

Human Resources Management Association
— of Western New England —

EDUCATION • CONNECTIONS • SUPPORT

The Many Facets of a Dynamic Workforce

Agenda

- Dinner/Networking – 4:30p – 5:10p (dinner available during program)
- Chapter Updates – 5:10p – 5:15p
- Program/Panel Discussion – 5:15p – 6:30p
- Wheel of Names – immediately after the program

Chapter Updates

We are successful, because of our members!

Government Newsletter

THANK YOU – Suzanne Laporte for all your hard work on our government newsletters!

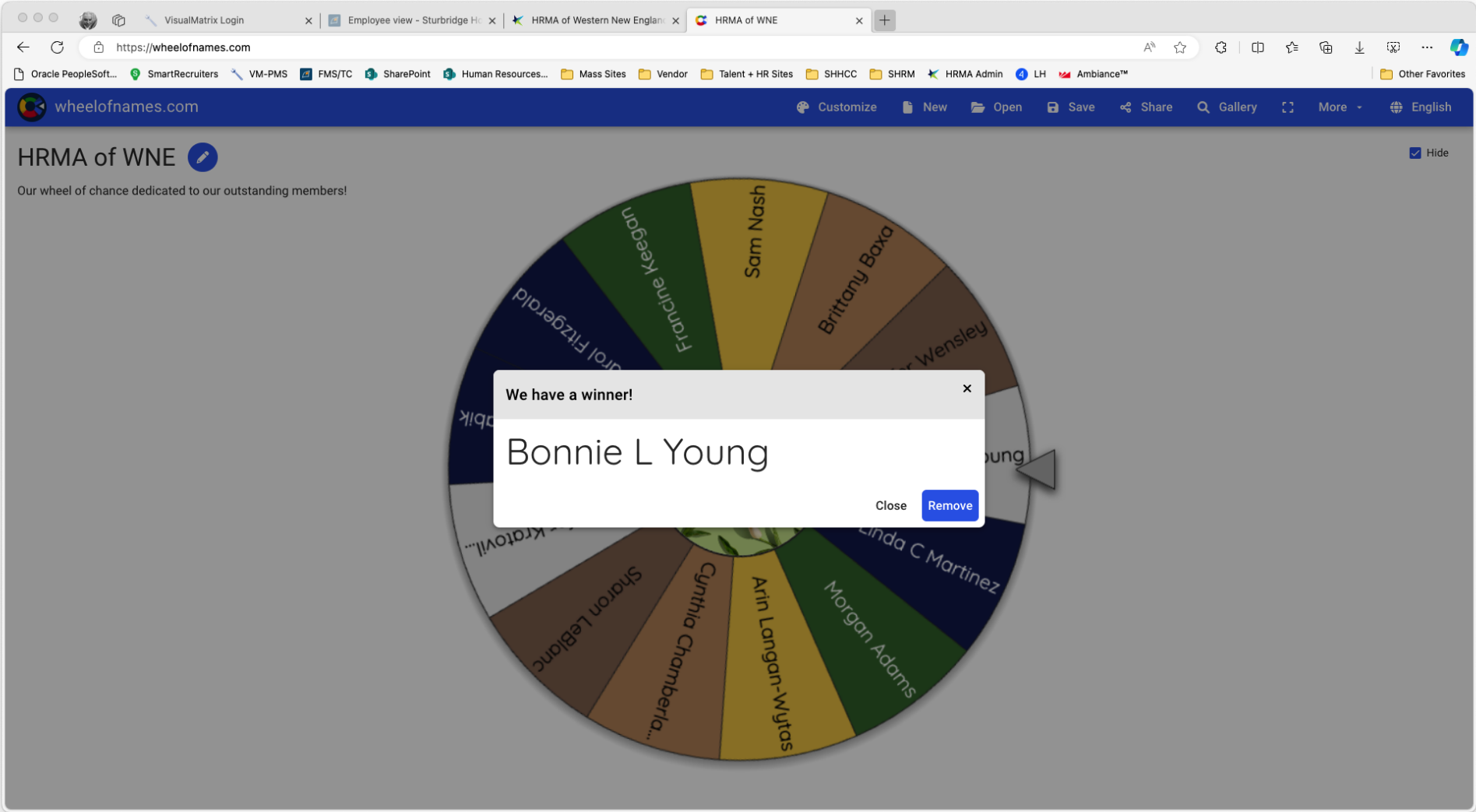
Visit our website @ www.hrmawne.org – the latest newsletter is in the announcement section of the home page.

Be sure to share with your colleagues, lots of great information.

Did you know...

- You can win our survey raffle prize, when you respond to our program survey?
- Enter your name at the end of the survey, you are automatically entered in the drawing. That easy...
- We use the famed "Wheel of Names" to pick the winner.

April Survey Winner



Proposed Board of Directors

Slated Board Members 2023-2024

Executive Team



Lyndesy McLaughlin
president



Yami Madho
immediate past president



Dave O'Brien
past president
director, SHRM Foundation



Charlene Dodd
treasurer



Suzanne Laporte
secretary

Slated Board Members 2023-2024



Kathleen Aldrich
director, technology



Laura Carrasquillo
director, membership



Debra Rico
director, workforce
development



Joanne Gloster
director, college relations



Pamela Fernandes
board member at large



Jenny MacKay
board member at large



Jenifer Ohanesian
board member at large



Amiee Diliberto
board member at large

SHRM PDCs & HRCI RCs

- This program has been authorized for 1.25 SHRM-CP, SHRM-SCP Professional Development Credits and 1.25 HRCI Chapter HR Educational Program recertification credit
- Reminder: You must be present for the **entire** presentation of the program to obtain credits
- All certificates will be emailed shortly after the program.
- Watch your email for the after-program survey

The Many Facets of a Dynamic Workforce



Mona
Kirschenman



Welcome

Welcome

- Introduction
- What is addiction/substance use disorder?
- What does Recovery mean to you?
- Why should addiction matter to employers?
- What is a Recovery Ready Workplace?
- Q & A



RECOVERY
— READY —
WORKPLACE

Agenda

Substance use affects everyone

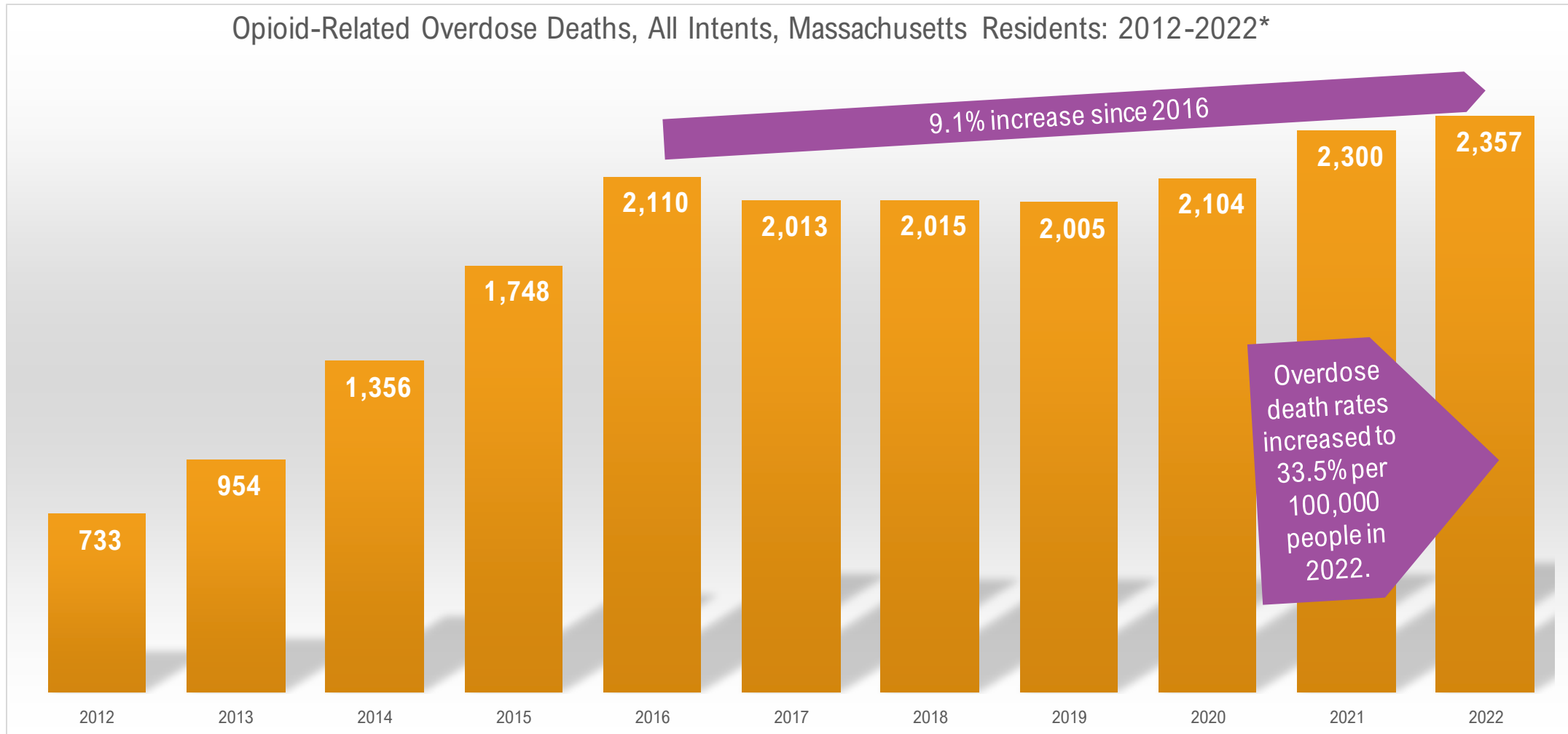
Has anyone here **NOT**
been affected by
Addiction and/or
Alcoholism?

