



Greater Wichita  
Partnership

**Deloitte.**

# Accelerating the Future of Work

*Greater Wichita Region Findings Report*



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# Data Rumble

A close-up view of a data table with a pen resting on it. The table contains numerical data:

	125,487	110,000	101,090	89,000
	124,000	150,000	101,684	50,000
	105,450	35,000	101,962	68,700
	86,502	83,000	102,747	123,000
		45,000		

# What we did | Data gathering

Deloitte leveraged a mix of publicly available data, Remesh™ listening sessions with young professionals, business/industry leaders and frontline workers as well as interviews with key business and community leaders to identify critical factors of the Greater Wichita region's Future of Work Ambition Strategy.

## DATA SOURCES

The data sources are organized into three rows:

- Row 1:** Project Wichita Report; Kansas Health Institute Report; Regional Growth Plan; Talent Marketing Blueprint; Greater Wichita Partnership Website; Wichita All Talent Pool Report.
- Row 2:** 2021 Regional Employer Talent Survey Report; Remesh; Qualitative Interviews; Kansas Workforce Report; The Chung Report; Gartner Recruiter Reports.
- Row 3:** WSU Annual Report; Talent Insights LinkedIn Reports; Deloitte; WSU Alumni Survey; Emsi; WSU Tech Graduates; Workforce Alliance Job Seekers Survey.

\*Note: See Appendix (page 47) for full list of existing reports and studies cross-referenced.

# What we did | By the numbers

**20** Interview Participants



**9** Industries Represented



**23** Existing Reports & Studies Cross-referenced

- KHF-KHI Demographic Report, 2018
- Chung Report, 2018
- Project Wichita: A Report to the Community, 2019
- Regional Employer Talent Survey, 2021
- The Challenge to Compete – Kansas Workforce 2020
- Addendum: Regional Growth Plan, 2021
- Talent Marketing Blueprint with updated trends from DCI, 2018, 2021

**3** Remesh™ Sessions



*note: See Appendix (page 72) for full list of sources of interview participants and (page 47) for full list of existing reports and studies cross-referenced.*

## Participants highlighted areas of strength in the Greater Wichita region



*When asked what factors proved decisive in their decision to stay in Greater Wichita region, participants said...*

*I love this area. It's not too busy and **has that home feeling***

*Our family is located in Kansas. **We love our home, schools, and work***

*As more people are working from home, **the cost of living is a big plus***

*Frankly, **I love Wichita and surrounding areas.** The factors at play for me to possibly leave the area aren't related to anything that city can control. I love Wichita!*

*I like that you can live outside of Wichita and still **have easy access and no crime***

*I'm happy living in Wichita and the surrounding region*

*Wichita is a **great city**, people I meet are **impressed with this city***

*I have a **good job, my family is near, and there are fun things to do.** The **area is growing!***

## They also revealed and reinforced areas of opportunity



*When asked to name factors / attributes that are not currently available in Greater Wichita region that, if added, would help meet their personal and professional needs, participants said...*

*Continued development of **arts, food, culture**. Better focus on **environment and sustainability***

*Better **public schools**, more **independent restaurants, community improvement programs***

*More **family fun activities** places and things to do that are well kept and not run down. **Entertainment!***

*More **experienced/mid-level job opportunities** that **pay well***

*Venues and **affordable entertainment***

*More notable businesses that **create jobs**. Identity/culture; if companies can't **connect to a city's culture**, then they must be doing business because of price*

*We need **accessibility for the disabled** and for **public transit***

***Diversification of industry, public transit, mental health services** for youth*

## As well as aspirations for the future



*Participants also shared what they think the top priorities for the Greater Wichita region should be as it works to define the Future of Work...*

More **technology sector jobs**, and **diversifying job market** – don't just focus on aviation

To succeed during the next decade, we need to **reinvent our thinking** and be more **progressive in our approaches** to **workforce development** and **talent attraction**

I heard a speaker say that 67% of jobs that kids in kindergarten today will someday hold haven't been invented yet. We need to **stay on top of the "next big thing"** and focus on **exploiting that in the Wichita market**

Helping our region **unlearn the unhealthy practices that push people away from our community** i.e., not investing in ourselves, holding on to infrastructure that has a shelf life, embracing diverse talent, listening to understand not respond etc.

**More marketing** about Wichita being a great place to live, work, and raise a family. We need to **create Wichita as a valuable location**

Push for **more attention in the K-12 space**. We are a top **state that exports talent**. If we can **show the students the opportunities in their backyard early**, they will be more likely to stay and invest in the community



# Key themes were highlighted through our activities...

## BRIGHT SPOTS



***Automation as an enabler, not eliminator of jobs***



***Flexibility & work / life balance as a priority***



***Wide selection of education & training opportunities available***



***Strong family ties & low cost of living***



***Positive reception of the efforts of dedicated community partners***

## OPPORTUNITY AREAS



***Increasing awareness & accessibility of professional opportunities***



***Providing more competitive pay***



***Establishing diversity, equity & inclusion (DEI) as an imperative***



***Diversifying options for entertainment venues & cultural activities***



***Building further resilience into Greater Wichita region's industrial landscape***



***Sustaining workforce of the future through investment in diverse career pathways***

# As we work to differentiate the journey ahead, there is a need to shift the perspective...

*Greater Wichita region has invested significant time and effort to **understand opportunities and barriers to attracting and retaining talent**. In order to amplify the Region's ability to build the workforce of the future and compete for top talent, it is **imperative to build on that foundation** and **think differently** given the current context.*

FROM

Technology

Reactivity

Availability

Periodic

Disconnected



TO

ENABLEMENT

RESILIENCE

ACCESS

SUSTAINABILITY

BELONGING

# Several disruptors have emerged, impacting the Future of Work globally – with localized implications for the Greater Wichita region’s economy

## KEY DISRUPTORS



EMERGING TECHNOLOGIES



COVID-19 PANDEMIC



NEW TALENT REQUIREMENTS



SUPPLY CHAIN DISRUPTIONS



DIVERSITY AND GENERATIONAL CHANGES



AUTOMATION AND ROBOTICS

These disruptors have led to **several trends** that need to be taken into consideration when **examining the needs of the current and future workforce**



Increased desire for the future workforce to develop new skills



Recent decline of interest for popular industries or career paths found in the region



Inability to offer market salaries in comparison to competitors



Hiring difficulty across multiple industries



Large numbers of talent migration and relocation

# A paradigm shift is necessary to enable the Future of Work

To enable the Future of Work in Greater Wichita region, we must understand the levers that affect its three key components – work, workforce, and workplace

## What is being done?

### WORK

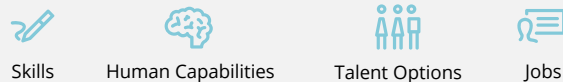
The type of work people will do in the future.



## Who is doing the work?

### WORKFORCE

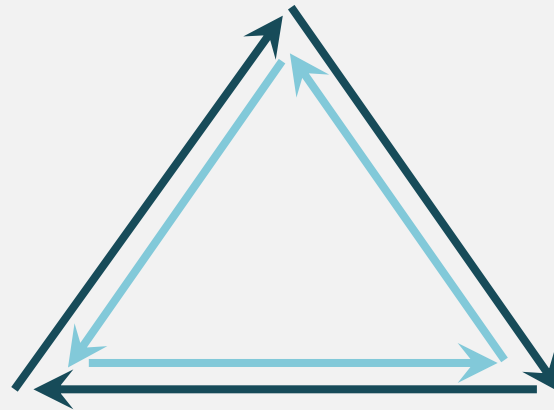
The combination of skills, technology, jobs, and teams to perform the work



## Where is the work being done?

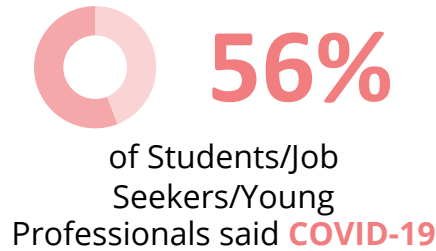
### WORKPLACE

The context and environment in which work is done including physical design and technologies, collaboration, culture, and workforce preferences



# COVID-19 emerged as a significant disruptor in the last 2 years, in addition to other forces shaping the economy in tandem...

Participants in Remesh™ sessions were asked **what events or disruptive forces in the last 5 years** have affected their **career goals**, the **way their organization does work**, or **their experiences as an employer**<sup>1</sup>...



## ...highlighting the need to future-proof the Greater Wichita region's economy against further challenges for workers and business leaders

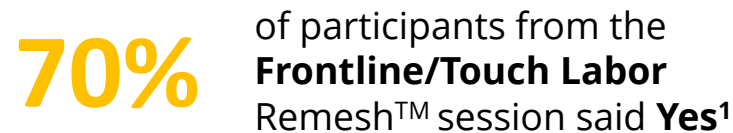
The **unemployment rate** in Wichita...



AND



When asked if they **believed that the industrial profile** of the Greater Wichita region **will need to diversify** in the coming years to attract and retain the workforce of the future...



AND



*We are too **reliant on the aviation industry** which isn't consistently 'up.' When there is a **downturn** in aviation our **entire region suffers***

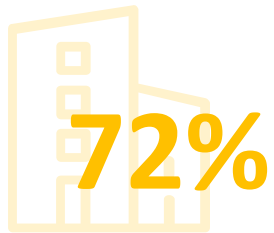
***Employment spread over many industries** will help if one aspect is hit hard with a downturn*

As leaders work to future-proof their industries, they understand that **technology and innovation** will play a major role...

“ In their facility...there are 1/3 robotics and 2/3 machinists...our goal is not to replace people with robots, but to scale<sup>3</sup> ”

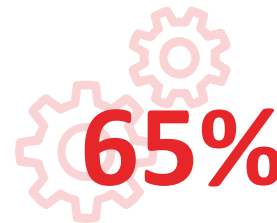
“ If we automated certain jobs, it required a shifting in the thinking of roles. Done right, we actually give an opportunity to everyone to be employed<sup>3</sup> ”

...and **workers are eager** to be part of a **technologically-enabled future** as well



of **Business and Community Leader** Remesh™ session participants said their organization has **leveraged technology to enhance methods of getting work done (e.g., automation)**<sup>1</sup>

AND



of participants in the **Frontline/Touch Labor** Remesh™ said **they believe that the implementation of new technologies helps them to do their job more efficiently**<sup>1</sup>

*Both business leaders and employees see automation as a tool that can **help to drive efficiency, alleviate the burden of transactional work, and address labor shortages in certain roles***

While there are a **wide variety of training and education opportunities** available...

*I do think there's opportunities – we have these **training pathways we've developed to upskill**. I think we're one of the **most successful** ones, but that's within the industry<sup>3</sup>*

*We do **internships**, and **college internships**. We do **high-school interns** for mechanics and those interested in those technical roles<sup>3</sup>*



of participants in **Students, Young Professionals, and Job Seekers** Remesh™ session were **aware of at least 1 professional development opportunity** available to them<sup>1</sup>

...there is a need to focus efforts on **building skills of the future and expanding access beyond employer-sponsored opportunities**

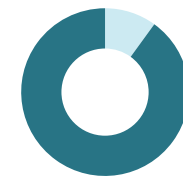
>50%

of participants in the **Business and Community Leader** Remesh™ sessions listed **industry-related skills/certifications, leadership development, project management, and digital fluency** as skills that employees could learn through opportunities provided by their organization<sup>1</sup>

**AND**

The **fastest growing skills in the Greater Wichita region** found across LinkedIn Professionals align to the foundational areas of work such as **Data Entry, Finance** and **Administrative skills**, which have seen **+9%** growth in the last year<sup>4</sup>

**HOWEVER...**



of respondents **experiencing unemployment** (from the 2021 Community Hiring and Resource Priorities Survey) indicated they **have not strengthened or developed skills in the past six months<sup>5</sup>**

# The **lack of awareness of and accessibility to these opportunities** serves as a barrier to participation as well

Two major languages in Wichita besides English are Vietnamese and Spanish. **We need those services across the board at the utilities, the courts, bank tellers**—helps expand those skills<sup>3</sup>

The other barrier that we have is transportation and **lack of transportation for kids to get to and from jobs** and work sites<sup>3</sup>

**I just do not hear** about professional development opportunities often. If they are **outside of daycare hours**, it makes it **even harder**<sup>3</sup>

In Wichita, **median income households** spend **24%** of their income on transportation. For **low-income households**, that number jumps to **52%** of household income spent on transportation<sup>6</sup>



**Nationally, rural** households spend on average **20%** of their income on transportation, **urban** households spend **15.7%**, and **low-income** households spend **28.8%** of their income on transportation.<sup>7</sup>



Wichita scores a **7.9 out of 20** on the **EPA's Walkability index**, indicating **below average walkability**<sup>8</sup>

Wichita has a transit score of **20**, indicating minimal transit options<sup>8</sup>





# By investing in diverse career pathways, progress can be made towards sustaining the workforce of the future...

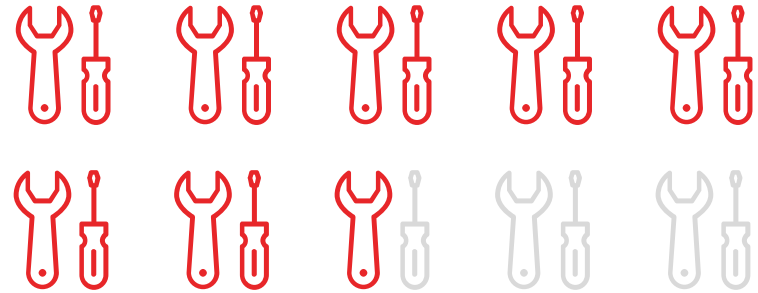
 of interview participants noted a **desire to further develop career paths and encourage entrepreneurship and innovation<sup>3</sup>**

*I think we should be known for more than just aviation. **There's so many other opportunities that kids could want to go to.***

*The **diversity of high paying jobs.** People like it when they have a lot of **different potential career paths that can pay similarly.** We need **more industrial and tech** companies*

*There is an opportunity to create and highlight an **ecosystem of opportunities** for individuals with **interests outside of a single employer or industry***

*This next generation, a lot of people aren't looking at 4-year degrees, and we want to grow with them, and there isn't one textbook way **to success and the way that career paths are evolving.** It's about the people and that individual.*



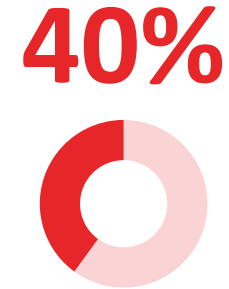
**77%** of recent high school graduates in the **Student/Young Professional/Job Seeker** Remesh™ session said that **starting their own business was one of their top 3 career priorities<sup>1</sup>**

Source:1. Remesh TM, "Focus Groups," Source 3. Stakeholder Interviews, "Greater Wichita Future of Work Participant Interviews."

