

Community efforts to attract and retain workers

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February 2, 2021



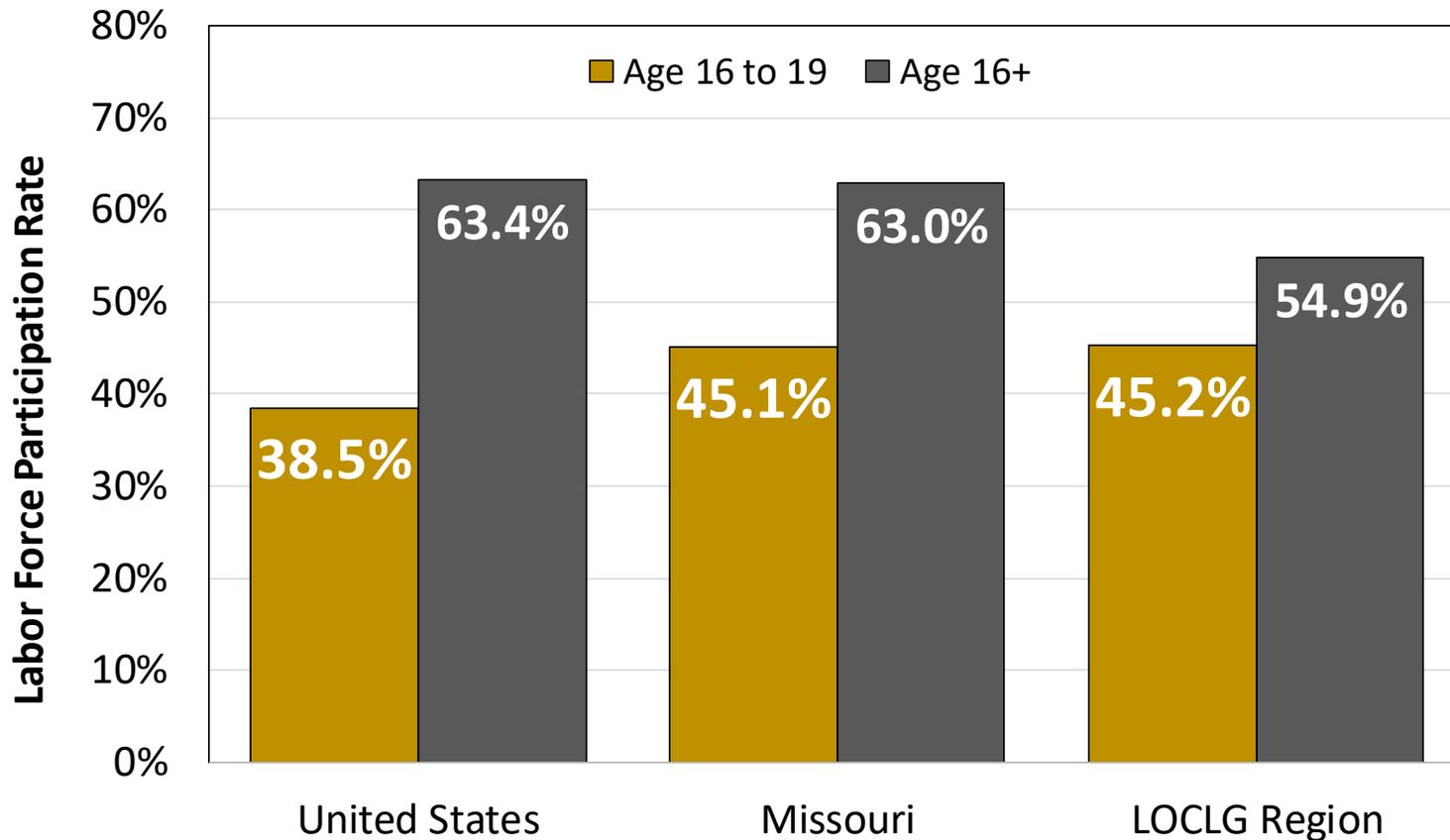
Today's goals

- Finding and retaining workers is an *immediate* issue for many employers in the Lake of the Ozarks Council of Local Government's (LOCLG) service area.
- Addressing these challenges often requires short-, medium-, and *longer-term solutions* requiring sustained commitment from community and private sector leaders.
- Different types of workers require different attraction and retention strategies
 - Youth
 - Justice-involved; older; and veteran workers
 - Mobile workers
- The goal of this presentation is to stimulate thinking about how to address the LOCLG region's workforce attraction and retention challenges.

Engaging youth through career
exploration and work-based
learning opportunities

Although the region's overall LF participation rate is relatively low, youth LF participation are more average.

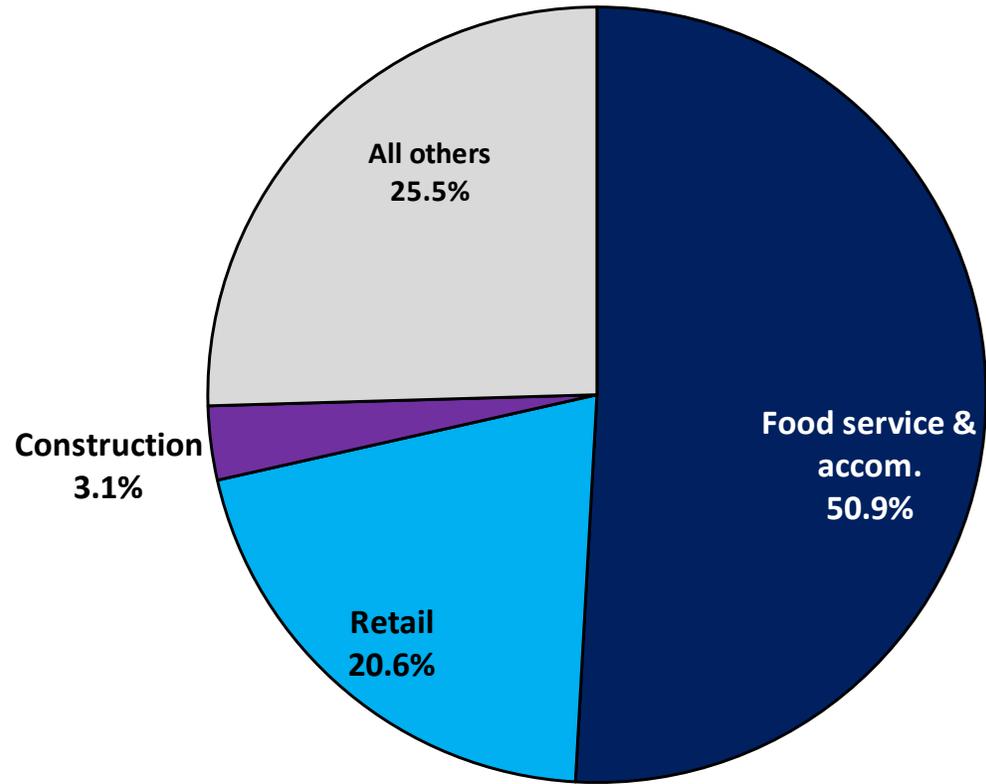
Labor Force Participation Rates for Workers aged 16 to 19
(2015 to 2019)



