Maximizing Total Compensation Packages to Retain and Motivate Talented Employees

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My Background

Started at ICCD in November of 2018

Associates Degree in Environmental Technology / Bachelor's Degree in Environmental Science, and working on a Master's in Organizational Leadership

16 Years of Management Experience in Government, Non-Profit, and Private Industry

CHANGE MANAGEMENT

WHO LIKES CHANGE??? OR WHO THINKS CHANGE IS UNCOMFORTABLE?

Objective of the Cross Your Arms exercise:
The main objective of this activity is to steer change communication and highlight that change can be uncomfortable and tricky at first. Instead, it highlights how you will gradually settle in.

Process:
•Request participants to cross their arms in a way that feels natural and comfortable.
•After a few minutes, request them to change their position and cross their arms in another way.
•While they are still in the second position, ask them how this small change made them feel.
•Highlight how it must have felt uncomfortable at first, but the discomfort decreases with time.

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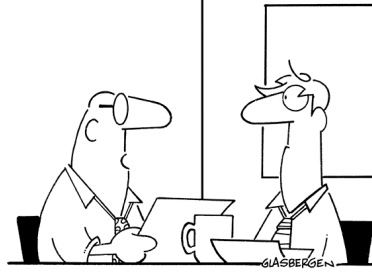
"We need to make some big changes around here. The kind of changes where many decisions are made but nothing actually happens."

What is Change Management?

- The methods and manners that an organization describes and implements change in both internal and external processes

- There are many different models for change management that you can utilize.

Why Care About Change Management

- Change is inevitable
- Change Management:
  - Strengthens your adaptability mechanisms
  - Helps mitigate resource-related risks
  - Is critical to success in the age of digital transformation
  - Helps you improve and optimize your organizational processes
  - Increases employee engagement and satisfaction
  - Makes you agile and open to innovation
  - Improves your organizational culture

Change is inevitable.
Growth is optional.

JOHN MAXWELL

GRACIOUSQUOTES.COM

1) Change is inevitable
Things are constantly changing, so it's important to be prepared for changes that can affect your organization.

Rather than thinking of change as an event that happens at a certain point in time, try considering change as a natural part of your organization's life cycle — as something that will inevitably happen to your organization in some form or another over time.

Being able to anticipate change and deal with it before it becomes disruptive helps keep your organization on track, and allows you to adapt more quickly when changes do occur.

2) It strengthens your adaptability mechanisms

You can't sustain success if you're not able to adjust to changing conditions.

A change management strategy helps you modify your plans and processes in response to new opportunities and risks.

3) It helps mitigate resource-related risks

Success also depends on having the resources that you need to be successful, but there's always a risk that things won't go as planned because of unanticipated changes.

Having a change management plan in place allows you to be prepared for any situation by identifying the right people, systems, and processes needed to execute your revised plans effectively.

A strong change management strategy will help mitigate resource-related risks by prioritizing change requests and finding the best solution to resolve those requests in the least disruptive way possible.

And what's the most unreliable resource there can be? It's people! They take vacations, take unexpected time off, or choose to pursue other challenges — all of which can derail your plans and call for an urgent change management process.

4) It is critical to success in the Age of Digital Transformation

Digital technology has become an integral part of our lives and businesses. The Digital Age has created an environment where organizations must constantly adapt and evolve to meet the needs of their customers, employees, and partners.

Companies that have understood why organizational change management is important and embraced this new reality are achieving competitive success as well as improved employee satisfaction and communications. They're also enjoying greater agility in responding to market changes, faster time-to-market for new products and services, lower costs and increased productivity.

These organizations have embraced change management processes that enable them to manage this constant state of flux while remaining focused on the goal of strategic differentiation.

5) It helps you improve and optimize business processes

Organizational success requires constant change. Processes need to be improved, optimized, and streamlined constantly in order to remain competitive.

Organizations that don't adapt and change with their environment can quickly become obsolete, losing their competitive edge and possibly folding altogether.

To a great extent, change management is the practice of facilitating the cultural

changes necessary for an organization to improve its processes and meet the needs of a dynamic world.

By focusing on the impact of change, you can foresee problems and eliminate or reduce them before they arise. The process of change management often involves identifying the problem that needs to be solved, determining the resources that are needed, implementing an approach to solve the problem, and evaluating whether the solution is adequate.

This process can be applied to an organization's mission and vision and its goals in order to make sure they are being met.

6) It increases employee engagement and satisfaction

One of the key reasons why change management is important to organizational success is that it increases employee engagement and satisfaction.

Change management helps people navigate an organization's transitions, so they can feel engaged with the changes being made and be better able to adjust to them.

When an organization implements changes that their employees don't agree with or aren't ready for, the employees will be less likely to buy in to the organization's vision. They'll also be less happy, which can lead to decreased productivity.

7) It makes you agile and open to innovation

Organizational success comes from being able to change with market or technology changes, or sometimes even just being able to change for change's sake (if the status quo is no longer working).

