

STAFF RETENTION, THE EMPLOYEE LIFE CYCLE, AND POST-COVID POLICIES

# 2022 DIRECTOR WORKSHOP

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**FINANCIAL AND OTHER SUPPORT FOR THE BUILDING FOR TOMORROW LEADERSHIP DEVELOPMENT PROGRAM IS PROVIDED THROUGH A GRANT FROM THE PENNSYLVANIA STATE CONSERVATION COMMISSION. GUIDANCE FOR THE PROGRAM IS PROVIDED THROUGH THE PENNSYLVANIA CONSERVATION PARTNERSHIP'S LEADERSHIP DEVELOPMENT COMMITTEE.**

# AGENDA

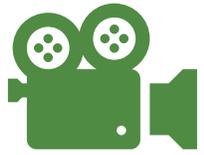
Part 1: Conservation District Staff Retention Challenges

Part 2: Generations, Employee Life Cycle, & Performance Management

Lunch Break

Part 3: Recommendations & Discussion

# HOUSEKEEPING & GROUND RULES



This workshop is being recorded.



Please remain muted until prompted by host.



Please type comments & questions in the Zoom chat window.

Recording will pause during group discussion times.



Please **RESPECT** the diverse thoughts, opinions and backgrounds of all of your colleagues.



# Looking Forward to... Summer 2022

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Please take a moment to share what you are most looking forward to in Summer 2022?

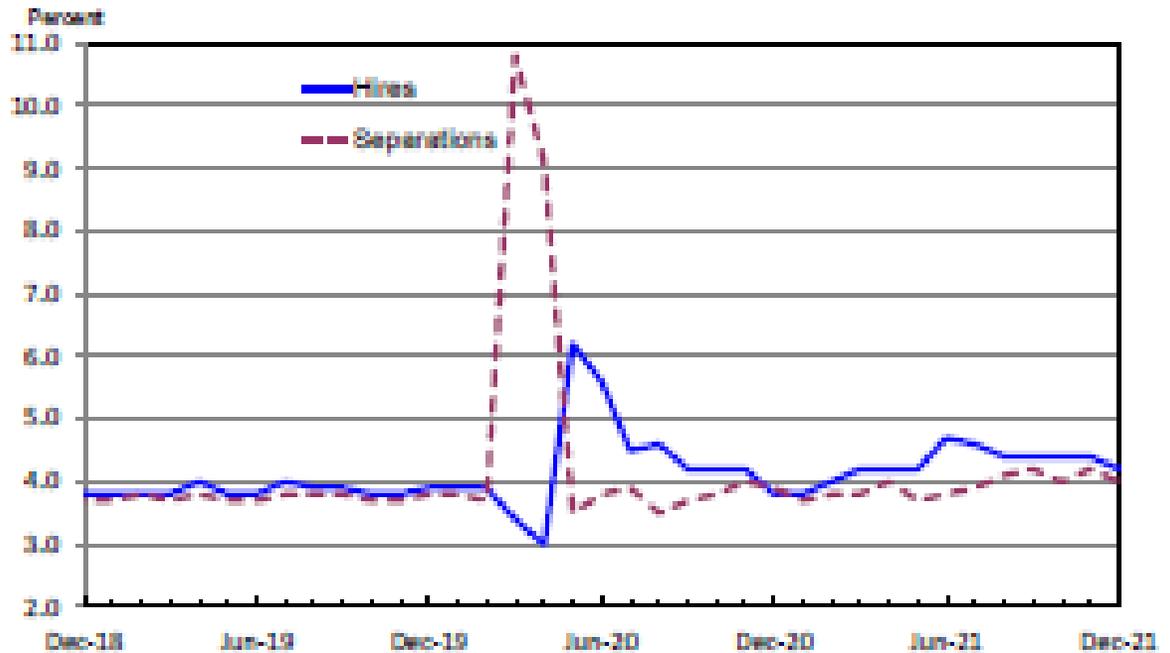
- Celebrations/Wedding, Anniversary
- Staycation
- Hikes in the woods
- Walks with your doggie

# Part 1: Current Staff Retention Challenges

# BACKGROUND

Separation rate nearly triples in March 2020

Chart 2. Hires and total separations rates, seasonally adjusted, December 2018 - December 2021

