



Copyright © 2024

Midwest Workforce Strategies, LLC

All rights reserved.

We're
going to
the
movies!



Credit: BFA / Warner Bros

Alien Film



Rom-Com



Preview

Scene 1: Workforce Flashback

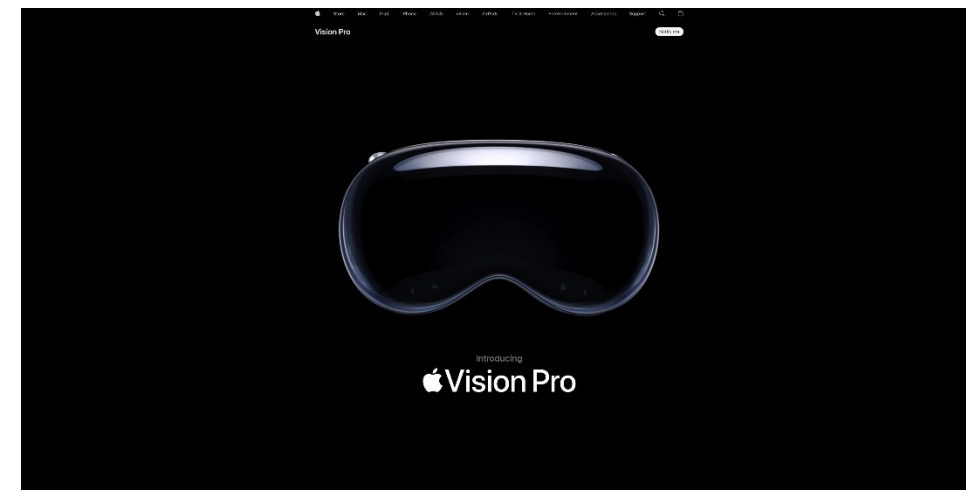
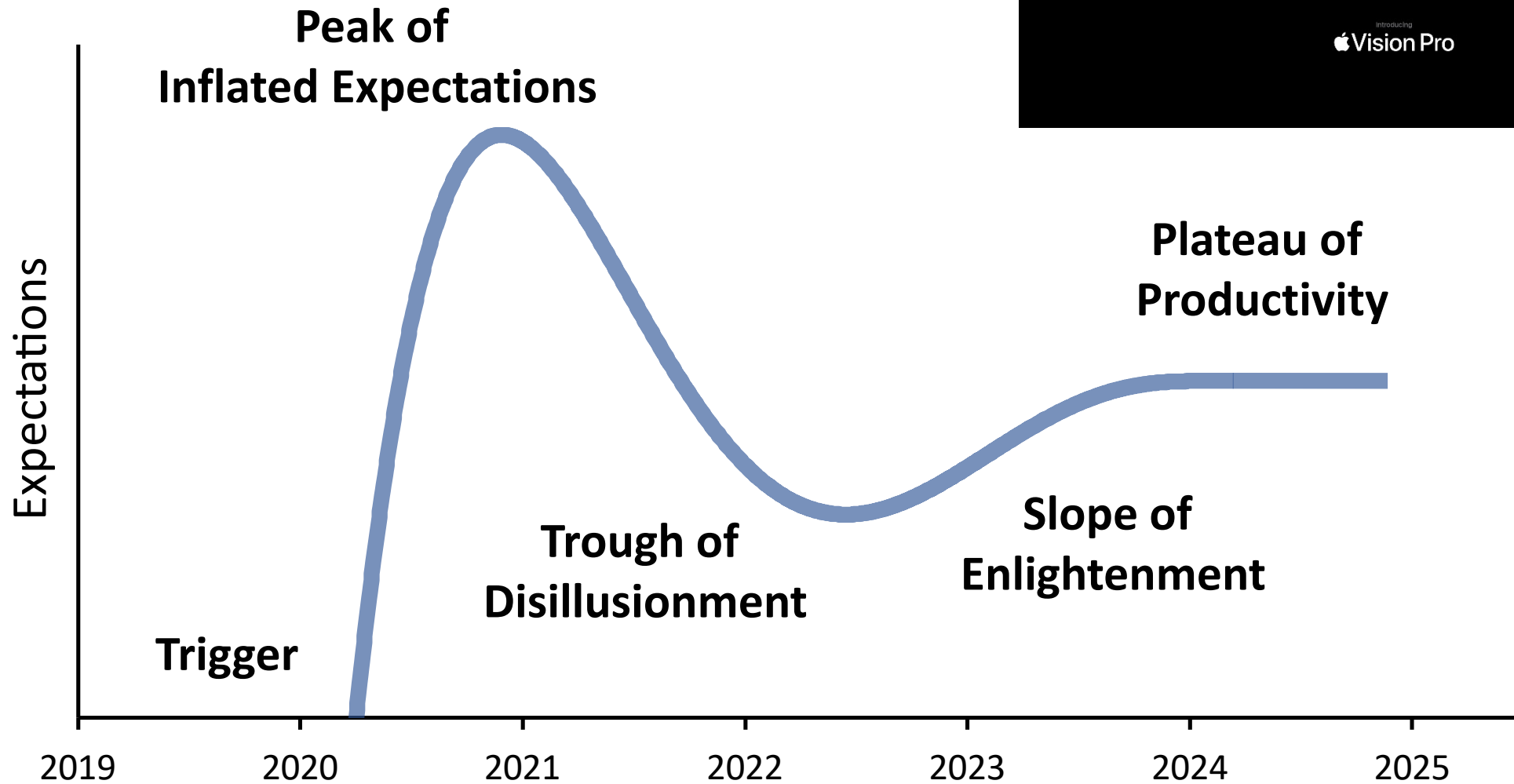
Scene 2: Workforce Myth Busting

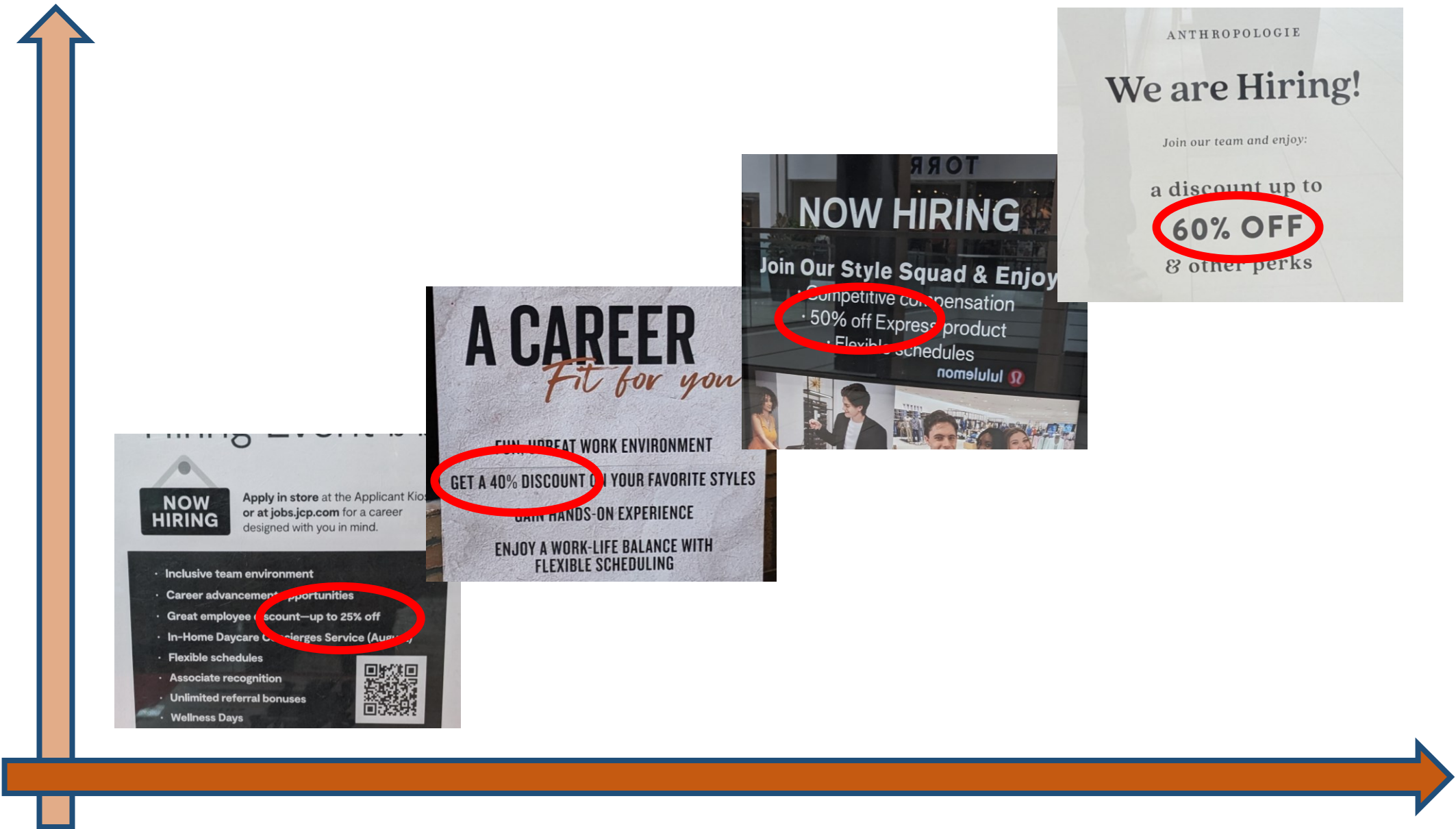
Scene 3: Something Must Die

Scene 4: The New Workforce Norm

Scene 5: Failure is *Still* Not an Option

Gartner Hype Cycle






TIME

NOW HIRING Apply in store at the Applicant Kiosk or at jobs.jcp.com for a career designed with you in mind.

- Inclusive team environment
- Career advancement opportunities
- Great employee discount—up to 25% off
- In-Home Daycare Childcare Service (August)
- Flexible schedules
- Associate recognition
- Unlimited referral bonuses
- Wellness Days



A CAREER
Fit for you

FUN, GREAT WORK ENVIRONMENT

GET A 40% DISCOUNT ON YOUR FAVORITE STYLES

GAIN HANDS-ON EXPERIENCE

ENJOY A WORK-LIFE BALANCE WITH FLEXIBLE SCHEDULING

NOW HIRING

Join Our Style Squad & Enjoy

- Competitive compensation
- 50% off Express product
- Flexible schedules

nomelulul



ANTHROPOLOGIE

We are Hiring!

Join our team and enjoy:

a discount up to **60% OFF** & other perks



Midwest Workforce Challenges and Solutions

A Midwest Docudrama

shown at the

2024 RSAI Annual Meeting

Written by

RON COX

© 2024 Midwest Workforce Strategies, LLC



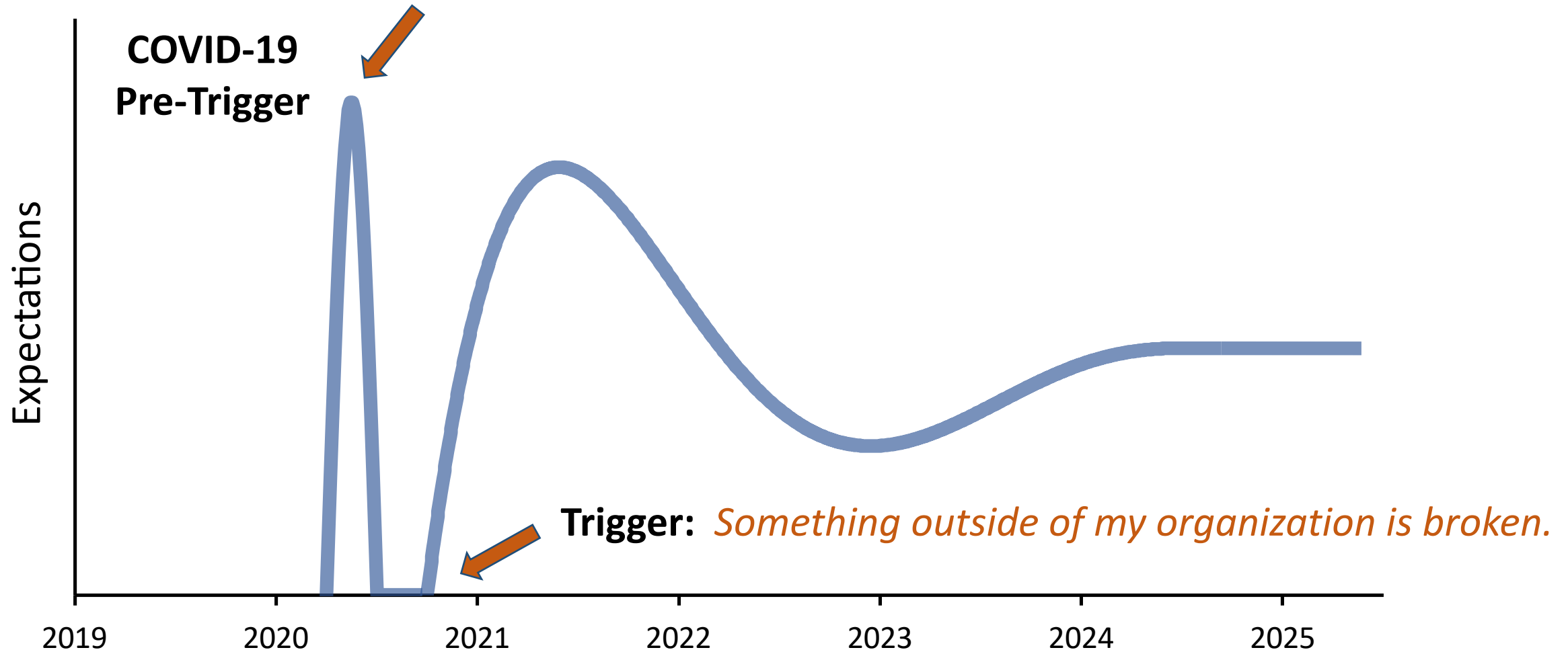
I'm trying to free your mind, Neo.

But I can only show you the door.

**You're the one that has to walk
through it.**

- Morpheus

Workforce Hype Cycle



Dedication

To my first mentor,
who showed me what
I could see if I would
turn 90 degrees.

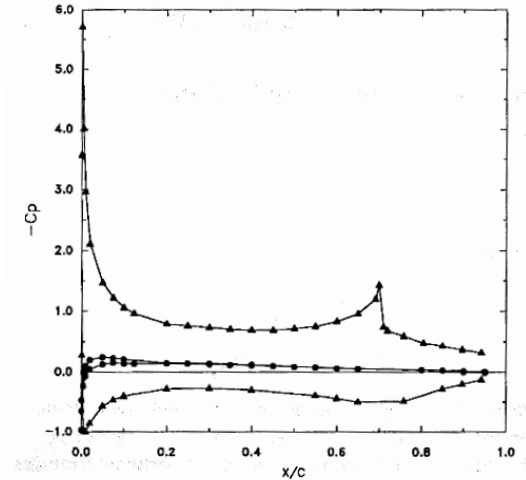


Figure 2. Trailing-edge flap on a NACA 0006 airfoil ($M=0.15$, $\alpha=0.1^\circ$, $R_e=4.5 \times 10^6$, $\delta_{TEF}=0^\circ/20^\circ$).²

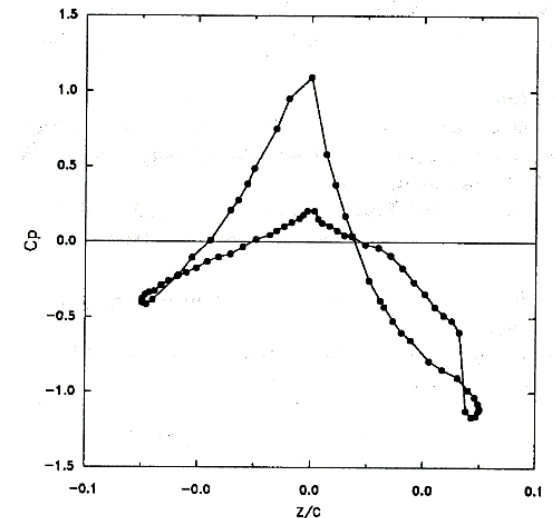


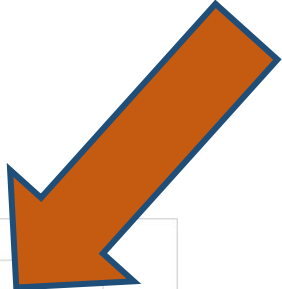
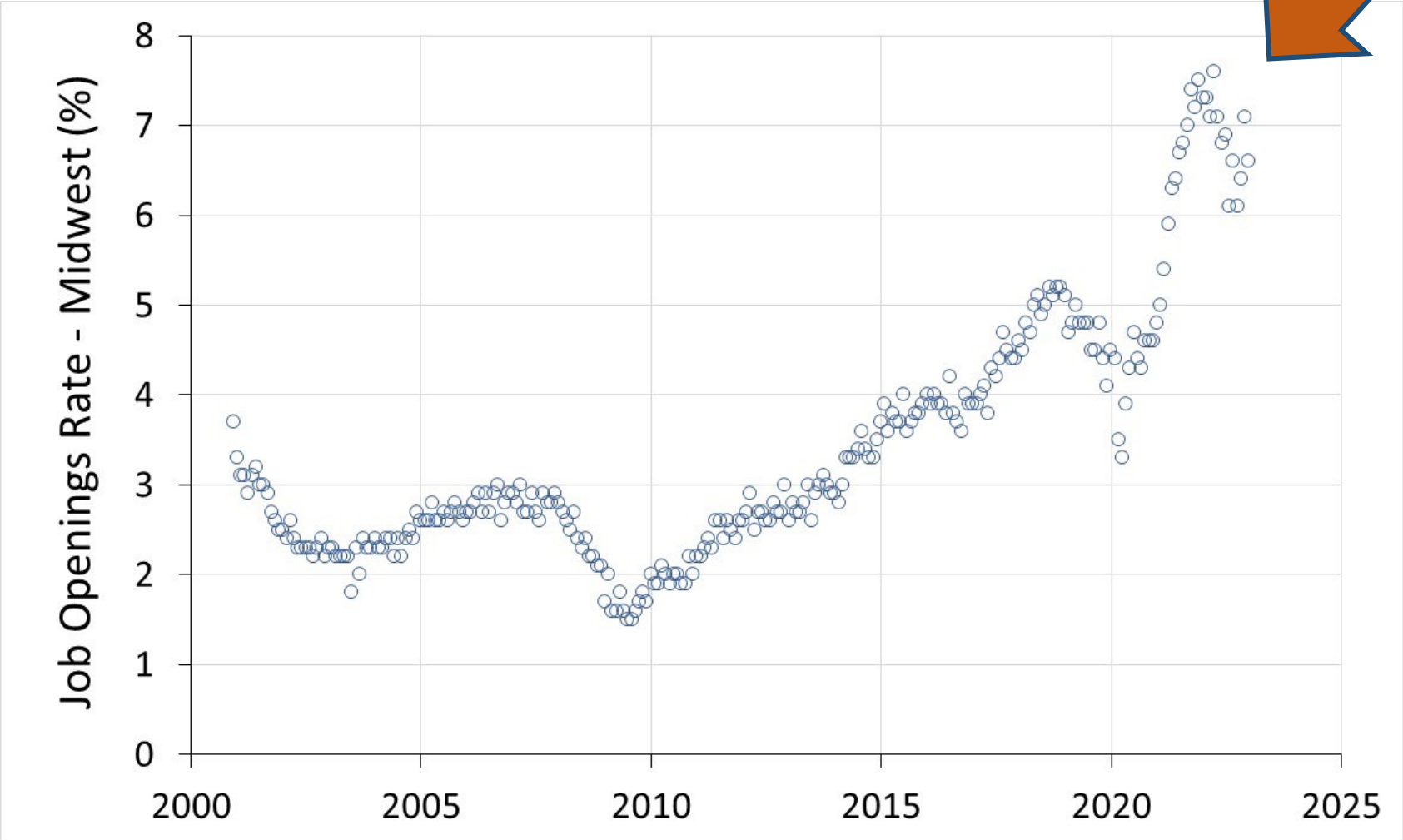
Figure 1. Thrust and drag loops for a NACA0012 airfoil ($M=0.8$, $\alpha=2.3^\circ$, $R_e=9 \times 10^6$).¹

Introduction

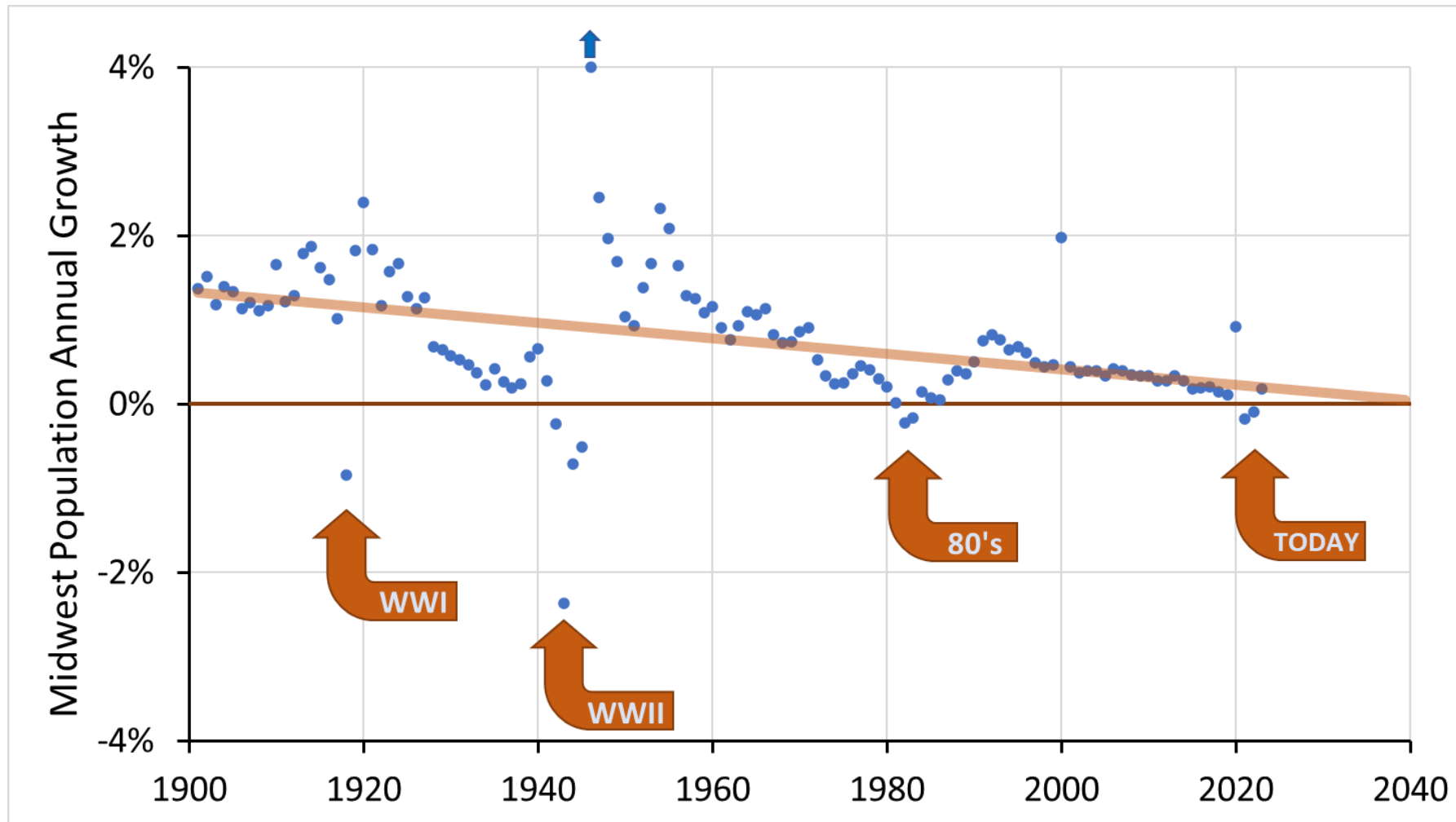
“It was the best of times,



Job Openings



It was the worst of times ...





... It really was the worst of times!

“Oh yes, the past can hurt.
But you can either run from it, or learn from it.”

- *Rafiki*



Population

25,000,000

20,000,000

15,000,000

10,000,000

5,000,000

0

1945

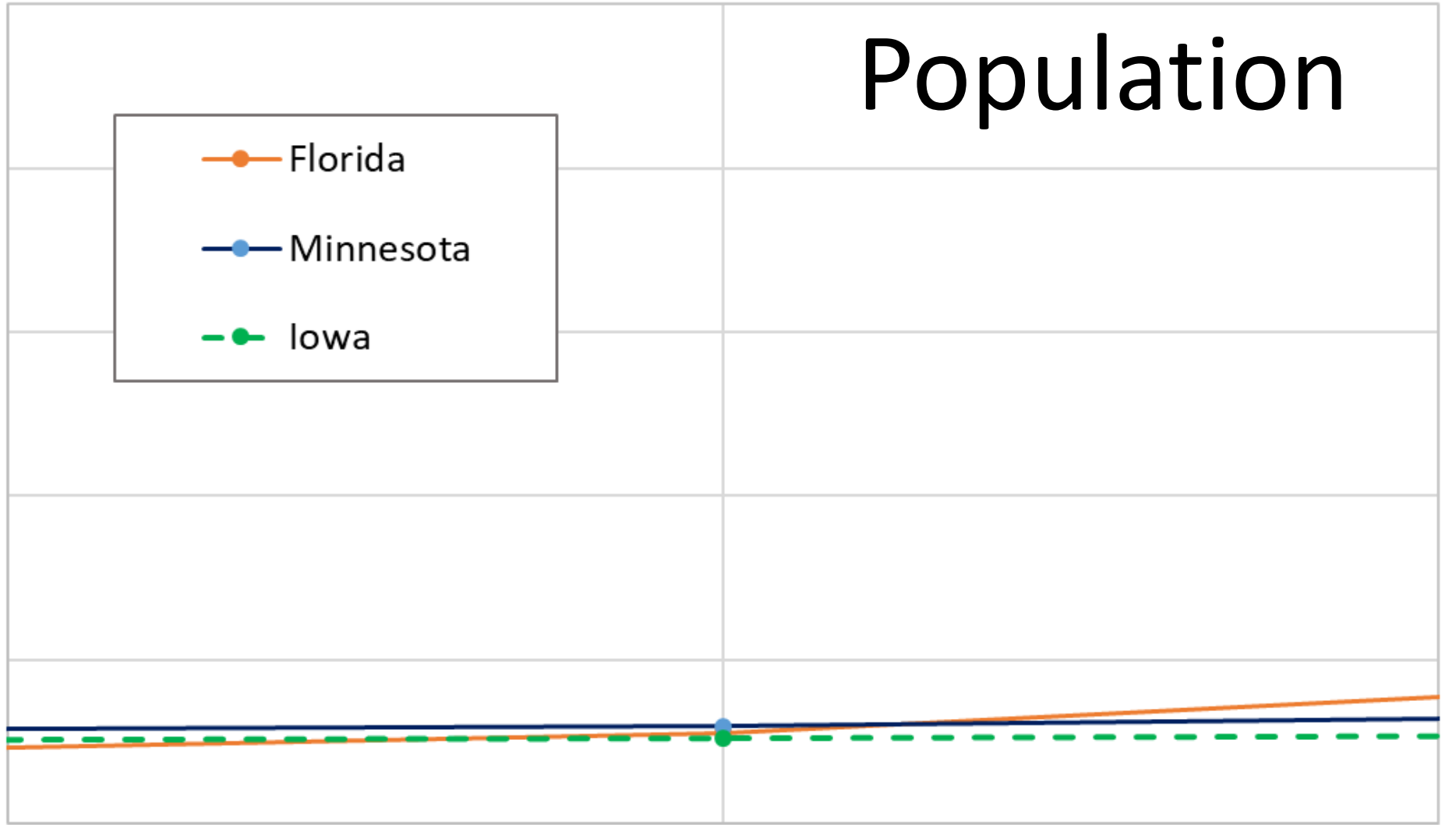
1950

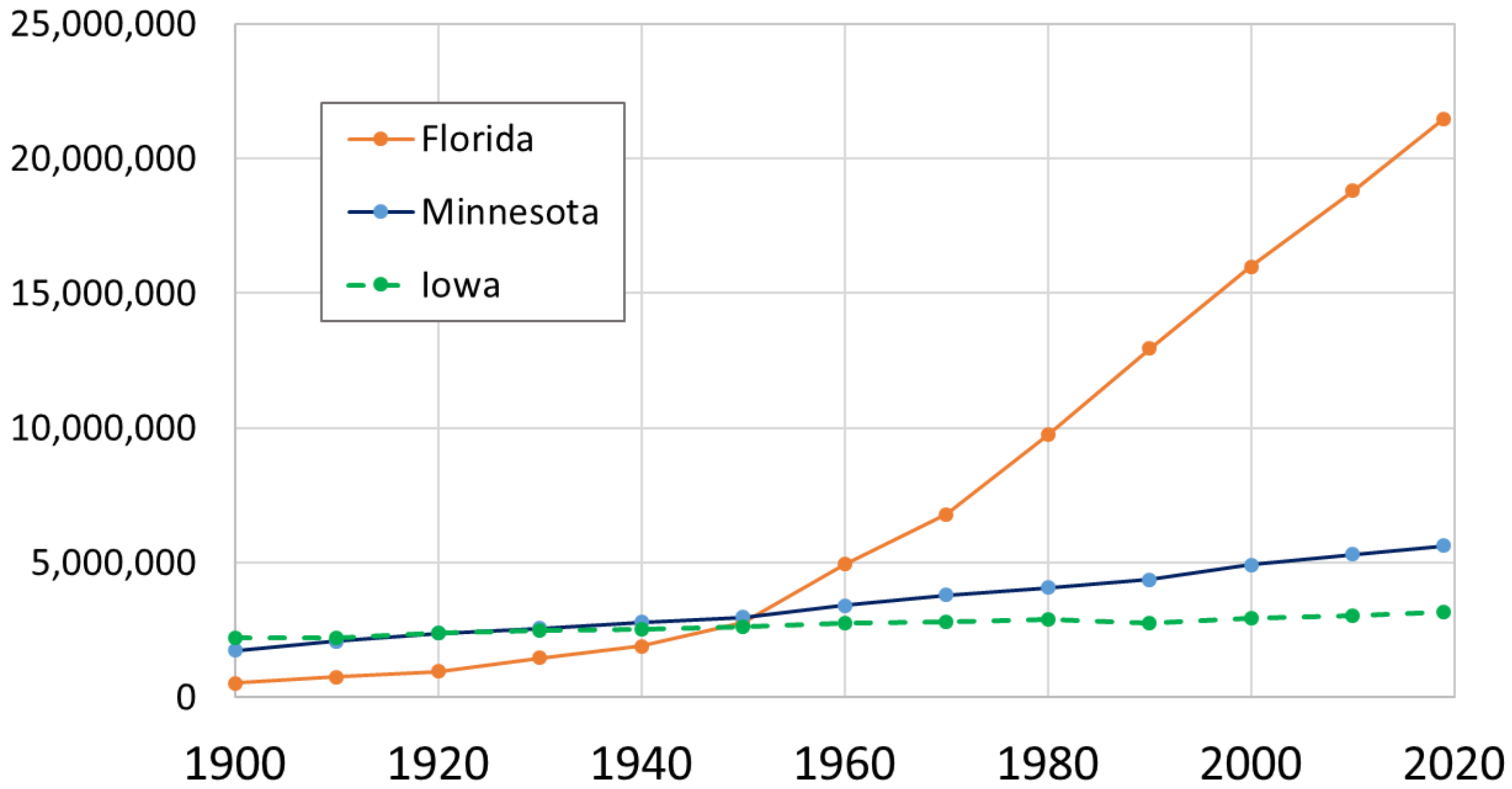
1955

—●— Florida

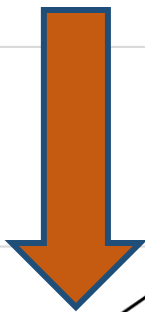
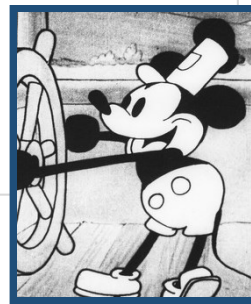
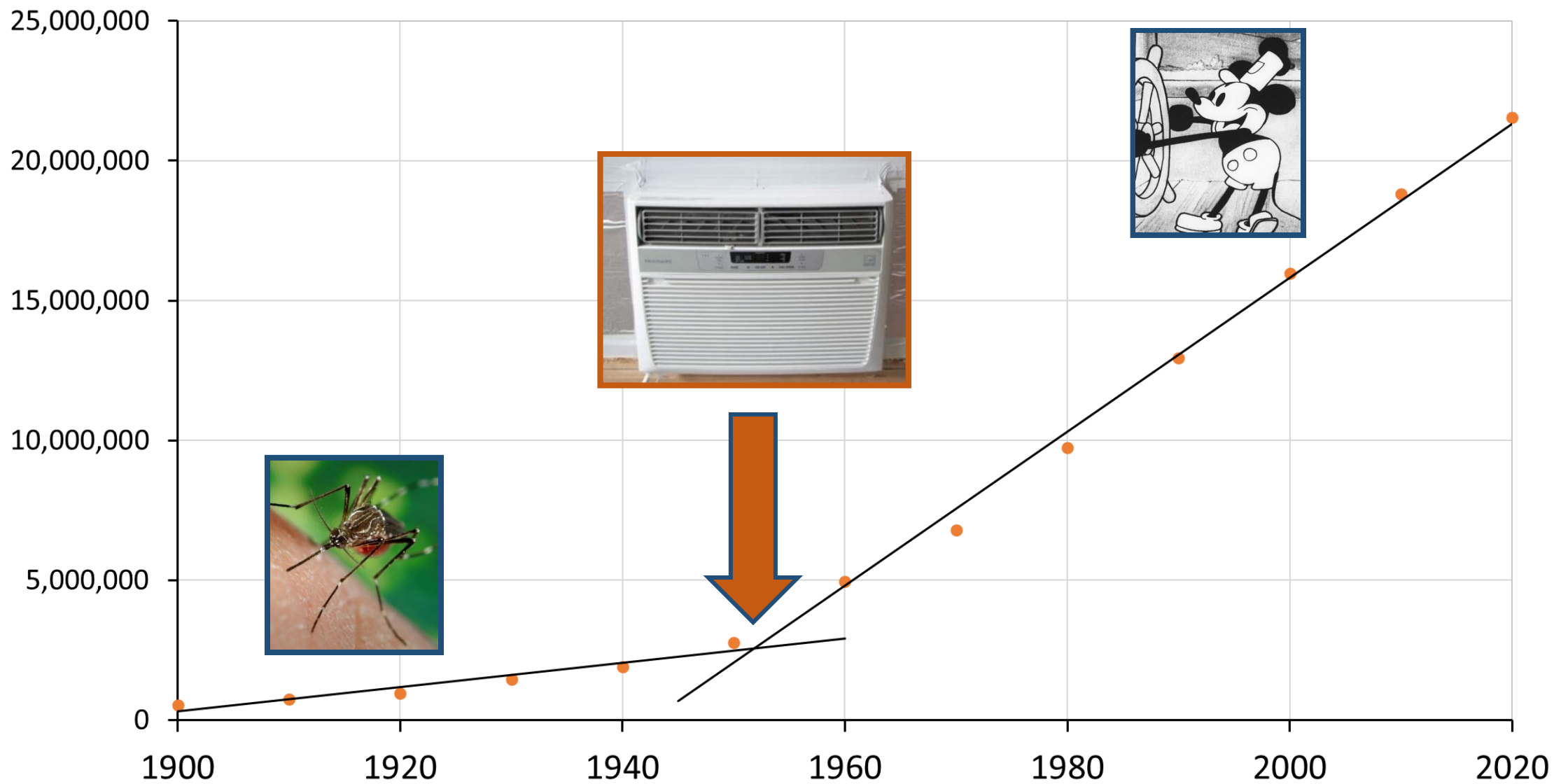
—●— Minnesota

- -●- Iowa





Florida Population



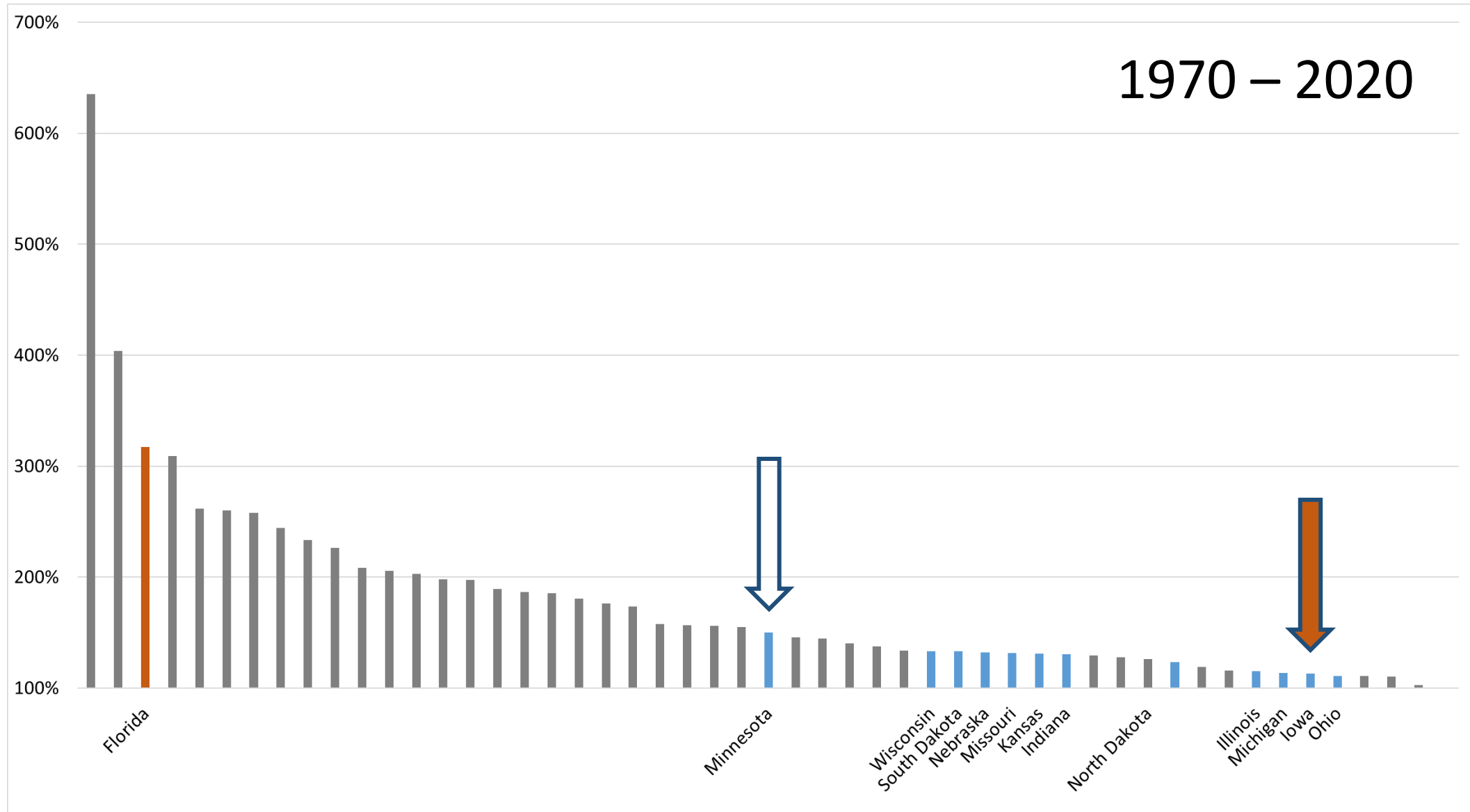


MAKE SPACE PART OF YOUR EPIC FLORIDA VACATION.

