



4 Ways to Refresh the Manufacturing Workforce





Manufacturing is reinventing itself

If, as the proverb goes, necessity is the mother of invention, then U.S. manufacturers are learning that over two million open jobs are cause for some serious re-invention.

Coming out of the 2020 pandemic, manufacturers face fundamental shifts in their production priorities, supply chains, and workforce. Accelerated by generational workforce turnover and the need for fresh skills, the industry must be ready to adopt new ways of sourcing and hiring the builders and makers of tomorrow.

▶▶▶ US manufacturers surveyed believe that **finding the right talent is now 36% harder than it was in 2018**, even as the unemployment rate has nearly doubled the number of available workers.

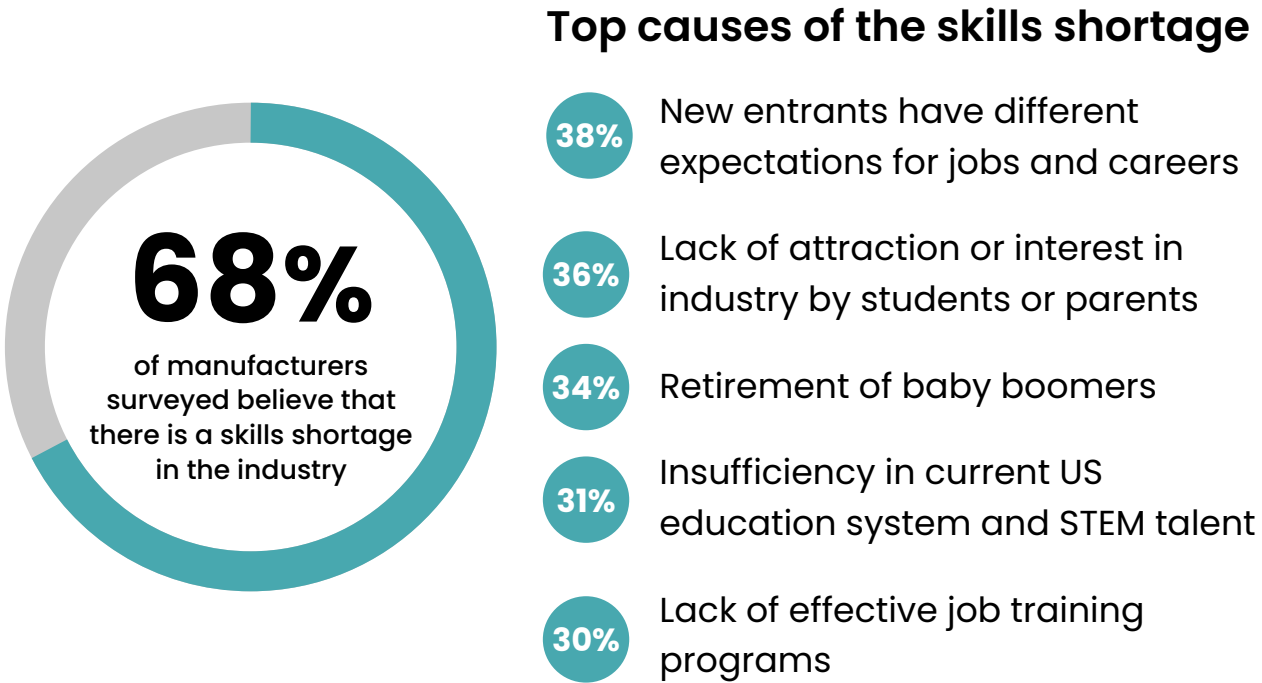
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The competition for skilled workers may get worse before it gets better – especially with an estimated 2.1 million US manufacturing jobs unfilled through 2030, according to the Manufacturing Institute.

▶▶▶▶▶ **But there is good news:**

Manufacturers have at their disposal a host of integrated hiring solutions that, when coupled with a new workforce strategy for the challenges ahead, can put power back into the hands of recruitment teams.



Source: Deloitte analysis of data from 2021 Deloitte and the Manufacturing Institute Manufacturing Talent study. Deloitte Insights | deloitte.com/insights





Invest in your employer image

Manufacturing jobs can use an image reboot

The manufacturing industry needs an image makeover. Some manufacturers are breaking with the past to embrace modern storytelling tools to engage a new generation of workers and highlight company values, opportunities for career advancement, and commitment to their communities. They're ditching old-timey notions of less-than-favorable working conditions at just the right time.

