

# Workforce Development: How to Build a More Expansive and Inclusive Worker Pipeline

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# Policy Not Politics



*WORKFORCE DEVELOPMENT: How to Build a  
More Expansive and Inclusive Worker Pipeline*

Featuring SHRM 2022  
Talent Trends Report



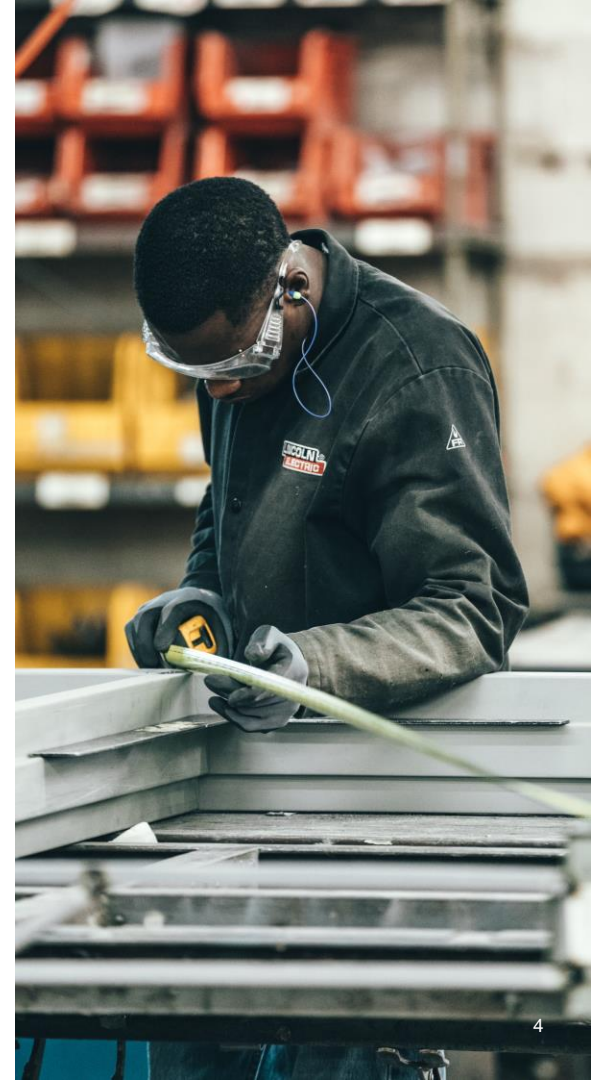
# Key Findings: SHRM 2022 Talent Trends Report

- Over 9 in 10 organizations have had **difficulty recruiting** for full-time regular positions in the last 12 months, up *23 percentage points* from six years ago.
- Nearly 2 in 5 organizations report that the positions they've hired for in the last 12 months have **required new skills**.
- Despite the potential for **remote work and upskilling/reskilling** to expand employers' access to talent, the percentage of employers who have expanded their geographic search region when recruiting has increased *only 2 percentage points* (from 34% to 36%) and the percentage who are training existing employees to take on hard-to-fill positions has increased *only 1 percentage point* (from 42% to 43%) in the last six years.
- 56% of organizations use **pre-employment assessments** to gauge applicants' knowledge, skills, and abilities during the hiring process. While 78% say these assessments have improved the quality of their organization's hires, 36% also say these assessments have increased their time-to-fill, a critical metric in the current talent market.
- Of HR professionals whose organizations offer **educational assistance**, only 30% say their organization takes advantage of Section 127 of the Internal Revenue Code, which allows employers to offer up to \$5,250 in educational assistance as a tax-free benefit to employees. 1 in 3 are unsure.



# Importance of Investment Into Workforce Development

- Employers and government have a **dual role** to play in the education and training of employees to help them become better-qualified for jobs at all skill levels.
- In addition, equipping valuable yet vulnerable populations with the skills they need to become gainfully employed will:
  - Improve their quality of life;
  - Grow the U.S. pool of skilled talent; and
  - Increase the earning potential of the U.S. workforce.





# Good Workforce Development Policy

To help close the skills gap and improve individual prosperity, employers and government should adopt practices and policies that support efforts to:

- Hire;
- Educate and train individuals for the modern workplace; and
- Utilize non-traditional talent pools.

# Work-Based Learning

SHRM supports public policies that foster expanded work-based learning opportunities, including apprenticeships, skills-based hiring and enhanced instruction of employability skills in K-12 education.

# Untapped Talent

SHRM supports policy initiatives that promote hiring from under-utilized talent pools, such as the formerly incarcerated, older workers, individuals with disabilities and veterans.

