



Non-Traditional Hiring Practices and Market Insights

Winning the War on Talent



Christine A. Ballard, P.E.
CDM Smith Office Leader

Meg Atkinson
Actalent Divisional Practice Lead

March 13, 2023





Agenda

1. Staffing Challenges
2. Labor Market Insights
3. Candidate Hiring Process
4. Opportunities to Increase the Labor Pool



Staffing Challenges

- Cannot find the right people
- Salary requirements
- Diversity initiatives
- Physical location doesn't match job location
- Work restrictions or WFH requests
- Who's selling who?





Labor Market Insights





Labor Market Insights

An overview of the current talent supply

Megan Atkinson, Practice Lead

Meet Your Actalent Team



Megan Atkinson
*Energy Services
Practice Lead*

The US Economy

Changes in talent supply and salary demand

- The national labor force participation rate has yet to recover to its pre-pandemic rate. The national unemployment rate is also low compared to historical rates.
 - Both of these data points indicate that the share of the population that is unemployed and actively seeking work is low.
- Inflation has eased from 40-year highs but is still high, keeping prices elevated. The pressure of higher prices is likely driving workers to seek pay increases.
 - Between February 2023 and February 2024, average hourly earnings increased by 4.3%.

62.5%

Labor force participation rate

The share of the population working or looking for work has yet to return to its pre-pandemic rate of 63.3%.

3.9%

Unemployment rate

Rates under 4% are considered low. Thus, the pool of unemployed candidates is small.

1.6M

January layoffs

Below pre-pandemic norm, despite continued economic uncertainty.

3.1%

Inflation

Inflation has slowed since 2022 but is still elevated.

4.3%

Wage Increases

Average hourly earnings increased by 4.3% for the year ending February.





