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Hourly Production Workforce Benchmarking Survey Results

August 2018

Hourly Production Workforce Survey

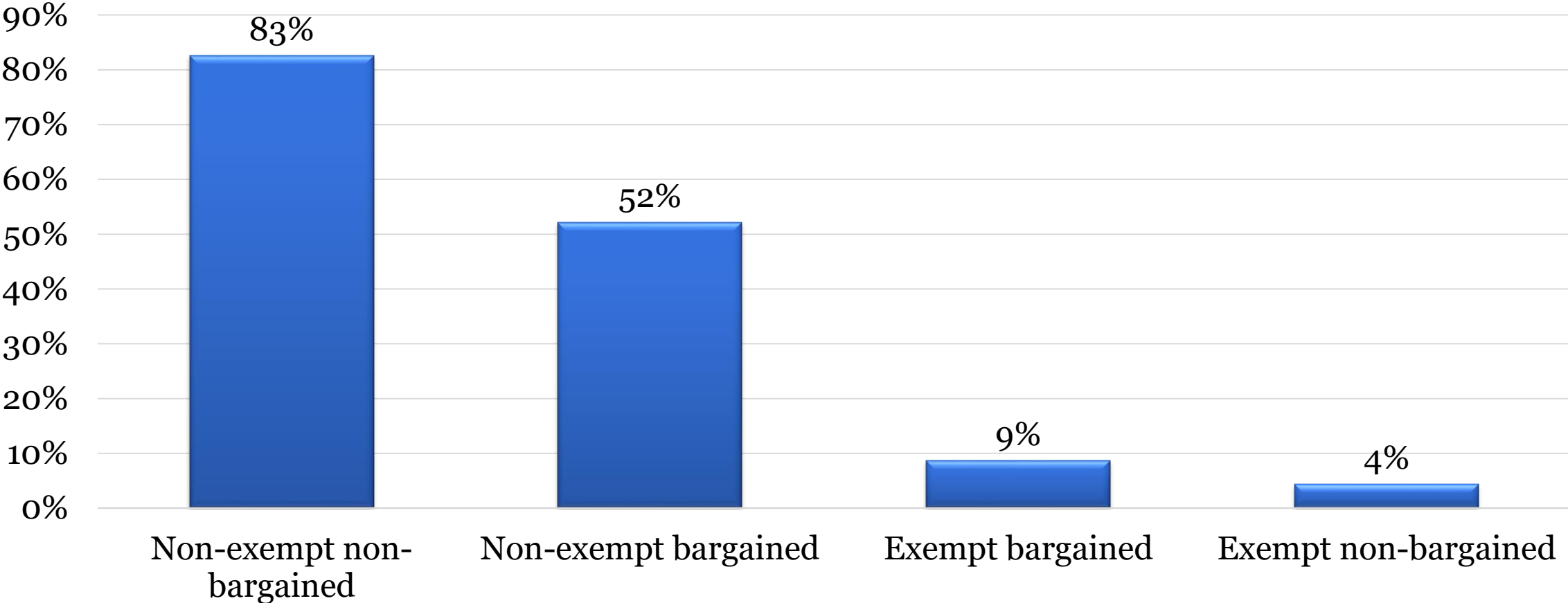


Thirty-two employers responded to the survey, five of the employers said that they do not have an hourly production workforce. The data provided in this report is from the twenty-seven employers that do have an hourly production workforce -- 63% represent the manufacturing industry. The majority of the workforce (83%) is non-bargained, non-exempt.

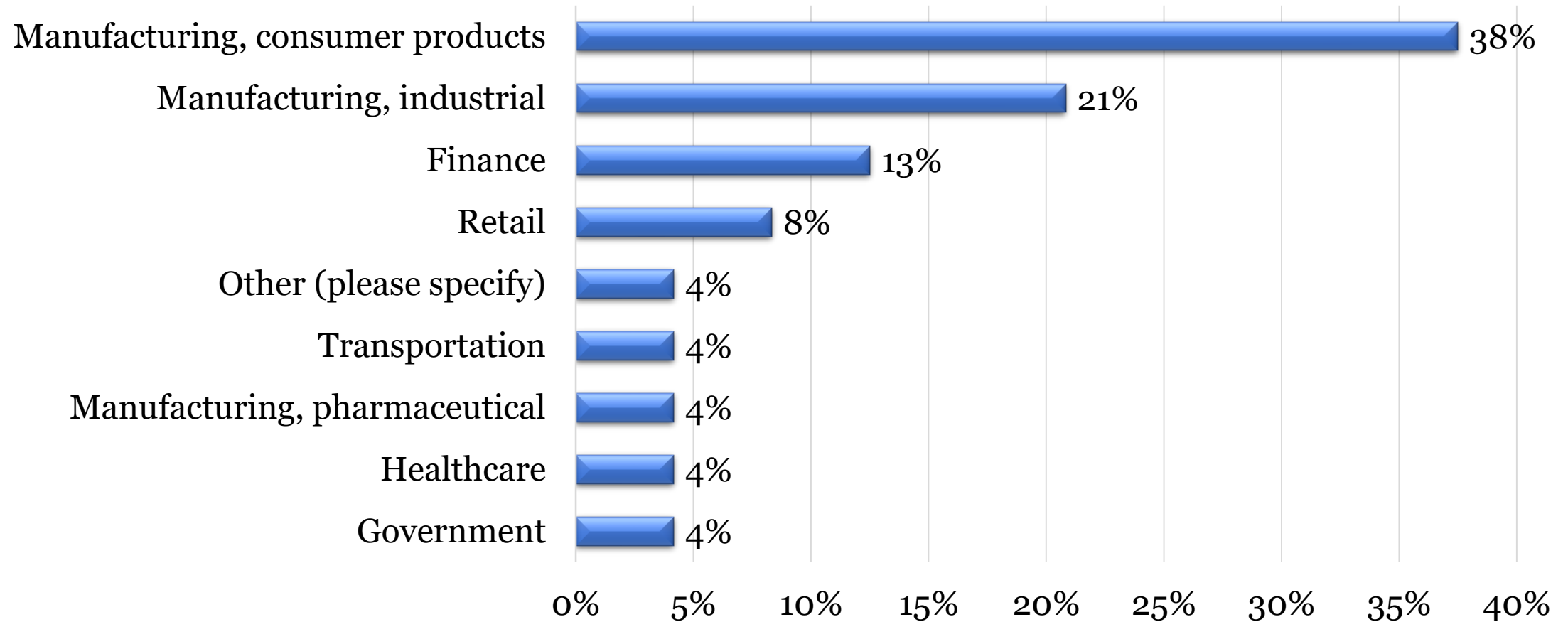
Sixty-seven percent of the employers are experiencing difficulty attracting and retaining hourly production workers. The top three factors they attribute to the challenge are: 1) low wages, 2) the younger generations are going to colleges/universities instead of immediately entering the workforce, and 3) greater competition due to more companies are entering the manufacturing industry.