- There are roughly 2,500 LOCLG region residents aged 16-19 in the labor force.
- These years are often where young people are first exposed to the world of work.

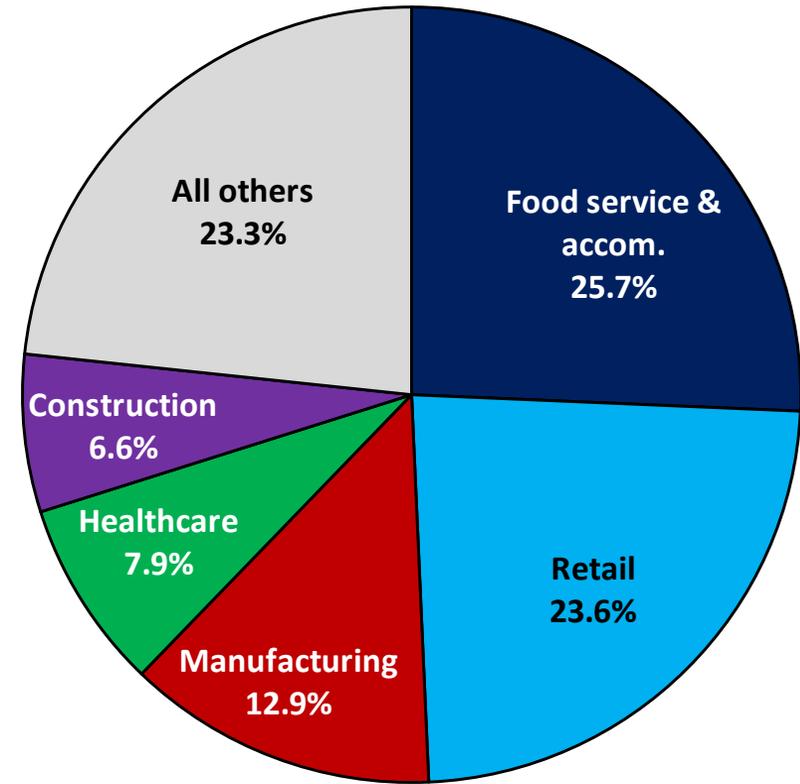
There is a lot of youth employment found in sectors most impacted by the pandemic (e.g., retail, food service).

Youth (Age 14-18) Employment by Sector in LOCLG Region



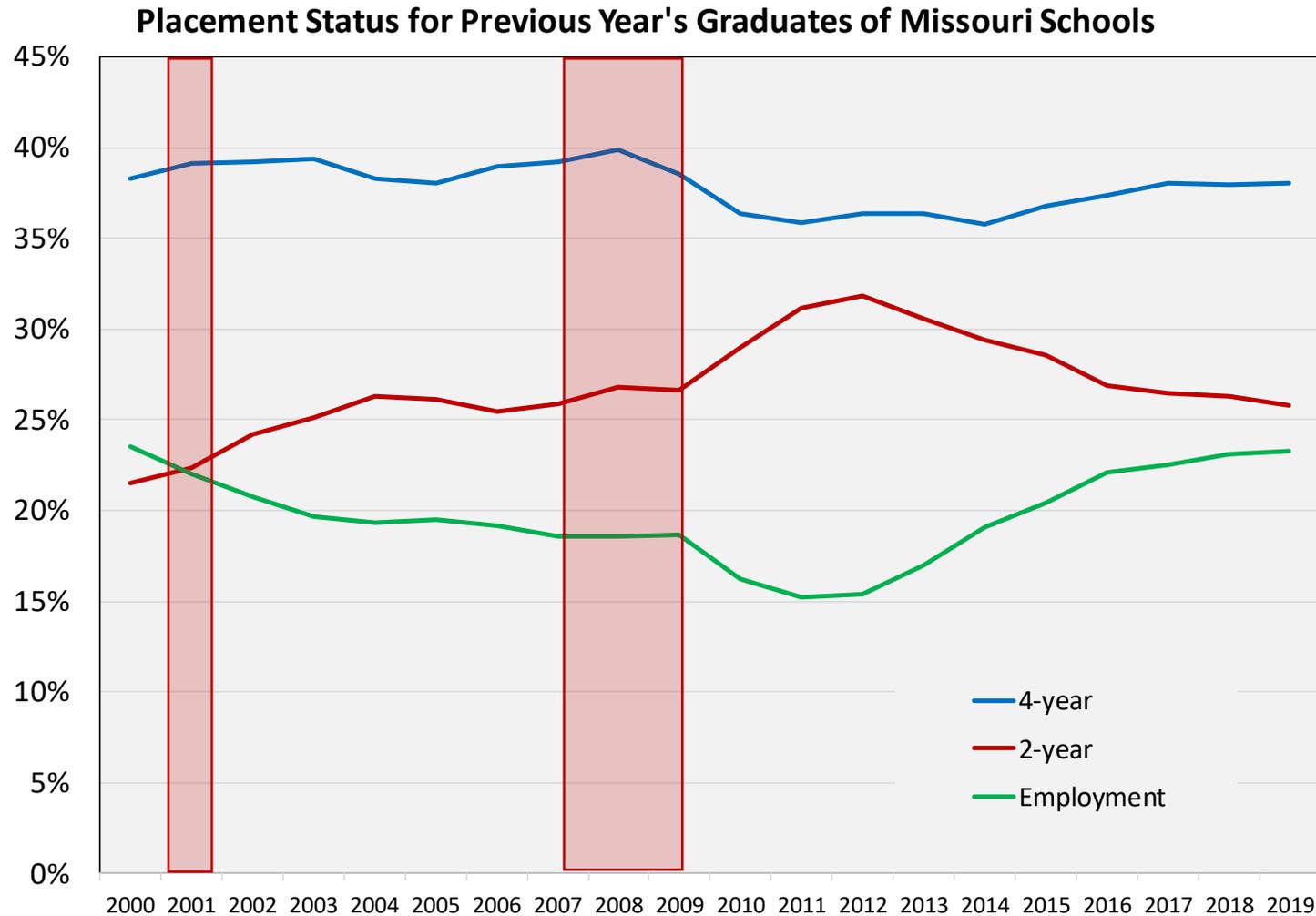
Source: US Census Bureau, Quarterly Workforce Indicators. Average of 4 quarters (Q2 2019 to Q1 2020)