Either yourself, your
family or someone
you know?



The Opioid Crisis in Massachusetts

OVERDOSE DEATHS BY YEAR

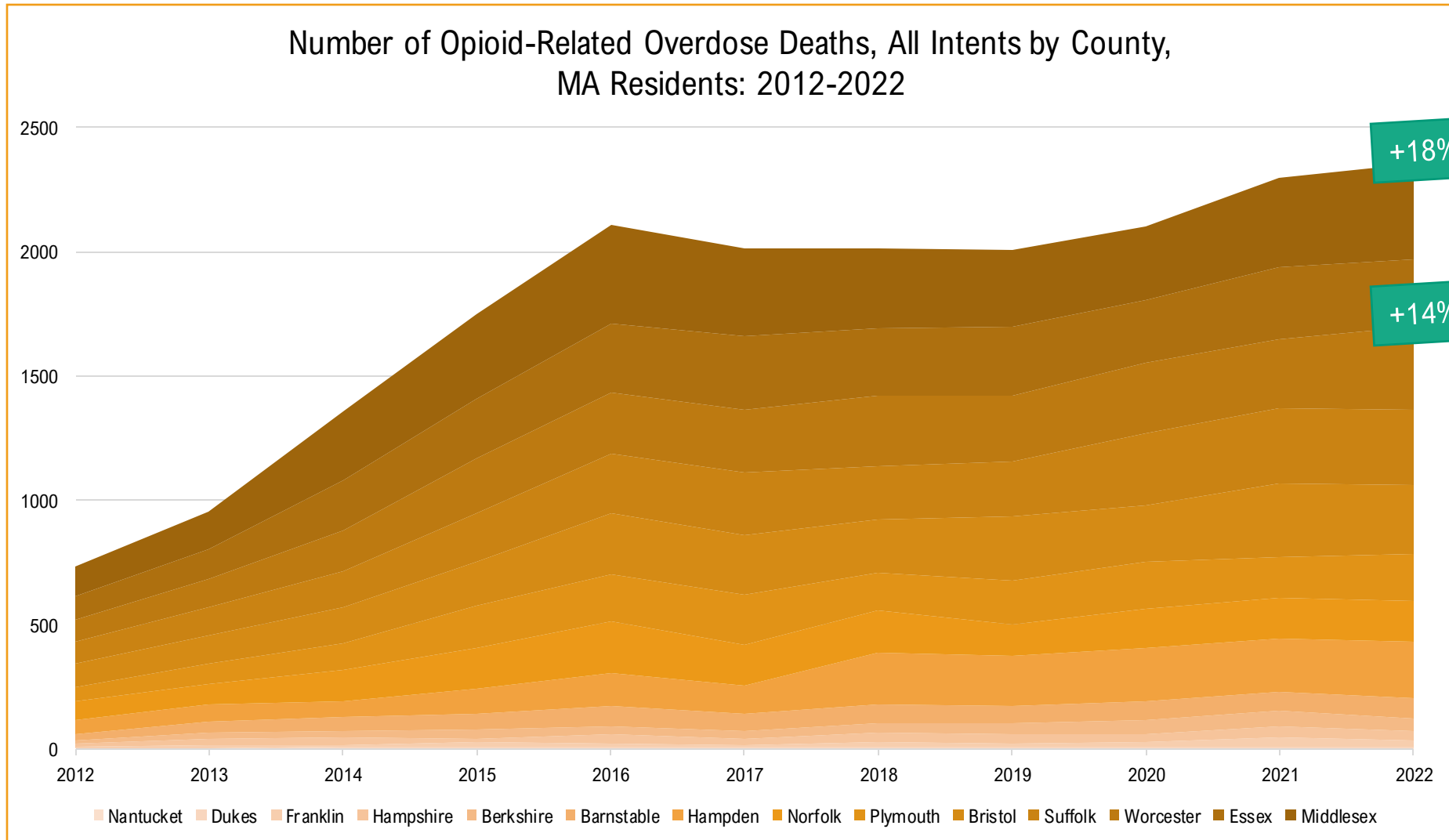


*Totals from 2020, 2021, and 2022 are estimated

Source: Massachusetts Department of Public Health, June 2023

The Opioid Crisis in Massachusetts

COUNTIES



Middlesex	3,436
Essex	2,658
Worcester	2,608
Suffolk	2,449
Bristol	2,372
Plymouth	1,755
Norfolk	1,663
Hampden	1,642
Barnstable	740
Berkshire	418
Hampshire	349
Franklin	198
Dukes	42
Nantucket	17
Total Deaths	20,351

Source: Massachusetts Department of Public Health, June 2023

The Opioid Crisis in Massachusetts

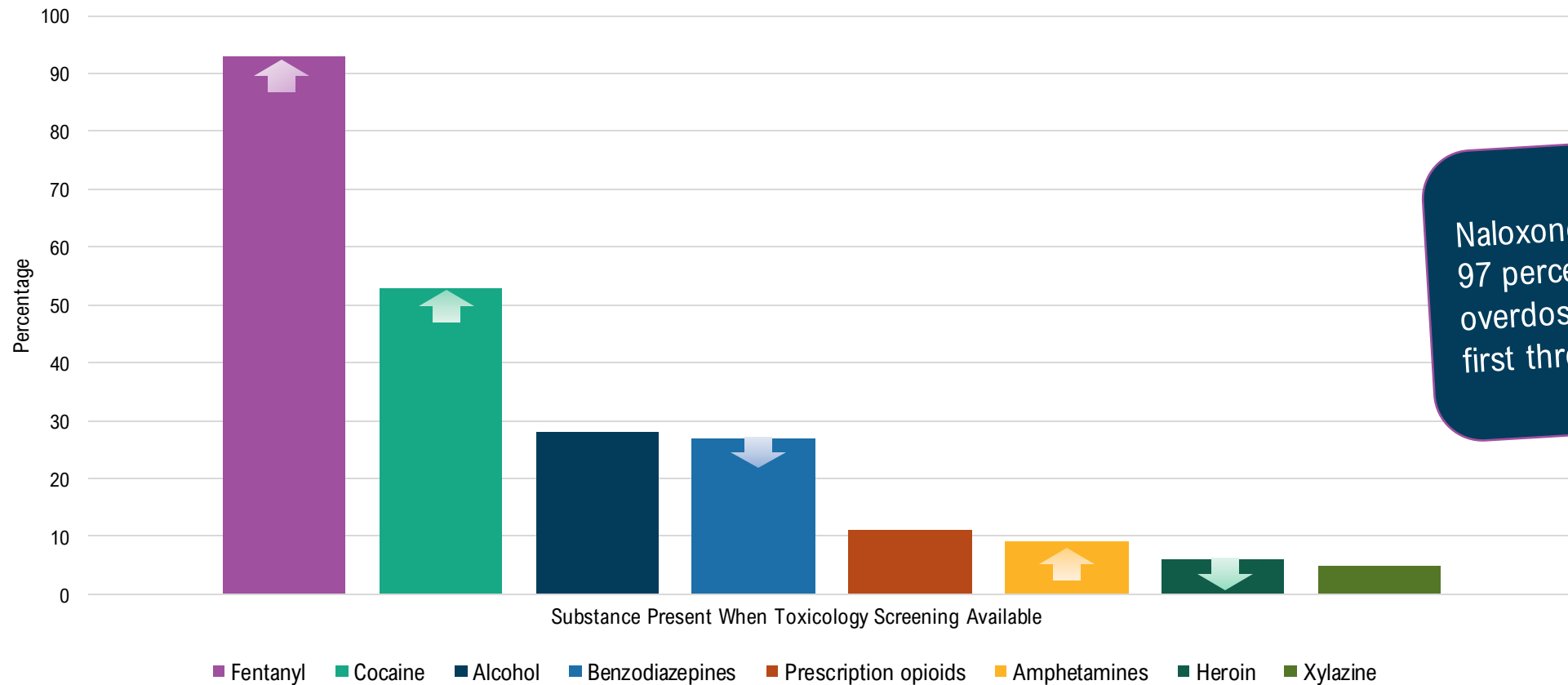
CITIES, TOWNS, AND RURAL COMMUNITIES



The Opioid Crisis in Massachusetts

FENTANYL AND OTHER SUBSTANCES

Percent of Opioid-Related Overdose Deaths with Specific Drugs Present, 2022



Naloxone was administered in 97 percent of acute opioid overdoses occurring in the first three months of 2023.

What does addiction look like?



