



CREATE BRIDGES

Module 6: CREATE Academy
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MODULE 6: CREATE ACADEMY

OVERVIEW

Background & Overview

During the CREATE Academy, local stakeholders will review the collective data gathered to date with the goal identifying major themes and commonalities and data-driven opportunities for strategic action. Data reviewed includes secondary socio-economic data for the region or any relevant community and information gathered from CREATE Forum(s), Business Retention & Expansion (BR&E) interviews/surveys, and employee perspective surveys. Opportunities for action identified during this session will be further refined during the weeks after this session as the community or region develops its final strategies to implement.

Timeline: From preparation to completion, this step will take about 8 weeks.

Purpose:

- Review where we are in the CREATE BRIDGES process
- Walk through themes and commonalities across primary and secondary data to inform strategic actions
- Brainstorm potential opportunities for strategic action
- Encourage stakeholders to review data more thoroughly in preparation of final strategy development and prioritization
- Determine next steps

Goal Setting and Purpose:

- Review where we are in the CREATE BRIDGES process.
- Walk through themes and commonalities across primary and secondary data to inform strategic actions.
- Brainstorm potential opportunities for strategic action.
- Encourage stakeholders to review data more thoroughly in preparation of final strategy development and prioritization.
- Determine next steps.

Preparation and Notes:

- If not already done, compile notes from CREATE Forum(s) into summary report.
- If not already done, compile data from BR&E interviews/surveys into summary report.
- If not already done, compile data from employee perspective surveys into summary report.
- Develop a community/regional profile including secondary data that potentially impacts CREATE sectors and workers.
- Review all data and identify major themes and commonalities. Develop CREATE Academy presentation.

- Confirm any guest speakers for CREATE Academy session and send reminder.
- Send out CREATE Academy reminder and agenda. Based on your knowledge of stakeholders, you may want to send CREATE Forum, BR&E and employee perspective summary reports and community/regional profile for stakeholders to review before the Academy.

Promotion: The CREATE Academy is typically open to all stakeholders who are interested, such as regional steering committee members, local leaders and elected officials, people who attended the CREATE Forum(s), workforce and economic development professionals, and CREATE business owners. Promotion methods in which people in the region typically respond to should be used.

Process and Format Description: The process and format of the CREATE Academy will vary depending on major themes and commonalities identified across datasets and the level of engagement of key stakeholders.

Presentation Session:

- Materials/Equipment Needed:
 - Session Agenda
 - Laptop, projector, and screen (if in person event)
 - CREATE Academy Slides
 - Flipchart and Markers
- Estimated Time to Complete Session: 2 hours

Resources:

Background Prep Resources

- Examples of CREATE Forum(s) summary reports from Phase I and II regions
- Examples of BR&E summary reports
- Example of Employee Perspectives summary report
- Example of community/regional profile from Phase I and II regions
- Examples of CREATE Academy presentations from Phase I and II regions

Event Resources

- CREATE Forum(s) summary report for community/region
- BR&E summary report for community/region
- Employee Perspectives summary report for community/region
- Community/regional profile
- CREATE Academy presentation for community/region or handout adapted from presentation
- Session evaluation

Next steps:

- Compile and send out summary of CREATE Academy session notes, including list of identified opportunities for strategic action and members of any working groups formed during session

- Send CREATE Forum, BR&E and employee perspective summary reports and community/regional profile if not already shared with stakeholders.
- Send reminder about next session and any preparation instructions.
- Coordinator and RSC should review Best Practices for Implementation & Sustainability module

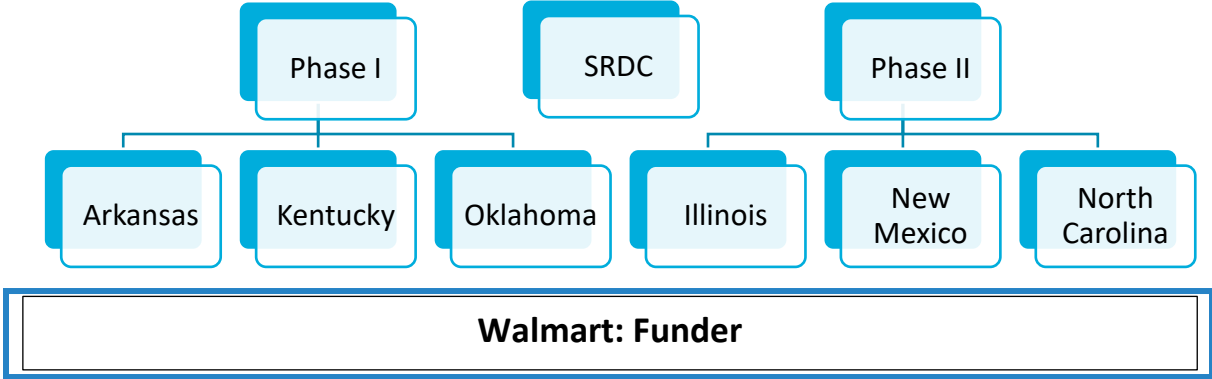
Appendix:

