

# THE ELWOOD RETENTION RECIPE: BUILDING A QUALITY WORKFORCE THROUGH PROACTIVE COMMUNICATION

Avoidable turnover may be one of the most painful parts of hiring and managing. But it happens—even to us. As an employer to more than 131,000 workers annually, we see it all ... and we solve it all! From candidate ghosting (a rising trend [Indeed reports](#) can be curbed by higher pay) to attendance issues, we partner with client companies to proactively combat factors driving unwanted turnover. Here's a look at how our processes and programs are designed to address turnover throughout all phases of the client relationship and employment life cycle.

## PARTNERING TO COMBAT TOP TURNOVER DRIVERS

We find preventable turnover in our business falls into three main categories: absenteeism, on-the-job performance, and violation of worksite policies. We use a variety of methods to address these issues, but all are based on a single critical factor: proactive communication. Let's zoom in on how we partner to correct counterproductive attitudes and behaviors as well as knowledge deficiencies.

### Observe, Learn & Emulate Successful Client Practices

We proactively combat avoidable turnover by taking several steps to understand critical success factors like client culture, work environment, business goals, hiring needs, hiring processes, onboarding requirements, and invoicing and reporting needs. This is why our client intake process begins with work-site tours and evaluations and hiring manager interviews and shadowing. By observing, learning, and then emulating our clients' already successful selection and onboarding practices, we ensure we're selecting the right talent and capturing details vital to successful assignment completion. The information we capture is then used to customize communication tools that prepare associates for a strong start and set them up for on-the-job success:

- Custom assignment information sheets are provided to every associate prior to the start of assignment. This tool reiterates essential assignment details including start date, shift, hours, duties, pay, worksite details & requirements, timekeeping procedures, and important policy reminders on safety, attendance, absences, and more.
- Custom orientations are conducted prior to the start of assignment in scenarios where more nuanced instructions or complex client policies require explanation and discussion.

### ABC Program for Assessing Quality & Improving Performance

Our focus on retention does not end once an assignment begins. In fact, this is when our collaborative ABC Retention Program kicks in. The program combats turnover by gathering timely performance feedback through monthly face-to-face updates between Elwood, client supervisors, and associates. By assessing and rating performance (A, B, or C), taking prompt corrective or appropriate action, and monitoring results monthly, the program eliminates common causes of turnover by:

- Facilitating early intervention and allowing time for correction.
- Eliminating uncertainty and speculation through direct, clear, and consistent feedback.

While traditionally implemented at clients with on-site partnership programs, our ABC program is a proven method for reducing turnover that we recommend every client take advantage of.

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## Continuous Collaboration & Learning

Your business never stops changing and shifting, so our learning never ends. We conduct ongoing follow-up tours of client facilities to stay on top of work environment, culture, processes, and job-duty changes. By continually gathering client-specific intel, we are able to keep our interviewing, screening, and selection processes aligned to relevant client needs and preferences and make the best match possible.

## WE'RE COMMITTED TO CLIENT SUCCESS

We know the key to managing controllable turnover is a combination of proactive communication and continuous learning, and our partnership approach and processes are designed to facilitate that. As an extension of our clients' HR team, we're committed to ensuring ongoing success by maintaining a comprehensive understanding of our clients' business, needs, and expectations.

## ABC RETENTION PROGRAM ACHIEVES NOTICEABLE DECLINE IN CLIENT TURNOVER

Following recent implementation at a large manufacturing company, Elwood's ABC Retention program is generating initial success. After only 11 weeks operating under the program, the client's average monthly turnover has dropped to 13% (down from 17%)—an impressive 20% decrease from baseline turnover that we're confident will sustain into the future. Given continued elevated turnover levels in the U.S. manufacturing sector, the program's ability to generate such a meaningful impact in a short time frame is extremely exciting.

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