New Worker (Age 19-21) Employment by Sector in LOCLG Region



Source: US Census Bureau, Quarterly Workforce Indicators. Average of 4 quarters (Q2 2019 to Q1 2020)

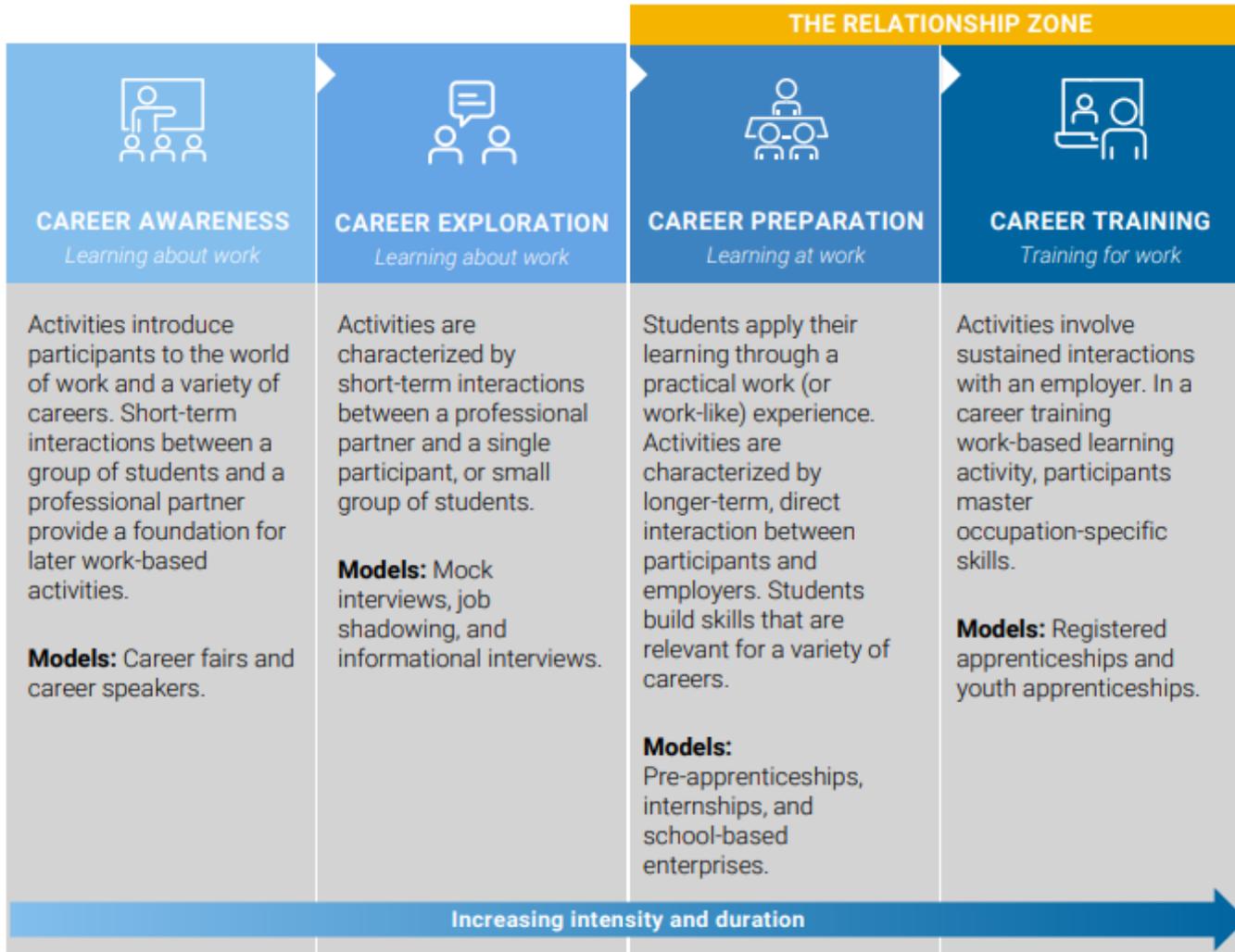
In 2019, almost 1 in 4 Missouri high school students entered the workforce upon graduating.



Source: Missouri Dept. of Elementary and Secondary Education

- Statewide:
 - Community colleges interest increased in the years following recessions.
 - Students pursuing 4-year degrees has remained relatively constant.
- In the LOCLG region, over the past two decades:
 - Interest in 2-year colleges has increased over the past two decades,
 - The economy dictates whether students enter the workforce, and
 - Interest in 4-year colleges has steadily declined.

