

Human Resource Management

Prepared by Dr. Anas M. Bashayreh

HRM 611

Lecture 8





مجموعة جامعة
الجميع الذكية
للتعليم القابضة

MIDOCEAN
UNIVERSITY
BY EVERYONE'S SMART UNIVERSITY

Human Resource Management

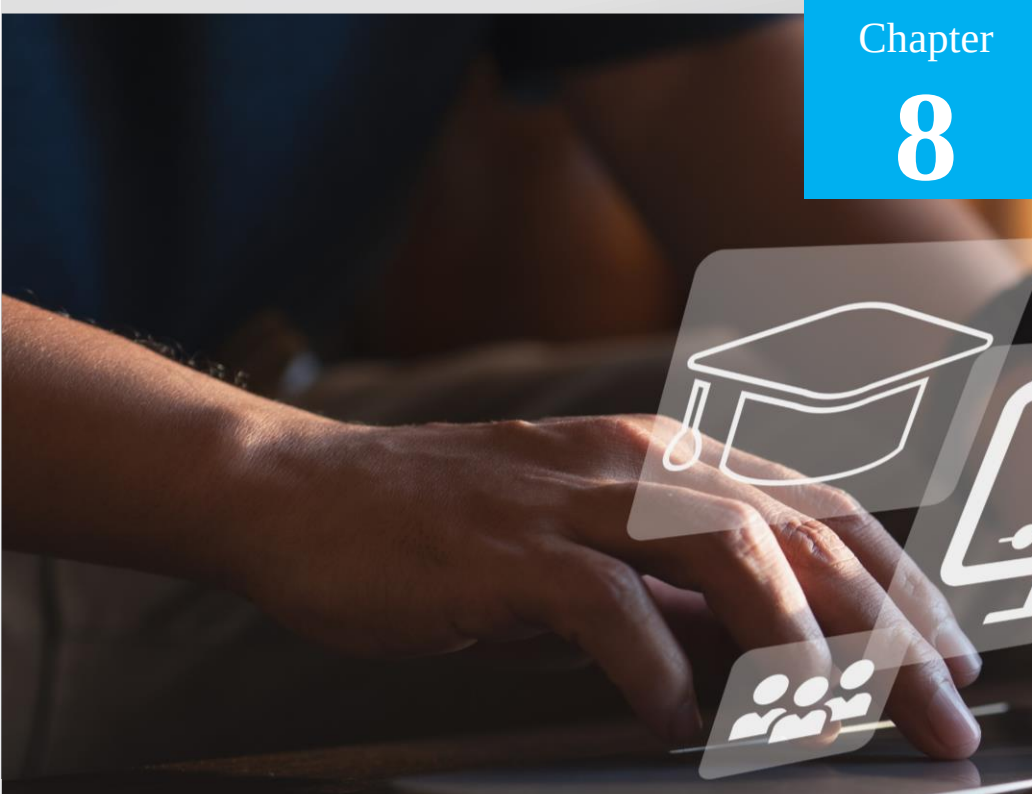
Lecture 8

HRM 611

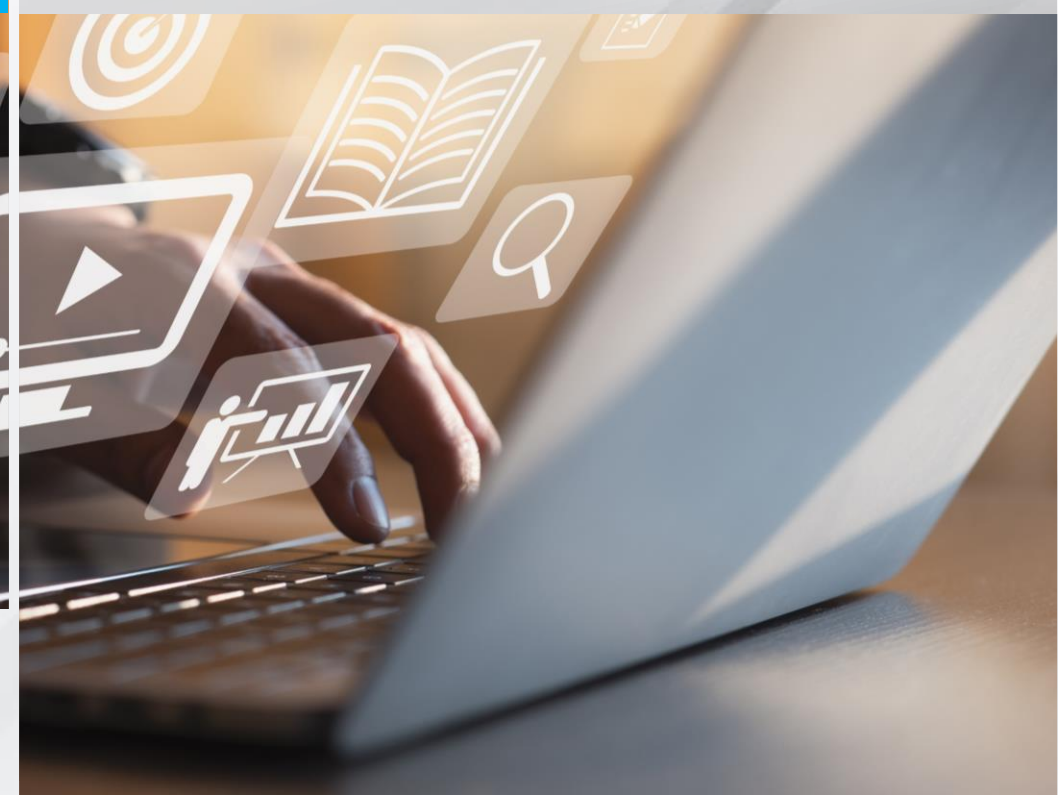
**Employee Retention, Engagement, and
Careers**

