



WIN WORKFORCE
INTELLIGENCE
NETWORK

Oakland County
MICHIGAN
WORKS!

EMPLOYEE TURNOVER STUDY BRIEFING

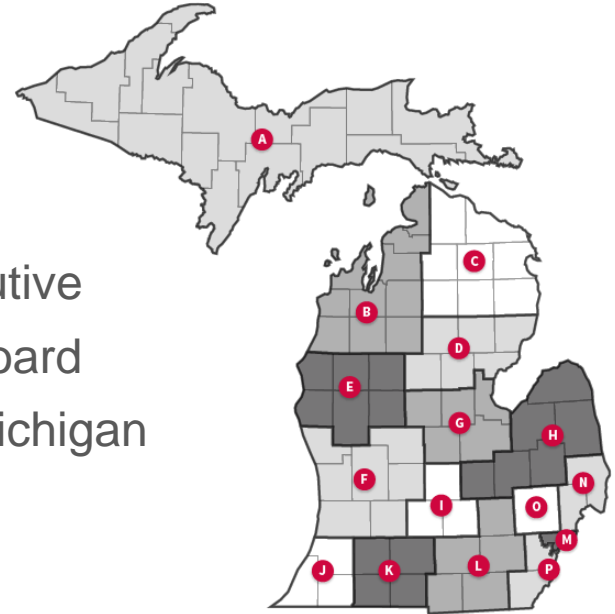
OAKLAND
COUNTY MICHIGAN
ECONOMIC DEVELOPMENT
& COMMUNITY AFFAIRS
L. BROOKS PATTERSON
OAKLAND COUNTY EXECUTIVE

Agenda

- 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
- Questions?

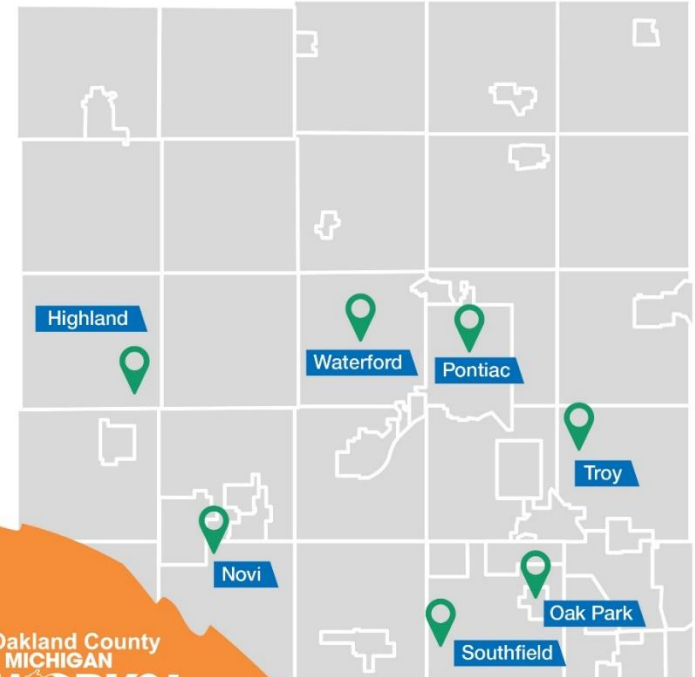
Oakland County Michigan Works!

- 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
- Karley Thurston





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**

WIN BOARD



OAKLAND
COMMUNITY
COLLEGE®
Community is our middle name.



ST. CLAIR
COUNTY
COMMUNITY
COLLEGE



MCC
MOTT COMMUNITY COLLEGE



MICHIGAN
WORKS!
MACOMB/ST. CLAIR



MICHIGAN
WORKS!
SOUTHEAST



Schoolcraft
College



Macomb
Community College
Education • Enrichment • Economic Development



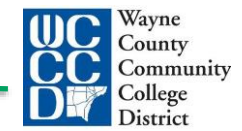
Washtenaw
Community College



Detroit
Employment
Solutions
Corporation



Jackson
COLLEGE



Wayne
County
Community
College
District



EMCA
WAYNE MONROE
MICHIGAN
WORKS!



