

CAREER TRACK PROGRAMS

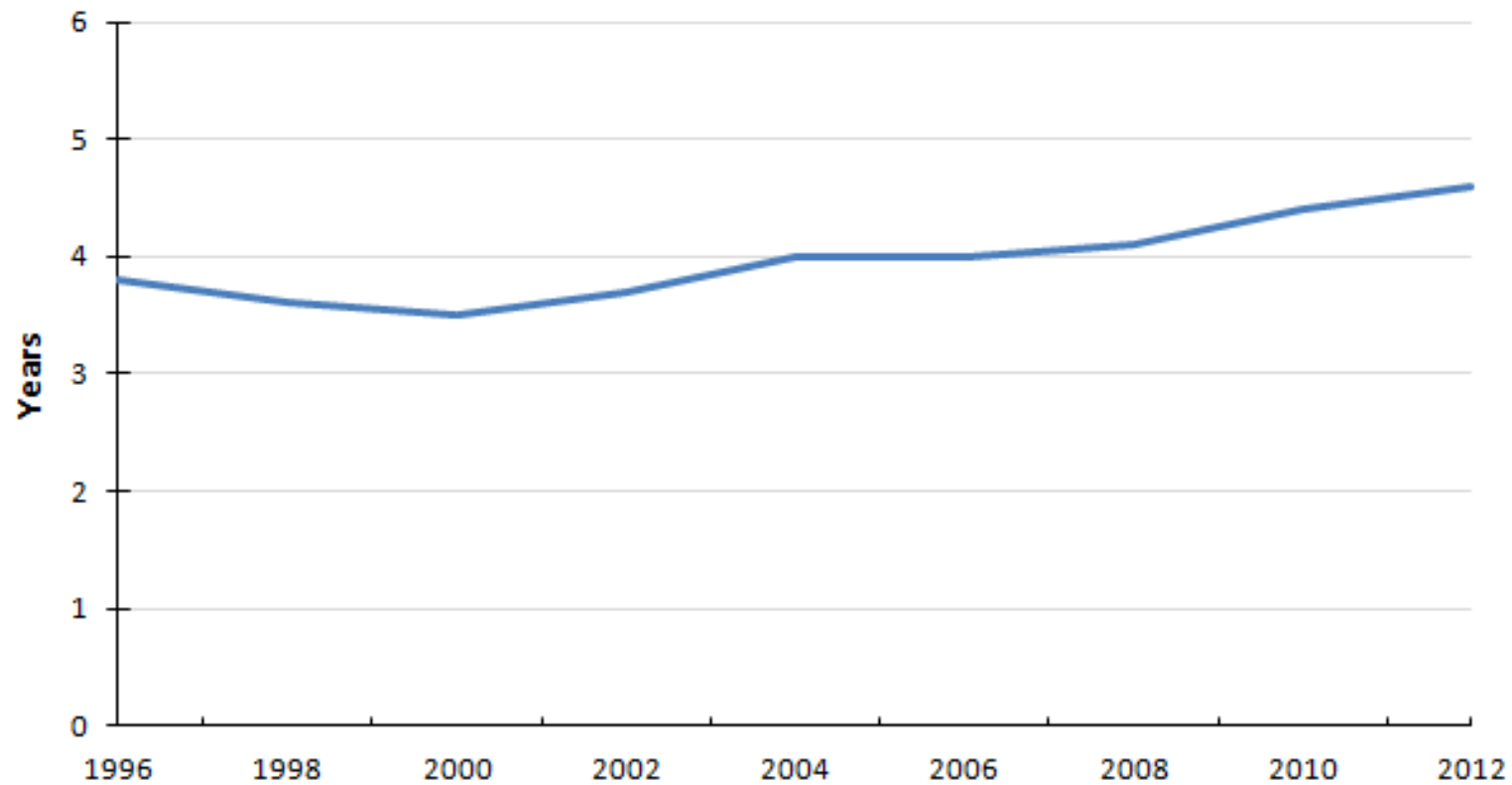
FOR STAFF RETENTION, TRAINING AND SUCCESSION PLANNING

March 8, 2018

Albert J. Gilewicz
Director – Energy and Utilities

COLD HARD FACTS

Median years of tenure with current employer for all wage and salary workers, 1996–2012



Source: U.S. Bureau of Labor Statistics.