Organizations are making changes to their benefits package to improve recruitment and retention efforts. The most common benefits that are being offered are leave benefits, tuition reimbursement, reward & recognition programs, and creative shift scheduling.

Bargained or Non-bargained Workforce



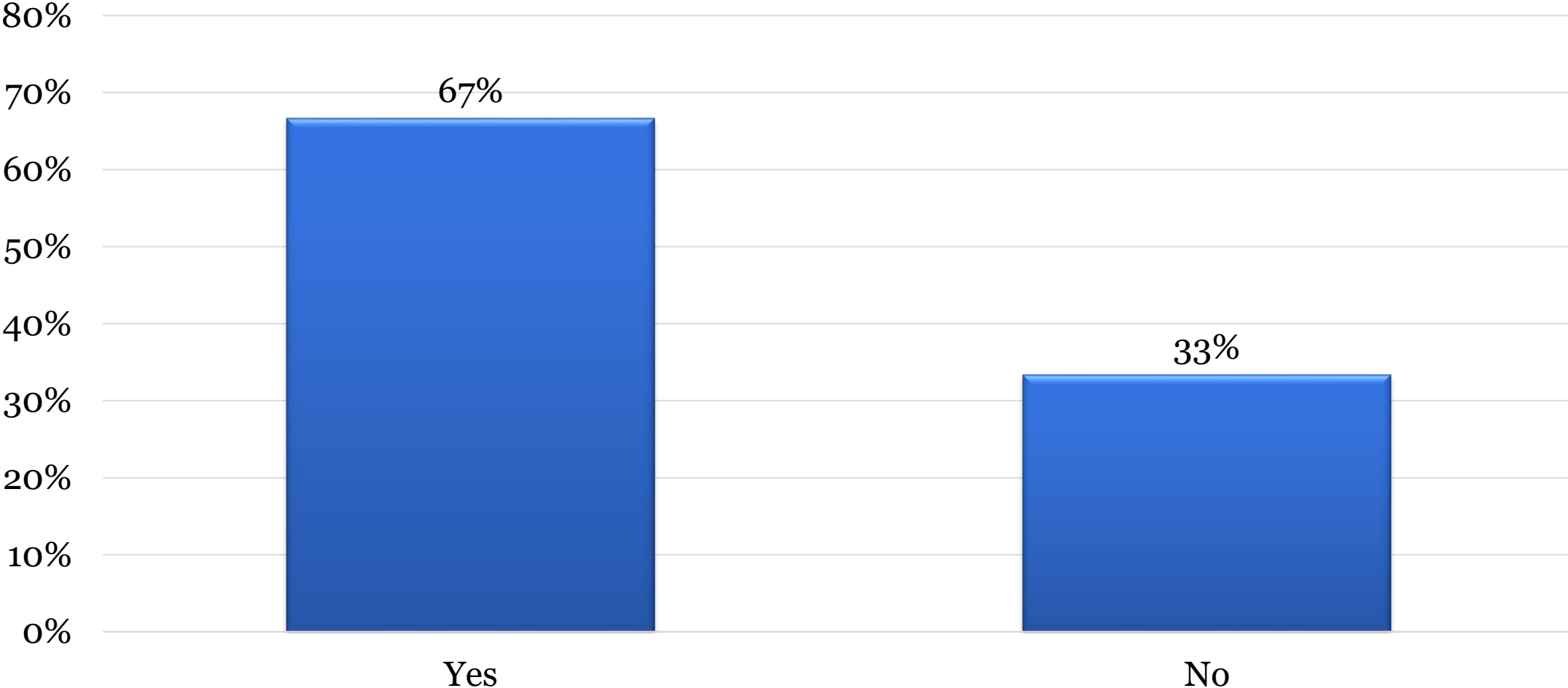
Industry



Challenges Attracting & Retaining Hourly Production Workforce



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Top 3 Reasons Attracting & Retaining is a Challenge



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Top 3

1. Low wages
2. Competition – more companies in this field
3. Younger generations do not have an interest in manual labor

