

The Great Resignation & Risk

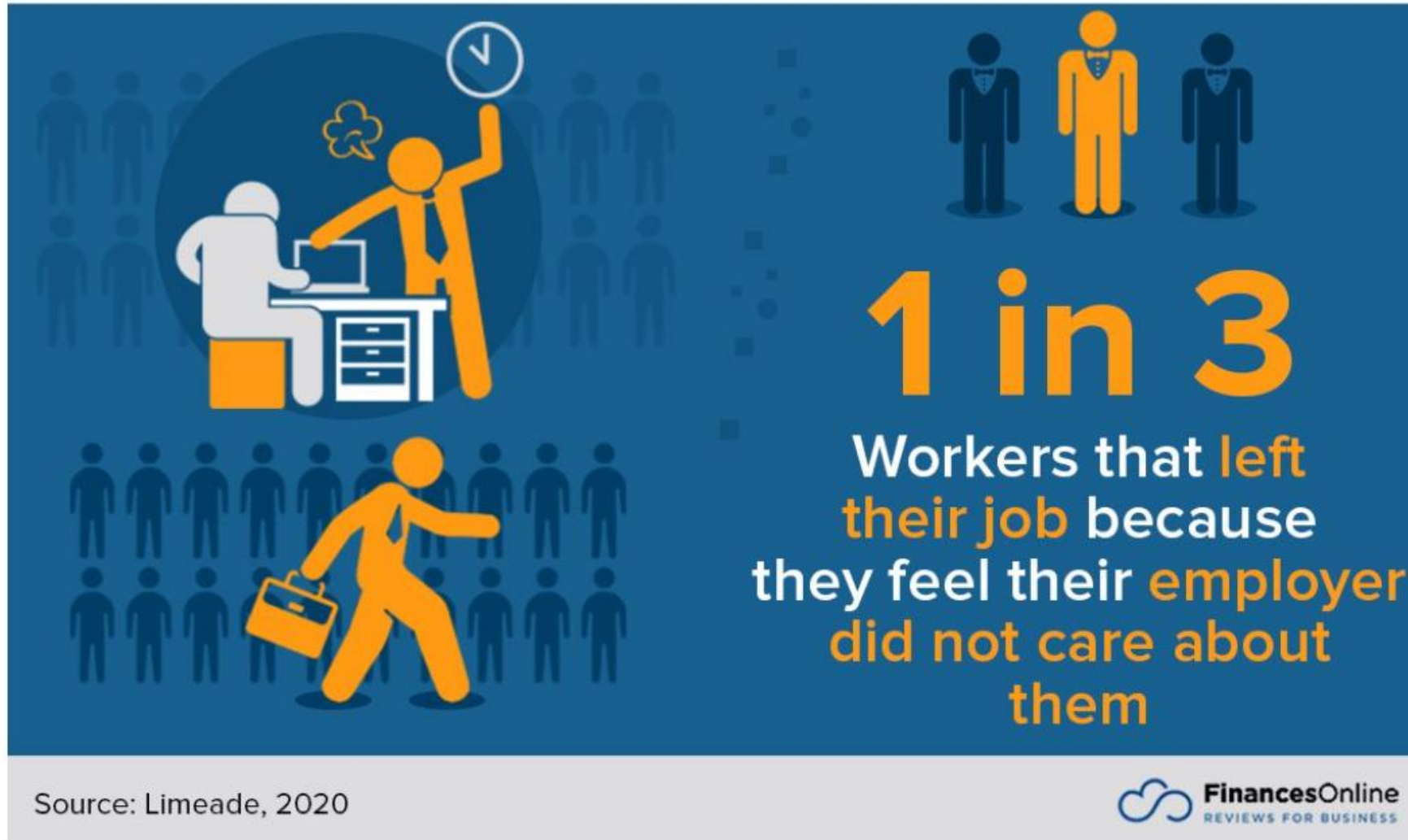
Impact of Talent Loss on Safety