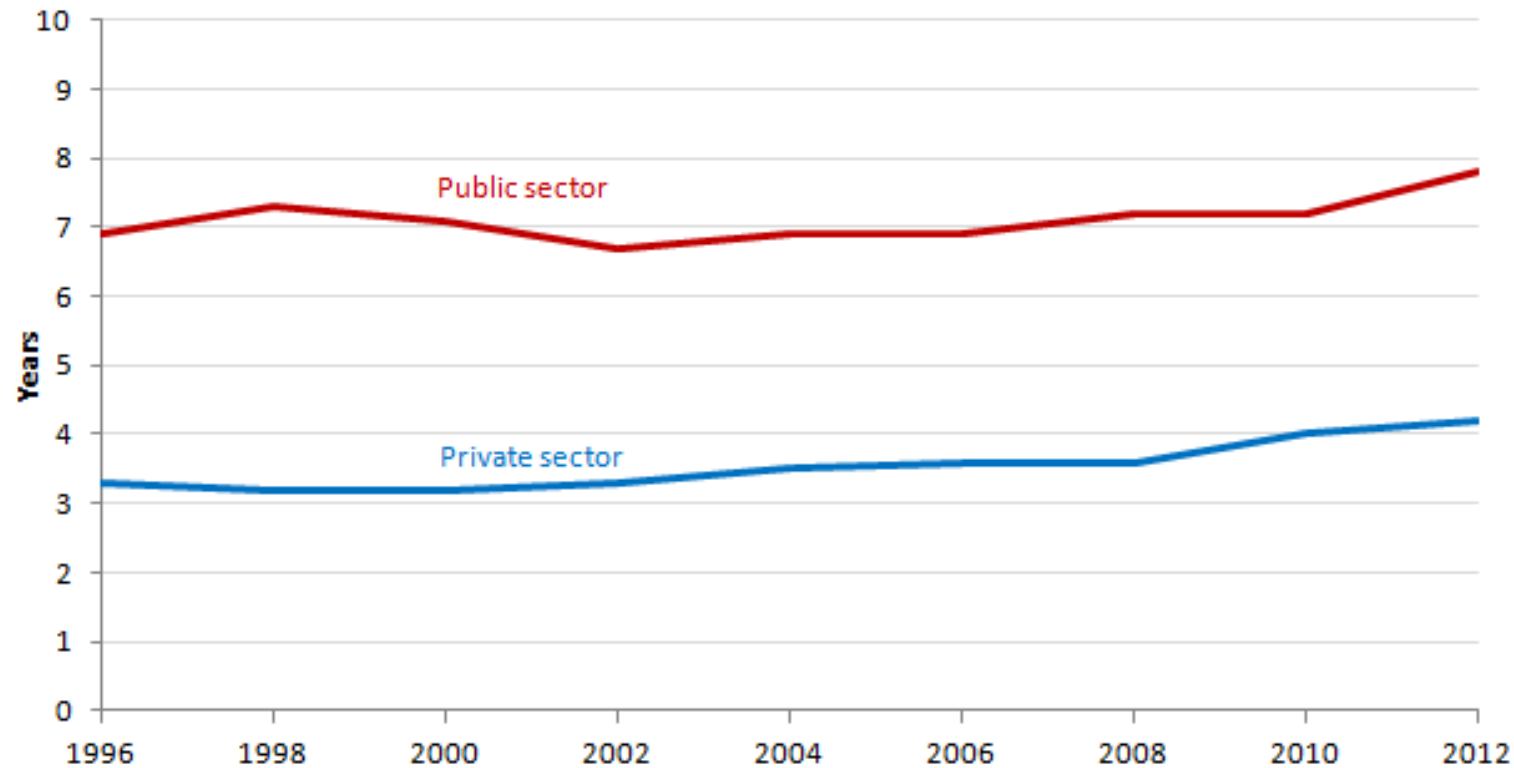
Median Tenure Update!

January 2014 – 4.6 yrs.

January 2016 – 4.2 yrs.

