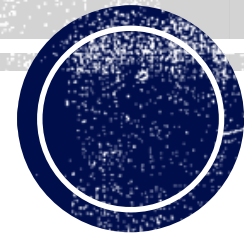


WORKFORCE RETENTION STRATEGIES



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AGENDA

- **Today's Workforce – Labor Market Information**
- **Employers' perspective regarding the labor shortage**
- **Employee retention strategies**
- **Organizational assessment exercise**
- **Break**
- **Resources to assist businesses with managing, recruiting and retaining employees**
- **Questions**



DIVE INTO TODAY'S WORKFORCE-EDR 5

- Economic Dev Region 5
 - Cass
 - Crow Wing
 - Morrison
 - Todd
 - Wadena



DEMOGRAPHICS

Category	Region 5	MN State-Wide
Population Increase from 2010-2018	1.8 %	5.8 %
55 years or older	37.8 %	28.8 %
White	94.4 %	84.3 %
American Indian	2.6 %	1.0 %
Unemployment rate *	4.5 %	4.3 %
Median hourly wage	\$17.28	\$20.95
Lowest median hourly wage of all 13 EDRs within MN		
*Unemployment rates were highest among young workers, American Indians, people of "some other race", and those with disabilities		

Data obtained from the DEED website:
 Regional Profile-EDR 5 North Central at Mn.gov/deed/data/

Slower population growth
 (Less entering workforce)

+

Aging population-
 (More leaving workforce)

+

Lower wages
 (Lowest wage of all MN EDR's)

+

Highest cost of living
 (Within the NW Region of MN)



THE LABOR SHORTAGE IS IMPACTING OUR REGION SOONER THAN OTHER REGIONS

- Labor force in EDR 5 has declined
 - 1990 – 1999 + 1,810 average new workers per year
 - 2000 – 2009 + 668 average new workers per year
 - 2010 – 2018 - 174 average new workers per year

Our labor
force is
declining!



2019 REGIONAL PROFILE | EDR 5-NORTH CENTRAL

“Increasingly tight labor markets and a growing scarcity of workers is now recognized as one of the most significant barriers to future economic growth in EDR 5. In the face of these constraints, it has become evident that a more diverse workforce in terms of age, gender, ethnicity, disability status, and immigration has been and will continue to be a vital source of the workers that employers need to succeed. **As the white, native-born workforce continues to age, younger workers of different races or from different countries will comprise the fastest growing segment of the labor force.**”

-DEED Labor Market Information Office | mn.gov/deed/data



EMPLOYERS' PERSPECTIVE **ON THE LABOR SHORTAGE**

- Not enough candidates for job openings
- Recruitment is now more than just placing an ad
- Starting to utilize resources to hire hidden talent pool
 - Aging population
 - Individuals with disabilities
 - Ex-Offenders
 - Individuals of different ethnic backgrounds
 - Individuals who have immigrated
- Higher emphasis on retaining current employees

COMMON BARRIERS ACROSS ALL 26 COUNTIES OF NW MN

- Childcare
- Transportation
- Housing

**Employers are now
working together to
address our labor
shortage**



RECRUITMENT BEST PRACTICES

- Sign on bonus
- Employee referral bonus
- Loan forgiveness
- Tuition reimbursement
- Recognition program – gift cards
- RMCEP OJT (On-the-Job Training)
- 100% employer match for employee donations
- Engage with high schools
- Flexibility with schedules
- Work/life balance focus
- Verbal recognition
- RMCEP Work Experience program
- Fun work environment
- Post jobs at Mnworks.net for free!
- Social media job postings

<https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Recruiting-Attracting-Talent.pdf>



EMPLOYEE RETENTION



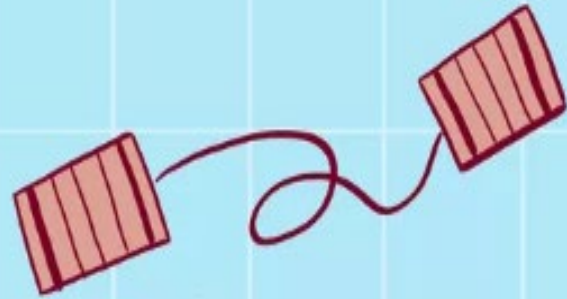
What is the Top Reason Why Employees Leave?

