



# **AHLA Recruiting Research**

## **Talent & Labor Pools**



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# Executive Summary

The hourly workforce across the US, and across all industries, has been decimated since the pandemic started in early 2020.

The Hospitality Industry has not been immune to the loss of hourly workers during this time:

- Estimates range from 175,000 to 400,000 lost hourly employees across the Hospitality Industry.
- While the numbers have returned in the past 12 months, the hospitality industry is still behind its pre-2020 numbers.

An important factor for the Hospitality Industry has been the *Employee/Applicant sentiment about the Hospitality Industry*:

- Low wages
- Long hours
- Hard work
- No career path
- No training / development opportunities
- Fear of losing their job again if/when there is another pandemic related lockdown – hotels shut down, travel restricted

AHLA commissioned several initiatives focused on providing information and action items to AHLA membership to help address the ongoing challenges with recruiting hourly employees in the Hospitality Industry.

This research paper, “Recruiting Research: Talent & Labor Pools ” includes information about several Talent / Labor Pools that the Hospitality Industry has overlooked in the past due to a surplus of hourly labor in the market. The research includes information on demographics of talent pools, as well as research related to why Hospitality organizations would want to target specific talent pools, how they can attract them, and a resource list for how to get started.

# Talent & Labor Pools Defined

A Talent Pool is a broad group of candidates that share a particular attribute that puts them into a grouping, or pool. The pool can be based on demographics, geography, work or industry experience, or other attributes.

While there are no unique/new talent pools, there are talent pools, as defined above, that the Hospitality Industry has historically overlooked due to a surplus of hourly workers in the market. Current market conditions require that the organizations throughout the Hospitality Industry re-evaluate Talent Pools that they can target, in alignment with their organizational and recruiting objectives.

The scope of the research was to identify at least three Talent Pools. During the course of interviews and research, we identified nine Talent Pools that we believe are relevant for organizations to consider as they expand their recruiting efforts.

## Key Insights: Pools vs. Pipeline

Organizations typically use the concept of Talent & Labor Pools to direct specific recruiting activities; marketing, branding, job posting content, interview and assessment guides, recruiting processes and onboarding activities.

Applicants go through an application process, which, based on their qualifications, makes them:

- Unqualified – not considered for the position
- Qualified – considered for the position
  - Hired
  - Not hired

For applicants who fall into the Qualified-but-Not-Hired category, many organizations will put them into a Talent Pipeline. A Pipeline is a list of pre-qualified applicants for roles within your organization, and like Talent Pools, can be organized by shared attributes, such as geography, skill set, functional expertise, technical skills, etc.

Organizations typically leverage specific recruiting technology (Candidate Relationship Management software or functionality) to leverage these Pipelines for future openings. The CRM functionality allows organizations to engage and communicate with qualified candidates before new positions become available, with the hope that when a new job is posted, those qualified applicants will be interested in applying.

# Talent & Labor Pools Researched

During the course of the research, several Talent & Labor Pools were identified as having traditionally been overlooked by the Hospitality Industry. As a result, we expanded the research from at least three Talent / Labor Pools to nine total.

The following are the Talent / Labor Pools researched;

***Veterans***



***Military Spouses***



***Back to Work Caregivers***



***People with Disabilities***



***Students***



***Reentering Citizens***



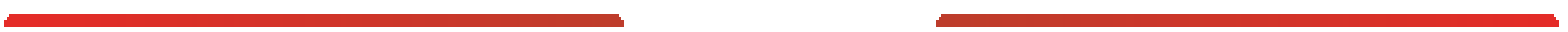
***Retirees***



***Refugees***



***Gig Workers (OnDemand)***



# Talent & Labor Pools Researched

Each Talent & Labor Pool in this document includes the following information:

- Demographics about the Talent Pool
- What the Talent Pool is looking for in jobs and employers
- Why organizations are hiring from this Talent Pool
- How can you differentiate your organization to this Talent Pool
- How can your organization target this Talent Pool

Additionally, there is information later in this document with helpful resources for each Talent & Labor Pool to help answer the question, “How Do We Get Started?”.

# Veterans

## ***The Demographic***

- 18.5 million veterans:
  - 7% of the overall population
  - ~10% are female
- ~400,000 employable Veterans remain unemployed every year:
  - 56% are 25-54
  - 39% ages 55+
- ~200,000 transitioning service members per year



## ***What Are Veterans Looking For From Employers?***

Veterans are looking for support with the difficult transition to civilian life; 55% of Veterans say that finding employment is the most difficult part of this transition.

Veterans want to contribute to society beyond their military service. Approximately 60% of Veterans want to leverage the skills and experience they have from the military in any job they take in civilian life.