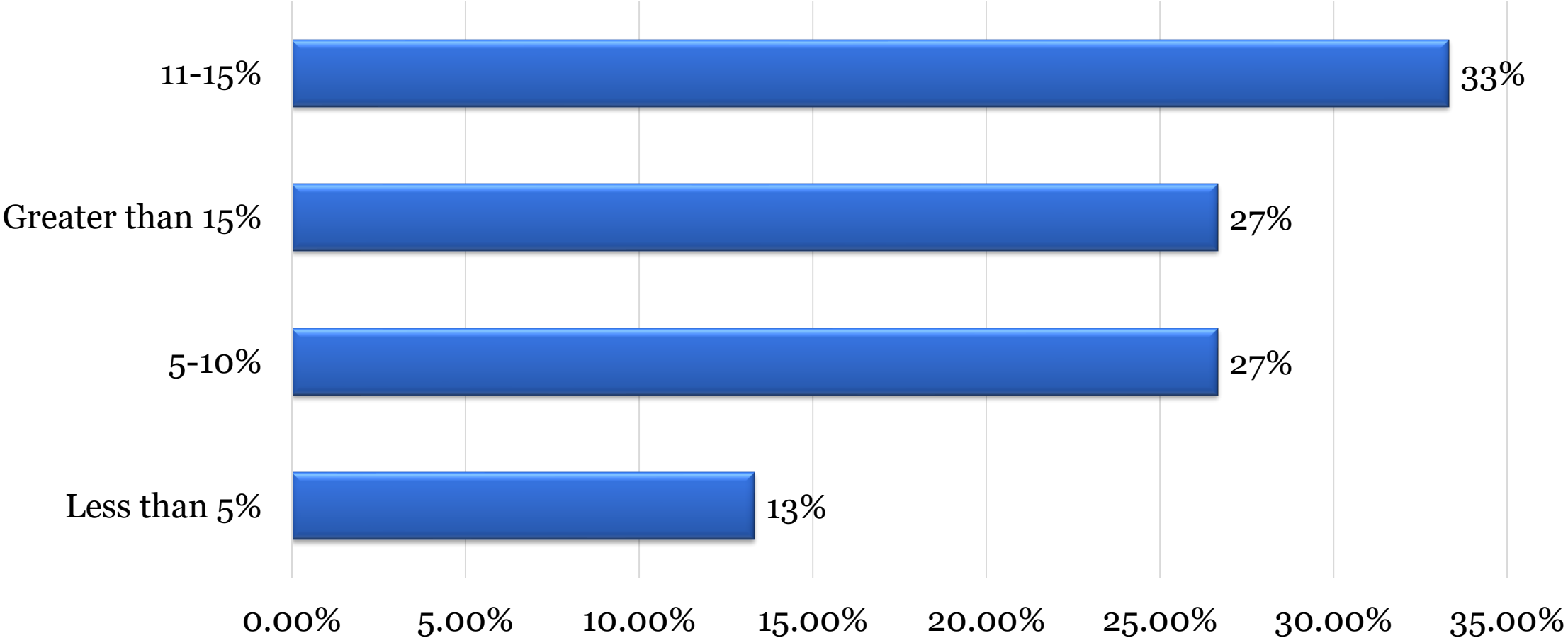
Additional Responses

- Low unemployment
- Location of facilities
- Work Life balance
- Underqualified due to more sophisticated technology

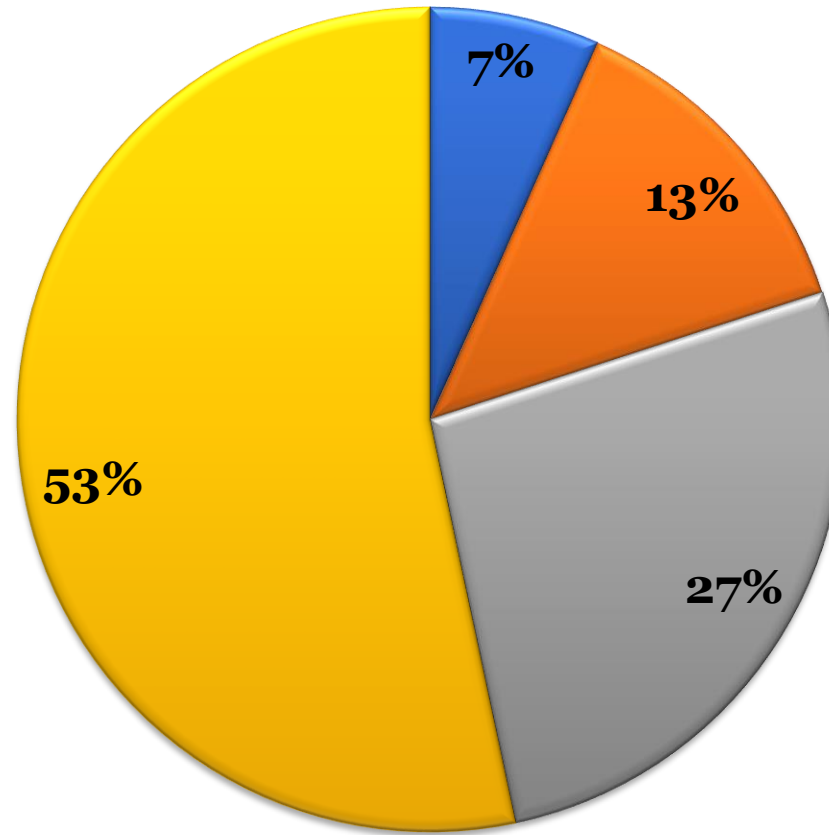
Annual Turnover Rate



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Average Age of Hourly Production Workforce

