



# Workforce Trends: Retention, Recruitment, and Changes in Employee Expectations

2022 Northwoods Economic Development Summit

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Economic Development Administration University Center

Community Development Institute

UW-Madison Division of Extension



## Thinking about Labor Force Trends from a Workforce Development Perspective...

“...The system of programs, policies and institutions that help workers and employers connect to each other and make investments in workforce skills and human capital towards the goals of household economic self-sufficiency, business success and place prosperity.”  
(Schrock, 2013)

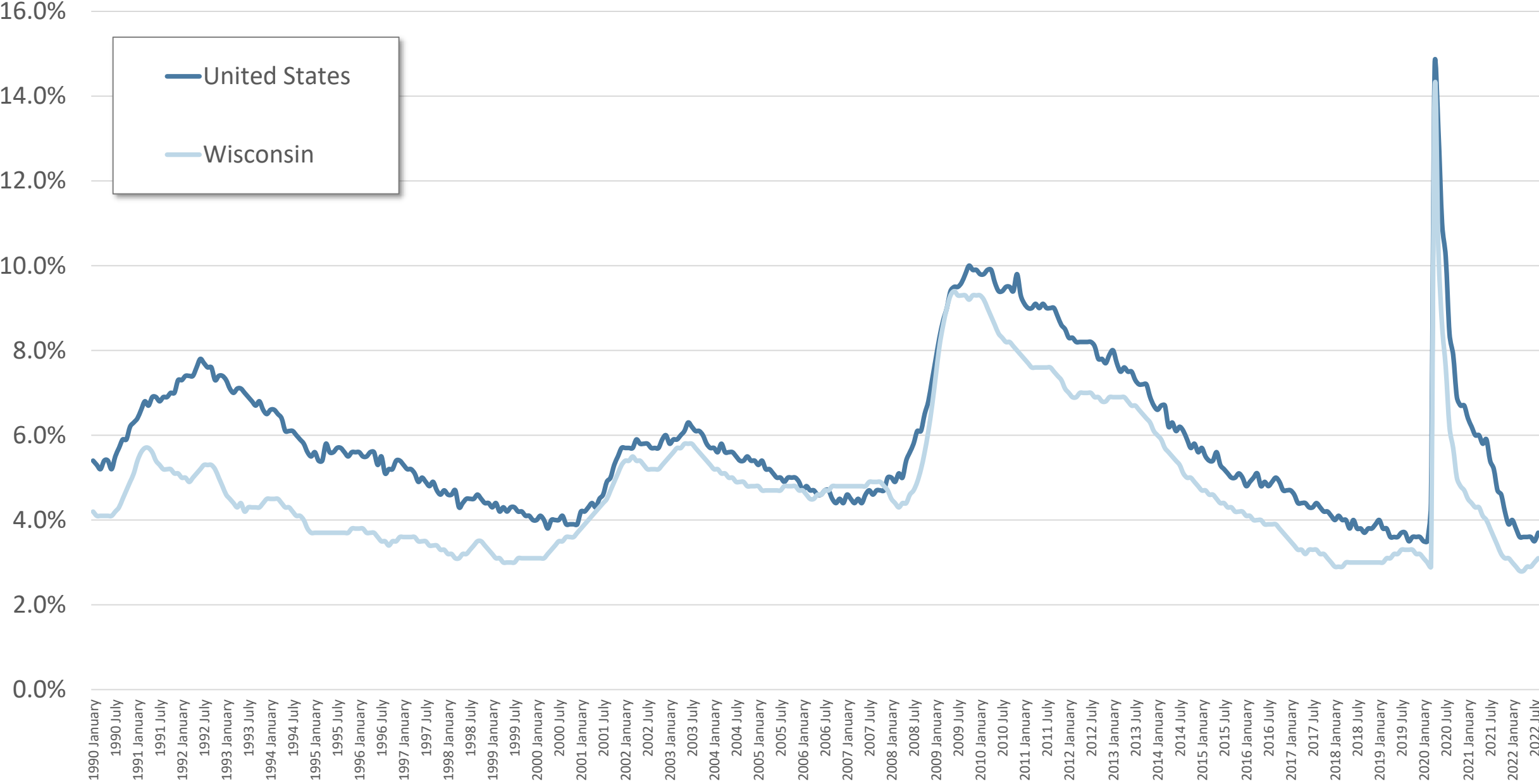
“...workforce development implies more than employment training in the narrow sense; it means substantial employer engagement, deep community connections, career advancement, integrative human supports, contextual and industry-driven education and training, and the connective tissue of networks.” (Giloith, 2000)



# Several Factors Affecting Labor Availability

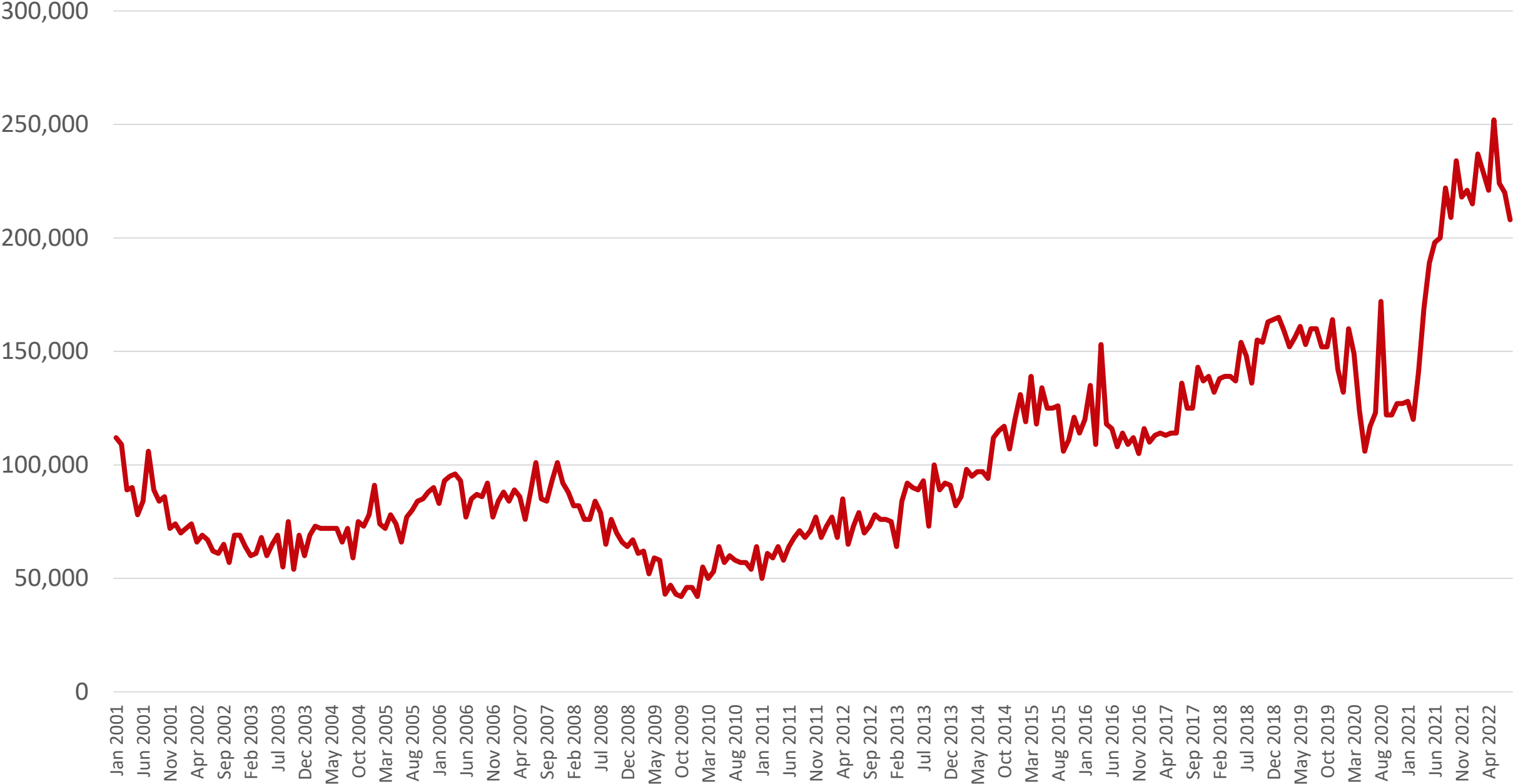
- **Working Age Population** – How is the region's age structure changing?
- **Unemployment Rates** – What share of the labor force is unemployed and actively looking for a job? Unemployment rates vary by geography, time period, occupation, age, etc.
- **Occupation/Skill Alignment** – Are there sufficient workers with the skills needed by employers?
- **Geographic Extent of the Labor Market** – How far are workers willing to commute?
- **Labor Participation Rates** – Share of the population that is either employed or unemployed and actively looking for a job. Factors influencing labor participation include:
  - Childcare or dependent care needs
  - Weak demand for labor leading to discouragement (either broadly or for specific skills)
  - Transportation access
  - School enrollment
  - Justice system involvement
  - Disability
  - Retirement

# Monthly Unemployment Rate – January 1990 to August 2022 (Seasonally Adjusted)



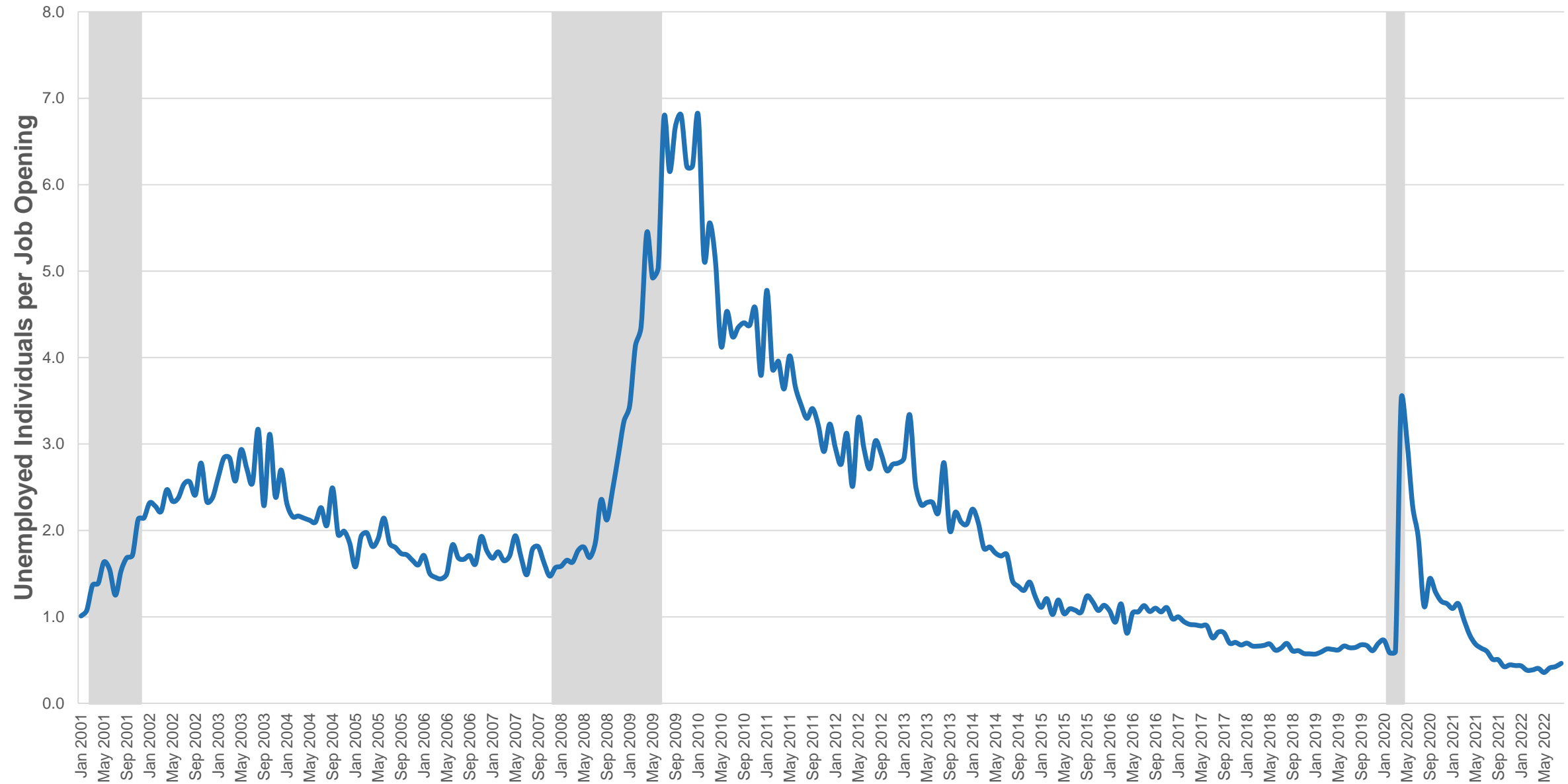


# State of Wisconsin Job Openings – January 2001 to August 2022



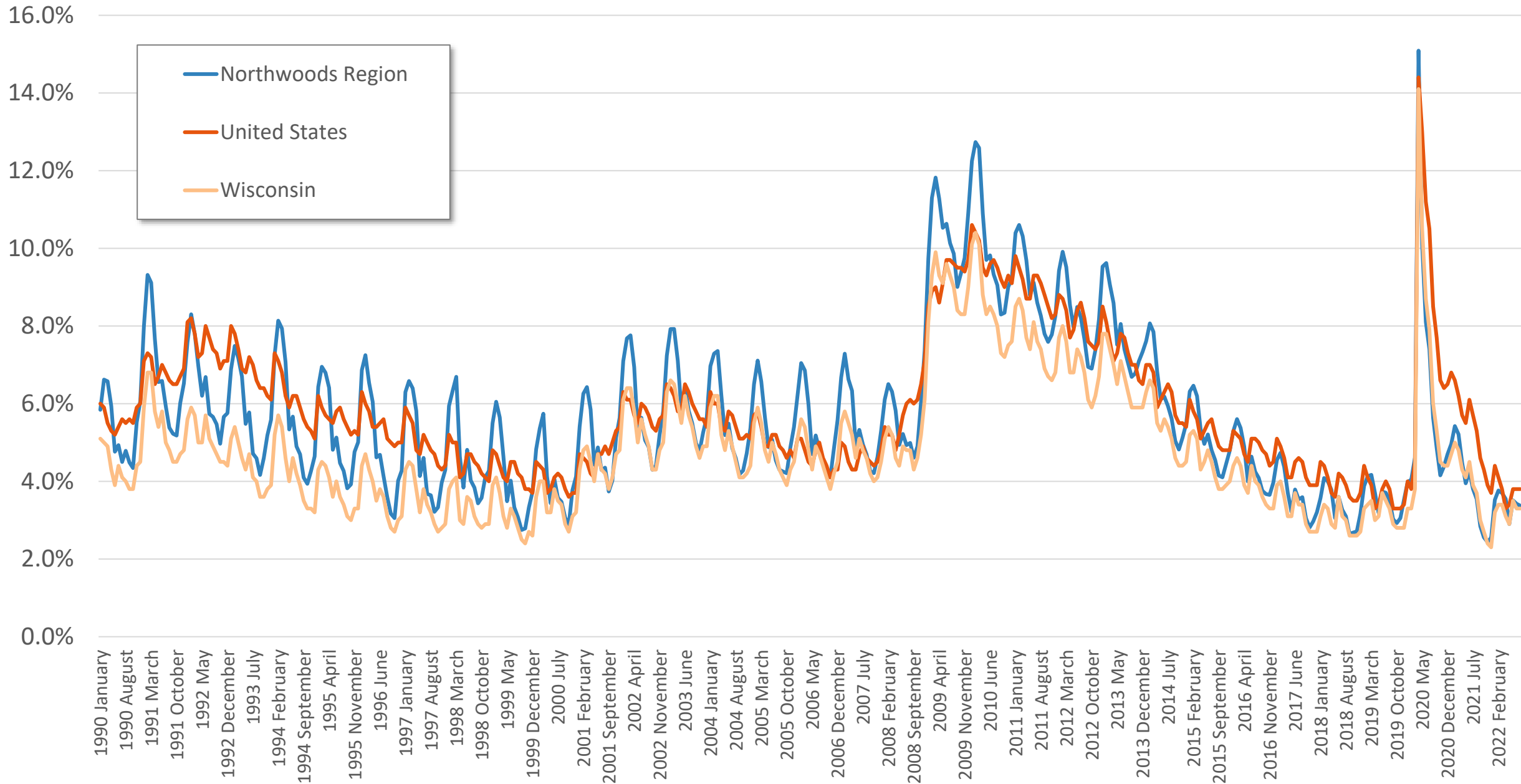
Data Source: Bureau of Labor Statistics JOLTS

# State of Wisconsin Unemployed Individuals per Job Opening - January 2001 to August 2022 (Seasonally Adjusted)

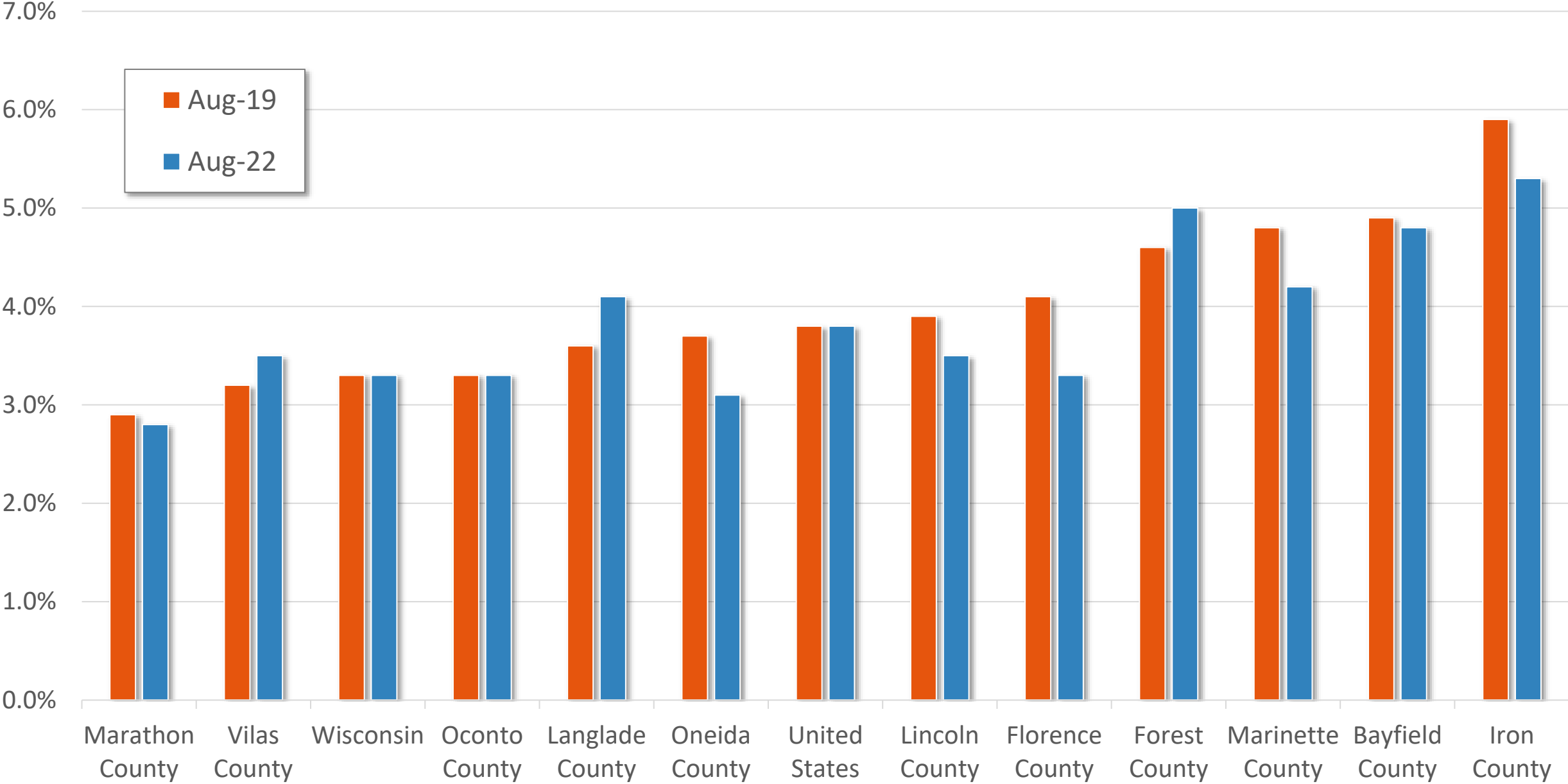


Data Source: Bureau of Labor Statistics . Shaded areas are recession periods.

# Monthly Unemployment Rate – January 1990 to August 2022 (Seasonally Adjusted)



# Unemployment Rate by County – August 2019 and August 2022 (Seasonally Unadjusted)

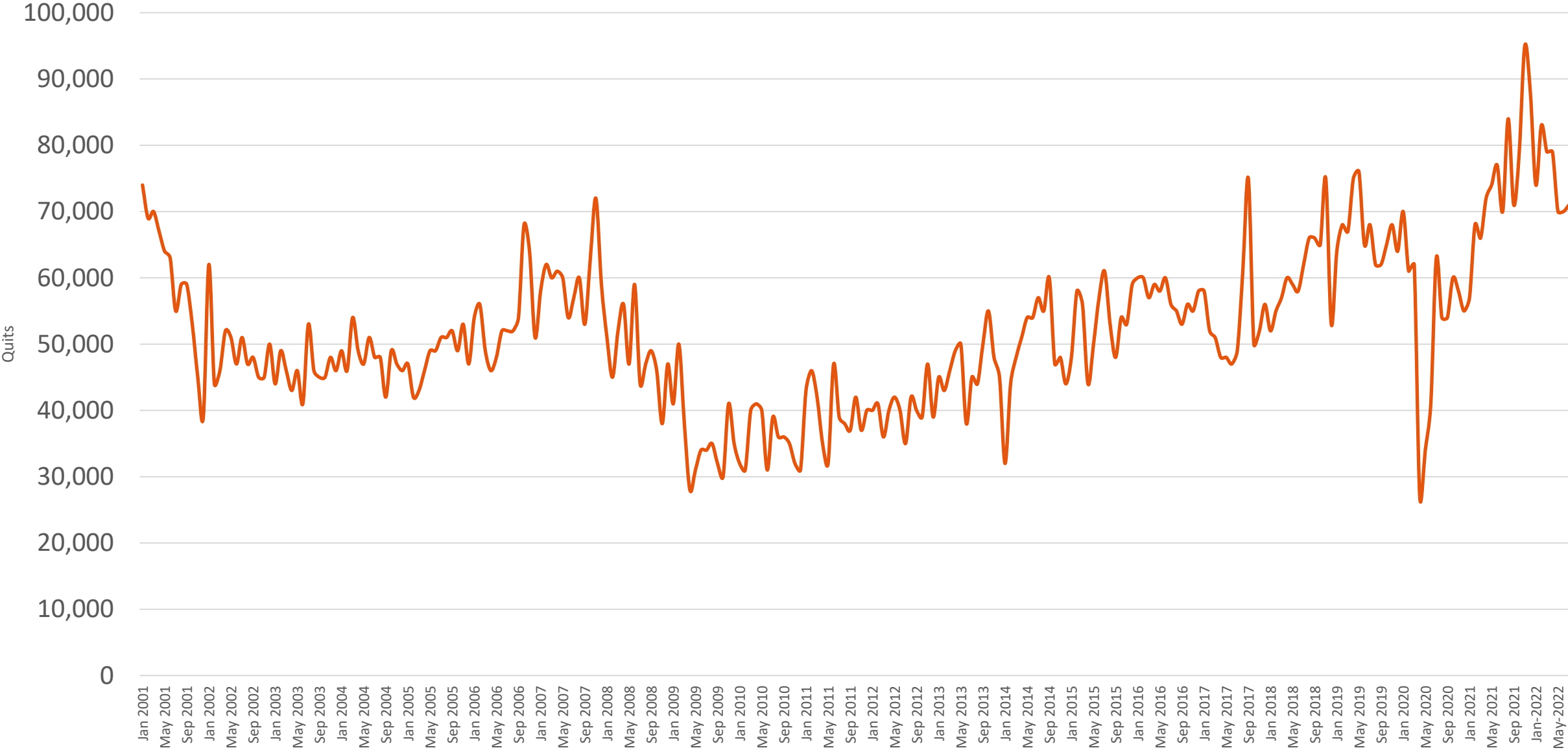


Data Source: Bureau of Labor Statistics LAUS



# State of Wisconsin Monthly Quits - January 2001 to July 2022

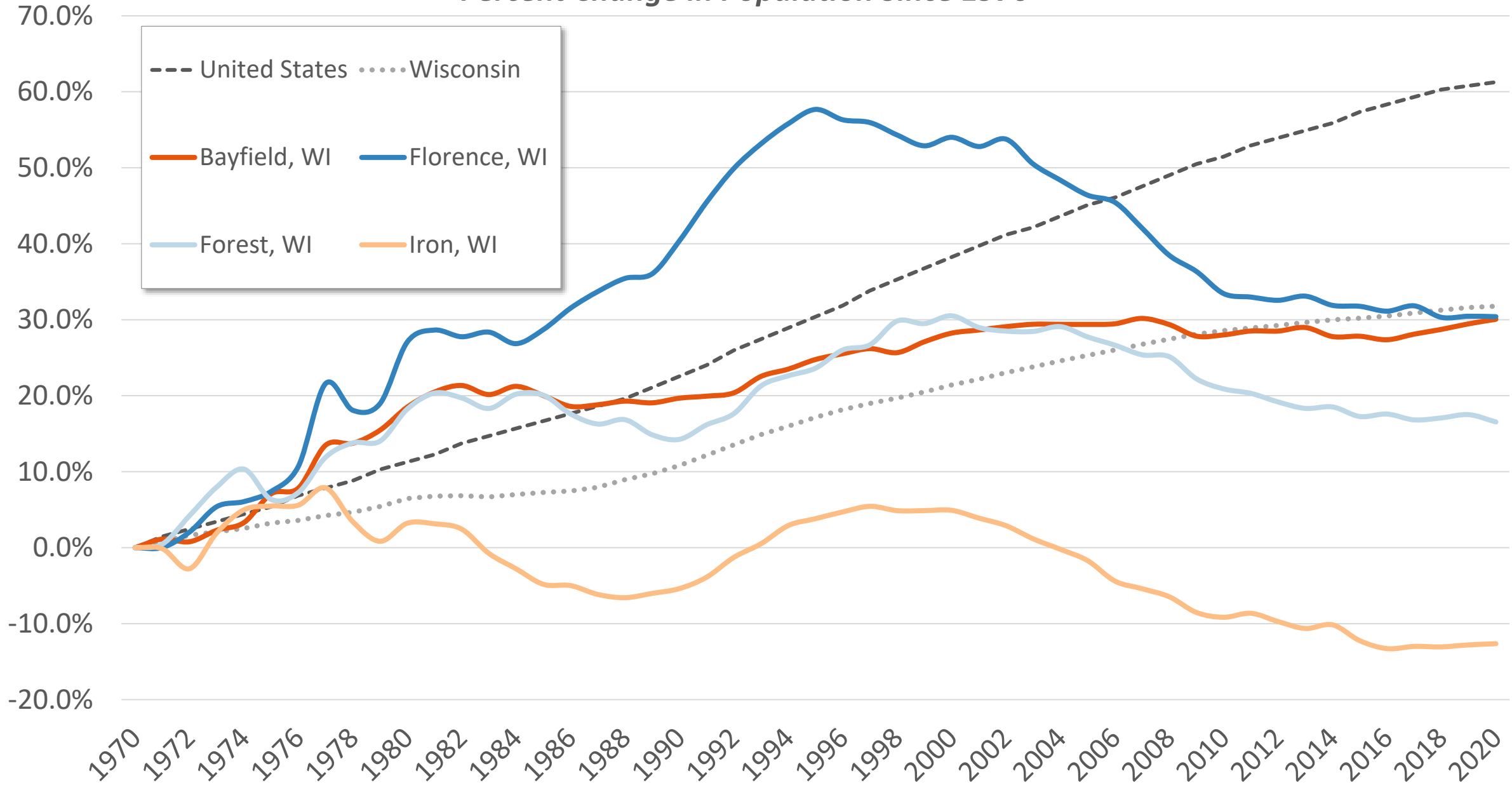
## (Seasonally Adjusted)



