THE RESOURCE

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Labor & Industrial INSIGHTS® Magazine

MANUFACTURING NEEDS JOB SEEKERS, NOT JOBS

INSIDE

From The CEO

THE RESOURCE

At The Resource we are passionate about our story and the stories of evolution our clients have to tell.

Best Regards,

Kathy Hartung, CEO

We like to say we are revolutionizing the way companies handle their greatest assets, their people. In practically every company in the US, the 80/20 rule still stands. You can *easily* identify your key employees, the cream of the crop. So often though, employees outside the top performing 20 percent get looked at as underperforming, when *really* it's just that they are in the wrong position.

The hiring landscape is continually changing, as CEO, I felt that in my own company. Companies needed a hiring system that is a standalone predictor of future performance.

The Core Hiring System reveals the kind of position a person is designed for based on their core unchanging nature, and then matches them to a position within a company where they *will be* a top performer. By optimizing the talent you have, and positioning you to only hire the right people, we are showing companies the effect of having a top performer in every seat.

We dig in with our clients to understand each position based on specific revenue generating tasks to create a Job Blueprint. Then we use The Core assessment to go beyond a person's skill, experience or even attitude and look at how they are hardwired to perform the tasks the position requires. We work alongside you to ensure that you only consider future top performers.

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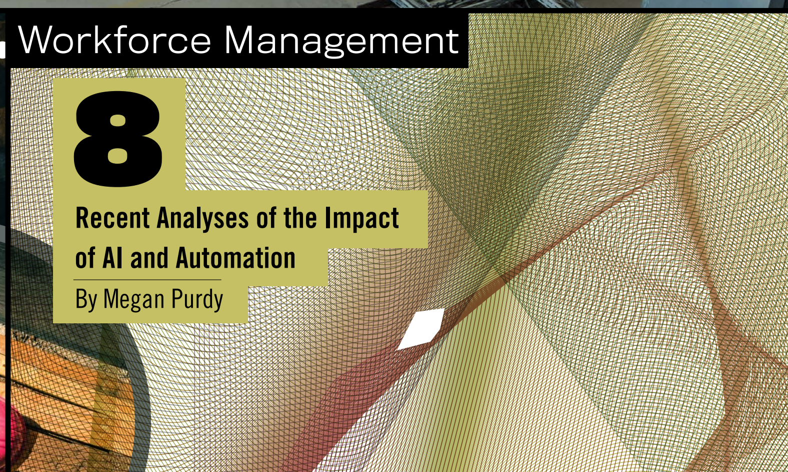

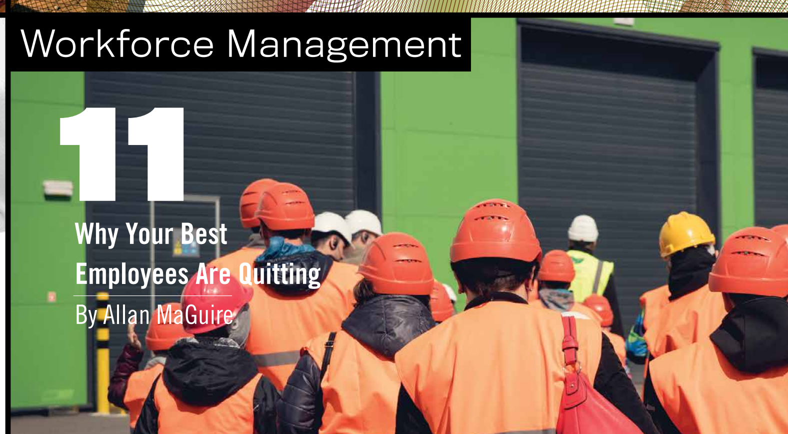

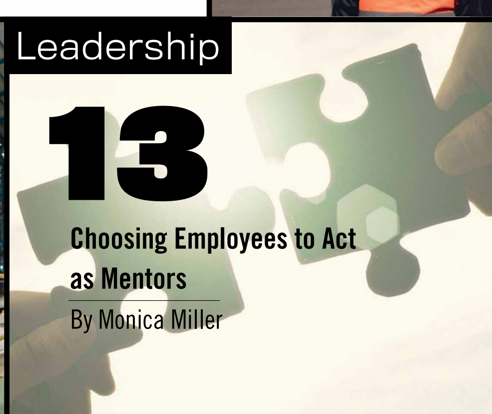

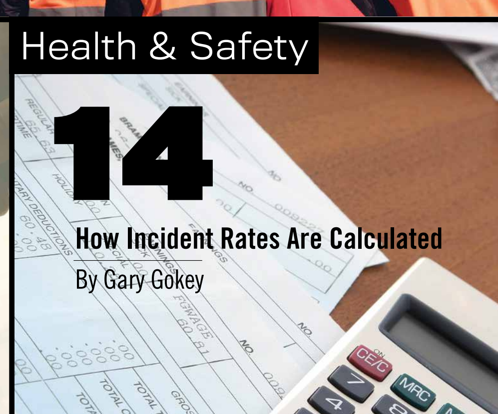

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MANUFACTURING NEEDS JOB SEEKERS, NOT JOBS

