

Reworking

THE WORKFORCE

 **ADVANCE**
RECRUITMENT
WHITEPAPER

Aligning labor supply, retraining, and business demands in the competitive market.

2023 Outlook

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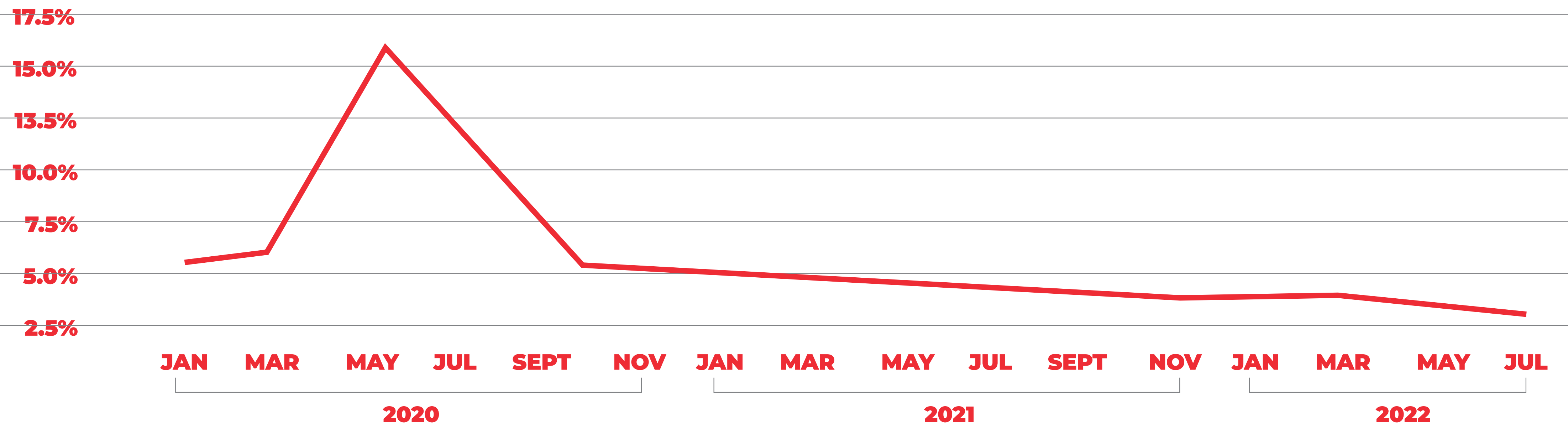
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LABOR TRENDS

Since the COVID restart, Alabama's economy has continued to grow at record pace. As we hear news of tech layoffs and slowdowns in some sectors, Alabama businesses are still challenged by a tight labor market while they are trying to grow their businesses.

Let's check in with our major cities to see how low unemployment is affecting hiring difficulty, wages, and in-demand job titles.

Alabama Unemployment Rate



Hiring Difficulty Level



Supply

219,132

Demand

13,174

Posting Duration

64 Days

Estimated Salary

\$70k-\$111k



Top Employers

of Openings

Baptist Health System	560
GPAC	293
Jackson Hospital	199
Internal Revenue Service	177
The Dollar General	84

Top Skills

of Openings

Communication	2,414
Customer service	1,405
Analysis	1,255
Operations	1,166
Verbal communications	1,137

Top Titles

of Openings

Registered Nurse	1,184
Travel Registered Nurse Medical	1,007
Customer Service Representative	848
Registered Nurse Medical Surgical	697
Travel Nurse Emergency	645

Hiring Difficulty Level



Supply

508,754

Demand

23,110

Posting Duration

63 Days

Estimated Salary

\$53k-\$81k

Birmingham

Top Employers

of Openings

WellStar Health System	1,050
UAB	1,006
GPAC	720
PNC Financial Services	491
Deloitte	382

Top Skills

of Openings

Communication	8,011
Customer service	4,686
Analysis	3,739
Operations	3,335
Financial Services Planning	3,316

Top Titles

of Openings

Truck Driver CDL	3,172
Registered Nurse	3,012
Customer Service Representative	2,358
Sales Associate	1,755
Delivery Driver	1,606

Hiring Difficulty Level



Supply

162,394

Demand

6,991

Posting Duration

60 Days

Estimated Salary

\$53k-\$81k

Top Employers

of Openings

Huntsville Hospital	603
Blue Origin	471
GPAC	390
Northrop Grumman	273
The Boeing Company	271

Top Skills

of Openings

Communication	5,319
Analysis	4,206
Operations	2,510
Verbal communications	2,508
Written communications	2,430

Top Titles

of Openings

Software Engineer	1,192
Systems Engineer	1,070
Customer Service Representative	854
Registered Nurse	770
Senior Systems Engineer	742

Hiring Difficulty Level



Supply

239,837

Demand

8,550

Posting Duration

63 Days

Estimated Salary

\$49k-\$74k

Top Employers

of Openings

GPAC	409
Springhill Medical Center	283
Internal Revenue Service	177
UberEATS	155
Walmart	125

Top Skills

of Openings

Communication	3,030
Customer service	2,284
Scheduling	1,417
Operations	1,342
Verbal communications	1,192

Top Titles

of Openings

Customer Service Representative	1,225
Sales Associate	1,135
Registered Nurse	1,080
Truck Driver CDL	875
Assistant Store Manager	819

Mobile

A man with a beard and tattoos, wearing a white t-shirt and dark overalls, is holding a large cardboard box in a warehouse setting. The entire image is overlaid with a semi-transparent red filter. The background shows industrial equipment and other workers in a warehouse environment.

