

# State of Attraction & Retention

# Welcome

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Development Specialist



# KEY POINTS

- Goal & Game
- Current State
- Retention Facts
- Cost of Turnover



# Goal...



## Be the Employer of Choice

# The Long and Short Game...



of Attraction & Retention



# Current State of Manufacturing

Supply Chain Coming Back & Skills Gap



# State of the Manufacturing Industry before COVID-19

- 4.6 million manufacturing jobs to fill from 2018–2028<sup>1</sup>
- 2.4 million unfilled manufacturing jobs nationwide by 2028 due to a skills shortage in the US manufacturing industry
- Takes an average of 70 days to recruit skilled production workers
- Manufacturers' say their top workforce challenges by 2021<sup>2</sup>
  - Finding skilled new hires (99%)
  - Upskilling incumbent workforce (92%)
  - Onboarding new employees (84%)



1. Deloitte and The Manufacturing Institute 2018 skills gap in manufacturing study

2. Tooling U-SME Industry Pulse: 2018 Manufacturing Workforce Report



# 2020 BLUE-COLLAR SURVEY

## 2 WHAT JOB MOSTLY RESEMBLES YOUR CURRENT POSITION



General Warehouse

25%



EMPLOYBRIDGE

Creating a Better Work Life. Delivering a Stronger Future.

## 4 WHAT SHIFT STRUCTURE DO YOU PREFER?



Five 8 Hour shifts per week

51%



Four 10 Hour shifts per week

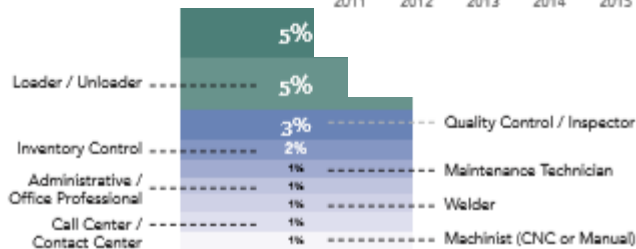
35%



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:

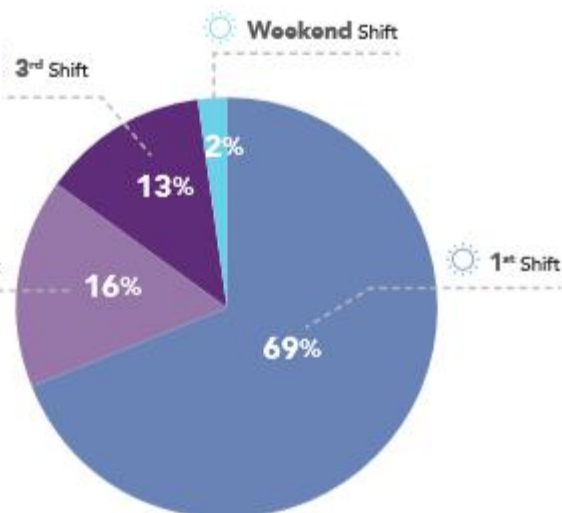
Number of Participants:

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 individuals are included.

## WHAT SHIFT DO YOU PREFER TO WORK?





# 2020 BLUE-COLLAR SURVEY

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

Other



## ANY REASON YOU STAYED EMPLOYER?

Good Company Culture  
(Respected / Valued)

I Liked My Work Schedule

Promoted / Growth  
Skill Development

Flexibility (Time Off  
Without Consequences)

8% Consistent Increase in Pay

## 8 WHICH BEST FITS THE F YOUR LAST JOB? (TOP

1 Found Job That  
Paid More Money

2

3

4

## 10 HOW S CURRE

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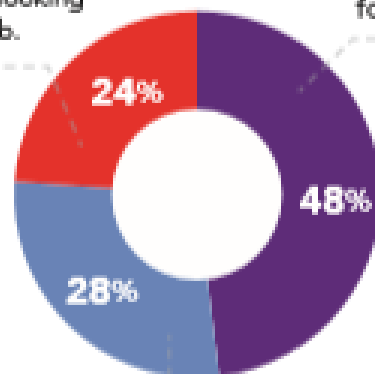
Very U

