

ICPF Workforce Development Report

About this report:

Quarter 1 - 2025

The International Corrugated Packaging Foundation's (ICPF) Workforce Development Report is intended to provide ideas and resources to help industry companies attract, retain and develop a talented workforce in today's competitive environment. Each quarter, ICPF will include relevant resources, case studies and articles providing examples, best practices and ideas that can be incorporated into your current workforce playbook. Successful organizations share a few common elements, but perhaps the most important indicator of achievement is having the right people. This report is organized into two main sections: FINDING TALENT and RETAINING TALENT.



Developing Talent Pipelines

5 Reasons Tech Attracts Gen Z to Manufacturing

AdvancedManufacturing.org - January 17, 2025

Raised in a world dominated by digital tools, this tech-savvy group is drawn to industries where they can leverage their comfort with digital tools and make meaningful contributions.

The Power of Different Thinking - The Untapped Talent Pool of Neurodiversity

AEM - January 23, 2025

Potential employees with non-traditional backgrounds can possess the skillset necessary to be employed in a certain role, but they are sometimes filtered out of the hiring process because they do not fit certain job requirements exactly.

The Bottom-Line Benefits of Second Chance Hiring

MIT Sloan School of Management - July 18, 2024

Hiring someone with a criminal record can provide an employer with a determined, reliable worker in a time of labor shortages across industries.

Ontario Launches Immigration Program to Help Regions with a Demand for Skilled Labour

Canadian Manufacturing - January 17, 2025

The Ontario government has launched the Regional Economic Development through Immigration (REDI) pilot program to target highly skilled immigration for four rural and northern regions with a high demand for skilled labor.

From Hire to Inspire: Getting—and Keeping—Gen Z in Manufacturing

McKinsey & Company - May 6, 2024

Gen Z workers say they are open to jobs in manufacturing. But getting them to take these jobs, engage, and stay will mean changing a work environment long optimized for machines, not people.

“Everything rises and falls on leadership.”

*Expand talent acquisition efforts beyond the human resources department to become an **integral component of your organization's strategic plan**, complete with KPI's and commitment from senior leadership.*

Throughout this report, explore strategies from the South Carolina MEP's **Workforce Development Playbook**.



Optimizing the Hiring Process



75% vs. 25%
interview breakdown

The interviewer should try to talk no more than 25% of the time and allow the candidate ample time to relay their experience through open-ended questions.

Source: South Carolina Manufacturing Extension Partnership (MEP)

15 Tips for Employers Who are Hiring Early Career Candidates for Manufacturing Jobs

College Recruiter - February 5, 2025

15 hiring experts give their advice about how to hire the best candidates who are early in their careers for manufacturing jobs.

How AI Transforms the Entire Hiring Process - From Candidate Sourcing to Onboarding

Financial Express - November 18, 2024

Advanced AI tools can seamlessly supplement the recruiter's job by streamlining certain mundane tasks, facilitating unbiased hiring and providing relevant data for insightful decision-making.

Best Practices in Inclusive Talent Recruitment and Retention

The Manufacturing Institute

This guide is designed to give industry the tools needed to explore and implement Second Chance hiring practices for their own companies.

Including Neurodivergent Workers: Job Descriptions and Interviewing

EARN

Employers interested in hiring neurodivergent workers should review job descriptions and interview processes to make sure they are inclusive and welcoming to candidates with disabilities.

The Intersection of Technology and Talent Acquisition in Manufacturing

Forbes - June 18, 2024

This article outlines some common assessments used to hire manufacturing employees.

Behavior-based Interview Questions

Leverage this example of how the University of Texas at Austin uses behavior-based questions during the interview process.



Leveraging Onboarding for Candidate Success

Reality Check: AR, VR Transforms Training for Packaging Manufacturers

Packaging Dive - October 16, 2024

Augmented reality and virtual reality are emerging as a means for businesses to train frontline workers in the packaging industry.