## ***Why Do You Want To Hire Veterans?***

There are many reasons why private and public sector organizations should look to Veterans as an important part of their workforce. Many organizations develop programs to hire Veterans as a way to thank Veterans for their military service. Additionally, organizations can look to Veterans to help achieve diversity targets (~20% of Veterans are persons of color, and ~10% are female).

In addition to technical skills gained in the military, Veterans have many soft skills and attributes that made them successful in the military, including but not limited to:

- Discipline and work ethic
- Performance
- Loyalty
- Leadership
- Accountability

The Office of Federal Contract and Compliance Programs (OFCCP) governs federal contractors – and has guidelines and requirements for hiring protected Veterans. If your organization is deemed a federal contractor, it is important to understand what your obligations are regarding hiring of Veterans.

# Veterans

The Federal Government also provides tax credits and other financial incentives when it comes to hiring Veterans. The Work Opportunity Tax Credit (WOTC) is a deduction that business owners can receive from hiring certain groups, including Veterans.

The US Department of Veterans Affairs (VA) also offers several incentives for organizations to hire Veterans:

- Veteran Readiness and Employment Program
  - This program provides employers with On-The-Job Training Funds
    - Helps organizations onboard/train Veterans
  - Funding decreases over time per hire
- Special Employer Incentive (SEI) Program
  - This program provides employers hiring Veterans that meet certain requirements
    - Can reimburse employers up to half of the employee's salary for a maximum of six months, plus cost of training
- Non-Paid Work Experience Program
  - This program places Veterans in particular jobs
  - Organizations save labor costs as the VA pays employees as they train and get On-The-Job work experience

*\* It is important to note that not all Veterans qualify for any/all of the programs listed above. There are valuable resources at the end of this document to help you learn more about how you can start the process of hiring Veterans for your organization \**

## ***How Can Your Organization Differentiate Itself?***

Establishing an Employee Resource Group (ERG) for Veterans is a great way to promote your organization's commitment to hiring, training, developing, and integrating Veterans into your organization and civilian life. There are many benefits to creating ERG's for employee's with/from similar backgrounds and experiences to connect and develop a sense of community. A Veteran's ERG can help to celebrate and recognize Veteran team members throughout the year.

Your organization can also differentiate itself to this Talent Pool by providing training to everyone involved in the recruitment and hiring process – how to read military resumes, translating military experience into relevant civilian experience, understanding security clearances and rank, and being sensitive to military-language throughout the interview process.



# Veterans

## ***How Can Your Organization Target Veterans?***

Your organization can start by creating and publicizing its commitment to hiring, training, developing and integrating Veterans. Your company website, and in particular your Career Site, are great places to promote this commitment.

Organizations have also been successful by updating job posting content for any and all positions. This means including content about your commitment to hiring Veterans, as well as identifying, where possible, how military experience (for example rank) aligns to the equivalent civilian position at your organization.

Many organizations use Applicant Tracking Systems (ATS) to help post and manage requisitions, including the application process. You want to ensure that your ATS is not set up with any bias that may exclude Veterans, in particular when using prescreening and/ or minimum requirements for applicants to proceed in the recruiting process.

Lastly, your organization should be posting jobs to Veteran specific job boards, be present at Veteran-friendly Career Fairs, and work with organizations that support Veteran hiring.

# Military Spouses

## ***The Demographic***

- 1.8 million military spouses:
  - 93% are female
  - Average age is 33
  - 78% have children under 18
- 34% unemployment rate
- Additional 5.8 million surviving spouses of Veterans



## ***What Are Military Spouses Looking For From Employers?***

Military Spouses have typically been an overlooked source of talent when it comes to hiring for full time and part time hourly positions. However, by providing the right support and flexibility to this important part of our community, you will be rewarded in many ways.

Military spouses are first and foremost looking for flexibility with regards to hours, due to military-related commitments, which sometimes include volunteer work. As over 90% are women, and almost 80% have children under 18, it's a Talent Pool that is looking for childcare options wherever possible. Over 50% of military spouses would ideally like to work somewhere that gives them job stability – and in particular, one that can support them working at other properties if they are relocated due to their service members' active duty requirements.

## ***Why Do You Want To Hire Military Spouses?***

Supporting our service men and women is incumbent upon all of us, and by hiring Military Spouses your organization is contributing to the this support.

And it's a talented and educated workforce:

- 84% of Military Spouses have college degree or higher
  - 25% have Bachelor's degree

This is also a Talent Pool that are proven multi-taskers – between supporting their deployed service member, in most cases managing a family, and typically involved in military community activities/support/volunteering, Military Spouses are capable of being valued and contributing team members.