BY ANTHONY PANISSIDI

Once the backbone of the middle class, for decades the U.S. manufacturing industry provided stable blue-collar jobs that paid well and required little education. After years of automated technology replacing workers and the outsourcing of jobs spurred by globalization, however, the manufacturing industry's share of nonfarm payrolls plunged by half during the last quarter-century, from 16% in 1990 to 8% in 2016, according to the Bureau of Labor Statistics.[1] Regardless of whether that momentum is reversed, the manufacturing industry must solve a much greater problem: it already faces a major talent shortage due to a widening skills gap. In fact, the industry will create 3.5 million jobs through 2025—but 2 million of them will go unfilled.[2]

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Given the constant gloomy rhetoric, the manufacturing industry's problem of too few workers for too many jobs seems surprising. However, as technology's influence grows, the industry needs higher-skilled workers with advanced, technical education. Meanwhile, manufacturers will transition away from the low-skilled production occupations of the past, which will decline by 3.1% through 2024, according to the Bureau of Labor Statistics.[3]

Compared to the far-more-challenging task of bringing back jobs by reversing economic trends, the manufacturing industry exerts much greater control over regaining job seekers' interest. Ironically, the industry can use technology—the very entity responsible for so much disruptive change—to save itself. Armed with the right talent acquisition software, manufacturers can reach and attract the job seekers that they so desperately need.

GET A MAKEOVER

The manufacturing industry makes goods, but now it needs to focus on remaking its image. Today, the industry is strongly associated with abandoned factories whose rusted walls and shattered windows evoke memories of the sector's long-gone glory days. Meanwhile, no matter how necessary or well-intentioned it may be, the constant talk about reviving the industry arguably does more harm than good by serving as a reminder of its fading economic significance. If manufacturers hope to lure job seekers, they need to change that perception—which they can do by touting the changing composition of their workforce.

Long associated with factory workers, the manufacturing industry's hiring of such production jobs accounted for less than a quarter of its total hires in 2016, while 40% fell into the "other" category—including computer and math-related fields (at 9%).[4] With hopes of attracting the attention of today's more-educated job seekers, the industry must publicize the growing breadth of its career offerings in such areas. For starters, it should consider investing in appropriately branded career sites: 78% of job seekers consider the professionalism, look, and feel of a company's career portal as a moderately to highly important factor in deciding whether to apply for a job.[5]

FIND FRIENDS

Though smaller than in previous decades, the manufacturing industry remains one of the strongest performing industries in the USA: it still contributes about 12% of the total GDP.[6] With the nation's economic well-being at stake, the industry should feel some pressure to preserve that percentage, which makes the challenge of overcoming the talent shortage all the more daunting. However, nobody says that talent-acquisition professionals must solve the problem alone. Just as any other industry, the manufacturing industry can turn its current employees into an army of recruiters through an employee referral program. By leaning on employees for help, the industry can diversify its sourcing streams while making better hiring decisions: nearly 45% of employers cite employee referrals as their best hires.

SOCIALIZE

On career sites, job boards, and other outlets for candidate outreach, the manufacturing industry should advertise its job openings wherever possible. However, the industry may get the best chance to position itself in front of the young job seekers that it needs the most through social media, because 43% of social media users between the ages of 18 and 29 "used social media to look for or research a job."[7] With that knowledge, the manufacturing industry should focus at the very least on developing a presence on the "big 3" social media platforms (Facebook, LinkedIn, and Twitter).

LOOK TO THE FUTURE

The manufacturing industry must take action in order to address its current lack of qualified workers—especially because this problem will get only worse over the next decade or so. By strengthening their outreach efforts and exploring new strategies for attracting top candidates, companies can position themselves to be prepared for the next era of manufacturing.

Anthony Panissidi is a social media coordinator at iCIMS Inc., a leading provider of innovative Software-as-a-Service (SaaS) talent-acquisition solutions that help businesses win the war for top talent. To learn more about how iCIMS can help your organization, visit www.icims.com.

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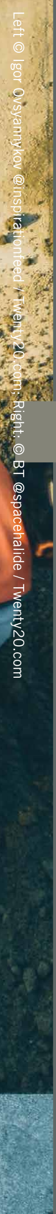
LEVERAGING "BORROW" RECRUITING TACTICS to Meet Your STAFFING NEEDS

BY SHARLYN LAUBY

Whenever an organization is looking for talent, that doesn't necessarily mean it must fill a full-time position. Many organizations, regardless of size, have a need for specialized skills but sometimes only want an extra set of hands for a few weeks or a couple of months. They would love to find people who can be regular (but nonpermanent) extensions of their operations. That's why organizations are increasingly using "borrow" tactics to meet their staffing needs: instead of hiring full-time employees for some needs, they're bringing in freelancers, contractors, or consultants to complement their regular full-time workforces.