A Drastic Change in the Labor Market System is Needed

The labor market as we know it is changing drastically. A traditional four-year college degree has become out of reach for several members of the population due to the rise in cost among other circumstances like family responsibilities.

A grayscale photograph of a female worker in a hard hat and safety vest pushing a pallet jack in a warehouse. The background shows stacks of goods and a forklift.

Education Changes to Help Produce Better Trained Workers

Because the labor market is changing so fast, education has to become more efficient to meet Alabama's business needs. The education system is making changes like implementing skills-based certification options to meet the needs of students. Students complete competency-based coursework and are given credit for learning as opposed to "seat time" in class.

But businesses will have to change too. They will have

to adjust their recruiting strategies to remain relevant to job seekers. Gone are the days of recruiting based solely on traditional degrees and experiences. In order to keep up with the changing needs of the workforce, businesses will need to look to skills-based hiring.

A woman with curly hair and glasses is looking at a laptop screen in a meeting. She is wearing a dark blazer over a light-colored shirt. The background is blurred, showing other people in a meeting setting. The entire image has a red overlay.

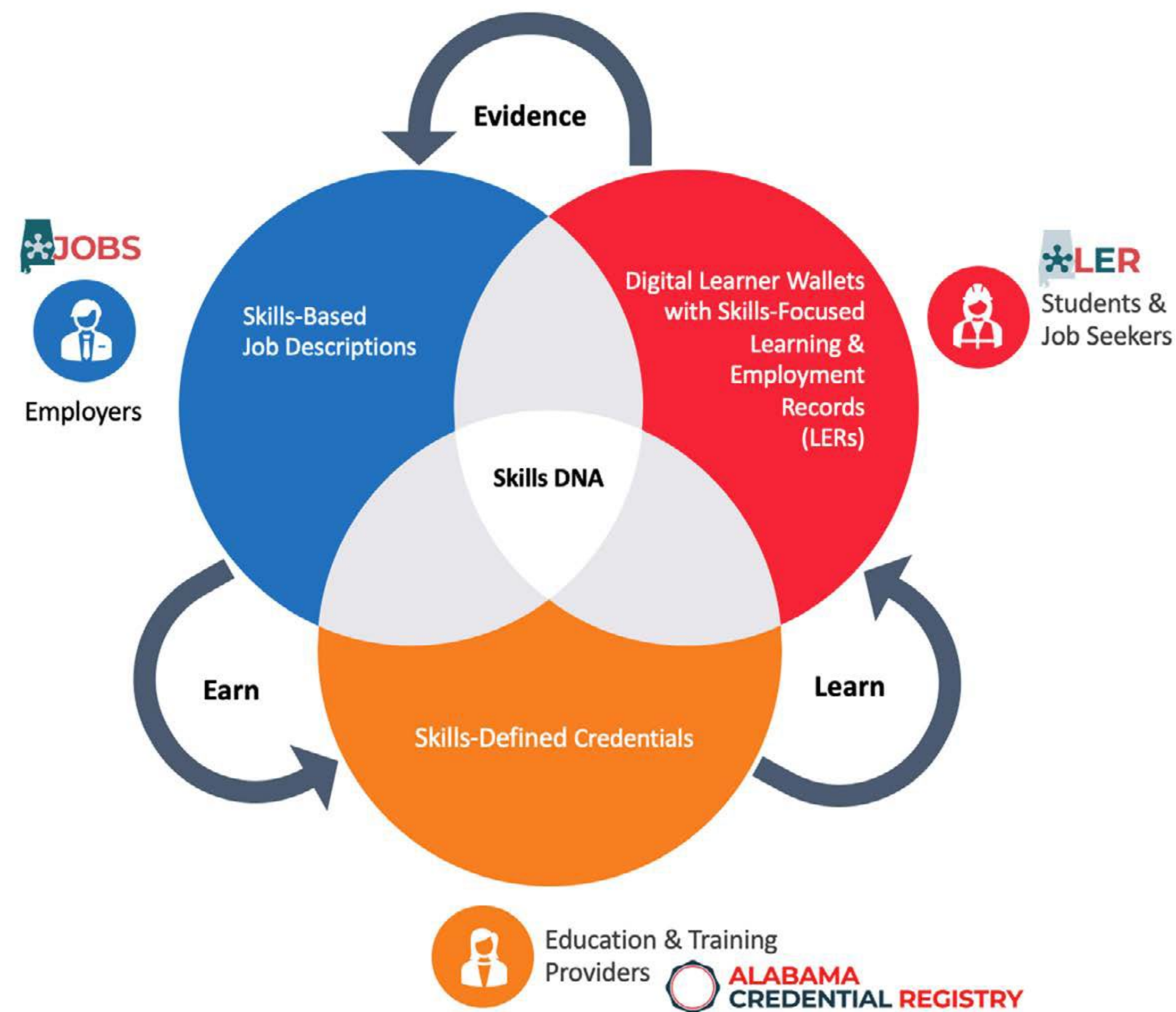
Businesses Need to Adjust to a Skills-Based Strategy

Skills-based hiring is an approach to talent management that starts with identifying the skills required in a role and recruiting candidates who have passed competency-based or performance-based assessments. Essentially, businesses identify specific skills required to successfully perform jobs

and hire candidates that meet these qualifications. How can the education system and businesses work together to adapt to the changing labor market? Enter the Alabama Talent Triad, a long-term systemic solution for Alabama's workforce, businesses, and the economy.

