

Shaping Tomorrow's Manufacturing Workforce: Trends in Hiring and Development

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Workforce Overview

- The ratio of Baby Boomers retiring to workers replacing them is 5:2
- In 2019, 41% of the global workforce were working in medium-skilled occupations, and this share is expected to increase to 43% by 2030
- Annual hiring in the US for critical skilled roles could be more than 20 times the projected annual increase in net new jobs from 2022 to 2032
- A survey of 1,000 US-based 18- to 20-year-olds found that 74% perceive a stigma associated with choosing vocational school over a traditional four-year university

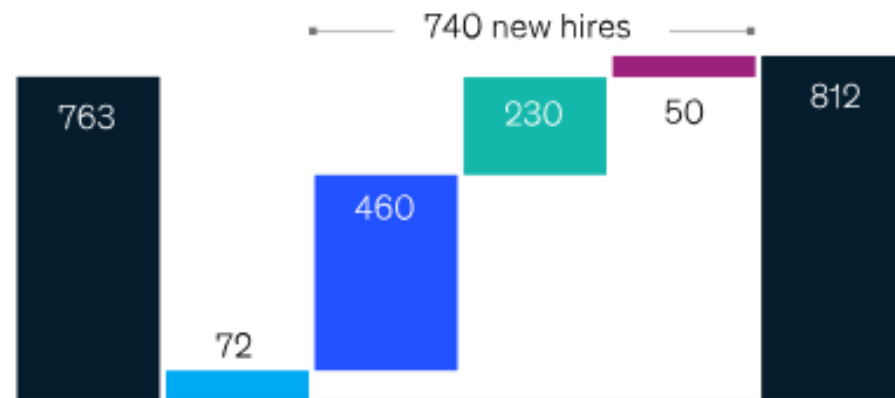
In critical skilled roles in the United States, only a small percentage of workers will stay in their jobs from 2022 to 2032.

Job flows within critical trades, thousands of jobs (average flows, 2022–32)