Prepared by
Dr. Anas M. Bashayreh

www.midocean.ae

Chapter
8**Employee Retention, Engagement, and Careers**

Chapter 8 offers some good advice and tools for managing careers. We will discuss building effective communications through fair treatment programs and employee discipline. In addition we will discuss proper handling of dismissals and separations, including retirement.



Chapter

8

LEARNING OUTCOMES

1. Describe a comprehensive approach to retaining employees.
2. Explain why employee engagement is important, and how to foster such engagement.
3. Discuss what employers and supervisors can do to support employees' career development needs.
4. List and discuss the four steps in effectively coaching an employee.
5. List the main decisions employers should address in reaching promotion decisions.

Managing Employee Turnover and Retention

- **Turnover**

Turnover is the rate at which employees leave the firm varies markedly among industries. For example, turnover in the accommodation and food services industry is chronically high, with over half the industry's employees voluntarily leaving each year.

- **Costs of Turnover**

The costs to employers of turnover are high. Reducing turnover requires identifying and managing the reasons for both voluntary and involuntary turnover.

- **Managing Voluntary Turnover**

Requires identifying its causes and then addressing them. Unfortunately, identifying why employees voluntarily leave is easier said than done. People who are dissatisfied with their jobs are more likely to leave, but the sources of dissatisfaction are many and varied.

Talent Management

- Talent Management
 - Is the automated end-to-end process of planning, recruiting, developing, managing, and compensating employees throughout the organization
 - Requires coordinating several human resource activities, in particular workforce acquisition, assessment, development, and retention
 - Is career management from the employer's point of view.

The Talent Management Process



A Comprehensive Approach to Retaining Employees

Remember, “retention starts up front, in the selection and hiring of the right employees.” The process begins with a thorough understanding of the jobs to be filled. It includes a solid job analysis and an effective and efficient hiring process.

1. Using effective selection techniques
2. Offering professional growth opportunities
3. Providing career direction
4. Offering meaningful work and encouraging ownership of goals

A Comprehensive Approach to Retaining Employees

- 5. Recognition and rewards
- 6. Culture and environment
- 7. Promote work–life balance
- 8. Acknowledge achievements

A Comprehensive Approach to Retaining Employees

Managing Involuntary Turnover

Involuntary turnovers are inevitable. Even under the best conditions, the employer will have to let some employees go when jobs are restructured, or when competitive pressures necessitate reductions in force. However, dismissals due to poor performance are sometimes avoidable. As with voluntary turnover, performance-based dismissals may stem from breakdowns in the employer's talent management system.

Therefore, here, too, reviewing and improving one's recruitment, selection, training, appraisal, and compensation/incentive plans can reduce dismissals by addressing the reasons for poor performance.

Talent Management and Employee Retention

Talent management and employee retention

All employees are important, but talent management oriented employers put special emphasis on developing and retaining their most critical employees.

Job Withdrawal

Unfortunately, voluntary turnover is just one way that employees withdraw. Withdrawal in general means separating oneself from one's current situation it's a means of escape for someone who is dissatisfied or fearful. At work, job withdrawal has been defined as actions intended to place physical or psychological distance between employees and their work environments.