Data Source: Bureau of Labor Statistics JOLTS

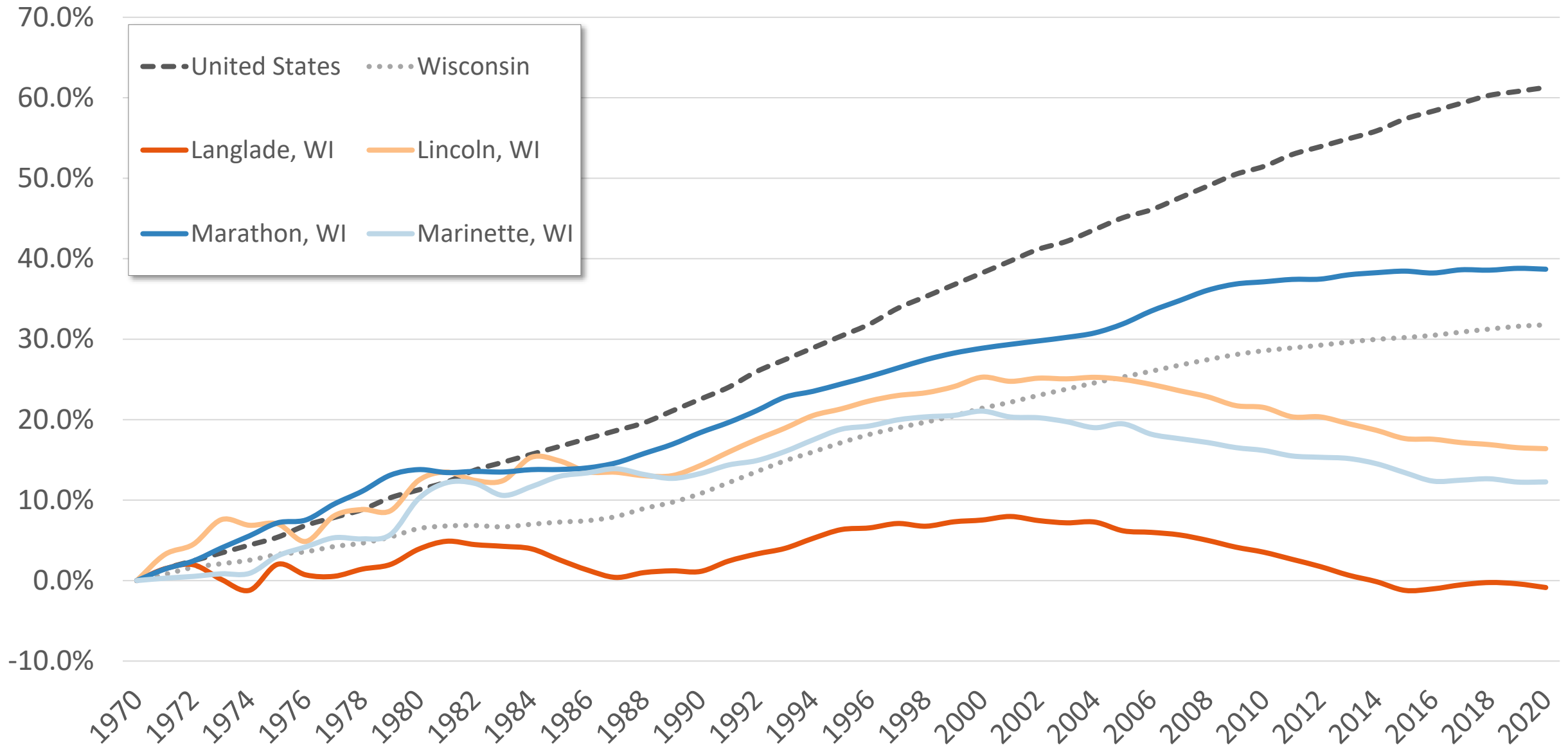
# Population Change 1970 to 2020

## *Percent Change in Population Since 1970*



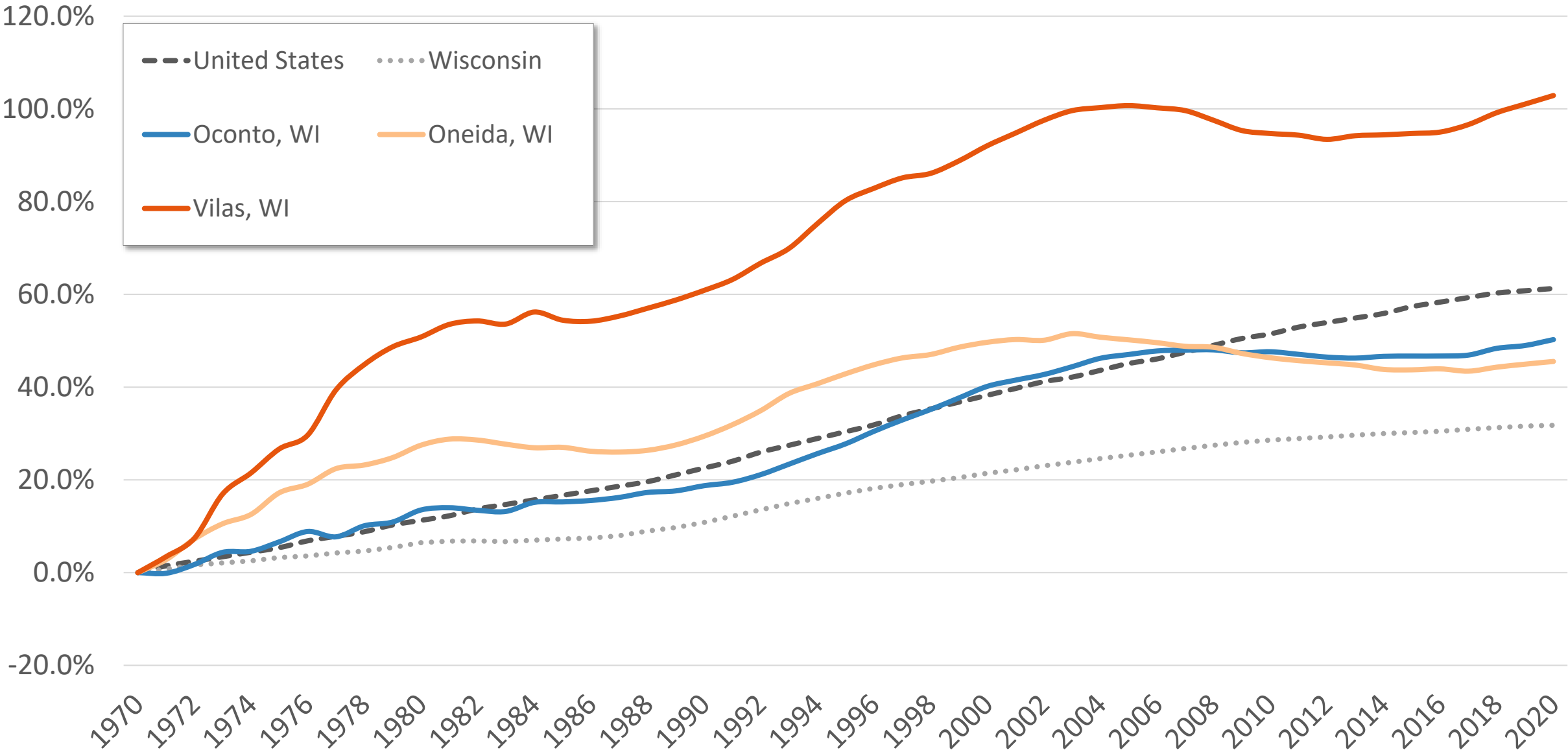
# Population Change 1970 to 2020

## *Percent Change in Population Since 1970*



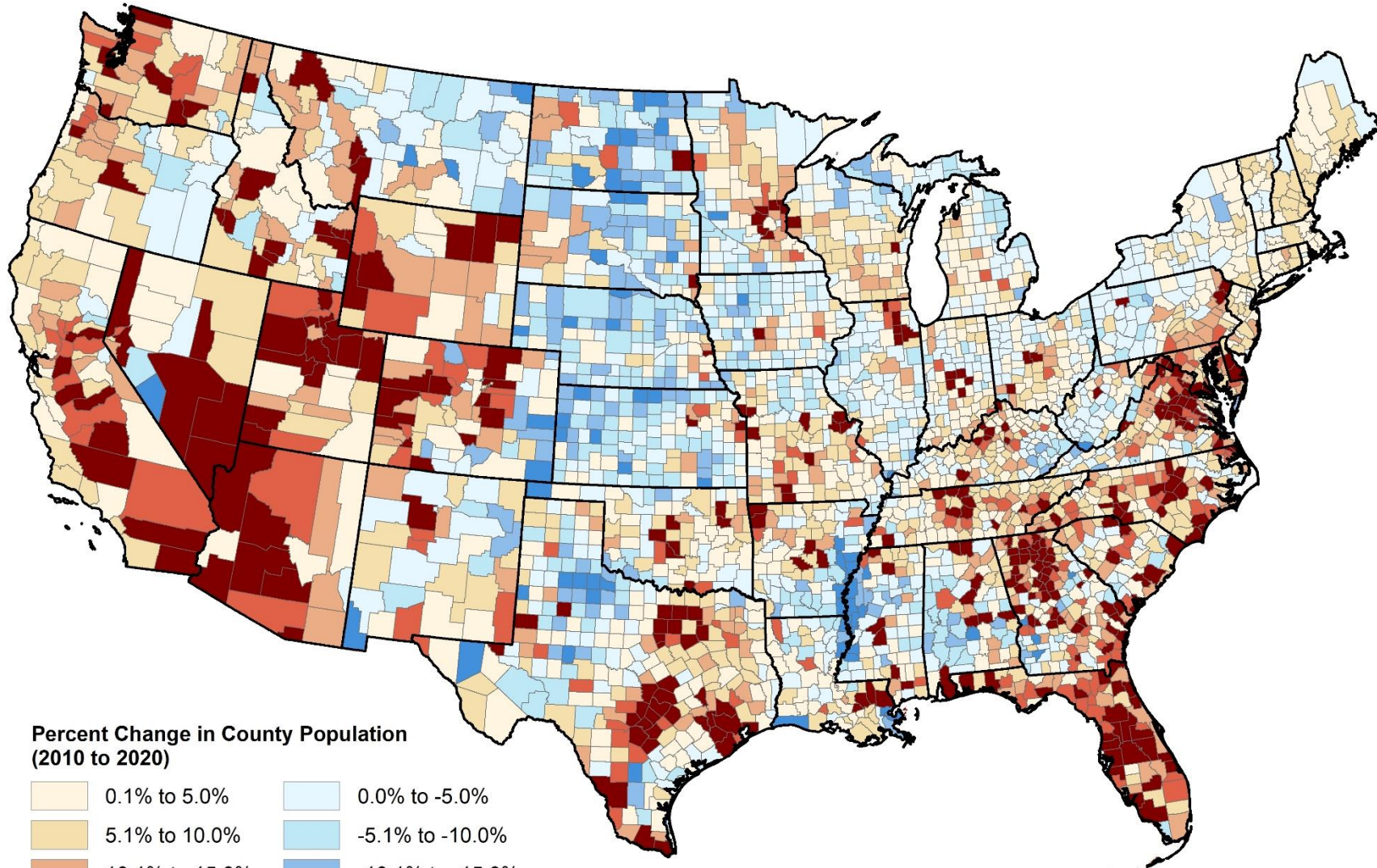
# Population Change 1970 to 2020

## *Percent Change in Population Since 1970*





## Percent Change in Population by County - 2000 to 2010



### Percent Change in County Population (2010 to 2020)



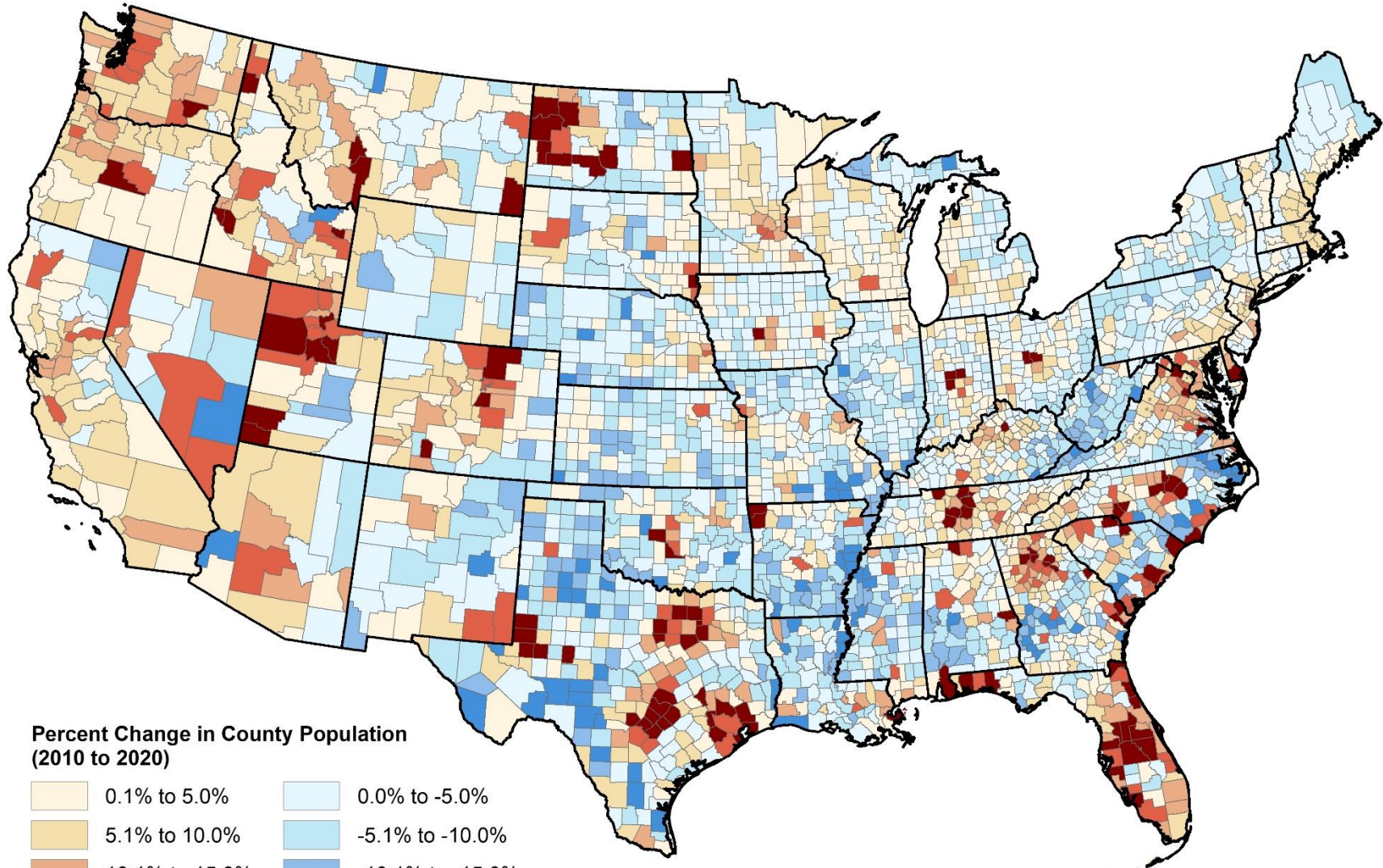
Sources: U.S. Census Bureau, Bureau of Economic Analysis and UW-Extension  
© 2017 University of Wisconsin-Extension Center for Community & Economic Development



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## Percent Change in Population by County - 2010 to 2020



### Percent Change in County Population (2010 to 2020)

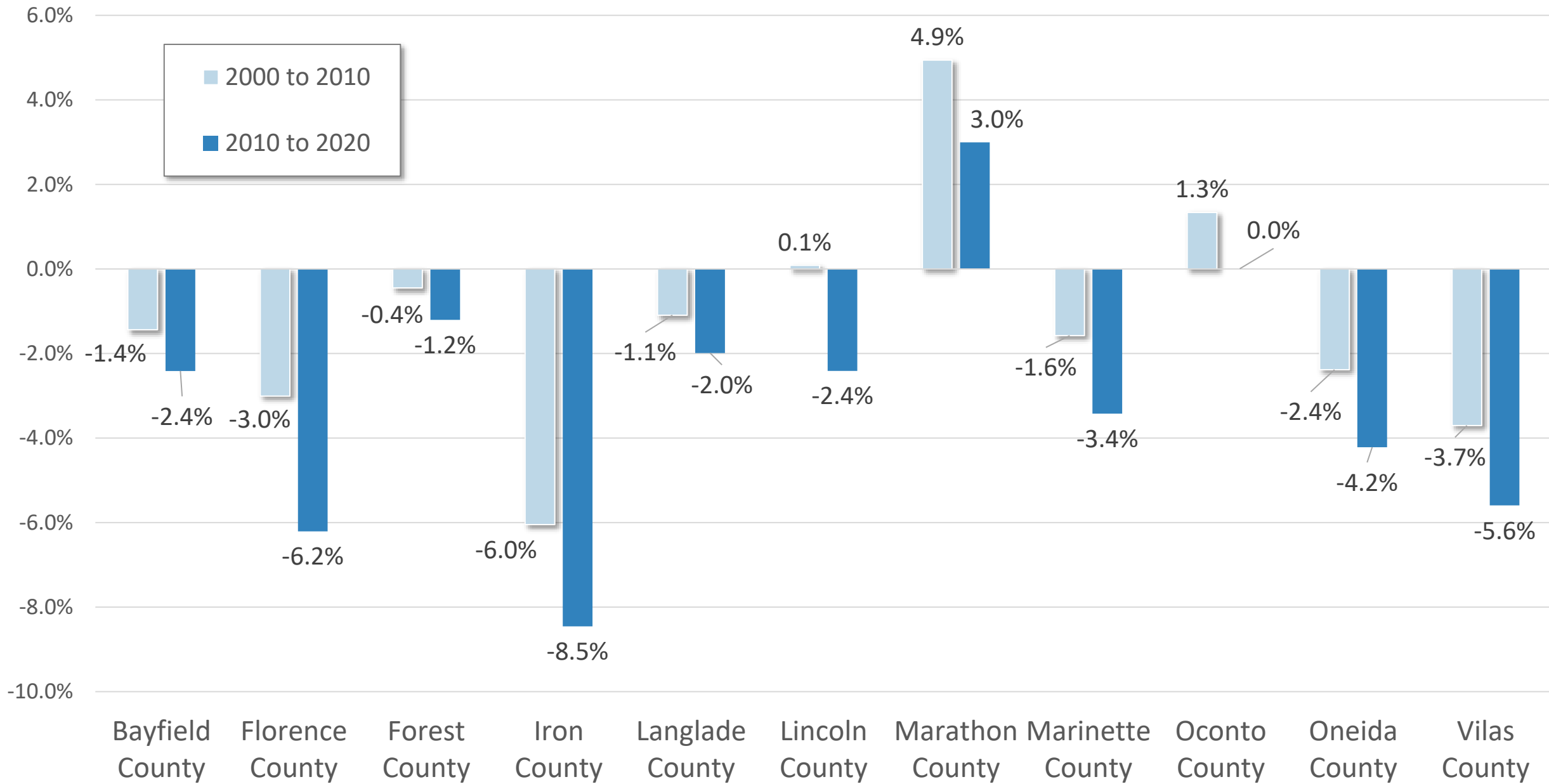


Sources: U.S. Census Bureau, Bureau of Economic Analysis and UW-Extension  
© 2017 University of Wisconsin-Extension Center for Community & Economic Development

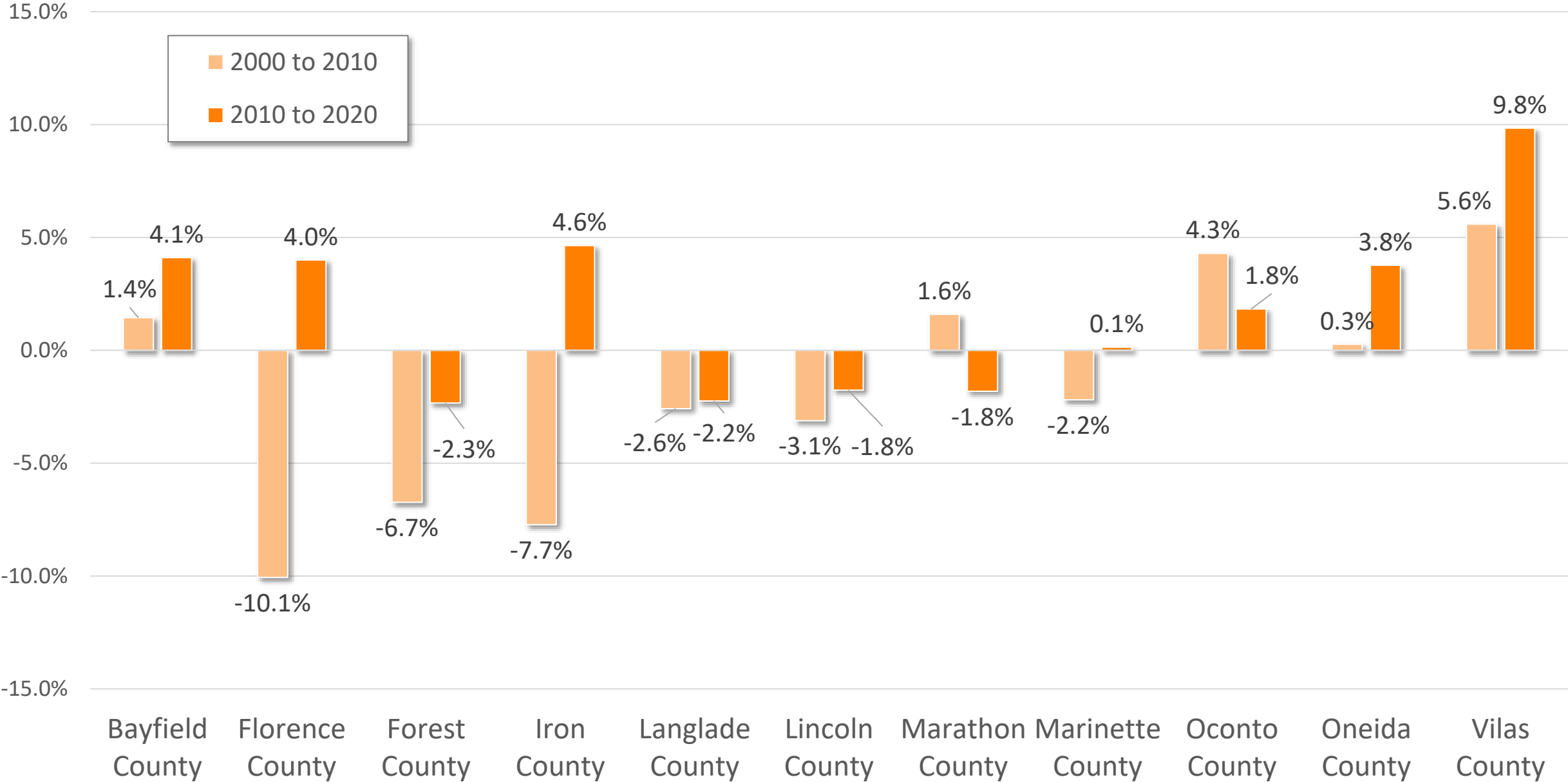


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## County Population Change Attributed to Natural Increase



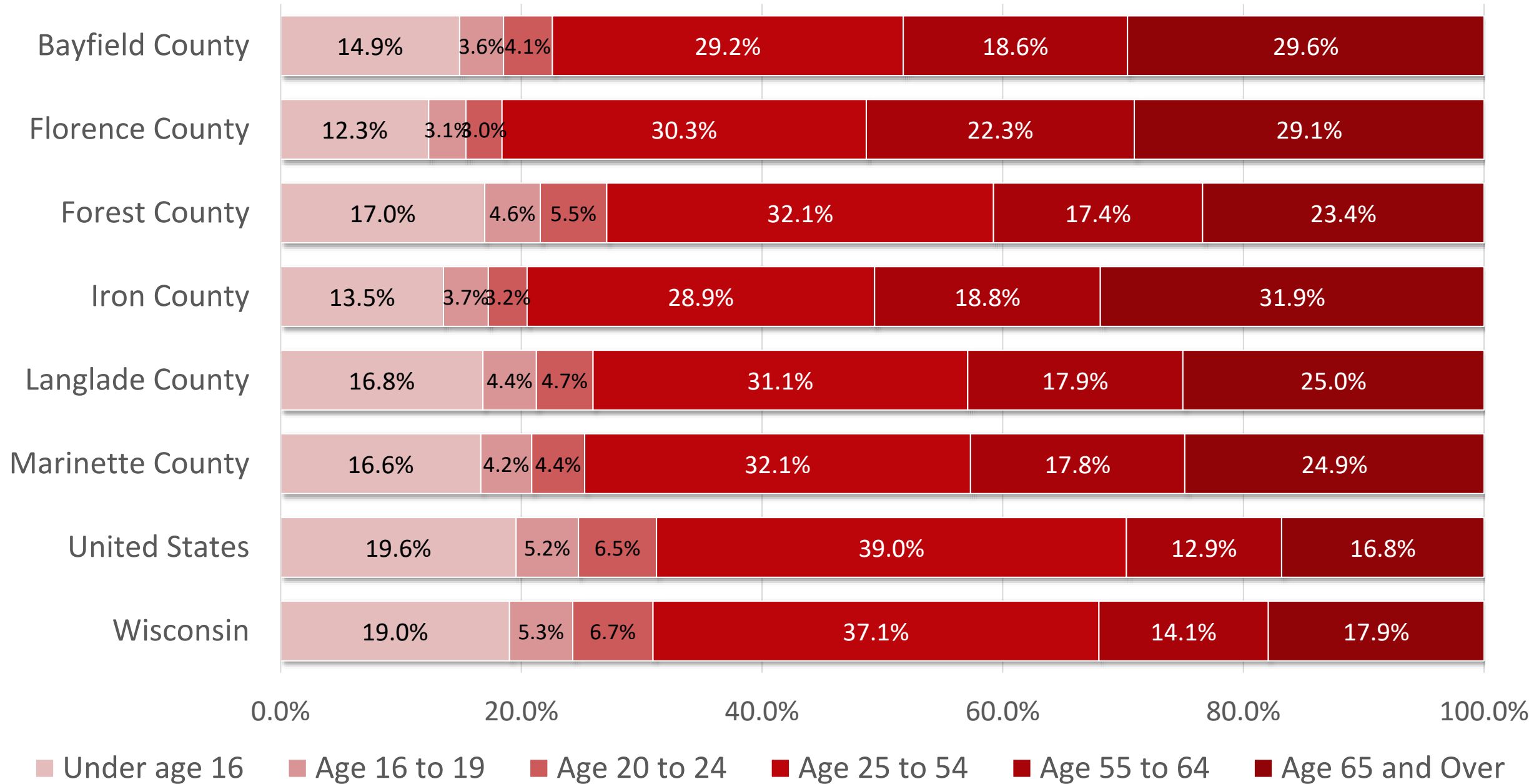
# County Population Change Attributed to Net Migration



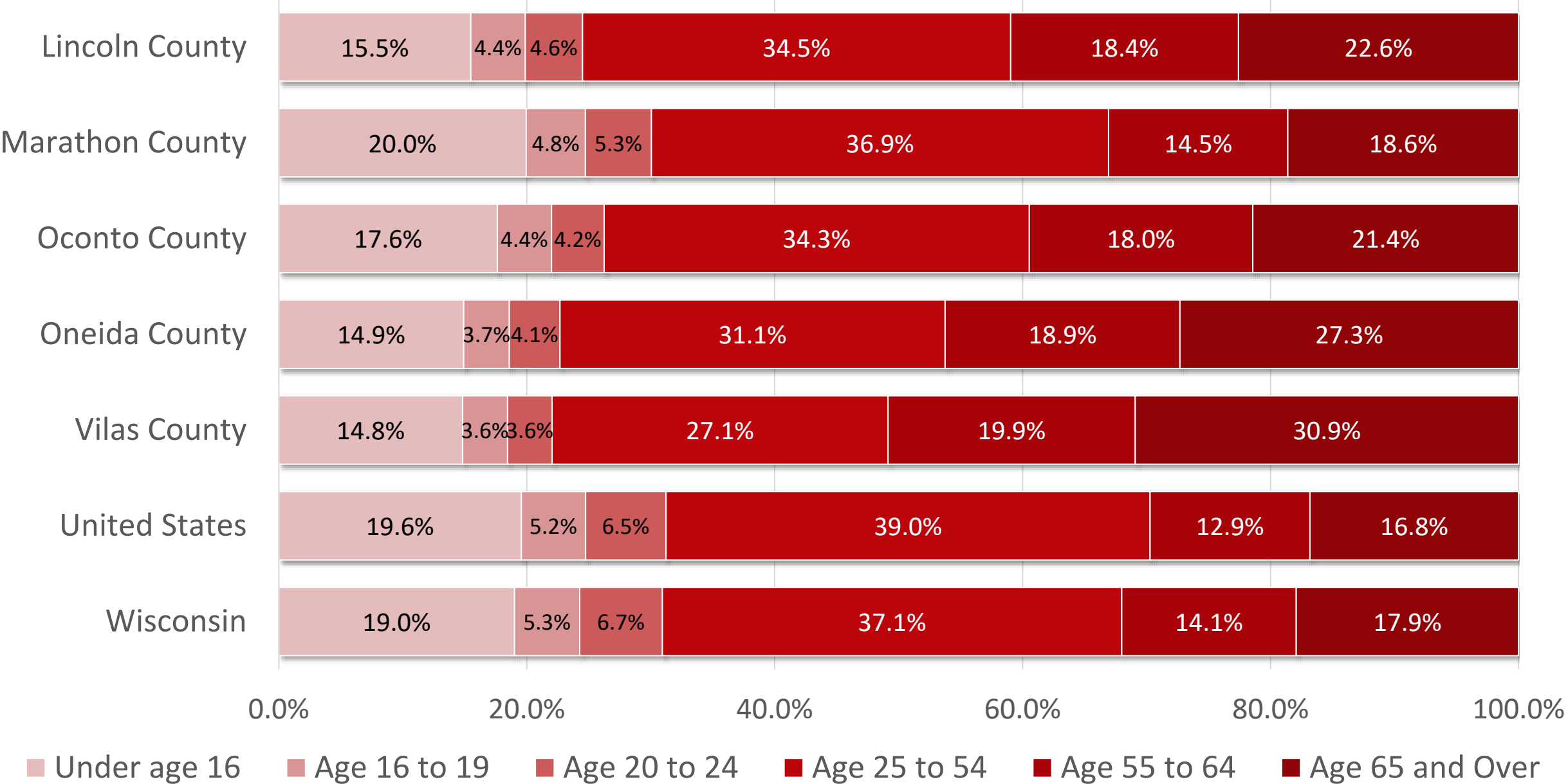
Data Source: U.S. Census Bureau and Author's Calculations



# Age Distribution (2021 Estimates)

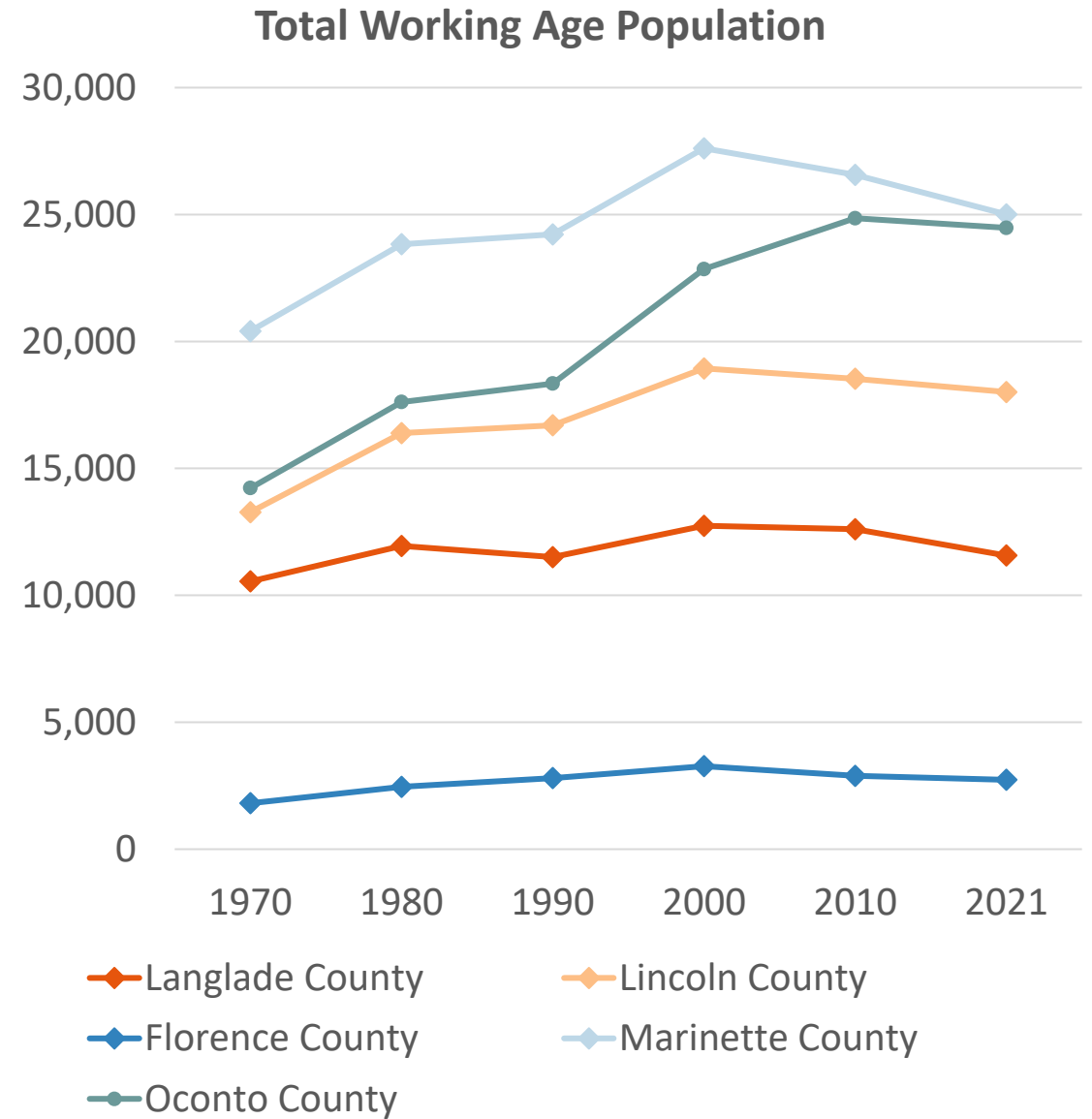
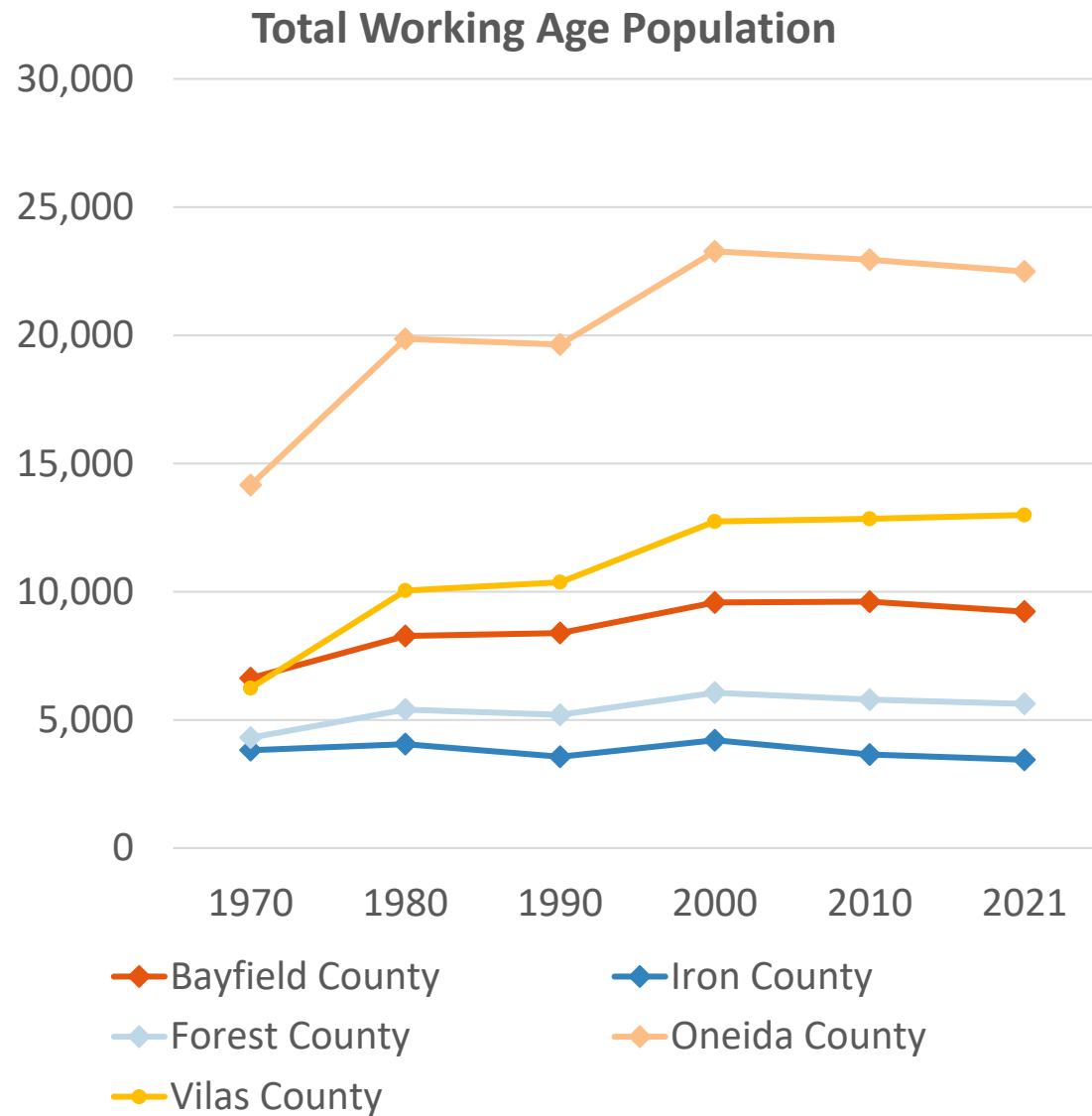


