

Recruiting, Retaining & Rewarding Your Supply Chain Workforce

Management Strategies for a
Changing Labor Landscape



66%

of manufacturing and distribution executives are **more concerned** about turnover this year than last year²

Meeting the Challenges of Attracting and Retaining a Skilled Workforce

Here's a good news/bad news situation: employers are hiring workers at the strongest pace since the last recession began...and more people are quitting their jobs now than at any other time in over six years.

This should come as no surprise to most supply chain executives since employee turnover rates have continued to edge upward, and currently stand at 14.8% for distribution, warehouse and manufacturing functions.¹

To be successful in recruiting new employees, retaining top performers and improving overall labor performance levels, you must be able to respond to these new workplace realities:

- **Reduction in Total Labor Pool**

More than 60 million Baby Boomers will exit the workforce by 2025, but only 40 million new employees will enter, creating a "hollowed-out" workforce.

- **A New Generation of Worker**

Companies are scrambling to recruit a generation of workers who may not be attracted to a supply chain career, but can adapt to new technology and new ways of working.

- **Decreased Employee Loyalty**

The rise in voluntary turnover rates is likely to escalate in the future due to a free agent mentality—the willingness to leave an employer for more money—particularly among younger workers.

Since labor is typically the single largest line item on an operation's P&L, it can have the largest net effect on your overall cost to serve.

Labor Management Programs have typically been utilized as a way to control or reduce labor expense by implementing improved processes, using engineered standards, and having improved visibility to key performance indicators. While these benefits are still important, a Labor Management Program can also be used to address the workforce retention challenges you are—or soon will be—facing.

It seems clear that Labor Management Programs will increasingly become a necessity for companies in all industries not only to address the workforce issues businesses are facing today, but also to forge ahead into the future. The name of the game is not just "How many people do I need?" or "How well are my people doing?" but also "How do I attract and retain my top-level talent?"

What Are Employees Looking For?

1. Well-Defined Goals
2. Training and Feedback
3. A Voice
4. Recognition

Address Workforce Issues with Effective Labor Management

Employees are your number one asset and without them little to nothing gets accomplished. Therefore, attracting and retaining top-level employees is vital to running a competitive and cost-effective supply chain. Yet one-third of distributors say they do not consistently find the skilled employees they need.³

How can you leverage a Labor Management Program to address these issues and make your company more attractive to prospective employees, while creating a better place for your existing employees to work?

First, it helps to understand what potential employees look for in their next employer.

When asked what they are looking for in a potential employer, the most common responses are:

- **Well-Defined Goals**
- **Training and Feedback**
- **A Voice**
- **Recognition**

Did you know that a Labor Management Program has all the necessary components to satisfy those desires—and that you can actively market your Labor Management Program to your advantage when recruiting candidates?

Let's see how...

1. **Well-Defined Goals**

To instill a sense of purpose in your employees, you need to establish and implement well-defined goals. Reading further into this, employees want to know what will be expected of them and that the goals established are based upon fair and attainable expectations.

The dynamic engineered standards developed within a Labor Management Program are established with sound engineering techniques that take into consideration variable work content, environmental conditions, and human fatigue factors. In certain situations, the goal can be provided to the employee before the task is even performed.

Knowing specifically what is expected before beginning a task is a luxury most of us can't say we have at our job. It doesn't get any better than that! Sharing this during a screening process is a great selling tool to candidates, especially those that may have been unfairly measured at a previous job.



The number one recommendation for workforce retention is to **make current employees feel valued** ⁴

2. Training and Feedback

It's one thing to establish goals, but a prospective employee wants to know that they will be given the training and tools to be able to achieve those goals.

As part of your Labor Management Program, you establish best practices, preferred methods, and standard operating procedures that are shared with employees. These become a step-by-step guide that covers all the pertinent information an employee needs to achieve their performance goals.

These documented practices help employees understand what is expected of them as well as shorten their ramp up time to achieve the desired goal. Don't be afraid to sell it to them. Additionally, the employee observation process established in a Labor Management Program shows candidates that the company is committed to the success of each individual through continuous improvement training and one-on-one coaching.

3. A Voice

When you implement a Labor Management Program, it isn't just a one-time event. It's the beginning of a continuous improvement program that will become a new way of managing your operation and a part of your culture at all levels.

Your associates, the individuals who do the work every day, are in the best position to identify obstacles in their environment or suggest better ways to do the work. Sell the fact that you encourage and solicit feedback from all employees. Establish a suggestion box and open door policy and show them that the individual who generates a new idea gets the credit.