Employee Engagement

- Importance
- Fostering
- Monitoring



EMPLOYEE ENGAGEMENT

Poor attendance, voluntary turnover, and psychological withdrawal often also reflect diminished employee engagement. Engagement refers to being psychologically involved in, connected to, and committed to getting one's jobs done.

Why Engagement Is Important?

Employee engagement is an important topic, because many employee behaviors, including turnover, reflect the degree to which employees are engaged.

EMPLOYEE ENGAGEMENT

Actions That Foster Engagement

Engagement supporting actions include making sure employees:

- (1) understand how their departments contribute to the company's success.
- (2) see how their own efforts contribute to achieving the company's goals.
- (3) get a sense of accomplishment from working at the firm.

EMPLOYEE ENGAGEMENT

Monitoring Employee Engagement

Monitoring employee engagement needn't be complicated. With about 180,000 employees worldwide, the consulting firm Accenture uses a three-part shorthand method they call say, stay, and strive to identify which employees are engaged, and why. First, Accenture assesses the employee's pride in being with the organization in terms of how positively he or she speaks about the company and recommends it to others. Second, it looks at who stays with a company, and why. Finally, it looks at strive. For instance, do employees take an active role in the overall success of the organization by moving beyond just doing tasks to going above and beyond?.

Career Management

- Career terminology
- Careers today
- Psychological contract
- The employee's role



The Basics of Career Management

- **Career**

- The occupational positions a person has had over many years.

- **Career management**

- The process for enabling employees to better understand and develop their career skills and interests, and to use these skills and interests more effectively.

- **Career development**

- The lifelong series of activities (such as workshops) contribute to a person's career exploration, establishment, success, and fulfillment.

The Basics of Career Management

- **Career planning**

- The deliberate process through which someone becomes aware of personal skills, interests, knowledge, motivations, and other characteristics; and establishes action plans to attain specific goals.

- **Careers today**

- Careers are no simple progressions of employment in one or two firms with a single profession.
- Employees now want to exchange performance for training, learning, and development that keep them marketable.

Career Management and Employee Commitment

**Old Contract
(Employer-focused)**

“Do your best and be loyal to us, and we’ll take care of your career.”

**New Contract
(Employee-focused)**

“I’ll do my best for you, but I expect you to provide the development and learning that will prepare me for the day I must move on, and for having the work-life balance that I desire.”

The Employee's Role in Career Management

The employer and manager have roles in guiding employee's careers, but particularly in today's environment, no employee should ever abandon this task to others. For the employee, career planning means matching individual strengths and weaknesses with occupational opportunities and threats. In other words, the person wants to pursue occupations, jobs, and a career that capitalize on his or her interests, aptitudes, values, and skills. He or she also wants to choose occupations, jobs, and a career that make sense in terms of projected future demand for various types of occupations. The consequences of a bad choice (or of no choice) are too severe to leave to others. There is a wealth of sources to turn to.

The Employer's Role in Career Management

The employer's career development tasks depend partly on how long the employee has been with the firm. For example, before hiring, realistic job interviews can help prospective employees more accurately gauge whether the job is a good fit with the candidate's skills and interests.

The manager can do several things to support his or her subordinates' career development needs including scheduling a regular performance appraisal. Managers must also make expectations clear. Finally, managers must focus on the extent to which the employee's current skills and performance match career aspirations.

Traditional Versus Career Development Focus

HR Activity	Traditional Focus	Career Development Focus
Human resource planning	Analyzes jobs, skills, tasks—present and future. Projects needs. Uses statistical data.	Adds information about individual interests, preferences, and the like to data.
Training and development	Provides opportunities for learning skills, information, and attitudes related to job.	Provides career path information. Adds individual growth orientation.
Performance appraisal	Rating and/or rewards.	Adds development plans and individual goal setting.
Recruiting and placement	Matching organization's needs with qualified individuals.	Matches individual and jobs based on a number of variables including employees' career interests.
Compensation and benefits	Rewards for time, productivity, talent, and so on.	Adds non-job-related activities to be rewarded, such as United Way leadership positions.

Why Offer Career Development?