Alabama Talent Triad: A Solution for Alabama's Labor Supply Problem?

One of the primary goals of Alabama's workforce development system is to help Alabamians acquire the skills, training, and supportive services they need to pursue in-demand jobs in the state. Alabama is developing a skills-based, learner-centered, and demand-driven education and workforce ecosystem that will expand competency-based education and skills-based hiring statewide, called the Alabama Talent Triad.



SOURCE: <https://solutions.ebscoed.com/workforce-solutions>

Talent Triad Components

In order to help achieve this goal, Alabama is currently building three technology solutions to create easy, accessible, and transparent ways for Alabamians, education and training providers, and employers to connect.

Job seekers will be able to look for training and open positions using the Alabama Talent Triad, and employers will also use the tool to find potential employees.

1

Alabama Credential Registry

Will be used to make each credential awarded to Alabamians transparent and will tag credentials to the competencies for which they denote mastery

2

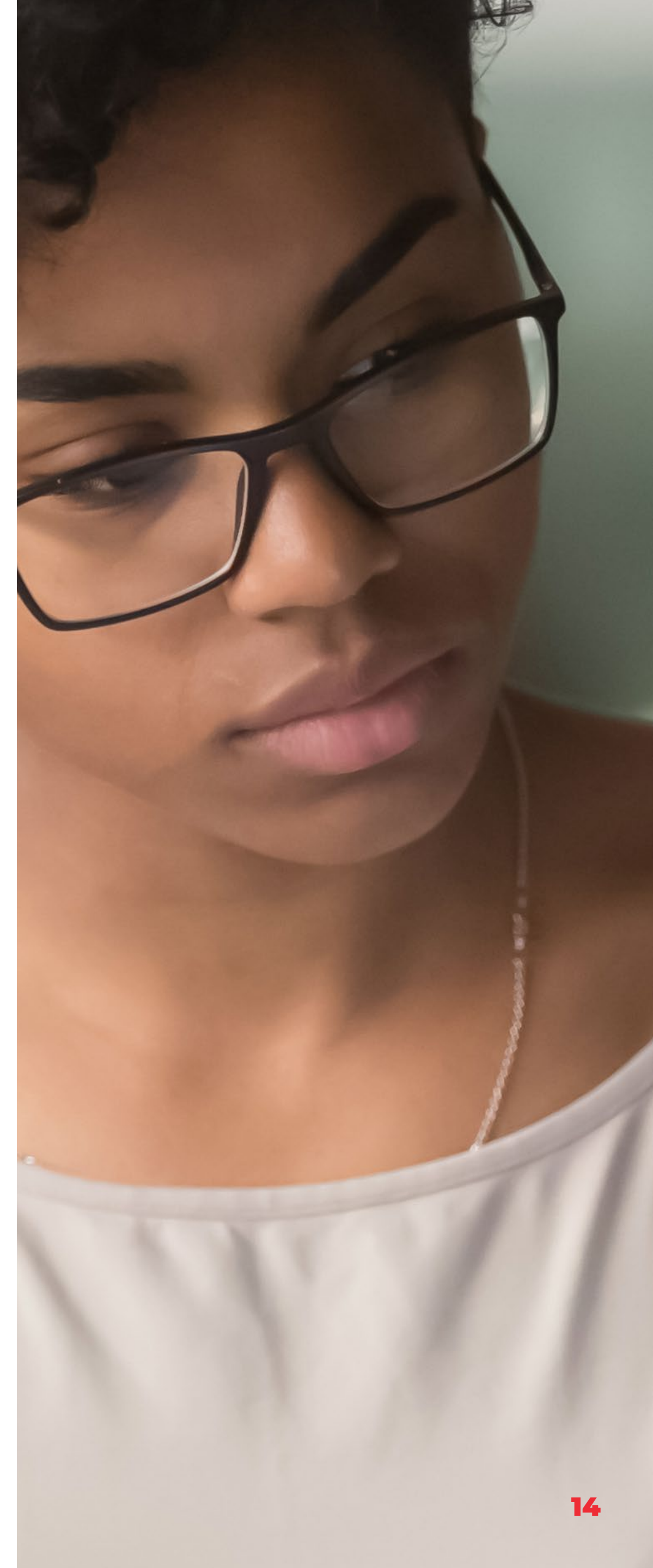
Alabama Skills-Based Job Description

Generator and Employer Portal Will allow employers to create customized job descriptions based on the “DNA” of the jobs in their firms

3

Alabama Learning and Employment Record (LER)

Will allow job seekers to develop verified resumes and link directly to skills-based job descriptions generated by employers within a personal Digital Learner Wallet



A woman with curly hair and glasses is looking at a laptop screen. She is wearing a dark vest over a light-colored shirt. The background is a blurred classroom or office setting with other people. The entire image has a red overlay.

How Will Workers Benefit?

James is a graduating senior that comes from a low income family. He does not have the financial resources to attend a public university that costs \$30k per year for a bachelor's degree. He also needs to get into the workforce immediately to help provide for his family. In the past, James would either have to obtain student loans to pay for his education while working or he would have to work one, two, or more jobs to help provide for his family. Both of those options are less than ideal

and will likely keep James in poverty. However, with competency-based education and workforce training through the Alabama Talent Triad, James now has the option to obtain training that is aligned with in-demand jobs at a much quicker rate than a traditional college degree. These training programs can also be articulated for credit towards a long-term certificate or degree.

