

# Attract & Retain to Sustain a Manufacturing Workforce



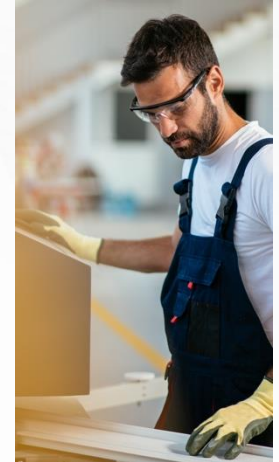
# Welcome



**Denise Cowburn**  
Workforce Development Specialist

## KEY POINTS

- Current State
- Retention Facts & Trends
- Best Practices to Attract & Retain
- Questions





**DOLLAR  
GENERAL®**

**amazon**



# 45 million workers in the U.S. chose to quit their jobs in 2023



# Why are they leaving.....



You can't pay me enough to put up with \_\_\_\_\_!

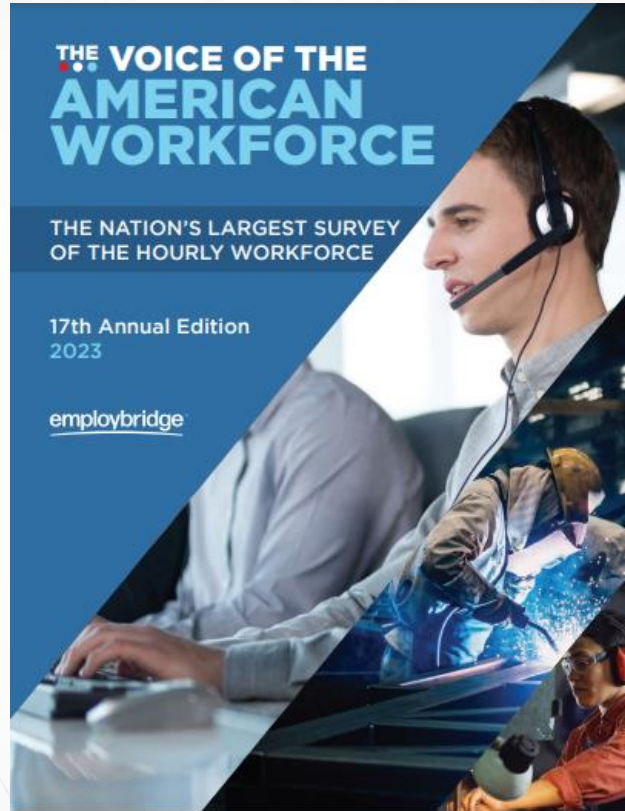


**Goal...**

**Be the Employer  
of Choice**



