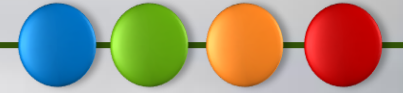




# It's not you, it's me From Pandemic to "Sansdemic"

Jim Morgan | Vice President | @JimMorgan1960 | @MRA\_HR\_Profs



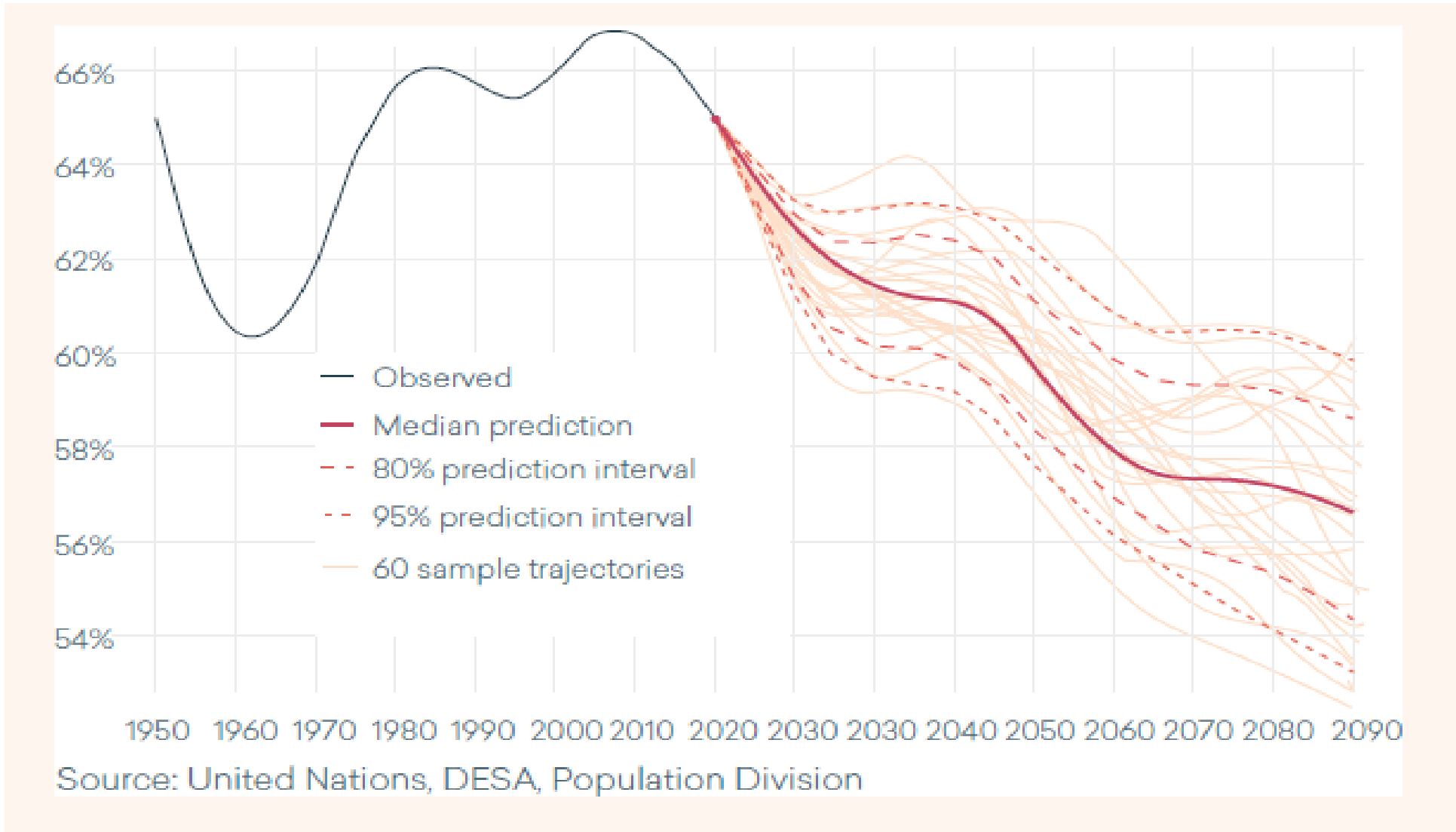
**HEY!!!**



**Where Did  
Everyone Go?!**



# U.S.: % of population ages 15 – 64



# HR Services

---

- 24/7 HR Hotline
- HR Online Resources
- HR Business Partners
- Employee Handbooks/Policies
- Employee Payroll Administration
- Audits (HR, CO, Payroll)
- Employment Investigations
- Affirmative Action
- Labor Relations
- Safety
- Publications
- Conflict Resolution

- Recruiting
- Reference & Background Investigations
- Talent Management
- Retention Services
- Outplacement & Career Management

# Talent Management



# Learning & Organization Development

---

- Strategic Planning
- HR & Leadership Training
- Employee Engagement & Assessments
- Coaching
- Succession Planning
- Conferences & Events
- Executive & Professional Roundtables
- Distance Learning
- C-YOU Create Your Own University
- Conference Center Room Rentals

- Compensation Planning
- Benefits Benchmarking
- Hot Topic Surveys
- Compensation, Benefits, & Business Trends Data
- Custom Surveys
- Total Compensation Statements

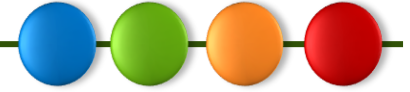
# Total Rewards

Do you need HR Help?

Do you need People?

Do you need Training?

Do you need Comp Data?



# 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!

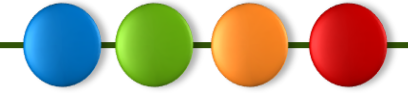
3

Uncover methods for long-term talent supply chain security—You'll have to think different!!



# The Deck Is Stacked

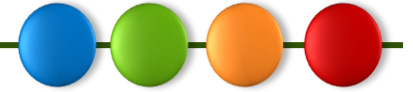




# Demographics

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



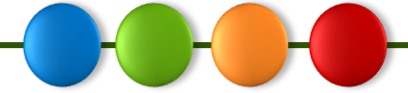


# We Are Almost Back At Full Employment

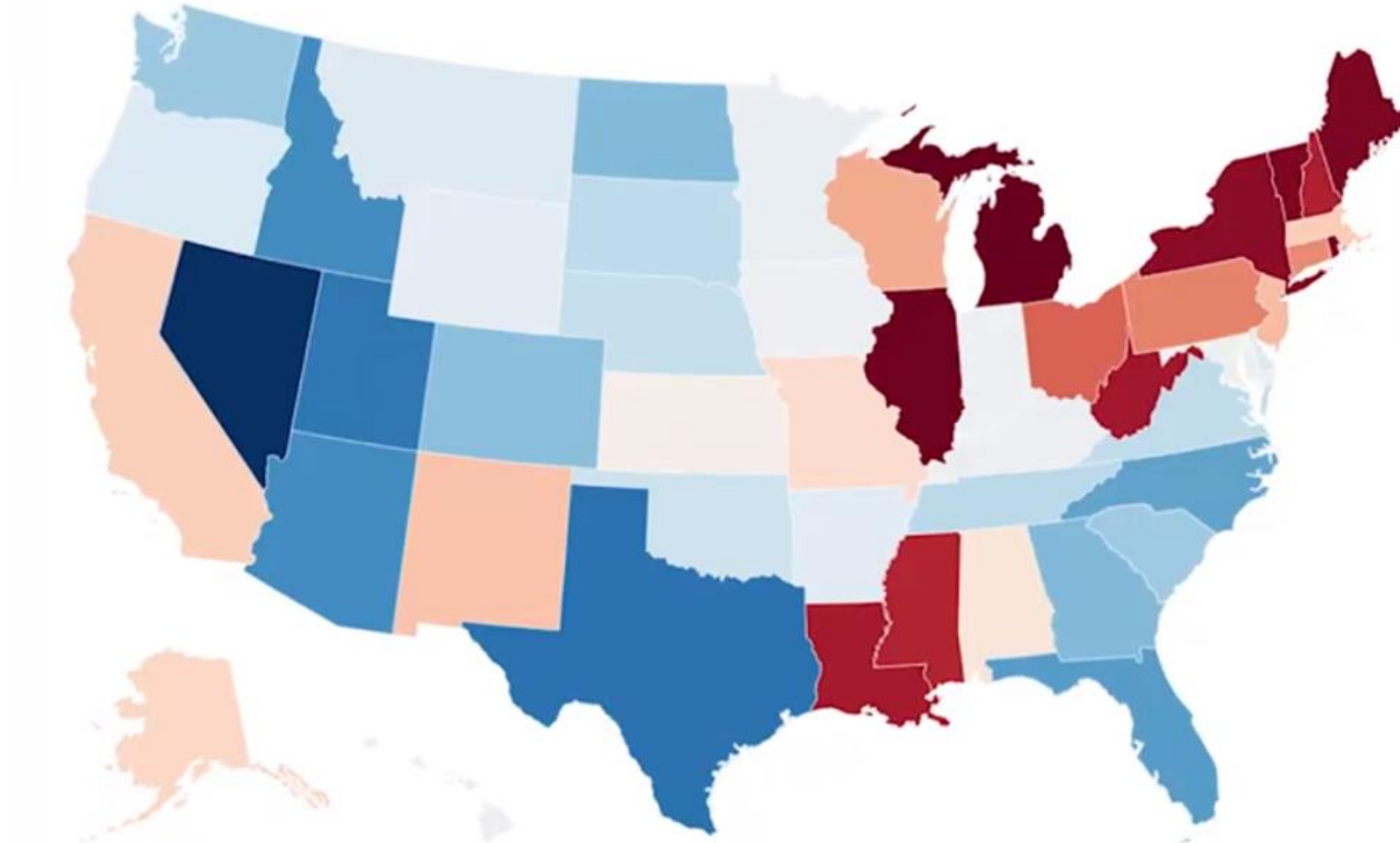
- <3%
- A Bit of a False “Good” Measure
- Changes the Game
  - Different Audience
  - Different Approach
  - More Employer Involvement

