

De-Carbonizing the Campus: Planning, Tools & Technologies

CampusEnergy2023

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INTERNATIONAL
DISTRICT ENERGY
ASSOCIATION

Driving Retention in a Dynamic Market

Casey Reimann, Jacobs
Lindsey Kuhnen, Jacobs



The Economist

Daily chart

Nasdaq

The Great Resignation is Reshaping Team Structure Forever

Forbes

Americans are quitting their jobs

Article • Human Capital

BUSINESS & ECONOMY

'I quit' is all the rage. Blip or sea change?

Great resignation heading to Australia, reveals Gartner

One Wants To Stay Behind The Great Resignation

The Harvard Gazette

2021 Brought Us The Great Resignation. No One Agrees What To Call It

THE WALL STREET JOURNAL

What to Do When All Your Employees Want to Leave

FORTUNE

CAREERS • GREAT RESIGNATION

The Great Resignation rages on as a record 4.5 million Americans quit their jobs

Bloomberg

6 Strategies to Boost Employee Retention Through the Great Resignation

U.K. Firms Brace for a Great Resignation in 2022

60 MINUTES HIRING

Harvard Business Review

Eight women on... when they hit the... r Lives... ere's H...


BBC

WORKLIFE

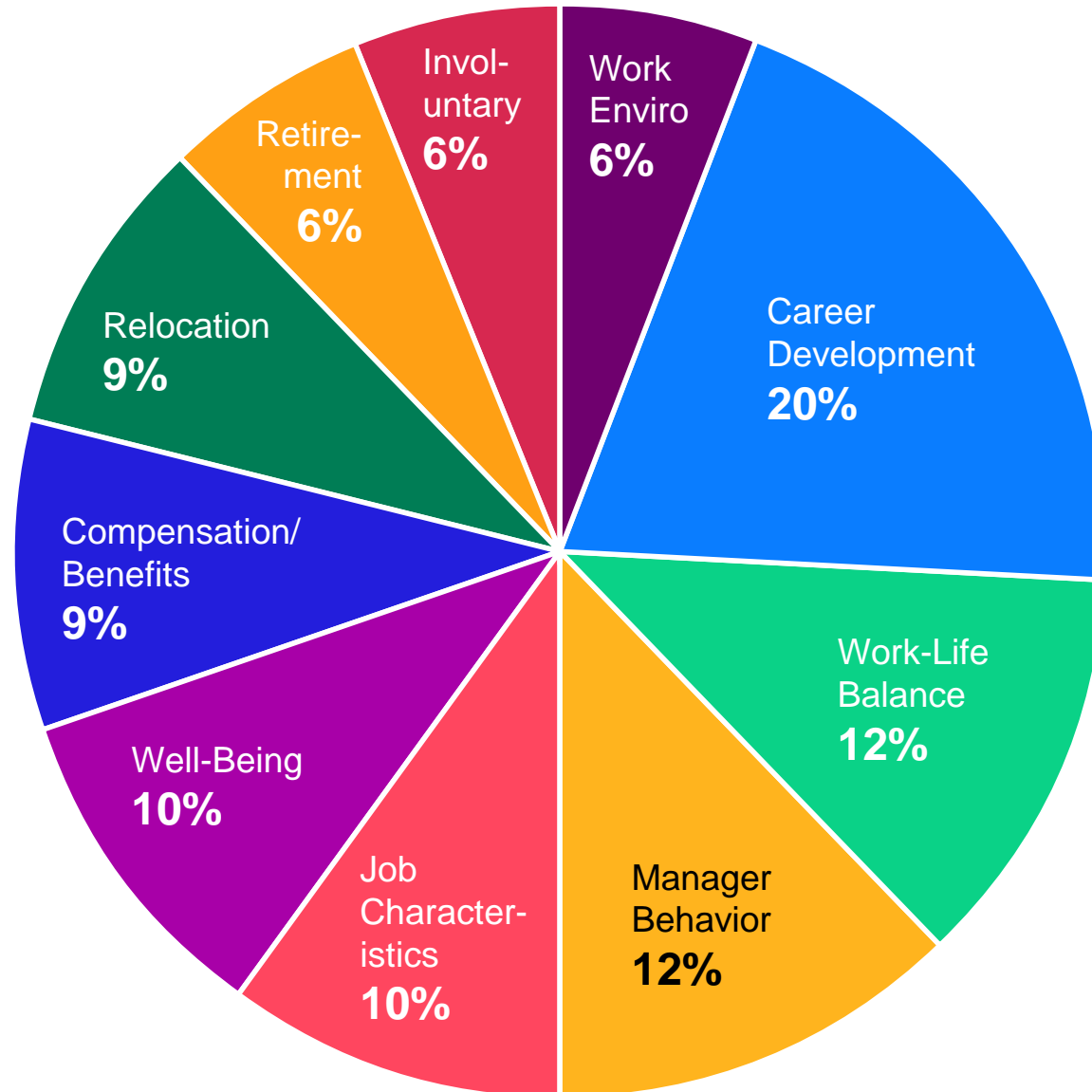
HOW WE WORK

McKinsey & Company

Riding the wave



**Why do people
look for new
opportunities?**



Around 78% of the reasons employees quit could have been prevented by the employer ¹

- **Workplace dysfunctions**
- **Money**
- **Flexibility / career development**
- **Static environment**

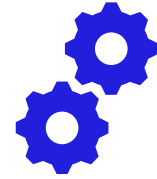
¹ Work Institutes 2020 Retention Report



**Talking about careers
is not so different from
talking about cars.**

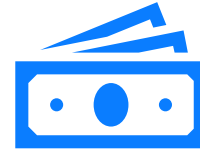
Career Change vs New Car

Workplace Dysfunctions



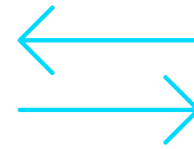
Reliability

Money



Cost

Flexibility / Career Development



Lifestyle

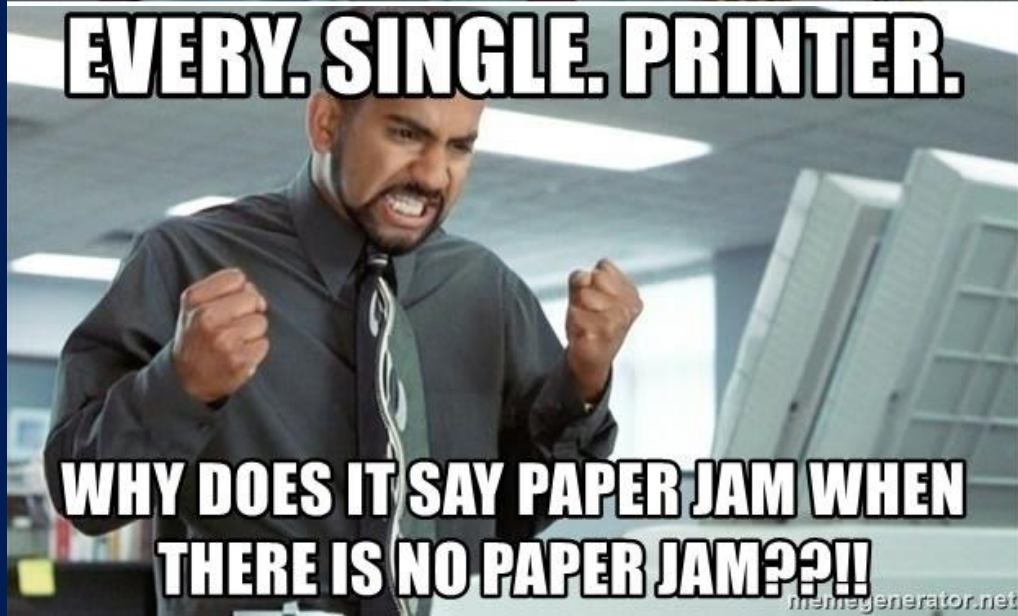
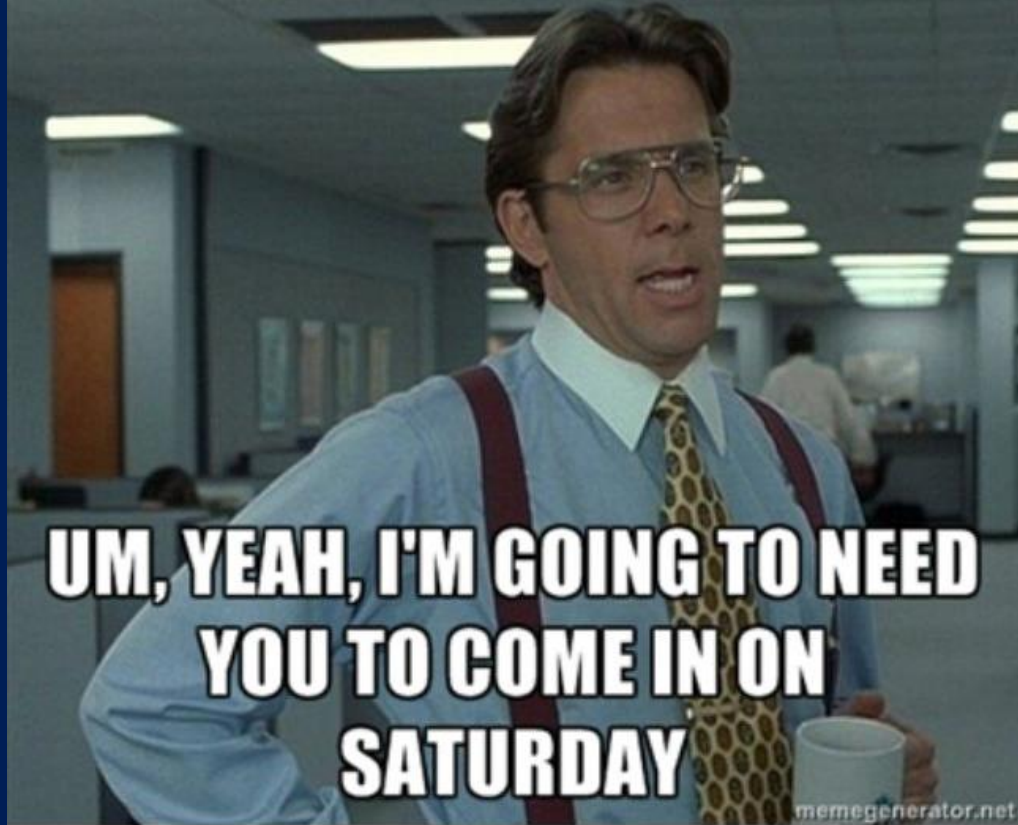
Static Environment