# 2023 HOURLY SURVEY



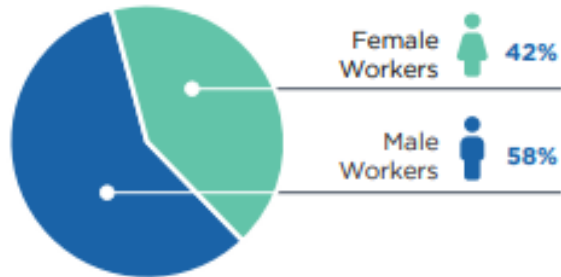


# 2023 HOURLY SURVEY

## RESPONDENT DEMOGRAPHICS

29,000 Hourly Workers

### PARTICIPATION BY GENDER



### AGE (Yrs. Old)

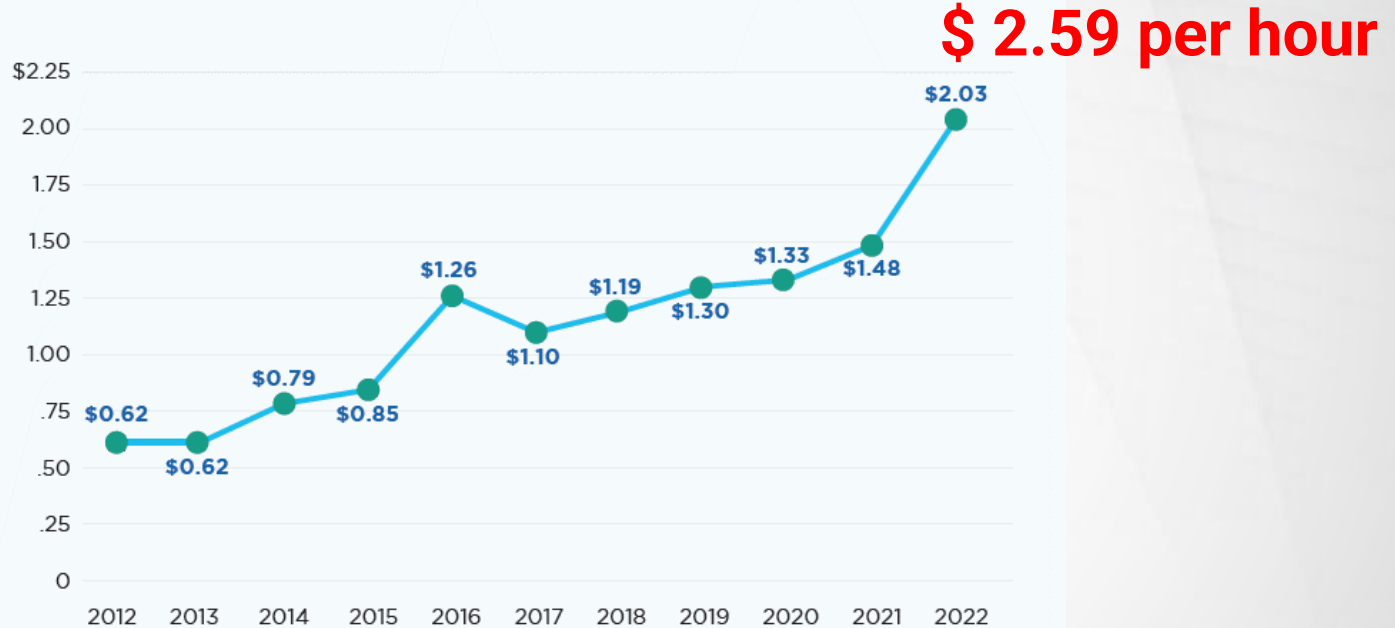
18-24	---	15%
25-34	---	27%
35-44	---	23%
45-54	---	19%
55-64	---	12%
65+	---	4%

### YEARS' EXPERIENCE

6-11 months	---	15%
1-2 years	---	24%
3-5 years	---	24%
6-10 years	---	14%
> 10 years	---	23%

# 2023 HOURLY SURVEY

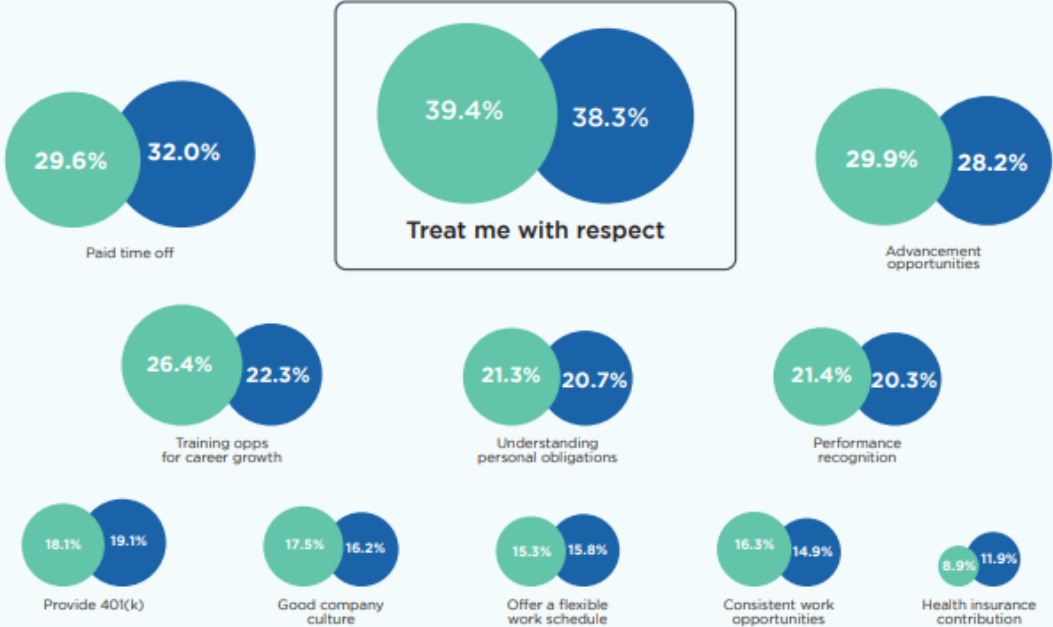
WHAT IS THE MINIMUM AMOUNT OF PAY INCREASE PER HOUR YOU WOULD REQUIRE TO WORK A SHIFT OTHER THAN 1ST AND STAY ON THAT SHIFT?

