



**WIN** WORKFORCE  
INTELLIGENCE  
NETWORK

Oakland County  
MICHIGAN  
**WORKS!**

# EMPLOYEE TURNOVER STUDY BRIEFING

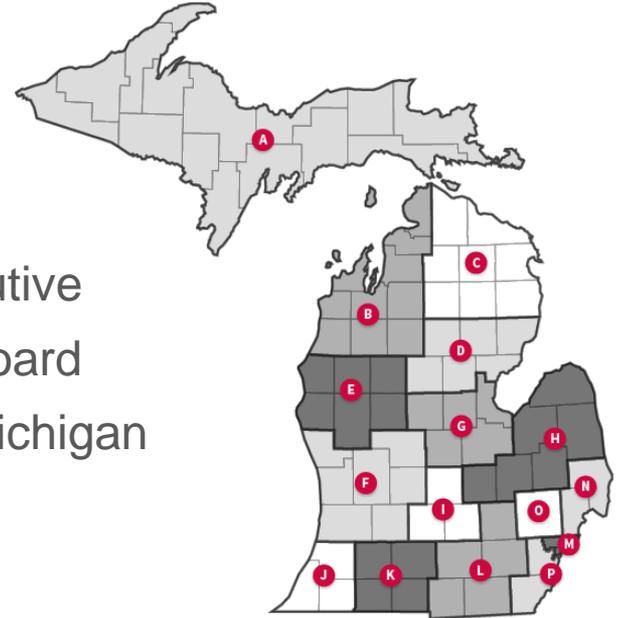
**OAKLAND**  
COUNTY MICHIGAN  
ECONOMIC DEVELOPMENT  
& COMMUNITY AFFAIRS  
L. BROOKS PATTERSON  
OAKLAND COUNTY EXECUTIVE

