

Manager's Guide to Retention Activities

How to have good Retention Discussion

Consider the following questions as you prepare a retention conversation. This should be an on-going discussion throughout the year and integrated into the performance review:

Employee Strengths:

- What strengths differentiate this individual?
- What skills will we need in the future? (E.g. we'll need more people with strong service, with strong influencing skills / people management skills/ what type of technical skills will be important).
- What talents are we not using?

Personal Development Needs:

- What would improve the employee's impact in their current role?
- What tough message does the employee need to hear because it could impede the employee's career? How can we help them overcome their "blind spot"?

Progress in the last year:

- What skills or performance issues has the person improved over the last year and what still requires improvement?

Highlights / Motivators of the job / company

Focus on Gemini as the Employer.....

- Does the Employee understand (is manager communicating) the progress story – the future of the Observatory – the big picture?
- How does the employee feel about the affiliation with the Observatory – am I proud to part of it? Do they like their role but not the way the Observatory does things or are they comfortable with both? Why?

Describe ideal job:

For some, describing an ideal role is easy as they have a well-formed idea. For others, this is not something they have given a lot of thought to yet. Think about what types of work / activities really get you excited or under what conditions you work best. Then try to note answers to some of these questions:

- Where would you forecast some of the biggest opportunities in coming year?
- What type of challenge would be the hardest or the most fun for you to do: Start up? Turn around? A major project role? Operations? Development?
- What impact do you think you could have?
- What would the ideal platform be?

- What groups are you most effective with or would like to try your hand at?
- What do you like to do most / least from the following:
 - Form / shape medium – term strategies?
 - Run a day-to-day group?
 - Deliver solutions?
 - Manage people?
 - Project Manager?

Next planned assignment or increased responsibility

– *With an eye on the individual's career goal (i.e. getting to that ideal job):*

- What new thing can we give now? What would get the employee close to tactually doing their ideal job?
- What would we need to see in terms of new behaviors or increased skills?

Keys to retention – individual circumstances:

- Is the individual's compensation fair and reasonable, how do they feel?
- What would lure them away?
- How are you doing at managing them? What can you both do better?
- What is the person struggling with now? What would make the employees life easier?
- Tell us now what you are going to tell us the day you leave?
- Important questions - What matters most to them? What intangibles (for example environment factors, flexibility in hours, location preferences) do you value most? What do we need to do to keep you?

Why employees stay:

- Social and Value Networks
- They develop a web of connections and relationships on and off the job
- Employees must be embedded in an organization
- Pride and Fulfillment in their work
- Good Benefits
- Good Work Environment
- CORE elements that create job satisfaction --compensation, opportunity, recognition and environment.
- An individual will stay with an organization as long as the inducements it offers are equal to or greater than the contributions (time and effort) of the person. These judgments are affected by the individual's desire to leave and the ease with which he or she could depart.

Manager's deliverables, by when:

- What commitments have you made toward the employee's development and when will you deliver them?
- Ensure the scheduled 6-month progress meeting happens.

Retention Tools

Personal Development Plan Guide

See PPD presentation.

Development activities

The development activities listed below are not intended to be prescriptive or comprehensive. The items are included merely to give you an idea of the many activities available to help you design your own development strategies.

Learning methods and opportunities for you to consider include:

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| ☆ Special Projects & Assignments | ☆ Networking |
| ☆ Membership of Cross-Functional Teams | ☆ Secondments |
| ☆ University Courses | ☆ Learning by Experience |
| ☆ External Conferences & Seminars | ☆ Coaching |
| ☆ Working Along Specialists | ☆ Training Courses |
| ☆ Feedback – Upward, Downward, Lateral | ☆ Self Study |
| ☆ Mentoring | ☆ Professional Studies |
| ☆ Role Playing with a Colleague | ☆ Elearning |
| ☆ Standing in for Others | |
| ☆ External / Voluntary Community Projects Job Rotation | |

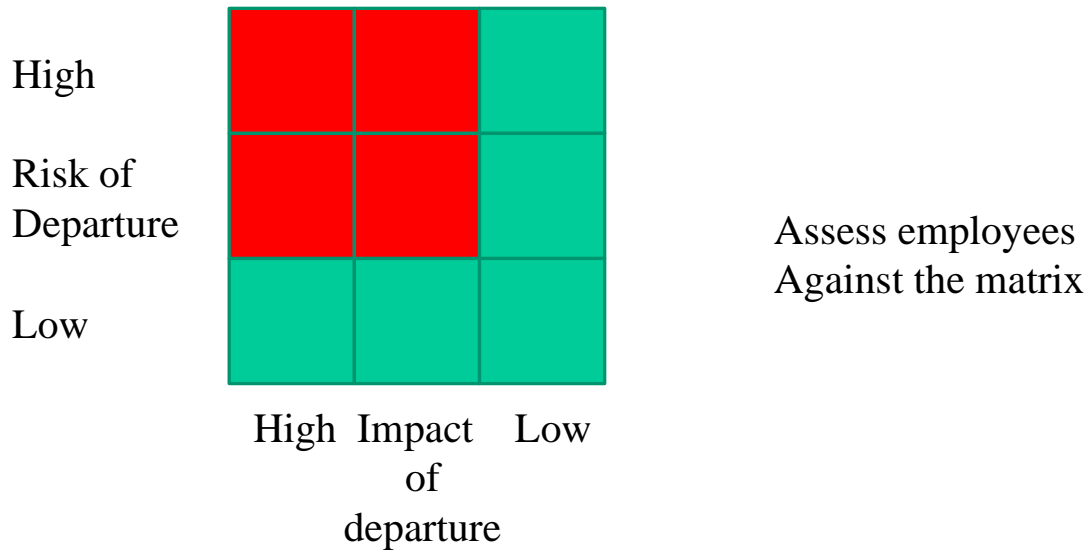
The process of learning and development arises more from the variety of opportunities to learn on-the-job than they do from off-the-job training activities.

Unfortunately these are often ignored or misunderstood. Effective development revolves around learning opportunities on the job, rather than taking training courses or workshops.

- Each employee is responsible for their personal development.
- As a manager you are responsible for agreeing to development plans, facilitating development through coaching, and making opportunities, time and money available.

Retention Risk Matrix:

Tools to assess departure risk



Develop an action plan for employees you feel are in the **red zone**.

Mentoring Program:

The idea is to integrate some manifestation of the mentoring process in almost all facets of the employment life cycle, with the intent to make it a part of the Gemini culture and not make it look like it is programmatic and therefore, a short-lived program.

See **Enrique Cancino** for more details on Mentoring Program.