

The background features a complex industrial scene with a network of silver pipes, valves, and machinery. Overlaid on this are faint technical drawings with labels such as '75gg', 'DFR 43567', and '82°'. In the top left corner, there are overlapping teal circles of varying sizes. A large black rectangular box is positioned in the upper middle, containing the main title text.

5 MANUFACTURING INSIGHTS:

**How to Grow and Maintain
Your Workforce**

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CHALLENGES AHEAD

The shortage of qualified workers is set to disrupt the manufacturing industry well into the next decade. To avoid this, manufacturers must respond by diversifying their workforces and redefining popularly held perceptions about careers in this field.

| **73.2% of manufacturers** cite the
● inability to attract a quality workforce
| as their top challenge.¹

The competition for skilled workers will get worse before it gets better. Those who are successful in their recruitment will grow. Those who are not will struggle to compete, faced with demand they can't possibly match.

The risks here are many: strains on supply and demand, inflating salaries, stronger unions and greater inefficiencies.

There is good news. Manufacturers have at their disposal a host of solutions that, when coupled with a strategy built for the challenges ahead, put power back in the hands of recruitment teams.

¹ National Association of Manufacturers, Third Quarter Manufacturers' Outlook Survey, 2018.

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RECRUITMENT IN THE AGE OF AUTOMATION

With a widening shortfall of labor, there won't be enough people on the floor to keep up with demand. Automating parts of the production line is required to pick up the slack.



Even as automated processes and new technologies eliminate some positions, employers will still need to grow their payrolls far beyond the numbers seen today. At the same time, **manufacturers can expect an increase in demand** for the technical skillsets required to keep modern production lines humming smoothly.

To meet demand, recruitment teams will need to fill more roles requiring a wide range of skillsets. This includes attracting more candidates with the right combination of specialized technical skills and certifications. Without the right systems in place, recruiters risk lacking the time and focus to source these hard-to-find candidates.

One solution is AI-driven sourcing. Using rules-based logic, this form of advertising optimizes recruitment ad spend by putting more money behind job postings that require additional applicants and spending less on jobs with strong candidates already in the pipeline. This ensures recruiters have the talent they need, freeing them to focus their energies on vetting candidates, not sourcing them.

Men make up 71% of the manufacturing workforce, while their labor force **participation is only 53%.²**

The manufacturing workforce is aging quickly. Large pockets of retirees are going to be incredibly difficult to replace without recruiting underrepresented groups - including women and minorities.

To create a sustainable workforce, employers need to consider diverse candidates, in terms of skills, experience and background. However, finding and engaging with those candidates represents an open-ended challenge that's difficult to address.

Recruitment teams need to go beyond the tried-and-true method of hiding candidate names and photos. By allowing AI & ML to match job seekers to open jobs based on work history, skills and potential fit, recruiters essentially eliminate unconscious bias.

Putting AI & ML in the driver's seat can bring the right candidates to the top of the pile, freeing recruiters to do what they do best: engage with candidates.

DIVERSIFY YOUR WORKFORCE WITH AI & ML

² MAPI, The Disappointing Truth About Diversity and Inclusion for U.S. Manufacturers, 2016.

INVEST IN EMPLOYEE REFERRALS

70%

of referred employees
have not changed jobs
since being hired.

56%

of referred employees
have been in their
current positions
for 5+ years.³

Recruitment teams don't recruit great people by working alone. They recruit great people by leveraging the employees they already have.

Referral programs are inexpensive and typically attract better talent who stick with your company longer than those from other recruitment sources. **In fact, 32% of companies report employee referral programs as their top source for quality hires.**⁴

In the past, recruiters had to rely on employees to proactively refer candidates. This is helpful when it happens, but it assumes employees are familiar with open positions and have the time to make those connections themselves.

Today, new solutions make it easier to scale referral programs by doing the hard work for you. By automatically pulling your employees' networks into a collective database, recruiters can focus on qualifying potential candidates and prompt employees to make introductions when applicable.

³ iCIMS, The Impact of Successful Employee Referral Programs, 2015.

⁴ LinkedIn, Global Recruiting Trends, 2016.

PROMOTE A STRONG EMPLOYER BRAND

Manufacturing has a branding problem.

Perceptions about what means to work in manufacturing have not kept pace with advances in the industry. While they like the idea of manufacturing, most Americans have little interest in doing these jobs themselves.⁵

With demand for labor growing, manufacturers need to find ways to convince job seekers of all backgrounds that their jobs are worth doing. This starts with a strong employer brand.

45% of manufacturers cite the inability to attract and retain workers as the biggest threat to their business.

Nearly 30% have had to turn down new business, and another 33% have held off plans to create new jobs.⁶

Now, as in the past, candidates care about concrete details like salary, benefits, and location. But they're increasingly interested in the intangibles as well. Things like company values and culture are at the top of the list.⁷

