



**Solving for Retention:** Transform  
your benefit plan into a competitive  
advantage

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# SMART Wellbeing Agenda

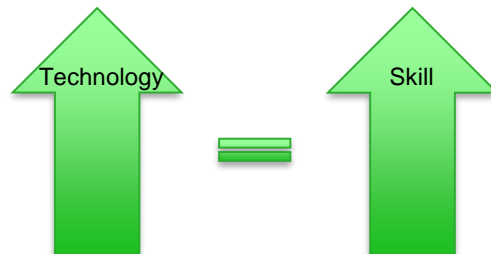
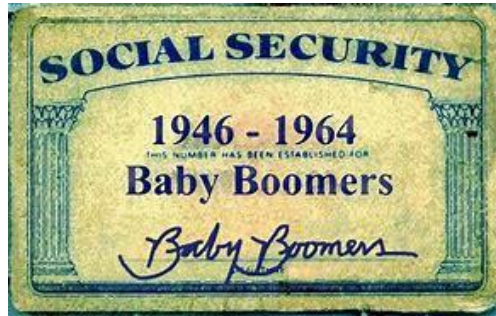
- Skilled Labor Shortage
- Generations in the workforce
- Smarter Benefits: Employee Engagement / Retention
- SMART Wellbeing- Solutions
- Questions



# **The Skilled Labor Shortage**

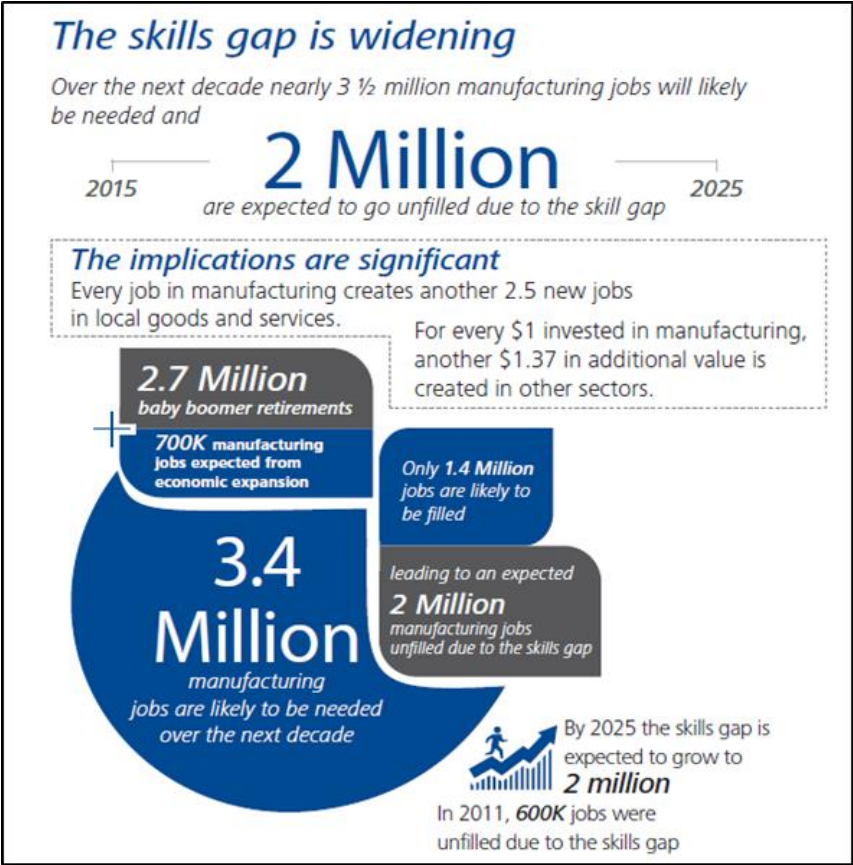
# Skilled Labor Shortage<sup>13</sup>

Public/Private Sectors are struggling to find and recruit skilled and unskilled labor. Four macro-trends are converging to cause this situation:



