



NECA
**SAFETY PROFESSIONALS
CONFERENCE 2017**

presented by  **WESTEX**
by Miliken



A banner for the NECA Safety Professionals Conference 2017. The background is black with a yellow and black diagonal hazard stripe pattern at the bottom. The NECA logo is in the top left. The main title is in large white letters. The Westex logo is in the center, and a yellow hard hat is on the right.



NECA
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**An Employer's Nightmare:
Hiring, Retention &
Turnover**



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Topics To Cover

- **What's Keeping Employers Awake**
 - **Nightmare #1:**
 - Hiring: Verifying New Employee Backgrounds
 - **Nightmare #2:**
 - Engagement: Keeping Employees Engaged
 - **Nightmare #3:**
 - Turnover: Preparing For Knowledge Transfer



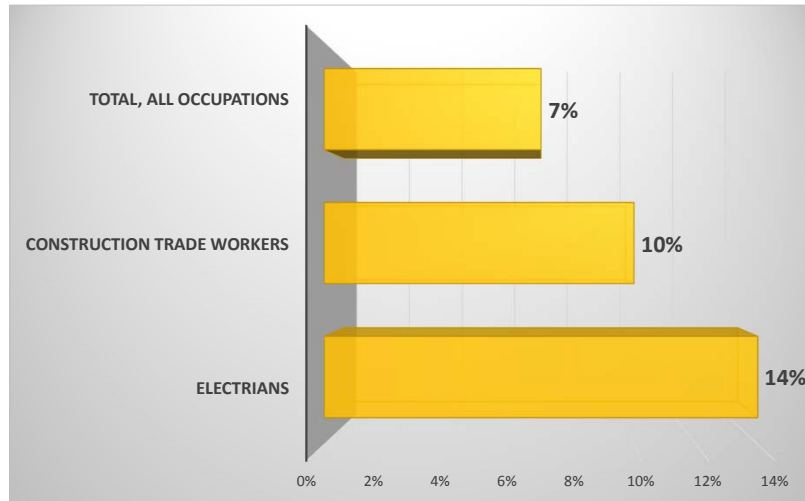
Construction Industry Employment

- Thus Far in 2017:
 - Construction Has Added an Average 33,000 Jobs Per Month, compared to -
 - Last 4 Months of 2016 - Average Increase of 20,000 Jobs Per Month
- 2.6% Increase YTD Since March 2016 (+177,000)



Electricians

Percent change in employment, projected 2014-24



Source: U.S. Bureau of Labor Statistics, Employment Projections program

What All This Means

- Labor Shortage Will Continue.....
- Employers Are Challenged to Find Qualified Employees
- Employers Feel a Sense of Urgency In Filling Open Positions



Hiring The Wrong Employee

The Wrong Employee Is:

Under-qualified
 Resistant To Change
 Absent, Late, or Lazy
 Unethical
 Prone to Error
 Selfish



The Wrong Employee Will:

Create a Negative Work Environment
 Quit at the Drop of a Hat
 Harass or Discriminate Against Co-workers
 Sue Your Company
 Steal From the Company



Employer Nightmare

• Negligent Hiring Claims

- Employer Maybe Liable If,
 - Knowingly Hires (or Should Have Known)
 - Incompetent, Unfit, or Dangerous

- Creating Foreseeable, Unreasonable Risk of Harm to the Public, Co-workers, or Others

- Cost To Defend (in court) – Averages \$500k



Nightmare #1

The Challenge of Verifying New Employee Backgrounds



Employment Applications

- Completed By ALL Applicants
- ALL Questions/Information Completed
- No Gaps – No See Resume
- Signed & Dated
- CAUTION – Ban-the-Box

APPLICATION FOR EMPLOYMENT

ABC Construction Company is an equal opportunity employer and does not discriminate against otherwise qualified applicants on the basis of race, color, creed, religion, ancestry, age, sex (including pregnancy), national origin, disability or handicap, veteran status, genetic information, or any other protected class status. All statements, questions, and requested information must be completed. All applications remain active for 30 days only. If not employed within 30 days after completing this application, a new application will need to be completed for future consideration.

PERSONAL INFORMATION

Name: _____ Date: ____/____/____
LAST FIRST MIDDLE INITIAL

Present Address: _____
STREET CITY STATE ZIP

Phone Number: (____) _____ Are you 18 years or older? Yes No

EMPLOYMENT DESIRED

Position: _____ Date Available: ____/____/____ Salary Desired: _____

Are you legally eligible to work in the United States? Yes No
* If offered employment, you will be required to provide documentation to verify identity & eligibility

Are you employed now? Yes No If yes, may we contact your present employer? Yes No

Have you ever applied here before? Yes No If so, when? _____

Have you ever been convicted of a crime, excluding misdemeanors? Yes No **CAUTION!**
If convicted will not automatically disqualify you from employment. Such factors as age, date of conviction, seriousness, nature of the crime, and rehabilitation will be considered.