Promoting **flexibility and work/life balance** have emerged as key priorities for talent, now and into the future...

**Flexibility is becoming increasingly important.**  
And this doesn't mean remote work only but also well-being

*Having a sense of purpose is really important to younger people – how can we foster that? It's not necessarily about the paycheck, it's about being included and wellbeing. I think **increased flexibility is going to be the way of the future***



of interview participants noted **flexibility and work/life balance** as an important factor in attracting and retaining workers post pandemic<sup>3</sup>

...but to support overall quality of life, investment in **entertainment and cultural activities** will be critical to drive a sense of **belonging for all**



of interview participants noted **a desire to further develop entertainment venues as an important factor** in attracting and retaining people<sup>3</sup>

*I often hear a lot more, that people leave once they graduate and don't come back (it happened with my friend's daughter), but I also see it with those in their mid to late 20's and **you're looking for professional opportunities and an overall better quality of life and initiatives.***

*And I understand that no, we were not going to have the big stadiums but were also not finding **new projects to do bold things** and it takes leadership of these communities that are thinking for the future (20 yrs. down the line). **If you look at the demand, we'll be losing people in 30 years***

# Though a war for talent seems imminent, **strong family ties and low cost of living** are cited as main factors keeping talent in the region...



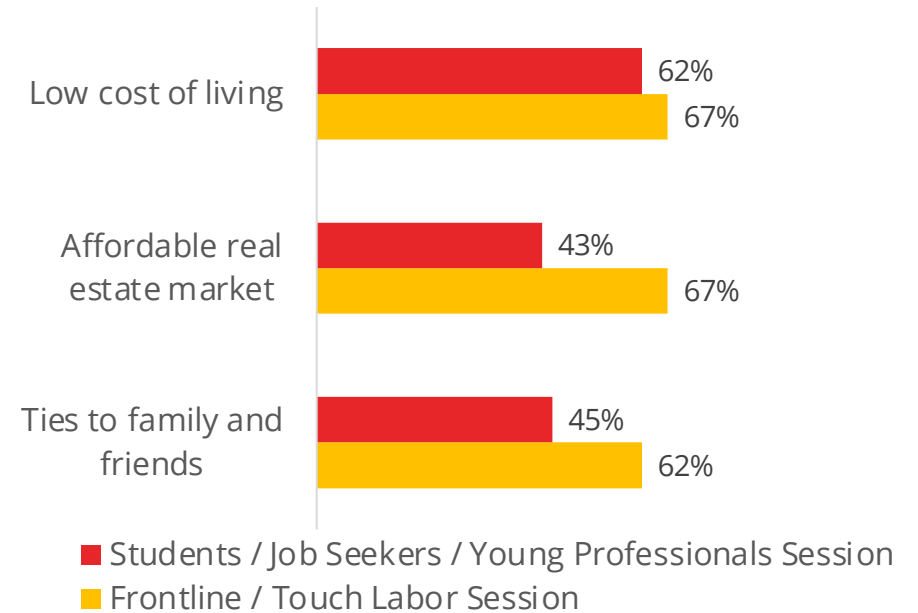
of interview participants highlighted **Greater Wichita region's core value of family and low cost of living** as reasons to stay in the region<sup>3</sup>

*If you have a family, there is **no better place to live than Wichita.***



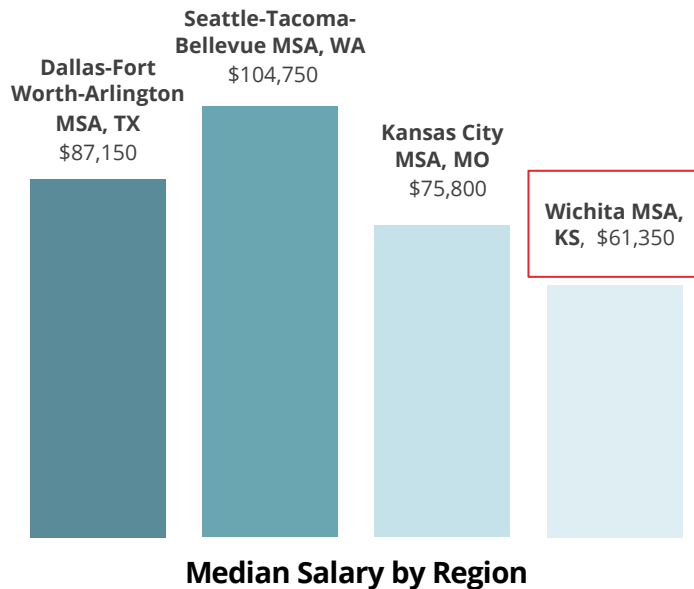
Wichita is the **most affordable city in the US** for **single renters**, with the average-earning single renter **paying only 14% of their income on a median-priced studio apartment**<sup>9</sup>

**Low cost of living, affordable real estate market and ties to family and friends** were selected as the top 3 factors when deciding on a place to live by both the **Frontline/Touch Labor Remesh™** session participants and the **Students/Job Seekers/Young Professionals Remesh™** session participants<sup>1</sup>



...however, many agreed that this benefit alone does not outweigh the need for organizations in Greater Wichita region to **offer market rate pay**

**30%** of respondents to the Workforce Alliance's Community Hiring and Resource Priorities Survey Summary noted insufficient wages and benefits as a key barrier to employment in Wichita<sup>5</sup>



When looking across the US, Wichita's **median salary is lower than that of comparable regions**<sup>10\*</sup>

\*Note: Here, 'comparable regions' encompass those with similar industrial makeups to the Greater Wichita region.



**45%**

of interview participants raised the topic of **competitive pay** being an area where needs are not being met<sup>3</sup>

*In the next 2 years, organizations that were started, nurtured and grown in the Midwest are going to face a battle for talent that we're not prepared for from an economic development perspective. They're coming to the table with bags of pennies when they need bags of gold*

*In a newly hybrid and remote enabled world, Silicon Valley companies can hire new grads and pay between Silicon Valley and Wichita rates—causing pricing structure and Wichita cost structure issues*

# While the definition of Future of Work looks different across groups in Greater Wichita region...

## What does the future of work mean to...

Students, Young Professionals, and Job Seekers?<sup>1</sup>



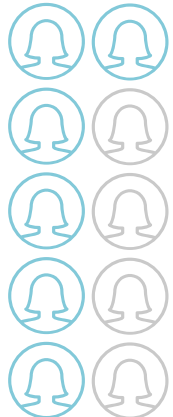
Business and Community Leaders?<sup>1</sup>



Frontline and Touch Labor?<sup>1</sup>



...diversity, equity, and inclusion emerge as a key focus for both the region's businesses and communities



**60%** of interview participants noted the importance for an **increased amount of attention to diversity and inclusion efforts across the region**<sup>3</sup>

*The businesses that we have the opportunities to work with [in Wichita] aren't diverse ... Our kids don't see themselves in the orgs in which they want to work.*

The **non-Hispanic Black population** in Kansas is projected to increase by **41.1%**, while the **Hispanic population** is projected to **nearly quadruple**, at an **increase of 286.9%**<sup>11</sup>

At some point **between 2061 and 2066**, Kansas is projected to become a **majority-minority state**, meaning that less than half the population will be non-Hispanic Whites<sup>11</sup>

# Sources

1. Remesh™, "Focus Groups,"
2. US Bureau of Labor Statistic, "[Wichita, KS](#),"
3. Stakeholder Interviews, "Greater Wichita Future of Work Participant Interviews."
4. Talent Insights, "Wichita All Talent Pool Report", December 2021
5. Workforce Alliance, "Community Hiring and Resource Priorities Survey," August 2021
6. MySideWalk, "Indicators of Livability for Wichita," (primary source used in article: US HUD, DOT, LAI; US HUD & DOT, LAI)
7. U.S. Department of Transportation Bureau of Transportation, "[Transportation Economic Trends](#)," 2020
8. Walk Score, "<https://www.walkscore.com/KS/Wichita>, 2022
9. Michael Kolomatsky, New York Times, "The Best (and Worst) Places for Singles to Rent Studios," January 2022
10. Talent Neuron, Key word Location Analysis, December 2021
11. Kansas Health Institute, "A changing Kansas: Implications for Health and Communities," June 2018



# **Appendix I: Data Analysis Summary**

# Data gathering approach

We leveraged Deloitte’s available data landscape as well as external data sources to further understand the talent and industrial ecosystem of the Greater Wichita region that needs to be considered when developing the Future of Work Ambition for the region.

## PREPARE

- **Identified potential data sources that would aid us in** identifying workforce trends, benchmarks, skills, and capabilities by industry in the Greater Wichita region

## GATHER

- **Collected and reviewed 31 existing and external talent reports** to identify workforce trends and understand the overview and structure of talent in the Greater Wichita region

## ANALYZE

- Conducted in-depth **quantitative analysis** of external trends and benchmarks to align on Future of Work Strategy and Ambition for the Greater Wichita region

## DATA SOURCES

## OUTPUTS

**TalentNeuron**

Gartner Recruiter Reports



Talent Insights LinkedIn Reports

**Deloitte.**

Talent Pool Report LinkedIn

**Emsi**

EMSI Audience Insights



WSU Annual Report 2019-2020



WSU Alumni Survey AY2018-2020



Workforce Alliance Job Seekers Survey



WSU Tech Graduates AY2019-2021

- Overview of talent trends across the region to further test previously identified bright spots and opportunity areas
- Understanding of the Greater Wichita region’s workforce across multiple industries
- View of current demographic, population, workforce trends, skills, and capabilities by industry and economic structure; as well as future projections



# Data considerations

Based on the specific sources of the data collected and reviewed for this data analysis, there are some limitations across the data points that will need to be considered



## Talent Insights

The data provided by Talent Insights reflects the number of professionals with a LinkedIn Profile, capturing the specific data point in their profile.

**Consideration:** Data does not reflect those who do not have a LinkedIn Profile, which may exclude specific segments of the workforce such as frontline workers and touch labor.



## Talent Neuron

The data provided by Talent Neuron reflects global demand, supply, and job market analytics from global sources filtered by specific talent profiles.

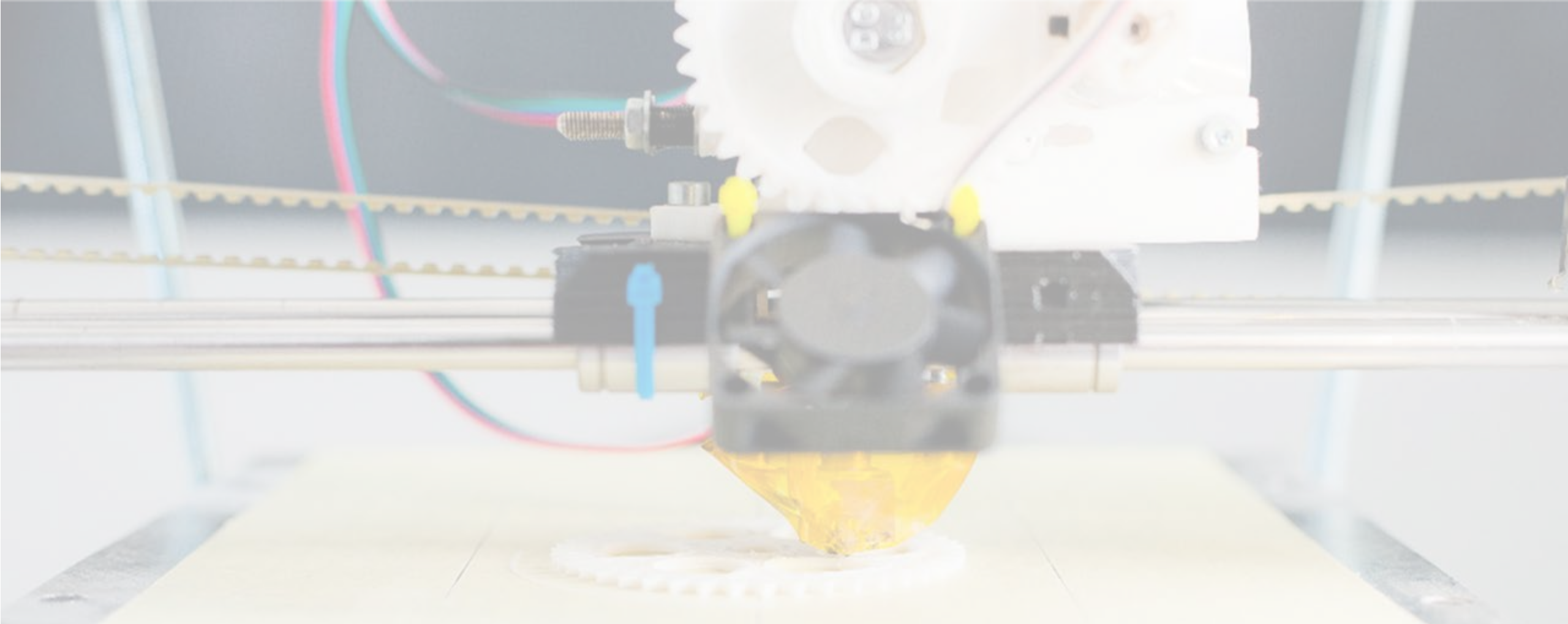
**Consideration:** Does not provide context and additional details such as units of measurement and data gathering processes



## Across Data Points

The data points provided have layered considerations if being used to make comparisons across one another.