## Employee Leverage

# Skilled Labor Shortage



Source: *The Skills Gap in U.S. Manufacturing 2015 & Beyond*.  
 Deloitte. February 2015. Web 14 October 2016.  
<http://www.themanufacturinginstitute.org/~media/827DBC76533942679A15EF7067A704CD.ashx>

# Skilled Labor Shortage<sup>6</sup>



## Trucking Companies

1 Truck available for every  
12 loads

900,000 drivers needed to  
meet consumer demand



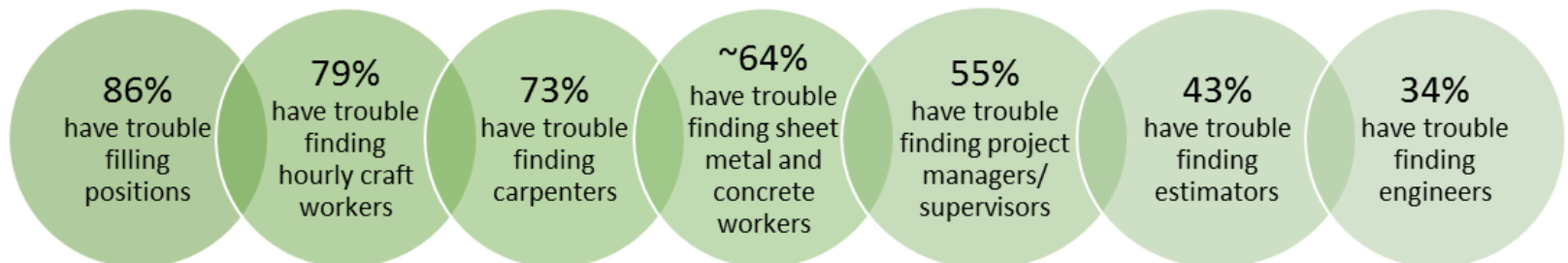
## Logistics Companies

Unique struggle with  
mandatory drug testing

Pre-hire and random post  
hire drug testing

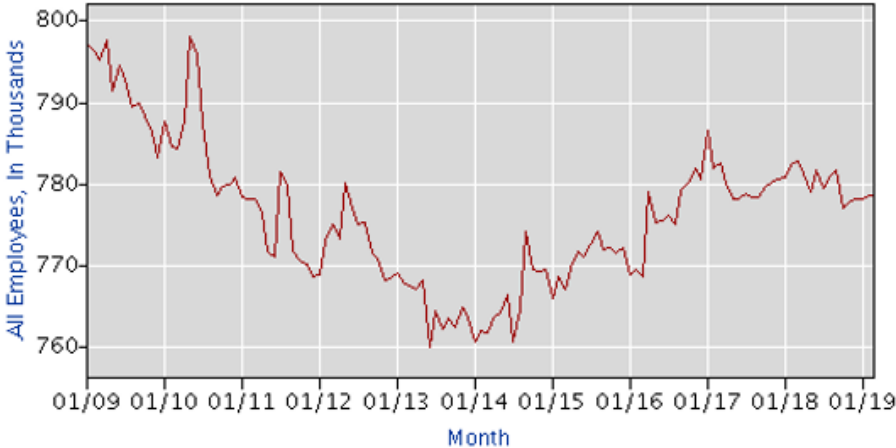
# Skilled Labor Shortage<sup>6,8</sup>

- Healthcare:
  - Turnover rates for RNs working in skilled nursing facilities continue to rise, from 27.5% in 2014 to 29.0% in 2015 and **31.2% in 2016**.
  - Studies show RN replacement cost running between \$22,000 and \$42,000
- Construction:
  - A survey of 1,358 construction firms by the Associated General Contractors of America, a trade group, found that **86% reported trouble with personnel issues**



# Skilled Labor Shortage

State: Ohio  
 Area: Statewide  
 Supersector: Government  
 Industry: Government  
 Data Type: All Employees, In Thousands