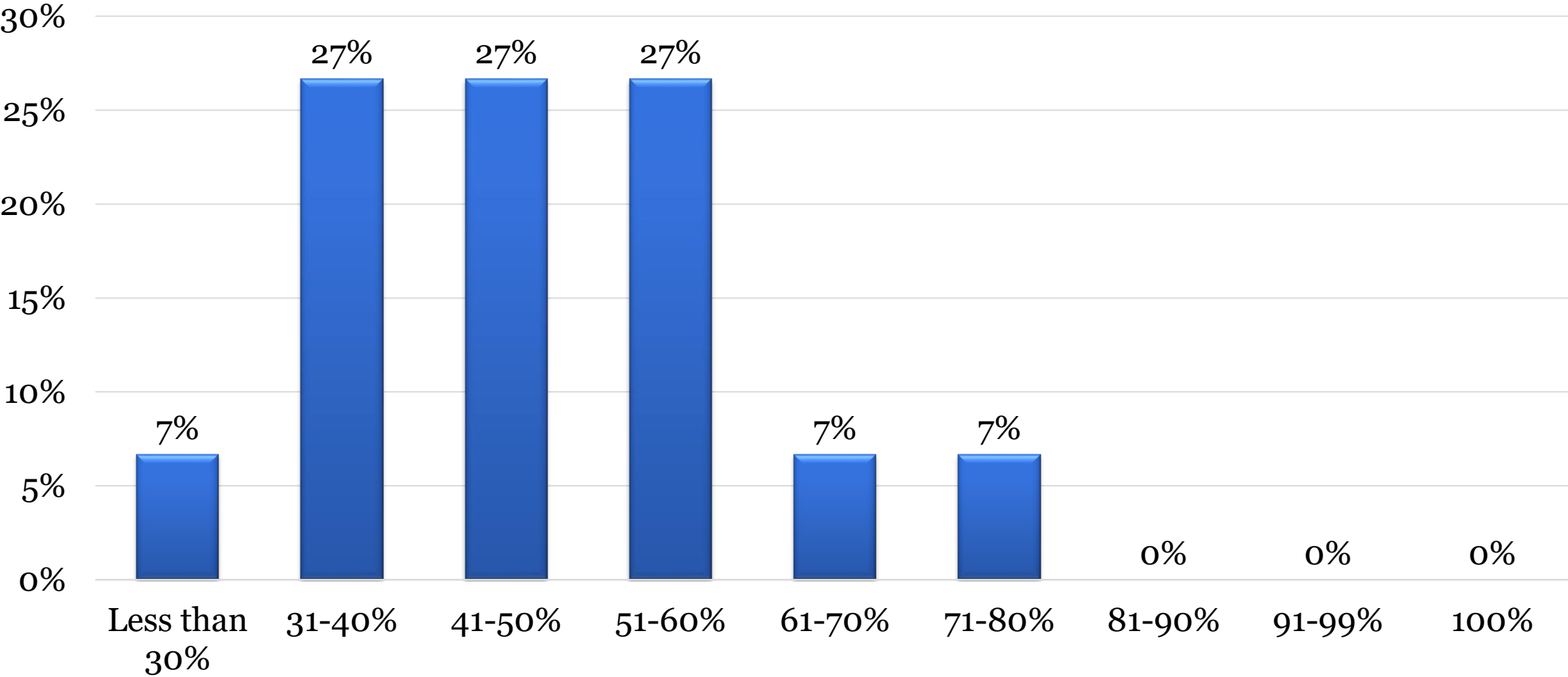


■ 20-30 ■ 51-60 ■ 31-40 ■ 41-50

Percent of Hourly Production Workforce that is Female



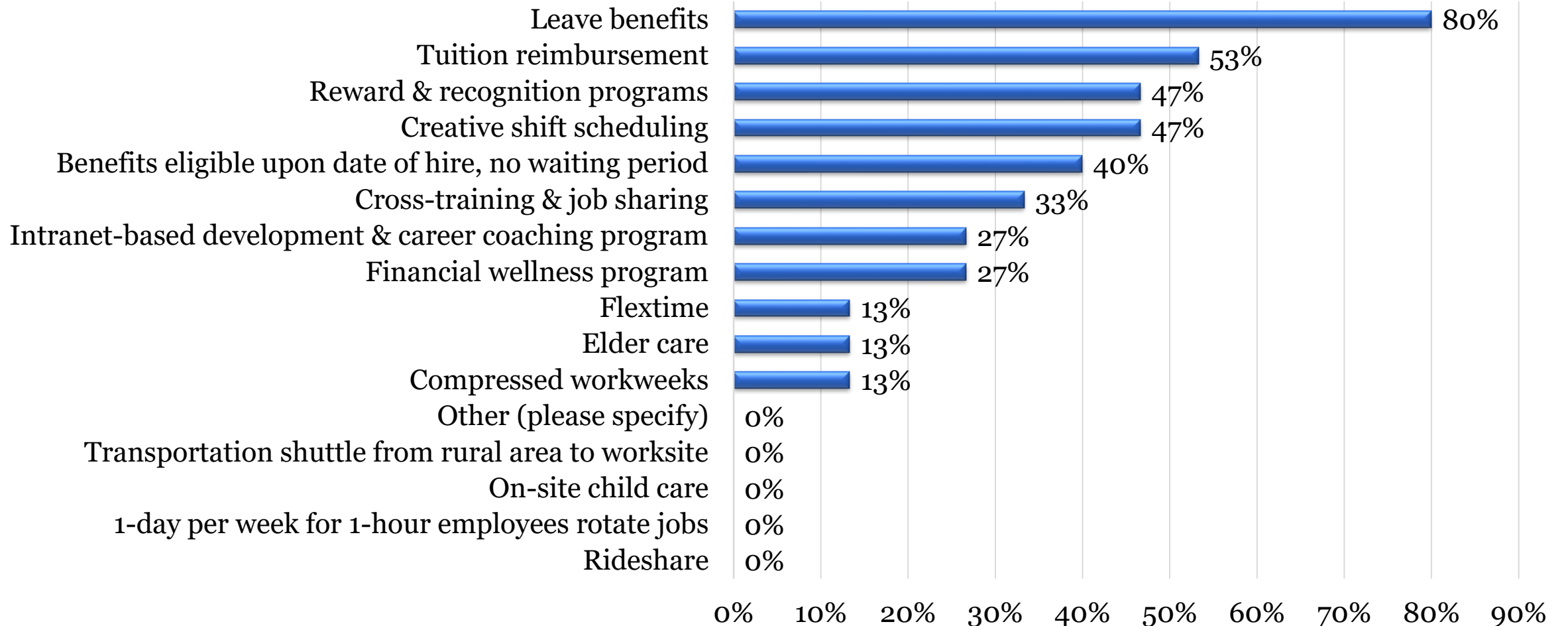
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Benefit Changes to Improve Recruitment & Retention



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Reward & Recognition Programs Implemented

- Monetary award
- Certificate and Ticket of Achievement
- Badge indicating years of service
- Perfect attendance bonus
- Tuition reimbursement
- Student loan assistance
- Wellness programming and challenges
- Coffee with CEO
- Health Driven Card (nominated & recognized)
- Annual holiday bonus
- Non-monetary recognition
- Annual champion award
- Recognition from supervisors and fellow employees