The agility of an organization is also essential for embracing new ideas that could revolutionize the industry. The openness of an organization will help it identify these new ideas, which can then be quickly implemented in order to bring the company into the 21st century and beyond.

8) It improves your company culture
In this context, managing change means you're able to identify problems before they become big enough issues to disrupt workflow or cause anything but the least amount of drama.

It's also important because it makes sure that change is well-explained to your employees, so they know what's going on and how it affects them personally.

When people feel that they're being heard, their morale tends to increase. And when their morale is high, they'll be more productive — and it'll be in general easier to find and retain the best talent.

Final word

Change is the only constant.

Change is often seen as a harbinger of bad things to come, especially when the change is big or when it happens rapidly. Sometimes that's justified, but often it isn't.

Change can be for the better, and as a manager, it's your job to make sure that your team aligns with the organization's change plans, which will benefit everyone in the end.

Dr. John Kotter is a professor of leadership at the Harvard Business School and he developed a simplified 8-step model to change management.

OUR ICEBERG IS MELTING!!!!!!!!!

Link to Video: https://vimeo.com/ondemand/ouricebergismelting?autoplay=1

CREATE A SENSE OF URGENCY

What did the Penguins do?

The first step is acknowledging that a problem exists and convincing others to see it.

Establishing the need for change by demonstrating the risks of maintaining the status quo and by showing that you are 'living on a melting iceberg'.

The next step is convincing others to accept that there is a problem, to see the need for change, and the importance of taking immediate action.

It helps if you can gain the support of an influential 'champion' at this stage (like Alice). Someone who has credibility, charisma and leadership skills, who can help garner wider support and buy-in. Someone who can help you build the case for change with the wider group.

ESTABLISH A GUIDING TEAM

What did the Penguins do?

Establish an effective team to guide and implement the change.

Team members should be selected for positive traits such as: leadership, charisma, communication, credibility, analytical skills, and a sense of urgency.

The strongest and most effective teams are multi-faceted, comprising of individuals with different strengths which complement one another.

Everyone in the group should have a clearly defined role, and each should understand what their individual role is.

DEVELOP A CHANGE VISION

What did the Penguins do?

Create an alternative 'vision' for the future.

One that is clearly defined and shared by the group.

Identify what needs to be done.

Clarify how the future will differ from the past (future vs current state), and how you intend to make the future vision a reality.

This will involve formulating a clearly defined *Change Strategy* and a *Change Plan*, which set out the specific action steps necessary to implement the change and make it a reality.

COMMUNICATE THE VISION

What did the Penguins do?

This is the first step in the practical implementation of the change.

Communicate the new vision to the group.

Explain the change vision and strategy to as many people as possible.

It's critical to ensure that people understand the reasons for the change, the dangers of leaving things as they are, and the benefits of introducing change.

This will ensure that the change gains broad support and buy-in.

Act in cooperation with others to help avoid resistance.

Creating a sense of urgency will also reduce complacency and help gain broader support for the change.

Make sure the 'communicating' is done by someone charismatic, well-liked and credible, so that the new vision is more likely to be understood and accepted.

Incredible things can happen when everyone buys-in to an idea.

EMPOWER OTHERS TO ACT

What did the Penguins do?

Give those who buy-in the authority to act.

Remove as many obstacles as possible so that change supporters can take practical steps to help make the new vision a reality.

Give people to power to overcome any barriers to change (frustrations, distractions, anxieties, etc).

SHORT-TERM WINS

What did the Penguins do?

Find evidence of any early successes, however small, and publicize them to the group.

Demonstrate tangible, unambiguous evidence of success at the very earliest opportunity.

Make sure that any successes are visible and publicly recognized, to show that the change was the right thing to do.

MAINTAIN MOMENTUM

What did the Penguins do?

Keep taking daily actions to drive the new habits forward, and to avoid people slipping back into old, familiar habits.

Be persistent. Don't let up. Avoid complacency.

Use early successes as motivation and as a springboard to drive change forward. Be determined to take consistent action until the vision becomes reality.

EMBED THE NEW CULTURE

What did the Penguins do?

Old, familiar habits die hard.

Ensure that the new habits and behaviors are widely adopted and practiced on a daily basis.

Maintain this level of vigilance until the 'new culture' is firmly established, and until new ways of working are fully embedded and have replaced the old traditions.

OTHER KEY TAKEAWAYS

1. Decision Paralysis – waiting until 100% certain to act
2. Thinking vs. Feeling – Much of change is emotional rather than analytical
3. The Benefits of Storytelling – makes the topic seem less intimidating and confusing

1. Decision Paralysis

   Don't wait until you are 100% certain before taking action.

   Every decision inherently carries some element of uncertainty and risk.

   We can never make a decision with complete foresight.

   We will never be in possession of all of the facts.

   There will always be some data missing, margins of error, or data to the contrary.

   We could wait forever for the perfect time to change our lives. There is no perfect time.