PUBLIC VERSUS PRIVATE SECTOR

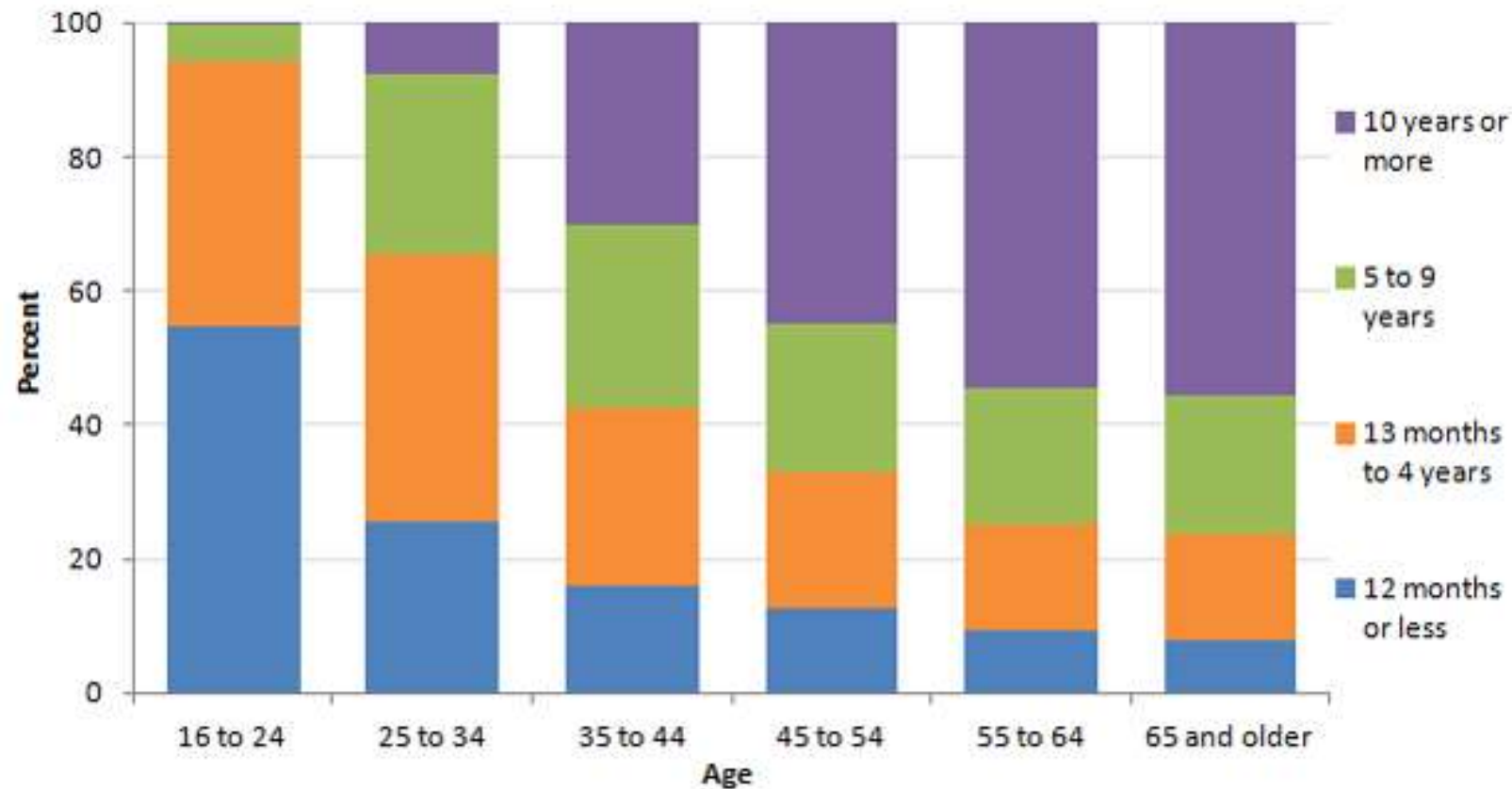
Median years of tenure with current employer for private and public sector employees, 1996–2012



Source: U.S. Bureau of Labor Statistics.

TENURE BY AGE

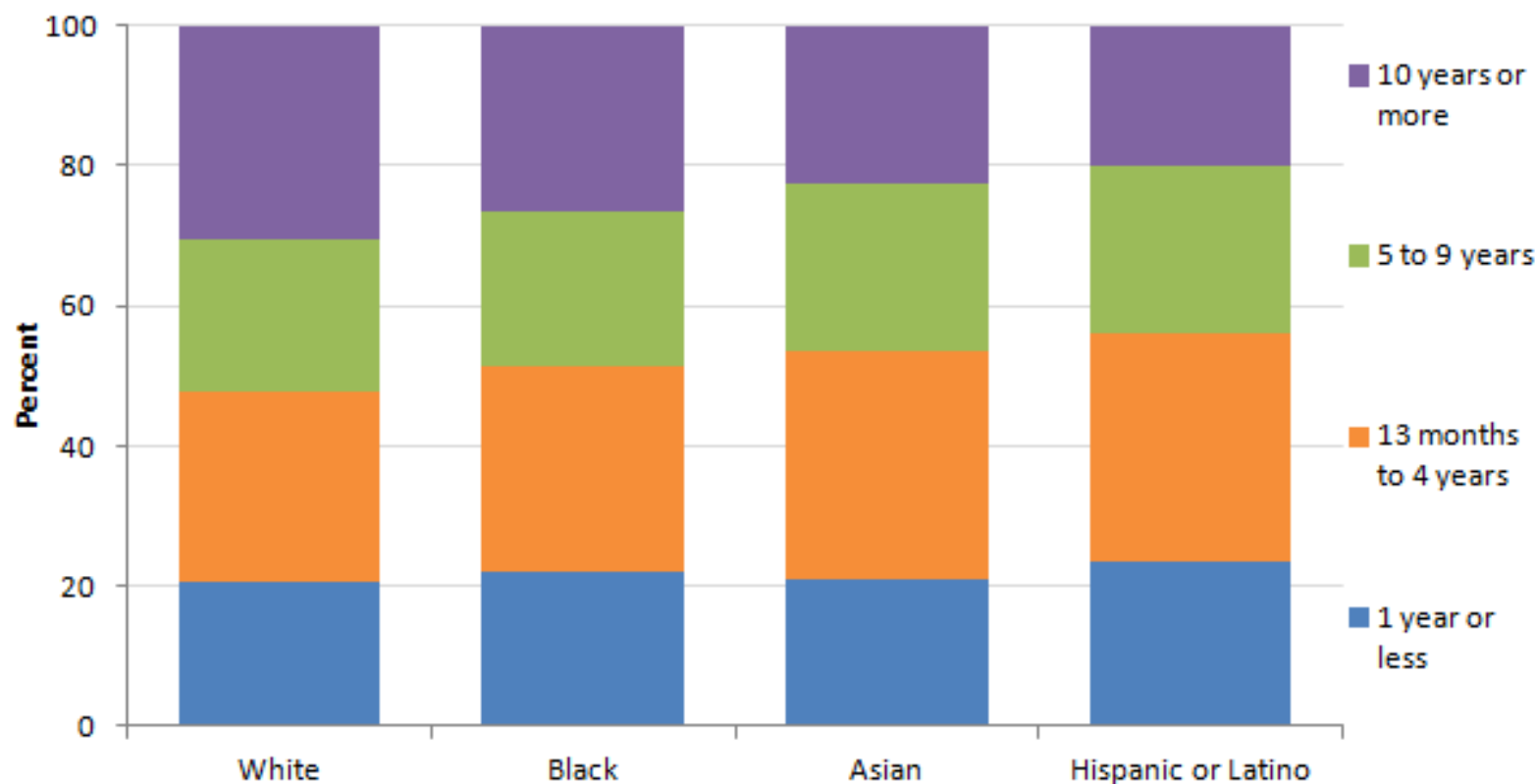
Percent distribution of employee tenure with current employer by age, 2012



