# Workforce Planning: Maximizing the New Reality of a Revolving Workforce

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## The LeBron James Effect

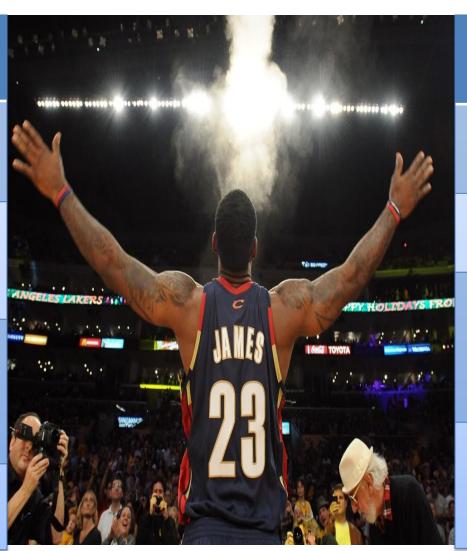
Impact to Cleveland:

Left the Cavaliers in 2010.

Franchise value plummeted.

25% attendance drop.

Losing record.



What We Can Learn

"A" players to "A" managers.

Pre-exit interviews.

Talent's short-term goals.

Development and the company's mission.

## The Millennial Effect

Millennial Branding Reports...

Majority Workforce.

Shorter tenure.

Multiple careers!

2:1 turnover.

Must increase millennial retention rates!



Noticeable Employer Trends

Losing talent for reasons.

Millennial turnover is costly!

Companies exploring retention programs.

**Millennial Values** 

Work-Life Balance.

Flexibility.

Workplace Culture.

Develop a plan.

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# **Engagement is Key!**

**Day 1: On-Boarding!** 

Mission Focus.

Role in company & connection to customer.

**Excitement &** Fun!

Half the turnover of peers.

22% more productive.



**Continue to** Engage!

Fortune 100 Best.

**Engagement &** Development.

Yummy vs. Yucky 1=3 rule.

Maintaining talent though engagement.



# **IN-Boarding to Create Resiliency**

Why?

Continuity.

Top performers rise!

Deeper Bench.

Aligns with company goals.



How?

No rigid job descriptions.

**Communication!** 

Identify employee's goals.

Present opportunities IN-Board.

# Transportation Best IN-Boarding Practices

**MAX:** 

DART, LA-Metro, Denver RTD, MARTA



In Collaboration with Cleveland State University, 22-month Rotation Management Development program.

### **Dallas Area Rapid Transit:**

Entry level skills training programs.

Management and Executive level

Leadership training via SMU Cox

School of Business.











## What CEOs Must Do

Identify Talent!

Onboard and Inboard!

Promote Engagement!

Understand the Millennial Workforce!



Encourage Development!

Develop Your Talent Pipeline!

Challenge your leadership team!

Become INTRANPENEURS!