

Maximizing Insights

Workforce Trends, Forecasts and Solutions from Maximizing Insights

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Employees **Stressing** Out on the Job

Chronic absenteeism, backaches, migraines, substance abuse, marital and family conflicts, financial problems, and poor job performance are some of the more obvious manifestations of job stress.

Less obvious but just as destructive are the pervasive feelings of frustration, hopelessness and anger that any stressed out employee carries to work each day, like so much extra baggage.

In a 2000 poll by the American Psychological Association, two-thirds of both men and women say work has a significant impact on their stress level, and one in four has called in sick or had taken a "mental health day" as a result of work stress.

And according to the Journal of Occupational and Environmental Medicine, health care expenditures are nearly 50% greater for workers who report high levels of stress. An organizational that recognizes these issues and strives to address them not only helps its employees but also helps itself.

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If improvement in productivity is the solution for increasing profitability while controlling costs, the challenger in the other in the corner is job stress.

Stress is said to be responsible for more than half of the 550,000,000 workdays lost every year, just from absenteeism not stress related illness. This accounts for the absence of one million workers a day are estimated to miss work due to stress problems.

Forty percent of employee turnover is due to job stress. The cost of job stress to businesses is estimated at \$200 billion per year. A recent Integra Realty Resource survey found that 12 percent of employees have called in sick, as a result of stress.

The 4 top causes of stress reported in a USA Today survey were:

54% - demands of the job

20% - co-workers

10% - boss

8% - layoff fears

Workers' comp payments for job stress, have risen steeply in the last 20 years and may even bankrupt the system in some states. Employers in California have paid out almost \$1 billion for job stress legal and medical. Job stress lawsuit payoffs average 4 times the amount of regular injury claims - and 9 out of 10 suits are successful!

"Ghost" work employees haunt board rooms

While leaders and managers everywhere strive to improve productivity in order to control costs and increase profits, on-the-job stress is leaving organizations, with nothing to show for their efforts despite having the best laid plans and intentions.

Lower productivity and absenteeism is not only a symptom reserved for the low-pay, low-skilled hourly worker either.

Executives alone cost American industry more than \$10 billion annually through lost workdays, hospitalization and early death caused by stress.

This does not even include the results of other signs of stress such as mistakes, slower response times, and loss of concentration.

One thing employers can do to minimize on-the-job stress is to minimize what is commonly called the me-job conflict.

Me-job conflicts occur when the work style of the individual conflicts with how the job needs to be done.

To learn more about how you can easily and cost effectively identify, assess and minimize job-related stress, contact us today.

Have you ever hired a manager who.....

- Didn't manage well?
- Let his people get away with things?
- Didn't delegate?
- Put down people who could do the job as good or better than he could?
- Argued with everyone?

Would you like to know if he or she will ever change? Would you like to not repeat another hiring mistake? Call us today.

Lower Cost, Higher Accuracy

Research continues to prove that the traditional interview is only 7 to 14 percent reliable at predicting which employees can do the job effectively. What does this mean when the cost per hire is considered?

If the cost per hire is \$7,500, the real cost per right hire is \$53,571 if the traditional interview is the primary selection tool.

If a behavioral interview approach is used (55% reliability), the real cost per right hire drops to \$21,429.

If job matching is used (75% reliability), the cost per hire drops to \$9375.

Job matching is the most effective solution for selecting and managing top performers? Call us today for a free phone consultation.

"After you have heard two eyewitness accounts of an auto accident it makes you wonder about history."

Small Improvements Reap Big \$

HRBenchmarks recently showed the cost of turnover for one Fortune 500 company.

Total compensation (wages and benefits) for average employee:

\$50,025

Annual turnover rate for full-time employees:

23.8 percent

Estimated turnover cost per full-time vacancy

\$12,506

The annual cost of turnover:

\$119 million

By increasing (or decreasing) the turnover rate by just one percentage point, \$5 million per year would be added (or subtracted) to the bottom line.

Job offers: Word travels fast!

While 50 percent of our workforce still resists learning new computer skills, the average Gen Yer, the replacement workforce, has approximately 150 friends linked to their Instant Messenger.

Now that mobile phones have Instant Messaging, here is a new reality.

You offer your top candidate the job. He tells you he'd like to think it over.