Source: U.S. Bureau of Labor Statistics.

TENURE BY ETHNICITY

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

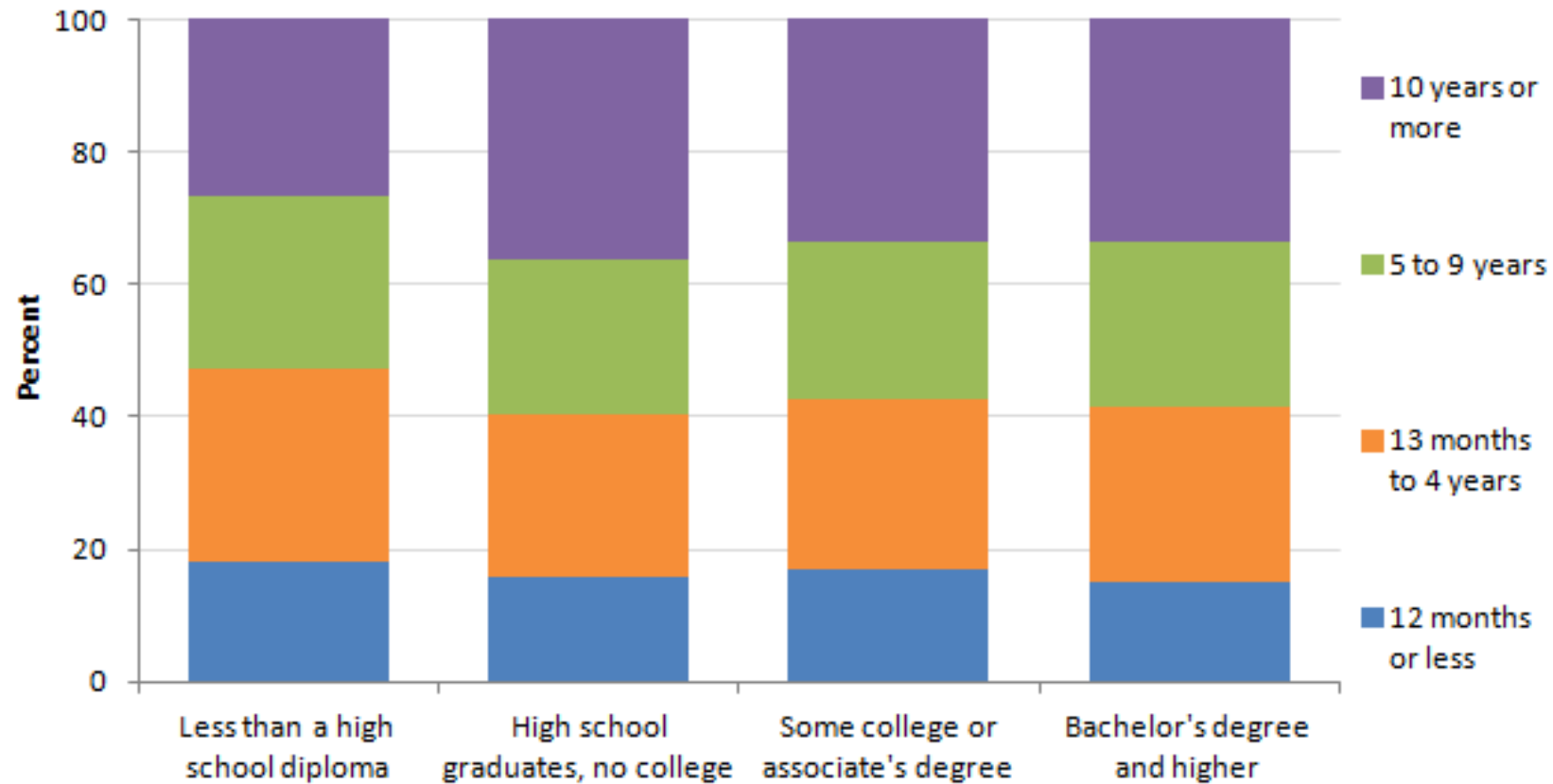


Note: Persons whose ethnicity is identified as Hispanic or Latino may be of any race.

Source: U.S. Bureau of Labor Statistics.