But manufacturers still have to compete for a workforce with increasing options.

According to the head of talent at Cabot Industries, an iCIMS customer, plant operations teams are losing potential production workers to warehousing and distribution positions, where workforce skills are more easily transferrable. At the same time, professional engineering teams are competing for candidates with technical skills that are now in high demand across virtually all industries. How can manufacturers adapt?

Consider the following solutions:

- Build and maintain content-rich career sites and candidate engagement campaigns that highlight company values, employee benefits, modernized work environments, and a diverse workforce
- Add videos created by employees and hiring managers to job descriptions, career sites, email campaigns, and offer letters to introduce candidates to their peers and potential managers
- Use chatbot and text messaging to reach deskless or third-shift candidates anytime, anyplace-and grab their attention before the competition does.

Focusing less on job descriptions and more on job and employer value can help manufacturers attract and retain a winning workforce. Employers who can tap into the long-term value of an enriching career and connect it to a modern, compelling employer brand will put themselves in a solid position to recruit a quality, diverse workforce as the industry evolves.

Manufacturing often struggles more than other industries to attract younger workers. Younger people perceive that manufacturing work is dangerous or behind-the-times.

Source: The Aging of the Manufacturing Workforce: Challenges and Best Practices
Manufacturing Institute



Facing the skills shortage head-on

Even as automated processes and new technologies eliminate some positions, new roles are appearing that use skills to support advances like robotics, 3D printing, and digital design. These responsibilities are likely to evolve quickly and significantly—a challenge when certifications and education for technical skills can take months, if not years, to acquire.

How can manufacturers prepare for unknown job requirements? The key is hiring for adaptability. With new processes and automation, problem-solving and critical thinking skills are in increasing demand.

Changing up your sourcing strategy can help. Gartner research indicates that broadening sources for traditional and nontraditional candidates can yield a total skills market that includes self-taught, cost-effective, and more gender and racially diverse candidates. Nontraditional candidates may be internal candidates with underutilized skills and/or those who have acquired digital and technical skills through vocational or certification programs. When you can't find

43%

of candidates today are **self-taught** in one or more of their role's requirements.

Source: Gartner, Advancing Recruiting's Value Through Uncertain Times

candidates with the skills you need, even with a broader skills market, you may need to launch a specialized training or academy program to help people develop the basic and specialized skills required for your organization.

Another solution is AI-enabled sourcing. Rules-based logic and programmatic job advertising optimizes recruitment ad spend. It puts more money behind job postings that require additional applicants and spends less on jobs with strong candidates already in the pipeline. Recruiters then have access to the talent they need, freeing them to focus their energies on vetting candidates, not sourcing them.

LEFT UNABATED,

the manufacturing skills gap

could cost the US economy

as much as \$1 trillion by 2030

Source: Manufacturing Institute, Beyond Reskilling in Manufacturing



Diversify your workforce with the help of AI & ML

The manufacturing workforce is shifting dynamically and aging quickly. Large numbers of retirees will be difficult to replace without recruiting new workers, including those from historically underrepresented groups, such as minorities, veterans, and women.

Employers will need to consider a diverse audience of candidates in terms of skills, experience, and background to create sustainable workforce numbers. However, finding and engaging with those candidates is an open-ended challenge that can prove difficult to address.

Recruitment teams may boost their candidate pool numbers by using AI-led job and candidate matching that considers all available work positions beyond those for which the candidates have applied. AI tools can automate candidate comparisons and prioritization based on work history and applied skills versus traditional education, potentially eliminating conscious or unconscious bias on the part of recruiters.