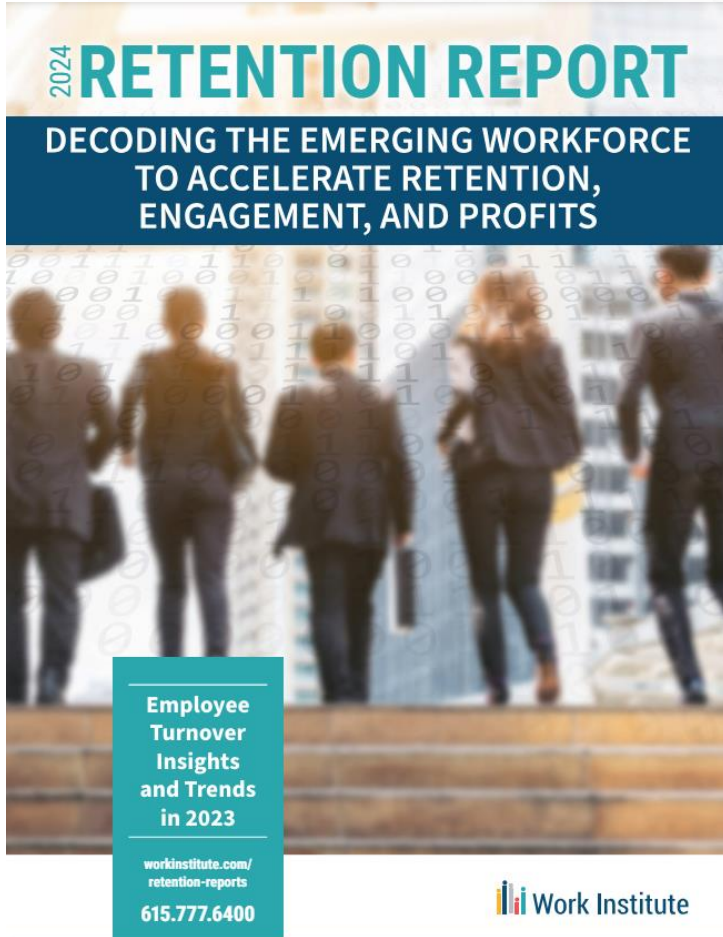


# 2023 Hourly SURVEY

## OTHER THAN PAY, WHAT CAN EMPLOYERS DO TO GAIN YOUR LOYALTY?

Logistics Manufacturing





## **WORK INSTITUTE 2024 RETENTION REPORT**





## Top Categories of Reasons People Left Jobs 2019

- Career Development
- Work-Life Balance
- Manager Behavior
- Job
- Health & Family\*



## Top Categories of Reasons People Left Jobs 2020

Career Development  
Health & Family\*  
Work-Life Balance  
Job  
Manager Behavior



## Top Categories of Reasons People Left Jobs 2021

Career Development  
Job  
Health & Family\*  
Work-Life Balance  
Total Rewards

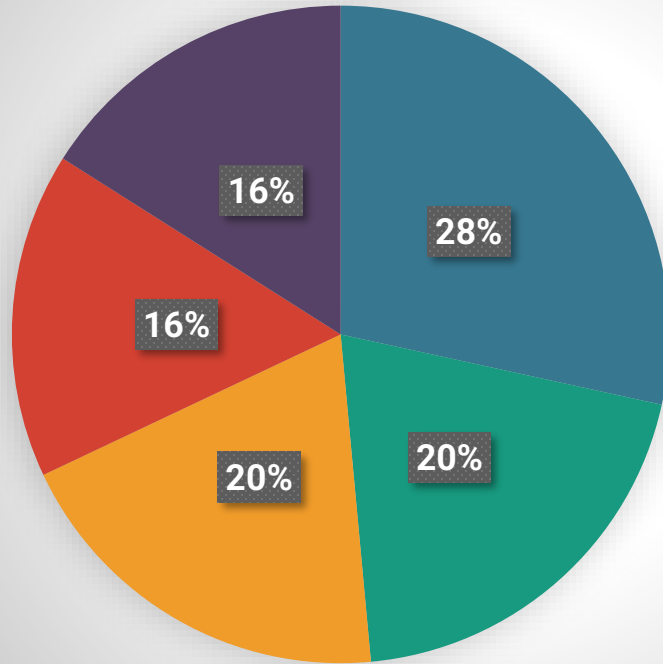


## Top Categories of Reasons People Left Jobs 2022

- Career Development
- Job
- Total Rewards
- Health & Family\*
- Work-Life Balance