# 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**



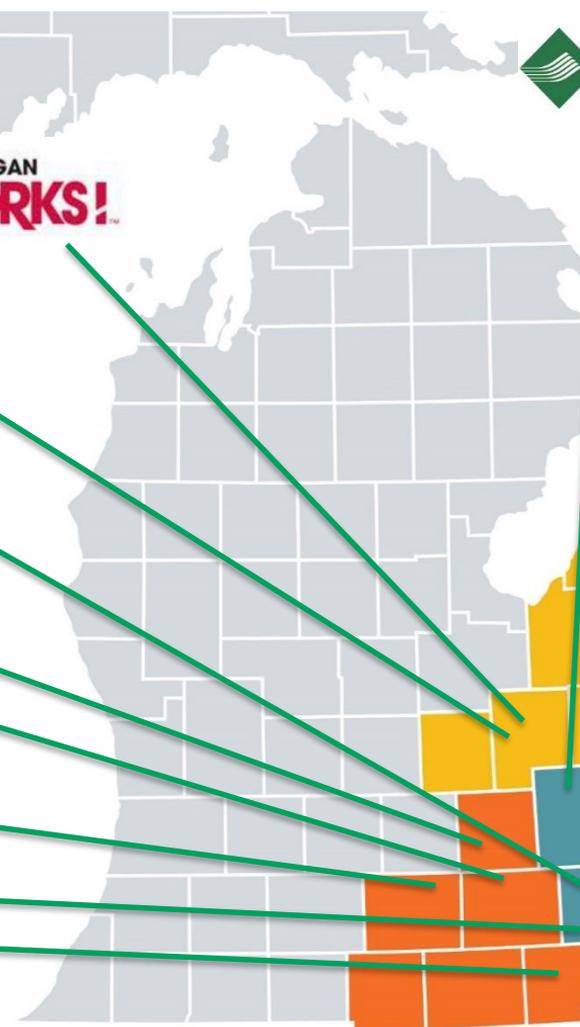
**Employer  
Engagement**



**Workforce  
Solutions**



# WIN BOARD



# 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*

# OAKLAND COUNTY MICHIGAN WORKS! TURNOVER STUDY RESULTS



## 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

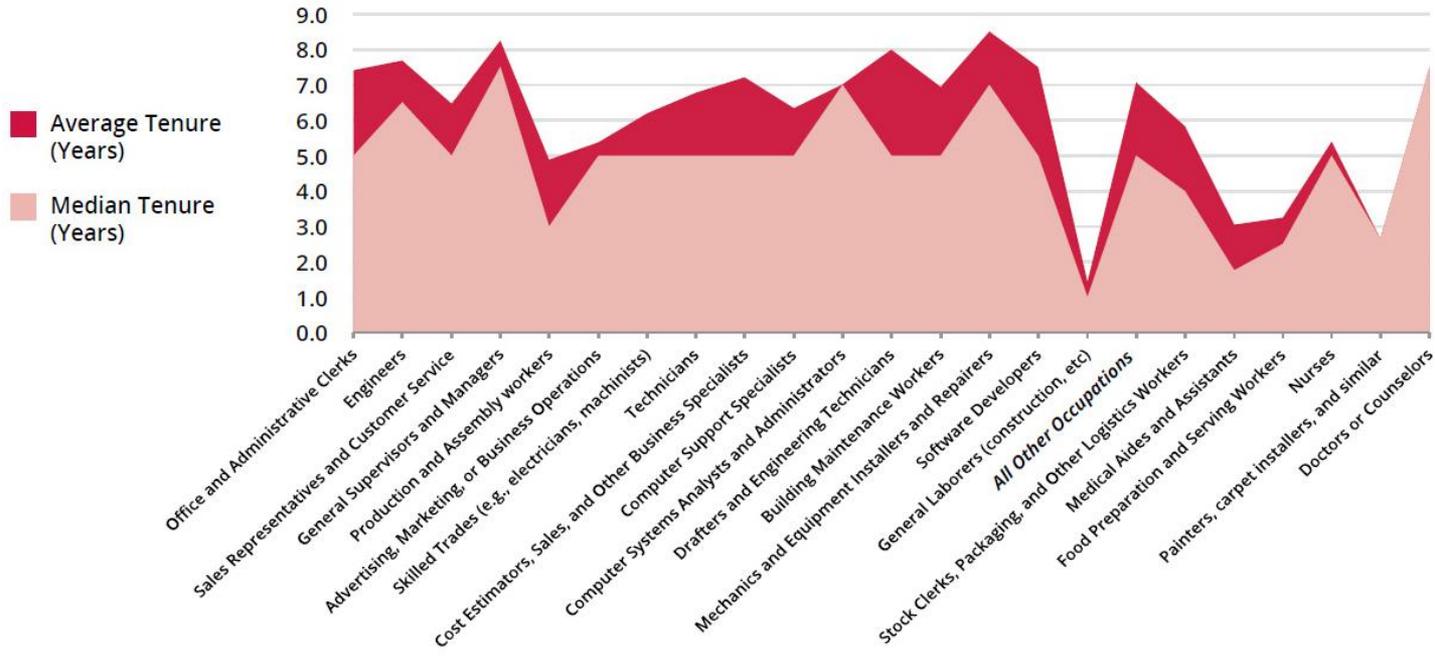
## Online survey of employers

- 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.

