engaged.

Three types of Employees

Engaged (15% of the workforce). These employees are loyal and emotionally committed to the organisation. They are in roles where they excel and where their talents are truly leveraged. They enthusiastically invest in their work and take on responsibilities outside of their job description. They are generally more likely to become emerging leaders and will stay with an organisation much longer then disengaged employees.

Not Engaged (67% of the workforce). These employees can be difficult to identify because they are often relatively happy and satisfied in their role. However, they do the bare minimum and are not invested in the company's mission, vision, values or goals. They are less likely to be customer-focused and are not concerned about productivity or company profitability. These team members are both a threat and great opportunity – because with the proper approach, they can be transformed into engaged employees that thrive in the organisation.

Actively Disengaged (18% of the workforce). We have all worked alongside these people. They are consistently negative, create a toxic environment, dominate their manager's time and are usually vocal about their unhappiness. They often have significant influence over others. These employees can easily spread toxicity throughout an organisation and can rarely be transformed into true "A" players.

Engaged
15%

Actively Disengaged
18%

Not Engaged
67%

According to Gallup,
the **key drivers of engagement** are:

A caring manager

Purpose

Development

Ongoing conversations

Focus on strengths

How do you know who is engaged?
Team members need to be able to confidently state the following:

- I know what is expected of me and my work quality.
- I have the resources and training to thrive in my role.
- I can do what I do best – every day.
- I frequently receive recognition, praise and constructive feedback.
- I trust my manager and believe they have my best interests in mind.
- My voice is heard and valued.
- I clearly understand the mission and purpose and how I contribute to both.
- I have opportunities to learn and grow personally and professionally.

"Creating a strong company culture isn't just good business. It's the right thing to do, and it makes your company better for all stakeholders – employees, management, and customers."

Julia Hartz, co-founder and CEO, Eventbrite

Designing the Employee Experience to Improve Workplace Culture and Drive Performance

www.gallup.com/workplace/323573/ employee-experience-and- workplace-culture.aspx

Reward and Recognition

One aspect of staff engagement is how people are rewarded and recognised for their efforts. Create a culture of appreciation for a job well done by having a reward and recognition strategy that is consistent, fair and transparent. Recognise achievement in a timely manner and often.

People work for more than money, but they will focus on money if other meaning and purpose is missing.

Rewards are tangible gifts or gestures to celebrate significant events, milestones of performance. Recognition is the personal gratitude and thank you for a job well done. Remember two of the most powerful words you can say is a simple "thank you".

Culture

Every organisation has a culture. Strong cultures are very powerful in determining how an organisation proceeds. Not all strong cultures are "good" cultures. A culture is developed from values, the policy and structures that are in place, the systems that control how work occurs, the stories that are told, the rituals that are observed and the values that are visibly demonstrated. Developing the culture that works best for an organisation is a long process.

Succession Planning

Succession planning is the process of identifying the critical positions within your organisation and developing action plans for individuals to assume those positions. Succession planning also looks at individuals who are considered as the future leader within a company.

Taking a holistic view of current and future goals, this type of preparation ensures that you have the right people in the right jobs today and in the years to come. A succession plan identifies future staffing needs and the people with the skills and potential to perform in these future roles. The process ensures that business continues to operate efficiently without the presence of people who were holding key positions as they might have retired, resigned, etc.

Successful succession: planning for the future

www.business.govt.nz/news/ succession-planning/

Basic **steps to a sucession** plan

1
Identify skills needed

2
Understand employee skills gap

3
Create succession plan

4
Create employee devlopment plans

5
Develop employees skills

Contact details
Email: talentandskills@ceda.nz
Phone: 06 350 1830
Website: ceda.nz/employer-and-workplace-hub/