TENURE BY EDUCATIONAL LEVEL

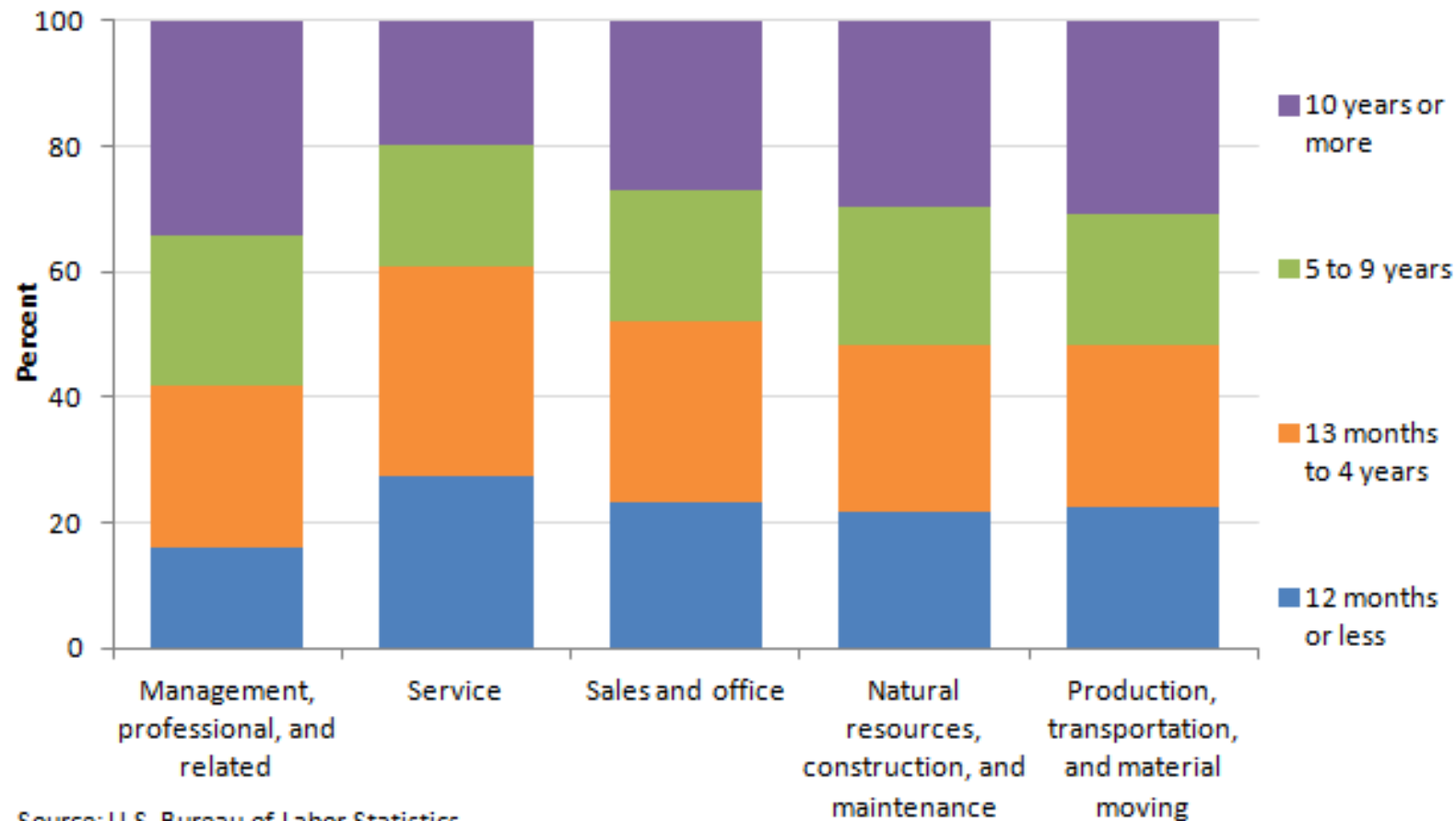
Percent distribution of employee tenure by educational attainment, 2012



Note: Data on educational attainment refer to persons age 25 and older.
Source: U.S. Bureau of Labor Statistics.

