

# WHAT'S CAUSING TURNOVER AMONG TODAY'S WORKERS? IT'S LIKELY NOT WHAT YOU THINK ...

## HIRING ISN'T SLOWING AND PEOPLE WANT TO WORK

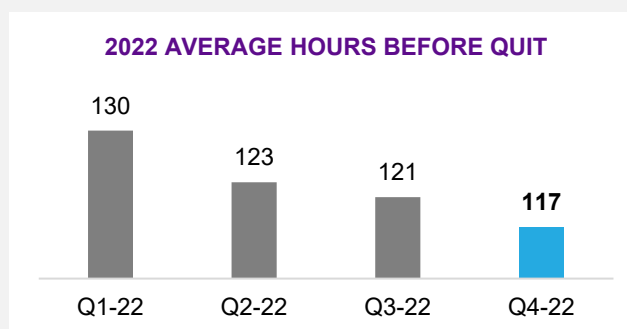
At the end of 2020, we analyzed the impact of the COVID-19 pandemic on recruitment and retention and offered some data-driven strategies and best practices to counteract market conditions. Now that we are emerging from the pandemic and settling into our "new normal," we decided to look again and offer helpful advice for overcoming today's hiring hurdles.

What we see is that, unlike 2020, labor force participation is healthier, and despite rumblings of an impending economic downshift, jobs growth is strong.

## MORE WORKERS ≠ FEWER CHALLENGES

While it's a positive sign that more people want to work and that our employment application numbers are up, workers aren't staying put very long—quick quitting is a battle many of our client companies have been fighting.

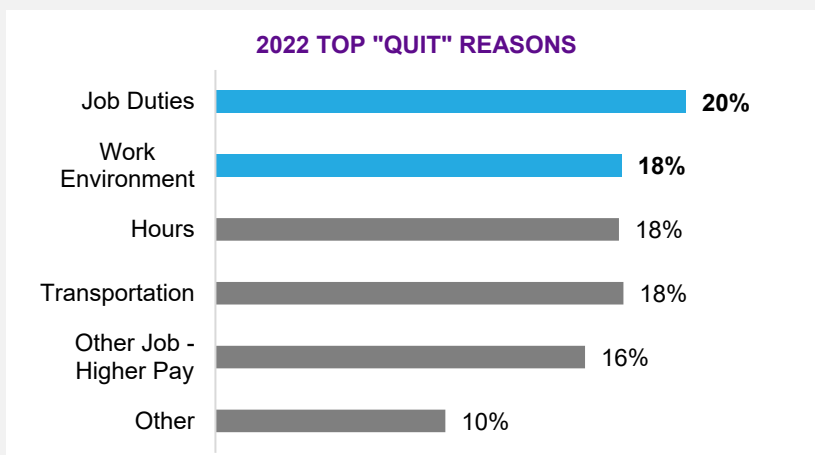
Over the course of 2022, we saw the average length of assignment among voluntary quits get progressively shorter, with Q4 assignment lengths being the shortest by 4 hours!



## COMBATTING QUICK QUITTING

By understanding the reasons associates quit your jobs, you gain the opportunity to change and improve your employment practices to curb early turnover. Across the nation, job duties and work environment were leading causes of voluntary turnover at our client companies in 2022. If these are high areas of turnover for you, try implementing these strategies:

- **Ensure actual job duties align with advertised duties.** Ensure worksite supervisors align daily tasks and schedules with advertised job duties and hours to avoid job ambiguity. Employees should not be surprised or confused when they show up to work each day.
- **Dig deeper.** Uncovering the needs and careabouts of your workforce lets you know whether unnecessary challenges exist for your associates. For example, unexpected overtime, too few hours, inflexible attendance policies, and rotating shifts add further hardships for workers.



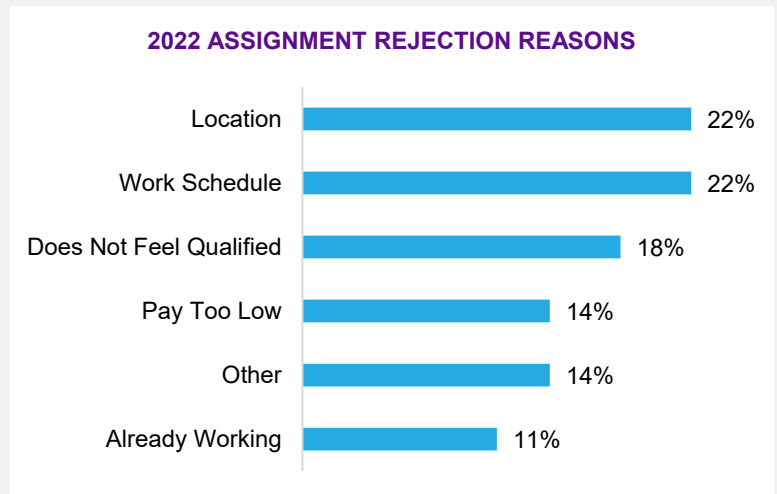
You can view this data (and involuntary turnover data) for your facility by asking your Elwood Staffing representative for a user account for our online workforce ordering and tracking portal: Talent Fox®.

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## FINDING LESSONS IN REJECTIONS

Unlike in 2020, it may be easier to get candidates in the door, but if you're still struggling to fill seats, you'll need to look closer. Understanding why applicants reject your jobs provides insight into addressing problem areas. The most common reasons associates turned down offers at our client companies in 2022 include commute time, undesirable work schedules, and low pay. Here are ways to combat these issues:

- **Recruit close to your facility.** 1 in 5 associates reject assignments based on location. What's more, our Q4 survey identified 2 out of every 3 associates (69%) refused to commute more than 30 minutes. Recruiting in your surrounding area focuses efforts on the associates that are most likely to accept work at your facility.
- **Create a regular, predictable work schedule.** 1 in 5 associates reject assignments based on work schedule. Our Q4 associate survey identified a regular, predictable schedule is the most important job factor, outside of pay. Associates want consistency in their work schedule.



- **Offer on-the-job training.** Our Q4 associate survey identified that 18% of candidates opt out of work opportunities due to lack of qualifications. In addition to attracting more talent, offering career paths and on-the-job training can reduce job rejection rates.
- **Ensure your pay rate is at or above the median level for the position and your local market.** Despite what you may think, assignment rejections based on pay rate have actually dropped. Pay is now the 4th highest rejection reason, compared to 2020, where it was the number one reason. While pay is no longer the dominant factor, it is still important to make sure your pay rate is at the median level for the position and the market. We recommend using the Bureau of Labor Statistics' website and Indeed's Salary Finder for compensation benchmarking.

## CONCLUSION

Unlike the last couple of years, pay is no longer the driving factor for job rejection and voluntary turnover, which means we now must turn our attention to current factors threatening recruitment and retention. Our findings and recommendations offer you a helpful baseline for comparison and guidance for keeping staffing levels strong. 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.

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