Credential Registry

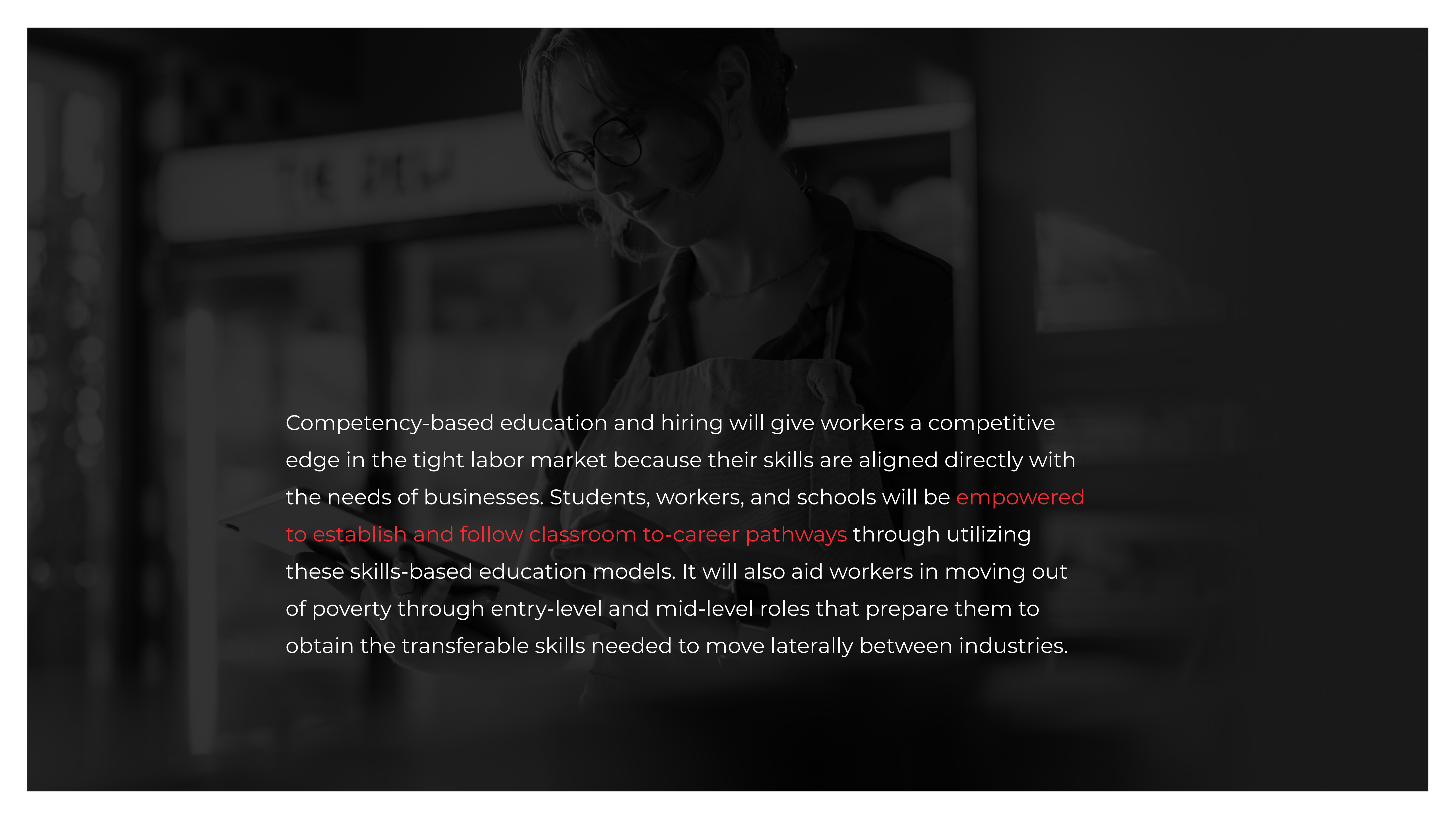
The Alabama Credential Registry will help individuals sort through available options by providing reliable and actionable information about the value of each credential, how to earn it, how much it costs, and what employment opportunities it might lead to down the road. Job seekers will use the registry to find reliable information about the value, opportunities, and process for earning credentials through competency-based training programs.

“It is a multifaceted approach where students create a profile at their community college that validates their education, skills, and experience. This ‘wallet’ is theirs to keep and enables them to create a match with a potential employer who identifies them as a candidate for employment. This education-business alignment will revolutionize the talent pipeline by bringing employers, candidates, and institutional partners into the platform for a common goal.”

