

**Part I:
Intro to Today's Hiring
Challenges**

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**Why Can't
YOU Hire
Enough
Employees?**

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Problem:

**This is the
pressure
source...**

Labor Force Shortage by Industry
July 2022

Unfilled job openings

Industry	Unfilled Job Openings (%)
Durable goods manufacturing	~85%
Wholesale and retail trade	~75%
Financial activities	~65%
Professional and business services	~55%
Leisure and hospitality	~45%

Source: U.S. Chamber of Commerce Analysis, BLS Data

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Previous Solution

The image contains several elements: on the left, a man in a suit holds a stack of US dollar bills; next to him is a black and white portrait of a man. Two circular diagrams illustrate economic cycles: the top one is labeled 'A 10-Year Cycle' and the bottom one is labeled 'A 50-Year Cycle', both showing stages like 'Peak', 'Trough', and 'Expansion'. To the right is a line graph titled 'Economic Cycle' showing a wave with stages 'Expansion', 'Peak', 'Contraction', and 'Recession'.

100 Years of Predictable Cycles

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The Great Resignation
Are You Playing Employee Whack-a-Mole?

The graphic features the text 'The Great Resignation' in purple and 'Are You Playing Employee Whack-a-Mole?' in orange. A hammer is positioned to the right of the text. Below the text are four diverse people (two women and two men) standing with their arms crossed or hands on hips.

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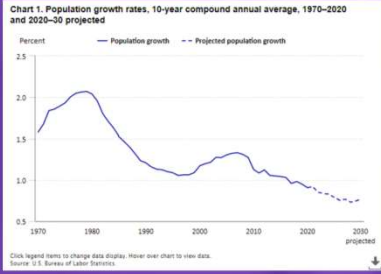
A yellow starburst shape is centered on a background of small black dots. Inside the starburst, the text 'How D.I.D WE GET HERE?' is written in a handwritten, black font.

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Trends: How did we get here?

We've Known for 30+ Years...then we accelerated it...

"Baby Bust"



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Trends: How did we get here?

"Baby Bust"



Created Lack of Trust

Revised the Terms and Conditions of the Work Contract

Changed the Way Employees Looked at Work

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Trends: How did we get here?

We've Known for 30+ Years...then we accelerated it...

"Baby Bust"



- 1.5M Moms Left
- Can't Find or Afford Daycare
- Still a Top Issue for Most Families

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Trends: How did we get here?

We've Known for 30+ Years...then we accelerated it...

"Baby Bust"



- Past 6 years especially
- No serious relief in sight
- Not expected to impact skilled labor with improvement

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Trends: How did we get here?

We've Known for 30+ Years...then we accelerated it...

"Baby Bust"



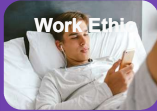
- 2.5M MORE than expected during past 2 yrs.
- Accelerated rate not declining
- 20-25% of most workforces are 55+ years old

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Trends: How did we get here?

We've Known for 30+ Years...then we accelerated it...

"Baby Bust"



- Gen Z Work Ethic...enough said
- Quiet Quitting

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Trends: How did we get here?

We've Known for 30+ Years...then we accelerated it...

- Immigration**
- Gig Workers**
 - 40% had one before the pandemic
 - 2.5M Left
 - Most not back

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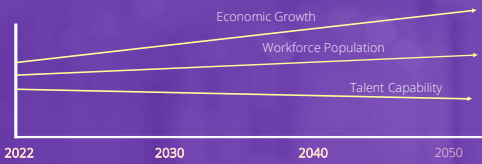
Trends: How did we get here?

We've Known for 30+ Years...then we accelerated it...

- Immigration** (4.5M)
- Per Month Great Resignation** (QUIT!)

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Trends: What Can We Expect?



$$\text{Labor Shortage (\#s)} \times \text{Talent Shortage (Competency)} = \text{Labor Supply Shortage (Capability)}$$

Reports from 2021&2022 data provided by McKinsey, Deloitte, & DOL / BLS Projections

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Build Your Recruitment Strategy

Define Recruitment Objectives

- What do you want?
- How many?
- When?
- How much can you afford?

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Build Your Recruitment Strategy

Define Recruitment Objectives

- Which positions are most important?
- Can you afford to go higher if the candidate asks for more?

Prioritize Organizational Needs

- Which positions are worth the premium?
- What are your thresholds?

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Build Your Recruitment Strategy

Define Recruitment Objectives

Prioritize Organizational Needs

Employee Branding

- Maintain the same look and feel
- Make sure you are identifiable
- Keep it consistent in ALL your approaches
- Don't violate your culture

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Build Your Recruitment Strategy

Define Recruitment Objectives

Prioritize Organizational Needs

Employee Branding

Targeted Candidate Categories

- Active vs Passive
- Different strategies for different types

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Build Your Recruitment Strategy

Define Recruitment Objectives

Prioritize Organizational Needs

Employee Branding

Targeted Candidate Categories

Talent Assessment

- What do you want in your hire?
- Define by each position
- Be specific...it will help hire better...

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Build Your Recruitment Strategy

Define Recruitment Objectives

Prioritize Organizational Needs

Employee Branding

Targeted Candidate Categories

Talent Assessment

Define Candidate Competencies

- LEVELS of skills and knowledge
- Know, be, and do...and "how much"
- Levels of experience, for example

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Build Your Recruitment Strategy

Define Recruitment Objectives

Talent Assessment

Prioritize Organizational Needs

Define Candidate Competencies

Employee Branding

Use Recruitment Tools

Targeted Candidate Categories

- Job fairs, networking, conferences
- Job postings (multiple)
- Employee referrals, etc.

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Build Your Recruitment Strategy

Define Recruitment Objectives

Talent Assessment

Prioritize Organizational Needs

Define Candidate Competencies

Employee Branding

Use Recruitment Tools

Targeted Candidate Categories

Employee Retention

- Tough to find new people if you're known to have people leaving...

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Build Your Recruitment Strategy

Define Recruitment Objectives

Talent Assessment

Prioritize Organizational Needs

Define Candidate Competencies

Employee Branding

Use Recruitment Tools

Targeted Candidate Categories

Employee Retention

Outside Recruitment Services?

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Roadmap

SHORT - TERM

Things to do NOW

Retention

Culture

Redefine Work

Recruitment

MID - TERM

Things to do over NEXT YEAR

Leadership

Work Format

Automation

Upskilling

Upgrading

LONG - TERM

Things to do FOR THE FUTURE

Workforce
Development

Education
Relations

Reskill / Reform

Diversify
Credentials

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Thank you!

Questions?

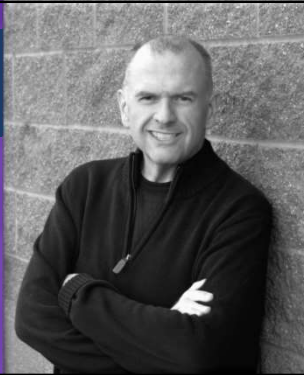
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