BACKGROUND & OVERVIEW

During the CREATE Academy, local stakeholders will review the collective data gathered to date with the goal identifying major themes and commonalities and data-driven opportunities for strategic action. Data reviewed includes secondary socio-economic data for the community or region and information gathered from CREATE Forum(s), Business Retention & Expansion (BR&E) interviews/surveys, and employee perspective surveys. In identifying opportunities for strategic action, it may be helpful for participants to break out into working groups. Opportunities for action identified during this session will be further refined during the weeks after this session as the community or region develops its final strategies to implement.

While the CREATE Academy was designed as a single session, preparatory work will include compiling secondary data to create community or regional profiles and reviewing summary data from CREATE Forum(s), BR&E and employee perspective surveys to determine how best to present the data to local stakeholders. While you will walk stakeholders through summary data during the CREATE Academy, you may also want to share more detailed data reports with stakeholders prior to the Academy for them to review independently and inform their decisions regarding strategic action priorities and guide implementation. Alternatively, you can share those reports after the session and encourage them to review more closely and share any ideas about additional strategies for consideration by the group at the next session.

Project Structure:



Pilot Project Partner Institutions:

Project Coordinator



Phase I



**OKLAHOMA COOPERATIVE
EXTENSION SERVICE**



Phase II



Illinois Extension
UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN



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Cooperative Extension Service
Extension Economics



Special thanks to our funder



This curriculum was made possible through funding by Walmart. The findings, conclusions, and recommendations presented in this curriculum are those of the Southern Rural Development Center and its project partners alone, and do not necessarily reflect the opinions of Walmart.

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Any opinions, findings, conclusions, or recommendations expressed in this publication are those of the author(s) and should not be construed to represent any official USDA or U.S. Government determination or policy.

TIMELINE

Preparation: 2-4 weeks

Promotion: 2-4 weeks

CREATE Academy Session: 2 hours

Next Steps: 2 weeks

Send out notes from CREATE Academy session (day after session)

Individual review of CREATE Academy materials and sharing of ideas about additional strategies for consideration by the group at the next session

Total: 8 weeks

PREPARATION & NOTES

Summary Reports

- CREATE Forum Summary
- Business, Retention & Expansion Program Findings
- Employee Perspective Survey Results

Community/Regional Profile

The community/regional profile highlights secondary data that potentially impacts CREATE sectors and workers. Examples might include:

- Population data and trends (Source: U.S. Census)
- Labor force participation (Source: U.S. Census)
- Employment numbers and average wages by industry and CREATE subsectors (Source: JobsEQ)
- Employment numbers and average wages by occupation (Source: JobsEQ)
- Commuting patterns (Source: On the Map)
- Retail sales by industry (Source: Woods & Poole)
- Sales tax by industry (Source: state department of revenue)
- Retail pull factors (Source: Woods & Poole)
- Location of CREATE businesses within community/region (Source: ESRI Business Analyst)
- Top 5 skills needed by CREATE sector (Source: JobsEQ)
- Tourism visitors and expenditures (Source: state department of tourism)

Examples of how these data have been presented to Phase I and II regions are included in the appendices.

If you lack access to these datasets or the capacity to generate reports, consider partnering with a local university, your state's Cooperative Extension Service, your state's Census Data Center, your regional or state workforce development office, or your regional or state economic development office.

PROMOTION

The CREATE Academy is typically open to all stakeholders who are interested, such as regional steering committee members, local leaders and elected officials, people who attended the CREATE Forum(s), workforce and economic development professionals, and CREATE business owners.

If your target participant list is known, personal invites via mail or email with a follow up reminder work well. If you are opening it up to any interested stakeholders, use promotion methods that people in your region typically respond to, such as social media, radio ads, frequently accessed websites, etc. This is a good activity for regional steering committee members to determine and conduct.

PROCESS & FORMAT DESCRIPTION

While a general CREATE Academy presentation template is provided, the process and format for how data is presented will vary depending on major themes and commonalities identified across datasets and the level of engagement of key stakeholders.

If stakeholders are proactive and familiar with data being presented, you may choose to send CREATE Forum, BR&E, Employee Perspectives summary reports and the Community/Regional Profile prior to the session for them to review. You can then begin the discussion by asking them to share their insights from the data before beginning your review. If not, you might wait to share these reports during or immediately following the CREATE Academy after you have walked them through your summary of the data.