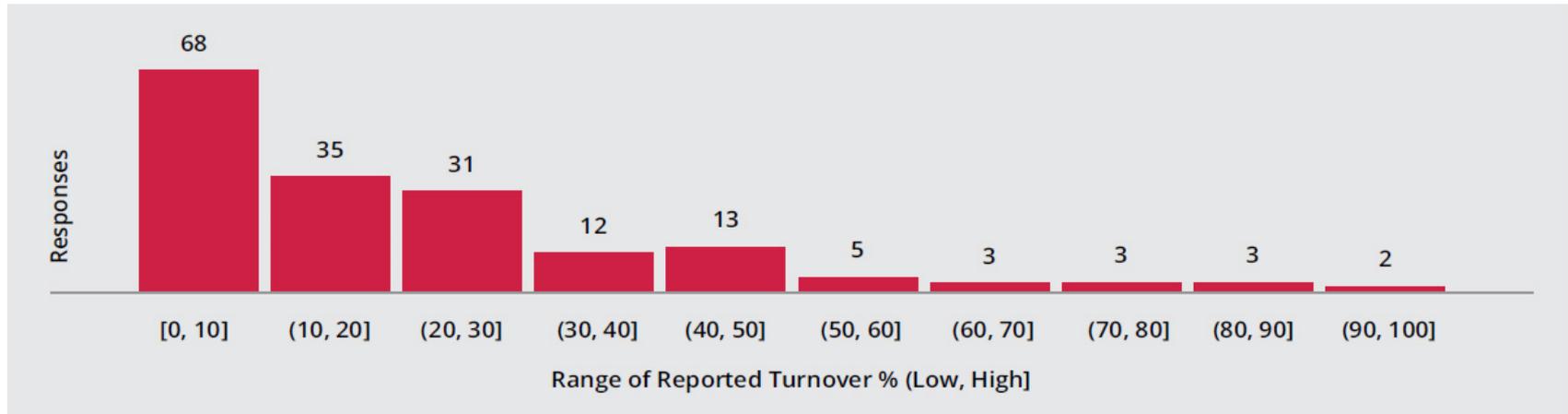
**FIGURE 9: AVERAGE AND MEDIAN TENURE BY OCCUPATION**



# 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

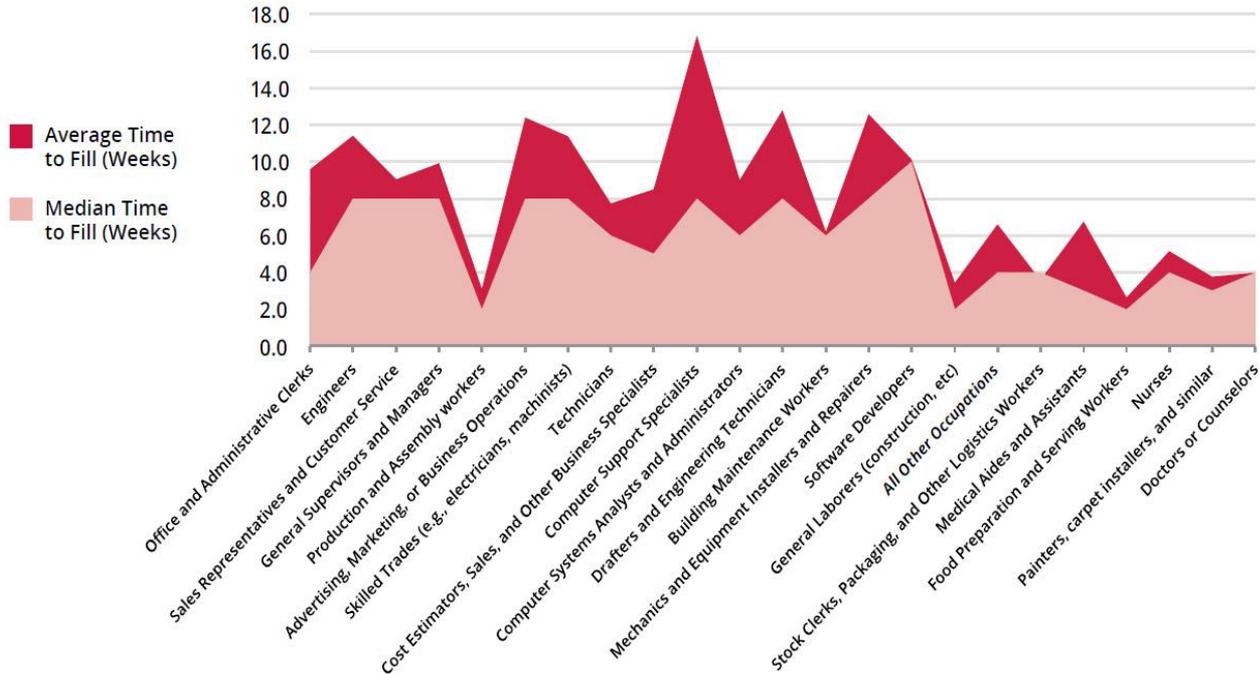
**FIGURE 8: AVERAGE ANNUAL TURNOVER PERCENT BY NUMBER OF RESPONSES**



# 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

- OCMW employers estimate median turnover costs of \$6,000 per worker.

