CAREER TRACK PROGRAMS

FOR STAFF RETENTION, TRAINING AND SUCCESSION PLANNING

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Median Tenure Update!

January 2014 – 4.6 yrs.

January 2016 – 4.2 yrs.

PUBLIC VERSUS PRIVATE SECTOR

Median years of tenure with current employer for private and public sector employees, 1996–2012

TENURE BY AGE

TENURE BY ETHNICITY

Percent distribution of employee tenure by race and Hispanic ethnicity, 2012

Note: Persons whose ethnicity is identified as Hispanic or Latino may be of any race.
TENURE BY EDUCATIONAL LEVEL

Percent distribution of employee tenure by educational attainment, 2012

Note: Data on educational attainment refer to persons age 25 and older.
TENURE BY OCCUPATION

Percent distribution of employee tenure by occupation, 2012

- Management, professional, and related
- Service
- Sales and office
- Natural resources, construction, and maintenance
- Production, transportation, and material moving

Swigert: “Okay, Houston, we’ve had a problem here.”
Houston: “This is Houston. Say again please.”
Lovell: “Houston, we’ve had a problem.”
# Analysis of Why People Change Jobs

<table>
<thead>
<tr>
<th>Result</th>
<th>Reason for Leaving – Employee</th>
<th>Translation – Employer Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>31%</td>
<td>Opportunity to use skills and abilities (lack of)</td>
<td>Why are we not using their talents? How can this be improved?</td>
</tr>
<tr>
<td>22%</td>
<td>Bad management</td>
<td>How do we adequately prepare our managers?</td>
</tr>
<tr>
<td>12%</td>
<td>Company culture</td>
<td>What are we doing to make this a place where people want to work?</td>
</tr>
<tr>
<td>8%</td>
<td>Promotion (lack of)</td>
<td>Have we identified future growth and opportunities for staff?</td>
</tr>
<tr>
<td>6%</td>
<td>Work load: Too much/too little</td>
<td>How do we avoid creating burn out? Boredom?</td>
</tr>
<tr>
<td>6%</td>
<td>Higher wages and financial stability</td>
<td>In what ways can we provide job security?</td>
</tr>
<tr>
<td>4%</td>
<td>Lack of rewards and benefits</td>
<td>How do we make employee incentives and benefit costs transparent?</td>
</tr>
<tr>
<td>11%</td>
<td>Other reasons</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**What does this mean?**

→ We can positively impact **89%** of all of the reasons why people leave! ←

Source: http://recruitingdaily.com/7-big-reasons-people-change-jobs/
# Sample Career Track Program and Departmental Job Hierarchy

<table>
<thead>
<tr>
<th>Position</th>
<th>Advancement Expectation</th>
<th>Skill Levels/Steps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>By interview</td>
<td>N/A</td>
</tr>
<tr>
<td>Supervisor</td>
<td>By interview</td>
<td>N/A</td>
</tr>
<tr>
<td>Crew Chief</td>
<td>Maximum 48 months</td>
<td>4</td>
</tr>
<tr>
<td>Level 8</td>
<td>Maximum 24 months</td>
<td>4</td>
</tr>
<tr>
<td>Level 7</td>
<td>Maximum 24 months</td>
<td>4</td>
</tr>
<tr>
<td>Level 6</td>
<td>Maximum 24 months</td>
<td>4</td>
</tr>
<tr>
<td>Level 5</td>
<td>12 to 18 months</td>
<td>4</td>
</tr>
<tr>
<td>Temporary</td>
<td>Minimum: 2 months</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Maximum: 12 months</td>
<td></td>
</tr>
</tbody>
</table>

+/- 7 years
RETENTION TARGETS

Percent distribution of employee tenure with current employer by age, 2012

SUCCESSION PLANNING RISKS OR NEEDS

- Can retire tomorrow by organizational policy
- Planned or scheduled retirement
- Age 65 (Social Security eligible)
- Potential long-term employee (10+ years to retirement)
SUCCESSION PLANNING TRENDS

Percent distribution of employee tenure with current employer by age, 2012

## CAREER TRACK PROGRAM DEVELOPMENT

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>ROLE AND RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Leadership</td>
<td>Development authorization</td>
</tr>
<tr>
<td>Financial Management</td>
<td>Budgetary impact</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Organizational structure</td>
</tr>
<tr>
<td>Training Department</td>
<td>Program development</td>
</tr>
<tr>
<td>Crew Chiefs</td>
<td>Front line support</td>
</tr>
<tr>
<td>Supervisors</td>
<td>Program implementation</td>
</tr>
<tr>
<td>Managers</td>
<td>Staff accountability</td>
</tr>
<tr>
<td>Directors</td>
<td>Documentation program</td>
</tr>
<tr>
<td>Senior Leadership</td>
<td>Implementation authorization</td>
</tr>
</tbody>
</table>

Ready to roll out!
KEY BENEFITS FOR CAREER TRACK IMPLEMENTATION

• Functional alignment from top to bottom
• Participation by departmental management in program development
• Identification of funding source and budget requirements
• Development of applicable training courses
• Leveraging existing staff knowledge and experience
• Implementation of guidance
• Define expectations
• Establish accountability process
• Cost/benefit documentation and reporting
• Transparency
TRANSLATION
QUANTIFIABLE BENEFITS AND COSTS

**BENEFITS**
- Less overtime
- Lower turnover
- Improved safety
- Reduced call-ins
- Increased leave accruals
- Improved QA/QC of work

**COSTS**
- Skill incentive pay
- Increase in merit pay amount
THANK YOU

Questions?

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