## Now, the Bad News ... Fast!



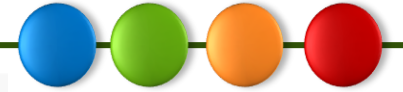


# 2001-2021 – Decline of Young People (<25)



Source: Emsi labor market analytics. 2021

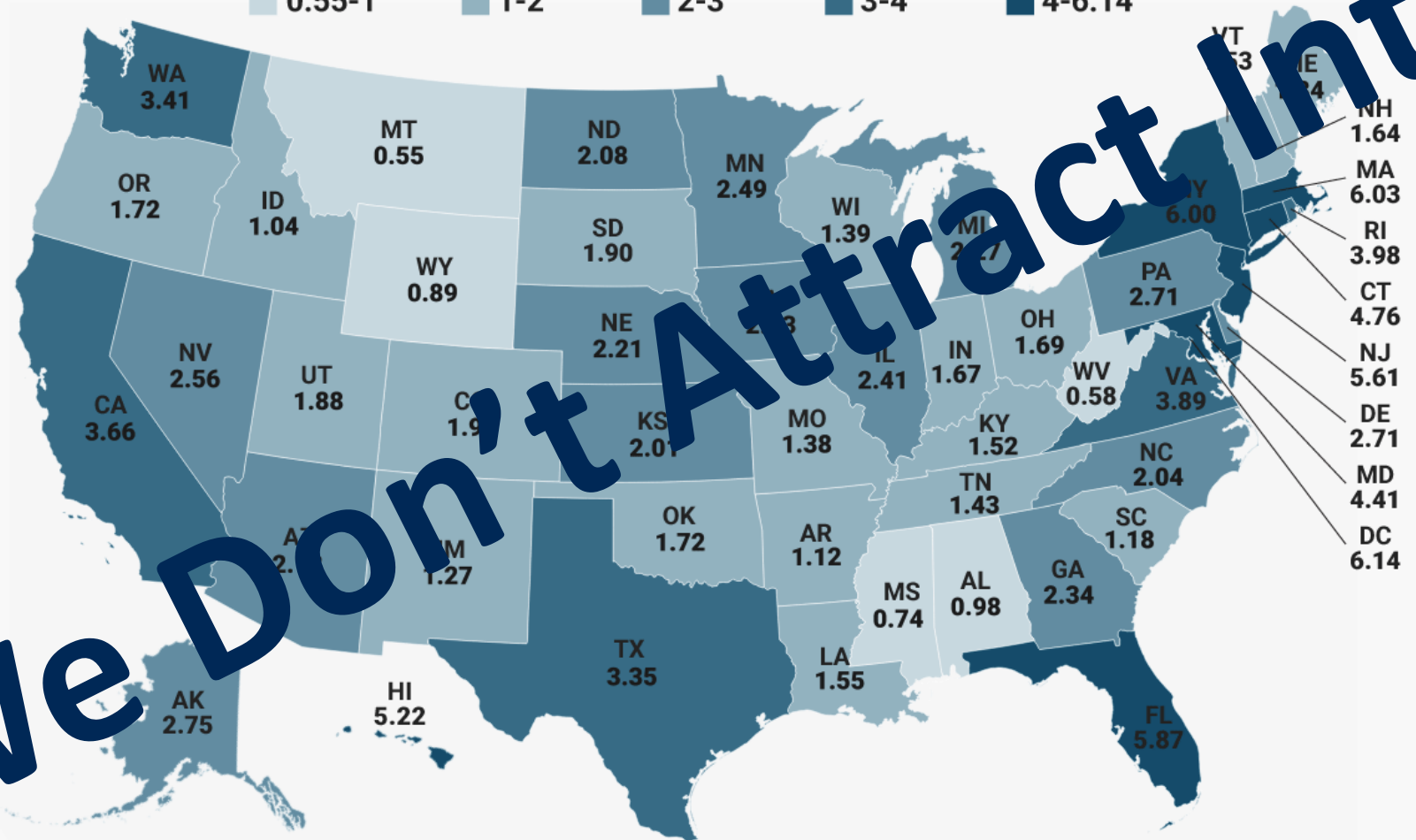




# NET INTERNATIONAL MIGRATION

NET MIGRATION PER 1,000 RESIDENTS, JULY 1, 2015-JULY 1, 2016

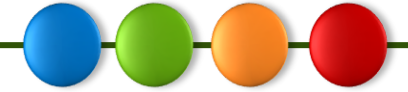
0.55-1    1-2    2-3    3-4    4-6.14



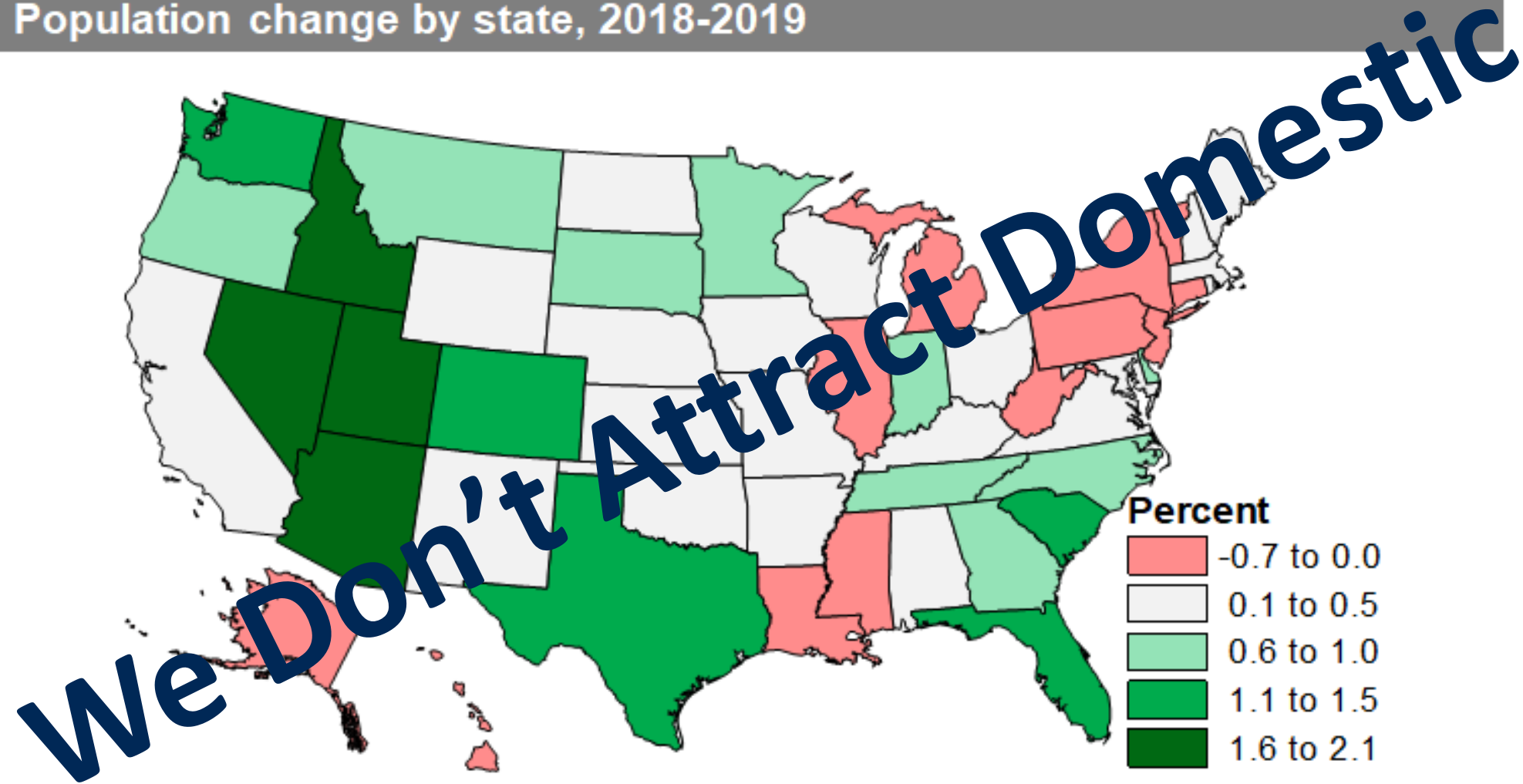
We Don't Attract Int'l

SOURCE: US Census Bureau

BUSINESS INSIDER



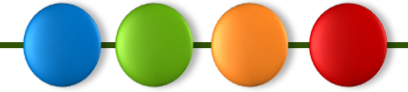
## Population change by state, 2018-2019