There are a variety of ways to engage young people



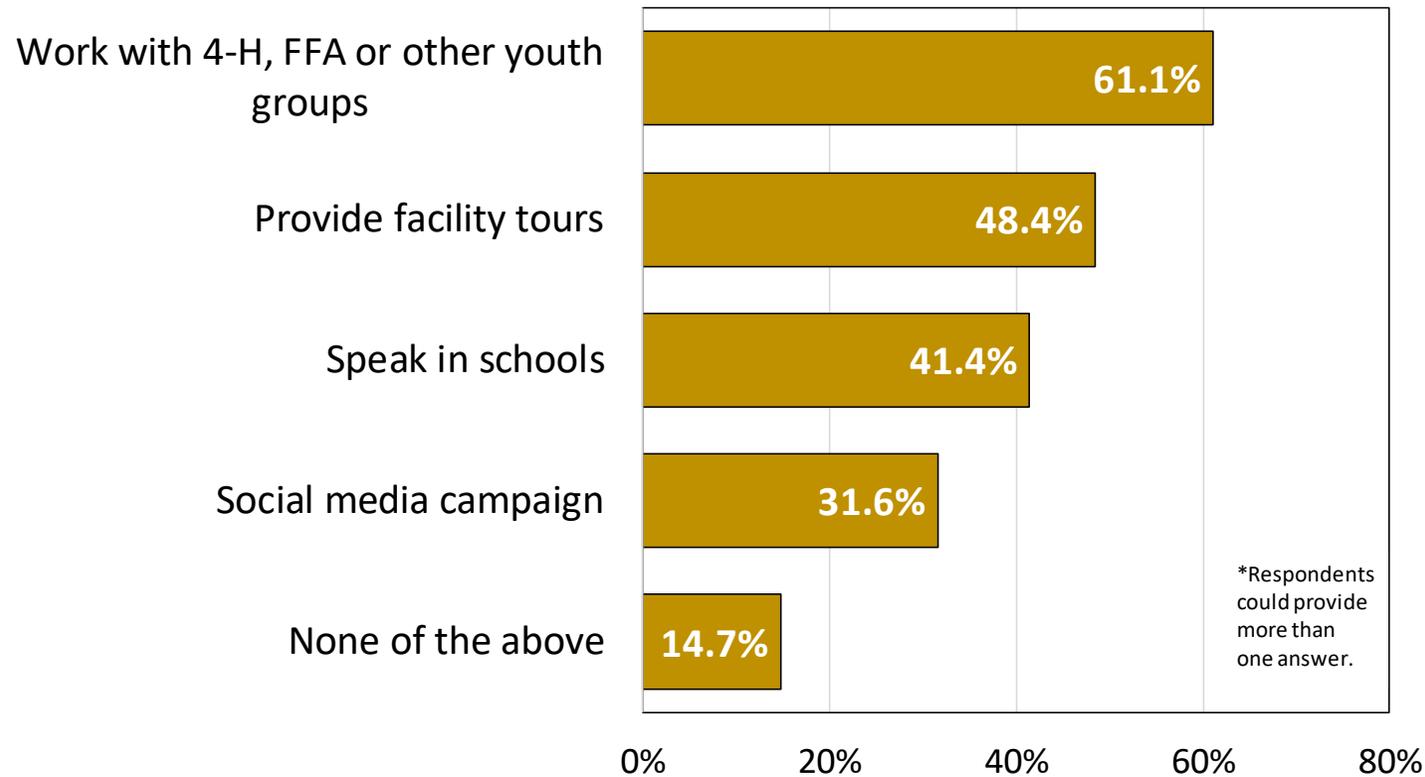
- Keys to high quality experiences:
 - Connected experiences
 - Meaningful tasks
 - Adult-youth relationships
 - Time for assessment or reflection
 - Supportive services
 - Compensation

Adapted from College & Career Academy Support Network, "Work-Based Learning Continuum," available at https://casn.berkeley.edu/wp-content/uploads/resource_files/work_based_learning_continuum.pdf. Relationship Zone emphasis our own.

https://www.brookings.edu/wp-content/uploads/2020/11/20201120_BrookingsMetro_Work-based-learning_Final_Report.pdf

Exposing young workers to consider careers in food, agriculture and forestry is an important first step in constructing a talent pipeline

Respondent efforts to promote careers in food, agriculture, and/or forestry to youth



Source: MU Extension Food, Agriculture and Forestry Employer Survey, Jan.-March 2020

- Employers find that:
 - Youth groups like 4-H and FFA generate interest in agricultural careers and/or education.
 - (In pre-COVID times) opening their facility for tours can generate interest
- CTE and agricultural education programs are also key partners.

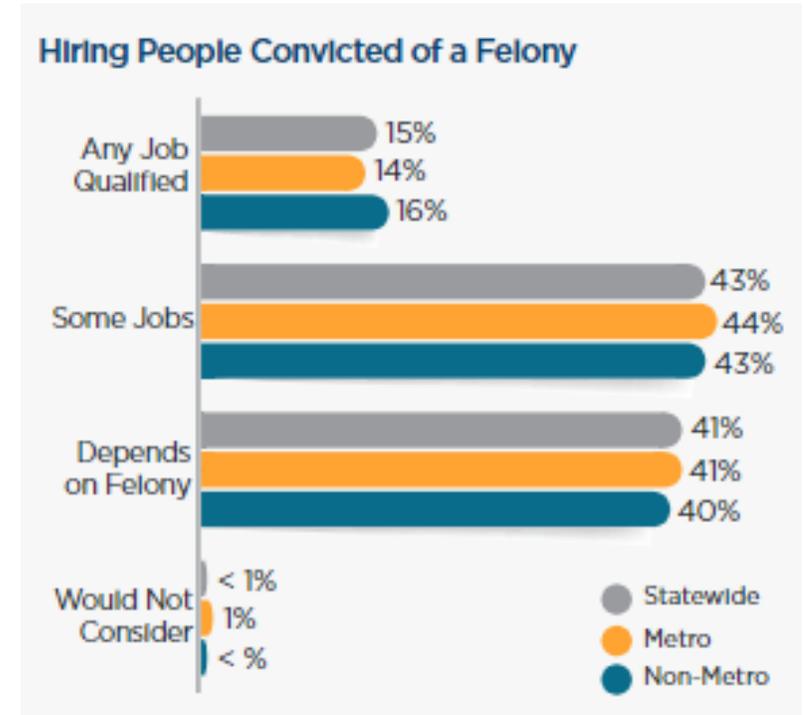
How can we promote greater youth involvement in the LOCLG regional workforce?

- Inventory the region's existing WBL and career exploration programs and determine the steps to expand their reach.
 - E.g., CTE/Ag. Education programs, internships, etc.
- Identify the right people (e.g., specific counselors, administrators CTE instructors, etc.) for employers to connect with in order to create opportunities.
- Engage other community and youth groups (e.g., 4-H, FFA, Junior Achievement, etc.) to help establish and support these programs.
- Take steps to make these activities more systematic and less ad hoc in nature.

Engaging justice-involved; older;
and veteran workers

Connecting employers to justice-involved individuals (JII) is another way to help meet the need for workers.