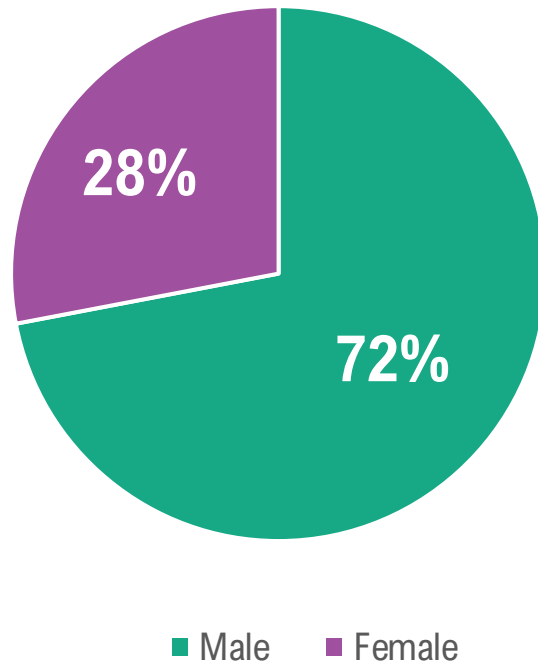
What addiction REALLY looks like



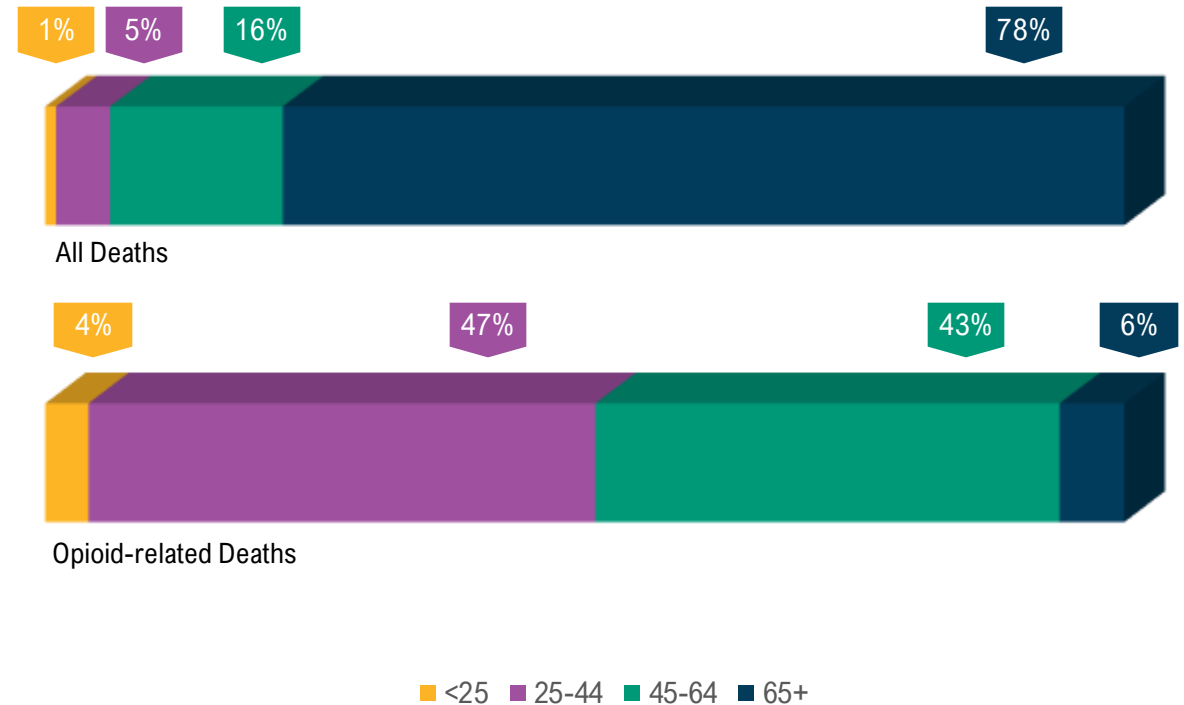
Opioid Overdose Demographics in 2022

SEX AND AGE

Confirmed Opioid-Related Overdose Deaths, All Intent, by Sex, 2022



Distribution of Deaths by Age, 2022



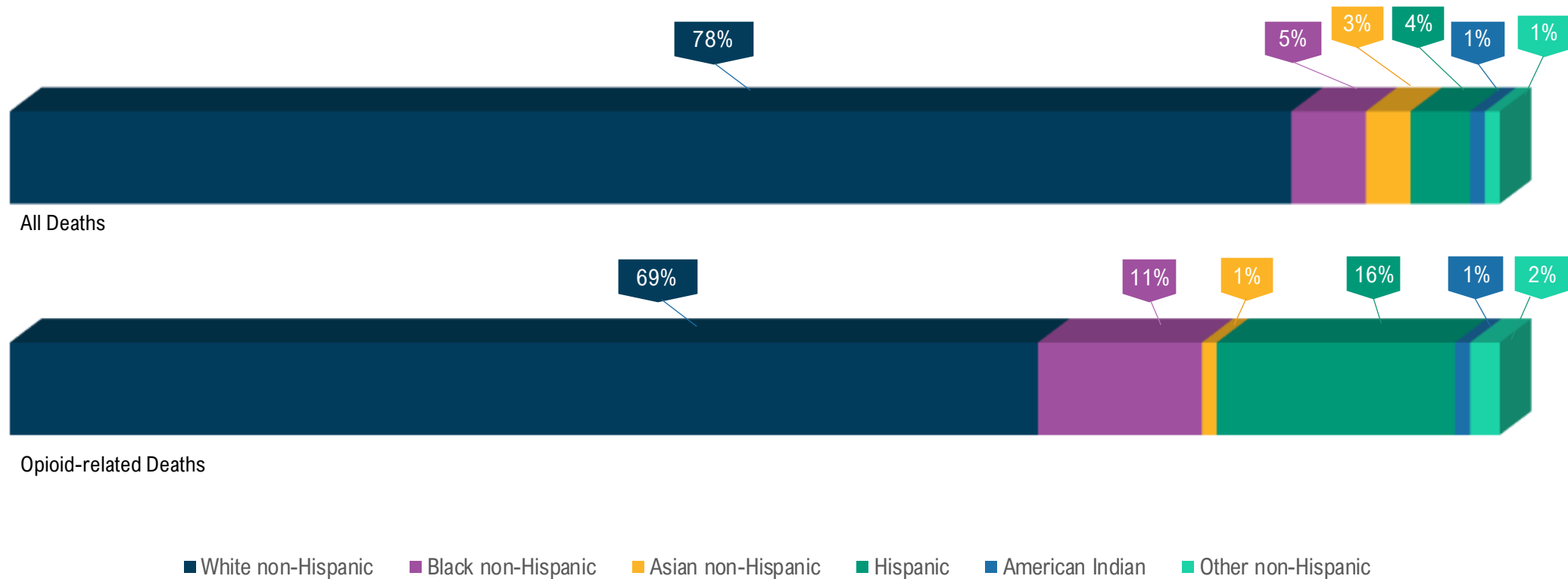
Source: Massachusetts Department of Public Health, June 2023

The greatest disparities are among the 25-44 and 45-64 age groups.

Opioid Overdose Demographics in 2022

RACE AND ETHNICITY

Comparison of Deaths by Race and Ethnicity, 2022



Source: Massachusetts Department of Public Health, June 2023

The greatest disparities are among Hispanic and Black non-Hispanic residents.

What is Addiction?

An addiction is a chronic dysfunction of the brain system that involves reward, motivation, and memory. It's about the way your body craves a substance or behavior, especially if it causes a compulsive or obsessive pursuit of "reward" and lack of concern over consequences.

Someone experiencing an addiction will:

be unable stay away from the substance or stop the addictive behavior

display a lack of self-control

have an increased desire for the substance or behavior

dismiss how their behavior may be causing problems

lack an emotional response



A process of change through which individuals improve their health and wellness, live self-directed lives, and strive to reach their full potential.

Access to evidence-based substance use disorder treatment and recovery support services are important building blocks to recovery



What does recovery mean to you?

What is a Recovery Ready Workplace?



Acknowledges
and openly addresses
employee experiences with
drug and alcohol misuse
and the process of recovery



- Communicates about the issue to reduce stigma
- Encourages discussion of substance use concerns and recovery successes



Educates
employees about the
disease of addiction,
treatment options,
and recovery supports



- Trains employees on SUDs and stigma in the workplace
- Prepares supervisors to respond to substance use concerns



Offers Support
to employees impacted
by substance use in the
form of policies,
practices, and benefits



- Prioritizes safety and wellbeing
- Offers supportive policies and reasonable accommodations
- Re-evaluates hiring processes



**To create a culture of support for
Employers and Employees who have been
impacted by substance use and addiction.**

Mission Statement

Why should addiction matter to employers?

NUMBERS

Over 70% of people with a substance use disorder are employed.

COSTS

On average, each employee who recovers from an SUD saves a company over \$8,500.

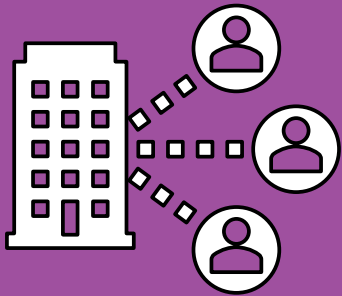
SUCCESS

Employer-initiated treatment is more successful than treatment initiated by friends or family members.

NEED

Many individuals are not able to receive the treatment they need. Your workers need your support.

What is the Value of RRW for Employers?



Work is one of the best predictors of positive outcomes for individuals with SUD.

Lower rates of absences

Higher rates of productivity

Reduced loss of product and services

Increased quality of services

Improvements in attitudes and behaviors

Cohesive workplace culture and improved dynamics

Why do people report not receiving substance use treatment?

**Lack of
healthcare
coverage and
cannot afford
the cost**

**Not able to find
a program that
offers treatment
they want**

**Concern that
others may have
a negative
opinion of them**

Resource: National Safety Council Cost Calculator



A Substance Use Cost Calculator for Employers

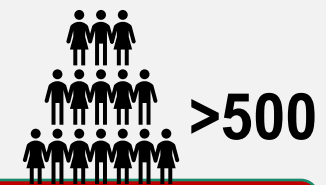
Link to tool: [Substance Use Employer Calculator - National Safety Council \(nsc.org\)](https://www.nsc.org/substance-use-employer-calculator)



Total Cost:
\$83,692

A small
professional firm.