## Reasons for Leaving in 2023



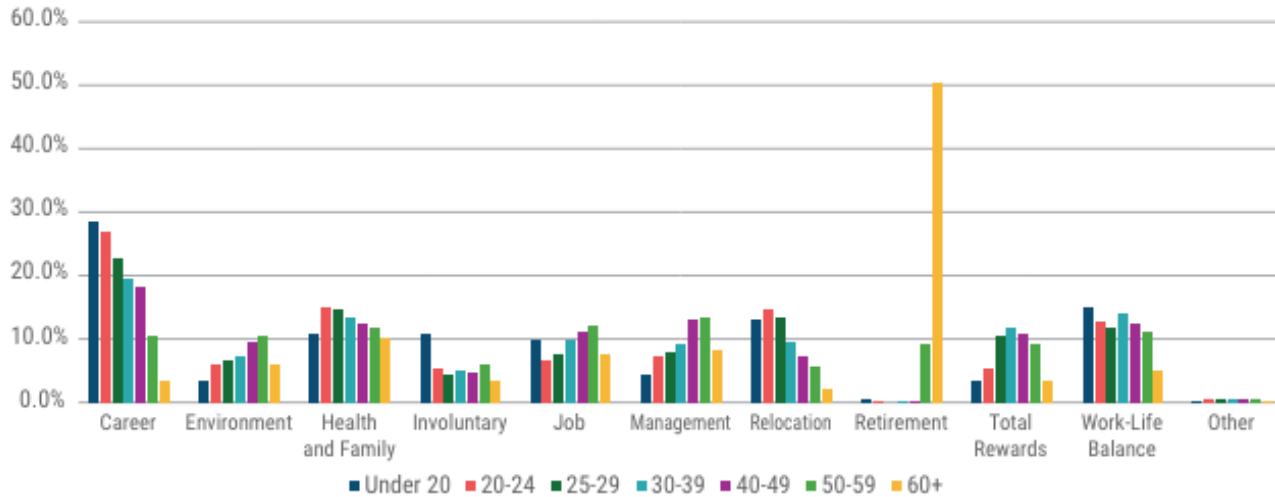
- Career
- Health & Family
- Work-Life Balance
- Job
- Manager



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## Reason for Leaving by Age



