

# Attract & Retain

## Session 1: The Past & Current State



# Welcome



## Denise Ball

Regional Client Executive & Workforce 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 and  
Retention

# Current State of Manufacturing | Supply Chain Coming Back & Skills Gap



# State of the Manufacturing Industry before COVID-19

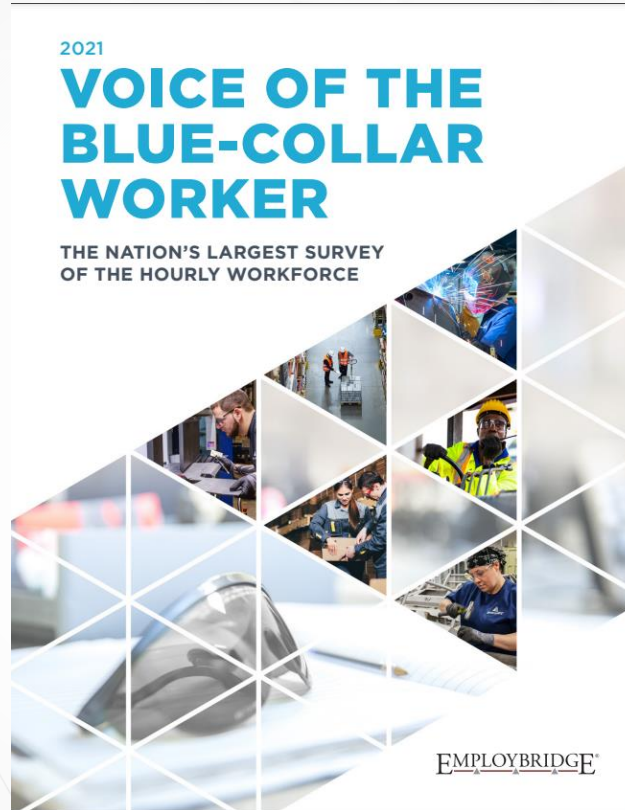
- 4.6 million manufacturing jobs to fill from 2018–2028
- 2.4 million unfilled manufacturing jobs nationwide by 2028 due to a skills shortage in the US manufacturing industry
  - Takes an average of 70 days to recruit skilled production workers.
- Manufacturers' say their top workforce challenges by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

**Too many open jobs  
and not enough skilled  
workers to fill them.**

1. Deloitte and The Manufacturing Institute 2018 skills gap in manufacturing study
2. Tooling U-SME Industry Pulse: 2018 Manufacturing Workforce Report



# 2021 BLUE-COLLAR SURVEY



## RESPONDENT DEMOGRAPHICS:

**15,770** Hourly, Blue-Collar Workers

### AGE (YRS. OLD)

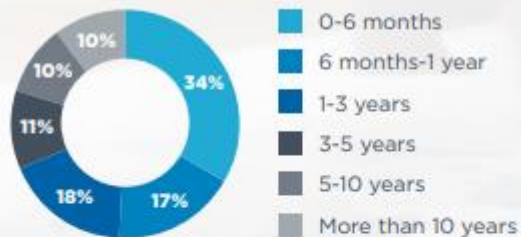
18-25 (Gen Z): **31%**

26-40 (Gen Y): **39%**

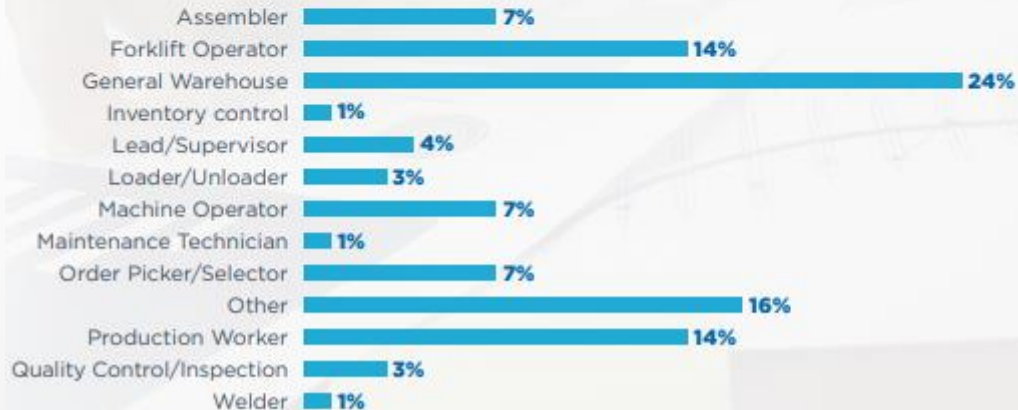
41-55 (Gen X): **23%**

56+ (Baby Boomers): **7%**

### INDUSTRY TENURE



### OCCUPATION BREAKDOWN



# 2021 BLUE-COLLAR SURVEY

What is the amount of shift differential for you to take a different shift and **STAY** on that shift?