   All decision-making involves balancing risks and probabilities. Don't fall prey to decision paralysis.

2. Thinking vs Feeling

Another of Kotter's discoveries from his academic research is that the role of *feeling* often outweighs *thinking* when it comes to managing change. People are far more likely to accept change on the basis of compelling experiences and visual stimuli, than on the basis of dry data and formal analyses.

'Feeling' differently about something can change behavior far more than 'thinking' differently on an intellectual level. Much of change is emotional rather than analytical. Therefore, to be successful, change must win-over both hearts and minds!

Kotter's findings reminds us of the critical importance of the 'human' dimension in managing successful change: personal relationships, communication, patience and compassion.

1. The Benefits of Story Telling
   Kotter's 8 step process can be applied to people and organizations dealing with change both in business and society at large, including: schools, charities, community groups, sports clubs, and even families.

   Using penguin-language and metaphors from the story (icebergs, heroes, scouts, Fred), can help facilitate useful group discussions about change by making the topic seem less intimidating and confusing. Stories are unthreatening. People can easily relate to the characters in the story, helping to demystify and simplify the subject matter, laying out the logical steps involved and the typical obstacles encountered along the way.

   In this way, the penguin story can become a powerful tool for helping people to manage change in their own lives, in finding better ways of behaving or more efficient ways of doing things.

THE 8 LESSONS

The 8 lessons of the penguin story provides a framework which enables both individuals and organizations to:

Identify icebergs, encourage creativity, and avoid stagnation.

Control change in a structured and deliberate manner.

Reduce stress, anxiety and confusion about change.

Clearly understand risks and opportunities.

Work smarter, by restructuring who does what and how.

Increase productivity by reducing waste, stripping out inefficiency, and increasing quality.

Dealing with change is becoming an increasingly integral life skill, both in the work-place and at home.

At first glance, the penguin story might appear patronizing or dumbed-down to us sensible 'grown ups'.

However, Kotter's research shows us that story-telling is a simple and effective means of promoting ideas, concepts and of imparting understanding.

The method doesn't necessarily have to be complicated or clever to be effective.

Like many things in life, the simple and straight-forward approach is often the best…

ACTIVITY: CAN-DO CHANGE

At each table, identify a change effort to implement at a conservation district.

Start to outline the 8-steps

Give a brief report-out from each table.

TOTAL REWARDS

How many people here have heard the term total rewards?

What are Total Rewards?

Total rewards refers to the combination of benefits, compensation and rewards that employees receive from their organizations.
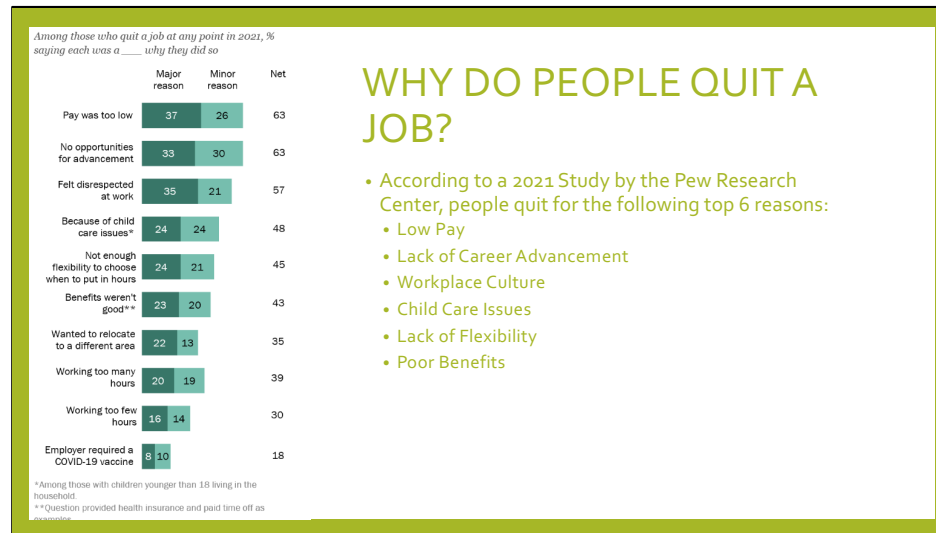
It includes
- Wages
- Incentive Pay (Bonuses)
- Benefits (PTO, Health, etc.)
- Recognition
- Workplace Flexibility
- Career Opportunities

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WHY DO PEOPLE QUIT A JOB?

Among those who quit a job at any point in 2021, % saying each was a ____ why they did so

	Major reason	Minor reason	Net
Pay was too low	37	26	63
No opportunities for advancement	33	30	63
Felt disrespected at work	35	21	57
Because of child care issues*	24	24	48
Not enough flexibility to choose when to put in hours	24	21	45
Benefits weren't good**	23	20	43
Wanted to relocate to a different area	22	13	35
Working too many hours	20	19	39
Working too few hours	16	14	30
Employer required a COVID-19 vaccine	8	10	18

*Among those with children younger than 18 living in the household.
**Question provided health insurance and paid time off as example.