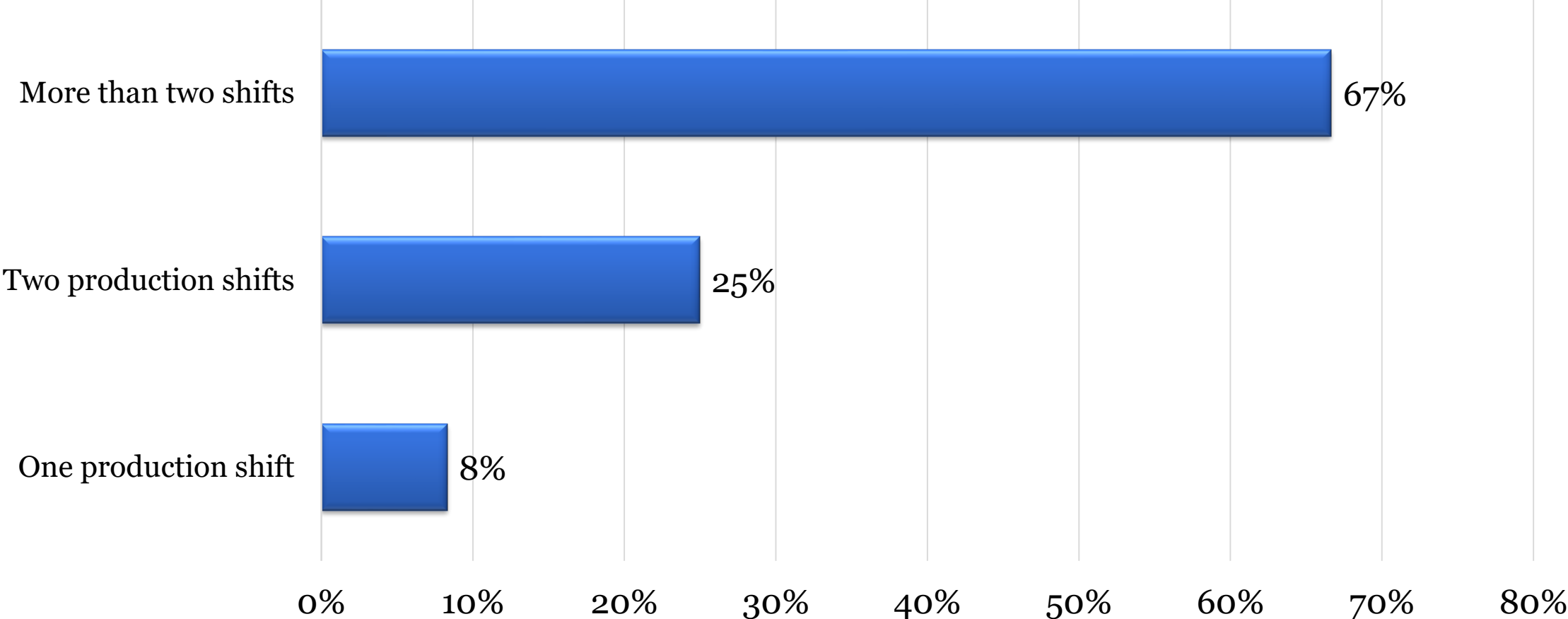
Note: 5 people responded to this question

Strategies to Recruit & Retain Employees

- Referral (bonus for referring employee & word-of-mouth)
- Attained state journeyman license lists – proactively reach out to craft/production candidates
- Search Indeed database
- Signing bonus
- Contract employee first, then hire individuals with ability to grow
- Total package includes: training & tuition benefits, competitive wages, low cost health & life insurance, generous 401k match vested after 2 years
- Near site wellness center
- Reduction in overtime
- Employee value proposition branding & testimonial YouTube videos to show the job
- Attending job fairs
- Increased development activities & review of total rewards

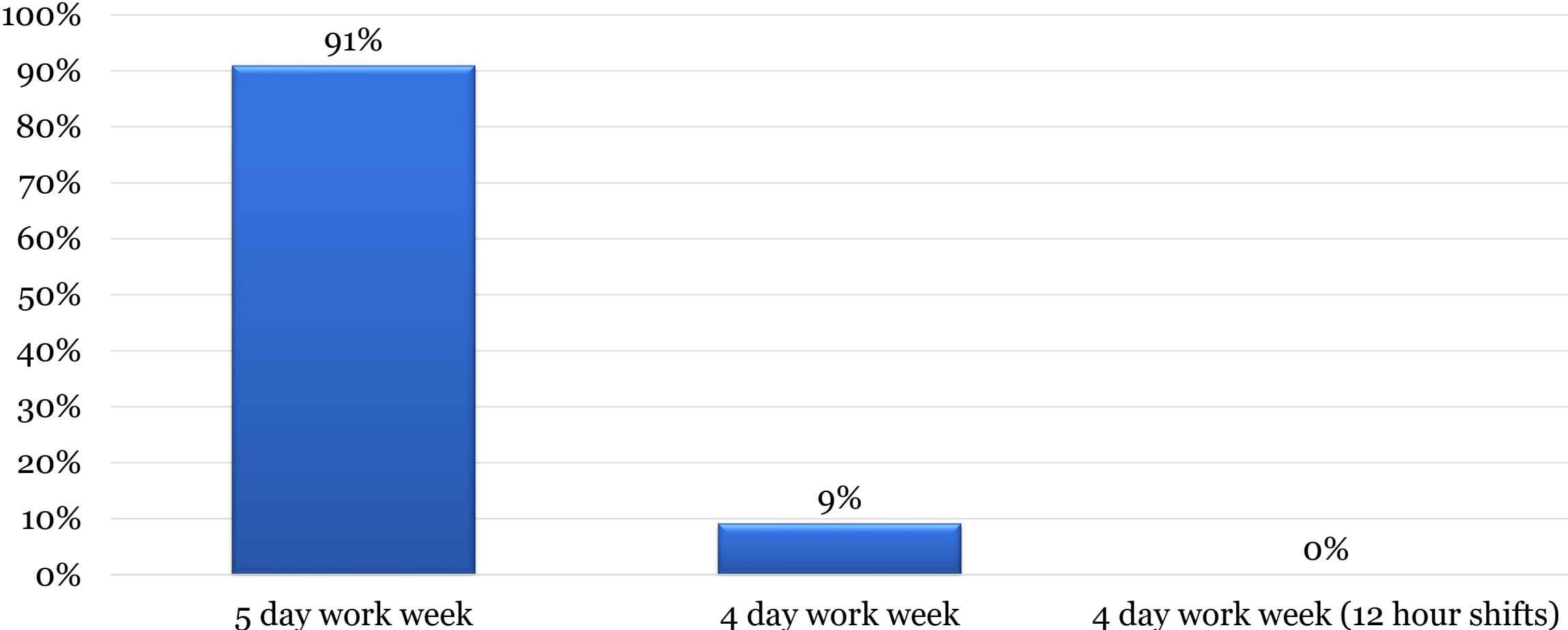
Additional comment: We are working on more structured schedules so there is no last minute/abrupt requirement for mandatory overtime

