

Where Have All the Workers Gone? “The Great Sansdemic”

Jim Morgan, MRA

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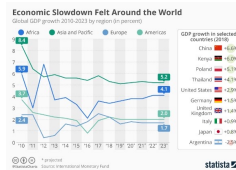
Let’s Set the Stage

2

Why Is This Time Different?



Past talent issues have been ECONOMIC more than DEMOGRAPHIC



This one is more DEMOGRAPHIC than ECONOMIC



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What's Going on Out There?

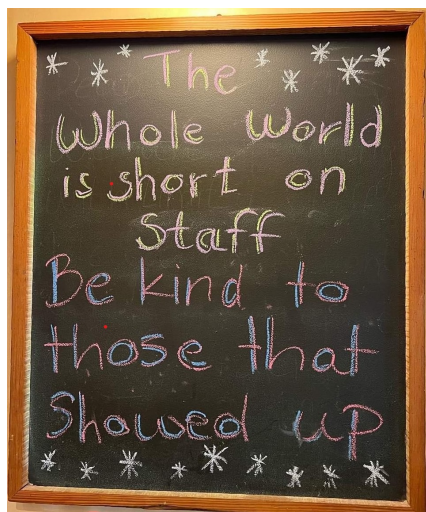


- National Guard driving school buses
- \$8,000 signing bonuses
- Pick your days, pick your times, pick your hours
- \$2,400 student loan payment means more than \$60,000 salary
- \$100 bonus for every employee, if new employee stays 6 mos.
- Take your virtual training Anywhere in the U.S.
- McDonald's: \$22/hour
- 3.2 million Boomers called it quits in 2020 (Pew Research)
- Independent workers up from 38 to 51 million in 2021 (MPO Partners)

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Signs, Signs, Everywhere are Signs



Join Us or Die.

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Signs, Signs, Everywhere are Signs



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Signs, Signs, Everywhere are Signs



Five Man Electrical Band, 1970

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Creative (Inexpensive) Offerings



- Commuting assistance
- Day care coordination
- Pet insurance
- Housecleaning
- Audible subscription
- Food Friday
- Recognition
- Life coaching
- Travel discounts
- Gym memberships
- Netflix subscription
- Mentor
- Buddy
- Swag

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Your HR Department Today




- Open enrollment
- Succession planning
- Compliance
- OSHA
- Leadership
- Training
- Mental health
- Employee engagement
- Hiring managers
- Acquisitions/mergers
- Covid
- Vaccines
- Masks
- Finding talent
- Keeping talent
- Compensation
- Reorganization
- Absenteeism
- Diversity
- Generational issues
- Retirements

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Learning Objectives



- 1 Understand the causes of today's talent (re: body) shortage—
The Great Sansdemic!
- 2 Develop new strategies for finding and keeping employees—
the old ones don't work!
- 3 Uncover methods for long-term talent supply chain security—
you'll have to think differently!

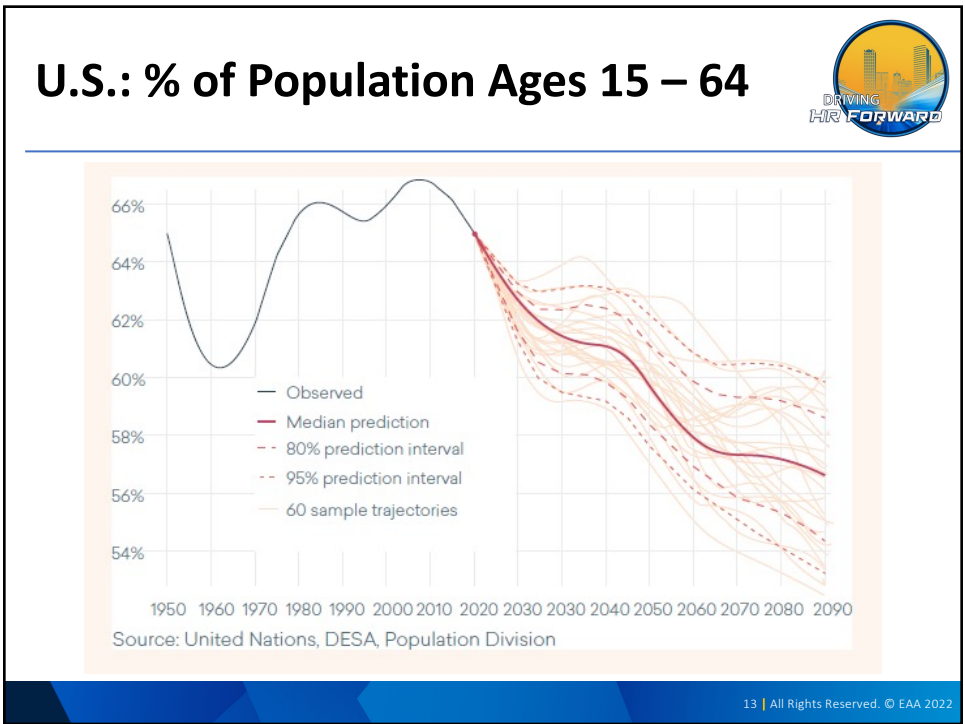
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Buckle Up, Here's the Problem