4. Recognition

In their recent report on "Talent: The Future Supply Chain's Missing Link," Supply Chain Insights found the number one recommendation for workforce retention was to make current employees feel valued.

Recognition is such a simple thing to do, but it is often overlooked in the rush of day-to-day activity. All too often, feedback is provided after the fact or too late to change behavior. With a Labor Management Program, you have the ability to provide accurate and detailed feedback on a daily basis, if not multiple times throughout the day.

Employees appreciate knowing where they stand and how they are progressing towards achieving the desired goal before the end of their review period. Assuming your labor management software is integrated with your other host systems, feedback can be provided "on demand" for each employee.

It's a very rare occasion that employee feedback and recognition can be provided as frequently and with as much accuracy as with a Labor Management Program. Flaunt that fact to your prospective employees.

Why Employees Quit ⁶

Inadequate Salary

38%

Unhappy with Management

16%

Retaining Top Level Employees with Labor Management

Once you've hired top-level employees, how do you make sure you retain them in the years ahead, especially when employees are gaining more bargaining power? To be prepared for the retention challenge, it is important to understand the typical reasons why employees leave their current job—and understand which of these factors are within your control.

Two of the reasons most often cited are Management Relations and Compensation. Let's look at how you can use a Labor Management Program to actively address these issues and retain your employees.

Management Relations

Relationships in the work place can make or break an organization's culture.

One of the top reasons people leave a company is not because of the job itself, but because of the people they work with and, more specifically, the people they work for. This fact should direct your attention to your front line management team, because they are the cornerstone of the communication and culture in your operation. Managing in a high-performance, metric-driven environment is a challenging endeavor—and will only be more so in the future. With a Labor Management Program, your front line managers will have the technology to monitor and measure employee performance, and will develop the skills needed to be effective leaders.

It is important that they utilize purposeful communication techniques, manage conflict, motivate their employees effectively, and use the appropriate leadership methods

based upon the specific employee and situation. While monitoring the performance of front line employees is a recognized management responsibility, keeping those employees happy and working at your company should also be a key objective of your management team.

Given the sheer number of employees that supervisors and managers interact with and influence on a daily basis, you could argue that training this team is as important as training the front line employees. Don't skip over this step. Make sure they understand how to foster effective employee relations.

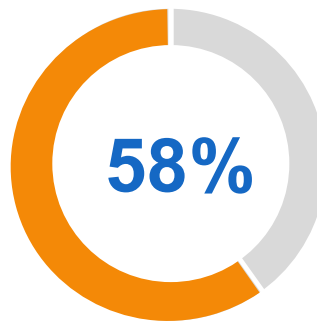
Compensation

Hourly employees are very conscious of their wages and will not hesitate to jump ship if they are offered a higher hourly rate down the street. As employers, it goes against the grain to raise base hourly wages arbitrarily without wanting, or expecting, something in return. A Labor Management Program gives you access to the performance metrics needed to build a pay for performance program that allows employees to earn additional compensation, yet is fully self-funding. With a well-designed Labor Management Program, you can be sure that the additional dollars paid to employees were earned, while also keeping them happy and working for you rather than for the competition down the street.

Recruit, Retain and Reward Supply Chain Talent

The competition for labor resources is heating up: 63% of manufacturers and distributors plan to increase employee levels in the next 12 months.⁵ As an employer faced with a smaller number of job candidates with fewer skills and less loyalty, you may have less and less ability to define the workplace; rather, your current and prospective employees may be calling the shots.

If you aren't currently utilizing a Labor Management Program, it will be increasingly difficult to recruit, retain and reward the best supply chain talent. If you are using Labor Management today, you should expand how you're using it to enhance your value proposition for employees—and offer the defined goals, training, incentives and recognition sought by today's workforce.



of supply chain executives say they **face significant challenges** in hiring and retaining a skilled supply chain workforce³

1. BenchmarkPro 2013, Compdata Surveys
2. 2016 Manufacturing & Logistics Workplace Trends Guide, Randstad
3. 2016 Annual Industry Report, MHI
4. Talent: The Future Supply Chain's Missing Link, Supply Chain Insights
5. 2013 Distribution Monitor Report, NAW Institute for Distribution Excellence
6. Survey by Robert Half

Note: Portions of the content of this white paper were originally published in DBM Journal, Volume 14.

About TZA

At TZA, we focus on helping our clients improve workforce performance, reduce costs and drive continuous improvement across their supply chain. We provide them with the technology and services to achieve higher standards of productivity, utilization, quality, safety and customer service:

- **ProTrack Labor Management Software** to plan, monitor and measure labor performance
- **Labor Management Services** to educate, engage and empower managers and associates

