



# Creating Employee Loyalty: How to Keep Them Once You Have Them

BY KATHLEEN RICH-NEW

You have learned how to become an employee magnet, how to create a dazzling recruitment plan and now you will learn how to keep your employees once you have them. It's more than money and benefits.

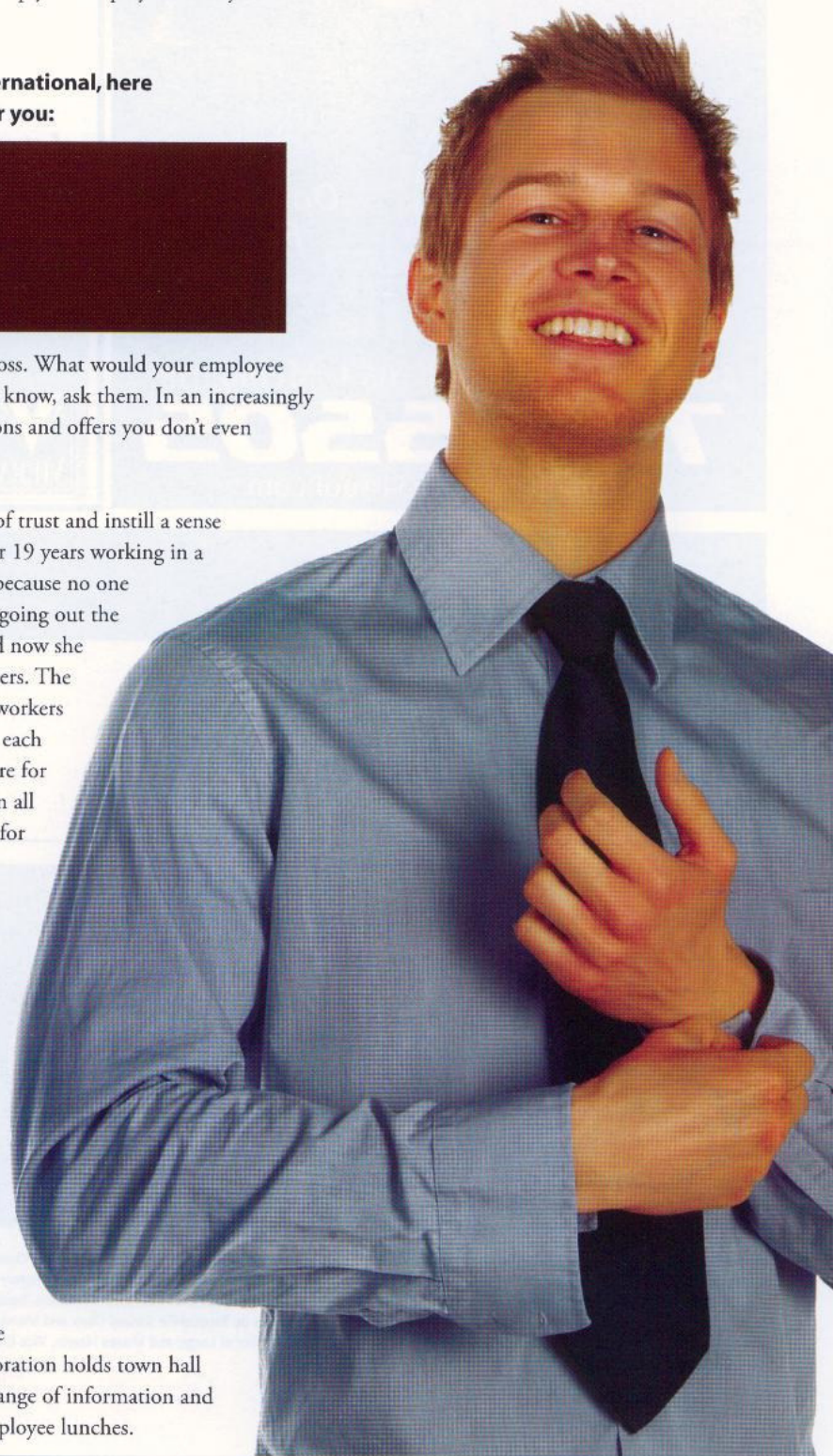
**According to Development Dimensions International, here are five reasons employees want to work for you:**

1. *Quality Relationship with Supervisor*
2. *The Ability to Balance Work and Personal Life*
3. *Meaningful Work – Making a Difference*
4. *Cooperation with Coworkers*
5. *Level of Trust in the Workplace*

**Fact:** Employees join organizations and quit the boss. What would your employee say about their relationship with you? If you don't know, ask them. In an increasingly tight labor market your employees may have options and offers you don't even know about.

As the boss, it's up to you to create a relationship of trust and instill a sense of cooperation within and outside the group. After 19 years working in a food processing plant my sister was ready to quit because no one cared about the quality or appearance of the food going out the door. She was recruited for a new product line and now she loves her job. Same company, same work, same peers. The difference is, under new a new supervisor, her co-workers support each other. If a mistake is made they help each other. If someone is having a bad day, they are there for each other. She said, "The biggest change is we can all trust what our supervisor says. I wouldn't say that for other supervisors."

The winners of Brevard's Best Place to Work Survey all have programs focused on developing better relationships and showing appreciation to their employees. The Hilton Melbourne Rialto Place in Melbourne holds monthly gatherings for all employees to show their appreciation and increase their bond with employees. Indian River National Bank conducts annual employee satisfaction surveys to find out what employees are thinking and encourages employees to do volunteer work on "company time." Twice a year, at Brighthouse Networks, the VP steps in and does hourly jobs like answering the phone at the call center or going into the field with a service technician. The VP at Northrop Grumman Corporation holds town hall meetings with employees to provide an open exchange of information and ideas. DRS Tactical Systems, Inc. has monthly employee lunches.





# Here are some additional ways to increase employee loyalty:

## NO. 1

Develop Your  
Mission  
Vision  
Values

*Mission*  
What You Do

*Vision*  
Where You Are Going

*Values*  
Your Guiding Principles

## NO. 3

Develop your Supervisors  
and Employees

*Constant focus on  
supervisory training*

*Develop career ladders  
for your employees*

*Train your newly promoted  
employees; avoid the "sink  
or swim" approach*

*Minimum two days training  
per year per employee for  
professional and personal  
development*

*Performance reviews designed  
for their growth, not "gotcha"*

## NO. 4

Develop an Orientation  
Program that Builds the  
Relationship with the  
New Employee

*Demonstrate the personality  
of the company instead  
of just rules and forms*

*Create a mentoring program  
for new employees to guide  
them through their first year*

## NO. 6

NO. 6 Conduct Employee  
Satisfaction Survey Annually

*Ask for their opinions and  
share the results*

## NO. 2

Be in the "Ball Park" with  
your Pay and Benefits

*Participate in surveys  
annually so you know.*

## NO. 5

Build your Relationship  
with Each Employee. Build  
their Trust.

*Regular department meetings  
with opportunity to express  
concerns and celebrations*

*Share performance results*

## NO. 7

Have Fun

*Hard work can co-exist with fun.*

Kathleen Rich-New, president of Clarity Works! is based in Cape Canaveral, specializing in helping companies attract and retain top-performing employees. She is the Chair of Brevard's Best Place to Work Survey. Kathleen is the co-author of "Looking for the Good Stuff: A guide to enjoying and appreciating life." She is also an adjunct professor at Webster University's Graduate School of Business. You can contact her at 321.452.7308 or KRN@clarityworks.biz.

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