Scan for Actalent's Market
Intelligence Reports



Actalent

Actalent at a Glance



4,500+
Clients
Supported



1,100+
Dedicated
Recruiters



27,500+
Consultants
Engaged



2.6 Billion
In Revenue



150+
Offices

- AND -

17

Delivery Centers Across
North America and India

54%

Best-in-class
Client NPS

Industry average 31%



CLEARLY RATED™

54%

Best-in-class
Consultant NPS

Industry average 19%



#1 provider of
engineering
talent, US

#2 provider of
engineering
talent, globally

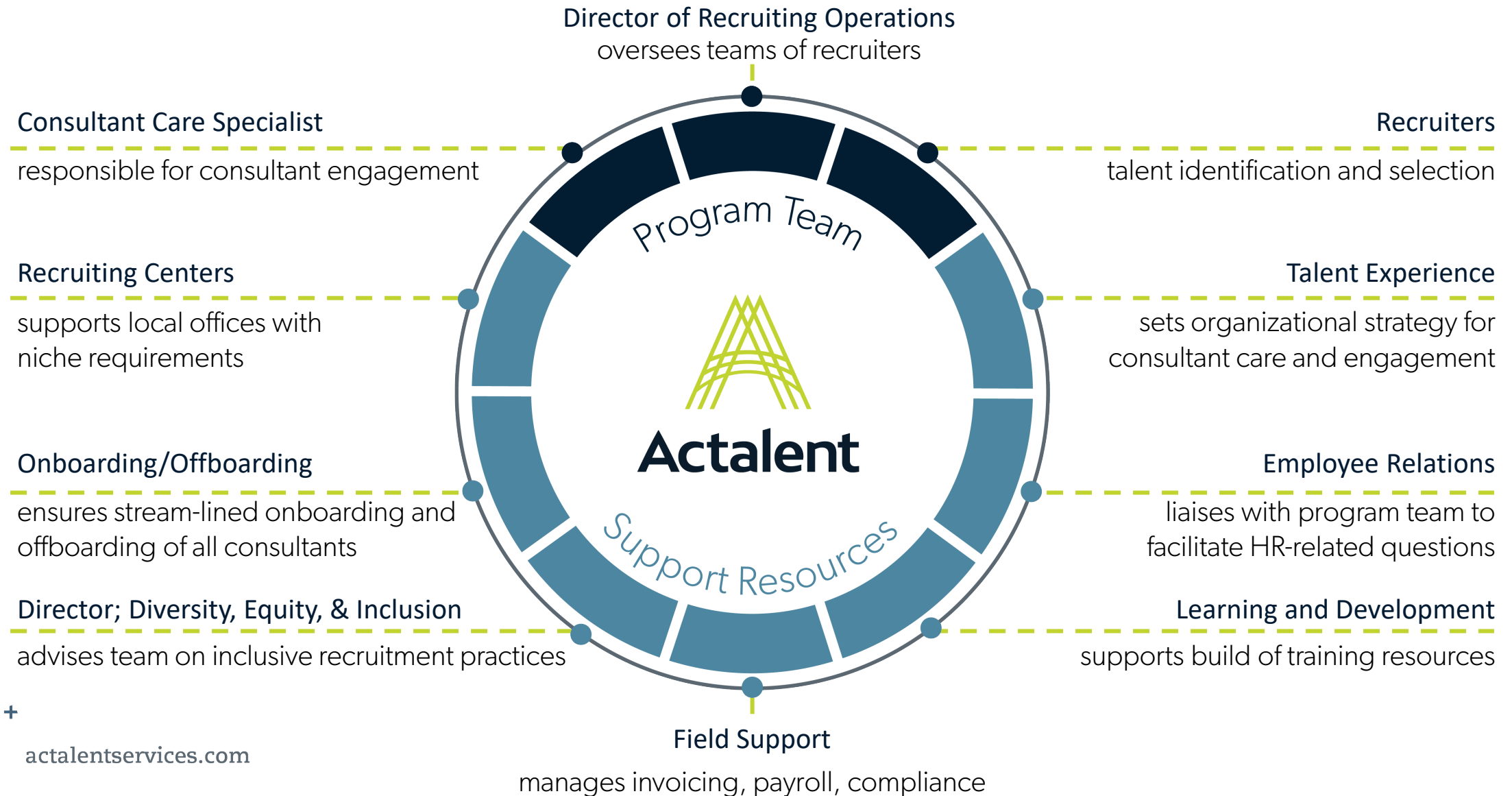
#1 provider of
sciences
talent, US

Staffing Industry Analysts

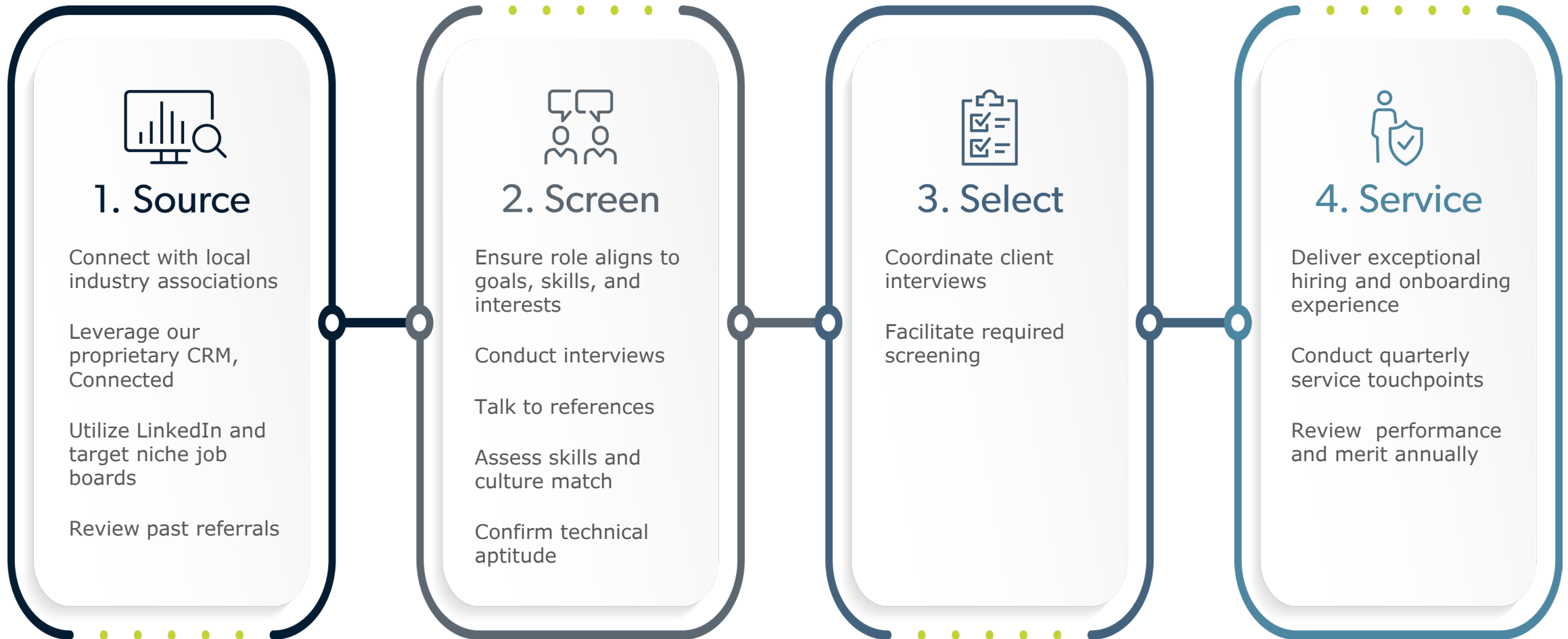
Leader in
engineering
workforce
solutions, US