13%

## 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.

# 2019 BLUE-COLLAR SURVEY

18,505 Hourly Blue-Collar

## INDUSTRY TENURE



0-6 months

White-Collar

**NEW-COLLAR**

Blue-Collar

Artificial intelligence

Perform **manual tasks**

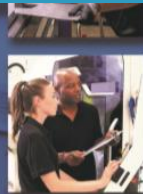
26%-actively seeking new jobs

30%-willing to consider different job opportunity

Higher-value,  
**complex issues**

Rapid decision-making

Lower-value,  
**repetitive tasks**

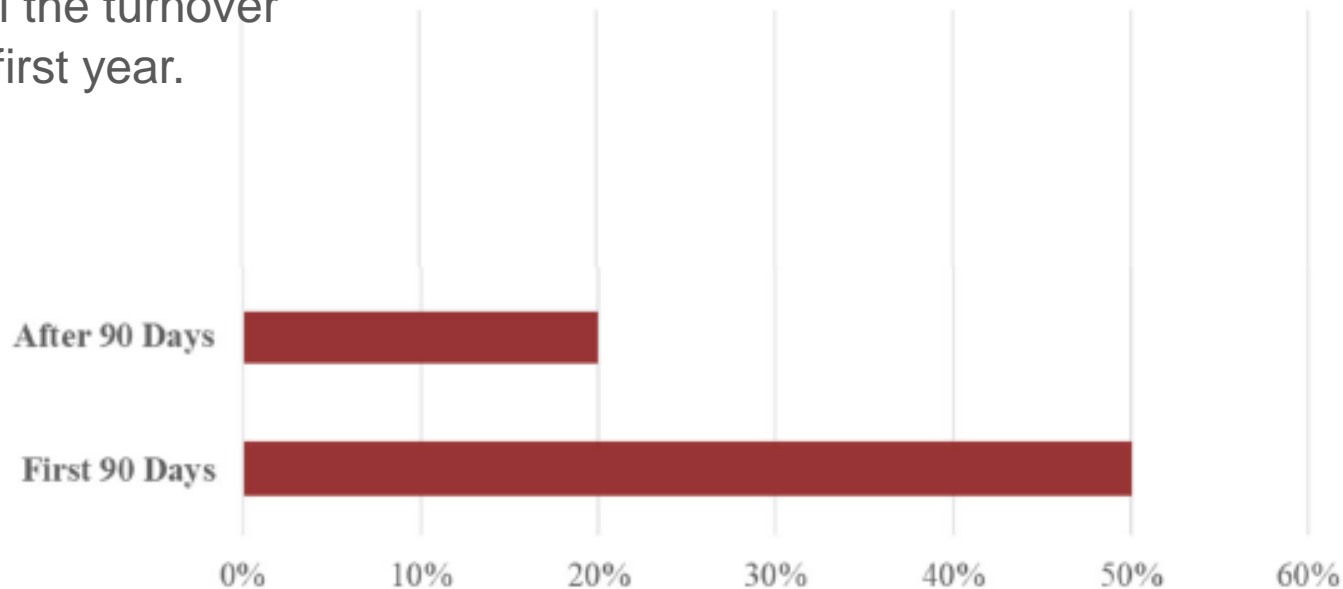


# WORK INSTITUTE 2018 RETENTION REPORT



# WORK INSTITUTE 2018 RETENTION REPORT

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



# Top Categories of Reasons People Leave Jobs in 2017

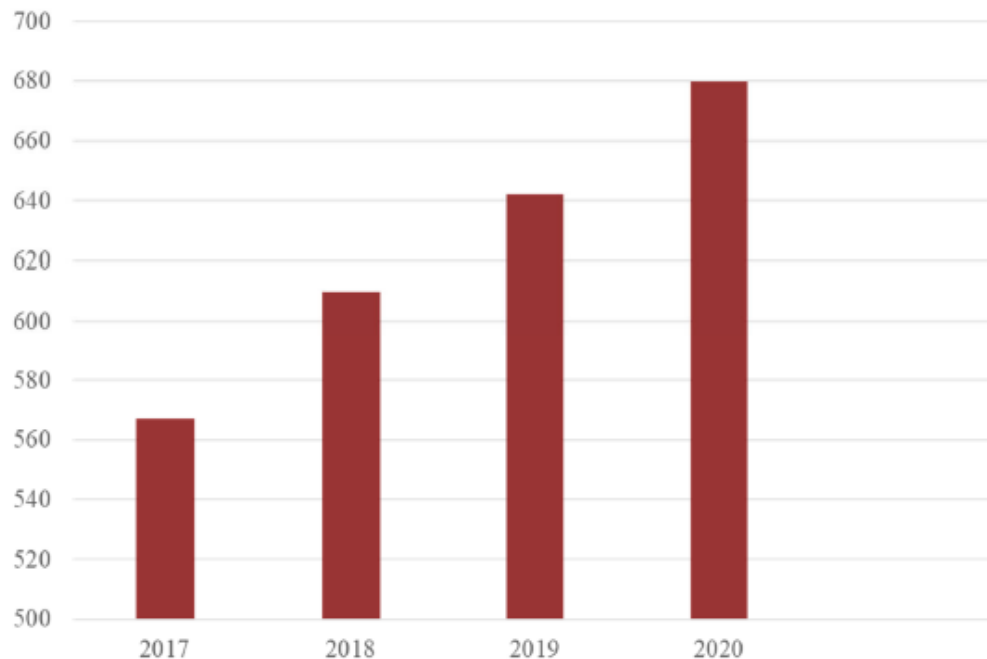
- Career Development
- Work-Life Balance
- Manager Behavior
- Well-Being





# 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

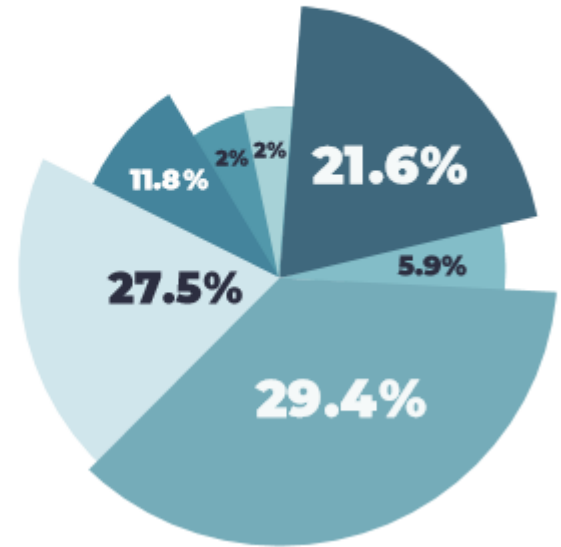


# 2019

## The True Cost of Turnover:

Hidden Costs Go Beyond Financial to Impact Productivity and Culture

### Companies' Approximate Total Annual Turnover Rate (%)



# More fuel for the fire....

- Weak On-boarding
- Lack of Pathways
- Baby Boomer exit
- Limited Opportunities



# 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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# Upcoming Sessions and Discussions:

- Attraction Strategies & Branding Discussion- Nov 3<sup>rd</sup>
- The Generations & Culture- Nov 10<sup>th</sup>
- Structured On-Boarding & OJT-Nov 17<sup>th</sup>



# Thank you!

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