New Strategies for an Evolving Workforce

Doug Howard
Senior Vice President, Maximus
Context

- U.S. Chamber recently reported 115.4M jobs, 5.9M unemployed workers
- National unemployment rate is 3.8%
- The civilian labor force participation rate has dropped from 66.8% (2001) to 61.7%
- Millennial data from the infographic:
  - Fastest growing segment of labor force
  - Average job tenure 3 years; 21% have 2 or more jobs
  - 66% work full-time, 75% of those work full-time year-round
  - About 1 in 4 rely partially or total on gig work
  - About 1 in 4 have 2 or more jobs
Other Observations

- Wage inflation, quality of life, and job satisfaction as they affect job decisions
- Virtual workforce/jobs as a new reality
- Four-year degrees matter more in some fields
- The pandemic caused an industry to switch from not traditionally affected by downturns
- Pre-pandemic, it was all about upskilling; now it’s upskilling as a subjunctive
- Other life issues are becoming important factors for employers; e.g.,...
Now Hiring

Employer Issue 1
Talent Shortages

- Hiring pools and processes
- Retention and turnover
- Nontraditional job seekers
- Service level challenges
- Technological advances
- Starting to see some return
Employer Issue 2: Increasing Labor Costs

- Workforce planning and management
- Compensation and benefits
- Training costs due to turnover
- Pricing and competitiveness
- Technology
Employer Issue 3
Changing Workforce

- Multiple Generations
- DE&I
- Aging Population and Retirement
- Globalization and Internationalization
- Gender Equality and Women in Leadership
The Future of Work through an Employer Lens

1. Evolving Nature of Work
2. Automation and Artificial Intelligence
3. Skills Emphasis and Lifelong Learning
4. Focus on Employee Well-Being
Evolving Nature of Work:

- Technological Advances
- Uncovering and Uplifting Workers
- Reskilling/Upskilling Employees
- Customer Expectations
- Where Work is Performed
Automation and Artificial Intelligence

- Impact on Job Market
- Automation of Tasks
- Skills Requirements
- New Roles and Opportunities
- Collaborative Workforce
- Ethical Considerations
- Adaptation and Agility
Skills Emphasis and Lifelong Learning

- Technical Skills
- Soft Skills
- Industry Specific Knowledge
- Leadership and Management
- Problem Solving and Critical Thinking
- Communication and Presentation
- Cultural Competence and Adaptability
- Life Long Learning and Adaptability
Focus on Employee Well-being

- Increased Productivity
- Improved Employee Engagement and Retention
- Reduction in Absenteeism and Presenteeism
- Enhanced Employer Brand
- Lower Healthcare Costs

Quality and Satisfaction
Some National Issues/Policy Discussions to Consider

1. Earn and Learn strategies
2. Short-term training....the need to shorten it
3. Apprenticeships
   • Expanded industries
   • Federal legislation
   • Both Employer and Labor perspective
4. Workforce reauthorization
5. Public assistance work programs
6. Prisoners returning to communities
7. Credentialing, licensing, and
How Government Can Support Employers

- Workforce Development Programs
- Job Placement Services
- Labor Market Information
- Flexible Labor Regulations
- Wage Policies
- Incentives
- Research and Development
- Supporting Entrepreneurs
- Addressing and Disparities
- Social Services
Possible Framework Topics for Discussions in Your State

1. How to increase labor force participation
2. Trends – industry, population
3. The difference between private and public sector labor market issues
4. Reskilling strategies
5. Earn and learn strategies
6. Public/private partnerships
7. Supports that make it easier to hire and retain employees
8. Economic data – mixed signals