

Attract to Sustain a Manufacturing Workforce

Welcome

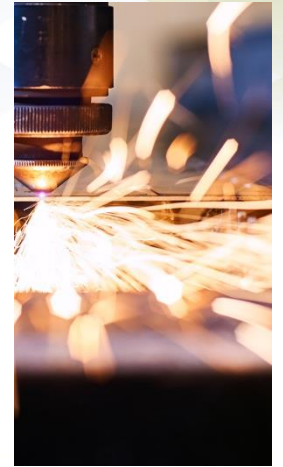
Denise Ball

Regional Client Executive & Workforce
Development Specialist



KEY POINTS

- Goal
- Retention Facts
- Cost of Turnover
- Best Practices in Attraction



Goal...



Be the Employer of Choice

The Long and Short Game...



of Attraction & Retention

2020 BLUE-COLLAR SURVEY

2 WHAT JOB MOSTLY RESEMBLES YOUR CURRENT POSITION



EMPLOYBRIDGE
Creating a Better Work Life. Delivering a Strong

4 WHAT SHIFT STRUCTURE DO YOU PREFER?



Five 8 Hour shifts per week

51%



Four 10 Hour shifts per week

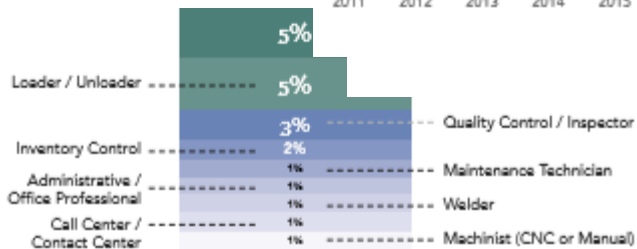
35%



Three to Four 12 Hour shifts per week

14%

6 WHAT IS THE MINIMUM AMOUNT OF SHIFT DIFFERENTIAL YOU WOULD REQUIRE TO WORK AND STAY ON A SHIFT OTHER THAN 1ST SHIFT?



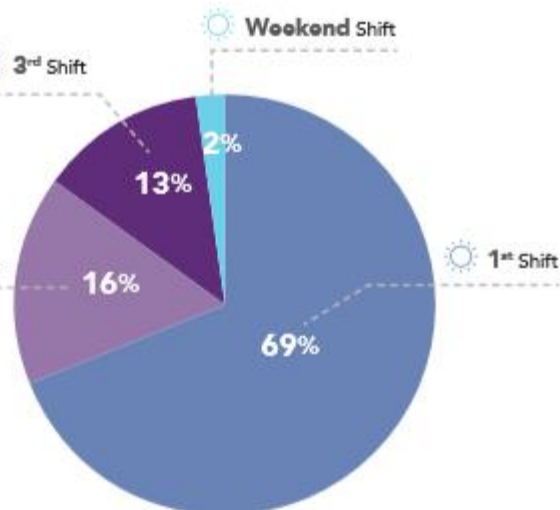
ABOUT THE SURVEY:

Number of Participants:
30,389*

Time Period: 2/10/2020 - 3/20/2020.
13th year conducting the survey.

Participant Data: All major markets across the country are represented. Both employed and unemployed participants are included.

WHAT SHIFT DO YOU PREFER TO WORK?



2020 BLUE-COLL

7

OTHER THAN PAY INCREASES, HOW CAN COMPANIES EARN YOUR LOYALTY?

Other



WHY ARE YOU STAYED EMPLOYER?

Good Company Culture (Respected / Valued)

I Liked My Work Schedule

Promoted / Growth Skill Development

Flexibility (Time Off Without Consequences)

Consistent Increase in Pay

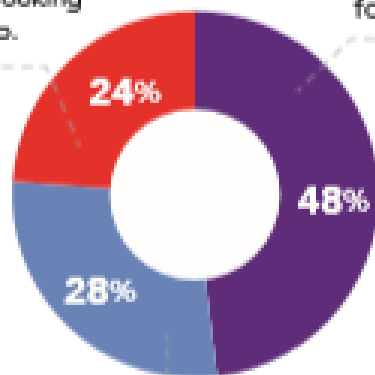
8%

11

ARE YOU ACTIVELY LOOKING FOR ANOTHER JOB?*

NO, I'm not looking for another job.