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Demographics

**It's a numbers game—
the talent swept the employer in four!!!**

CONGRATULATIONS
**SUPER BOWL
CHAMPIONS**

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We Are Back at Full Employment



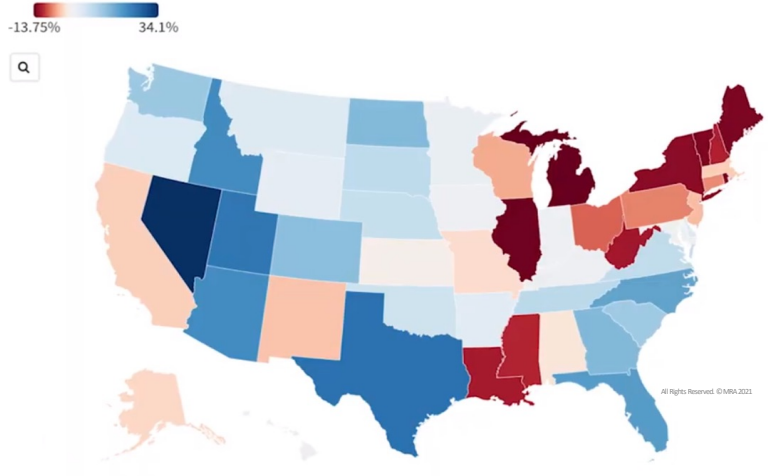

- <3%
- A bit of a false “good” measure
- Changes the game
 - Different audience
 - Different approach
 - More employer involvement

Now, the bad news ... fast!

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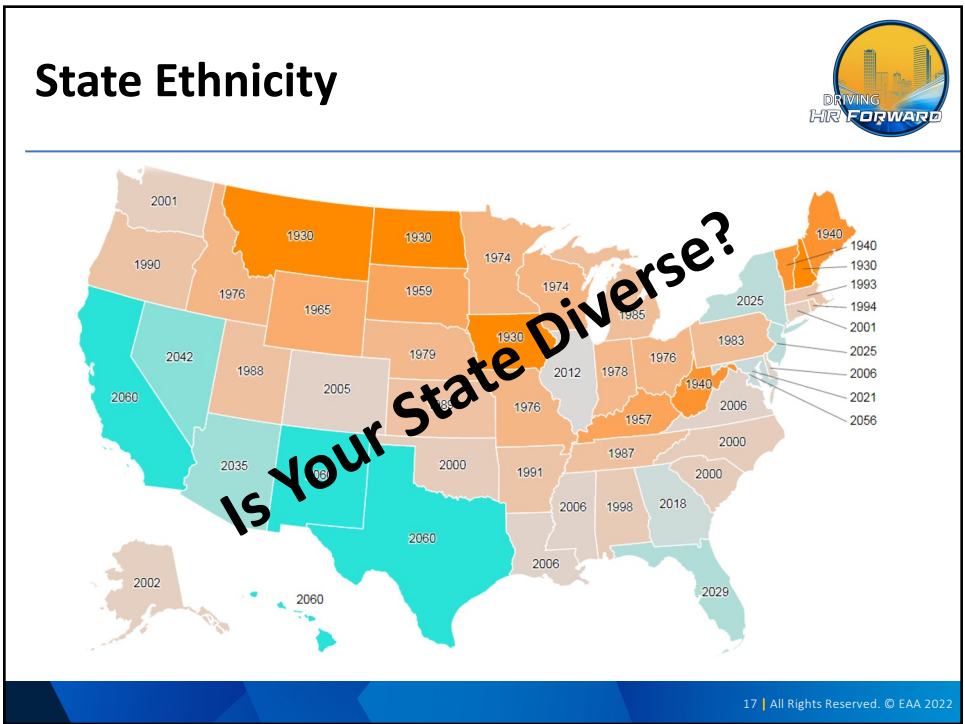
2001-2021: Decline of Young People (<25)