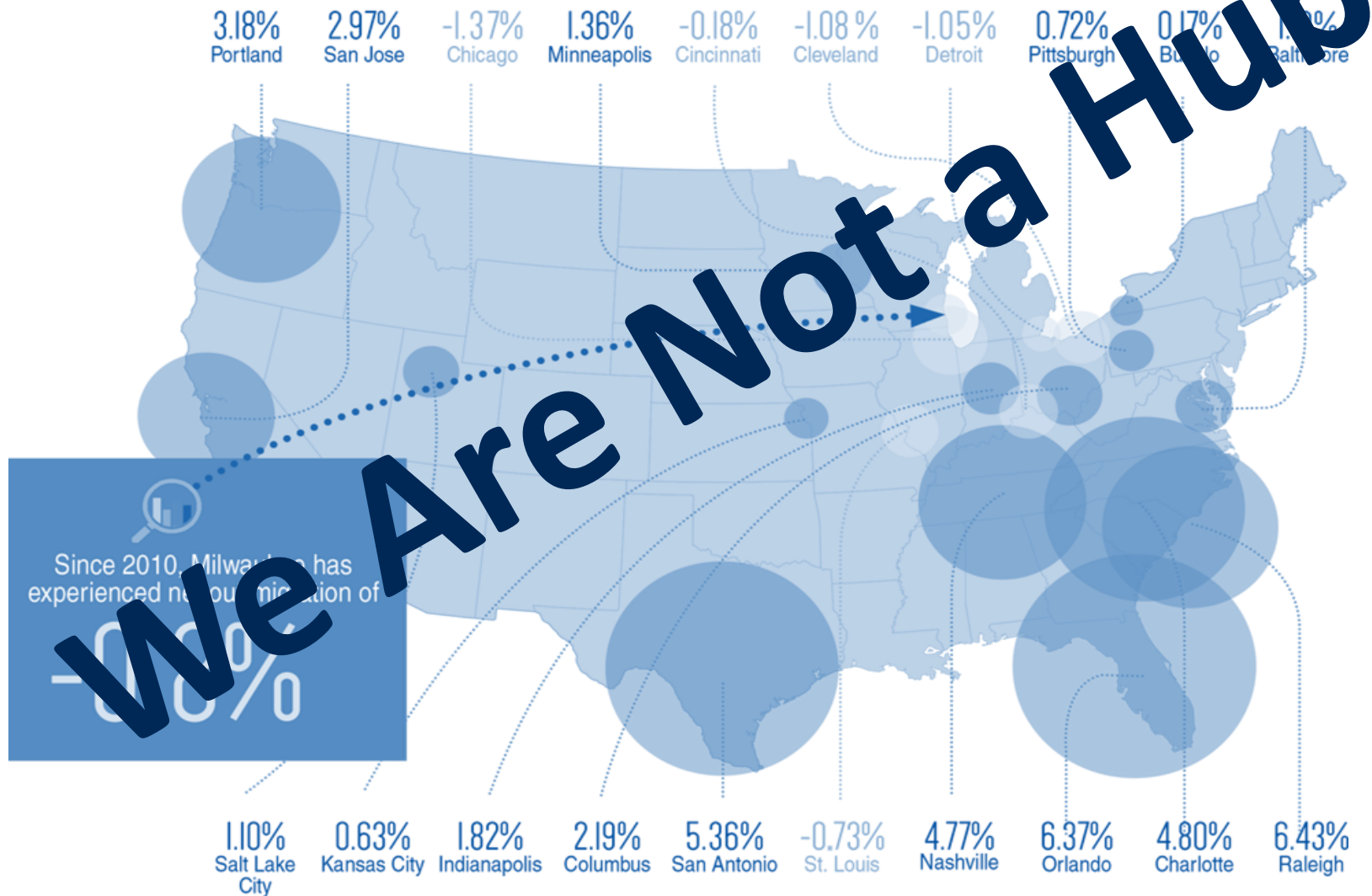
Source: Census Bureau, IHS Markit

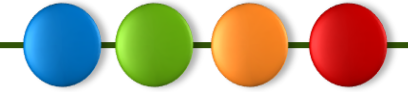
© 2020 IHS Markit

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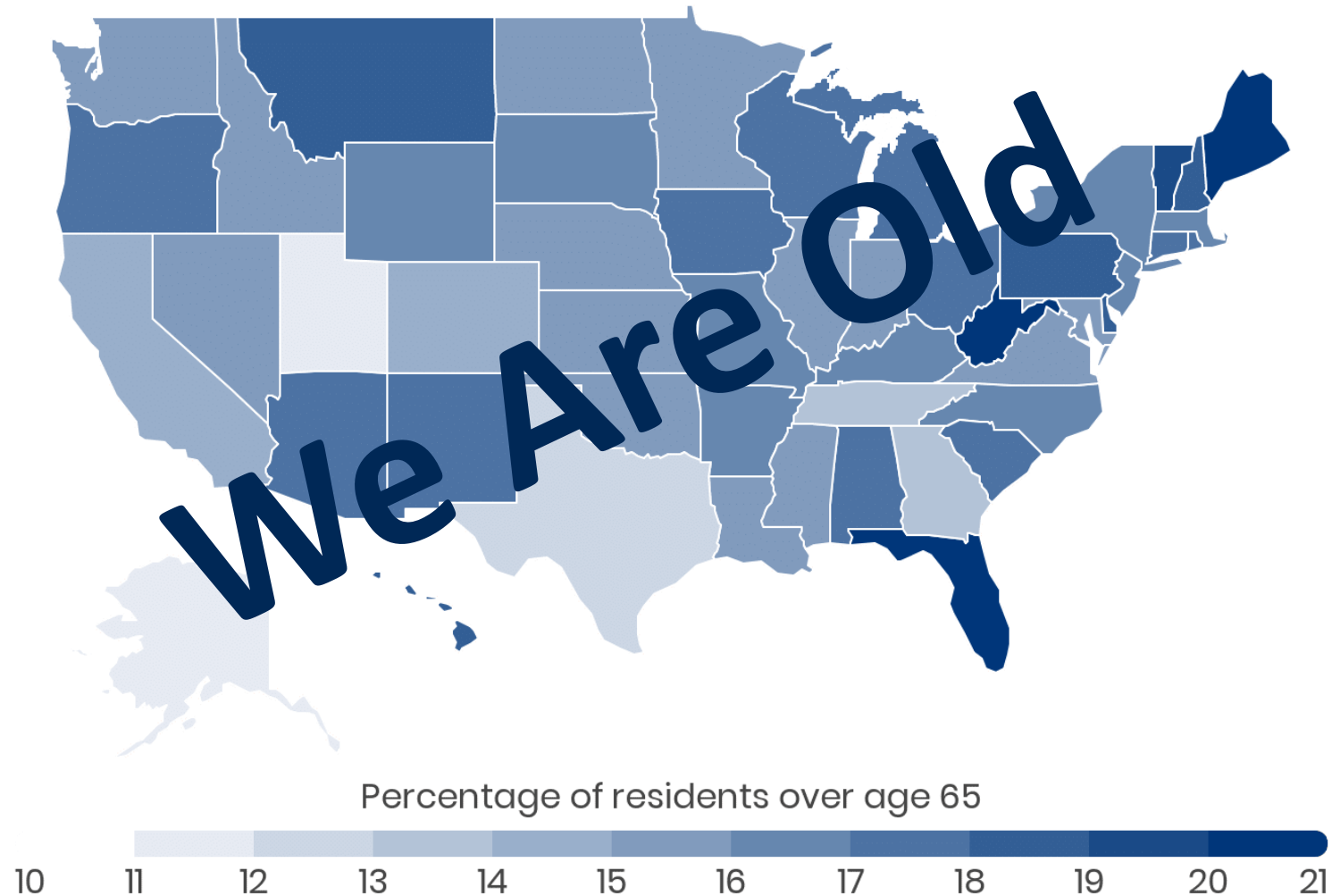


# Net Population Migration

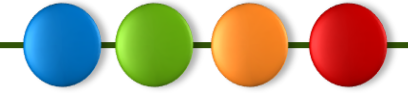




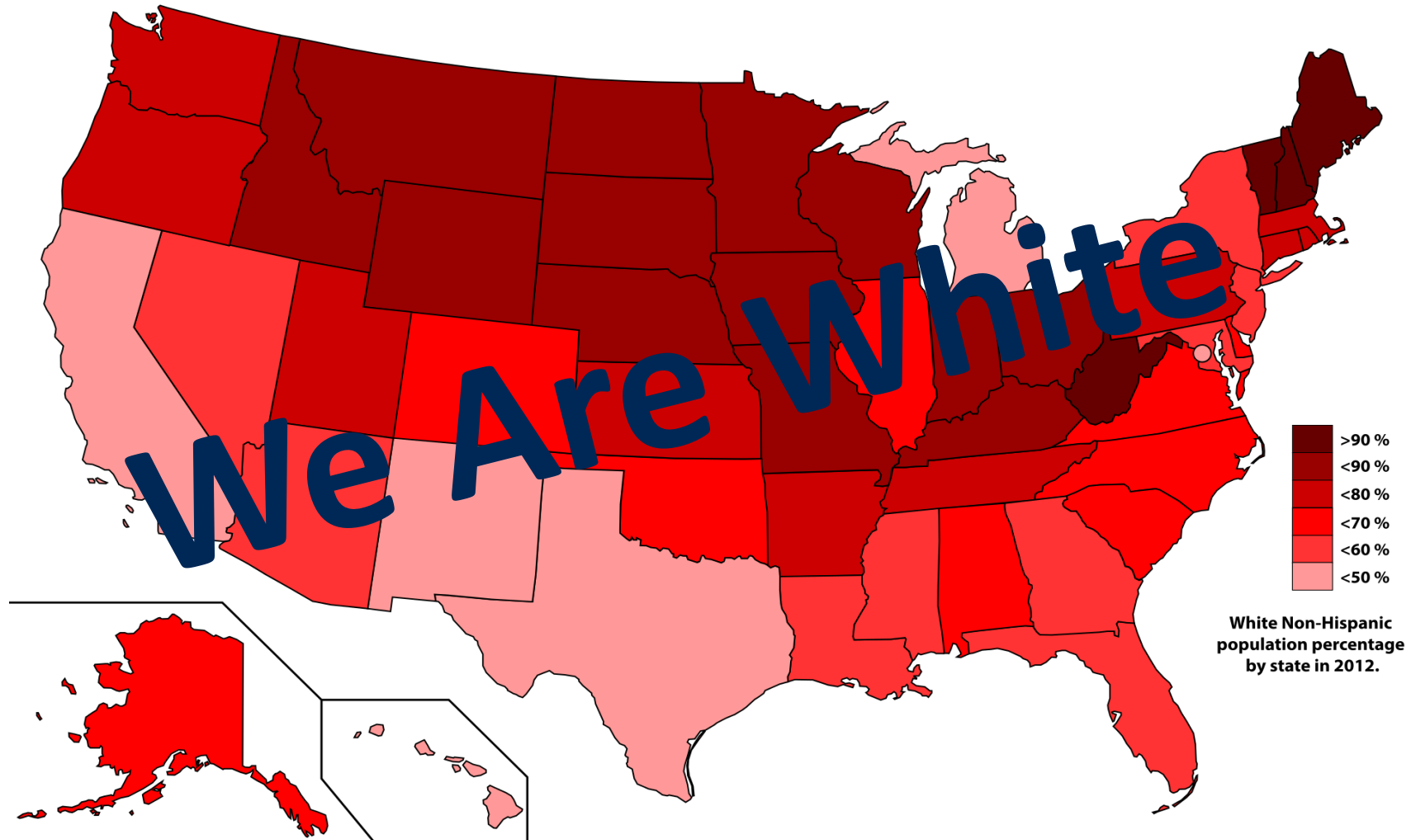
# Percent of Residents Over 65 (2020)