# Age Distribution (2021 Estimates)

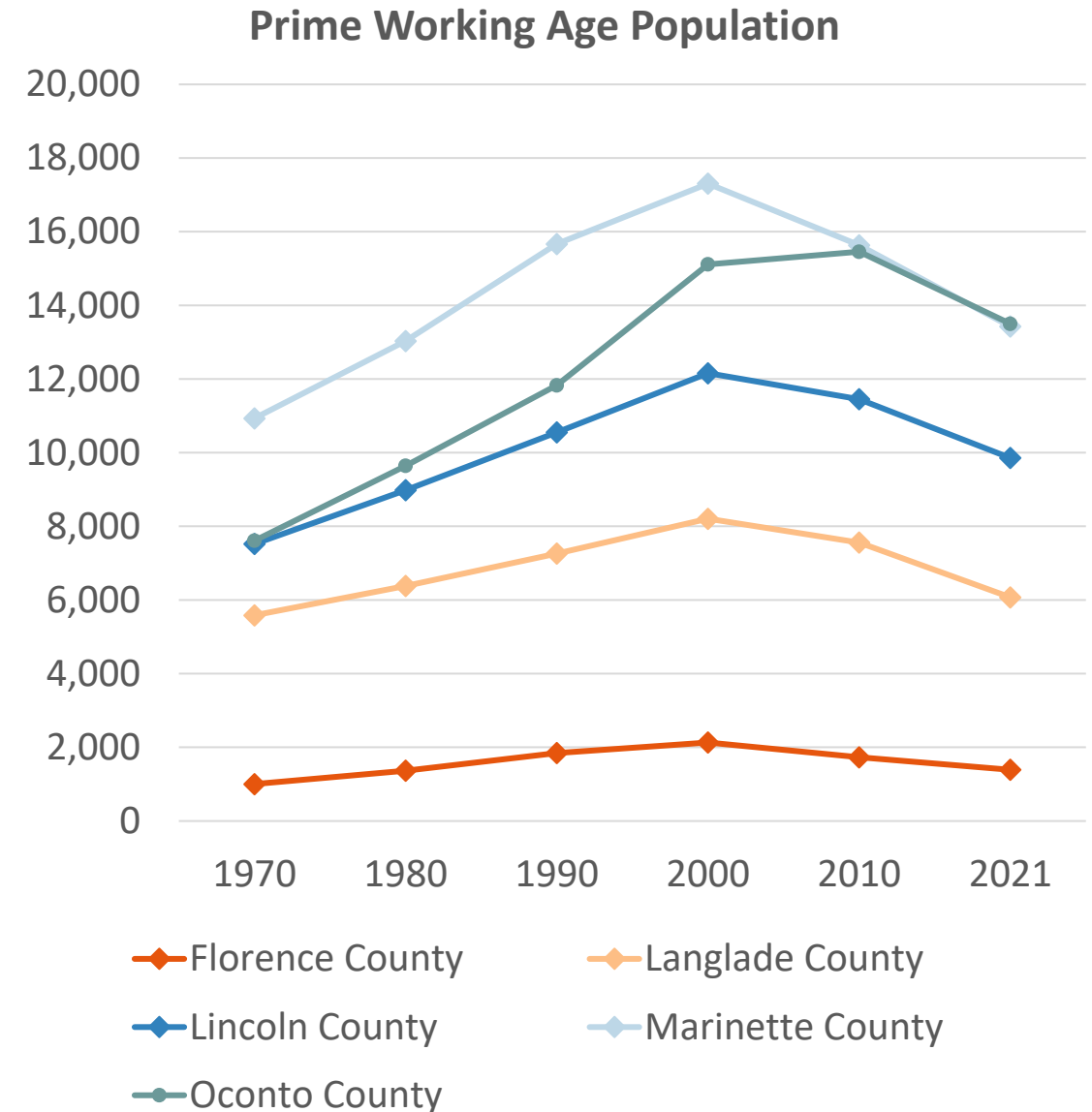
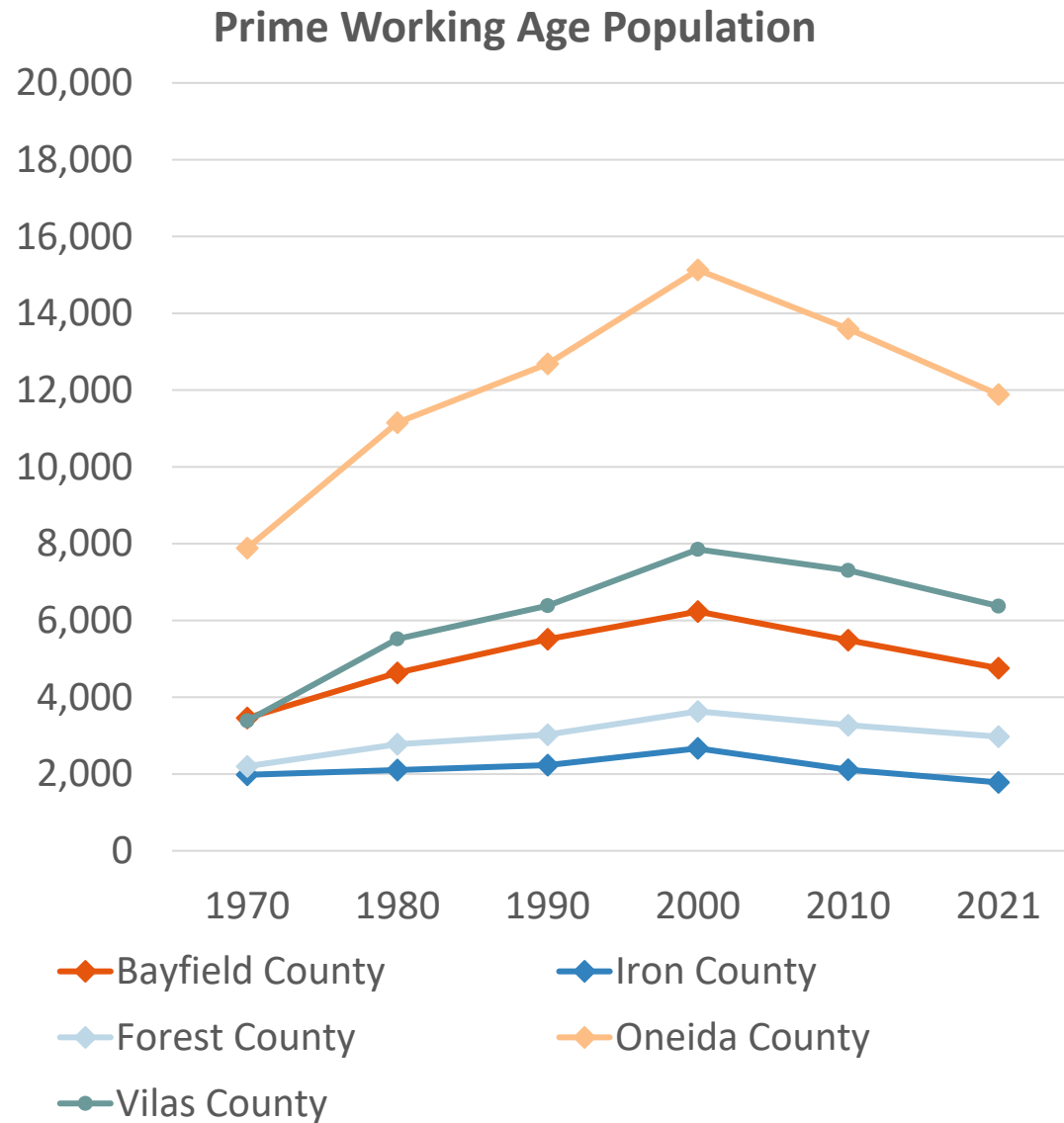


Data Source: U.S Census Bureau 2021 Population Estimates

# Total Working Age Population – 1970 to 2021



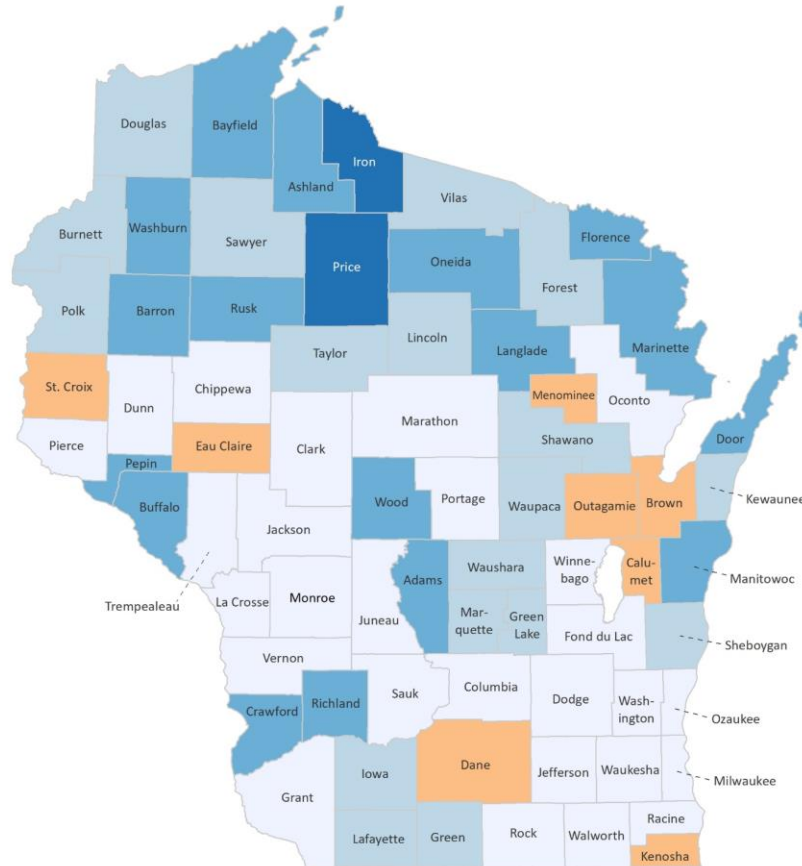
# Total Prime Working Age Population - 1970 to 2021



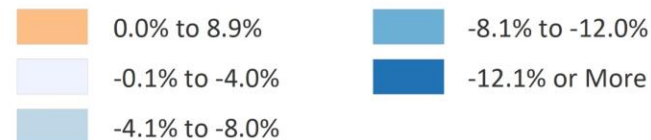


# Changes in Total Working Age and Prime Working Age Population - 2010 to 2020

*Percent Change in Total Working Age Population  
(Age 15 to 64) - 2010 Census to 2020 Estimates*

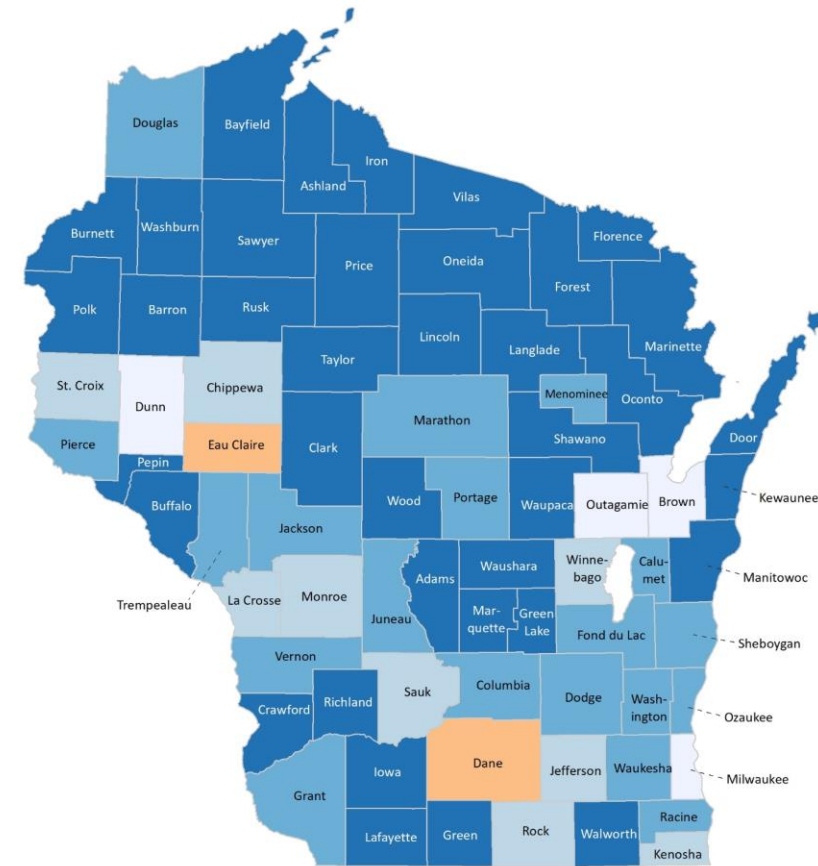


**Percent Change in Total Working Age Population**

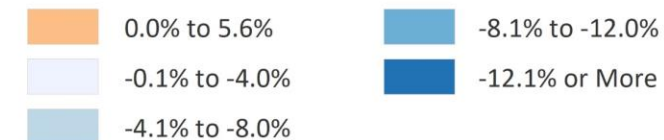


Data Source: U.S. Census Bureau

*Percent Change in Prime Working Age Population  
(Age 25 to 54) - 2010 Census to 2020 Estimates*



**Percent Change in Prime Working Age Population**

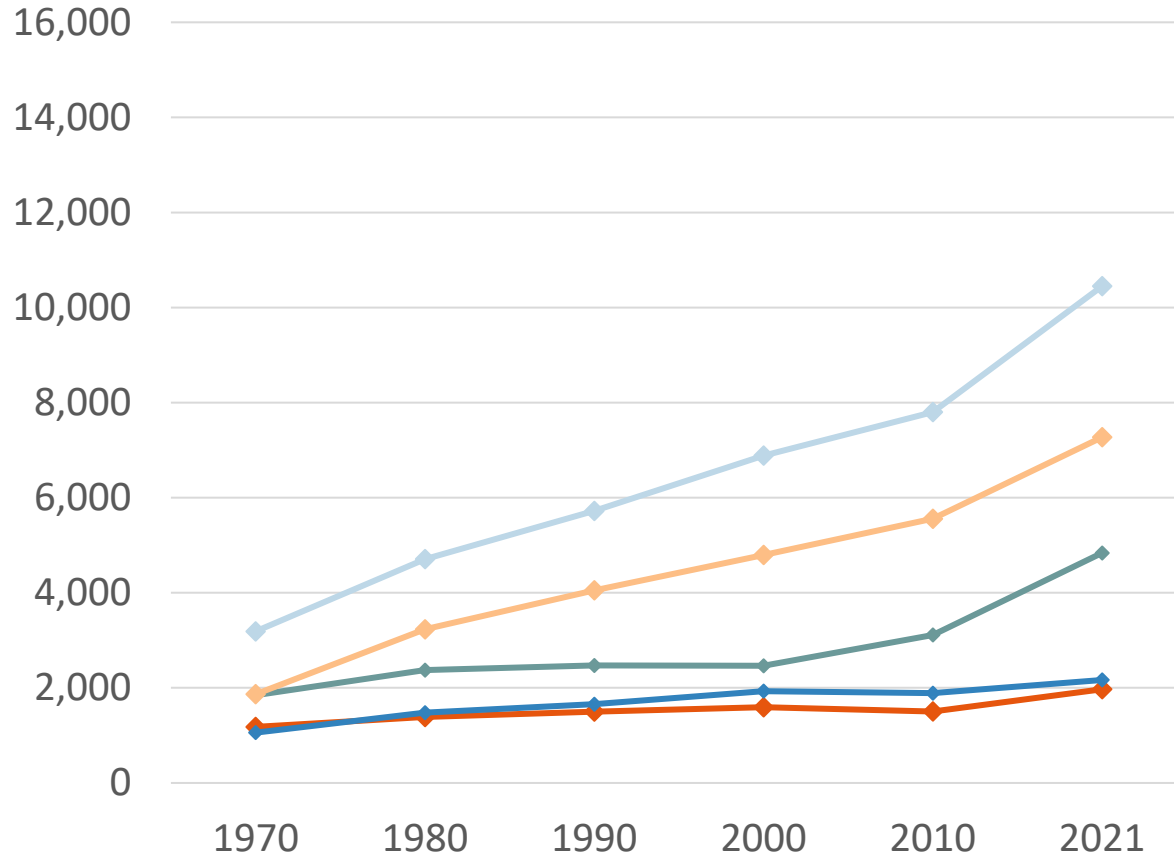


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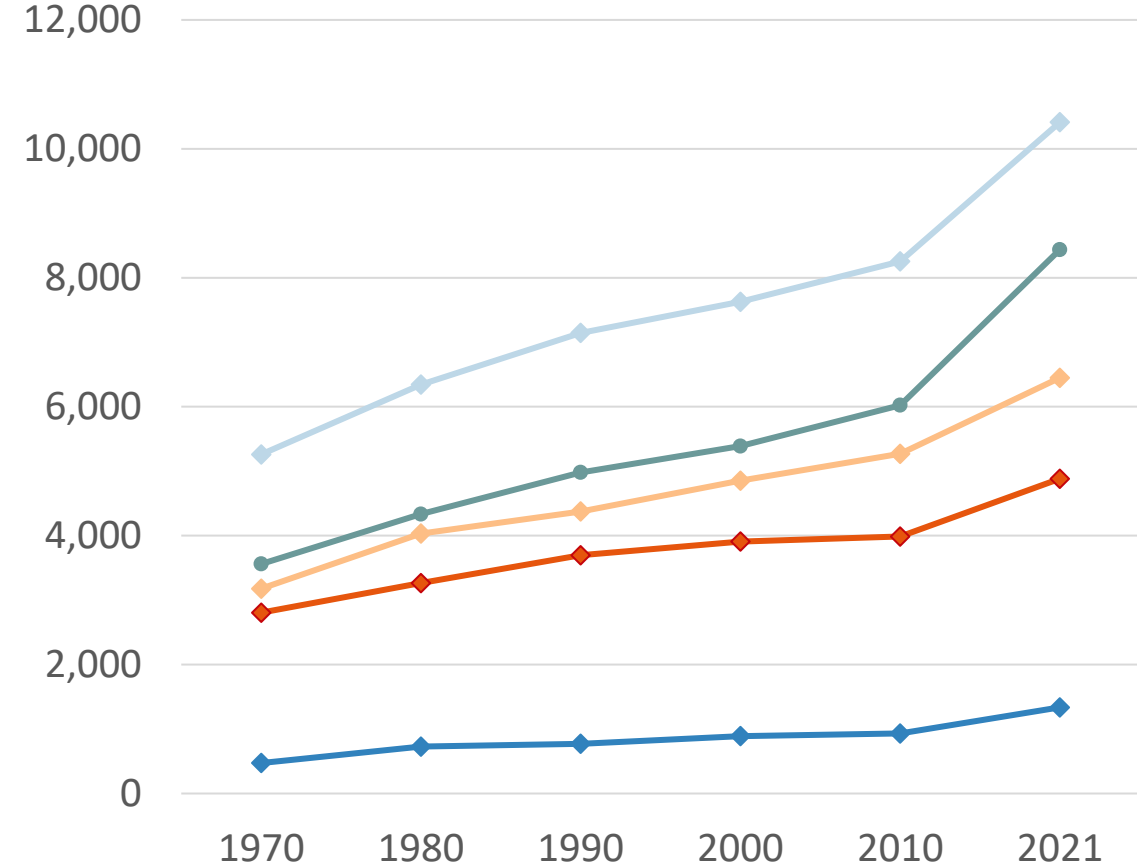
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# Total Population Age 65 and Over 1970 to 2021

## Total Population Age 65 and Over



## Total Population Age 65 and Over

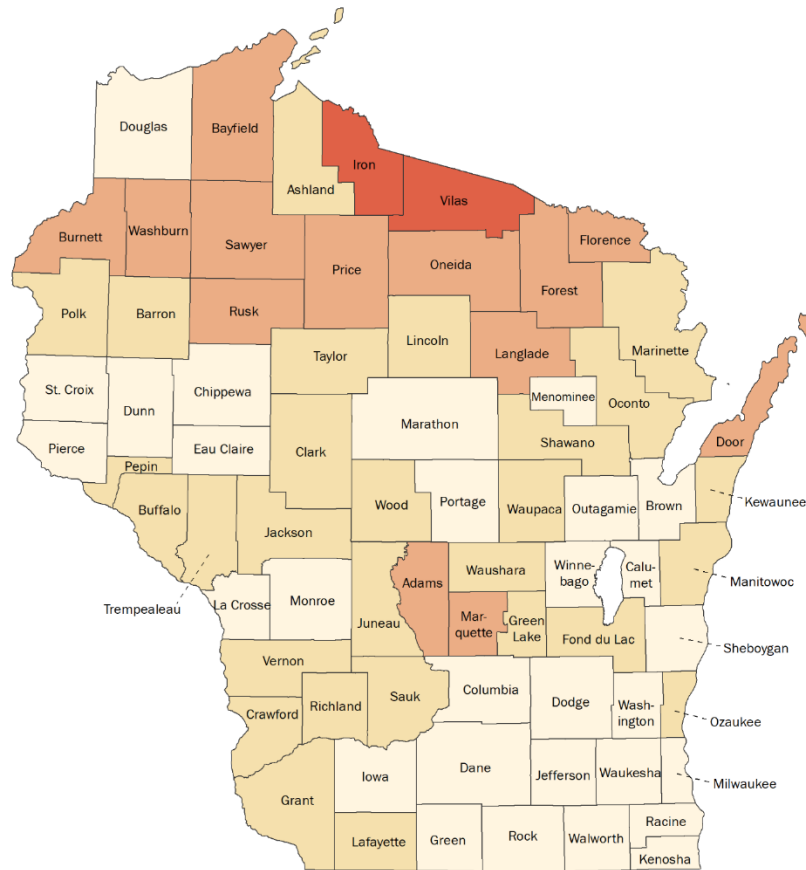


Bayfield County Iron County Forest County  
Oneida County Vilas County

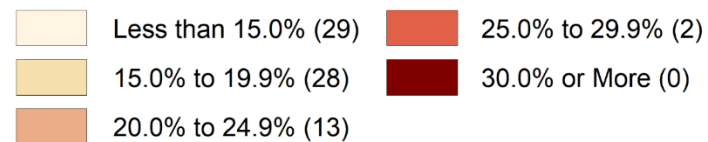
Langlade County Lincoln County  
Florence County Marinette County  
Oconto County

# Projected Change in Population Age 65 and Over - 2010 to 2040

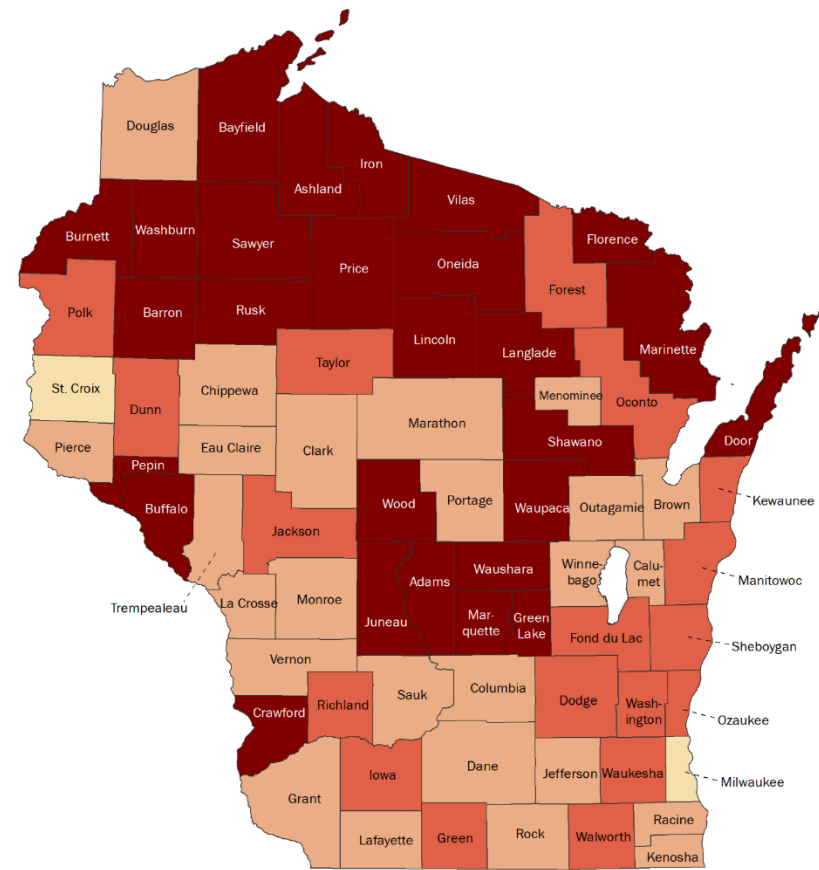
Share of County Population Age 65 or Older -  
2010 Census



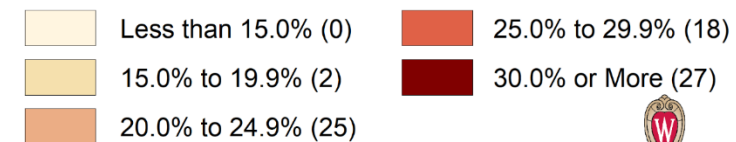
Share of Population Age 65 and Over - 2010 Census  
(Number of Counties)



Share of County Population Age 65 and Over -  
2040 Projection

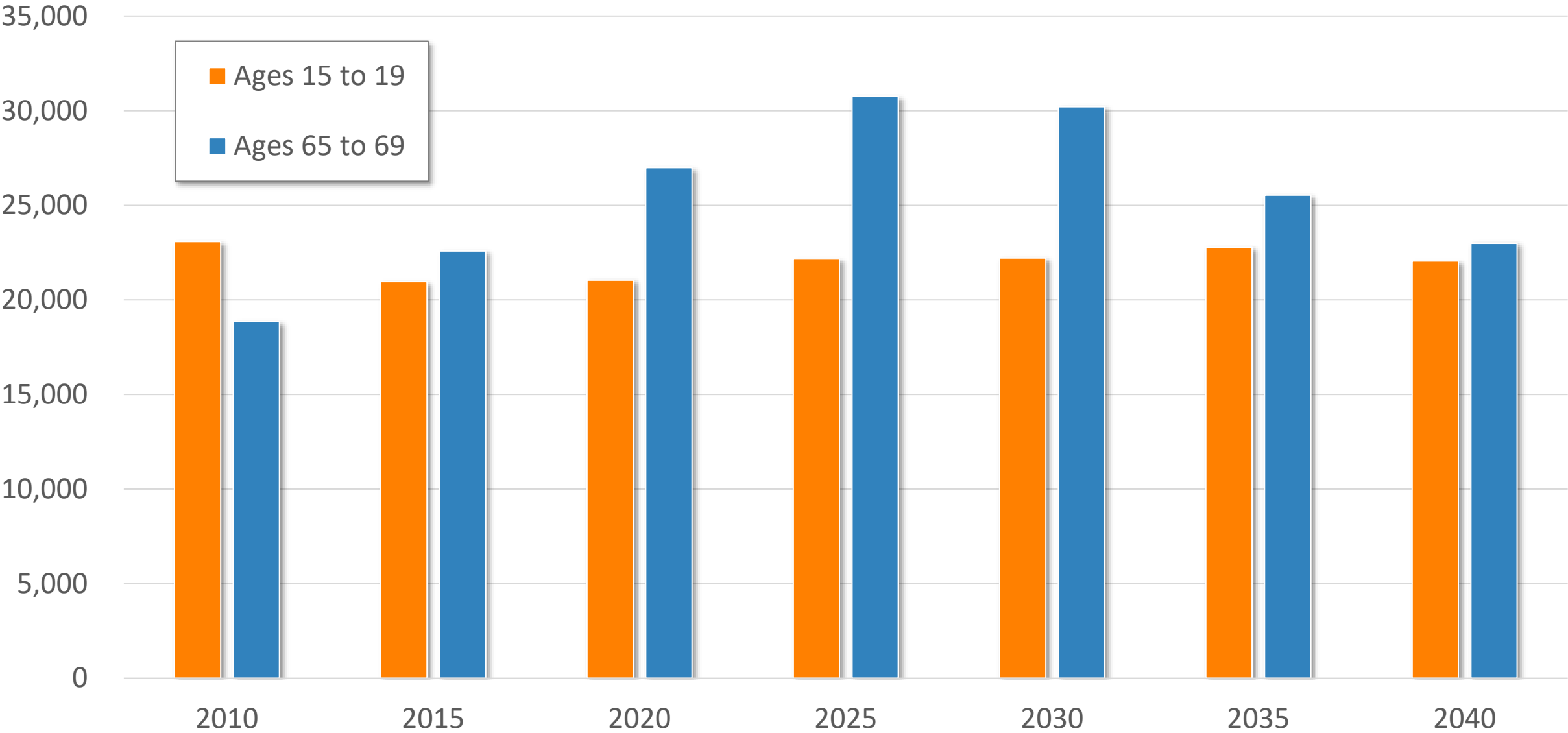


Share of Population Age 65 and Over - 2040 Projection  
(Number of Counties)