According to a study by Intuit, by 2020—fewer than three years from now—"contingent workers will exceed 40% of the [U.S.] workforce."[1] Thanks to this increase in self-employment, organizations have more and more opportunities to leverage independent work by borrowing talent when they need it.

But utilizing borrow tactics requires a shift in the company's mindset. For years, organizations have regarded freelancers as "temporary" or "dispensable" workers. Those days are over. To implement borrow tactics successfully, organizations should view contingent workers as an essential piece of their staffing strategy.



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ADVANTAGES AND CHALLENGES

The biggest advantage to borrowing talent is the efficient utilization of resources. Organizations can get specialized talent exactly when they need it without having to hire full-time employees. In addition, borrowing lets companies retain experienced employees who are transitioning to semi-retirement and interested in part-time opportunities. Through borrowing, organizations can also attract former employees who are looking for side jobs.

One benefit of using borrow tactics is having freelancers who are available when the company needs them. But those freelancers will be interested in the work only if they feel connected to the organization. Maintaining—and strengthening—that connection involves paying attention to their engagement.

Companies need to find new ways to keep consultants and contractors connected even when they aren't working for those organizations. Managers must be able to effectively select, engage, and maintain relationships with their freelancing teams. Vendor management isn't a skill required only in procurement departments but one that must be developed at every level.

IDEAS FOR IMPLEMENTATION

Although certain industries have been using contingent workers for decades, this practice can be implemented across a wide range of fields. In particular, businesses with defined peaks and valleys might find using contingent workers a great way to staff up during busy times and staff down during slower periods. For example, similar companies with oppositely timed peaks and valleys could share job openings with each other—a practice that not only helps both businesses find the staff they need, but also keeps talented freelancers engaged with those companies.

A tenured workforce is another group with which companies can utilize borrow tactics. With Pew Research estimating that "10,000 baby boomers will reach age 65" every day until 2029, organizations are looking for new ways to prepare for those departures.[2] For both health-related and financial reasons, more and more people are continuing to do some type of work during retirement. Companies that offer freelance or consulting work to retirees can benefit from those employees' experience and expertise.

Borrow tactics also work well with parents who choose to leave traditional jobs in order to have more freedom as freelancers. In those situations, organizations don't necessarily have to lose those employees' knowledge and skills. Many of them would be open to part-time work arrangements that give them the flexibility they need.

A NEW RECRUITING MENTALITY

Part of HR's role is to make sure that newly created positions are truly necessary and provide value. That means that HR needs to be able to move beyond the traditional "all jobs are full-time jobs" perspective and be willing and able to consider contingent worker roles. If they can develop a new recruiting mentality and treat freelancers as an extension of the workforce, companies can develop a well-publicized contingent workforce strategy that supplies the talent they need and helps with retention. ■

Sharlyn Lauby is the author of HR Bartender (www.hrbartender.com), a friendly place to discuss workplace issues. This article was reprinted with permission from Alongside (https://www.alongside.com/), a company that bridges the communication gaps to create a better hiring experience for both employers and job seekers. You can connect with them on Twitter at @AlongsideHR and @HRBartender

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Recent Analyses of the Impact of AI and Au

BY MEGAN PURDY

With artificial intelligence (AI) and automation becoming increasingly widespread, the business world is busy trying to figure out how to integrate these new technologies into the workplace. Managers, researchers, and industry thought leaders are asking, "Can we enjoy all the benefits of automation without someone losing out?" Some of the specific issues they're exploring include the positive, transformational impact of automation on young and old workers; the negative disruptive impact of automation on low-skill, low-wage, working populations; and how organizations can reconcile the positive with the negative. Here's a roundup of some of the most recent publications on these topics.

"CAN CHATBOTS REPLACE YOUR SUMMER INTERNS?" (FAST COMPANY)[1]

Internships are supposed to be educational experiences for the interns, but all too often they end up being opportunities for organizations to catch up on their filing. That's why there's a push to overhaul internships from top to bottom, rebuilding them around work that provides value to both interns and organizations. One way to achieve this goal is through automation: if it's possible to have a chatbot, rather than an intern, complete a menial task, why not make the replacement? Unlike interns, who must be hired, trained, and supervised on an annual basis, the chatbots require only a one-time cost. Chatbots also provide consistency and continuity, thus eliminating any worry about whether the new crop of interns knows how to alphabetize or understands professional e-mail protocol. Chatbots (and other automation tools, such as more sophisticated AIs) may make it harder for new graduates to find internships, but maybe that's a good thing, because it clears the field of exploitative positions and leaves spaces for those who are truly interested in substantive learning and training.