MONROE COUNTY
COMMUNITY COLLEGE
enriching lives



HENRY
FORD
COLLEGE
FUTUREDRIVEN



WIN
WORKFORCE
INTELLIGENCE
NETWORK

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

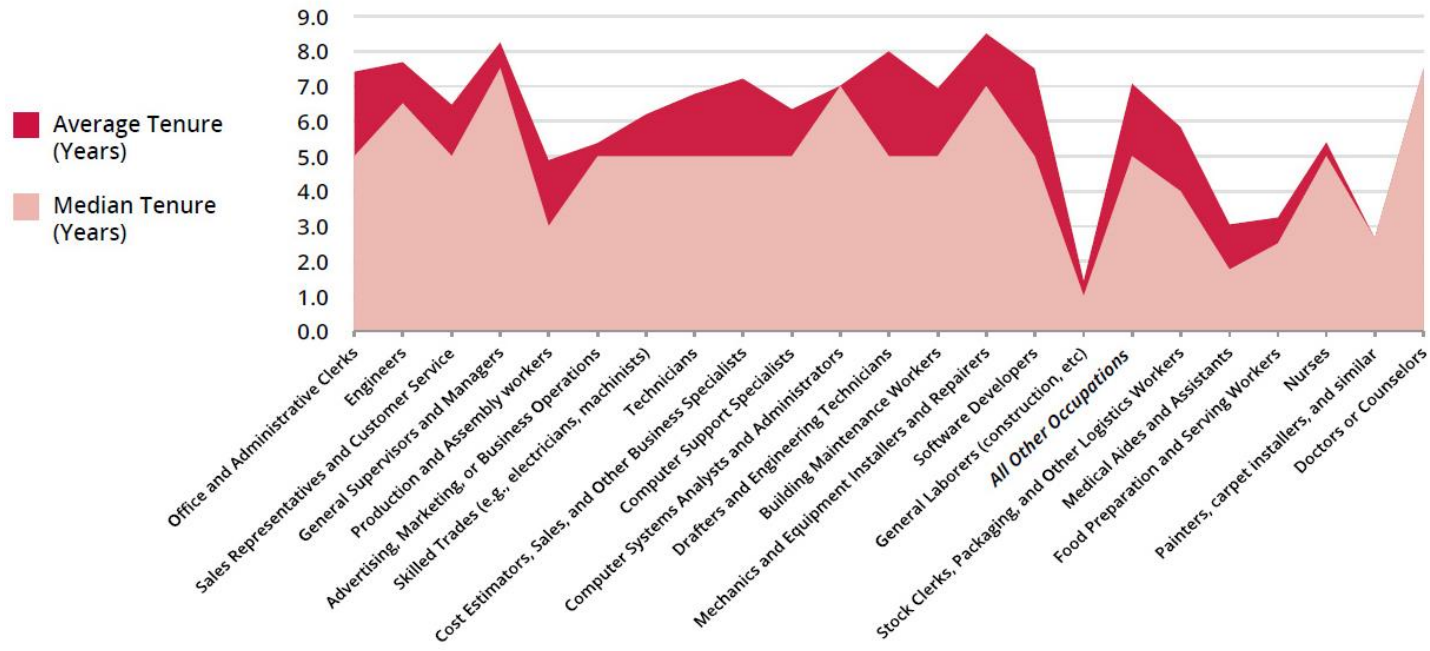
Online survey of employers

- 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.