# Education Assistance

SHRM believes employer-provided education assistance should be expanded to include student loan repayment and an increased monetary limit.



**SEED**

*State Exchange on Employment & Disability  
Advancing Policy for a More Inclusive Workforce*

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**November 16, 2022**

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**Concepts, Inc.**



# Introducing SEED – Your Resource

**SEED is a unique state-federal collaboration that helps states advance a more inclusive, equitable workforce and increase employment opportunity for all workers.**

- ✓ WIG Partner – State Policy Assistance Resource
- ✓ Disability employment policy and subject-matter expertise
- ✓ Targeted policy analysis and assistance to state and local policymakers (research, state gap analyses, draft legislation)
- ✓ Tools and resources designed to assist state policymakers in crafting and sponsoring effective policies
- ✓ Sample policy options that states can customize and advance within their own legislatures
- ✓ Access to meaningful data on disability employment and related issues
- ✓ Connections to federal agencies

# State as a Model Employer of People with Disabilities

**As model employers, state governments can play a significant role in advancing the recruitment, hiring, retention, and promotion of people with disabilities in the state workforce.**

## **Key Components/ Policies, Practices and Procedures**

- ✓ Infrastructures
- ✓ Diversity, Equity, Inclusion, and Accessibility Strategic Plans (Affirmative Action Plans)
  - **What gets measured and reporting and what has consequences gets done**
- ✓ Alternative and Fast-Track Hiring Authorities
- ✓ Retention Policies
- ✓ Accessible Information and Communication Technology
- ✓ Disability Awareness Training of State Personnel

## Contact SEED

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*[DOL.gov/agencies/odep/state-policy](https://DOL.gov/agencies/odep/state-policy)*

# Older Workers – WHY hire them?

## Aging Workforce

- 34% of the workforce is 50+
- Average life expectancy is 78.2 (and growing)
- By 2032, adults 65+ will outnumber children 18 and under
- Millennials have begun to turn 40

## Rich in Human Skills

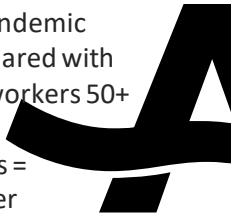
- Older workers seen as performing the same as or better than their younger counterparts on 7 of 10 most important soft skills
- Younger brains are faster, older brains have more context & judgment
- Organizational tenure highly correlated with firm performance

## Age Diversity Dividend

- Higher productivity per employee
- Greater diversity of ideas, knowledge, and skillsets
- Improved workforce continuity, stability, and retention of intellectual capital
- Increased likelihood of innovation

## Workforce Stability

- Older workers exhibit greater steadiness and fewer errors
- 42% of workers 18 - 49 found staying motivated during the pandemic difficult compared with only 20% of workers 50+
- Older workers = lower turnover



# Older Workers – WHAT is their experience?

## Age Discrimination

- 62% of workers 50+ saw or experienced age discrimination at work
- 93% reported it was common
- 17% said they were the recipient of negative comments about their age at work

## Long-Term Unemployed

- Older job seekers 55+ make up more of the long-term unemployed than younger workers – 53% vs 43%
- Older workers who are displaced take about twice as long to return to work as younger workers, and only 41% recover their former earnings

## Intersectionality

- During the pandemic, job loss for older Black (20%) and Hispanic women (23%) was higher than for older White (13%) and Asian women (14%)
- Resumes of older women get far fewer callbacks than those of older men or those of younger workers
- Older LGBTQ workers (71%), Black workers (77%), Women (64%), and Hispanic workers (61%) experience higher rates of age discrimination than older White men (59%)



# Older Workers – HOW can the public sector help?

## Promote Age-Inclusive Employer Policies

- Equal access to upskilling opportunities
- Paid leave and other support for caregivers
- Flexible work arrangements
- Intergenerational ERGs
- Flexible retention policies

## Promote the Value of Older Workers

- National Employer Older Workers Week – last week of September
- Workforce development partnerships
- Community Colleges
- Chambers of Commerce

## State-Level Legislation

- Both Connecticut (SB56) and Delaware (SB211) prohibit employers from asking age-related questions in the initial application
- New Jersey (AB681) prohibits governmental employers from requiring retirement at a certain age
- Oregon (SB1155) targets older workers for workforce development and services

## Sign the AARP Pledge

- In August, Colorado became the first state to sign the AARP Employer Pledge as an employer!
- Learn more at [www.aarp.org/employe\\_rpledge](http://www.aarp.org/employe_rpledge)