"OLD AND YOUNG POPULATIONS NEED AUTOMATION, BUT FOR DIFFERENT REASONS" (MOTHERBOARD)[2]

New research from McKinsey Global Institute suggests that automation will be "a necessity in order for countries around the world to meet their growth and development goals" and that it hugely benefits both the old and the young. Developed countries with aging populations benefit from automation because automated processes require fewer workers, thus matching (decreasing) population trends. Developing countries with young populations benefit from automation because as it increases, rapid economic development still requires massive amounts of labor, and automation presents an opportunity for that labor to be directed toward higher-skilled jobs. In an interview with Motherboard, one of the McKinsey study authors, Michael Chui, explained, "Rather than aiming to manage for mass unemployment, we really need to make decisions that allow for mass redeployment of labor, so that all the people can be working with all the machines to give us economic growth."

utomation

"IS AUTOMATION WARPING THE LABOR MARKET AS DRAMATICALLY AS WE THINK?" (MIT TECHNOLOGY REVIEW)[3]

"Are robots stealing our jobs?" is one of the main questions that comes up in discussions about automation. A recent study by the tech-industry–funded Information Technology and Innovation Foundation (ITIF) argues that fears of a robot apocalypse are overblown and that automation may actually have a long-term positive effect on the job market. Challenging the ITIF position, other researchers point out that "technologies are developing skills that are far more human-like than those that have gone before them—so they could wipe out many more of the skilled jobs that have so far resisted automation." In short, the jury is still out on this question.

"WHY AUTOMATION IN THE AGE OF AI WILL CHANGE THE WAY WE THINK OF WORK" (TECH REPUBLIC)[4]

In an interview with Tech Republic, AI expert Moshe Vardi discusses the importance of shifting perspective when evaluating the impact of automation on work:

With new employment trends, said Vardi, you need to ask three things: Are we creating enough new jobs? Are we creating them fast enough? And, what skill level do the new jobs require?

Importantly, Vardi points out that looking past the overall trend to local trends is essential to understanding economic change. During industrialization, millions of workers were rapidly displaced from their agricultural jobs but after moving to urban hubs could find work in factories relatively easily. That isn't the case for the current wave of automation, because the most important skillsets in modern manufacturing take years, not weeks, to learn. Rather than depend on a large-scale return of manufacturing jobs, companies should figure how to "get the workers to adapt" to the increasing numbers of "higher value kind of jobs, in higher value industries."

"FUTURE JOB AUTOMATION TO HIT HARDEST IN LOW-WAGE METROPOLITAN AREAS LIKE LAS VEGAS, ORLANDO, AND RIVERSIDE-SAN BERNARDINO" (INSTITUTE FOR SPATIAL ECONOMIC ANALYSIS)[5]

A new study from the Institute for Spatial Economic Analysis (ISEA) looks at which American cities stand to lose the most jobs to automation. To no one's surprise, low-wage working populations are the most vulnerable to being made redundant. ISEA expects to see the pace of automation to rapidly increase over the next one or two decades; consequently, labor market churn will drastically increase. In some U.S. cities, up to 65% of jobs are vulnerable to automation.

Like it or not, automation and AI are here to stay. Their impact on the workforce is still being defined, and no one quite knows exactly how things will end up. One this is certain, though: organizations need to pay attention to developments in this area so they don't get caught off guard when and if big changes do take place.

A former recruiter and HR professional, Megan Purdy is the managing editor of the Workology website. She can be reached at megan@blogging4jobs.com.

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Coming Home: How to Bring Military Backgrounds into Corporate Settings

BY TRACY CLEMENTI

"Dedicated."

"Mission-focused."

"Skilled at working in collaborative environments."

In nearly every hiring scenario, recruiting teams are constantly on the lookout for these attributes. But how many of those recruiters have considered looking for them in people with military backgrounds?

Former military personnel are often strong job candidates. However, they typically have very specific skills and competencies that don't map directly to corporate positions. By shifting their perspective, hiring managers can attract these candidates and explore the potential for translating their military backgrounds into corporate settings.

IDENTIFY THE RIGHT JOB OPPORTUNITIES.

Ask your recruiters to identify the positions that best align with military candidates' skills and experience, then tweak job descriptions to emphasize the skills and attributes that veterans have. Edit job postings to focus on what military candidates bring to the table, and consider removing less-critical requirements that they would not likely meet. As with any job candidate, to goal is to help former military personnel easily see how they could fit into the organization.

GET HIRING MANAGERS ON BOARD.

Making the hiring of former military personnel both an enterprise-wide initiative and a performance goal can provide the incentive that hiring managers need to embrace this new hiring strategy. To start on a smaller scale, talk with hiring managers about the benefits of hiring members of this group for the positions you've identified. Help them understand this unique talent pool's potential for their own departments and business objectives.

COACH THE HIRING TEAM ON INTERVIEWING.

A typical interview question such as "How do you handle conflict?" will carry a different meaning for former military personnel and won't necessarily generate the desired insights. Coach your recruiters and hiring managers on the types of questions that will enable these candidates to present themselves, their skills, and their strengths with authenticity.

TAILOR YOUR APPLICATION PROCESS TO THEIR LOGISTICS.

These candidates may be job hunting before they've separated from the military. Often they're still working around-the-clock shifts and may be planning to relocate once their military careers have ended. Make it easier for active military personnel to engage with your company by offering on-demand voice and video interviewing. Virtual hiring allows them to apply on their own schedules and from any location.