Avoided costs:
\$39,660



Total Cost:
\$806,408

A large
professional firm.

Avoided costs:
\$379,560

What is the Value of RRW for Employers?

Your Cost: This report combines the latest research on employment costs with data from the National Survey on Drug Use and Health (NSDUH) to calculate how much substance use in your workforce costs your company annually, and the savings associated with workers who receive treatment and recover from their addictions.

Gary Rome Dealerships (100 employees) TOTAL COST: \$88,270



**Time Loss
COST: \$20,657**



**Job Turnover & Retraining
COST: \$29,835**



**Health Care
COST: \$37,791**

Example

Your employees and their family members can struggle with substance dependence. These graphics illustrate how many people in your organization may be affected, broken out by group.



Employees
11

Employees Family
11



Employees
1

Employees Family
1



Employees
3

Employees Family
3



Employees
4

Employees Family
5

What is the goal of a Recovery Ready Workplace?

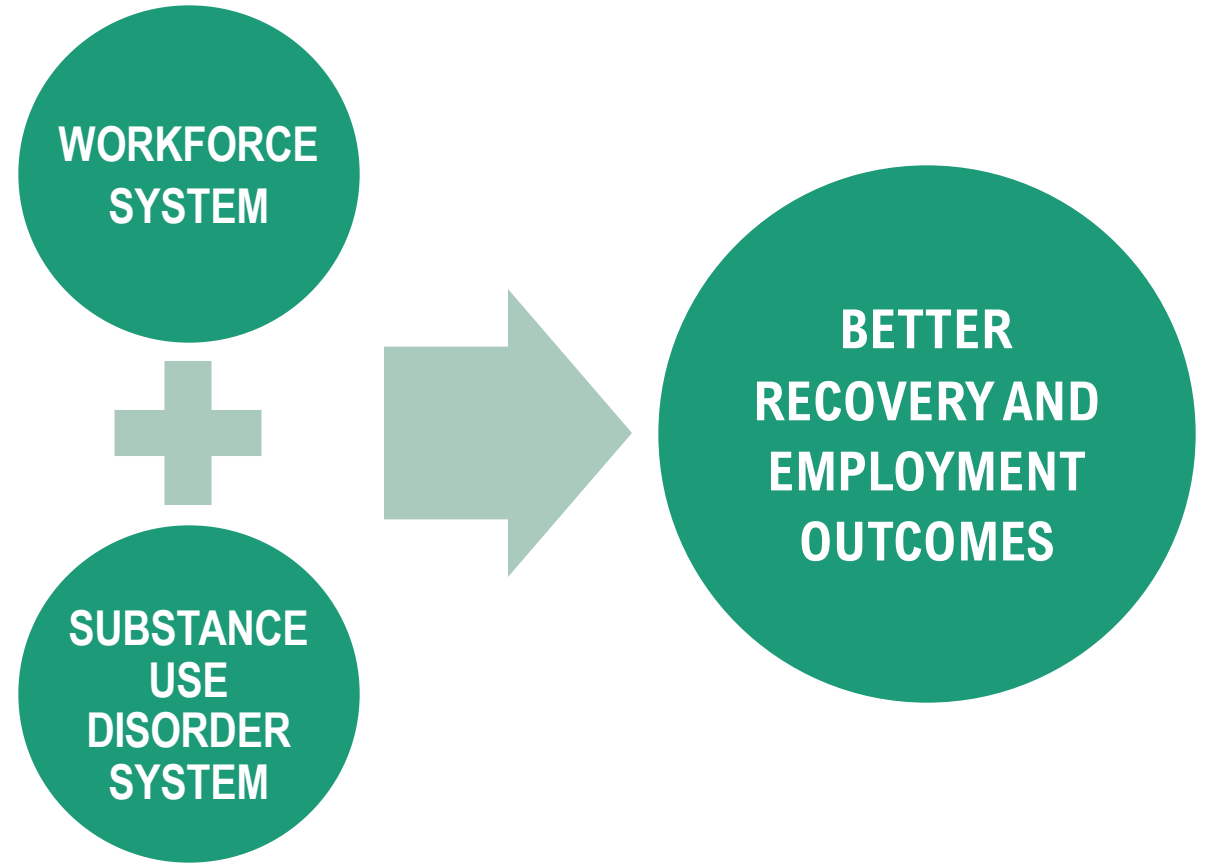
Reduces potential exposure to unsafe conditions...

- Such as situations that may lead to a substance use disorder recurrence

Makes it easier to...

- Seek care
- Receive care
- Maintain recovery

Two Systems Are Better than One!



Recover out loud –
so others don't
have to suffer in
silence





Americans with Disabilities Act (ADA)

What is the ADA?

The ADA is a federal law that gives civil rights protections to individuals with disabilities in many areas of life.

The ADA addresses addiction to alcohol, illegal drugs, and the unlawful use of legal drugs in each stage of employment:

1. Application and interview
2. After a job offer, but before starting work
3. On the job

National Network. Information, Guidance, and Training on the Americans with disabilities Act. *The ADA, Addiction, Recovery, and Employment*. <https://adainfo.us/addiction-rec-employment>

U.S. Department of Justice Civil Rights Division. (2022). The Americans with Disabilities Act and the Opioid Crisis: Combating Discrimination Against People in Treatment or Recovery. https://archive.ada.gov/opioid_guidance.pdf

Key Facts About the ADA

Who does the ADA protect?

The ADA prohibits discrimination against a “qualified person with a disability” in all stages of employment.

A qualified person with a disability is a person who possesses the skills, experience, and education that will facilitate the successful performance of the “essential functions” of the job with or without reasonable accommodation.

Who does the ADA apply to?

The ADA applies to private employers with 15 or more employees and all state and local governments.

State non-discrimination law sometimes covers private employers with less than 15 employees.

The ADA, Addiction, Recovery, and Employment fact sheet produced by the ADA National Network provides information for employers.

Key Considerations During Stages of Employment

Application and interview

- Whether on the application or during the interview, the ADA prohibits all disability-related questions, medical inquiries and exams, even if they are related to the job.
- An employer may not ask an applicant about the existence, nature, or severity of a disability.

After a job is offered, but before starting a job

- An employer may:
 - Make medical inquiries, require medical exams and ask disability-related questions provided it does so for all individuals within a job category.
 - Ask questions about use of alcohol or drugs, or extent of use, or diagnosis of addiction to alcohol or drugs are lawful.
- At this stage, the individual must disclose a disability if asked.

On the job

- At this stage, an employer may only make disability-related inquiries and require medical exams if they are job-related and consistent with business necessity.

Common Employer Questions About the ADA and OUD

- Does an individual in treatment or recovery from opioid use disorder (OUD) **have a disability** under the ADA?
- Does the ADA protect individuals who are **taking legally prescribed medication** to treat their OUD?
- Does the ADA protect individuals with OUD who **currently participate in a drug treatment program**?
- Does the ADA protect individuals who are **currently illegally using opioids**?
- Does the ADA protect individuals with **a history of past OUD, who no longer illegally use drugs**?
- Does the ADA protect individuals from discrimination based on their **association with individuals who have OUD**?
- Can employers **have a drug policy or conduct drug testing** for opioids?

The Americans with Disabilities Act and the Opioid Crisis: Combating Discrimination Against People in Treatment or Recovery provides helpful guidance from the U.S. Department of Justice on these questions.



Questions and Answers



Racquel
Knight



Allison
Ebner



TALENT TROUBLE: *THE DEEP IMPACT OF THE SANSDEMIC*



OUR AGENDA TODAY!



The numbers behind the talent shortage:

What are the underlying factors causing the great sansdemic?

Creating a new Employee Experience Model:

Once you hire the people, how the heck do you keep them engaged AND productive?

Top Five Talent Attraction Strategies:

What are companies doing to re-tool their recruitment, onboarding and retention practices?



TOP CHALLENGES FOR RECRUITERS

1. Low number of applicants overall
2. Competition from other employers
3. Candidate ghosting (healthcare, retail, transportation and manufacturing)
4. Changing skill requirements (expected to change by 68% by 2030 thanks to AI advancements)
5. Compensation challenges
6. Flexible work arrangement challenges
7. Attracting Gen Z workers

“When we’re unable to find the talent that possesses the needed skills externally, we develop programs to help get our current talent to the next level and provide the opportunity for them to grow and stretch their careers,” he said. “In fact, we’ve filled 67 percent of our roles with internal talent.”