YES, I'm actively looking for another job.



YES, I would consider another job if the opportunity presented itself.

8

WHICH BEST FITS THE FACTORS FOR YOUR LAST JOB? (TOP 4)

1

Found Job That Paid More Money

2

More Money

3

More Money

4

More Money

10

HOW SATISFIED ARE YOU WITH YOUR CURRENT EMPLOYER?

Very Satisfied

14%

Satisfied

Neutral

Unsatisfied

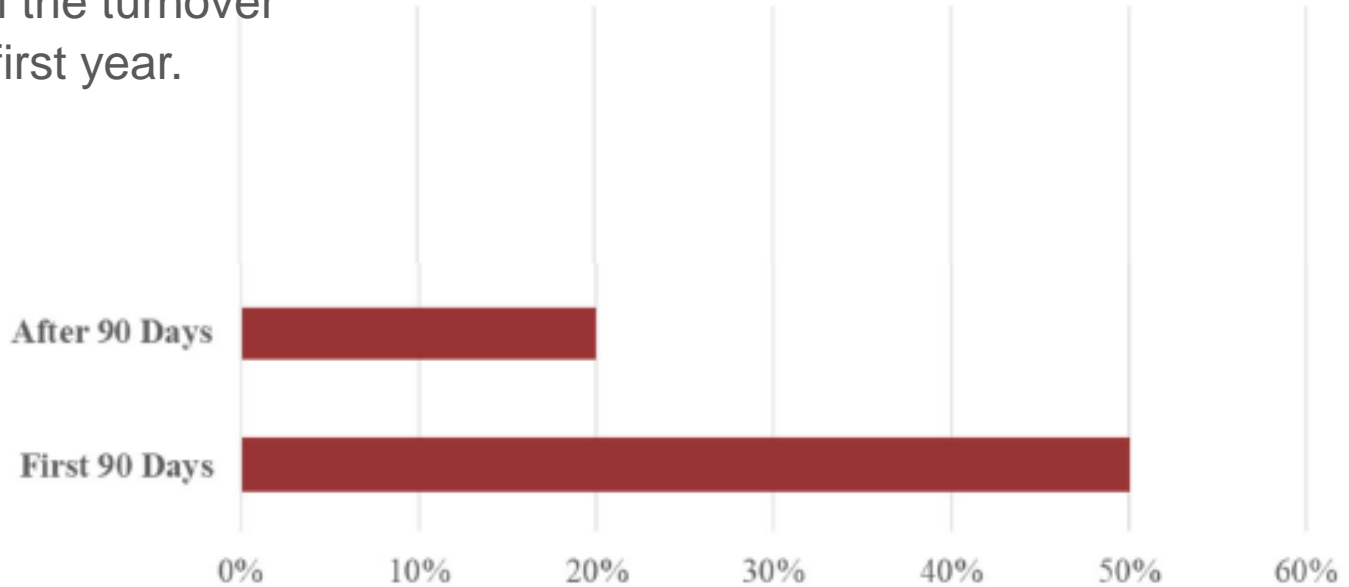
11%

Very Unsatisfied

13%

WORK INSTITUTE 2018 RETENTION REPORT

40% of all the turnover was in the first year.