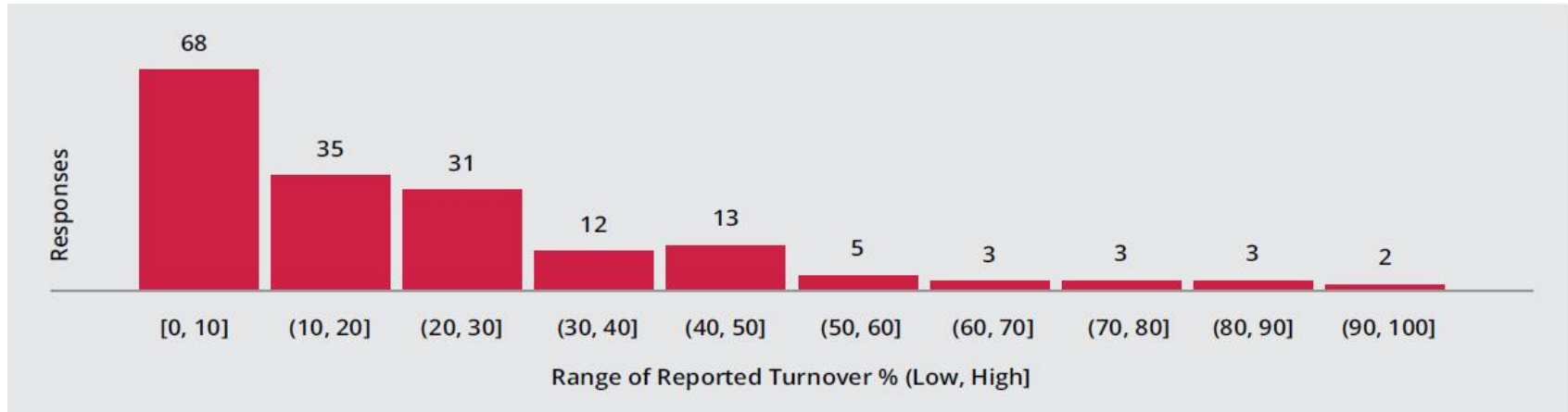
FIGURE 9: AVERAGE AND MEDIAN TENURE BY OCCUPATION



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

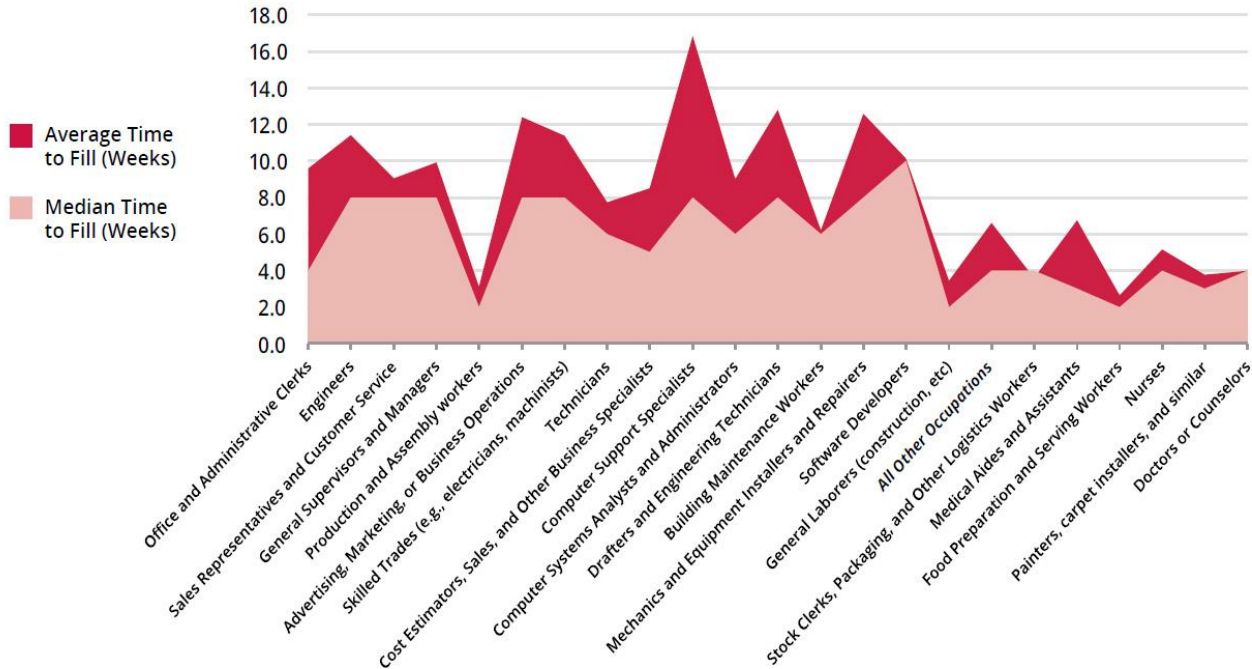
FIGURE 8: AVERAGE ANNUAL TURNOVER PERCENT BY NUMBER OF RESPONSES



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

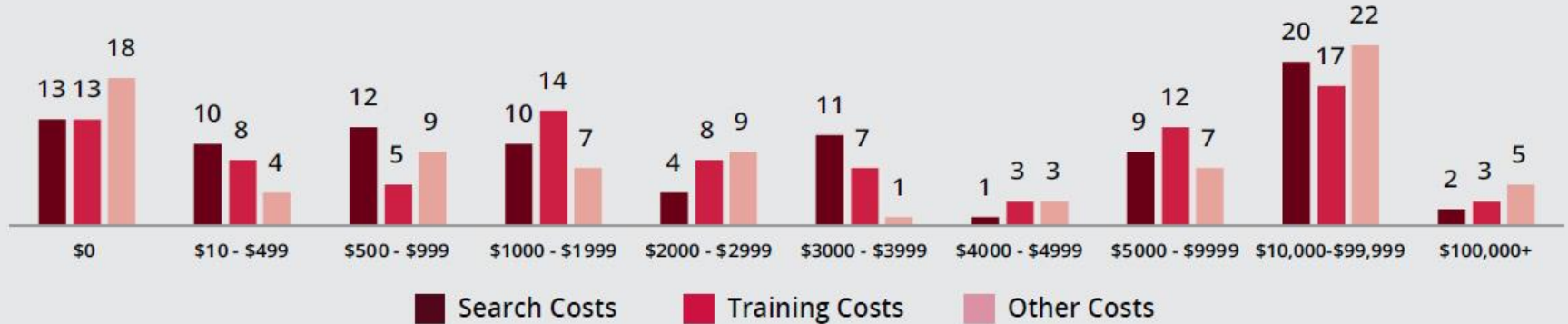