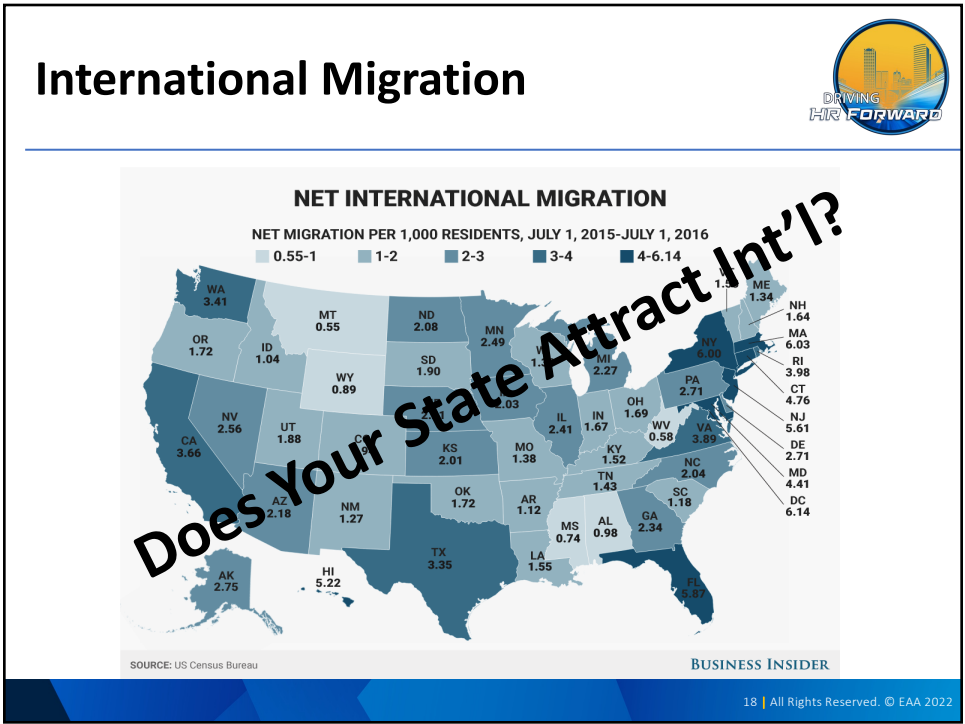
Source: Emsi labor market analytics, 2021