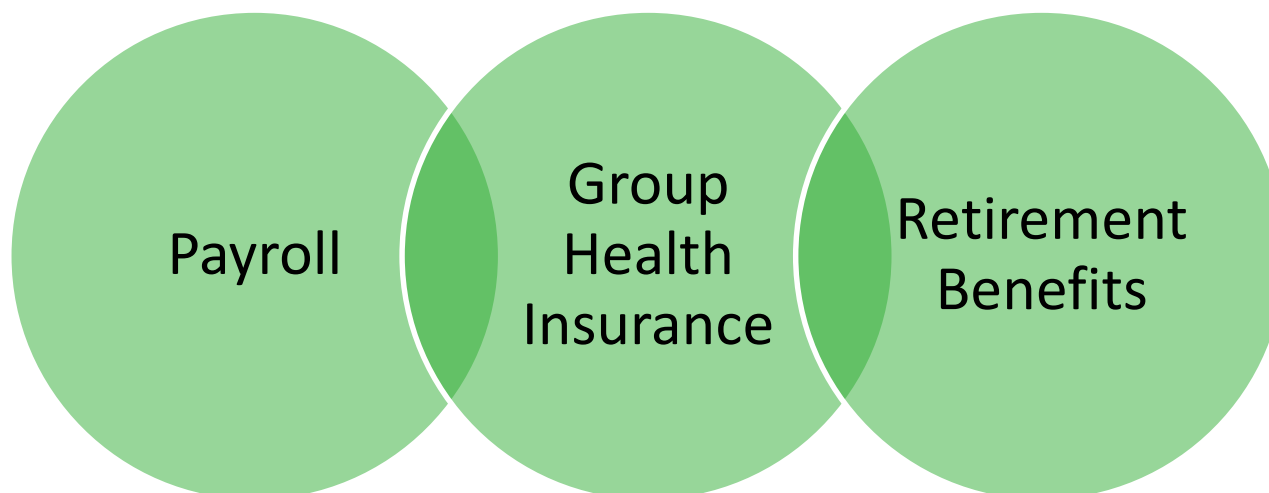


Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2009	797.2	796.4	795.2	797.6	791.5	794.6	792.8	789.4	790.0	788.3	786.4	783.4
2010	787.8	784.7	784.3	787.6	798.2	795.8	787.5	781.0	778.6	779.8	779.9	780.9
2011	778.4	778.2	778.3	776.5	771.7	771.1	781.6	779.8	771.7	770.7	770.3	768.6
2012	769.0	773.2	775.2	773.4	780.2	777.2	775.2	775.3	771.5	770.9	768.2	768.5
2013	769.2	767.8	767.6	767.2	768.2	760.2	764.5	762.3	763.6	762.6	765.0	763.6
2014	760.7	762.1	761.8	763.6	764.4	766.6	760.8	764.7	774.2	769.7	769.4	769.7
2015	766.1	768.8	767.2	769.9	771.9	771.2	772.6	774.3	772.0	772.3	771.5	772.2
2016	769.0	769.7	768.8	779.1	775.3	775.5	776.3	775.2	779.3	780.2	781.9	780.6
2017	786.5	781.9	782.6	779.9	778.2	778.1	778.9	778.5	778.4	779.7	780.2	780.7
2018	780.9	782.3	782.8	781.4	779.2	781.7	779.6	781.0	781.8	777.0	777.8	778.2
2019	778.3	778.6	778.7(P)									

P : Preliminary



# Employee Compensation and Retention



Components of Compensation	As of December 2010		As of December 2016		Change
	\$	% of Total	\$	% of Total	%
<b>Total Compensation</b>	\$ 32.22	100%	\$ 39.33	100%	22%
<b>Wages and Salaries</b>	\$ 21.25	66%	\$ 25.62	65%	21%
<b>Total Benefits</b>	\$ 10.97	34%	\$ 13.71	35%	25%
<b>Health Insurance</b>	\$ 3.14	10%	\$ 3.75	10%	19%
<b>Retirement Benefits</b>	\$ 1.36	4%	\$ 2.15	6%	58%