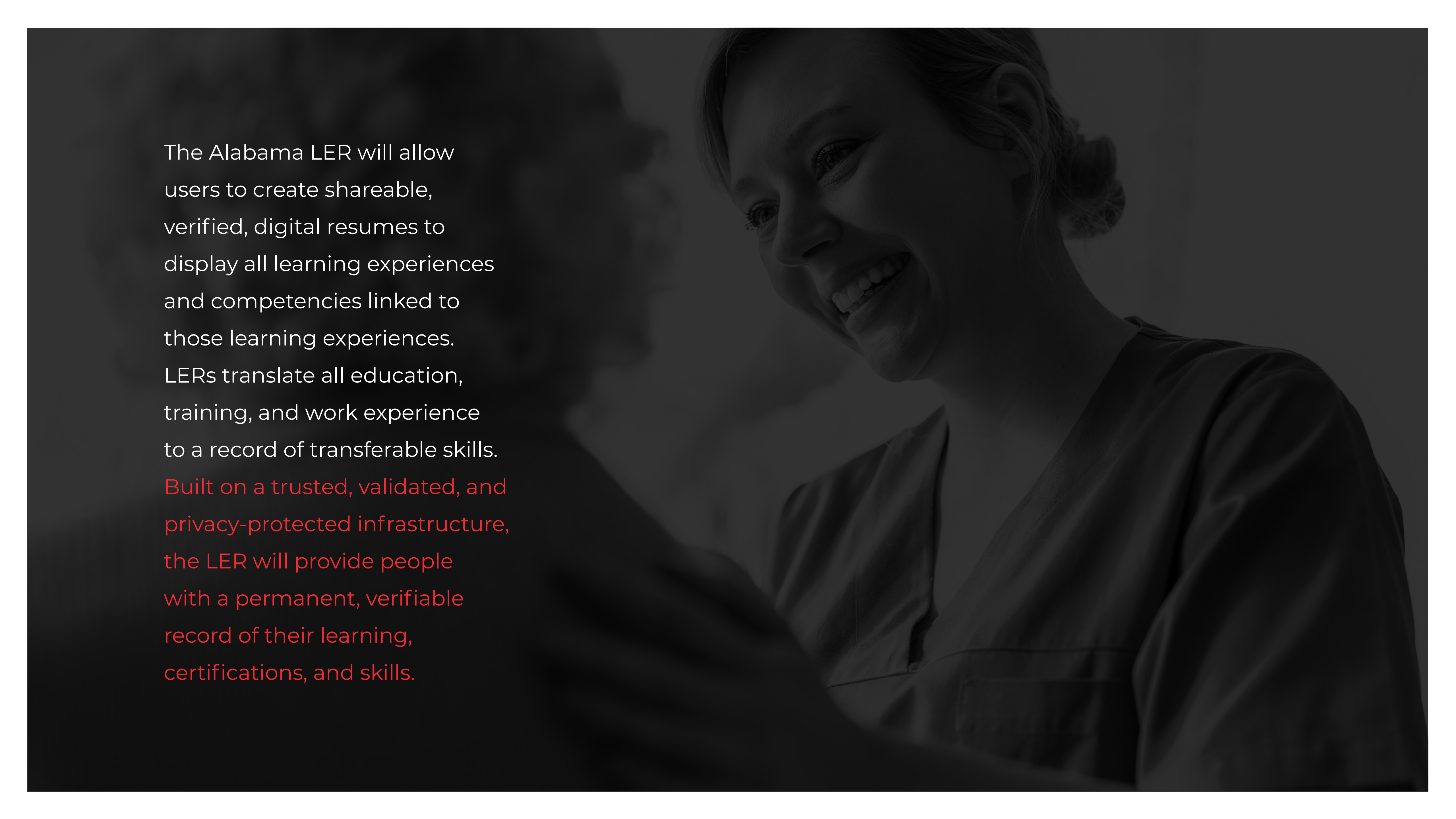


Ed Castile

*Deputy Secretary of Commerce
Workforce Development
Division, Director of AIDT*

A woman with glasses and a white apron is looking down at a tablet computer in a kitchen. The background is dark and slightly blurred, showing what appears to be a kitchen counter and a window. The text is overlaid on the lower half of the image.

Competency-based education and hiring will give workers a competitive edge in the tight labor market because their skills are aligned directly with the needs of businesses. Students, workers, and schools will be **empowered to establish and follow classroom to-career pathways** through utilizing these skills-based education models. It will also aid workers in moving out of poverty through entry-level and mid-level roles that prepare them to obtain the transferable skills needed to move laterally between industries.



The Alabama LER will allow users to create shareable, verified, digital resumes to display all learning experiences and competencies linked to those learning experiences. LERs translate all education, training, and work experience to a record of transferable skills. Built on a trusted, validated, and privacy-protected infrastructure, the LER will provide people with a permanent, verifiable record of their learning, certifications, and skills.

Traditional Education Model

Measure of Achievement

Credit Hour

- ◇ Credit provided for “seat time”
- ◇ In place for more than a century

Context for Development

Industrial era

- ◇ Standardization of educational processes and degrees
- ◇ Highly structured, time-based educational models
- ◇ Initially designed to determine faculty teaching loads, not student outcomes

Competency-Based Model

Measure of Achievement

Mastery of Skills and Competencies

- ◇ Credit provided for student learning, rather than “seat time”
- ◇ Credit earned through prior learning assessments and competency-based coursework

Context for Development

Industrial era

- ◇ Standardization of educational processes and degrees
- ◇ Highly structured, time-based educational models

SOURCE: <https://solutions.ebscoed.com/workforce-solutions>

The ROI of a Certification Education

The workforce is increasingly gaining new skills in contexts and ways that are not acknowledged by traditional academic credentials. A certification education provides workers with valuable, in-demand skills businesses need at a much quicker and cheaper rate than that of a traditional college degree. Workers learn by enhancing knowledge, skills, and abilities in a variety of ways: through obtaining academic credentials, non-traditional learning channels, on-the-job training, military experience, professional development, and other types of formal and informal learning. Additionally, these certifications can be utilized for credit toward a long-term certificate or degree.