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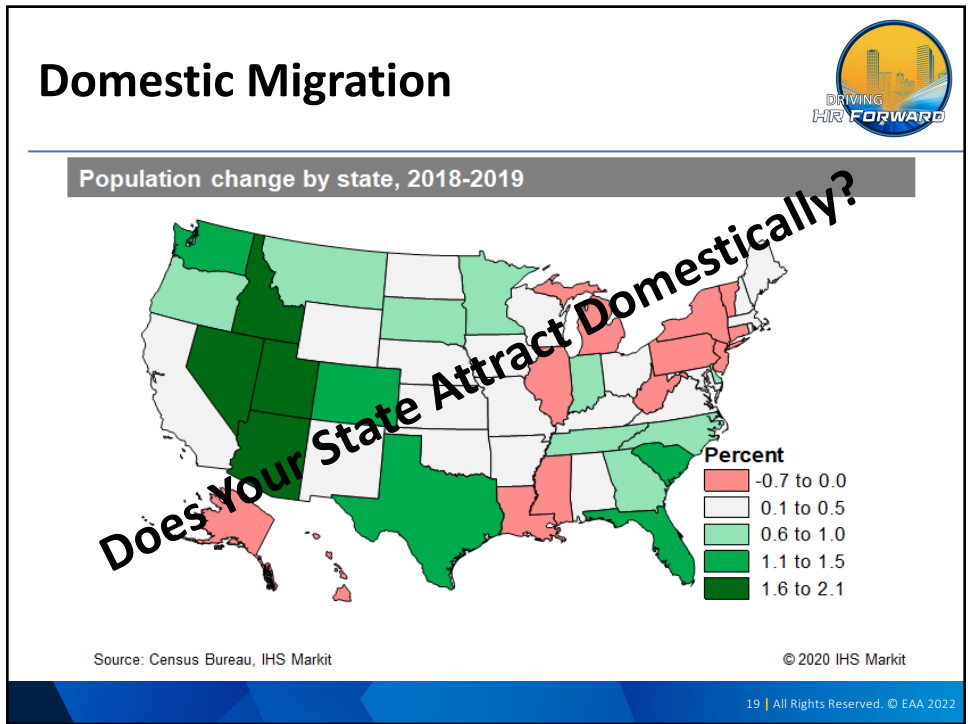
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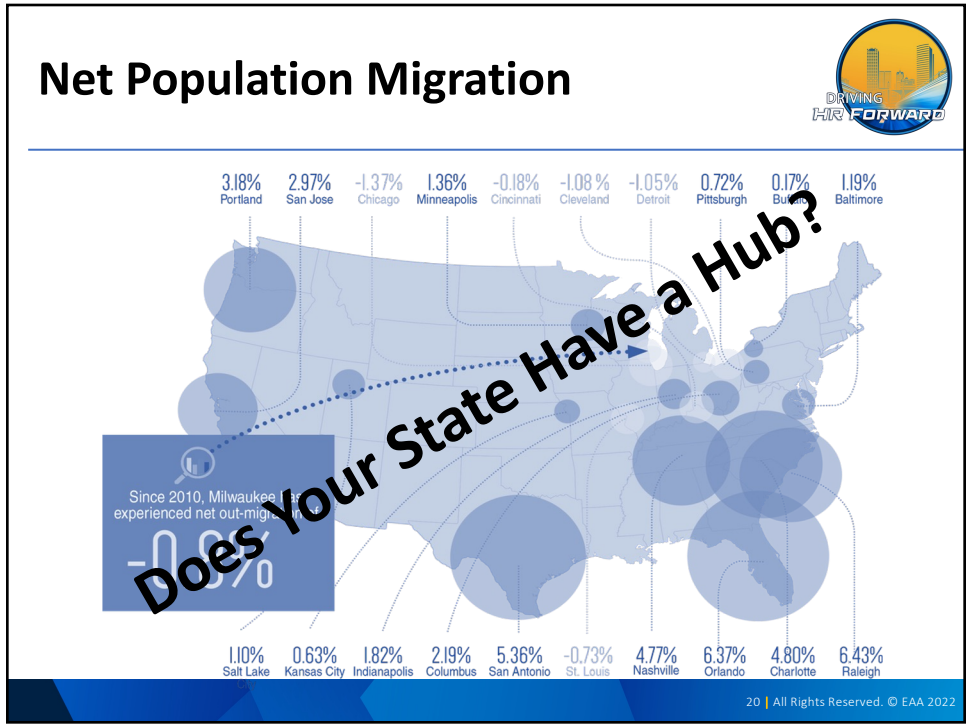
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