Your countdown begins at WeAreGoFL.com.



50 Years of Population Growth



What's going on with Labor?

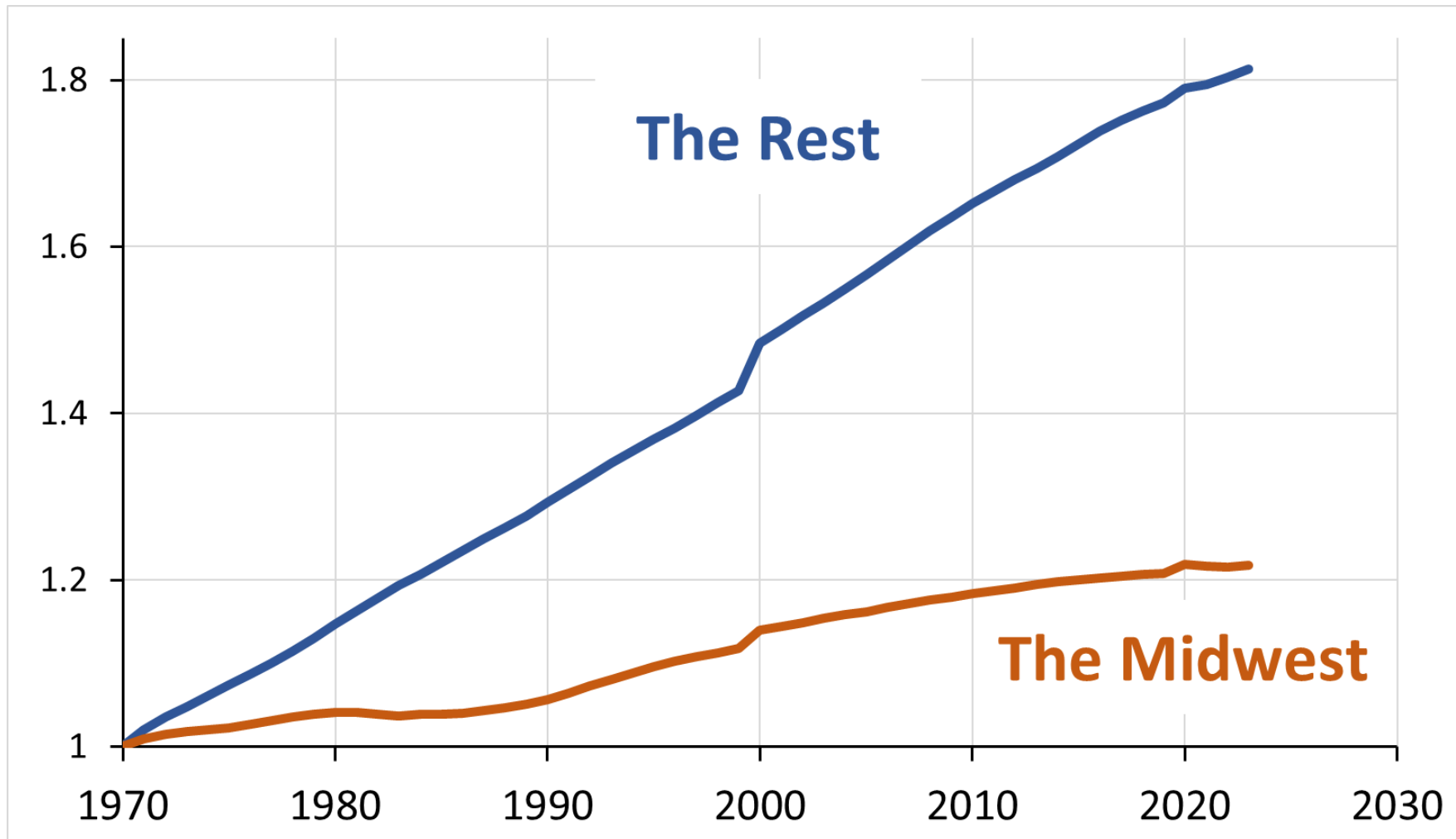
L1: Population

L2: Unemployment

L3: Labor Force Participation Rate

L4: Workforce Patches

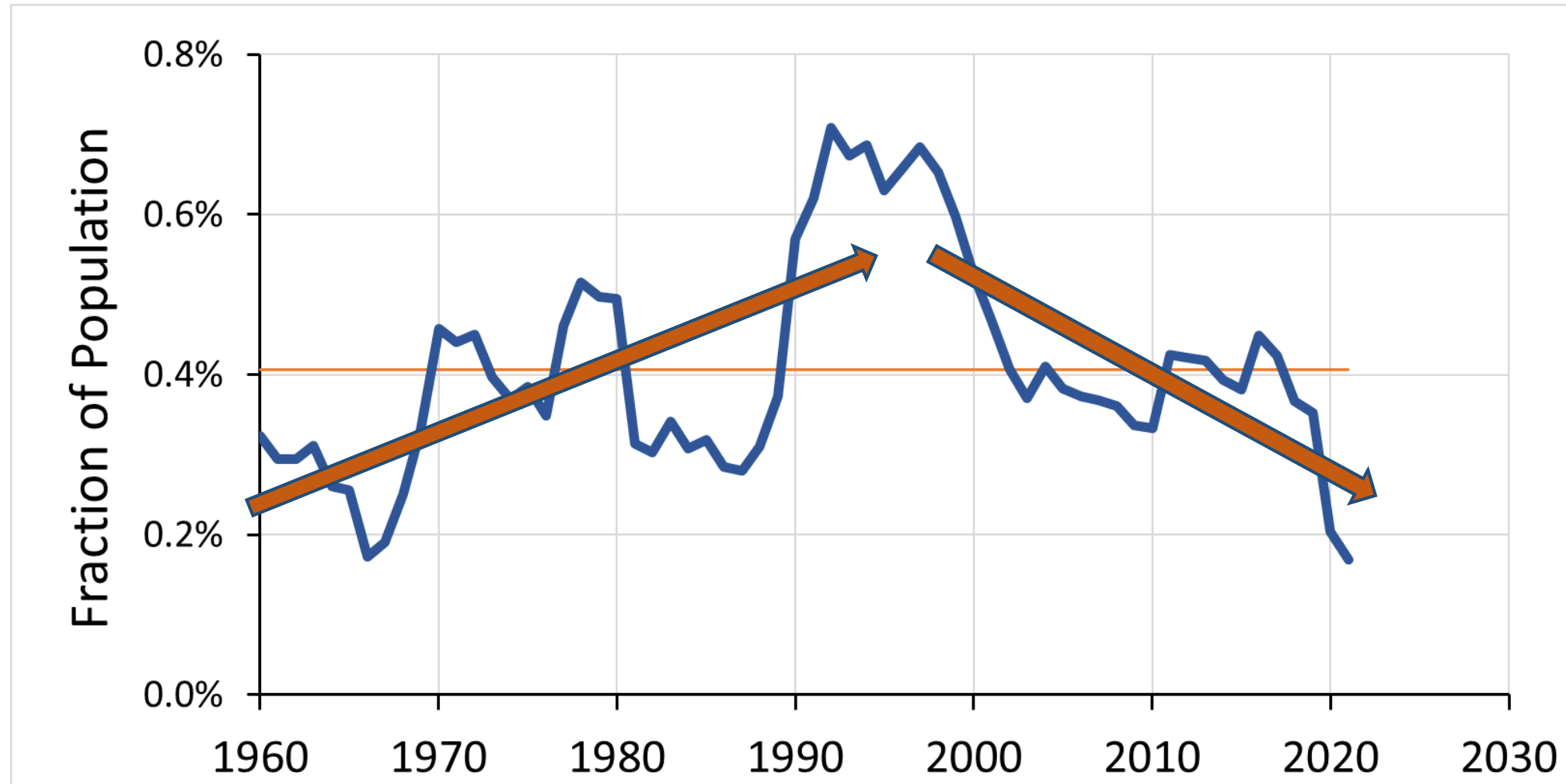
P1: Slow Population Growth



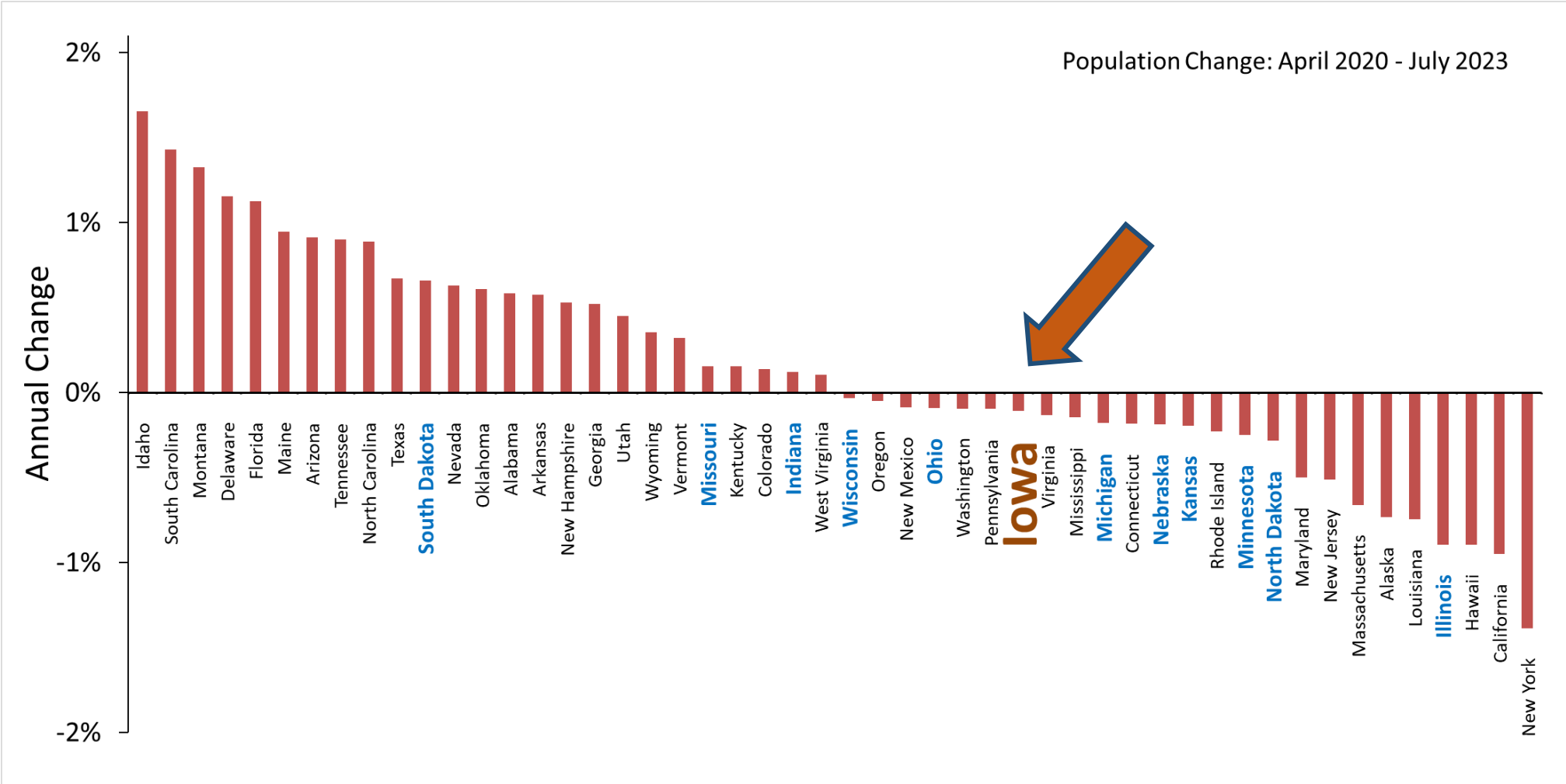
L1.A: Babies



L1.B: U.S. Net Migration Decline

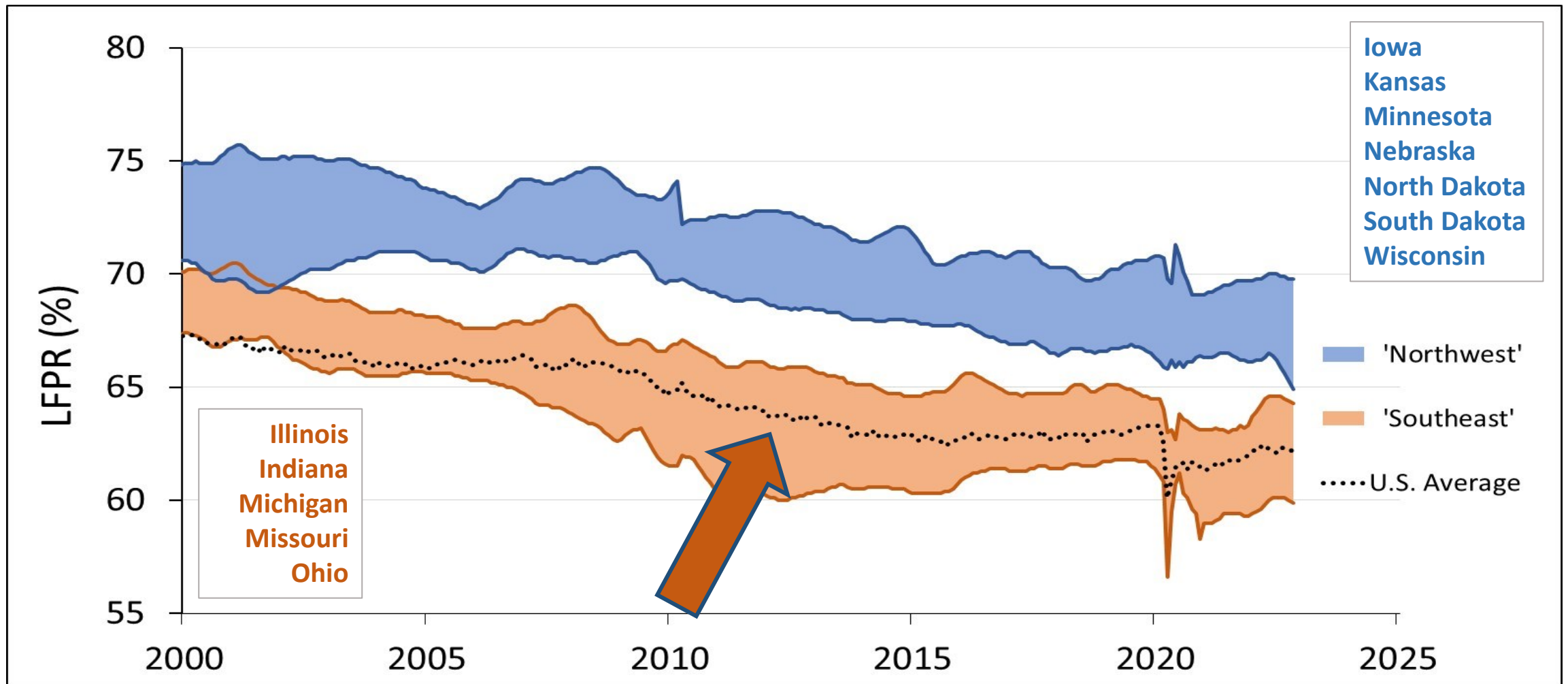


L1.C: Domestic Out-Migration



Data from www.worldbank.org and www.stlouisfed.org; Net migration to U.S.

L2: High Labor Force Participation Rate

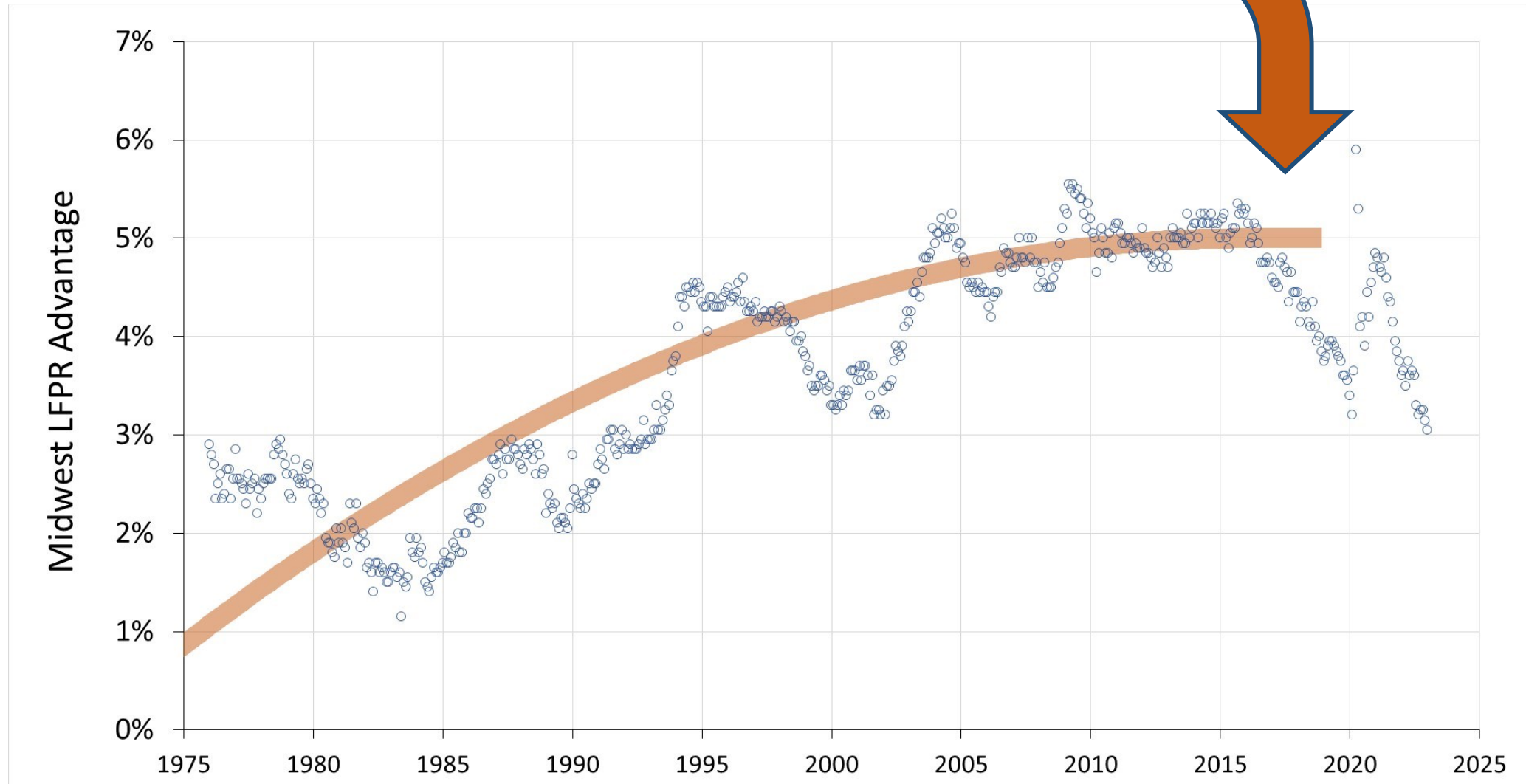


L3: Low Unemployment

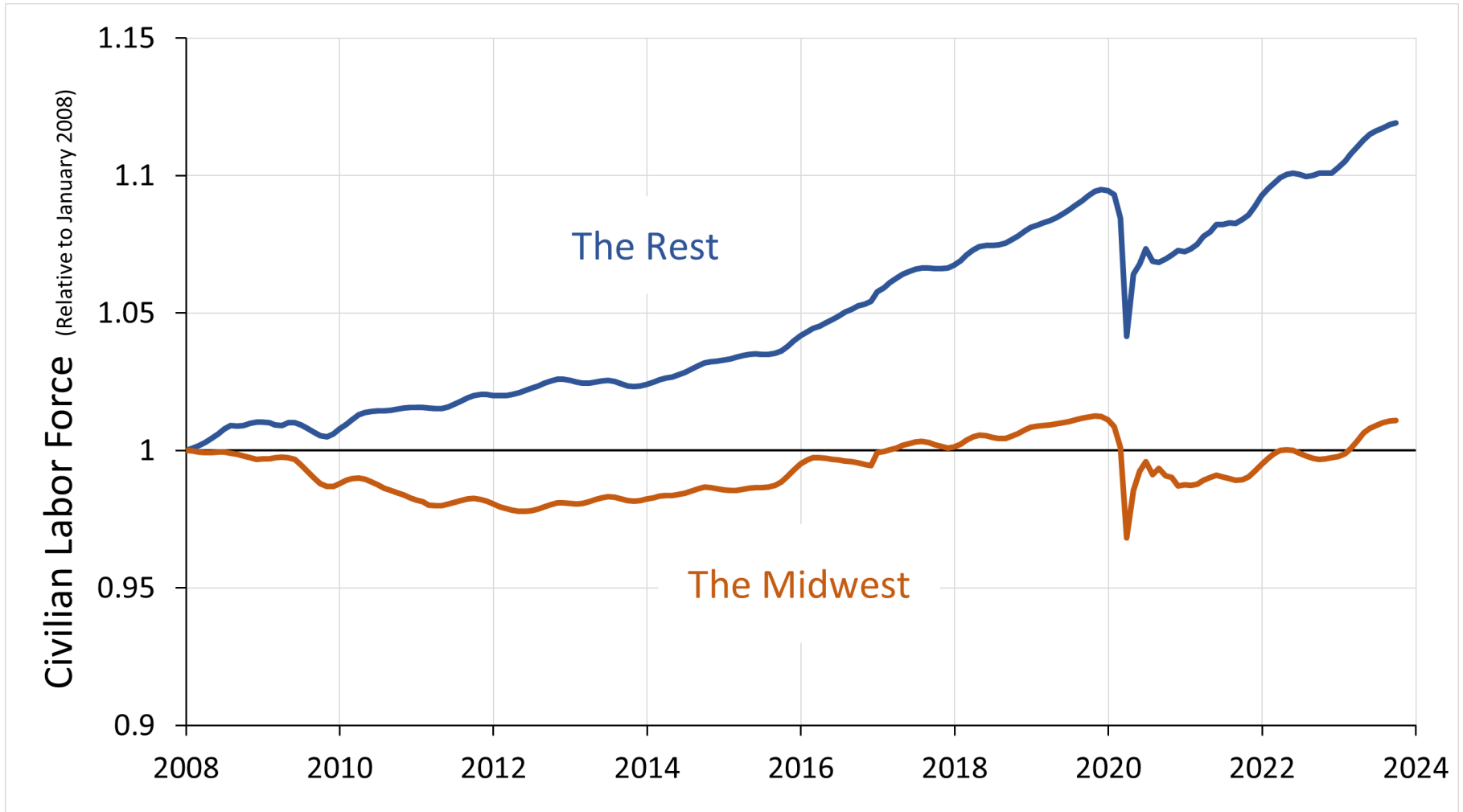
1	Nebraska	3.2%
2	North Dakota	3.3%
3	South Dakota	3.4%
4	Iowa	4.0%
5	Vermont	4.3%
6	New Hampshire	4.3%
7	Utah	4.3%
8	Virginia	4.4%
9	Minnesota	4.5%
10	Hawaii	4.5%
11	Wyoming	4.6%
12	Kansas	4.7%
13	Oklahoma	4.8%
14	Colorado	4.9%
15	Delaware	5.0%
16	Wisconsin	5.0%



L4: We are out of patches

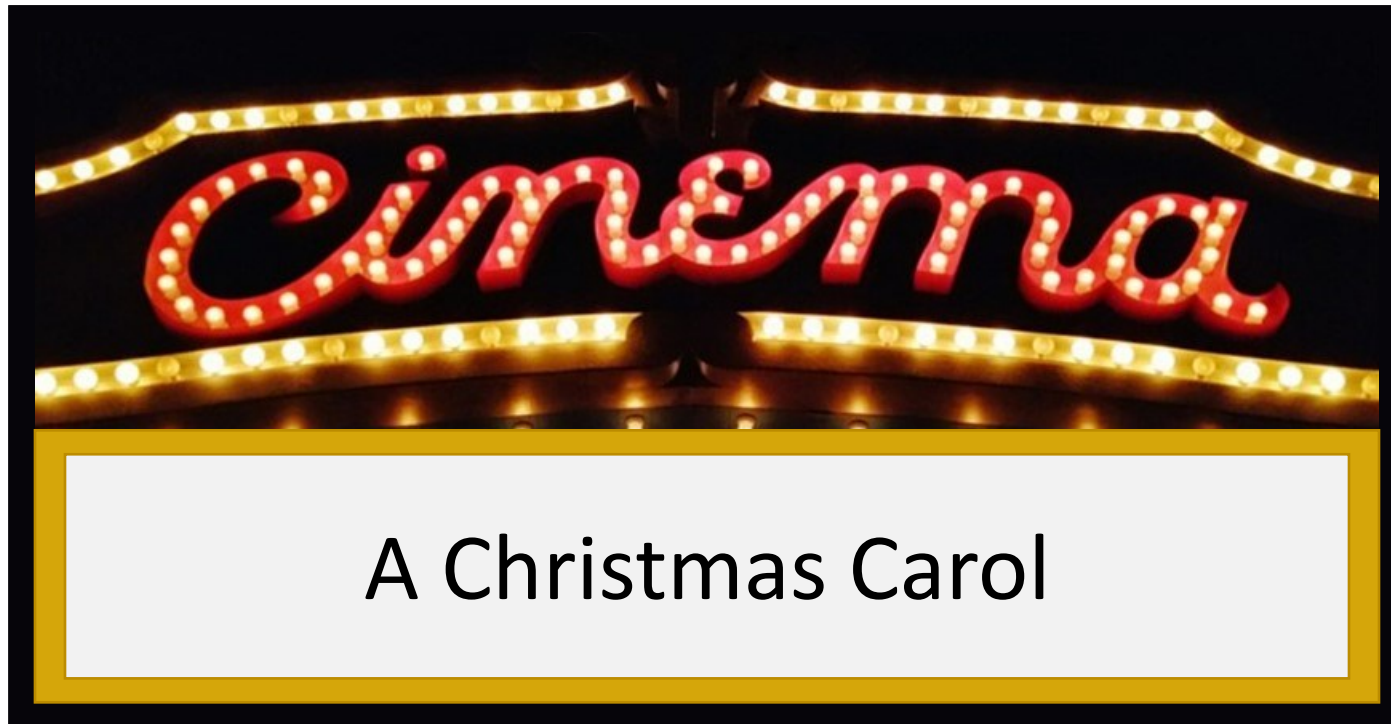


The Result?



“Ghost of the Future,
I fear you more than any spectre I have seen.”

- *Jim Carrey*



It gets worse.
It gets much worse...

L1.A: Babies



Births and deaths per year, United States

Historic estimates with future projections based on the [UN medium scenario](#).

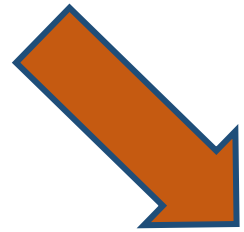
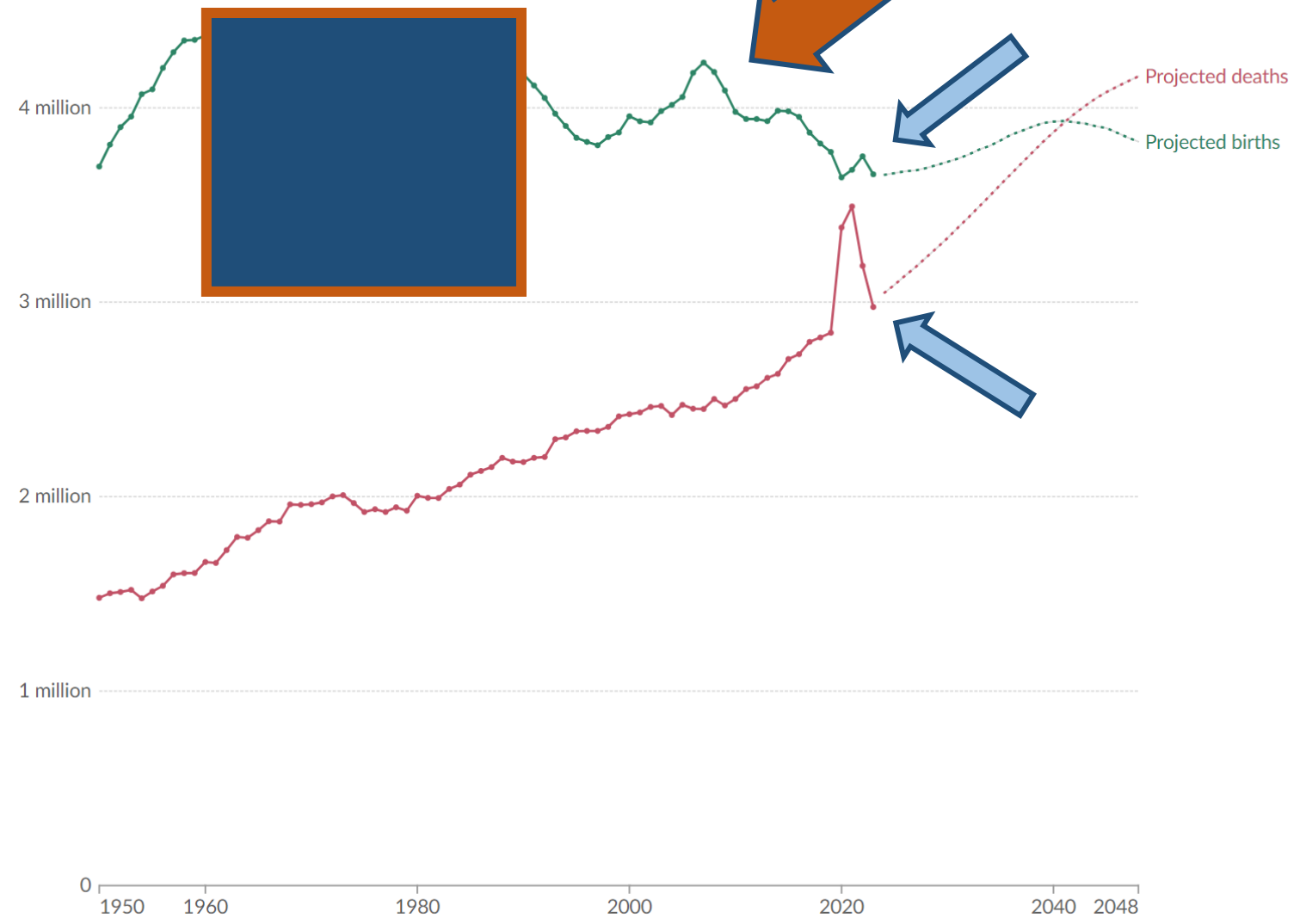
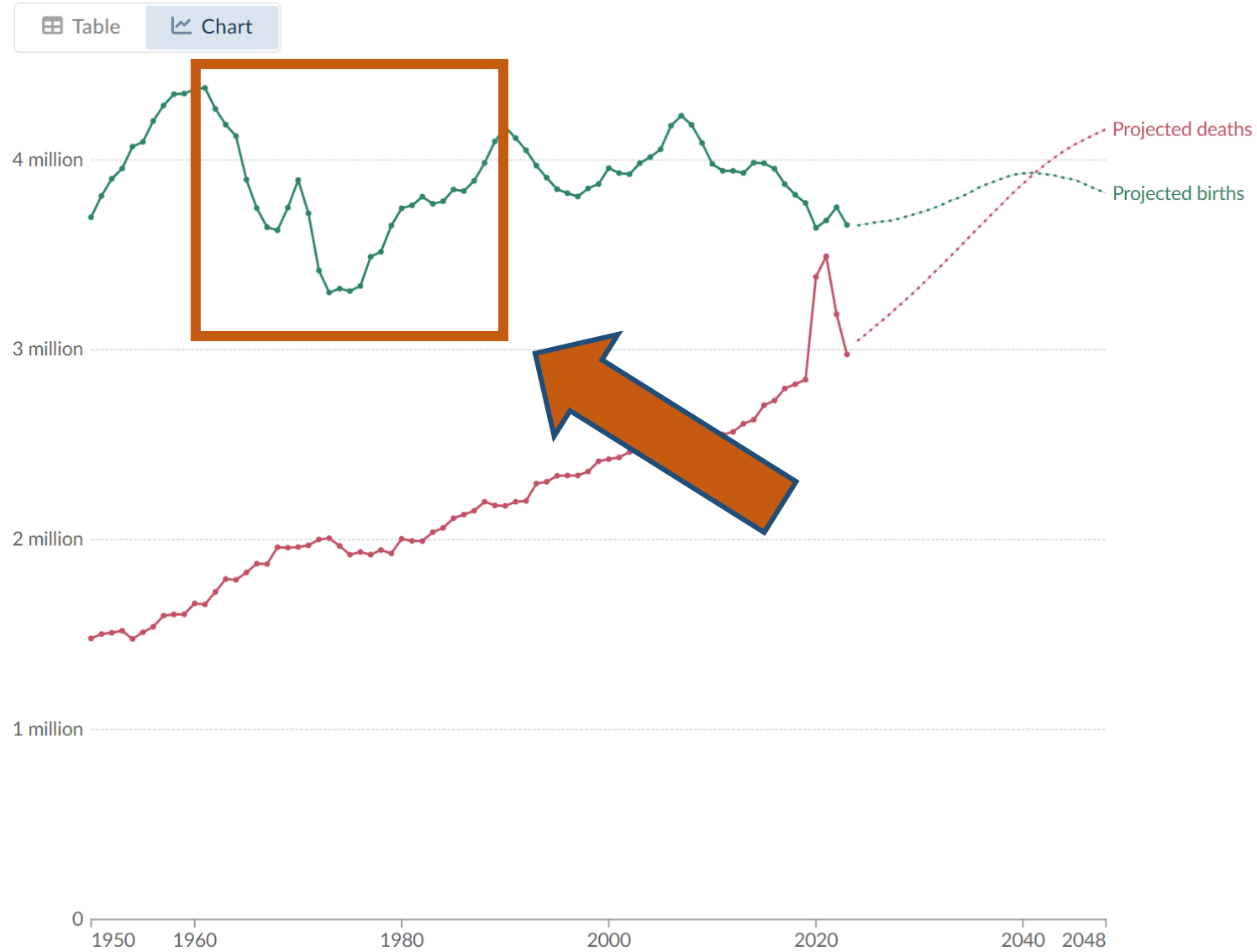


Table Chart

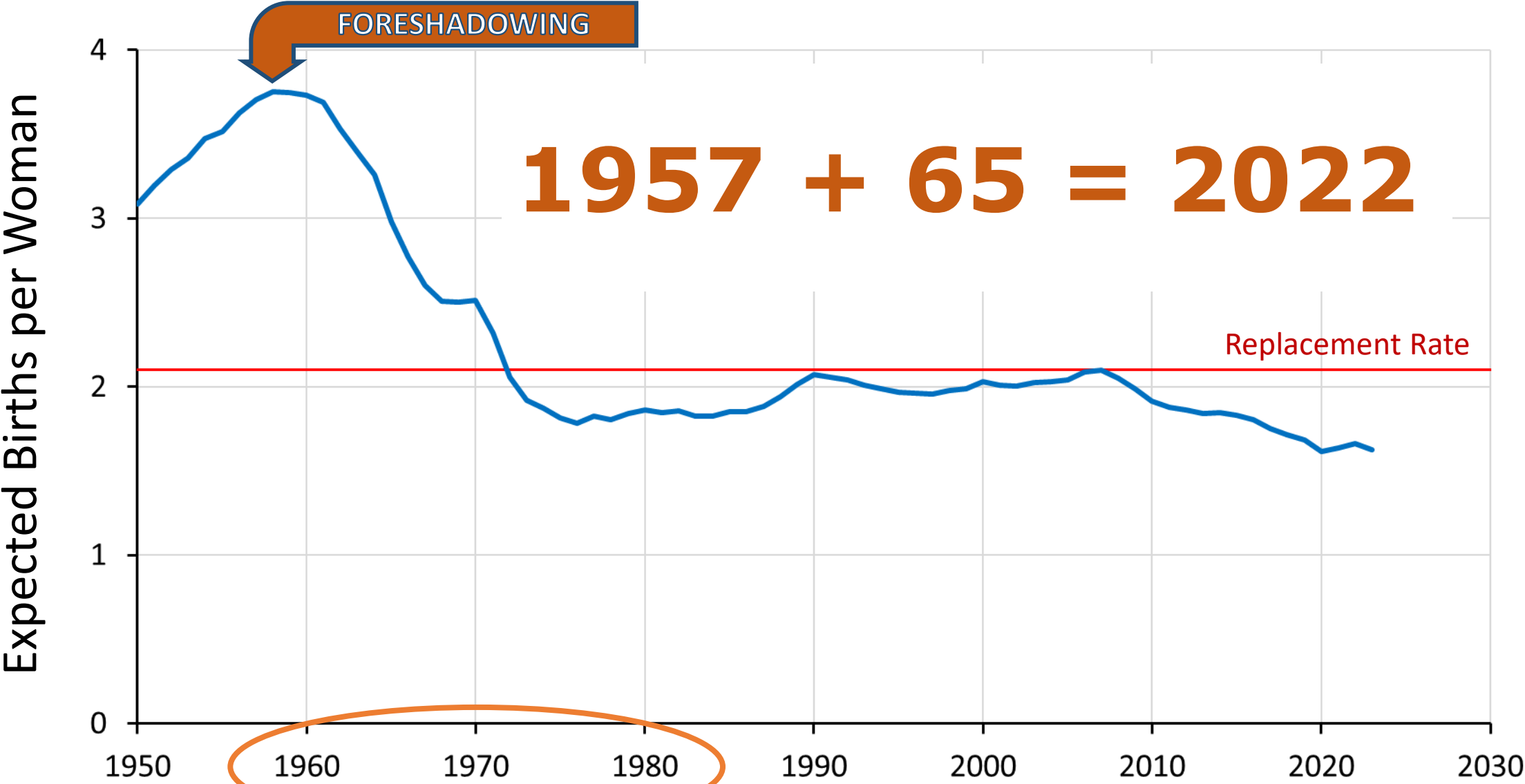


Births and deaths per year, United States

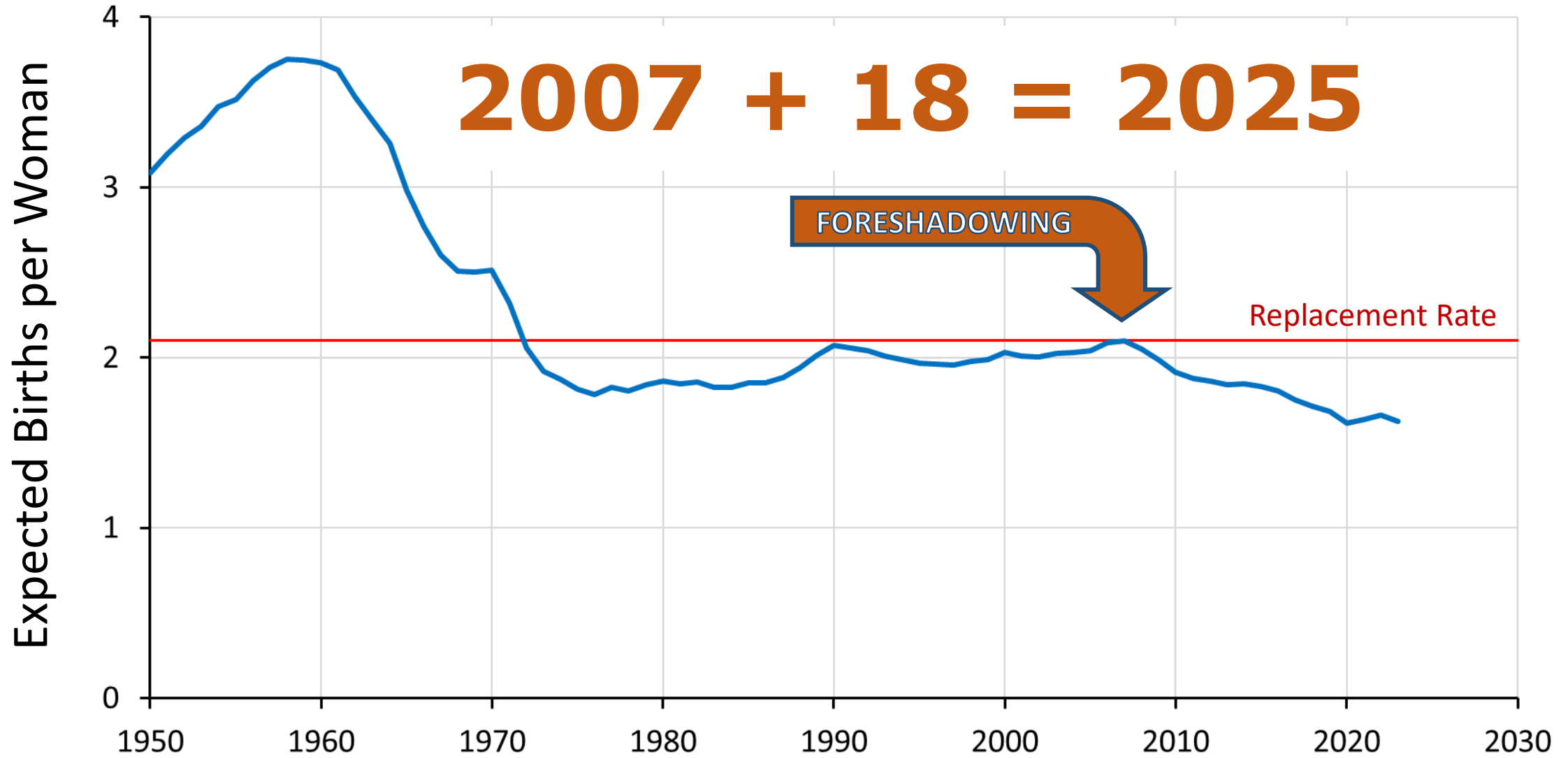
Historic estimates with future projections based on the [UN medium scenario](#).