Source: Bureau of Labor Statistics Employer Costs for Employee Compensation



# **The New Workforce**

# The New Workforce: Generations<sup>13</sup>

## 5 Generations

Traditionalist

Baby Boomers

Generation X

Millennials

Millennials Part 2  
Or Generation Z

# The New Workforce: Millennials<sup>13</sup>

35% of current workforce

Largest Population in workforce



# The New Workforce: Millennials<sup>12,13</sup>



# Multigenerational Team Dynamics

Move past multigenerational surface conversations



Tactical business focused solutions

Addressing: Real differences in- expectations, behaviors and motivations



# **Solving for Retention**

# Smarter Benefits: Engagement<sup>7, 9</sup>

Enthusiastic

Organizational  
Values



Fully  
Absorbed

Positive  
Action



# Smarter Benefits: Employee Engagement and Retention



# Smarter Benefits: Employee Engagement and Retention



Image Credit: www.politicspa.com



Image Credit: www.georgefox.edu



Image Credit: www.healthyvending.com

# Smarter Benefits: Solving for Retention<sup>7,15</sup>



# Smarter Benefits: Engagement

*Creating a highly engaged workforce is a process*

## Higher Purpose Statement

- Create a Higher Purpose Statement
- Articulate How Employees Contribute to the Whole and Why They are Individually Important

## Market Competitiveness Study

- Internal: Staff Surveys, Exit Interviews, Supervisor Questionnaires
- External: Benchmarking and Consulting

## Smarter Hiring

- Pre Employment Testing
- Benefits, Expectation, and Culture Education
- Retention Bonuses

## Employee Education

- Onboarding Materials
- Education Sessions
- Open Door Encouragement

## Supervisor Training

- Leadership, Communication, etc. Skills
- Regular Supervisor Top Down Communication
- Total Culture of Health Buy In

## Culture of Health and Total Wellbeing

- Purpose
- Social
- Financial
- Physical
- Community

## Continued Engagement Activities

- Employee Engagement Surveys
- Retention Reporting Metrics
- Supervisors Rewarded for Improved Engagement and Feedback



# **Wellbeing Programs**

# 10 Shocking Statistics About Employee Engagement



# Wellbeing Programs

## Culture of Well-being



# Wellbeing Programs

## Prioritize a Culture of Well-Being





# Wellbeing Programs

## Shifting to a Culture of Well-Being

Higher Purpose Statement

- Embrace the new definitions of health
- Position wellbeing as a new employee-driven benefit of employment that is “Created by You, for You.”
- Educate leaders around “What is Well-being?”
- Create a refreshed employee wellbeing brand aligned with overall brand strategy including a mission/vision statement
- Align meetings, activities, incentives, and communication strategies with wellbeing pillars
- Move employees from participation to engagement

# Wellbeing Programs

## Purpose

I have a sense of purpose here. My work matters to the whole. Meaningful 1 to 1 work. Being a stakeholder. Liking what you do each day and being motivated to achieve your goals

# Wellbeing Programs

## Purpose: Best In Class and Recommendations

- Create a Cohesive Message to Increase Employee Awareness of the Resources Available to them
  - Recommendation: Brand launch. Top down meeting/communication. We asked you, here is what we did, and here is how it aligns with our overall business strategy
- Communicate Why and What Well-Being Tools are Being Used
  - Recommendation: “We want to make physical and financial health easy for you so we are happy to provide telemedicine, onsite fitness classes, etc...”
- Help Employees Connect to the Mission
  - Recommendation: Develop statements with stakeholder input. Communicate regularly. Consistently communicate how the individual is contributing.

# Wellbeing Programs

## Physical

Having good health and enough energy to get things done daily. Now includes mental and emotional wellbeing. Lifestyle factors, disease, aging, and illness.

# Wellbeing Programs

## Physical : Best in Class and Recommendations

- Provide Activities To Meet People Where They Are
  - Recommendation: Tier target market according to analytic buckets: healthy, preventative, and chronic.
- Provide Options Through Multiple Modalities with Ongoing Easy Access
  - Recommendation: Expand ability to earn incentives to include individual activities outside of work ie: orange theory, cleanses, cycling. Include physical and non physical self improvement actions. Allow employees to interact with the program through their chosen medium.
- Provide Stress Management and Mental Health Services
  - recommendation: Mindfulness, meditation, and resilience resources. Onsite coaching and counseling. EAP promotion.