**Consideration:** Data is driven by filters therefore, there may be unknown or inconsistent context across datasets for side-by-side comparisons



## **Unpacking Work in the Greater Wichita region**



# Unpacking Work

What is the nature of work being done in the future? What work can be completed through the implementation of cognitive technologies and automation?

In thinking about work outcomes needed now and in the future, **it is imperative to consider the work outputs and how the work will inform new jobs and roles** and align **humans with technology**.

As we think through rearchitecting work, it is important to consider the following questions:

- ✓ How can we build **adaptability and resilience** by designing for the jobs of the future, today?
- ✓ How can we **use AI to elevate the ability of organizations** to learn, create, and achieve better outcomes?
- ✓ Are we **using technology** to transform work in ways that **allow humans to perform at their best**?

▶ **How we work is being transformed by technology.**

**3.1%** **annualized growth in output per hour** since the pandemic began, compared with **1.4%** in the previous business cycle, per Goldman Sachs economists<sup>1</sup>



**AND THESE CHANGES ARE FELT ACROSS INDUSTRIES**

A study of **6.8m** insured individuals found that telemedicine services grew by...<sup>2</sup>



**1000%+** in March 2020

**4000%+** in April 2020

▶ **Will AI be integrated into teams to produce a reinvention of careers?**



**60%**

of survey respondents state that **redesigning jobs to integrate AI technology is important** to their **success** over the next 12 to 18 months.<sup>3</sup>

**YET ONLY**



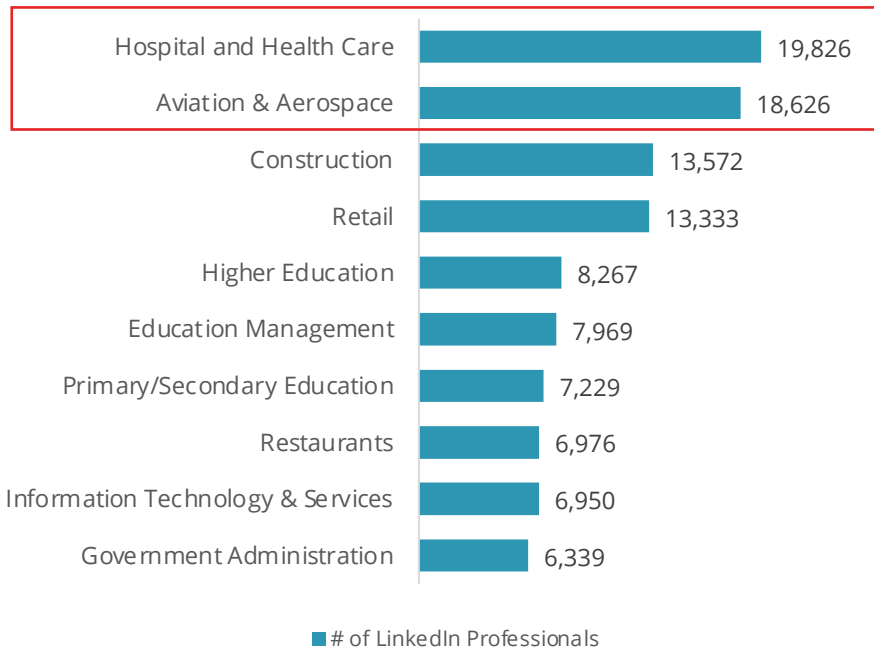
**7%**

of survey respondents are **ready to address redesigning jobs to integrate AI technology**.<sup>3</sup>

# Work Landscape in the Greater Wichita region

*The Greater Wichita region's top industries (aviation, aerospace, and health care), have all experienced high levels of disruption over the last few years, creating an opportunity to rethink how work gets done*

## Top 10 Industries for Talent in the Greater Wichita region<sup>4</sup>



**Note:** This data does not reflect those who do not have a LinkedIn Profile, which may exclude specific segments of the workforce such as frontline workers and touch labor.



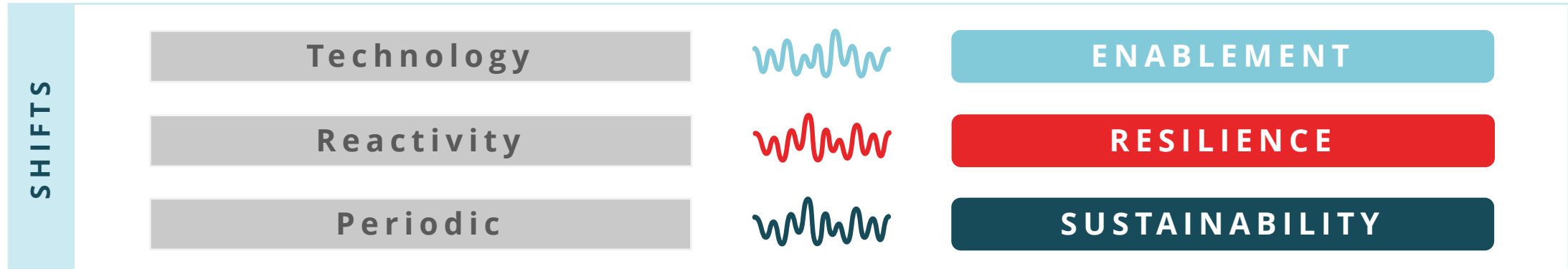
**Aviation, Aerospace, and Manufacturing remain the focus** for the Greater Wichita region. However, of the top 100 regions where LinkedIn professionals have skills associated with these industries in their profiles, **the Greater Wichita region currently ranks #50<sup>5</sup>**.

The Greater Wichita region has experienced a **1.8% growth** in Aviation, Aerospace, and Manufacturing industry professionals in the region. However, **the region remains ranked lower than others when looking at the number of professionals, job posts, and hiring** in these industries<sup>5</sup>.



There is an **opportunity to focus on upskilling to meet the changing nature of work and bolster growth** in the region. **90%** of survey respondents experiencing unemployment **indicated they have not strengthened or developed skills in the past six months.**<sup>6</sup>

## Work: Associated Shifts & Implications



- |              |   |
|--------------|---|
| IMPLICATIONS | <ul style="list-style-type: none"><li>• Employees in the Greater Wichita region are <b>willing and eager to engage with new technology</b>. <b>Automation</b> will not only <b>augment worker capabilities</b> and provide an enhanced experience, but also has the potential to <b>mitigate labor shortages in Wichita</b> (e.g., certain manufacturing roles/tasks) and create a <b>sustained pool of skilled talent</b> for business in the region to draw from.</li><li>• There is an opportunity to <b>investigate various methods of future-proofing</b> or <b>embedding resilience</b> into <b>the Greater Wichita region's industrial landscape</b> to ensure that during times of economic distress, employees can still <b>maintain a sense of job security</b> and the <b>region's economy can adapt</b> successfully.</li><li>• Greater Wichita region residents who are not already employed often <b>struggle to engage with professional development opportunities</b> due to <b>financial or scheduling constraints</b>. <b>Student- and family-friendly schedules</b> and <b>lowered financial barriers</b> to entry will help bring the skills of the future to the region's talent pool.</li></ul> |
|--------------|---|



# **Unpacking Workforce in the Greater Wichita region**



# Unpacking Workforce

Who does the work? What skills do they have? What non-traditional talent models should be considered to activate the workforce's potential?

The potential of the workforce is unleashed when their **capabilities** are harnessed to achieve future of work outcomes across the talent ecosystem, **empowering employees** based on their **unique preferences and skills**.

In building an empowered workforce, consider the following questions:

- ✓ What is the workforce's relationship with the **work they do** and the **norms, methods, and tools** they use to get work done?
- ✓ What is the workforce's relationship with the **people they work with**, the **technologies** they use, and the **organizations** they work for?
- ✓ What is the workforce's relationship with their **personal life, well-being, and performance goals**?

▶ **The need to invest in workers' skills and capabilities for the future is apparent today.**

**53%**

of organizations believe that **between half and all of their workforce will require new skills and capabilities** within the next 3 years<sup>3</sup>

**YET ONLY**

of organizations say that they could, to a great extent, **anticipate the skills needed**<sup>3</sup>

**17%**

▶ **How can flexible work options improve talent attraction and retention?**



**42%**

of employees would **consider relocating if given the option of working remotely** from anywhere<sup>7</sup>

**AND**



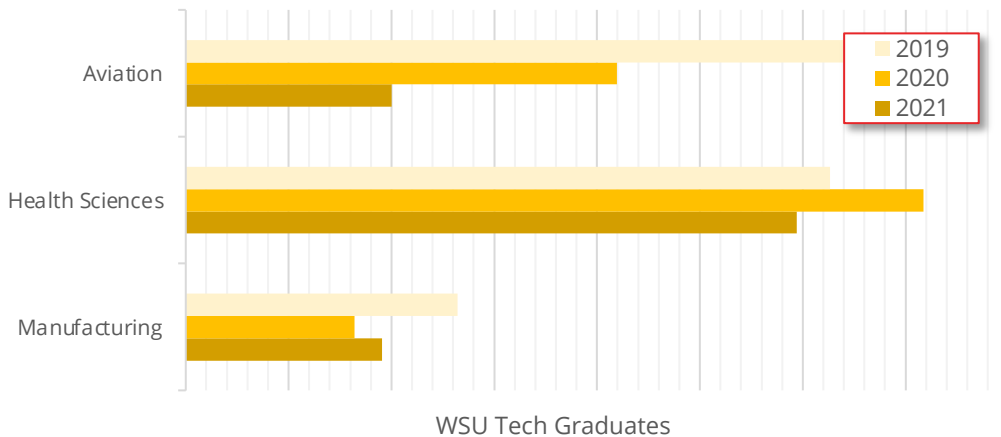
**80%**

of employees would **prefer to work for a company that gives them the freedom to pick a location** of their choosing, regardless of where their office is<sup>7</sup>

# Workforce Landscape in the Greater Wichita region (1 of 2)

*A shift away from fields of study aligned to the leading industries in the Greater Wichita region and a changing demographic makeup of the region will have significant effects on the region's current talent pool and future pipeline, requiring tailored considerations to prepare for the workforce of the future.*

While about **87%** of WSU Tech graduates of the last three years studied Aviation, Health Sciences, or Manufacturing, there has been a **consistent drop in Aviation** degrees over time.<sup>8</sup>



When examining WSU graduates, we see that **81.9%** of new graduates remain in the Greater Wichita region post-graduation. We also see that the top-ranking industries for **WSU Alumni** are **Healthcare & Community (22.6%)**, **Education (19.3%)**, and **Business<sup>2</sup> (9.1%)**<sup>9</sup>

The ability to fill manufacturing positions in the Greater Wichita region is classified as **highly difficult** given<sup>10</sup>:



### Increasing competition

Competition for manufacturing talent is 11.76% higher and increasing



### Higher than average job posting duration

Postings for manufacturing jobs in the Greater Wichita region typically stay online for longer than the market norm for all postings



### Concentrated competition

There are many major employers in the region hiring from the same skilled talent pool

The **non-Hispanic Black population** in Kansas is projected to increase by **41.1%**, while the **Hispanic population** is projected to **nearly quadruple**, at an **increase of 286.9%**<sup>11</sup>

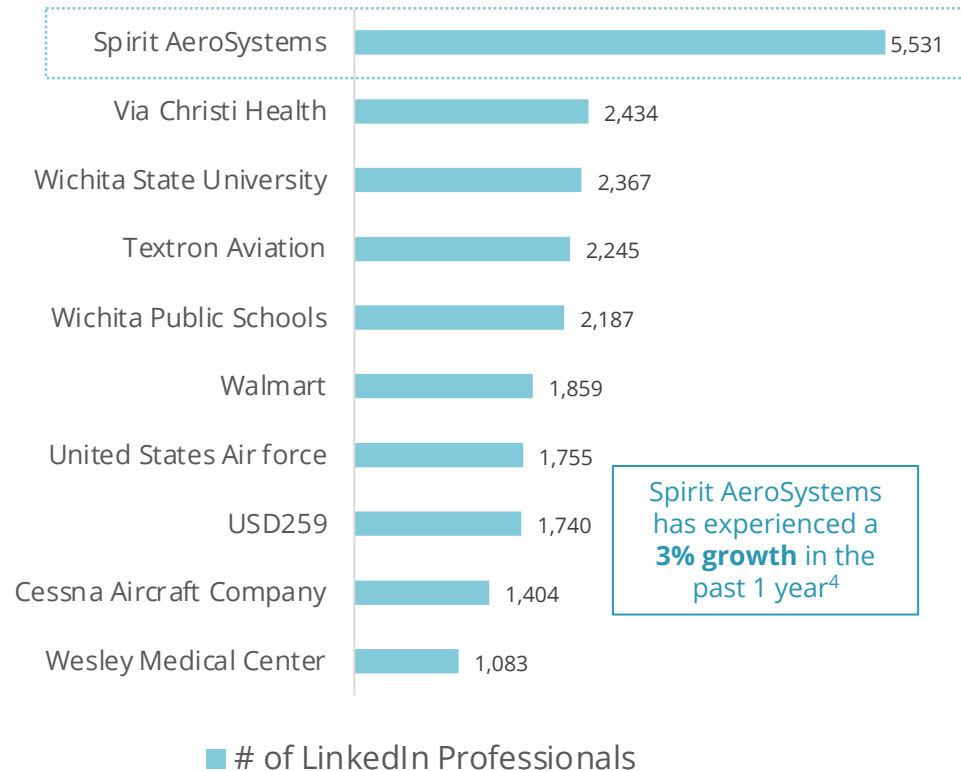
At some point **between 2061 and 2066**, Kansas is projected to become a **majority-minority state**, meaning that less than half the population will be non-Hispanic Whites<sup>11</sup>