**FIGURE 26: ESTIMATED COSTS OF TURNOVER**



# COST OF TURNOVER

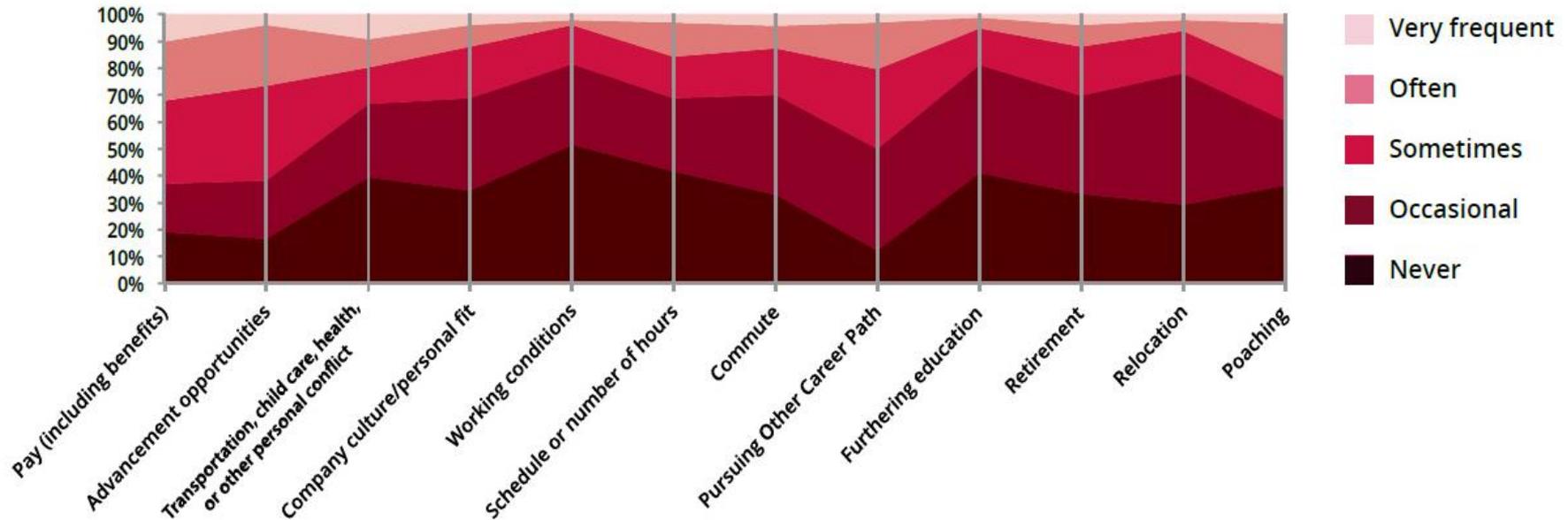


- What goes into cost estimate?
  - Hiring
  - Training
  - “Other”
- Range of estimates from other MWAs and studies
- Other turnover/ training cost concerns