“The Talent Triad enables job seekers to apply for roles with confidence, recognizing when they have the skills they need to meet requirements”



Tim McCartney
Chairman, Alabama
Workforce Council

How Will Businesses Benefit from Alabama's Talent Triad?

Camille is a small business owner looking to hire for two skilled jobs at her company. She has looked at hundreds of resumes and conducted dozens of interviews but is having difficulty finding high-quality candidates that meet the needs of her growing company. Camille kept running into two issues. The first was that many of the candidates had a traditional college degree, but lacked many of the skills she needed in her business. The second was job seekers were listing skills on their resume that they were not proficient enough in to meet her specific needs. This left her feeling frustrated and defeated.



However, Camille discovered the Alabama Talent Triad. Before, she was only utilizing resumes and traditional educational requirements for her job descriptions and having a difficult time finding candidates that met the specific needs of her business. Now, Camille has created clearly defined skill-based job descriptions and is utilizing Alabama LER profiles. Not only is she finding quality candidates that she overlooked in the past, she has hired two employees that do their jobs successfully.

Benefits for Businesses

The Talent Triad allows employers to screen job applicants for the specific skills and competencies needed to do a job successfully, which is needed now more than ever in today's tight labor market. Employers will also be empowered to align recruitment around business results, rather than around resumes. Using skillsbased recruiting allows businesses to connect with high-quality job candidates they may have overlooked in the past based solely on their resumes.

“The Alabama Talent Triad will help employers to identify candidates based on validated skills, with immediate “matches” based on required competencies, proficiency, and experience.”



Tim McCartney
Chairman, Alabama
Workforce Council

A woman with long blonde hair and glasses is smiling while looking at a laptop. She is sitting at a desk in what appears to be an office or classroom environment. The background is slightly blurred, showing other people and office equipment. The overall tone is professional and positive.

Clearly Defined Skills

Businesses will use the registry to understand whether a job seeker has the skills required for a job or position they seek to fill. A job seeker's learner profile will signal to employers that a candidate possesses the skills and competencies recorded on their verified resumes. Currently, there is no standard way beyond a resume to convey verifiable skills, credentials, or training (whether it be formal or informal, classroom-based, or workplace-based) to a potential employer.