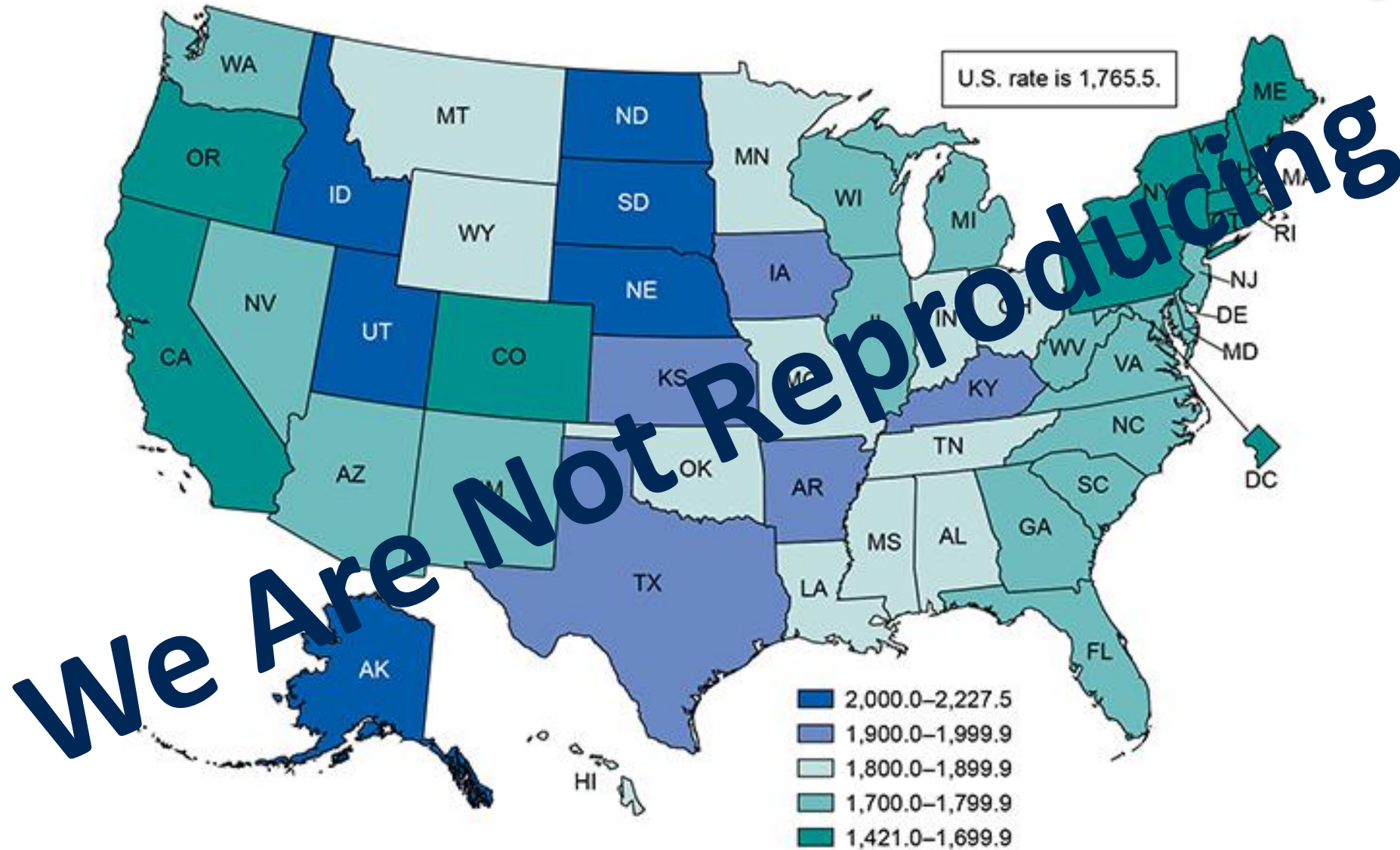
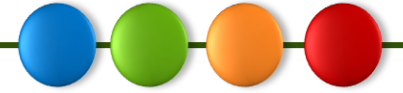