Births per Woman

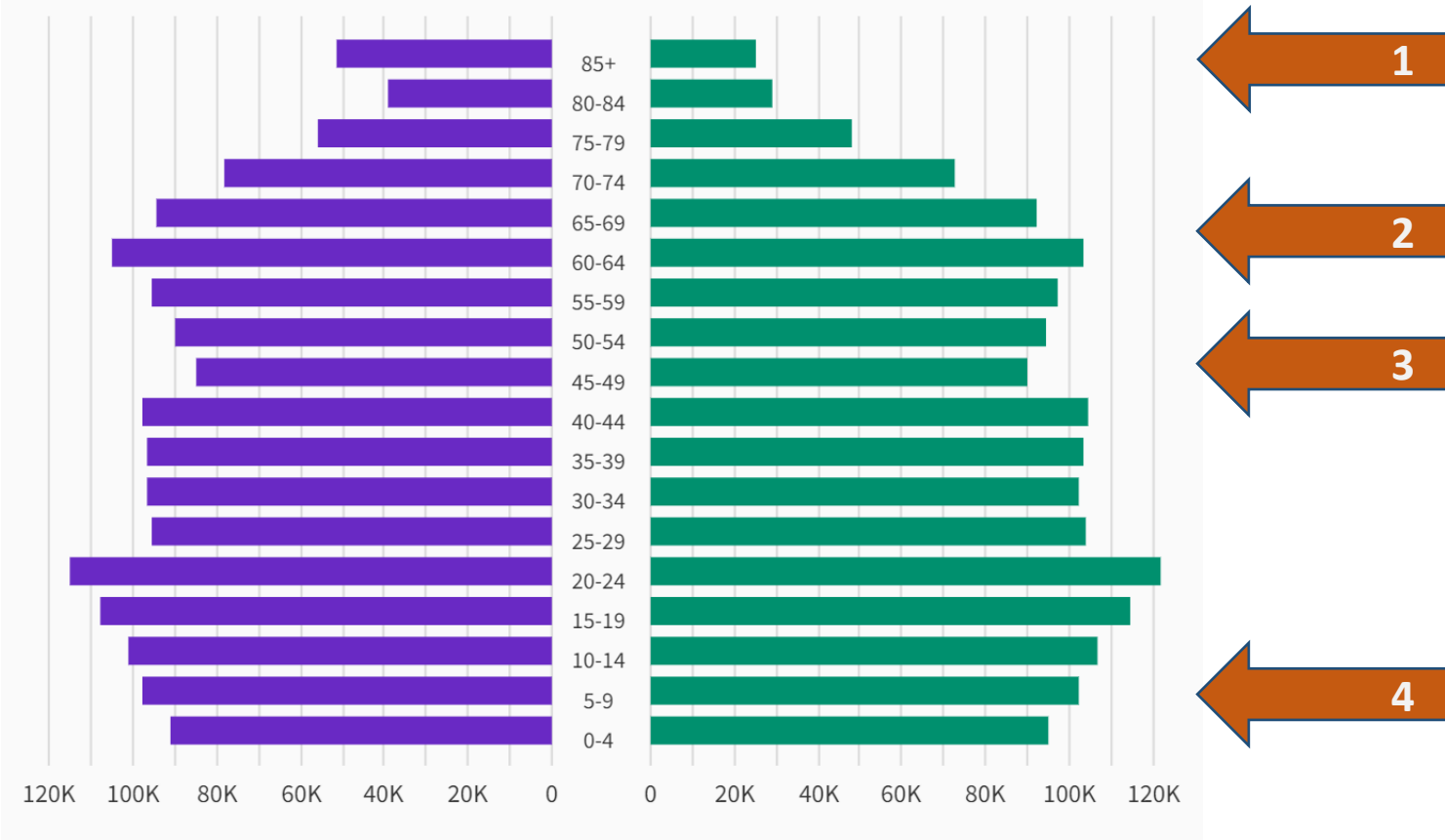


From: <https://ourworldindata.org/fertility-rate>

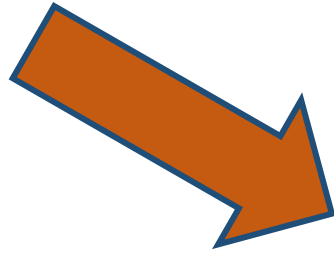


Iowa

Total population in 2022



The Workforce Villain is *Alive and Well*.





“No one has ever done anything like this.

- *Trinity*

“That's why it's going to work.”

- *Neo*



A *Turn 90°* Look at Workforce



Source: OpenAI

“I'm going to have to science
the s*** out of this.”

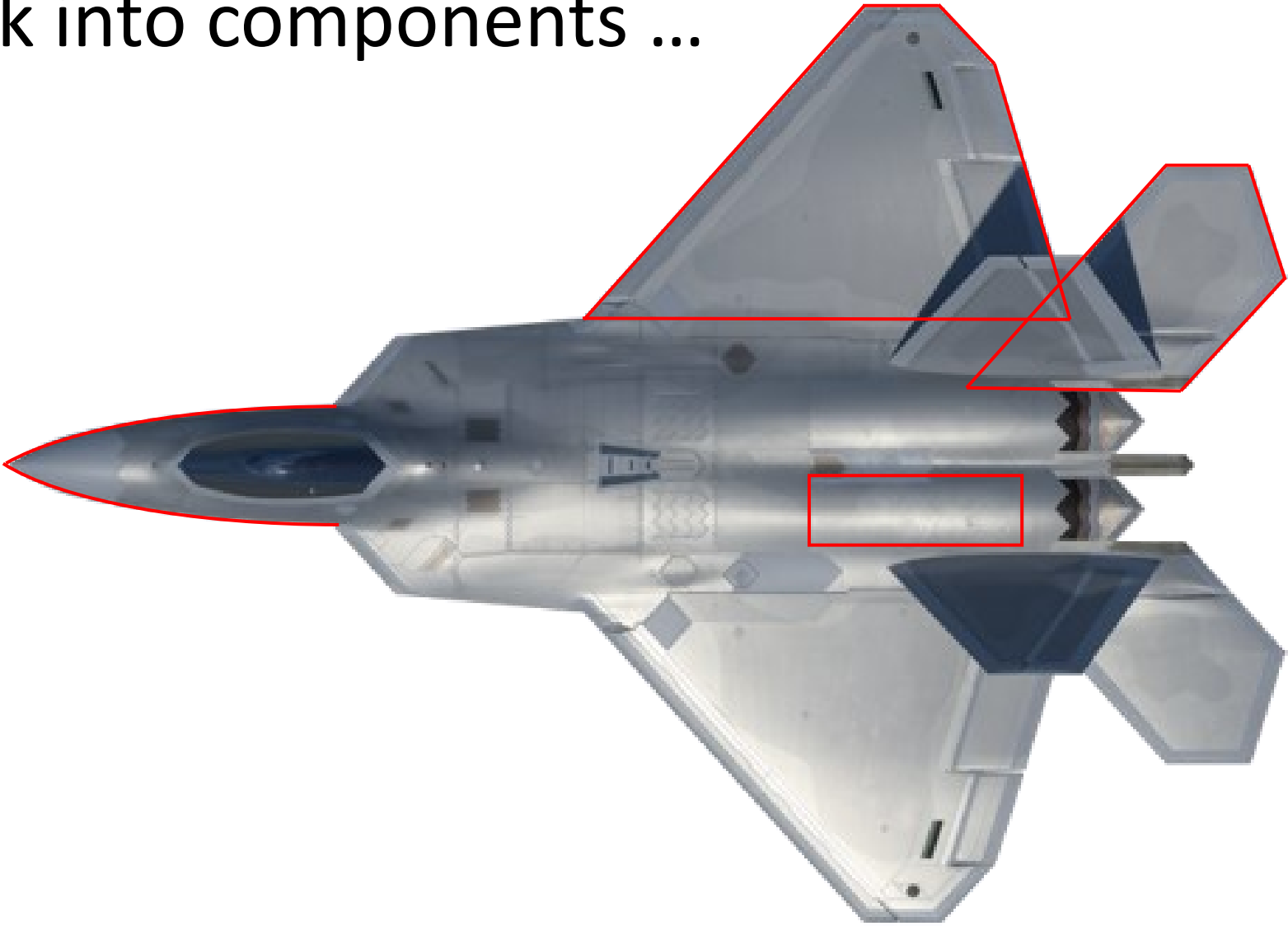
- *Matt Damon*





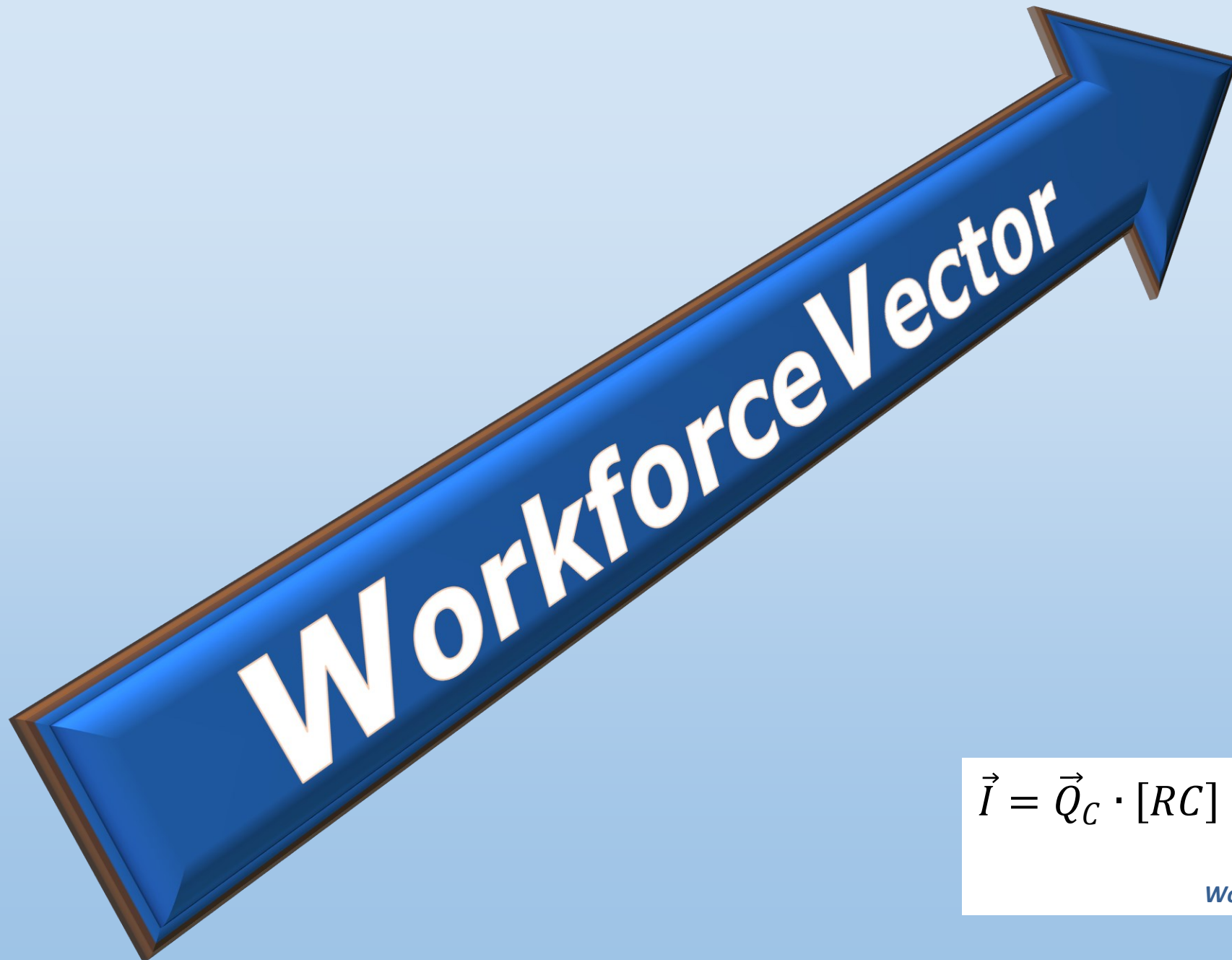
Photo Credit: Jamal Wilson

Break into components ...



Break Workforce into ~40 Elements


Employee Output	Retention	Not in the Labor Force	Employed Elsewhere	Future Employees
1.1 Continuous Improvement	2.1 Employee Retention	3.1 Students 14-15	4.1 In-commuters	5.1 Apprenticeships
1.2 Automation - Other	2.2 Layoffs	3.2 Non-students 16-19	4.2 Out-commuters	5.2 Internships
1.3 Automation - Robotics	2.3 Out-migration	3.3 Students 16-19	4.3 Remote Workers	5.3 Youth Programs
		3.4 Females 20-54		
		3.5 Males 20-54	4.4 In-state Migration	
		3.6 Individuals 55-74	4.5 Out-of-state Migration	
			4.6 International Migration	
		3.7 Females with Children <6	4.7 Refugees	
		3.8 Foreign Born – Naturalized Citizen		
		3.9 Foreign Born – Not a U.S. Citizen	4.8 Contract/ Temp Workers	
		3.10 Individuals with a Disability	4.9 Part-time to FT Employees	
		3.11 Individuals Experiencing Homelessness	4.10 Poaching	
		3.12 Individuals with Income < Poverty Level	4.11 Second-job Employees	
		3.13 Individuals Recently Incarcerated	4.12 Self-employed Individuals	
		3.14 Latinos		
		3.15 Part-time Employees		
		3.16 Unemployed*		
		3.17 Veterans		
		3.18 Volunteers		



$$\vec{I} = \vec{Q}_C \cdot [RC] \cdot \underbrace{\vec{\Pi} \cdot \vec{P} \cdot \vec{C}} \cdot \vec{D}_B$$

Workforce Vector

Laser-Focused Workforce Strategies



Minnesota locations will offer newcomers **on-the-job training**, wages of \$16 to \$22 an hour, health benefits, **English language classes, foot-washing stations, quiet rooms that can be used to pray, and floating holidays** so employees can choose when they need to take off.

“You take the **blue pill** ... [you] believe whatever you want to believe.

You take the **red pill** ... I show you how deep the rabbit hole goes.”

- *Morpheus*

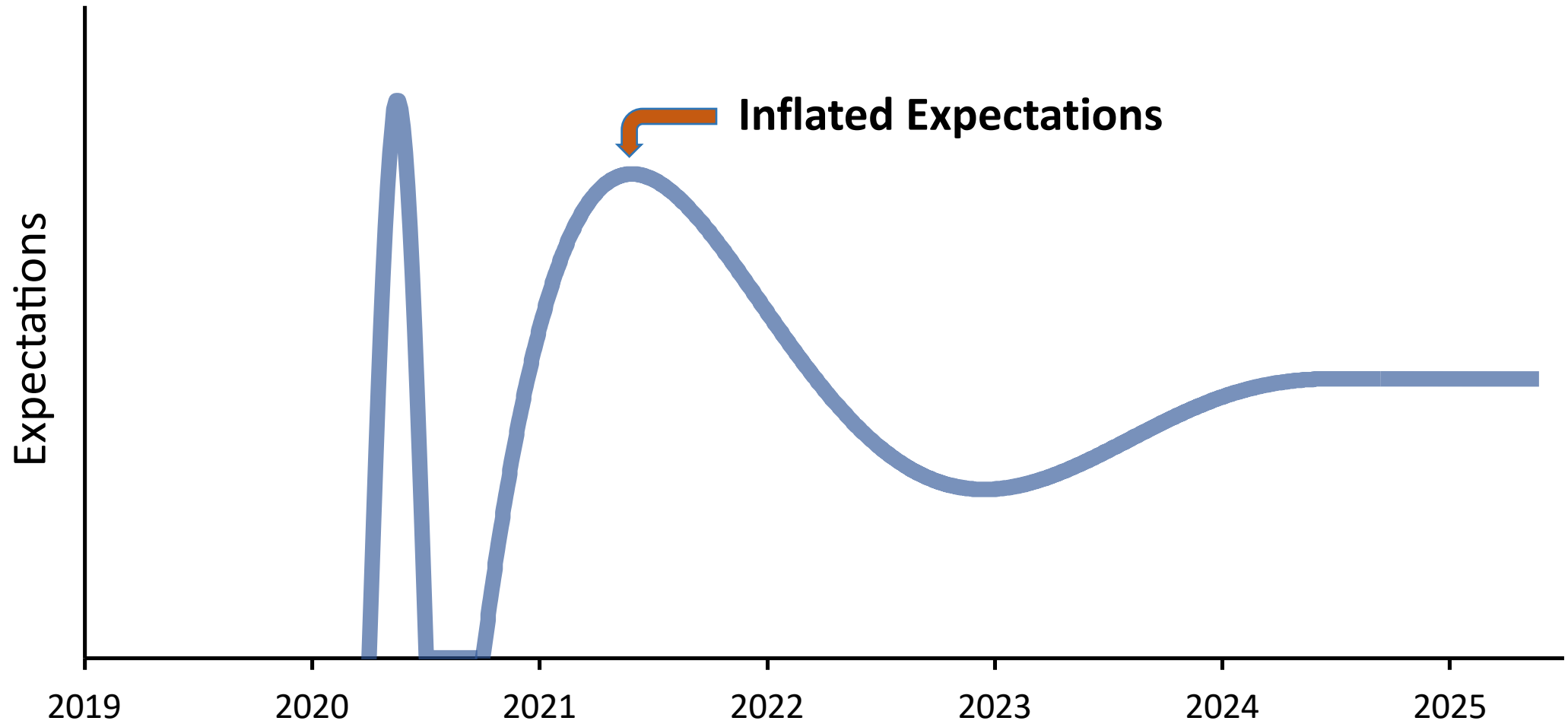




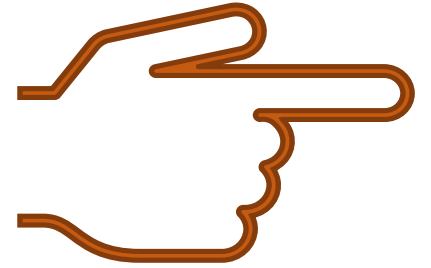
"You can't handle the truth."
















- Jack Nicholson

Workforce Hype Cycle

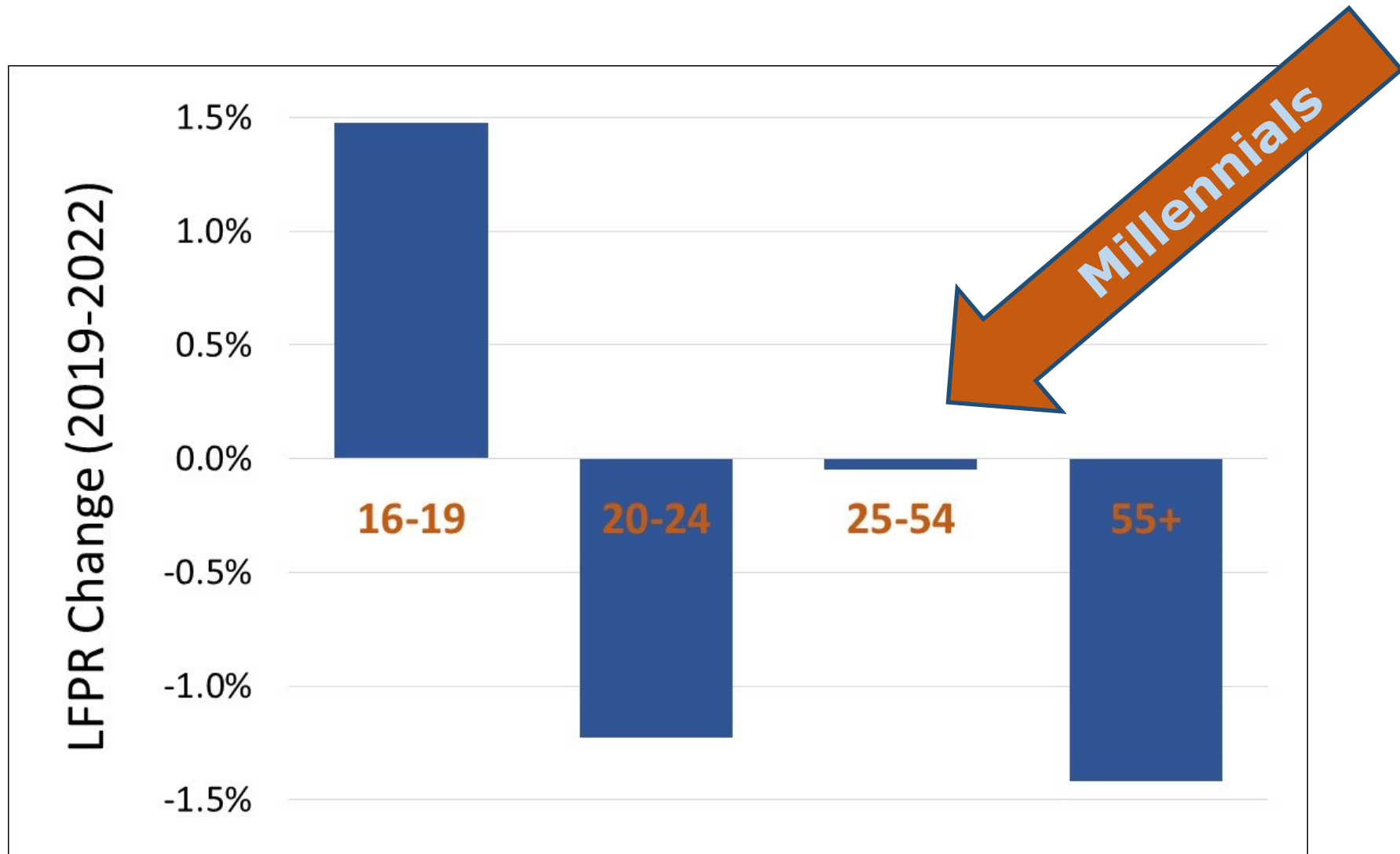


Hype, Quick Fixes, & Finger Pointing

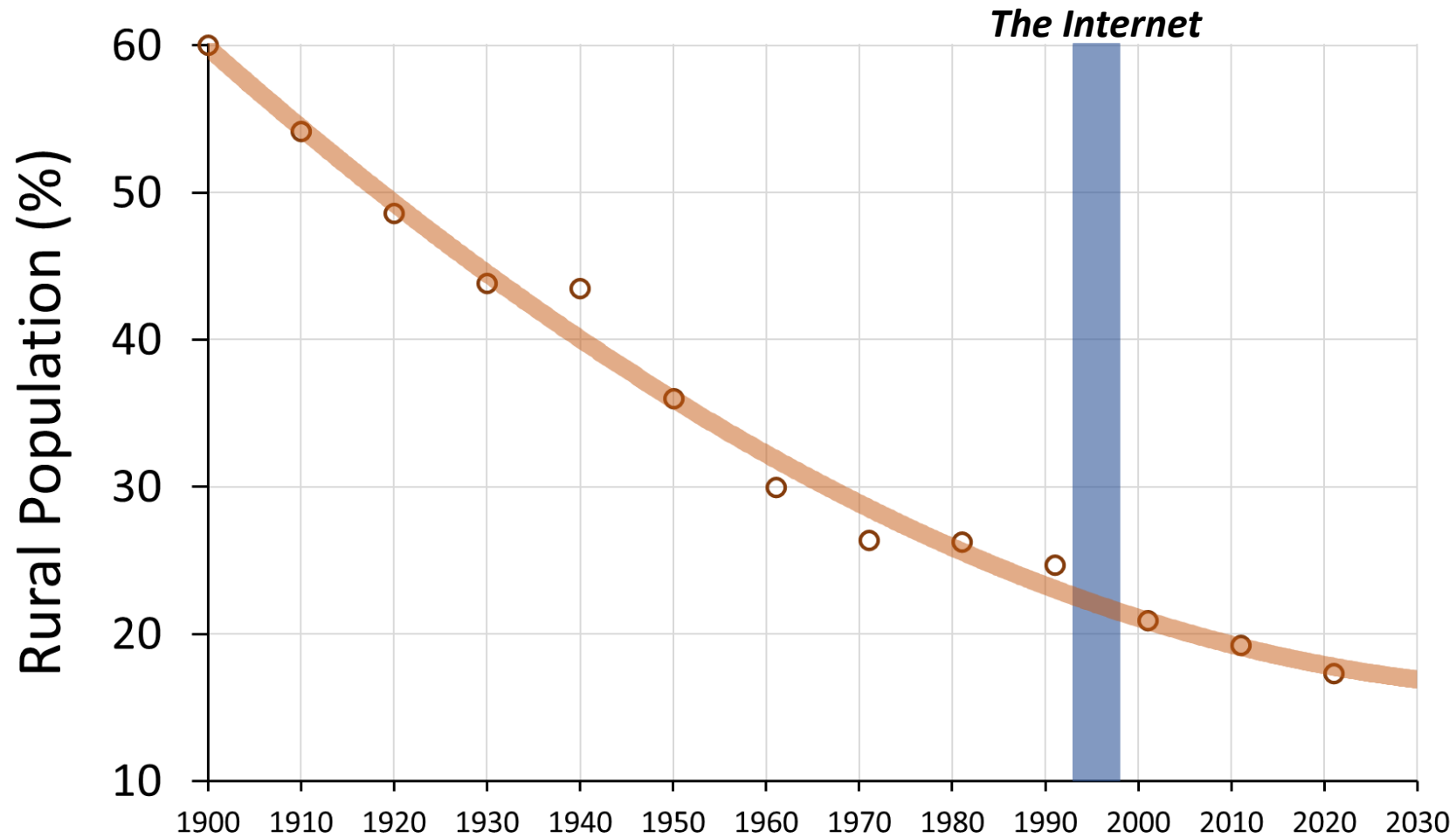


-  Refugees
-  Cut taxes
-  In-migration
-  Rural Internet
-  Lazy Millennials
-  More marketing
-  Cut stimulus benefits
-  More apprenticeships
-  We need more child care
-  Increase in COVID deaths
-  Hire more 14-15-year-olds
-  Fewer kids going to college
-  Cut unemployment benefits
-  Increase in company start-ups
-  *It's the Democrats, it's the Republicans, and many more ...*

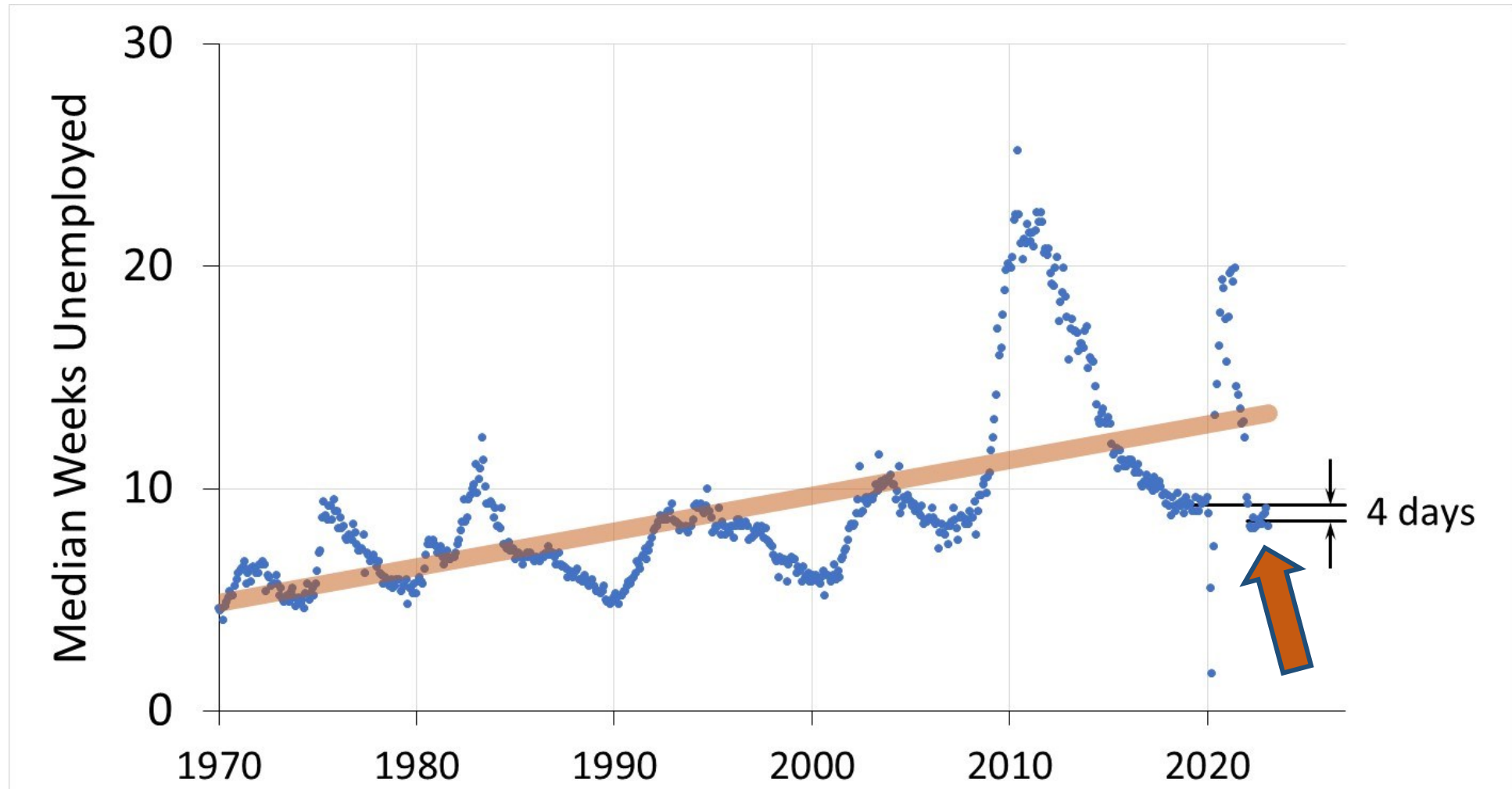
It's the Millennials!



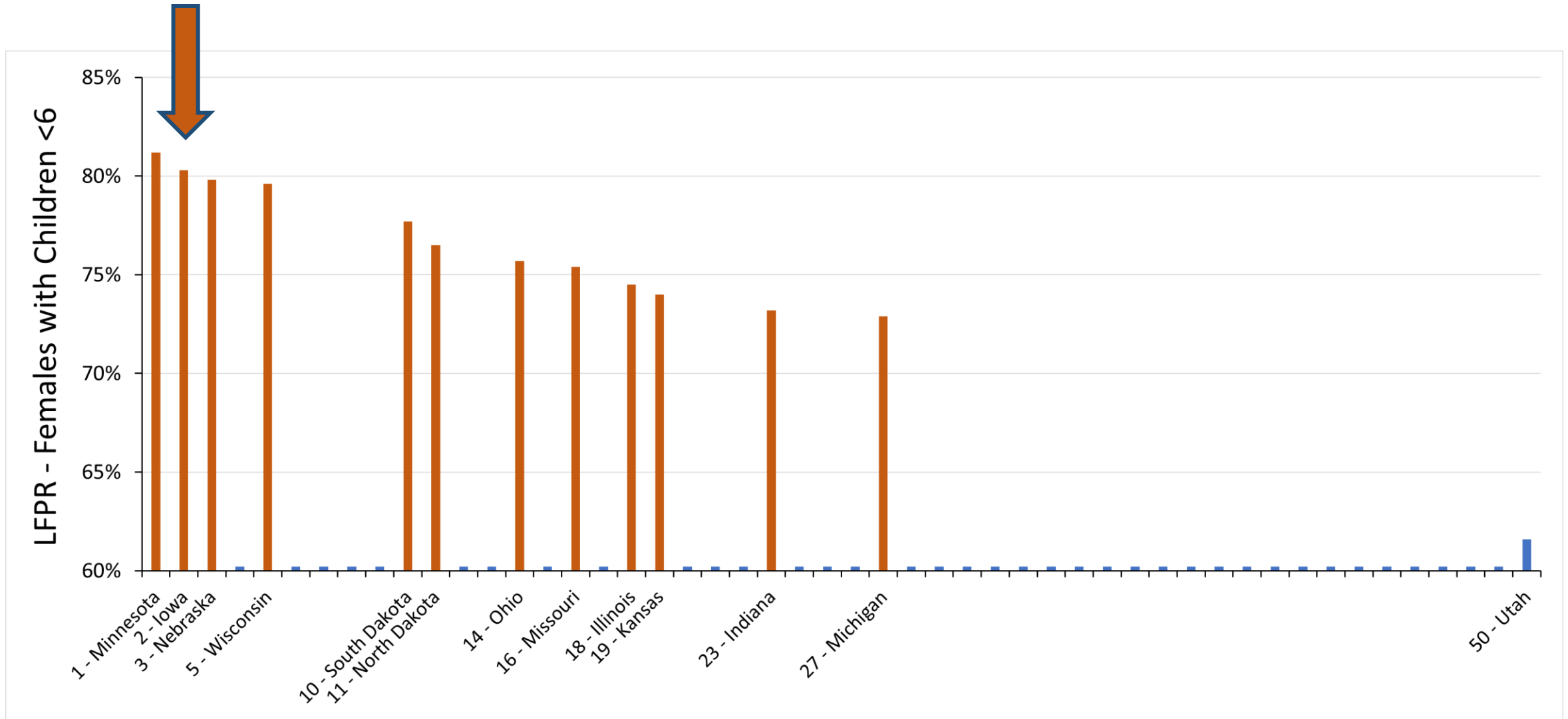
We need rural Internet!