A Snapshot of Massachusetts

- **Workforce Changes Since 2019:**

- The civilian labor force fell by ~130,000;
- 120,000 residents turned 65
- 150,000 left the workforce due to retirement
- In sum - in September 2023, there were 150,000 more job openings than unemployed people in the state

- **Migration:**

- Highest net domestic outmigration in 30 years
- Largest outmigration group are those aged 26 – 35
- Some good news - international immigration rebounded in 2022, 55% have a bachelor's or graduate degree

[PowerPoint Presentation \(masstaxpayers.org\)](https://www.masstaxpayers.org)

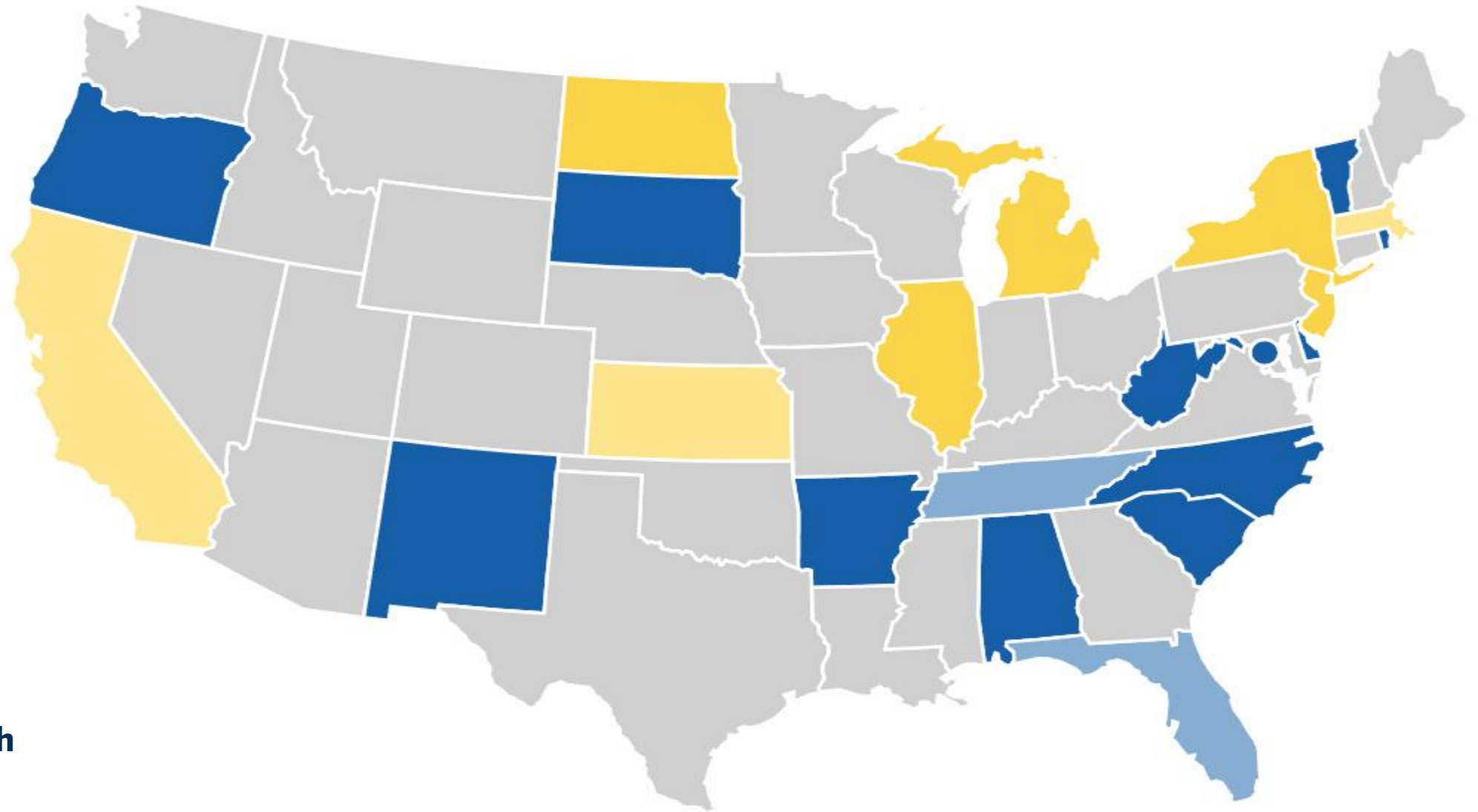


EMPLOYERS BEWARE!

It's essential for organizational leaders to realize that it's the workplace that needs to change, not the employees. (Inc.)

- **A record 3.2 million U.S. workers retired in 2020, and 10,000 workers will retire every day until 2029.**
- **There will be a global worker shortage of 85 million by 2030 (roughly equivalent to the total population of Germany).**