# Wellbeing Programs

## Social

Having supportive relationships. Engaging with others. Encourage meaningful social interaction. Also includes emotional wellbeing component.

# Wellbeing Programs

## Social : Best in Class and Recommendations

- Foster Activities That Are Provided in Social Setting (encourages colleagues to work together and find support in each other)
  - Recommendation: Establish mentoring programs. Encourage options/challenges to be social at lunch across teams. Resource groups!
- Provide Workspace, Meetings and Events to Encourage Meaningful Social Interaction
  - Recommendation: Have social interaction as part of meeting beginnings “no phones”.
- Strengthen Employee Engagement by Providing Communication Resources
  - Recommendation: Train wellness champions in emotional and social health to foster peer to peer support and proactively diffuse stressors.

# Wellbeing Programs

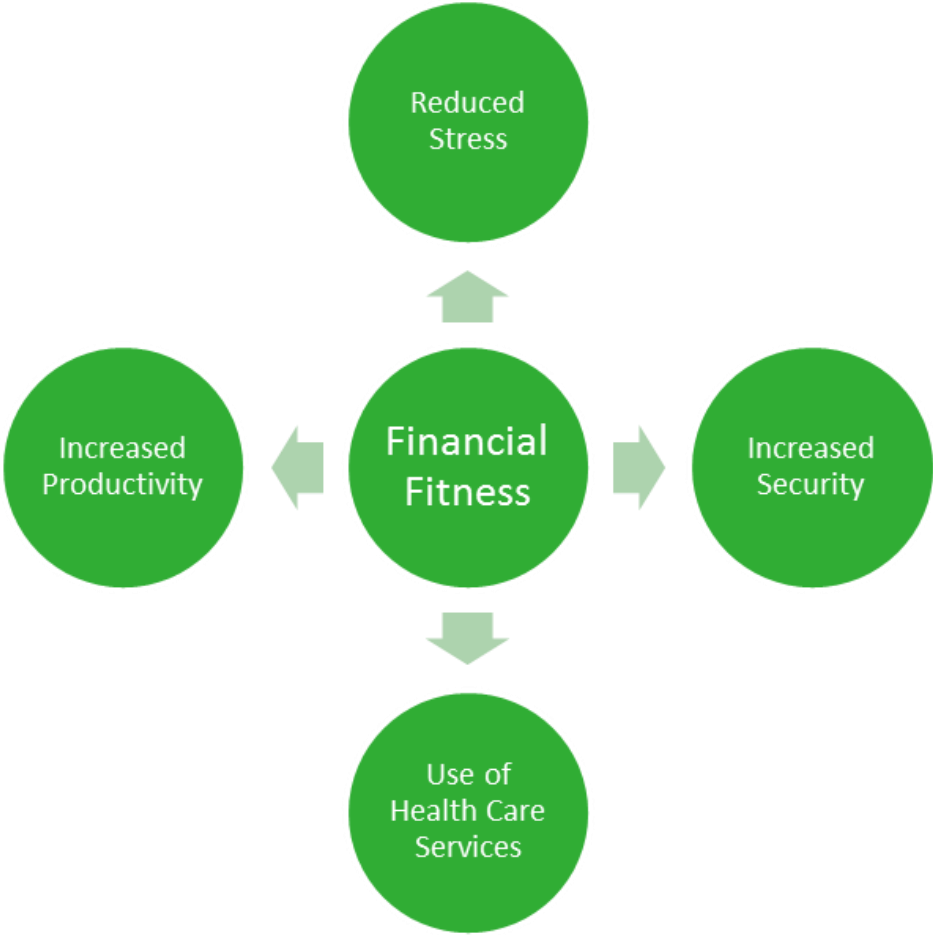
## Financial

Managing your economic life to reduce stress and increase security. Family finances. Highest education component.