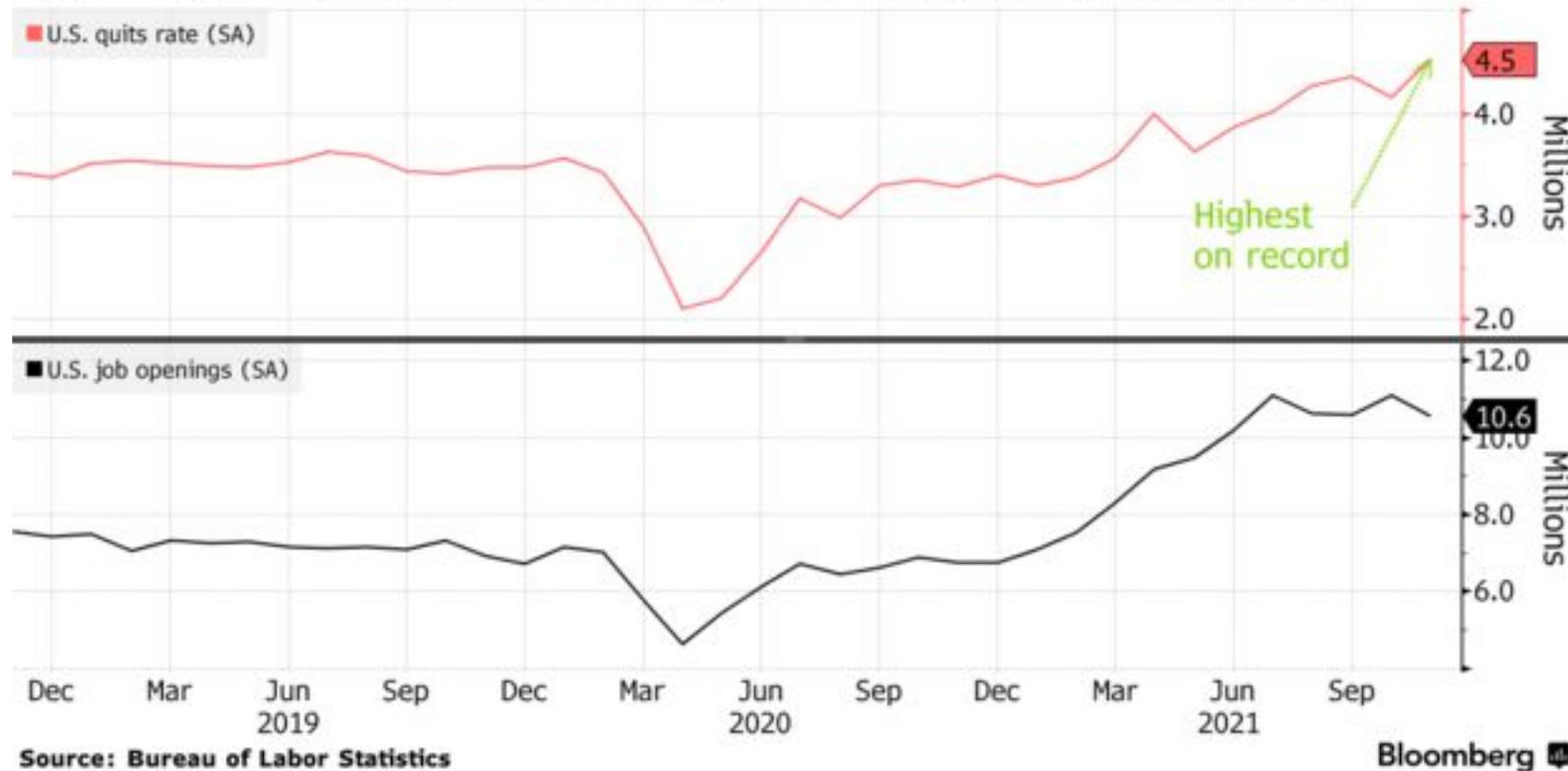


SOURCE: BUREAU OF LABOR STATISTICS

# BACKGROUND

## Quits Climb

U.S. resignations rose to record in November while job openings dropped

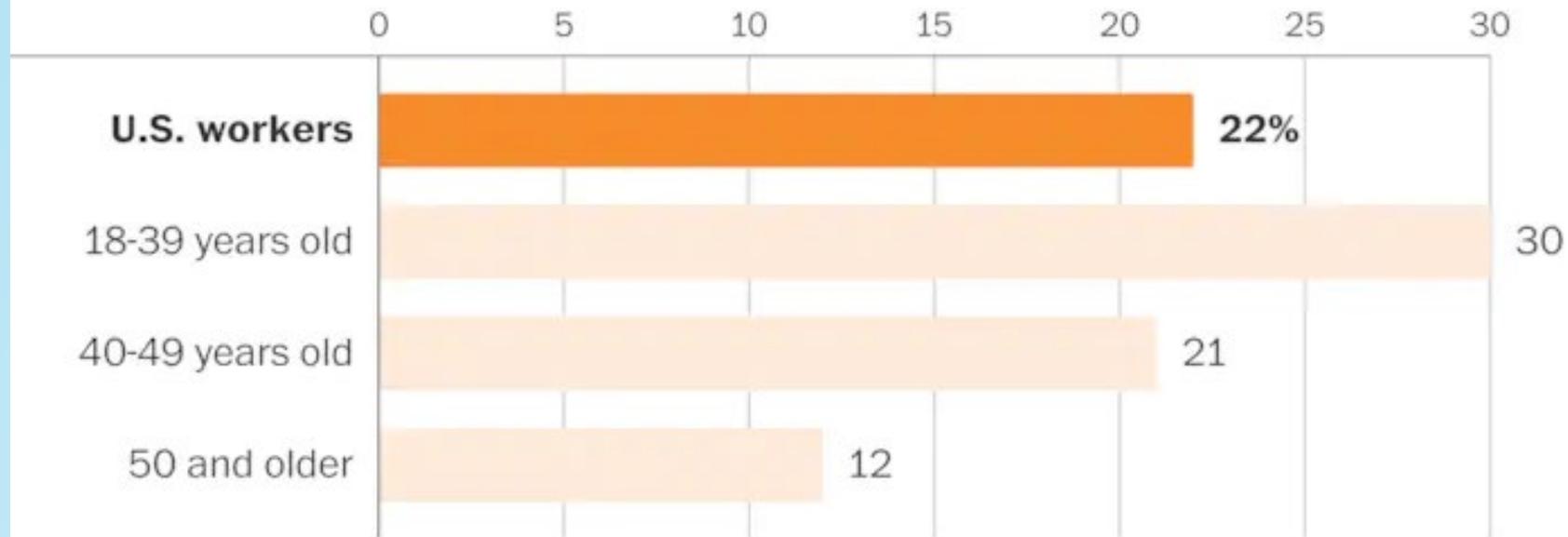


Source: Bureau of Labor Statistics

Bloomberg

## Many younger workers considered changing careers during the pandemic

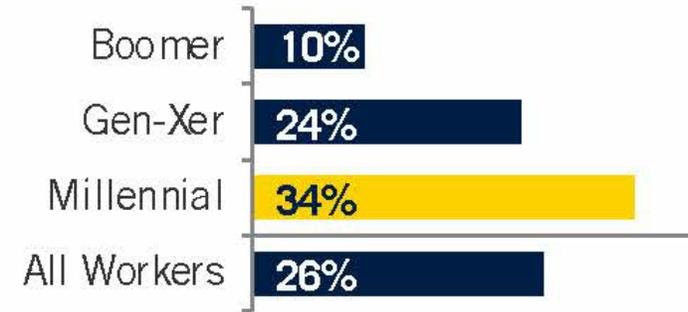
Q: Since the pandemic began, have you seriously considered changing your occupation or field of work? (Percent of American workers saying they have considered changing occupation or field of work)



Source: July 6-21, 2021, Washington Post-Schar School of Policy and Government poll of 570 American workers with an error margin of +/- 5 percentage points. Error margin larger among subgroups.

EMILY GUSKIN/THE WASHINGTON POST

Millennials are the largest generation in the workforce<sup>2</sup> and **1 in 3** say they are planning to look for a new job with a different employer once the pandemic is no longer an issue, compared to **a quarter** of Gen-Xers and only **10%** of Boomers.



*Percentage of those who “strongly” or “somewhat” agree they are planning to look for a new job.*

## Retaining and attracting workers

In Prudential's Road to Resiliency survey,<sup>1</sup> **three-quarters** of all workers factor benefits into their decision about whether to stay or leave a job. Aside from compensation, in this latest survey, workers who are planning to look for new jobs rank **more flexible work schedules, mobility opportunities** and **remote-work options** as the top ways to encourage them to stay with their current employer. **Flexible work schedules** also was at the top of the list of what would encourage all workers to stay with their employer.

*Percentages listed are of those who selected each option as one of their top two choices.*

**#1** Flexible work schedules (**31%**)

**#2** Mobility opportunities (**25%**)

**#3** Remote-work options (**22%**)

## Will career switching increase?

**1 in 5** workers changed their line of work entirely over the past year—**half** say those changes are permanent. The top reasons for these changes include **work-life balance**, **better compensation**, and **trying something new**.

Additionally, **a quarter** of workers (**26%**) say they plan to look for a job with a different employer once the threat of the pandemic has decreased.

**#1**

Better work-life balance  
(**27%**)

**#2**

Better compensation (**26%**)

**#3**

Wanted to try something  
new (**26%**)

## Workers “Sheltering in Place” Prepare Their Departures

How concerned are you about your career growth?

(All workers)



(Workers planning to look for a new job)



Of the quarter of workers who say they plan to look for a new job, **80%** are concerned about their career growth—compared to only **49%** of all workers. A **third (34%)** say they want to find a job where they can work remotely compared to **18%** of all workers.

Additionally, nearly three-quarters of workers planning to leave their jobs (**72%**) say that the pandemic caused them to rethink their skill sets compared to **46%** of all workers. **6 in 10 (59%)** have sought out skills training on their own since the start of the pandemic compared to **42%** of all workers.

PULSE OF THE AMERICAN WORKER SURVEY FACT SHEET | March 2021 | Prudential Financial, Inc.

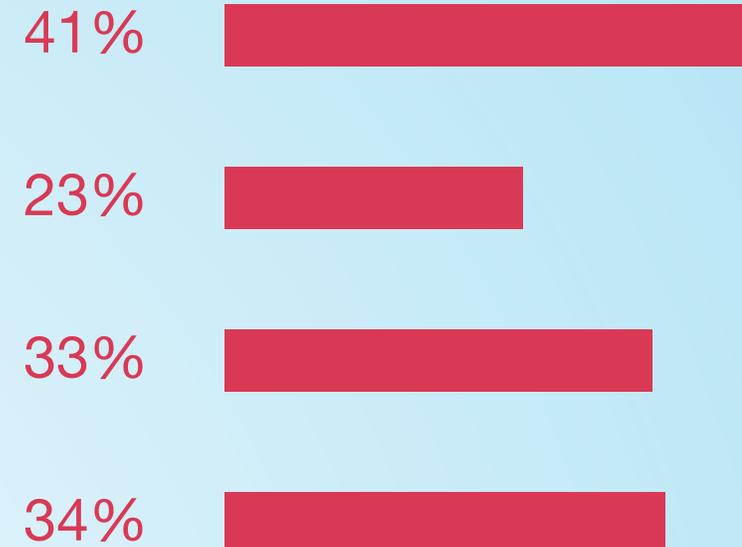
## Employees

(Rank of reason for looking for new job)

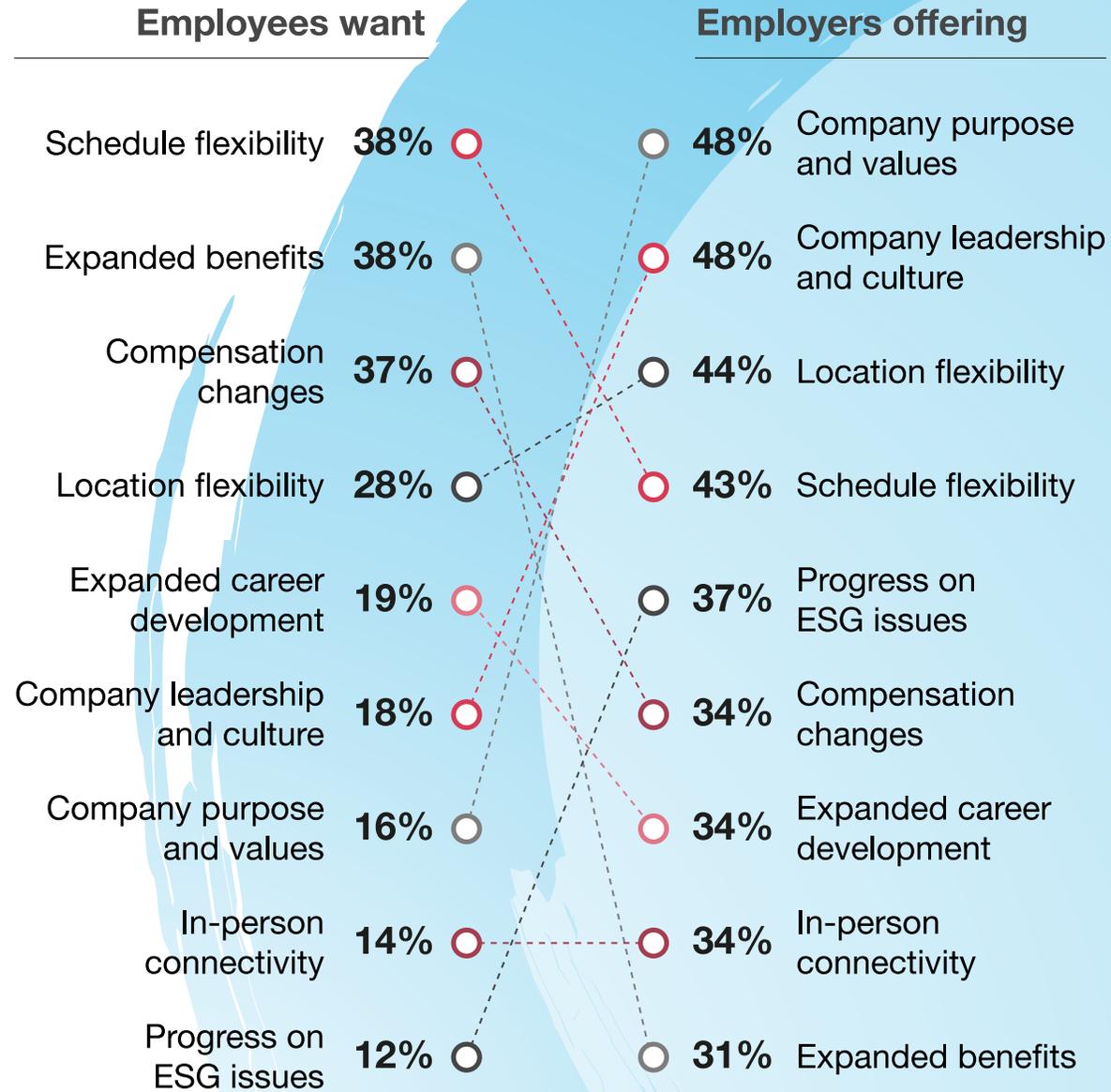
- #1** Wages/salaries
- #2** Benefits
- #3** Career advancement
- #4** Flexibility

## Employers

(Percent of executives saying this is a reason employees are leaving)



Source: PwC U.S. Pulse Survey Report, August 2021



Source: PwC U.S. Pulse Survey Report, August 2021

# 2022 DISTRICT STAFFING SURVEY

**8.9**

Average number of staff (including manager) per district

**36%**

of districts have job openings.