- According to a 2021 Study by the Pew Research Center, people quit for the following top 6 reasons:
  - Low Pay
  - Lack of Career Advancement
  - Workplace Culture
  - Child Care Issues
  - Lack of Flexibility
  - Poor Benefits

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Lack of Career Advancement
Workplace Culture
Child Care Issues
Lack of Flexibility
Poor Benefits

Case Study – Indiana County Conservation District

The challenges

- High Employee Turnover (88%)

- Benefits Package that did not compete with other government, non-profit, or for-profit organizations

- Extremely low starting salaries when compared with other conservation districts, other government entities, non-profits, and for-profit organizations

- A workplace culture that was dysfunctional and combative

- Lack of applicants for open positions

"Being challenged in life is inevitable, being defeated is optional." – Roger Crawford

ICCD Case Study (continued)

- Creating a Sense of Urgency
  - Impacts of Turnover
    - Financial Costs (training, lost productivity, recruitment, interruptions to projects or programs)
    - Intangible Costs (increased burnout, loss of institutional knowledge, reduced employee morale and engagement, public perception)

- Building a Guiding Team
  - Engaging the Personnel Committee

- Forming a Strategic Vision
  - Better Employee Retention/Engagement and Reduced Turnover
    - Assessment of Current Salary/Benefits
    - Developed proposed changes to recommend to the Board of Directors
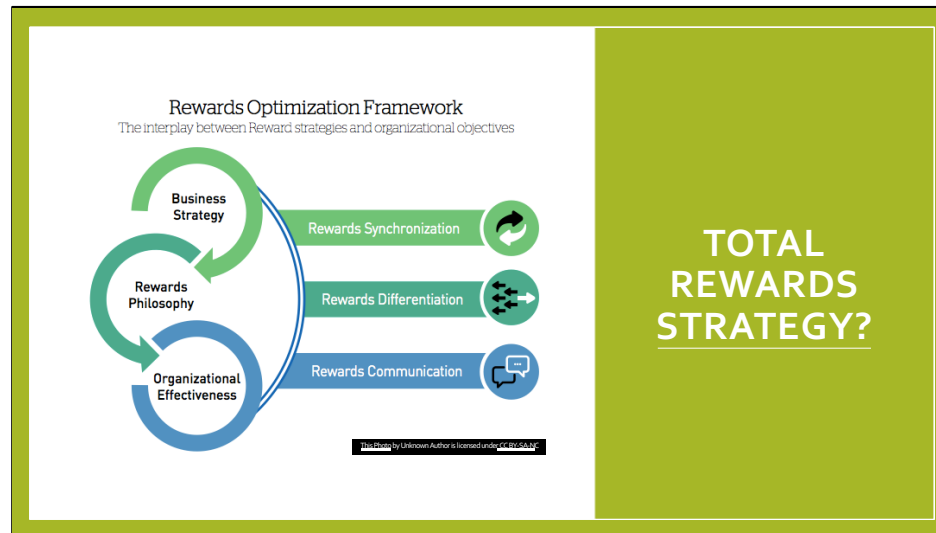
A total rewards strategy is a coordinated effort driven by an organization's overall business strategy to develop a workforce motivated towards excellence and growing with the organization through an effective and inclusive rewards package.

This package is a combination of all of the benefits, perks, incentives, guidelines, processes, and other types of rewards that an employer offers to its workers.

An effective total rewards strategy enables organizations to improve business performance and achieve desired results through building an engaged, satisfied workforce.

Maslow's Hierarchy of Needs
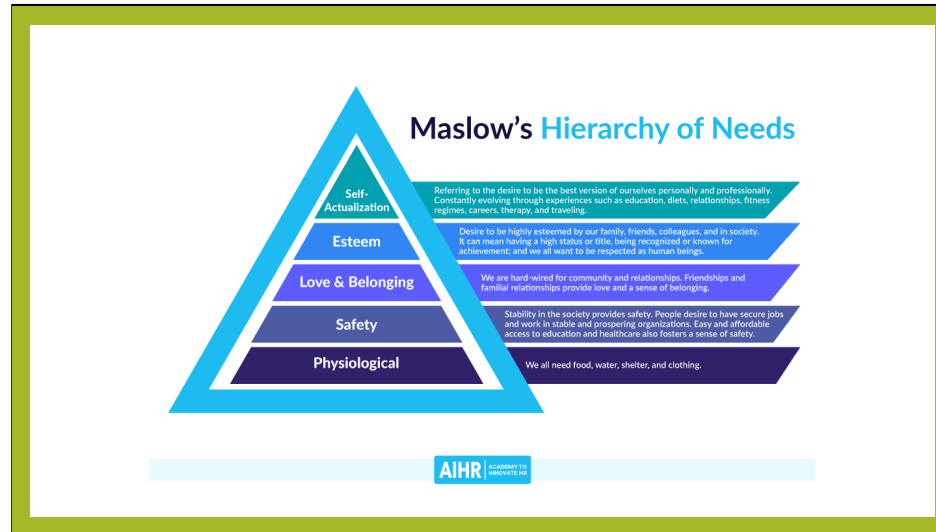
In order to fully understand total rewards, we also need to have an understanding of what people need.