In addition to reviewing the data and facilitating a discussion of data-driven opportunities for strategic action, some regions invite guest speakers to participate in the CREATE Academy. Examples include:

- Panel of CREATE business owners from the region
- Panel of CREATE workers from the region
- Local, regional, or state economic development, tourism, or workforce experts

To facilitate engagement through the CREATE Academy, you will want to divide the data presented into chunks with opportunities for discussion between chunks. The review should culminate with an initial brainstorming of potential opportunities for strategic action based on the data. Some regions have used breakout sessions with smaller groups of participants for this process such as by CREATE sector or with separate breakouts for business and workers strategies. This allows participants to choose the breakout that is of most interest to them. In addition, smaller groups may facilitate deeper engagement by all participants.

Ideas generated through this process should be captured on flipcharts or other means for use in the final strategy development and prioritization phase. Participants should be encouraged to review the data more thoroughly after the session in preparation of final strategy development and prioritization.

At the end of the session, stakeholders should decide on next steps. This may include the timeline for strategy prioritization, creation of working groups, or other activities to ensure timely progress.

PRESENTATION SESSION

Slide 1

INSTRUCTIONS

Insert region-specific details on this or additional slides immediately following this slide. Have this slide up when participants join the session. As you begin the session, acknowledge the partners and sponsors/local partners.

Have flipcharts and markers available at front of room to capture notes throughout the session.



SLIDE #1

TIME: 1 MINUTE

MATERIALS: FLIP CHARTS & MARKERS

HANDOUTS: NONE

Slide 2

INSTRUCTIONS

Share this acknowledgment of the partnerships with CREATE BRIDGES.

Acknowledgements



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SLIDE #2

TIME: 2 MINUTES

MATERIALS: NONE

HANDOUTS: NONE



Slide 3

INSTRUCTIONS

We are using Arkansas data as an example of the primary data for this guide. Your data will be different, and you may even include additional slides with different types of data. You can adapt the slide presentation and your guide notes, as necessary.

Briefly go over the agenda so that participants get a sense of what to expect from the day. Explain that the process is interactive and encourage each person to share their thoughts as the day progresses. You may also wish to add times and explain that the times are tentative as every group works at a different rate. Or you may wish to leave times off and just list the topics. Either way, having a printed agenda is not recommended as people may feel too tied to the clock.

Today's Agenda

- Review CREATE BRIDGES and the process to date
- Overview of the data used for the CREATE Academy
- Review results to date
 - CREATE Forum
 - CREATE Business Interviews
 - CREATE Employee Survey
- Opportunities for Action
 - CREATE Working Groups
- Next Steps
- Q&A



SLIDE #3

TIME: 1 MINUTE

MATERIALS: NONE

HANDOUTS: NONE

Slide 4**INSTRUCTIONS**

Many at this meeting will be familiar with CREATE BRIDGES, but there may be some new faces. Review the project purpose.

CREATE BRIDGES was formed because the retail, accommodations, tourism, and entertainment sectors are an important source of jobs in rural areas. In addition, these businesses play an important role in ensuring that rural communities remain vibrant places for people to live, work and visit.

CREATE BRIDGES



Stands for:

Celebrating REtail, Accommodations,
Tourism, and Entertainment by
Building Rural Innovations and Developing
Growth Economies

SLIDE #4

TIME: 1 MINUTES

MATERIALS: NONE

HANDOUTS: NONE

Slide 5

INSTRUCTIONS

Review the process thus far, and then highlight today’s meeting.

During the CREATE Academy, local stakeholders will review the collective data gathered to date with the goal of identifying major themes and commonalities and data-driven opportunities for strategic action. Data reviewed includes secondary socio-economic data for the region and any relevant community information gathered from CREATE Forum(s), Business Retention & Expansion (BR&E) interviews/surveys, and employee perspective surveys. Opportunities for action identified during this session will be further refined during the weeks after this session as the community or region develops its final strategies to implement.



SLIDE #5

TIME: 3 MINUTES

MATERIALS: NONE

HANDOUTS: NONE

Slide 6

INSTRUCTIONS

Prepare participants for what kinds of data will be discussed and how that data will be processed.

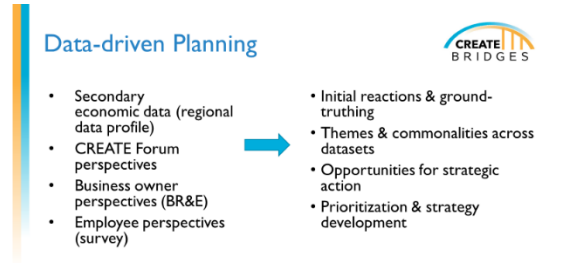
We will be reviewing data pulled from secondary data sources as well as data gathered during the CREATE Forum(s), BR&E interviews and employee perspective surveys. To facilitate today’s discussion, we will highlight some of these findings.