- Employers Need Employees:
 - 1/3 of employers report shortage of skilled applicants
 - High need for lower to middle skill positions
- Justice-involved individuals need jobs:
 - 19,000+ justice-involved individuals released each year in MO
 - 27% unemployment rate; 5x higher than general US population
 - Employment reduces risk of recidivism
 - Many receive training/certifications during incarceration



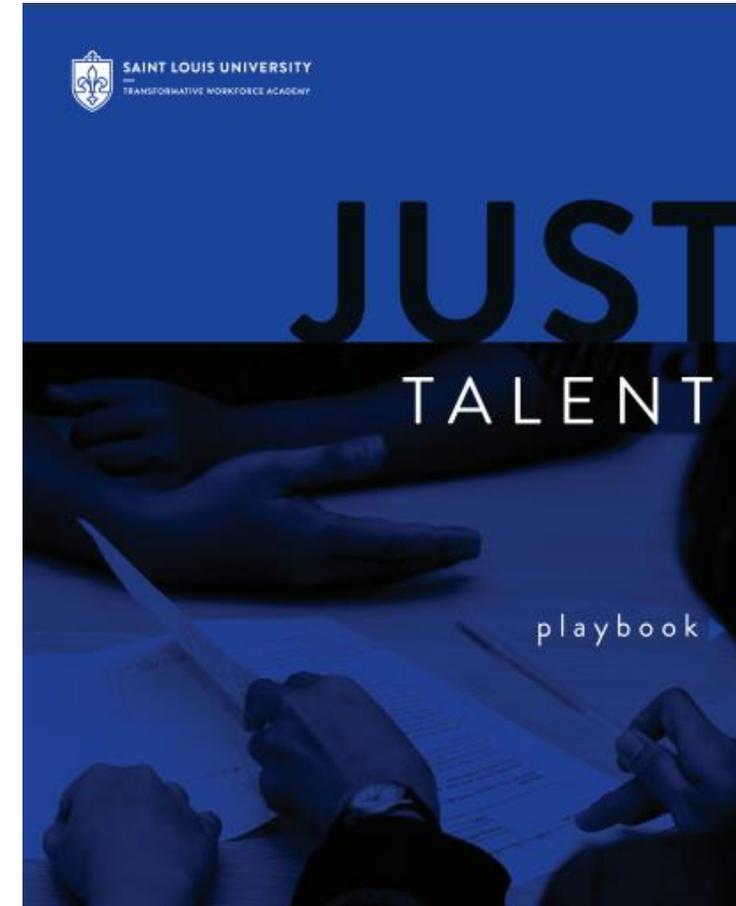
MISSOURI WORKFORCE 2019

Source: [MERIC Missouri Workforce 2019 Employer Survey Report](#)

Connecting employers to justice-involved individuals (JII) makes sense, but some additional steps may need to be taken.

- Why hire?
 - Motivated, skilled, loyal
 - High quality of work
 - Low financial risk/high incentives
- How to hire?
 - Find talent through prison reentry training programs
 - Allow JII to put offense in context
 - Work with accredited Consumer Reporting Agency for a background check.
- Ongoing support
 - HR support
 - Reduce risk through the Federal Bonding Program and Work Opportunity Tax Credit.
 - Consult local WDB
 - Peer support and workplace culture

For more information, consult the [*Just Talent Playbook*](#)

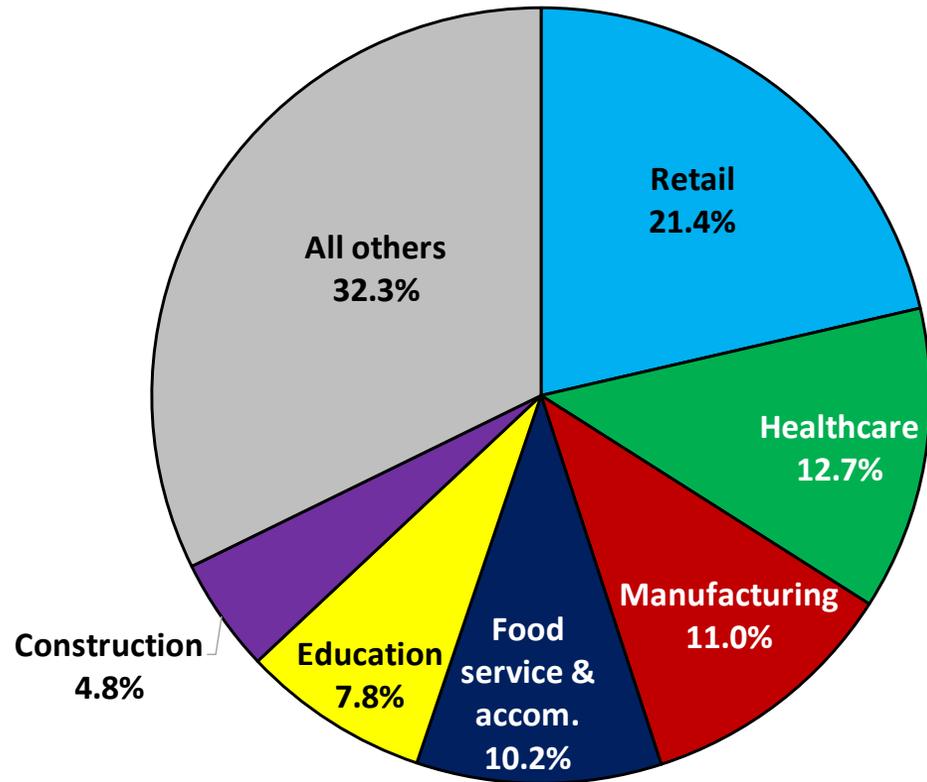


Helping recovering addicts rejoin the workforce is another opportunity for increasing the supply of labor.

- According to the [American Action Forum](#), opioid addiction has reduced MO labor force participation by 2.7% in men and 3.4% in women aged 25 to 54.
- Statewide, this would mean a loss of:
 - 5,000 manufacturing workers
 - 10,000 healthcare workers
- Diminished LF participation results in lower tax revenue, consumer spending, and output
- Recovery-supportive workplaces aims to:
 - *Prevent exposure* to workplace factors that could cause or perpetuate substance abuse,
 - *Lower barriers* to seeking care, receiving care, and maintaining recovery, and
 - *Educate* its management team and workers on issues surrounding substance use disorders to reduce the stigma.
- MU Extension is currently working on a [Rural Opioid Technical Assistance \(ROTA\)](#) grant that will help create:
 - Recovery-friendly communities, and
 - Recovery-friendly workplaces.

