



Admit Your Recruiting Strategy is Broken

...And Do Something About It

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3 OPTIMAL TALENT DYNAMICS

SLIDES / HANDOUTS



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It's all about perspective...

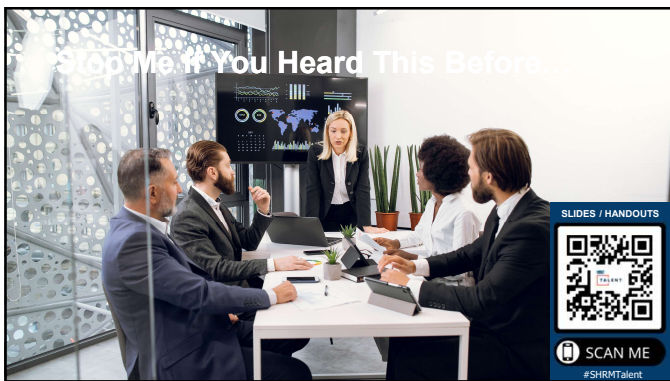
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Stop Me if You Heard This Before...

SLIDES / HANDOUTS



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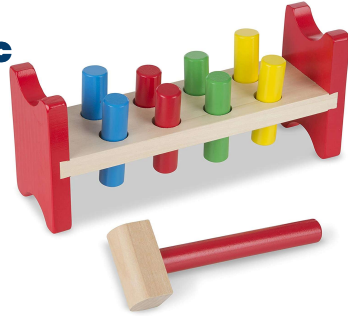
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Assumption

Pre-Pandemic Recruiting

Slot the Right People Into the Right Places

"It will just happen..."



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Reality

Pre-Pandemic Recruiting

Match the Right People to the Right Positions & Fit

Alignment



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Assumption

Post-Pandemic Recruiting

Finding the Right People is Just Harder...

"Just look harder..."



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Reason they won't see current reality...

Nature
People Don't Change Over Time

"One Size Fits All... Needs Don't Change"



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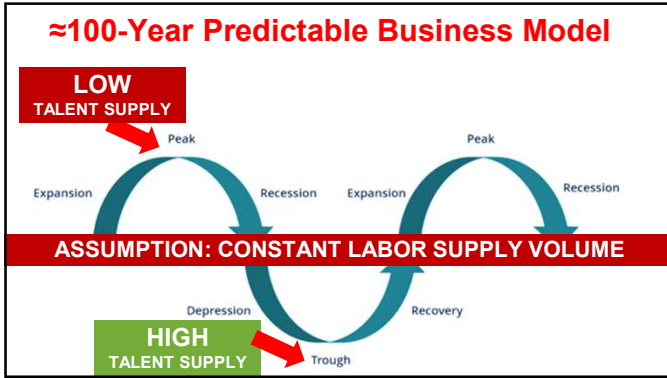
Reason they won't see current reality...

Perspective
We're Operating Under Same Rules

"The recession is coming..."



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Where all the workers went...

Psst...we knew it was coming for 30 years...

<p>"Baby Bust"</p> <p>Negative Avg. Pop Growth Since 1971</p> <p>Current = 1.66 <small>(Need 2.1 to replace population)</small></p>	<p>Immigration</p> <p>Since 2017</p> <p>-6% Net Impact <small>Net Vacancy to Unemployment Impact 2M Fewer in 2021 Alone (Fed Reserve Bank - San Francisco)</small></p>
<p>Retirement</p> <p>Silver Tsunami Prior to Pandemic</p> <p>+3M EXTRA <small>Unexpected Early Retirements (Bloomberg - reported by Fed Reserve)</small></p>	<p>Gig Workers</p> <p>36% of ALL EE's <small>Are Independent Workers (McKinsey)</small></p>
<p>Daycare</p> <p>Left Workforce due to Childcare</p> <p>1.5M Moms <small>Cannot find or afford care (Dept. of Labor Census Data) Report similar number to date</small></p>	<p>Resignation</p> <p>It Hasn't Slowed Down!</p> <p>4M Quits <small>STILL the Monthly Average Rate (February 2023 - Dept of Labor)</small></p>

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Reality

Post-Pandemic Recruiting

New Rules that are Constantly Changing

Fluid Agility

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- The World Changed
- The Employees Changed
- You Changed
- Your Approach Changed

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Build Your Strategy
Success Begins with a Focus from Within

- 05 **Best Practices**
Find what others do, adapt to meet your needs, continuously try new things.
- 04 **Up-/Re-Skilling**
Continuous Improvement in Talent Development & Improvement
- 03 **Workforce Approach**
Balance INTERNAL and EXTERNAL resources to meet needs (both short-term and long-term)
- 02 **"Re-Work" Work**
Take a different approach to how you get things done...
- 01 **Organizational Culture**
Create a sustainable culture where people want to come and stay...