<https://workforce-resources.manpowergroup.com/white-papers/the-new-human-age>

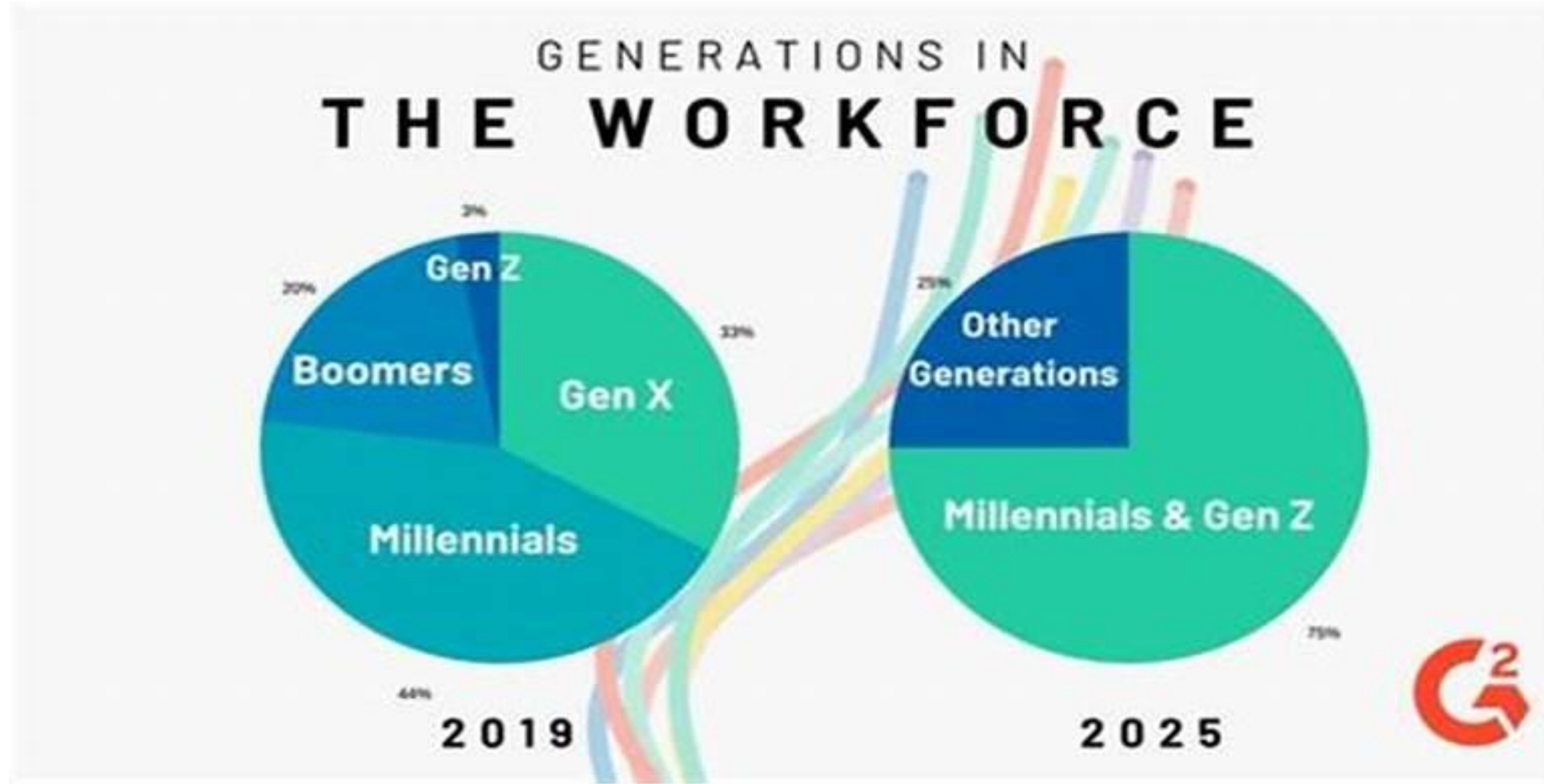


**Blue = High
inbound**

**Grey =
Balanced**

**Yellow = High
outbound**

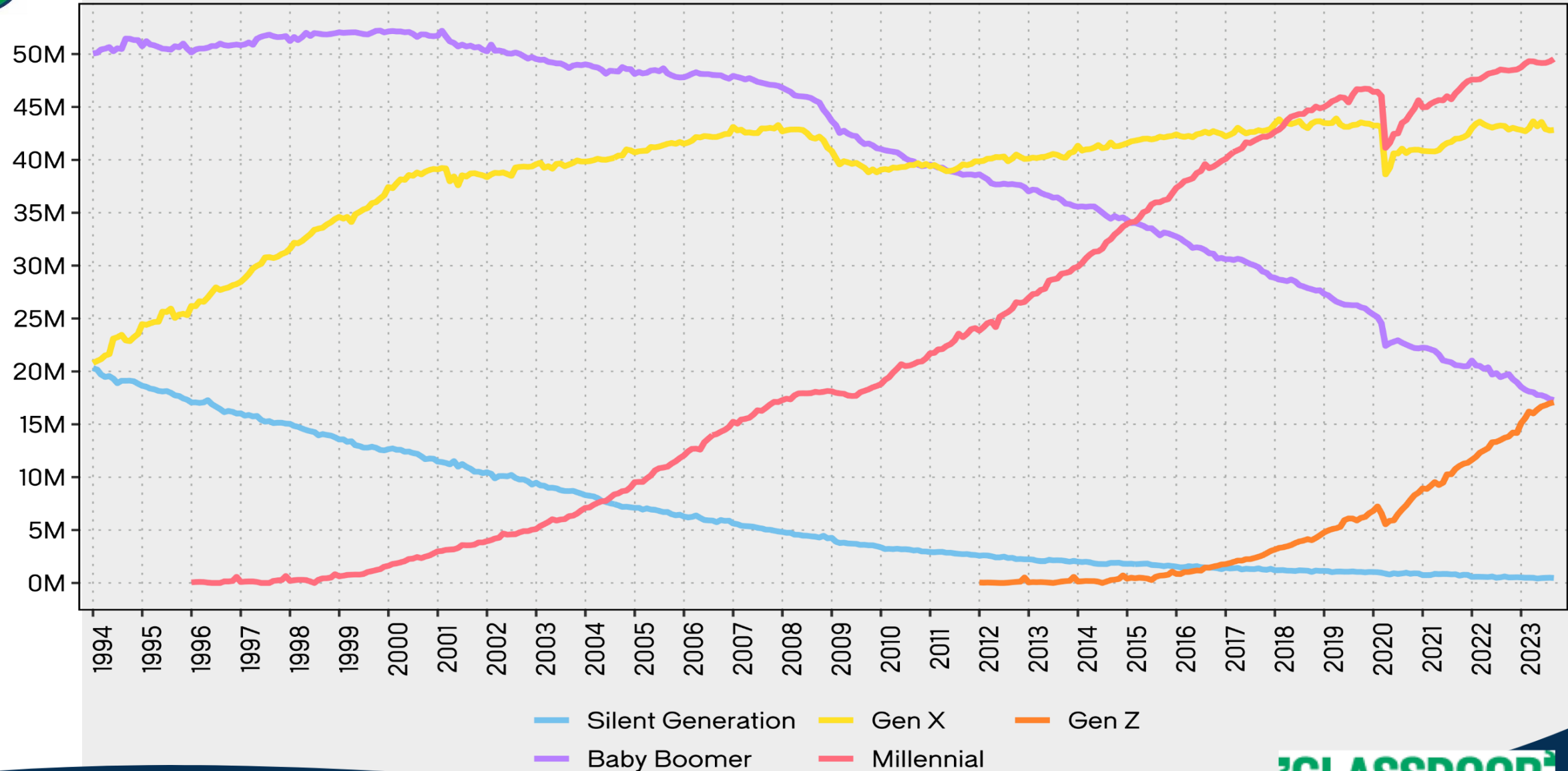
WHO IS OUR WORKFORCE?





Gen Z is poised to overtake Baby Boomers in the Workforce

Full-time (35+ hours per week) employment



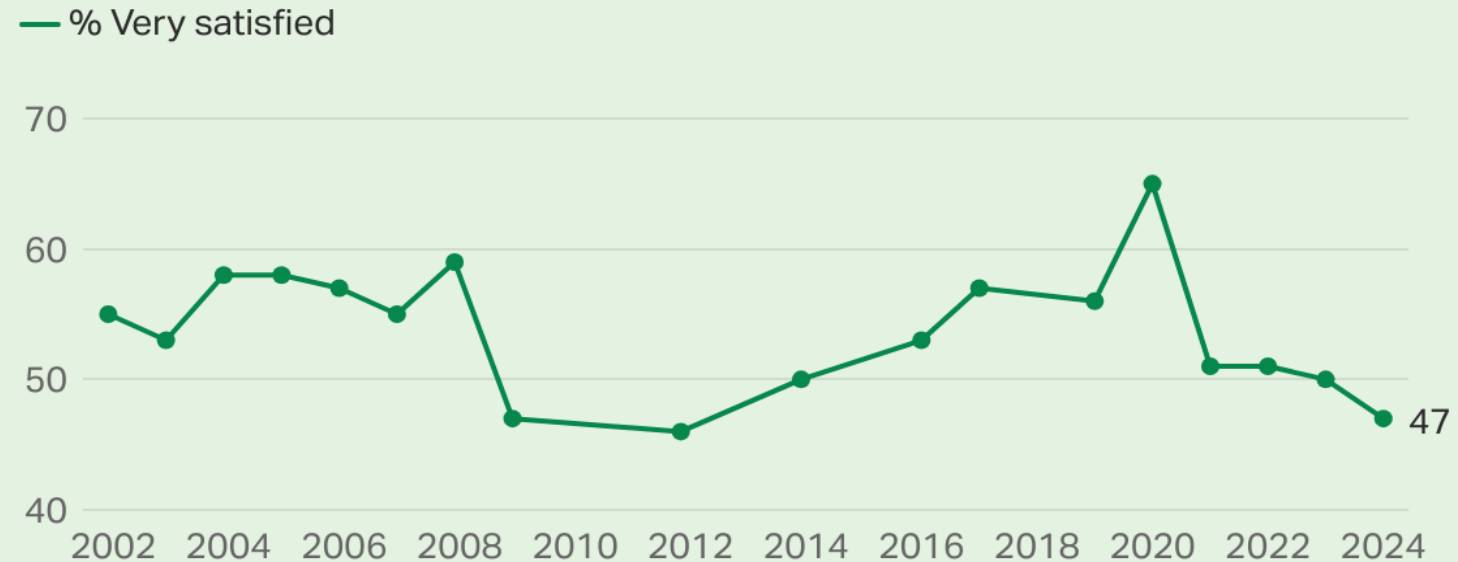
Source: Glassdoor analysis of U.S. Census Bureau, Current Population Survey made available by Univ. of Minn. IPUMS-CPS.



Americans' Satisfaction With Personal Life Near Record Low

In general, are you satisfied or dissatisfied with the way things are going in your personal life at this time?

Are you very [satisfied/dissatisfied], or just somewhat [satisfied/dissatisfied]?

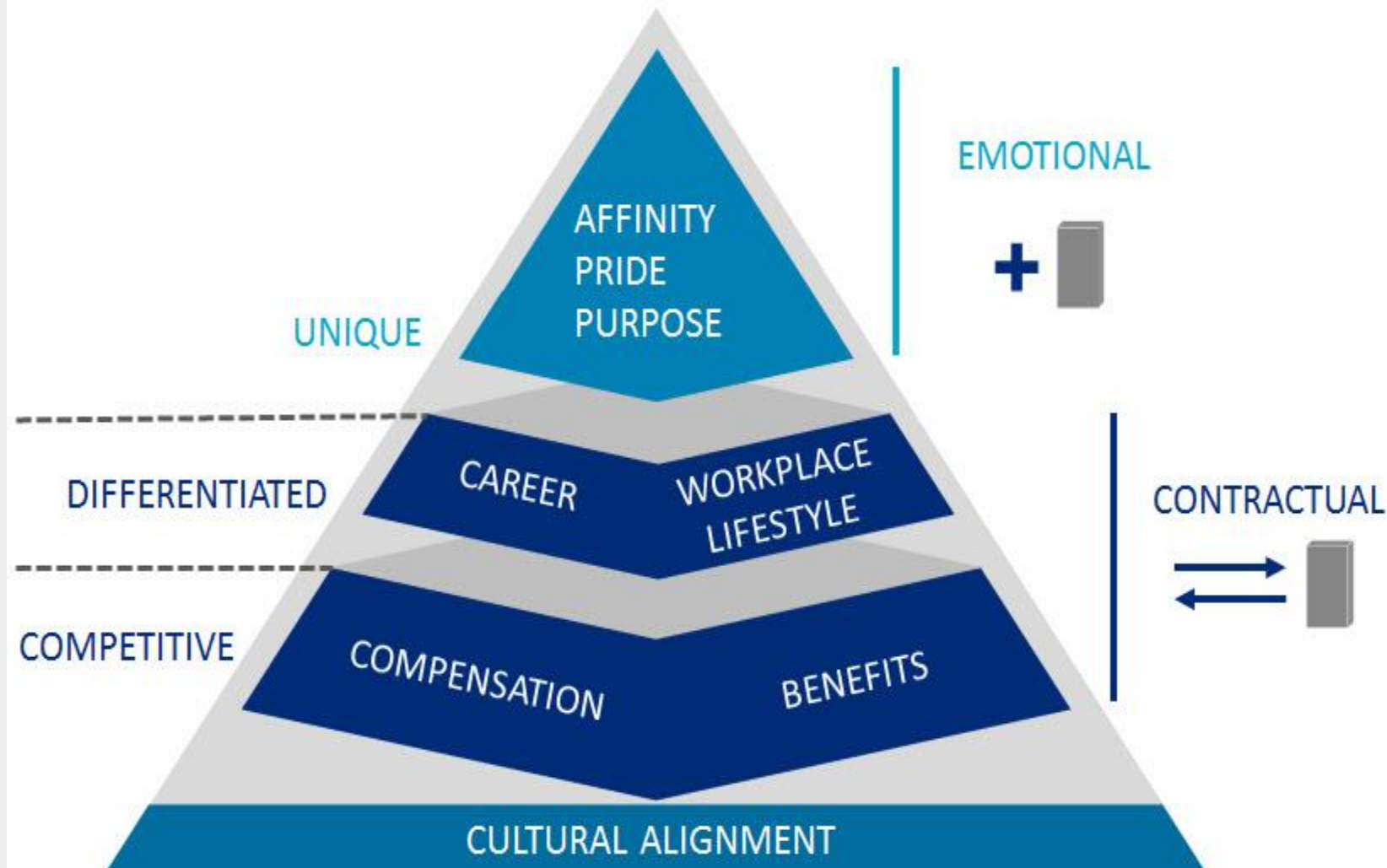


Percentages in years with multiple readings represent annual averages.