# Convergence of the Population Ages 15 to 19 & Ages 65 to 69

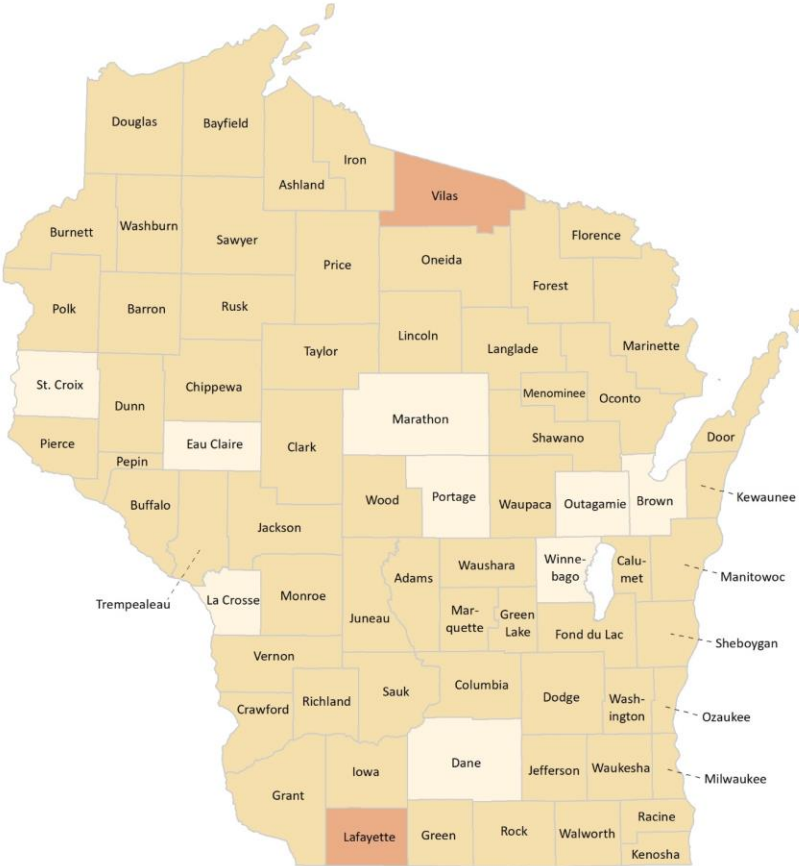
## *Northwoods Region - 2010 to 2040*



Data Source: Wisconsin Department of Administration and Author's Calculations

# Employees Age 55 and Over by County - Q2 2000 to Q2 2021

*Employees Age 55 and Over as a  
Share of Total Employment - Q2 2000*

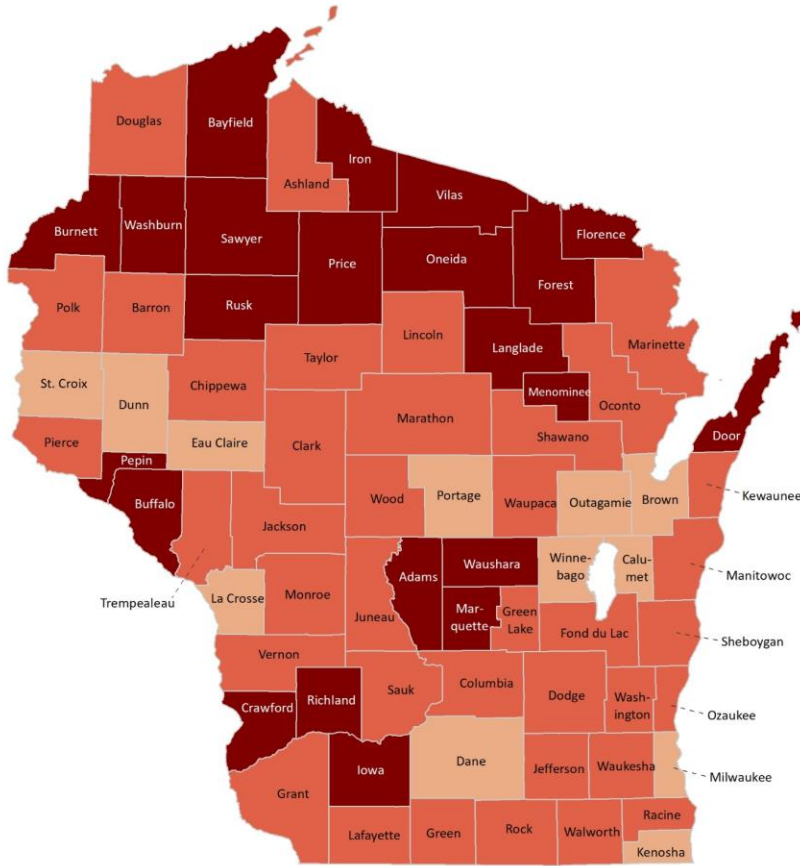


Percent Age 55 and Over (Q2 2000)



Data Source: U.S. Census Bureau

*Employees Age 55 and Over as a  
Share of Total Employment - Q2 2021*



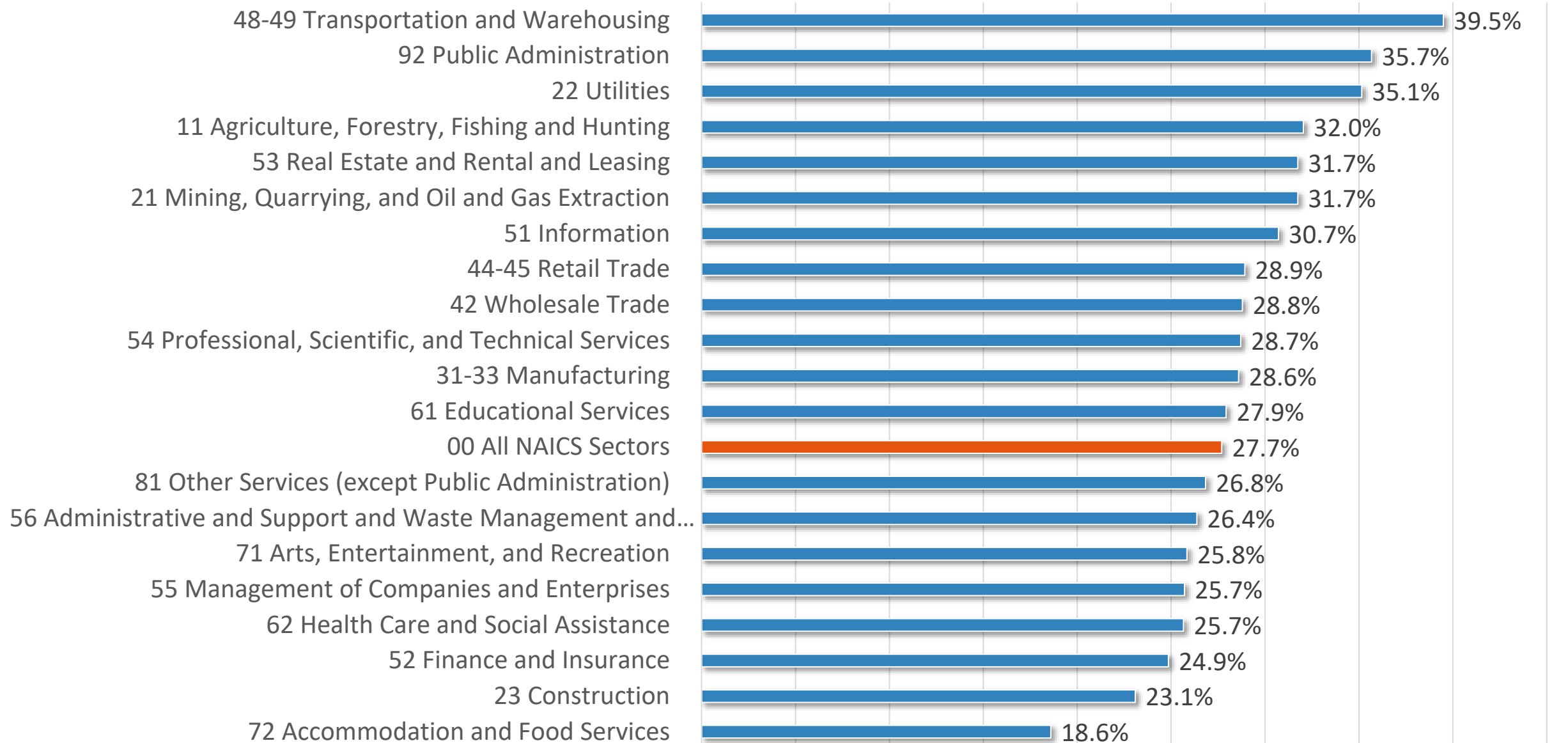
Percent Age 55 and Over (Q2 2021)



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# Northwoods Region Employees Age 55 and Over by Industry Sector

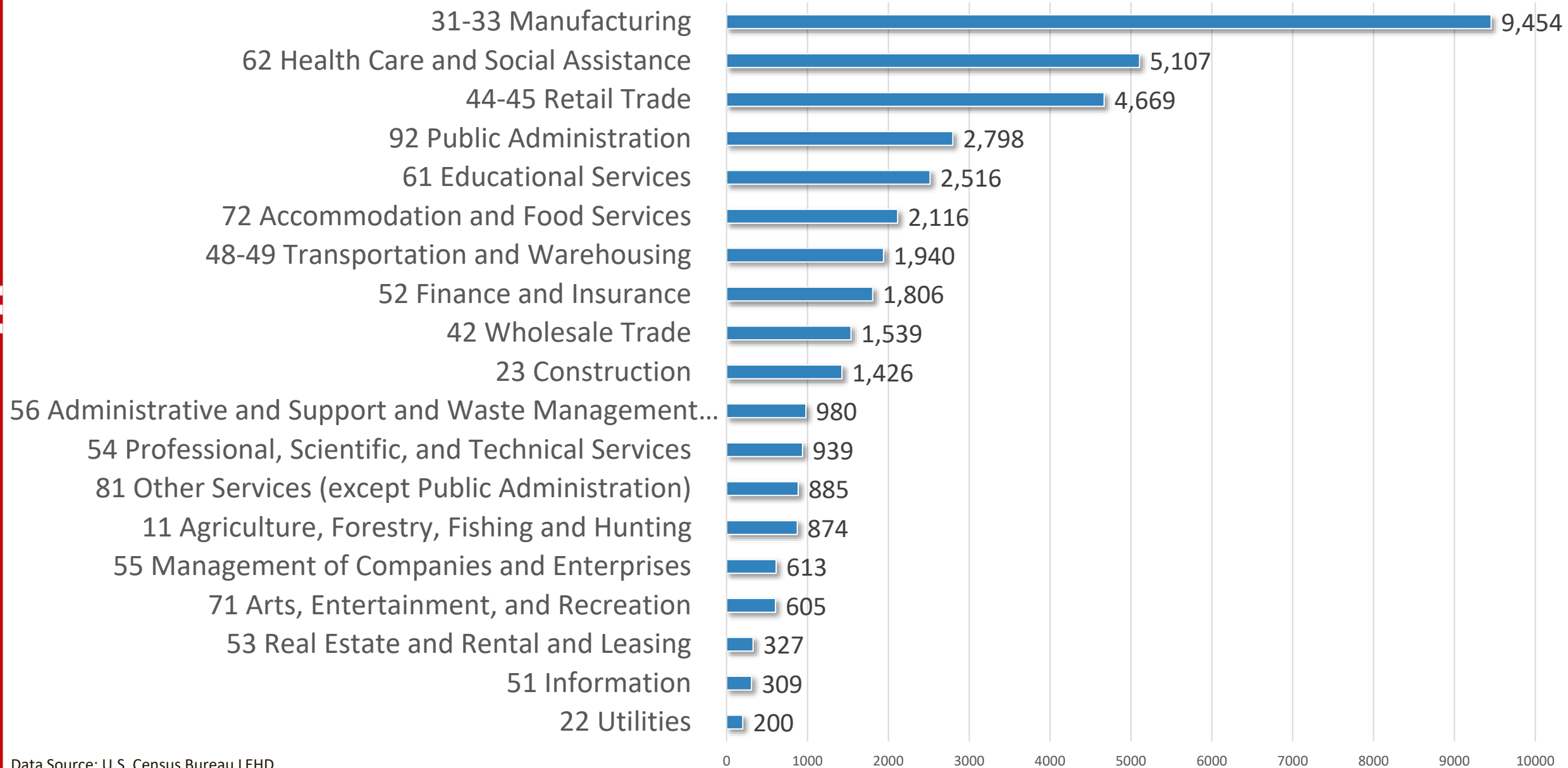
## *Share of Total Employment - Q2 2021*



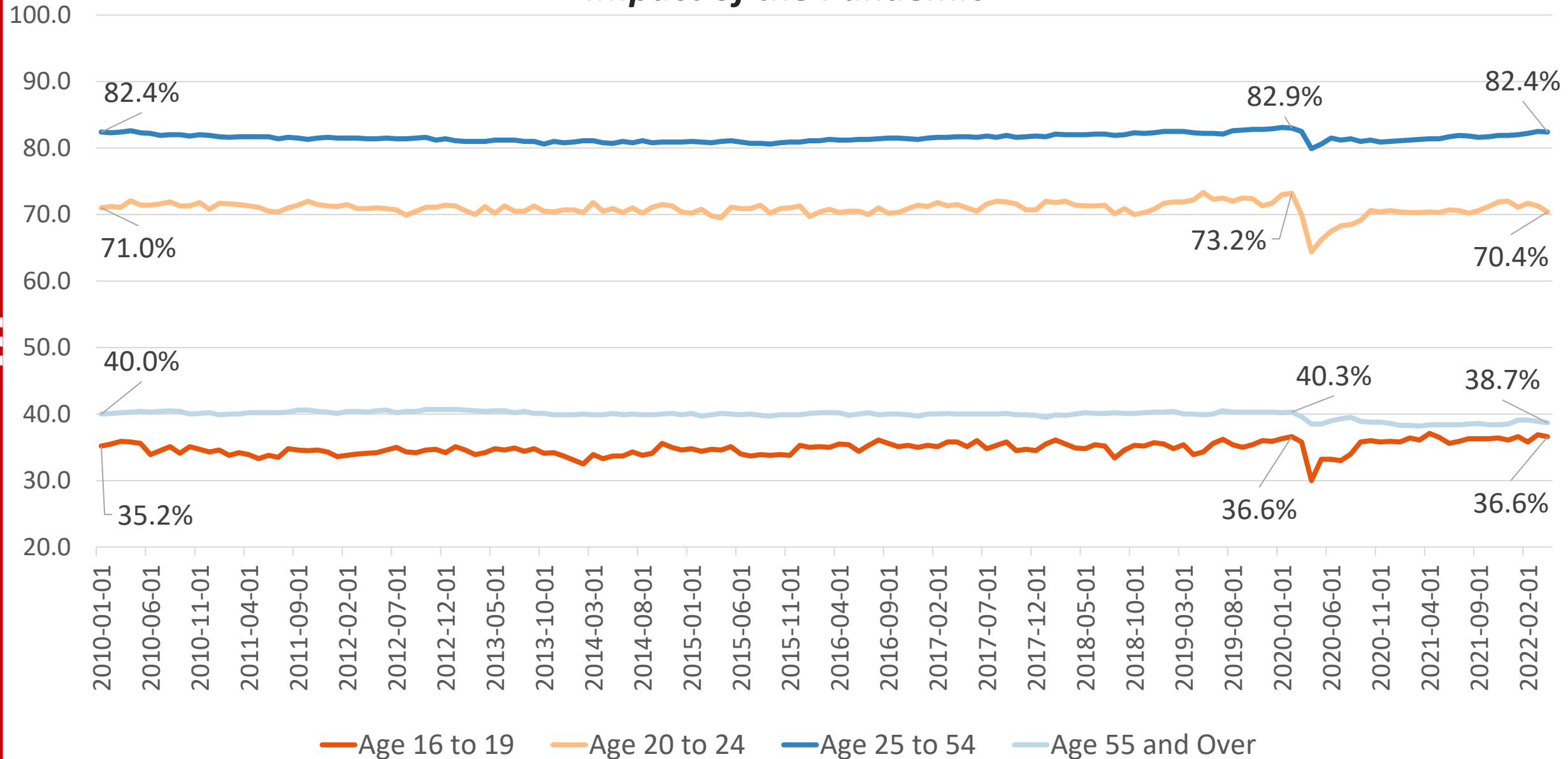


# Northwoods Region Employees Age 55 and Over by Industry Sector

## *Share of Total Employment - Q2 2021*

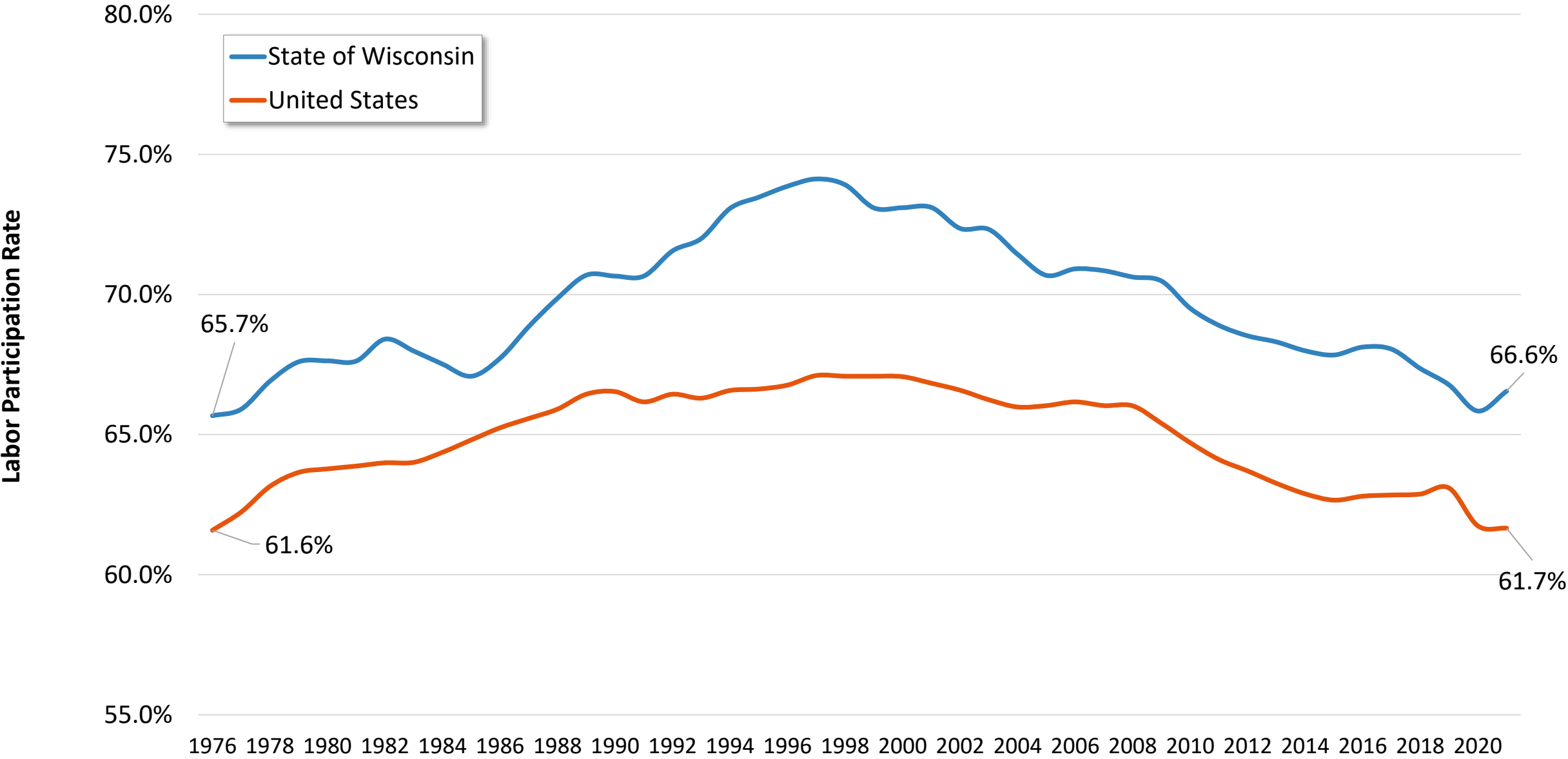


# National Labor Participation Rates by Age Group (Seasonally Adjusted) – *Impact of the Pandemic*



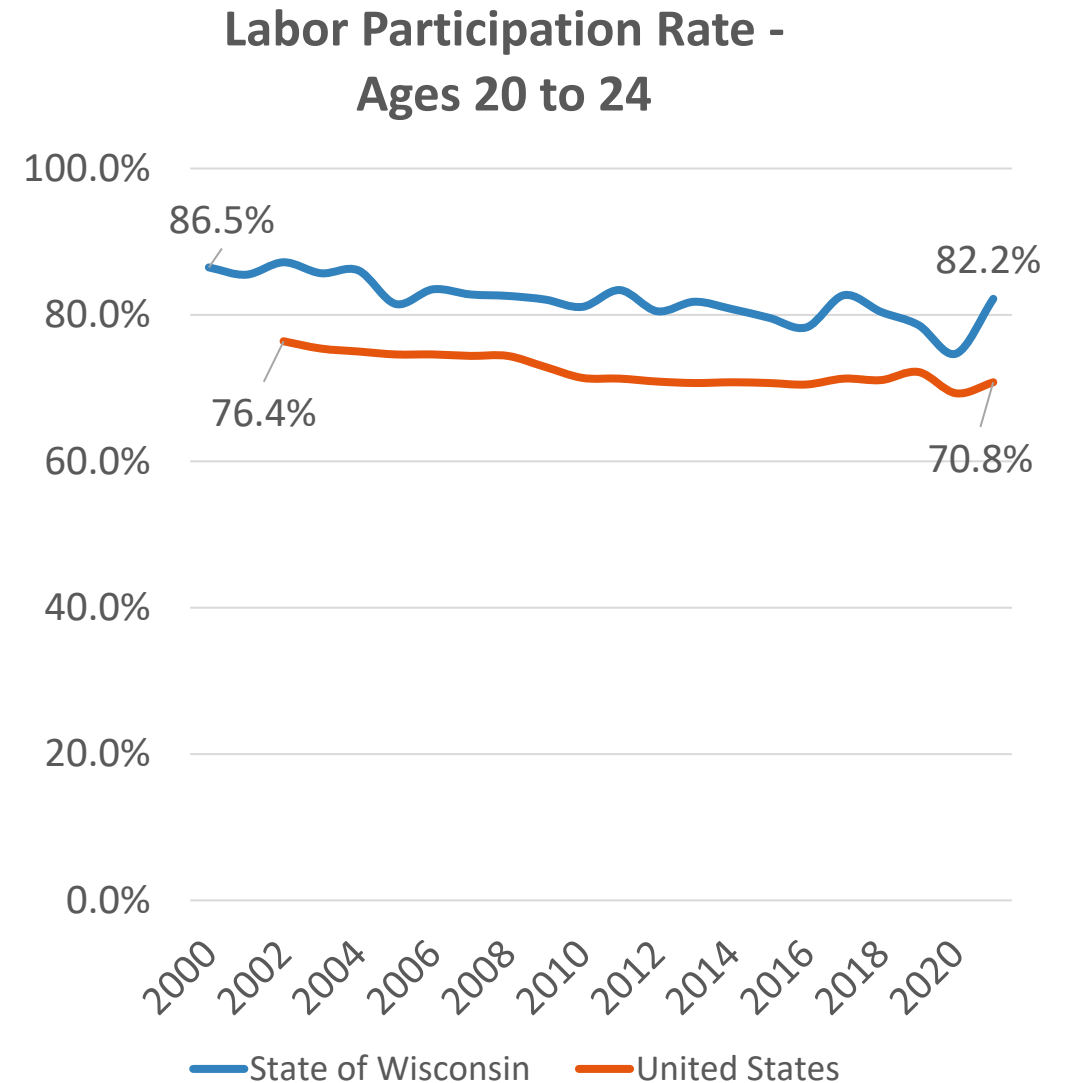
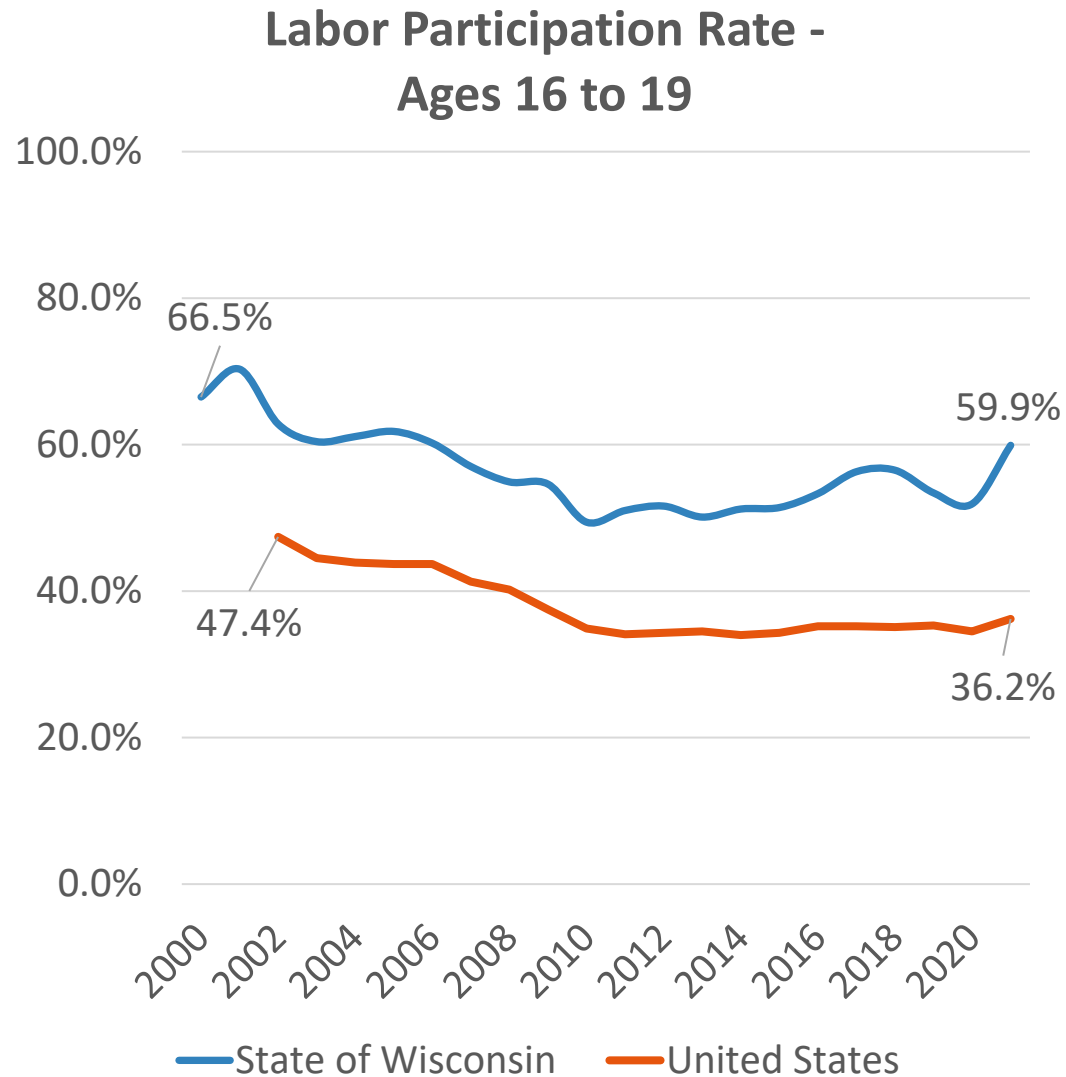


# Change in Labor Participation Rates 1976 to 2021 (Age 16 and Over)

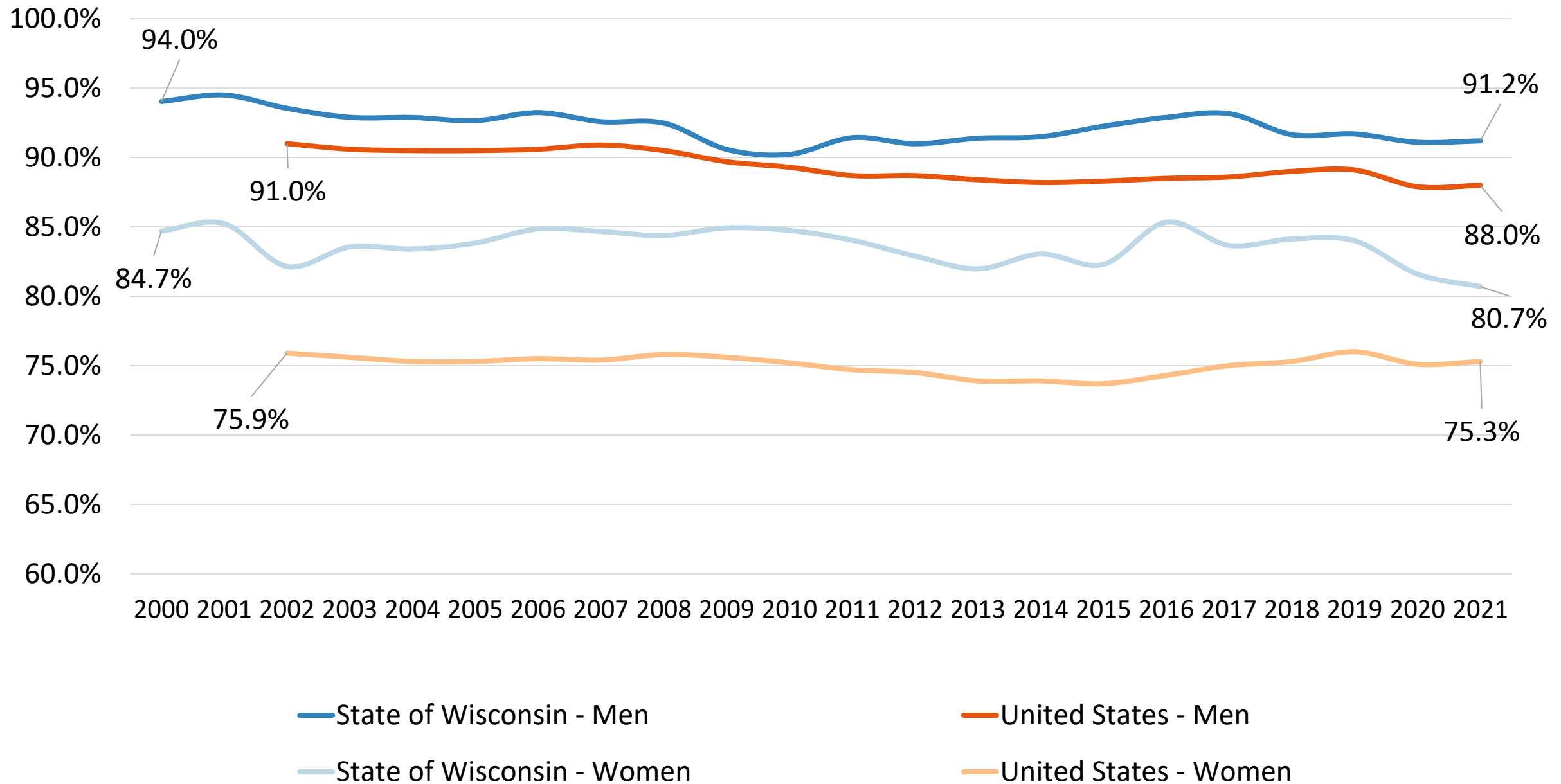


Source: Author's Calculations, Bureau of Labor Statistics, U.S. Census Bureau, Current Population Survey