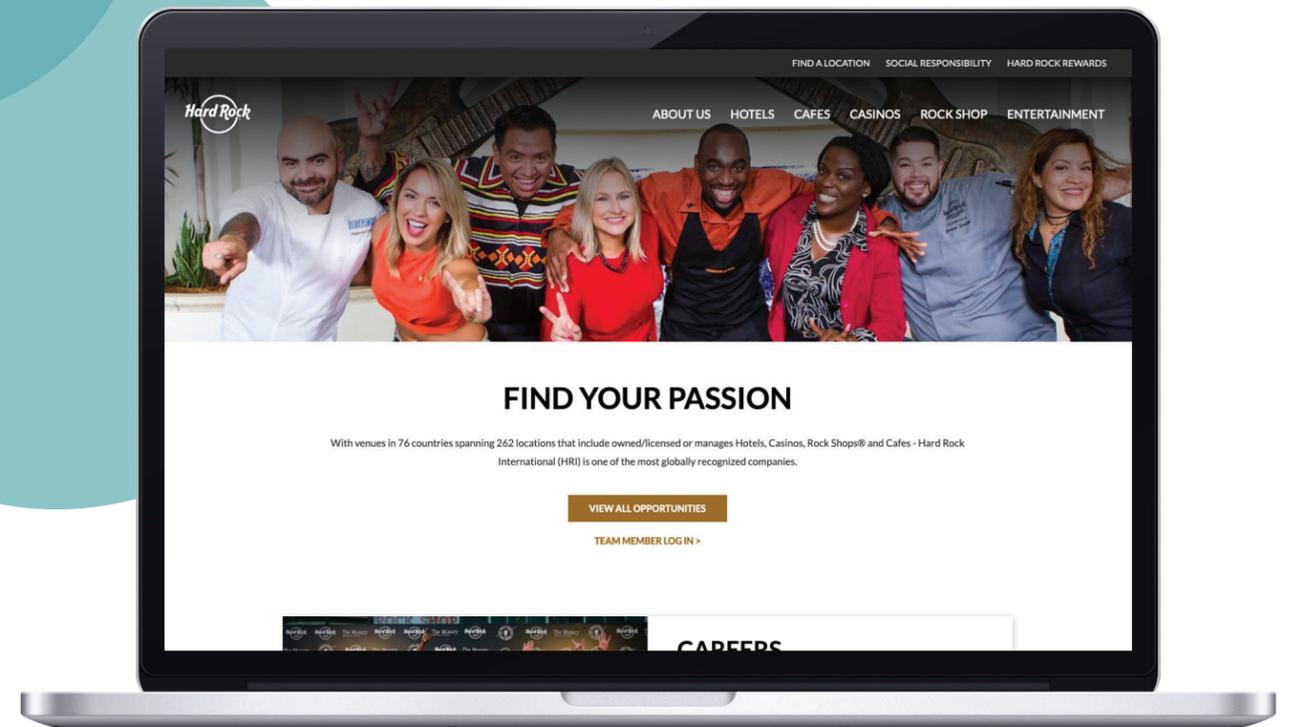
For manufacturers to succeed in attracting a winning workforce, they need to start focusing less on the what and more on the why. U.S. employers who can tap into an Americans' pride for home-grown manufacturing and connect it to a modern, compelling employer brand put themselves in good stead to recruit the quality, diverse workforce they need today and for years to come.

In past, marketing to job seekers was often fraught with inefficiencies, resulting in high recruitment costs and lukewarm talent. Rules-based advertising solutions built with AI-driven sourcing optimizes your recruitment marketing over time by learning your candidates' preferences and focusing efforts on the channels your candidates convert from most.

⁵ Deloitte, A Look Ahead: How Modern Manufacturing can Create Positive Perceptions with the US Public, 2017.

⁶ National Association of Manufacturers, Third Quarter Manufacturers' Outlook Survey, 2018.

⁷ Talent Board, North American Candidate Experience Research Report, 2017.



BUILD AND CUSTOMIZE YOUR TECH STACK

A single hour of downtime can cost companies upward of **\$100,000**.⁸

Having the right combination of management and workers is critical to avoid wasteful downtime. Without a strong talent pipeline, employers open themselves up to the risk they won't have the people they need to get the job done.

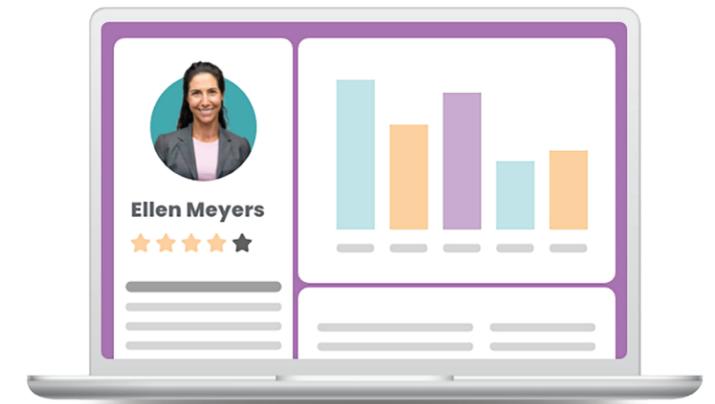
Having the right employees with the right skills, credentials and certifications is essential to keep production on schedule. Missing just one key player from the floor during a shift can cause major inefficiencies and cost a company tens or hundreds of thousands of dollars in waste and lost time.

The right recruitment technology stack helps employers attract the talent they need to keep operations running smoothly.

Manufacturers need a core recruitment platform that enables them to source candidates, build talent pipelines and onboard new hires. Additional technology solutions like background screening, video interviewing and text capabilities can be paired with diversity and referral technology to tailor the platform to your specific needs.

Manufacturers face a range of challenges in the years ahead. Fortunately, there's a wide world of solutions designed to address these challenges head-on.

⁸ IBM, Increase Uptime, 2018.



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The Talent Cloud

Talent Powers Transformation

iCIMS is the talent cloud company that empowers organizations to attract, engage, hire, and advance the right talent that builds a diverse, winning workforce. iCIMS accelerates transformation for a community of more than 4,000 customers, including a third of the Fortune 100, that employ more than 30 million people worldwide.

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