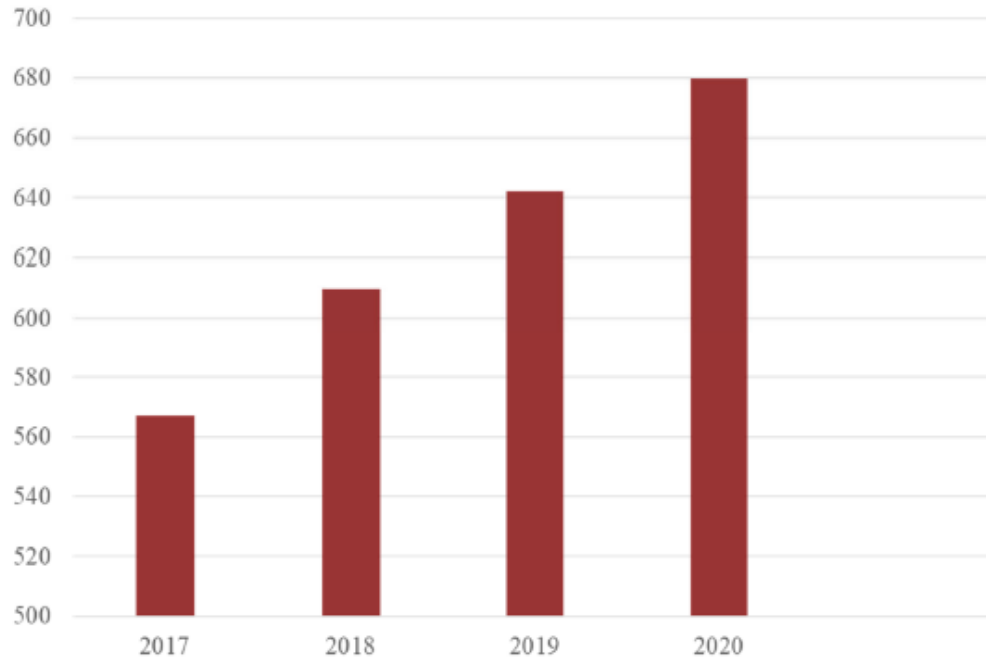
Top Categories of Reasons People Leave Jobs in 2017

- Career Development
- Work-Life Balance
- Manager Behavior
- Well-Being



WORK INSTITUTE 2018 RETENTION REPORT

Cost of Turnover



Estimated
Turnover Cost
33% of salary

Average turnover
cost per employee
\$15,000

Median Salary
\$45,000

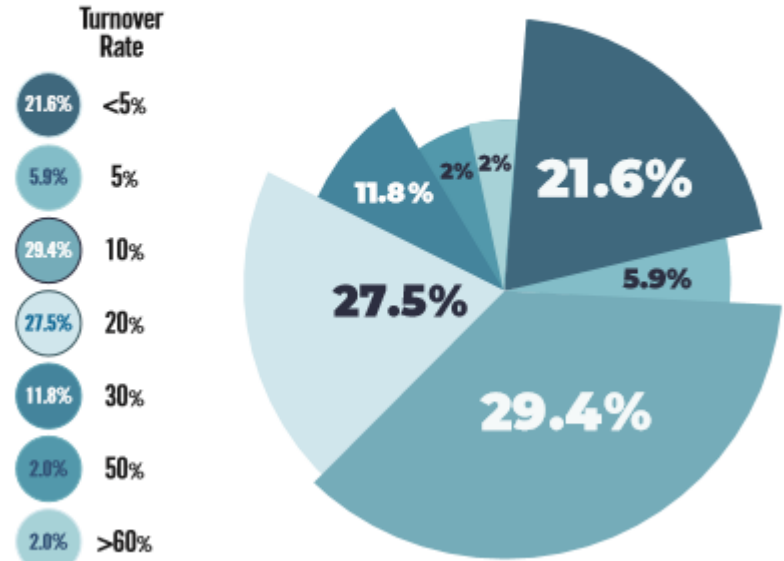


2019

The True Cost of Turnover:

Hidden Costs Go Beyond Financial to Impact Productivity and Culture

Companies' Approximate Total Annual Turnover Rate (%)



What should be included in Cost of Turnover

- Screening Cost
- Human Resource's time
- Onboarding
- Training
- Temporary Staff
- Productivity Loss
- Opportunity Costs

2019

The True Cost of Turnover:

Hidden Costs go Beyond Financial Impact to Productivity and Culture

HIDDEN FIGURES

Most respondents indicated that they do not include costs such as temporary labor to fill the gaps, loss of productivity (e.g., safety, scrap), and lost business, making the CoT even more expensive.