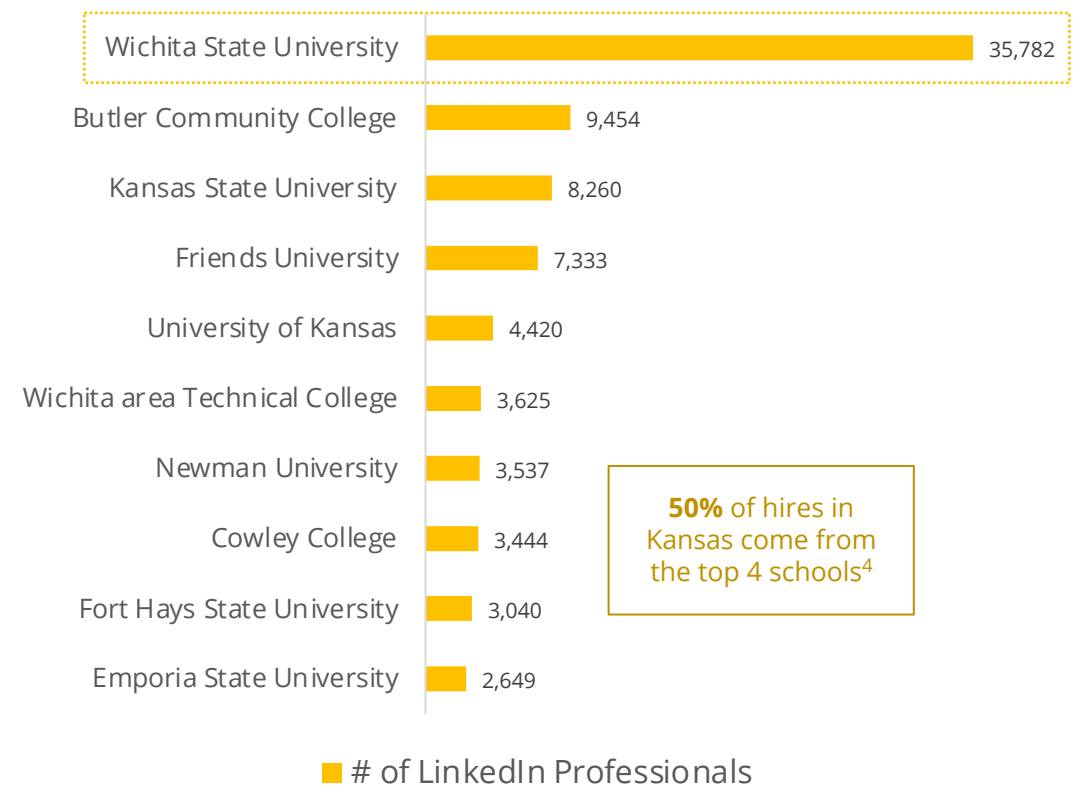
# Workforce Landscape in the Greater Wichita region (2 of 2)

When looking at the top sources of talent across the Greater Wichita region by the number of LinkedIn Professionals, Spirit AeroSystems currently serves as the top employer and WSU as the leading producer.

**Top 10 Companies Employing Talent<sup>4</sup>**



**Top Schools Producing Talent<sup>4</sup>**



## Workforce: Associated Shifts & Implications





# Unpacking Workplace in the Greater Wichita region



# Unpacking *Workplace*

Where can the work get done within the Greater Wichita region? Can we maximize collaboration, productivity, & consistency across the workforce experience?

To prepare for the workplace of the future, organizations equip physical and virtual workplaces to **maximize effectiveness and productivity** while **curating an employee experience that promotes adaptability, innovation, and collaboration.**

To implement an effective workplace, consider the following questions:

- ✓ How do I know if employees are **engaged and productive** in a remote environment?
- ✓ What's the right mix of **co-location versus remote work** for this workforce? How much space will be needed to accommodate this blend?
- ✓ How can organizations better **collaborate, supervise, manage performance, and improve well-being** when only some workers are physically on-site?
- ✓ Are employees enjoying remote work? What implications might this have on **employee satisfaction and productivity** in the long-term?

▶ **Workspaces have a clear connection to employees' needs to feel connected to their coworkers and teams.**

Since the pandemic, **49%** of US workers feel less connected to their jobs and the people they work with<sup>7</sup>



**AND**

**54%** of US workers ranked **socializing** as the most important reason to return to the office<sup>12</sup>

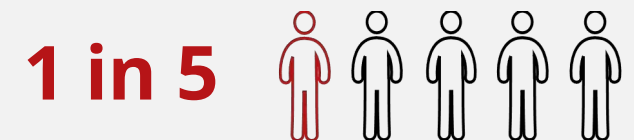


▶ **How has the pandemic driven changes to the traditional workplace model?**



of businesses are considering **downsizing or eliminating** their office<sup>13</sup>

**AND ONLY**

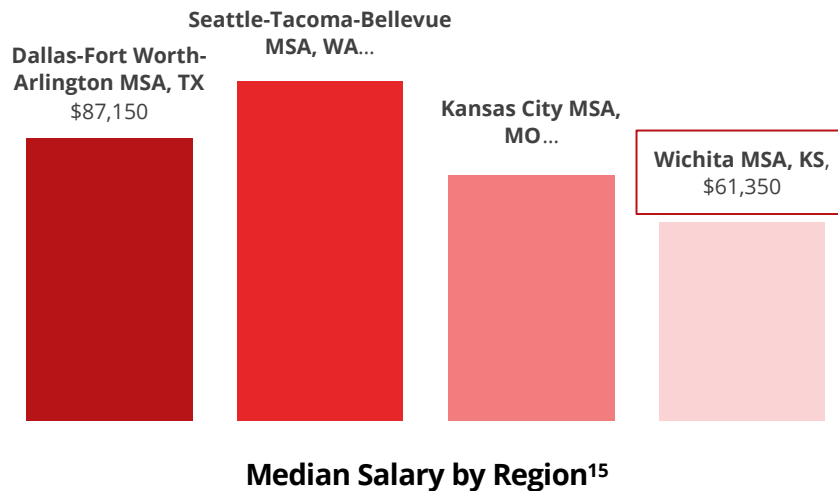


US workers said they wanted to go **back to the office full-time**<sup>14</sup>

## Workplace Landscape in the Greater Wichita region

Given the increase in organizations allowing employees to work remotely, many have begun to move to areas that allow them to achieve greater life satisfaction. There is an opportunity for the Greater Wichita region to examine factors that are top of mind for employees to explore the potential for the region to become a hub for remote workers.

**30% of survey respondents<sup>1</sup>** noted insufficient wages and benefits as a key barrier to employment in the Greater Wichita region. When looking across the US, Wichita's **median salary is lower than that of comparable regions<sup>6</sup>**.



However, Wichita is the **most affordable city in the US for single renters**, with the average-earning single renter paying **only 14% of their income on a median-priced studio apartment<sup>16</sup>**.

In addition to salary, individuals tend to consider **factors that will contribute to their daily experience** living and working within a city.

In Wichita, **median income households** spend **24% of their income** on transportation. For **low-income households**, that number jumps to **52% of household income** spent on transportation<sup>17</sup>



*Nationally, rural households spend on average 20% of their income on transportation, urban households spend 15.7%, and low-income households spend 28.8% of their income on transportation*

Wichita scores a **7.9 out of 20** on the **EPA's Walkability index**, indicating **below average walkability<sup>18</sup>**



Wichita has a transit score of **20<sup>3</sup>**, meaning it is a city with **minimal transit options<sup>18</sup>**



## Workplace: Associated Shifts & Implications



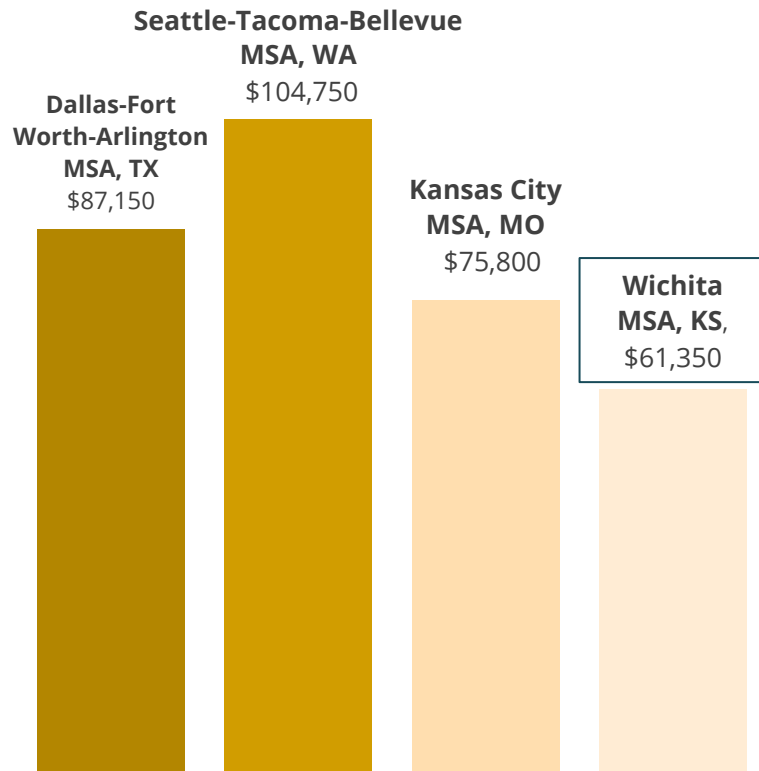
- 
- IMPLICATIONS**
- While **flexible work options** (e.g., full-time remote roles) can impact retention, it can also be seen as an **opportunity to attract new talent to the region**.
  - There is an opportunity to examine factors that may not only **attract new talent** but also **contribute to the accessibility of opportunities for current residents** in the Greater Wichita region, such as walkability, transit, and bikeability.



# **Data Analysis Deep Dive**

# Median salary in Wichita compared to competing cities

*Salaries in Wichita are below the national average for aerospace and aviation jobs, and median salaries are lower compared to competing metropolitan areas. This is a primary concern for potential candidates coming to the region.*

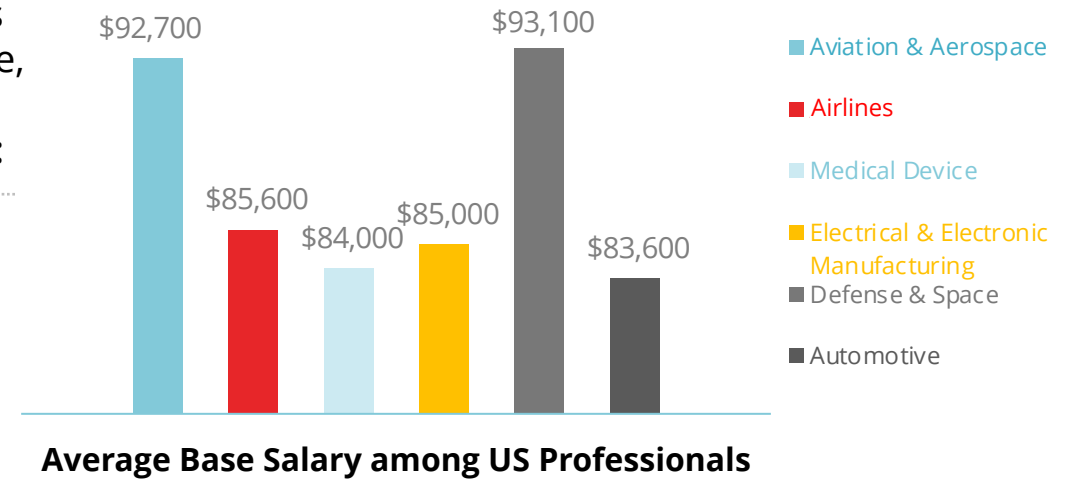


**Median Salary by Region<sup>15</sup>**

Base salaries for professionals with manufacturing, aerospace, and aviation skills nationwide **exceed the Wichita average<sup>4</sup>:**

### Aviation & Aerospace Salary Averages:

In Wichita... **\$75,000<sup>4</sup>**  
 Across United States... **\$92,700<sup>19</sup>**



### THE GREATEST BARRIER TO ACCEPTING A NEW JOB OFFER IN WICHITA IS INADEQUATE WAGES<sup>6</sup>

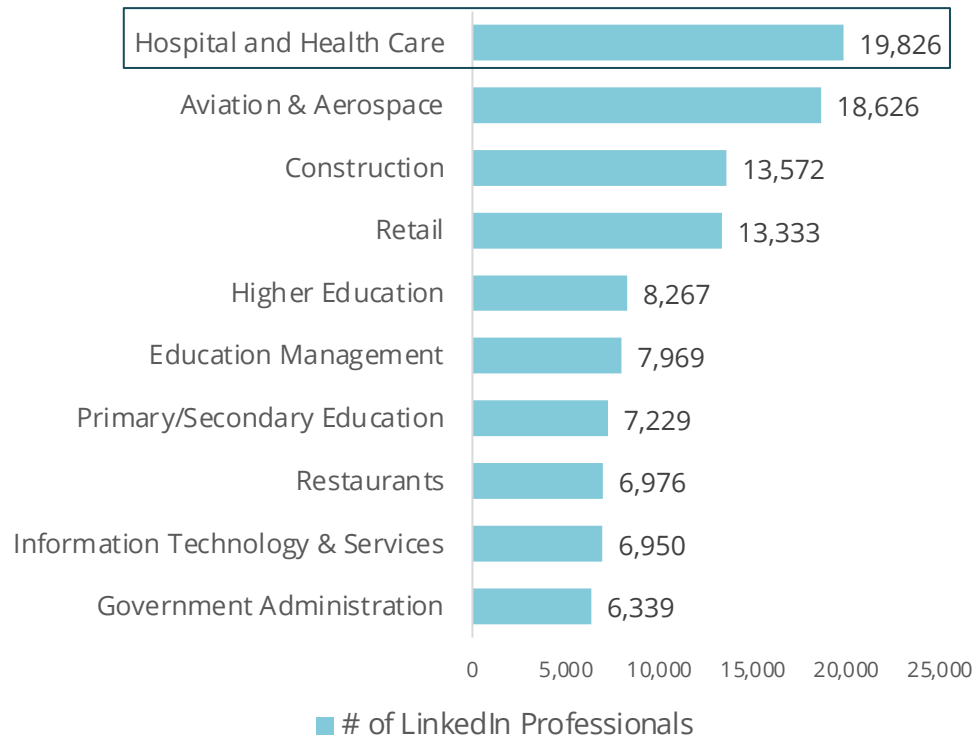
- 67%** of unemployed respondents earned sufficient wages at their previous job
- 50%** of respondents indicated they would take a pay cut or a wage too low to support their family
- 30%** indicated that inadequate benefits were the primary barrier



# Overview of top industries and talent flow

Based on those with LinkedIn profiles, the Hospital and Health Care industry currently ranks #1 out of the list of top 10 sources for Talent in the Greater Wichita region.