# Military Spouses

## ***How Can Your Organization Differentiate Itself?***

Similar to attracting and hiring Veterans, differentiating your organization to Military Spouses requires resources and commitment. This can start by establishing an ERG for Military Spouses, which as a reminder is a great way to promote your organization's commitment to supporting our armed forces and their families. A Military Spouse ERG can help to celebrate and recognize Military dates and activities throughout the year.

Additionally, your organization can define Deployment Support as part of training and wellness programs for Military Spouse team members. This type of support can lead to better health and wellbeing, as well as support the work life balance needs of this Talent Pool.

Lastly, educate your resources involved in the recruiting process – to understand and take into consideration volunteer activity and on-base experience as work experience.

## ***How Can Your Organization Target Military Spouses?***

Your organization's job posting content should clearly articulate that you support hiring Military Spouses (and Veterans), ideally with a page dedicated to these important Talent Pools.

It is important to ensure that your ATS is not set up to exclude Military Spouses from passing the minimum requirements for any positions at your company, including hourly jobs. This is typically overlooked by requiring a certain number of years of work experience, or specific experience working in the hospitality industry.

Additionally, ensuring that your resources involved in the recruiting process take into account and understand any breaks in employment, which often happen for Military Spouses due to active duty relocation requirements.

Your organization can work with local Military bases to host career fairs, specifically focused on hiring Military Spouses.

# Back to Work Caregivers

## ***The Demographic***

- Adults who have taken parental or elder care leave:
  - No consistent data from Department of Labor on this Talent Pool
- Between February 2020 and March 2021, over 1.1 million women with children dropped out of the workforce due to market conditions/Covid
- Returnships are on the rise for both mothers and fathers returning to work from parental leave:
  - 69% of parents with kids are planning to return to work



## ***What Are Return to Work Caregivers Looking For From Employers?***

Caregivers returning to the workforce (parents and/or adults taking care of elderly) have traditionally been looking for job flexibility:

- Hours, Shifts, Full Time, Part Time, OnDemand

Caregivers returning to work after having children are looking for companies and jobs that provide flexible work schedules, as well as excellent benefits, including childcare options. Those returning to work after taking time off due to caring for elderly family members are looking for flexibility with shifts. Consistent with other Talent Pools, Back to Work Caregivers are looking for training and development, and the opportunity to continue their career where they left off.

## ***Why Do You Want To Hire Return to Work Caregivers?***

Back to Work Caregivers are, generally speaking, experienced workers with transferable skills. They are looking to re-establish their career, and have a lot to offer employers. Caregivers have some key soft skills and attributes that are beneficial for employers hiring customer facing workers;

- Empathy
- Excellent time management skills
- Stability

# Back to Work Caregivers

## ***How Can Your Organization Differentiate Itself?***

The key to differentiating your organization is to promote your family friendly, family oriented, and work life balance culture on your Career Site. A great way to do this is to use photos of company events where employees are encouraged to bring family members; kids, siblings, parents, grandparents, etc.

Back to Work Caregivers are going through an important transition in their personal lives, and helping to support that transition will ensure that your organization is identified as a place where this Talent Pool will feel supported, heard, and set up for success. Establishing an ERG will allow for like-minded employees to connect, learn from, and support each other. It will also give them a voice to speak to your organization to identify other ways the organization can provide support.

It is also critical that training is provided to all employees involved in the recruiting and hiring process, to ensure not only compliance with what they can and cannot ask related to caregiving, family status, etc. during the interview process, but to also identify that gaps in employment by applicants who have taken time off from their career to care for loved ones should not be seen as a negative.

## ***How Can Your Organization Target Back to Work Caregivers?***

All your job postings should include content that highlight your support of Back to Work Caregivers, including but not limited to:

- Work life balance
- Focus on company culture
- Availability of shift work, work OnDemand
- Provide childcare options

Additionally, ensure that your online application process is quick and easy, and is not set up to immediately exclude applicants from this Talent Pool based on employment gaps, or outdated technical skills due to being out of the workforce for a period of time.

Lastly, identify current employees who are part of this Talent Pool – partner with them to understand the needs of Back to Work Caregivers. Some organizations have made individuals Ambassadors to help in recruiting efforts.

# People with Disabilities

## ***The Demographic***

- Department of Labor statistics:
- ~31 million People with Disabilities in the US
  - ~6.6 million currently in the workforce:
    - ~6 million currently employed
    - ~600,000 unemployed
  - ~24 million not in the workforce



## ***What Are Applicants with Disabilities Looking For From Employers?***

This is a very large Talent Pool, when including both employed and unemployed People with Disabilities. They are looking for a stable work environment, working for organizations that are able to provide the accommodations necessary to get through their workday safely and comfortably.