70%

track screening costs, HR time, onboarding costs and training costs

57%

do not track temporary labor to fill gaps as part of CoT

68%

do not track loss of productivity costs, such as machine downtime, safety issues and scrap

77%
















do not track opportunity costs, such as lost business associated with the skills gap








TOOLINGU

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Generations

Formative Experiences	Maturists (pre-1945) Wartime rationing Rock'n'roll Nuclear families Defined gender roles - particularly for women 	Baby Boomers (1945-1960) Cold War "Swinging Sixties" Moon landings Youth culture Woodstock Family-oriented 	Generation X (1961-1980) Fall of Berlin Wall Live Aid Reagan/Gorbachev Early mobile technology Divorce rate rises 	Millennials (1981-1995) 9/11 terrorist attacks Social media Invasion of Iraq Reality TV Google Earth 	Generation Z (Born after 1995) Economic downturn Global warming Mobile devices Cloud computing Wiki-leaks 
Attitude toward career	Jobs for life	Organizational - careers are defined by employees	"Portfolio" careers - loyal to profession but not to employer	Digital entrepreneurs - work "with" organizations	Multitaskers - will move seamlessly between organizations and "pop-up" businesses
Signature product	Automobile 	Television 	Personal computer 	Tablet/smartphone 	Virtual reality (VR) 
Communication media	Formal Letter 	Telephone 	Email 	Text Message 	Social Media 
Preference when making financial decisions	Face-to-face meetings	Face-to-face ideally but increasingly will go online	Online - would prefer face-to-face if time permitting	Face-to-face	Solutions will be digitally crowd-sourced

Attitude Towards Career

	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Millennials (1981-1995)	Generation Z (Born after 1995)
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Antiquated Attraction Methods

- Newspaper
- Career Fairs
- Signs
- Holiday party
- Gold Watch
- Employee of the month



Recent Trends in Attraction

- Social Media ads-Instagram
- Visibility in Education
- Eye Catching Signs
- Employee Resource Groups
- Engagement Activities
- Community Involvement
- Recognition Programs



Interview Language for Attraction

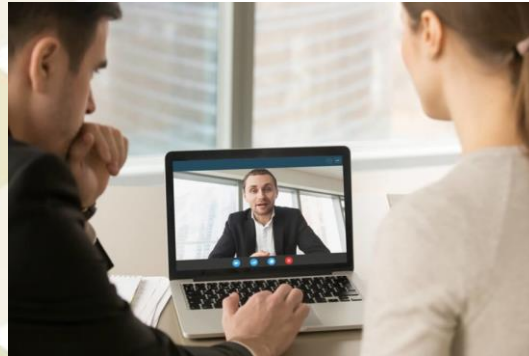
A- Attitude & Aptitude

E- Entrepreneur

I- Innovative

O- Opportunity

U- Unique



In the Interview | Key Points

Share Mission and Vision

Company Swag

Give a Tour

Introduce-Connect



Attraction-New F words...

Fun

Family

Friends

Food



In a survey by Peapod, 48% said they could be lured to a new job by a company that offered better perks, including free snacks.



In the most recent BI Worldwide survey, 67% of employees who work in offices that provide free food said they were very happy at work.