# WORK INSTITUTE RETENTION REPORTS

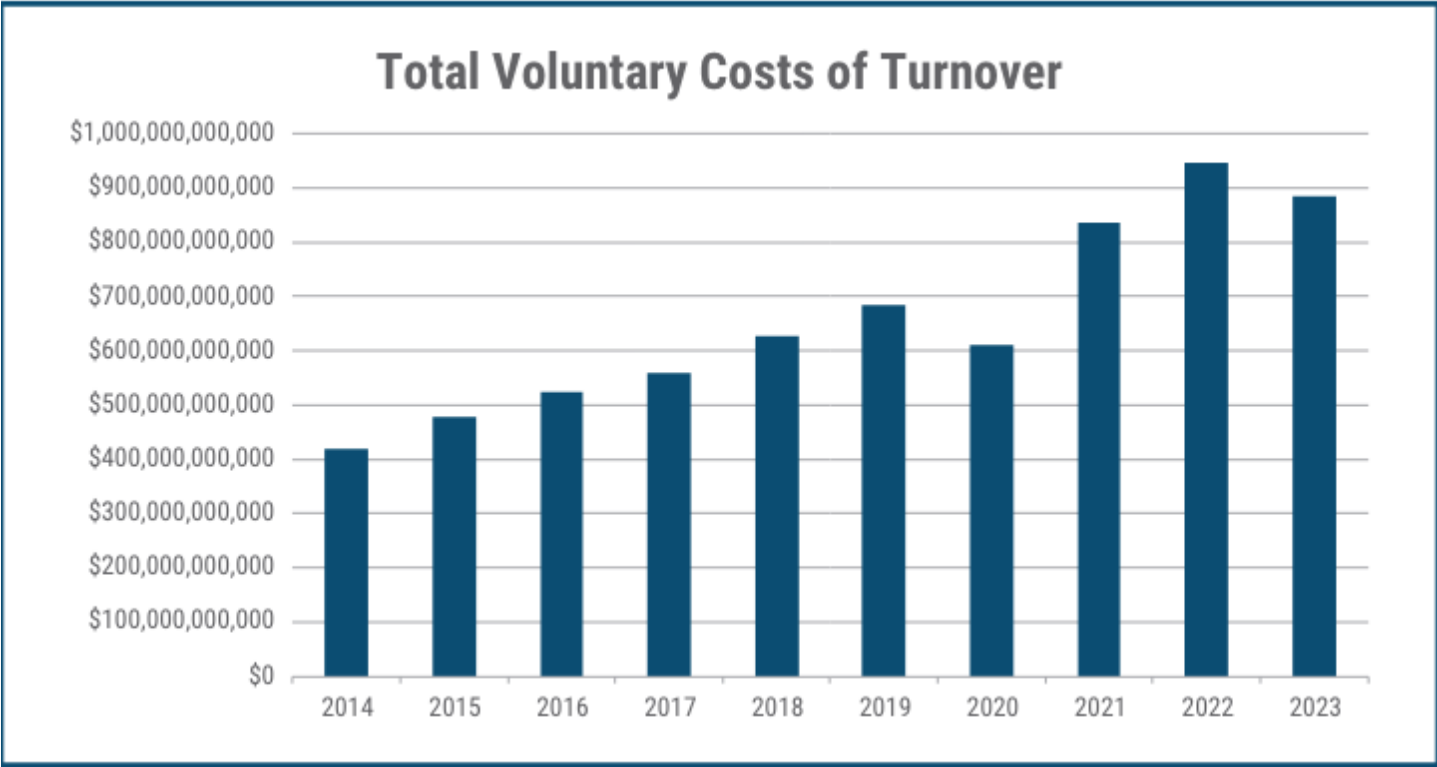


First Year Turnover Group	Percent
First 30 Days	19.3
31 - 60 Days	10.2
61 - 90 Days	10.8
91 - 180 Days	23.2
181 - 270 Days	19.4
271 - 365 Days	17.1

**35%** of all the turnover was in the first year.

# 78% Preventable

**U.S. Companies spent nearly \$900,000,000,000 to replace employees who quit in 2023.**



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# What should be included in Cost of Turnover

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

# Some things never change...



1976



1987



2012

# Generations

## Attention Spans

### Attitude Towards Work

Generative Experiences	Maturists (pre-1945)	Baby Boomers (1945-1960)	Generation X (1961-1980)	Millennials (1981-1995)	Generation Z (Born after 1995)
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

### Youngest Generation

# Love what you do.....



**SOHK**  
SCHOOL OF HARD KNOCKS



★ ★ ★  
**HAVE YOU PAID  
YOUR DUES**



# Myths and Realities Younger Generations

**Myth:** Younger generations have no work ethic



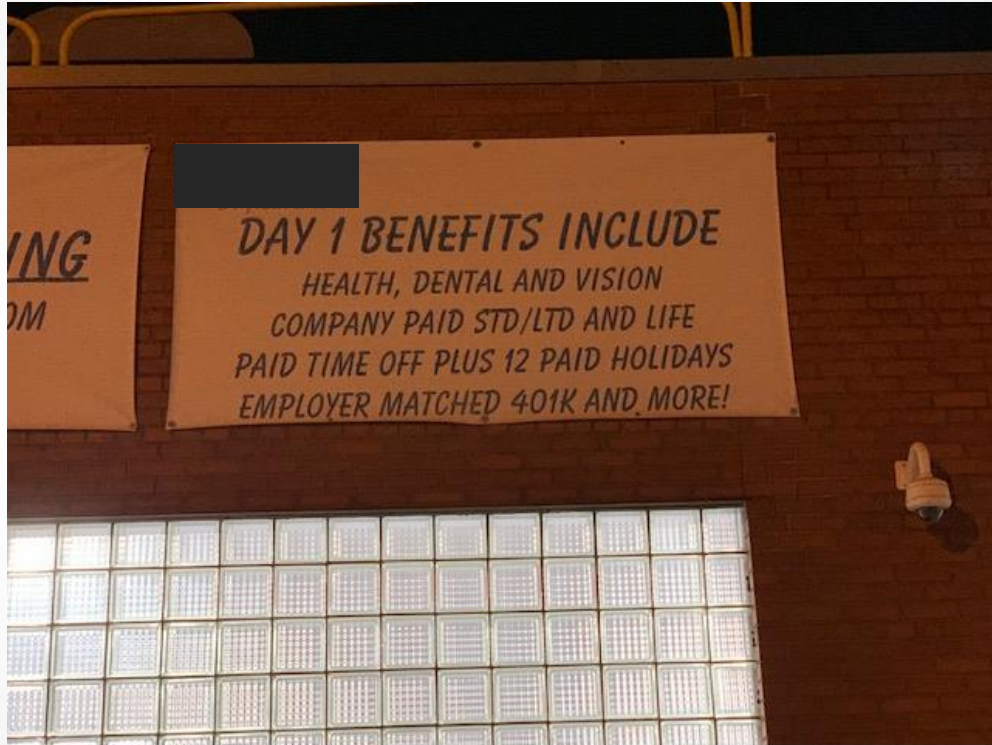
**Reality:** They have a self-centered work ethic. These generations are **dedicated** to completing their task well but have not been raised in a way that demands them to look around and see what should be done next.




