Agenda

- Welcome
- Oakland County Michigan Works! Overview
- Turnover Study Results: Workforce Intelligence Network
- Turnover Solutions
  - OCMW! Business Resource Network
  - One Stop Shop Services
- OCMW! Updates
  - MiCareerQuest Southeast
  - Going PRO Talent Fund
  - MFG DAY
- Questions?
Oakland County Michigan Works!

- Network of Michigan Works! agencies
- Oversight
  - L. Brooks Patterson, Oakland County Executive
  - Oakland County Workforce Development Board
  - Workforce Development Agency, State of Michigan
Oakland County Michigan Works!

- Highland
- Novi
- Oak Park
- Pontiac
- Southfield
- Troy
- Waterford

NEW LOCATION!
Oakland County Michigan Works!

- Business Services
  - Talent recruitment
  - Candidate pre-screening
  - Workforce assessments
  - Training support
  - Pure Michigan Talent Connect – MiTalent.org

- Business attraction & development
- Hiring incentives
- Layoff support
- Labor market information
- Employee Retention Services NEW!
Employee Turnover Study

- OCMW! contracted with the Workforce Intelligence Network (WIN) for Southeast Michigan to conduct a study on employee turnover.
- Goals:
  - Learn more about causes of employee turnover
  - Estimate cost of employee turnover
  - Identify best practices to help reduce employee turnover
Employee Turnover Study

- Michelle Wein, Director of Econometric Research & Industry Initiatives
- Karley Thurston, Senior Research Analyst
OCMW TURNOVER STUDY
Project Overview and Results
WIN Mission and Goals

To cultivate a cohesive talent system by facilitating data-driven workforce solutions to ensure responsiveness to labor market demands.

Data

Employer Engagement

Workforce Solutions

Outreach & Communication
MEET THE TEAM

MICHELLE WEIN
Director of Econometric Research and Industry Initiatives

MELISSA SHELDON
Director of Data and Workforce Projects

KARLEY THURSTON
Senior Research Analyst

DEJA TORRENCE
Research Assistant
STUDY OVERVIEW

• Purpose and Goals
• Timeline
STUDY METHODOLOGY

Employer convenings

- Preliminary feedback
- Question targeting
- Selected industries in each MWA
  - Oakland Industries: Manufacturing, Construction, Health Care, and Information Technology

Online survey of employers

- Distributed by MWA Business Services staff
- Open April-May 2019
- 612 total responses
- 224 responses from OCMW Employers
TURNOVER STUDY KEY FINDINGS

1. The occupations experiencing the highest rates of turnover are entry-level positions such as general laborers and medical aides.
DIFFERENCES IN TURNOVER RATE

• Annual turnover is relatively low for most employers, but most are still interested in improving retention

• Highly disruptive in small shops, costly for all business sizes
DIFFERENCES IN TURNOVER RATE

• Length of employment does not tell the whole story; difficulty to fill must also be considered
• Tenure variation by job type — hourly, management, shifts, and training

FIGURE 7: AVERAGE AND MEDIAN TIME TO FILL A POSITION BY OCCUPATION
TURNOVER STUDY KEY FINDINGS

2. OCMW employers estimate median turnover costs of $6,000 per worker.
COST OF TURNOVER

- What goes into cost estimate?
  - Hiring
  - Training
  - “Other”

- Range of estimates from other MWAs and studies

- Other turnover/ training cost concerns
3. The most common reason cited “very frequently” for employee turnover is a desire for higher pay or benefits, closely followed by transportation, child care, and other personal conflicts.
REASONS FOR LEAVING

- Differences by occupation, industry, and geography
- Transportation-specific concerns and retention strategies
- Context from convenings
4. Competition for a shrinking talent pool is driving changes in retention strategy for many employers.
RETENTION STRATEGIES

- HR limitations
  - 71% have HR staff, but largest portion have just one individual
- Hard-to-fill occupations
- Workplace changes: technology and demographics
- Perception of benefits

**FIGURE 20: BENEFITS OFFERED BY PERCENT OF RESPONSES**

- Vacation time: 87.9%
- Health benefits: 86.9%
- Life insurance: 76.6%
- 401K retirement options: 74.8%
- Pay for performance: 42.1%
- Phone/data plan: 40.2%
- Parental leave: 25.2%
- Use of company vehicle: 15.9%
- Other: 15.9%
- Stock options: 5.6%
- None: 2.8%
FURTHER INFORMATION

Full Report
CONCLUSION

• Next steps
  • Engage with employers on retention strategies
  • Training resources
  • Targeted employee feedback
• Combined report
DISCUSSION
What can we do with this information?
QUESTIONS?
WIN Data and Research
research@WINintelligence.org
Addressing Employee Turnover

- Business Resource Network (Liz Rivard-Weston)
- One Stop Shop Services (Greg Doyle)
Data-driven network of 8-10 businesses dedicated to removing employee barriers to workplace success
- Launched March 2019
- Access to a Success Coach who assists employees facing challenges by connecting them with resources and assistance
- Currently has seven members
- To date, 81 employees have benefited
Is joining a BRN right for your company? Has an employee:

- Been late or absent due to issues not related to work?
- Requested a loan from 401K or you as an employer?
- Come to you with a problem not related to work?
- Had disciplinary issues even when their work has been generally good?
- Quit due to wage or an increase of hours resulting in loss of public benefits?
- Left for another job due to workplace culture?
Business Resource Network

Barriers addressed by Success Coaches

- Stress management
- Affordable childcare
- Public benefits
- Relationship management
- Caring for aging parents
- Substance abuse
- Transportation concerns
- Housing/foreclosure assistance
- Hardship loan & savings programs
- Childcare needs
- Budgeting and financial literacy
- Workplace stability
Business Resource Network