FIGURE 7: AVERAGE AND MEDIAN TIME TO FILL A POSITION BY OCCUPATION



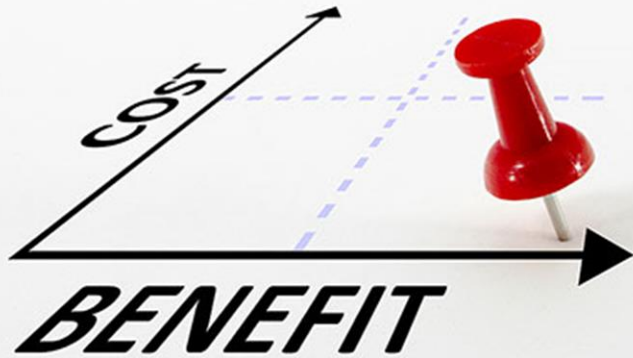
TURNOVER STUDY KEY FINDINGS

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

FIGURE 26: ESTIMATED COSTS OF TURNOVER



COST OF TURNOVER

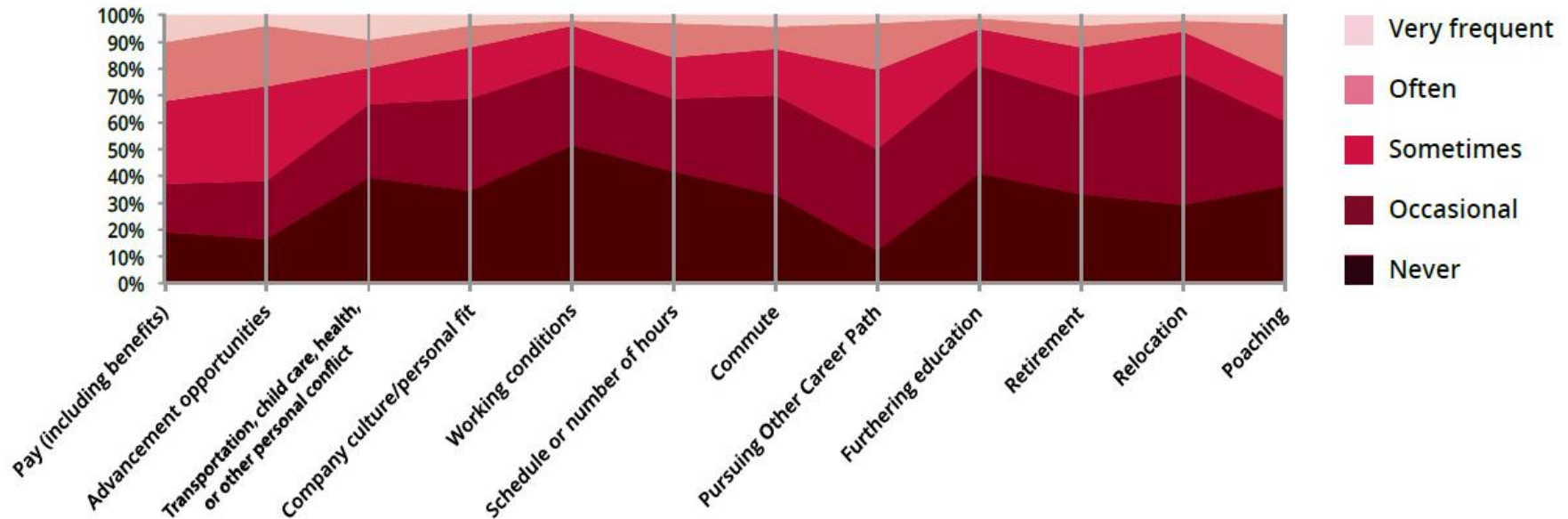


- What goes into cost estimate?
 - Hiring
 - Training
 - “Other”