- Money
- Boss
- Lack of recognition
- Not challenged
- Overworked
- Job is not what was expected

Studies show only 33% of employees are engaged at work



How to Retain Great Employees



Communicate expectations clearly



Allow employees to use their talents and skills



Provide a platform for employees to speak their minds freely



Make staff members feel appreciated



Provide quality management or supervision


 the balance

Image by Theresa Chiechi © The Balance 2019

Keep Your Employees Happy and Stay within Your Organization

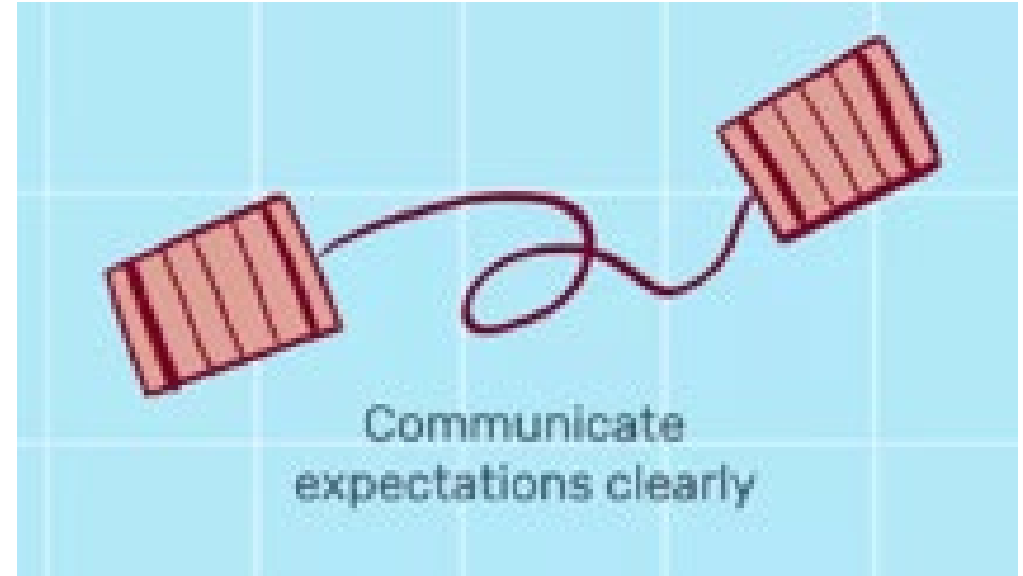
- Clear expectations
- Good leadership
- Ability to share feedback
- Utilize talents and skills
- Appreciated/recognized

<https://thebalancecareers.com/top-ways-to-retain-your-great-employees-1919038>



EMPLOYEE RETENTION

- Job Description
 - CareerOneStop.org
- Regular meetings
- Open lines of communication
- Access to manager
- Performance Review



CLEAR EXPECTATIONS OF JOB



1. Go to CareerOneStop.org
2. Select Resources for Business
3. Select Business Center
4. Select Toolkit
5. Select Job Description Writer
6. Enter Occupation and State and search
7. Edit or Exclude
8. Review and download final job description

JOB DESCRIPTION WRITER



LEADERSHIP

- Communication – positive and constructive
- Mentorship
- Provide opportunities to contribute and make a difference
- Fair and equitable treatment
- If not doing well, consider and ask yourself if the process or policy is causing this person to fail?



USE OF TALENT/SKILLS

Understand your employee's past experience

Help staff identify skills/talents

Simply ask

Onetonline.org - Work Values

Provide projects to learn new skills

Strengths Finder

Set your staff up for success with Tools, Time and Training

Cross-training of other jobs within organization

Networking and volunteer opportunities



SHARE IDEAS

- Does your organization solicit feedback from employees?
- Would your employees feel comfortable sharing constructive feedback?
- Suggestion box
- Employee survey

*Opportunity to help make improvements
is key to employee retention*



Provide a platform for
employees to speak their
minds freely



NEED TO FEEL VALUED

- Specific and immediate praise with direct tie-in to how their efforts help the organization grow
 - Great job versus ..the way you focused on the customer, dropped everything, and helped them find the item they needed is exactly what will bring our customers back!
- Thank you note or card
- Small gift
- Raise tied to accomplishments
- Does your work culture show your staff they are valued?

***If YOU don't value your employees,
they will find an organization that will!***



WORK CULTURE

- What does your website say about your company?
- What does your new hire on-boarding process tell new employees?
- The first month is the most important time in which an employee decides to stay or leave.
- Have you considered “stay interview” in addition to exit interview?

It costs \$4,129 to hire and onboard a new employee on the average, according to a recent study by the Society for Human Resource Management.

“If you don’t think ‘culture’ is important – then that is your culture.”