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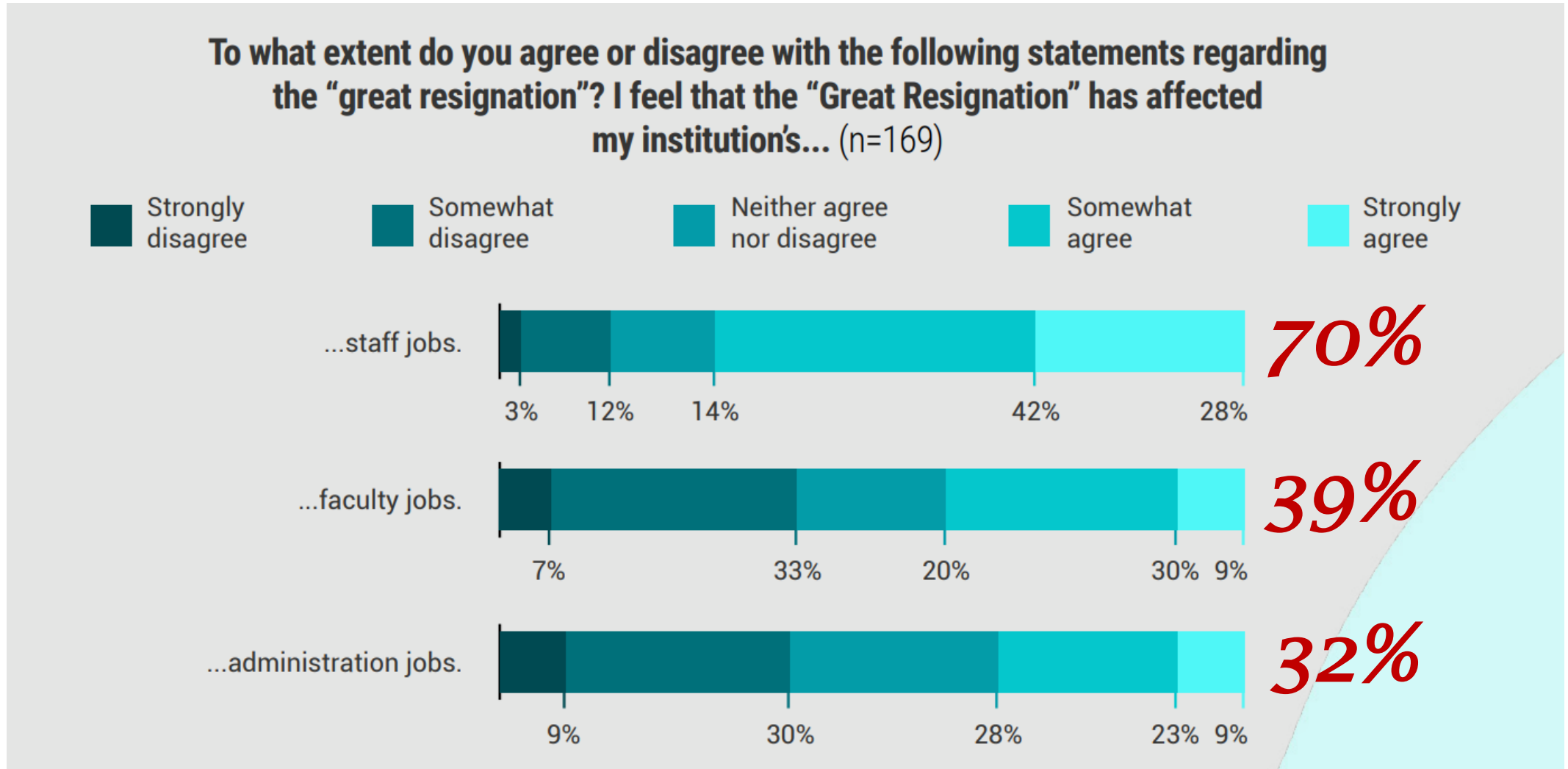
The Great Resignation