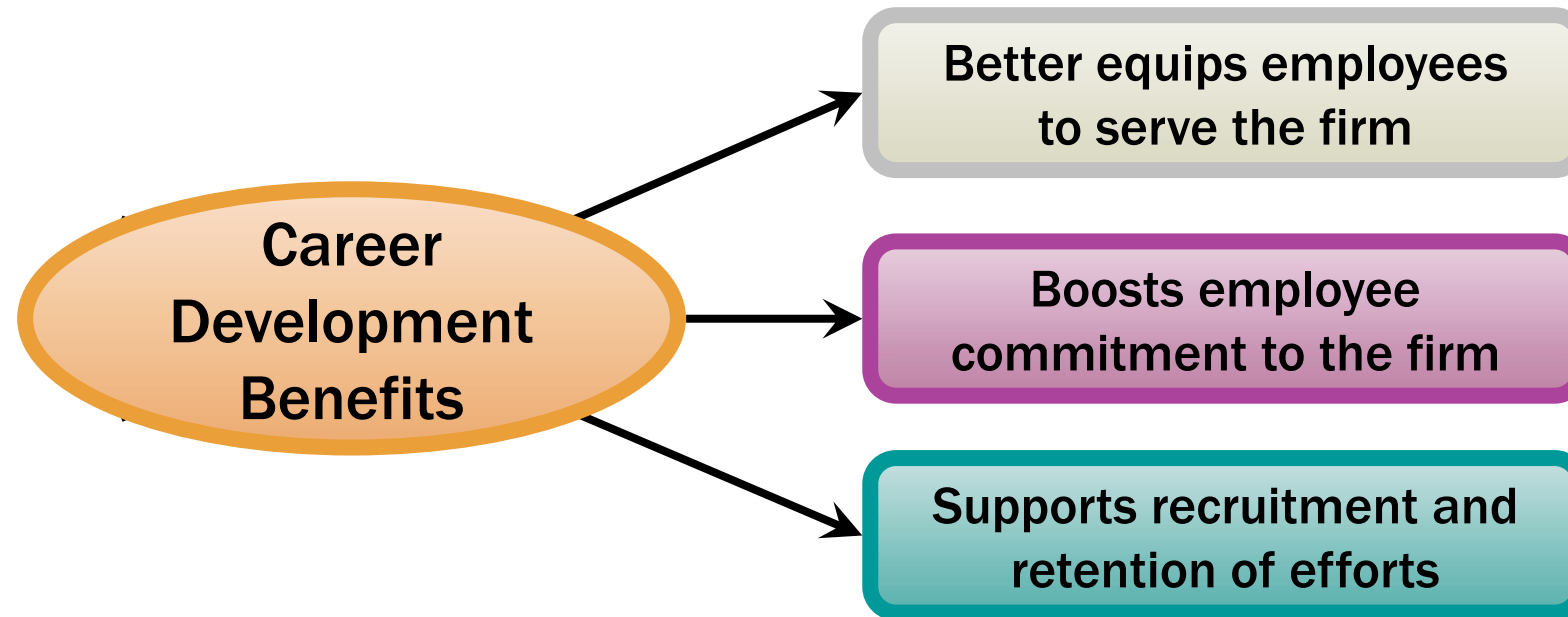


TABLE Roles in Career Development

Individual

- Accept responsibility for your own career.
- Assess your interests, skills, and values.
- Seek out career information and resources.
- Establish goals and career plans.
- Utilize development opportunities.
- Talk with your manager about your career.
- Follow through on realistic career plans.

Employer

- Communicate mission, policies, and procedures.
- Provide training and development opportunities, including workshops.
- Provide career information and career programs.
- Offer a variety of career paths.
- Provide career-oriented performance feedback.
- Provide mentoring opportunities to support growth and self-direction.
- Provide employees with individual development plans.
- Provide academic learning assistance programs.

Manager

- Provide timely and accurate performance feedback.
- Provide developmental assignments and support.
- Participate in career development discussions with subordinates.
- Support employee development plans.

TABLE Possible Employer Career Planning and Development Practices

Job postings	Career booklets/pamphlets
Formal education/tuition reimbursement	Written individual career plans
Performance appraisal for career planning	Career workshops
Counseling by manager	Assessment center
Lateral moves/job rotations	Upward appraisal
Counseling by HR	Appraisal committees
Preretirement programs	Training programs for managers
Succession planning	Orientation/induction programs
Formal mentoring	Special needs (highfliers)
Common career paths	Special needs (dual-career couples)
Dual ladder career paths	Diversity management
	Expatriation/repatriation

Career Management Systems

CAREER CENTERS Some employers create Web-based or offline libraries of career development materials, plus career workshops, workshops on related topics (such as time management), and individual career coaches for career guidance.

CAREER PLANNING WORKSHOPS is a planned learning event in which participants are expected to be actively involved, completing career planning exercises and inventories and participating in career skills practice sessions.