Today, we will discuss your initial reactions and do some ground-truthing—are perspectives representative of your knowledge of the region?

We will discuss your observation of themes and commonalities across the data. Together, what does the data tell us about opportunities for strategic actions to better support CREATE businesses and workers in the region?

After the session, you will have an opportunity to dive deeper into the data reports and identify additional opportunities for action. Based on this analysis, you all will prioritize strategic actions you want to undertake in the region.

This slide is to highlight how taking the data collected during the process can be analyzed to develop solutions that can be implemented by the RSC. Because the data collection portion of the process takes a considerable amount of time, it is important to highlight how data driven planning has positive impacts on the community (creates buy in from stakeholders, provides a data bank for grant applications, etc.). Note how important the RSC is in communicating the value of data collection and data driven planning to the community.



SLIDE #6

TIME: 2 MINUTES

MATERIALS: NONE

HANDOUTS: DATA PROFILES AND SUMMARY REPORTS

Slide 7

INSTRUCTIONS

This slide will be repeated for each data chunk presented.



Insert heading describing data to be reviewed

SLIDE #7

TIME: 1 MINUTE

MATERIALS: NONE

HANDOUTS: NONE

Slide 8**INSTRUCTIONS**

You will need to add your own slides and slide notes here based on the data you are able to present. See this module's Appendix for examples of data used in the pilot regions.

Add slides to highlight data

- Potential ways to organize data (see Phase I and Phase II region examples)
 - Findings related to CREATE businesses, CREATE employees
 - Findings related to Retail, Accommodations, Tourism, Entertainment
 - Findings related to Retail, Aggregate Tourism-related (accommodations, tourism, entertainment)
 - Finding by stage of CREATE BRIDGES (CREATE Forum, BR&E, Employee Perspectives, Secondary Data)
- After each data review section, debrief using questions on next slide

SLIDE #8**TIME: 1 MINUTE****MATERIALS: NONE****HANDOUTS: NONE**

Slide 9

INSTRUCTIONS

Reflect on the data by answering these questions. Do not try to delve too deeply since we have dumped a lot of information in a short period of time. Just start the conversations. **These will be further fleshed out in the strategy sessions.**

Use these questions to debrief after each data section. Repeat as needed.

Insert heading describing data just reviewed



- What surprised you?
- What perceptions did you have that were reinforced?
- What needs seem really important to you (overall region perspective)?

SLIDE #9

TIME: 5 MINUTES

MATERIALS: FLIP CHARTS AND MARKERS

HANDOUTS: NONE

Slide 10**INSTRUCTIONS**

In the following slides you will walk stakeholders through summary data and begin brainstorming opportunities for action. Slides 9-39 provide an example of how this could be structured. You are encouraged to modify slides for this session in a way that makes sense given the major themes and commonalities identified across datasets and the level of engagement of key stakeholders.



SLIDE #10

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 11

INSTRUCTIONS

In this example, we will start with a review of data related to CREATE Businesses. This will be followed by a review of data related to CREATE Employees.



CREATE Businesses

SLIDE #11

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 12

INSTRUCTIONS

Data review

Business data



- Employment and wage data (JobsEq)
- Customer draw: pull factors (Woods and Poole) and BRE interviews
- Online presence (pre/post COVID): BR&E interviews
- Future plans/succession planning: BR&E interviews
- Workforce and training needs: BR&E interviews

These are examples. Include any data sources you have that are relevant to major issues and trends impacting CREATE businesses in your region.

SLIDE #12

TIME: TBD


MATERIALS: NONE

HANDOUTS: NONE

Slide 13

INSTRUCTIONS

Data review



Top 3 Industry Subsectors

Industry	Subsector	Employment	Average Annual Wages
Retail	General Merchandise Stores	340	\$25,852
	Supermarkets & Other Grocery Stores	197	\$17,004
	Gasoline Stations with Convenience Stores	114	\$14,643
Arts & Entertainment	Nature Parks & Other Recreation	11	\$18,719
	Independent Artists, Writers, Musicians, etc.	10	\$19,267
	Museums	10	\$21,212
Accommodation & Food	Restaurants & Other Food Services	10	\$13,116
	Hotels & Motels	60	\$16,381
	RV (Recreational Vehicle) Parks & Recreational Camps	8	\$16,802
	Casinos	1	\$16,802
Tourism	All Other Amusement & Recreation Industries	32	\$13,891
	Golf Courses & Country Clubs	16	\$15,089
	Marinas	16	\$16,670

Data Source: JobsEQ, 2018 data

These are examples. Include any data sources you have that are relevant to major issues and trends impacting CREATE businesses in your region.

