

CLIENT SUCCESS STORY

CHALLENGE:

- Employees work outdoors in extreme heat and cold doing physically-challenging manufacturing to assist with the manufacturing of multi-ton concrete molds for underground utilities
- Turnover increased from 2016 into 2018, re-filling nearly 300 jobs per year, reaching \$3.4 MM in annual turnover cost
- Increased wages and supervisory training did not result in improving retention
- Resorted to hiring temporary workers to fill openings as local workforces shrunk, resulting in less productivity

WHY C-SUITE ANALYTICS?

- Director of HR heard Dick Finnegan speak at SHRM and said he was "the only person who made sense, and said the solution in an understandable way"
- Concept was "simple but brilliant"; hold leaders accountable for goals and forecasts, just like for sales
- Knew of Dick Finnegan's reputation as the retention thought leader
- "Overwhelmed" with C-Suite Analytics' track record for cutting employee turnover 20% and more across all industries

IMPLEMENTATION:

- Met with executive and HR teams in Reno NV headquarters to discuss and finalize turnover's costs, goals, and solution implementation plan
- Costs of turnover per position were calculated: wetcast fabricator \$10,676, forklift driver \$20,170, maintenance tech \$28,278
- Turnover by length-of-service charts revealed that 34% of all exits happened during employees' first 60 days
- Retention goals were set for new hires, that 80% or more of new hires for all jobs must stay at least 60 days, with goals varying by location based on past performance
- Goal accountability was assigned to the GM of each facility
- Retention Coaches were selected and trained as the retention plan was being implemented
- All managers trained to conduct Stay Interviews, develop individualized stay plans, and forecast how long each employee would stay
- Monthly retention accountability held discussing retention performance against goals, forecasts against retention, and specific retention solutions for individuals

RESULTS:

- Turnover decreased 41% in the first five months after implementation
- The HR team has 40 fewer openings to fill, resulting in better quality of new hires
- Saved \$469,747 through the first five months of 2019, with annualized projected savings exceeding \$1 MM
- All production goals are being met, moral is improved, and all components of the Jensen Precast company culture are improving



CLIENT:

Jensen Precast

Manufacturer Precast Concrete Products

Headquarters: Reno, NV, with 12 locations that build and install most of the underground utility concrete housings in the western United States

Primary Job: Wetcast Fabricators who work outside to assist with the manufacturing of concrete molds

RETENTION CHAMPION:

Megan Blackhall
Director of Human Resources

"I went to the 2018 SHRM conference just to find a turnover answer since our executives understood we couldn't continue providing service unless we kept our good employees.

Dick Finnegan was the only speaker who made sense, and his solution was simple but brilliant, to hold leaders accountable for keeping their talent."

– Megan Blackhall

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WHO HAVE CUT TURNOVER
40% AND MORE**

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