# TURNOVER STUDY KEY FINDINGS: OCMW

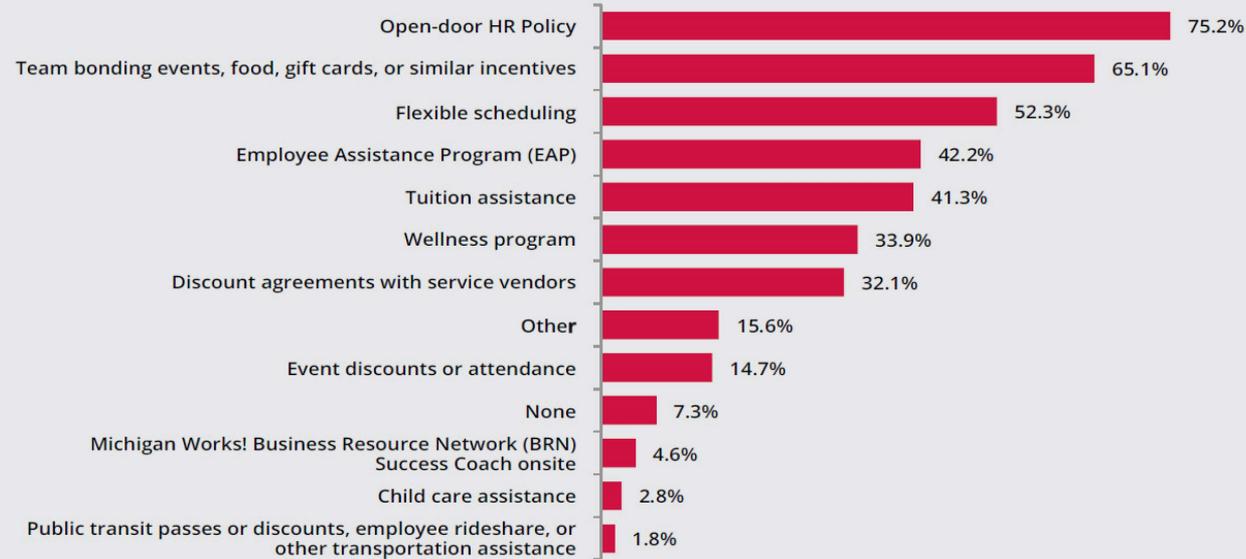
- The most common reason cited “very frequently” for employee turnover is a desire for higher pay or benefits , closely followed by transportation, child care, and other personal conflicts.