TENURE BY OCCUPATION

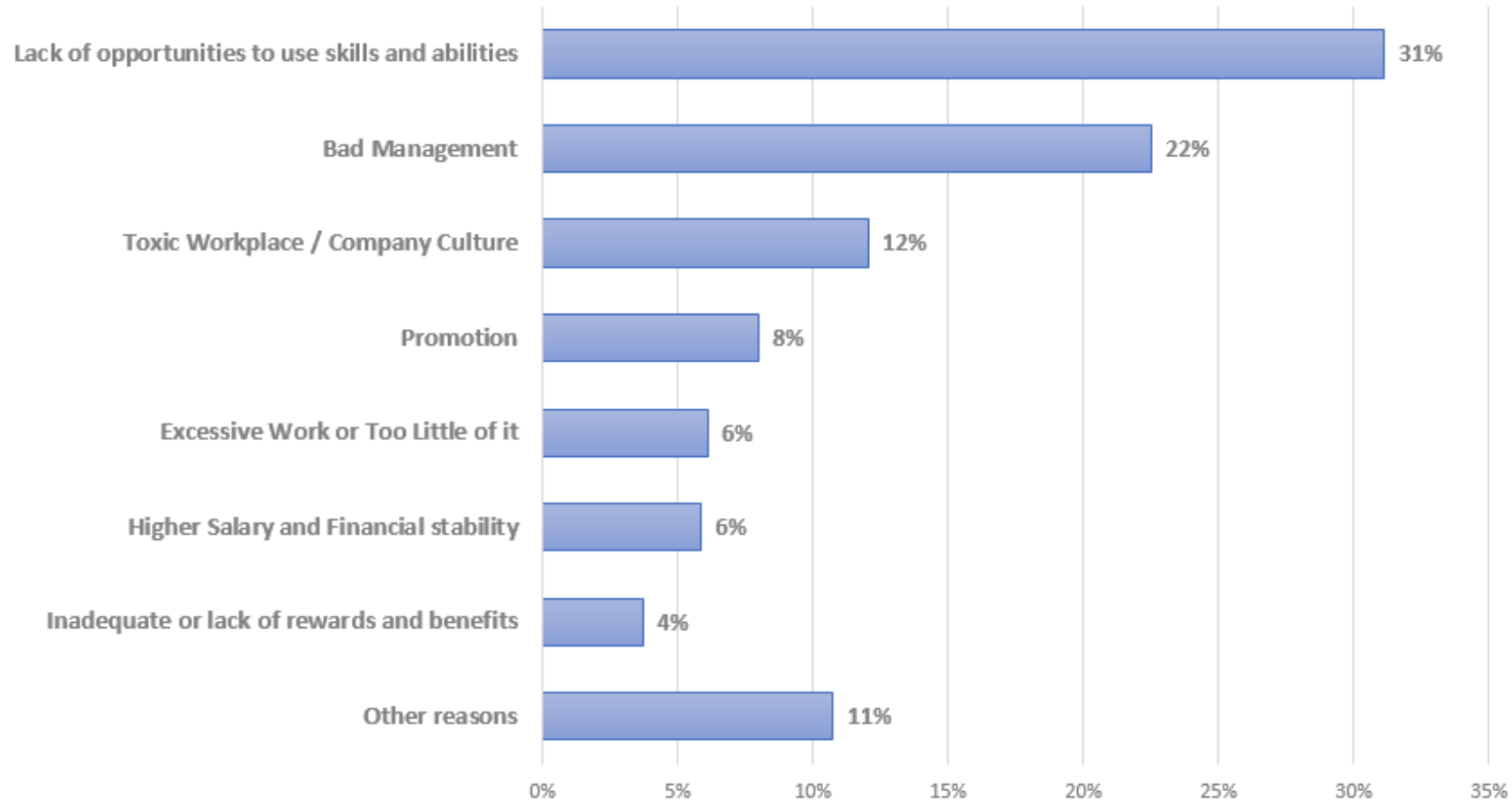
Percent distribution of employee tenure by occupation, 2012



Source: U.S. Bureau of Labor Statistics.

Swigert: “Okay, Houston, we’ve had a problem here.”
Houston: “This is Houston. Say again please.”
Lovell: “Houston, we’ve had a problem.”

STAFF RETENTION – WHY DO PEOPLE CHANGE JOBS?



Source: <http://recruitingdaily.com/7-big-reasons-people-change-jobs/>

ANALYSIS OF WHY PEOPLE CHANGE JOBS

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

What does this mean?

