

## CHALLENGE:

- Forklift driver recruiting and retention had become “churn and burn” as new hires came and went
- Operating in a highly-competitive labor market with longer-service employees being recruited by other companies
- Temporary employee turnover was far worse, and temps were used both to fill in for openings as well as for short-term assignments
- New hires made many more mistakes, slowing production, missing deadlines, and frustrating other managers and employees
- A major client complained that forklift turnover was too high and told United Facilities they needed to fix it

## WHY C-SUITE ANALYTICS?

- Dick Finnegan’s 2018 SHRM presentation was THE wake-up call, telling us to give leaders on all levels retention tools and then holding them accountable
- C-Suite Analytics had proven results in reducing turnover by 20% or more with other clients
- Dick Finnegan’s reputation as an employee retention expert
- What resonated most was a discussion about team leads, as leaders recognized that they impact our employees more than any other management level...so they needed to be totally involved

## IMPLEMENTATION:

- Learned startling data in the Rethinking Retention Executive Summit: losing one forklift driver cost greater than \$11,000, losing one temp cost greater than \$7,000, and 43% of all exits happened in the first 90 days
- Two retention goals were set for leaders on all levels to improve all turnover and 90-day new-hire turnover
- Leaders conducted Stay Interviews with their employees, one-on-one, to learn their greatest needs and build individualized stay plans
- Retention Accountability sessions held where leaders reported their findings on why employees stay or might leave and were coached on building solutions
- Temporary help executives were included in the process by conducting Stay Interviews and being held accountable for retention goals
- Monthly calls were scheduled with each facility leadership team to review performance against goals and retention forecasts

## RESULTS:

- Combined turnover across 3 locations has improved by 55% in six months
- There are 70 fewer openings as a result, with less reliance on temporary help
- Saved \$603,020 in first six months of 2019
- Projected annual savings are \$1.2 million, plus more for ongoing productivity improvements
- Improved relationship with our major client



### CLIENT:

United Facilities

Third Party Logistics

Headquarters: Peoria, IL

Primary Job: Forklift Operators

### RETENTION CHAMPION:

Renna Bliss  
HR Manager

*“Stay interviews plus leader retention accountability was our wake-up call. Every HR executive...and every other executive...needs to learn this early in their careers in order to build strong, positive company cultures that ultimately drive greater productivity.”*  
– Renna Bliss

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