National Impact



The Great Resignation

Higher Education Impact

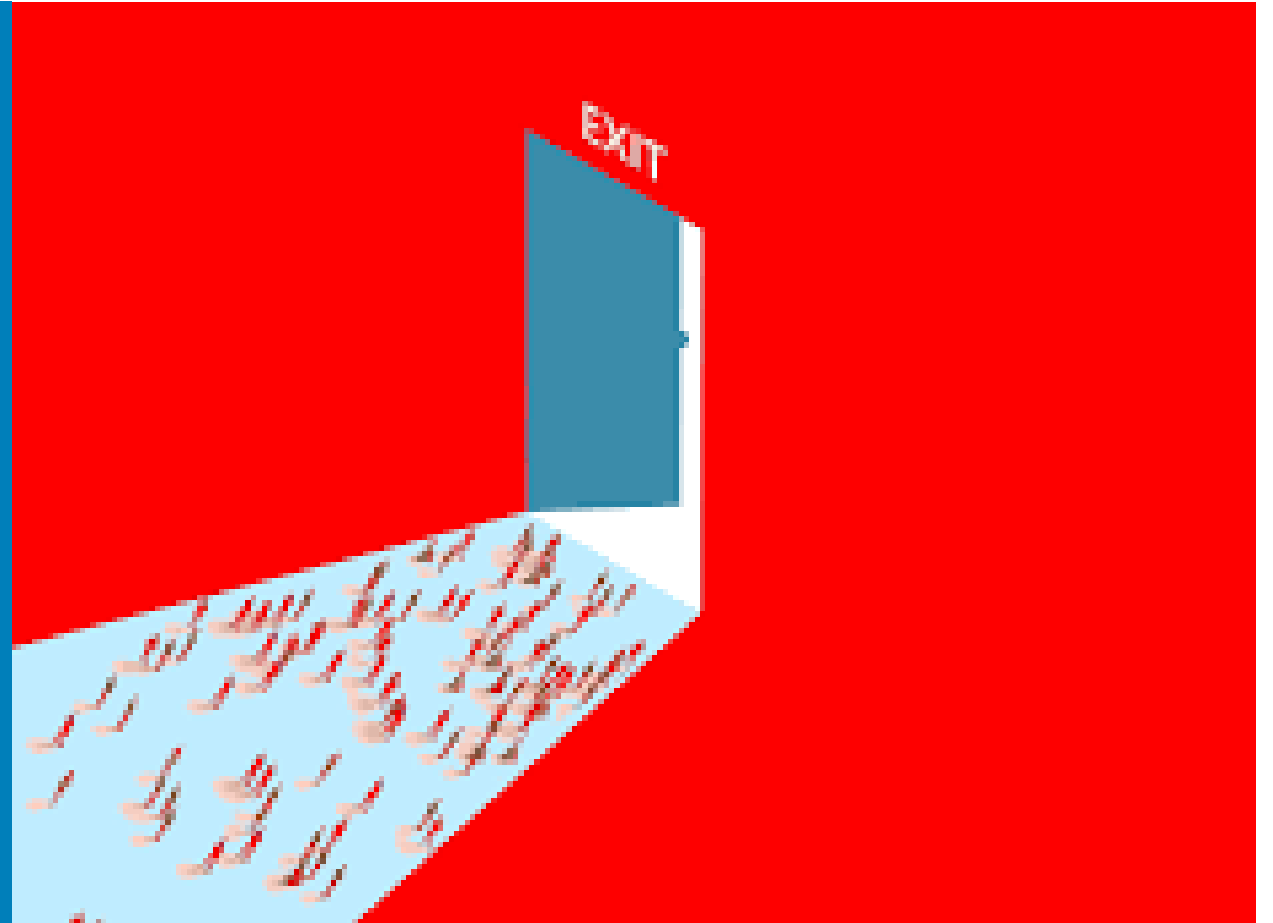


Source: [2022 Survey of College and University Chief Academic Officers \(insidehighered.com\)](https://www.insidehighered.com/survey/2022-survey-college-and-university-chief-academic-officers)

Burnout

Why Now?

- Workload exceeds capacity
- Feeling of loss of control
- Inability to disconnect
- Reward isn't worth the work
- Community is disconnected
- Lack of fairness
- Values don't match yours
- Pessimistic view of higher ed's future
- Pandemic fears



Impact on Safety

Safety is a Critical Need – Maslow's Triangle



Not Just the Pandemic

Employee Dissatisfaction Has Been Brewing for Years

- Continued organizational **upsets and strife**
- More conflict and mistakes because those left are “**doing more with less**”
- **LESS APPLICANTS** for job searches
- Candidate searches ending with *no suitable hire*
- Higher *turnover*
- Employees **holding down two jobs** and acting in interim roles

Back to normal isn't great for everyone.

Impact of Turnover on Safety



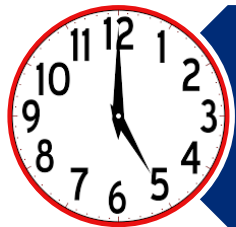
Recruiting and hiring is costly – taking money that can be spent on other things, including safety



People that are leaving are generally the safest - 40% of workers injured are on the job less than a year, most quitting are mid-career employees



Work experience for new hires is different and maybe not there at all



Stalling due to new hire learning means:

- Less work get's done, training takes up time
- Those that are left, pick up the slack
- More mistakes are made, safety impacted
- Leadership diluted

High Risk Positions to Lose

Facilities &
Maintenance

Janitorial

Science Lab
Programs

Mechanical
Lab
Programs

Art
Programs

Construction

Healthcare &
Counseling

Risk
Management

EHS

Muscle Memory & Legacy Knowledge



What to Do Now?

Rethink Training

- *Continue focus on health – mental and physical*
- *Address burnout*
- *Make safety integrated*
- *Reduce unplanned work activity*
- *Determine who the experts are on your campus*
- *Actively succession plan for experts and key roles (not just the C-suite)*
- *Even though it's hard to find time, ensure key systems and processes are documented. Start with the positions that would be the most impactful to lose*
- *Develop Standard Operating Principles (SOP's) whenever possible*
- *Make sure Risk Management and EHS are at the table so they have an opportunity to know what risks are coming*

What to Do Now?

Rethink Training

- *Revisit safety training curriculum for new hires. Does it provide the information they need, particularly those hires that are new to education*
- *Provide a mentor, buddy or other contact to help onboard new team members*
- *Make no assumptions on what a new hire knows*

Resources

- 112 Employee Turnover Statistics: 2022 Causes, Cost & Prevention Data, Finances Online, [112 Employee Turnover Statistics: 2022 Causes, Cost & Prevention Data - Financesonline.com](https://financesonline.com/112-Employee-Turnover-Statistics-2022-Causes-Cost-Prevention-Data/), 2022
- Dan Bauman, After a Year of Losses, Higher Ed's Work Force Is Growing Again, The Chronicle of Higher Education, Dan Bauman, July 8, 2021
- Elizabeth Grace Saunders, 6 Causes of Burnout and How to Avoid Them, Harvard Business Review, July 25, 2019
- Injuries at work are fewer among older employees, BLS, [Injuries at work are fewer among older employees \(bls.gov\)](https://www.bls.gov/news.release/archives/osh1_03981.pdf), March 1981





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