## Attraction Trends

- Social Media ads-Geofencing
- Visibility in Education
- Business Cards
- Eye-Catching Signs
- Community Involvement
- New Populations to Attract
  - Justice Involved Citizens
  - Parents Shift
  - Weekend Warriors
  - Retirees
  - Uniquely Abled Programs







Awesome job opportunity,retirement in 20 years  
with full benefits. 💰 

# CSX

## CSX IS HIRING TRAIN CONDUCTORS

- **\$5,000 in sign on bonuses (over 2 years)**
- **4 weeks paid training in Atlanta**
  - **\$991.20 weekly**
- **\$67,000 average first year earnings**

### Qualifications:

- **18 years of age or older**
- **One year of work experience (can be unrelated to trains)**
- **High School Diploma/GED NOT required**



Like



Comment



Share



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sme 



# Love what you do.....







**Our team members are essential to Viant.  
We THANK each of them for their  
dedication and hard work.**



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*with a side of*  
**always feeling valued**

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**careers.mcdonalds.com**

**Find Your Job Combo**

**Starting wage \$15.00 /hr**

<input checked="" type="checkbox"/> Employee discount	<input checked="" type="checkbox"/> Paid time off
<input checked="" type="checkbox"/> Advancement opportunities	<input checked="" type="checkbox"/> College tuition assistance

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**Supportive team**  
*with a side of*  
**always**  
**feeling valued**

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or visit **careers.mcdonalds.com**

**Find your job combo**

- Competitive wages
- Flexible hours
- World-class training opportunities
- Education Assistance
- Discounts to everyday essentials via McDPerks

## Retention-New F words...

**F**un

**F**amily

**F**riends

**F**ood

**F**lexible







## Attract & Retain with Perks that Work

- Pet Insurance
- Bereavement
- Buy Vacation
- Retention Bonus
- Sabbatical
- Unlimited PTO
- Resorts
- Bathrooms/Break Areas
- Glassdoor

# Best Practices Before and After 1<sup>st</sup> Day

- **Company Swag**
- **Introduce-Connect**
- **Give a tour**
- **Strong Onboarding & Buddy System**
  - 73% thinking of career move within 90 days of employment
- **Career Pathways/Align to Pay**
- **Regular Feedback-Formal & Informal**