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Culture 😊

Primary Question:



Why should anyone want to work for you?

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 **Culture**

How...

- We do things
- We treat people
- We reward people
- I feel when I go to work
- I get to do my work

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 **Culture**


GROWTH
ABILITY TO
BECOME MORE

COMMUNITY
SENSE OF
CONNECTION


PURPOSE
WORK THAT
MATTERS

What
Employees
Want from Work

CULTURAL PILLARS



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 **Culture**



Challenges

Is Your Assessment Current?


- If your culture WAS great, how do you know it still is?

What are your cultural pillars?

- How do people grow?
- How does their work matter?
- How do you build community?

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 **Culture**

Who's In Charge

HR


- Temperature check

Managers

- Execution begins & ends with them

Employees

- Are they held accountable?



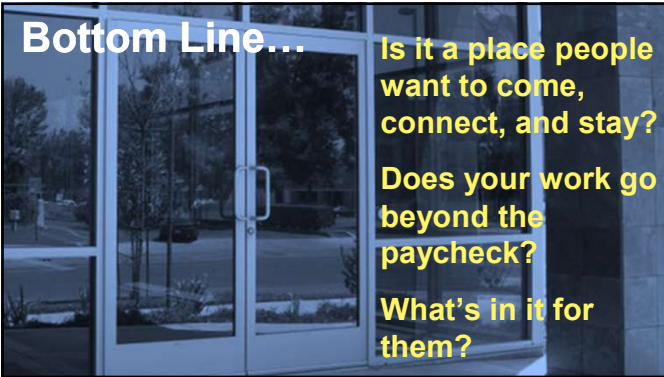
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Bottom Line...


Is it a place people want to come, connect, and stay?

Does your work go beyond the paycheck?

What's in it for them?



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Re-Work Work 

Compensate for Lack of Workers

We won't have the numbers again...

"Work the problem" to meet the demand

Better align workers to succeed

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It May Look Different...



No More "Jobs"?

Hire for competencies and assign to projects.

Modularize Work

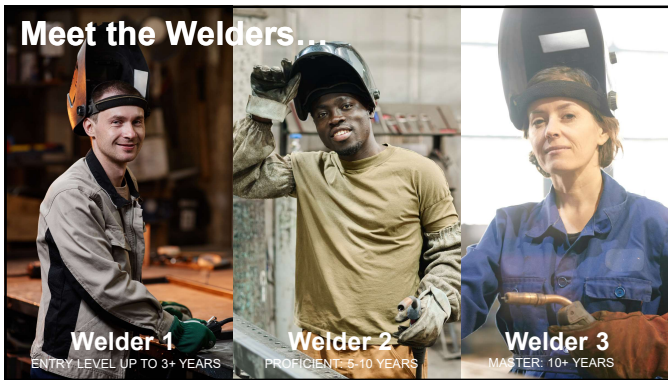
Do we really need a 40-hour work week for all jobs?

Apply Other Work Models

Example: Gig approach to staff nurses

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Meet the Welders...



Welder 1

ENTRY LEVEL UP TO 3+ YEARS

Welder 2

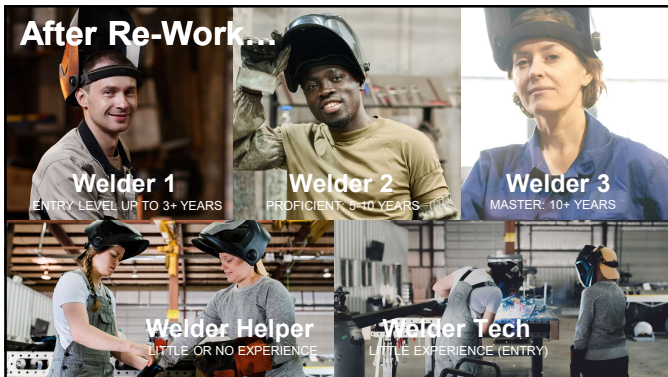
PROFICIENT: 5-10 YEARS

Welder 3

MASTER: 10+ YEARS

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After Re-Work...