Source: United States Census Bureau



# White Non-Hispanic Population %



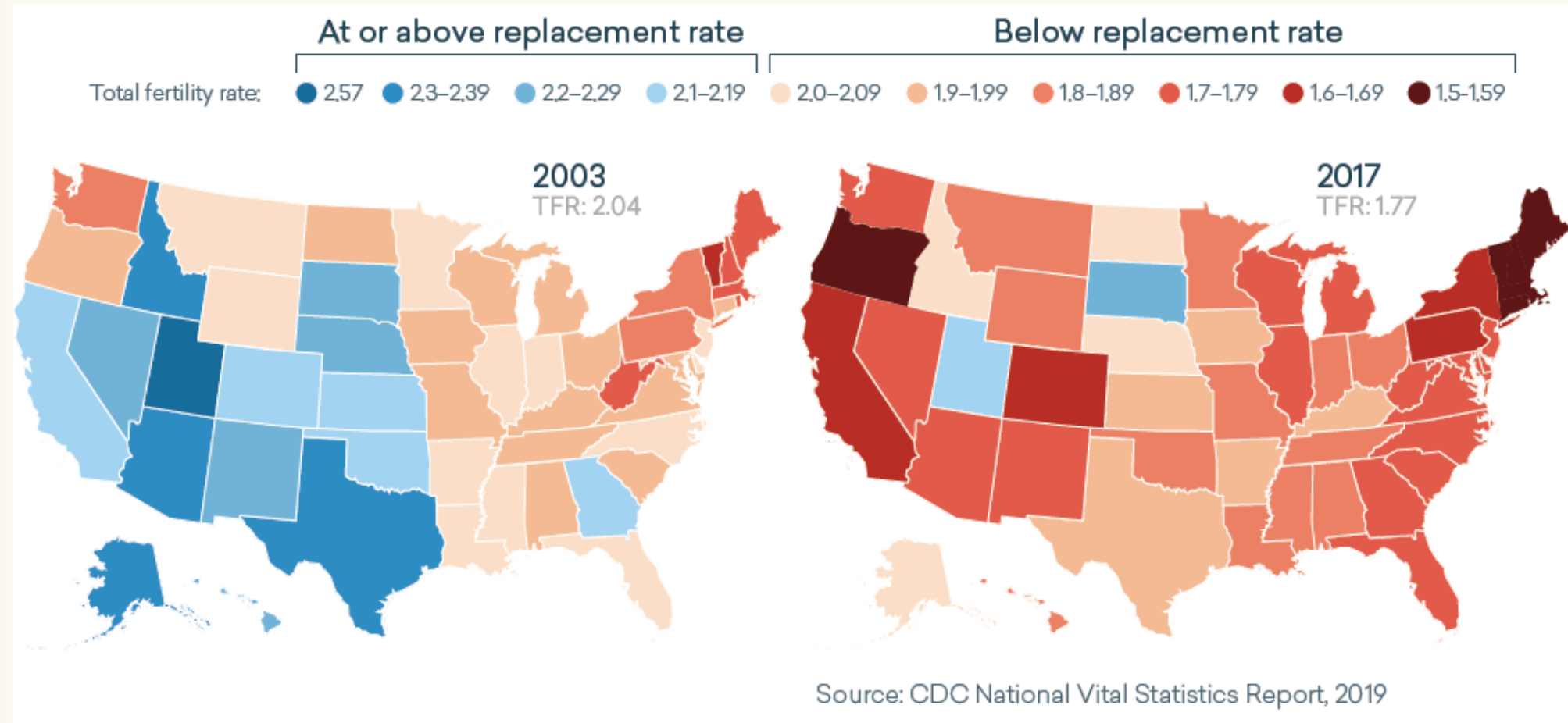


49 of the last 50 years BELOW replacement level

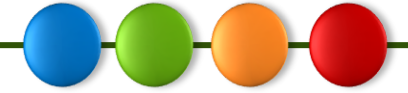




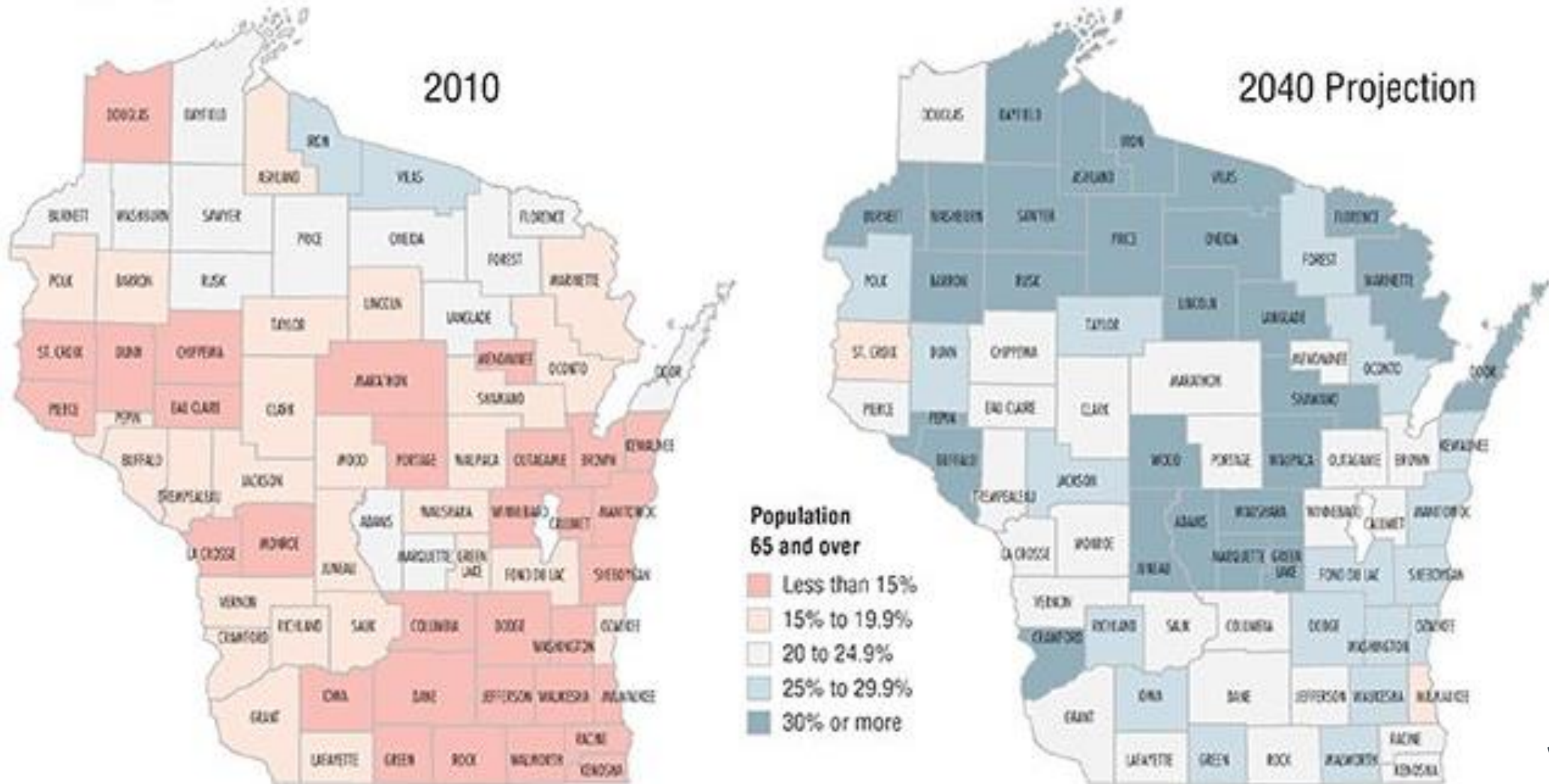
From 2003 to 2017, the US total fertility rate (TFR) fell from an average of 2.04 live births in a woman's lifetime to 1.77. The number of states with a TFR above replacement rate (2.1) dropped from 15 to 2: Utah and South Dakota.

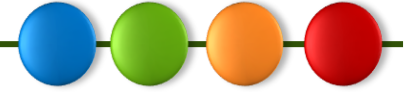






# Graying Wisconsin 40+ counties projected to be 25% 65+





# Wisconsin Population In a Nutshell

2010 Census vs. 2040 projection

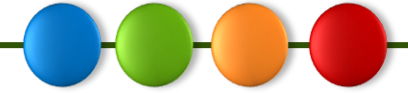
<u>Age</u>	<u># People</u>	<u>Growth</u>
0-17	+ 27,438	+ 2.1%
18-64	+ 15,150	+ 0.4%
65-84	+ 598,121	+ 90.8%
85+	+ 168,205	+ 141.9%

766,236 of the 808,914 are 65+

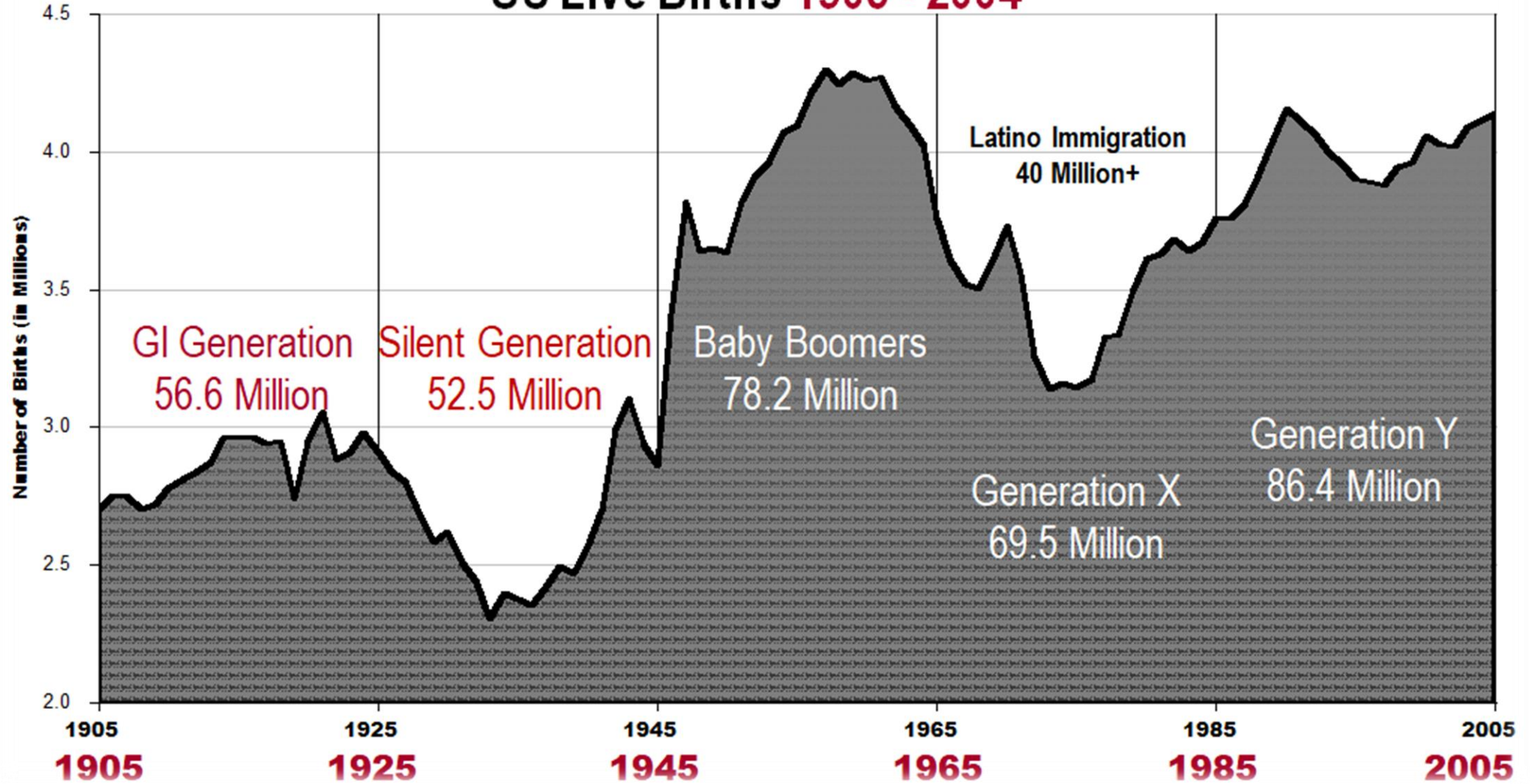
***94.7% of the growth – 65+!***

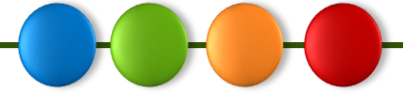
***Double the number of “old-timers”!!***

Applied Population Lab



## US Live Births 1905 - 2004



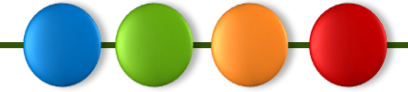


# Generational Differences

- Greatest Generation (1925-1945)
- Baby Boomers (1946-1964)
- Gen X (1965-1982)
- Millennials (1983-2000 or 1981-1996 or ...)
- Gen Z (2001-)