Preparing hiring managers to successfully engage with military candidates can improve an organization's ability to tap into this valuable—yet often overlooked—talent pool. Actively seeking the contributions of former military personnel may be one of the most meaningful ways to express appreciation for their service. It's also a smart strategy for building up and strengthening the quality of a company's workforce.

Traci Clementi is a client advocacy marketing manager at Montage. Visit them at www.montagetalent.com.

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Why Your Best Employees Are Quitting

BY ALLAN MAGUIRE

No one likes losing good employees: recruiting, hiring, and training new workers costs both time and money. Although employees sometimes quit their jobs for reasons that are beyond the company's control, often they leave for workplace-related reasons. In those cases, companies need to understand what those reasons are and then address them—both to persuade departing employees to stay (or return) and to ensure that employees never want to consider leaving in the first place.

THEY'RE BORED AND FEEL LIKE THEY'RE STAGNATING

There's nothing like being stuck in a rut for killing whatever passion someone may have once had for a job. No one wants to feel like he or she is stuck at a dead end, doing the same thing day in and day out until retirement. If your employees are disengaged, bored, or unchallenged in their work, rest assured that they'll soon look elsewhere for something more fulfilling. If your people don't feel motivated, inspired, and like they have adequate opportunities for advancement, you'd better start booking their goodbye lunches now.

THEY'RE BEING WORKED TO THE BONE

Routinely overworked employees are unhappy employees. And unhappy employees leave companies. Nothing will burn people out quicker than piling more and more work on them without recognition, reward, or financial compensation. This overload is particularly common with the best and brightest staff members, whose talent and capability make it easy for managers to keep increasing their workloads to unsustainable levels. Eventually, those employees will feel like they're being punished for being good at their job—and they'll resolve that situation by going elsewhere to work for someone who will treat them fairly and compensate them for doing all of that additional work.

THEY HAVE A BAD RELATIONSHIP WITH THE BOSS

This is one of the primary reasons why people leave good jobs. When the worker-manager relationship unravels for any reason (whether it's because of the boss's shortcomings or a clash of personalities), employees tend to hit the road. Good bosses are good leaders who give clear direction, communicate effectively, inspire confidence, and listen to their staff. If several employees who share the same manager quit in rapid succession, then maybe it's time to question whether that manager is in the right position given his or her skills.

THEIR ACHIEVEMENTS AREN'T RECOGNIZED

Everyone likes to be recognized for a job well done. The form of the recognition can vary wildly (e.g., a raise, a promotion, a cash bonus, a simple "thank you"), but the most important thing is to actually give it. Failing to recognize employees' good work effectively amounts to demotivating them—and promoting undeserving individuals is as good as sending your overlooked hard workers out the door and into the arms of another organization.