**FIGURE 24: EMPLOYEES’ REASONS FOR LEAVING BY FREQUENCY**



# REASONS FOR LEAVING

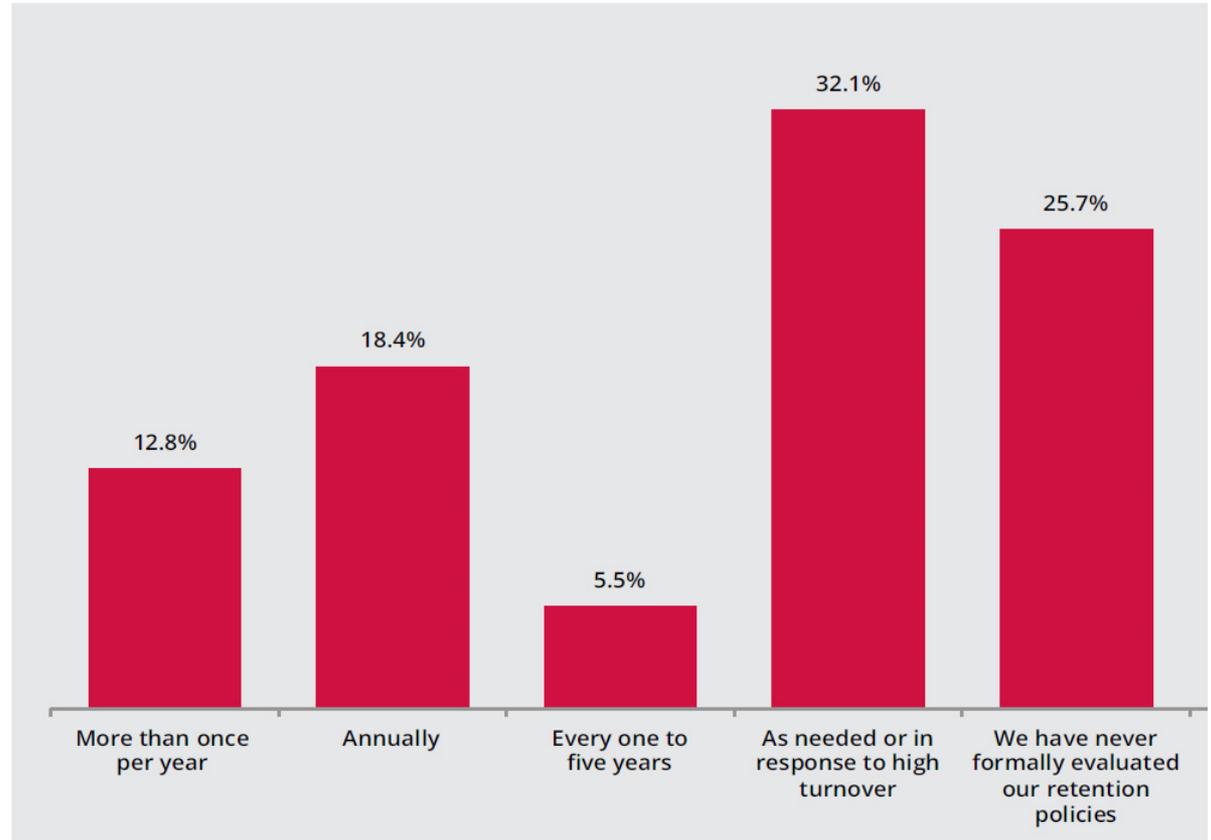
FIGURE 18: RETENTION STRATEGIES BY PERCENT OF RESPONSES



- Differences by occupation, industry, and geography
- Transportation-specific concerns and retention strategies
- Context from convenings

# TURNOVER STUDY KEY FINDINGS: OCMW

FIGURE 19: FREQUENCY WITH WHICH EMPLOYERS EVALUATE RETENTION POLICIES

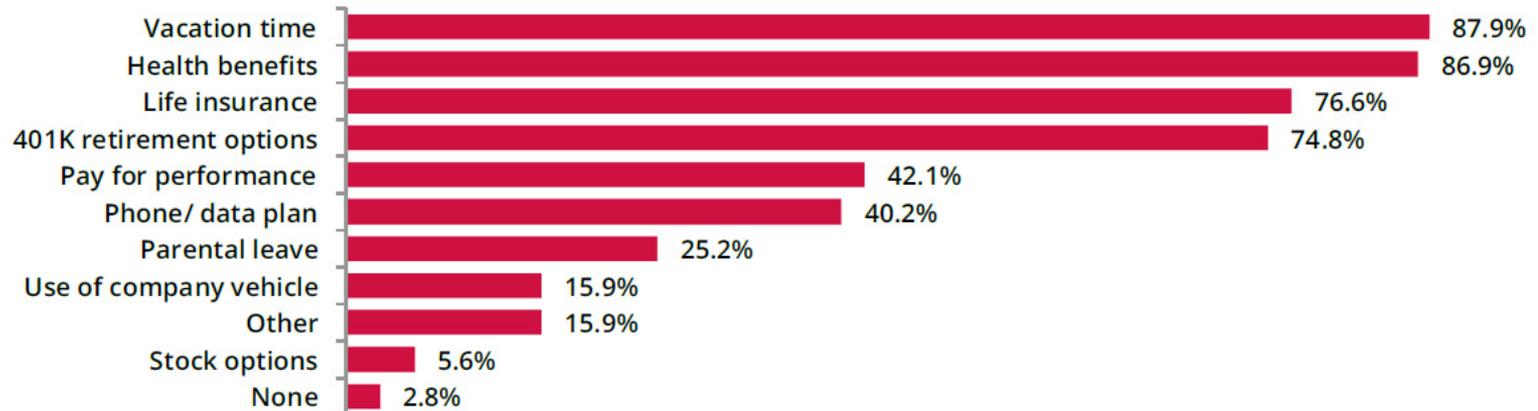


4. Competition for a shrinking talent pool is driving changes in retention strategy for many employers

# 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**



# 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](mailto:research@WINintelligence.org)

# Addressing Employee Turnover

- Business Resource Network (Liz Rivard-Weston)
- One Stop Shop Services (Greg Doyle)

# Business Resource Network

- 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

# Business Resource Network

## 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
- Reported 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

# One Stop Shop Business Center

## 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

# One Stop Shop Business Center



- 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.

**CLIENT SERVICES**

OAKLAND COUNTY • MICHIGAN  
**ONE STOP SHOP**  
BUSINESS CENTER

### BUSINESS PERFORMANCE Assessment Survey

**What it is... and what it isn't**  
As a client of One Stop Shop Business Center, a business counselor may recommend a Business Performance Assessment Survey. This anonymous survey is for your management team, employees or both — to evaluate assumptions, identify potential issues and/or assess employee satisfaction.

This 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.