Watch Video -
https://www.wichita.edu/services/mrc/OIR/Pedagogy/Theories/maslow.php#:~:text=Maslow's%20Hierarchy%20of%20Needs&text=From%20the%20bottom%20up%2C%20the,esteem%2C%20and%20self%2Dactualization.

Abraham Maslow was an American psychologist who published a paper in 1943 called "A Theory of Human Motivation."

This model is a way of organizing human needs from the most basic to the most advanced.

The idea behind it is that the more basic needs need to be met before people move up to the more advanced needs. This doesn't mean that all of the needs have to be met at 100% to move up. For example, a learner can still struggle with chronic hunger.

So why is this important? You and your employees have a diverse range of needs and if you are only focusing on the basic needs, you are likely failing to fully motivate your employees.

Understand Maslow's Hierarchy of Needs and using them to motivate your employees and fulfill their needs will likely lead to your employees providing you with maximum contribution – as in higher performance without the need for you as a leader to continuously having to cajole them.

Why have a total rewards strategy?

Attracting Top Talent
Employee Satisfaction and Employee Engagement
Employee Retention
Competitiveness
Improved Organizational Performance

•**Attracting top talent** – A total rewards strategy that can potentially satisfy all the employee needs will appeal to a broad demographic of prospective employees. This helps an organization attract a diverse candidate base and makes the recruitment of new workers faster.

•**Employee satisfaction and employee engagement** – There is a strong potential for high employee satisfaction as employees evolve and transition from one stage of life to another, yet still have their needs met through an effective total rewards program. Also, when employees feel they're rewarded fairly, it also keeps them engaged.

•**Employee retention** – An effective total rewards strategy stimulates employee wellbeing, engagement, motivation, all of which are key for retaining employees.

•**Competitiveness** – A total rewards strategy makes organizations more competitive within their industry by incentivizing excellence in performance. And as we've mentioned above, the organization can also successfully compete for talent and become the employer of choice in

their area of business.

•**Improved business performance** – When your organization can attract and retain talented employees, it is likely to achieve the organizational goals and outperform its peers. To put it another way, engaged, high-performing employees often result in top-performing companies.

•Retrieved from: https://www.aihr.com/blog/total-rewards-strategy/

The Five Components of Total Rewards

- Compensation
- Benefits
- Wellbeing
- Recognition
- Development

•**Compensation** – This is what you are paying your employees and includes both base and variable pay that an employer pays an employee in exchange for skills applied, qualifications earned, time given, efforts exerted, and targets met towards achieving an organization's mission and strategic objectives.

Compensation empowers employees to attend to their *physiological* needs like purchasing food, clothing, and securing a home.

This includes different types of compensation, such as base pay, variable pay, stock options, and cash bonuses.

•**Benefits –** These are packages provided to employees to enhance their physical, emotional, and familial *safety*. The most basic types of employee benefits are health, dental, and vision plans, leave plans, life and disability insurance, and retirement plans.

•**Wellbeing** – Employee wellbeing has become more critical for employers to attract and retain employees. More and more people recognize the

need for holistic wellbeing to be satisfied, healthy, and motivated in life. As a result, employees are expecting [organizational cultures](#) to promote employee wellbeing. Organizational cultures that value and promote employee wellbeing may be characterized by:

- Employee assistance programs – These provide additional assistance to employees who may be experiencing challenges in their relationships, finances, or mental health.
- Employee resource groups – Such groups provide a social hub for employees who share similar backgrounds or interests to form *friendships* and professional networks within the organization.
- Diversity, Equity, Inclusion & *Belonging (DEIB)* programs – These have blossomed over the past few years in many organizations to review and address how equitable and inclusive organizations are for diverse employee populations.
- Company-sponsored events – These events allow a cross-section of employees to socialize together and sometimes with their families (like a 'Family Day') to build friendships within and to foster *belonging* to the organization.
- Opportunities to volunteer – Giving back to those in need also contributes to employee wellbeing.
- Remote work and flexible work schedules – These are more in demand due to the pandemic and increased recognition of the importance of family. Such arrangements also provide a form of *safety* for family life and relationships.

•**Recognition** – For some employees, compensation, benefits, and wellbeing are insufficient to keep them motivated toward excellence in performance and loyalty. People want their achievements to be recognized. Recognition programs can take the form of:

- Awards – Spot awards, tenure awards, performance awards.
- Promotions – Ability to move up the corporate ladder to gain more responsibility and visibility to leadership.
- Verbal appreciation in the presence of their peers or a simple 'thank you'.

    While all employees may not need these types of recognition, all employees need respect in the workplace. *Respect* is a form of recognition that all employees need to maintain a sense of dignity and psychological safety in the workplace.