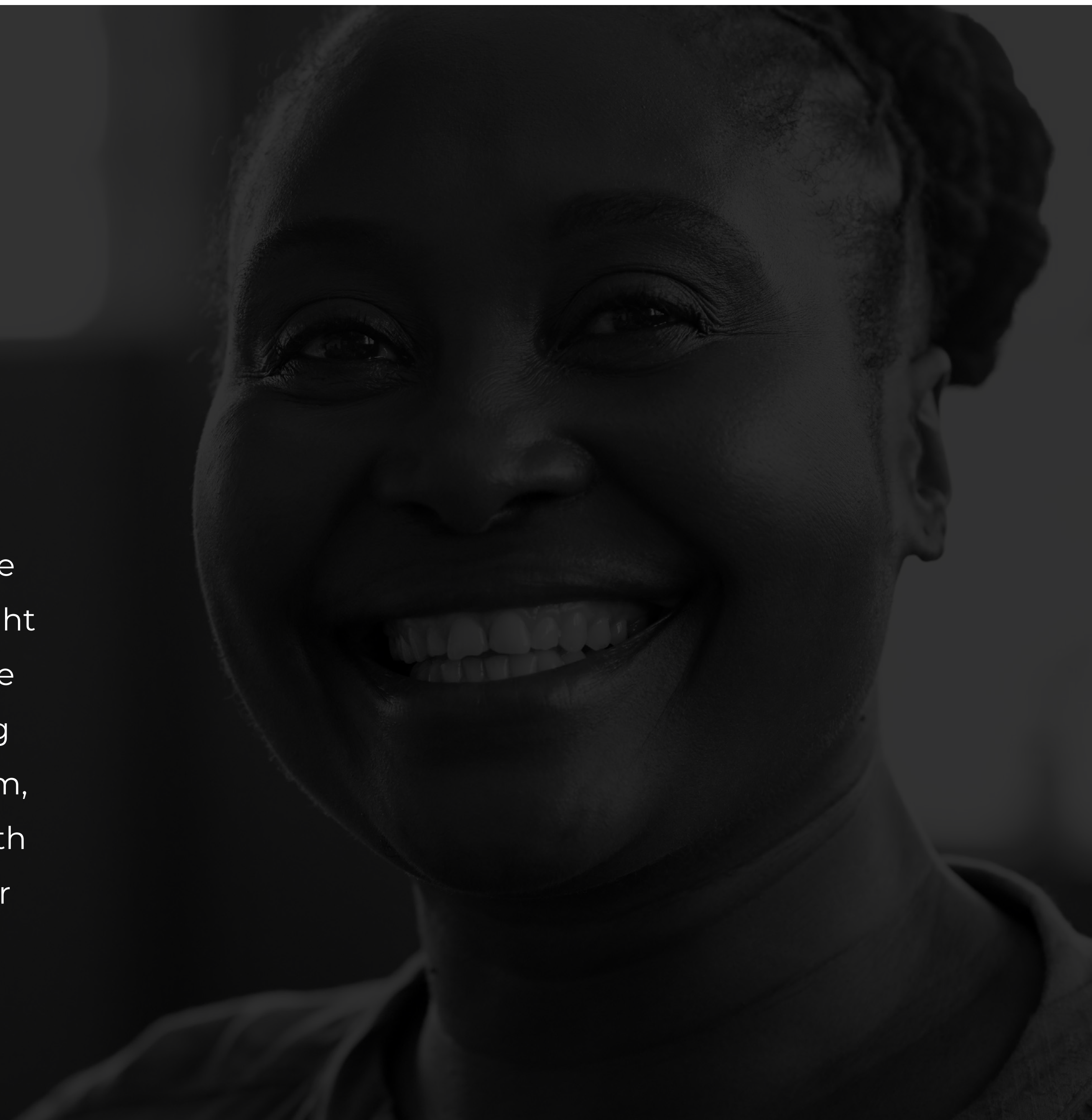


Standardized Job Descriptions

The Skills-Based Job Description Generator will enable businesses to create customized, skills-based job descriptions that are based on the in-demand occupations by selecting the competencies and credentials associated with the job they are seeking to fill. The system will be linked to Alabama LER profiles that will allow employers to determine a pool of candidates who possess the competencies and credentials aligned with the job descriptions posted.

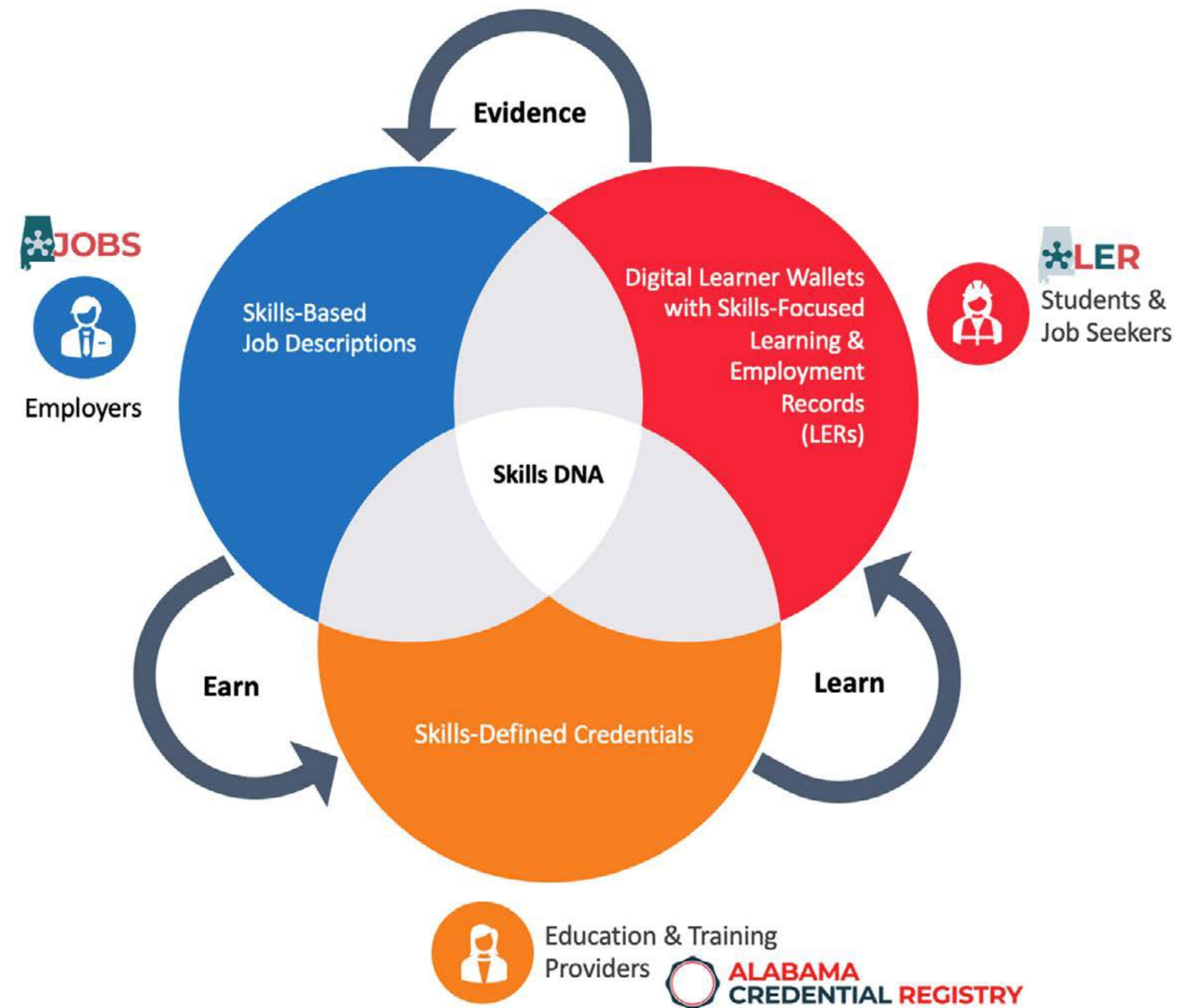
Employer Branding

Businesses that participate in the Alabama Talent Triad have an increased likelihood of being competitive in today's tight labor market and attracting a number of job seekers that possess the necessary skills. Having a competitive edge in a tight labor market allows employers to be more selective in their hiring decisions. Job seekers will be looking for employers who are participating in this program, thus increasing the employer's candidate pool. With a wider candidate pool, employers can ensure their hires possess all the necessary skills, attitudes, and fit, which in turn, boosts employee retention rate.