# Wellbeing Programs

## Financial



# Wellbeing Programs

## Financial : Best in Class and Recommendations

- Make Available Financial Literacy and Education Resources
  - Recommendation: Incorporate financial education series in an accessible way (podcasts, live events, etc). Build a library of credible resources for employees. Consider progressive matching programs such as OnUp, etc.
- Incorporate Financial Fitness into Wellbeing program
  - Recommendation: Offer low/lower cost services that integrate with other parts of the program ie: free telemed, airrosti, onsite clinics, EAP, etc.
- Provide Financial Counseling
  - Recommendation: Promote EAP and custom, streamed content

# Wellbeing Programs

## Community

Liking where you live, feeling safe and having pride in your community. Physical community where you live and work. Consider virtual communities and groups.

# Wellbeing Programs

## Community : Best in Class and Recommendations

- Allow Employees Time to Volunteer Within the Community
  - Recommendations: Volunteer PTO.
- Promote Volunteer Opportunity
  - Recommendation: Link to chosen local opportunities and board positions to give back. Use this as a way to build on physical and social wellbeing needs. Leaders encourage give back events.
  - How can you volunteer at work? (make phone calls, wrap care packages, etc. on lunch)
- Reward Volunteer Participation
  - Recommendation: Cash incentives may discourage engagement. Interested in time and experiences. Volunteer of the year award. Consider give back events as a reward itself.

