

Building Tomorrow's Workforce: Strategies and Tips for Leaders

Paul McDonald
Casey Shaffer

November 1, 2022



The Association of
Accountants and
Financial Professionals
in Business

Webinar Features and CPE Credit

Q&A

Asking Questions



Closed Captioning



Help



CPE Credit

Certification

Criteria for Partial Credit Option 1

- Minutes to Watch: 50
- Number of Completed Polls required: 3

Criteria for Full Credit

- Minutes to Watch: 75
- Number of Completed Polls required: 5

Moderator

Jeff Thomson, CMA, CSCA, CAE

President & CEO

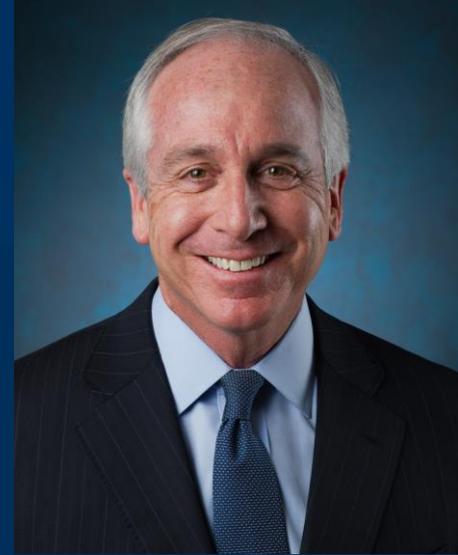
IMA[®] (Institute of Management Accountants)



The Association of
Accountants and
Financial Professionals
in Business

Featured Presenter

Paul McDonald
Senior Executive Director
Robert Half



The Association of
Accountants and
Financial Professionals
in Business

Paul McDonald's Biography

- Paul McDonald is senior executive director at Robert Half, which specializes in talent solutions for the finance and accounting, administrative and customer support, marketing and creative, technology, and legal fields. He oversees partnerships and alliances for the company as well as serving as the chief spokesperson. McDonald writes and speaks frequently on hiring, workplace and career management topics. Over the course of more than 35 years in the recruiting field, he has advised thousands of company leaders on talent solutions and job seekers on getting hired and career mapping.
- McDonald joined Robert Half in 1984 as a recruiter for financial and accounting professionals in Boston, following a public accounting career with Price Waterhouse. In the 1990s, he became president of Robert Half's operations in the western United States. McDonald became senior executive director of the management resources practice in 2000, managed numerous practice areas over his tenure and assumed his current role in 2012. He is a graduate of St. Bonaventure University in Upstate New York.

Featured Presenter

Casey Shaffer

Director of Permanent Placement Services

Robert Half



The Association of
Accountants and
Financial Professionals
in Business

Casey Shaffer's Biography

- Casey Shaffer is the finance and accounting permanent placement practice director for Robert Half, the world's first and largest talent solutions firm out of the Houston office. She joined Robert Half in 2014 as a recruiting manager and has held various leadership roles since that time.
- Casey has a background in public accounting as an auditor where she provided audit and attestation services for various industries including financial institutions, manufacturing, services and non-profits.

Learning Objectives

1. Determine how to embrace and continue to reimagine the new role of the office.
2. Describe how to amplify upskilling and retention efforts at your organization.
3. List the benefits of investing in a standout employee experience.
4. Explain the value of adopting and promoting a new mindset about the contingent workforce.
5. Recognize how empowering direct managers can help strengthen the fabric of your company's culture.