- Manufacturing employer panelist at Regional Workforce Summit, 2018

QUESTIONS TO IDENTIFY YOUR WORK CULTURE

- Do you know why people leave your organization?
- Do you know the ambitions of your employees?
- Do you have opportunities for your employees to advance/learn/grow?
- Do you budget for training?
- What makes you an “employer of choice” and where do you need to improve?
- What is the first day of employment like at your company? The first week? Month?
- What other steps do you take to onboard employees?
- Is your average wage aligned with regional wages?



OCCUPATIONS IN DEMAND & MEDIAN HOURLY WAGE 2019

High School or Equivalent	Median Hourly Wage	Some College or Assoc Degree	Median Hourly Wage
Food Server	\$10.85	Nursing Assistant	\$15.87
Cashier	\$11.40	Medical Records/HIM	\$17.27
Cashier	\$11.43	EMT	\$17.27
Personal Care Aide	\$12.43	Auto Service Tech	\$19.20
Retail Salesperson	\$12.63	Welder	\$20.05
Housekeeping	\$13.27	Dental Assistant	\$21.17
Janitor	\$14.40	LPN	\$21.32
Admin Assistant	\$17.81	Electrician	\$26.37
Supervisor-Food	\$18.63	Radiologic Tech	\$30.64
Supervisor-Retail	\$18.63	Registered Nurse	\$34.97

EDR 5 has over 450 Occupations in Demand.

For additional details, go to <https://mn.gov/deed/data/data-tools/oid/>



THE FIRST 30 DAYS IS CRITICAL!

Research by Glassdoor found that organizations with a strong onboarding process improve new hire retention by 82%.

According to Digitate, a negative onboarding experience results in new hires being two times more likely to look for other opportunities.

Research by Human Capital Institute (HCI) found that 87% of employers that assign an ambassador or buddy program during the onboarding process say that it's an effective way to speed up new hire proficiency.

58% of employers say their onboarding program is focused on processes and paperwork rather than people.

Gallop found that only 12% of employees strongly agree that their organization does a great job of onboarding new employees.



PREPARE FOR YOUR NEW EMPLOYEE

Before the First Day:

Make sure your employee has the right tools and equipment on Day 1

Let co-workers know when someone new is starting

Consider who to involve in the person's orientation and training

Set up welcome lunches during the first few days

Ask a colleague to serve as a friendly “work buddy” to answer any questions that arise



The First Day-Paint the Big Picture and Share:

Your organization's culture—what makes it a great place to work

Achievement—how you define and reward success

Your customers—try to provide opportunities for new employees to observe/talk directly with customers to learn firsthand what really matters

Fellow co-workers and teams—talk about the team and consider adding photos to names and titles



- So far, is the job what you expected?
- What areas would you like more training in?
- Does your work pace seem too fast or too slow?
- Do you have any suggestions for improvement?
- Is there a project or improvement that you might like to lead or be involved in?
- What things have made you feel welcome? Any areas we can improve upon?

A PERSON
WHO FEELS
APPRECIATED
WILL ALWAYS
DO MORE
THAN WHAT
IS EXPECTED

QUESTIONS TO ASK NEW EMPLOYEES TO SHOW YOU VALUE THEM



INCLUSIVE WORKPLACE

- As part of its ongoing work to better retain professionals of color in the Minneapolis-Saint Paul region, Make It. MSP partners launched a new toolkit designed to aid employers in building more inclusive workplaces.
- The BE MSP Workplace Toolkit is a free digital toolkit designed to drive meaningful conversations about diversity, equity and inclusion in the workplace no matter where you may be at in the journey.

The logo for BE MSP features the letters 'BE' in a large, bold, black font. The letter 'E' is stylized with a vertical bar on its left side that has a rainbow gradient. To the right of 'BE' are the letters 'MSP' in a large, bold, black font.

BE MSP Workplace Toolkit

A toolkit for sparking conversations and building an inclusive culture in the workplace

COMMIT TO A MORE INCLUSIVE WORKPLACE WITH THE BE MSP TOOLKIT

1. Create an account at <https://makeitmsp.teachable.com>
2. Complete an organization assessment to identify which tool is the best starting point for your team
3. Invite others within your organization to review glossary to ensure all are on the same page. For example, what does diversity mean to you?
4. Begin watching videos and completing the modules, as a team, to encourage honest conversation.