Number of Production Shifts



Note: more than 90% of the respondents said the standard shift is 8 hours

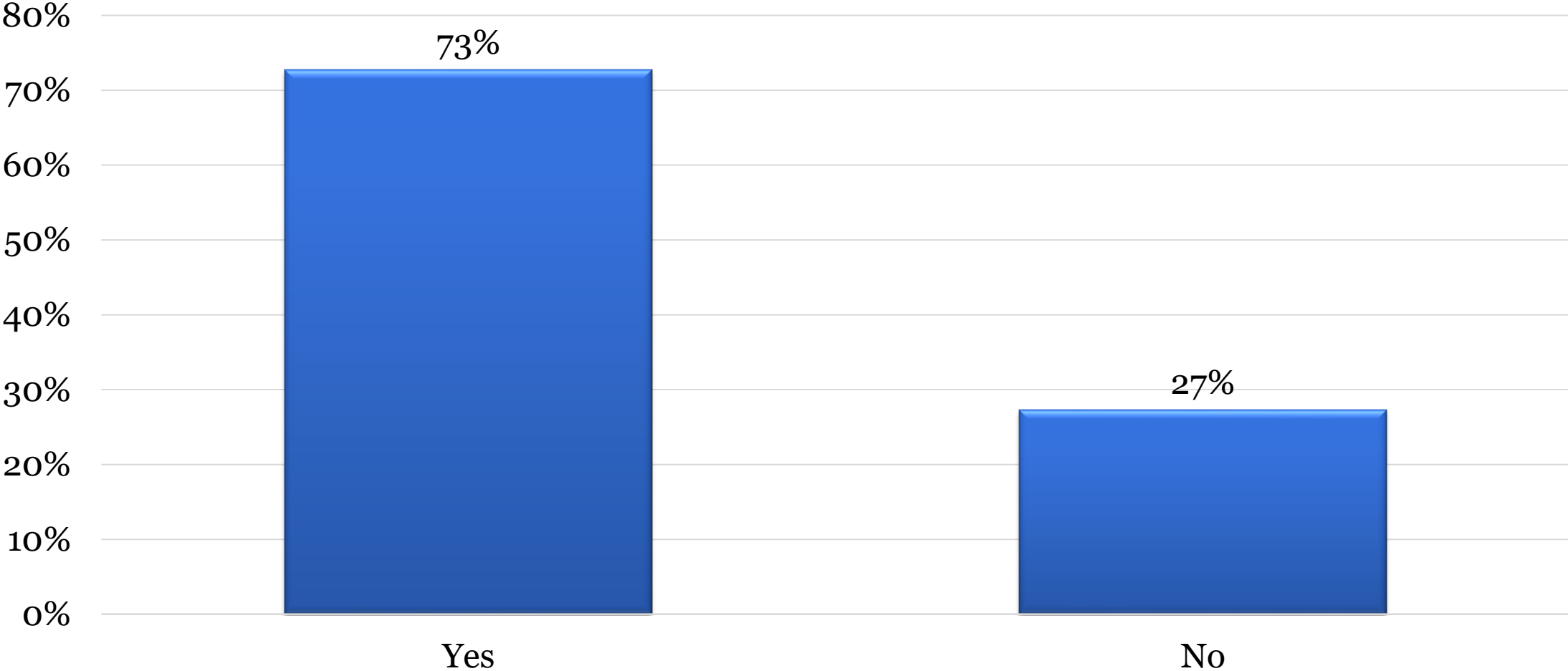
Predominant Production/Hourly Workweek