Additionally, People with Disabilities are looking for equal consideration for all positions, as well as being given appropriate access to training, development, and advancement opportunities.

## ***Why Do You Want To Hire Applicants with Disabilities Applicants?***

Organizations should always be looking to hire employees that are representative of their communities, as well as creating and supporting a culture of diversity. Statistically, productive employees with disabilities have ~90% retention rates, significantly higher than other employees. Specific disabilities have skillsets that are important in the hospitality industry. For example, autistic employees have demonstrated high aptitude with regard to pattern recognition, memory, numbers and mathematics.

There is also government funding available to hire from certain target groups that have faced barriers to employment, including those in the People with Disabilities Talent Pool. The Work Opportunity Tax Credits (WOTC) provides this funding as percentage of wages paid based on full time or part time employment.

Additionally, your organization might qualify for a People with Disabilities Access Credit, which provides reimbursement of up to \$5,000 for making workplace accommodations when hiring People with Disabilities with specific requirements

# People with Disabilities

## ***How Can Your Organization Differentiate Itself?***

Your Career Sites should clearly articulate that your organization supports a disability friendly culture at your properties, ideally with images showing employees with disabilities and accommodations in place throughout your properties (for both guests and employees).

Work with JAN (Job Accommodation Network), which provides free, expert and confidential technical assistance to both employers and employees regarding workplace accommodations and disability employment issues.

Your organization will want to train employees who are part of the recruiting and hiring process to understand and be sensitive to applicants with disabilities, including ensuring that on-site interviews have any/all required accommodations, as well as defining what interview questions can and cannot be asked of applicants.

## ***How Can Your Organization Target Applicants with Disabilities?***

A key way to target this Talent Pool is the direct approach;

- Partner with Vocational Rehabilitation Programs
  - VRP's prepare People with Disabilities for entry into workforce
  - VRP's also provide job placement services
- Workforce Recruitment Program for college students with disabilities
  - Free resource connecting private organizations and federal agencies nationwide with qualified job candidates for temporary or permanent positions in a variety of fields

Organizations can also leverage Social Media platforms to build communities focused on people with disabilities, share stories of employees with disabilities, and broadcast notifications of job opportunities.

# Students

## ***The Demographic***

- Millions of students nationally
  - High School, Community College, College
  - Recent Graduates
  - Full time and part time students



## ***What Are Students Looking For From Employers?***

Student Talent Pools fall into two different categories:

- **Category 1:** *Working to get through school and need additional income*

Students in Category 1 are looking for part time and/ or full time opportunities that they can align to their school / class schedule, as well as possibly other jobs they have.

Key considerations for this group of Students is flexibility of schedule, and competitive pay to ensure they maximize their time away from studies and school activities.

- **Category 2:** *Beginning their career in the hospitality industry*

Students in Category 2 are looking to start their career in the hospitality industry, and looking for an entry level position (typically hourly).

Key considerations for this group of Students is to see job opportunities for working after graduation, and understand what kind of a career path is possible based on their first job.

## ***Why Do You Want To Hire Students?***

Hiring Students provides an opportunity to introduce them to hospitality industry careers before they graduate, and ideally provide them enough interest to want to continue working in the industry.

Students in both categories above come to the Hospitality with very transferable skills / attributes as Students;

- Time Management
- Educated
- Eagerness



# Students

Additionally, Students are typically:

- Available for shift work
- Open to flexible hours, including evenings and weekends, around their school obligations

## ***How Can Your Organization Differentiate Itself?***

Targeting the Student Talent Pool will require a focus on Brand and culture, in particular promoting your organizational values and purpose, such as social and Environmental commitments and interests.

Organizations who are successful targeting and hiring from the Student Talent Pool have well-defined programs, such as internships, mentorships, and cooperative programs. Students in these programs typically do well with company sponsored events such as contests, competitions and presentations.

A key to being successful with this Talent Pool is to ensure your organization provides flexible work arrangements to accommodate school schedules and activities. Recently organizations have begun offering Pay OnDemand to Students (and other employees) to provide more flexibility of when and how often employees are paid. Lastly, organizations with well-defined programs have also offered student loan repayment programs for Students who return after seasonal jobs and post-graduation.

## ***How Can Your Organization Target Students?***

As with other Talent Pools, it is critical to update all relevant job postings for entry level position to reflect how your organization supports Student hiring and career development. The content should promote things like hospitality industry perks, benefits, etc., but also provide details about internships, coop programs and mentorships for seasonal and graduating students.

Your organization can also target Students by being present on campus (as appropriate), through Career Fairs, Job Placement Centers, and Career Day participation. Leveraging Social Media platforms to promote your organization as a place where Students can feel welcome and supported as employees, as well as a great place to begin their career, has been a successful tactic for many organizations.

