Employee Investment to Increase Engagement & Retention

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Ranita Jain, The Aspen Institute
October 21, 2020

**Mute mics/phones***

Employee Investment to Increase Engagement and Retention

October 21, 2020
IMEC Webinar
Overview of Discussion

Background on IMEC and the Genesis Initiative

Discussion of evaluation results

3 key best practices to develop people strategies

About CWFA and the Genesis Initiative

Philanthropic Collaboration at The Chicago Community Trust
- About a dozen foundations that pool resources to support workforce initiatives.
- Focus includes helping employers succeed through investing in workforce.
- Also brings national funders to Chicago, in this case the Kellogg and Hitachi Foundations

Genesis Initiative
- Started in 2014 as long-term flexible support to IMEC to develop a new approach.
- Built on the Hitachi’s “Pioneer Employer” concept - employers deriving competitive advantage through making human capital integral to business strategy.
- Enabled IMEC to experiment with client engagement, build its own capacity, and eventually make a human capital solutions integral to its work with companies.
How IMEC works with companies through Genesis?

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<tr>
<th>Type of Actions</th>
<th>Categories of activities</th>
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<tr>
<td>&quot;Process&quot;</td>
<td>• Implementing quality assurance review procedures • Technology adoption • Organizing workspace</td>
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<tr>
<td>&quot;Product&quot;</td>
<td>• New product development • Improving pricing &amp; bidding strategies</td>
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<tr>
<td>&quot;People&quot;</td>
<td>• Employee engagement surveys • Training for frontline supervisors • Developing job descriptions • Developing internal career pathways</td>
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About the Evaluation

4-year evaluation (2015-2019)
Conducted in partnership with Portland State University and UNC-Chapel Hill

- What are the business outcomes for companies that have participated in the Genesis project, and to what extent have improved business outcomes resulted in improved livelihoods for front-line workers?

- What does the change process for companies participating in Genesis look like?
Who are Genesis Firms?

• 22 companies participated

• Metals and machine-related most prominent

• 83% of firms located in the suburbs

• Median annual sales of $4.3 million, 39 employees

• 50% of firms experienced sales growth over the past two years

Who are Genesis Firms?

• In over one third of firms, one racial/ethnic group represented more than 75% of the production workforce, most often Latino

• Bimodal distribution of wages:
  • 44% of firms have average production wages less than $15/hour
  • 44% have average wages above $20/hour

• Almost a third (29%) of firms indicated no employees were offered health insurance

• 21% of firms had formal job ladders with pay progressions
Outcomes for Participating Companies

- 55% increase in sales for Genesis firms (compared to 37% for non-Genesis)

- 55% Genesis firms reported retaining sales (compared to 39% of non-Genesis firms)

- 71% of Genesis firms reported costs savings (compared to 47% of non-Genesis)

Outcomes for Workers

- Average annual earnings for all workers employed by Genesis companies increased by 12% in real, inflation-adjusted terms from 2014 to 2017.

- Year-over-year increases in earnings for workers making < $50,000 nearly doubled (5.4% increase 2014 to 2015; 9.9% increase 2016 to 2017).

- Average worker turnover rates among all Genesis companies declined from 5.5% in 2015 to 4.3% in 2017
Practices to Support Business and Worker Success

1. Employee Engagement Survey
2. Supportive supervision
3. Company champions

OCTOBER IS MANUFACTURING MONTH!
Igniting Careers in Manufacturing Series

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<td>Oct 23</td>
<td>Robots 101: Putting Automation to Work</td>
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<td>Oct 27</td>
<td>Manufacturing Leader Buzz Session: Grow, Groom and Nurture Your Team</td>
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<td>Oct 28</td>
<td>COVID-19, the Recession, and the Impact on Manufacturing</td>
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<td>Featuring: Michael Horrigan, President of the W.E. Upjohn Institute</td>
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Visit [www.IMEC.org/Events](http://www.IMEC.org/Events) to register

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<td>Onboarding New Employees for Long-Term Success Webinar</td>
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<td>Oct 14</td>
<td>Meeting OSHA Requirements in the Age of COVID-19 Webinar</td>
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<td>Oct 20</td>
<td>The Financial Benefits of a Neurodiverse Environment Webinar</td>
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# National Cybersecurity Awareness Month

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