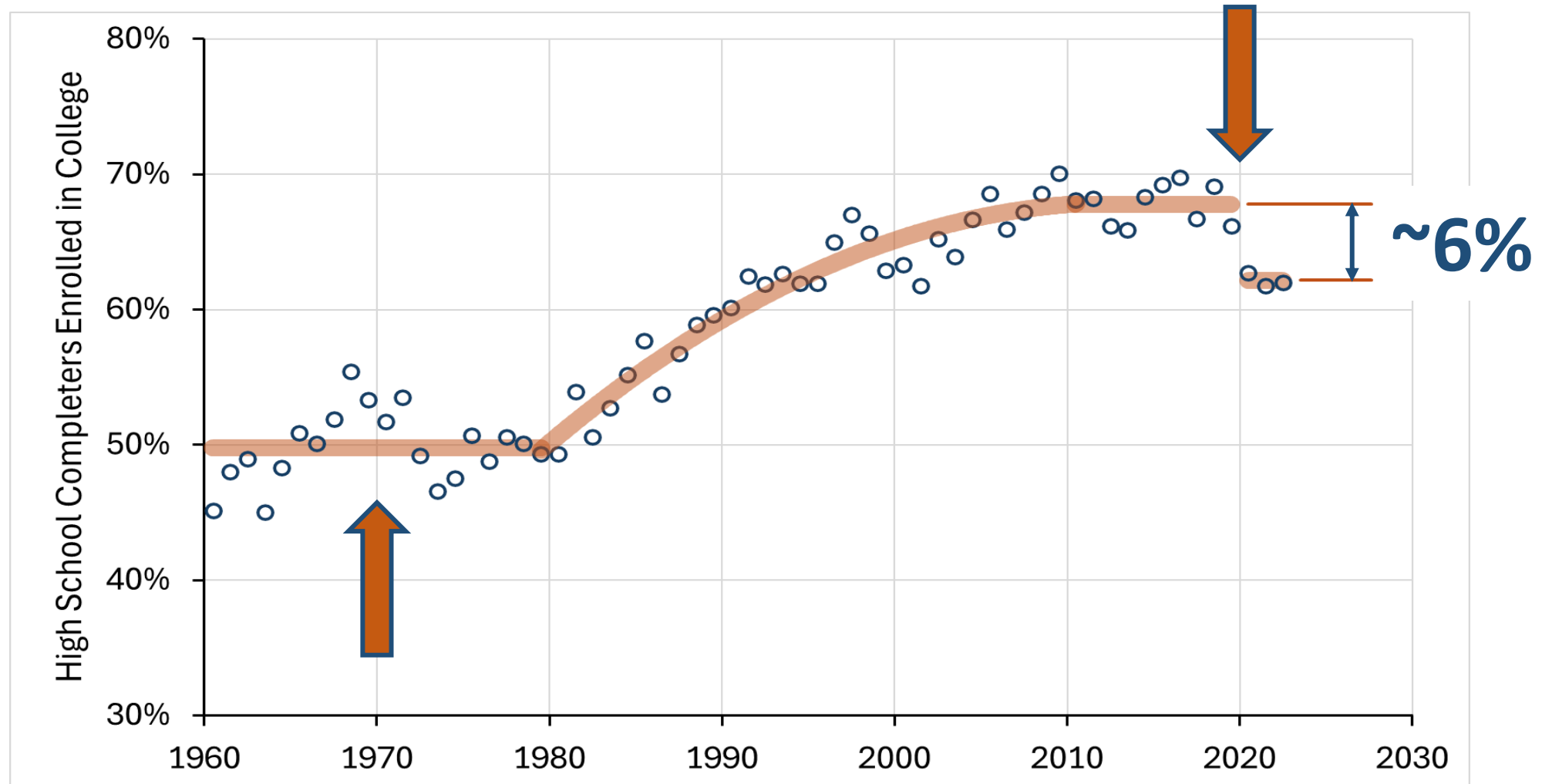
Cut Unemployment!



We need more child care!



Fewer kids going to college will solve it!

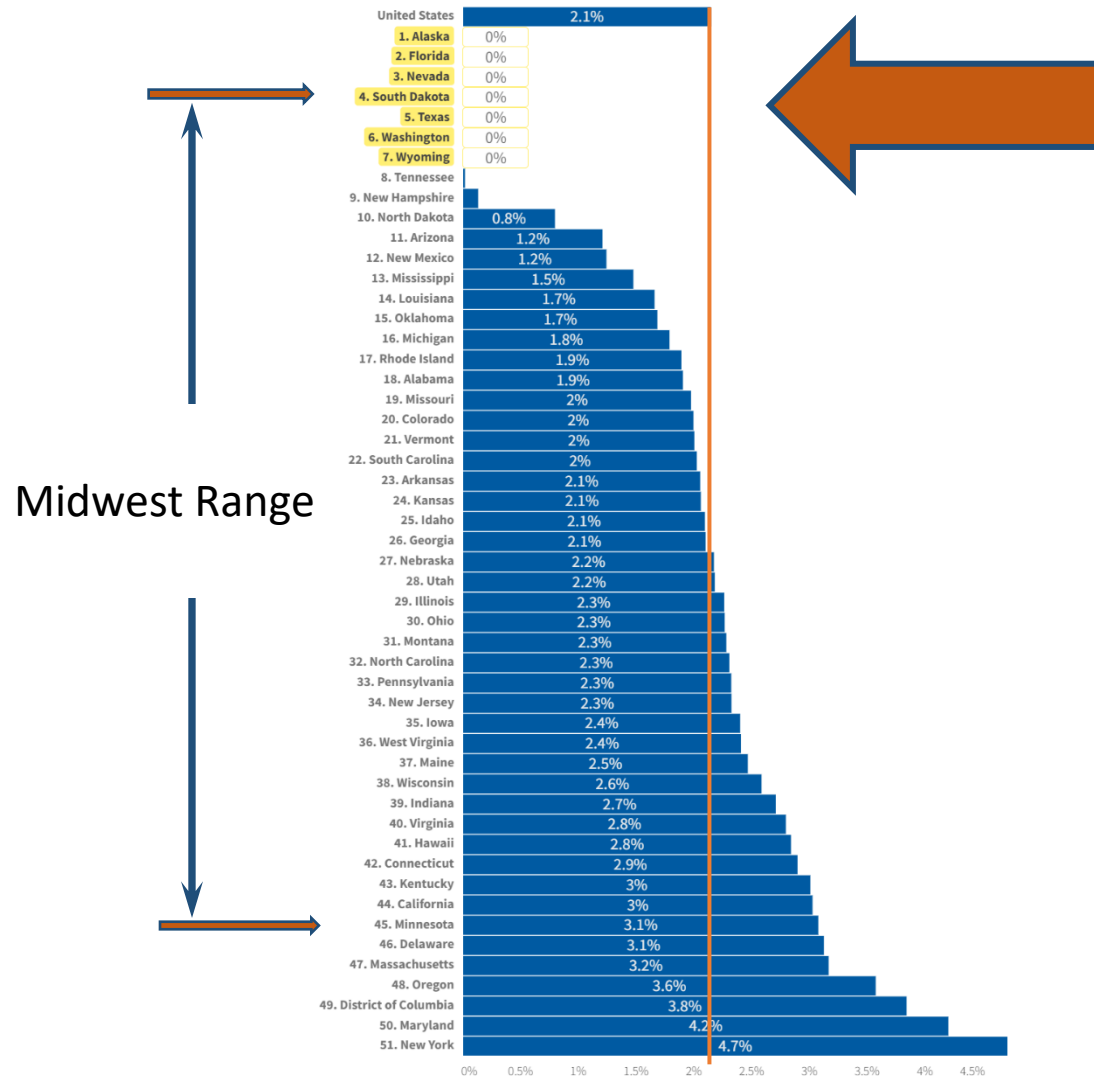


“This money is for the year's assessment of Saint Helen of the Blessed Shroud Orphanage ...”

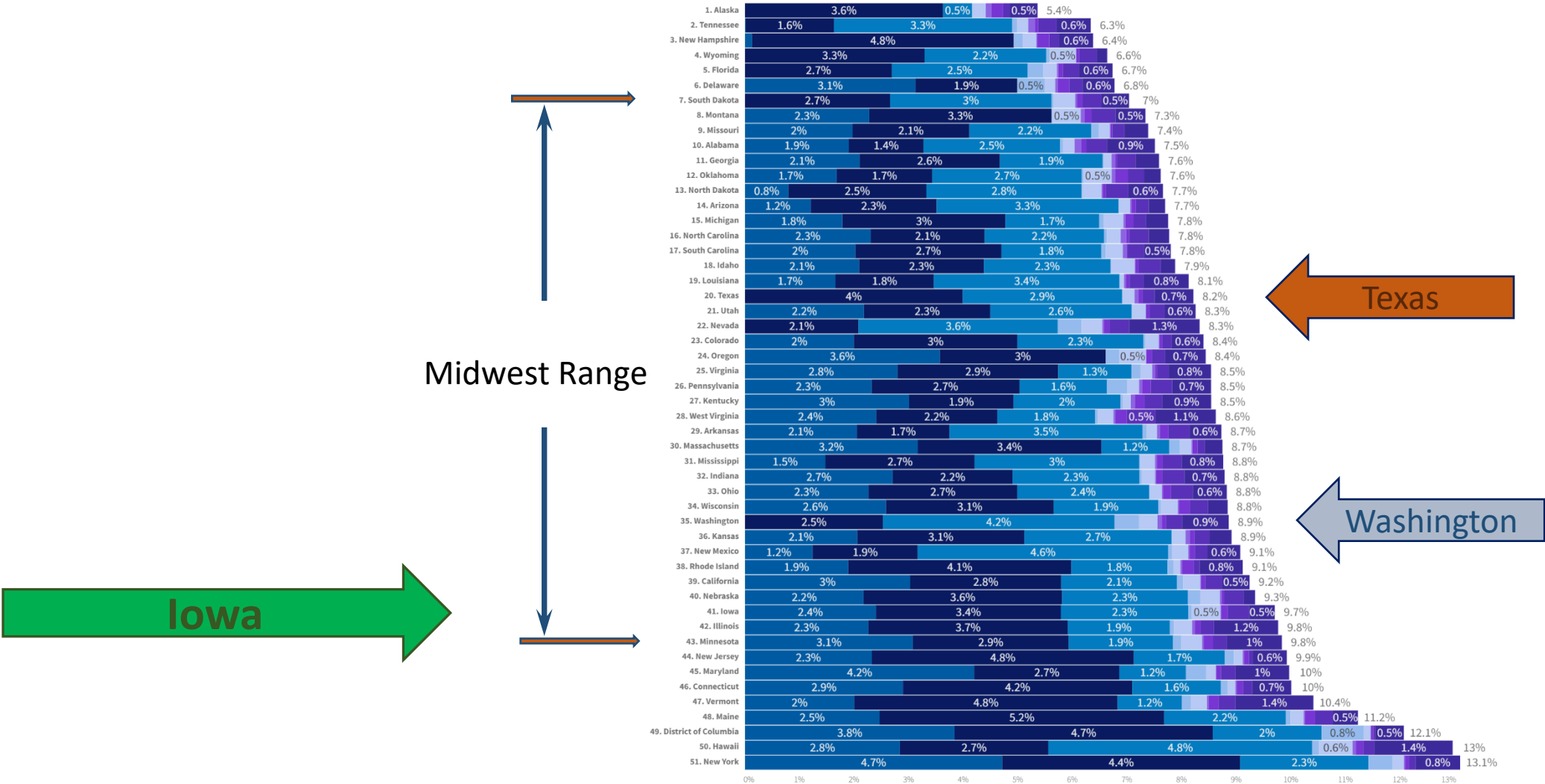
- *John Belushi*



Income Taxes / Annual Income

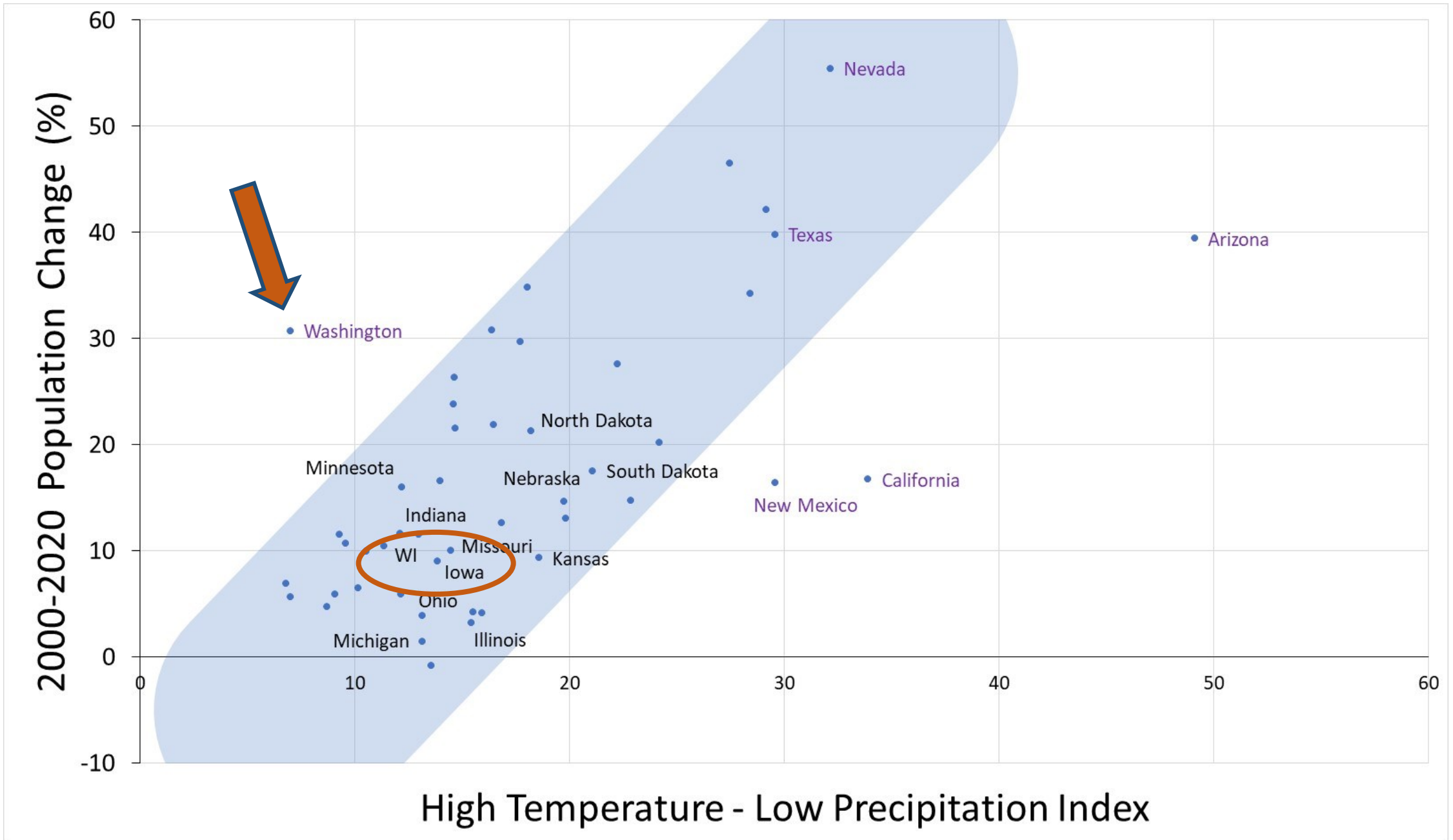


Most Taxes (Income, Property, Sales, License, ...)



“It’s the *Weather*, Stupid... and the economy.”



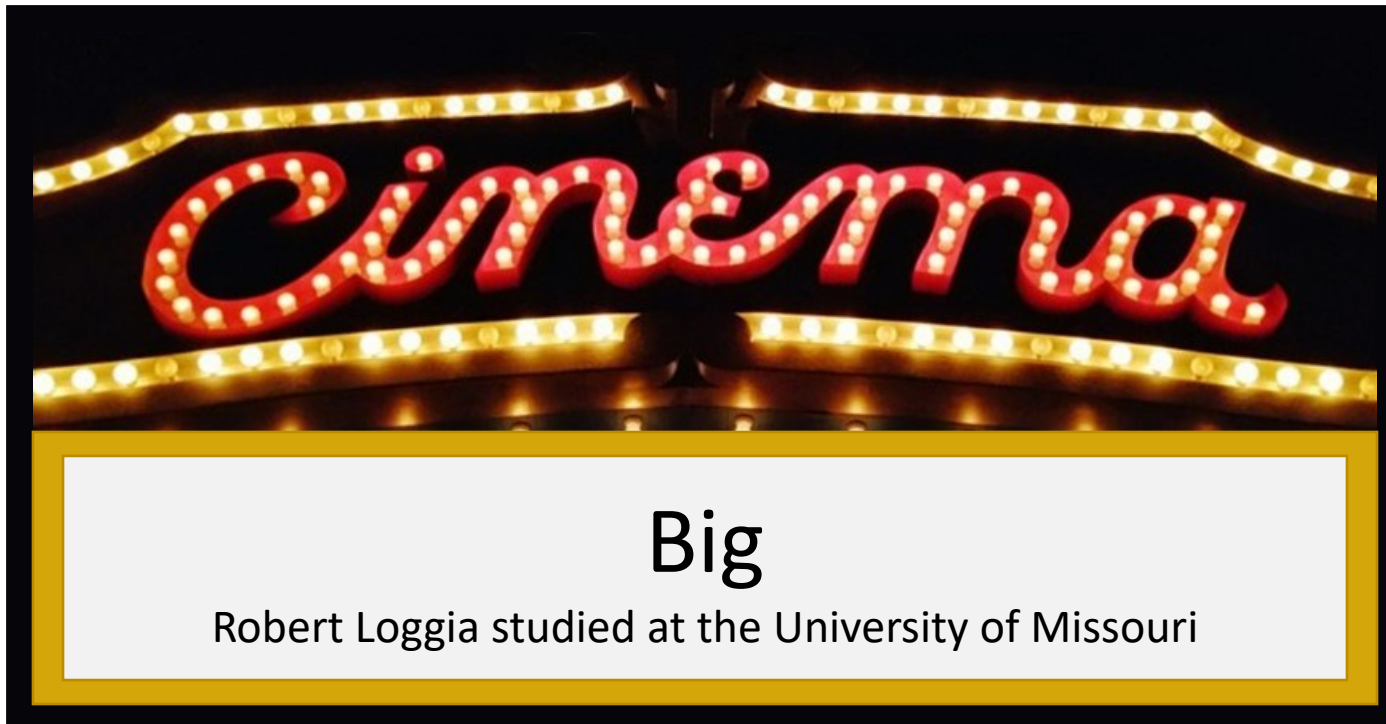


“A hundred and eighty-seven dollars?”

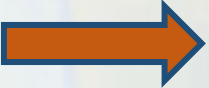
- *Tom Hanks*

“Yeah. They really screw you, don't they?”

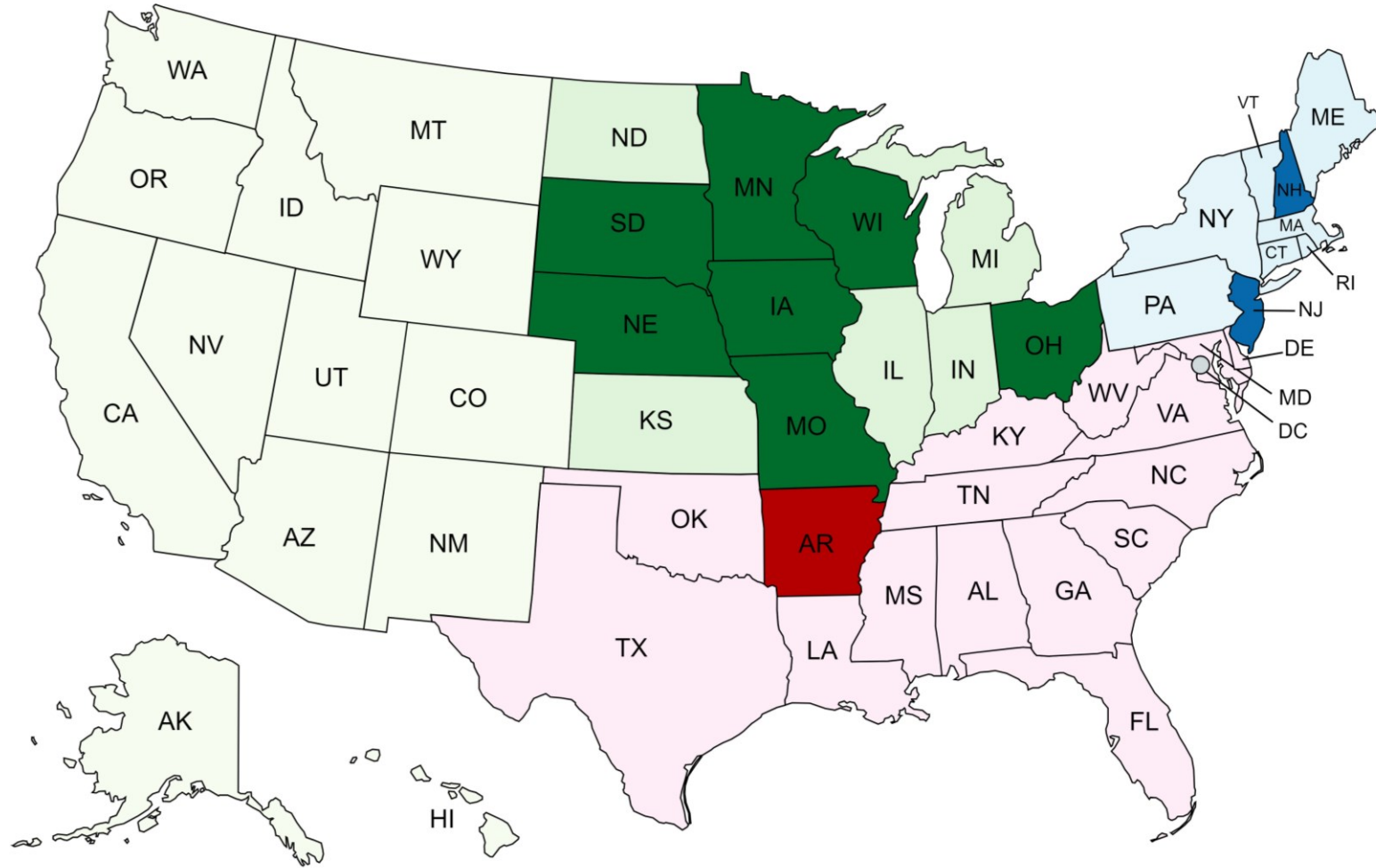
- *Jon Lovitz*



In the News...

- “**Indiana** Republican who employs hundreds of teens wants to roll back child labor laws”
-  “**Iowa** governor signs bill loosening child labor laws”
- “**Minnesota** push to relax child labor laws”
- “[**Missouri**] Senate bill would drop work permit requirement for children”
- “Bill creating lower minimum wage for children advances in **Nebraska** Legislature”
- “**North Dakota** lawmakers propose permit system for minors in construction jobs”
- “Bill to extend working hours for **Ohio** teens reintroduced by lawmakers”
- “[**South Dakota** Congressman] Johnson introduces TEENS Act to Increase Youth Workforce Participation”
- “14-year-olds could serve alcohol under a new **Wisconsin** bill”

We've found new workers!

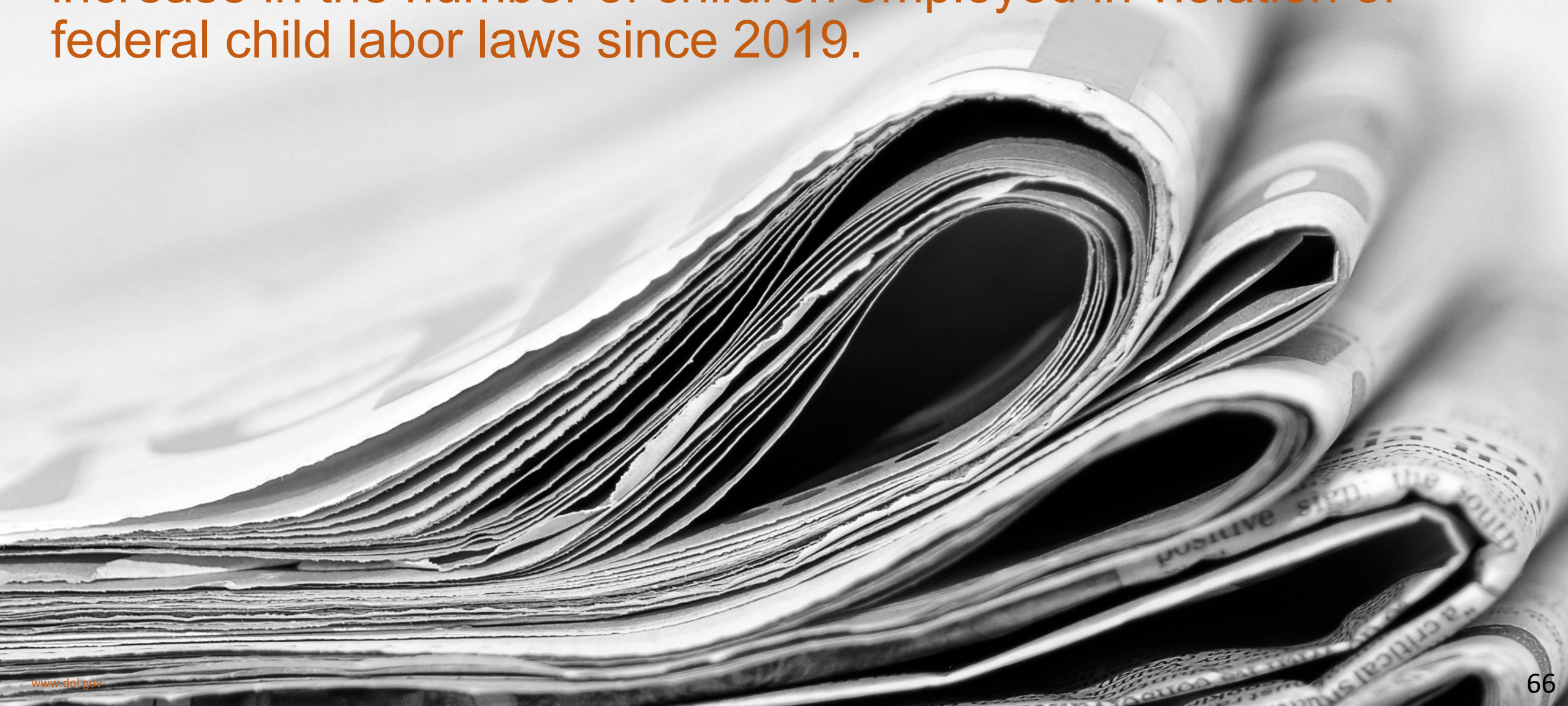


14-15-Year-Old Math

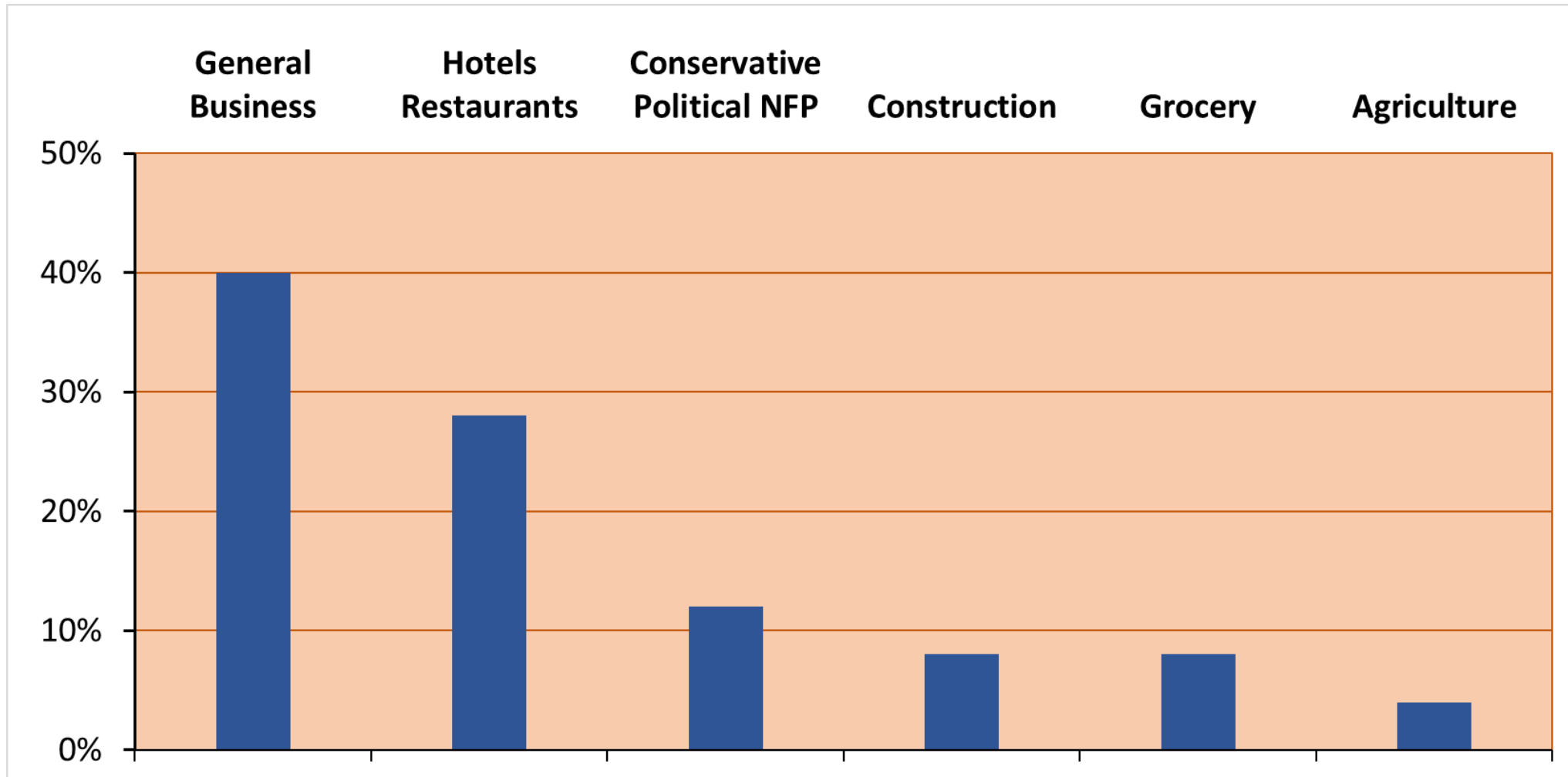
3.3	14-15 = 2 years	Population	16-75 = 60 years	100
1.2	16-19 37%	LFPR	16+ 63%	63
0.7	60%	14-15 LFPR Adj.	N/A	63
0.6	83%	Employment Rate	94%	59
0.2	$\frac{\sim 10 \text{ hrs}}{40 \text{ hrs}}$	FTE	$\frac{34.5 \text{ hrs}}{40 \text{ hrs}}$	51
1		Per 300 FTE		299



The U.S. Department of Labor has documented an 88 percent increase in the number of children employed in violation of federal child labor laws since 2019.



Who is pushing?



“Follow the money.”

- *Hal Holbrook*



All the President's Men

Hal Holbrook attended college in Granville, Ohio

Government Hype

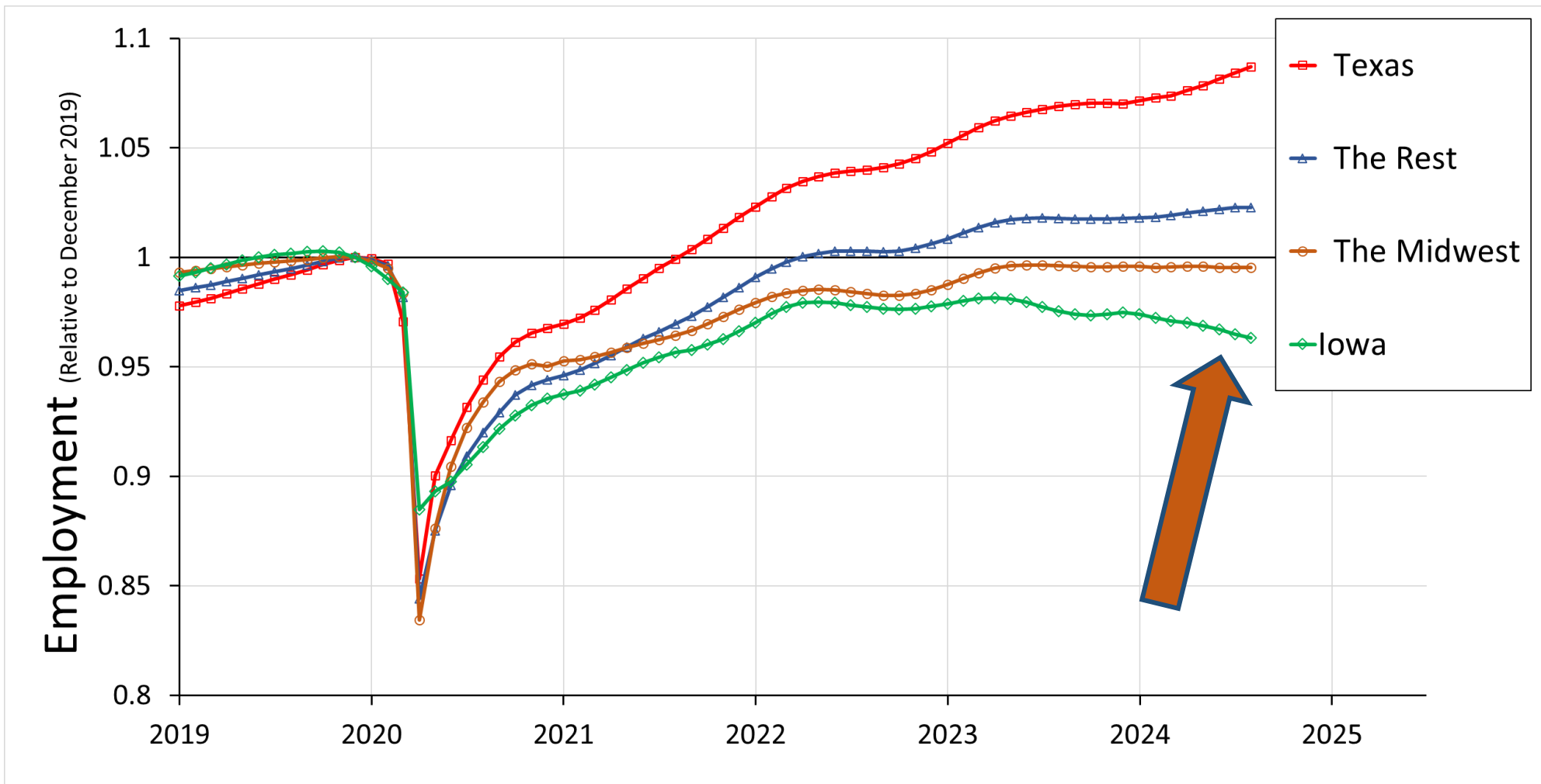
Employee Output	Retention	Not in the Labor Force	Employed Else where	Future Employees
1.1 Continuous Improvement	2.1 Employee Retention	3.1 Students 14-15	4.1 In-commuters	5.1 Apprenticeships
1.2 Automation - Other	2.2 Layoffs	3.2 Non-students 16-19	4.2 Out-commuters	5.2 Internships
1.3 Automation - Robotics	2.3 Out-migration	3.3 Students 16-19	4.3 Remote Workers	5.3 Youth Programs
		3.4 Females 20-54		
		3.5 Males 20-54	4.4 In-state Migration	
		3.6 Individuals 55-74	4.5 Out-of-state Migration	
			4.6 International Migration	
		3.7 Females with Children <6	4.7 Refugees	
		3.8 Foreign Born – Naturalized Citizen		
		3.9 Foreign Born – Not a U.S. Citizen	4.8 Contract/ Temp Workers	
		3.10 Individuals with a Disability	4.9 Part-time to FT Employees	
		3.11 Individuals Experiencing Homelessness	4.10 Poaching	
		3.12 Individuals with Income < Poverty Level	4.11 Second-job Employees	
		3.13 Individuals Recently Incarcerated	4.12 Self-employed Individuals	
		3.14 Latinos		
		3.15 Part-time Employees		
		3.16 Unemployed*		
		3.17 Veterans		
		3.18 Volunteers		



Employment versus Jobs

Iowa now has more jobs than before the COVID-19 pandemic. Jesse Dougherty with *Iowa Workforce Development* says Iowa added 4,500 jobs last month.

The Result?