Keeping older workers in the workforce is one way to slowing declining labor force participation rates.

Ages 65 to 99 Employment by Sector in LOCLG Region

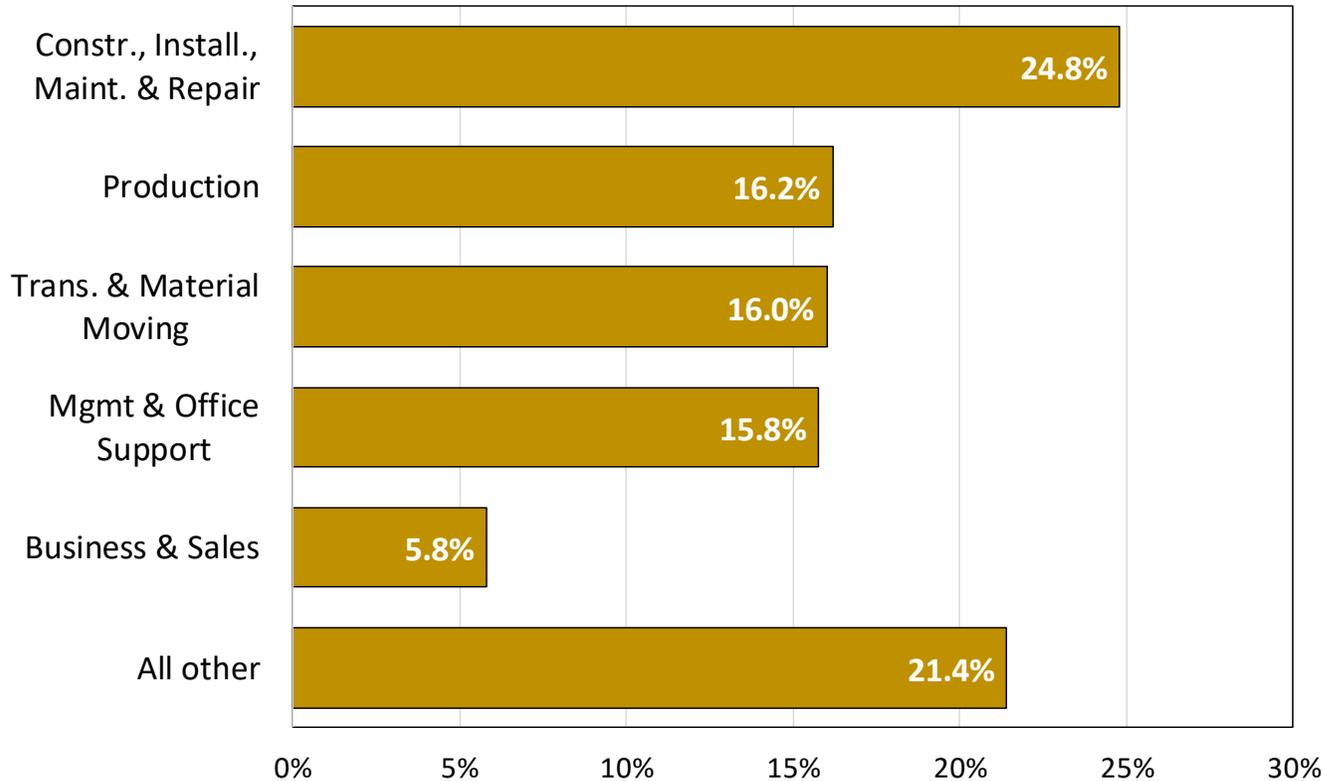


- The LOCLG region has roughly 2,800 workers aged 65-99.
- Flexibility is key to retaining and attracting older workers.
 - Providing part-time/flexible work schedules.
 - Job sharing arrangements.

Source: US Census Bureau, Quarterly Workforce Indicators. Average of 4 quarters (Q2 2019 to Q1 2020)

Veterans and exiting military represent a potential source of high quality workers.

Occupations sought by Veteran Job Seekers in the LOCLG Region
(4/12 to 11/18)



Source: Missouri Dept. of Workforce Development and Higher Education; April 2012 to November 2018)

<https://extension.missouri.edu/media/wysiwyg/Extensiondata/Pub/pdf/miscpubs/mx0051.pdf>

- Demographically, veterans are predominantly male (90%), but are found in a wide array of age cohorts.
- Many veterans are trained and trainable.
 - Try to better understand what they did in the service, and what they want to do when get out.
- Beyond GI Bill benefits, veterans may be eligible for reduced tuition through the [Missouri Returning Heroes Education Act](#)
- Missouri is not the only place looking to attract veterans.
 - [Home Base Iowa](#)
 - [Wisconsin Veteran's Attraction Initiative](#)

To better engage these occasionally under-utilized workers, the LOCLG region should consider several steps, including:

- Being creative and open-minded in your search for potential workers and, to the extent possible, to their work arrangements.
- Making sure people know that you are open to different types of workers.
 - This includes job seekers, but also people providing placement services.
- Strengthening your understand of the wide array of available support services.

Quality of job and quality of place are necessary to attract and retain mobile workers

The extent to which *Quality of Place* matters for attracting companies varies according to circumstances