•**Development** – Employers who invest in employee development

programs are investing in the *self-actualization* of their employees. We are all endowed with gifts and talents. Through education, training, mentorship programs, and relevant work experience, these gifts and talents equip employees to become more competent in their roles. In other words, these career development initiatives enable employees to advance within the organization to realize their full potential.

•Retrieved from: https://www.aihr.com/blog/total-rewards-strategy/

1. **Assess what you already have in place:** When creating your total rewards strategy, you're likely not starting from scratch. You can conduct a rewards audit to find out where you currently stand. What is your current compensation package like? What's your compensation philosophy? How are you doing with the other components of total rewards? You may find that some components are stronger than others.

This evaluation will give you an idea of what you should prioritize and focus on.

2. **Gather Employee Feedback:** What do your employees think about your current rewards, and what are they missing? You can do a survey or organize an employee focus group to find out. Also, you can gather stay- and exit interview data related to rewards.

3. **Include the Leadership:** Share the results of the audit and employee feedback with the organization leadership. Explain the potential challenges of not having a strong total rewards strategy, such as not being able to attract and retain talent. You will need their buy-in and insight into

organizational strategy and company goals, but also gain their approval of your rewards budget.

4. **Identify your goals and priorities:** What do you want to achieve with your updated total rewards strategy? And how does this support your specific business goals? Asking these and similar questions will help you identify what to focus on in building your strategy.

For instance, you might have identified a problem with engagement across your organization, which causes increased employee turnover. People are not engaged, as they feel that their contributions aren't recognized and appreciated, and they end up leaving. Then, your total rewards strategy can put an extra focus on the recognition element.

5. **Align the strategy with your values and culture:** Your total rewards strategy should be a reflection of your [organizational values](#) and culture. For example, at AIHR, one of our core values is "hunger to grow". So in our case, our total rewards strategy also puts emphasis on professional and personal development opportunities.

6. **Make total rewards balanced, flexible, inclusive, and fair:** It is great if your total rewards strategy focuses extensively on recognition. However, your employees need to pay their bills, too.
When creating your strategy, make sure that the elements are balanced. Also, see what options there are to personalize and customize the rewards. While some of your employees might appreciate paid gym membership, others might value lunch allowance. And, of course, you need to reward your employees equitably and fairly.

7. **Keep up with the trends**
This doesn't mean that you should implement every hip perk you've heard about. However, you do need to pay attention to what's happening in the world, your industry, and how it affects rewards. Think about the pandemic and its effect on mental health, which employers have started to put more and more focus on.

8. **Communicate total rewards to employees**
While your employees most likely understand your [compensation & benefits](#) package, they might still need a refresher. And, of course, they need to understand the other elements of rewards at your organization. It is important to communicate your total rewards package in a transparent, easy-to-understand way. For example, you can gather

frequently asked questions and provide answers on the company's internal wiki. Additionally, you can organize regular Q&A sessions where your employees have a chance to ask everything they want to know about rewards.

9. Track the cost and impact
You need to ensure that your total rewards strategy has a good ROI over the long term. Track what you're spending and what impact it creates (e.g., an uplift in eNPS). That way, you can adjust your strategy as you go and also effectively manage your HR budget.

Retrieved from: https://www.aihr.com/blog/total-rewards-strategy/

Case Study – the Plan

- Improve our Total Rewards Strategy to include:
  - Updated Benefits Structure
  - Updated Salaries
  - Position Based Pay-Scales
  - Improved Workplace Culture

Benefits:

- Graduated vacation leave Schedule based on years of service
- 100% Employer Paid Premiums on Health, Dental, and Vision (individual/family)
- HSA Contribution equal to employee deductibles
- Up to 6 Month Carryover of Sick Leave Balances (4 hrs per pay period accrual)
- 15 Paid Holidays + 2 Personal Days
- 12 Weeks Paid Parental Leave
- Tuition Reimbursement
- Defined Contribution Pension (no required match) + Simple IRA option with up to 3% employer match
- Retirement health benefits based on years of service
- Flexible Scheduling and Teleworking
- Performance and Holiday Bonuses
- Life Insurance - $50,000 policy with 100% employer paid premiums

Starting Salaries

- Adjust Starting Salaries to be in line with similar Districts
  - Resulted in a $7K - $10k adjustment in most salaries
- Salary Adjustments were based on position and current employees received the adjustment in their base pay

Pay Scale

- Create a pay scale for each position
- Pay scale included specific conditions such as grant work, years of experience, education, and cross training initiatives
- Pay scale allows employees to control their base pay based on the effort they put into their positions

Workplace Culture

- Create a positive atmosphere where the staff felt supported by the board and management
  - Promote a team concept, not just with the staff but with the board and staff
  - Acknowledge milestones
  - Provide structured and unstructured opportunities for team building
  - Provide and encourage employees to participate in professional development opportunities
- Create clear expectations and hold regular performance reviews
  - Decided on quarterly reviews
  - Reviews are tied to quarterly performance incentives
- Allow workplace flexibility
  - Be open to adjusting traditional work schedules to fit employee needs
  - Provide opportunities for remote work when appropriate

BREAKOUT INTO COUNTY AND INDEPENDENT DISTRICT GROUPS

Total Rewards Activity

Instructions: Begin to outline the steps to creating a total rewards strategy for your district.