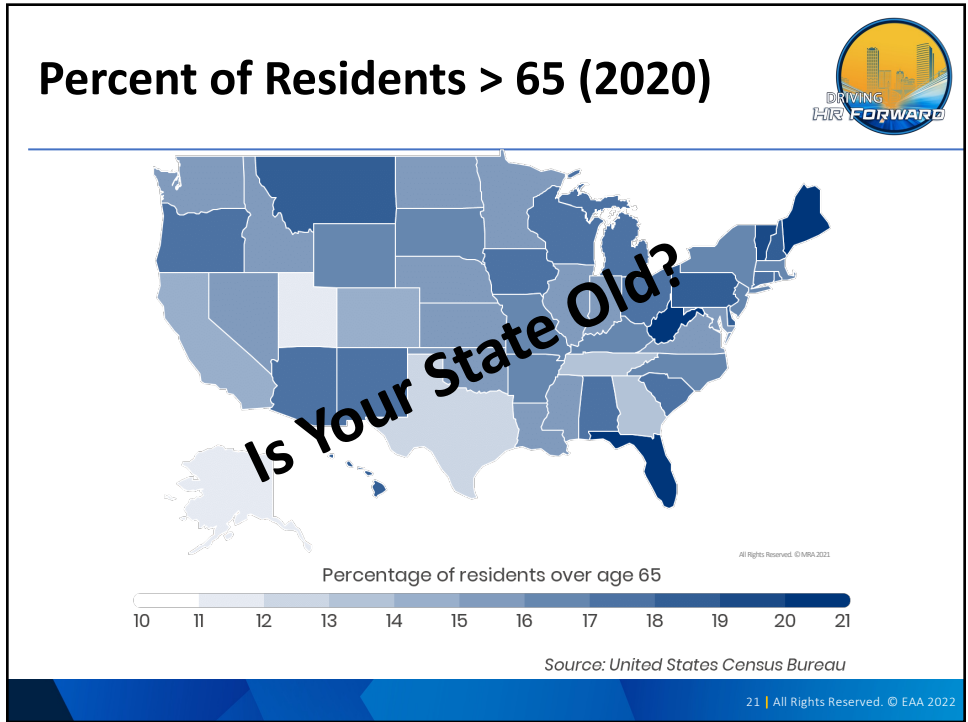
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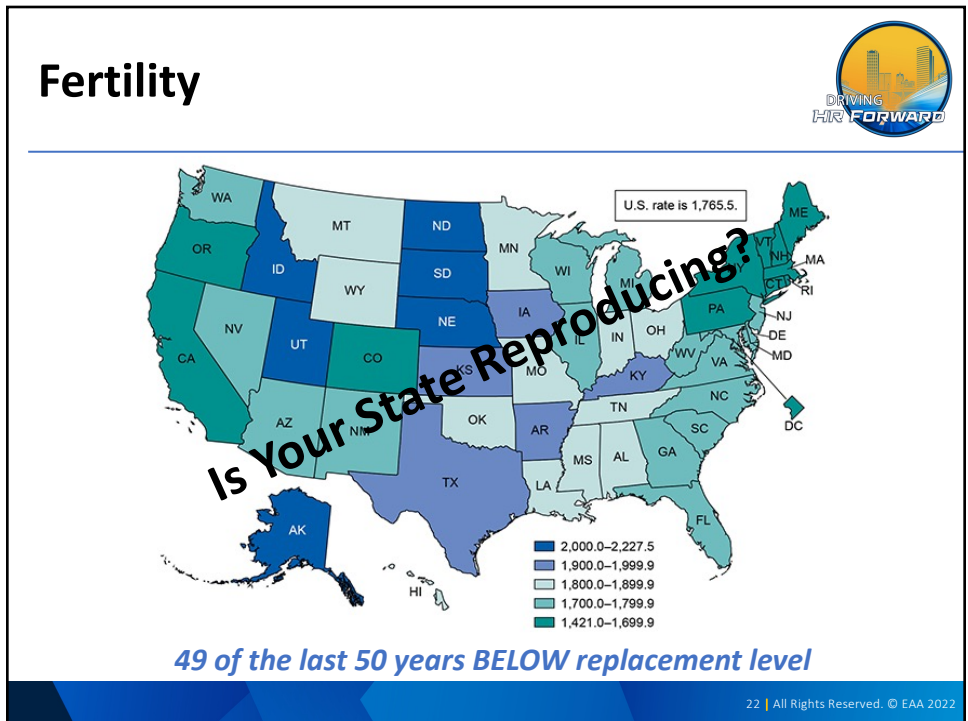
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Today's News . . . Literally