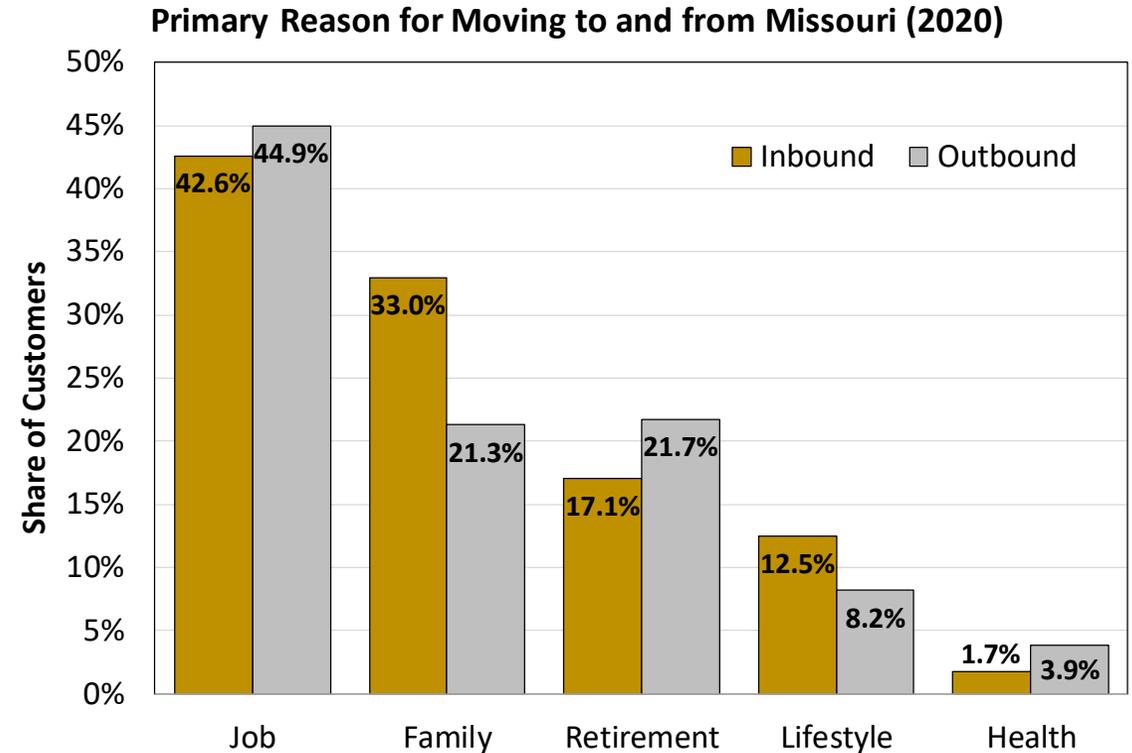
PROJECT TYPE 	More Important	Important	Less Important	Not Important
Knowledge Intensive		✓		
Capital Intensive			✓	
Talent Driven	✓			
Cost Driven			✓	
Brand Driven	✓			
Value Driven				✓
Recruit Nationally	✓			
Recruit Locally				✓
Relocating Employees	✓			
Few/No Relocations			✓	
Public Company			✓	
Private Company		✓		
Decision-Maker Moves		✓		
Decision-Maker Stays			✓	

- *Talent attraction* more relevant to some activities than others.
- *Talent retention* critical to all employers.

Source: Biggins Lacy Shapiro & Company

Jobs and family motivate domestic migration

- In a survey of United Van Lines customers:
 - Slightly more people leave the state than move to Missouri.
 - Jobs and family motivate people to move to MO; Jobs, retirement and family motivate leavers.
 - Over half of movers are age 55+
 - Younger people are more likely to leave than come.
 - A majority of movers make more than \$100,000 annually