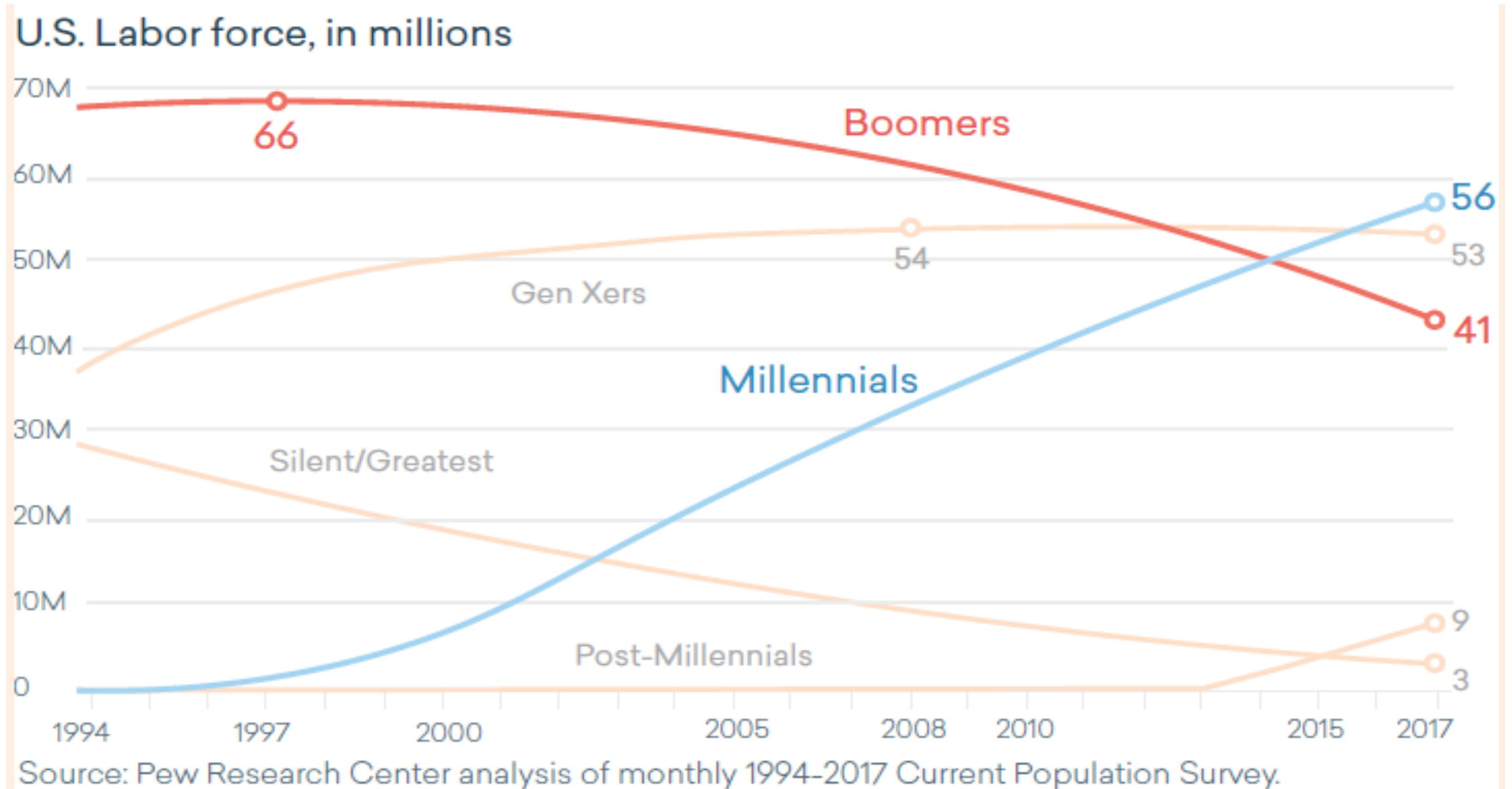
***Motivated by VERY different things***



# Generations in the Labor Force

## Boomer Retirements:

- 2017 2.2M
- 2018 2.2M
- 2019 1.5M
- 2020 3.2M









# 4 Simple Questions

- ✓ 1) What Is Your Candidate Experience?
- ✓ 2) What Is Your Onboarding/Employee Experience?
- ✓ 3) Are You an Employer of Choice?
- ✓ 4) Did You Adapt?



# What Is Your Candidate Experience?





# 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

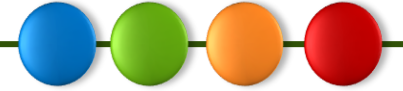
Process utilizes technology

Interviewers are prepared

Play the role of candidate!! Candidates talk!!



# What Is Your Onboarding/ Employee Experience?



# Start Early

Too many employers don't have any structured process in place to assimilate new employees

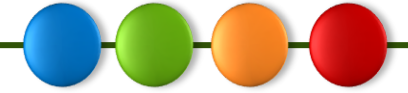
Orientation is NOT onboarding

Space is clean, technology is prepared, welcome swag is on their desk, "we care about you"

New hires are looking at other jobs

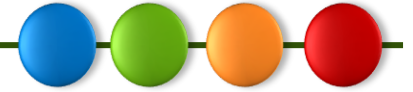
Ghosting is everywhere

What are they saying at the dinner table?



# The World Has Changed ...

	WAS	IS
<b>Offering:</b>	Education	Experience
<b>On the Job:</b>	30 years	2-5 years
<b>Commitment:</b>	Job	Belief
<b>Recruitment:</b>	Few Weeks	Few Days
<b>Application:</b>	Resume	Snapchat/Text
<b>Benefits:</b>	Set	Flexible
<b>Mobility:</b>	Job > Move	Move > Job
<b>Workplace:</b>	Rules	Flexibility
<b>Philosophy:</b>	Live to Work	Work to Live



# What Is Your 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 be back!!



# Are You an Employer Of Choice?







# 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

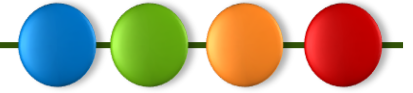
Compensation

Work-life balance



# Did You Adapt?

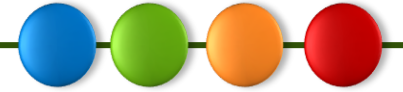
Take your best salesperson and  
put them in HR!!



# Recruiting

You all know where to find the 2006 candidates.  
Where are you looking in 2021?





# These Are Just the Ante

Talking to employees for recommendations

Advertising positions

Using social media

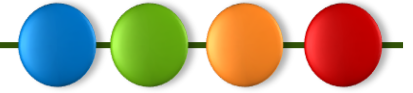
Utilizing recruiters

Increasing wages

Flexibility

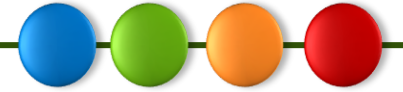
Offering bonuses ... of all kinds

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



# Freelancers

#10



# 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

People have been forced to start freelancing as permanent positions have been retrenched.



#### TECHNOLOGY

65% of freelancers said the Internet makes it easier to find and deliver work.

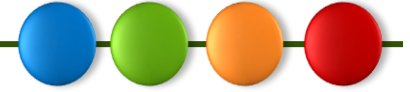


#### LIFESTYLE

32% of workers under 35 indicated they believe they'll be working mainly flexible hours in the future.

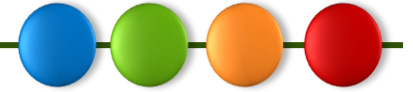


Cognition is an Australian company building Talent Management software for the future of work. Over 250 businesses use Cognition to empower cutting edge talent strategy. Learn more about Cognition at <http://www.cognition.com.au>



# Prison

# #9

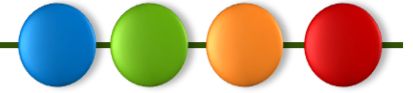


# Prison Population

## A controlled environment

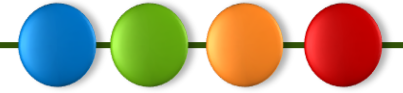
- 640,000 inmates released annually in the U.S.
- Two-thirds can't find jobs within the year
- Most arrested again by the end of year 3
- Delaying criminal background checks
- Paying a livable wage
- Offering additional funds (housing, transportation, education)
- Providing mental health counseling
-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





# Niche Targets

**#8**

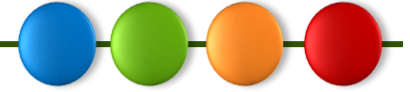


# Returners

## Deloitte

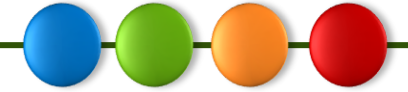
- 11-week returnship program
- On-the-job, client-facing training
- Goal: hire 50% of participants
- Actual: hire 90% of participants
- Pandemic enhanced