ACTIVITY: Complete the Organization Assessment



ORGANIZATION ASSESSMENT EXERCISE

If you Answered	Module to Start With
No to questions 1-4	Understanding Your Existing Culture
Yes to questions 1-4 and no to questions 5-6	Leadership Representation Module
Yes to questions 1-6 and no to question 7	Efforts in the Workplace
Yes to questions 1-7 and no to questions 8-10	Goal Setting and Measurement

50% of employees stated that it's difficult to connect with others within their organization, besides their team, because of a **LACK OF GATHERING SPACE**.



EMPLOYMENT PUBLICATIONS AND GUIDEBOOKS

- Employment Resource Guide for Employment Related Questions Handout
 - Answers to Your Employment-Related Questions
- Legal Guide to the Use of Social Media (DEED)
- Why and How to Conduct and HR Audit in Minnesota (DEED)
- Resources and Information to Help Your Business Grow Handout
 - Business Development
 - Business Financing
 - Exporting Assistance
 - Workforce Recruitment and Training
 - Information and Resources

RESOURCES FOR **BUSINESS**



- Post your jobs for free on Minnesotaworks.net –MN’s largest employment database
- Find workers at www.mn.gov/deed/hiring
- Tools to attract, develop and retain talent at CareerForcemn.com
- Information regarding wages: mn.gov/deed/business/locating-minnesota/data/wage-data.jsp
- MN.gov/deed/assets – Employer’s Guide to Employment Law Issues in MN
- Hiring incentives and tax credits available to your business - Workforce Opportunity Tax Credit: mn.gov/deed/wotc
- Hiring veterans: mn.gov/deed/job-seekers/veteran-services/hire-a-veteran/ or contact local veterans’ employment representative through your local WFC.
- LMI for recruiting: mn.gov/deed/business/finding-workers/recruit/
- AskJan.org for assistance with providing reasonable accommodations for staff