- Range of estimates from other MWAs and studies
- Other turnover/ training cost concerns

TURNOVER STUDY KEY FINDINGS: OCMW

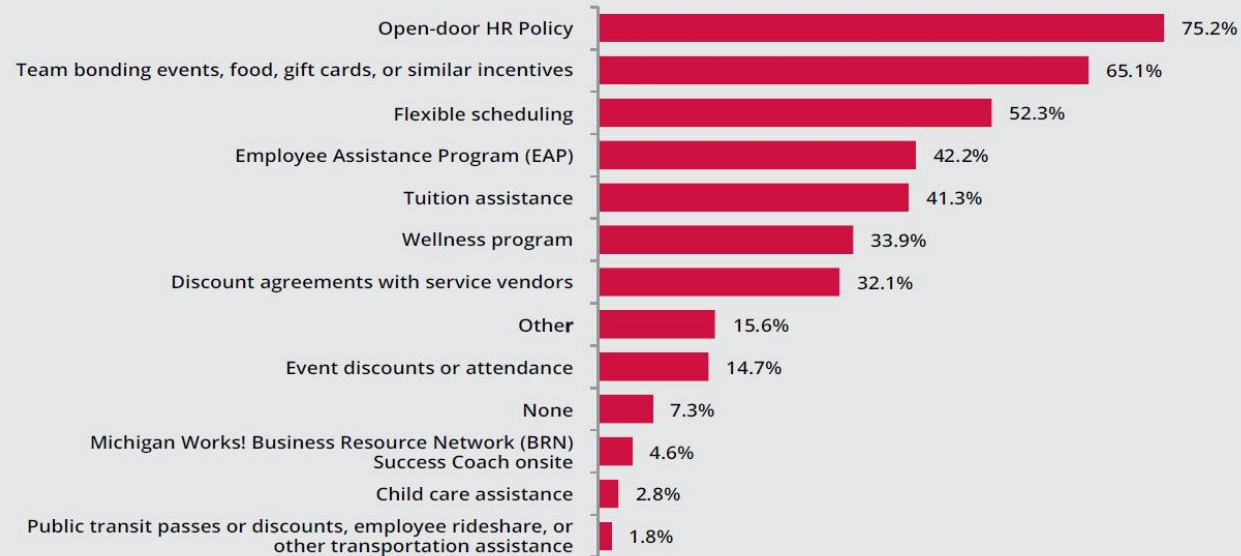
- The most common reason cited “very frequently” for employee turnover is a desire for higher pay or benefits , closely followed by transportation, child care, and other personal conflicts.