Success Coaches

- Provided by Oakland Livingston Human Service Agency (OLHSA)
- Available to all employees on confidential basis
- Dedicated hours on-site at each employer member
- Help employees address work/life balance issues
- Connect employees to company, public and nonprofit resources
- Assist HR with attendance or performance issues
- Manage situation from start to resolution
Business Resource Network

Benefits of participation

- Employee productivity increases and absenteeism is reduced
- Increases employee retention to 90% or higher
  - Southwest Michigan BRN: 96.6%
  - Lakeshore BRN: 99%
  - Tri-County BRN: 100%
- Reduces recruiting costs

- Reports ROI
  - MidMichigan BRN: 887%
  - Southwest Michigan BRN: 626%
  - West Michigan BRN: 198%
- HR productivity increases
- Increases EAP usage
Business Resource Network

Barb Weintz
HR Manager, Witzenmann USA
BRN Member Representative
Business Resource Network

How to join and implement the BRN

- Sign a contract with Oakland County Michigan Works!
- Identify HR manager or generalist to represent company at monthly meetings
- Promote and encourage employees to access services
- Drive unique barrier-busting strategies, specific to the network
- Track and provide data on retention rates and ROI
- Provide private on-site space where success coach can meet with employees
- Allow for flexibility in employees’ schedule/availability for success coach meetings
Business Resource Network

Membership dues

- Free memberships available for a limited time
- Anticipated annual cost of membership is $7,500 - $10,000
  - If training a replacement employee costs $6,000, participation ROI is realized after retention of 1.25 employees
One Stop Shop Business Center
Greg Doyle, Supervisor
Our Purpose:
Helping small businesses start, grow and thrive.

Our Services:
- Education and training  
  - 600 Attendees annually
- One on one counseling  
  - 400 Small Businesses annually
- Initiatives and programs  
  - Thousands of small businesses
One Stop Shop Business Center

One-on-One Consulting Services

- Market research
- Target market analysis
- Business plan/model canvas
- Financial analysis
- Business performance assessment
- Process mapping
- Loan package preparation
- Search engine optimization
One Stop Shop Business Center

Tech248 Goals:
- Connectivity
- Talent
- Branding

Tech248 MeetUps
- Monthly
- Rotates throughout the county

Communities:
- Auburn Hills
- Birmingham
- Farmington Hills
- Ferndale
- Highland
- Madison Heights
- Milford Township
- Novi
- Orion Township
- Pontiac
- Rochester Hills
- Royal Oak
- Southfield
- Troy
- Waterford
One Stop Shop Business Center

Topics Covered

- Effective communications skills for managers
- Effective performance management
- Leading with personality type
- Situational leadership (2 sessions)
- Solving problems and making effective decisions
Leadership is a skill that affects every aspect of building a successful business.

Business of Leadership program uses a peer cohort model, allowing participants to broaden their perspectives while learning with and from one another.

“Real world” course exercises place special emphasis on strategic planning and implementation strategies for what has been learned.
One Stop Shop Business Center

Business Performance Assessment

- Anonymous survey is for your management team, employees or both, to evaluate assumptions, identify potential issues and/or assess employee satisfaction.

- Survey is also used to set strategic action items with milestones to support business growth and profitability. It is not a fault finder or finger pointer. It is not an avenue for criticism, and it is not industry specific.
One Stop Shop Business Center

Business Performance Assessment

The survey collects information in eight categories:
- Accounting/Finance
- Operations
- Equipment and Technology
- Sales
- Human Resources
- Management/Leadership
- Marketing
- Employee Satisfaction
One Stop Shop Business Center

Business Performance Assessment

Survey Benefits:
- Quickly gather perceptions
- Identify discrepancies between departments, divisions and/or locations
- Provide a deeper understanding of potential issues
- Lay groundwork for future planning
- Validate assumptions
- Increase employee buy-in
- Sets the stage for cooperative team building
Contact Us!

Business Resource Network
Liz Rivard-Weston
*Oakland County Michigan Works!*
*Retention Services Coordinator*
rivardwestone@oakgov.com
(248) 858-0922

One Stop Shop
Greg Doyle
*Oakland County*
*Supervisor*
doyleg@oakgov.com
(248) 858-2087
MiCareerQuest Southeast

- Nov. 8, 2019, Suburban Collection Showplace in Novi
- Largest one-day career exploration event for high school students in southeast Michigan (400,000 sq ft)
- 10,000 students, 100-plus schools anticipated to attend
- More than 120 exhibitors with hands-on interactive activities showcasing today’s most in-demand jobs
- Four career quadrants: advanced manufacturing, construction, health sciences and information technology
- Sponsor and exhibitor opportunities still available
Going PRO Talent Fund

- State program with $millions in training funds available for FY2020
- 2018-19 more than $4 million awarded to Oakland County businesses
- Targeted toward companies with demonstrated talent need; hiring and training of new and existing employees, apprentices
- Short-term training that leads to credentialed, industry-recognized skills
- Apply online with assistance from local OCMW office
- Multiple information sessions starting Aug. 13 through Sept. 11
Oakland County MFG DAY

- 5th year of participation in national event
- Designed to inspire students to pursue careers in modern manufacturing
- Opportunity to showcase your company to our future workforce
- 2019 will be Oakland County’s biggest MFG DAY yet
- 50 tour hosts and more than 1,200 students
- Need eight more hosts within 15-20 minute drive of these cities: Royal Oak, Birmingham, Madison Heights (2), West Bloomfield, Clarenceville, Novi, Wixom
Questions?