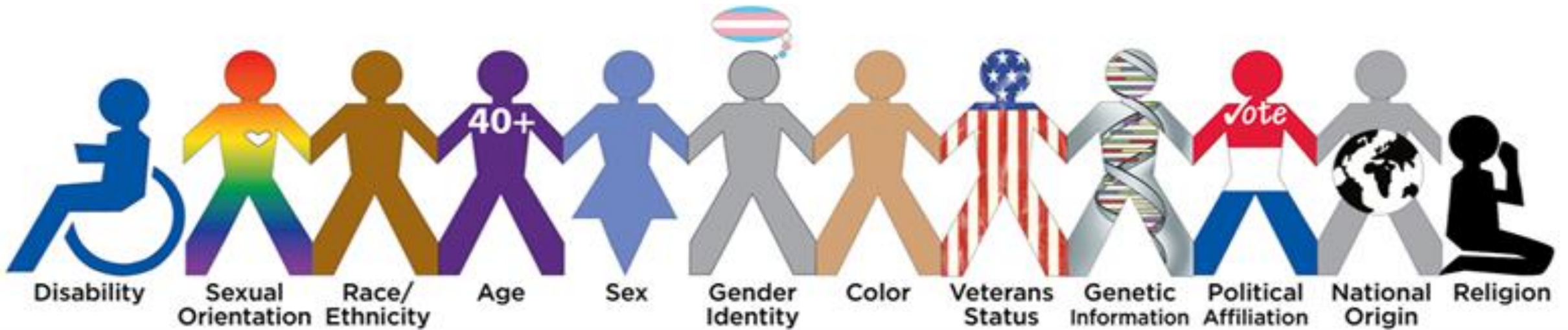
# Diversity

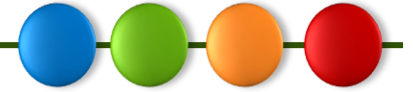
**#7**



# Diverse Workforce

What is “Diverse”?—“Traditionally”





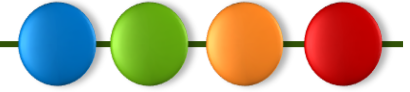
# Diverse Workforce: Native Vs. Immigrant

## Boomers and Gen X

- Integrating people (gender, faith, ethnicity, physical ability) into the workplace
- See diversity more as a reputational/moral/legal issue

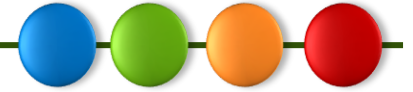
## Millennials and Gen Z

- Diversity means being free to express oneself and be listened to, far beyond merely achieving compliance
- Diverse workplace is a given; want tolerance, flexibility, choice, and career progression
- They will ask



# Dis“Abilities”

# #6



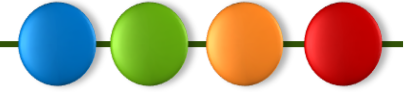
# Disabilities

The unemployment rate for persons with a disability was 9.2% in 2017, more than twice that of those with no disability (4.2%).

*Source: Bureau of Labor Statistics*

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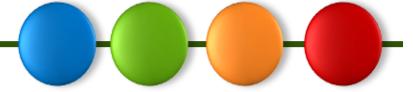
*“There is a bit of a craze now for hiring people with autism for tech jobs, because the jobs lend themselves to repetitive tasks and require an eye for detail,” says Carol Glazer, president of the National Organization on Disability.*



# Retirees

# #5



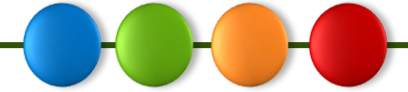


# Retirees

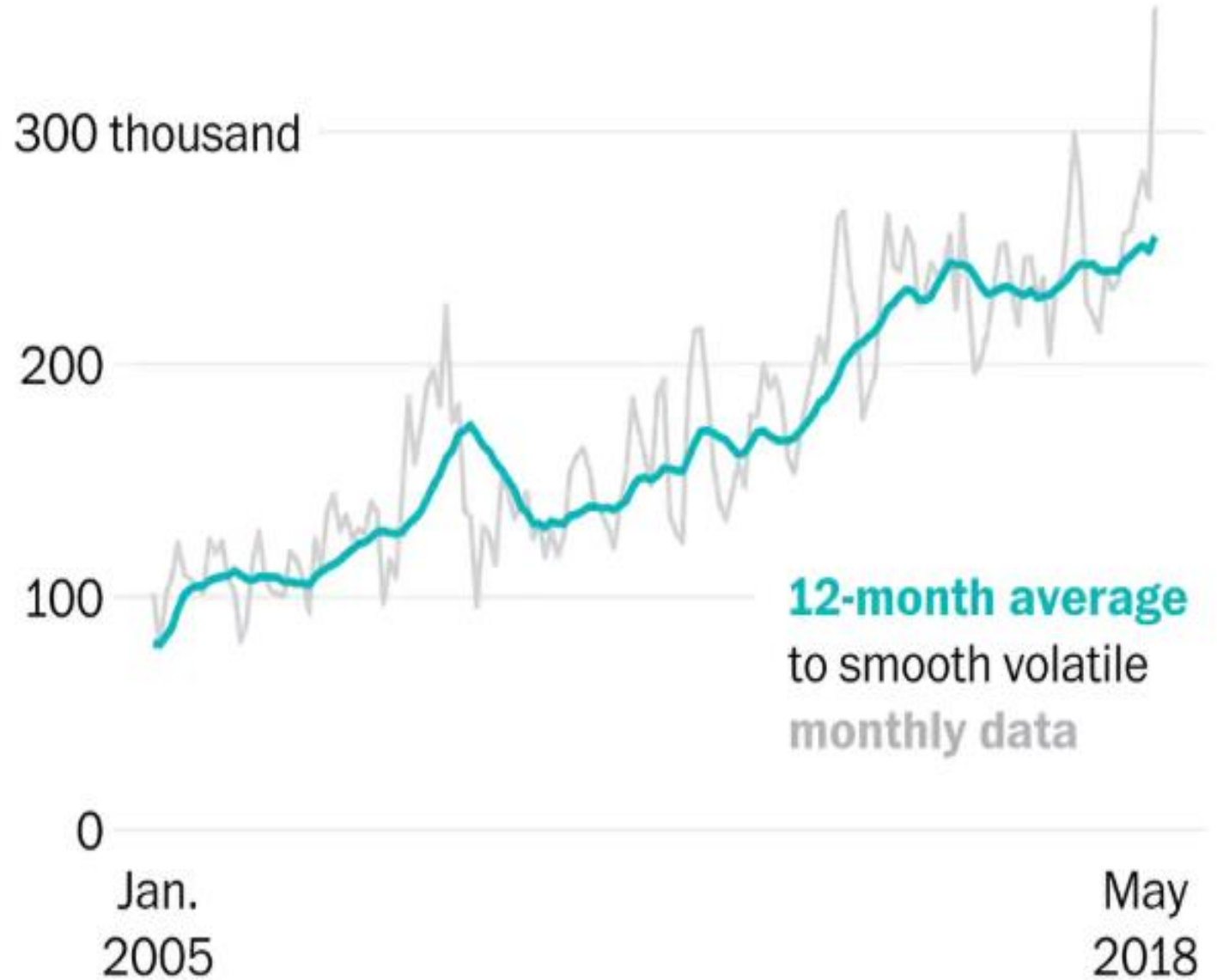
For **Millennials**, it's all about *FOMO*

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

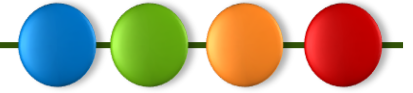
- 75% of large U.S. firms rehire retired workers
- 42% contracted with retired employees to be consultants
- 255,000 Americans 85 years old or older were working over the past 12 months, the highest number on record (*Watson Wyatt Worldwide*)



# U.S. working population age 85 and older

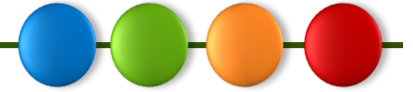


Source: Labor Dept. via IPUMS  
THE WASHINGTON POST



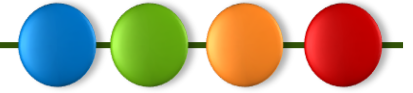
# Internships

# #4



# Internships

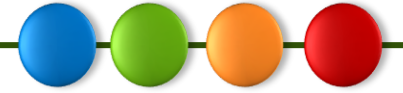
- Talent pipeline jump-start
- Test drive—for you and them
- Increase productivity
- Brand/product loyalty
- Increase longevity
- Visibility at colleges and in the community
- Fresh perspective
- Unique skill set (think technology, social media)
- Leadership opportunities for current employees



# Immigration

# #3



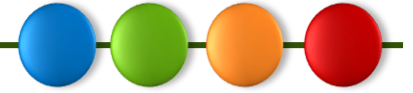


# Have You Considered Puerto Rico?

- 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.

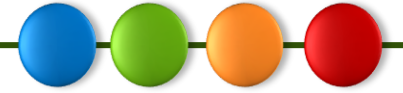




# Off-The-Job

# #2





# Do You Coach?

Scouts

Church

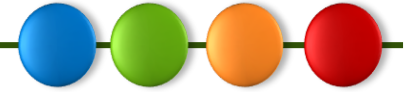
Music

Mission

Sports

School





# Technology

# #1

**Take a breath, this is a big one!**



# 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.

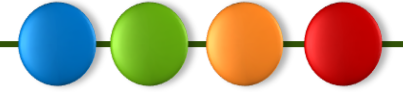


## 396

### UNIQUE JOB POSTINGS

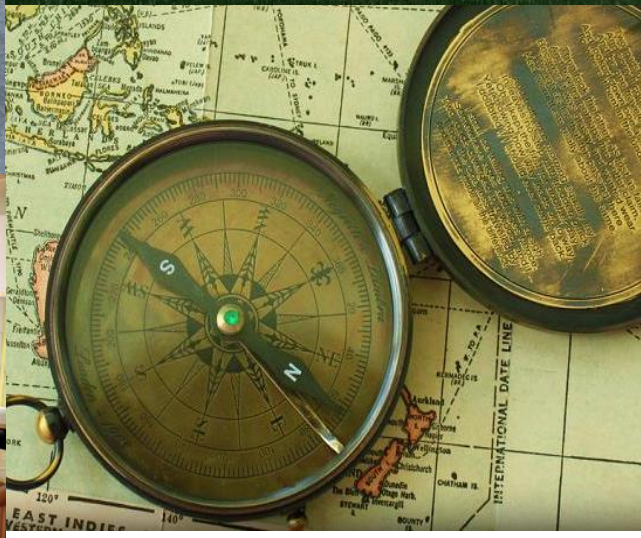
318% Higher Than the National Average

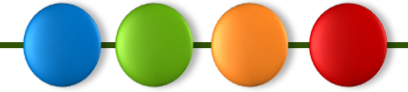
- ✓ Take advantage of an abundance of postings by analyzing your competitors' strategy.
- ⊖ More hires than postings in this market may mean this position is filled through alternative means such as word-of-mouth or career fairs.
- ⊗ Expect intense competition from other employers in the region.
- ⊗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



# Technology

The robots are coming! The robots are coming!