Welder 1

ENTRY LEVEL UP TO 3+ YEARS

Welder 2

PROFICIENT: 5-10 YEARS

Welder 3

MASTER: 10+ YEARS


Welder Helper

LITTLE OR NO EXPERIENCE

Welder Tech

LITTLE EXPERIENCE (ENTRY)

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 **Re-Work Work**


Value

Alignment – Right people, right work

ROI - Skilled workers perform skilled work

Find a lower level to train up

Retention – People find greater purpose as they do what they were hired to do



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 **Workforce Development** 

Grow Talent When You Can't Find It

INTERNAL **EXTERNAL**



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 **Workforce Development**

Look to INTERNAL Sources First


INTERNAL

Succession planning


- Proactive and current engagement
- Involve managers & update annually
- Involve your employees

Outcomes

- If **they** know there is a future...
- Competency focus helps align



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 **Workforce Development**

Look to INTERNAL Sources First

INTERNAL

Professional development


- What do they want to do, be?
- Help them grow their own success
- Build IDPs into annual plan



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 **Workforce Development**

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INTERNAL

Professional development


- What do they want to do, be?
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IDP Focus

- Focus on what you CAN control
- Create your own future



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Workforce Development

External Opportunities


EXTERNAL

Consider This...

- Less Chance to Find Ready Status
- Can you...
 - Hire lower & train up internally?
 - Pre-train externally & then hire?
 - Prepare them beforehand?



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Workforce Development

RISKS: External Opportunities

EXTERNAL

- Hire lower & train up internally?
- Pre-train externally & then hire?
- Prepare them beforehand?

What if we invest and they don't work out?



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Workforce Development

OPPORTUNITIES: External Opportunities

EXTERNAL

- **Partner with Agencies**
Local workforce councils, non-profits, outside groups
- **Coopetition**
Work with others in your industry to collaborate
- **IRC Approach**
Create your own certification (locally?)
- **K12**
Work-based learning, internships, get into the classroom



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Up-Skill/Re-Skill Talent

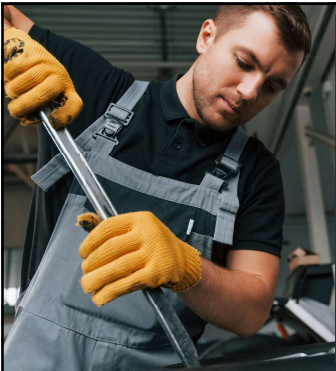
Upgrade to Remain Competitive

Up-Skill – Learning new skills, teaching new skills to do new things.

Re-Skill – Learning or training new skills to do a different job.



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After the pandemic, at least 50% of workers will need to gain new skills to advance their occupations, as compared to only 6% before the pandemic.

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Up-Skill/Re-Skill Talent

Areas to Consider



- TECHNOLOGY**
 - Automation requires upskilling to optimize output
 - Ensure PEOPLE drive AUTOMATION
- PROCESS**
 - Individual improvement does not happen naturally
 - Process is systems ... requires HRM work to drive
- PROFESSIONAL**
 - Continuing education & professional growth
 - Succession planning requires directed effort
- INTERPERSONAL**
 - Personal and behavioral skills to facilitate teams, performance, & results
 - Leadership, communications, and teamwork are top 3 skills
- LEADERSHIP**
 - Top requested competency by employers.
 - What they're REALLY looking for at all levels



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Up-Skill/Re-Skill Talent

Immediate Needs

INTERNAL

- Retention – Creates opportunities
- Realign resources
- Keep your good people. Skills can be taught.



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Up-Skill/Re-Skill Talent

Proactive/Long-Term Approach

INTERNAL

Career Pathing

- Align individual to career interests
(not just current role)
- Identify required competencies for future roles
(recruit them for the next jobs)
- Create a development plan for growth
(incorporate career pathing into IDP)



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Up-Skill/Re-Skill Talent

Resources

INTERNAL

- In-House Programs
- Incentives for Up-skilling/Re-Skilling
- Workforce Training & Education
- Colleges, Apprenticeships
- Workforce Partners



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Up-Skill/Re-Skill Talent

Targeted External Groups

- K12 – School District Partnerships
- Community Colleges / Universities
- 18-30-Year-Olds
- Others: Veterans, Disabled, Etc.

EXTERNAL



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Best Practices

Learn What Others Do, Adapt It, Try New Things




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Best Practices

What "Good" Looks Like



-  **Peak Innovation Center**
-  **Cardinal Manufacturing**
-  **Manufacturing Institute**



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Questions?
Send me a note...

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