Innovation

**Once you actively start
looking, it is already
too late.**





Workplace Dysfunctions

Money

Flexibility / Career Development

Static Environment

A man in a white shirt and red tie is pushing a teal car in a field. The car is on the left side of the frame, and the man is on the right, leaning forward with his hands on the rear of the car. The background is a grassy field under a cloudy sky.

55% of new-vehicle buyers cite reliability as a leading purchase reason

-JD Power 2016 U.S. Auto Avoider Study

40% of workers have left their jobs due to burnout.

-Zippia

Nearly **40%** of American workers overall are concerned about their job security.

-Fortune Magazine



It all comes down to...

Reliability

Durability

Efficiency

Longevity

Keys to Success

- Internal workshops
- Recurring individual check-ins
- Surveys
- Town halls / open forums
- Properly investing in tools and technologies





Workplace Dysfunctions

Money

Flexibility / Career
Development

Static Environment

Value, Defined

1

**relative worth, merit,
or importance:**

*the value of a college
education; the value of a
queen in chess.*

2

**monetary or material
worth, as in
commerce or trade:**

*This piece of land has greatly
increased in value.*

3

**the worth of
something in terms of
the amount of other
things for which it
can be exchanged**

4

**equivalent worth or
return in money,
material, services, etc.**

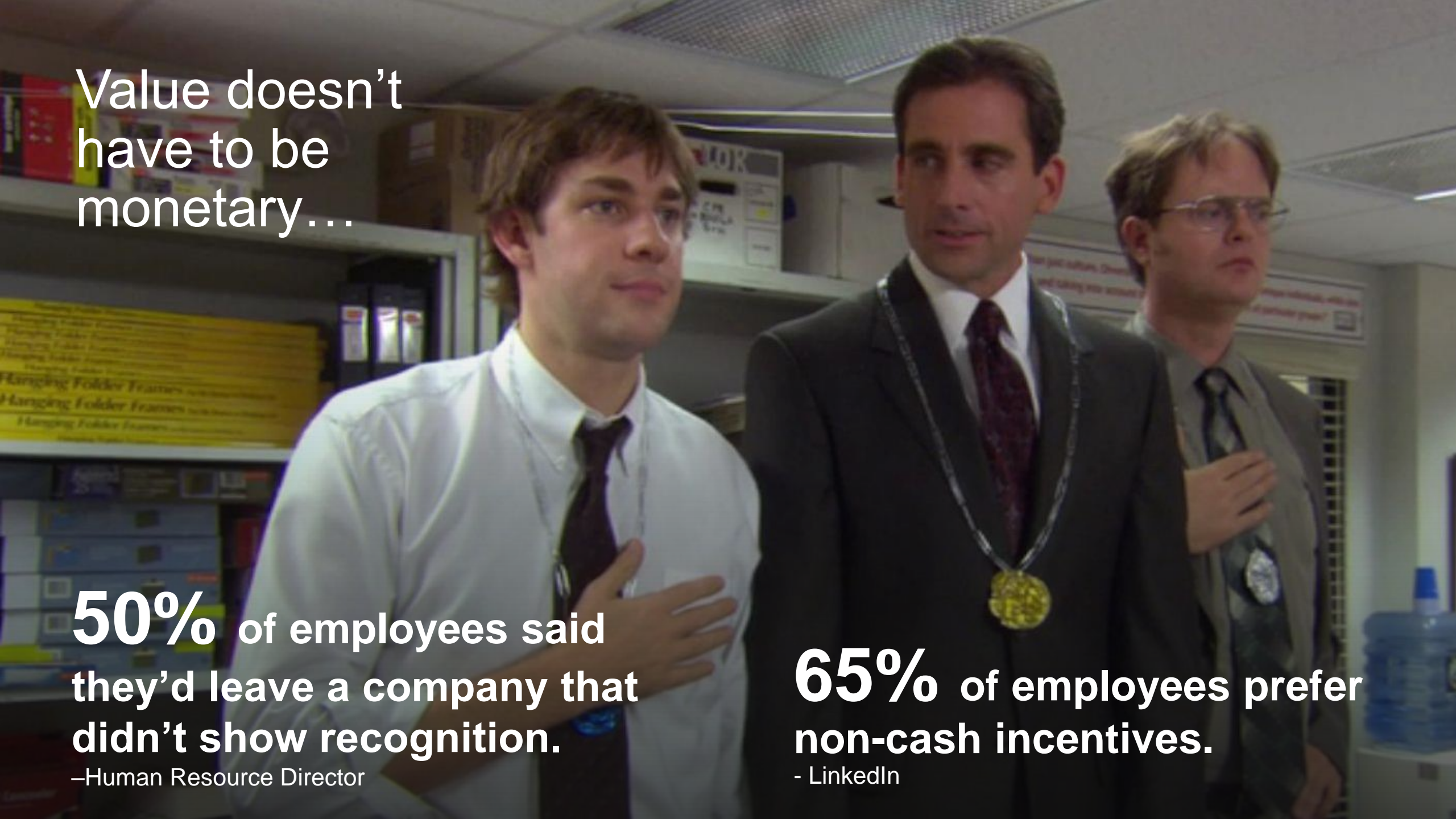
to give value for value received.

Are you getting all the
features you want in a car
for the right **value**?





Is your **value** equivalent to
your responsibilities?



Value doesn't
have to be
monetary...

50% of employees said
they'd leave a company that
didn't show recognition.

—Human Resource Director