	Name & Location	Major Course of Study	# of Years Completed	Diploma / Degree Received
High School				
College / University				
Graduate School / University				
Technical or Vocational School				

Professional License(s) and/or Certification(s):
 Type of License(s)/Certification(s): _____
 License(s) / Certification(s) Number(s): _____
 License(s) / Certification(s) Expiration Date: _____

List Machines You Can Operate: _____



Challenge: Ban-the-Box Movement

- Current Restrictions on Criminal Background at Application Stage

CALIFORNIA *	PENNSYLVANIA
CONNECTICUT	RHODE ISLAND
ILLINOIS	TEXAS *
MARYLAND *	VERMONT
MASSACHUSETTS	WASHINGTON *
MINNESOTA	DISTRICT OF COLUMBIA *
MISSOURI *	INDIANA *
NEW JERSEY	KENTUCKY
NEW YORK *	WISCONSIN *
OREGON	HAWAII



Challenge: Ban-the-Box Movement - Contractors

- Number of Cities Have Ban-the-Box Restrictions for City Contractors

California – Compton	Massachusetts – Boston
California – Richmond	Massachusetts – Cambridge
Connecticut – Hartford	Massachusetts – Worcester
Connecticut – New Haven	Michigan – Detroit
Indiana – Indianapolis	Michigan – Kalamazoo
Kentucky – Louisville	Pennsylvania – Pittsburg
New York - Syracuse	Wisconsin - Madison



Minimizing Your Risk

- Verify Applicant's Work History
- Attempt To Obtain Reference Information From Past Employers
- Increase The Scope of The Pre-employment Verification (high risk roles)
- Consider Criminal Record Checks (FRCA Compliant) – At The Appropriate Time
- Document All Pre-employment verification Efforts
- Use Effective Interviewing Techniques



Why Topic Is Important

Discrimination Charges & Employment Lawsuits FY2016

EEOC Charges Filed¹		91,503
Merit Resolutions		15,832
Monetary Benefits (Merit Resolutions – all statutes) - does not include		\$348,000,000
	AVERAGE “Merit Resolution”	\$22,000
Litigation:		
EEOC Lawsuits Filed		114
Merit Lawsuit Resolu	AVERAGE LITIGATION:	139
	\$375,000	
Monetary Benefits (Resolutions through Litigation)		\$52,200,000

<https://www.eeoc.gov/eeoc/statistics/>



Nightmare #2

Keeping Employees Engaged



Employee Engagement

- How Do You Define Employee Engagement?

“Emotional connection an employee feels toward his or her employment organization, which tends to influence his or her behaviors and level of effort in work related activities.”

- [Business Dictionary](#)



Why Is Employee Engagement Important?

Engaged Employees

- 2x Higher Customer Loyalty
- 2x Higher Productivity
- 2x Lower Turnover

Disengaged Employees

- Cost companies approximately \$3,400 per \$10k of salary



Employee Engagement Improves Retention

5 Ways To Engage Employees To Help Retain Top Talent

1. Ensure Employees Know Their Work Matters
2. Establish A Strong Corporate Culture and Communicate It
3. Build and Strengthen Employee Links With Team Activities
4. Define Employee Career Paths
5. Offer Job Flexibility and Work-Life Balance



Employee Engagement (& Retention)

- Selection of Right Candidate (Pre-screening) – Fit Is Important!
- Be Prepared For New Employee On Day One!
- Immediately Empower New Employees – They're More Likely To Stay
 - Catch On To The Culture Quickly
 - Acquire A Network Of People Who Can Help Them Be Successful (Mentorships?)
 - Feel Supported In Their Career (Current And Future Roles)
 - Understand How Their Work Fits Into The Company



Beyond Engagement

The Pyramid of Employee Needs

INSPIRED EMPLOYEES...

Get meaning and inspiration from their company's mission

Are inspired by the leaders in their company

ENGAGED EMPLOYEES...

Are part of an extraordinary team

Have autonomy to do their jobs

Learn and grow every day

Make a difference and have an impact

SATISFIED EMPLOYEES...

Have a safe work environment

Have the tools, training, and resources to do their jobs well

Can get their jobs done efficiently, without excess bureaucracy

Are valued and rewarded fairly

SOURCE BAIN & COMPANY

© HBR.ORG

<https://hbr.org/2015/12/engaging-your-employees-is-good-but-dont-stop-there>



Nightmare #3

Knowledge Transfer & The Future



Knowledge Transfer

- Definition:
 - Replicating the expertise, wisdom, and skills possessed by critical professionals in the heads and hands of their coworkers.