Construction laborers and helpers



Electricians



Welders, cutters, solderers, and braziers



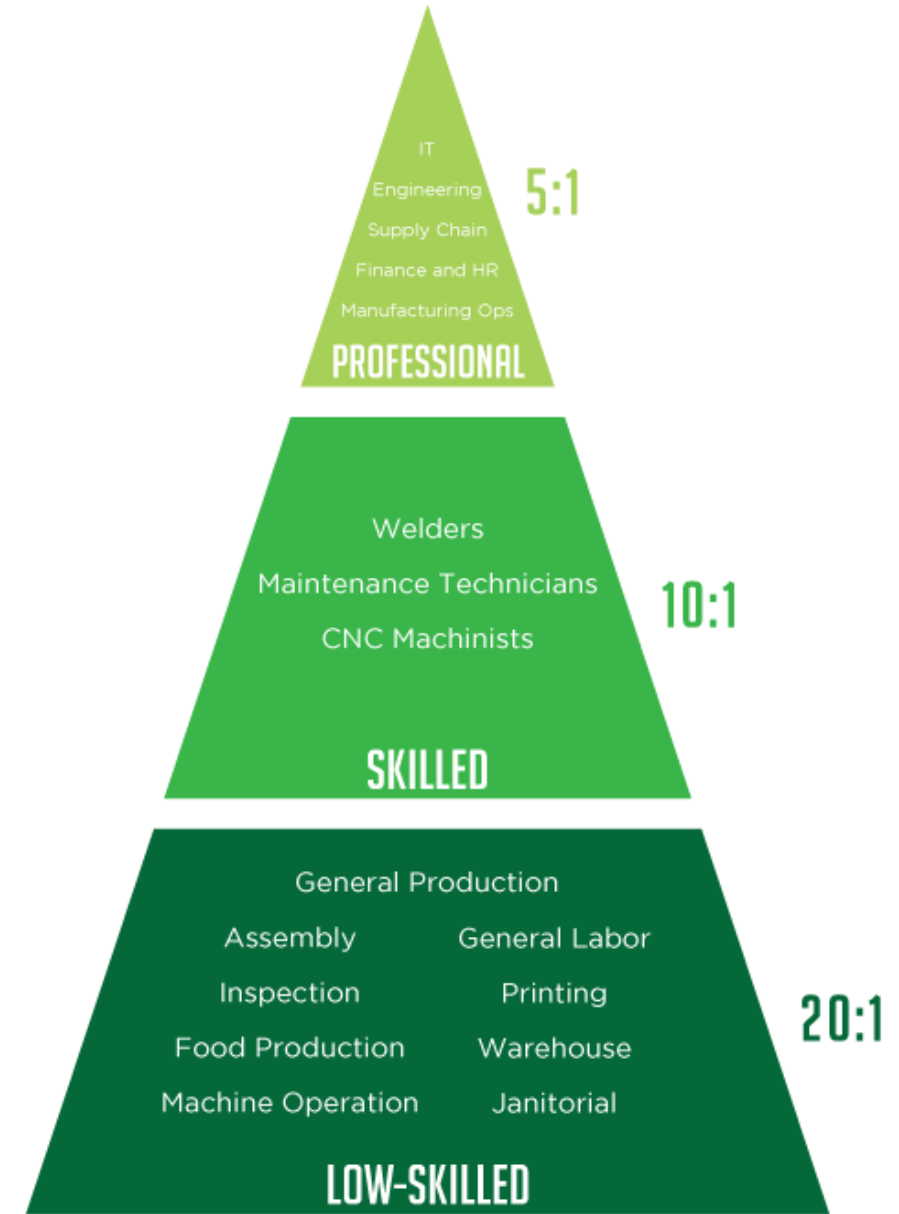
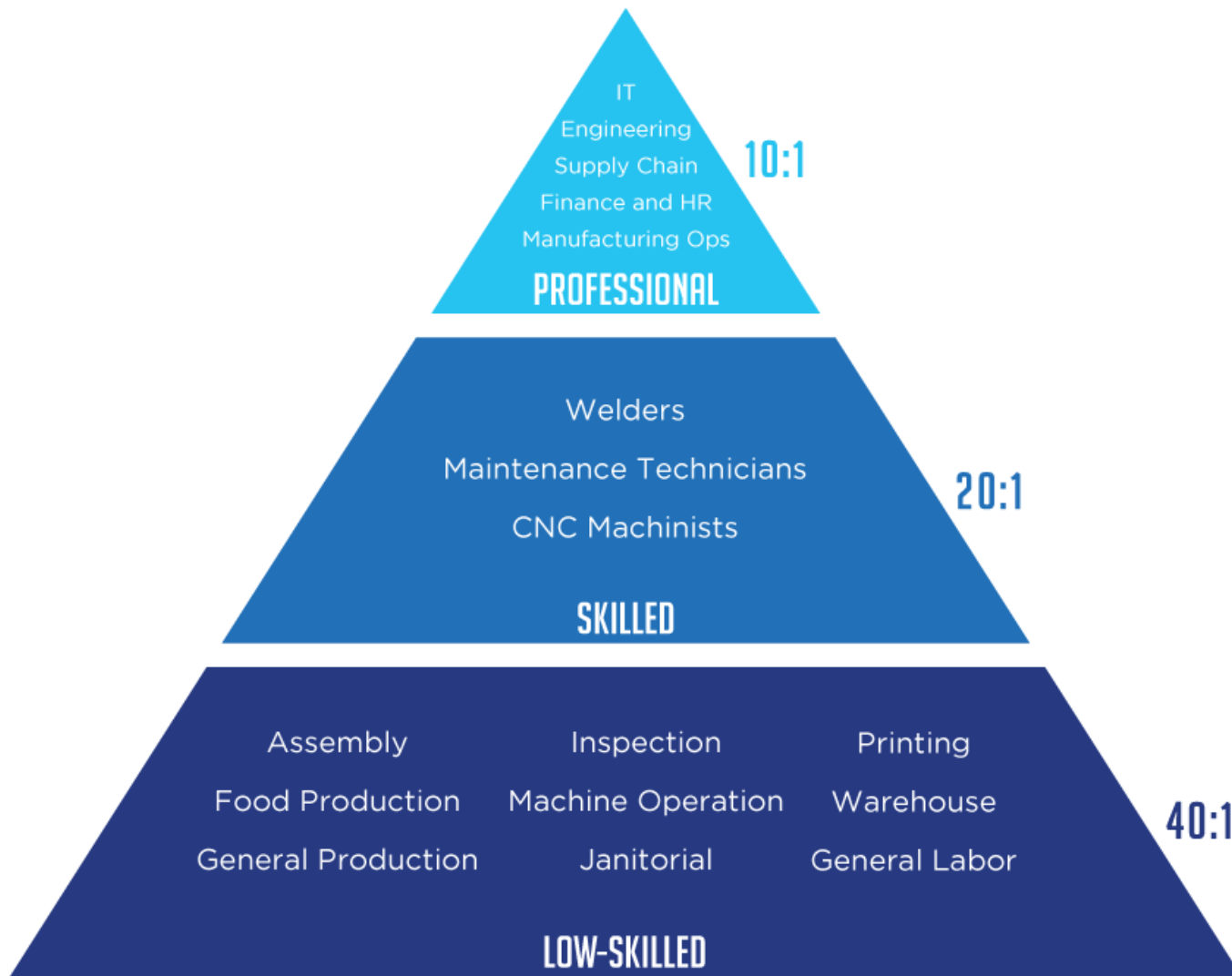
Impact of Automation on Workforce Needs

“Low Skilled” workforce isn’t going away – still the majority

“Medium Skilled” (Problem Solvers) workforce is growing rapidly – OTJ works

“Skilled Workforce” – Dramatic increase in demand

Skill Levels



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Workforce Planning Basics

- **Build:** Develop existing employees through training, education, and promotions- current or re-skilling
- **Buy:** Hire new talent from outside the organization to bring in specific skills or experiences
- **Borrow:** Use external resources like contractors, freelancers, or consultants for short-term projects or initiatives
- **Bind:** Retain critical employees and high-performing talent
- **Bounce:** Remove poor performers or reskill redundant roles
- **Boost:** Accelerate development for successors

Buy

Easiest and fastest way to solve immediate needs

Use as an injection of new talents, skillsets, and abilities

Have a plan to not just “fill the job”

Most expensive in the short term – maybe not long term

Borrow

Use for temporary
injection of talent
or on project basis

Test and learn –
Fail fast. Hopefully
cheap.

Provides flexibility
in structure,
reporting and
needs

Build

Longer term strategy – Buy in needed at all levels

Use this as an “and” strategy instead of “or”
strategy

Creates a culture of development at all levels

Summary of Important Trends

Remain
flexible

Develop
people

Create equity

Understand
your
reputation

Any Questions?

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