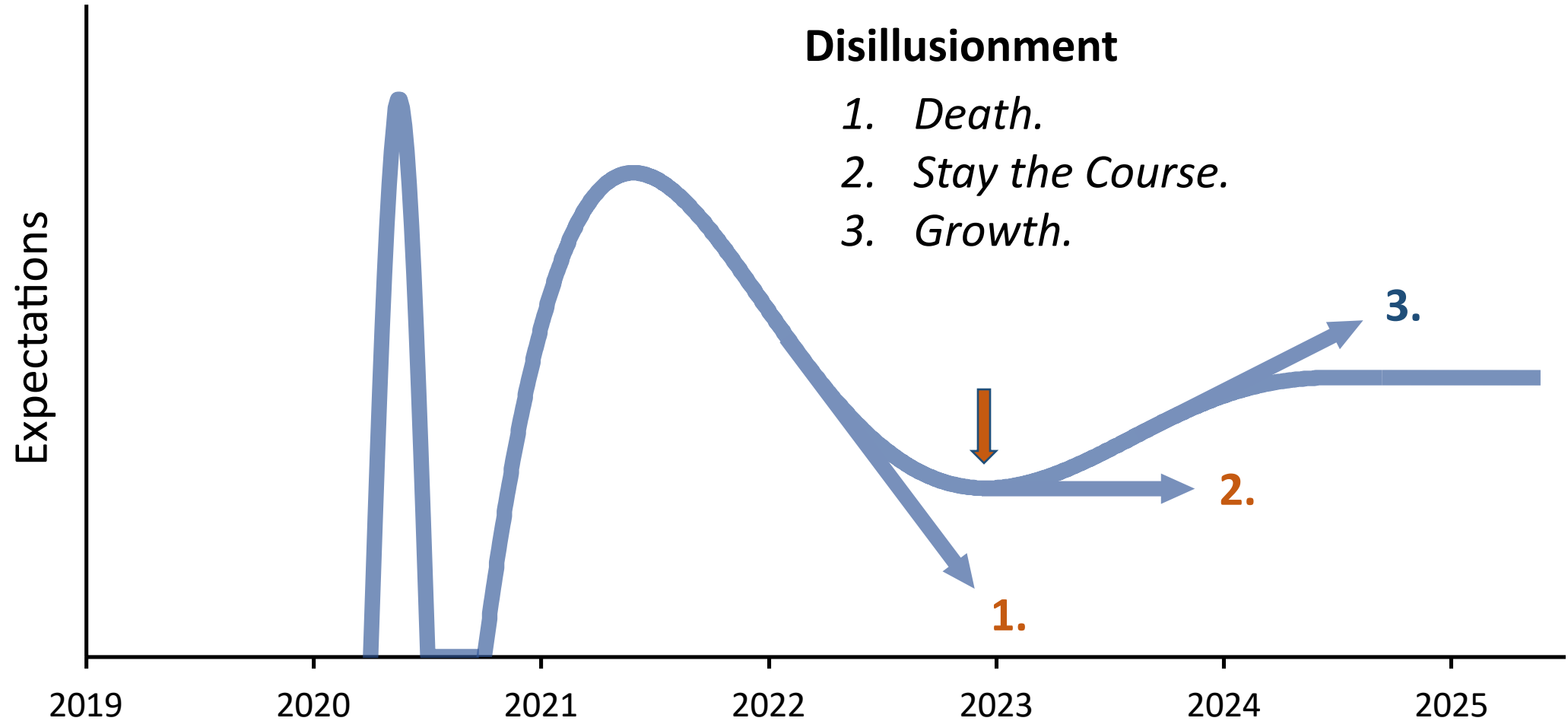




**“You hear that Mr. Anderson?
It is the sound of your death.
Goodbye, Mr. Anderson.”**

- Agent Smith

Workforce Hype Cycle





“Bring out your dead. Nine Pence.”

- *Eric Idle*

“I’m not dead!”

- *John Young*

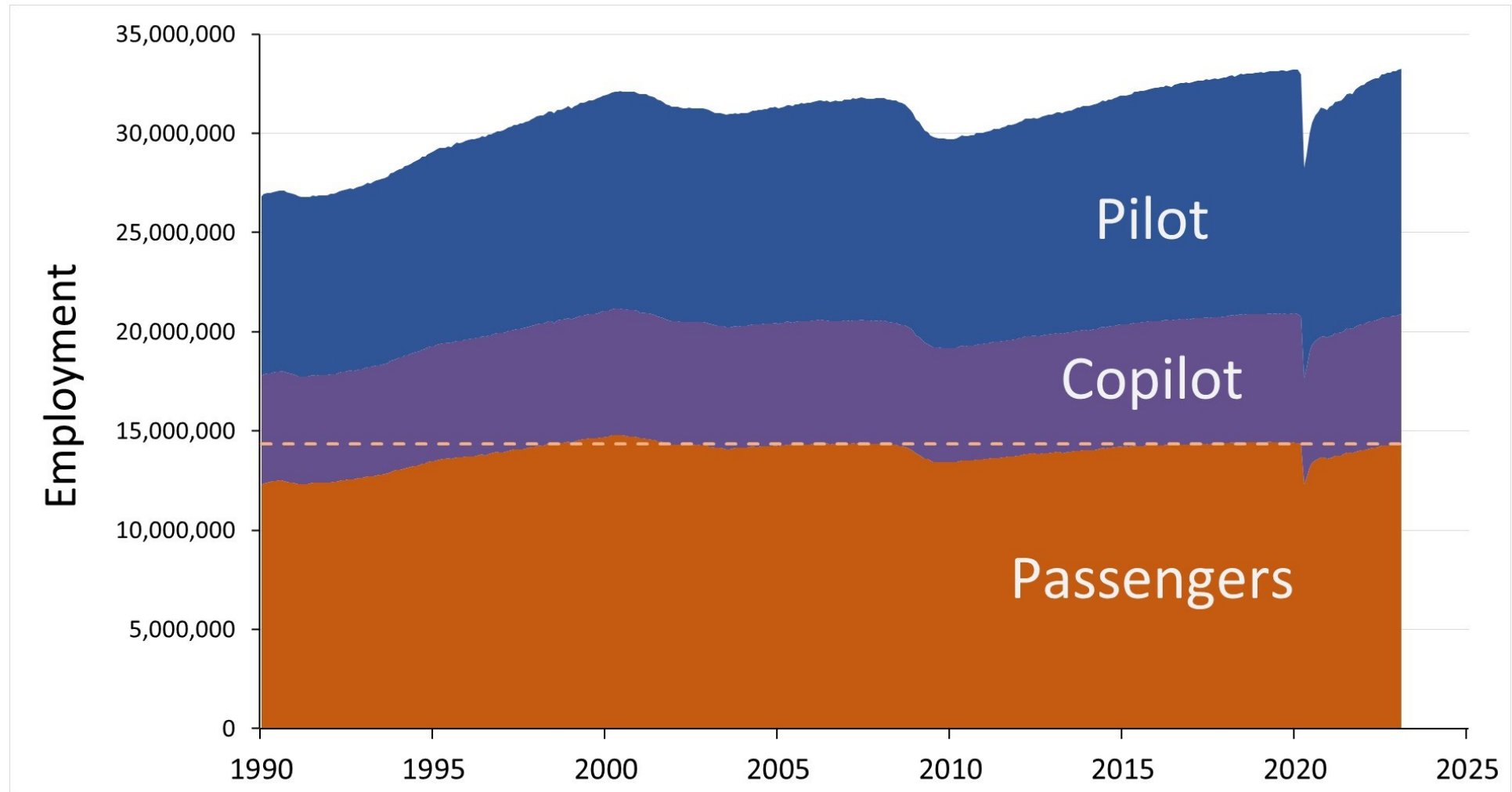
“Well, he will be soon. He's very ill.”

- *Not Credited*





Midwest Employees

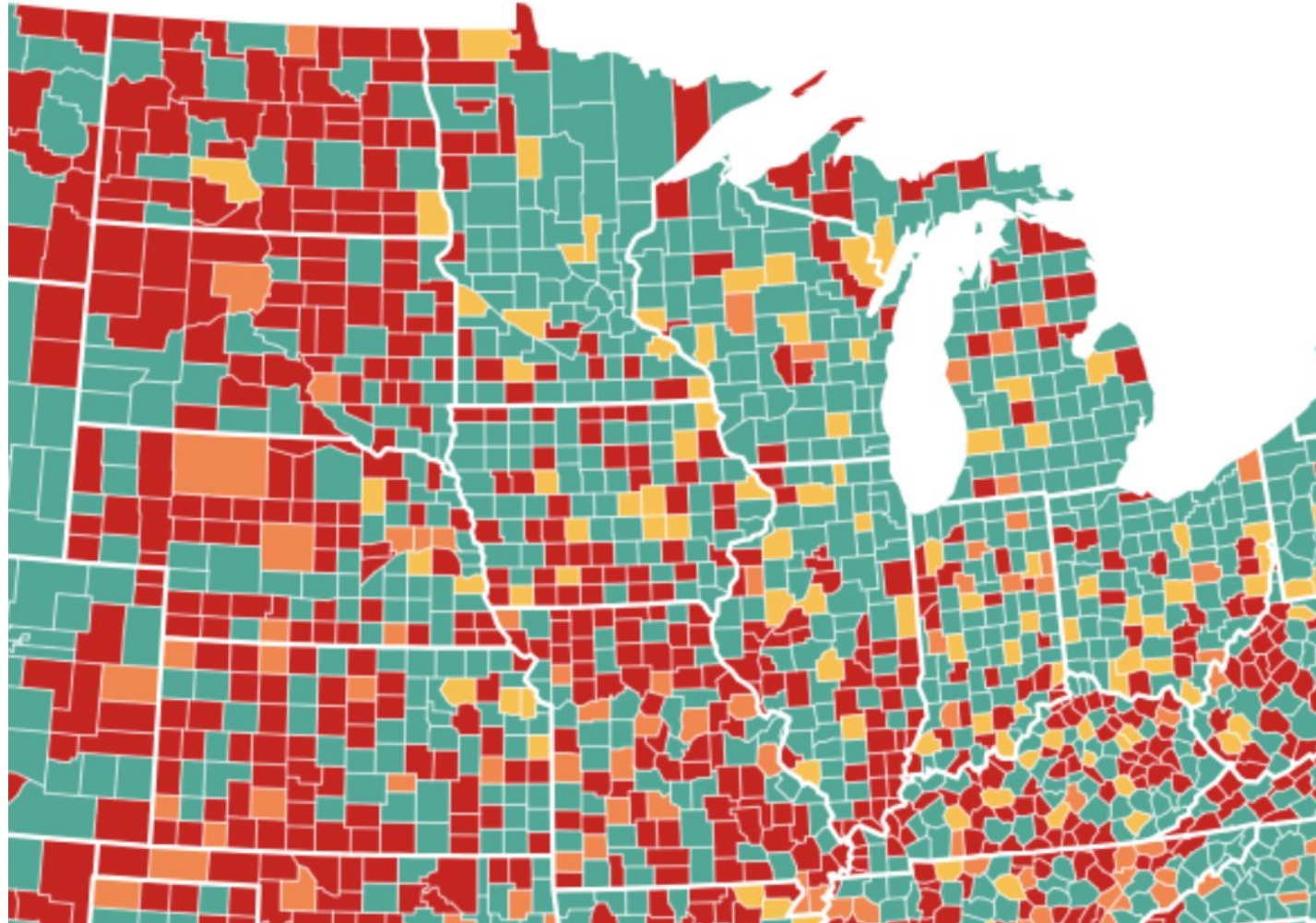


Which Communities?

- Crops vs. Forests/Lakes
- Attractiveness to Retirees
- Labor Availability



Maternity Care Deserts





Most Impacted Industries?

- Healthcare and Social Assistance
- Accommodation
- Food Services
- Education
- Logistics
- *Janitorial Services (*)*



WE WOULD
APPRECIATE IT VERY
MUCH IF OUR GUESTS
WOULD USE THE
KIOSK. THE KIOSK
ONLY TAKES DEBIT OR
CREDIT CARDS.
THANK YOU.

“What did you do today?”

- *Andie MacDowell*

“Oh, same old same old.”

- *Bill Murray*



- *'We're Hiring'* Reloaded



- Tweaking Internal Policies

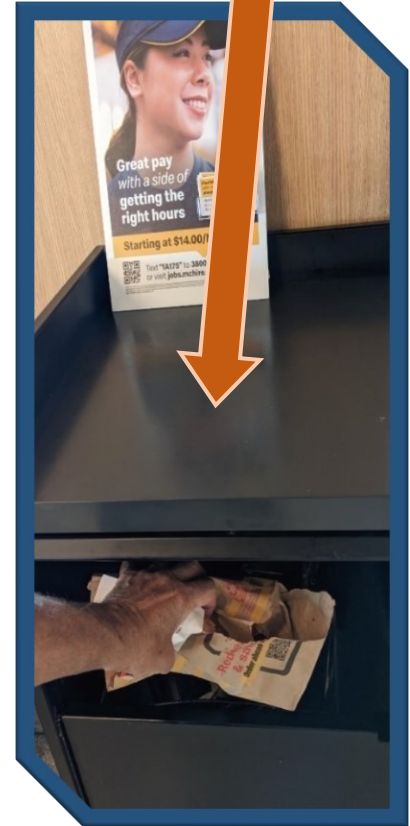
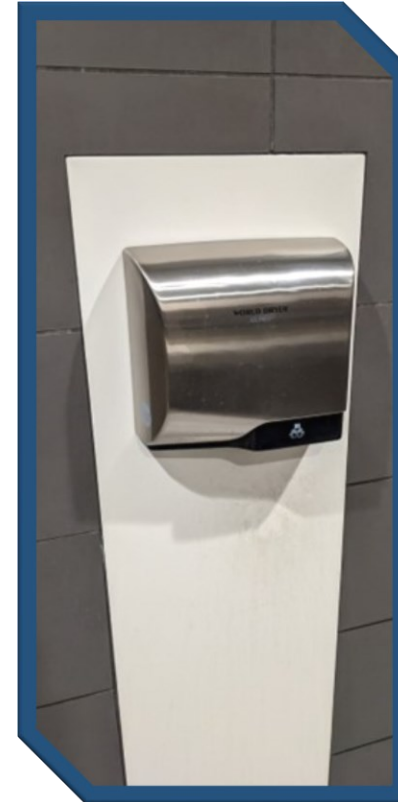
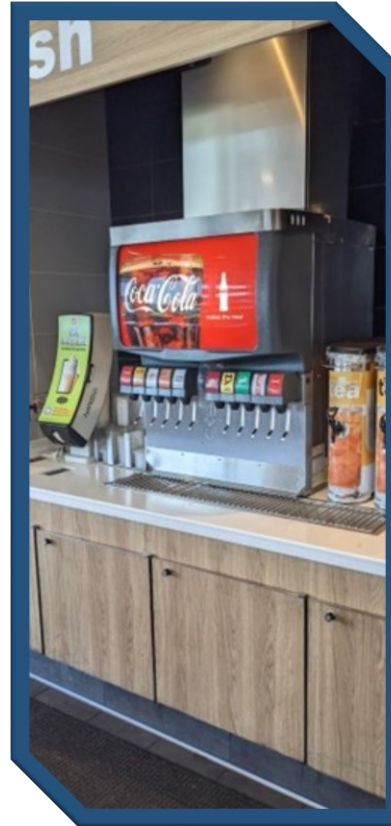
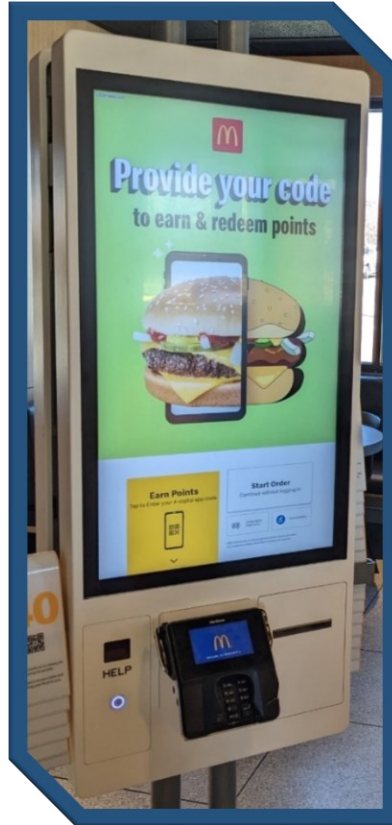
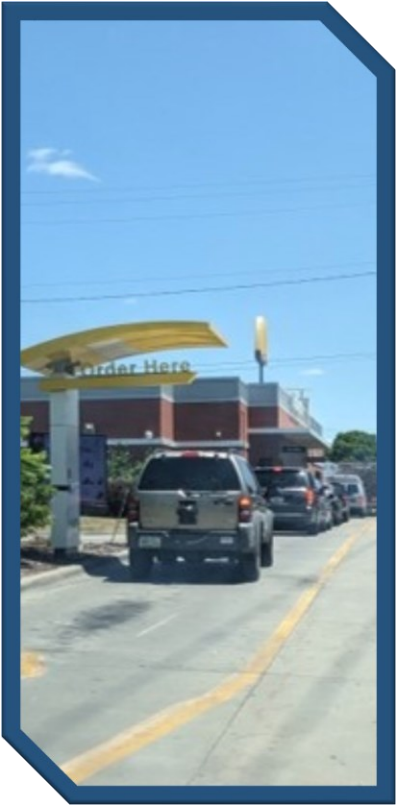
Air Force, Space Force raise max enlistment age to 42

- Waning interest
- Strong job market
- Changes in tattoo and past drug use policies

- Permanent Signage



- Free Employees



- Contract Out



“Oh... people will come, Ray.
People will most definitely come.”

- *James Earl Jones*



- Marketing: Migration, Return Migration



- Offers
- Communities
- Articles
- How it Works



Missouri



Get Paid to Live in Poplar Bluff, Missouri

- \$5,000 cash for relocation
- One year membership to Smart Space, a co-working space in the community
- Free shows at the Black River Coliseum for one year
- Circle Fiber first 3 months internet free
- Free one year membership to the City golf course
- Family entertainment at the Tinnin Fine Arts Center for one year
- Three Rivers College family pass for all sporting events for one year
- One free night hotel stay (Hampton or Holiday Inn)
- Free one year membership to the Poplar Bluff Chamber of Commerce
- Free family membership for 6 months at Ozark Wellness
- \$50 gift card at the Landing, in Van Buren
- \$175 off any two night (Lakeview) cabin rental at Otahki Lake
- Free night cabin rental on Current River
- \$25 restaurant gift card to Colton's/Brad+Butter, Castello's, Wine Rack, and King David's Winery
- \$100 gift card to the office supply store
- Four free jump passes to Sky High trampoline park
- One free family pass for PBHS sporting events

Total Incentive **\$11,000**

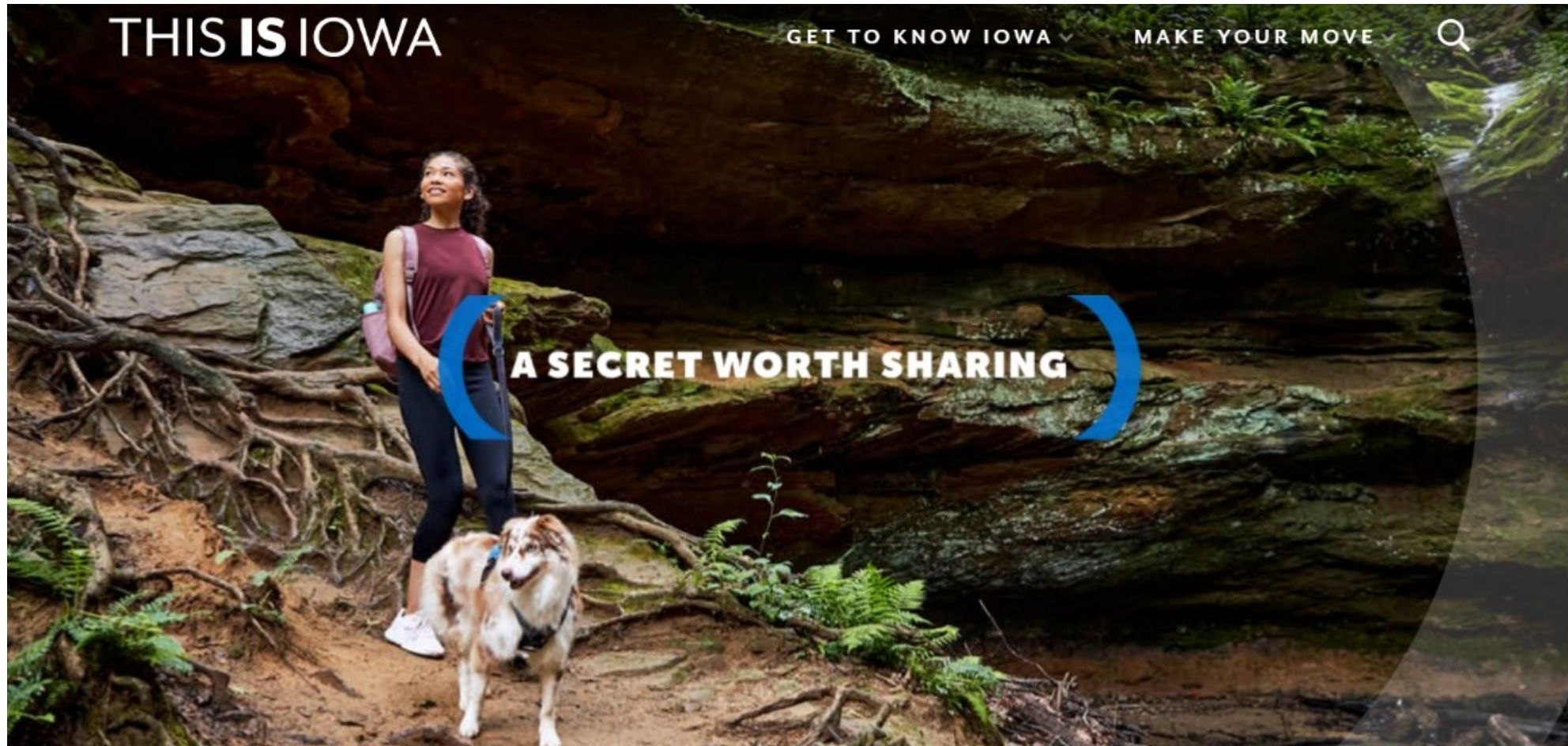
More Marketing...



2019



2021

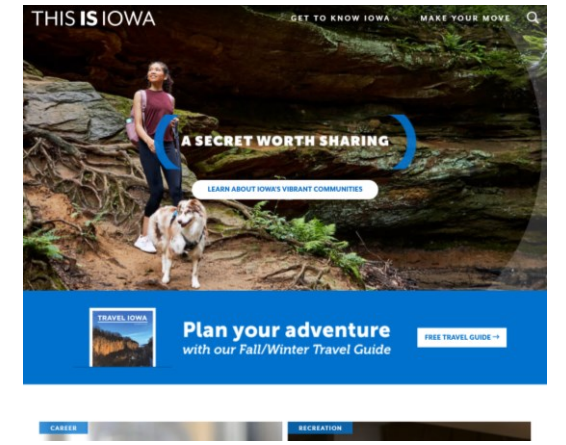
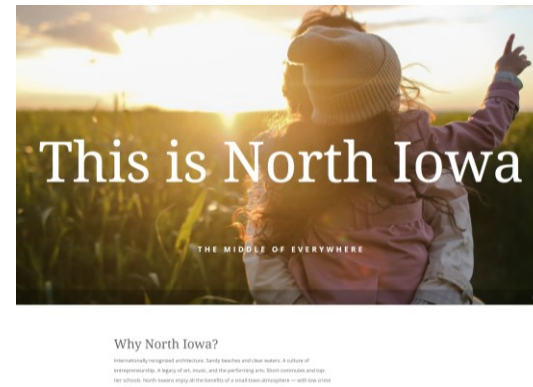
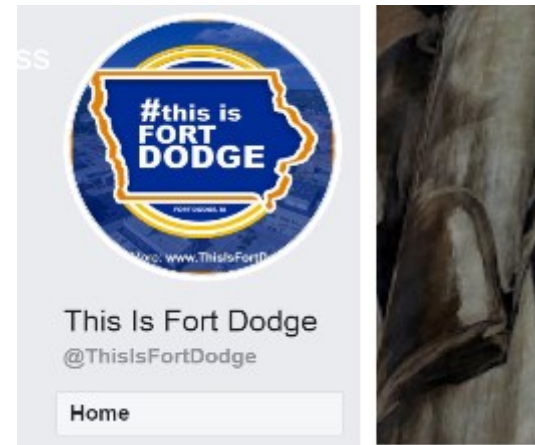
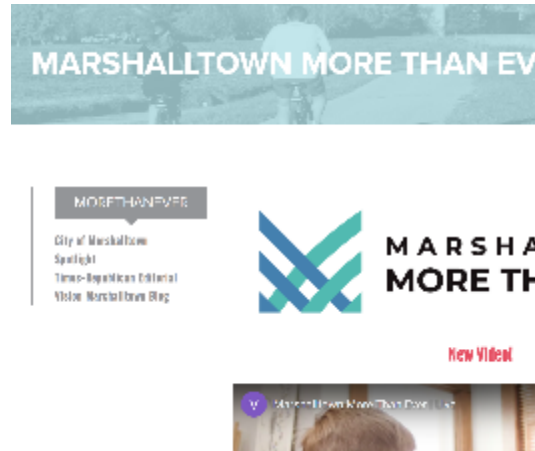
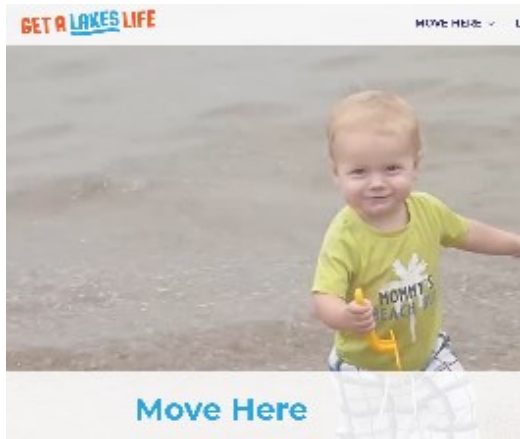


2023

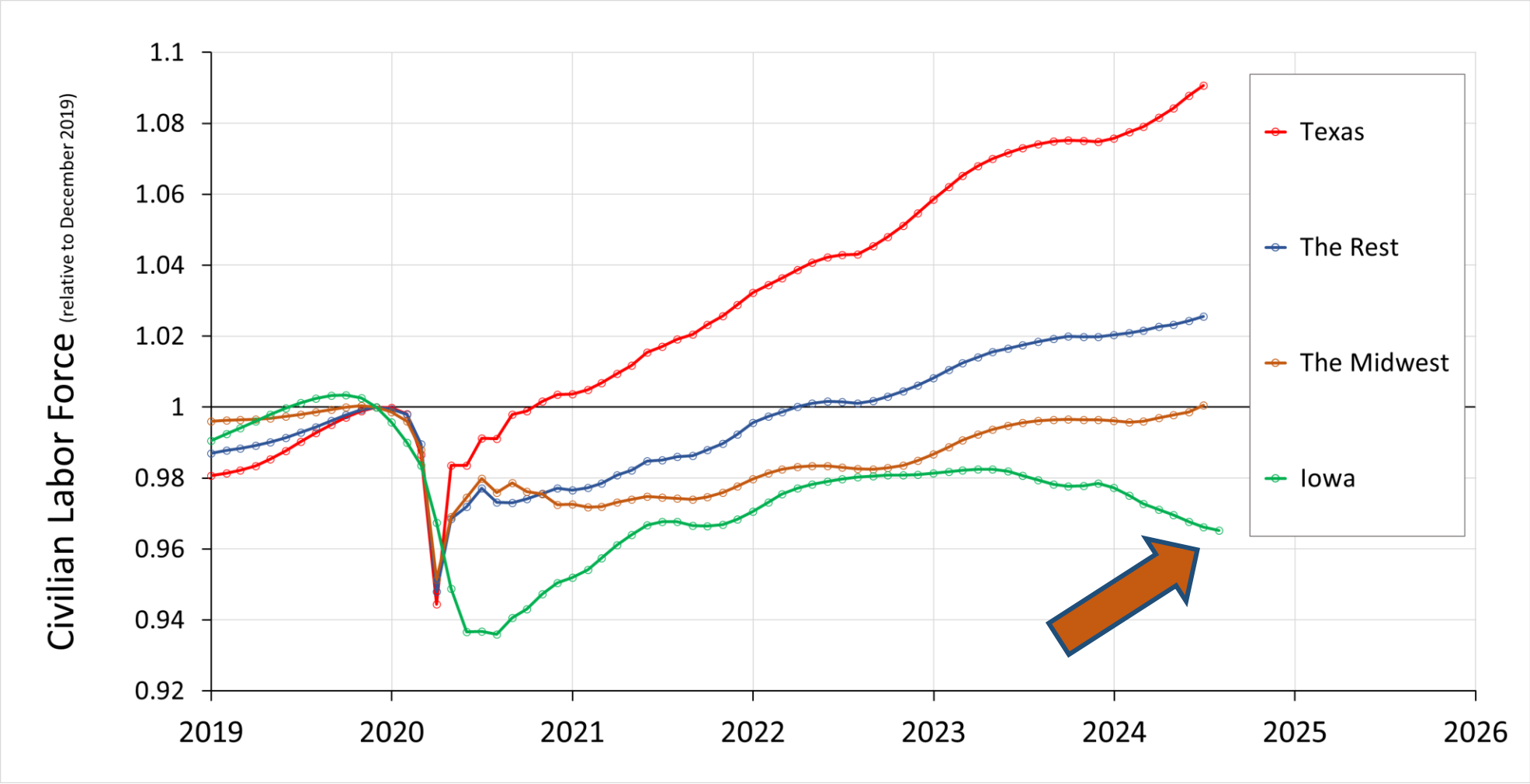


FREEDOM TO FLOURISH

And More Marketing...



The Result?



Data source: www.stlouisfed.org; Data scaled relative to December 2019.

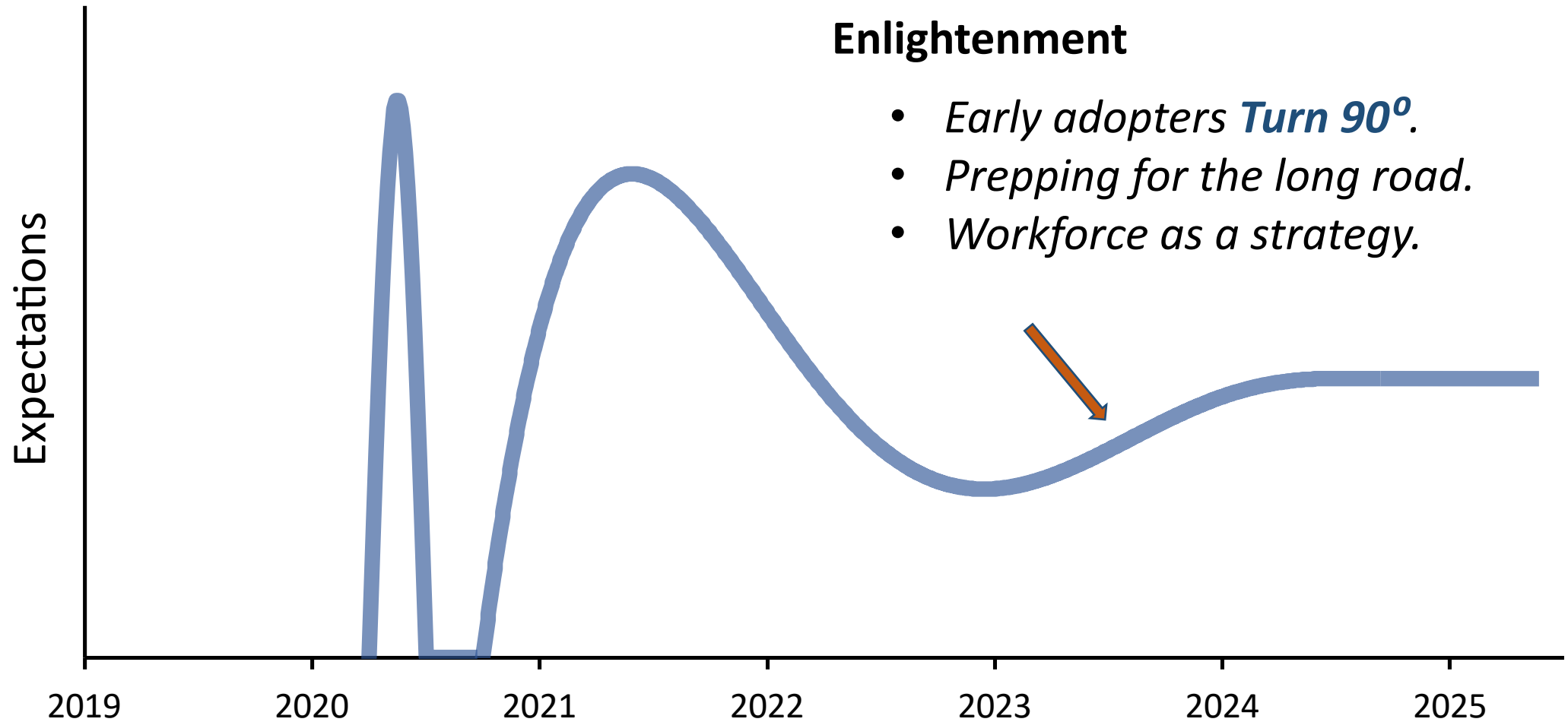


**“Remember, all I’m offering
is the truth, nothing more.”**

- Morpheus

[Neo takes the red pill.]

Workforce Hype Cycle

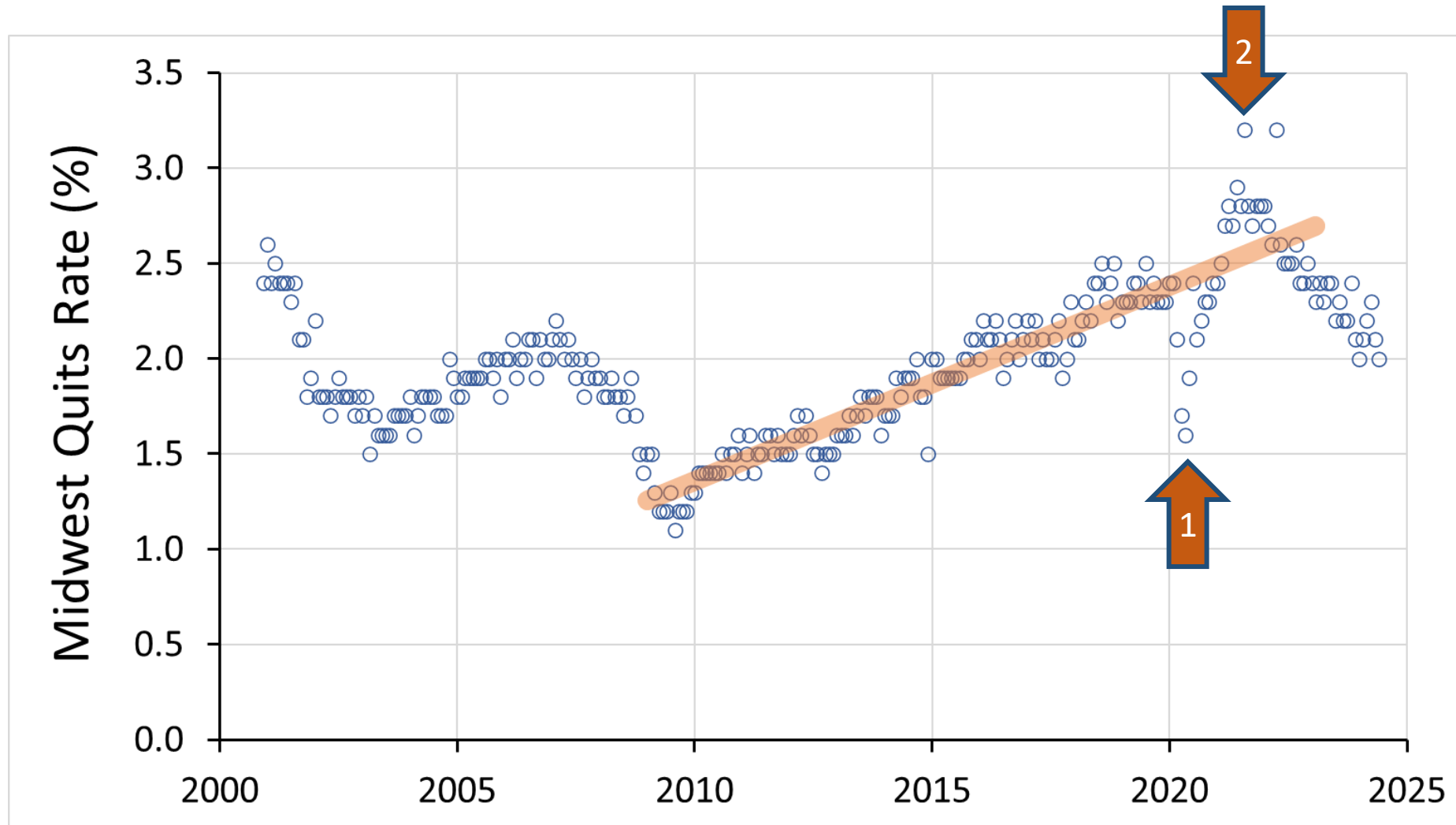


“I ain’t working here no more.”