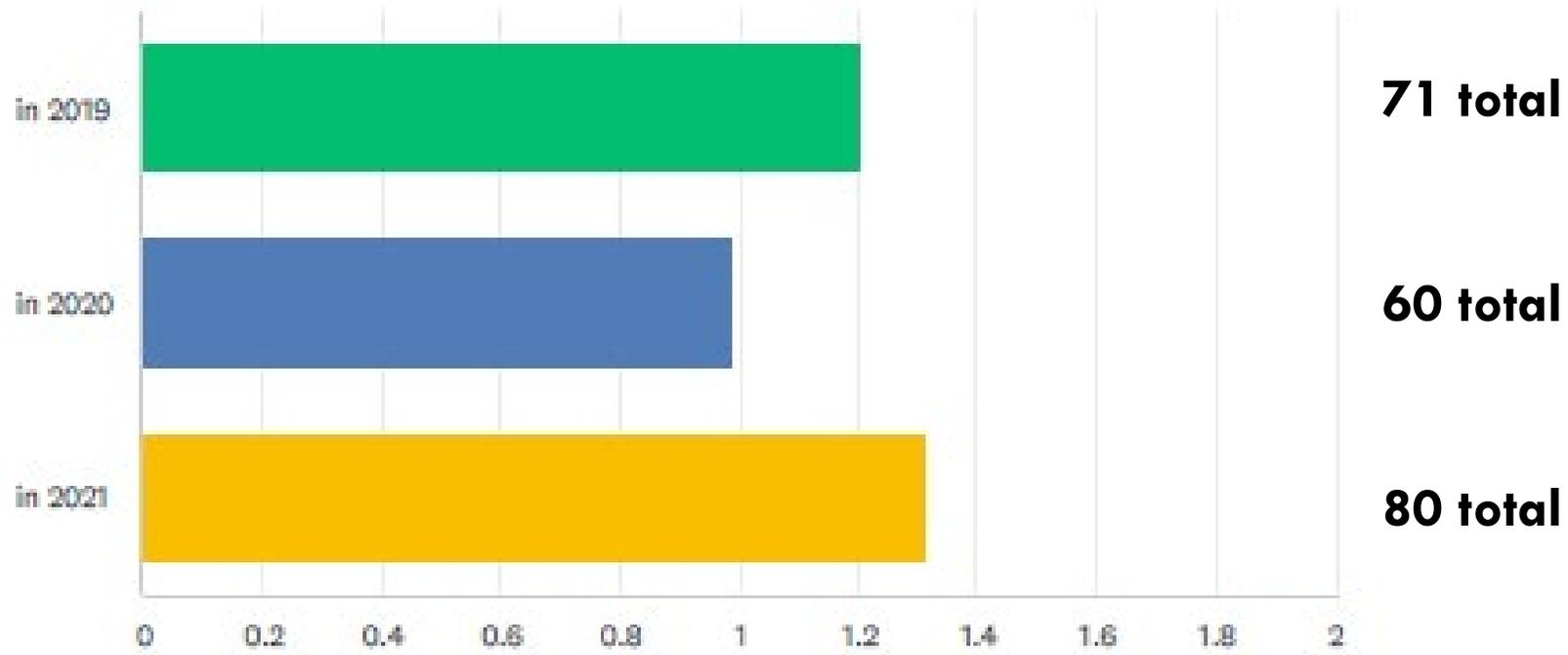
**1.9**

Average number of openings per district

61 / 66 districts responded, January 6–20, 2022

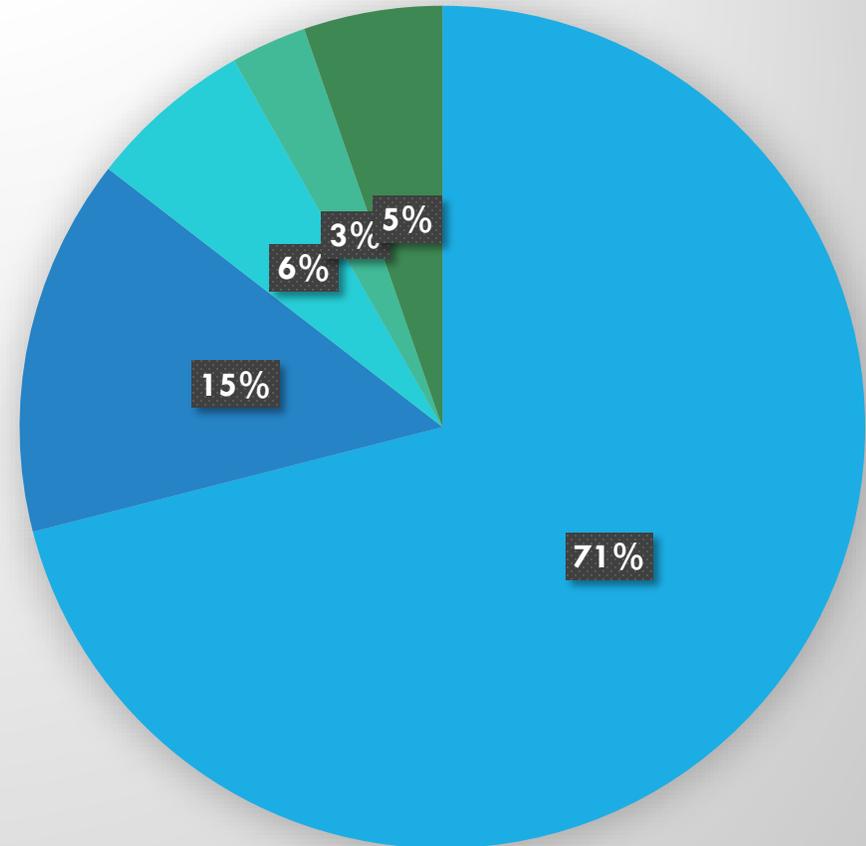
# DISTRICT STAFF SEPARATIONS 2019-2021

**Average Number of Staff Separations per District**

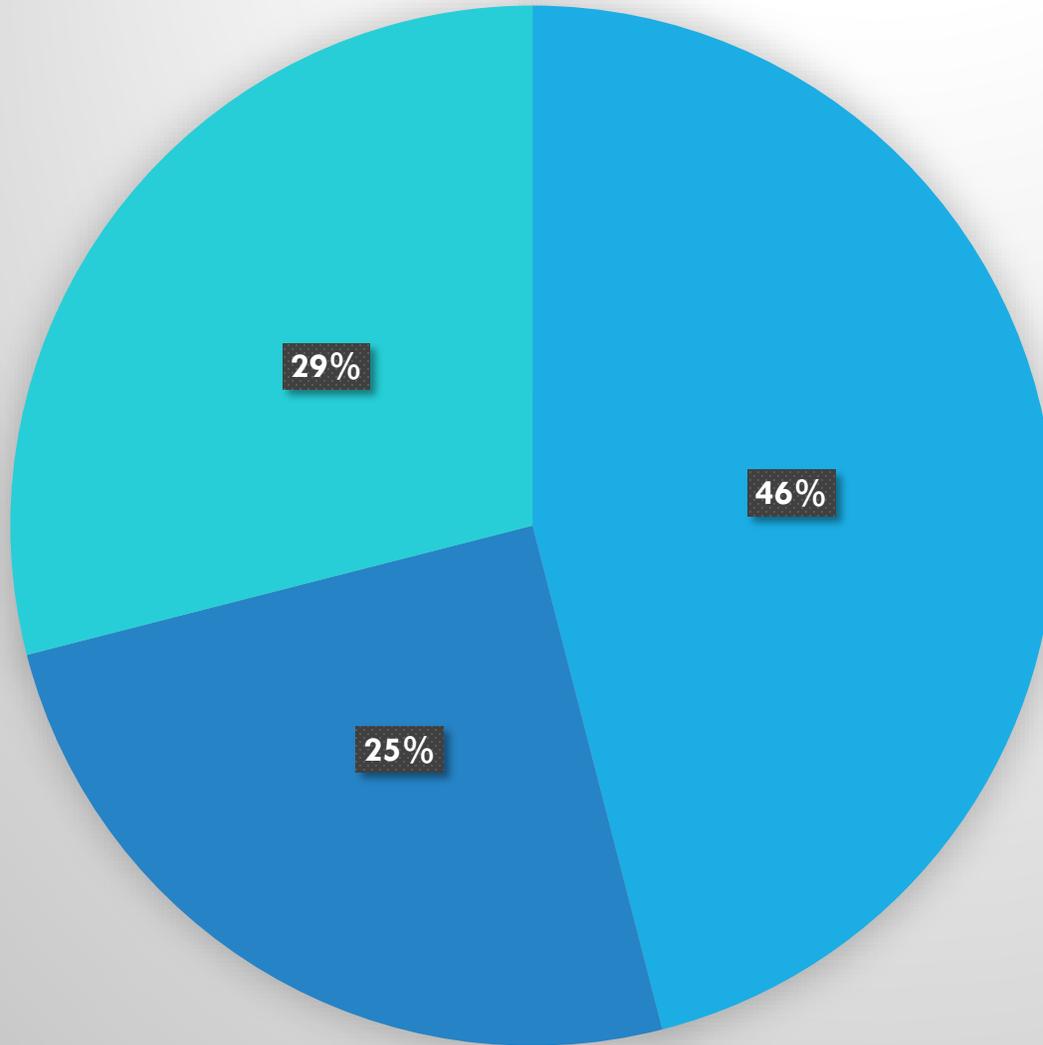


## Reasons for Separation

- Voluntary: employment outside of district
- Voluntary: retired
- Voluntary: other
- Involuntary: laid off/position eliminated
- Involuntary: terminated



## Where Did They Go?



■ conservation/environmental field:  
public entity

■ conservation/environmental field:  
non-public entity

■ non-conservation/environmental

# Part 2: Generations, the Employee Life Cycle, and Performance Management

# BACKGROUND

Living and working through the 2020-2022 COVID-19 worldwide pandemic has been quite the challenge.