Onboarding New Employees—Without Overwhelming Them

Harvard Business Review - April 2, 2024

A great onboarding experience not only increases employee learning and preparedness to excel in their new role, it also leads to greater engagement, loyalty, and retention.

potential onboarding program:

2 - 30 days

- Share values
- Understand responsibilities
- Build connections

5 - 30 days

- Perform routines
- Discuss issues
- Develop solutions

4 - 60 days

- Identify priorities
- Accomplish tasks
- Meet productivity standards



Continuous Learning & Development Opportunities



Announcing Second Phase of Pilot of Innovative Upskilling Program Targeting Manufacturing Workforce

EIN Presswire - January 10, 2025

The groundbreaking initiative aims to upskill the existing manufacturing workforce to leverage the latest advancements in manufacturing technologies, including automation and artificial intelligence.

Continuous Learning in the Shop

American Machinist - May 20, 2024

Workers who do not feel their employers are invested in their career growth will move on and find work elsewhere.

Seven Ways to Unlock the Full Potential of Your Workforce and Retain Top Talent

Fast Company - August 9, 2024

Nothing is more demotivating than stagnation. Make sure your high performers continue evolving. Cultivate the high performers on your team and nurture potential with this HR leader's management plan for effective employee development.

institute "skip-level" meetings:

Institute the practice of "skip-level" meetings three to four times each year, **giving the employee an opportunity to speak with their immediate supervisor's boss.** These skip-level meetings allow the higher-level leader to provide insight and guidance the employee may not be getting from their supervisor.

Source: South Carolina Manufacturing Extension Partnership (MEP)



Supervisory Training & Leadership Development

over
70%



of high performing employees want to leave their jobs due to no future advancement potential.

Source: South Carolina Manufacturing Extension Partnership (MEP)

Tomorrow's Talent: How are manufacturing & trades advancing retention efforts?

Ashland Source - August 20, 2024

Understanding the value of upskilling and growing a diverse workforce pipeline can help you combat the labor shortage while investing in your company's future leaders.

Shaping Tomorrow's Manufacturing Workforce: Implementing Workforce Planning Strategies

Quality Magazine - January 16, 2025

How can manufacturers meet their organizational goals and remain competitive in an ever-evolving market?



Company Culture



Source: South Carolina Manufacturing Extension Partnership (MEP)

75% of younger workers are likely to check out your website.

Why Child Care is a Manufacturing Imperative

Arkansas Money & Politics - January 16, 2025

Parents who have access to suitable childcare are more likely to stay in their jobs, perform better and advance in their careers.

These factory workers were swamped by medical debt. Then their employer stepped in.

NPR - September 17, 2024

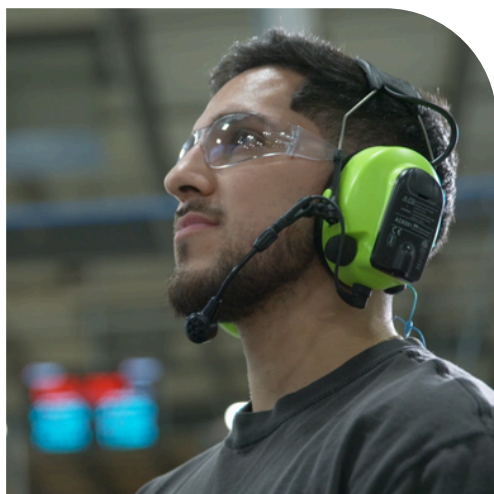
A medical clinic owned by a manufacturing company has a specific agenda, saving employees money on healthcare and gaining a healthy workforce.

Workforce Resources You Don't Want to Miss

Workforce Development Playbook

South Carolina Manufacturing Extension Partnership (MEP)

Access this comprehensive guide to attracting, retaining, and developing talent to be successful in today's competitive employment environment. Explore the entire document or click through each section of this report to find strategies and solutions from the SCMEP's playbook.



Recruitment & Retention Resources from ICPF

Visit www.careersincorrugated.com to get started.

The International Corrugated Packaging Foundation has created a library of digital resources, customizable toolkits, and strategies that can be implemented into your company's existing recruitment and retention efforts. Visit ICPF's website to learn more about our progress towards growing the workforce of the corrugated packaging industry.