## Top 10 Industries by Workforce Size in Wichita<sup>4</sup>

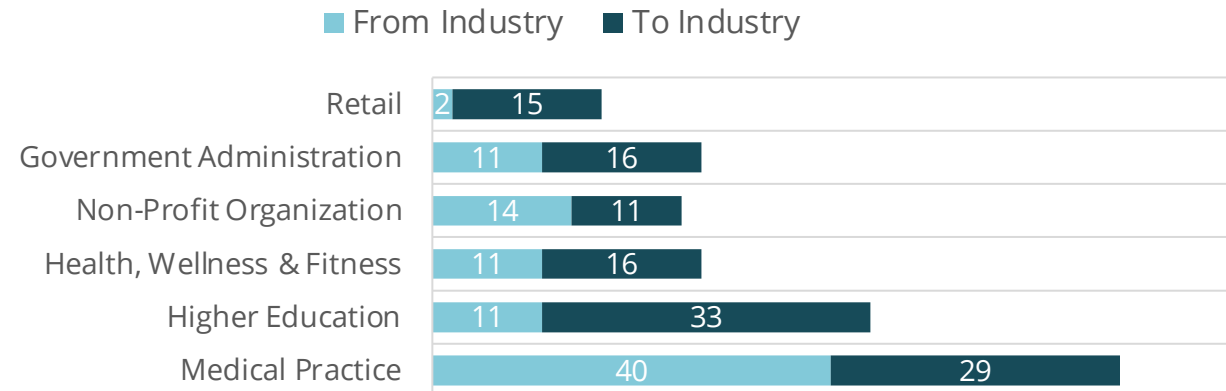


**Note:** This data does not reflect those who do not have a LinkedIn Profile, which may exclude specific segments of the workforce such as frontline workers and touch labor.



When taking a deeper look at the **talent flow** into the Hospital & Health Industry, we noticed that Retail provides a **+7.5 ratio of gained talent**

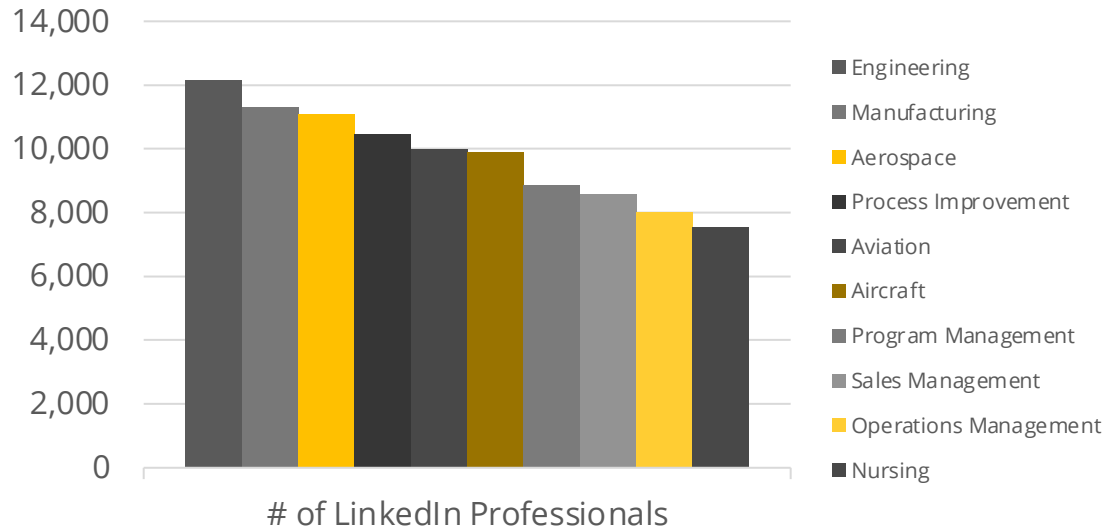
## HOSPITAL & HEALTH CARE TALENT FLOW IN THE LAST 12 MONTHS<sup>4</sup>



# Skills profile of professionals in the Greater Wichita region

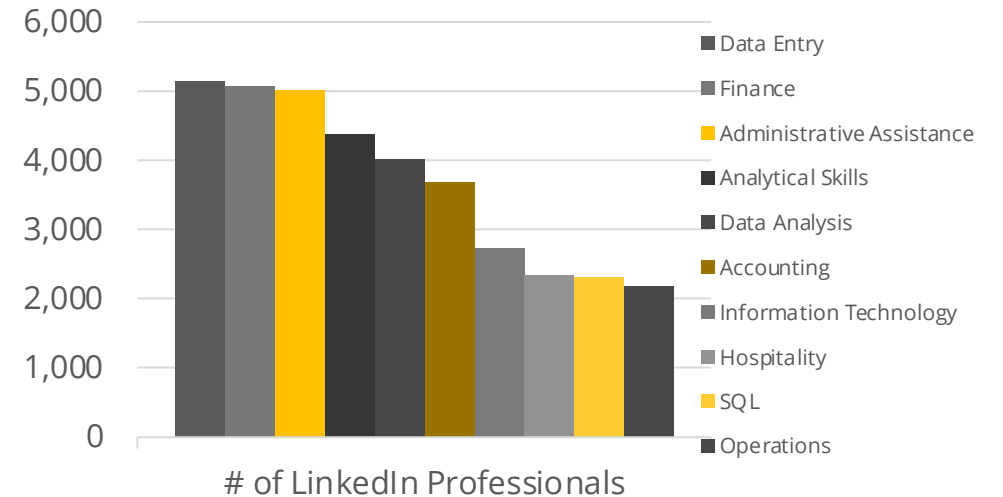
*While Engineering, Manufacturing, and Aerospace lead as the most common skills found among LinkedIn Professionals in the regions, the fastest growing skills align to core job skills.*

## MOST COMMON SKILLS IN THE REGION<sup>4</sup>



**Data Entry, Finance, and Administrative skills** are reflected in over **+5k LinkedIn Professionals**, seeing **+9% growth** in the last year.<sup>4</sup>

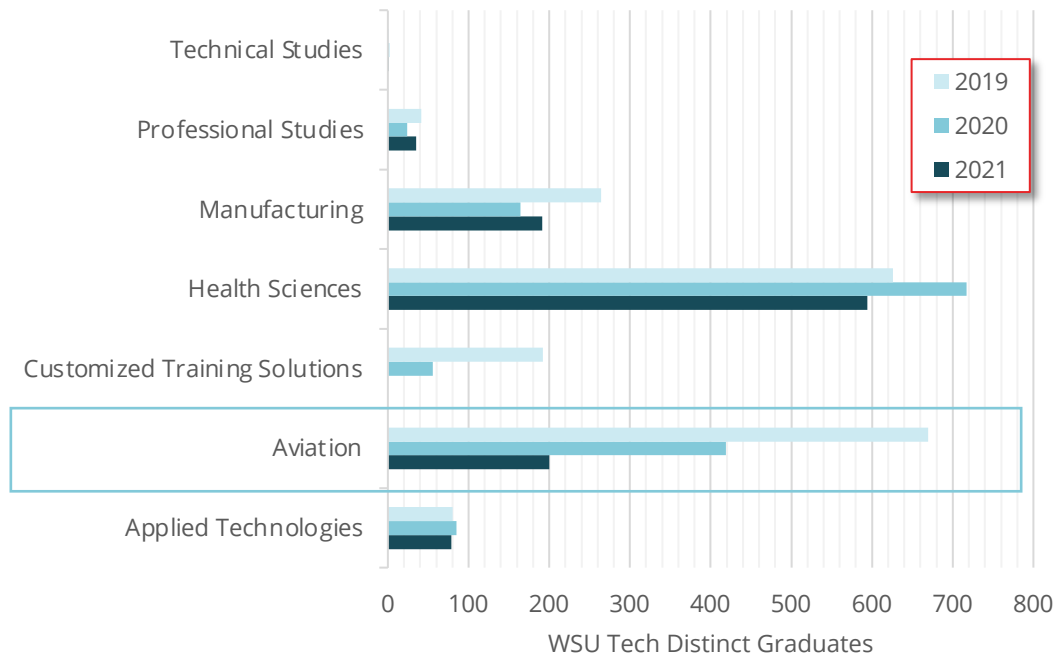
## THE FASTEST GROWING SKILLS IN THE REGION<sup>4</sup>



# WSU and WSU Tech graduates' profile

Data from WSU and WSU Tech indicates that the majors/concentrations of Greater Wichita region undergraduates primarily align to the popular industries in the region.

About 87% of WSU Tech graduates of the last three years studied Aviation, Health Sciences, or Manufacturing, with a *consistent drop* in Aviation degrees over time.<sup>8</sup>



17% of the region's workforce demonstrates having a Bachelor's degree while competitors such as Fort Worth produce a rate of 27%.<sup>20</sup>

\$56,539 Average salary for all of Wichita<sup>4</sup>

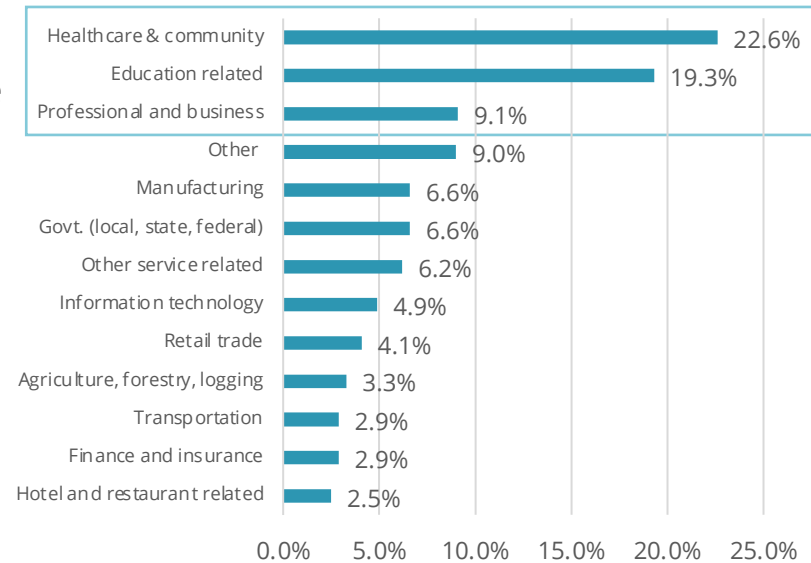
\$66,807 Average salary with Bachelor's degree<sup>20</sup>

\$81,200 Salary for top employer of Bachelor's degree (Spirit)<sup>20</sup>

The top-ranking industries that recent WSU Alumni work in are Healthcare & Community, Education, and Business<sup>9</sup>



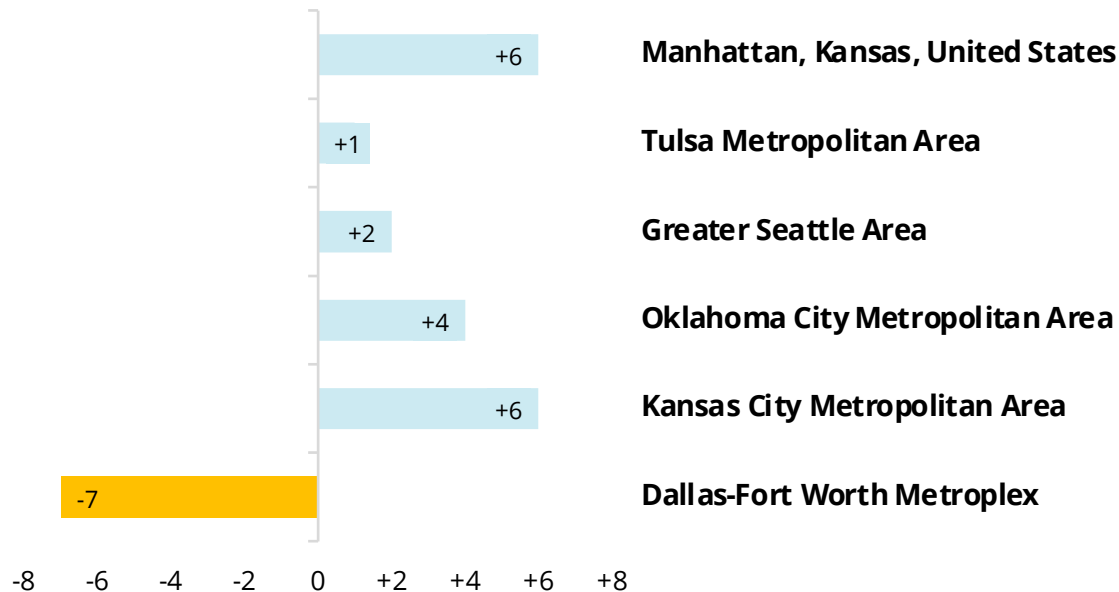
The majority (81.9%) of newly graduated talent from WSU remain in the Greater Wichita region.<sup>9</sup>



# Talent migration to and from Wichita

*Talent from Wichita appears to be drawn to Dallas-Fort Worth. Conversely, movement to Wichita is common from within Kansas.*

**Net Changes in Wichita Talent Migration** (for aviation, aerospace, manufacturing, aircraft design & systems, and maintenance & repair skillsets)<sup>21</sup>



Talent movement is most common to **AND** from Wichita and **Kansas City, Dallas-Fort Worth, Oklahoma City, Denver, Seattle, and Manhattan, KS<sup>4</sup>**



**General Talent is leaving Wichita for...**Kansas City, Dallas-Fort Worth, Phoenix, and Denver.<sup>4</sup> **Talent specific to Aviation, Aerospace, and Manufacturing** is most notably leaving for Dallas-Fort Worth.<sup>2,3</sup>