**How it works**  
The survey collects information in eight categories:

- Accounting/Finance
- Operations
- Equipment and Technology
- Sales
- Human Resources
- Management/Leadership
- Marketing
- Employee Satisfaction

Each participant is asked to rate the company's progress on each question by responding with: Always, Frequently, Sometimes, Rarely or Never.

Next, the participant is asked to rate the importance of each question as it relates to their job by responding with: Not Important, Slightly Important, Important or Very Important.

The survey should take less than 15 minutes to complete.

**Results**  
Results are compiled using Qualtrics Software and reported back to management and the survey participants.

The One Stop Shop Business Center partners with your company to identify and prioritize action items and to develop strategies for implementation.

#### Survey Benefits

- Quickly gathers perceptions
- Identifies discrepancies between departments, divisions and/or locations
- Provides a deeper understanding of potential issues
- Lays the groundwork for future planning
- Validates assumptions
- Increases employee buy in
- Is anonymous
- Sets the stage for cooperative team building

#### Survey Processes

- Each participant receives a unique link to take the survey online
- Survey responses are kept private to facilitate candid responses
- Should take less than 15 minutes to complete
- Respondent can save and complete at a later date
- Answers cannot be changed; however, the survey can be reset to take over again

#### Questions?

Oakland County One Stop Shop Business Center  
smallbusiness@oakgov.com  
(248) 858-0783

**OAKLAND COUNTY MICHIGAN**  
L. BRONCK DISTRICT

# One Stop Shop Business Center

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OAKLAND COUNTY MICHIGAN  
L. BRONCK BROTHERSON  
COUNTY CLERK

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(248) 858-0783

**OAKLAND COUNTY MICHIGAN**  
L. BRONCO INSTITUTION

# Contact Us!

## Business Resource Network

Liz Rivard-Weston

*Oakland County Michigan Works!*

*Retention Services Coordinator*

[rivardwestone@oakgov.com](mailto:rivardwestone@oakgov.com)

(248) 858-0922

## One Stop Shop

Greg Doyle

*Oakland County*

*Supervisor*

[doyleg@oakgov.com](mailto: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



MiCareer  Quest™  
SOUTHEAST

# 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 MICHIGAN WORKS!**  
A Proud Partner of the American Job Center Network

## Going PRO Talent Fund

**\$MILLIONS IN TRAINING FUNDS** | Employers — Get the money and resources you need to find and train talent. Learn how to apply at a free information session.

**CHOOSE THE DATE BEST FOR YOU**

- August 13, 2019  
1 to 3:30 p.m.
- August 15, 2019  
1 to 3:30 p.m.
- August 27, 2019  
9 to 11:30 a.m.
- August 29, 2019  
9 to 11:30 a.m.
- September 4, 2019  
9 to 11:30 a.m.
- September 5, 2019  
1 to 3:30 p.m.
- September 11, 2019  
1 to 3:30 p.m.

**L. Brooks Patterson Building 41W**  
Conference Center  
2100 Pontiac Lake Road  
Waterford, MI 48328

**Quick Facts:**

- State of Michigan initiative — millions of dollars in funds available for FY2020
- Assists companies with a demonstrated talent need
- Private or non-profit businesses eligible
- Partners design real-time training models that adapt to changing employer needs
- Short-term training that leads to a credentialed, industry-recognized skill
- Employers actively participate in development of training and commit to retaining trainees

Meet with Oakland County Michigan Works! representatives and get the information and contacts you need to apply online for the Going PRO Talent Fund.

**FUNDING APPROVAL BY**  
**tia**  
TALENT INVESTMENT AGENCY

**REGISTER TODAY**  
[AdvantageOakland.EVENTBRITE.com](http://AdvantageOakland.EVENTBRITE.com)  
Cost: Free | Advance Registration Required

Questions? Contact: Denise Van-Hee  
[dvanhee@troyc.k12.mi.us](mailto:dvanhee@troyc.k12.mi.us) | (248) 823-5109

**Going PRO**  
IN MICHIGAN

**OAKLAND COUNTY MICHIGAN**  
A PROUD PARTNER OF THE AMERICAN JOB CENTER NETWORK



# Oakland County MFG DAY

- 5<sup>th</sup> 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?