# Wellbeing Programs

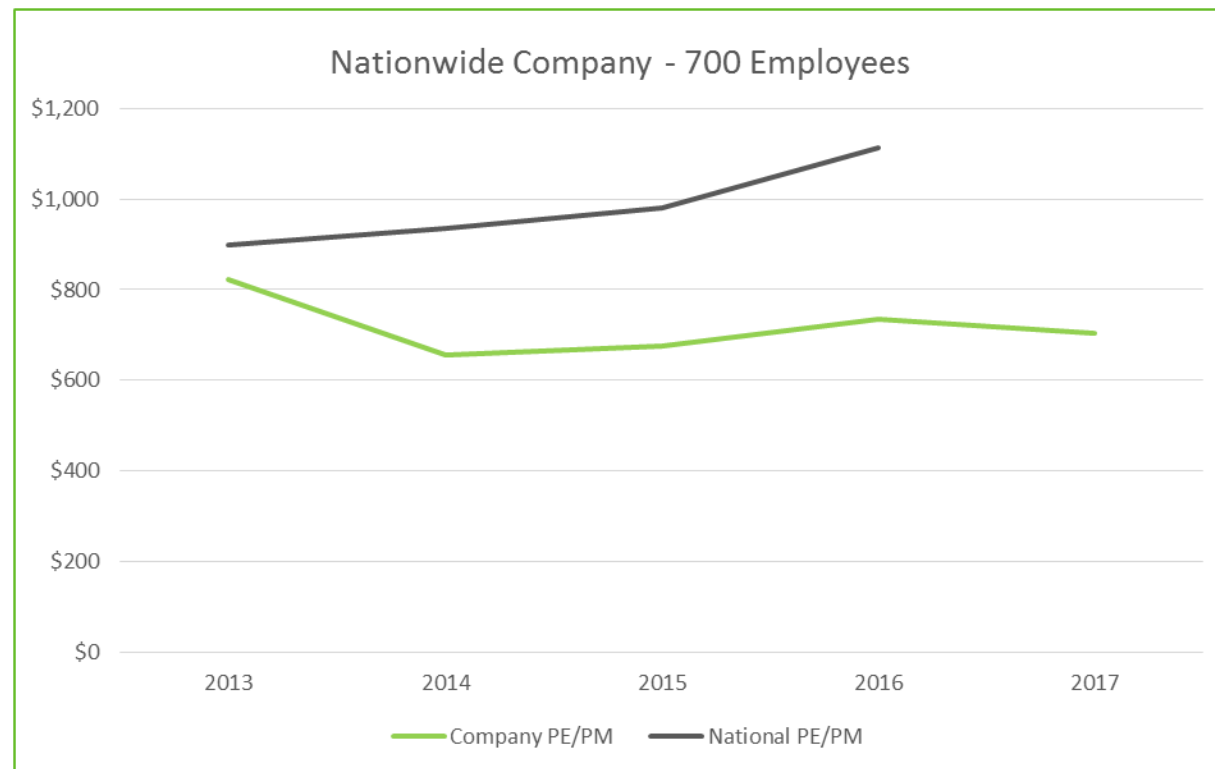
## Business Outcomes



Virgin  
Pulse

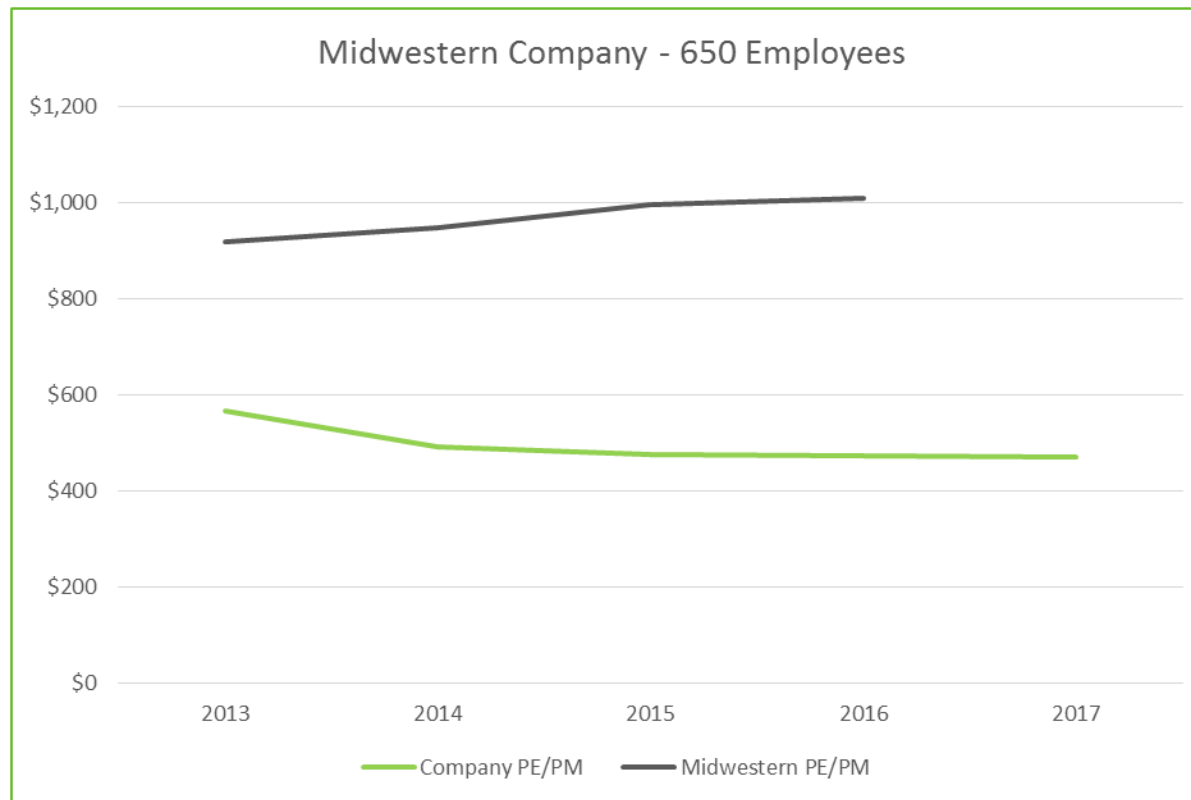
# It Really Works!

- Groups that engage in SMART and have a long term strategic plan powered by analytics see up to 30% lower plan costs



# It Really Works!

- Groups who use a strategic plan powered by analytics see up to 30% lower plan costs



# Smarter Benefits: Citations

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- <sup>13</sup>*The Skills Gap in U.S. Manufacturing 2015 & Beyond*. Deloitte. February 2015. Web 14 October 2016.
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