Population Change July '20 to July '21

Northeast	-365,795
Midwest	-93,730
South	+816,322
West	+35,868

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Today's News . . . Literally



Population Change July '20 to July '21

<u>Winners</u>		<u>Losers</u>	
Texas	+310,288	New York	-319,020
Florida	+211,196	California	-261,902
Arizona	+98,330	Illinois	-113,020
N. Carolina	+93,985		
Georgia	+73,766		
S. Carolina	+59,976		
Utah	+56,291		

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Wisconsin ... YIKES!



<u>Age</u>	<u># People</u>	<u>Growth</u>
0-17	+ 27,438	+ 2.1%
18-64	+ 15,150	+ 0.4%
65-84	+ 598,121	+ 90.8%
85+	+ 168,205	+ 141.9%

766,236 of the 808,914 are 65+

94.7% of the growth – 65+!

Double the number of “old-timers”!!

Applied Population Lab
2010 Census vs. 2040 projection

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Perceptions: WI HS Students




Minneapolis – St. Paul

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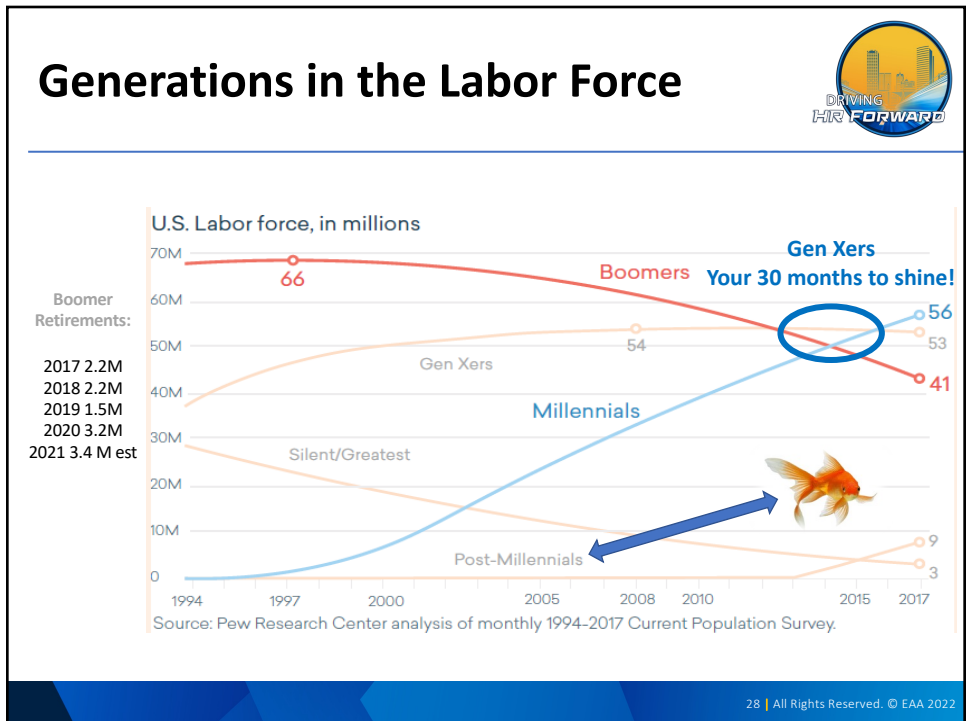




Perception of Wisconsin?

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A presentation slide with a white background and a blue geometric footer. In the top right corner, there is a circular logo with a city skyline and the text "DRIVING HR FORWARD". The main title "Four Questions for Leadership" is centered in black. Below the title, there are four black boxes with white text, each containing a question. The boxes are decorated with colored borders: green for question 1, blue for question 2, orange for question 3, and red for question 4.


Four Questions for Leadership

1. What is your candidate experience?
2. What is your onboarding/employee experience?
3. Are you an employer of choice?
4. Did you adapt?

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What Is the Candidate Experience?