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

SAMPLE CAREER TRACK PROGRAM AND DEPARTMENTAL JOB HIERARCHY

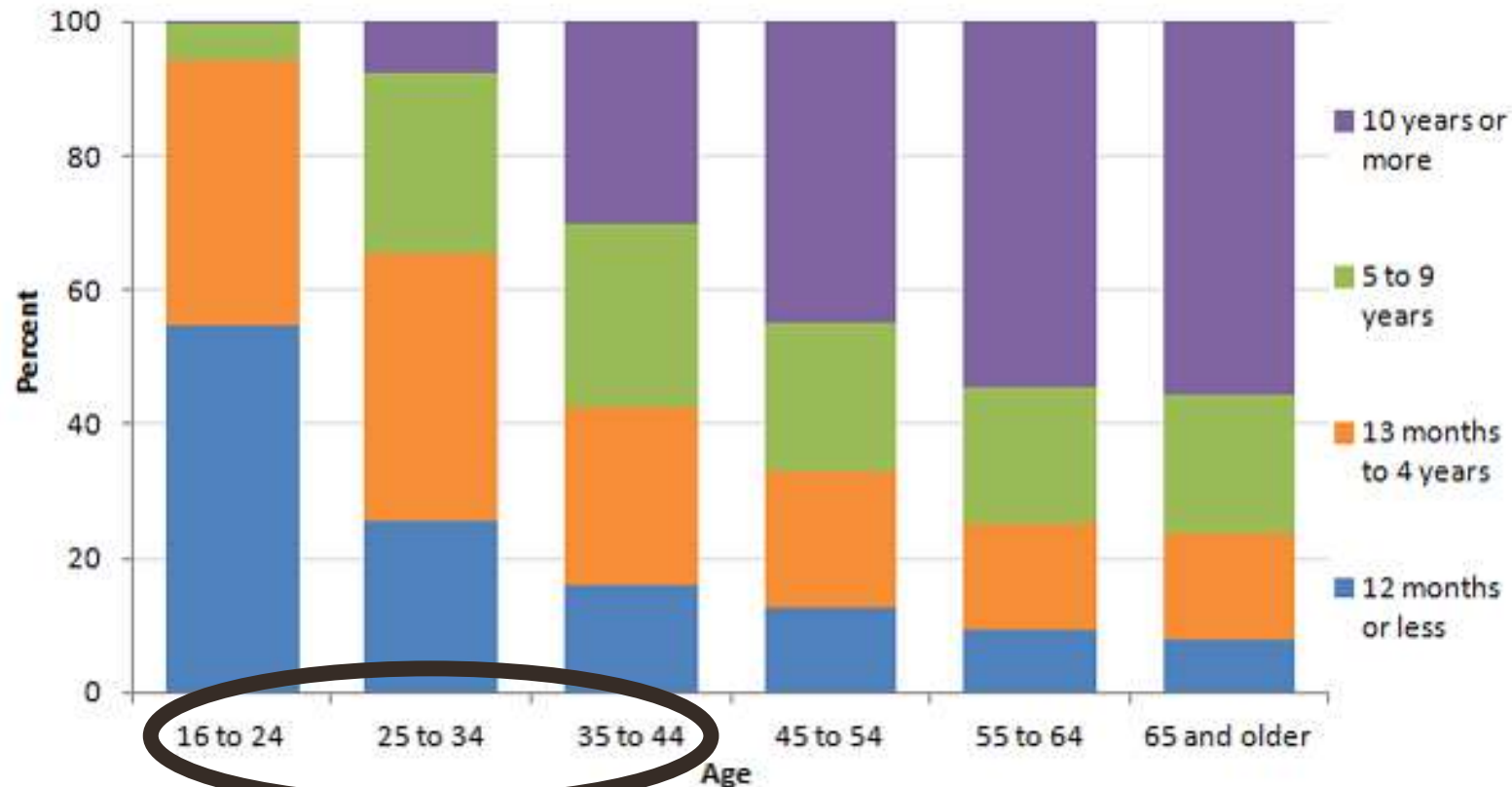
Position	Advancement Expectation	Skill Levels/Steps
Manager	By interview	N/A
Supervisor	By interview	N/A
Crew Chief	Maximum 48 months	4
Level 8	Maximum 24 months	4
Level 7	Maximum 24 months	4
Level 6	Maximum 24 months	4
Level 5	12 to 18 months	4
Temporary	Minimum: 2 months Maximum: 12 months	1



+/- 7 years

RETENTION TARGETS

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



Source: U.S. Bureau of Labor Statistics.