About Robert Half



SEPTEMBER U.S. JOBS REPORT



263,000

Jobs added



3.5%

Unemployment
rate



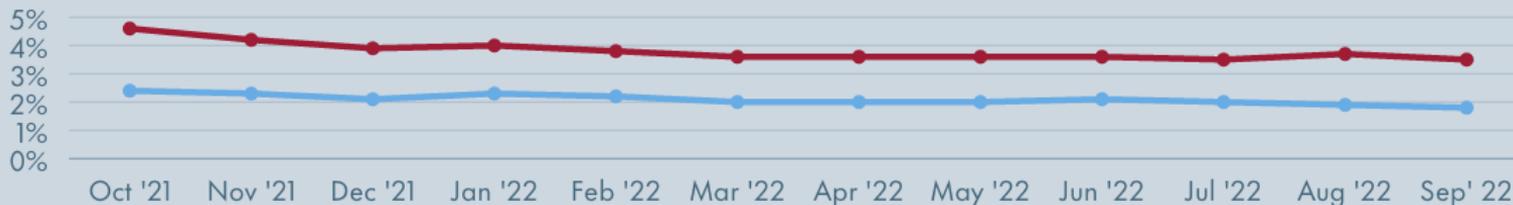
1.8%

Unemployment rate
for college grads*

UNEMPLOYMENT RATE OVER THE PAST 12 MONTHS

■ Overall Unemployment Rate

■ Unemployment Rate for College-Degreed Workers 25+

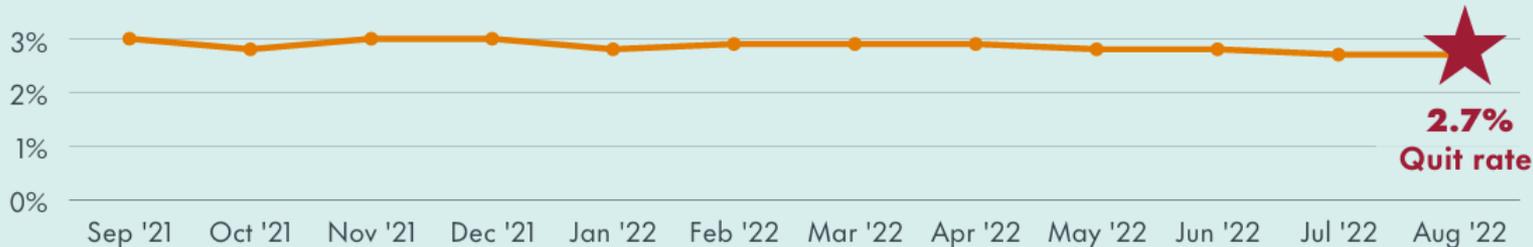


Source: U.S. Bureau of Labor Statistics | *College-degreed workers 25 and older
© 2022 Robert Half. An EOE M/F/D/V

JOB OPENINGS AND LABOR TURNOVER SURVEY

AUGUST 2022 ▶ **10.1 million** Job openings > **6.3 million** People hired > **4.2 million** Voluntary job quits

VOLUNTARY QUIT RATE OVER THE PAST 12 MONTHS



Source: U.S. Bureau of Labor Statistics, 10/04/2022 JOLTS

© 2022 Robert Half. An EOE M/F/D/V

Poll Question 1:

Which of the following options best describes hiring plans for your company?

- a. Expanding – adding new positions
- b. Maintaining current staffing levels and only hiring for vacated roles
- c. Freezing, not filling vacated jobs or creating new positions
- d. Reducing – eliminating positions

Poll Question 1 Results: (Placeholder)

Hiring Plans for Finance and Accounting: July - December 2022

48%

will hire for new positions in the second half of 2022.

39%

are hiring for vacated roles.

54%

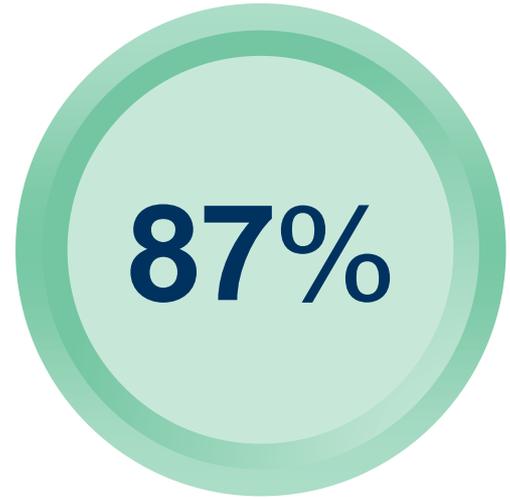
will increase use of contract workers.

Unemployment Rates for In-Demand Roles

- Accountants and auditors: **0.9%**
- Financial managers: **1.1%**
- Bookkeepers: **2.0%**
- Compliance officers: **3.5%**

Finding Talent?

Not So Easy



of finance and accounting managers have difficulty finding skilled professionals.

Professionals on the Move



43%

of finance and accounting employees are actively searching for a new role or plan to by the end of the year.

MOTIVATIONS:

- A higher salary
- More opportunities for advancement
- Hybrid and/or remote work

Poll Question 2:

As a way to attract and retain talent, what is your organization doing for flexible work arrangements?

- a. We are offering fully remote work options for the long-term
- b. We are offering the option to work remotely but will eventually expect them to return to the office part- or full-time
- c. We do not offer flexible work arrangements

Poll Question 2 Results: (Placeholder)

“The door to remote work has opened, and if employees have their way, they will help to keep it open for a long time to come.”

— *Trisha Plovie*
Senior VP, Future of Work, Robert Half

Benefits of hiring fully remote workers



54%

More applications from
skilled candidates



45%

Greater compensation
flexibility



34%

Quicker hiring
process

Poll Question 3

Have you rethought your office experience?