65% of employees prefer
non-cash incentives.

- LinkedIn

Keys to Success

- Develop trust
- Track what's going on in the market
- Exercise pay transparency
- Create a culture of recognition – be specific and timely
- Exhibit meaningful gestures of gratitude






Workplace Dysfunctions

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Auto manufacturers
have mastered the
art of flexibility

Keys to Success

- Take a personal interest in employee career goals and personal priorities
- Empower individuals
- Training and development
- Succession, mentoring and shadowing programs



SO BORED AT WORK



BEGAN WORKING



Workplace Dysfunctions

Money

Flexibility / Career
Development

Static Environment



Moving forward.

- Toyota

**The relentless pursuit
of perfection.**

- Mercedes

**The ultimate
driving machine.**

- BMW



69% of workers would leave
their current role for a position
at a company considered an
innovation leader

– EY Report

"YOU MISS 100% OF THE
SHOTS YOU DON'T
TAKE. - WAYNE GRETZKY"

- MICHAEL SCOTT



Keys to Success

- Create a safe space with open communication
- Develop trust and respect
- Be diverse and inclusive



A close-up, low-angle shot of a person's hands on a steering wheel at night. The driver is wearing a watch on their left wrist. The background is a blurred city street at night, with warm yellow and orange bokeh lights from streetlights and buildings. The car's dashboard is visible in the lower foreground, showing a blue-lit instrument cluster and a digital display screen.

**It's about the driver
experience...**

Diverse and Inclusive

Relationships

Innovate

Value

Empower

Research

Questions?

Come visit us at booth #11!

Casey Reimann, PE
Lindsey Kuhnen



Challenging today.
Reinventing tomorrow.