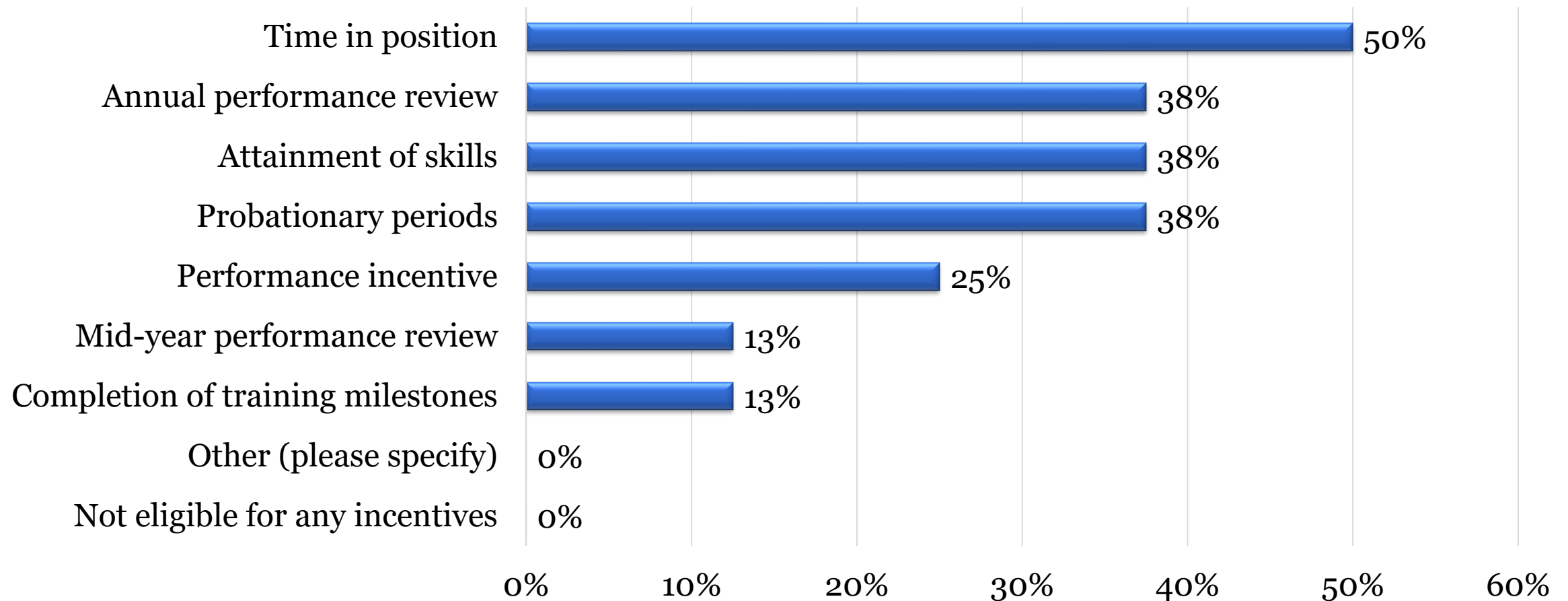
Progressive Wage Structure in Place



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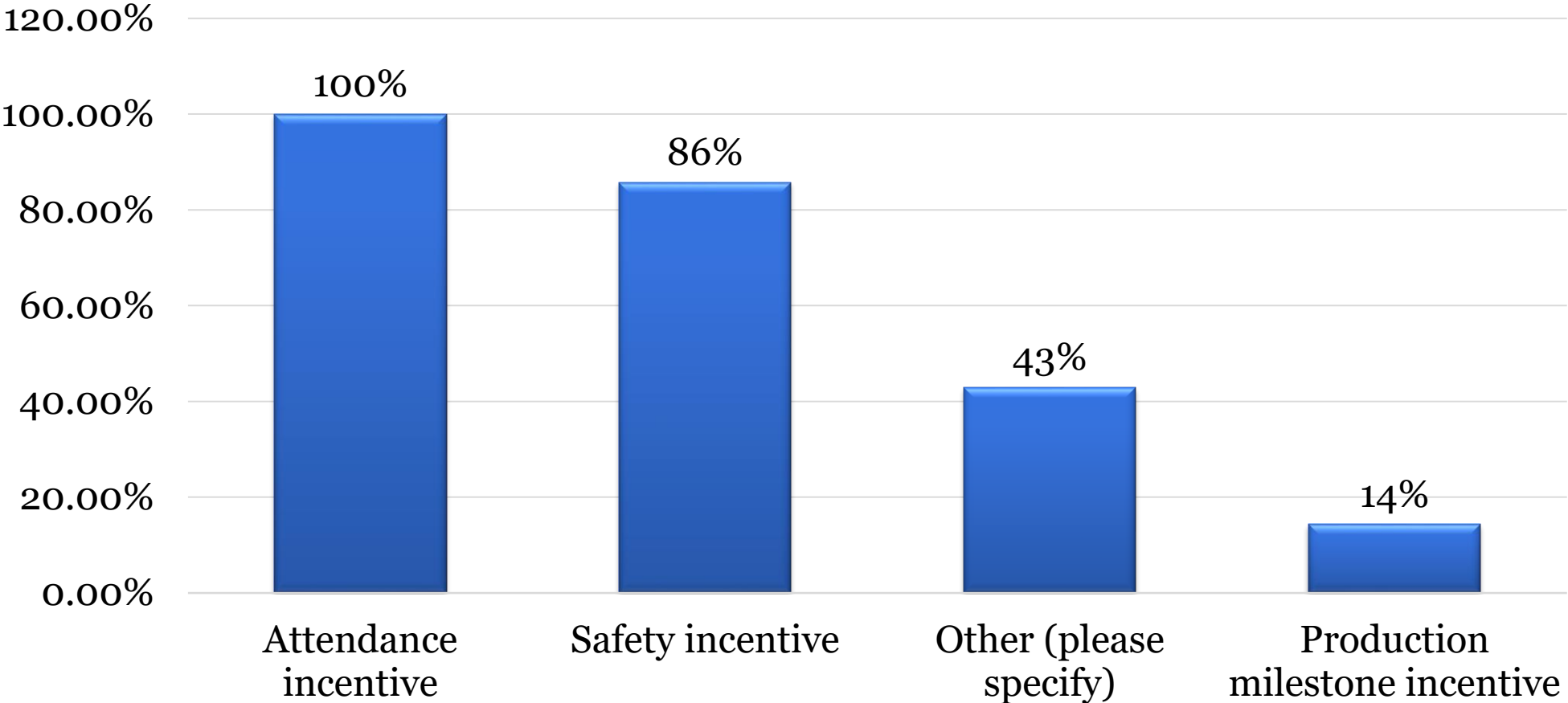
Trigger for Progression in Wages