Within seconds after leaving your office, he sends out a message by IM to 150 friends to vote on this offer.

Will it be thumbs up.....or thumbs down may depend upon the reaction of 150 of his closest friends.

Right Skills, Wrong Personality

One reason that it is so difficult to find good people is that few managers when asked can accurately assess the traits they are seeking.

Near the top of every manager's dream list is initiative, motivation and dependability.

But how do you **accurately** assess motivation, initiative and dependability and when is enough too much?

For example, is Robin Williams and Richard Simmons motivated, enthusiastic and energetic enough for you? Oh, you don't need that much, you say. How much do you need? And how do you really know that the individual will be motivated over time and will be motivated in the new job?

Let's say you're looking to hire a "winner". You know - the self-motivated, ambitious employee who doesn't quit. Didn't you just describe Mike Tyson? If Michael is a "10" on the competitive scale, how much competitiveness is the right amount for you?

How much people skills do your employees need to be able to effectively build endorsement with co-workers, direct reports and customers? How well do they need to manage their stress to be effective without becoming too complacent or too easily angered and frustrated.

Call us today to request a FREE Job profile and learn how you can easily and cost-effectively identify the right recipe for top performers.

Stormy Labor Forecast Facts

Unprecedented growth for education

Of the 16 million new net jobs created between 1992 and 2002, more than 99 percent went to persons with at least some college level training.

College degree holders filled 14 million (87 percent) of the new jobs.

Employment of persons with only a high school diploma increased by less than 1 percent in 10 years.

Jobs for persons with less than a HS diploma fell by 500,000 during the same period.

The people well is going dry

Despite a 6 percent unemployment rate, the unemployed population - 15 years and older - accounts for less than 2.5% of our population.

In 1948, 38 percent of the workforce were women. Today, 75 percent of women between the ages of 25 and 54 are employed.

In 1965, 20 percent of married women with a child under the age of 3 worked. In 2003, 67 percent of married women with a child younger than 2 worked.

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Unprecedented growth for skills

By 2006, only 20 percent of the workforce will have the skills necessary to do 60 percent of the jobs.

In 1950, 60 percent of all manufacturing jobs required unskilled labor. By 2005, less than 15 percent of all manufacturing positions will be unskilled.

Within the next 10 years, 18 million jobs will require individuals with baccalaureate degrees. At the current level of graduations, we will have a shortfall of 6 million.

According to the International Adult Literacy Survey published in early 2002, 50 percent of the U.S. population ages 16 to 65 are functionally illiterate.

Trapped in the middle

5.8 million people in the United States fall into the Sandwich Generation, those middle age workers caring for dependent children and aging relatives.

The U.S. National Council on Aging estimates that employees are missing 15 million days of work just for elder care issues.

Work/Life Benefits calculates that companies are losing more than \$25 billion a year to employees' caregiving responsibilities.

Fleeting knowledge

In electronics, half of what a student learns as a freshman is obsolete by his or her senior year.

In 10 years, 90 percent of what an engineer knows will be available on the computer.

For the People, By the People but Without the People?

The average age of NASA's workforce now is over 45.

Within the science and engineering workforce, the over-60 population outnumbers those under 30 by nearly 3 to 1.

Within five years, 25 percent of NASA's engineers and scientists will be eligible to retire.

The problem doesn't stop at NASA:

By 2005, 71 percent of senior executive federal government employees will be eligible for retirement.

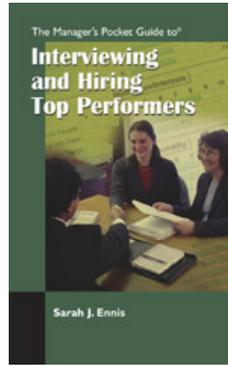


What you need to know to build a "whole person approach" selection and development process - legally defensible, reliable and accurate.

CriteriaOne is a trademark program of
Poised for the Future Company

Interviewing and Hiring Top Performers

By Sarah Ennis



This book is for individuals with training responsibilities who are looking for tools to help their managers, supervisors, and/or team leaders interview, hire, and retain top performers. If you or someone in your hiring system has limited experience in interviewing and hiring, this book will help you and your organization to be more proficient in hiring practices.

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