



Retaining Good Employees

Why does Retention matter?

At its core, retention is keeping employees working for you. Low retention leads to having to fill open positions, which can be expensive and time consuming. High turn-over will also contribute to a loss in company knowledge and can decrease productivity.

How are Engagement and Retention Connected?

Employees who are not engaged don't have a high incentive to stay. Even monetary rewards may not keep a disengaged employee, especially if a clear career path or satisfying work load is missing.



According to a [2018 Gallup announcement](#), employee engagement in the US has ticked up to 34%, the highest it's been since Gallup began reporting the national figure in 2000/ However, there is room for improvement since the majority of employees still aren't engaged.

View
Gallup's
Workforce
Report

"Employees who are engaged are more likely to stay with their organization, reducing overall turnover and the costs associated with it. They feel a stronger bond to their organization's mission and purpose, making them more effective brand ambassadors. They build stronger relationships with customers, helping their company increase sales and profitability."

What if your Employee is an Introvert?

Your copy should address 3 key questions: Who am I writing for? (Audience) Why should they care? (Benefit) What do I want them to do here? (Call-to-Action)

[Click the image below to watch a TED talk on "The Power of Introverts"](#)

Create a great offer by adding words like "free" "personalized" "complimentary" or "customized." A sense of urgency often helps readers take an action, so think about inserting phrases like "for a limited time only" or "only 7 remaining!"



In order to make sure all employees are engaged, tailor meetings to meet needs of both introverts and extroverts.

- **Give pre-meeting assignments;** this will give introverts time to think on the topics and prepare. Introverts can be less likely to participate simply because they are taking time to process.
- **Consider brain-writing in meetings versus brain-storming.** Brain-storming can be overwhelming for someone who, again, is taking time to process. By doing

a brain-writing exercise, the quieter employees may be more willing to share.

- **What is brain-writing, and how do I facilitate the activity with my team?** At the VTrans Training Center, we start with a general idea or issue to discuss. Each participant is given a set of post-it notes to write down their thoughts; these can be written in 'free-form' meaning they do not need to be edited or grammatically correct. *Do not allow discussion at this time*
 - Once the given amount of time is up, collect all the post-it notes and compile them together in categories. Similar ideas can be grouped together to see similarities and differences in group thought.
 - [Read more](#) about this process of brain-writing.
- There are other ways to implement brain-writing; [click here for more ideas](#) and ways to introduce brain-writing to your team.
- **Understand that an engaged introvert may look different than an engaged extrovert.** A quiet employee is not necessarily a disengaged employee; they may be processing information and thinking deeper about how it relates to a bigger picture; arrange time with those 'quieter' employees after a meeting to get their perspective.
- **Recognize their limitations;** you can encourage your introverted employees to go outside their comfort zones by interacting in meetings more, attending networking socials, giving presentations, etc., but know that their participation may be draining for them. Let them know you appreciate their presence and recognize they may need time to recharge the next day.

Mentoring; How does that increase retention?

Mentoring is a tool that can be used to attract potential talent, and also accelerate professional development. Providing employees with a mentor who is focused on their personal and professional growth, will add to the employee's engagement with the organization; ultimately giving them more ties emotionally and cognitively to their work and workplace.

Becoming more engaged in the workplace does go both ways, and the employee needs to put themselves in a position where mentoring will be beneficial.

Are you Mentorable?

The following questions can be posed to both the mentor and the mentee to be sure they're a good fit. Remember, the mentor can learn and grow from this experience too!

1. You understand the value of their time.
2. You're clear about what you're looking for from a mentor.
3. You can accept input, advice and - sometimes - criticism.
4. For the lifespan of your relationship, you keep asking, "Am I a good mentor/mentee?"
5. You're open to whatever you can learn from your mentor/mentee.

- **[Employees who feel their voice is heard](#)** are 4.6 times more likely to feel empowered to perform their best work.
- **[More than 50% of workers are "not-engaged"](#)** meaning they may generally be satisfied, but will quickly leave their company for a slightly better one.
 - These employees can easily be swayed into the engaged or disengaged categories. ["Who's Sinking your Boat?"](#)

What Motivates your Team?

Knowing that 'one-size fits-all' does not work for everyone on your team is the first step. Author Daniel Pink draws on decades work of scientific research to identify what makes us truly happy at work. See if there are [tools Pink mentions](#) that you can use with your team!

If you are interested in reading Daniel Pink's book, *Drive*, please [contact the VTTC](#). We

have a copy in our library available to loan!

What have you tried?

Strategic Workforce Committees

The VTrans Training Center and Civil Rights group have coordinated together to kickoff eight committees that will ultimately grow, engage and retain our Agency employees.

In our first five kickoffs we had over 70 employees attend, and will have over 30 more attend the final three kickoff meetings over the next six weeks.

To see our brief presentation on the expectations and goals of our 8-committees, [please click here](#).



[View our Presentation](#)

Additional Learning Opportunities



Pathways to Supervision
5-Day In-Person Training



KnowledgeWave
Online Trainings &
Webinars



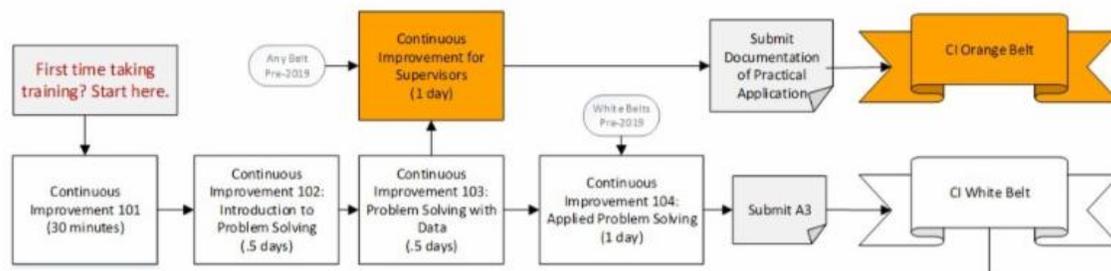
Mentoring Program
Become a Mentor or
Mentee

Continuous Improvement for Supervisors: Orange Belt

This training program is reserved for those who are in supervisory or managerial positions. An Orange Belt is not only expected to know the core principles and concepts of continuous improvement, but how they apply to the management of a team. The program includes [Continuous Improvement 101](#), [102](#), [103](#) and Continuous Improvement for Supervisors. An Orange Belt is awarded upon completion of the aforementioned courses and documentation of a positive change made to the management of a team.

September 25 OR December 16

All held at CAPS, from 8:30 AM - 4:00 PM



Department of Human Resources Corner

Employee Engagement Survey

In 2013, DHR implemented the first annual statewide survey assessing employee engagement in an effort to address the goal of developing workforce excellence using meaningful performance targets and measures. This survey process allows them to measure how employees feel about their daily work and about the State of Vermont as an employer, and to establish goals for improved engagement.

While there are a number of ways to define employee engagement, simply stated it is the degree to which an individual is committed to an organization and the extent to which he/ she works to fulfill and advance a stated mission.

The survey contained questions in the areas of:

- The relationship between job duties and the organization's mission/goals
- Communication and input
- Relationships and morale within the organization
- The employee's relationship with their supervisor
- The impact of workload, staffing and resources
- Compensation and benefits

[Visit our website to view Survey Reports](#)

Do you have a training idea, or need some specialized training for your team? Let us help!

[Submit Your Request](#)

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