# Changes in Labor Participation Rates – 2000 to 2021

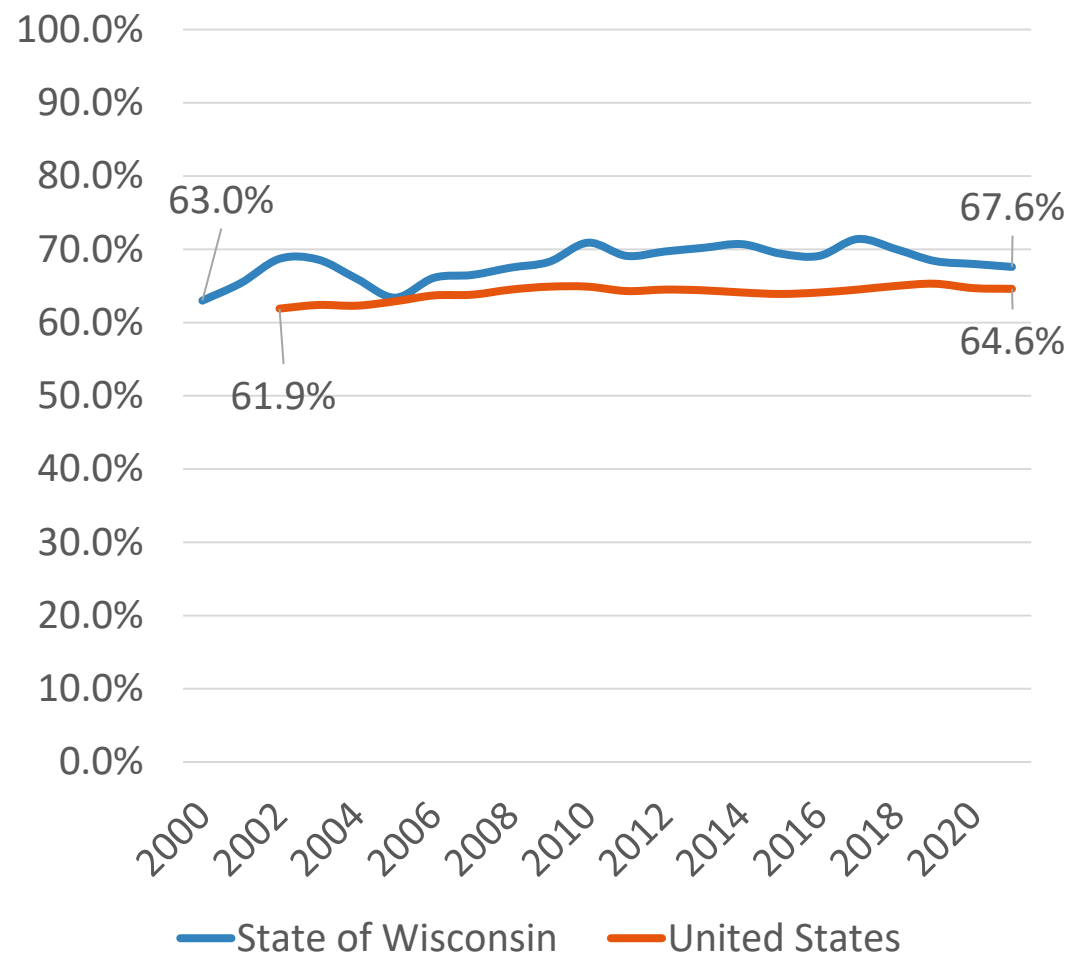


## Labor Participation Rates for the Population Ages 25 to 54 – 2020 to 2021

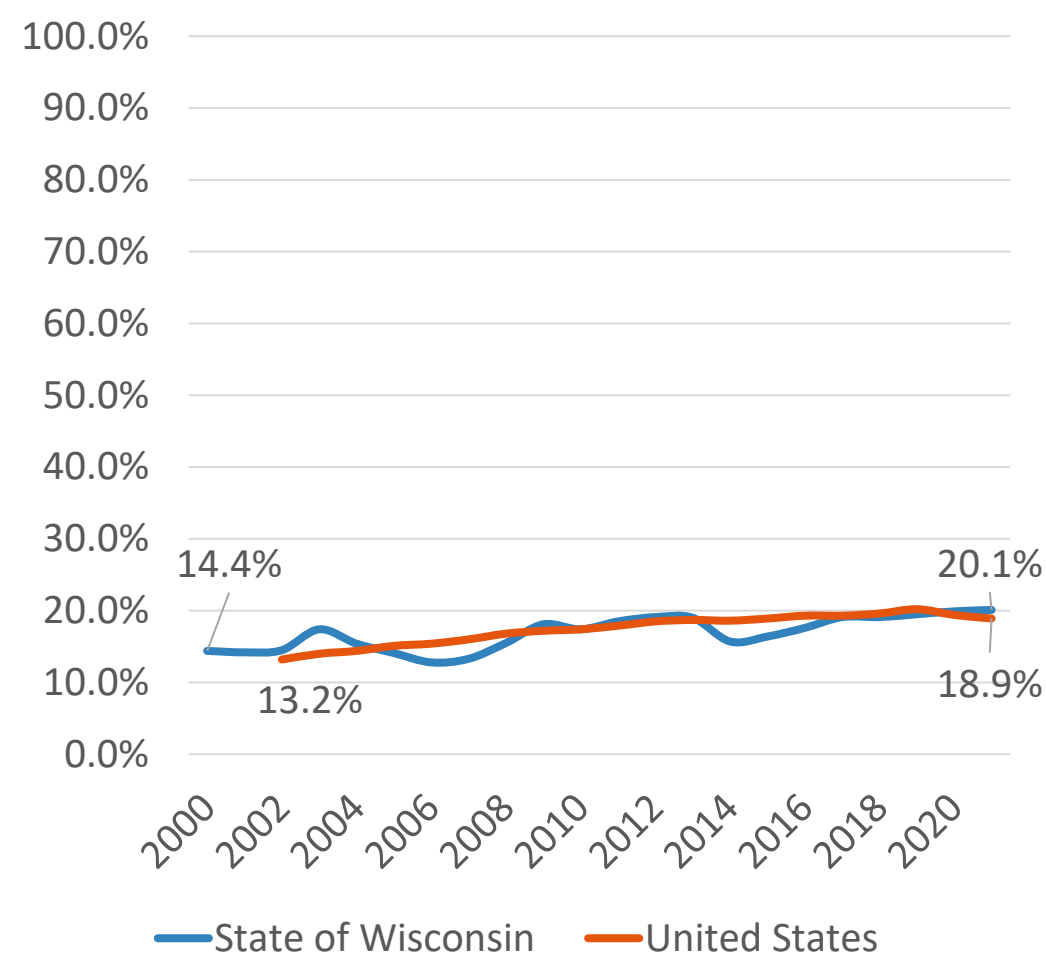


# Changes in Labor Participation Rates – 2000 to 2021

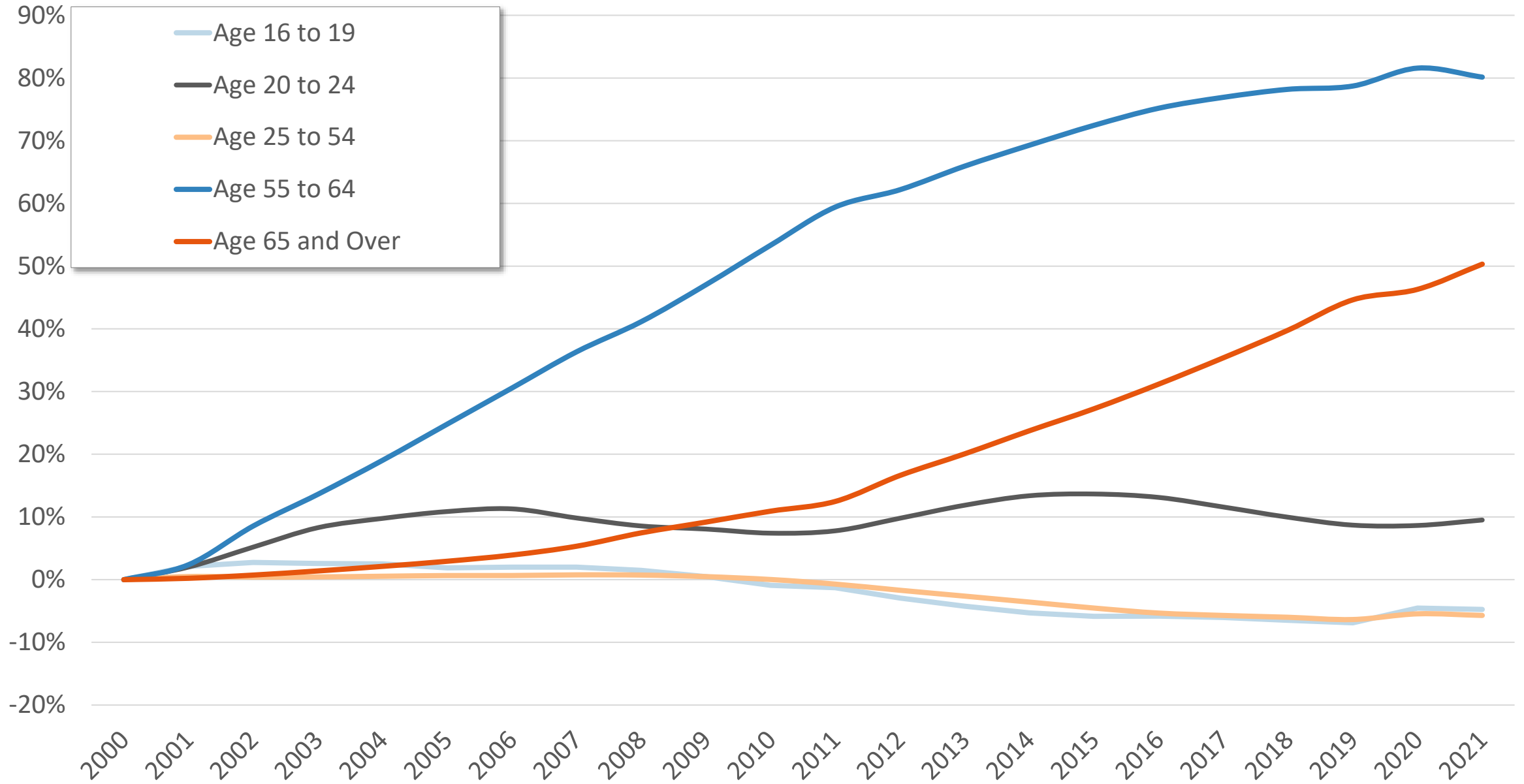
## Labor Participation Rate - Ages 55 to 64



## Labor Participation Rate - Ages 65 and Over

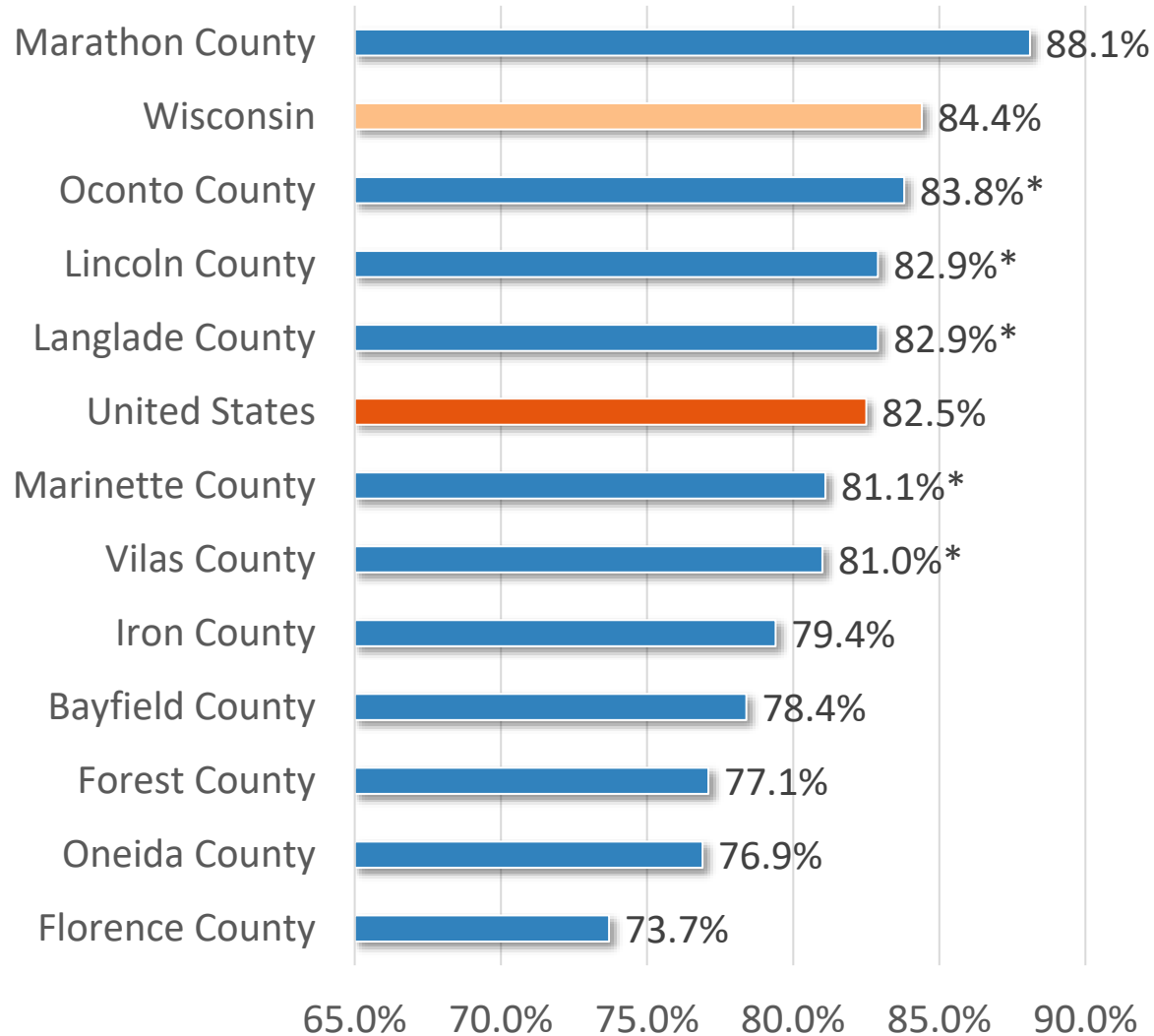


## Percent Change in Wisconsin Population by Age Group – 2000 to 2021

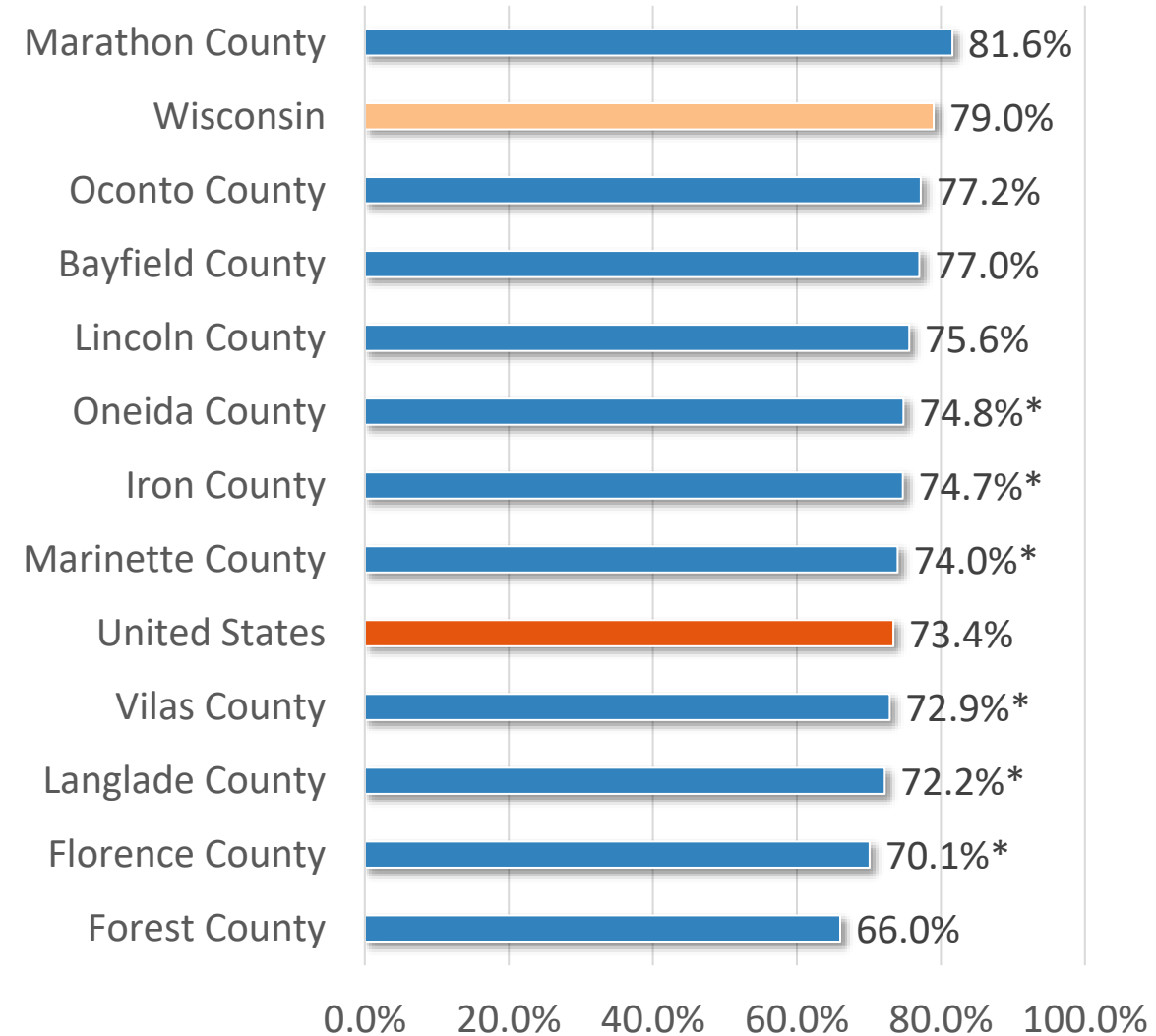


# Labor Participation Rates for Males and Females Ages 20 to 64 – 2016 to 2020 5-Year Estimates

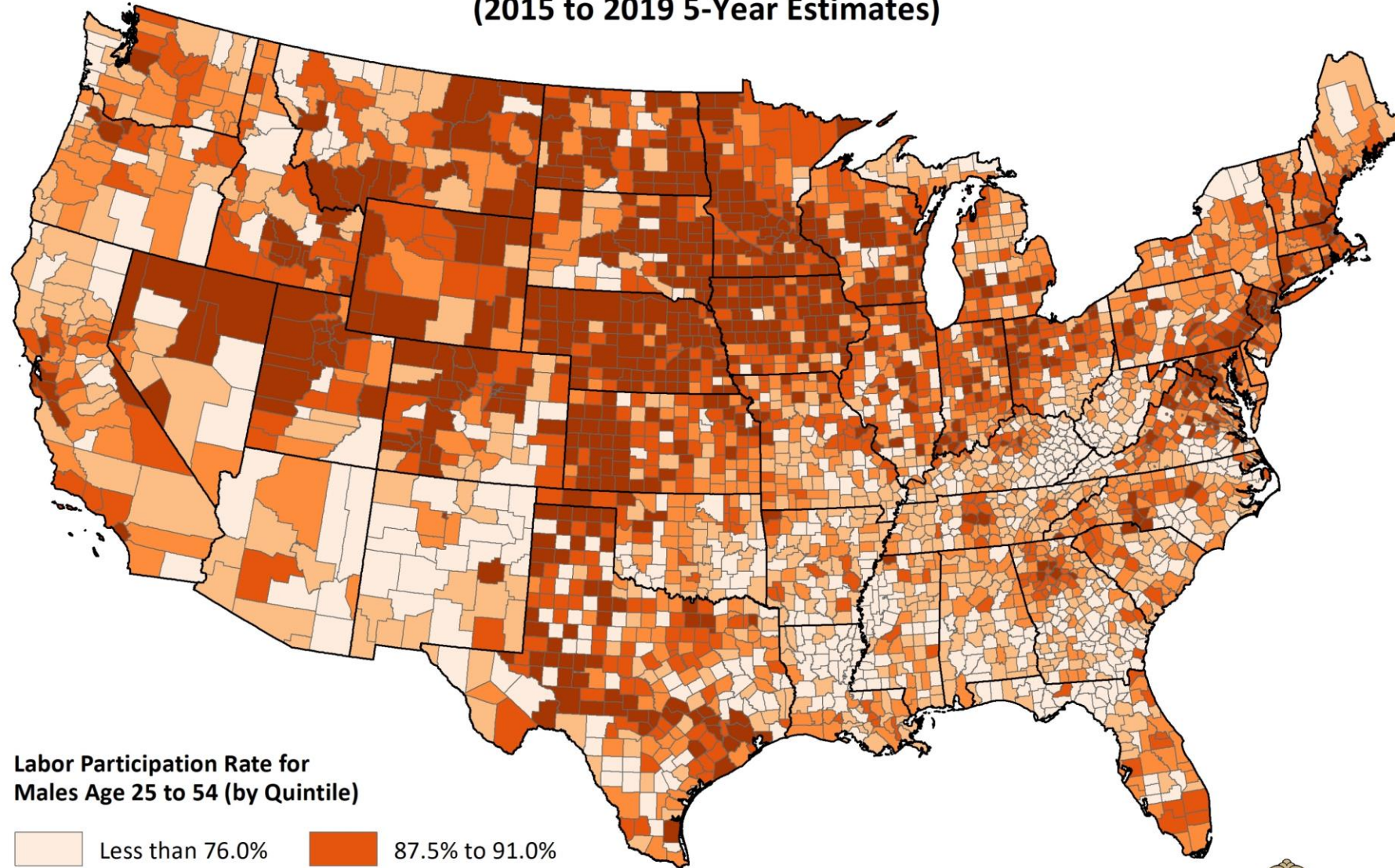
## Males



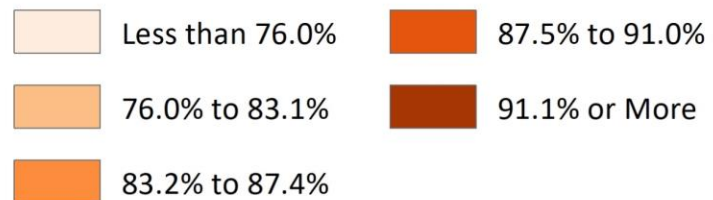
## Females



## Labor Participation Rate for Males Age 25 to 54 (2015 to 2019 5-Year Estimates)



Labor Participation Rate for  
Males Age 25 to 54 (by Quintile)



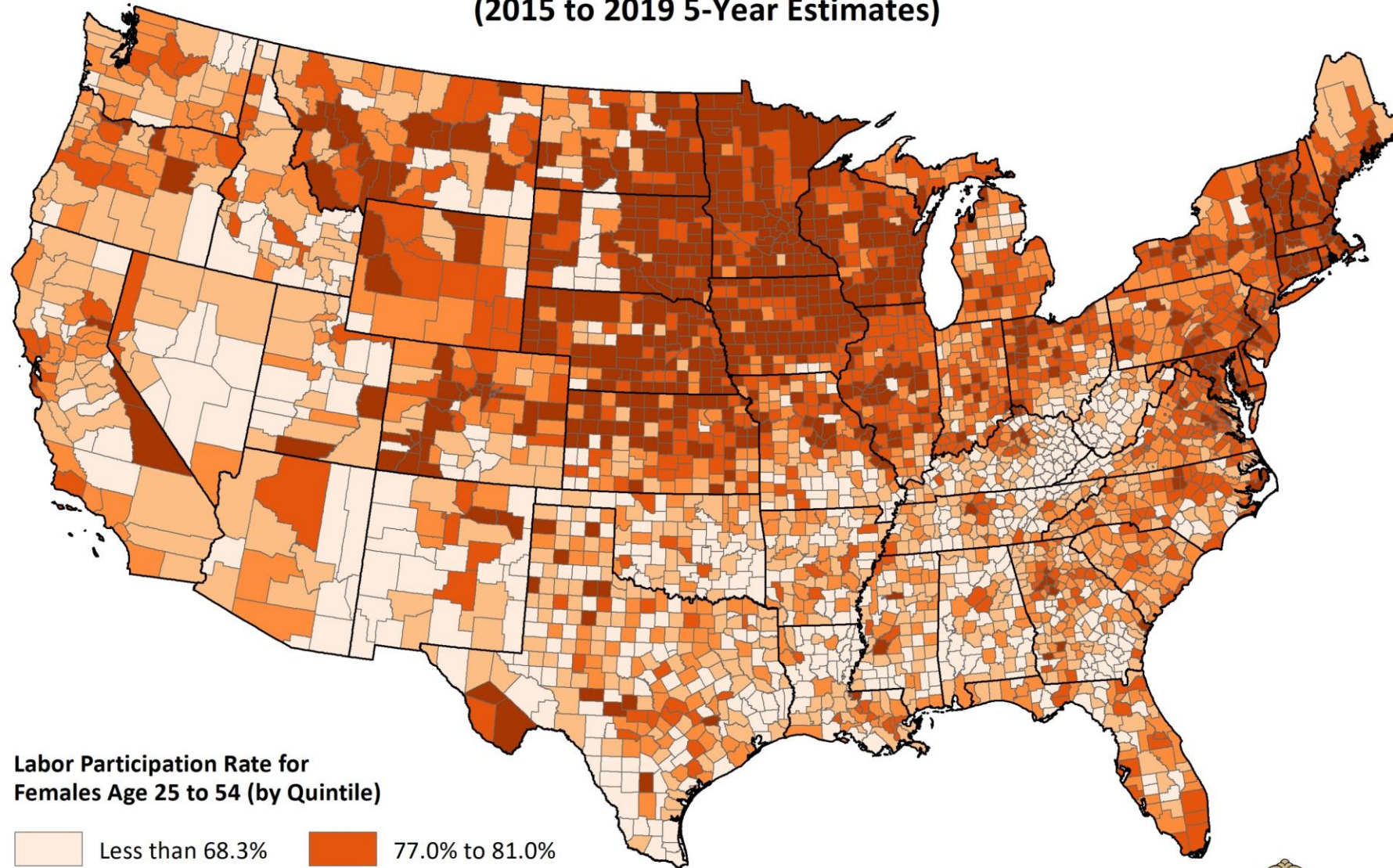
Data Source: U.S. Census Bureau 2015-2019  
American Community Survey.  
Numbers are subject to a margin of error.



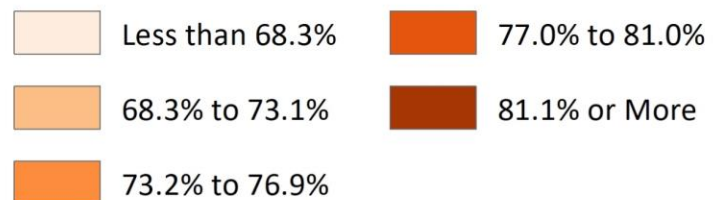
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## Labor Participation Rate for Females Age 25 to 54 (2015 to 2019 5-Year Estimates)



Labor Participation Rate for  
Females Age 25 to 54 (by Quintile)



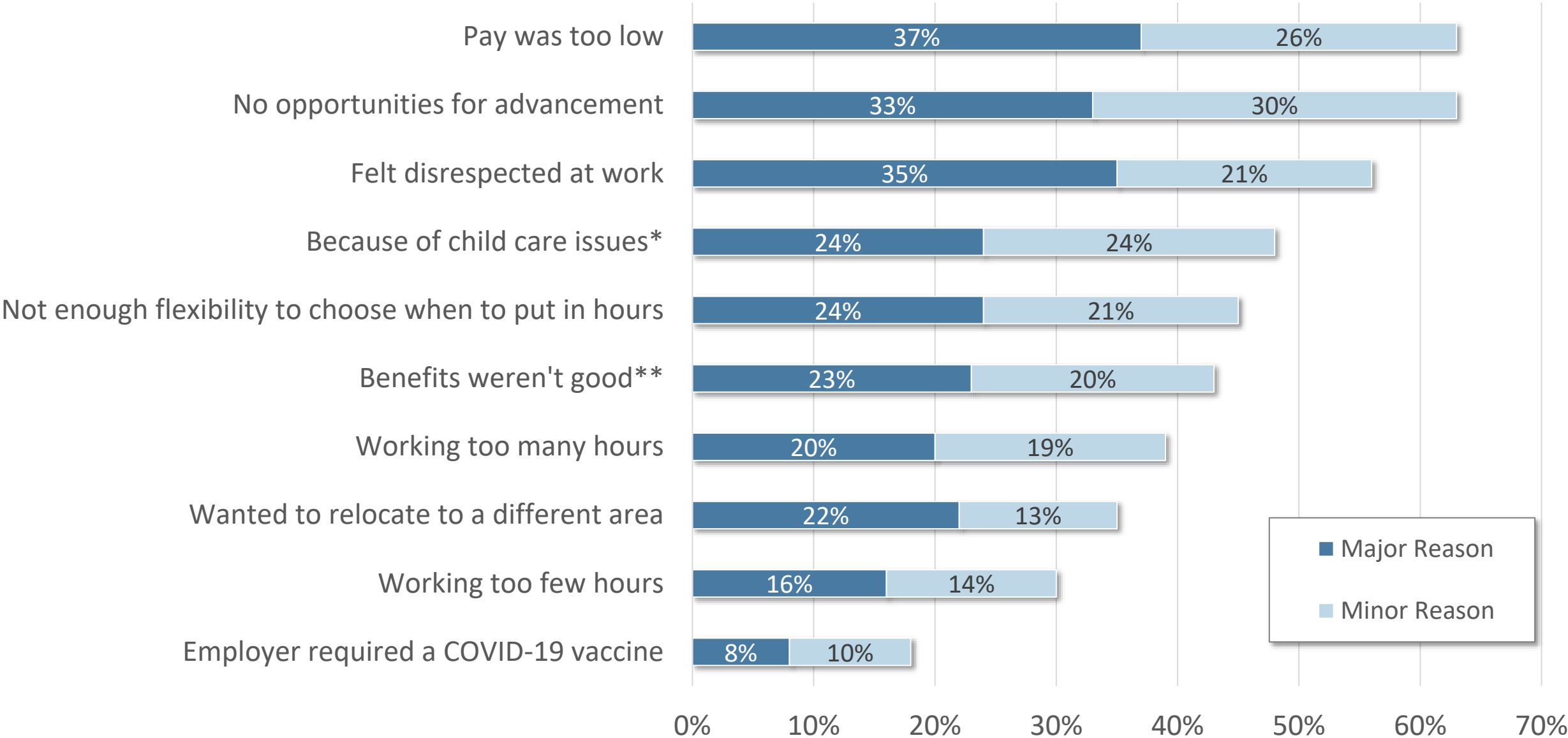
Data Source: U.S. Census Bureau 2015-2019  
American Community Survey.  
Numbers are subject to a margin of error.