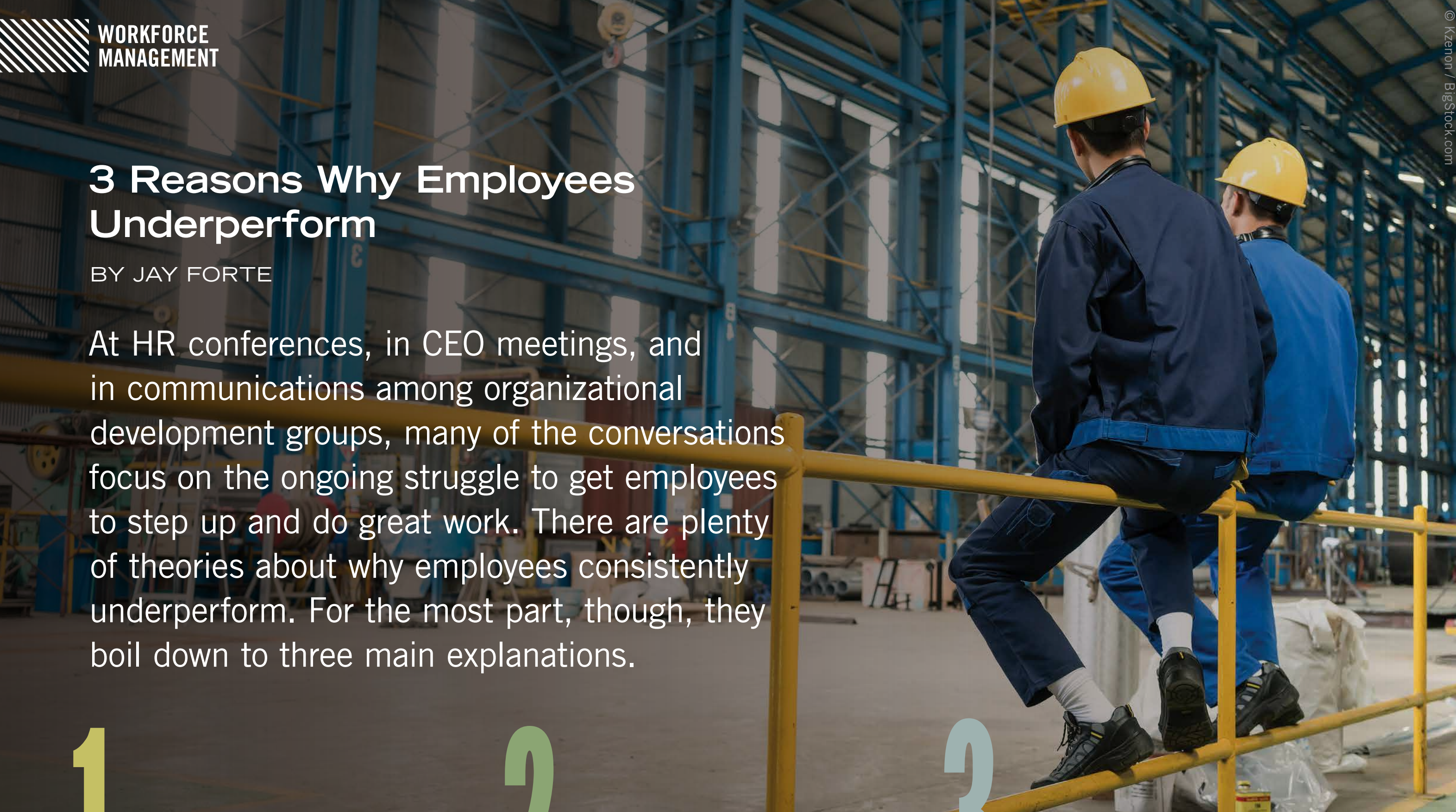
THEY DON'T HAVE A POSITIVE WORK CULTURE

Do your employees feel that their workplace is friendly, inclusive, and supportive? Do they feel valued both as workers and as people? If your answer to any of these questions is no, then be prepared for a revolving door of employees. People spend a large proportion of their adult lives in the workplace, so if it's a toxic environment, they will walk out in search of one that appreciates them and treats them with respect.

MAKING CHANGES NOW WILL BENEFIT YOU IN THE LONG RUN

Retaining good employees is infinitely more cost-effective and resource-friendly than getting trapped in an endless cycle of resignations and hiring. When people are happy in their work lives, they are much less likely to leave. By making some simple adjustments in your organization, you can save yourself the pain of replacing yet another person and inspire loyalty and longevity in those who work for you.

This article comes from Jazz (www.jazzhr.com), where they're on a mission to make recruiting and hiring easy, effective, and scalable no matter what growth looks like at your company. The Jazz Performer Platform doesn't just help your company grow, it can help your recruiting process grow up, putting you on the path to hiring "Performers Only."



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3 Reasons Why Employees Underperform

BY JAY FORTE

At HR conferences, in CEO meetings, and in communications among organizational development groups, many of the conversations focus on the ongoing struggle to get employees to step up and do great work. There are plenty of theories about why employees consistently underperform. For the most part, though, they boil down to three main explanations.

1 EMPLOYEES ARE INCAPABLE

An incapable employee is one who does not possess the abilities required to fulfill the requirements of his or her job. Every job has a specific set of activities that are key to the successful performance of the role. For example, an accountant's activities include closing the books, creating reports, analyzing performance, and ensuring compliance with procedures; an accountant who does his or her job well is analytical, methodical, and detail-oriented. Similarly, a site manager must hire talented people, manage work schedules, advance results, and meet deadlines—all activities that require him or her to be strategic, organized, driven, and results-oriented. Often the primary reason for employee underperformance is the hiring of employees who are not good fits for their roles because they lack the abilities that align with the job's specific needs.

Solution: When defining the performance profile of the job, be sure to describe the required abilities. Hire for ability as well as for skill and experience.

2 EMPLOYEES FEEL DISCONNECTED

Employees who are disconnected do not share or understand the direction and mission of the business. They have no emotional connection to the organization. But when a company's mission aligns with an employee's personal values, that employee is more engaged, committed, and passionate about his or her performance. Think of how Google employees feel about innovation, how Starbucks employees feel about coffee, how Zappos employees feel about service, and how Patagonia employees feel about the outdoors. Employee performance is fueled by passion and values—and diminished by lack of interest or connection.

Solution: Clearly articulate the organization's vision and mission. Source and hire employees who share those values.

3 EMPLOYEES DON'T UNDERSTAND EXPECTATIONS

Most employees do not understand their specific performance expectations: they don't know what a successful or "done right" outcome is. They have no performance standard. Employees need guidance about what a successful performance outcome is so that they can be held accountable to deliver it. Make sure employees know exactly what they are supposed to accomplish (submitting an accurate daily dashboard report to the CEO each morning, for example, or completing a certain amount of sales within a 30-day period). With this knowledge, they can then use their abilities to determine how to deliver the desired outcome.

Solution: Improve the clarity of performance expectations to ensure that employees know what is expected and can perform accordingly.

In order to achieve—and sustain high performance—employees must have abilities that fit the activities required of their jobs, share the organization's values and mission, and clearly understand their performance expectations. If managers don't set the stage for success, they can't expect their employees to bring their A games to work. But once the stage is set, it is fair to expect great performances.