Your Total Rewards Inventory

To get a comprehensive view of your organization's value proposition, simply check off the rewards your organization currently provides.

Compensation	Benefits	Work-Life	Performance & Recognition	Development & Career Opportunities

Compensation

Base Wages
- Salary Pay
- Hourly Pay
- Piece Rate Pay

Premium Pay
- Shift Differential Pay
- Weekend/Holiday Pay
- On-call Pay
- Call-in Pay
- Hazard Pay
- Bi-Lingual Pay
- Skill-Based Pay

Variable Pay
- Commissions
- Team-Based Pay

Bonus Programs
- Referral Bonus
- Hiring Bonus
- Retention Bonus
- Project Completion Bonus

Incentive Pay

Short-term:
- Profit Sharing
- Individual Performance Based Incentives
- Performance-Sharing Incentives

Long-term:
- Restricted Stock
- Performance Shares
- Performance Units
- Stock Options/Grants

Benefits

Legally Required/Mandated
- Unemployment Insurance
- Worker's Compensation Insurance
- Social Security Insurance
- Medicare
- State Disability Insurance (if applicable)

Health & Welfare
- Medical Plan
- Dental Plan
- Vision Plan
- Prescription Drug Plan
- Flexible Spending Accounts (FSAs)
- Health Reimbursement Accounts (HRAs)
- Health Savings Accounts (HSAs)
- Mental Health Plan
- Life Insurance
- Spouse/Dependent Life Insurance
- AD&D Insurance
- Short-Term/Long-Term Disability Insurance

Retirement
- Defined Benefit Plan
- Defined Contribution Plan
- Profit Sharing Plan
- Hybrid Plan

Pay for Time Not Worked
- Vacation
- Holiday
- Sick Leave
- Bereavement Leave
- Leaves of Absence (Military, Personal Medical, Family Medical)

Work-Life

Workplace Flexibility/ Alternative Work Arrangements
- Flex-Time
- Telecommuting
- Alternative Work Sites
- Compressed Workweek
- Job Sharing
- Part-time Employment
- Seasonal Schedules

Paid and Unpaid Time Off
- Maternity/Paternity Leave
- Adoption Leave
- Sabbaticals

Health and Wellness
- Employee Assistance Programs
- On-site Fitness Facilities
- Discounted Fitness Club Rates
- Weight Management Programs
- Smoking Cessation Assistance
- On-Site Massages
- Stress Management Programs
- Voluntary Immunization Clinics
- Health Screenings
- Nutritional Counseling
- On-Site Nurse
- Business Travel Health Services
- Disability Management
- Return to Work Programs
- Reproductive Health/ Pregnancy Programs
- 24-Hour Nurse Line
- On-Site Work-Life Seminars (Stress-Reduction, Parenting, etc.)
- Health Advocate

Community Involvement
- Community Volunteer Programs
- Matching Gift Programs
- Shared Leave Programs
- Disaster Relief Funds
- Sponsorships/Grants
- In-Kind Donations

Caring for Dependents
- Dependent Care Reimbursement Accounts
- Dependent Care Travel-Related Expense Reimbursements
- Dependent Care Referral and Resource Services
- Dependent Care Discount Programs or Vouchers
- Emergency Dependent Care Services
- Childcare Subsidies
- On-site Caregiver Support Groups
- On-Site Dependent Care
- Adoption Assistance Services
- After-School Care Programs
- College/Scholarship Information
- Scholarships
- Privacy Rooms
- Summer Camps & Activities
- Special Needs Childcare
- Disabled Adult Care
- Geriatric Counseling
- In-Home Assessments for Eldercare

Financial Support
- Financial Planning Services and Education
- Adoption Reimbursement
- Transit Subsidies
- 529 Plans
- Savings Bonds

Voluntary Benefits
- Long Term Care
- Auto/Home Insurance
- Pet Insurance
- Legal Insurance
- Identity Theft Insurance
- Employee Discounts
- Concierge Services
- Parking

Culture Change Initiatives
- Work Redesign
- Team Effectiveness
- Diversity/Inclusion Initiatives
- Women's Advancement Initiatives
- Work Environment Initiatives
- Multigenerational Initiatives

Performance & Recognition

Performance
- 1:1 Meetings
- Performance Reviews
- Project Completion/ Team Evaluations
- Performance Planning/ Goal Setting Sessions

Recognition
- Service Awards
- Retirement Awards
- Peer Recognition Awards
- Spot Awards
- Managerial Recognition Programs
- Organization-wide Recognition Programs
- Exceeding Performance Awards
- Employee of the Month/ Year Awards
- Appreciation Luncheons, Outings, Formal Events
- Goal-Specific Awards (Quality, Efficiency, Cost-Savings, Productivity, Safety)
- Employee Suggestion Programs