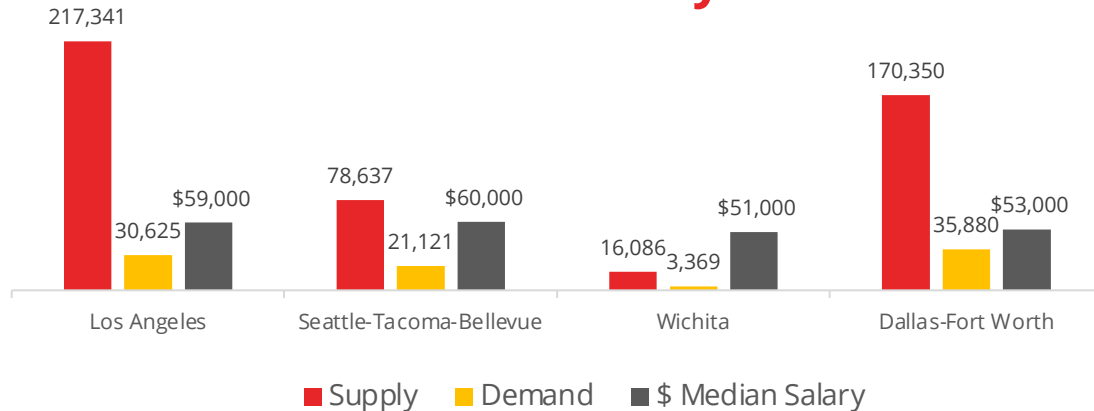
**General Talent is coming to Wichita from...**Kansas City and Manhattan, KS.<sup>4</sup> **Talent specific to Aviation, Aerospace, and Manufacturing** is coming from these cities as well as Tulsa, Seattle, and Oklahoma City.<sup>2,3</sup>

**48%** of unemployed respondents felt there were not employment opportunities in the Greater Wichita area, while **42% felt the opportunities were adequate.<sup>6</sup>**

# Overview of Maintenance and Manufacturing industry in Wichita

*The Maintenance and Manufacturing industries are faced with differing levels of hiring challenges in the Greater Wichita region.*

## Maintenance Industry Overview



## Manufacturing Industry Overview

*What is the current level of hiring difficulty for the industry?*



The ability to fill Maintenance positions in Wichita is rated **moderately difficult** given<sup>22</sup>:



**High Supply - Low Demand**



**Supply to demand ratio: 4.8**



**Concentrated competition**

*There are many major employers in the region hiring from the same skilled talent pool*

The ability to fill manufacturing positions in Wichita is rated **highly difficult** given<sup>10</sup>:



**Increasing competition**

*Competition for manufacturing talent is 11.76% higher and increasing*



**Higher than average job posting duration**

*Postings for manufacturing jobs in Wichita typically stay online for longer than the market norm for all postings*



**Concentrated competition**

*There are many major employers in the region hiring from the same skilled talent pool*

# Overview of Aerospace, Aviation, and Manufacturing across US

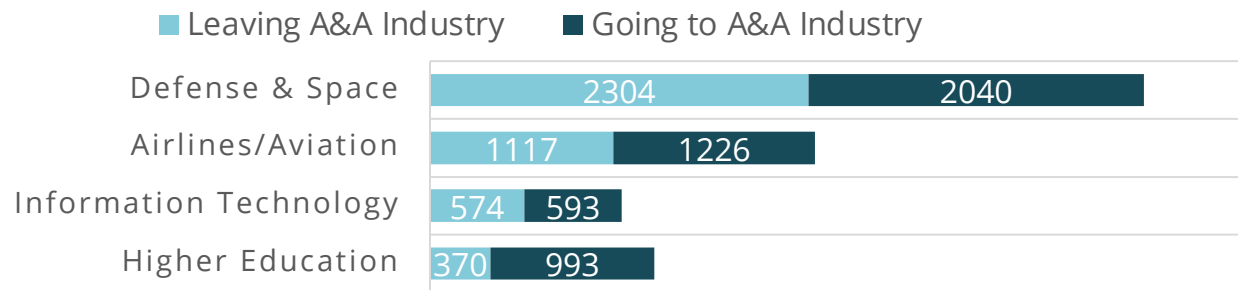
*The Aerospace, Aviation, and Manufacturing industries in the Greater Wichita region remain a large part of the regional economy but are outranked in size and number of industry professionals by other leading industry locations.*

Of the **top 100 locations in the U.S.** for Aerospace, Aviation, and Manufacturing<sup>1</sup>, **Wichita ranks #50<sup>5</sup>**, primarily due to low in number of professionals, job posts, and hiring demand.

Rank	Location	#of Professionals	1yr Growth	Job Posts	Hiring Demand	Top Employers
50	Wichita, Kansas	20,525	+1.8%	805	Low	Spirit AeroSystems

For comparison, the **top 6 locations** have significantly higher number of professionals in these industries and higher hiring demand, though they are experiencing growth rates comparable to Wichita's.

Rank	Location	# of Professionals	1y Growth	Job Posts	Hiring Demand	Top Employers
1	Los Angeles	255,436	+2.4%	11,513	High	Northrop Grumman
2	New York City	252,611	+2.3%	9,315	Very High	Bristol Myers Squibb
3	San Francisco Bay Area	217,914	+2.0%	12,646	Very high	Apple
4	Greater Chicago	180,173	+1.8%	7,600	Very high	United Airlines
5	Greater Boston	176,095	+1.8%	14,334	Very high	BAE Systems
6	Dallas-Fort Worth Metroplex	161,654	+2.1%	5,401	High	Lockheed Martin



Over the last 12 months across the US, the number of people **leaving higher education to pursue jobs in the A&A industry** is **2.7x** higher than those leaving the industry for higher education.<sup>19</sup>

# Sources

1. Enda Curran, "Goldman Says Pandemic Is Shaping a More Productive U.S. Economy," Bloomberg. July 13, 2021
2. Christopher M. Whaley, PhD. "Changes in Health Services Use Among Commercial Insured US Populations During the COVID-19 Pandemic," JAMA Network Open. November 5, 2020.
3. Deloitte, "Global Human Capital Trends Report: The Social Enterprise at Work," 2020
4. Talent Insights, "Wichita All Talent Pool Report", December 2021
5. Talent Neuron, "Top 100 Locations Aero Manu Aviation", December 2021
6. Workforce Alliance, "Community Hiring and Resource Priorities Survey," August 2021
7. Nielson, "Total Audience Report: Special Work from Home Edition," August 2020
8. WSU Tech, "GraduatesAY19\_20\_Report", December 2021
9. Wichita State University, "AFD Alumni Survey 2018-2020", June 2021
10. Talent Neuron, "Wichita Manufacturing Report," December 2021
11. Kansas Health Institute, "A changing Kansas: Implications for Health and Communities," June 2018
12. Gensler, "US Work From Home Survey," May 2020
13. Nicholas Rizzi, Commercial Observer, Majority of Startups Consider Downsizing Offices," May 2020
14. Claire Cain Miller, "The Office Will Never be the Same" New York Times," August 2020
15. Talent Neuron, Key word Location Analysis, December 2021
16. Michael Kolomatsky, New York Times, "The Best (and Worst) Places for Singles to Rent Studios," January 2022
17. MySideWalk, "Indicators of Livability for Wichita,"
18. Walk Score, "<https://www.walkscore.com/KS/Wichita>, 2022
19. Talent Insights, "US Aero Manu Aviation Talent Pool Report," December 2021
20. Talent Insights, "Wichita Bachelors Talent Pool Report," December 2021
21. Talent Neuron, "Wichita Migration Report," December 2021
22. Talent Neuron, "Wichita 4 MSA," December 2021
23. Talent Neuron, "Wichita Gain Loss," December 2021



## **Appendix II: Interview / Remesh™ Findings Report**



# Preliminary findings: Key themes overview

From our review of the qualitative data (i.e., existing reports, interviews, Remesh™ focus groups), we identified preliminary themes below. We will continue to refine these bright spots and opportunity areas as we conduct additional analysis in the coming weeks.

## BRIGHT SPOTS



***Automation as an enabler, not eliminator of jobs***



***Flexibility & work / life balance as a priority***



***Wide selection of education & training opportunities available***



***Strong family ties & low cost of living***



***Positive reception of the efforts of dedicated community partners***

## OPPORTUNITY AREAS



***Increasing awareness & accessibility of professional opportunities***



***Providing more competitive pay***



***Establishing diversity, equity & inclusion (DEI) as an imperative***



***Diversifying options for entertainment venues & cultural activities***



***Building further resilience into the Greater Wichita region's industrial landscape***



***Sustaining workforce of the future through investment in diverse career pathways***

## Shifting the perspective: Differentiating the journey ahead

*The Greater Wichita region has invested significant time and effort to **understand opportunities and barriers to attracting and retaining talent**. In order to amplify the Region's ability to build the workforce of the future and compete for top talent, it is **imperative to build on that foundation** and **think differently** given the current context.*

### FROM

Technology

Reactivity

Availability

Periodic

Disconnected



### TO

ENABLEMENT

RESILIENCE

ACCESS

SUSTAINABILITY

BELONGING

# What we did | By the numbers

# 20

**Interview Participants**



**COMMUNITY LEADERS**  
30% of participants



**BUSINESS LEADERS**  
70% of participants

# 9

**Industries Represented**



Manufacturing



Aerospace



Healthcare



Technology / IT



Finance



Nonprofit



Education



Agriculture



Other

# 7

**Existing Reports & Studies Cross-referenced**

- KHF-KHI Demographic Report, 2018
- Chung Report, 2018
- Project Wichita: A Report to the Community, 2019
- Regional Employer Talent Survey, 2021
- The Challenge to Compete – Kansas Workforce 2020
- Addendum: Regional Growth Plan, 2021
- Talent Marketing Blueprint with updated trends from DCI, 2018, 2021

# 3

**Remesh™ Sessions**



**\*388 attendees**



**3 population segments**

- Students, job seekers, young professionals
- Business leaders
- Frontline/touch labor

## Key themes at-a-glance: Bright spots

The bright spots outlined below emerged as key themes across our review of key data sources, interviews, and Remesh™ focus groups.



### Automation as an enabler, not eliminator of jobs

*Many frontline and touch labor workers in the Greater Wichita region do not view automation and robotics as a threat to their employment, but rather an enabler to drive efficiency in their jobs in the future*



### Flexibility & work / life balance as a priority

*The ability to work from home part- or full-time as a result of the emergence of COVID-19 has enabled many to experience increased flexibility and work / life balance*



### Wide selection of education & training opportunities available

*The Greater Wichita region provides a wide selection of educational, trade and development options (e.g., universities, trade and technical schools, etc.) to prepare individuals for the career / field of their choice*



### Strong family ties & low cost of living in region

*Proximity to family and the low cost of living in the Greater Wichita region were cited as significant factors in why people choose to remain in the region*



### Positive reception of the efforts of dedicated community partners

*The efforts of various community partners / groups have been seen as positive, engendering trust and generating excitement around next steps*

# Key themes at-a-glance: Opportunity areas

The opportunity areas outlined below emerged as key themes across our review of key data sources, interviews, and Remesh™ focus groups.



## Increasing awareness & accessibility of professional opportunities

*Despite the availability of professional and development opportunities in the Greater Wichita region, there is a need to increase the awareness and accessibility of these opportunities among students and job seekers*



## Providing more competitive pay

*While noting Wichita's low cost of living, many participants raised the topic of competitive pay as an area where their needs are not being met, potentially leading them to consider opportunities outside of the Greater Wichita region*



## Establishing diversity, equity & inclusion (DEI) as an imperative

*It will be increasingly important to consider DEI imperatives in business and community decisions to amplify diversity of thought, aid in the attraction and retention of skilled talent, as well as create a sense of belonging*



## Diversifying options for entertainment venues & cultural activities

*Expanding the currently limited entertainment venues and cultural activities will be important to increase the appeal of the region to younger and more diverse demographic groups*



## Building further resilience into the Greater Wichita region's industrial landscape

*Despite differing opinions on how, if at all, the Greater Wichita region's industrial landscape will diversify, Wichita residents and business leaders agree on the need to future-proof the region's economy by building resilience into its industrial profile*



## Sustaining workforce of the future through investment in diverse career pathways

*To attract and retain the workforce of the future, the Greater Wichita region will need to demonstrate to talent (locally and elsewhere) that the region offers career stability and new, networked career pathways that encourage entrepreneurship and innovation*



# Methodology

# Data gathering approach

We leveraged a mix of publicly available data, Remesh™ listening sessions, and interviews with young professionals, business/industry leaders and frontline workers to identify key factors of the Greater Wichita region's Future of Work Ambition Strategy.

## PREPARE

- **Reviewed existing reports** to identify themes, gaps and initial opportunities for improvement
- **Designed key stakeholder and Remesh™** powered interview guides and questions

## GATHER

- **Interviewed Business and Community Leaders** to understand the bright spots and challenges currently faced within the region
- **Conducted three virtual listening sessions by Remesh™** to gain insight into employee and resident's needs and preferences

## ANALYZE

- Conducted in-depth **qualitative analysis** of external trends, interviews and benchmarks.
- **Identified and cross-referenced overall key themes and opportunity areas with existing data sources** to align on the Greater Wichita region's Future of Work Strategic Ambition

## DATA SOURCES

The data sources section displays a grid of various reports and tools used in the methodology. The items include:

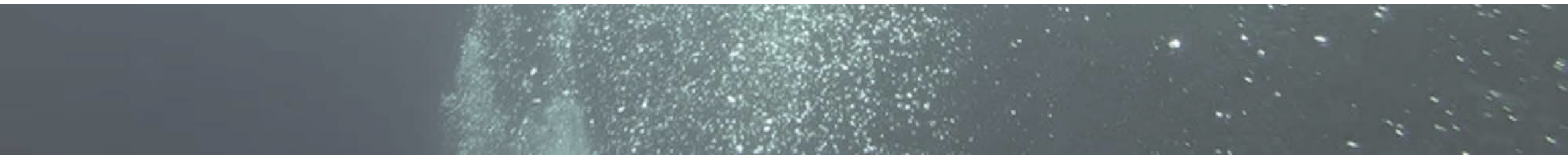
- Project Wichita Report**: A report to the community.
- 2021 Talent Trends Update**: Greater Wichita Talent Trends Update.
- Regional Growth Plan**: Addendum: Regional Growth Plan (2021) Greater Wichita Partnership.
- Talent Marketing Blueprint**: A Talent Attraction Strategy for Greater Wichita. A Marketing Blueprint to Elevate Wichita as a Top Location to Work and Live. Submitted by Development Councilors International, Sept. 26, 2018.
- Kansas Health Institute Report**: A Changing Kansas: Implications for Health and Communities.
- 2021 Regional Employer Talent Survey Report**: August 16 - 17, 2021.
- Emsi Audience Insights**: Emsi logo.
- Kansas Workforce Report**: The Challenge to Compete Kansas Workforce 2020. Released August 2020.
- The Chung Report**: The Chung Report logo.
- Wichita All Talent Pool Report**: Wichita All Talent Pool Report logo.
- Virtual conversation tool**: Remesh logo.
- Qualitative Interviews**: Interview Participants table.