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# Reasons Why U.S. Workers Left a Job in 2021 (Pew Research Center)

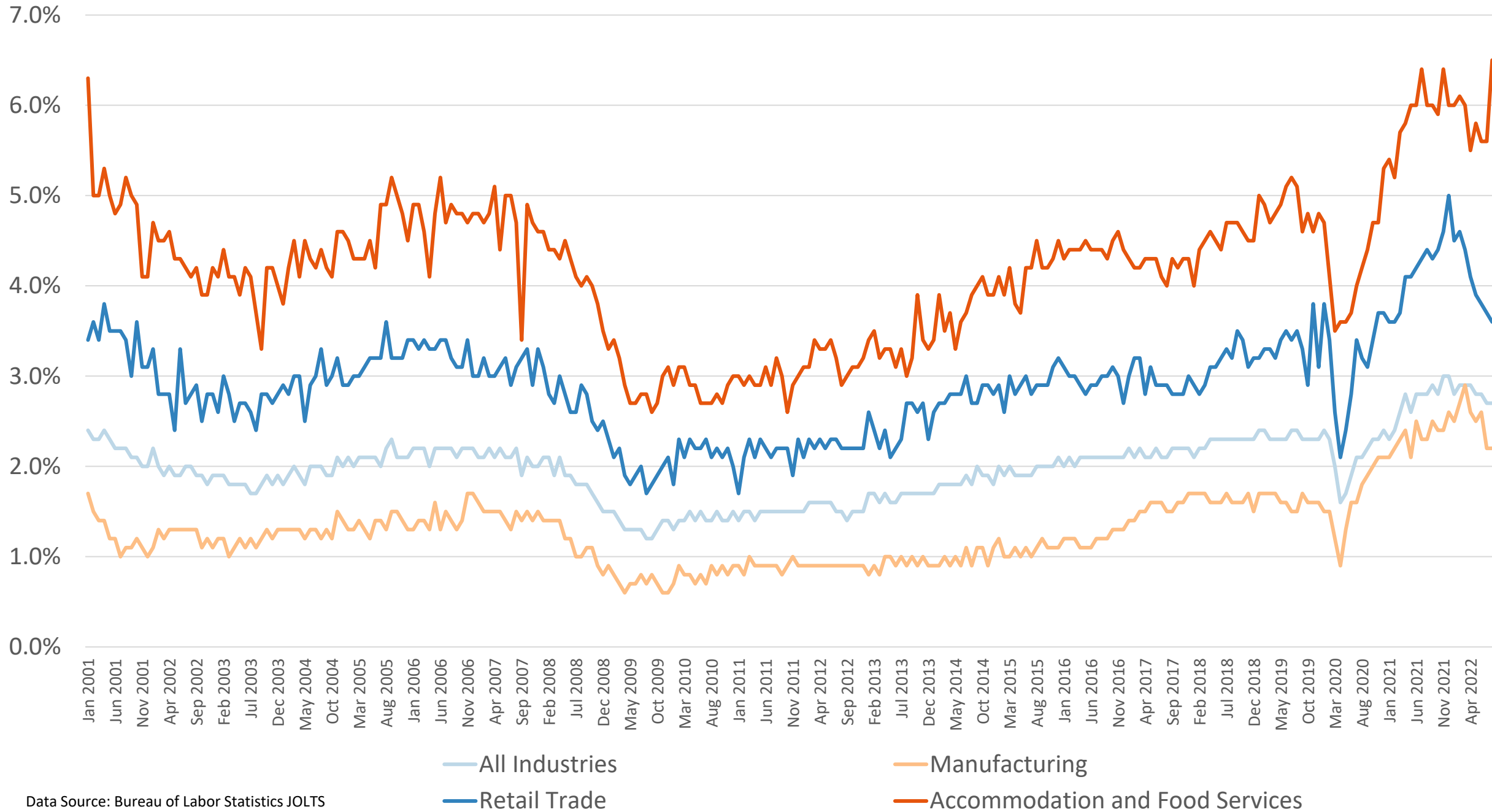


\*Among those with children younger than 18 living in the households

\*\*Question provided health insurance and paid time off as examples

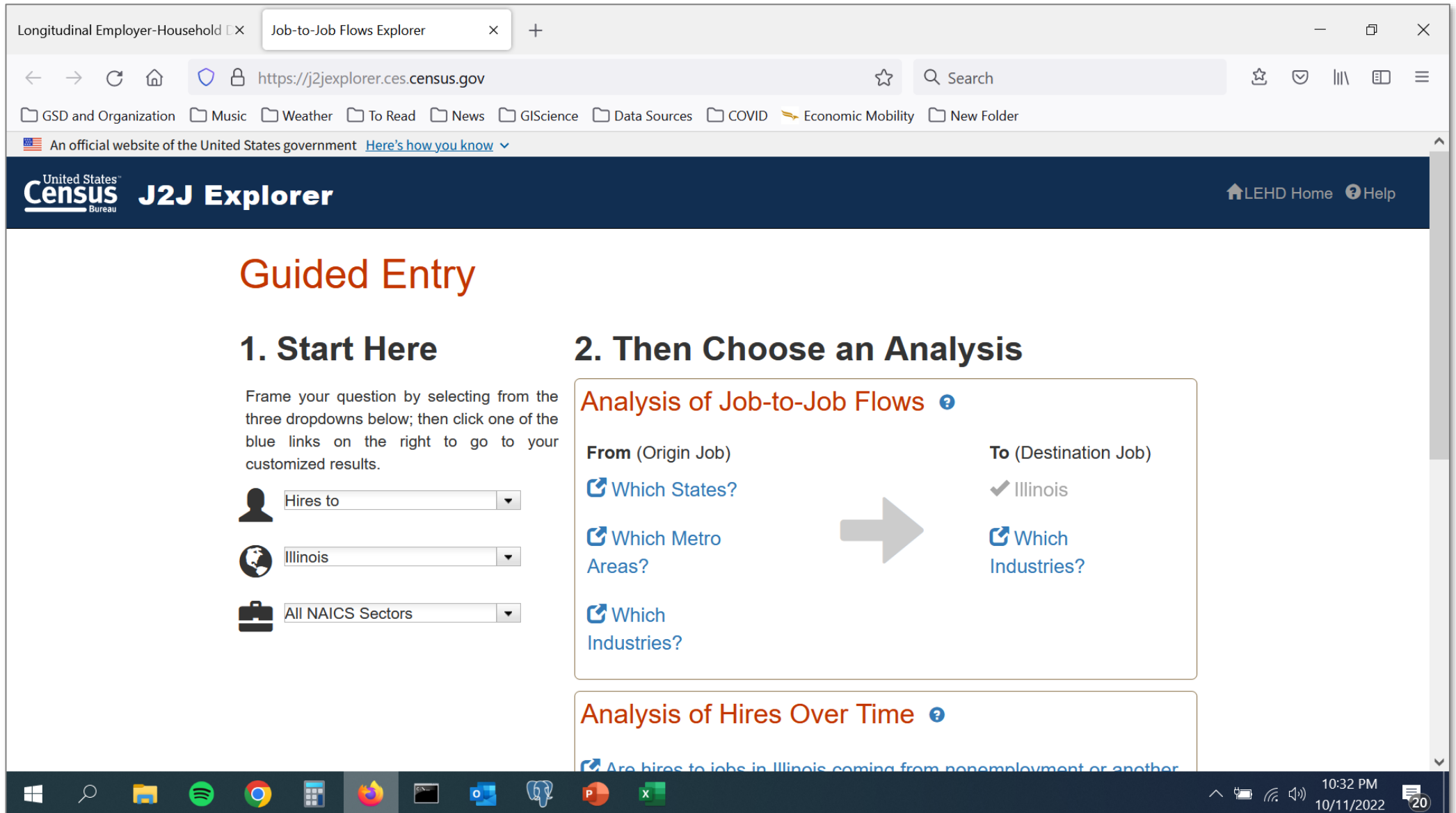
Source: Parker, K. and Menasce Horowitz, J. (2022). "Majority of workers who quit a job in 2021 cite low pay, no opportunities for advancement, feeling disrespected" Pew Research Center

# National Quits Rates by Industry – January 2001 to July 2022



# Examining Job Transitions – J2J Explorer

## <https://j2jexplorer.ces.census.gov/>





The screenshot shows a web browser window with the URL <https://j2jexplorer.ces.census.gov/>. The browser's address bar and tabs are visible at the top. The website's header includes the United States Census Bureau logo and the title "J2J Explorer". A navigation bar at the top right contains links for "LEHD Home" and "Help".


### Guided Entry

**1. Start Here**

Frame your question by selecting from the three dropdowns below; then click one of the blue links on the right to go to your customized results.

 Hires to

 Illinois

 All NAICS Sectors

**2. Then Choose an Analysis**

**Analysis of Job-to-Job Flows**

**From (Origin Job)**

- [Which States?](#)
- [Which Metro Areas?](#)
- [Which Industries?](#)

**To (Destination Job)**

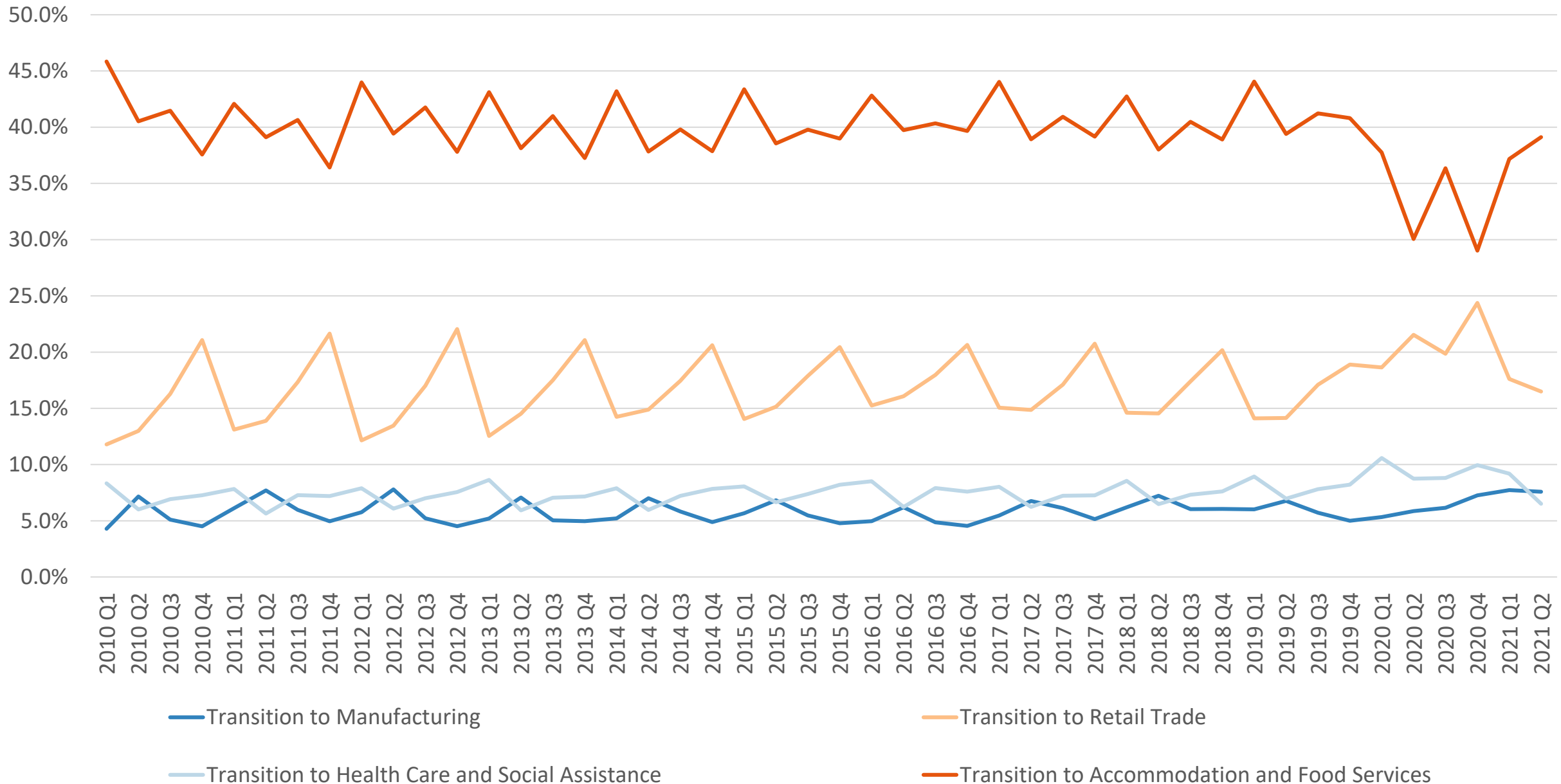
- ☒ Illinois
- [Which Industries?](#)

**Analysis of Hires Over Time**

[Are hires to jobs in Illinois coming from nonemployment or another](#)

# Accommodations and Food Services Job-to-Job Transitions

## State of Wisconsin 2010 to 2021



# Examining Career Progression Opportunities – Job Progression Tool

<https://jobprogressions.mckinsey.digital/>

Job Progression Tool

jobprogressions.mckinsey.digital

Beta version with preliminary data. Intended to be used by career coaches / navigators with job seekers. We welcome your feedback and suggestions and we're committed to making the tool better through your input and usage.

REWORK AMERICA ALLIANCE  
A MARKLE INITIATIVE

McKinsey & Company

Job Progression Tool

Tutorial

FAQs

Spark progress for job seekers who have skills and experience but lack a four-year degree, toward more resilient, in-demand occupations with wages above the national median.<sup>1</sup> [Read Full Introduction](#)

Occupation category

Recent occupation(Required)

Location(for regional salaries) ⓘ

Food services

Cooks, Restaurant

Wisconsin

Occupation Fit<sup>5</sup> ⓘ

May have flexible hours

Building your brighter future

Occupations that may require a certification

Explore occupations that offer pay above \$42k and job security based on how 4-million people have successfully previously transitioned <sup>1,3</sup>

Recent ⓘ

Next occupations ⓘ

Target occupations ⓘ

----->

----->

\$45K - \$66K National

\$42K - \$61K Local

\$55K - \$146K National

\$51K - \$135K Local

Managers, All Other

Food Service Managers

[Managers, All Other](#)

Windows

Search

File Explorer

Spotify

Google Chrome

Calendar

Firefox

Task View

Outlook

Teams

Excel

PowerPoint

PDF Reader

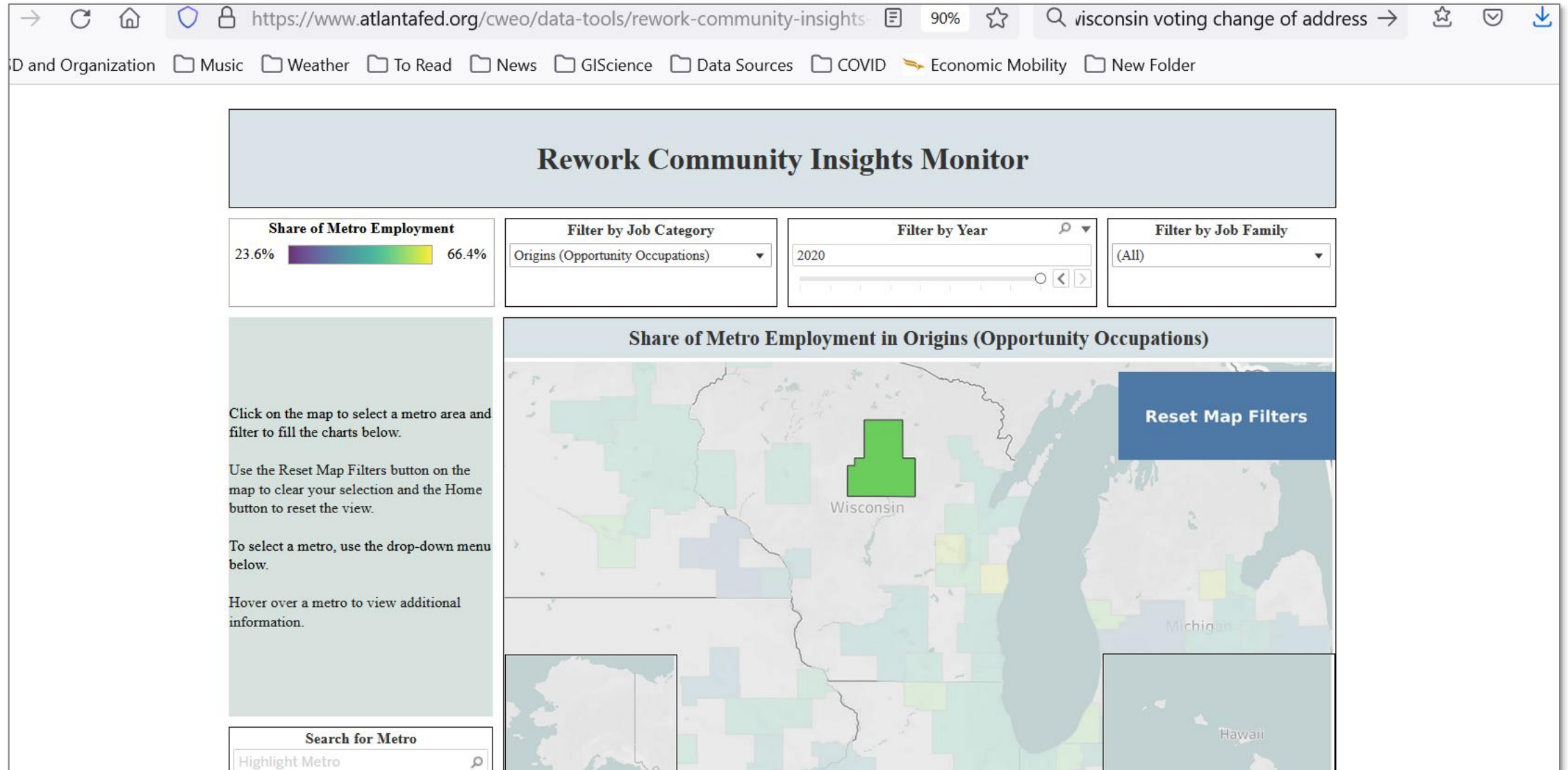
System Tray

10:28 AM 10/11/2022

18

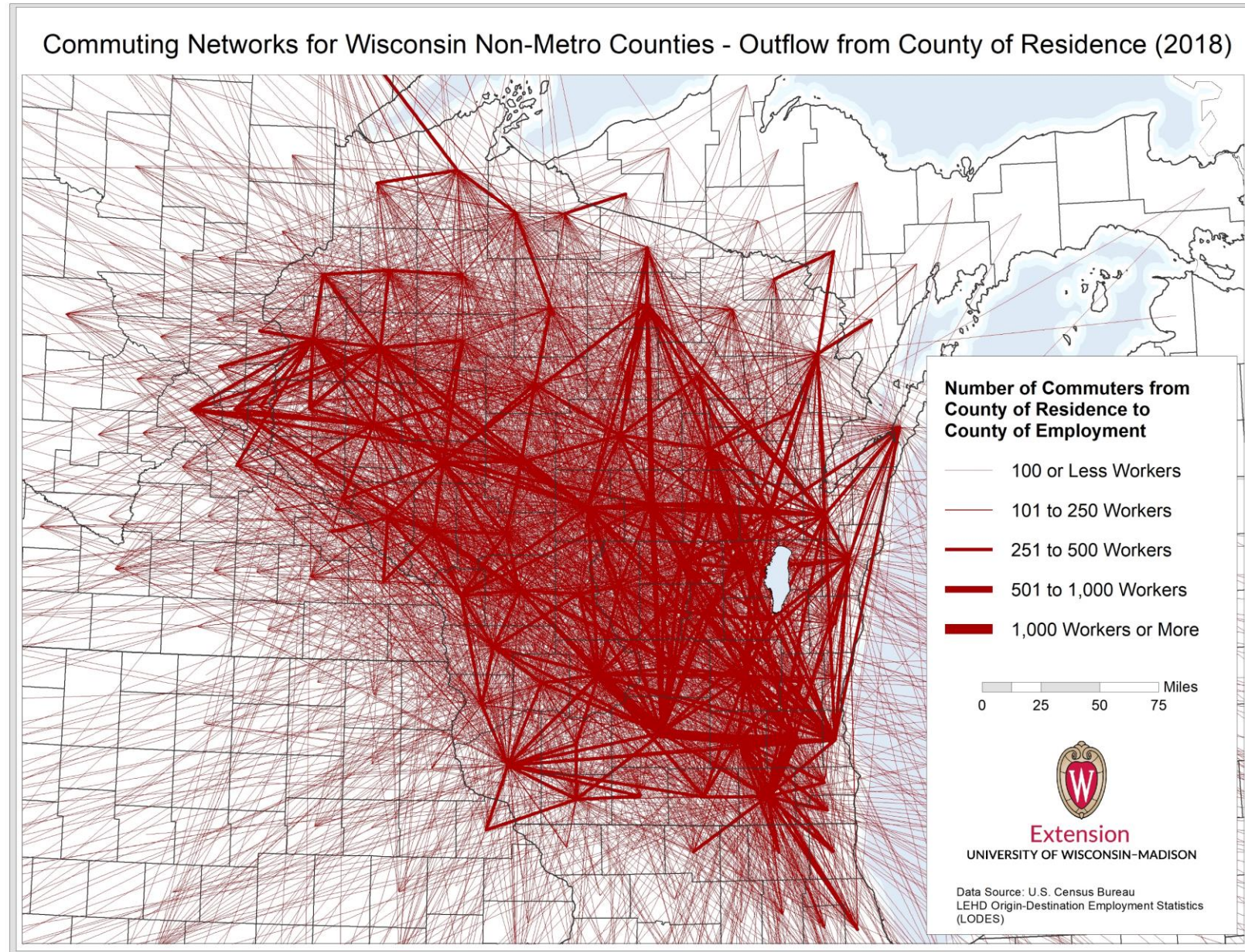
# Examining Opportunity Occupations – Rework Community Insights Monitor

<https://www.atlantafed.org/cweo/data-tools/rework-community-insights-monitor>



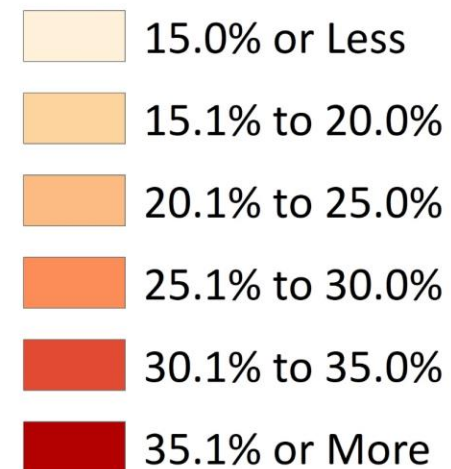
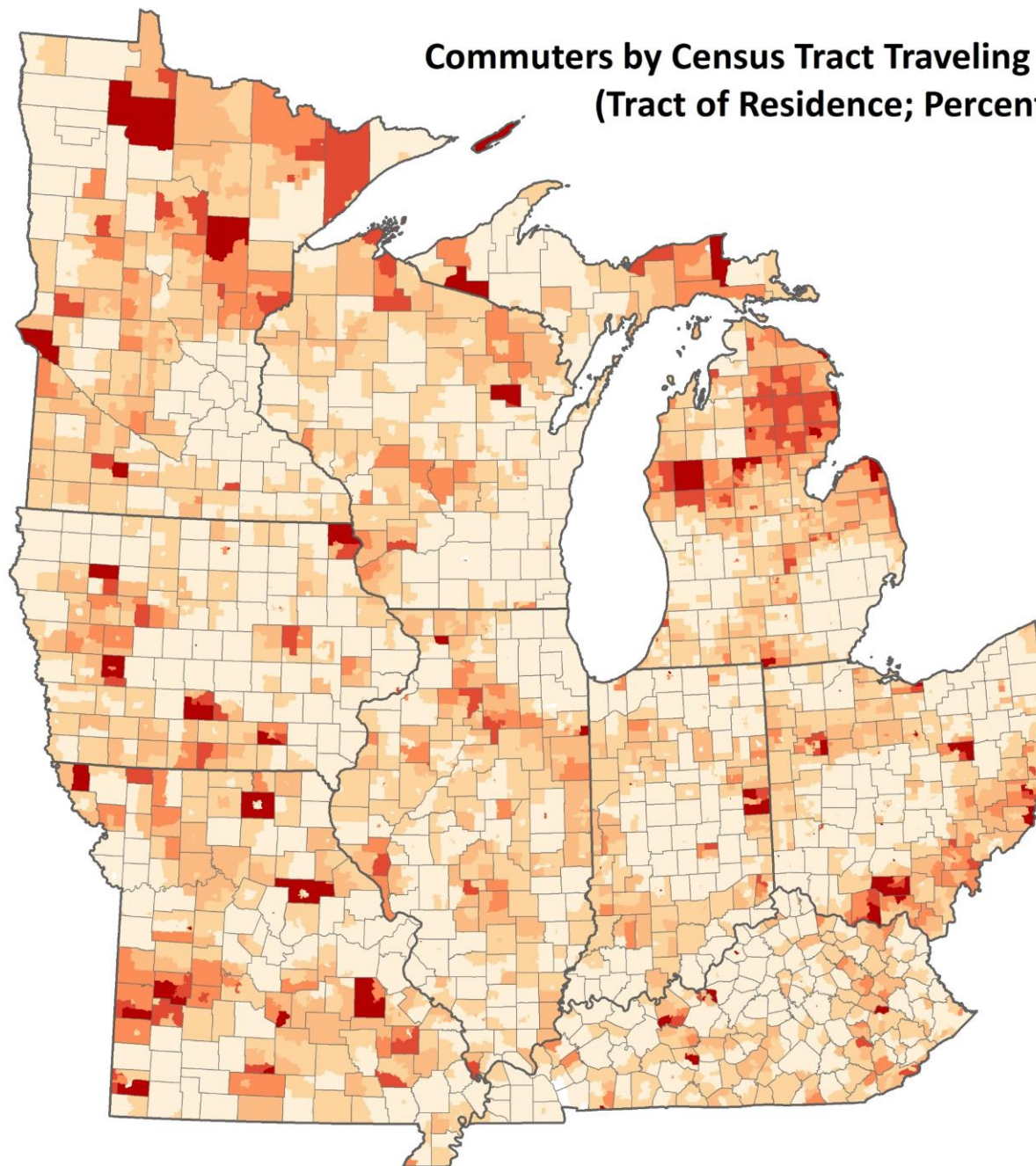


# Commuting and Worker Expectations – What are the Potential Connections?





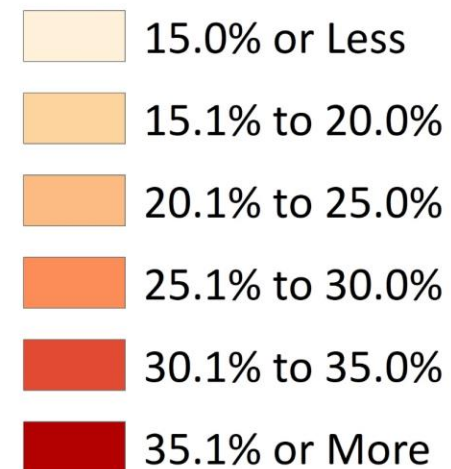
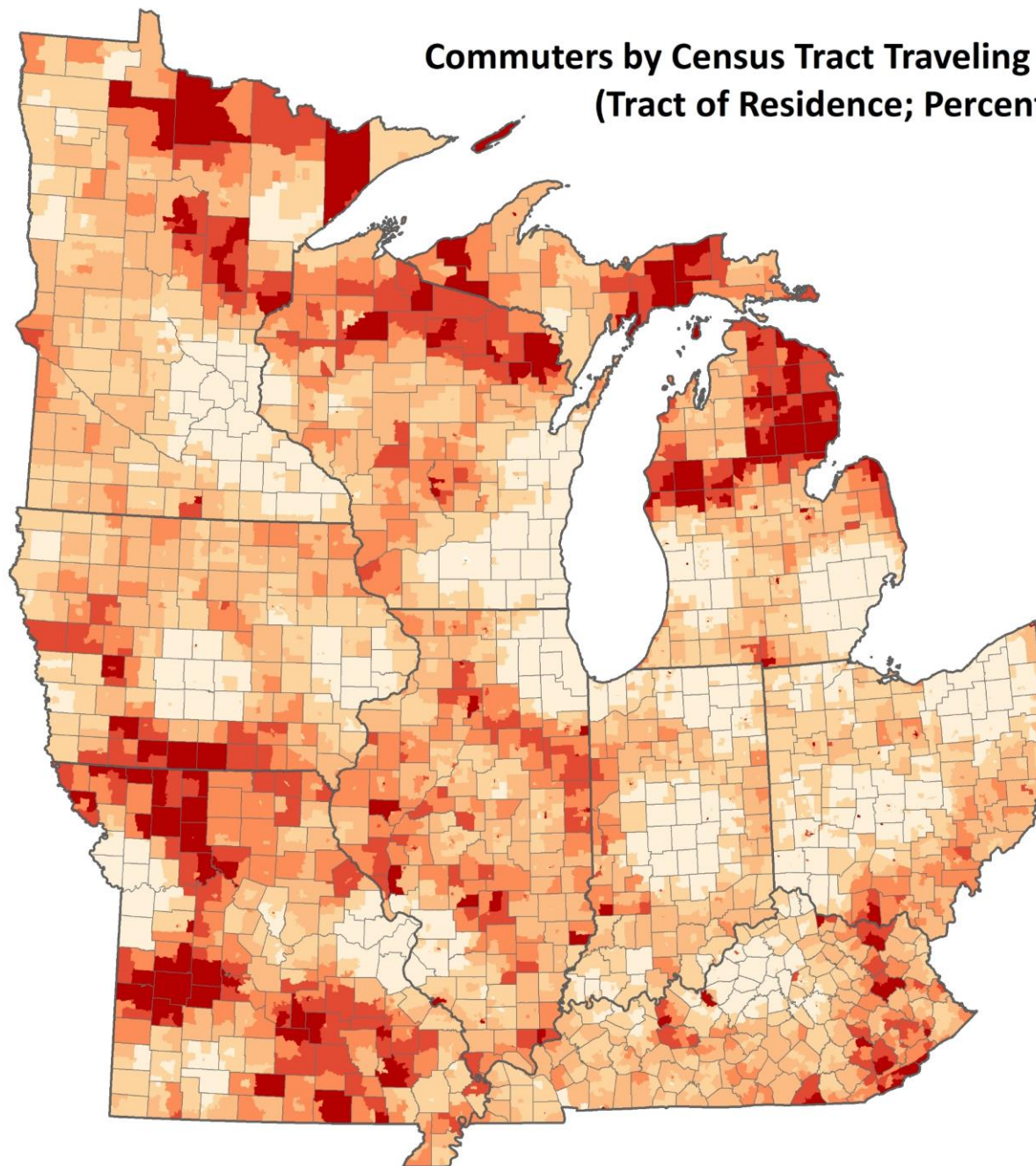
# Commuters by Census Tract Traveling More than 50 Miles - 2002 (Tract of Residence; Percent of All Workers)



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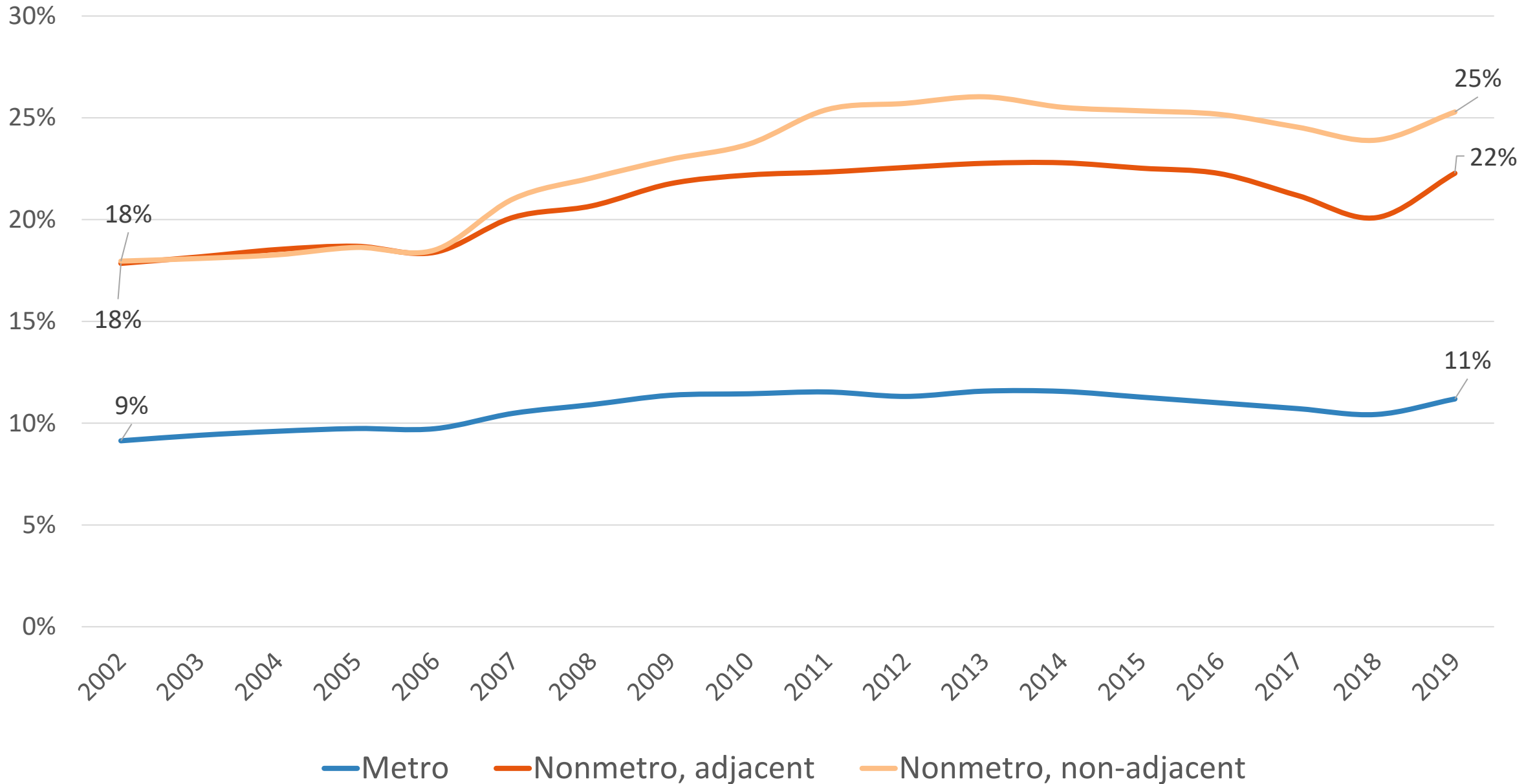