- a. Yes
- b. No
- c. Not sure

Poll Question 3 Results: (Placeholder)

The Office of the Future

Engage Employees to Define Hybrid

- Design thinking sessions to develop a workforce model for the future
- Work model playbook, prioritization matrix and implementation planning

Optimize Performance

- High Performing Teams model to maximize performance regardless of work location

Goals for Engagement

- Collaborate & Connect
- Celebrate
- Care & Feeding of Culture
- Compelling, Deliberate & Purposeful



Office Space Redesign

- Make inviting
- Configure for collaboration
- Facilitate productivity
- Real estate optimization assessment

Productivity/Collaboration Tools

- Remote work technology optimization
- Enhanced digital innovation and collaboration tools

In Person with Purpose

- Coordination enabling attendance
- Define value and plan activities that make in person time worthwhile

How, when, and where people will work



57%

57% of business leaders say they will mandate how and when employees will work in 2032



70%

Globally, 70% of business leaders expect their companies will be embracing a hybrid working model in 2032, up from 22% pre-pandemic



71%

71% of companies plan on increasing use of contract talent in 2022

Poll Question 4:

Does your organization provide opportunities for employees to learn additional skills for their current job?

- a. Yes
- b. No
- c. Not sure

Poll Question 4 Results: (Placeholder)

Workers' career goals



6 in 10
plan to seek a
promotion.



4 in 10
don't see a path
for advancement.

Make upskilling and reskilling part of your hiring strategy



Professional development is an in-demand perk.

People who check every box are rare.

Poll Question 5:

What is the most important when it comes to the employee experience?

- a. Total rewards
- b. Work
- c. Culture
- d. People
- e. Technology
- f. All of the above

Poll Question 5 Results: (Placeholder)

Developing a differentiated employee experience

Technology enables employee's productivity and should be integrated, intuitive and align with the customer experience.



Technology

Linking employee performance and rewards to organizational success.



Total Rewards

Engaging, attracting, building, retaining talent, while developing future leaders.



People

Helping determine "where, when, and how" work gets done.



Work

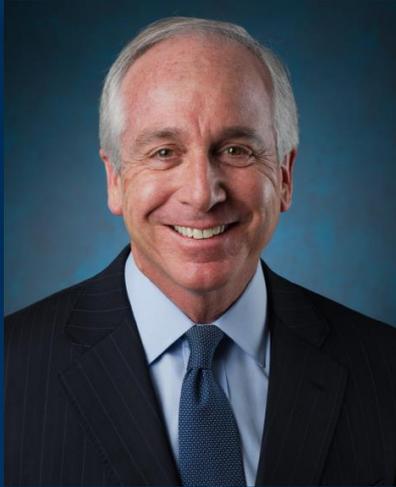
Employee Experience (EX)

Culture

Initiatives that involve a collective shifting of behaviors to support the business strategy.



Questions and Answers



Paul McDonald
Senior Executive Director
Robert Half

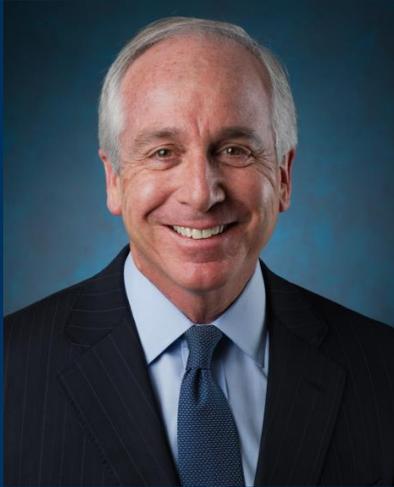


Casey Shaffer
**Director of Permanent
Placement Services**
Robert Half



Jeff Thomson, CMA, CSCA, CAE
President & CEO
IMA® (Institute of Management
Accountants)

Thank You to Our Featured Presenters!



Paul McDonald
Senior Executive Director
Robert Half



Casey Shaffer
**Director of Permanent
Placement Services**
Robert Half

Thank You to Our Moderator!

Jeff Thomson, CMA, CSCA, CAE

President & CEO

IMA® (Institute of Management Accountants)



Final Reminders

- ▶ **Complete the Evaluation poll** – 2 options
 - On your screen
 - Evaluation Survey icon at the bottom of your console
- ▶ **Access to your CPE Certificate** – 2 options
 - Click the “CPE” icon at the bottom of your console
 - or
 - Click the link in your post-event e-mail
- ▶ Please print a copy of the CPE certificate for your records.
- ▶ Your CPE credit will be automatically recorded in your transcript.

Thank you!



The Association of
Accountants and
Financial Professionals
in Business