SLIDE #13

TIME: TBD

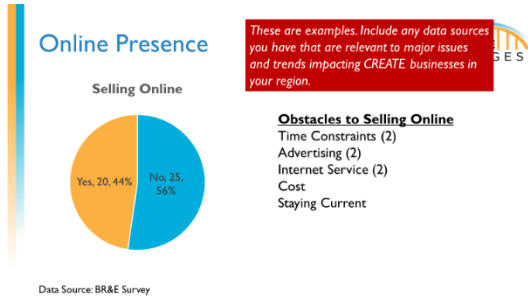
MATERIALS: NONE

HANDOUTS: NONE

Slide 15

INSTRUCTIONS

Data review



SLIDE #15

TIME: TBD

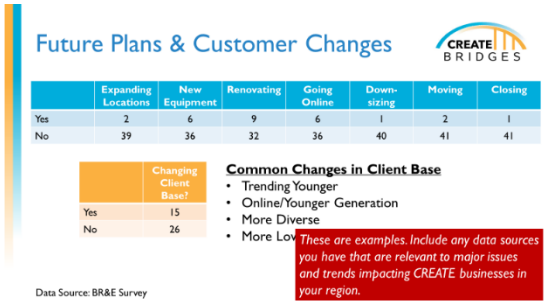
MATERIALS: NONE

HANDOUTS: NONE

Slide 16

INSTRUCTIONS

Data review



SLIDE #16

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 17

INSTRUCTIONS

Data review


Information/Training Desired

- Market Research (21)
- Available Economic Incentives (19)
- Creating/Updating Business Plan (12)
- Energy Efficiency Upgrade (9)
- Support in Hiring Employees (7)
- Selling/Transitioning My Business (6)
- Identifying Financing Options (9)
- Disaster Relief Support (8)

Have Succession Plan?	
Yes	11
No	26

These are examples. Include any data sources you have that are relevant to major issues and trends impacting CREATE businesses in your region.

Data Source: BR&E Survey



SLIDE #17

TIME: TBD


MATERIALS: NONE

HANDOUTS: NONE

Slide 18

INSTRUCTIONS

Data review

Infrastructure Factors Impacting Business 

<p><u>Frequently Cited as Needing Some Work</u></p> <ul style="list-style-type: none"> • Cost/Availability of Land • Cost/Availability of Buildings • Signage • Sidewalks • Internet Service (CenturyLink worst) • Telephone Service (doesn't work on river) • Cell Service 	<p><u>Mostly Cited as Working Well</u></p> <ul style="list-style-type: none"> • Electric • Water • Sewer • Street/Sidewalk Cleaning • Solid Waste • Gas Service
--	---

Data Source: BRAE Survey

These are examples. Include any data sources you have that are relevant to major issues and trends impacting CREATE businesses in your region.

SLIDE #18

TIME: TBD

MATERIALS: NONE


HANDOUTS: NONE

Slide 19

INSTRUCTIONS

Data review

Other Factors Impacting Business



Frequently Cited as Needing Some Work

- Internet and Cell Service– spotty and limited outside of main town
- Aging pipes and infrastructure
- Need sidewalks outside of main square
- Solid waste – unlocked dumpsters
- Taxes – hit hard by franchise and sales taxes, unclear on how taxes used, would have stayed open if property taxes were low⁹
- Insurance rates – too high
- Mixed feelings on Chambers and elected officials

Mostly Cited as Working Well With a Few Exceptions

- Local government, regulations
- Other economic development
- Quality of education, although some cited need for more life skills ed
- Quality of Healthcare
- Recreation ¹⁰

Data Source: BRAE Survey

These are examples. Include any data sources you have that are relevant to major issues and trends impacting CREATE businesses in your region.

SLIDE #19

TIME: TBD

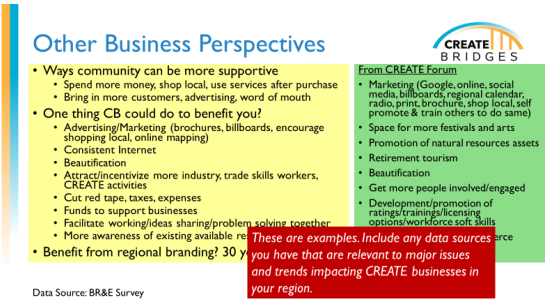
MATERIALS: NONE

HANDOUTS: NONE

Slide 20

INSTRUCTIONS

Data review



Other Business Perspectives

Ways community can be more supportive

- Spend more money, shop local, use services after purchase
- Bring in more customers, advertising, word of mouth

One thing CB could do to benefit you?