Lastly, organizations should consider having a student specific application process on their Career Site, ensuring the application itself is mobile first, limits the amount of information requested, doesn't disqualify applicants based on little or no work experience, and ensures communication throughout the application and recruiting process.

# Reentering Citizens

## ***The Demographic***

- 600,000 citizens released from prison system yearly:
  - 65% are unemployed after 4 years of release
  - 35% that are employed are earning 55% of non-previously incarcerated wages:
    - They are also working 25% less hours



## ***What Are Reentering Citizens Looking For From Employers?***

Reentering citizens are first and foremost looking for support in their re-integration into society. An important component of re-integration into society is consistent and reliable work, as many reentering citizens are required to maintain employment to be compliant with their parole obligations. Research has shown that many parolees are looking for an opportunity to prove themselves as trustworthy and dependable to their friends, family, employer and community.

Otherwise, Reentering Citizens are looking for many of the same things as applicants from other Talent Pools:

- On-the-job training
- Continuing education
- Career development
- Career path options

## ***Why Do You Want To Hire Reentering Citizens?***

Organizations should consider hiring Reentering Citizens for several reasons, including community support and enhancement, and contributing to their workforce diversity.

There is also government funding available to hire from certain target groups that have faced barriers to employment, including applicants who have been recently released from prison. The Work Opportunity Tax Credits (WOTC) provides this funding as percentage of wages paid based on full time or part time employment. For this Talent Pool, organizations can receive up to \$2,400 for each Reentering Citizen hired within the first year of release. Additionally, organizations can take advantage of the Federal Bonding Program, which provides insurance coverage of up to \$5,000, with a \$0 deductible, when hiring Reentering Citizens. There is also government funding available to hire from certain target groups that have faced barriers to employment, including those in the People with Disabilities Talent Pool.

# Reentering Citizens

## ***How Can Your Organization Differentiate Itself?***

Information provided by National Reentry Resource Center indicates that organizations should make investments into future hires by providing pre-release training. This would help to identify Reentering Citizens would be a good fit for their organization. AHLEI is currently working with the prison system to develop and offer pre-release training programs to prisoners. This type of commitment and partnership will support all hospitality industry organizations to differentiate themselves with this Talent Pool.

The Bureau of Prisons has approximately \$145 million available in federal funding to support prisoners as they look to re-integrate into society, including work training. Additionally, there are PATHWAYS Reentry Grants available through Reentry Employment Opportunities (REO) from the National Reentry Resource Center.

Highlighting your organization's support for hiring Reentering Citizens on your Career Site is important to encourage this Talent Pool to apply to jobs.

Lastly, make sure all of your resources involved in the recruiting and hiring of Reentering Citizens understand your commitment to hiring from this Talent Pool, understand your organization's guidance and / or policy related to what types of convictions are acceptable, and to be prepared for background checks to be flagged by your provider.

## ***How Can Your Organization Target Reentering Citizens?***

In addition to ensuring your Career Site has the right content to demonstrate how your organization supports hiring Reentering Citizens, there are other important factors that go into supporting this Talent Pool:

- Ensure your Job Postings for hourly positions includes content supporting hiring of reentering citizens
- Ensure your ATS is configured to not deter or eliminate reentering citizens from passing prescreening questions
- Don't let background checks get in the way of recruiting process
  - Support Ban the Box legislation
- Promote and provide On-the-job training, paid internships, seasonal employment, apprenticeships
- Do not depress wages for reentering citizens

# Retirees

## ***The Demographic***

- ~2.4 million people moved into early retirement since January 2020:
  - 27% retired due to financial reasons
- 60% are now “looking for something to do” to generate income:
  - 79% willing to work part time hours
  - 41% are looking for in-person work
- 51% want to work for 3+ years



## ***What Are Retirees Looking For From Employers?***

Research indicates that the Retiree Talent Pool wants to get back to work, with almost 80% wanting to work part time. They are looking for comprehensive and relevant benefits packages, as well as hospitality industry perks.

A large percentage of Retirees are looking for something to do, and when considering employment opportunities, almost half of them want to be able to work in person. Research also supports that Retirees are looking for camaraderie, a family friendly atmosphere, and an opportunity to share work and life experiences with coworkers and customers.

## ***Why Do You Want To Hire Retirees?***

The Retiree Talent Pool is primarily made up of people who have worked throughout their lives. This is a mature and experienced workforce, that can bring a variety of skills to your organization. Many Retirees have the experience to help mentor younger employees, and are adaptable to work in different roles within your organization.