GALLUP®

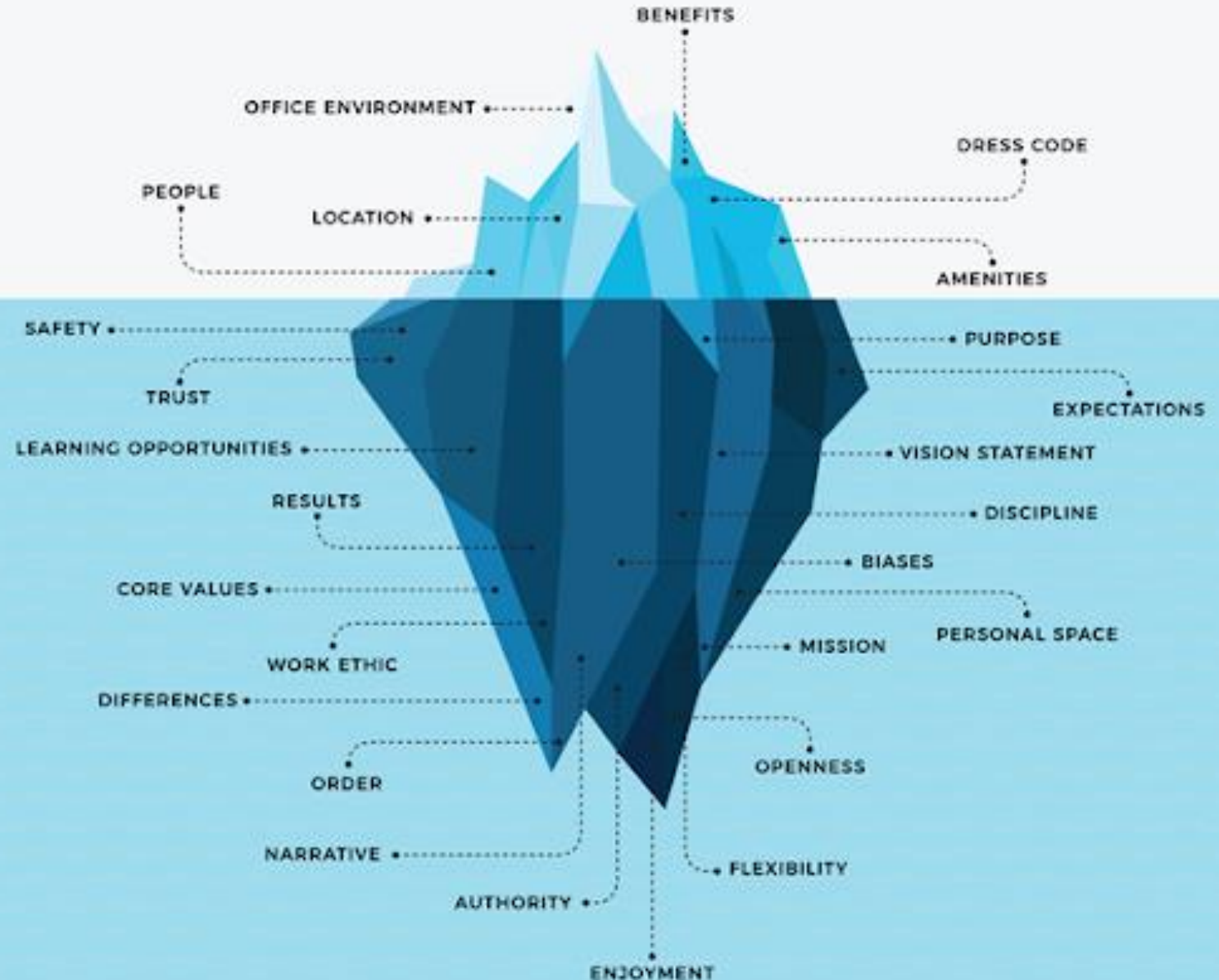


THE KEY: A STRONG EVP



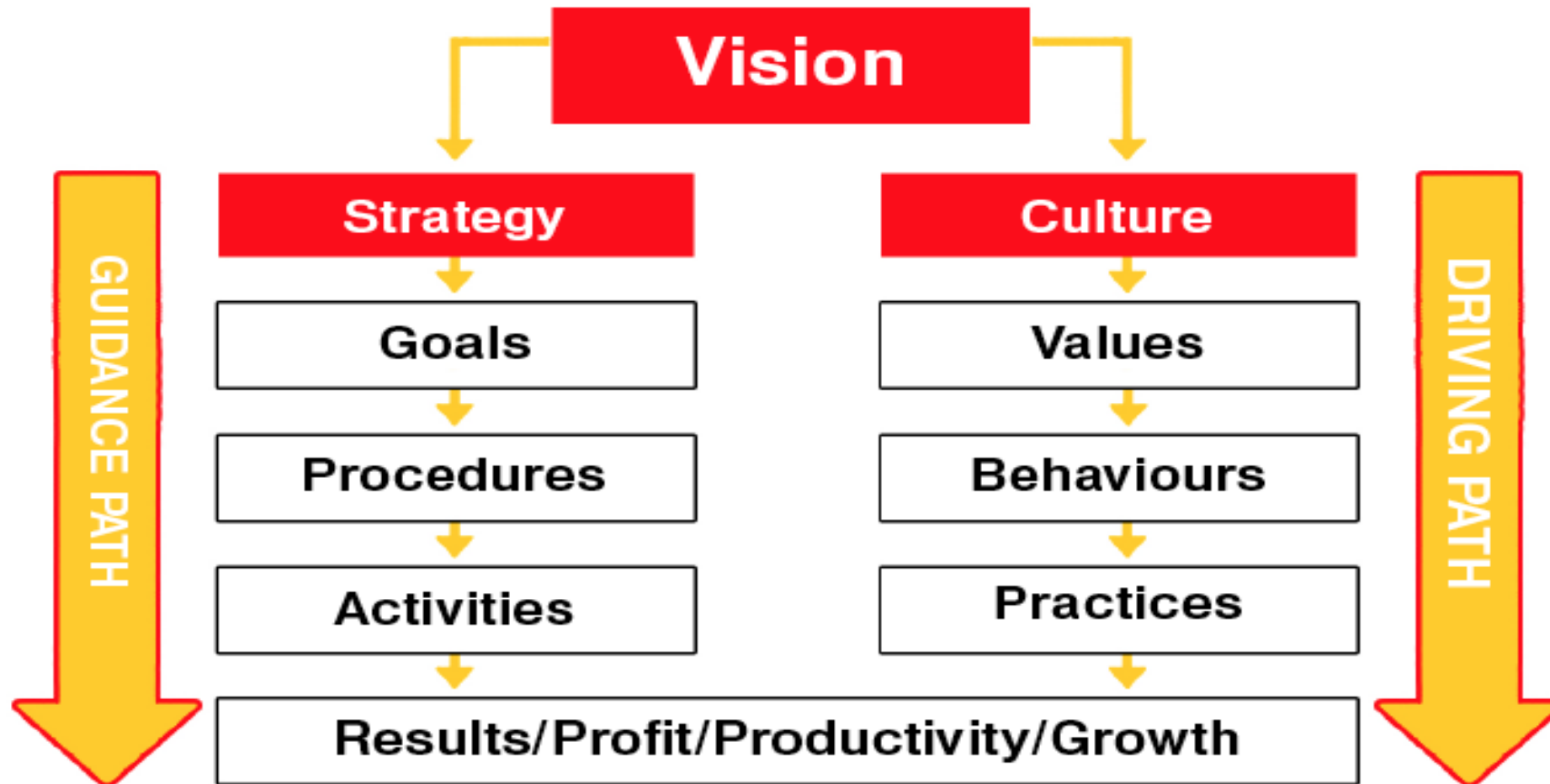
To create a culture of respect, we need to bring forward many elements that often get buried below the surface

THE COMPANY CULTURE ICEBERG





REFRAME!



THERE'S NO MAGIC SOLUTION!



TOP 5 TALENT ATTRACTION STRATEGIES



***Employee
Retention is the
New Recruiting
Plan!***



Workday

#1 – BUILD YOUR EMPLOYER BRAND



Showcase your organization's unique cultural differentiators and amplifying them to position your company as a desirable place to work!



#1 – BUILD YOUR EMPLOYER BRAND



- Audit your existing brand! Take an honest look at where you are!
- Review your recruitment and selection process – What changes should be made?
- Use the right channels and formats – Are you reaching your target audience? Tweaking your messaging?
- Showcase your mission, vision and values
- Create your internal employee branding strategy – Internal and external communication is important!