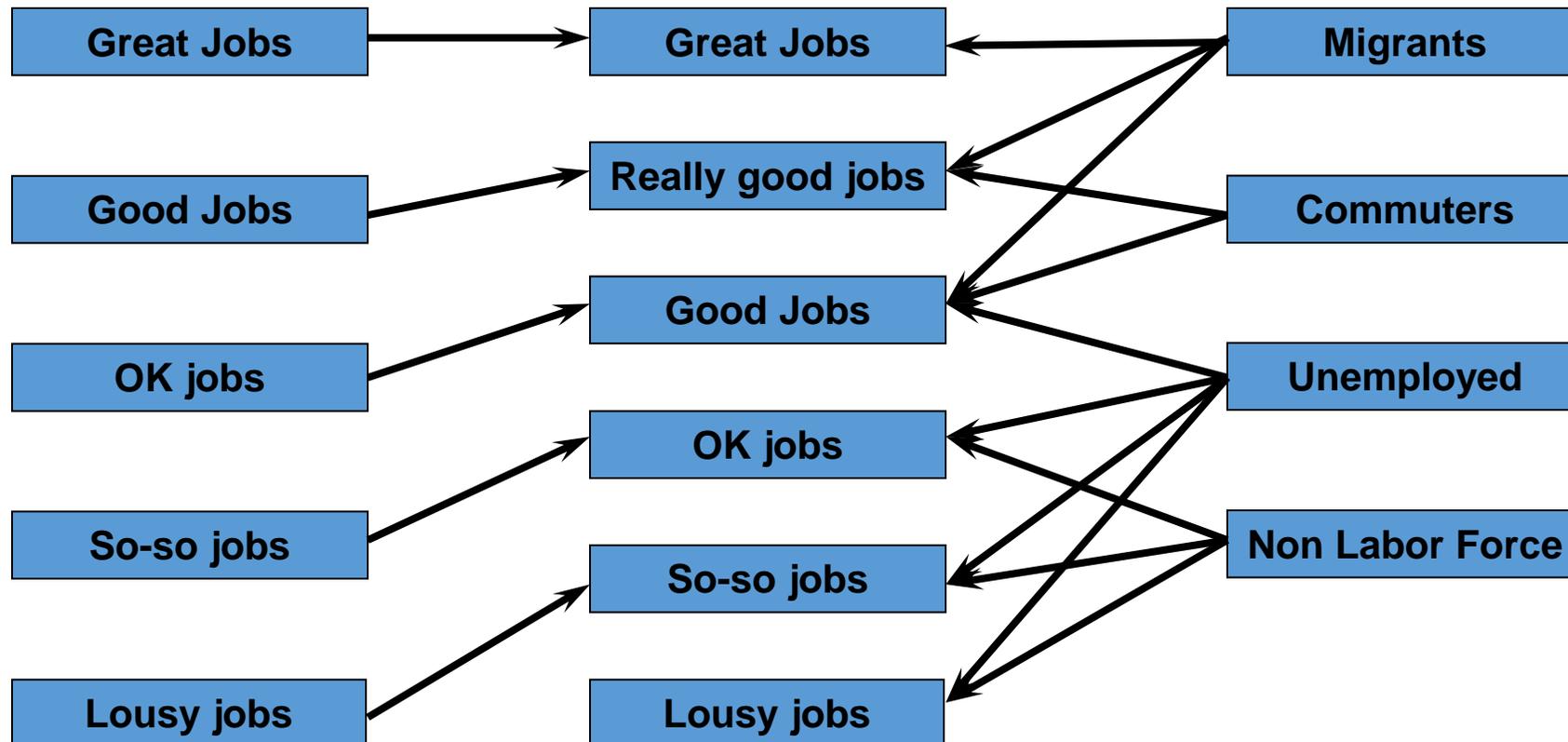


Source: United Van Lines

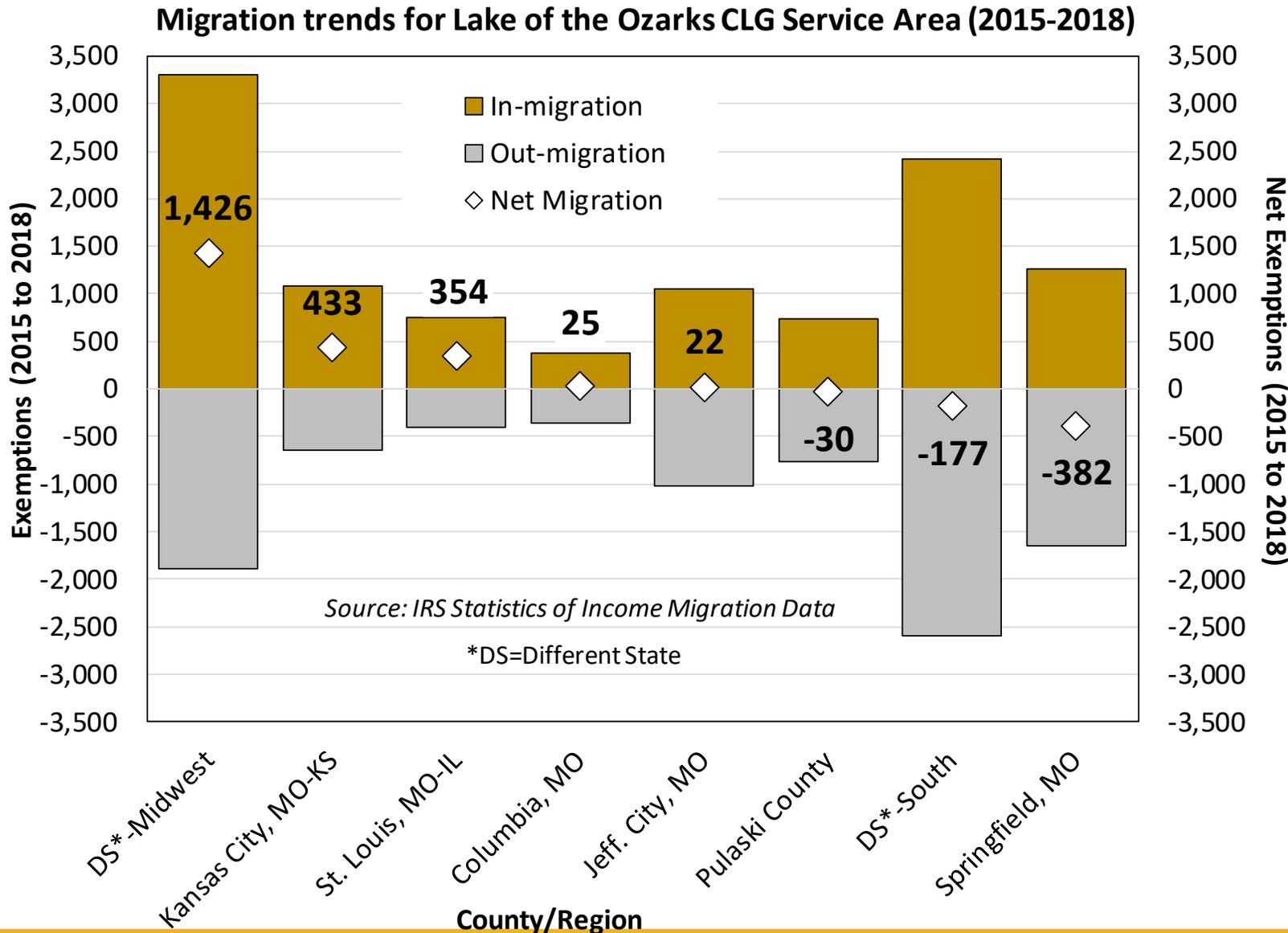
<https://www.unitedvanlines.com/newsroom/movers-study-2020>

In order to attract individual workers, *Quality of Job* often drives decision-making

The job chain



The region draws from Missouri's big metro areas and elsewhere throughout the Midwest



- Primary sources of net new residents includes:
 - Other non-MO Midwestern counties
 - STL and KC Metro areas
- Net out-migration to:
 - Springfield MSA (most net losses from Laclede)
 - Elsewhere in the southern US

Not all new residents move for jobs, some are drawn by area amenities

- **'Zoom towns'** or 'gateway' cities are communities that attract skilled & mobile workers through outdoor amenities and small-town feel.
 - High profile examples include Bend, Bozeman or Asheville.
- A recent [survey](#) of residents in Western gateway cities showed that the factors that attracted them were:
 - Well-maintained city infrastructure (incl. broadband),
 - Small town feel and community character,
 - Livable wages, and
 - Housing affordability.
- Many of these communities are challenged by rapid growth, but in slower growing places **housing availability and quality** is likely more pressing than housing affordability.



Former residents are likely an important source of new residents and workers.

- **Family** draws people back, but adequate **employment opportunities** were necessary for move to occur.
 - **Positive factors:** shorter commutes, lower cost of living, outdoor amenities, community feel.
 - **Negative factors:** financial and career sacrifices, too much familiarity, and lack of cultural amenities may discourage people from returning
- Returnees often have greater education and experience and are often doctors, managers and administrators, engineers, teachers or entrepreneurs.



United States Department of Agriculture

Economic
Research
Service

Economic
Research
Report
Number 185
May 2015

Factors Affecting Former Residents' Returning to Rural Communities

John Cromartie, Christiane von Reichert, and Ryan Arthun



How can the LOCLG region better attract and/or retain mobile workers?

- Find ways to make long-term investments in infrastructure.
 - Broadband(!)
 - Maintain downtowns and other contributors to area's small town feel
- Recognize that today's tourist could be tomorrow's new resident.
- Be strategic about how to promote the region's quality job opportunities.
 - For instance, does it make sense to use local school alumni networks?

Key takeaways

- There is no one solution to addressing the LOCLG region's need to attract and retain more workers.
 - Different types of workers require different strategies.
- Addressing the challenge is a community-wide effort.
 - Different strategies require different partners, so cast a wide net.
- Truly impactful efforts will require a long-term commitment.
- *So what is the region's strategy to address these issues?*

Thank you. Questions?

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