# Commuters by Census Tract Traveling More than 50 Miles - 2018 (Tract of Residence; Percent of All Workers)



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## Share of Workers who Commute more than 50 Miles – Upper Midwest Metro and Nonmetro Counties (2002 to 2019)



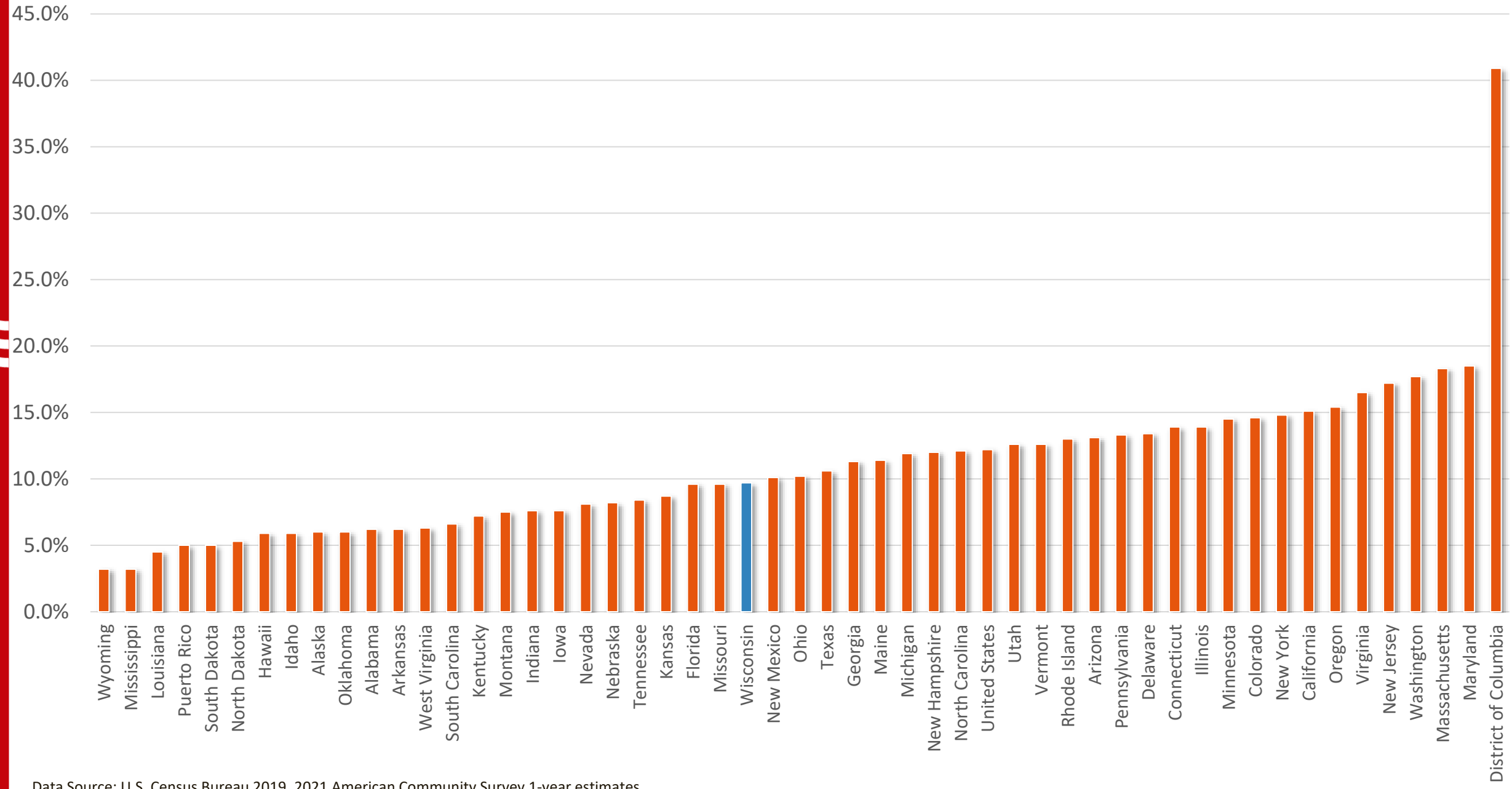
# Contributing Factors of Joint Residential-Job Location Choices

Commuters are assumed to jointly select their residential locations and workplaces in a manner that maximizes the positive benefits to his or her household.

- Commuting Times
- Wage Differentials
- Housing Costs
- Housing Characteristics
- Demographics
- Quality of Life (Schools, Amenities, etc.)
- Trip Chaining Opportunities
- Dual Employment

Households often base joint residential-job location choices on readily available information (quality of school district, housing prices, amenities, etc.) However, households frequently *underweight* characteristics such as commuting times and costs (financial, social, etc.);

# Employees Primarily Working at Home by State – Change in Share 2019 to 2021

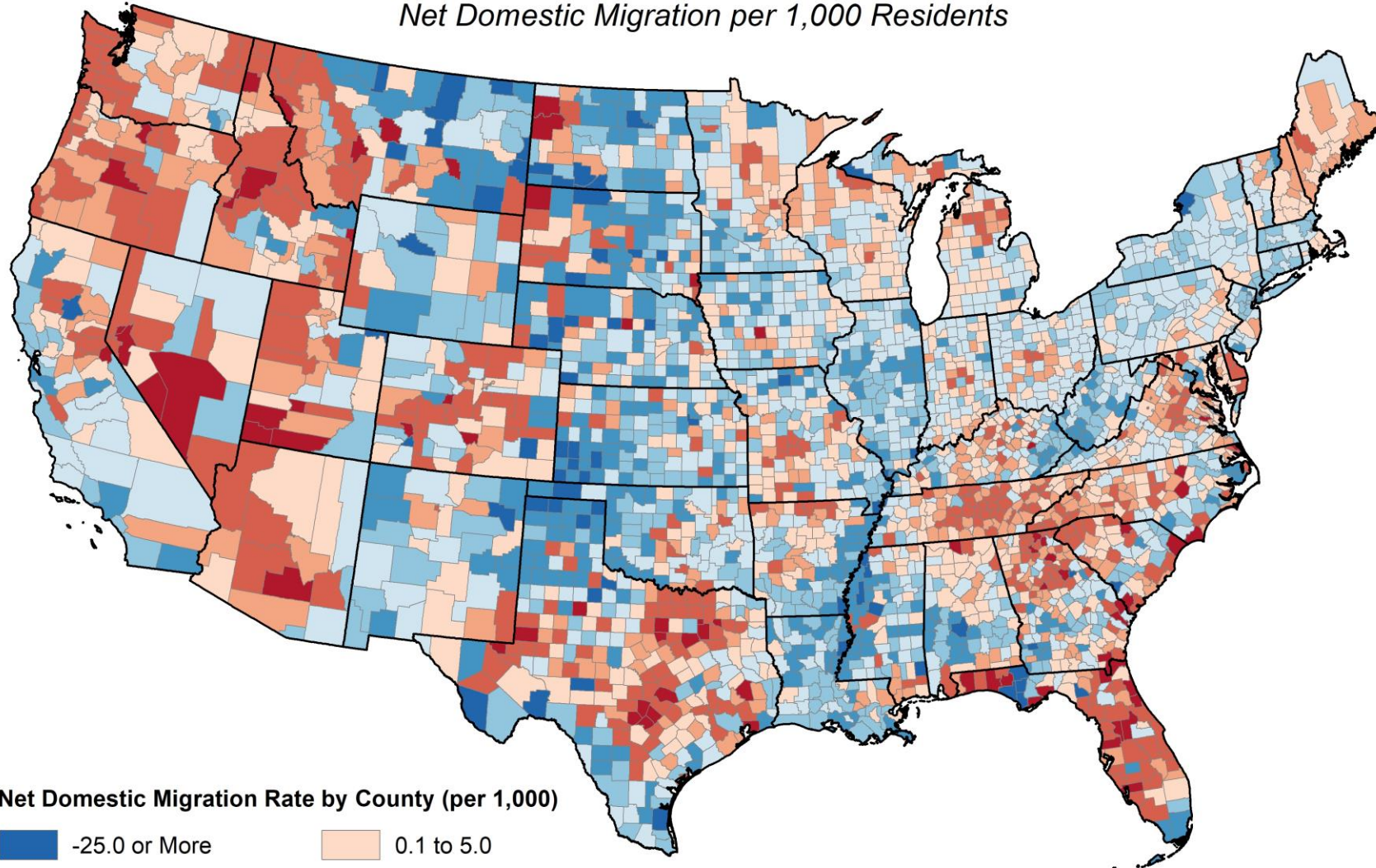


Data Source: U.S. Census Bureau 2019, 2021 American Community Survey 1-year estimates.

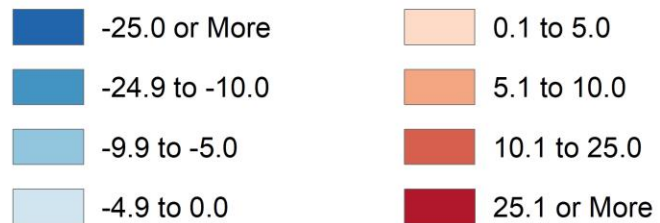


# Net Domestic Migration Rate by County - 2018 to 2019

*Net Domestic Migration per 1,000 Residents*



## Net Domestic Migration Rate by County (per 1,000)



Data Sources: U.S. Census Bureau

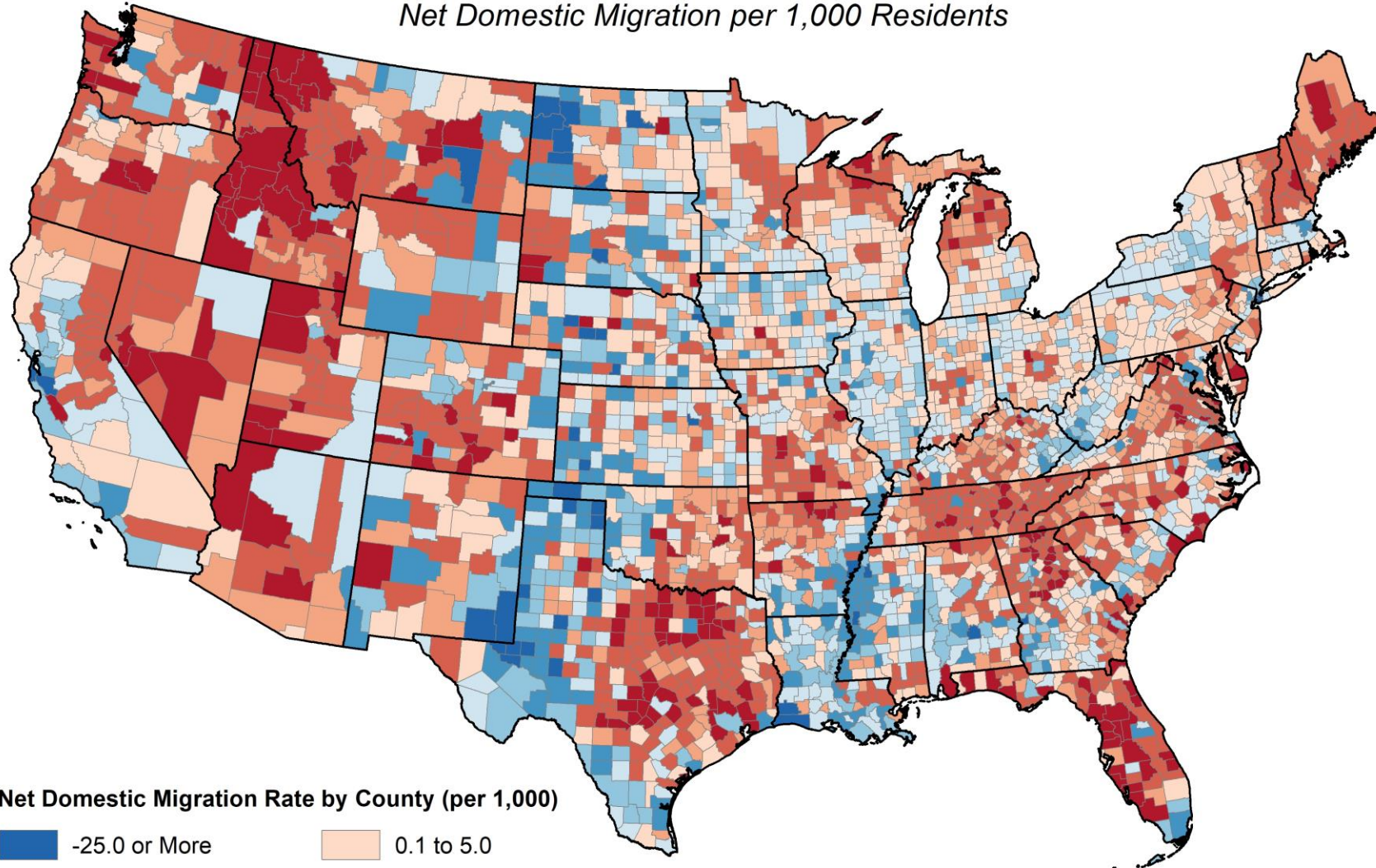


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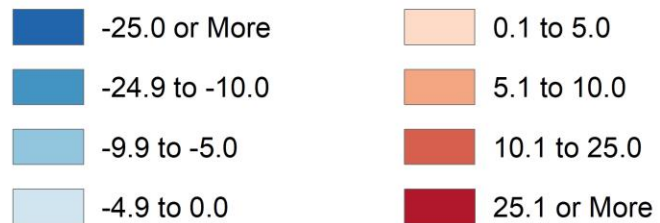


# Net Domestic Migration Rate by County - 2020 to 2021

*Net Domestic Migration per 1,000 Residents*



**Net Domestic Migration Rate by County (per 1,000)**



Data Sources: U.S. Census Bureau

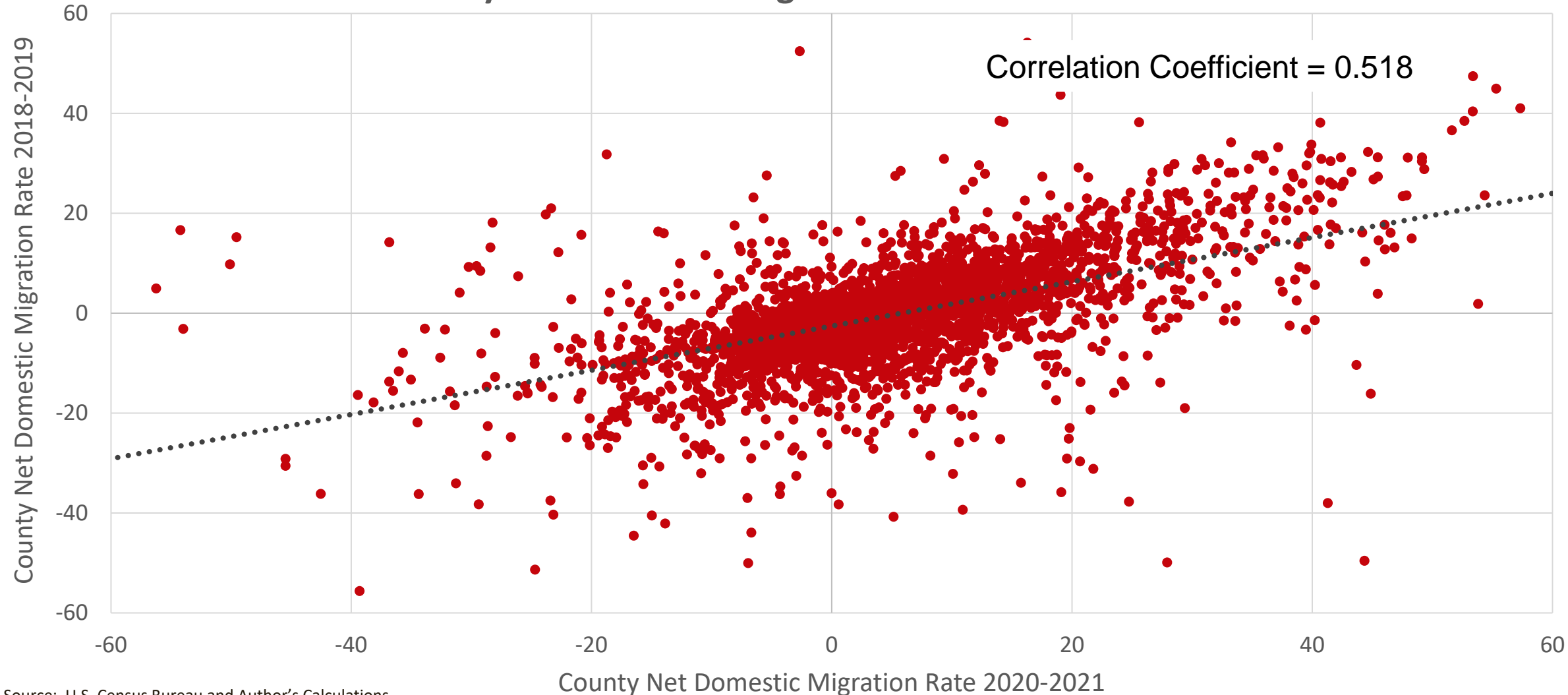


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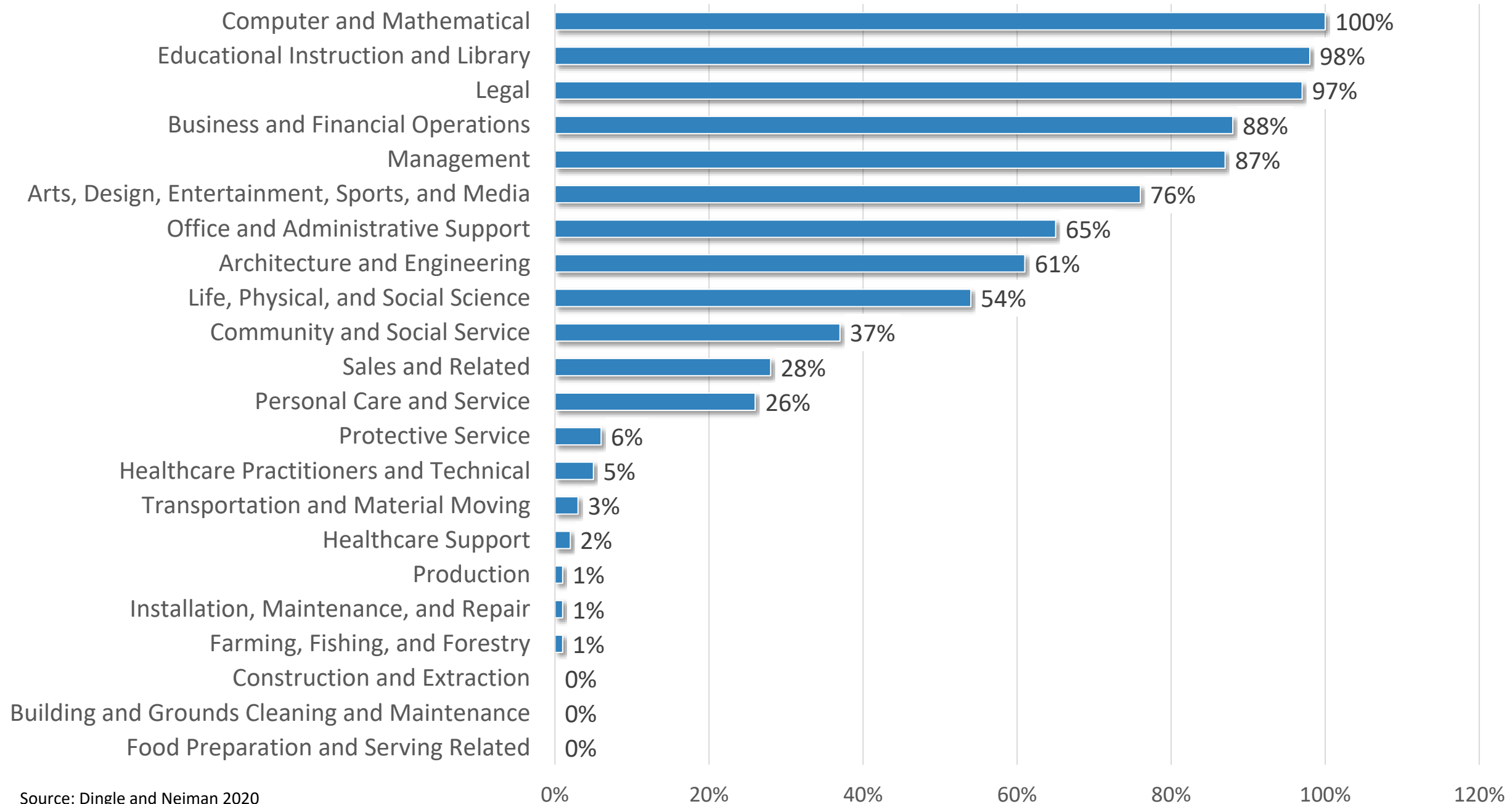


# What are some Potential Relationships between Net Domestic Migration and other Regional Characteristics?

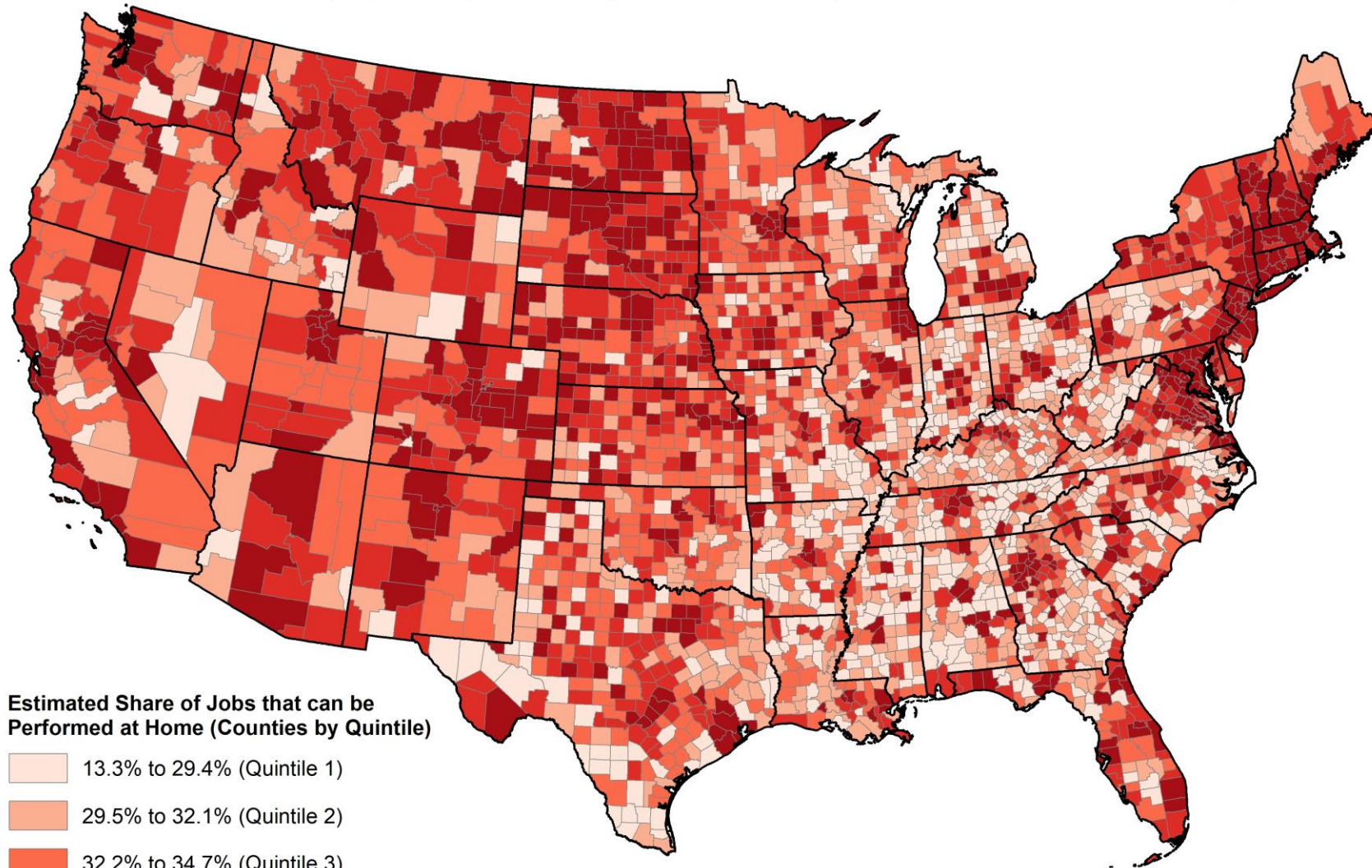
County Net Domestic Migration Rate 2018 to 2019 vs.  
County Net Domestic Migration Rate 2020 to 2021



## Percent of Jobs that can be Done from Home by Occupation



# Percent of Workers with Occupations that can be Performed at Home *Share of Employed Population Age 16 and Over (2016-2020 5-Year Estimates)*



## Estimated Share of Jobs that can be Performed at Home (Counties by Quintile)

- 13.3% to 29.4% (Quintile 1)
- 29.5% to 32.1% (Quintile 2)
- 32.2% to 34.7% (Quintile 3)
- 34.8% to 38.5% (Quintile 4)
- 38.6% to 65.1% (Quintile 5)

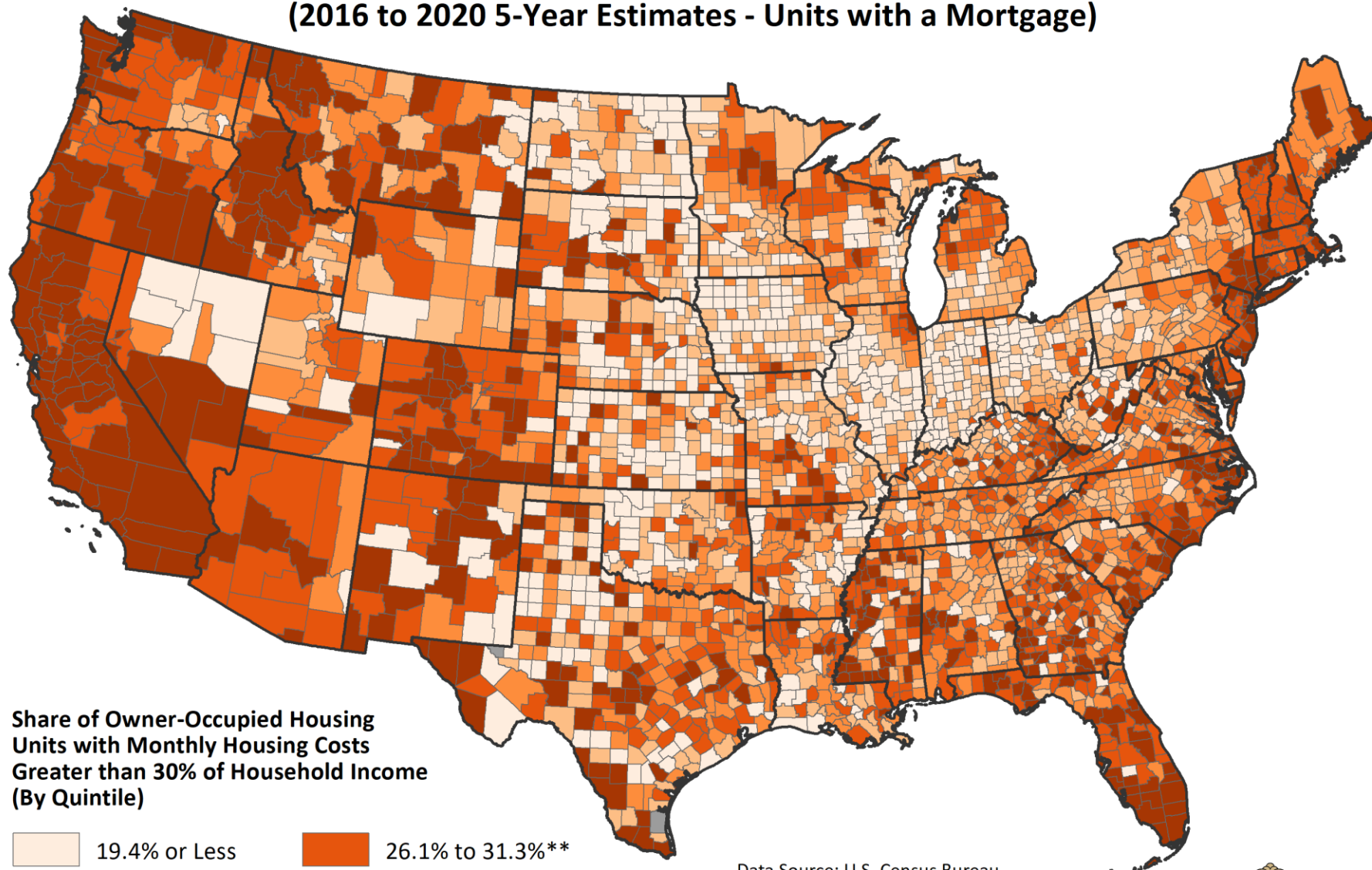
Data Sources: 2016-2020 American Community Survey and Dingel and Nieman (2020)



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# Share of County Owner-Occupied Housing Units with Monthly Housing Costs Greater than 30 Percent of Household Income (2016 to 2020 5-Year Estimates - Units with a Mortgage)



Data Source: U.S. Census Bureau  
2016-2020 American Community Survey.  
Numbers are subject to a margin of error.