Attract with Perks that Work

- Pet Insurance
- Bereavement
- Buy Vacation
- Extended leave for new parents



Best Practices Before and After 1st Day

Strong Onboarding & Buddy System

Career Pathways/Align to Pay

Regular Feedback-Formal & Informal



Clear Training and Career Pathways



A Structured Pathway



Stay Interview

Semi structured between manager and employee

- ▶ What excites you about your job?
- ▶ Describe a good day of work you had recently.
- ▶ Think back to a time in the past year when you were frustrated about your current role. What contributed to that frustration?
- ▶ If you could change your role, what would you want to keep the same, and what would you want to change?
- ▶ Do you feel you can advance your career here if you want to?
- ▶ Do you feel you are properly recognized for your work?
- ▶ Do you feel you are respected and your concerns are addressed?
- ▶ Why do you stay here?

Get Creative...

- Business Cards
- Geofencing
- Bosch's shifts
- New Populations to Attract
 - Justice involved citizens
 - Parents with children
 - Retirees



Solicit Feedback

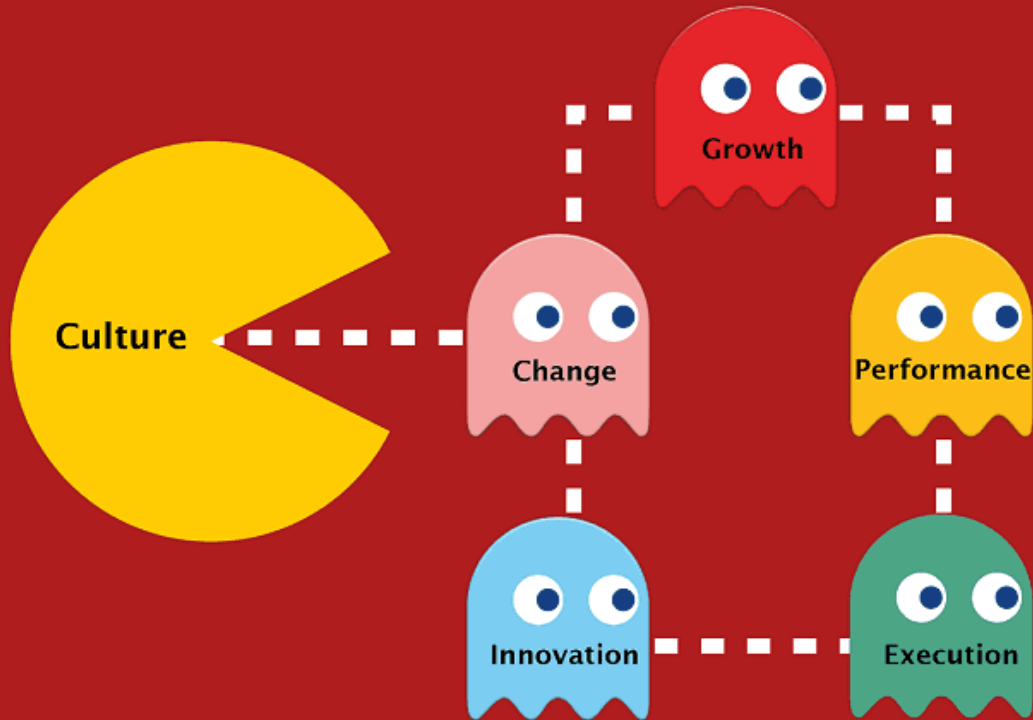
- Recent Hires
- Family & Friends
- Look around-
how are others
doing it?



Charlie



Organizational culture eats strategy for breakfast, lunch and dinner



Torben Rick www.torbenrick.eu

The Secret Sauce.... 3 C's

- Career Development
- Culture
- Connections-Engagement



Final Tips

- Keep it simple-walk-ins & on-line
- Solicit input from others
- Don't generalize
- Communicate your corporate mission
- Show them their future
- Train on the generations
- Do a SWOT Analysis





Questions

Thank you!

Please connect with me via LinkedIn or at denise.ball@toolingu.com to continue the conversation.