We have all experienced turbulent times and changes throughout this situation.

It has impacted us personally.

It also made us change the way we serve our County and State constituents as well as our employees.

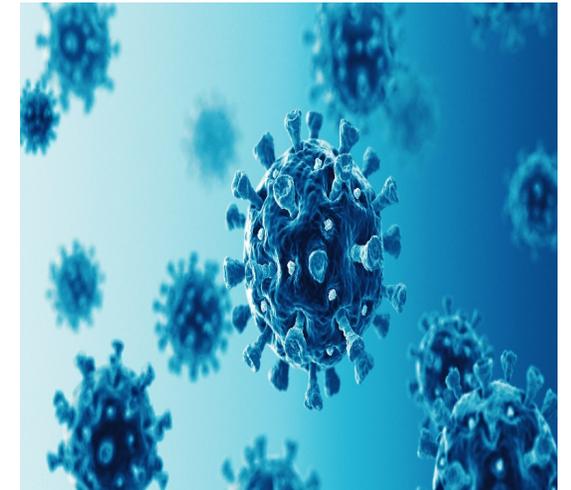


# FACTS AND STATS ABOUT THE WORKPLACE

## Prior to COVID:

According to a report by the Pew Research Center based on data from the Bureau of Labor Statistics' only 7% of workers in the U.S. had access to a “flexible workplace” benefit or telework.

Employees who worked remotely were mostly managers, white-collar professionals and highly paid. Remote work was a top benefit reserved mostly for C-level suite.



# GALLUP'S STATE OF THE WORKFORCE

A Gallup study conducted in May/June 2021 with more than 9,000 American workers finds strong reasons for employers to consider a hybrid workplace-- spending part of the week at home and part on-site.



# HOW ABOUT YOUR DISTRICTS

What do your District offices look like now?

- All in person?
- Some employees all remote?
- Hybrid?
- Has flexibility changed?



# POST COVID

The study also found:

46%: Feel less connected to their company.

42%: Believe organizational culture has diminished since the start of the pandemic.

21%: Very engaged @work.

# POST COVID

According to Eagle Hill Consulting:

Leaders are still knee-deep dealing with the pandemic, but they must look ahead to fend off a talent tsunami.

"Our poll reveals that 57 percent of U.S. employees say they are burnt out. Both millennials and women report higher levels of burnout, as do employees with kids remote learning at home."

# GREAT RESIGNATION

The number of U.S. workers who quit their jobs reached a new high in November 2021, when 4.5 million people resigned.

4.2 million in October and continues streak of employee churn.

Society Human Resource Management, January 2022



# GREAT RESIGNATION



Competition for workers has led to faster wage growth, particularly for those changing jobs.

Hourly wages for job switchers were up 4.3 percent on average in November, compared to a 3.2 percent gain for people who stayed in their job.



How are your wages at your conservation districts? Does it pay to leave?

Society Human Resource Management, January 2022

# GREAT RESIGNATION

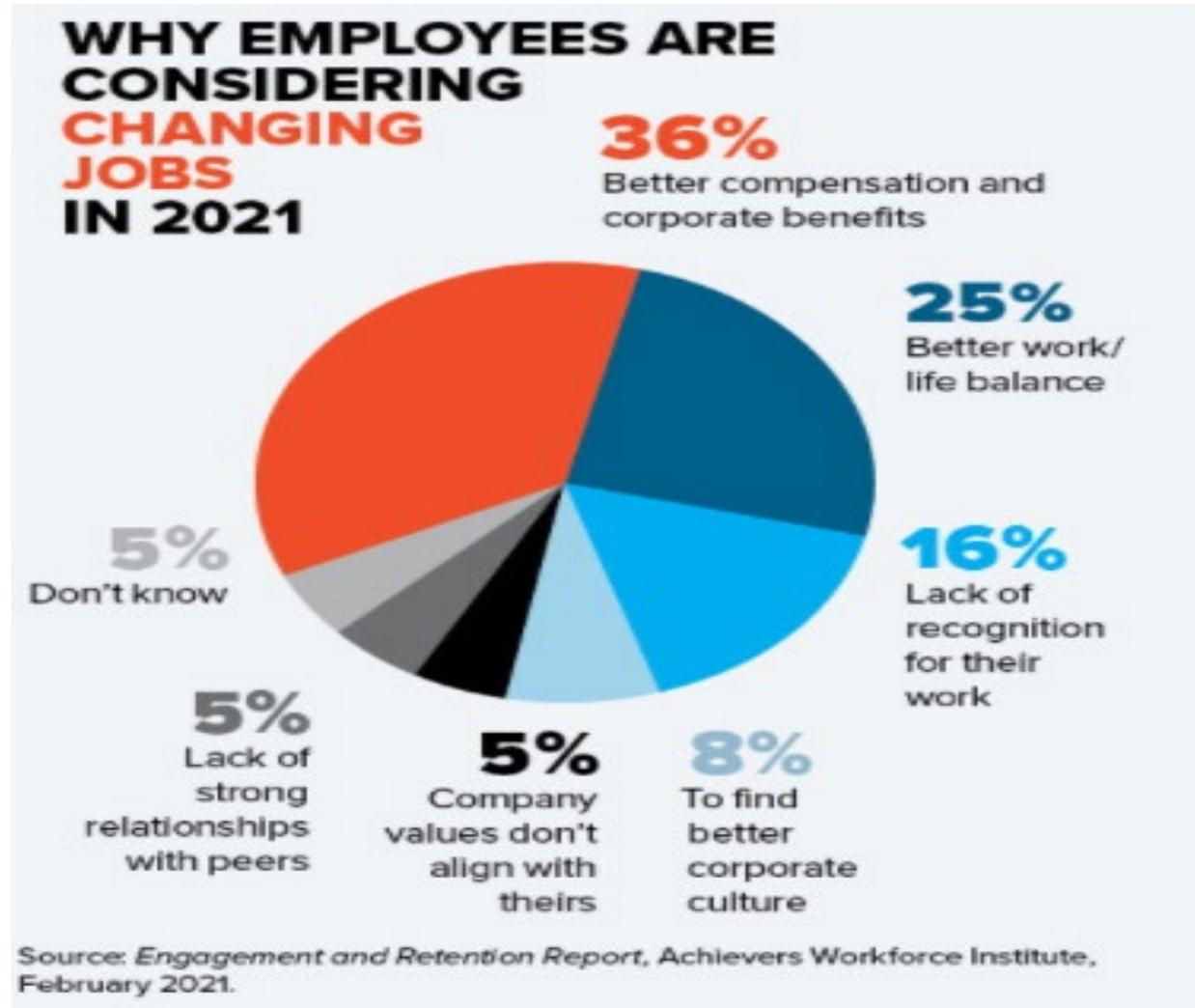
Employer demand remains high,

- resulting in more job openings,
- higher wages
- more turnover.

There were 10.6 million job openings posted on the last day of November 2021, more than in any month before the pandemic began and far more than the roughly **7 million unemployed people** looking for work.

Society Human Resource Management, January 2022

# REASONS



# REASONS

According to a September 2021 survey from ZipRecruiter:

- 55 percent of job seekers are trying to get a job that will allow them to work from home, citing workplace safety or childcare/family care needs as driving their decisions.

Vaccine hesitancy is also adding to the numbers. People who don't want to receive the vaccine are being confronted with vaccine mandates.

People who are vaccinated are reluctant in a workplace that doesn't mandate vaccines.

# CONSIDER

“One group is called the ‘trees.’ Like oaks, they are deeply rooted in the organization. They aren’t leaving until retirement, or they get poached with a better offer. The other group is the ‘revolving door.’ These are primarily new hires, and they’re always a flight risk.”

Kathryn Tyler SHRM: Riding the Great Resignation June 2021

# WHAT CAN YOU DO?

Address employee concerns.

Present realistic job descriptions.

Establish strong onboarding, mentoring and advancement opportunities.

Use STAY not exit interviews.

Offer accommodations.

Communicate frequently.

Leadership (and HR) accessibility.

Educate Managers/leaders

Kathryn Tyler SHRM: Riding the Great Resignation June 2021



# EARLY WARNING SIGNS

Major life changes.

Missed promotions.

