

START REACTING TO DATA & STOP LOSING WORKERS

While the size of our contingent workforce always fluctuates a bit seasonally, 2020 was different. Staffing levels plummeted for many of our clients and, in turn, us throughout the spring and summer before making a surprisingly strong comeback in the fourth quarter. And the one bright spot in the midst of all the madness—the promise of a pandemic-driven reprieve from the decade-long recruiting and retention crunch we've all endured—turned out to be nothing more than a mirage.

Recruiting and retention will continue to be challenging throughout 2021 (especially with the added challenges of new COVID-related policies, procedures, and government programs to contend with) but we have some info that should help.

MITIGATE JOB REJECTIONS BY ADDRESSING PROBLEM AREAS

Arguably, the most important part of filling openings is building a large funnel of applicants, and one of the best ways to do that is to understand what job seekers don't like about jobs. Enter assignment rejection reasons: the reasons our associates turn down job offers at our client companies. Of the non-personal and non-medical rejection reasons we collected last year, nearly half occurred because of low pay or an undesirable schedule, and an additional 30% due to location or the fact that the worker had been gobbled up by another employer while waiting on a formal job offer.

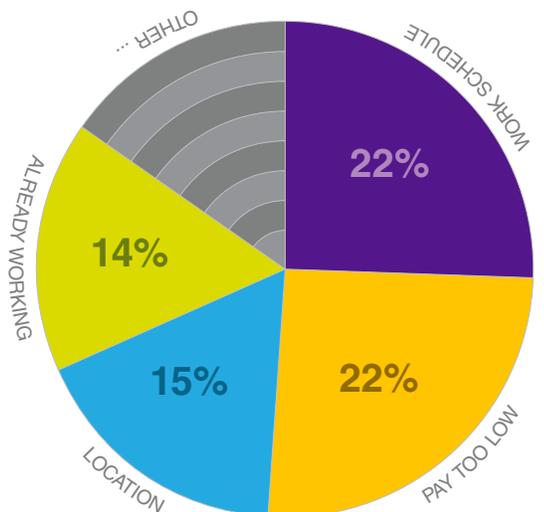
What does this mean? Job seekers aren't clamoring for or waiting around on just any ol' job. You should:

- **Recruit close to your facility.** Our data reveal 65% of job seekers won't even consider a job more than 30 minutes away, and assignment rejection data say 15% of interested applicants reject an offer based on location. It's clear you can't afford to waste precious recruiting dollars advertising to workers in faraway cities. Spend money to heavily advertise and recruit within a tight radius of your facility.
- **Ensure your pay rate is at or above the median level for the position and your local market.** We publish comprehensive compensation data for light industrial positions each year, and we also recommend using the Bureau of Labor Statistics' website and Indeed's Salary Finder website as complementary resources.
- **Reduce the steps in your hiring process.** Conduct a position-based audit to identify and combine or eliminate redundant assessments or unnecessary screenings. For example, don't expect applicants to make multiple trips around town to complete drug screenings, sign background check paperwork, and undergo a physical assessment. (Our website has multiple white papers that address drug screening and background check best practices to get you started.)

REDUCE TURNOVER BY ELIMINATING DISCONTENT

If you haven't spent time analyzing the reasons your workers turn over, you must do so—now and into the future.

2020 ASSIGNMENT REJECTION REASONS
(FOR ALL NON-PERSONAL, NON-MEDICAL REASONS)



You can view this data for your facility by requesting a single-instance or a recurring report from your local Elwood Staffing representative.

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By understanding why employees quit (or are fired), you can tweak your employment practices to curb these unwanted or unexpected departures.

Across the nation, about half of Elwood's voluntary turnover is attributable to one of five reasons: 13% due to pay, followed by 26% related to the main characteristics of the job (work duties, facility environment, and schedule) and another 6% due to challenges getting to the worksite.

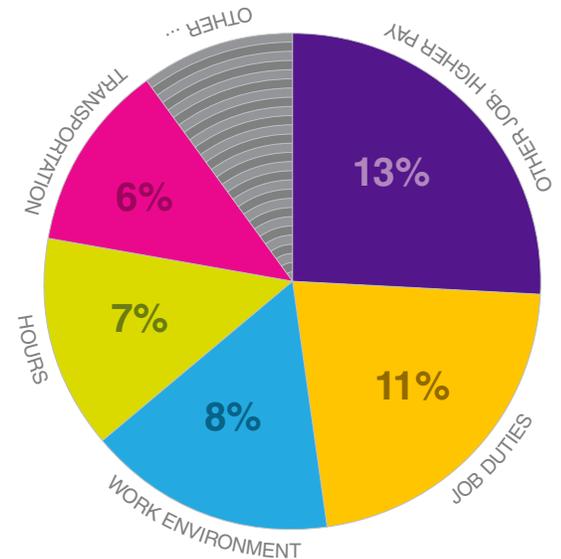
What does this mean? Workers aren't sticking around out of desperation for just any ol' job. You should:

- **Ensure your pay rate is at or above the median level for the position and your local market.** See above comments for details.
- **Align job posts with each job's duties.** Clearly communicate the daily tasks and performance expectations of the job in the job description and ensure supervisors align daily tasks with the job description to avoid job ambiguity. Employees should not be surprised or confused when they show up to work each day.
- **Dig deeper to see if scheduling issues exist.** For example, unexpected overtime, too few hours, the inability to call-off on a no-school day, and rotating shifts can make it hard for workers to meet non-work obligations, maintain consistent income levels, and/or to manage second jobs, so you need to identify the careabouts of your workforce and then make changes.

CONCLUSION

The value of the nationwide data shared in this paper is that it provides a baseline for comparison; it's almost certain that you are outperforming your peers in some areas while underperforming in others. As you identify areas for improvement, set targets that meet or exceed these national data points and continue to monitor, reassess, and readjust your target metrics as time goes on using the workforce data we publish or make accessible via Talent Fox.

2020 VOLUNTARY TURNOVER REASONS ("QUITS") (FOR ALL NON-PERSONAL, NON-MEDICAL REASONS)



You can view this data (and involuntary turnover data) for your facility by speaking with your local Elwood Staffing representative and obtaining a user account for our online, self-service data portal: Talent Fox®.



Talent Fox gives you immediate access to real-time, account related information through a variety of core reports available in spreadsheet and PDF format. Unlike other complex end-to-end technology solutions, Talent Fox is designed with an easy-to-use web-based interface that is friendly to first-time users. One-click navigation from the login dashboard eliminates the need for lengthy training sessions, and at-a-glance isolation of key performance indicators allows for quick, effective decision making.

This document was researched, analyzed, written, and prepared by Elwood Staffing®, one of the largest light industrial staffing firms in the United States. Since its founding in 1980, Elwood has attracted millions of candidates, made hundreds of thousands of placements, and served tens of thousands of clients. Each and every day, our interactions with job seekers, workers, and employers generate valuable data we continually develop into actionable insights that guide better business decisions. We love data, and we love to share our knowledge to help employers like you make informed decisions. We are committed to finding new and consistent ways of sharing the valuable insights we gain, and we hope you look to us as an advisor with the knowledge and capabilities to help you get ahead.

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