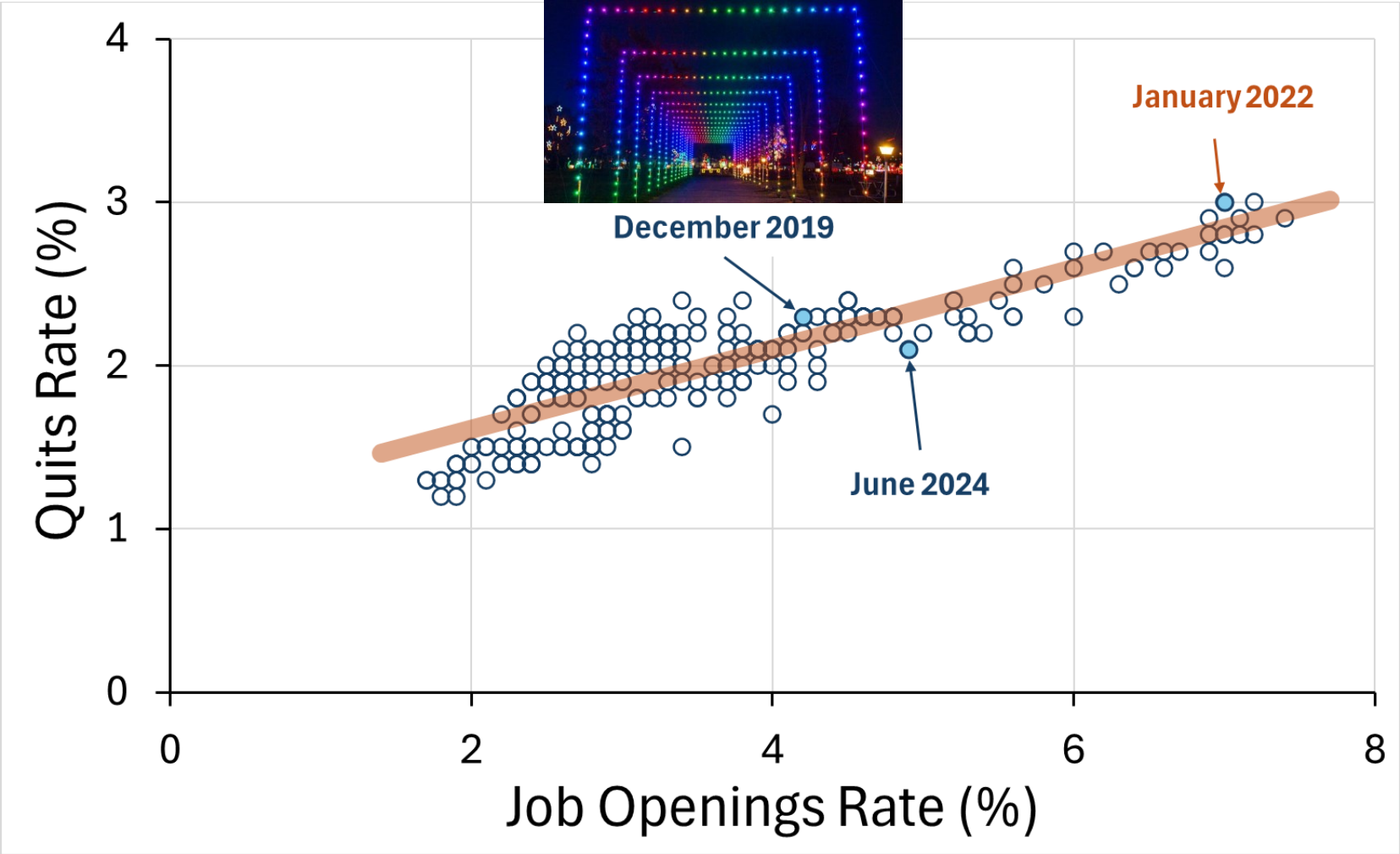
- *Johnny Paycheck*



The 'Great Resignation' wasn't that great.



ECON 101



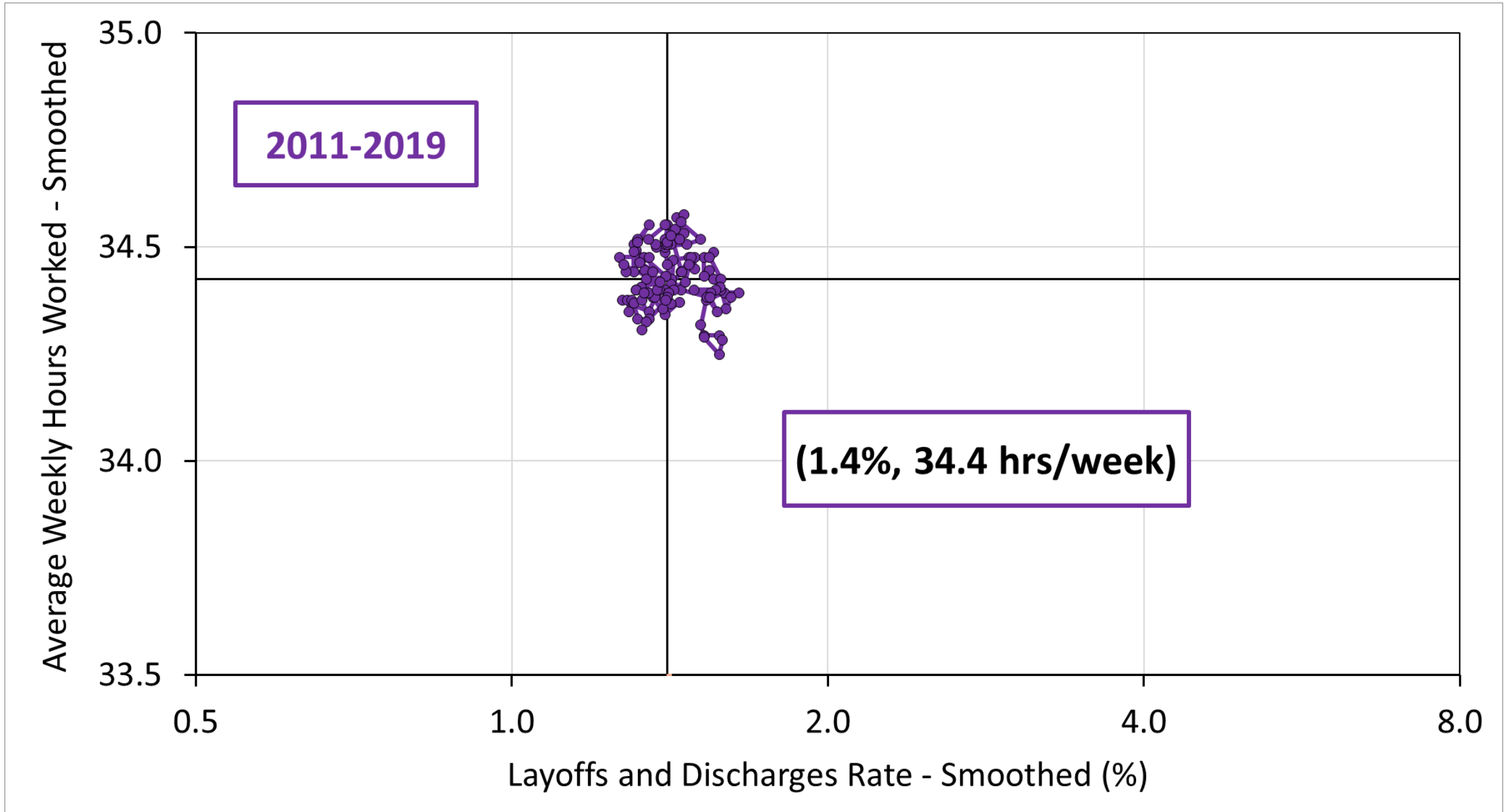
“My Precious.”

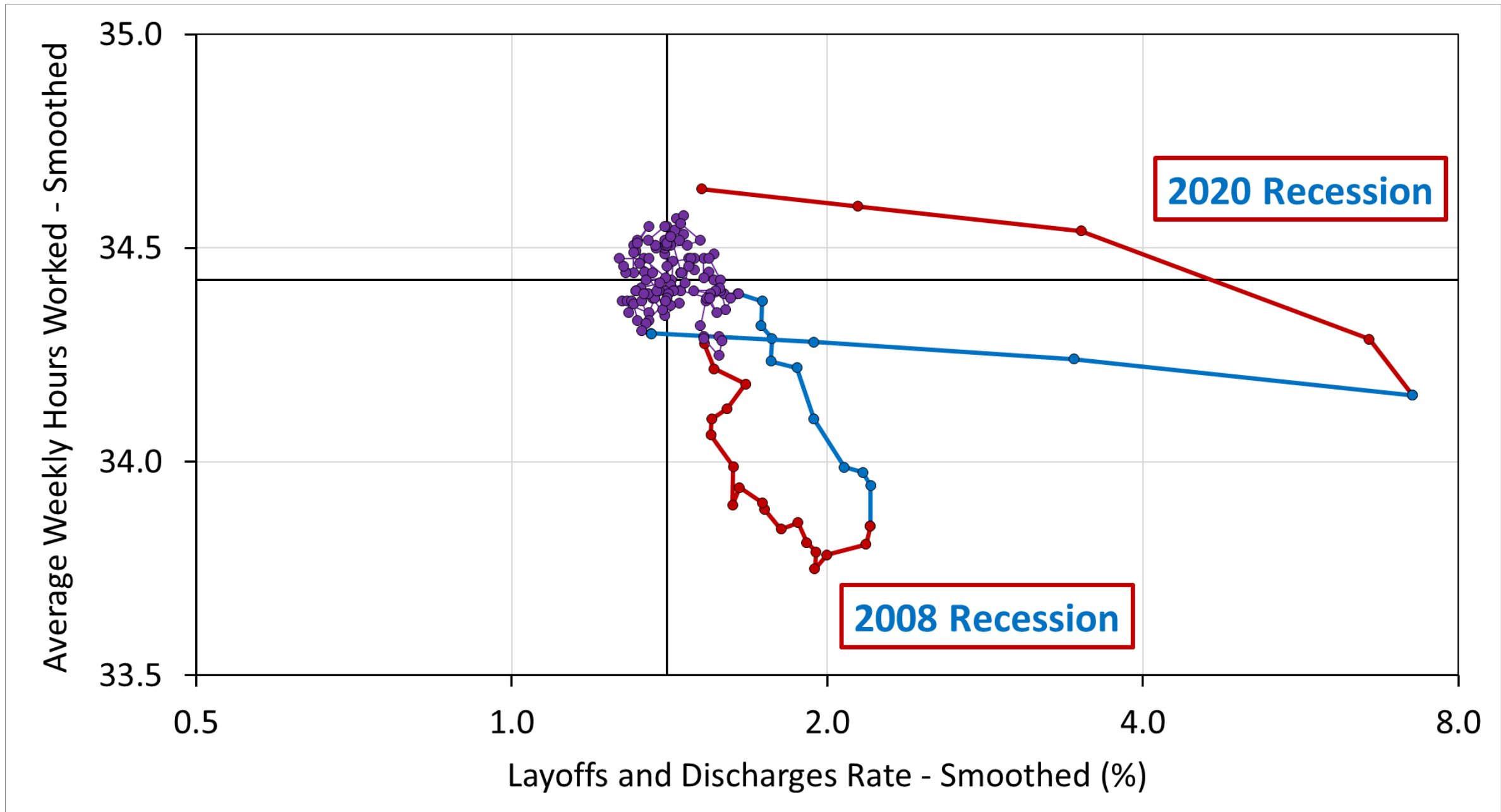
- *Smeagol*

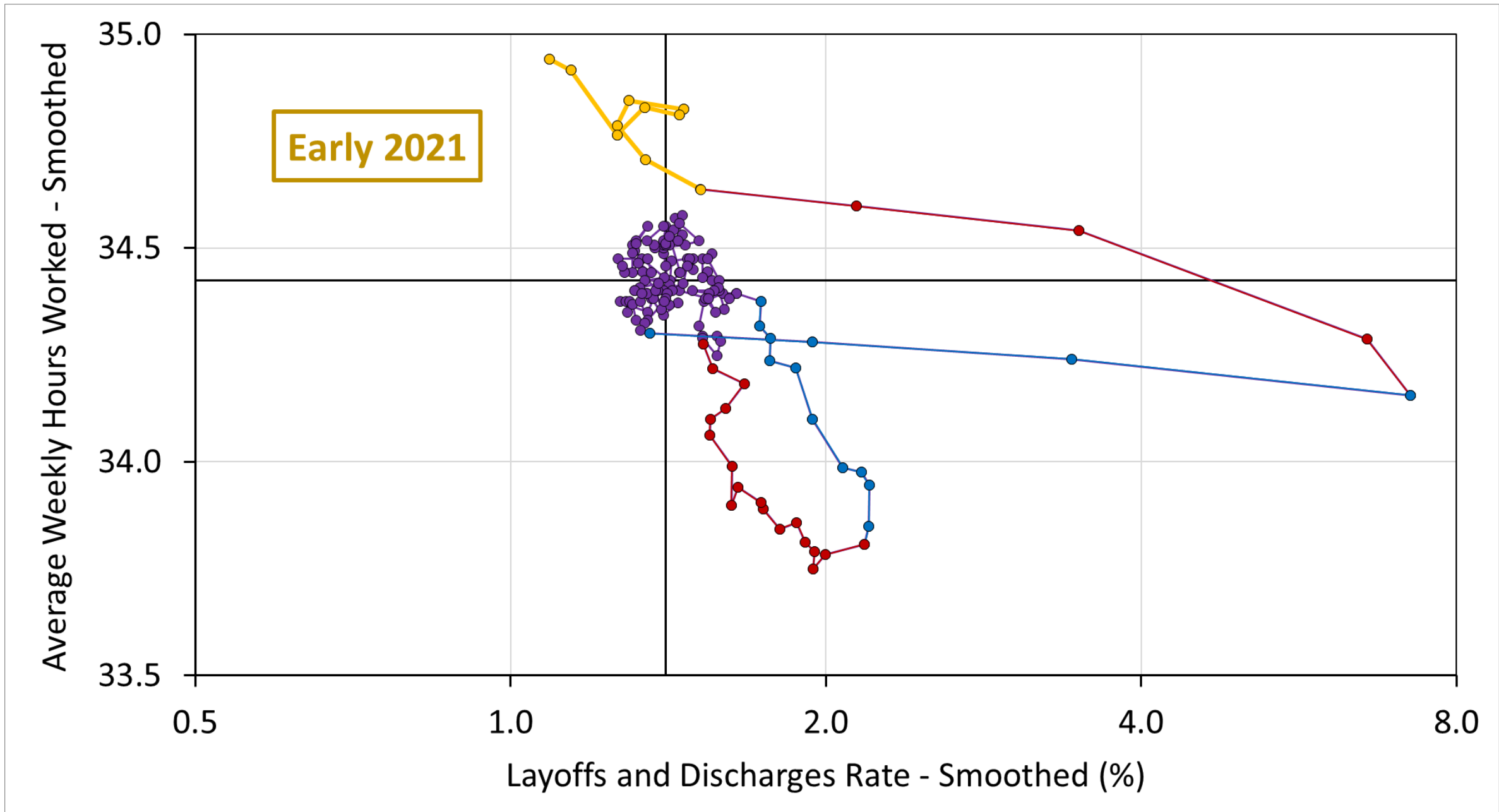


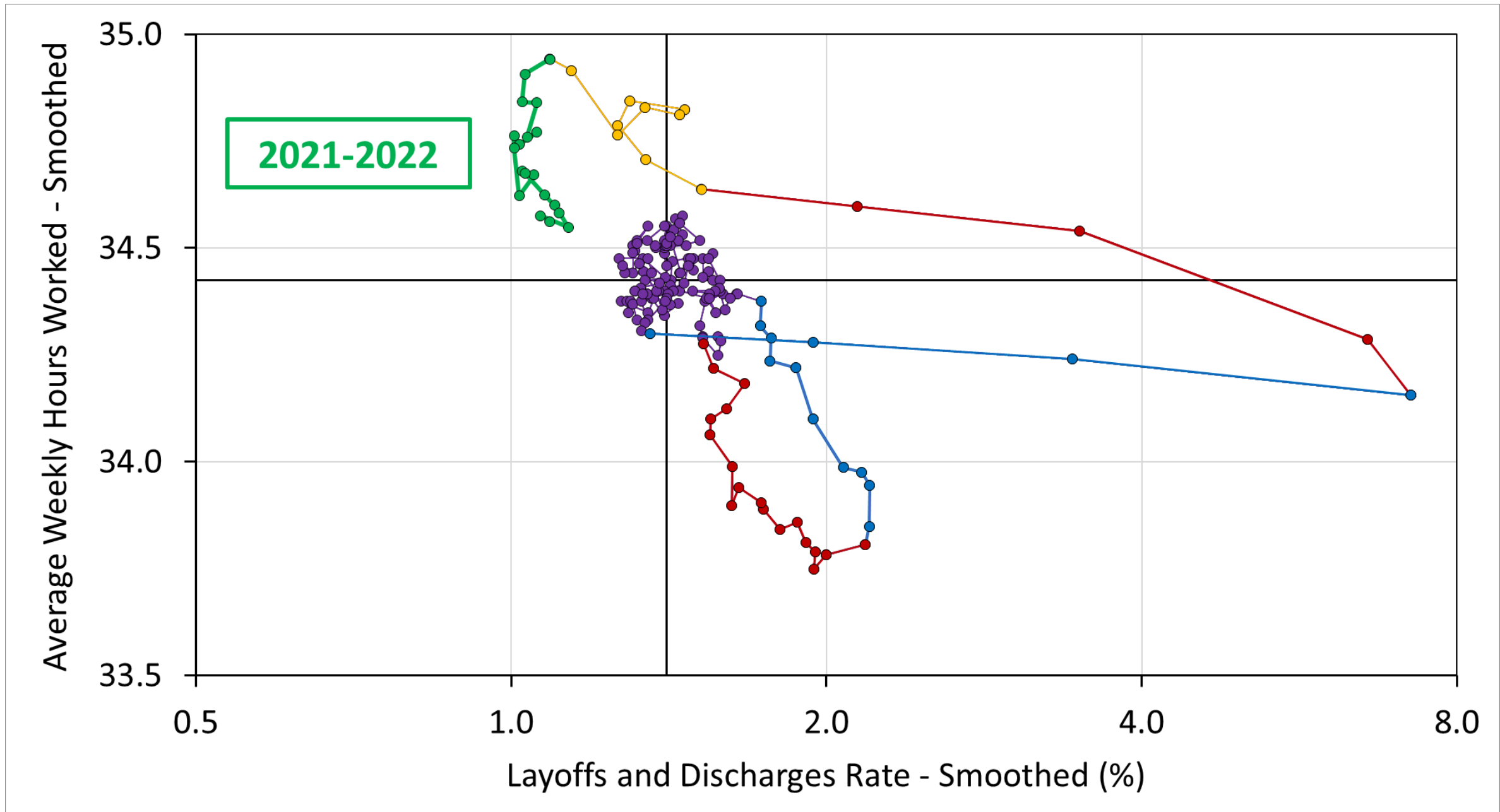
Lord of the Rings

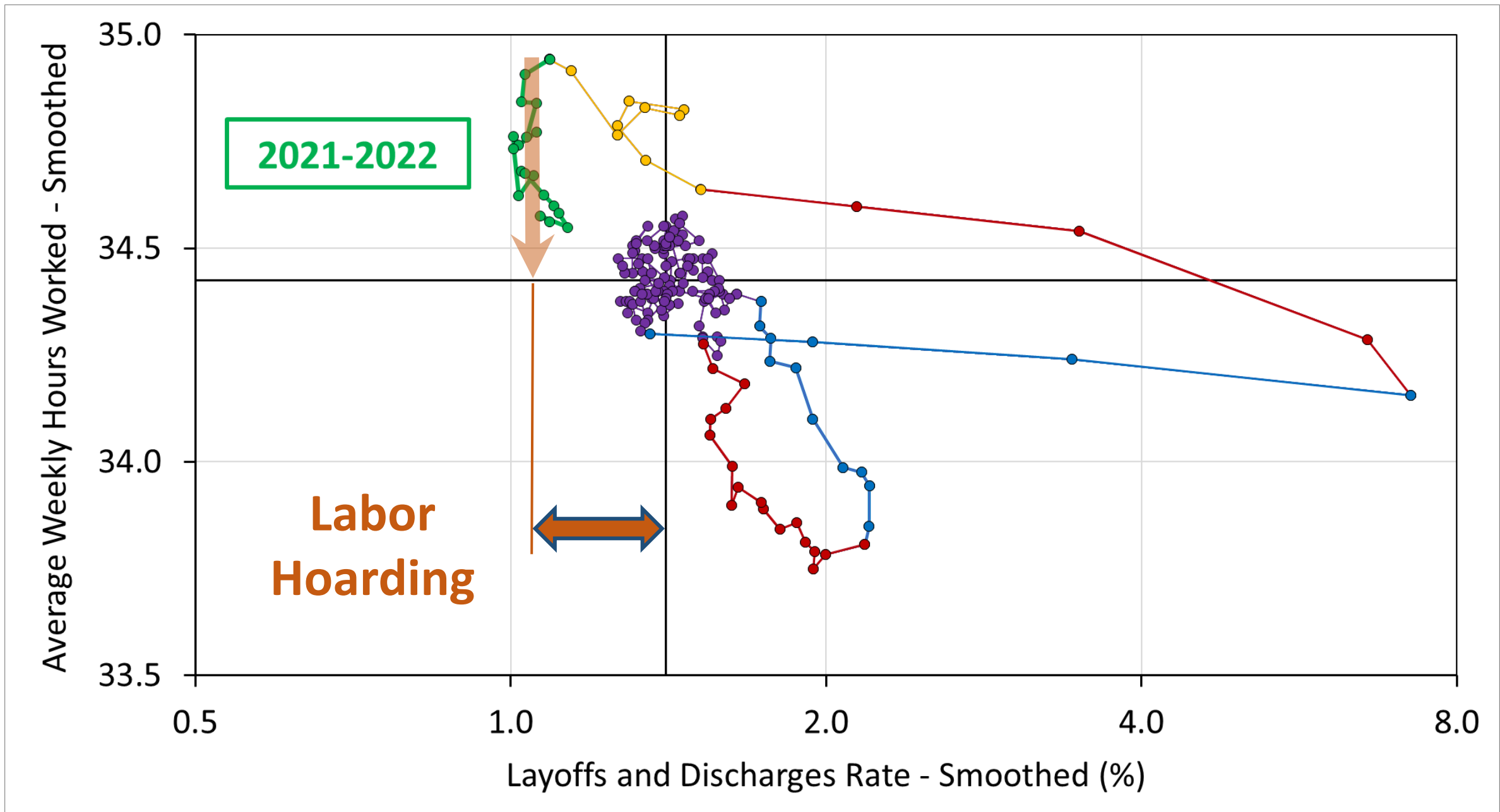
Elijah Wood was born in Cedar Rapids, IA

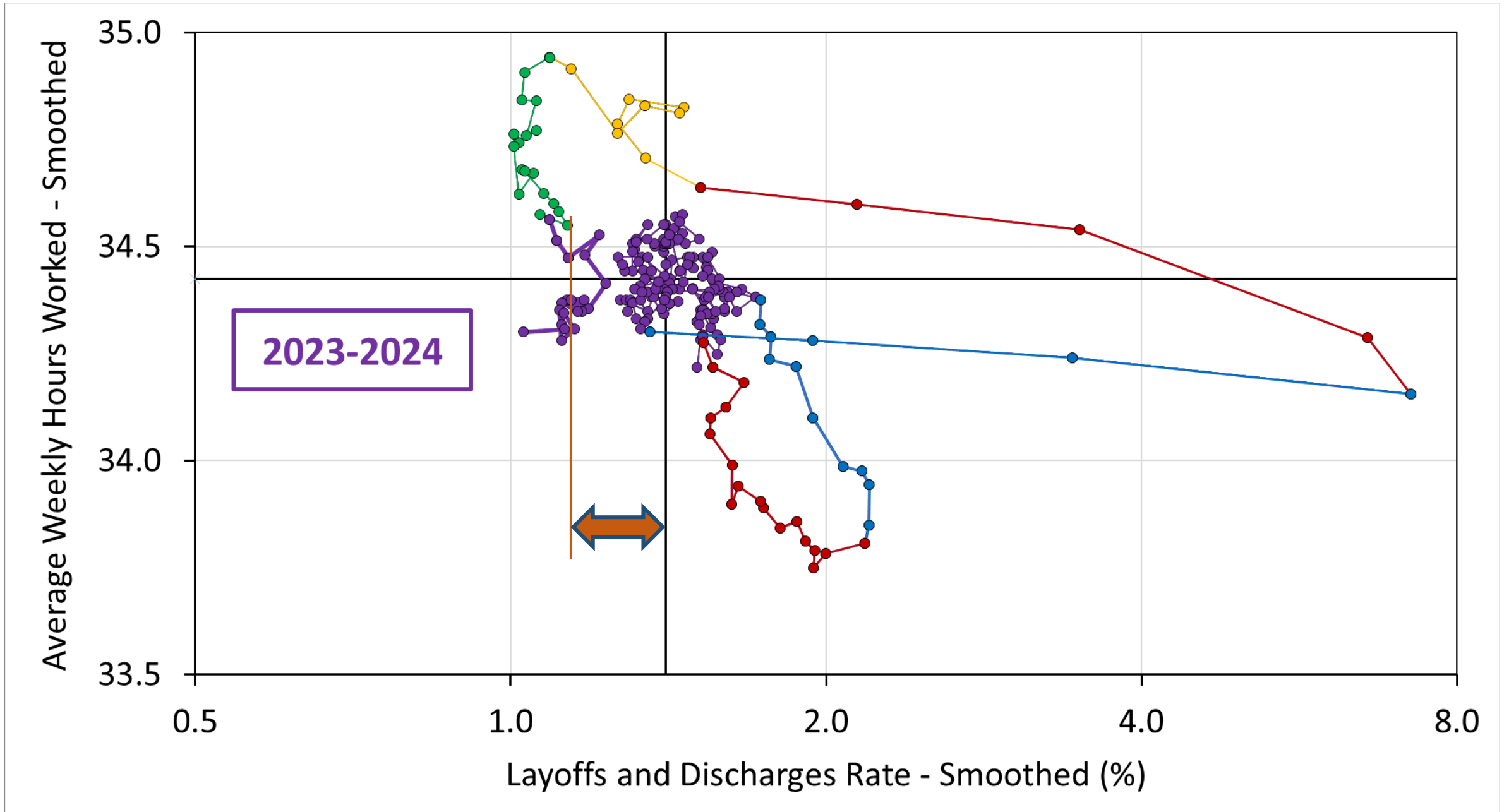




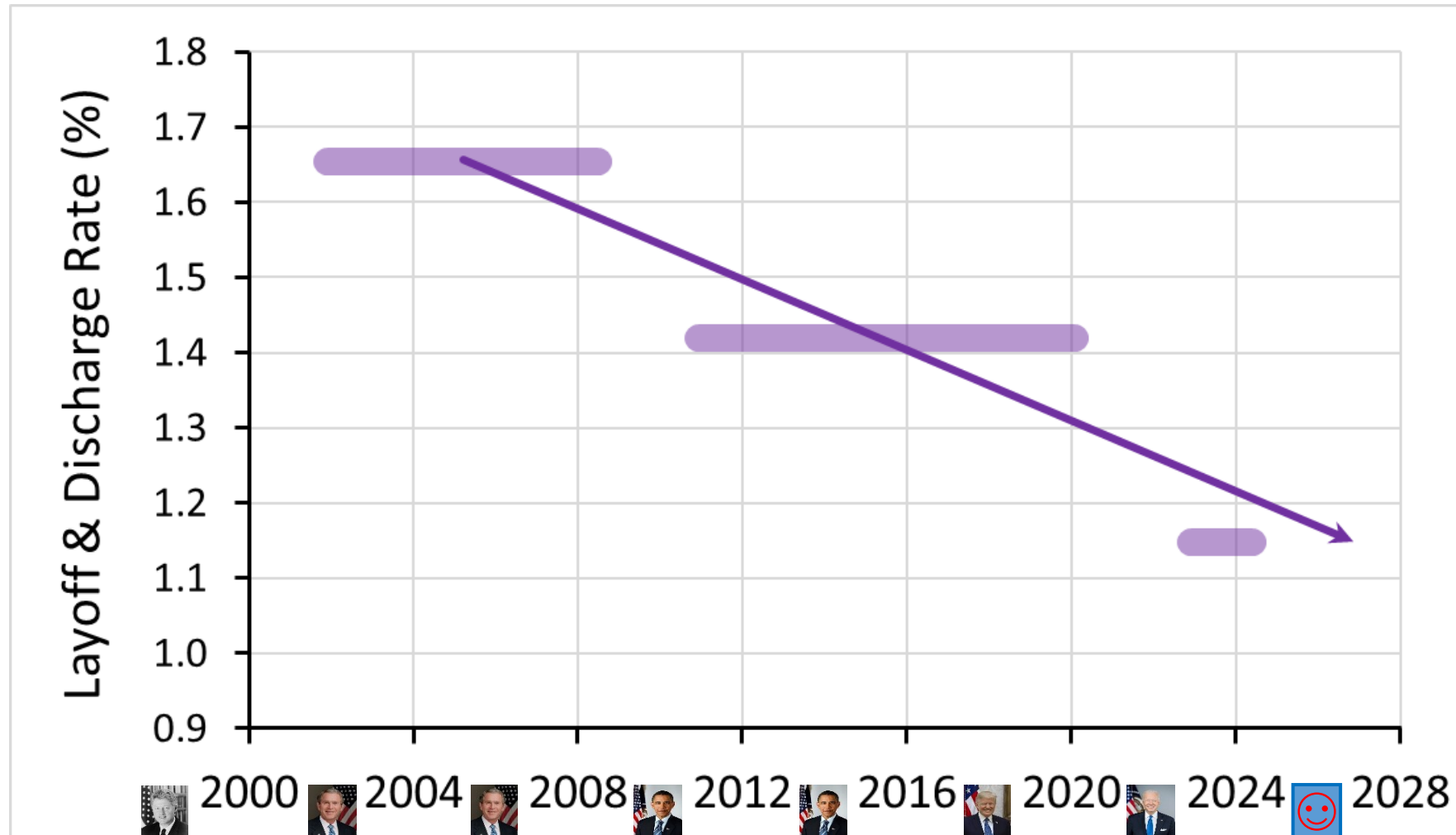








Where are we headed?

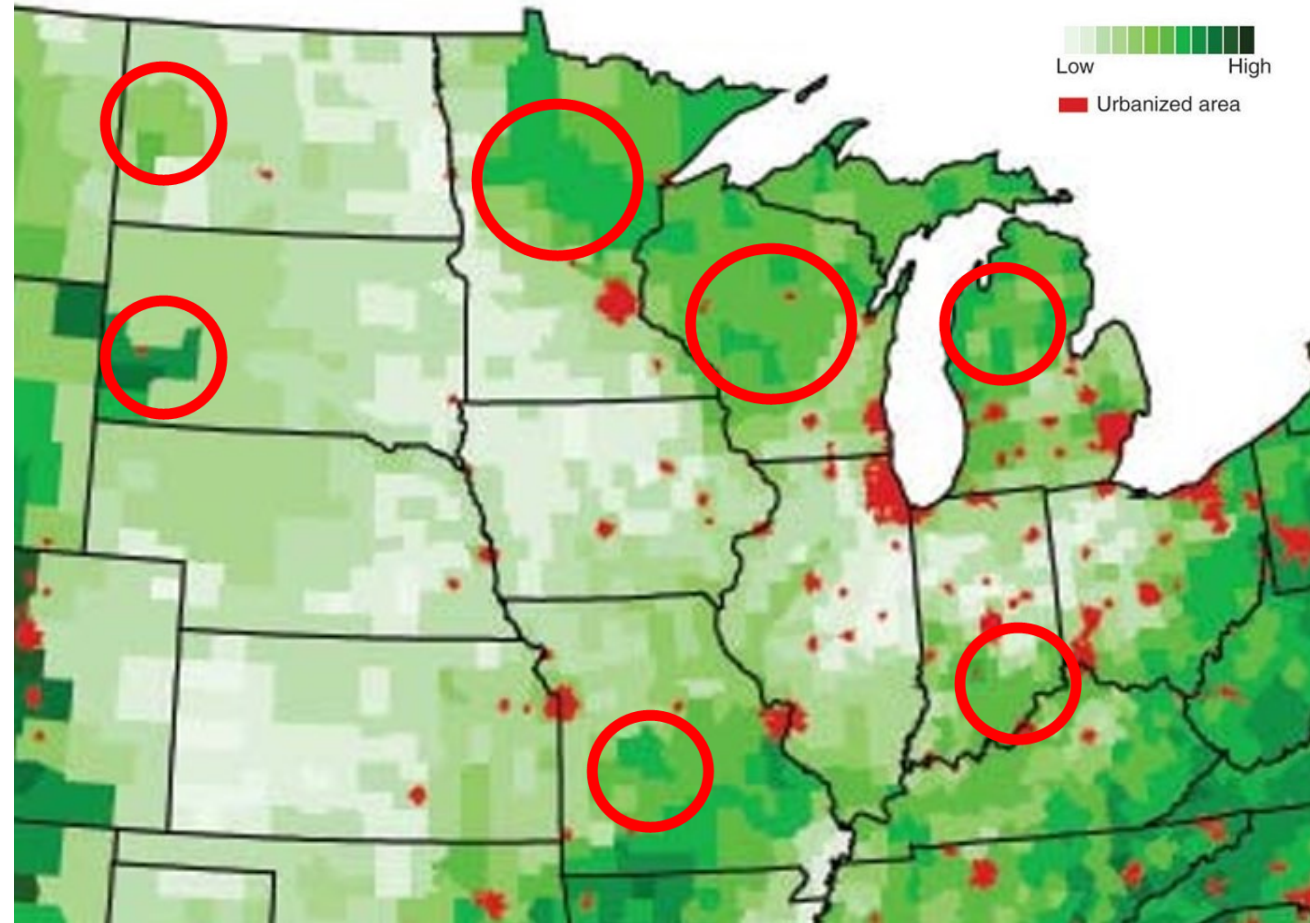


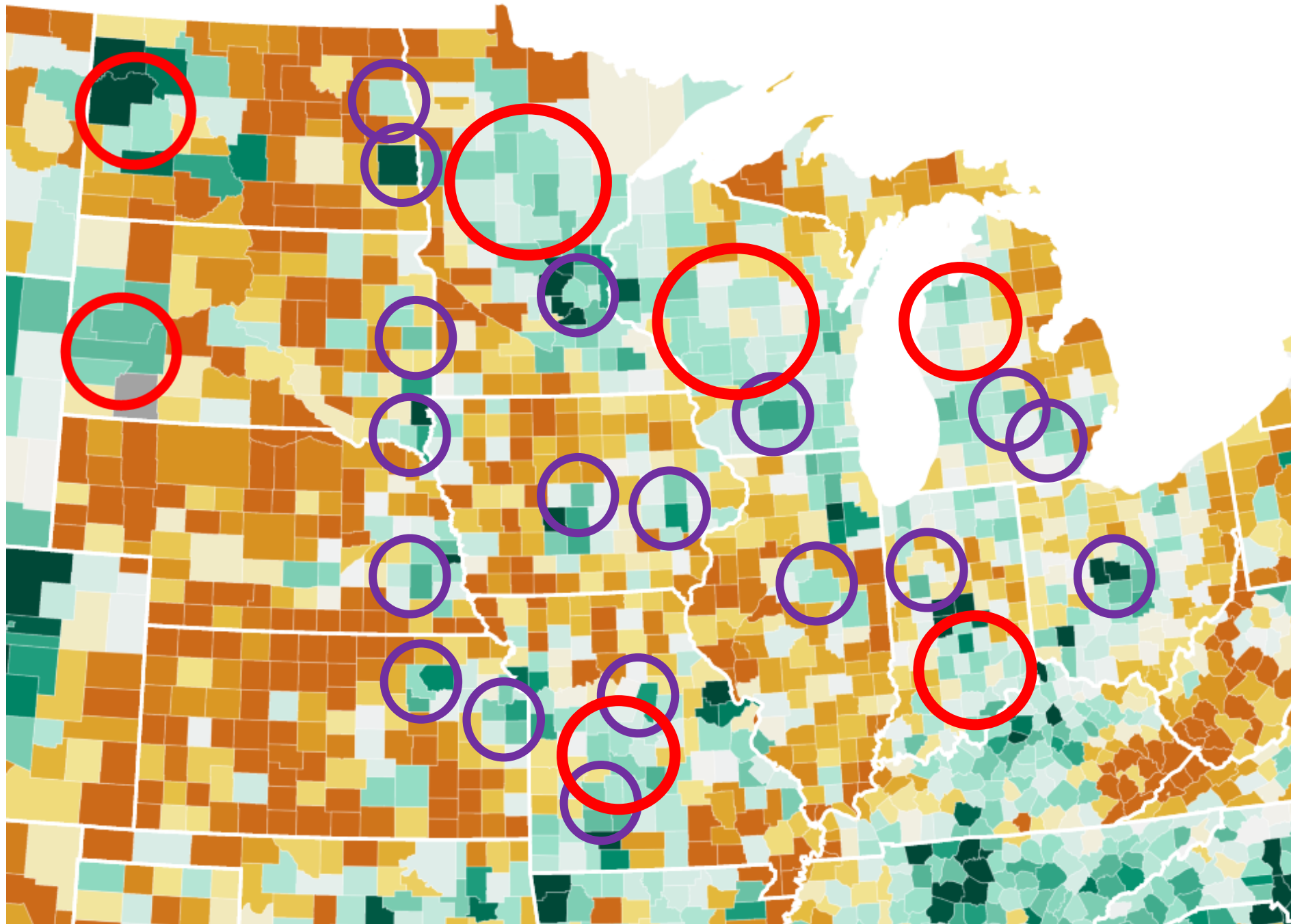
“But let me assure you, this,
like any other story worth telling, is all about a girl.”

- *Tobey Maguire*



County Landscape Score





WE ARE HIRING

- FULL TIME BARISTA
- PART TIME SERVICE CREW

YOUR CV/PROFILE TO "ADMIN@COFFEESARANG.CAFE" IF INTERESTED.