Review any departments/areas-high turnover-WHY?

Reduced communication (Radio silent).

Taking time off—middle of day.

“Find out who you think is most at risk and start putting in some preventive measures today,” she says. “Who are your problem managers? Deal with them today.”

Kathryn Tyler SHRM: Riding the Great Resignation June 2021

# GENERATIONS IN THE WORKPLACE

# GENERATIONS

Traditionalists—born 1925 to 1945

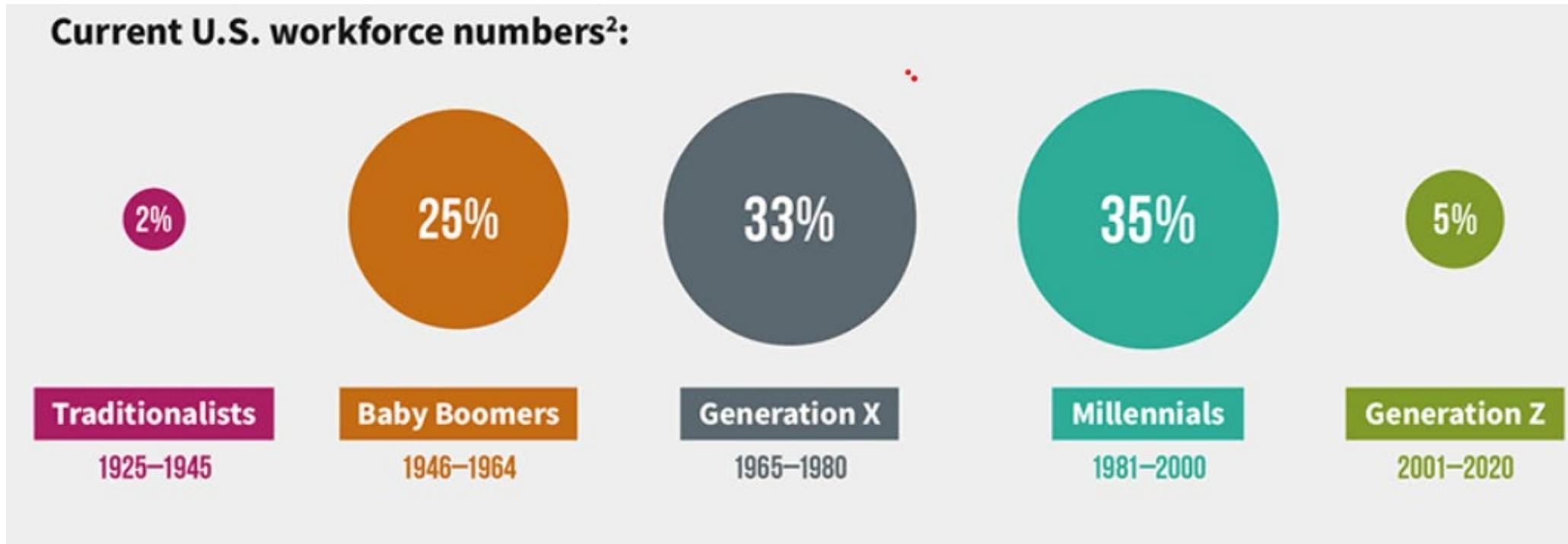
Baby Boomers—born 1946 to 1964

Generation X—born 1965 to 1980

Millennials—born 1981 to 2000

Generation Z—born 2001 to 2020

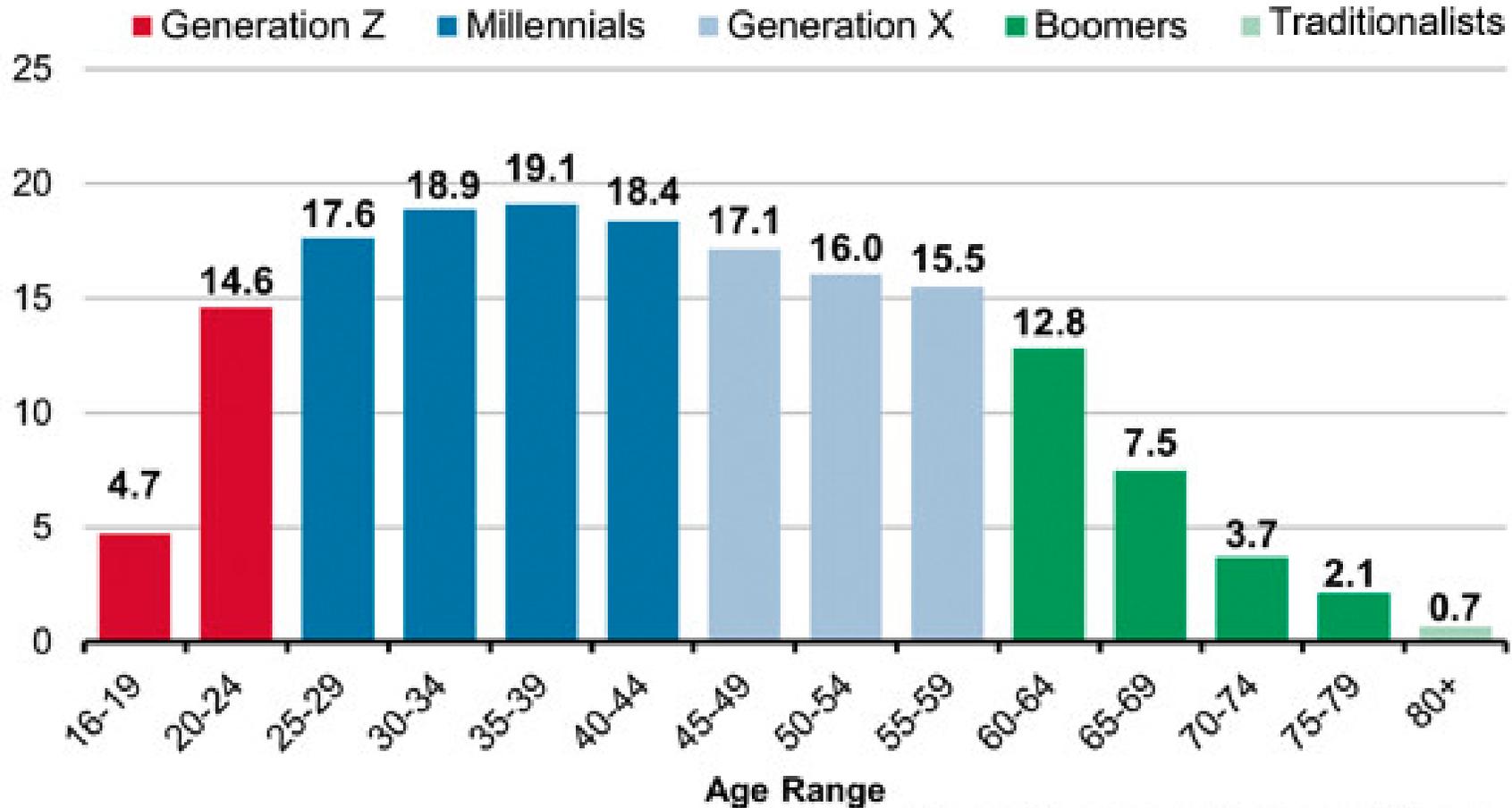
# CURRENT WORKFORCE



Purdue University Global, 2022

# The Workforce in 2025

Projected size of U.S. labor force (in millions) by age, for the year 2025



Source: Department of Labor | WSJ.com

# TRADITIONALISTS

**TRADITIONALISTS** BORN: 1925 – 1945

**DEPENDABLE | STRAIGHTFORWARD | TACTFUL | LOYAL**

**Shaped by:** The Great Depression, World War II, radio and movies

**Motivated by:** Respect, recognition, providing long-term value to the company

**Communication style:** Personal touch, handwritten notes instead of email

**Worldview:** Obedience over individualism; age equals seniority; advancing through the hierarchy

**Employers should:**

Provide satisfying work and opportunities to contribute; emphasize stability



Purdue University Global, 2022

Do you have Traditionalists in your District? Employees? Board?

# BABY BOOMERS



Purdue University Global, 2022

How many Baby Boomers do you have in your District? Employees? Board?