The Talent Triad Will Speed Alabama's Economic Growth

The Talent Triad is mutually beneficial for both businesses and the workforce. It connects education and workforce training programs directly to employer demand, allowing workers to choose and enroll in certification training programs. In turn, employers are connected to job seekers that possess the necessary skills their business needs to be successful.



SOURCE: <https://solutions.ebscoed.com/workforce-solutions>

Economic Benefits

This competency-based education and skills-based hiring will increase Alabama's postsecondary education attainment and labor force participation rates, which is essential for future economic growth and development. With the increase in quality candidates and a skilled workforce, businesses have the opportunity to create more jobs for less money and operate more efficiently.

Quality Candidates

Students and workers participating in competency-based education and training programs learn in-demand skills businesses need, making them highly sought after in the labor market. With the uptick in accessible, skills-based education for the workforce, businesses benefit from a wider pool of qualified candidates to choose from. This allows them to hire the best candidate for the job instead of rushing to fill a vacancy, saving them both time and money.

Skilled Workforce

Skilled workers increase a company's productivity along with profitability. They perform tasks more effectively, efficiently, and successfully, which helps businesses save money while producing higher-quality goods and services. These factors allow for future business development and economic growth.

Branding Your Workplace Culture is Still the Secret to Winning the Hiring Battle

Talent Acquisition Doesn't Work Without Marketing Your Brand

Many companies think marketing is reserved for business development. If companies are going to meet their talent needs, they must market their workplace the way a consumer goods company markets a brand. Workplace culture is a brand, and every company workplace brand has a reputation – good, bad, or neutral - that is either helping or hindering your recruitment efforts

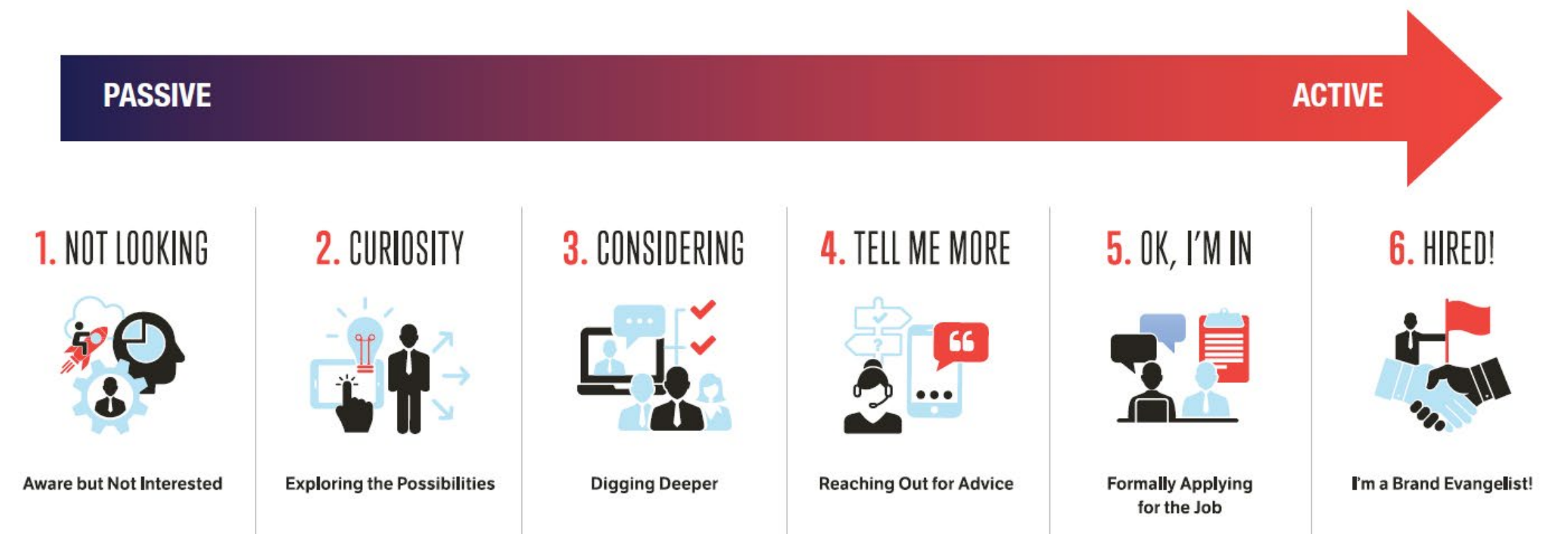


The Talent Acquisition Strategy: Attracting Candidates from Passive to Active

A good talent marketing strategy launches tactics to reach candidates at every point along the passive-active axis. To meet the growth demanded by the defense-technology industry, the hiring pipeline should always be pulling in new candidates to create enough volume to find the right hires when the business needs them. Some candidates will enter as mostly passive, while others will be more active when they encounter your marketing. What is most important is that you have ad creative and messaging that meets the candidate where they are in the process to capture their attention and draw them into a relationship with you as quickly as possible. Some of the

relationships will take longer to develop – those are the most passive candidates. Others will lead to active interest and an application more quickly. In each case, the wrong message will be ineffective and could repel the candidates you are seeking. Timing and targeting are everything.

You can read more about this new paradigm in our [2022 Outlook](#).



Are you set up to attract top-tier passive and active candidates in 2023?

AMG Recruitment can help your company create the best plan of action for your workplace and needs. We employ the most up-to-date recruitment processes in the industry. We're here to serve you, we are Alabama based with national reach. Reach out today and we'll help ensure you're ready for the latest hiring challenge.



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