# Clear Training and Career Pathways

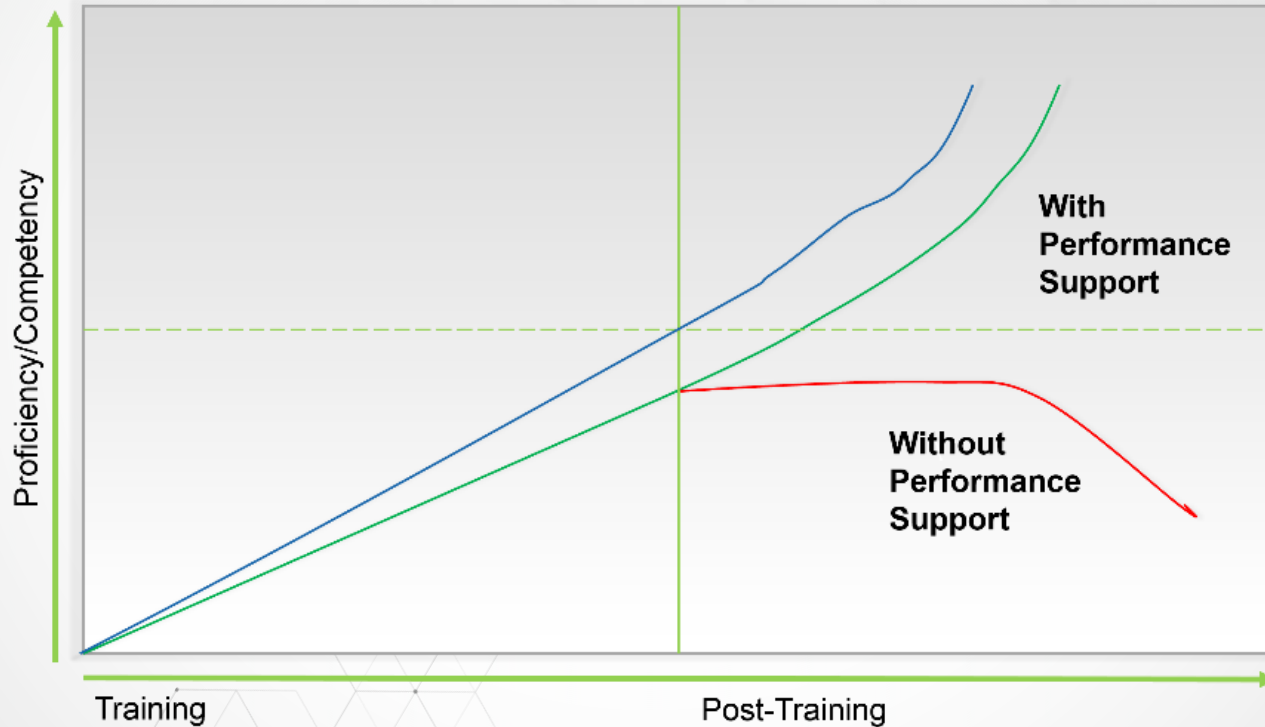


# A Structured Pathway



# Performance Support

Are learners truly competent after learning?





# Stay Interview

## Semi structured between manager and employee:

- ▶ 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?

# Understand your employees

## **Semi structured between manager and employee:**

- What are you doing when you're doing your best work?
- What do others tell you you're good at and ask for your help with?
- What do you look forward to doing?
- What are you doing when you find that you are unaware of time passing?
- What do you learn easily?
- When does your day seem to drag?
- What part of the workday do you enjoy?