Incentives Employers Offer

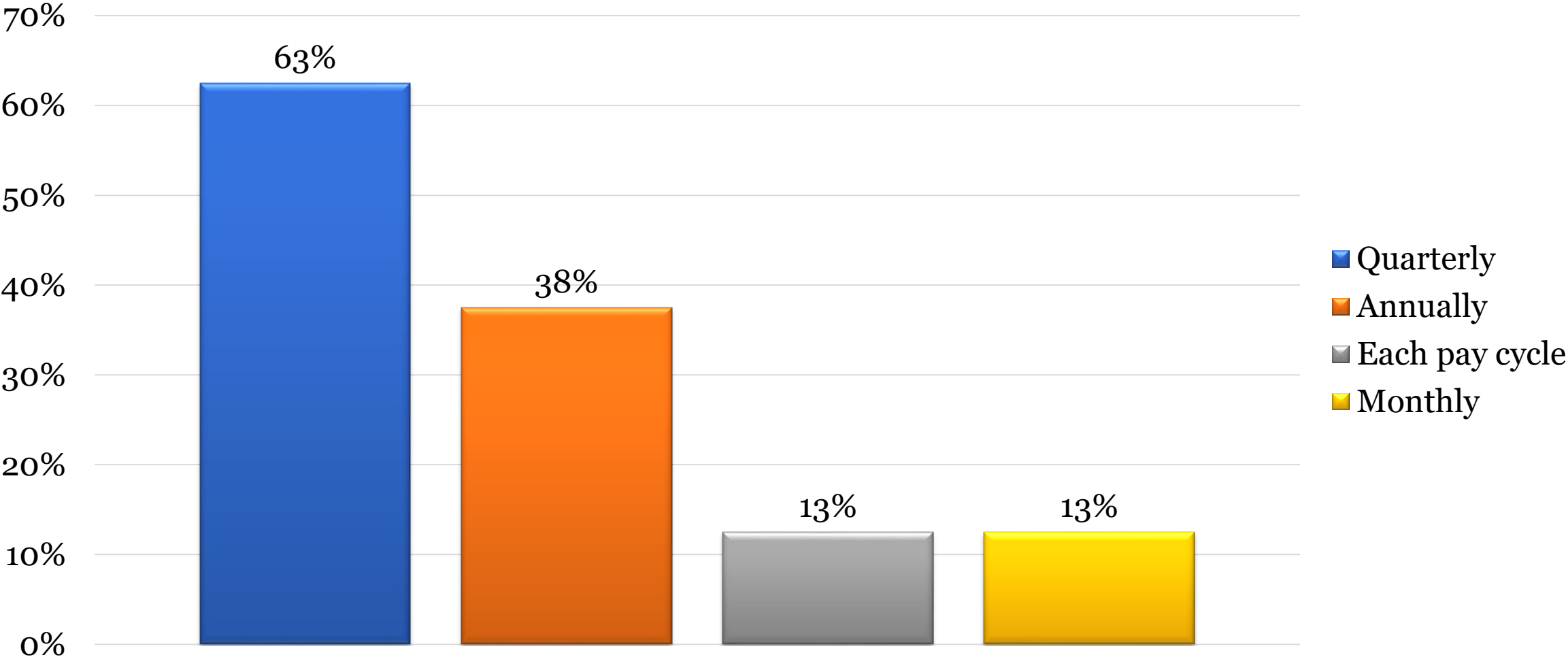


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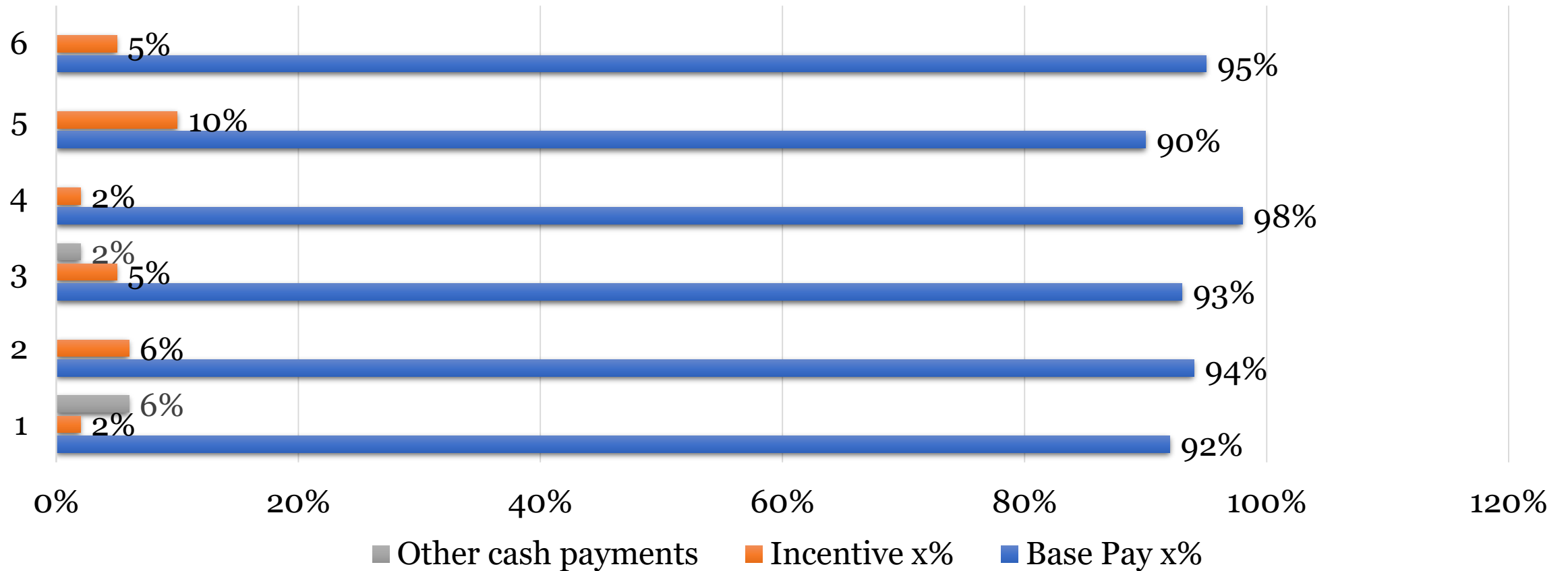


Note Other:
Specific metrics met for each plant location

Time Period in Which Incentives are Paid



Employers are Providing Base Pay + Incentives



7 employers responded to this question. 2 employers said base pay is 96% and incentive is 6% of total pay.



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Direct questions regarding this survey to:
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