Jay Forte is the president and founder of TGZ Group. He is the author of *Fire Up! Your Employees and Smoke Your Competition: How to Invite, Incite, and Ignite Employee Performance* and *The Greatness Zone: Know Yourself, Find Your Fit, Transform the World.* He can be reached at jforte@tgzgroup.com.

Choosing Employees for Mentors

BY MONICA MILLER

Mentors play an instrumental role in the personal and professional development of employees at all levels within the company. The most effective place for a mentor is within the onboarding of new employees. The mentee is able to advance at an accelerated rate by passing roadblocks that might have occurred in the first months on the job.

Are you a leader preparing the companies areas of focus? I highly recommend rolling out a mentorship program and selecting a passionate program manager to lead the program. A mentorship program motivates current employees and builds confidence in employees entering the organization. In order to find the best employees for the mentor program, you need to focus on the top characteristics found within the most successful mentors.

COMMITMENT

There are some employees that talk the talk and others that walk the walk. The best mentors are the ones that talk the talk and walk the walk. They will make statements that XYZ will need to be handled before completing project 245. And, they will have the ball rolling within the hour working across departments to make it happen. They know everything about the organization and are familiar with everyone working for the company. Their lives rotate around making themselves and the company successful. Ask them to be a mentor! As Ace Ventura say's in *Pet Detective*, "Fits Like A Glove!"

CAMARADERIE

The most important characteristic to find in a mentor is the ability to connect with the mentee. This really takes a highly skilled individual within the company that understands personality assessment. Someone who is able to connect the right mentor with the right mentee. Such individuals can be found in the human resource or recruiting departments. Ask around the company, as they are typically known well by others.

DISCRETION

The individual within the organization that can be trusted with the most confidential information has the ability to offer a place of trust for the mentee to share personal information in order to help them develop the skills wanted and required. This employee can be found listening to others with great intent with a fountain of wisdom to share when needed. *"There was great difference between persons and, discretion did not always accompany years nor was youth always without it"* It is best to not focus on age when seeking the employee that possesses discretion.

INTEGRITY

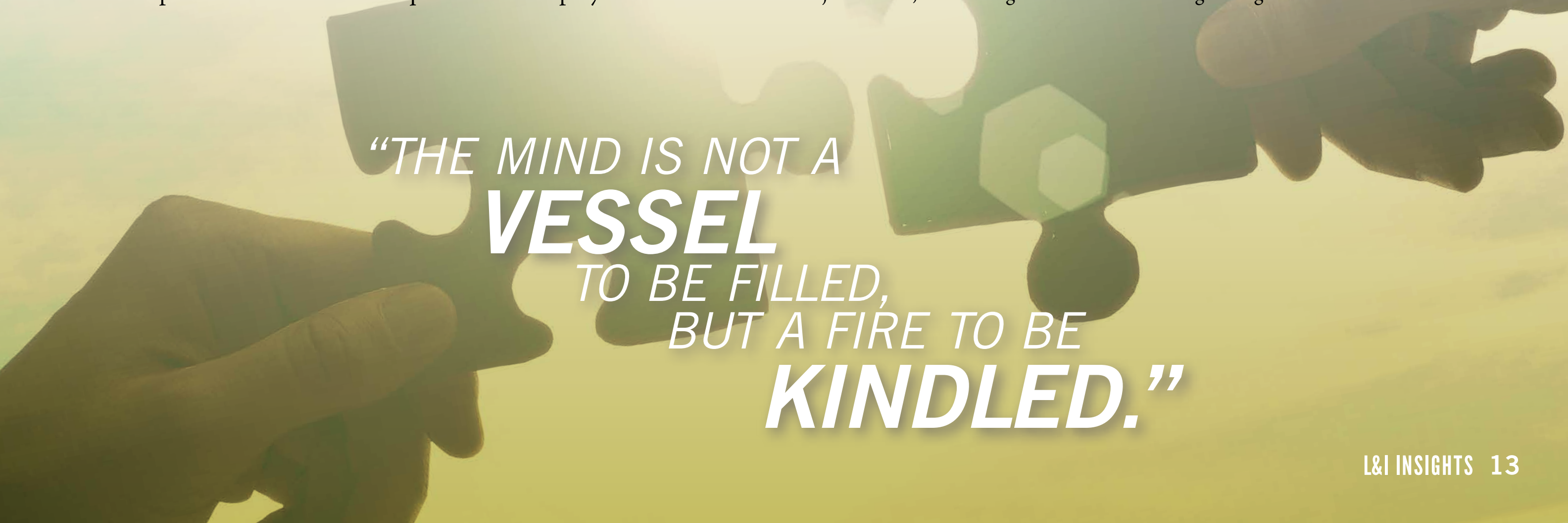
In order for the mentee to trust their mentor and soar like an eagle, they must be able to respect their mentor during the mentorship. The best example of a mentor with high integrity was in the movie *The Karate Kid*. The meaning expressed through the words of Mr. Miyagi, "Wax On, Wax Off" taught the young Daniel Son to appreciate every step within each lesson as building blocks for achieving the overall goals. Seek the employee that all others respect and ye shall find the mentor.