# GEN X

## GENERATION X BORN: 1965 – 1980

FLEXIBLE | INFORMAL | SKEPTICAL | INDEPENDENT

**Shaped by:** The AIDS epidemic, the fall of the Berlin Wall, the dot-com boom

**Motivated by:** Diversity, work-life balance, their personal-professional interests rather than the company's interests

**Communication style:** Whatever is most efficient, including phone calls and face to face

**Worldview:** Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives

### Employers should:

Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development



Startup founders who are Gen Xers—the highest percentage<sup>5</sup>

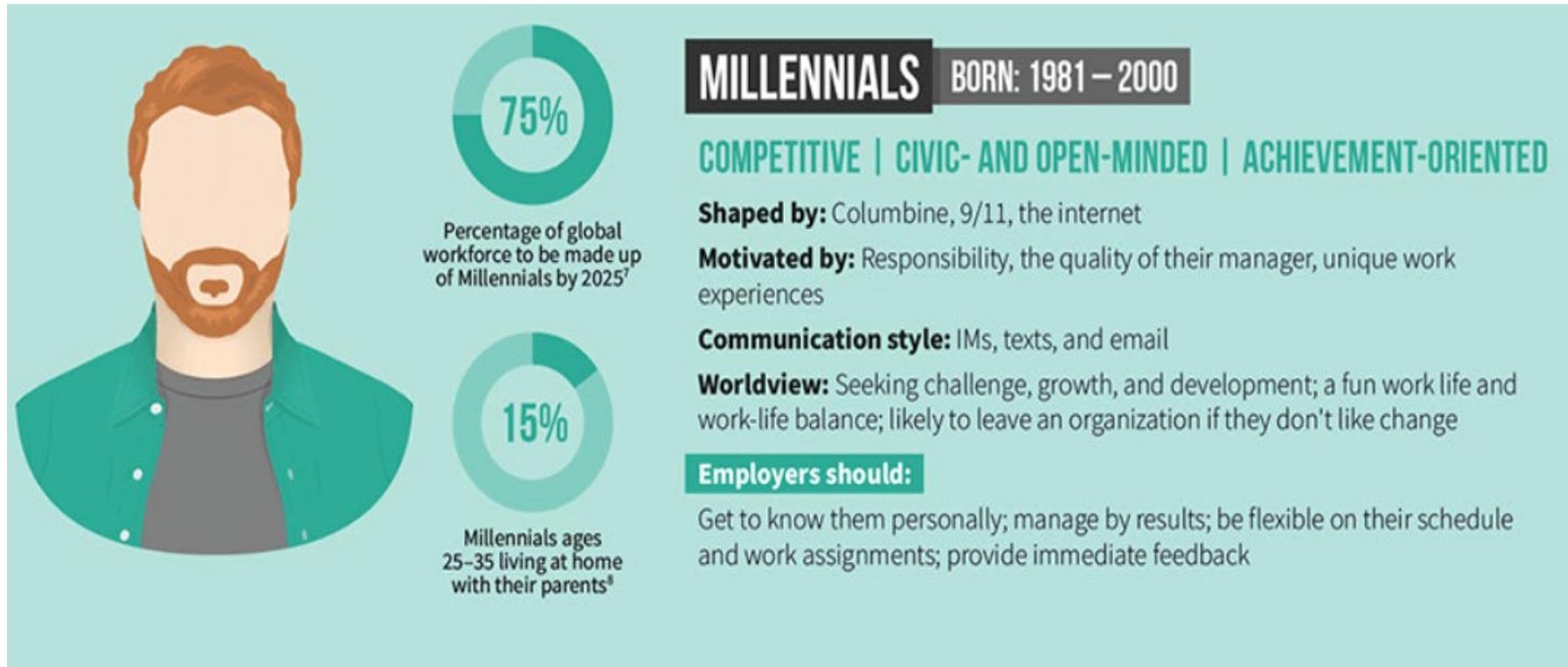
**BY 2028**  
Gen Xers will outnumber Baby Boomers<sup>6</sup>



Purdue University Global, 2022

How many Gen X do you have in your District? Employees? Board?

# MILLENNIALS



Purdue University Global, 2022

How many Millennials do you have in your District? Employees? Board?

# GEN Z

## GENERATION Z BORN: 2001 – 2020

GLOBAL | ENTREPRENEURIAL | PROGRESSIVE | LESS FOCUSED

**Shaped by:** Life after 9/11, the Great Recession, access to technology from a young age

**Motivated by:** Diversity, personalization, individuality, creativity

**Communication style:** IMs, texts, social media

**Worldview:** Self-identify as digital device addicts; value independence and individuality; prefer to work with Millennial managers, innovative coworkers, and new technologies

### Employers should:

Offer opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent



Gen Zers who want to interact with their boss daily or several times each day<sup>9</sup>



Gen Zers who expect their employer to provide formal training<sup>10</sup>



Purdue University Global, 2022

How many Gen Z's do you have in your District? Employees? Board?

# ELIMINATE STEREOTYPES @ YOUR DISTRICT

Avoid making assumptions based on age.

Get to know your employees as individuals.

Value each employee for their unique skillset and what they bring to the table.

Others?

# DIVERSE COMMUNICATION CHANNELS

Be open to using various communication channels.

Be aware that employees may have different preferred modes of communication.

Use different modes of communication including face to face conversations, web meetings, blogs, texts, video conferencing, etc.

# ENSURE MULTI-GENERATIONAL TEAMS

Encourage diverse teams to drive collaboration and build relationships.

Don't allow 'the brain drain' to happen, connect Millennials with Boomers, etc.

Use experiences to drive strategies and innovation.

# SUCCESS STORIES

What are some success stories you can share about how the diverse generations are working well at your district?



# EMPLOYEE LIFE CYCLE

*“Do not hire a man for who does your work for money,  
but the one who does it for the love of it.”*

Henry David Thoreau

# EMPLOYEE LIFE CYCLE



# First day at IKEA

**Don't leave the employee without a workspace.**



# EMPLOYEE LIFE CYCLE

At your tables, connect and discuss:

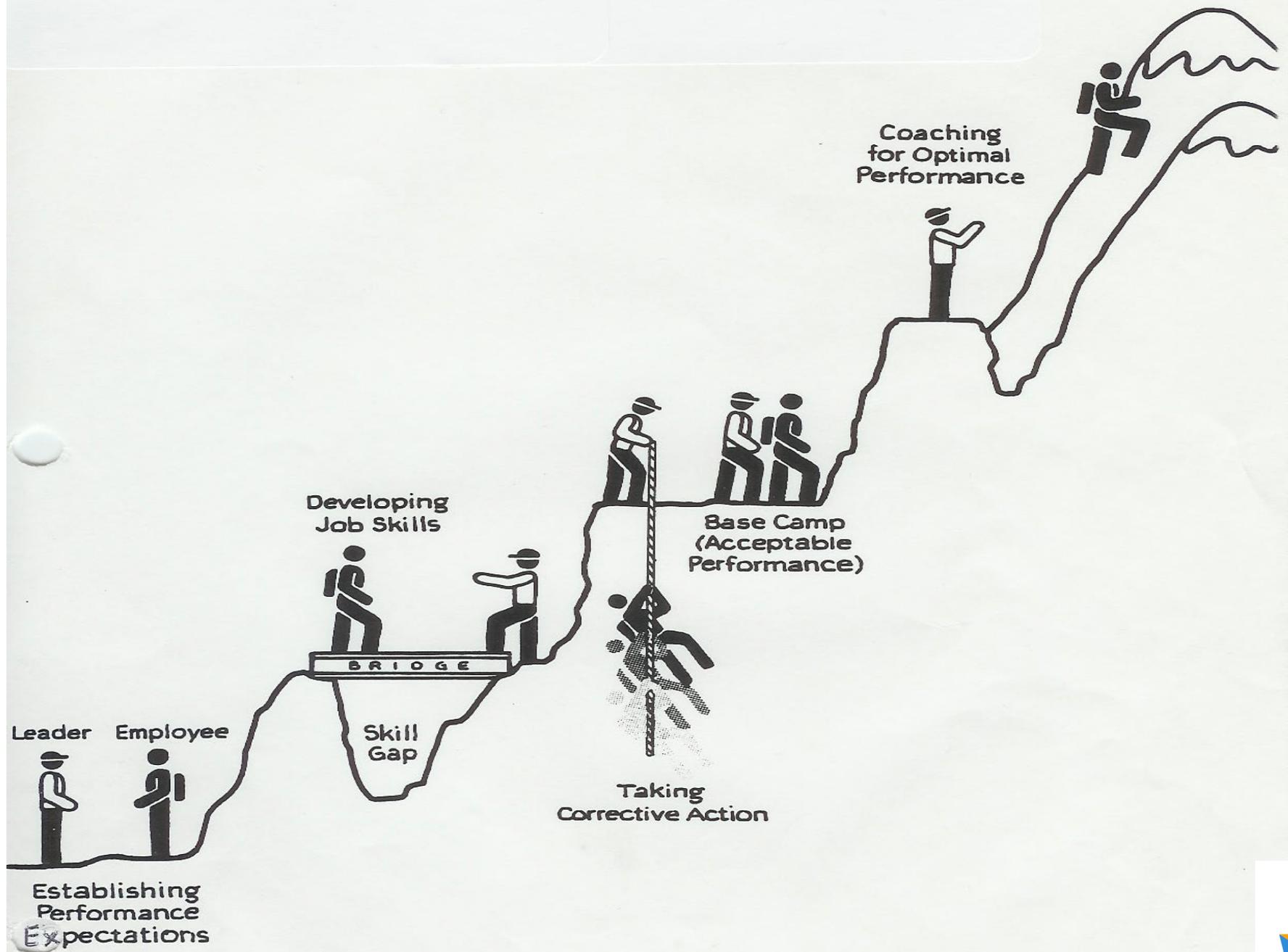
At what point in this life cycle is your organization currently experiencing challenge?



# PERFORMANCE MANAGEMENT

# BASIC EMPLOYEE NEEDS

1. The need to be heard and understood.
2. The need to feel that you have received a timely response.
3. The need for comfort.
4. The need for accuracy and consistency.



Managing Individual Performance

MCM LXXXVII Zenger-Miller, Inc.