## OUTPUTS

- Identification of bright spots and opportunity areas to focus on during design of Ambition Labs & Roadmap Workshops
- Understanding of Wichita's workforce across multiple industries
- View of current demographic, population, workforce trends, skills and capabilities by industry and economic structure; as well as future projections



# Findings Deep Dive







# Bright Spots



# Automation as an enabler, not an eliminator of jobs

The implementation of automation and robotics is not viewed as a threat to existing jobs by many of the individuals we engaged, but rather an enabler to help drive efficiency

## KEY OBSERVATIONS

### DRIVING EFFICIENCY AND ADDRESSING LABOR SHORTAGE

Both business leaders and employees see automation as a tool that can **help to drive efficiency, alleviate the burden of transactional work, and address labor shortages in certain roles**

### CREATING OPPORTUNITIES FOR MORE STRATEGIC WORK

In interviews, business leaders shared that they would like to **advance their focus on digital technologies** and further **automate transactional tasks** to allow for **the workforce to focus on higher level, strategic tasks**

### IMPLEMENTING & ADOPTING NEW TECHNOLOGIES WELL IS KEY

Many employees highlighted that new automated or digital processes are **not always implemented effectively** and have **resulted in increased work** due to troubleshooting-- **in many cases employees revert to old ways of working**

## SHIFTS & IMPLICATIONS

Technology



ENABLEMENT

Our findings emphasize the **willingness of employees in the region** to engage with new technology and the need to continually drive awareness of the **strategic advantage and long-term impacts of digital technologies** and task automation. Automation will not only **augment worker capabilities** and provide an **enhanced experience**, but also has the **potential to mitigate labor shortages** in the Greater Wichita region (e.g., certain manufacturing roles/tasks)

65%

of **Frontline/Touch Labor** Remesh™ session participants said that they believe the **implementation of new technologies will help them to do their job more efficiently**

*If we automated certain jobs, it required a shifting in the thinking of roles. Done right, we actually give an opportunity to everyone to be employed*

*The implementation of automation for us has taken the variability out of the work and delivered a better quality product. In the end we have created better efficiency.*

72%

of **Business Leader** Remesh™ session participants said their organization has **leveraged technology to enhance methods of getting work done (e.g., automation)**

# Flexibility & work/life balance as a priority

The ability to work from home part or full-time as a result of the emergence of the COVID-19 pandemic has enabled many to experience increased flexibility and work / life balance, but also has driven a focus to achieving overall well-being as well

## KEY OBSERVATIONS

### KEEPING HOLISTIC WELL-BEING IN MIND

There is a strong desire for employers to not only **implement flexible working arrangements** for employees, but also consider other ways to promote **overall well-being**

### DRIVING PRODUCTIVITY THROUGH FLEXIBILITY

Business leaders find that **blended work schedules** for employees have **provided employees with the flexibility desired**, as well as, **maintained business results**

### BALANCING A VARIETY OF EMPLOYEE NEEDS

While there are some students and young professionals that **find more value in face-to-face interactions and being in facility rather than at home**, the flexibility that many experienced during the height of the pandemic has **left others desiring a more hybrid work experience**

## SHIFTS & IMPLICATIONS

Reactivity



RESILIENCE

There is **opportunity to examine the existing shift-based model**, as many employers are challenged when faced with incentivizing frontline and touch labor employees to take on 2<sup>nd</sup> and 3<sup>rd</sup> shifts at hours that are not as conducive to work-life balance. Additionally, implementing **hybrid models** of working can help provide a desired balance between **human interaction** and **independent virtual work**.

*Flexibility is becoming increasingly important. And this doesn't mean remote work only but also well-being*

*Also, along the lines of work life balance—shift and hour requirements. We see less people wanting to do 2nd and 3rd shift – so offering more flexibility [is necessary]*

*Bringing us back to hybrid to provide focus and collaboration for our teams—no right level of mix, and different individuals have different mixes of what works for them*

77%

of participants in **Business Leader Remesh™** session agreed that **increased flexibility due to remote/hybrid work has been a benefit**

### HOWEVER

61%

of participants in **Business Leader Remesh™** session said their organization has **plans to have all employees in person eventually**

# Wide selection of education & training opportunities available

The Greater Wichita region currently provides a wide selection of educational, trade and development options to prepare individuals for the career / field of their choice

## KEY OBSERVATIONS

### DEVELOPING THE SKILLS OF THE FUTURE IN THE GREATER WICHITA REGION

The Greater Wichita region provides a **wide-selection of educational, trade, and development options** (e.g., universities, trade and technical schools, etc.,) that will **enable the development of the skills needed by the workforce of the future**

### PRIORITIZING EXPERIENTIAL LEARNING

Many employers not only **offer in-house training and certifications** to help prepare the current workforce to **adapt to new technologies**, but also **offer internships and apprenticeships** to high school students as they begin to **hone in on a career path**

### CONNECTING MARGINALIZED COMMUNITIES TO OPPORTUNITY

There are many community-based organizations that work to **connect members of marginalized communities and those currently out of work** in the Greater Wichita region with opportunities to prepare them to enter or re-enter the workforce with required skills

## SHIFTS & IMPLICATIONS

Availability



ACCESS

While a wide variety of programs currently exist, there is an opportunity to increase the **awareness** and **accessibility** of existing programs and opportunities to drive participation

*This region has the ability to produce a workforce like no other in the country, a workforce of the future that is skilled in an advanced technology and ready to go on a factory floor*

*I do think there's opportunities – we have these training pathways we've developed to upskill. I think we're one of the most successful ones, but that's within the industry*

95%

of participants in **Students, Young Professionals, and Job Seekers Remesh™** session were aware of at least 1 professional development opportunity available to them in the Greater Wichita region

*WSU has done a good job of trying to change the image of WSU by having the Innovative campus*

*We do internships, and college internships. We do high-school interns for mechanics and those interested in those technical roles*

*WSU Tech has been wonderful. This is my 2nd certification. I was able to get a career right away*

# Strong family ties & low cost of living in region

Proximity to family and the low cost of living in the Greater Wichita region were cited as significant factors in why people choose to remain in the region

## KEY OBSERVATIONS

### RETAINING TALENT THROUGH LOW COST OF LIVING

There is strong consensus that **low cost of living is a key factor** in retaining talent in the Greater Wichita region, and can be used as draw to **pull back individuals originally from Wichita back to the region to settle down** after they have left for schooling or work

### MAINTAINING STRONG FAMILY BONDS WITHIN COMMUNITIES

Similarly, **strong family ties** are also seen as a key factor in retaining talent, and keeps people **coming back to Wichita to settle down** even after time spent living elsewhere

### ATTRACTING THE WORKFORCE OF THE FUTURE TO WICHITA

There are **efforts underway** in the Greater Wichita region to attract younger generations with **innovative cultural and social activities** (e.g., Tallgrass Film Festival, craft breweries). Wichita will need to continue to publicize and build upon these activities in an authentically Wichita way as it looks to **attract and retain the workforce of the future**

## SHIFTS & IMPLICATIONS

Disconnected



BELONGING

While there is low cost of living in the Greater Wichita region, there is an **opportunity to assess additional factors that can aid in the attraction and retention of key talent** (e.g., competitive compensation), as well as to provide more venues and outdoor spaces to **provide spaces for more family activities** for existing (young and growing) families in the region

67%

of Frontline/Touch Labor Remesh™ session participants and **62%** of Student/Young Professional/Job Seeker Remesh™ session participants cited **low cost of living** as a top factor when deciding on a place to live

*I think that has to grow as more people are working from home, the cost of living is a big plus*

*I love this area. It's not too busy and has that home feeling.*

*Our family is located in Kansas. We love our home, schools, and work.*

62%

of Frontline/Touch Labor Remesh™ session participants and **42%** of Student/Young Professional/Job Seeker Remesh™ session participants cited **strong family ties** as a top factor when deciding on a place to live

# Positive reception of the efforts of dedicated community partners

The efforts of various community partners / groups have been seen as positive, engendering trust and generating excitement around next steps

## KEY OBSERVATIONS

### LAYING THE FOUNDATION FOR THE FUTURE OF WORK

There was consensus across both business leaders and community leaders, interviewed, that the efforts made by the community partners and groups in the region have helped **to drive economic development** and has laid a **strong foundation to help prepare for the Future of Work**

### ATTRACTING INNOVATION TO THE REGION

The innovative ideas for growth developed by community partners and groups have helped in the journey to **attract new businesses to Wichita**

### BUILDING COLLABORATION AND COMMUNITY TO DRIVE GROWTH

Many of the interview participants highlighted the key role that the community partners have played in **bringing together key stakeholders from across industries and communities to gain buy-in** for strategic initiatives and **drive collaboration** across the region.

## SHIFTS & IMPLICATIONS

Periodic



SUSTAINABILITY

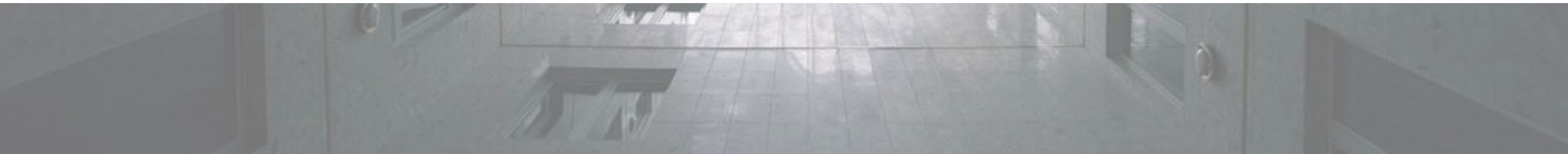
There is a need to look across industries to understand what are the **human centered needs** of the community that will **enable the strategic goals of both business and community leaders**, and build on the strong foundation built by the community partners and groups to **identify focused tactics** to prepare the Greater Wichita region to build and retain the workforce of the future

*I think [community partners] have successfully created something that the city has never done before for us – they've taken something from concept to improve our area into productive and meaningful and haven't fizzled out.*

*From an economic development perspective, [community partners have done] a really nice job of bringing new companies to town, but quality of life has stalled for the last few years.*



# Opportunity Areas



# Increasing awareness & accessibility of professional opportunities

Despite the availability of professional and development opportunities in the Greater Wichita region, there is a need to increase the awareness and accessibility of these opportunities among students and job seekers

## KEY OBSERVATIONS

### INCREASING AWARENESS OF EXISTING OPPORTUNITIES

Although there are several career development programs and opportunities available to upskill and prepare students and those currently out of work for the workforce, there remains **opportunity to increase awareness** among students

### FOCUSING ON ACCESSIBILITY TO PROGRAMS

In addition to awareness, many key stakeholders, as well as Remesh™ participants highlighted that **accessibility (e.g., transportation, childcare, shift / internship hours etc.) is a key barrier** to participating in these opportunities

### ACCOMMODATING DIFFERING SCHEDULING NEEDS

Students also noted that focusing on a full-time program while trying to participate in professional development opportunities poses a significant challenge

## SHIFTS & IMPLICATIONS

Availability



ACCESS

While awareness is key, **accessibility is imperative**. There is an opportunity to work with key stakeholders to put **mitigation strategies in place to address barriers to participation** (e.g., drive deeper integration between industry and higher education, develop creative 'pay to train' employment programs), as well as a robust, holistic communication program that **considers the target population and their needs** (e.g., communications in Spanish and English)

38%

of high school students in the Student/Young Professional/Job Seeker Remesh™ session **responded that they were not aware** of the opportunities available to them

*We are doing a poor job of sharing what is available with our young students to let them know and connect them with opportunities that are connected and aligned with their groups. When you go to the same people, then you aren't building that awareness and that bench of people that will drive awareness for what is available.*

*Not knowing people in the field is a big challenge.*

*I just do not hear about them often. If they are outside of daycare hours, it makes it even harder*

*Nothing in Spanish*

45%

of respondents in the Student/Young Professional/Job Seeker Remesh™ session **had not taken part in a professional development opportunity in the last 2 years**



# Providing more competitive pay

Despite noting the Greater Wichita region's low cost of living, many participants raised the topic of competitive pay being an area where their needs are not being met, potentially leading them to consider opportunities outside of the Greater Wichita region

## KEY OBSERVATIONS

### COMPETING ACROSS REGIONS AND INDUSTRIES IN THE WAR FOR TALENT

While low cost of living is cited as a bright spot for the Greater Wichita region, both interview participants and Remesh™ participants express the need to offer **competitive salaries** as a tactic to retain talent in the Greater Wichita region that can otherwise **leave for regions or even other industries with comparable cost of living, but higher compensation**

### RE-EXAMINING COMPENSATION IN TANDEM WITH OTHER BENEFITS

Due to the impact of The Great Resignation, many **organizations are taking a hard look at their current compensation packages and flexible work options** – with many organizations offering full-time remote positions. These **increasing pay structures** and **flexibility options** offered by companies in other regions **have the potential to negatively impact the retention of the Greater Wichita region's workforce**

## SHIFTS & IMPLICATIONS

Periodic



SUSTAINABILITY

There is an **opportunity to analyze the compensation trends** of businesses within the Greater Wichita region and comparable regions, as well as further investigate the financial needs of the community to **understand where adjustments, if any, can be made**. Additionally, while the **flexible work options** (e.g., full-time remote roles) can impact the retention of talent, it **can also be seen as an opportunity to attract new talent to the region**

