

# Employees – Your Most Important Asset – How to Find Them and How to Keep Them

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# Presenters

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# Agenda

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- ❑ Internships
- ❑ Building Morale
- ❑ Staff Retention
- ❑ Retention Planning

# Internships

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Internship

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# The Dream

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To hire experienced employees who require very little, if any, training.



# Internships

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One solution is to develop a quality internship program – sort of a test-drive of a potential employee.



# What is an internship?

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According to *Wikipedia*, an internship is a period of work experience offered by an organization for a limited period of time. Once confined to medical graduates, the term is now used for a wide range of placements in businesses, non-profit organizations, and government agencies. They are typically undertaken by students and graduates looking to gain relevant skills and experience in a particular field.

## Characteristics include:

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- Duration can be a school semester or longer
- Part-time or full-time
- Paid or unpaid
- May be part of an educational program, whereby student receives academic credit
- Established balance between intern's learning and specific work needs of agency

# How do internships benefit an agency?

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- Year-round source of highly motivated pre-professionals
- Proven, cost-effective way to recruit and evaluate potential employees
- Flexible, cost-effective work force not requiring a long-term employer commitment
- Students bring new perspectives to old problems
- Visibility of your agency is increased on campus

# Steps to designing an internship program

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# Step 1 – Set Goals

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- Is your agency having difficulty finding new employees?
- Are you looking for employees with a specific set of skills?
- What does your agency hope to achieve from an internship program?

## Step 2 – Write a Plan

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- ❑ Write out internship plan based on goals
- ❑ Involve as many persons as possible – management buy-in is critical
- ❑ Details, details, details (Required field of study? Paid? Hours? Location? Job description? Length of internship? )
- ❑ Include a mentor training program

# Step 3 – Recruit Interns

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- College Career Fairs
- Professional development classes
- Recruiting programs like Handshake
- Webpage on agency site
- Postings on social media
- Word of mouth



Select your interns as carefully as you'd select permanent employees.

## Step 4 – Manage the Interns

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- Assign a trained mentor to each intern
- Orient your intern to workplace and culture
- Provide your intern with the resources they need to do the job
- Evaluate and provide feedback
- Treat them like the new employee that they are, and that you want them to become

# Step 5 – Keep Your Focus on the Future

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- Take on interns now and you'll have a competitive advantage in recruiting the best
- Your new employees will already be trained and loyal to your agency, lowering training time, recruiting costs and turnover rates.
- You'll build a reputation that will pay off with students, colleges, and the community.



***Spark a passion for  
public service.***

***Ignite your career for life.***

# Building Morale

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# Building Morale and Restoring Motivation

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*Studies have shown that employee morale is directly tied to productivity – the more stressed and dissatisfied employees are the more productivity will plunge.*

- As a manager you are the most powerful factor in building employee motivation and positive morale.
- Feeling valued by the supervisor is key to high employee motivation and positive morale.

**So what are the best ways to boost employee morale?**

# Suggestions to Build Morale and Motivation

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1. Recognize the value of your employees
2. Let employees know they are appreciated
3. Provide employee perks such as: casual Fridays, free lunches, candy drawer, gift certificates, team building events, depart early days
4. Bonuses such as financial incentives
5. Seek suggestions from your team
6. Make sure the values and ethics of the company are those that employees can take pride in.





# Staff Retention



# Retention – How to Keep Your Top Talent

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*Practically every company has some form of program designed to nurture its rising stars.*



# How to Hang On to Your High Potentials

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- Scenario – You’re the manager of a high-performing team of great people. The team has hit its stride; members have even developed a bit of a shorthand with each other that helps them weather challenges and nail deadlines. *Then a core member of the group gives notice that they’re leaving.*

**WHAT DO YOU DO?**



# Mentorships

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- Pairing a new employee with a mentor is a great idea for onboarding or for an employee looking for advancement.
- A mentee can learn the ropes from a veteran with a wealth of resources and offer a fresh viewpoint to experienced staff.

# Retention Planning



# Retention Planning

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- ❑ Develop a step-by-step retention plan to ensure that you keep an engaged and productive team.
- ❑ Include a strategic plan that addresses the reasons an employee might leave and explore all the company's options for retaining its most valuable workers.
- ❑ Focus on high talent employees you do not want to leave.
- ❑ Be sure to keep the executive office informed of the folks who are the key players in a division.
- ❑ Identify what each rising star's personal motivators are. This cannot be a one size fits all approach. Individual attention to detail is key.

# Manager Support

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*Your company's retention plan is only as good as the support it receives from managers. Management support for employee retention is essential because manager's assign duties and responsibilities that challenge employees, and thus, keep employees fully engaged in their work and excited about staying with the company.*



# Retention Measures

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- Retention measures consist of actions the company is willing to take to keep certain employees.
- Identifying the tangible and intangible measures the company can use is helpful in determining the actual steps necessary to keep someone on board.
- Examples of intangible retention measures are professional development and mentoring, cross-functional training and on-the-job training. Bonus payments, perks, tuition assistance or reimbursement, flexible work schedules or telecommuting options are examples of tangible incentives.

# Strategy Into Action

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- A decision tree is especially helpful in putting your strategic retention plan into action and determining the most appropriate action to retain specific employees.
- For example, ensure that all eligible employees are afforded opportunities for improving their skill sets and that employees whose positions and duties warrant it receive leadership training or professional development opportunities.
- Providing employees with opportunities for cross-functional training is an effective strategy for improving engagement and retention because it gives employees opportunities to maximize their employment options through becoming qualified to work in other departments.

# Retention Agreement Notes

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- ❑ When providing tangible incentives for retaining an employee, protect your company's interests by ensuring the employee will not take the payment, stay a while and then leave before you get your company's money's worth, so to speak.
- ❑ Retention incentives, such as bonus payments, should be conditioned upon the employee staying with the company for a year or more, depending on the bonus amount.
- ❑ For such incentives as tuition assistance or reimbursement, some employers require up to 2-3 years of service in exchange for paying tuition and fees for an employee's degree program.

# Questions?

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# Contact Information

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