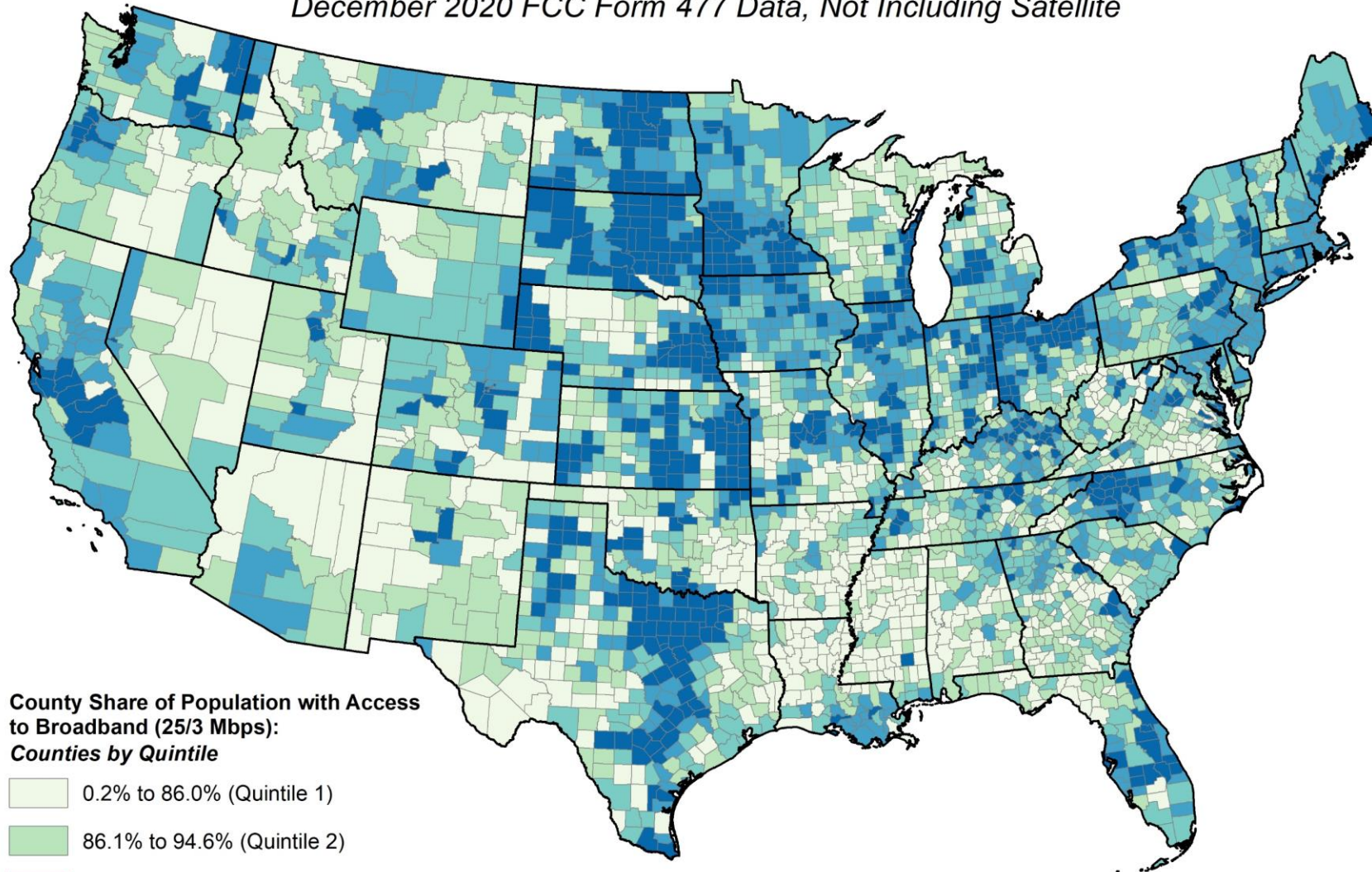
\* Wisconsin Average is 22.2%

\*\* U.S. Average is 27.4%

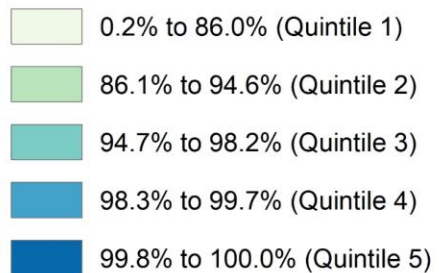


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## Share of Population with Access to Broadband at 25/3 Mbps *December 2020 FCC Form 477 Data, Not Including Satellite*



**County Share of Population with Access to Broadband (25/3 Mbps):  
Counties by Quintile**



Data Source: Federal Communications Commission Form 477. The data are aggregated from census block data where providers report whether they serve a given census block. There may be other addresses or locations within a given census block that do not have access. Upload and download speeds are based on advertised speeds, not necessarily actual speeds reported by users.

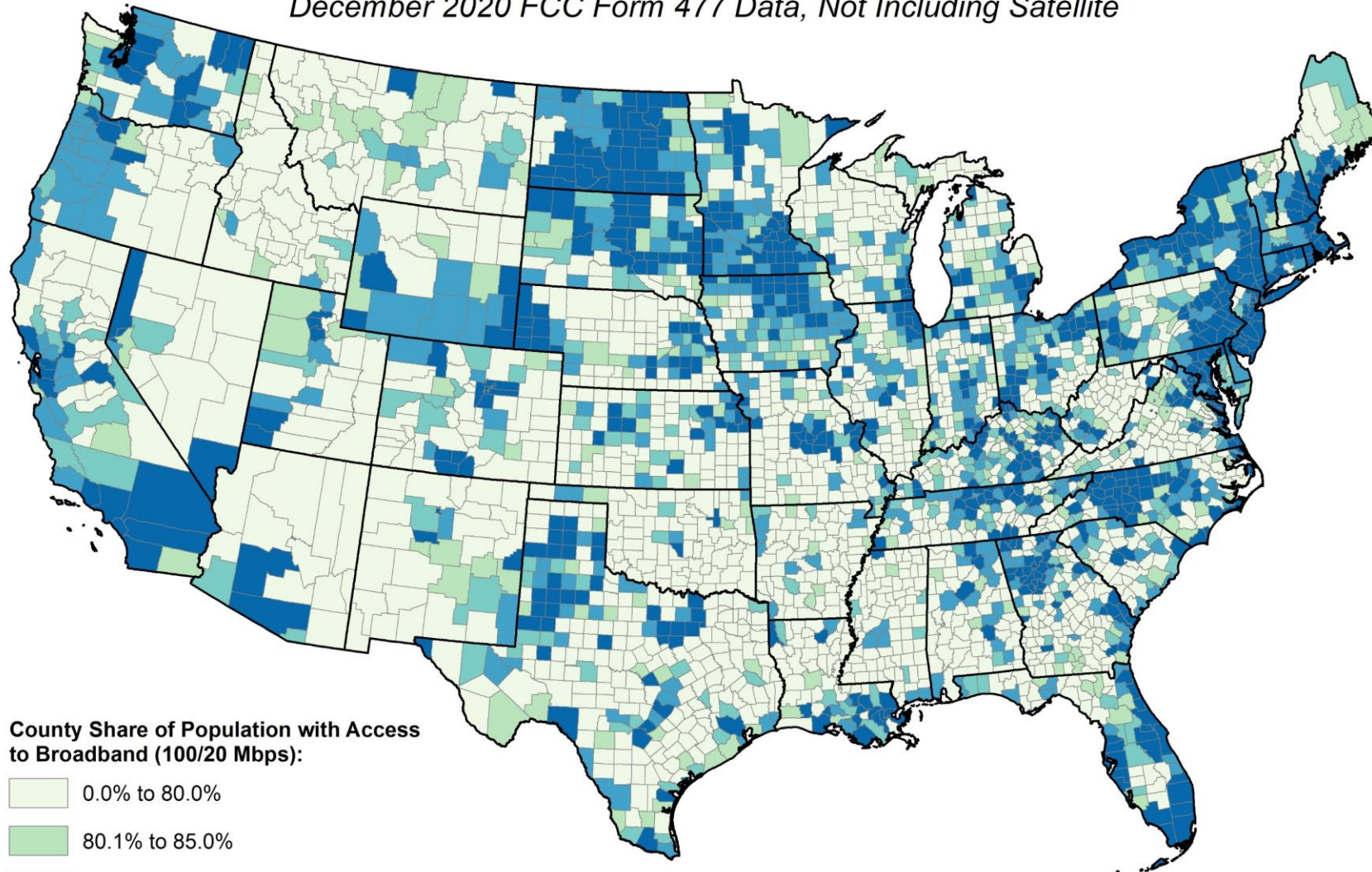


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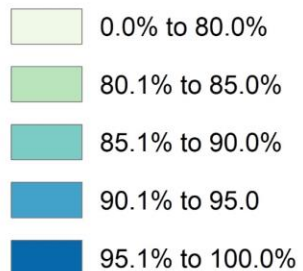


## Share of Population with Access to Broadband at 100/20 Mbps

December 2020 FCC Form 477 Data, Not Including Satellite



### County Share of Population with Access to Broadband (100/20 Mbps):

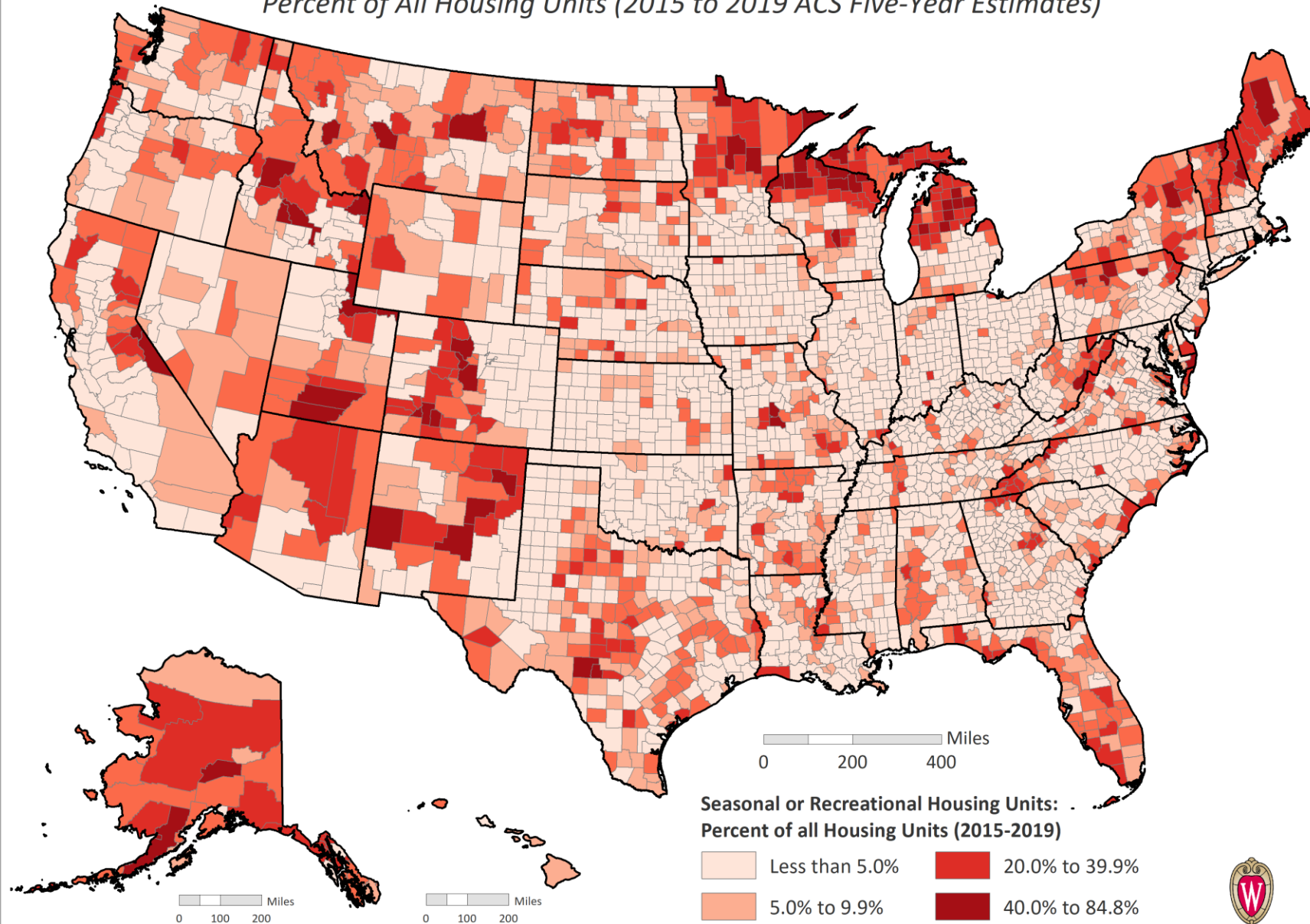


Data Source: Federal Communications Commission Form 477. The data are aggregated from census block data where providers report whether they serve a given census block. There may be other addresses or locations within a given census block that do not have access. Upload and download speeds are based on advertised speeds, not necessarily actual speeds reported by users.



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# Housing Units for Seasonal, Recreational or Occasional Use by County Percent of All Housing Units (2015 to 2019 ACS Five-Year Estimates)

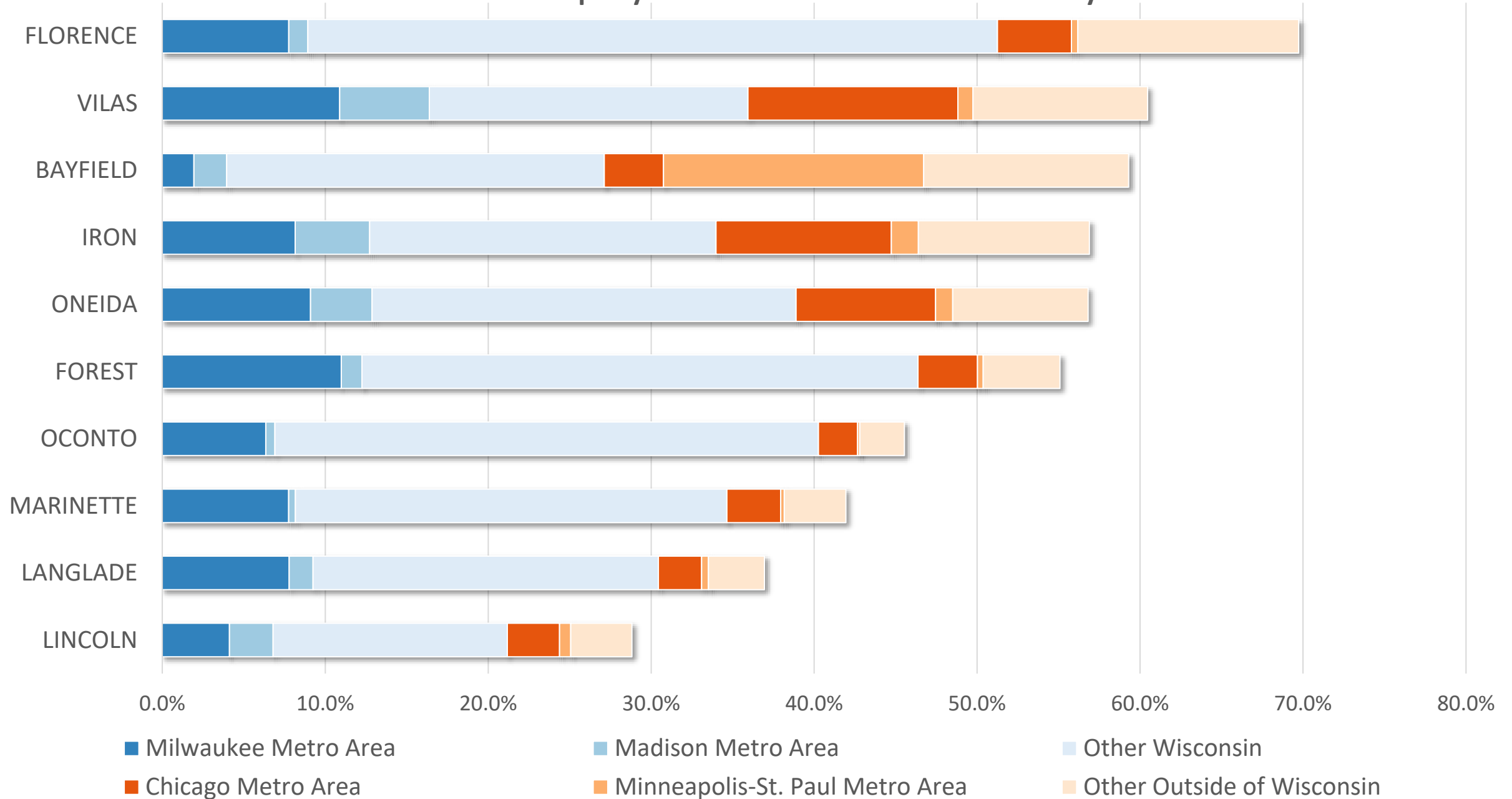


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## Correlation Coefficients for County Domestic Net Migration Rates and Selected County Characteristics

County Characteristic	Domestic Net Migration Rate 2018 - 2019	Domestic Net Migration Rate 2020 - 2021
Share of Population with Access to Broadband (25/3)	0.065	0.009
Share of Population with Access to Broadband (100/20)	0.062	-0.071
Share of Employed Residents in an Occupation that can be Performed from Home	0.108	0.029
Median Owner-Occupied Housing Value	0.203	0.079
Share of County Housing Units Designated as Seasonal or Recreational	0.127	0.292

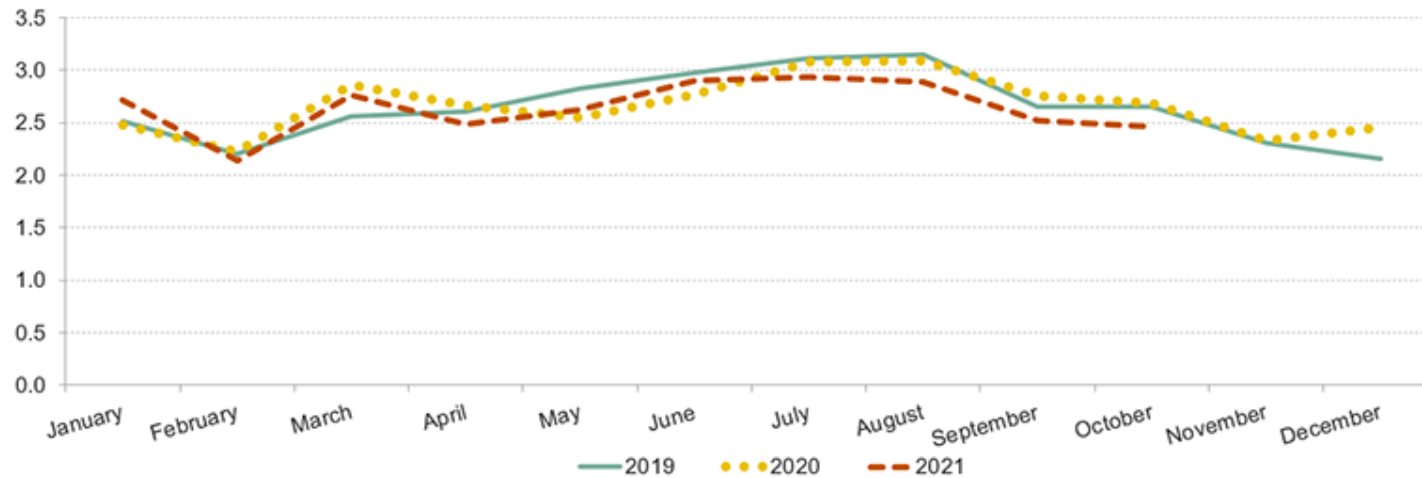
## Location of Non-Local Residential Property Owners by County – Share of Property Owners Located Outside the County



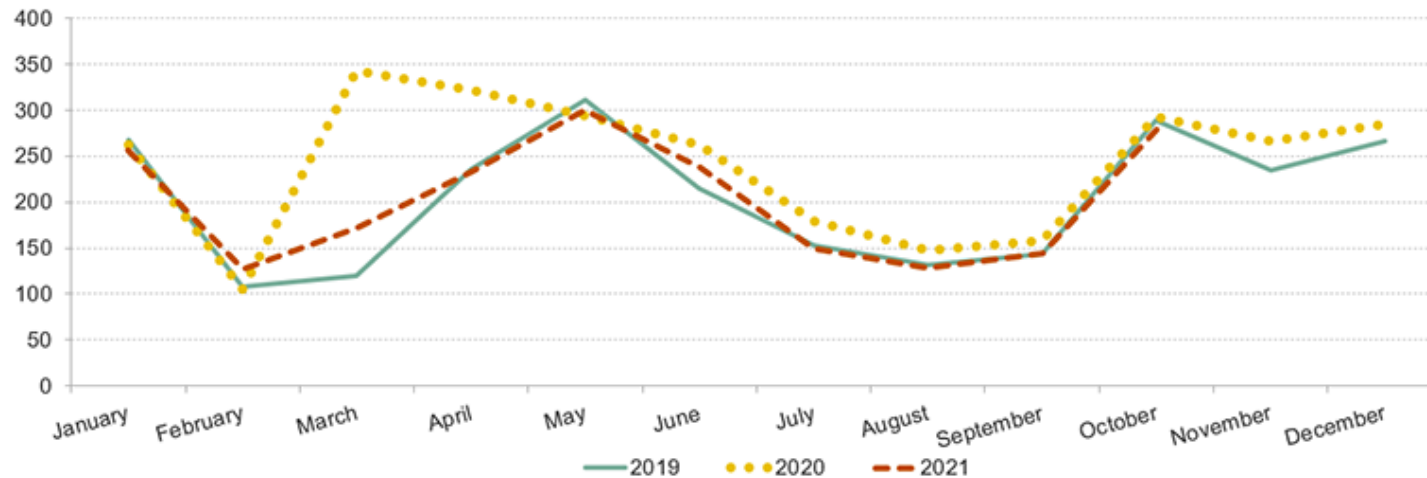


# Analysis of USPS Change of Address Requests – *Harvard Joint Center for Housing Studies*

Permanent Change of Address Requests (Millions)



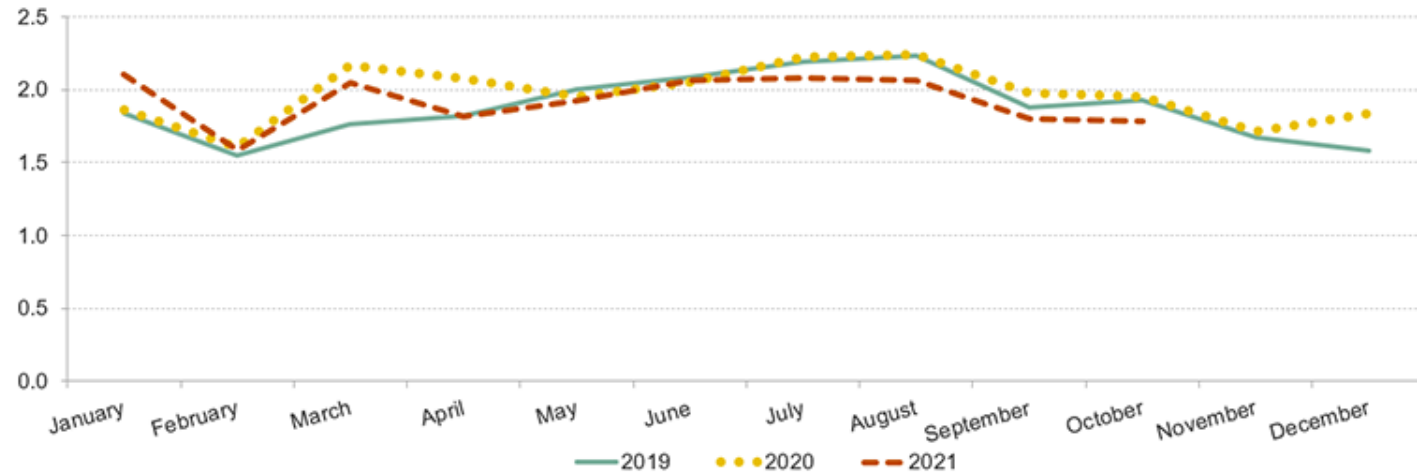
Temporary Change of Address Requests (Thousands)



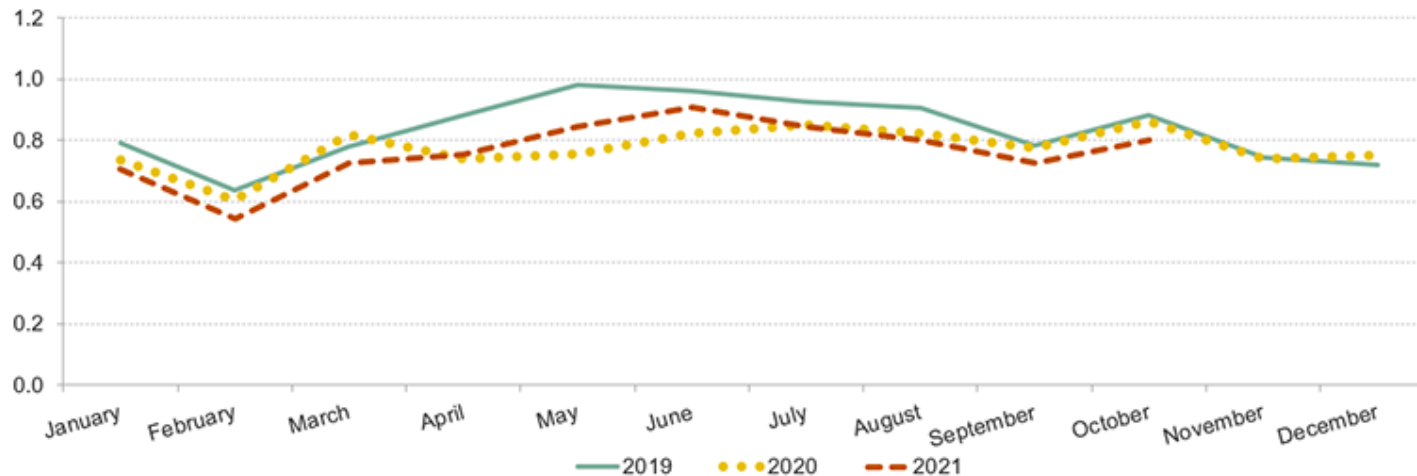


# Analysis of USPS Change of Address Requests – *Harvard Joint Center for Housing Studies*

Individual Change of Address Requests (Millions)

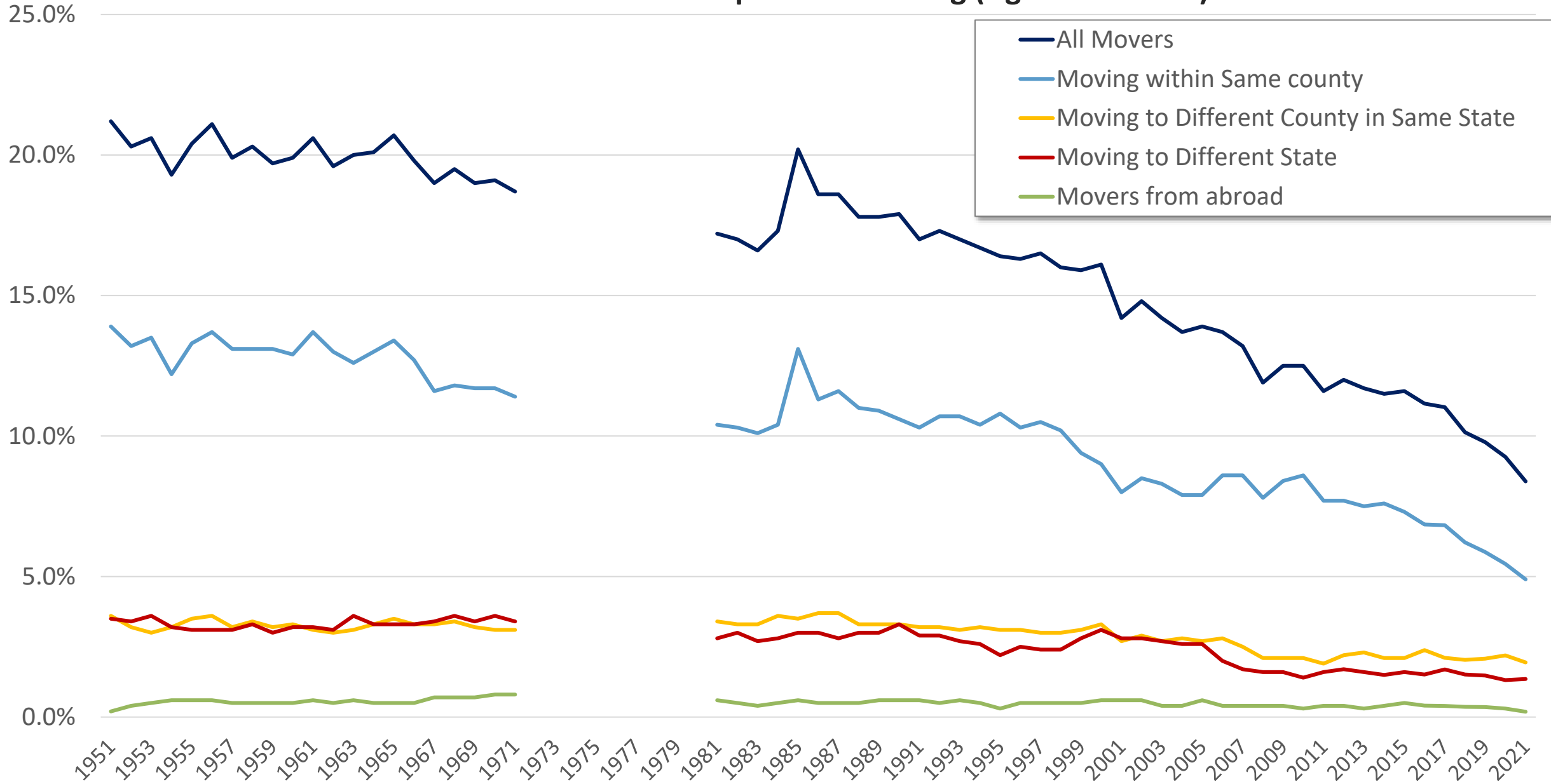


Family Change of Address Requests (Millions)



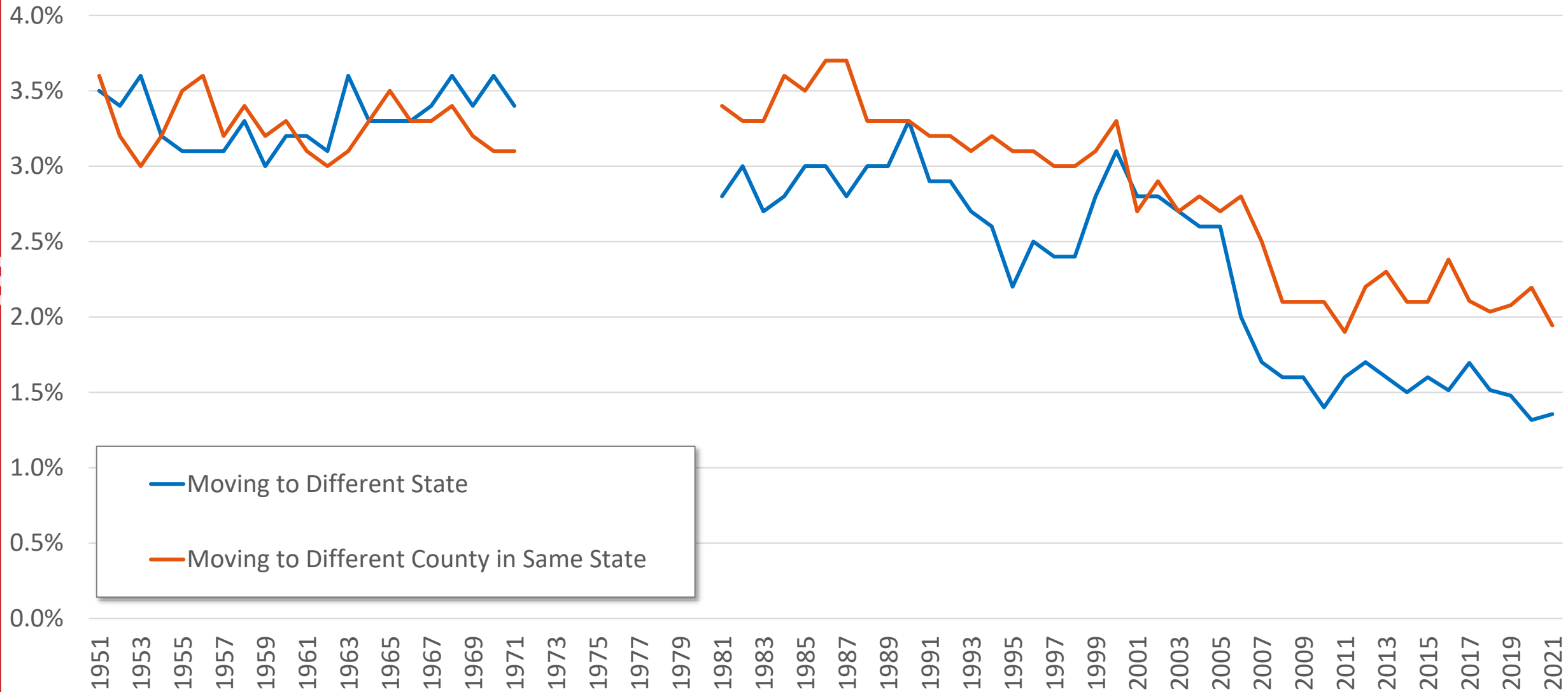
# Mobility Rates 1950 to 2021

## Percent of United States Population Moving (Age 1 and Over)



# Inter-State and Inter-County Mobility 1950 to 2021

## Percent of United States Population Moving Across State or County Lines (Age 1 and Over)



# Contact Information

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