# Techn

- Chatbot
- based



Alice  
Zimbrick Honda

I'm online and happy to help!  
How may I help you? 😊

Your message



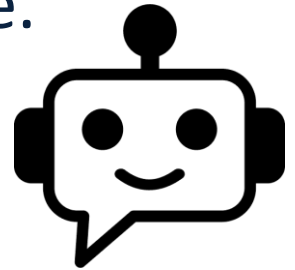
- Chatbots provide
- Chatbots can
- Chatbots can
- To eliminate
- new interactions

# ZIMBRICK



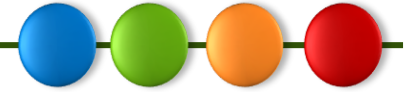
Start Chat

conversation interface.



don't gossip!

learns from every

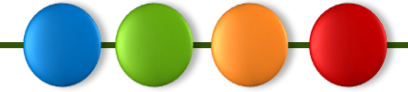


# Recruiting

Chatbots can handle 80% of standard questions

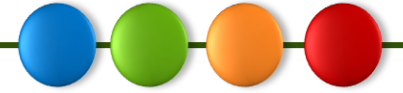
- Half of all candidates give up on a company in two weeks
- 31% of those candidates expected a customized message, which chatbots can do leveraging existing data, machine learning, and natural language processing.

73% of candidates couldn't tell they were interacting with a chatbot when they reached out to companies to ask basic questions pertaining to their applications. *Source: Software Reviews*



# Technology: Chatbots

- Recruiting
- Employer branding
- To answer candidate questions
- Collect feedback
- Assistance to teams

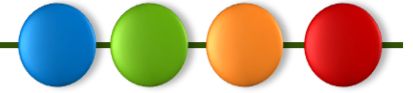


# Technology+

One projection sees 90 percent of enterprise wellness initiatives including fitness trackers by 2021.

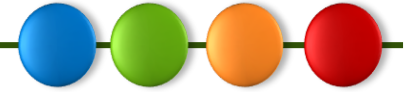






# Technology+

- ① Expands labor pool—training, physical
- ② Reduce new hire training—automated
- ③ Improve safety
- ④ Transform customer service
- ⑤ Empower lesser skilled employees
- ⑥ Increase efficiencies and productivity

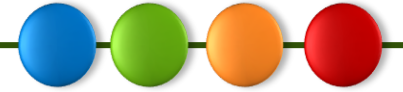


# Technology/Cognitive Computing

- Automation is an overarching theme for HR innovation
  - 66% of CEOs—CC will drive HR value (Select Hub)
- Not only benefits management, recruitment, time, professional development, and attendance
- Also
  - Talent recruitment—target, millions of profiles—empathy?
  - Talent development—digital skills gap, ILP
  - HR operations—personalized and automated
  - Chatbots
  - Safety



# Final Thought



# Short Term: Now

View HR as sales, for people

“Stay” reviews

Meet generational needs

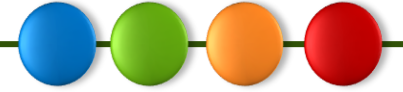
Employees as recruiters

Onboarding is critical

Web presence for candidates

Alternative populations

People first—mental health, flexibility



# Long Term

Get in the middle schools/high schools

Get close with your “suppliers”

Serve on advisory boards

Offer internships & experiences

Get to the parents, your employees

Establish the “preferred” employer brand

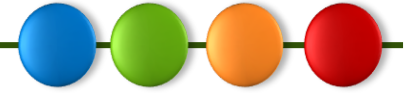
Offer benefits that matter

Sell quality of life



# Final, Final Thought





# In Summary

1

This is a big deal ... and it's not going away

2

Those who adapt and change ... will win

3

Doing nothing ... is not an option

4

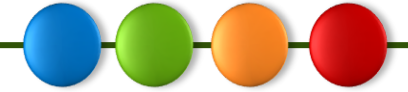
Pay more for less

5

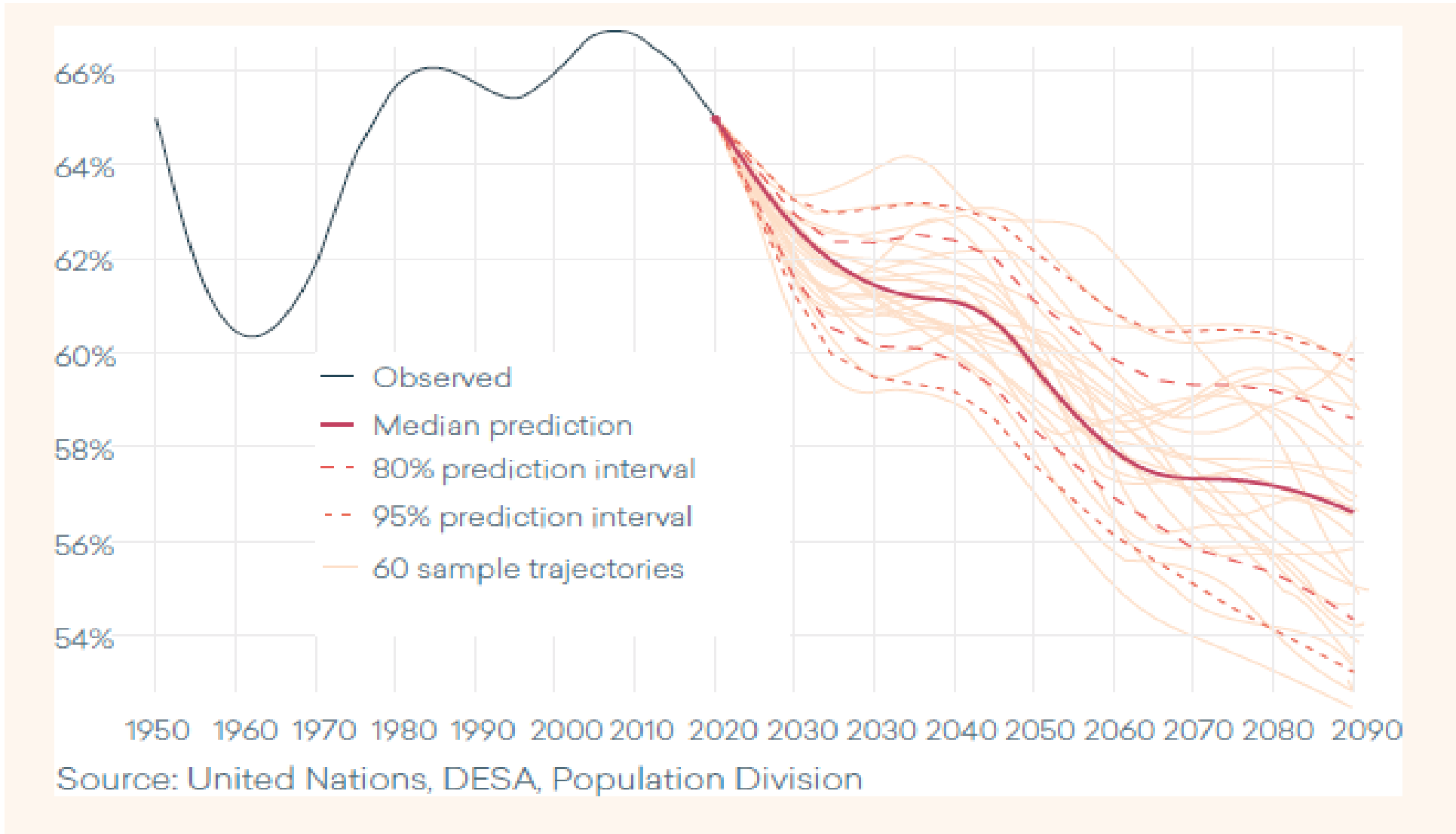
All talent is NOT equal—don't treat them that way

6

Never let a good person go—redeploy



# U.S.: % of population ages 15 – 64





# HR Services

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- 24/7 HR Hotline
- HR Online Resources
- HR Business Partners
- Employee Handbooks/Policies
- Employee Payroll Administration
- Audits (HR, I-9, Payroll)
- Employment Investigations
- Affirmative Action
- Labor Relations
- Safety
- Publications
- Conflict Resolution

- Recruiting
- Reference & Background Investigations
- Talent Management
- Retention Services
- Outplacement & Career Management

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# Talent Management



# Learning & Organization Development

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- Strategic Planning
- HR & Leadership Training
- Employee Engagement & Assessments
- Coaching
- Succession Planning
- Conferences & Events
- Executive & Professional Roundtables
- Distance Learning
- C-YOU Create Your Own University
- Conference Center Room Rentals

- Compensation Planning
- Benefits Benchmarking
- Hot Topic Surveys
- Compensation, Benefits, & Business Trends Data
- Custom Surveys
- Total Compensation Statements

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# Total Rewards



# Thank You!

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