PLEASE CONTACT US. (T) 6284 4550, (M) 9850 5391 (WHATSAPP)

WE ARE HIRING

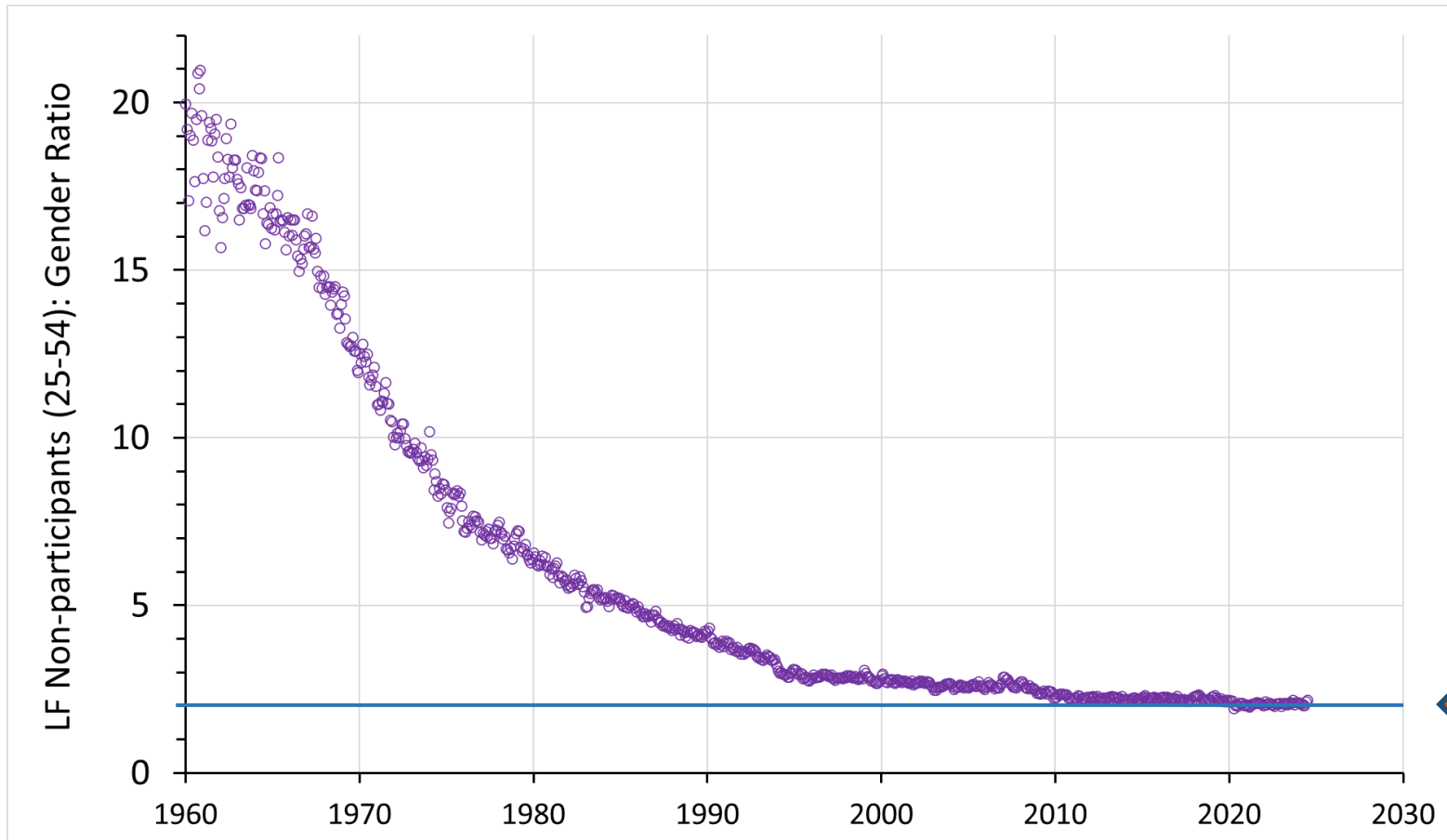
- FULL TIME BARISTA

- ~~PART TIME SERVICE CREW~~

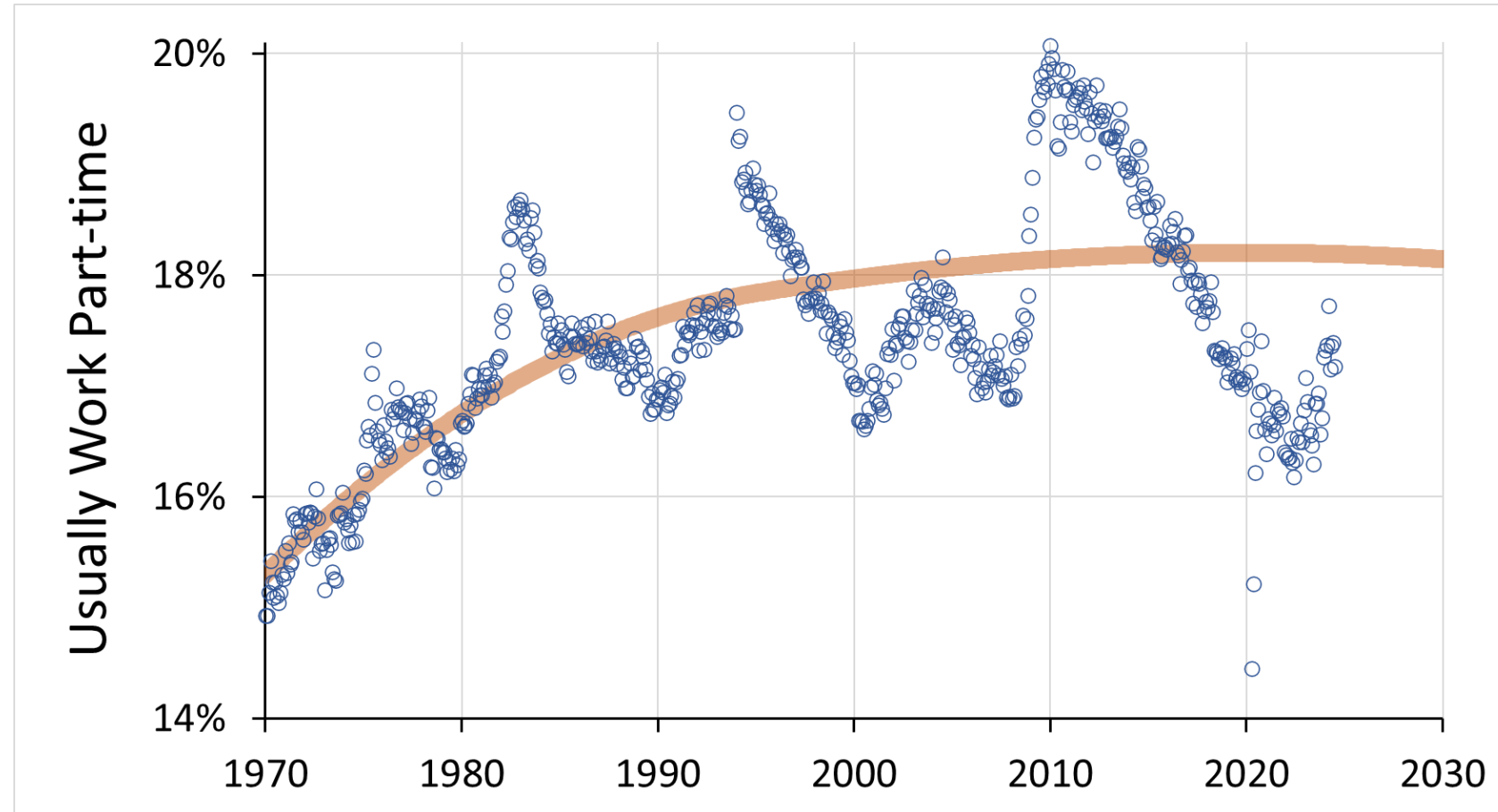
YOUR CV/PROFILE TO "ADMIN@COFFEESARANG.CAFE" IF INTERESTED.

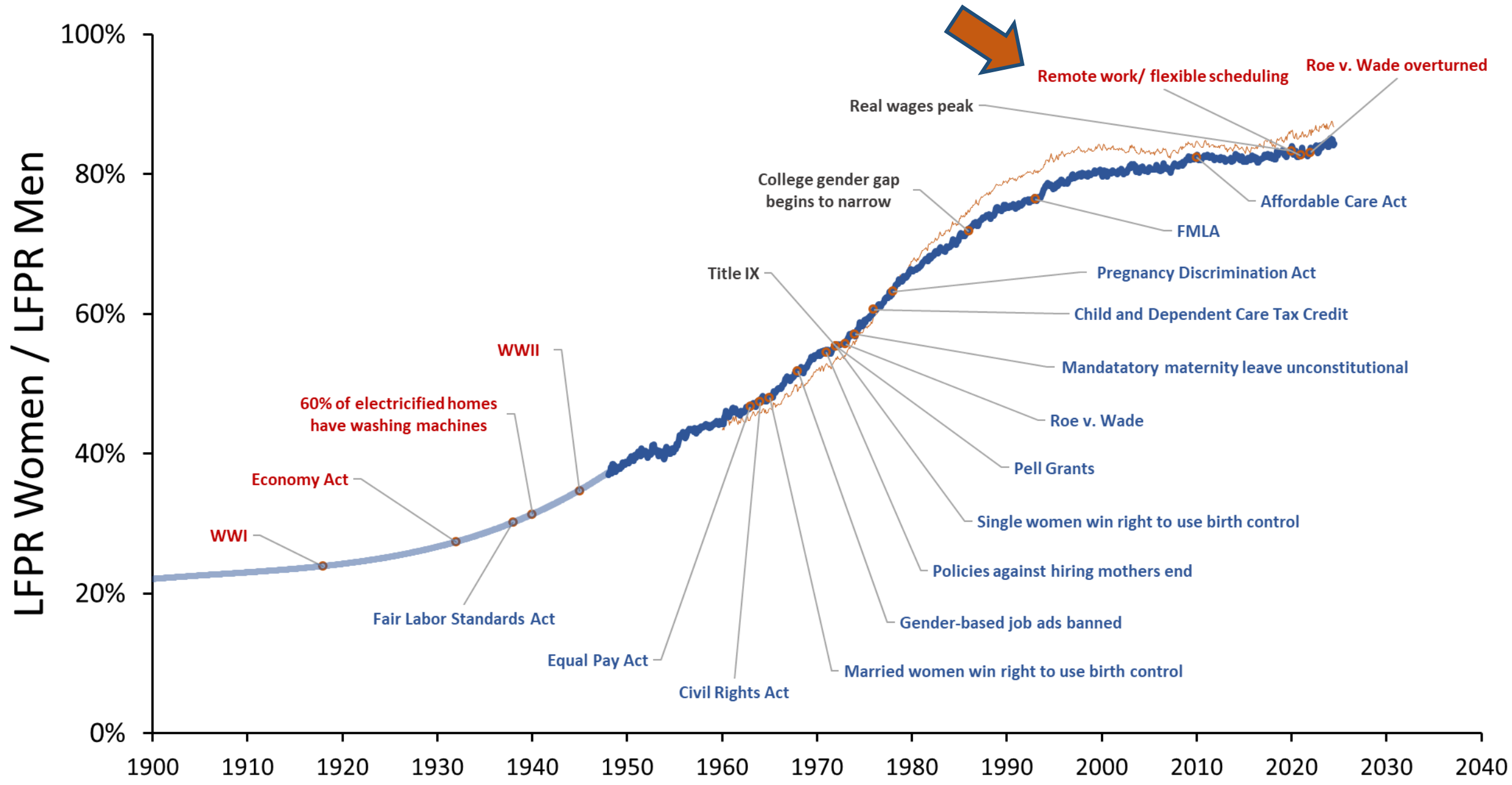
PLEASE CONTACT US. (T) 6284 4550, (M) 9850 5391 (WHATSAPP)

Females

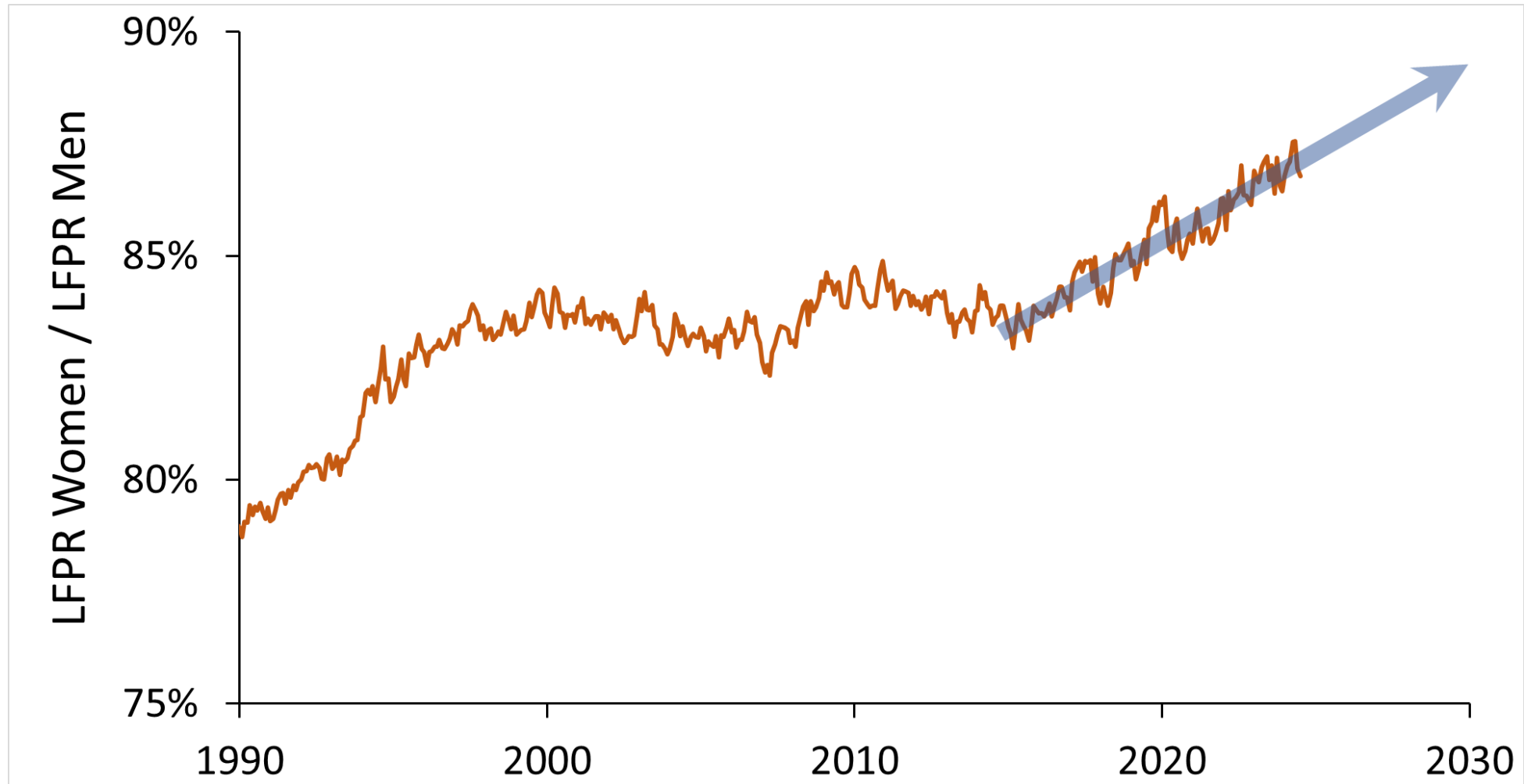


Part-Time Employees





Prime Age: 25-54 Years Old

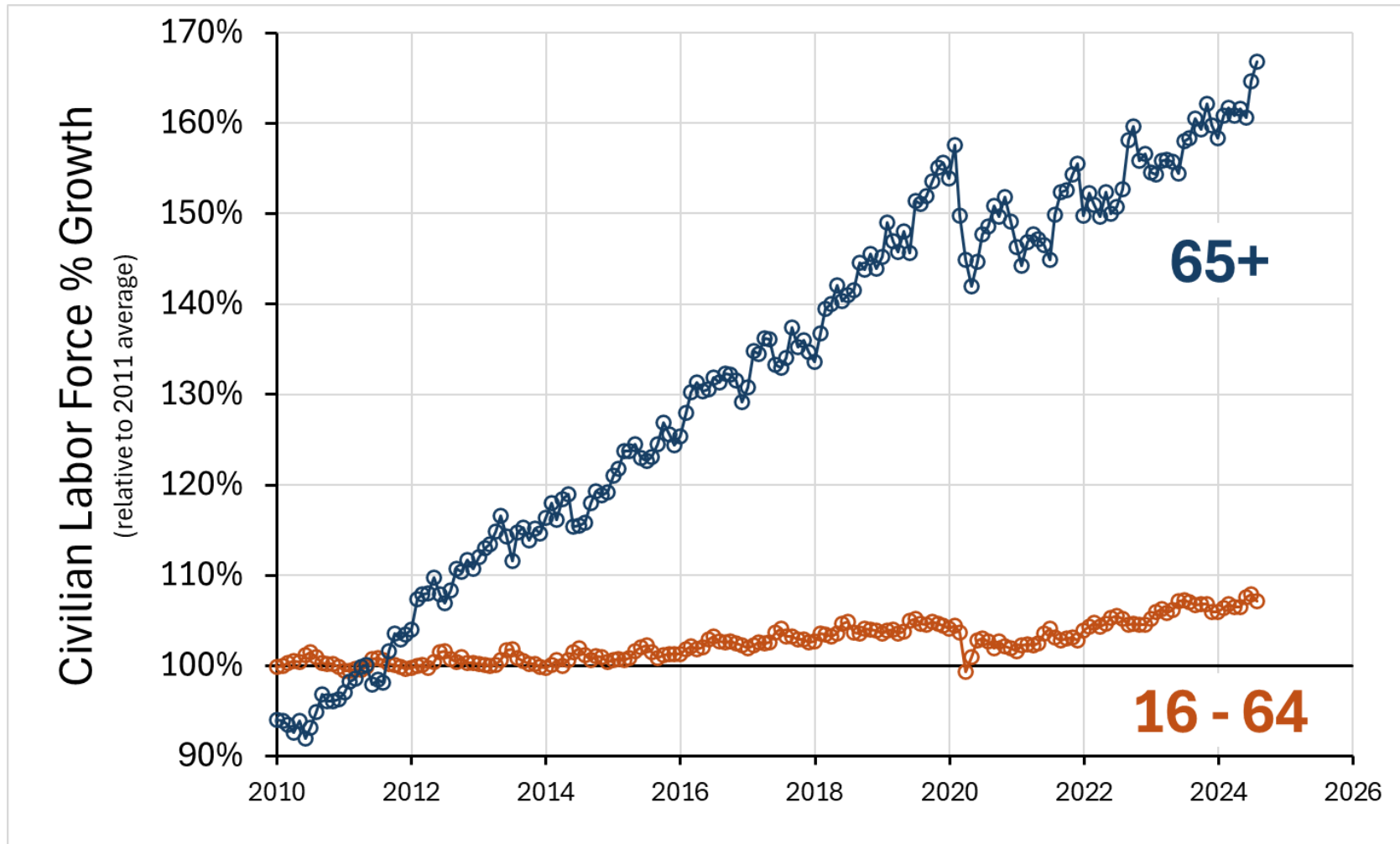


Root Causes

1. Accommodations
2. Amenities
3. Child/ Family Care
4. Communication
5. Culture/ Family
6. Diversity/ Equity/ Inclusion
7. Expertise/ Learning/ Training
8. Housing
9. Job Opportunity/ Job Fit/ Economic Vitality
10. Job Security
11. Load/ Staff Leveling
12. Management/ Supervisor
13. Network
14. Operational Excellence/ Safety
15. Partnerships
16. Policy Restrictions - External
17. Policy Restrictions - Internal
18. Project Management
19. Project Selection/ Scope
20. Program/ Staffing Cost
21. Settlement/ Transition Services
22. Transportation
23. Wages and Benefits
24. Work Schedule/ Location
25. Targeted Marketing/ Engagement *



- 65+ Employees



- Training

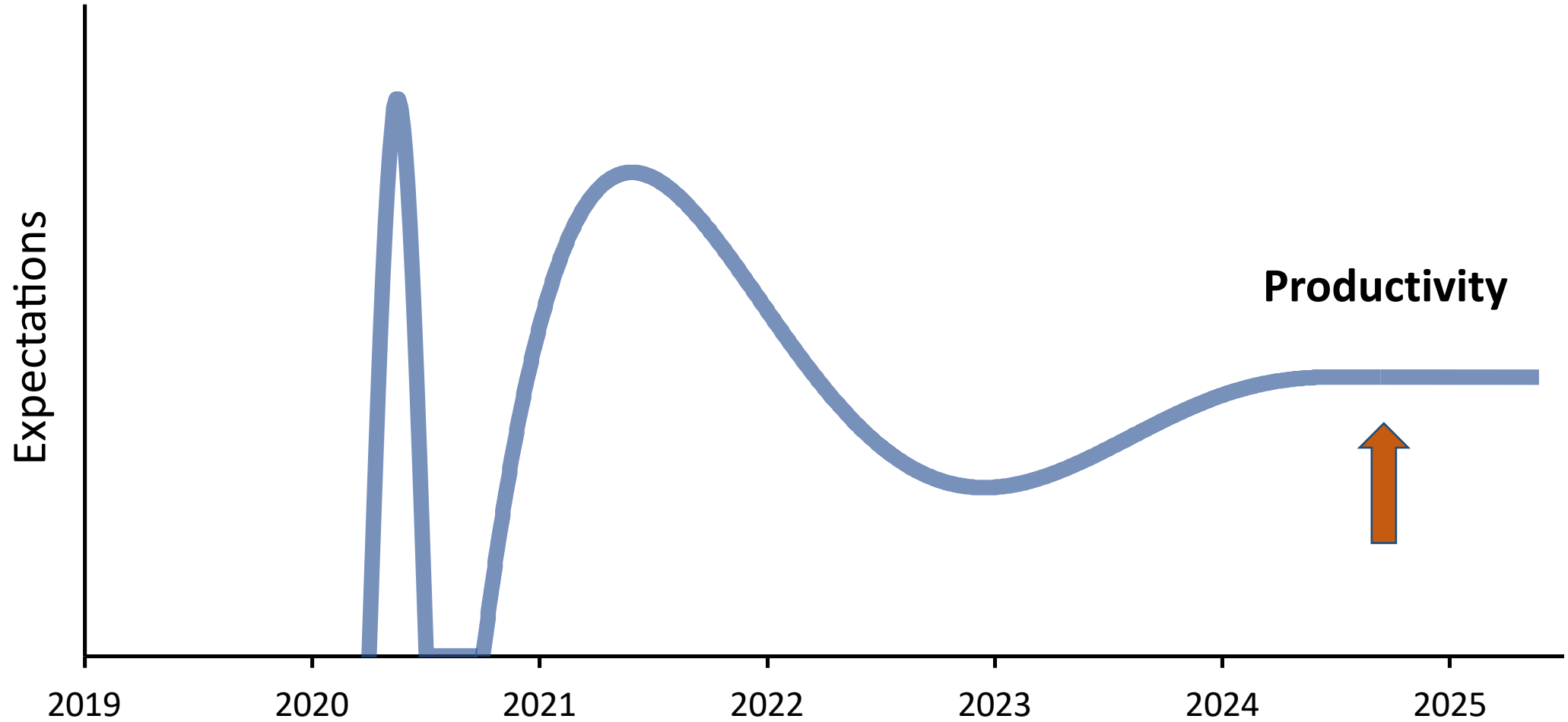




“Houston, we have a problem.”

- Tom Hanks

Workforce Hype Cycle



Midwest Workforce Index (MWI)



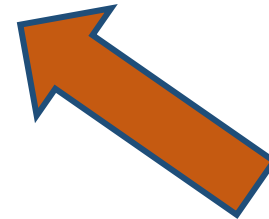
“Never send a human to do a machine's job.”

- *Agent Smith*





- ... has agreed to acquire Alert Innovation, a robotics automation company ...
- ... one of the outcomes is roles that require **less physical labor** ...



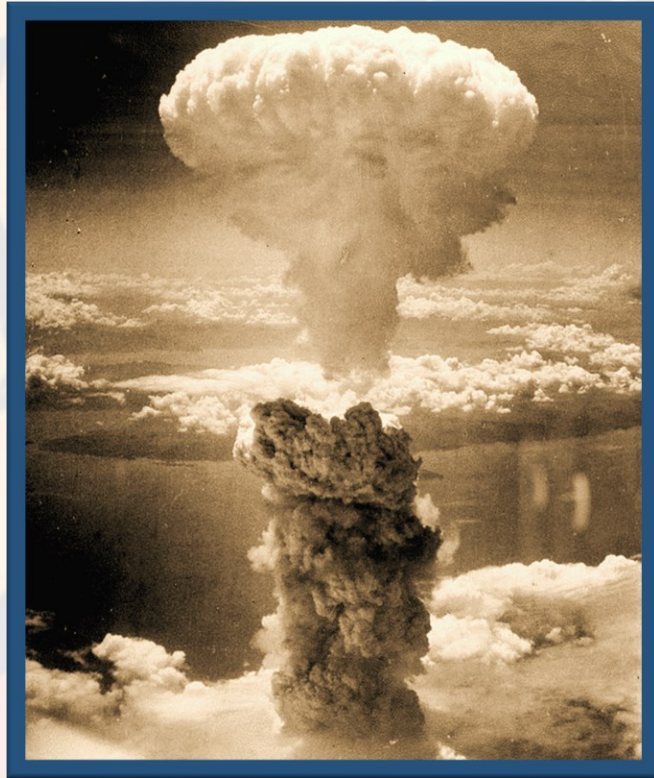
The Future of Fast Food is Now



“Civilization has a natural resistance to improving itself.”

- *Gene Kelly*

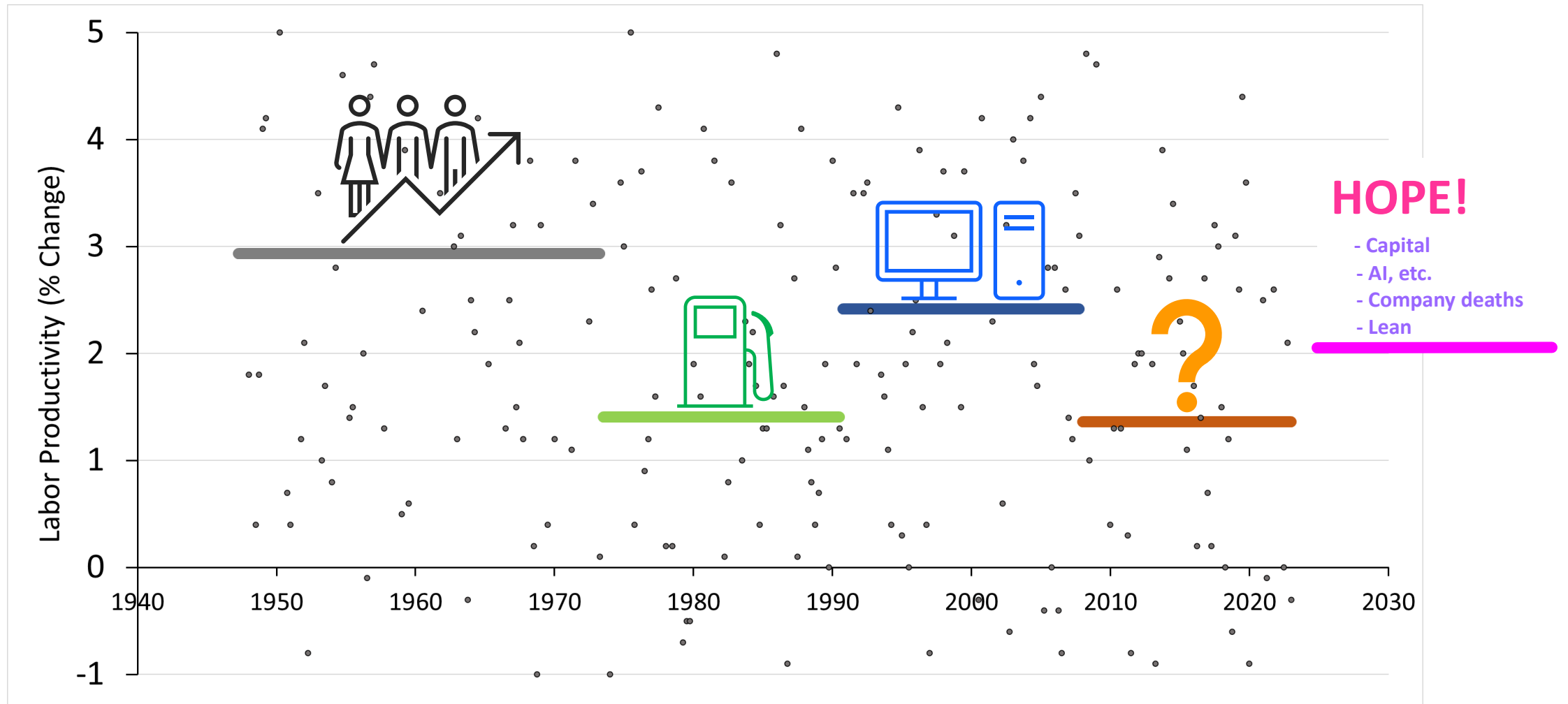




1. Japan
2. Japan
3. Japan
4. Japan
5. South Korea
6. USA
7. USA
8. Japan
9. USA
10. Germany



Change in Labor Productivity



Continuous Improvement Root Causes

- *Management*
- Culture
- Expertise / Training
- Load Leveling
- Project Management
- Project Selection / Scope

“What’s an immigrant?”

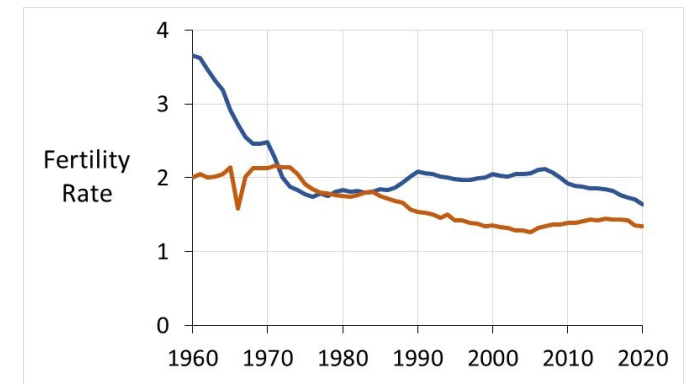
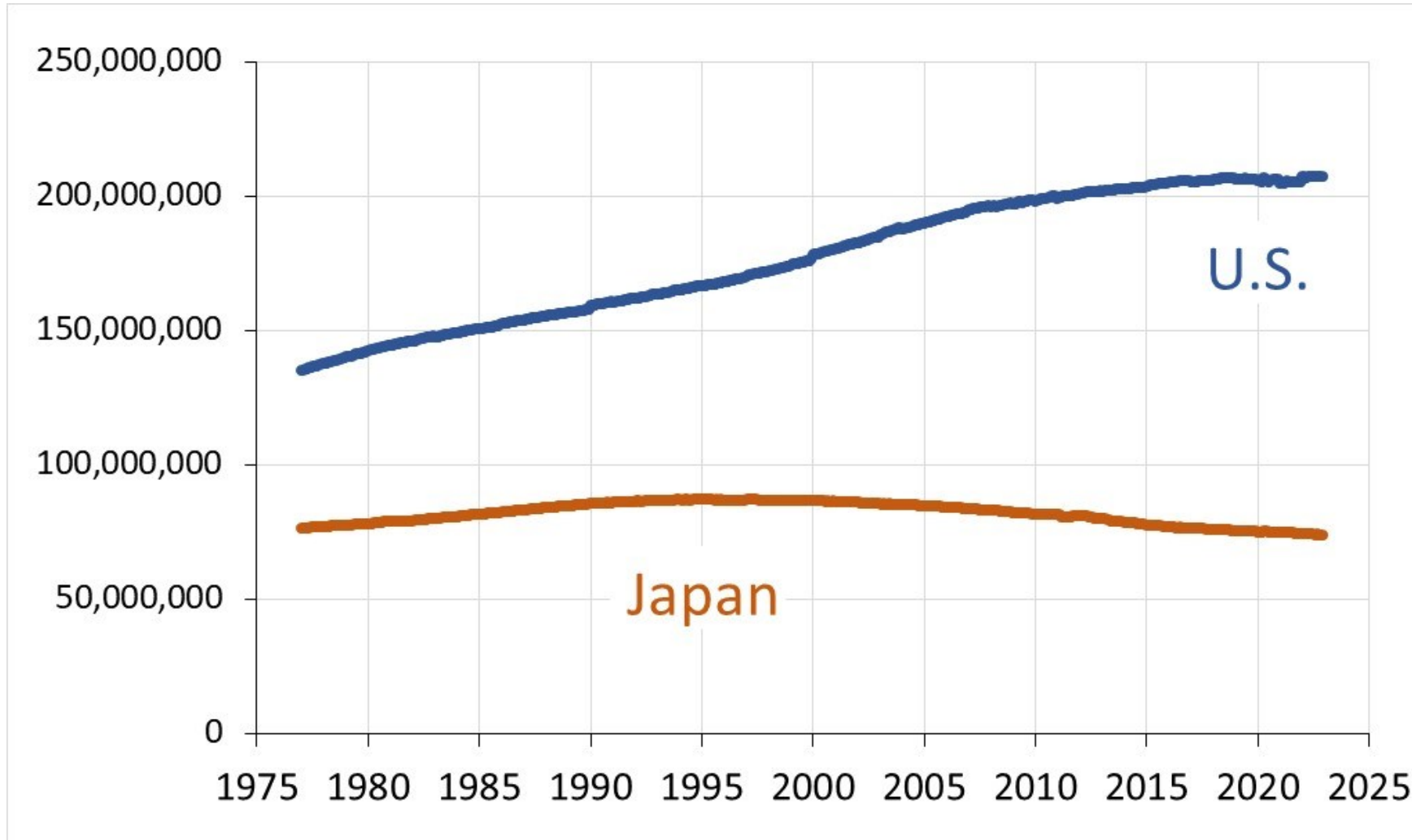
- *Fuzzy*

“Someone not from Maine.”

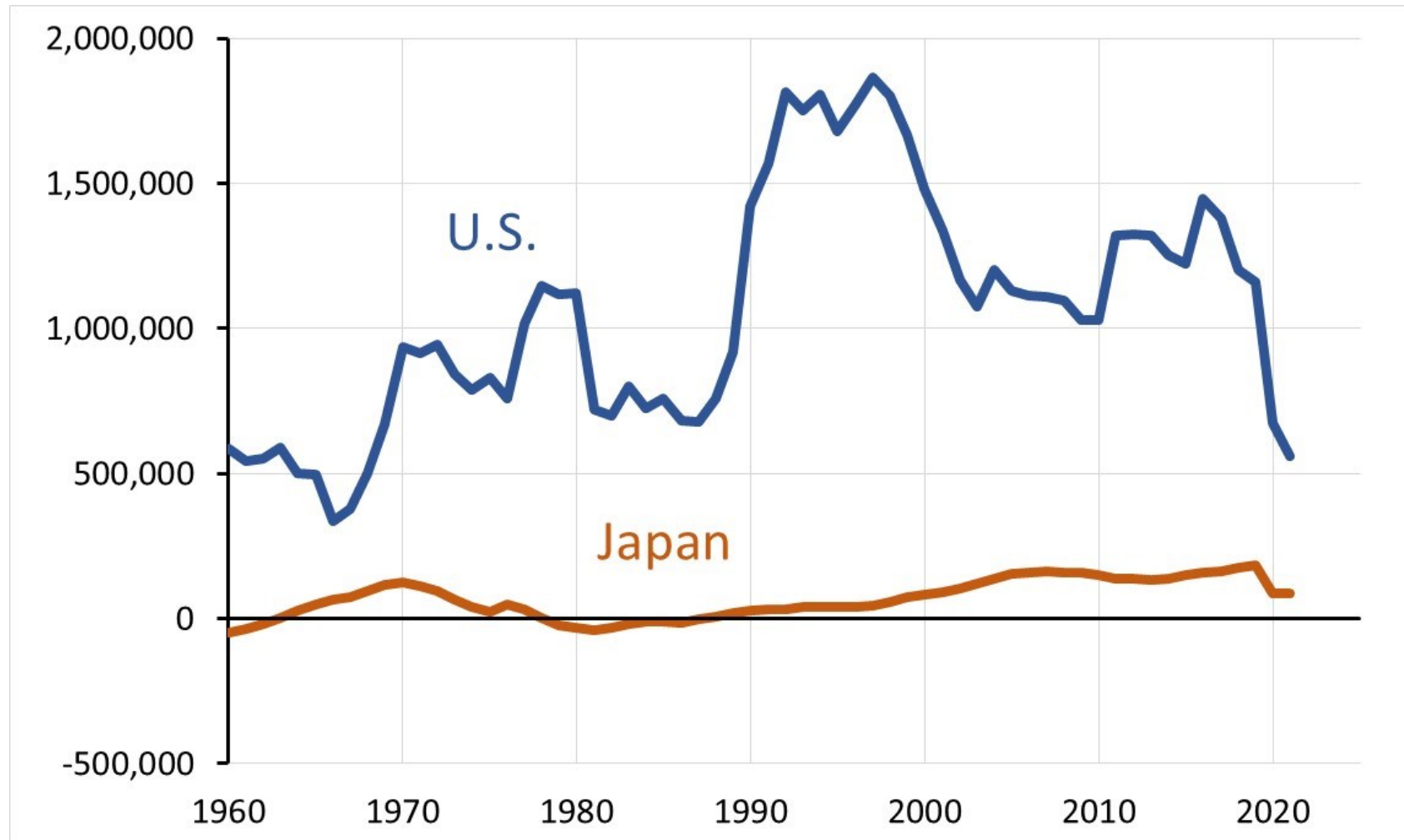
- *Michael Caine*



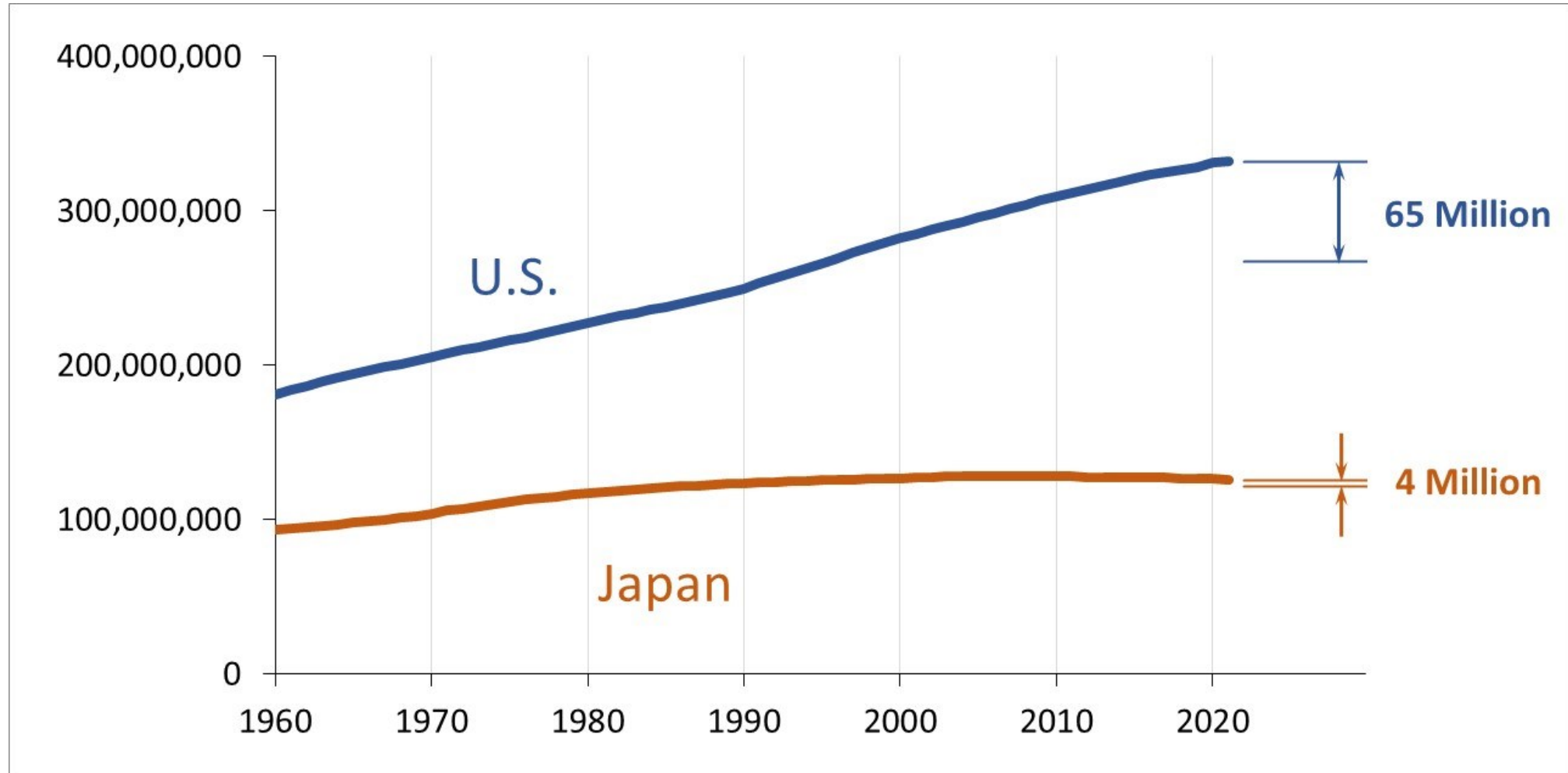
Working Age Population (15-64)

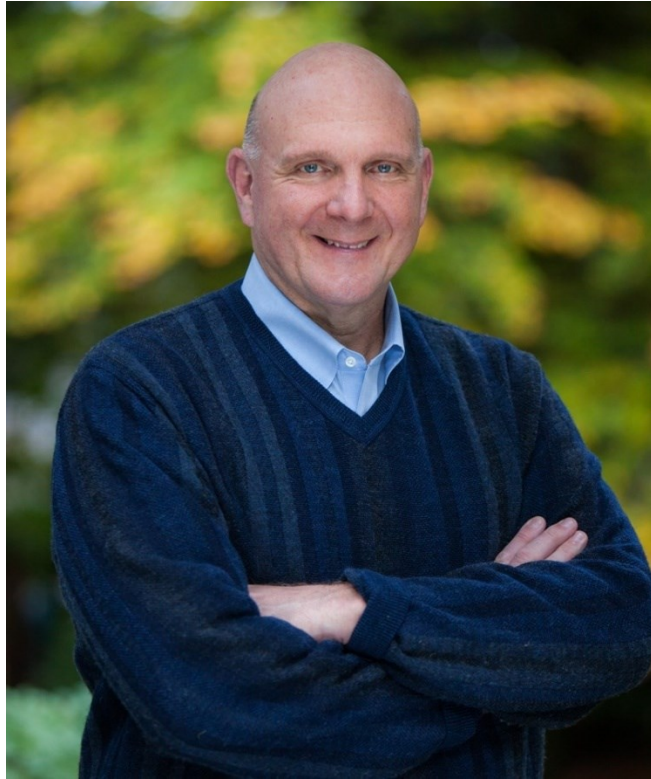


Net Migration



Population & Immigration (if nobody dies ;)





“Now I’m going to admit to being confused.”