This Talent Pool is willing to work part time and shift work, and more than half of them want to work for more than three years. This means your organization can look to Retirees as a stable and consistent workforce for your properties. This Talent pool is reliable and dependable, and can support your organizations workforce diversity goals.

# Retirees

## ***How Can Your Organization Differentiate Itself?***

Your organization should target Retirees with campaigns and content that is focused on all the things they are looking for in returning to work. Starting with your Career Site, you should have images showing Retiree-aged employees in your work environment, and provide content related to your commitment to hiring and supporting Retirees as part of your workforce, including but not limited to:

- Leveraging their years of work experience
- Providing them the opportunity to mentor younger employees
- Learn hospitality industry, including new skills
- Benefit from the hospitality industry perks
- Provide relevant health and wellness perks
- Transportation support

## ***How Can Your Organization Target Retirees?***

Targeting Retirees requires a combination of technology friendly and non-technology solutions. While some Retirees have adapted well and kept up with technology, many have not. A mobile first application process is still the right process to make available, but your organization should also ensure that you have non-technology options for those that have lagged behind (in particular with mobile technology).

Technology Focused Options:

- Ensure your ATS is configured to encourage Retirees to apply:
  - Easy and fast application process
  - Gather minimum information
  - Accommodate for recent gaps in employment
  - Accommodate for no industry experience

Non-Technology Focused Options:

- Promote your hourly jobs at retirement communities, senior centers, etc.
- Ensure your Employee Referral Program (ERP) includes content/materials for employees to refer retired friends and family
- Consider having paper applications at property and/ or have employees available to help applicants through the online application process
- Social Media campaign:
  - Target retiree friendly hospitality jobs
  - Ensure younger audience is targeted to share jobs with older family members

# Refugees

## ***The Demographic***

- Historically, there have been over 3.7 million refugees that have entered the US since 1980:
  - ~88,000 / year
- 2018: a ceiling of 18,000 refugees was established:
  - Less than 12,000 actually entered US
- There are an estimated 700,000 refugees in the US today:
  - ~77% are working age
  - Top Ten cities have ~470,000 (67%)
    - San Diego, DFW, Atlanta, Phoenix, LA, Chicago, Houston, Detroit, Seattle, Minneapolis St. Paul



## ***What Are Refugees Looking For From Employers?***

Refugees, as a Talent Pool, are looking for support with transition to new community and life. While Refugees get this support from agencies and organizations (ie. setting up bank accounts, work authorization, housing, transportation), they are looking for employers to support them in other ways. This support is primarily with employment; finding stable work that provides them with the required salary to support themselves and their family. Finding the right organization to work for also includes a supportive work culture and sense of community, ideally where there are other immigrants and refugees.

Additionally, Refugees are looking for training opportunities, both work related and non-work related, such as English as a Second Language (ESL). Long term, they are looking for career development and advancement opportunities.

## ***Why Do You Want To Hire Refugees?***

Hiring Refugees will support organizational efforts to reflect community demographics, and support their integration into society and their new community. Many Refugees have valuable international work experience, and many are multi-lingual – skills that are assets in the hospitality industry.

Research shows that Refugees have an above average retention rate: 73% of employers report a higher retention rate for Refugees versus other employees (as compared to 29% in the hospitality industry).

Another benefit of hiring Refugees is chain recruitment; after successfully setting up a particular demographic for success (internal programs, tools, documentation, resource support), research shows that new employees will refer others from the same demographic.

# Refugees

## ***How Can Your Organization Differentiate Itself?***

Your organization can start to differentiate itself to the Refugee Talent Pool by:

- Promoting support for Refugees on your career site, including any partnerships / collaboration with Resettlement organizations such as Tent.org, Lutheran Immigration and Refugee Service (LIRS)
- Creating playbooks and/or training guides to help Immigrants and Refugees to onboard quickly and easily
- Investing in Change Management:
  - Train recruiters and hiring managers to understand international resumes (ie. different formats), ensure flexibility and sensitivity during interview formats and questions
- Encouraging a community & family atmosphere at your properties

## ***How Can Your Organization Target Refugees?***

Your company can partner with Resettlement Organizations, as mentioned above, to be identified as a partner company. AHLA can partner with these organizations at a national level, and your organization can establish with state-specific Resettlement organizations.

Your job postings should include content related to your organizations commitment to Refugee hiring and integration into the workforce. Ideally your Career Site would have images of international workers at your property, and even employee created video testimonials from Refugees talking about their experience working for your organization.

Lastly, sponsoring and attending hiring events that focus on Immigrants and Refugees, including providing sessions for resume writing, applying to jobs online, and how to manage phone, in-person, and zoom interviews.