Web experience is easy

Application process is simple/mobile friendly

No duplication

Information is succinct; interesting

Kept informed—Amazon world

Interview process is quickly completed

Process utilizes technology


Interviewers are prepared

Play the role of candidate!!
Candidates talk!!

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What Is the Onboarding Experience?




Start Early!

- Too many employers don't have any structured process in place to assimilate new employees
- Orientation is NOT onboarding
- Space is clean, technology is prepared, welcome swag is on their desk, "we care about you"
- New hires are looking at other jobs
- "Let's give 'em something to talk about!" (Bonnie Raitt, 1991)
- What are they saying at the dinner table?

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What Is the Employee Experience?




- Treat your people better than your best customer
- Check in after 3 months, 6 months, 1 year, 3 years
- It's not a benefit if I don't think it's a benefit!
 - 25-year-old: student loan repayment
 - 35-year-old: health care for my kids
 - 45-year-old: 401(k) match
 - 55-year-old: vacation
 - 65-year-old: Medigap
- Flexibility in shifts, hours, remote work
- Treat them well when they leave; they'll boomerang!

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Employer of Choice: Culture



Flexible deployment	Benefits that are benefits
Personal/professional growth ... continuously	Know the type of people you are looking for
Social responsibility (personal and corporation)	Transparency/information
Compensation	Work-life balance

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Did You Adapt? Others Did!

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Recruiting

You all knew where to find the 2006 candidates.
Where are you looking in 2022?



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These Are Just the Ante



Talking to employees for recommendations

Advertising positions

Using social media

Utilizing recruiters

Increasing wages

Flexibility

Offering bonuses ... of all kinds

Now, let's look at the bets!!!

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Freelancers



I'm a freelancer;
so now, when I talk
to myself,
I call it a staff
meeting!

THE GROWTH OF FREELANCING

34% OF THE WORKFORCE NOW FREELANCING
FOR MILLENNIALS, THAT FIGURE RISES TO **38%**

25% GROWTH IN FREELANCING OVER PAST 10 YEARS
(AS PERCENTAGE OF WORKFORCE)

*Freelancing in some capacity

THREE BIG DRIVERS OF FREELANCING GROWTH:

 ECONOMY <small>People have been forced to start freelancing as permanent positions have been restricted.</small>	 TECHNOLOGY <small>65% of freelancers said the Internet makes it easier to find and deliver work.</small>	 LIFESTYLE <small>32% of workers under 35 indicated they believe they'll be working mainly flexible hours in the future.</small>
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Cognition is an Australian company leading Talent Management software for the future of work. Over 200 business use Cognition for employer rating, wage, talent strategy. Learn more about Cognition at cognition.com.au/australia.

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Prison Population




A controlled environment

- 640,000 inmates released annually in the U.S.
- Two-thirds can't find jobs within the year
- Most arrested again by the end of year 3
- Delaying criminal background checks
- Additional funds (housing, transportation, education)
- Providing mental health counseling
- Interviewing skills
- FDL Prison: welding for women w/ MPTC, 14 weeks

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Niche Populations



Deloitte

- 11-week returnship program
- On-the-job, client-facing training
- Goal: hire 50% of participants
- Actual: hire 90% of participants



- Parents of pre-schoolers (childcare)
- Outdoorsmen (freedom)
- 20-year-old men (lifestyle)

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Diverse Workforce



Simply cannot afford to alienate any part of the population




Disability Sexual Orientation Race/Ethnicity Age Sex Gender Identity Color Veterans Status Genetic Information Political Affiliation National Origin Religion

**“Go work where you are celebrated,
Not where you are tolerated!”**

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Disabilities



The unemployment rate for persons with a disability was 10.1% in 2021, more than **2.5 times** that of those with no disability (**3.9%**).

Source: Bureau of Labor Statistics

“There is a bit of a craze now for hiring people with autism for tech jobs, because the jobs lend themselves to repetitive tasks and require an eye for detail,” says Carol Glazer, president of the National Organization on Disability.