Everest Group,
PEAK Matrix™ Assessment

Resources to Deliver and Support



Candidate Hiring Process





*"(Since early January), Businesses generally found it easier to fill open positions and to find qualified applicants, although difficulties persisted attracting workers for highly skilled positions, including health-care professionals, **engineers**, and **skilled trades specialists** such as welders and **mechanics**."*

// Federal Reserve Beige Book,
released March 6, 2024



Labor Market Insights

Attracting and retaining talent that can be difficult to find

With engineers and skilled trades specialists remaining difficult jobs to fill, it's important for companies to understand what helps attract and retain top talent.

Through internal surveys of our own consultants, and through extensive analysis of existing studies published by other companies, Actalent has identified some key drivers of attraction, retention, and engagement of talent:

Competitive
pay

Competitive
benefits

Flexible work
arrangements

Job security

Career
development
opportunities

Career
advancement
opportunities

Clear
expectations
and feedback

Recognition for
work



Opportunities to Increase the Labor Pool



Interns and Internships

- CDM Smith places between 70 and 80 percent of summer interns with full-time positions, typically in STEM fields
 - Candidates are often referrals or identified via college campus recruiting
- Expanded program to provide scholarships and jobs to high school graduates interested in technical trades
 - These scholarship programs are hyper-local and work with junior colleges and even high school recruiting



CDM Constructors Inc. Workforce Development Scholarship Application

To empower and assist students continuing their education in post-secondary technical or vocational programs, CDM Smith is offering two \$5,000 scholarships.

Scholarship Considerations:

Scholarship recipients are selected on the basis of:

- Demonstrated leadership and participation in school and community activities
- Work experience
- Statement of educational and career goals and objectives
- Unusual personal or family circumstances
- Online recommendation from a faculty member

Eligibility:

- High school seniors or graduates, or current postsecondary undergraduates, who plan to enroll in an eligible undergraduate program in one of the following majors:
 - Electrical, Automation, Instrumentation and Controls, Cybersecurity or related discipline
- Minimum grade point average of 2.5 on a 4.0 scale (or its equivalent)
- Reside or attend school in one the following states: California, Colorado, Florida or Texas



Deadline:

Application portal is open from
**January 23, 2024 through
March 7, 2024**



To Apply:

<https://learnmore.scholarsapply.org/cdmconstructors/>

(If link does not open, copy and paste it into your browser.)



Questions:

Karen Thomas

thomaskk@cdmsmith.com

Reboot

Re-Entry Program



- Originally started to help women re-enter the workplace after a break over 2 years or more
- Expanded to include Veterans with a BS in STEM-related field
- Includes a 16-week temporary employee program
 - Paid program, no benefits
- Over the last 5 years there has been a 100 percent conversion rate to full-time hires

Reboot
Re-Entry Program for Veterans



listen. think. deliver.



CDM
Smith