# Gig Workers (OnDemand)

## ***The Demographic***

- Unknown number of OnDemand gig workers due to nature of employment contractual agreements as they vary from state-to-state:
  - Rideshare: estimated at 3 million drivers
  - Food Delivery: estimated at 2 million drivers
- Unknown percentage of the above estimates overlap (some people do both rideshare and food delivery)



## ***What Are Gig Workers Looking For From Employers?***

For the purpose of this research, Gig / OnDemand Workers are defined as those working for organizations such as Rideshare or Food Delivery companies; they have ultimate flexibility of when and where to work.

This Talent Pool became very popular after January 2020, as organizations in all industries were laying off, furloughing and firing employees due to the uncertainty in all markets. Released employees turned to the flexibility of delivering food and driving people through these organizations.

As many of these workers look to reenter the more traditional workforce, they are looking for continuity of the flexibility of their Gig Work:

- Flexible schedules
- Pay OnDemand and Pay Visibility

More importantly, they are looking for more stable salary and benefits from their next employer, two things that Rideshare and Food Delivery companies don't offer. Additionally, Gig Workers are looking for a place to establish themselves in a career, receive on-the-job training, and career development and growth opportunities.

## ***Why Do You Want To Hire Gig Workers?***

This is a Talent Pool that has become very comfortable working with flexible schedules, demonstrating their ability and interest in working full time and/ or part time shifts, including being open to 24/7 shifts. Gig Workers are a great Talent Pool to develop a bench of part time and shift workers to complement your full time employees – which is also an excellent way to see if they are a good fit for your organization and transition well into a more traditional work environment.



# Gig Workers (OnDemand)

## ***How Can Your Organization Differentiate Itself?***

In order to differentiate your organization to this Talent Pool, your focus should be on what your organization can provide that is currently missing from their Gig Work working arrangement;

- Job and income stability
- Hotel industry benefits and perks
- Culture and family atmosphere that comes with in-person working environment
- Training and career development opportunities

## ***How Can Your Organization Target Gig Workers?***

As with other Talent Pools, leveraging your Career Site to promote how and why Gig Workers can transition to working in the Hospitality Industry is very important. Additionally, your Job Postings can list the benefits for applicants coming from these companies.

Your organization can also leverage Social Media platforms to promote and broadcast campaigns about the benefits of transitioning from Gig Work to the hospitality industry. This can (and should) include employee testimonials from any employees you have that have made the transition.

In an effort to “meet applicants where they are”, your organization may want to consider a soft approach to Rideshare and Food Delivery drivers that come to your property. You can have your valet / doorman / front desk staff have 4x6 cards with application instructions (QR Code, Text-to-Apply, etc.), with key benefits and perks printed on the back that can be handed out to drivers.

# Getting Started Resources

Below please find some helpful links and resources for your organization to get started once you determine which Talent Pools to target:

## Veterans & Military Spouses

<https://recruitmilitary.com>

<https://www.dol.gov/agencies/vets/veterans/military-spouses/employment>

<https://www.benefits.va.gov/vocrehab/employers.asp>



## Retirees

<https://www.aarp.org/aarp-foundation/>

[https://www.shrm.org/resourcesandtools/tools-and-samples/hr-forms/pages/attracting\\_older\\_workers.aspx](https://www.shrm.org/resourcesandtools/tools-and-samples/hr-forms/pages/attracting_older_workers.aspx)



## Refugees

<https://www.tent.org/>

<https://www.tent.org/resources/helping-refugees-helps-brands-us-2022/>

<https://fiscalspolicy.org/millions-of-dollars-help-immigrants-and-boost-the-local-economy-across-nys>



## Back to Work Caregivers

<https://www.refreshingacareer.com/employers/benefits/employing-returning-parents/>

<https://tiger-recruitment.com/workplace-insights/return-to-work-parents/>



# Getting Started Resources

## Reentering Citizens

<https://nationalreentryresourcecenter.org/>

<https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/research-employers-willing-to-overlook-criminal-record-to-hire-right-person.aspx>

<https://www.dol.gov/agencies/eta/wotc>



## People with Disabilities

<https://www.dol.gov/general/topic/disability/hiring>

<https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/4-ways-to-hire-more-people-with-disabilities.aspx>

<https://www.benefits.va.gov/BENEFITS/factsheets/vocrehab/SpecialEmployerIncentive.pdf>

<https://askjan.org/>



## Students

<https://www.linkedin.com/business/talent/blog/talent-acquisition/fresh-student-recruiting-tactics>

<https://wheniwork.com/blog/18-genius-ways-to-attract-new-part-time-employees-this-fall>



# Getting Started Resources

## AHLA Foundation

The AHLA Foundation's mission is to help people build careers, improve their lives, and strengthen the lodging industry. The Foundation achieves this by giving them necessary tools, resources, and education, so they can launch long-term careers in our great industry.