63%

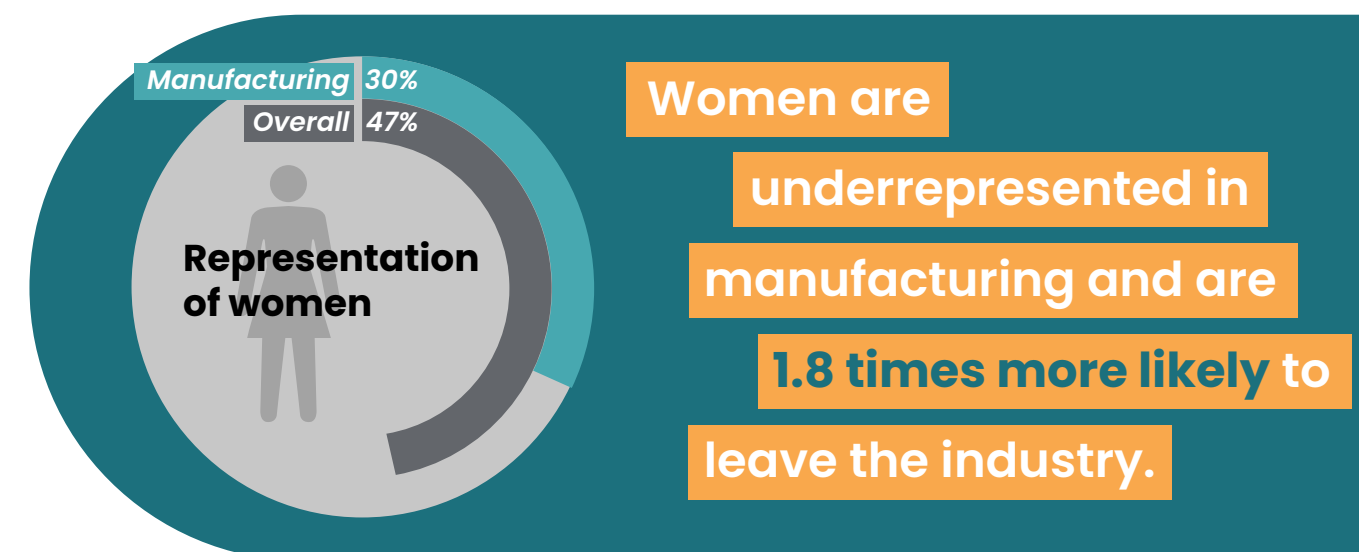
of manufacturers link the **business benefits of DEI** to an enhanced ability to attract, retain, and develop talent.

Source: Manufacturing Institute, Beyond Reskilling in Manufacturing

Employers can also use AI-enabled tools to build flexibility into their job postings and resume screenings to find individuals with adaptable skills to train for current and future job requirements.

Bringing AI & ML into the recruiting process can help bring new candidates into the hiring funnel, freeing recruiters to do what they do best: identify quality candidates and fill open positions quickly.

The state of women in manufacturing



Source: Deloitte analysis of data from 2021 Deloitte and The Manufacturing Institute DEI study.



Cascade your hiring tech

Corporate recruiting priorities can be focused on professional and administrative positions. This often leaves the hiring of critical maintenance and production staff to on-site HR business partners focused on the day-to-day administration of payroll, benefits, and compliance reporting. This can lead to reliance on staffing agencies to fill the gaps on the floor.

The right recruitment tech stack helps employers attract the talent they need to keep operations running smoothly, regardless of their work location or job role. One end-to-end talent acquisition platform can connect seamlessly into other HR and reporting systems of record. It allows you to centralize and standardize recruiting functions across physical locations, making hiring more efficient throughout your entire organization. Workforce planning also becomes visible across the organization, allowing manufacturers to shift and balance staffing to fit everyday needs and identify employees for development and growth into new roles.

And then there is accountability. You can use readily available hiring analytics that aggregate data on hiring and recruiting effectiveness to get views across your facilities' hiring practices. Then you're ready to put reporting in place that can help your team be audit- and compliance-ready.

Go even further with technology solutions like background screening, skills and language assessments, video interviewing, and text capabilities – all in one hiring platform. A single recruiting platform can help you boost the efficiency and effectiveness of on-site HR and recruiting professionals across your entire organization. Placing the right tech in your TA toolbelt can make it faster and easier to hire the right team with the skills you need.

“Incorporating technology and analytics into talent acquisition to forecast labor needs and skill gaps reduces the panic button companies are hitting far too often and far too late too late.”

Manufacturing.net, 3 Ways Digital Technology Can Overcome Staffing Shortages



Talent Powers Transformation

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