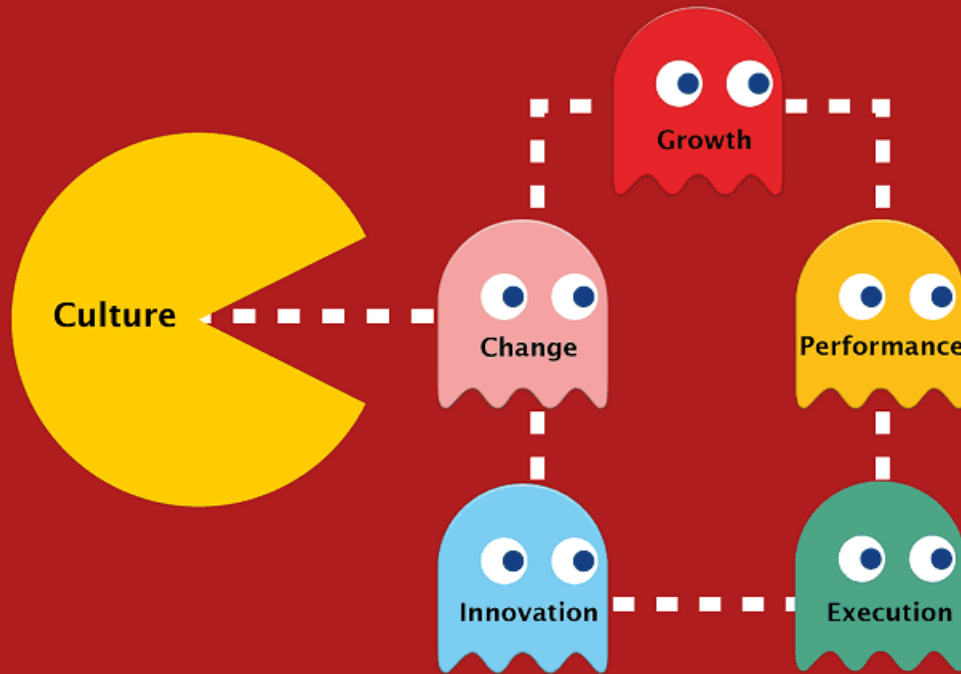
# Net Purpose Score



# Charlie



# Organizational culture eats strategy for breakfast, lunch and dinner



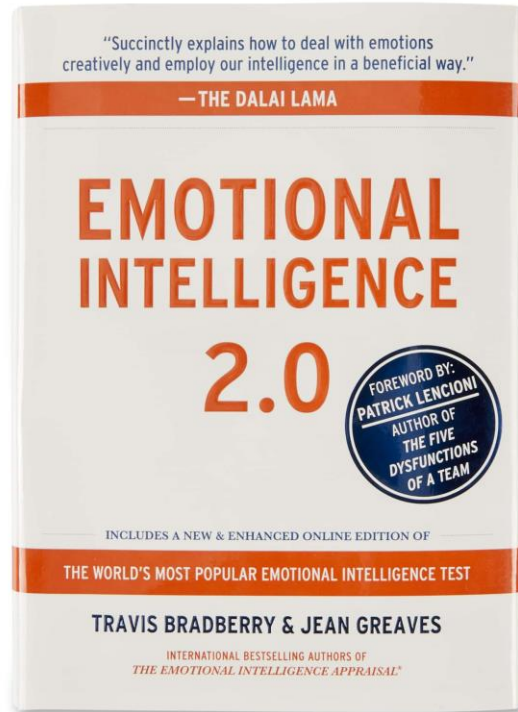
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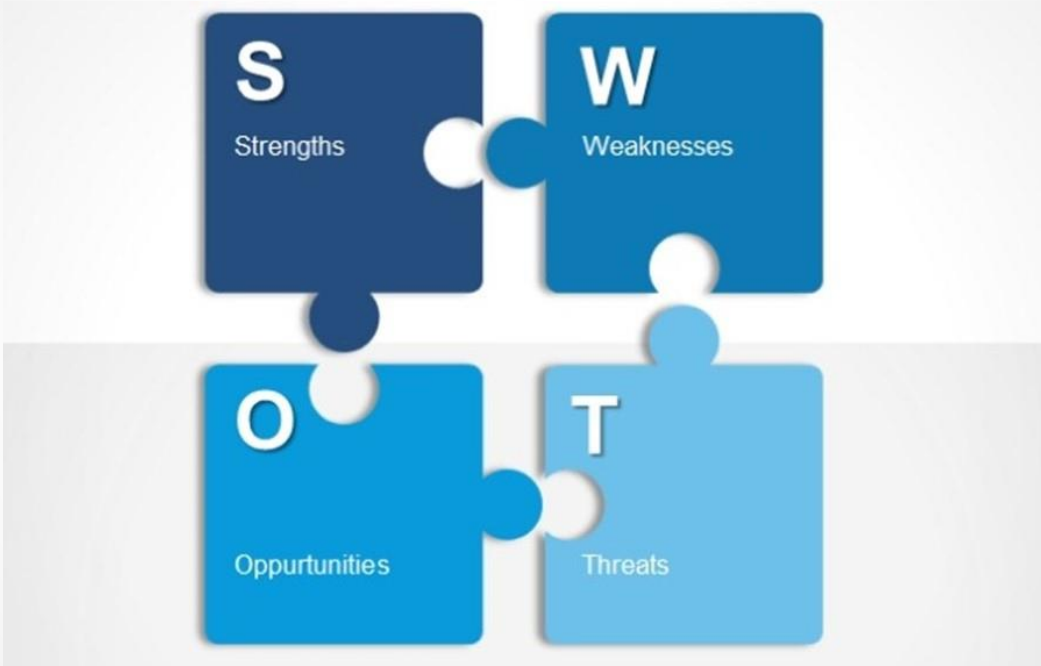
## Final Thoughts...

- **All listen to WIIFM**
- **Engagement Team**
- **Recognition Team**
- **Appreciation/Gratitude**
- **To be known and heard**



## Final Suggestion

- **Self Awareness**
- **Self Management**
- **Social Awareness**
- **Relationship Management**





**Questions**



# Thank you!

Please connect with me via LinkedIn or at [denise.cowburn@toolingu.com](mailto:denise.cowburn@toolingu.com) to continue the conversation.

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