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Retirees



For **Millennials**, it's all about *FOMO*

For **Boomers**, it's all about *JOMO*

- 75% of large U.S. firms rehire retired workers
- 42% contracted with retired employees to be consultants
- 255,000 Americans 85 years old or older were working over the past 12 months, the highest number on record (*Watson Wyatt Worldwide*)

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Internships




- Talent pipeline jump-start
- Test drive—for you and them
- Increase productivity
- Brand/product loyalty
- Increase longevity
- Visibility at colleges and in the community
- Fresh perspective
- Unique skill set (think technology, social media)
- Leadership opportunities for current employees

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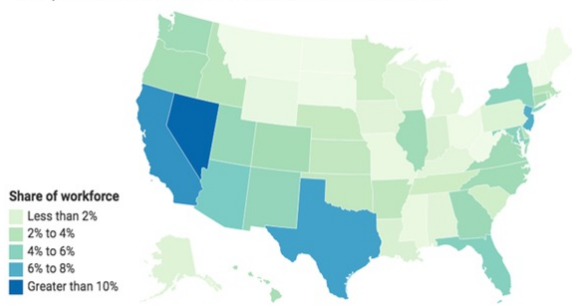
Immigration



The issue that won't be solved

- 12 million undocumented
- 8 million with jobs
- 5% of U.S. workforce undocumented
(Pew Research Center)
- Policy?

Where they work
The map shows the share of unauthorized workers in each state's workforce.




Share of workforce

- Less than 2%
- 2% to 4%
- 4% to 6%
- 6% to 8%
- Greater than 10%


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Have You Considered Puerto Rico?



- 200,000 residents to the mainland since Maria (2017)*
- MN (nurses), IA (“ambassador”), OH (staffing service for mfg.)
- Prepare the community
- Be welcoming
- The family will follow
- Looks like the Midwest!!





*Center for Puerto Rican Studies, Hunter Coll.

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Do You Coach?





- Scouts
- Church
- Music
- Mission
- Sports
- School


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Data Aggregators




- Census data, BEA, BLS
- 99% of U.S. workforce
- Enriched with:
 - Online profiles
 - Job postings
 - Resumes




1,393
JOB FAMILY EMPLOYMENT
132% Higher Than the National Average

- ⊙ Strong representation relative to this market's size indicates this job is a regional specialization.
- ⊙ Average growth signals stability in this talent market.
- ⊙ The high concentration of talent here signals an intense recruiting market.
- ⊙ Low unemployment (3.8%) in this job family could make it more difficult to find candidates.



\$36,481–\$49,357
SALARY RANGE
6% Lower Than the National Average

- ⊙ The cost of talent is on par with the rest of the nation.




396
UNIQUE JOB POSTINGS
318% Higher Than the National Average

- ⊙ Take advantage of an abundance of postings by analyzing your competitors' strategy.
- ⊙ More hires than postings in this market may mean this position is filled through alternative means such as word-of-mouth or career fairs.
- ⊙ Expect intense competition from other employers in the region.
- ⊙ Job posting intensity is high which indicates competitors are aggressively recruiting.

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It's an Uber World!



Uber accounts for employees

Uber carpool in areas without public transportation

Uber hiring

- Warehouse
- Hospital

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Final Thoughts: So What Do I Do?

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Short Term: Now




- View HR as sales, for people
- Onboarding is critical
- “Stay” reviews
- Web presence for candidates
- Meet generational needs
- Alternative populations
- Employees as recruiters
- People first—mental health

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Long Term




- Middle schools/high schools
- Engage parents/employees
- Get close with “suppliers”
- “Preferred” employer brand
- Serve on advisory boards
- Offer benefits that matter
- Internships/experiences
- Sell quality of life

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In Summary



- 1 This is a big deal ... and it's not going away.
- 2 Those who adapt and change will win.
- 3 Every region/state faces different challenges.
- 4 Pay more for less.
- 5 All talent is NOT equal—don't treat them that way.
- 6 Never let a good person go—redeploy.

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Thank You!

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Workforce Strategies at MRA
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Monday Evening Reception



- Meet in Hotel Lobby at 5:10 p.m.
- Bus tour – downtown Milwaukee
- The Yard at Iron Horse Hotel, 6 – 8:30 p.m.
Weather is cooler by Lake Michigan
and could dip into low 70s,
upper 60s at night.
Please dress accordingly.



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