# 2021 BLUE-COLLAR SURVEY

## BEYOND PAY, WORKERS' LOYALTY EARNED THROUGH:



THREE OF THE TOP FIVE DRIVERS OF LOYALTY RELATE TO **GROWTH** AND **ADVANCEMENT**

White-Collar	NEW-COLLAR	Blue-Collar
Think for a living	Artificial intelligence and robotics	Perform manual tasks for a living
Autonomous work model	Problem-solving	"Command and control" work model
Higher-value, complex issues	Rapid decision-making	Lower-value, repetitive tasks



# 2020 RETENTION REPORT

Insights on 2019  
Turnover Trends,  
Reasons, Costs &  
Recommendations

[workinstitute.com/retention-report](http://workinstitute.com/retention-report)

1-888-750-9008

 Work Institute



## WORK INSTITUTE 2020 RETENTION REPORT

# WORK INSTITUTE 2020 RETENTION REPORT

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



**38%** of all the turnover was  
in the first year.

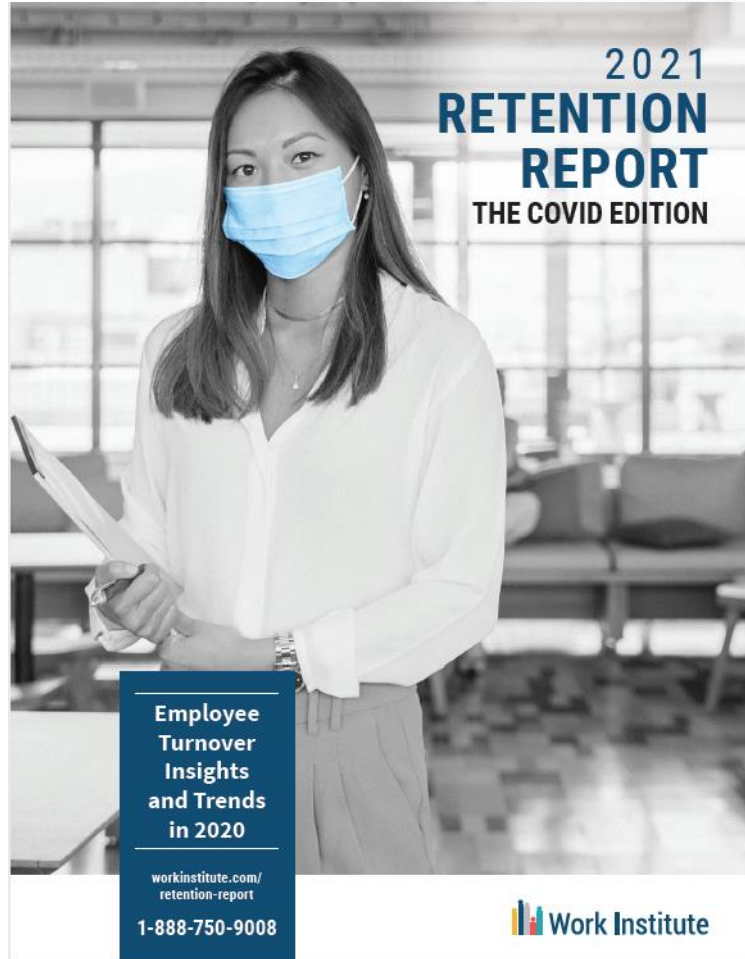
# 78% Preventable



## Top Categories of Reasons People Left Jobs

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





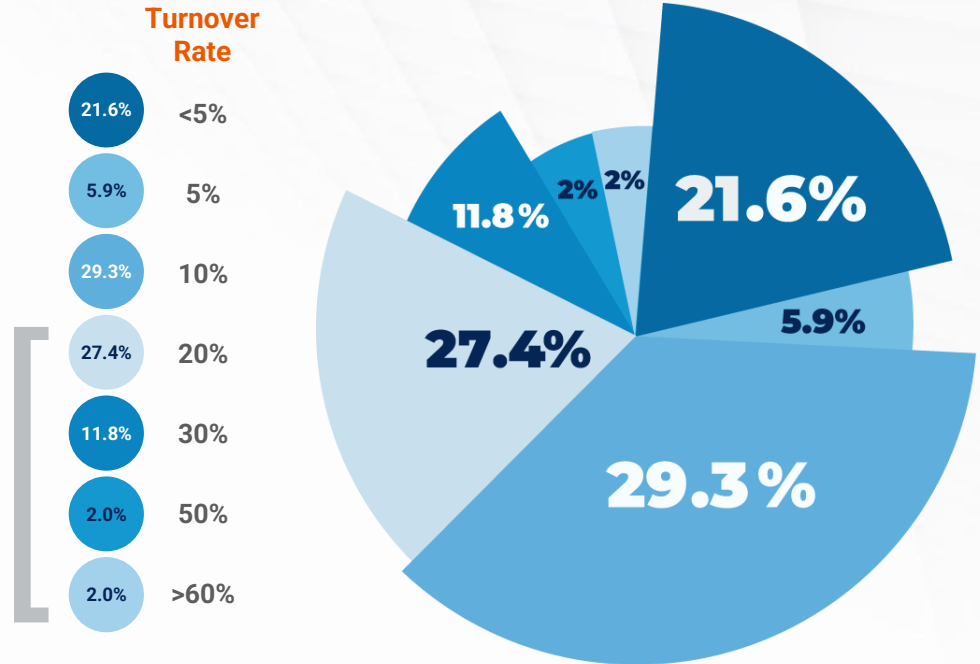
## WORK INSTITUTE 2021 RETENTION REPORT



## Top Categories of Reasons People Left Jobs

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

# Companies' Approximate Total Annual Turnover Rate



# What should be included in Cost of Turnover

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



# Hidden Figures

Most respondents indicated that they do not include costs such as temporary labor to fill in 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



## The True Cost of Turnover:

Hidden Costs Go Beyond Financial to Impact Productivity and Culture

# Upcoming Sessions and Discussions:

- Attraction Strategies & Branding-  
May 10<sup>th</sup>
- The Generations & Culture-May  
17<sup>th</sup>
- Structured On-boarding & OJT-  
May 24<sup>th</sup>



Save the date!



# Discussion

# Thank you!

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