- Advertising/Marketing (brochures, billboards, encourage shopping local, online mapping)
- Consistent Internet
- Beautification
- Attract/incentivize more industry, trade skills workers, CREATE activities
- Cut red tape, taxes, expenses
- Funds to support businesses
- Facilitate working/ideas sharing/problem solving together
- More awareness of existing available resources

Benefit from regional branding? 30 y

These are examples. Include any data sources or trends you have that are relevant to major issues and trends impacting CREATE businesses in your region.

From CREATE Forum

- Marketing (Google, online, social media, billboards, regional calendar, radio, print, brochure, shop local, self promote & train others to do same)
- Space for more festivals and arts
- Promotion of natural resources assets
- Retirement tourism
- Beautification
- Get more people involved/engaged
- Development/promotion of ratings/trainings/licensing agencies/workforce soft skills

Data Source: BR&E Survey

SLIDE #20

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE



Slide 21

INSTRUCTIONS

This and the next two slides include examples of discussion prompts. These may be modified to best engage your participants.

Opportunities for Action - Businesses 

- What surprised you?
- What perceptions did you have that were reinforced?

SLIDE #21

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 22

INSTRUCTIONS

Discussion prompts

Opportunities for Action - Businesses



- What needs seem really important to you (overall region perspective)?
- What are some topics in which we could get quick/easy wins?
- What are topics that might need longer-term investment?

SLIDE #22

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 23

INSTRUCTIONS

Discussion prompts

Opportunities for Action - Businesses 

If we were to tackle these, who is missing today that needs to be involved?

SLIDE #23

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 24

INSTRUCTIONS

In this example, we now shift our focus to major issues and trends impacting potential and incumbent employees working in CREATE sectors.



CREATE Employees

SLIDE #24

TIME: TBD

MATERIALS: NONE


HANDOUTS: NONE

Slide 25

INSTRUCTIONS

Data review

Employee Data



- CREATE occupations and wage data: JobsEq
- Employee draw: Census OnTheMap
- Barriers to work (Perceptions vs Reality): BRE & Employee perspective survey
- Costs of Turnover:
- Training needs: Employee perspective survey

These are examples. Include any data sources you have that are relevant to major issues and trends impacting CREATE workers in your region.

SLIDE #25

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 26

INSTRUCTIONS

Data review

Industry	Subsector	Employment	Avg Ann Wages	Annual Demand
Retail	Cashiers	286	\$19,100	51
	Retail Salespersons	232	\$24,200	33
	First-Line Supervisors of Retail Sales Workers	147	\$34,200	15
	Stock Clerks and Order Fillers	111	\$20,400	14
	Pharmacy Technicians	39	\$24,200	4
Entertainment	Writers & Authors	3	\$36,400	0
Accommodation & Food	Combined Food Preparation and Related Work	186	\$18,500	36
	Waiters and Waitresses	12	\$19,100	20
	First-Line Supervisors of Cooks, Restaurants	8	\$34,200	8
	Cooks, Restaurants	7	\$19,100	7
Tourism	Landscaping and Grounds Maintenance	1	\$19,100	1
	Amusement and Recreation Attendants	12	\$19,500	3
	Waiters & Waitresses	6	\$19,100	1

