

# TIME CHANGES EVERYTHING

We gather data at three critical points in the employment life cycle: before hire, while working, and after termination. Together, these three pieces help us understand how, when, where, and why people accept jobs, stay on jobs, and leave jobs. And isn't that the secret sauce we're all looking for?

## PART 1: ALL THE FEELS.

Every Elwood Staffing applicant has the opportunity to fill out a short, anonymous survey during the application process. We call this our Applicant Sentiment Index™ (ASI). One question on the survey asks respondents to rank seven attributes of a job, from *most important to least important*. It's probably no surprise that folks rank *pay* first (by leaps and bounds), consistently followed by *shift schedule, environment, and opportunity to learn new skills*. And taking up the rear? Job seekers are far less concerned with the actual *type of work* they perform, getting *supervisor feedback*, or finding *social connections* in the breakroom.

## PART 2: NOT SO FAST, MY FRIEND.

We interview working associates at a sampling of our client worksites, and when we do so, different careabouts emerge. In fact, working associates consistently say they desire improvements to training, feedback, treatment, direction, and expectations, not pay or shift or the basic facets of the work environment. So, wait; does that mean those things cease to matter once you've gotten a worker in your door? Not so fast.

## PART 3: TIME CHANGES EVERYTHING.

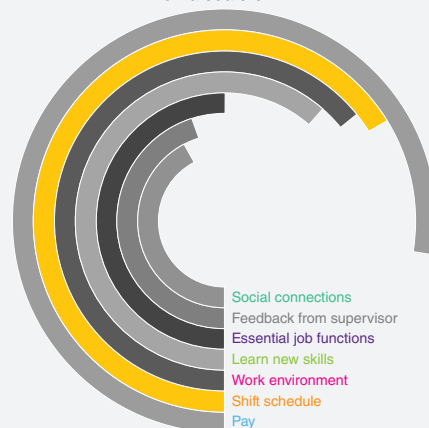
Our voluntary turnover data show an interesting trend, a combination of the information we gather before and during assignments: Voluntary turnover within the first one to two months is driven primarily by "practical" things<sup>1</sup>, like those first few items ranked in the ASI; but, when pay's excluded, quits for "emotional" reasons<sup>2</sup> such as communication, recognition, and feedback become more prevalent after the second or third month.

What does this all mean? As partners, we must:

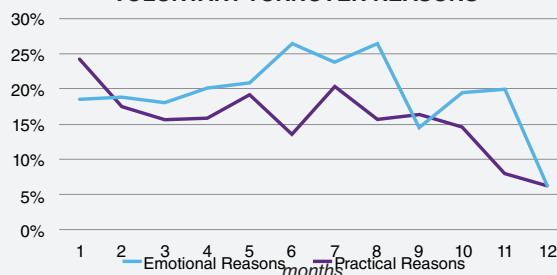
### Get the basics right.

Our primary focus must be *time* and *money*—the time and money of our workers, not just our own budgets or desire to fill open spots on the line quickly—because, at a high level, these are the two most important groups of job attributes identified by job seekers and the leading reasons that workers quit. This means we need to offer pay that aligns with local market and individual expectations, offer reasonable shift schedules and then place folks on the right shift, consider the commute we're expecting a worker to make, clearly communicate overtime expectations before hire, and—simply put—make even an entry-level job worth a worker's time. (Maybe you can't offer a long-term career, but can someone learn new, marketable skills?) When we do these things, we won't have to worry as much about immediate voluntary turnover.

JOB APPLICANT CAREABOUTS  
on a scale of 7



VOLUNTARY TURNOVER REASONS



<sup>1</sup>Practical Reasons (can be evaluated before accepting job): Too Physical, Too Hot/Cold, Other Job Closer to Home/Transportation, Better Working Hours, Better Benefits, Not Enough Working Hours, Disliked Shift

<sup>2</sup>Emotional Reasons (Can only be evaluated over time): Concern for Safety, Not Challenging, No Advancement Opportunities, Not Enough Training, Not Treated with Respect by Co-worker, Poor Communication, Supervisor Negative Behavior, Supervisor Poor Communication, Too Much Overtime, Cleanliness of Facility, Job Duties

Other/Life Circumstance (not displayed on chart): Moved, Not Eligible for FMLA, Personal-Not Related to Assignment, School, Not Able to Be Reached, Pay/Better Job with Higher Pay

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## **Listen to workers who stick around.**

When longer-term workers say there's room to improve initial training, feedback, treatment, or communication, by all means, we have a responsibility to take heed. This is our chance to assuage frustrations and stretch out time on assignment; longer stretches between turns means we retain folks who require less long-term coaching, offer more productivity, and bring about better business outcomes.

**Accept some turnover.** Turnover is inevitable, but it isn't inherently bad: It can mean an opportunity to bring in more-relevant talent, to change dynamics, and to influence better operations.

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