SUCCESSION PLANNING RISKS OR NEEDS



Can retire tomorrow by organizational policy



Planned or scheduled retirement



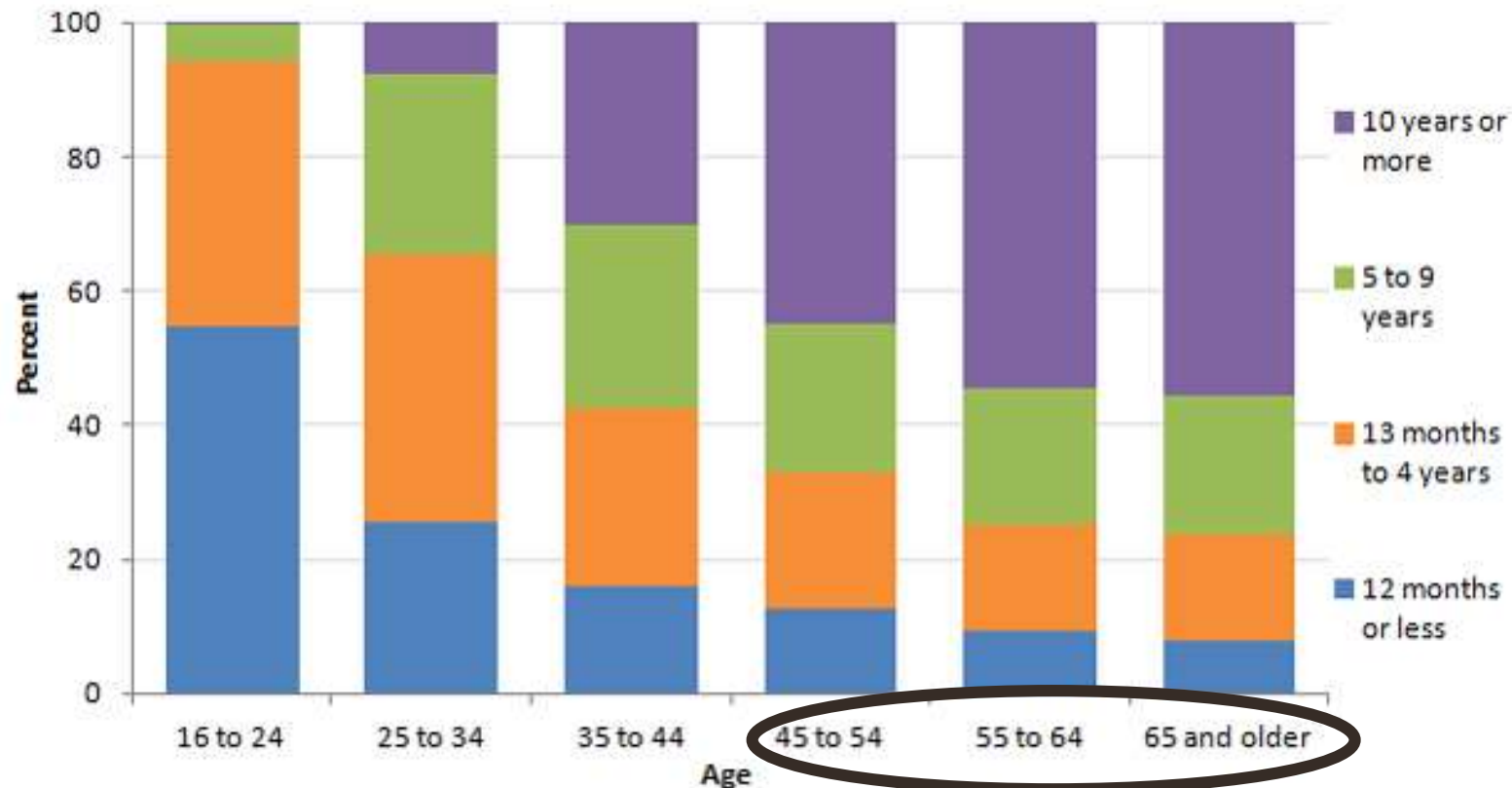
Age 65 (Social Security eligible)



Potential long-term employee (10+ years to retirement)

SUCCESSION PLANNING TRENDS

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

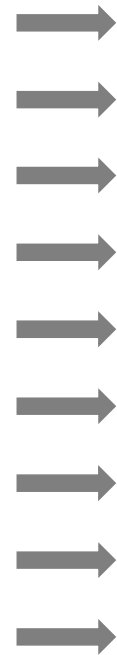


Source: U.S. Bureau of Labor Statistics.

CAREER TRACK PROGRAM DEVELOPMENT

STAKEHOLDER

- Senior Leadership
- Financial Management
- Human Resources
- Training Department
- Crew Chiefs
- Supervisors
- Managers
- Directors
- Senior Leadership



ROLE AND RESPONSIBILITY

- Development authorization
- Budgetary impact
- Organizational structure
- Program development
- Front line support
- Program implementation
- Staff accountability
- Documentation program
- Implementation authorization



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**

TRADUCCION

TRADUCTION

TRADUZIONE

UBERSETZUNG

TLUMACZENIE

Перевод

Μετάφραση

翻訳

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?

Albert J. Gilewicz

agilewic@purdue.edu