Data Source: JobsEQ, 2018 data

SLIDE #26

TIME: TBD

MATERIALS: NONE

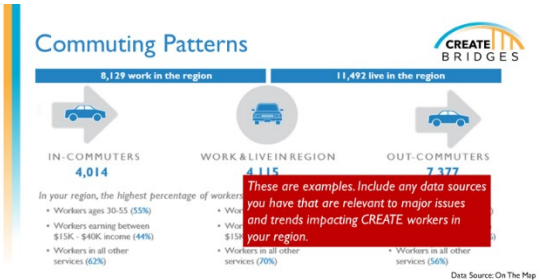
HANDOUTS: NONE



Slide 27

INSTRUCTIONS

Data review



SLIDE #27

TIME: TBD

MATERIALS: NONE

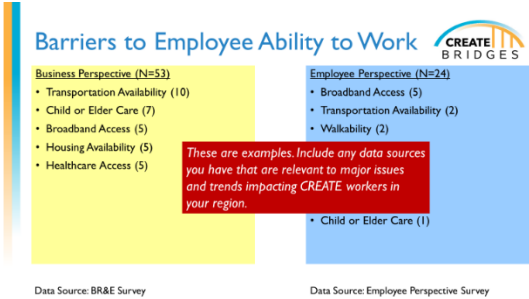
HANDOUTS: NONE



Slide 28

INSTRUCTIONS

Data review



SLIDE #28

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 29

INSTRUCTIONS

Data review



SLIDE #29

TIME: TBD

MATERIALS: NONE

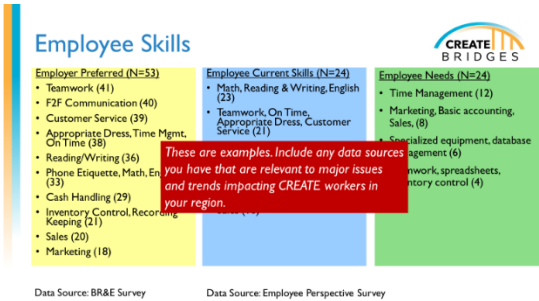
HANDOUTS: NONE



Slide 30

INSTRUCTIONS

Data review



SLIDE #30

TIME: TBD

MATERIALS: NONE

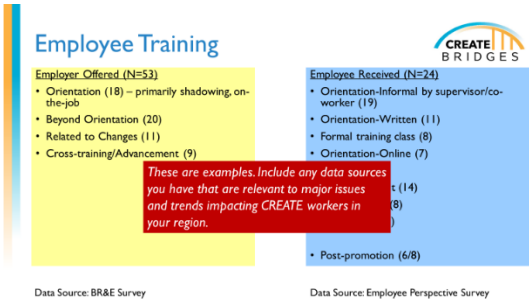
HANDOUTS: NONE



Slide 31

INSTRUCTIONS

Data review



SLIDE #31

TIME: TBD

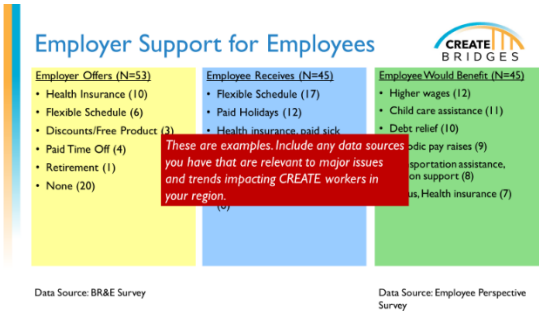
MATERIALS: NONE

HANDOUTS: NONE

Slide 32

INSTRUCTIONS

Data review



SLIDE #32

TIME: TBD


MATERIALS: NONE

HANDOUTS: NONE

Slide 33

INSTRUCTIONS

Data review

Employee Turnover & Recruitment 

- 28% of employers say turnover is a problem. Common reasons: higher paying jobs, work ethic/desire to work, consider job temporary
- Recruitment barriers: same as above + job hopping, moved out of area, school, lack of experience/skills, no insurance, substance abuse

These are examples. Include any data sources you have that are relevant to major issues and trends impacting CREATE workers in your region.

Data Source: BR&E Survey

SLIDE #33

TIME: TBD

MATERIALS: NONE


HANDOUTS: NONE

Slide 34

INSTRUCTIONS

Data review

Costs of High Turnover



- National average restaurant turnover in 2018 was 74.9% (on the rise since 2010)
- It can cost anywhere approximately 16% to 20% (over 200% for higher level positions) of a worker's annual salary to replace an employee in the CREATE sector.
- Compare the costs of turnover to entry/mid-level wages

- Costs associated with turnover:
 - Advertising
 - Time interviewing and screening
 - Onboarding and training new employees
 - Lost productivity because person is new
 - Paying overtime to cover shifts
 - Poor customer service and lower return rates
 - Limited capacity
 - Cultural impact

These are examples. Include any data sources you have that are relevant to major issues and trends impacting CREATE workers in your region.

<https://www.restaurant.com/Magazine-the-100/hot-restaurant-turnover-rises>

SLIDE #34

TIME: TBD


MATERIALS: NONE

HANDOUTS: NONE

Slide 35

INSTRUCTIONS

Data review

Other Employee Perspectives 

- 54% love working for current employer
 - 50% want to stay in current position
 - 4% want to move up career ladder
- 4% state position is temporary until going on for further education
- 71% have not/are not considering leaving current position
- 37% feel very or somewhat valued by employer
- 67% feel valued by community
- 54% have some college; 25% have college degrees; 8% high school graduates

These are examples. Include any data sources you have that are relevant to major issues and trends impacting CREATE workers in your region.

Data Source: Employee Perspective Survey

SLIDE #35

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 36**INSTRUCTIONS**

This and the next two slides include examples of discussion prompts. These may be modified to best engage your participants.

Opportunities for Action - Employees 

- What surprised you?
- What perceptions did you have that were reinforced?

SLIDE #36

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 37

INSTRUCTIONS

Discussion prompts

Opportunities for Action - Employees 

- What needs seem really important to you (overall region perspective)?
- What are some topics in which we could get quick/easy wins?
- What are topics that might need longer-term investment?

SLIDE #37

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 38

INSTRUCTIONS

Discussion prompts

Opportunities for Action - Employees 

If we were to tackle these, who is missing today that needs to be involved?