Losing Knowledge - Turnover

Industry & Region	Levels (in thousands)						Rates ⁽²⁾					
	Feb. 2016	Oct. 2016	Nov. 2016	Dec. 2016	Jan. 2017	Feb. 2017(p)	Feb. 2016	Oct. 2016	Nov. 2016	Dec. 2016	Jan. 2017	Feb. 2017(p)
Total	5,183	5,041	5,075	5,084	5,247	5,071	3.6	3.5	3.5	3.5	3.6	3.5
Construction	334	322	323	369	361	334	5.0	4.8	4.8	5.4	5.3	4.9

<https://www.bls.gov/news.release/jolts.t03.htm>



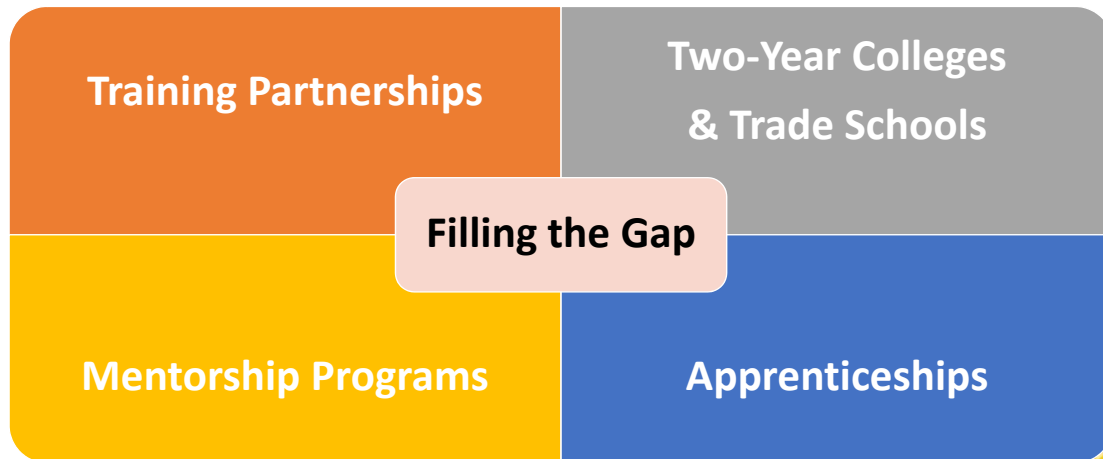
A Proven 3-step Knowledge Transfer Process

A practical, proven model that solves many common business challenges facing organizations today. Following a quick, yet thorough preparation and customization phase, consider a 3-step Knowledge Transfer Solution:

- Step 1: Identify Risk (Knowledge Silo Matrix)
- Step 2: Create a Plan (Skill Development Plan)
- Step 3: Learn to Act on the Plan (Knowledge Transfer Workshop)



Knowledge Transfer – Creating A Plan



Source: Adecco.usa.com/employers/resources



Knowledge Transfer -

- **Training Partnerships**
 - Companies Teaming With Educators To Establish Training Programs For Students
- **Two-Year Colleges & Trade Schools**
 - Encouraging More Attendance In 2-year colleges & Trade Schools Where Students Learn Trade-specific Skills
- **Apprenticeships**
 - Students Working Onsite With Skilled Trade Workers
- **Mentorship Programs**
 - Pairing Individual Students With Skilled Trade Workers



“Good” Knowledge Transfer

- Be simple.
- Clearly show workforce risks that could cripple the organization in the future.
- Be measurable.
- Be tracked over time; models need to show how the risk is being reduced to maintain a ready, and productive workforce today and down the road.



“Good” Knowledge Transfer

- Include a methodology and tool set, with clear outputs that anyone can read and understand within a few minutes.
- Drive a clear conversation about what knowledge needs to be transferred, who is to deliver it, and who is to receive it.
- Be independent and unconstrained by the degree of social or communication skills possessed by the person holding the knowledge.
- Foster a culture of knowledge transfer within the organization.



Eliminating The Nightmares

- Hire The Right Person
- Engage Them From The Beginning
- Share The Knowledge & Cross-train



“If employees truly are a company's best asset, then their care and support should be a priority.”

Transform Your Work Environment From One Where The Inquiry Is:

- *How Can I Get The Most Out Of My People?*

To A New Question That Includes:

- *Are They Supported and Coached To Do Their Best?*



Thank you!

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