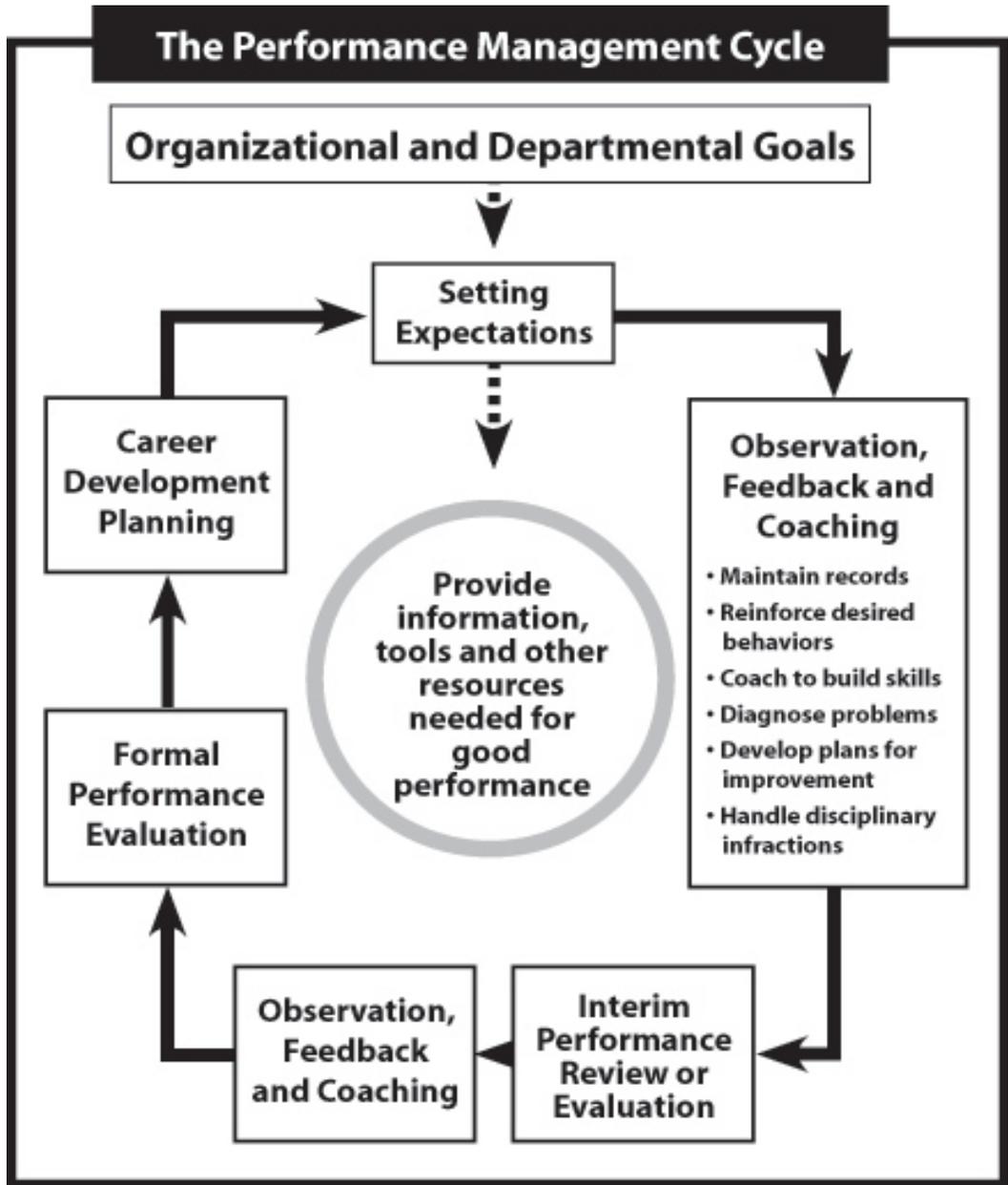


# PERFORMANCE MANAGEMENT

Defines supervisory activities that ensure that employee performance is at its peak!

Requires extensive and on-going communication between supervisor and employee.





# SETTING PERFORMANCE EXPECTATIONS

To manage performance, you must...

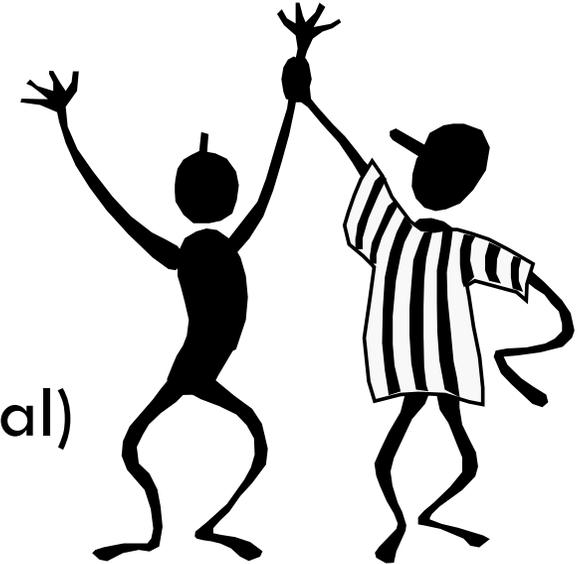
1. Establish the performance expectations.
2. Communicate them to employees.
3. Reinforce the expectations to employees.
4. Maintain consistency with all employees.



# PERFORMANCE MANAGEMENT

Managing Performance includes their:

- Quality of work
- Quantity of work
- Compliance of rules, regulations, policies, policies
- Ability to meet customer expectations (internal/external)
- Opportunities to grow and develop



This is NOT just a ONCE-a-year event it is on-going process!

# STAY INTERVIEW QUESTIONS

What do you look forward to when you come to work each day?

How do you use your strengths here at XX County?

What do you like most or least about working here?

What keeps you working here?

If you could change something about your job, what would that be?

What would make your job more satisfying?

How do you like to be recognized?

What talents are not being used in your current role?

What would you like to learn here?

What motivates (or demotivates) you?

What can I do to best support you?

# STAY INTERVIEWS

C-SubeAnalytics.com

THE 5 MOST EFFECTIVE  
STAY INTERVIEW  
QUESTIONS

5

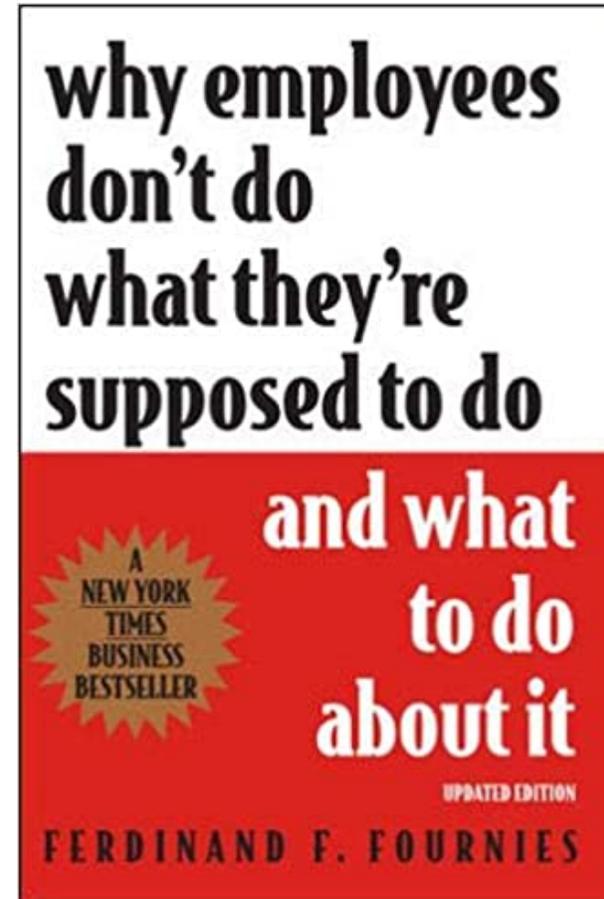
# TARGETING BEHAVIOR

1. What behavior change is needed & WHY?
2. If this individual would change their behavior what would be the greatest gain for them?
3. How easily can this behavior be changed?
4. How willing is this individual to change their behavior?
5. What might motivate this individual to work on this behavior change?

# A GOOD READ

**Why Employees Don't do What They're Supposed to do.....And What to do About it.**

Ferdinand F. Fournies, 1999. McGraw-Hill



# WHY...

1. They don't know why they should do it.
2. They don't know how to do it.
3. They don't know what they're supposed to do?
4. They think your way will not work.
5. They think their way is better.
6. They think something else is more important.