SLIDE #38

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 39

INSTRUCTIONS

Other considerations for presentation structure



- Major differences in responses across sectors
- BR&E or worker responses in which other secondary data is available

SLIDE #39

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE

Slide 40

INSTRUCTIONS



End of Example

SLIDE #40

TIME: TBD

MATERIALS: NONE

HANDOUTS: NONE



Slide 41

INSTRUCTIONS

Introduce speakers if applicable and insert any related slides.



Guest speaker heading if applicable

SLIDE #41

TIME: WILL VARY

MATERIALS: WILL VARY

HANDOUTS: WILL VARY

Slide 42**INSTRUCTIONS**

Now we will ask you to reflect on what you heard and discussed today to identify potential opportunities for actions and additional people who need to be involved in future discussions about action priorities.

You have the option here to break into smaller groups for this process such as by CREATE sector or with separate breakouts for business and workers strategies. This allows participants to choose the breakout that is most interest to them. In addition, smaller groups may facilitate deeper engagement by all participants.

**Strategic Opportunities for Action**

SLIDE #42

TIME: WILL VARY

MATERIALS: WILL VARY

HANDOUTS: WILL VARY

Slide 43

INSTRUCTIONS

This slide will be duplicated for each breakout and/or discussion of strategies related to workers vs. businesses

Insert heading describing focus of these questions (e.g., workers, businesses, CREATE sectors)



- What are some topics in which we could get quick/easy wins?
- What are topics that might need longer-term investment?
- If we were to tackle these, who is missing today that needs to be involved?

SLIDE #43

TIME: 5 MINUTES

MATERIALS: FLIPCHART AND MARKERS FOR NOTES

HANDOUTS: NONE

Slide 44

INSTRUCTIONS

Each group will share highlights from their discussion.



Breakout Room Reports Outs
(if applicable)

SLIDE #44

TIME: 5 MINUTES

MATERIALS: FLIPCHART AND MARKERS FOR
NOTES

HANDOUTS: NONE

Slide 45

INSTRUCTIONS

This slide can be customized as needed to reflect next steps for your group. This may include the timeline for strategy prioritization, creation of working groups, or other activities to ensure timely progress.

If you have not already shared summary reports from previous modules and the data presented today, you will want to do so at the end of this session so participants can review prior to the strategy session.

- CREATE Forum(s) summary report for community/region
- BR&E summary report for community/region
- Employee perspective summary report for community/region
- Community/regional profile
- Create Academy presentation for community/region or handout adapted from presentation

Next steps and preparation for first strategy session (if using identified working groups, tailor instructions for them):

- Ask participants to review the data/reports.
- If something else comes to mind, send to designated person.
- Schedule next meeting
- Review individuals who need to be involved in the strategy meeting and designate someone to contact them by a certain date

Next Steps



- Review reports on your own
 - Think about opportunities identified today
 - Is there something else that should be on the list? [Insert instructions on how to submit this info]
- Schedule next meeting
- Reach out to others that need to be involved about strategy decisions by **insert deadline**
- Next meeting:
 - Prioritize areas of focus
 - Strategy & action planning

SLIDE #45

TIME: 5 MINUTES

MATERIALS: NONE

HANDOUTS: NONE

Slide 46

INSTRUCTIONS

Have participants fill out evaluation forms



Complete Session Evaluation

SLIDE #46

TIME: 3 MINUTES

MATERIALS: NONE

HANDOUTS: EVALUATION FORM

Slide 47

INSTRUCTIONS

After addressing any remaining questions, thank participants for attending and ask them to complete the session evaluation.



Questions?

SLIDE #47

TIME: 5 MINUTES

MATERIALS: NONE

HANDOUTS: EVALUATION FORM

RESOURCES

Background Prep Resources

- Examples of CREATE Forum(s) summary reports from Phase I and II regions
- Examples of BR&E summary reports
- Example of Employee Perspectives summary report
- Example of community/regional profile from Phase I and II regions
- Examples of CREATE Academy presentations from Phase I and II regions

Event Resources

- CREATE Forum(s) summary report for community/region
- BR&E summary report for community/region
- Employee Perspectives summary report for community/region
- Community/regional profile
- CREATE Academy presentation for community/region or handout adapted from presentation
- Session evaluation

NEXT STEPS

- Compile and send out summary of CREATE Academy session notes, including list of identified opportunities for strategic action and members of any working groups formed during session
- Send CREATE Forum, BR&E and employee perspective summary reports and community/regional profile if not already shared with stakeholders.
- Send reminder about next session and any preparation instructions.
- The coordinator and RSC should review Best Practices for Implementation & Sustainability module

APPENDIX