FIGURE 24: EMPLOYEES’ REASONS FOR LEAVING BY FREQUENCY



REASONS FOR LEAVING

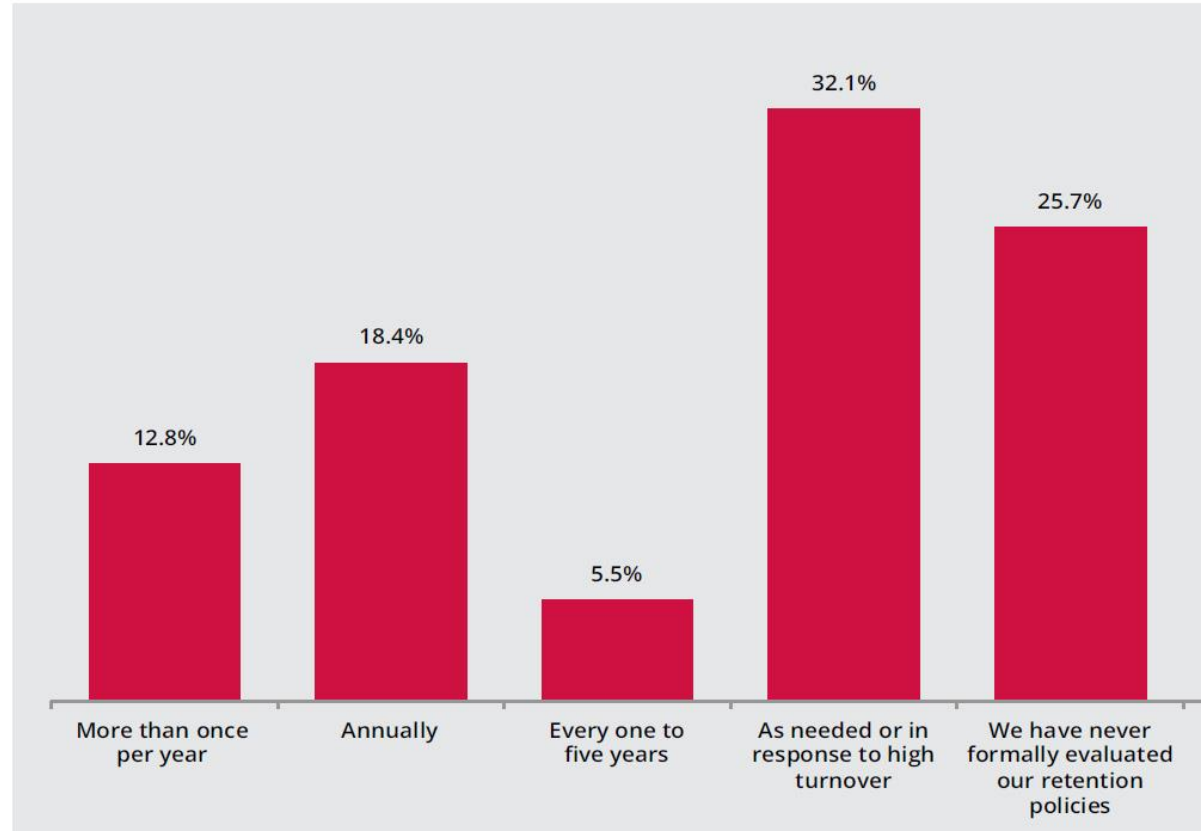
FIGURE 18: RETENTION STRATEGIES BY PERCENT OF RESPONSES



- 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

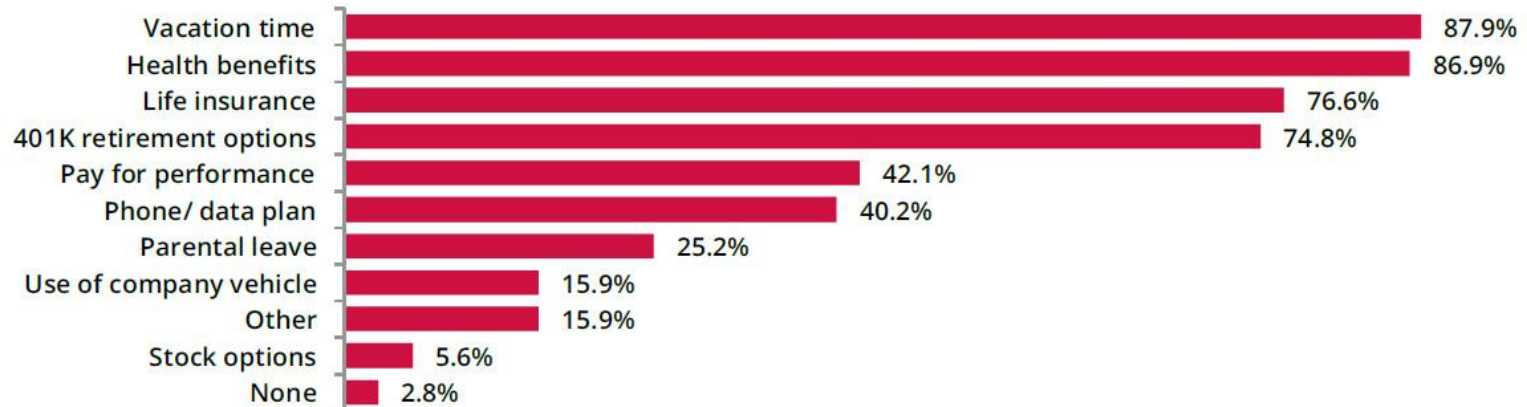


4. Competition for a shrinking talent pool is driving changes in retention strategy for many employers

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

Employee Turnover Study

- Business Resource Network (Liz Rivard-Weston)
- One Stop Shop Solutions (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

- First six months are free
- 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.

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

One Stop Shop Business Center

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Oakland County One Stop Shop Business Center

Contact Us!

Business Resource Network

Liz Rivard-Weston

Oakland County Michigan Works!

Retention Services Coordinator

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(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



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

The graphic is a promotional flyer for the Going PRO Talent Fund. It features a blue header with the Oakland County Michigan Works! logo and the program name. The main body is white with a large '\$ MILLIONS IN TRAINING FUNDS' headline. To the right, it says 'Employers — Get the money you need to find and train talent. Learn how to apply at a free information session.' Below this, there's a green section titled 'CHOOSE THE DATE BEST FOR YOU' with a list of dates and times. To the right of this is a 'Quick Facts' section with bullet points. At the bottom right, there's a 'FUNDING APPROVAL BY' logo for the Talent Investment Agency and a call to action to meet with OCMW representatives.

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 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.

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



Questions?