- Steve Ballmer

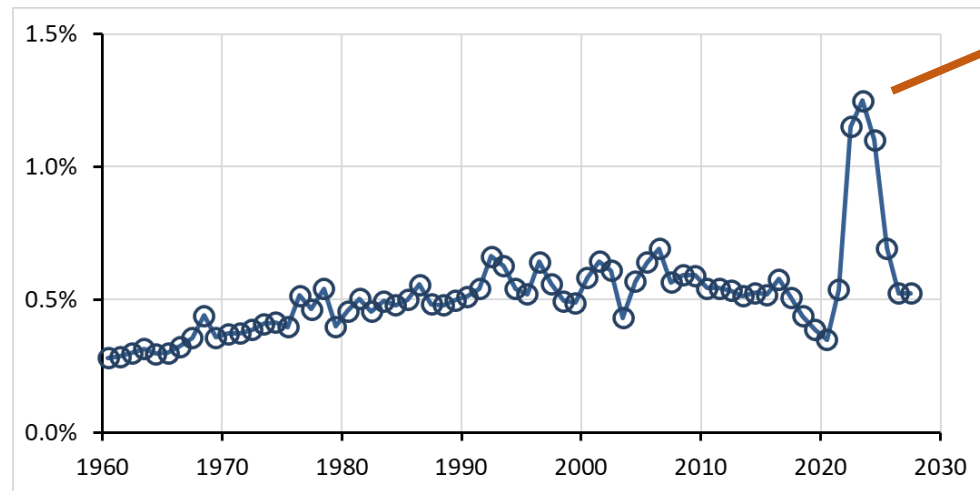
www.usafacts.org

Regardless of who you vote for ...



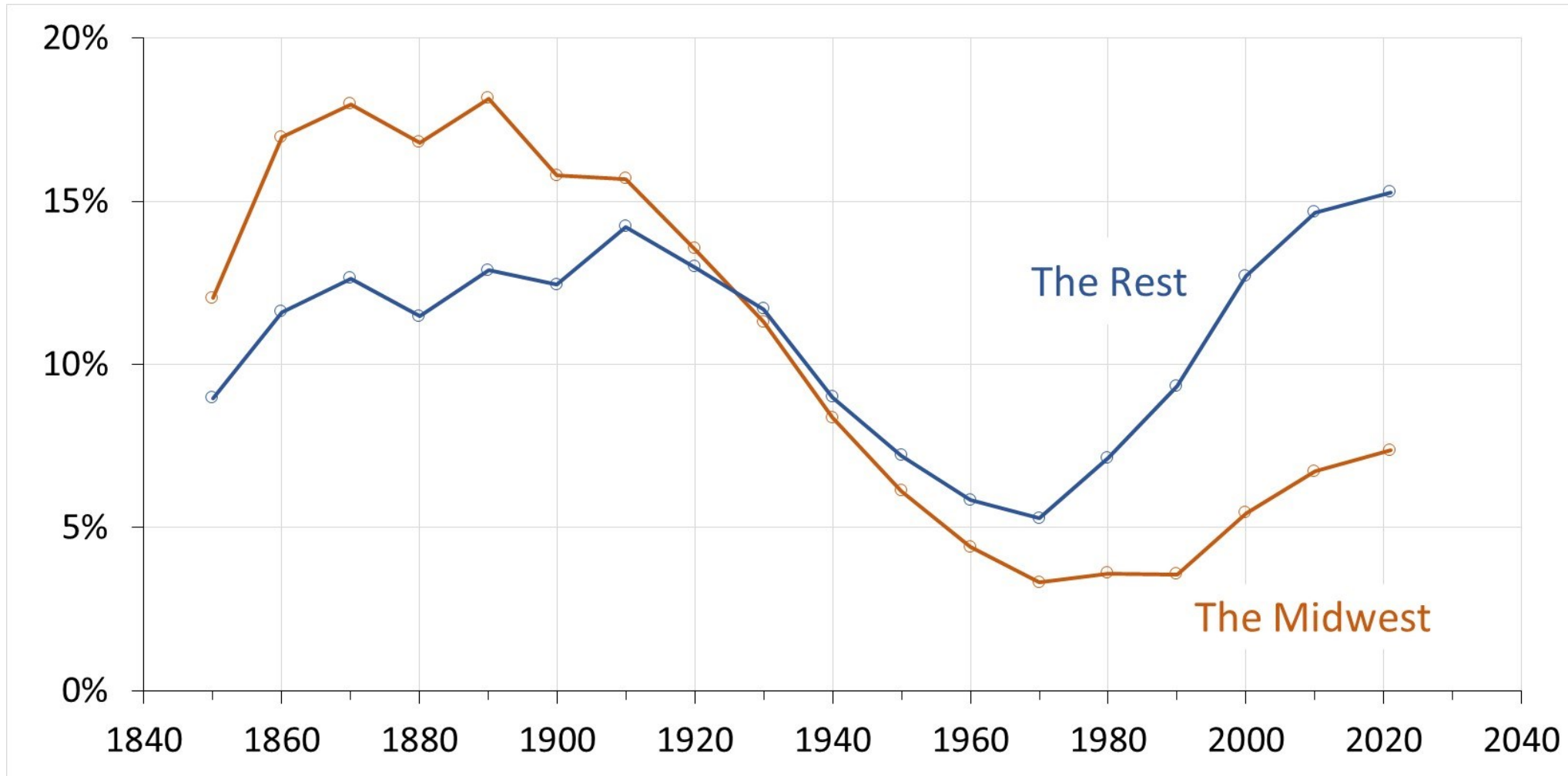
... there will be fewer new people.

ECON 102



- **Labor**
- Wages
- Inflation
- Restaurants, Construction, ...
- *Skills*
- *Housing, schools, ...*

Fraction of Population Foreign-born

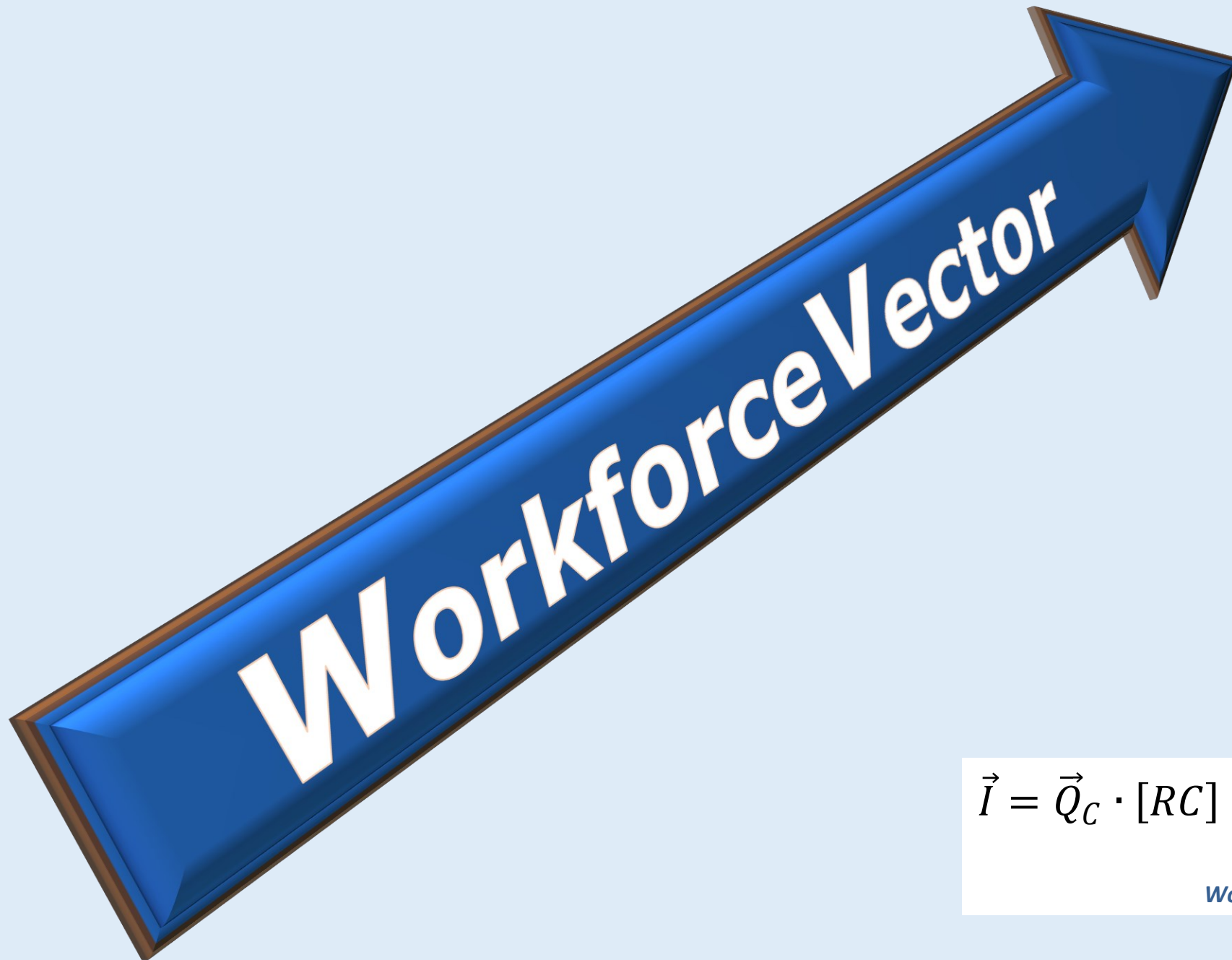


“Get busy living or get busy dying.”

- *Tim Robbins*



2017



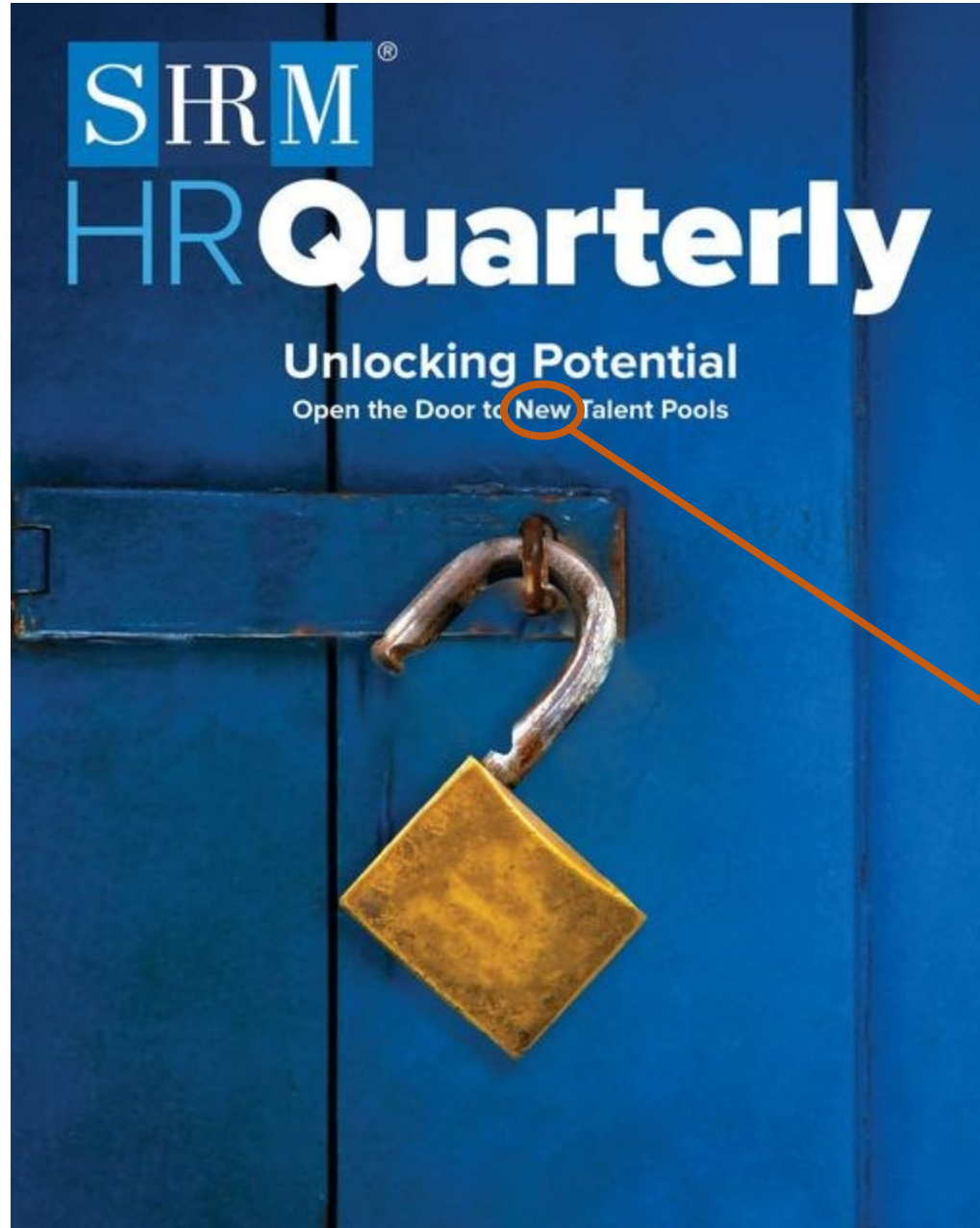
$$\vec{I} = \vec{Q}_C \cdot [RC] \cdot \underbrace{\vec{\Pi} \cdot \vec{P} \cdot \vec{C}} \cdot \vec{D}_B$$

Workforce Vector

Break Workforce into ~40 Elements

Employee Output	Retention	Not in the Labor Force	Employed Elsewhere	Future Employees
1.1 Continuous Improvement	2.1 Employee Retention	3.1 Students 14-15	4.1 In-commuters	5.1 Apprenticeships
1.2 Automation - Other	2.2 Layoffs	3.2 Non-students 16-19	4.2 Out-commuters	5.2 Internships
1.3 Automation - Robotics	2.3 Out-migration	3.3 Students 16-19	4.3 Remote Workers	5.3 Youth Programs
		3.4 Females 20-54		
		3.5 Males 20-54	4.4 In-state Migration	
		3.6 Individuals 55-74	4.5 Out-of-state Migration	
			4.6 International Migration	
		3.7 Females with Children <6	4.7 Refugees	
		3.8 Foreign Born – Naturalized Citizen		
		3.9 Foreign Born – Not a U.S. Citizen	4.8 Contract/ Temp Workers	
		3.10 Individuals with a Disability	4.9 Part-time to FT Employees	
		3.11 Individuals Experiencing Homelessness	4.10 Poaching	
		3.12 Individuals with Income < Poverty Level	4.11 Second-job Employees	
		3.13 Individuals Recently Incarcerated	4.12 Self-employed Individuals	
		3.14 Latinos		
		3.15 Part-time Employees		
		3.16 Unemployed*		
		3.17 Veterans		
		3.18 Volunteers		

Fall 2024

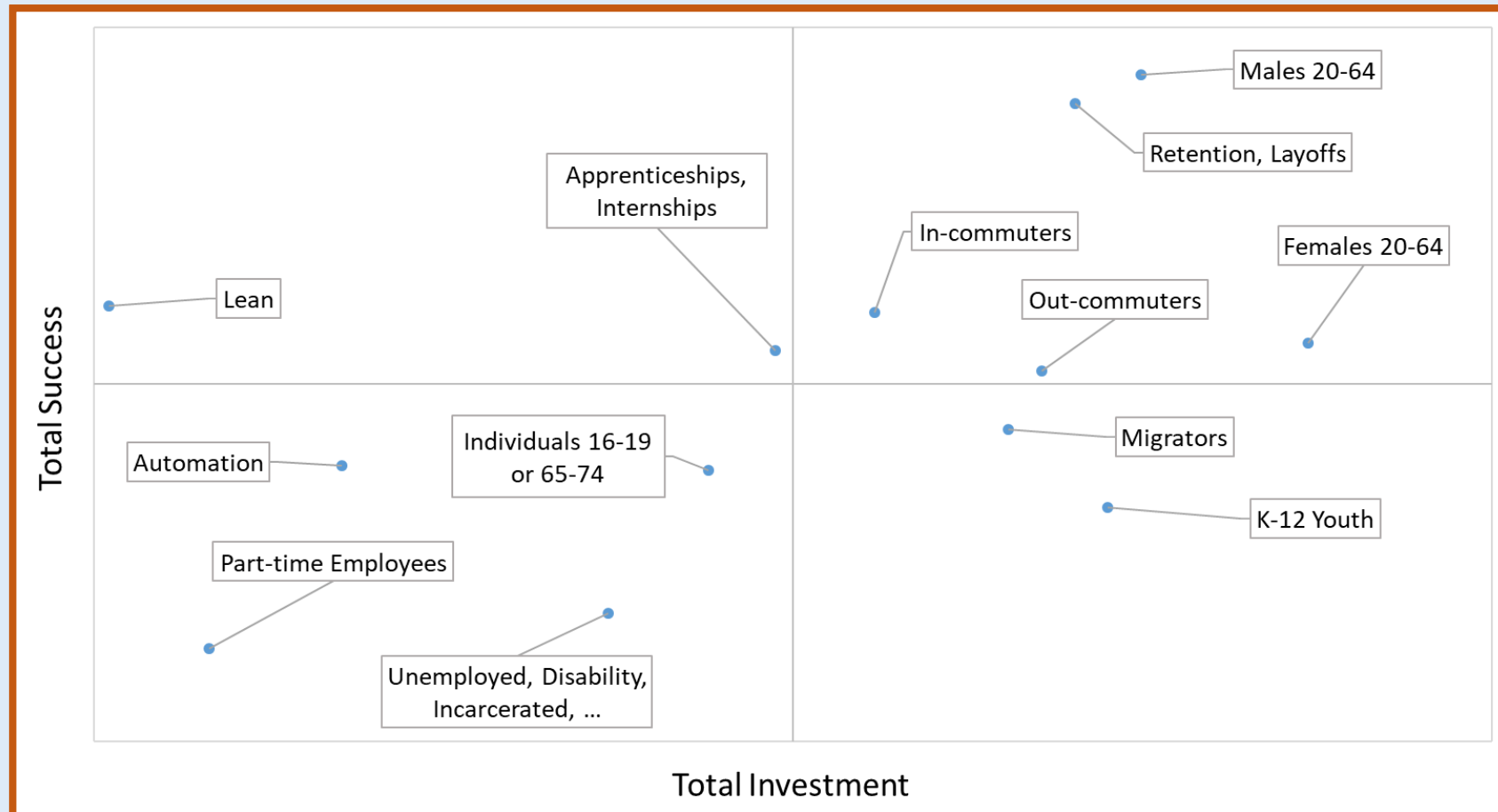


- Workers with Disabilities
- Individuals with Criminal Histories
- Veterans and Military Spouses
- Disadvantaged Young People

$$\vec{I} = \vec{Q}_C \cdot [RC] \cdot \vec{\Pi} \cdot \vec{P} \cdot \vec{C} \cdot \vec{D}_B$$

1.1

#1 – Vision



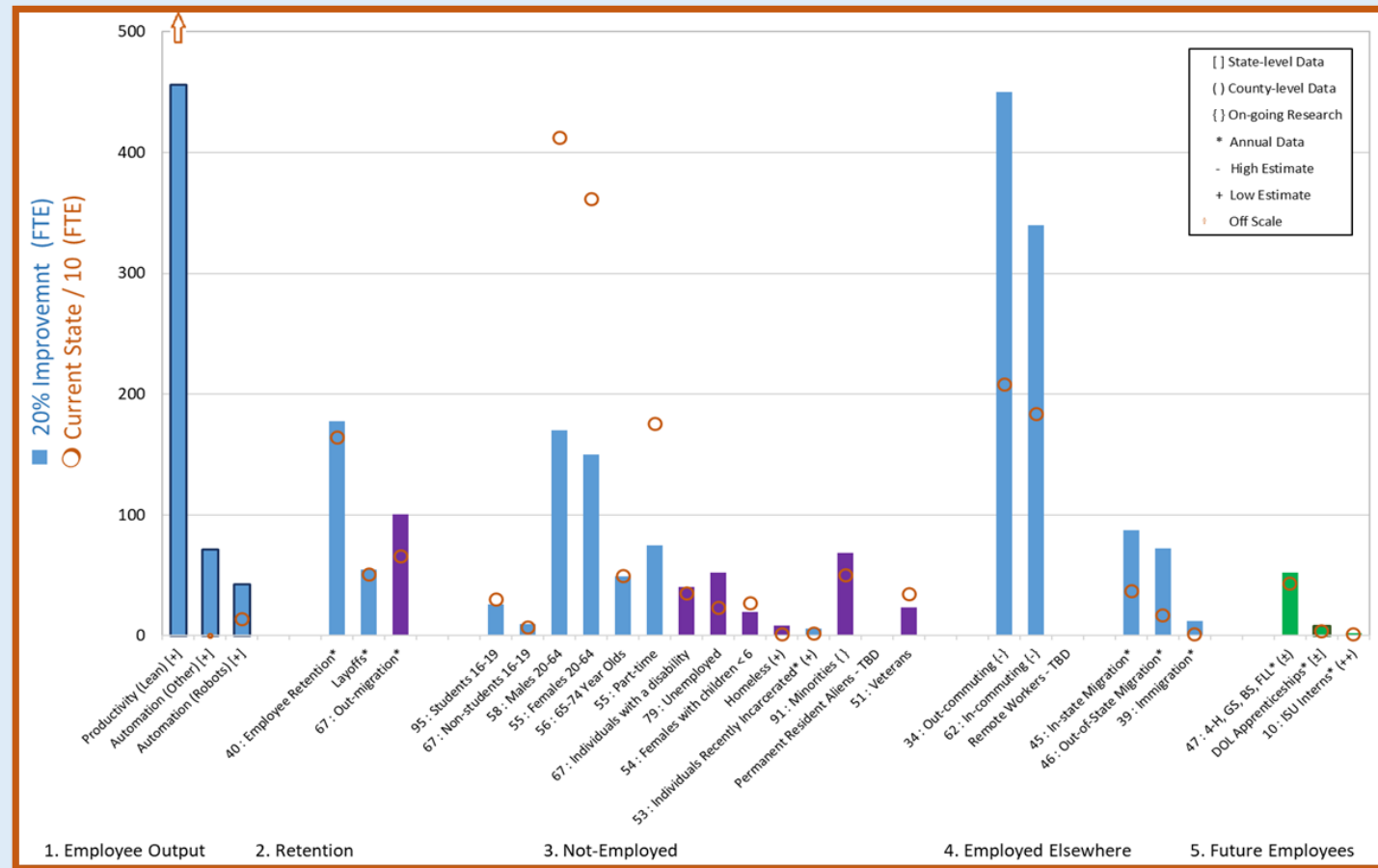
What is your Workforce Vision?

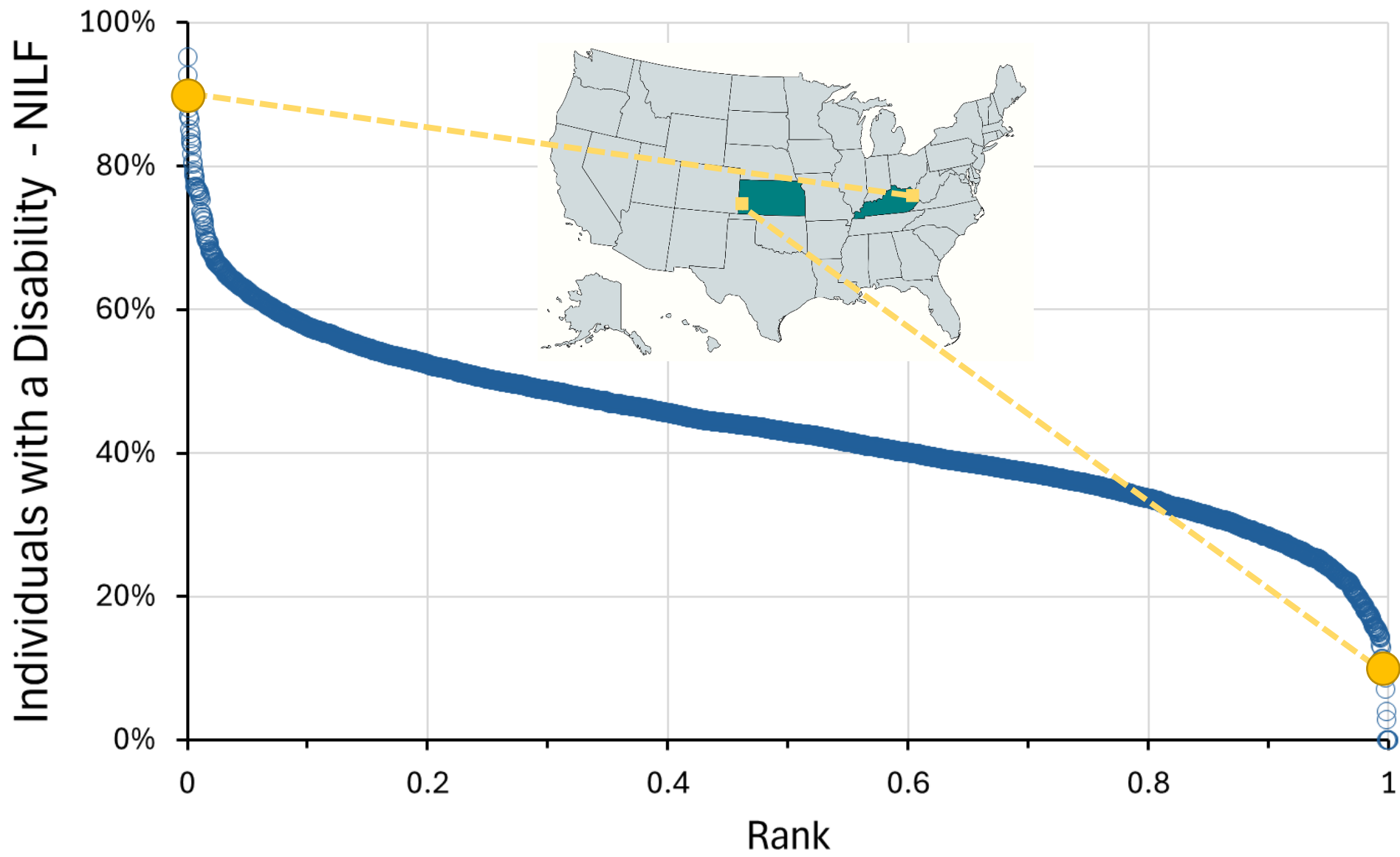


$$\vec{I} = \vec{Q}_C \cdot [RC] \cdot \vec{\Pi} \cdot \vec{P} \cdot \vec{C} \cdot \vec{D}_B$$

2.1 2.2 2.3

#2 – Strategy: Customer





$$\vec{I} = \vec{Q}_C \cdot [RC] \cdot \vec{\Pi} \cdot \vec{P} \cdot \vec{C} \cdot \vec{D}_B$$

3.1

#3 – Strategy: Value Proposition

		Workforce Elements																																			
		Employee Output		Retention		Not in the Labor Force										Employed						Future Workforce															
		Continuous Improvement	Automation - Other	Automation - Robotics	Employee Retention	Layouts	Out-migration	Students 14-15	Students 16-19	Non-Students 16-19	Females 20-54 Years Old	Males 20-54 Years Old*	Individuals 55-74*	Females w/ Children < 6	Foreign Born - Naturalized Citizen	Foreign Born – Not a U.S. Citizen	Individuals w/ a Disability	Indiv. Experiencing Homelessness*	Indiv. Recently Incarcerated &	Indiv. Living Below Poverty Level®	Latinos	Part-time Employees	Unemployed*	Veterans*	Volunteers	Contract/ Temp Employees	In-commuters	Out-commuters	Remote Workers	In-State/Out-of-State Migration	International Migration	Refugees	Part-time to Full-time	Second Job Employees*	Self-employed Individuals	Poaching	Apprenticeships
Root Causes	Accommodations																																				
	Amenities																																				
	Child/ Family Care																																				
	Communication																																				
	Culture/ Family																																				
	Diversity/ Equity/ Inclusion																																				
	Expertise/ Learning/ Training																																				
	Housing																																				
	Job Opportunity/ Job Fit/ Economic Vitality																																				
	Job Security																																				
	Load/ Staff-Leveling																																				
	Management/ Supervisor																																				
	Network																																				
	Operational Excellence/ Safety																																				
	Partnerships																																				
	Policy Restrictions – External 3																																				
	Policy Restrictions - Internal																																				
Project Management																																					
Project Selection/ Scope																																					
Program/ Staffing Cost																																					
Settlement/ Transition Services																																					
Transportation																																					
Wages and Benefits																																					
Work Schedule/ Location																																					
Targeted Marketing/ Engagement *																																					

$$\vec{I} = \vec{Q}_C \cdot [RC] \cdot \vec{\Pi} \cdot \vec{P} \cdot \vec{C} \cdot \vec{D}_B$$

4.1

#4 – Operational Excellence

- + Baldrige Performance Excellence
- + Lean Continuous Improvement
- + Most Loved Workplace[®]
- + Theory of Constraints
- + Employers of Choice[®]
- + Great Place to Work[®]
- + Best Places to Work
- + Balanced Scorecard
- + Top Employers[®]
- + Workhuman[®]
- + Six Sigma
- + ISO
- + ...

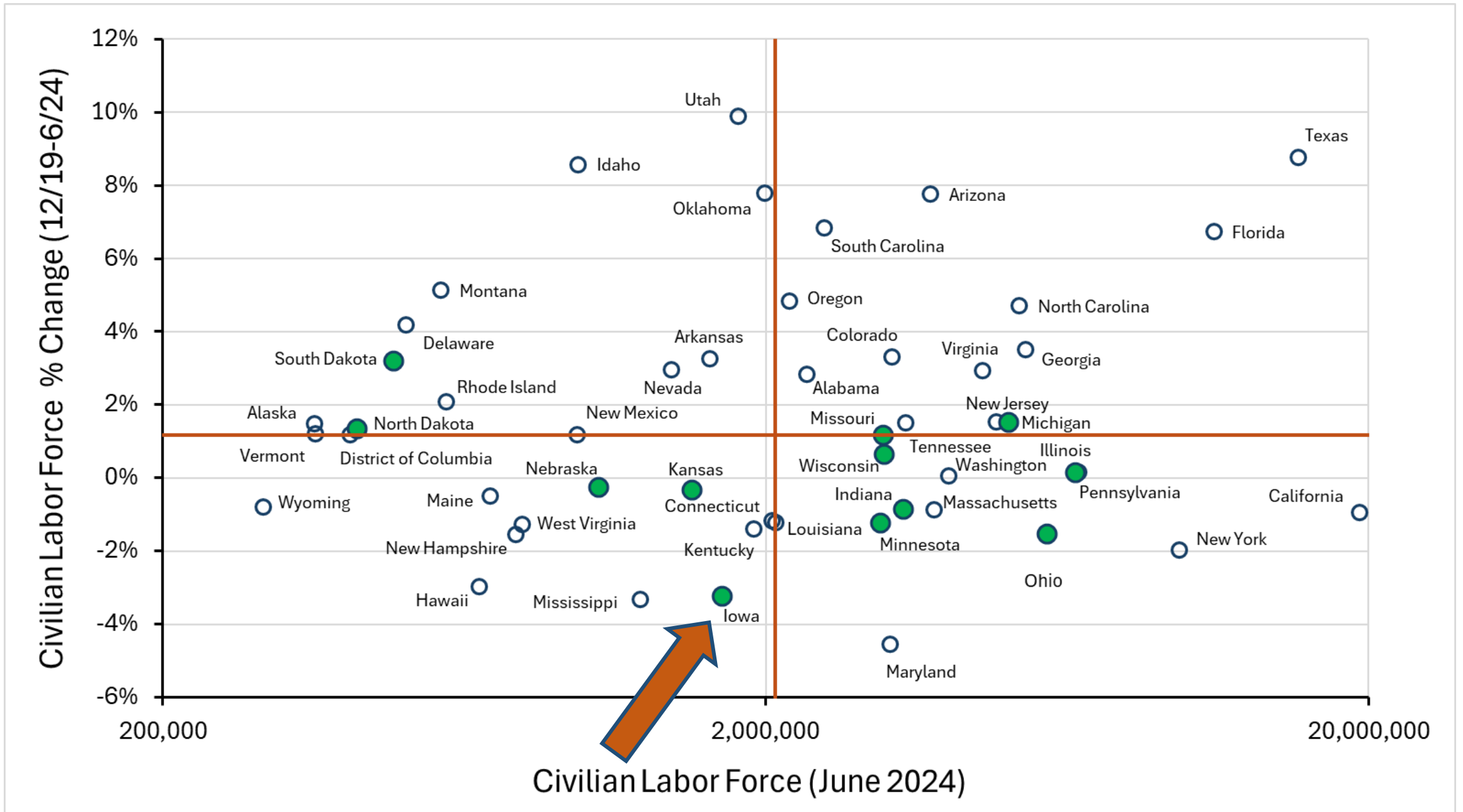
“I don't know the future.

I didn't come here to tell you how this is going to end.

I came here to tell you how it's going to begin.”

- *Neo*





May 4, 2023, Minnesota *Star Tribune*

- In its surge to **hire 1,000 workers in three years**, window maker **Andersen Corp.** tried hard to counter tight labor market trends by making its workplace more inclusive.
- The company provided workers with **onsite English classes, prayer rooms and foot baths**. It made work hours more flexible, such as adding **pick-your-own holidays**. And it started to recruit at multicultural events.
- Its **latest efforts target the hard-of-hearing and deaf population** in Minnesota, after discovering that it had a cluster of 13 workers sprinkled across its factories in Bayport, Cottage Grove and Dubuque, Iowa.
- The discovery launched the Bayport-based company into overdrive. Today it is **installing new communication technologies, hiring accessibility coaches and sign language interpreters**, and actively recruiting deaf job candidates for the first time.

Are You Ready to *Turn 90°* ?

Roll the Credits

Credit: BFA / Warner Bros

“Remember, all I’m offering is the truth, nothing more.”

- Morpheus

*[Neo takes the **red** pill.]*

Call to Action

Workforce Strategy Officer

Learn more at
www.MidwestWorkforce.com .

Connect on **LinkedIn** .

Contact me at
Ron.Cox@MidwestWorkforce.com .



The End

“What’d I do wrong?”

- Hilary Swank

**“Okay, you did two things wrong.
One is you asked a question, and
two is you asked another question.”**

- Clint Eastwood

Bio

Ron Cox
Ron.Cox@MidwestWorkforce.com
515-715-6438



- Iowa State University Aerospace Engineering - B.S., Ph.D.
- Former
 - designer of fighters
 - designer of algorithms
 - designer of cooling towers, factory processes, supplier development, ...
 - Professor
 - Center Director
 - Associate Dean
 - Assistant Vice President
- Currently
 - Principal, Midwest Workforce Strategies