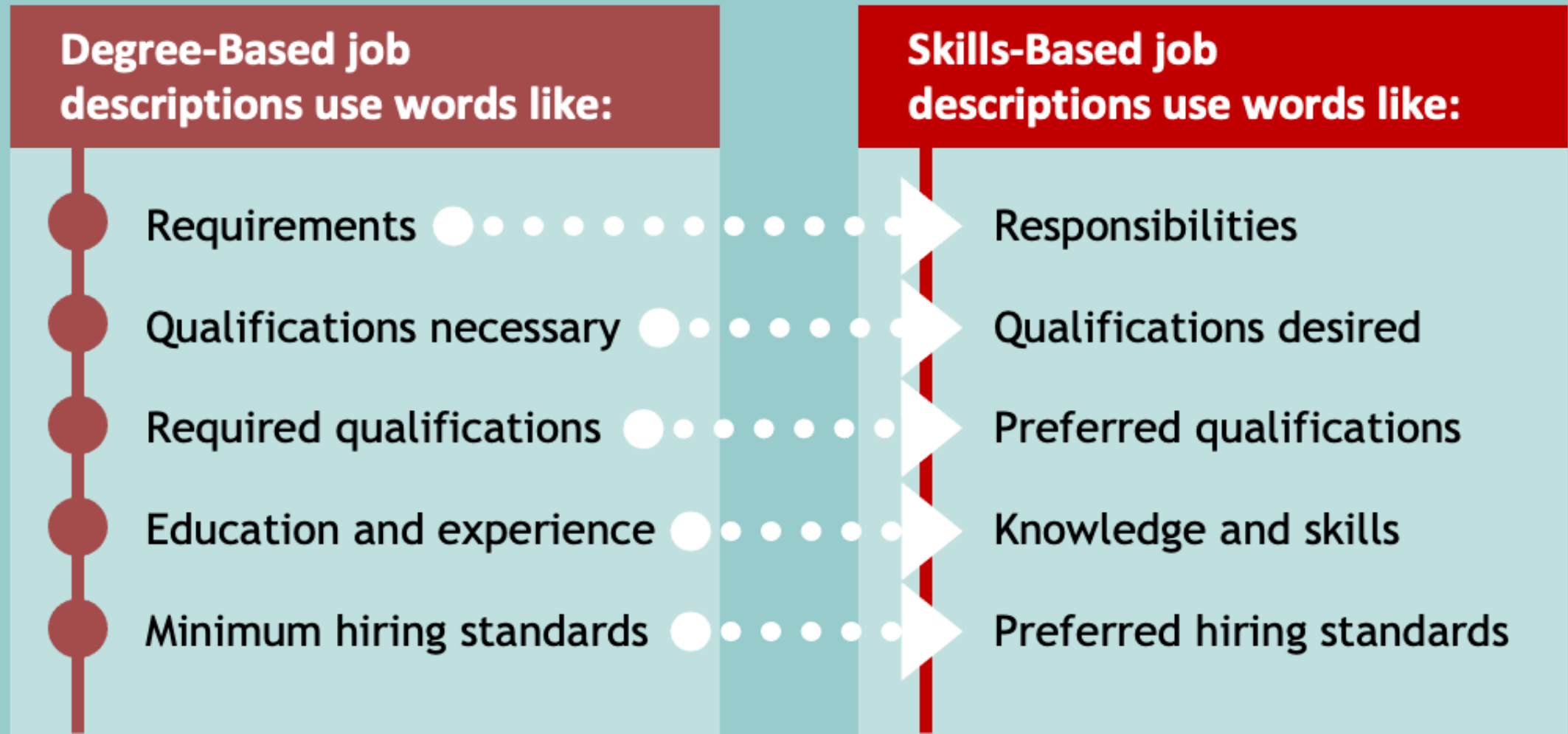


#2 – FOCUS ON TOTAL REWARDS

WorldatWork
Total Rewards Association

Total Rewards Model





#3 – DEVELOP A SKILLS AND COMPETENCY-BASED FRAMEWORK



[Talent Assessments for Skills-Based Hiring – TestGorilla](#)

[Skills Base | Skills Management Software \(skills-base.com\)](#)

[Free Quiz Maker | Create Online Quiz with AI \(proprofs.com\)](#)

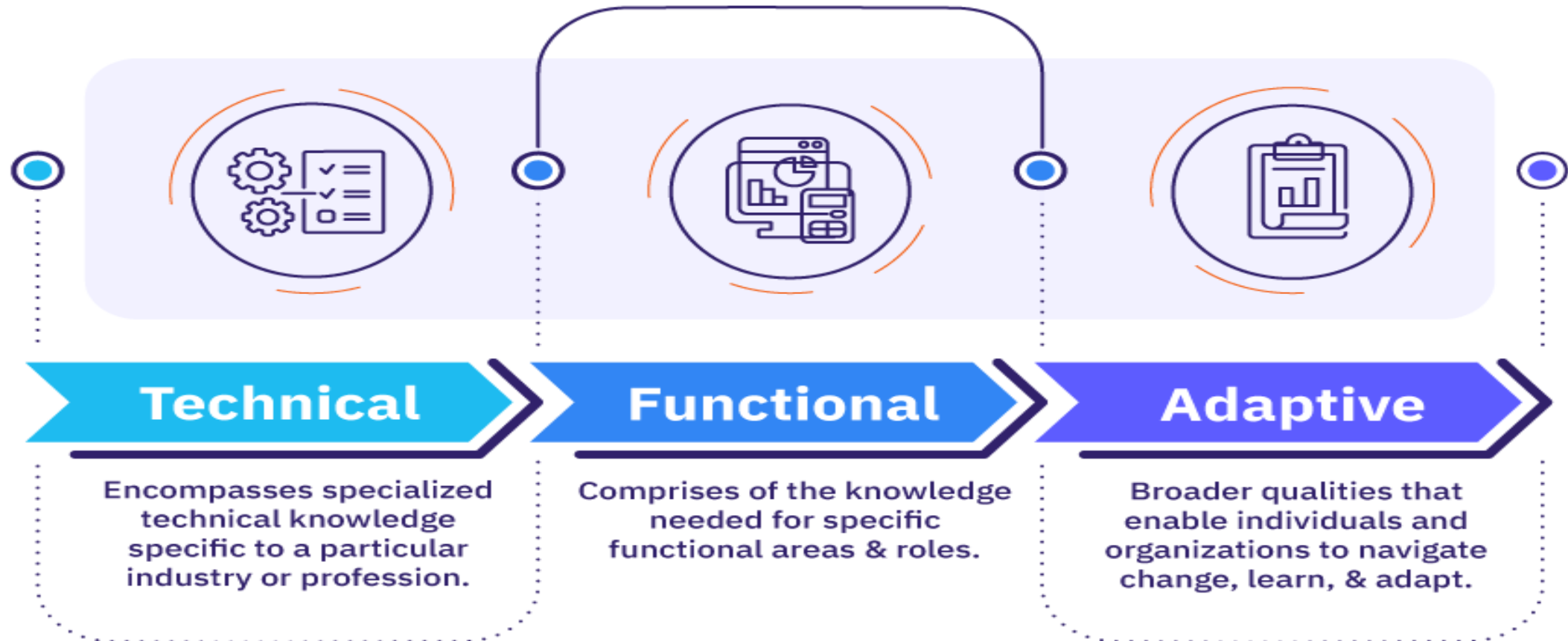
[Assessment Solutions for Hiring Processes | Harver](#)

[Assessment Library | Vervoe](#)

#3 – DEVELOP A SKILLS AND COMPETENCY-BASED FRAMEWORK



Types of Core Competencies



#4 – DEVELOP YOUR WORKFORCE PLAN (AND SUCCESSION PLAN)



Strategic workforce planning (SWP) is a continual process of identifying gaps in the workforce and developing a methodical people plan to ensure an organization has the employees, skills, and knowledge needed to meet current and future business goals.



#5 – DEVELOP YOUR HIRING RESOURCE MATRIX



- Choose your digital platforms (Indeed, LinkedIn, Glassdoor, niche job boards)
- Employee referral programs
- Using AI in your recruitment process (Syntheesia, other SSR)
- Engage in active and passive sourcing
- Get social and get visual! Use videos!
- Creative recruitment events!



THE WINNING TICKET!

Figure 2: Culture Framework

Growth Mindset	Purpose	Communication	Support	Collaboration	Appreciation	Wellbeing
						
Treating challenges as opportunities for growth	Aligning mission, vision, and Values	Making multiple communication pathways and channels available	Cultivating a sense of mutual understanding and trust	Generating opportunities and removing barriers	Formally praising employee contributions	Leveraging the right wellbeing strategies
Offering timely and personalized learning opportunities	Providing flexibility in the workplace	Fostering transparent, authentic, and honest leadership communication	Building habits and routines around helping others	Fostering agile teams	Offering compensation and rewards that are meaningful to employee lives	Cultivating a strong sense of belonging
Building diverse and inclusive workplaces	Encouraging value-driven leadership models	Encouraging people to share stories, information, and experiences	Training managers and leaders as coaches	Making multiple collaboration and co-creation tools available	Using fair and equitable compensation practices	Prioritizing physical and psychological safety

Source: The Josh Bersin Company, 2022



THANK YOU!



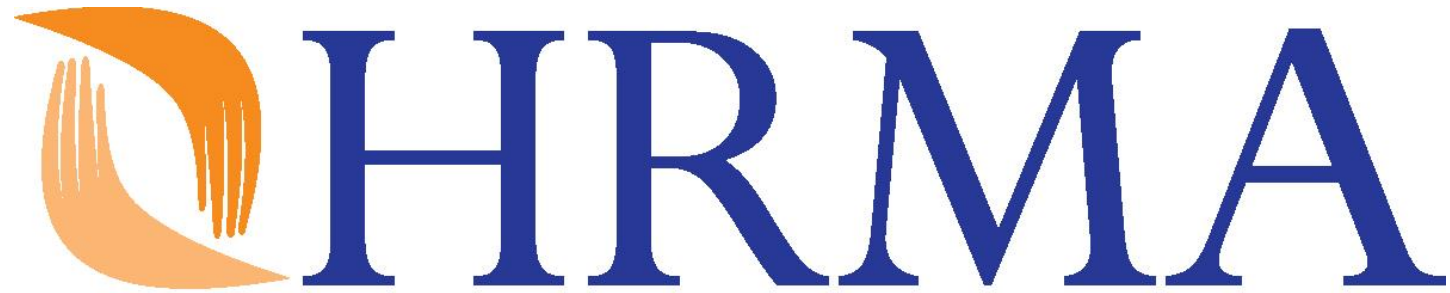
aebner@EANE.org

413.789.6400

[Allison Ebner | LinkedIn](#)

www.EANE.org





Human Resources Management Association
— of Western New England —

EDUCATION • CONNECTIONS • SUPPORT

Wheel of Names

Thank you to everyone that has donated!

Thank You!

Please remember to return your name badge. See you on June 5th!