MINDFULNESS

This employee will stand out from all others because their personality is infectious causing everyone around them to feel a sense of happiness and self-worth. Seek out the employee who is being kind to others and those that live by the karma codes. *"People accept only that person as their leader who is radiant with good knowledge and karma."*

I hope you are able to include a mentor program in your top strategic goals. All employees are in need of direction from their leaders and find inspiration and motivation through a selected mentor.

Monica Miller, CIR-PRC has worked in the healthcare industry for 12 years and transitioned from a C-Suite Executive Assistant into a Corporate Recruiter after completing a psychology degree. Her recruiting experience includes working with small and large businesses focused on behavioral and performance based interviewing. In her spare time, she offers pro bono career advice/resume writing to job seekers, connecting candidates with hiring managers via social media.



"THE MIND IS NOT A **VESSEL** TO BE FILLED, BUT A FIRE TO BE **KINDLED.**"

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How Incident Rates Are Calculated

BY GARY GOKEY

Every company regularly makes payments for different types of insurance. But how those rates are set is often a mystery to even the savviest managers. Many managers receive a statement, notice an increase, and just assume that some actuary has used an incomprehensible formula to create a number with no basis in reality.

Actually, several of the safety-related rates used by insurance companies and regulators such as OSHA are fairly straightforward. Having insight into how these rates are calculated can help managers address the underlying factors that determine them. Just as important, they'll be better able to measure the performance of their companies against that of other companies in their industries.

Incident rates give agencies such as OSHA a standardized way to measure a company's performance both historically and in comparison to other companies within its industry. Using standardized rates makes comparisons easier and more accurate. OSHA usually doesn't use the rates as part of enforcement efforts. Instead, the data helps the agency measure trends in workplace safety and identify areas of potential concern. Companies can use it to compare their own safety histories with national averages for their industries and peer groups, and insurance companies will use it as one more way to evaluate a company's safety performance.

OSHA RECORDABLE INCIDENT RATE

This is the most well-known rate and the one that provides the most common comparison point. It indicates how many employees per 100 employees have been injured or suffered an illness that had to be recorded under OSHA rules within the specified time period. It's easy to compute: simply multiply the number of recordable cases (from the organization's OSHA 300 log) by 200,000, and then divide that number by the company's total labor hours.

Why 200,000? The U.S. Bureau of Labor Statistics wanted to develop a standardized way to measure rates so that companies of different sizes could be compared fairly. The agency chose 200,000, because it represents the number of hours that 100 employees working 40 hours a week for 50 weeks would accumulate.

So if a company has 40 full-time employees who each work 40 hours per week, it has 1,600 total labor hours per week. Assuming that each employee gets 2 weeks of vacation per year, the organization's total annual labor is 80,000 hours (1,600 hours per week multiplied by 50 weeks of work in one year). If the company had 3 recordable incidents during the year, multiplying that number by 200,000 results in 600,000, and dividing *that* number by 80,000 yields a recordable incident rate of 7.5. That means that for every 100 full-time employees at the company, 7.5 of them will have had a recordable injury or illness.

THE DART RATE

Another rate that managers should understand is the DART ("Days Away, Restricted, or Transferred") rate, which it looks at the amount of time an injured employee is away from his or her regular job. An injured employee who is allowed to return to work but can't perform normal lifting for five days would be considered as a single incident for an organization's DART rate. To compute the DART rate, multiply the number of DART incidents by 200,000, and divide the result by the company's total labor hours. So if only 2 of the 3 recordable incidents from the previous example fell under the DART classification, those 2 would be multiplied by 200,000 to get 400,000, which would then be divided by 80,000 to yield a DART rate of 5.0.

OTHER RATES

To calculate the Lost Time Case Rate, which considers only incidents in which workdays were lost, multiply the number of lost-time cases by 200,000, and divide the result by the company's total labor hours to reveal how many employees per 100 employees lost time. To calculate the Severity Rate, which looks at incidents in terms of the actual number of days that were lost on average, simply divide the number of lost workdays by the number of recordable incidents. (So if an organization's employees lost a total of 24 workdays and there had been a total of 4 incidents, the average incident cost the company 6 workdays.)

DON'T OVER-REPORT INJURIES

Sometimes, companies that want to be careful about staying in compliance will include incidents on their OSHA 300 logs that really don't need to be there. Common examples are incidents that involve only first aid. These are not recordable incidents, even if the first aid is received at a clinic. Organizations that include that type of incident in their logs risk exaggerating their recordable rates.

HOW OFTEN SHOULD YOU COMPUTE RATES?

Because they describe past history, incident rates are what are known as "lagging indicators." They tend to be most useful when compared over several periods, which makes it possible to identify trends. Most medium-sized or larger companies would benefit from computing these rates each month and tracking the trends from month to month. A manager who starts to notice that his or her organization's rates are climbing needs to investigate to determine what's happening. If the rates are declining, it's a sign that workers are following safe practices and that the company's safety plan is working.

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