Supporting diversity, equity and inclusion (DE&I) creates a stronger and more vibrant workforce. Through initiatives and programs focused on driving diversity, AHLAF provides the industry with tools to recruit, develop, advance, and retain workers with a wide array of backgrounds and experience.

**Registered Apprenticeship:** <https://www.ahlafoundation.org/apprenticeship>

**AHLA Foundation DEI Best Practices Guide:** <https://www.ahlafoundation.org/sites/default/files/2022-04/AHLA%20Foundation%20DEI%20Best%20Practices%20Guide.pdf>

**DE&I Action Plan:** <https://www.ahlafoundation.org/sites/default/files/2021-02/DEI%20Overview-FINAL.pdf>

**Empowering Youth Program:** <https://www.ahlafoundation.org/sites/default/files/2022-07/Empowering%20Youth%20Program%20Employer%20%281%29.pdf>

**Professional Development Scholarships:** <https://www.ahlafoundation.org/professional-development>

**Academic Scholarships:** <https://www.ahlafoundation.org/academic-scholarships>

**A Place to Stay Nationwide Ad Campaign:**

<https://www.dropbox.com/s/xkmg2mjc5uf9qi6/A%20Place%20To%20Stay%20One-Pager.pdf?dl=0>

## Key Considerations from Research

As your organization looks to make target specific Talent Pools, here are the key considerations that leading organizations referenced as tenets for being successful to attracting and hiring hourly workers.

1. **Prioritize** what Talent Pools your organization will commit to attracting and hiring
2. Establish **Employee Resource Groups** to provide support and direction to groups of employees
3. Focus on **Content**:
  - a. **Career Site** – your Career Site should reflect the groups and demographics you are targeting, though images and written commitments to hiring and developing applicants from any / all Talent Pools
  - b. **Job Postings** – your job posting content should also include your commitments to hiring from specific Talent Pools. Job postings on your Career Site can also include additional media (ie. videos) to provide applicants additional information and details.
4. Engage existing employees who are part of the Talent Pool to support your recruiting and hiring efforts as **Ambassadors**. They can attend career fairs, participate in video testimonials, and be involved in Social Media campaigns
5. Leverage **Social Media platforms** to engage the Talent Pools you are targeting. Keep in mind that Social Media is about engagement and community building first – share information about your culture, social reform and environmental positions – before asking followers to share jobs and/ or apply to jobs.
6. **Be visible** to your Talent Pools – ensure you are proactively involved in activities and events where your potential applicants will be; Career Fairs, Campus Events, Government Resource Centers, and Community Events.
7. Ensure that you are **posting jobs throughout all channels**, including electronic and non-electronic job posting options. Depending on the Talent Pools you are targeting, your organization should be posting jobs on your career site, job boards and job board aggregators, with local, state and federal government agencies, local / community organizations, and Talent Pool specific groups and associations.
8. **Change Management** – ensure everyone in your organization that is part of the recruiting and hiring processes are up to date with strategy, compliance and best practices.

# Companies Researched



# Additional Research Sources



## About the Research...

This research was conducted by Marcelo Mackinlay, Founder of Mavix Talent Consulting, through a partnership with Business Talent Group during the timeframe of June 2022 – August 2022. The research was conducted via phone interviews with organizational leaders, and extensive online research on companies, and industry trends and best practices.

For more information on this research, or to engage additional consulting services on your recruiting process, technology, data/reporting requirements, and / or organizational structure, please contact Marcelo Mackinlay directly.



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Marcelo Mackinlay is a trusted advisor to public and private sector organizations, with over 25 years of experience in Recruiting Leadership, Recruiting Operations, and Talent Acquisition Technology consulting.

Marcelo has led Recruiting teams at Bank of Montreal, ASML, Amazon, Petco Health & Wellness, and Boomi. Additionally, Marcelo led Professional Services teams (specialized in Recruitment consulting and technology) at Recruitsoft/Taleo, Cognizant, and Mavix.

Marcelo has consulted to over 200 organizations on their recruitment strategy, process, organizational design, technology, and reporting requirements - including L-3 Communications, SAIC, Allergan, Baker Hughes, Manulife Financial, Lululemon, Oakley, Catholic Healthcare West (now Dignity Health), Estee Lauder, State of Massachusetts, State of Georgia, Canada Revenue Agency, Public Service Commission of Saskatchewan and many others.

Passionate about leveraging the dynamic relationship between recruiting and technology, Marcelo has a track record of delivering value to clients across all industries in both public and private sectors. Marcelo focuses on organizational design, process optimization, vendor management and change management to help drive cost effectiveness and time efficiencies across the Talent Acquisition function.