# WHY...

7. There is NO positive consequence to them for doing it

8. They think they are doing it.

9. They are not rewarded for doing it.

10. They are punished for doing what they are supposed to do.

11. They anticipate a negative consequence for doing it.

# WHY...

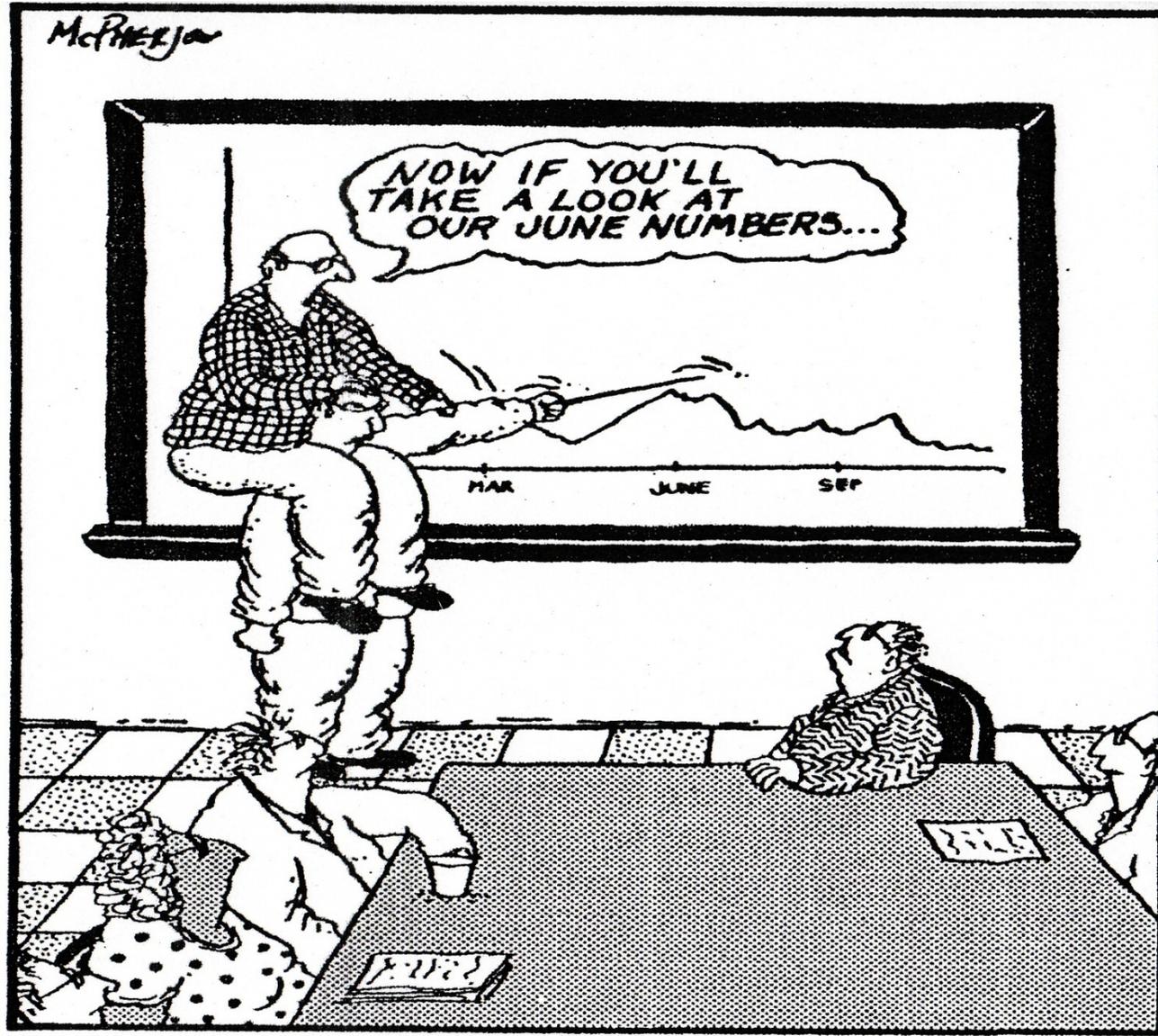
1 2. There is no negative consequence to them for poor performance.

1 3. Obstacles beyond their control.

1 4. Their personal limitations.

1 5. Personal problems.

1 6. No one could do it.



**Division Chief Mike Sodco had a tendency to micromanage his employees.**

# PART THREE: ACTION PLANNING

**Start** doing that would make a positive difference for our internal team members (our colleagues), our external constituents, and for me.

**Stop** doing that would help us move forward on an even more positive journey for our organization.

**Continue** doing what is already working well.



Slides and materials: ©MindShift Consulting, 2022

# Leadership is Helping others

# QUESTIONS/DISCUSSIONS

*People will  
forget what you  
said. People will  
forget what you  
did. But people  
will never  
forget how you  
made them feel.*

MAYA ANGELOU

PRESENTED BY QUOTERY.COM

# Lunch Break

# Part 3: Recommendations & Discussion

# STAFF RETENTION ISSUES

**Pay**

**Benefits**

**Flexibility**

**Mobility**

**Burnout**

# STAFF RETENTION ISSUES

## Pay

Low starting pay?  
Outdated (or no)  
pay scale?

## Benefits

Competitive  
package?  
Paid leave?

## Flexibility

Schedule?  
Location?

## Mobility

Opportunities for  
development  
vs.  
Opportunities for  
advancement?

## Burnout

Difficult people?  
Workload?

# 2021 SUMMIT ROUNDTABLE DISCUSSION: 3 QUESTIONS



What is your district doing right now to support retention?



What options can you explore? What do you think would be most impactful?



What do you wish you could do, but can't at this time?

# 9/21 SUMMIT ROUNDTABLE ANSWERS

## Doing Now

Hybrid/remote schedule

Flex/comp time

Team Building activities

Recognition of success

Hire local

## Doable?

Cross-training

Burn-out relief projects

Lower education requirements

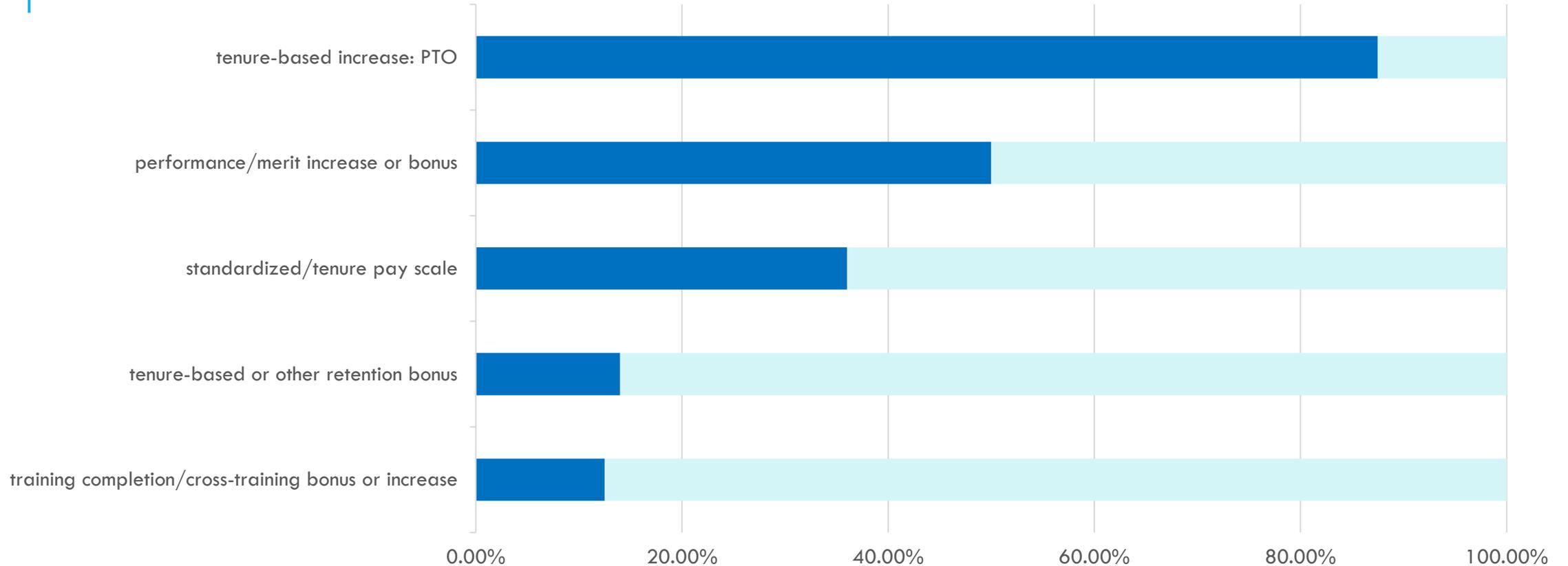
## Wish list

Better technology to support flexibility

Updated pay scale

Better benefits for parents: family coverage, parental leave

# 2022 SURVEY: TANGIBLE RETENTION STRATEGIES



# 2022 SURVEY: TANGIBLE RETENTION STRATEGIES

- Signing bonus (\$2,400) contingent on staying employed at the district for 2 years
- 401k/IRA/pension contributions, full vesting at 5 years
- Fully-paid healthcare coverage (staff contribute a small percentage for family plan)
- Paid Parental Leave
- PTO bonuses
- Ability to use sick time for doctor's appointments or to care for sick children or family
- Tuition reimbursement
- Clothing provided and/or allowance: field & district clothing
- Phone/technology allowance or reimbursement
- Christmas hams, luncheons, field trips, etc.

# FLEXIBILITY = QUALITY OF LIFE

## Remote Work Becoming an Important Employee Benefit

Employers should continue to offer and expand remote-work options even after the pandemic is over

(All workers)



(Remote workers)



Nearly three-quarters (**73%**) of all workers say employers should continue to offer and expand remote-work options even after the pandemic is over—among current remote workers this percentage is even higher (**83%**).

Moreover, **nearly half** of current remote workers (**42%**) say if their current company doesn't continue to offer remote-work options long term, they will look for a job at a company that does.

# FLEXIBILITY = QUALITY OF LIFE

## Workers Want Aspects of Remote Work to Stay

Workers who would prefer to work remotely vs. on-site



A year into the pandemic, the majority of American workers (**68%**) say that having the ability to work both remotely and at the work site is the ideal workplace model.

Of workers who have been working remotely during the pandemic, **87%** want to continue working remotely at least one day a week once the pandemic subsides.

## Workers see the benefits of in-person and remote work



**1 in 3** would not want to work for an employer that required them to be onsite full time.



**2 in 3** remote workers believe in-person interactions are important for advancing their careers.

# LEARNING & DEVELOPMENT CULTURE

Training opportunities/requirements mentioned in advertising, interviews?

Standardized/personalized development plans? Cross-training?

Contingency planning vs. Development planning vs. Succession planning

Partner support & involvement – what could improve?

# 2022 WORKSHOP GROUP DISCUSSION: 3 QUESTIONS



What is your district doing right now to support retention?



What options can you explore? What do you think would be most impactful?



What do you wish you could do, but can't at this time?

Thank you for joining  
us today!