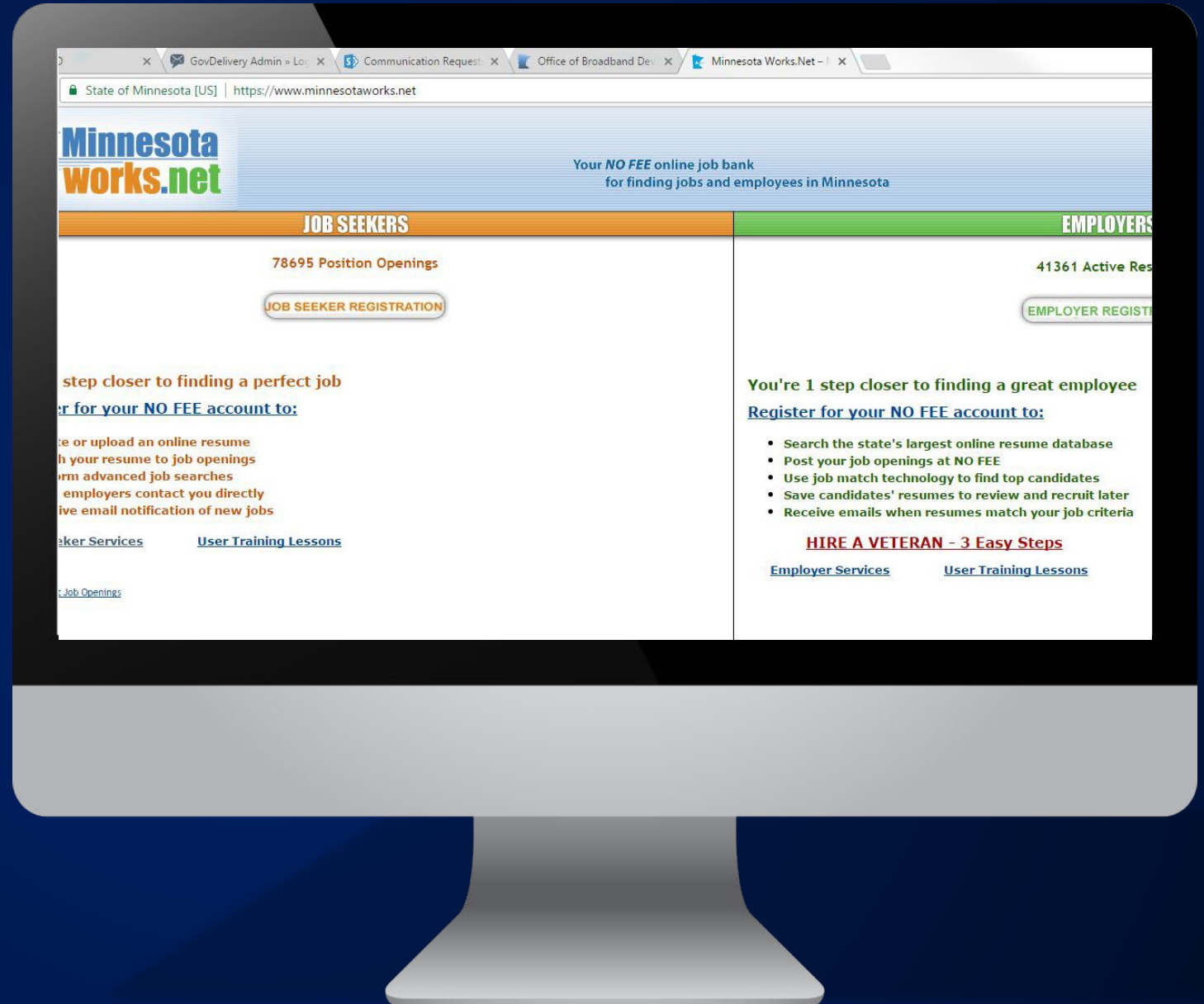
ONLINE RESOURCES FOR EMPLOYERS



MINNESOTAWORKS.NET

In 2018:

- Employers posted 683,762 job openings
- Job seekers conducted 2.03 million job searches – an average of almost 5,573 job searches a day





PROGRAMS TO ASSIST BUSINESS

- Dislocated Worker Program
- Youth Adult Work Experience Program
- MN Youth Program
- On-the-Job Training
- Work Opportunity Tax Credit
- Vocational Rehabilitation Services
- Federal Bonding Program
- Resources for Hiring Ex-Offenders



- **Assists laid-off workers in returning to work** with comparable wages and benefits, and **connects employers with skilled staff.**
- Participants can access career planning and counseling; job search and placement services; short-term training upon counselor approval; and support services for expenses such as transportation upon counselor approval. Veterans and their spouses receive priority in the scope of the services for which they qualify.

Connect to this talent pool through your local CareerForce location



DISLOCATED WORKER PROGRAM



RMCEP PROGRAMS



WORK EXPERIENCE PROGRAM

- Provides employment and training services targeted primarily to out-of-school youth. For more information go to: mn.gov/deed/programs-services/office-youth-development/youth-programs/wioa-youth.jsp

ON-the-JOB TRAINING PROGRAM

- Provides summer and year-round employment and training services to economically disadvantaged and at-risk youth, ages 14 to 24. For more information go to: mn.gov/deed/myp



TAX CREDIT FOR EMPLOYERS

Work Opportunity Tax Credit

Federal tax credit for hiring individuals from certain target groups; applies to temporary, seasonal, part-time and full-time workers

Participating employers are able to reduce their income tax liability

Targeted job seekers include:

- Recipients of the Minnesota Family Investment Program (MFIP)
- Recipients of the Supplemental Nutrition Assistance Program (SNAP) who are between the ages of 18 and 40, or who are veterans
- Disabled or unemployed veterans
- Ex-felons
- People living in an Empowerment Zone or Rural Renewal County ages 18 to 40
- Vocational Rehabilitation recipients
- Supplemental Security Income recipients

For more information mn.gov/deed/wotc



VOCATIONAL REHABILITATION SERVICES



- VRS Free Services for Employers
 - Connect to a large talent pool. Each posting is forwarded to 30+ agencies.
 - Education regarding providing reasonable accommodations
- VRS helps people with disabilities learn skills, find and keep a job, and live as independently as possible.

***1 in 5 people have a disability.
Of those with a disability, up to 60% have a hidden disability.***

Contact your local CareerForce location to connect with VRS staff regarding Talent Pool and education on providing reasonable accommodations.



RESOURCES FOR HIRING EX-OFFENDERS

- **“Toolkit”** <http://www.twincitiesrise.org/mn-employers-fair-chance-hiring-guide/>
- *Work Opportunity Tax Credits (WOTC):* Federal Tax Credits for Employers
- *Minnesota Federal Bonding Program:* Hire At-Risk Employees with No-Cost Insurance
- *MN Ban the Box Law:* Employers’ Frequently Asked Questions
- *Dislocated Worker Program:* Employer wage subsidies, retention support for on-the-job training
- *Vocational Rehabilitation Services*
- *CareerOneStop:* Resources for Employers Hiring Justice-Involved Workers
- *MINNCOR Industries:* Job skills training provided to offenders
- *Department of Corrections:* Career Technical Education, Industry Recognized Certifications





Questions

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