LIFELONG LEARNING BUDGETS several employers provide type lifelong learning accounts for their employees. Both employers and employees contribute, and the employees can tap into these to get the career-related education and development they desire.

PROVIDE CAREER COACHES The coaches helped individual employees identify their development needs and obtain the training, professional development, and networking opportunities that they require to satisfy those needs.

Career Management Systems

CAREER-ORIENTED APPRAISALS In brief, if you use the performance review only to tell the employee how he or she is doing, you'll miss an opportunity to support the employee's career development. Performance appraisals also provide an opportunity to discuss and link the employee's performance, career interests, and developmental needs into a coherent career plan.

Many employers have formal programs to do this. For example, managerial performance appraisal form contains a listing of all jobs by title, function, and level that employees could conceivably want to consider. The company trains its supervisors to link the employee's performance, career interests, and corporate needs, and develop a career plan including development activities for the employee.

IMPROVING COACHING SKILLS

Coaching and the closely related mentoring are key managerial skills.

Coaching means educating, instructing, and training subordinates.

Mentoring means advising, counseling, and guiding.

Coaching focuses on teaching shorter-term job-related skills. Mentoring focuses on helping employees navigate longer-term career hazards. Supervisors have coached and mentored employees from the dawn of management.

IMPROVING COACHING SKILLS

Building Your Coaching Skills

Coaching and mentoring require both analytical and interpersonal skills. They require analysis because it's useless to teach or advise someone if you don't know what the problem is. They require interpersonal skills because it's equally futile to know the problem if you can't get the person to listen or change.

Coaching does not mean just telling someone what to do. We can best think of coaching in terms of a four-step process: preparation, planning, active coaching, and follow-up.

Improving Mentoring Skills

- It often touches on the person's psychology (motives, needs, aptitudes, and how one gets along with others, for instance). Because the supervisor is usually not a psychologist or trained career advisor, he or she must be extra cautious in the mentoring advice he or she gives.
- Effective mentors set high standards and are willing to invest the time and effort the mentoring relationship requires. Effective mentoring requires trust. The level of trust reflects the mentor's professional competence, consistency, ability to communicate, and readiness to share control.
- You must choose an appropriate potential mentor. But, don't be surprised if you're turned down. Make it easier for a potential mentor to agree to your request. Do so by making it clear ahead of time what you expect in terms of time and advice.

Making Promotion Decisions

Career planning and mentoring often precede promotion decisions. Most people crave promotions, which usually mean more pay, responsibility, and (often) job satisfaction. For employers, promotions can provide opportunities to reward exceptional performance, and to fill open positions with tested and loyal employees.

1. Is seniority or competence the rule?
2. How should we measure competence?
3. Is the process formal or informal?
4. Vertical, horizontal, or other?

Making Promotion Decisions

There are several practice steps that should be taken by employers and managers:

- Establish eligibility requirements.
- Review the job description.
- Review candidates' performance and history.

Managing Retirements

For many employees, years of appraisals and career planning end with retirement. Retirement planning is a significant long-term issue for both employees and for employers facing a long-term shortage of talented workers.

- **Preretirement Counseling Practices**

- Explanation of Social Security benefits
- Leisure time counseling
- Financial and investment counseling
- Health counseling
- Psychological counseling
- Counseling for second careers
- Counseling for second careers inside the company

CHAPTER SUMMARY

1. Managing voluntary turnover requires identifying its causes and then addressing them. A comprehensive approach to retaining employees should be multifaceted, and include improved selection, a well-thought-out training and career development program, assistance in helping employees lay out potential career plans, providing employees with meaningful work and recognition and rewards, promoting work life balance, acknowledging employee's achievements, and providing all this within a supportive company culture.
2. Employee engagement is important. Numerous employee outcomes including turnover, and performance reflect the degree to which employees are engaged.
3. Employees ultimately need to take responsibility for their own careers, but employers and managers should also understand what career management methods are available. These include establishing company-based career centers, offering career planning workshops, providing employee development budgets, and offering online career development workshops and programs.

1. Why is it advisable for an employee retention effort to be comprehensive?
2. Explain why employee engagement is important, and how to foster such engagement. What exactly would you as a supervisor do to increase your employee's engagement?
3. What is the employee's role in the career development process? The manager's role? The employer's role?



Chapter
8

DISCUSSION QUESTIONS



مجموعة جامعة
الجميع الذكية
للتعليم القابضة

MIDOCEAN
UNIVERSITY



Thank You