Development & Career Opportunities

Learning Opportunities
- Tuition Reimbursement
- Tuition Discounts
- Corporate Universities
- New Technology Training
- On-the-Job Learning
- Attendance at Outside Seminars and Conferences
- Access to Virtual Learning, Podcasts, Webinars
- Self-Development Tools

Coaching/ Mentoring
- Leadership Training
- Exposure to Resident Experts
- Access to Information Networks
- Formal or Informal Mentoring Programs

Advancement Opportunities
- Internships
- Apprenticeships
- Overseas Assignments
- Internal Job Postings
- Job Advancement/ Promotion
- Career Ladders and Pathways
- Succession Planning
- On/Off Ramps through Career Lifecycle
- Job Rotations

WorldatWork®
The Total Rewards Association

Case Study – Short Term Wins
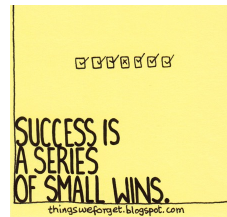
- Getting personnel committee consensus on proposed changes
- Getting the board to adopt the committee recommended changes
- Getting employees to participate in the programs

Case Study – Sustain Acceleration and Institute Change

- Continued Success over time
  - Regularly reviewed, assessed, and updated salary and benefits program
  - Held regular meetings with staff regarding benefits
  - Consistently implemented the quarterly review program

- Embedded new salary and benefits structures into organizational policies

- Maintained support for the changes by:
  - Regularly discussing progress with the board of directors and personnel committee
  - Ensured that any newly hired staff were properly oriented regarding the salary and benefits program

RESULTS

Reduced voluntary employee turnover to 15%, total turnover 25%

Increased employee performance

Two open positions since the changes resulted in over 20 qualified applications for each position

A positive workplace culture and improved teamwork

Funding the Changes

- Utilizing grants to supplement program income to support salaries
  - ICCD has a 92% success rate on submitted grant applications
  - Most grant opportunities (federal and state) allow for salaries and indirect admin costs
  - Grants also provide opportunities to expand organizational programs in exciting and innovative ways
  - It is not uncommon for grant work to be a requirement of conservation positions in both government and non-profit organizations
- Many of the benefits changes had no realized cost to the District
  - Time off and flexible scheduling are critical benefits that typically result in higher productivity during working hours at no financial cost to the District
- Evaluating health benefits proved to be a significant savings to the District, without compromising employee health coverage

Some Key Considerations

Younger employees tend to care more about salary and career advancement than they do about their benefits

Retirement plans can often be unimportant for younger people

When orienting your employees about their benefits, it is critically important to explain the value of that benefits plan. Their salary may only be $40K a year, but when you add in the value of the benefits, their total compensation package is worth $55K to $60K.

Bring in plan experts to meet with your employees to discuss their benefits plans and options to ensure that every employee can utilize their benefits in a way that best suits them.

YOU WILL NOT STOP ALL TURNOVER

Total Compensation Statements

- Offer a way for an employer to show employees the total value of their benefits and compensation package.
- Should include both direct and indirect compensation such as:
  - Salary/hourly rate
  - Medical benefits coverage—include amount paid by employee and employer
  - Paid leave
  - Life insurance
  - Employee assistance program
  - Retirement benefits—include 401(k)/403(b), pension plans, etc.
  - Educational assistance programs
  - Learning and development offerings
  - Career-advancement opportunities

Job Advertisement vs. Job Description

- A Job Advertisement is how you market a position and is for EXTERNAL USE
  - This is a MARKETING PIECE
  - Should be interesting, include pictures, links to get to know you videos, etc…
  - FOCUS ON JOB TITLES – for example the word 'Senior' in a job title attracts 29% fewer applicants, 39% fewer qualified applicants, and 27% fewer female applicants according to Datapeople R&D
  - You posting should be inclusive

- A Job Description is an INTERNAL HR Document
  - Do not use your job description to advertise your job

Great References

- Society for Human Resource Management (SHRM)
  - www.shrm.org
  - Membership based organization
  - Excellent resources, information, and templates for tackling all of your human resource needs

- Academy to Innovate HR
  - https://www.aihr.com/
  - Membership based organization
  - Lots of free resources as well as more resources that you would get through a membership to address human resources issues in your ograniazation.

- Leading Change, John P. Kotter
  - ISBN-13: 9781422186435
  - Great short book about Kotter's 8-step change management process
  - Costs under $20.00

- Kotter Inc.
  - https://www.kotterinc.com/
  - Membership based organization
  - Excellent resources and information for managing change

- PEW Research Center Article: Majority of workers who quit a job in 2021 cite low pay, no opportunities for advancement, feeling disrespected
  - Click here for the link

Contact Info

Reach out with any questions in the future! I'm happy to share additional information and resources.

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