51%

of participants in the Business Leaders Remesh™ session cited **compensation competition from other industries** as one of the top challenges they face as employers, and 32% of participants cited **compensation competition from other regions**

*In a newly hybrid and remote enabled world, Silicon Valley companies can hire new grads and pay between Silicon Valley and Wichita rates – causing pricing structure and cost structure issues*

*20-30, years ago we had wages and benefits that were far better than other industries – but now that gap has closed*

38%

of respondents in the Students/Young Professionals/Job Seekers Remesh™ session cited **better pay as one of the top priorities that the Greater Wichita region** should focus on as it defines the Future of Work

# Establishing diversity, equity & inclusion (DEI) as an imperative

As the Greater Wichita region begins to drive towards its Future of Work ambition, it will be increasingly important to consider diversity, equity, and inclusion (DEI) imperatives in business and community decisions

## KEY OBSERVATIONS

### INCORPORATING DEI INTO STRATEGIC AND BUSINESS IMPERATIVES

While some organizations have begun taking steps, the opportunity to **ensure that DEI is not just seen as the right thing to do, but a strategic imperative** remains. Many interview participants noted the need to increase focus on DEI to help understand the needs of the community and aid in the retention and attraction of talent to the region

### DIVERSIFYING REPRESENTATION AMONG DECISION-MAKERS

**Representation at the leadership level in organizations as well as on decision-making bodies and committees** was a key point of concern for many interview participants. There is shared sentiment that the **perspectives and needs of marginalized groups** are not always taken into consideration when strategies and decisions are made for the Greater Wichita region, **leaving many from these groups lacking a sense of belonging in Wichita**

### INCREASING GENDER DIVERSITY IN AVIATION AND MANUFACTURING

Both interview and Remesh™ participants, raised concern around the perception that **opportunities for women in the aviation and manufacturing industries are limited**

## SHIFTS & IMPLICATIONS

Disconnected



BELONGING

There is an opportunity **to increase the diverse representation on decision-making bodies** to ensure that the needs and perspectives of marginalized groups are understood when making decisions and developing strategies that impact them

*It's getting better, but Wichita is really behind the curve on DEI lenses. It's that or the leaders are comfortable going to the same people to push things forward and then those same people get tired of always trying to push the needle. They need to build a larger diverse talent pipeline*

*The people making the decisions are not having diverse enough teams to speak to the current needs*

51%

of interview participants noted the importance for an **increased amount of attention to diversity and inclusion efforts across the region**

*At higher levels, we don't have the diversity. Largely, the employees look like the community but it's not equal at all levels*

*We see a lot of people color leaving because they can't find a sense of community within the larger community and within their marginalized community as well*

# Diversifying options for entertainment venues & cultural activities

There is a need to expand the current entertainment venues and cultural activities available to the Greater Wichita region residents to appeal to a younger demographic and instill a sense of belonging among diverse populations in the Greater Wichita region

## KEY OBSERVATIONS

### EXPANDING CURRENT SELECTION OF ENTERTAINMENT OPTIONS

Both interview and Remesh™ participants shared the **desire to expand the cultural activities and entertainment venue options** from what is available in the Greater Wichita region today

### ADDRESSING THE NEEDS OF DIVERSE COMMUNITIES

Many employers are concerned that a **key contributor** leading the younger and diverse workforce to leave Wichita is the **absence of a more vibrant, cultural social life**. Many feel that the current options are targeted towards a select segment of the population and do not take into consideration the needs of other generations and communities

### DRIVING A SENSE OF BELONGING THROUGH QUALITY OF PLACE

In addition, **lack of support for cultural activities** is a pain point for community leaders, **limiting opportunities** for **cultural collaboration, sense of belonging**, and **resulting in a potential lack of trust from marginalized groups in the Greater Wichita region**

## SHIFTS & IMPLICATIONS

Disconnected



BELONGING

There is an opportunity to **increase the investment in a wide array of entertainment venues (e.g., green spaces, parks, etc.)** that would help to **drive community belonging** and **aid in the attraction of new residents**, as well as the **retaining existing residents** in the Greater Wichita region – particularly demonstrating the increased inclusion of marginalized groups and taking steps to instill trust and drive belonging

74%

of participants in the Student/Young Professional/Job Seeker Remesh™ session **agreed** that if the Greater Wichita region **continued development of arts, food, culture and a better focus on environment and sustainability**, it would help **meet their personal and professional needs**

*It's quality of life. We did a survey with our kids when they were building this plan – the kids were clear. They're looking for green space, amusement parks, entertainment, hip opportunities for young people to be interested in, like e-sports. They don't realize or aren't exposed to what Wichita has to offer, and so they want to go out above and beyond to find the things that they think young people do.*

*Last Sept, we had a Latin fest downtown. I have found that people don't back those events, they more so would back a chili fest.*

*More entertainment and stuff to do in the Wichita area. It's gotten better in the last few years but it's still pretty boring here.*

# Building further resilience into the Greater Wichita region's industrial landscape

Despite differing opinions on how, if at all, the Greater Wichita region's industrial landscape will diversify, residents and business leaders agree on the need to future-proof the Greater Wichita region's economy by building resilience into its industrial profile

## KEY OBSERVATIONS

### BOLSTERING TRUST IN THE WICHITA ECONOMY THROUGH RESILIENCE

There is shared sentiment across interview participants and Remesh™ participants that the Greater Wichita region needs to diversify its industrial landscape. Upon further investigation, many of this stems from a **lack of trust around future job stability** due to the **downturns that were a result of the halt on production of the 737 aircraft** and the **impact of the COVID-19 pandemic**

### ADDRESSING CONCERNS AROUND LONG-TERM JOB SECURITY

While the majority of Remesh™ participants remain focused on the Aviation and Manufacturing industries, some shared that **while there are roles currently available** in these fields, **the unstable nature of these industries** over the last few years has led them to **consider other career paths**

## SHIFTS & IMPLICATIONS

Reactivity



RESILIENCE

There is an opportunity to **investigate various methods of future-proofing or embedding resilience** into the **business plan / strategy** for organizations within the Greater Wichita region's industrial landscape to ensure that **during times of economic downturn, employees can still maintain a sense of job security**

84%

of participants in the Students/Young Professionals/Job Seekers Remesh™ session agreed that **more variety of industry should be a top focus** as the Greater Wichita region looks to define the Future of work

*1 in 4 jobs is dependent on aerospace. We also don't need to be tied to commercial aerospace. We need to think about defense, space, cybersecurity for airports and the military.*

*We are too reliant on the Aviation industry which isn't consistently 'up.' When there is a downturn in Aviation our entire region suffers.*

*I'm not a big cheerleader to diversify away from aerospace. When you hear the mayor etc. talk about it, it throws a wet blanket on aerospace.*

91%

of Business Leaders and **70%** of Frontline/Touch Labor Remesh™ session participants said that they believe **the industrial profile of the Greater Wichita region will need to diversify in coming years to attract and retain the workforce of the future**

# Sustaining the workforce of the future through investment in diverse career pathways

To attract and retain the workforce of the future, the Greater Wichita region will need to demonstrate to talent (both in the region and beyond) that it offers career stability and new, networked career pathways that encourage entrepreneurship and innovation

## KEY OBSERVATIONS

### EXPANDING CAREER PATHWAYS TO MATCH FUTURE INDUSTRIAL DIVERSITY

While the majority of the students that we engaged aspired to join the Aviation and Manufacturing industries, **many students cited interest in other industries, such as IT, and didn't see a clear long-term career path for themselves in the Greater Wichita region** if they were to pursue a career in those fields

### BUILDING SKILLS TO SUPPORT ENTREPRENEURSHIP AND INNOVATION

In addition to interest in industries outside of Wichita's main focus, many community leaders mentioned the **need for support and guidance for students and residents that have interest in becoming entrepreneurs**. Increased support for the entrepreneurial skillset as a method of **further investing in the workforce** of Wichita and **driving future innovation**

## SHIFTS & IMPLICATIONS

### Technology



### ENABLEMENT

There is an opportunity to **create and highlight an ecosystem of opportunities** for individuals with **interests outside of a single employer or industry**. Connecting students, job seekers, and newcomers to the Greater Wichita region with **cross-industry networking opportunities** and professional development programs that **build entrepreneurial skillsets** can help attract and retain **talent that may not otherwise see a career pathway** for themselves in the Greater Wichita region

*[Wichita should focus on] Workshops with area businesses for young professionals to develop their skills, and even explore what the workforce of Wichita has to offer*

*[Wichita should focus on] recruiting technology companies to utilize our workforce*

25%

of participants in the Student/Young Professional/Job Seeker Remesh™ session said that **starting their own business was one of their top 3 career priorities** – that number **rose to 77%** percent **among recent high school graduates**

*Better process to get more training and more direct communication from employer to employee*

*[Wichita needs] Job opportunities. Jobs other than aircraft as well. Emerging tech. Clean energy/tech, healthcare, technology/cyber.*



# **Stakeholder Interview Findings**

# Interview guide

## OBJECTIVES

Deloitte has been working with **key stakeholders** in the Greater Wichita region to **build and sustain the workforce of the future** and **compete for top talent** through the creation of a holistic and action-oriented **Future of Work Strategy**.

Through interviews with Community and Business leaders, Deloitte set out to:

- **Understand** the **bright spots** and **challenge** areas faced by businesses and communities in the Greater Wichita region
- **Gain insight** and **strategic input** from leaders on **how** work gets done, **who** does the work, and **where** it gets done
- **Learn** how leaders articulate their **vision for the Future of Work** in the region

As a next step, Deloitte **leveraged insights from these interviews**, alongside analysis from additional inputs, and identified opportunities to begin articulating a **shared Future of Work ambition** for the Greater Wichita region.

## INTERVIEW QUESTIONS

### ***FUTURE OF WORK VISION***

- What does the Future of Work mean to you?
- How would you describe your vision or aspiration for the Future of Work in the Greater Wichita region? Why?
- What are your organization's top three areas of focus for 2021?
- What are the most significant barriers to your industry's growth over the next 5-10 years?

### ***WORK***

- How is work and the way you do work changing in your organization?
- To what extent has your organization augmented the workforce with automation and cognitive technologies or smart machines to achieve the work?
- Is your organization actively exploring innovations, including digital technologies and refreshed business processes to achieve the future business strategy?

### ***WORKFORCE***

- What are the biggest challenges your organization is facing around talent? Attraction, retention, development?
- What industry-specific challenges does your workforce face day-to-day right now? Why do those challenges exist?
- Will your workforce need to reskill to meet industry demands in the next 1-5 years? What opportunities are you offering to your employees to reskill?
- What new behaviors, if any, has your workforce developed over the past two years (e.g., as a result of the pandemic, other disruption)? What is the impact of these changes on the the Greater Wichita region?

### ***WORKPLACE***

- Where do the people in your organization work (hybrid, onsite, fully remote)? Are you operating under a permanent workplace model, or will you make further changes?
- If you could change one thing about your current workplace model, what would that be?
- Have you implemented any new policies or procedures to create a more inclusive and equitable culture in the workplace?

# Interview participants

PARTICIPANT	INDUSTRY	TITLE	COMPANY	STAKEHOLDER TYPE
Paul Anderson	Technology / IT	CEO	Novacoast	Business
Kyle Orndorf	Finance	Wichita Market President	IMA	Business
Shelly Prichard	Nonprofit	President and CEO	Wichita Community Foundation	Community
Luis Rodriguez	Technology / IT	President	KeyCentrix	Business
Dr. John Tomblin	Aerospace	SVP for Industry and Defense Programs	WSU NIAR	Community
Bill Voloch	Healthcare	President and CEO	Wesley	Business
Tom Gentile	Aerospace	President and CEO	Spirit Aerosystems	Business
Dr. Alicia Thompson	Education	Superintendent of Wichita Public Schools USD 259	Public School System	Community
Claudia Amaro	Other	Marketing & Outreach Director	AB&C Bilingual Resources	Community
Joseph Shepard	Other	Director	Lead for Kansas	Community
Ron Draper and Maggie Topping	Aerospace	CEO / SVP HR	Textron Aviation	Business
Jason Cox	Advanced Manufacturing	President	Cox Machine	Business
Don King	Healthcare	SVP	Ascension Via Christi	Business
Derrick Nielsen	Technology / IT	President and CEO	High Touch Technologies	Business
Mark Quayle and Beth Carlson	Agriculture	VP, Chief Legal Counsel / VP, HR	Cargill	Business
B.J. Moore	Advanced Manufacturing	Midwest Director	SPEEA	Business
Russell Kennedy	Advanced Manufacturing	Business Manager/Financial Secretary	IBEW	Business
Cornell Beard	Advanced Manufacturing	President/Directing Business Representative	Wichita Machinist Union	Business
Deborah Gladney	Technology / IT	Co-Founder	QuickHire	Business
Ariel Rodriguez	Nonprofit	Executive Director	Empower (nonprofit)	Community



# Key themes at-a-glance

Outlined below are the **bright spots** and the **areas of opportunity** that were highlighted by interview participants

## BRIGHT SPOTS



Automation as an enabler, not an eliminator of jobs



Flexibility & work/life balance as a priority



Wide selection of education & training opportunities available



Strong family ties & low cost of living



Positive reception of the efforts of dedicated community partners

## OPPORTUNITIES



Increasing awareness & accessibility of professional opportunities



Providing more competitive pay



Establishing diversity, equity & inclusion (DEI) as an imperative



Sustaining workforce of the future through investment in diverse career pathways



Building further resilience into the Greater Wichita region's industrial landscape



Diversifying options for entertainment venues & cultural activities

## Leaders understand that the **perception of technology and innovation** will play a major role in the future of work...

*They work with 5 or 6 types of robots already in their facility. 1/3 robotics, 2/3 machinists, allows lower roles for hire, and higher-level engineering positions to open up above robots. **Goal is not to replace people with robots, but to scale***

*If we **automated** certain jobs, it required a shifting in the thinking of roles. Done right, we actually **give an opportunity to everyone to be employed***

...but as **automation drives towards efficiency**, many agreed that there is a need for more resilience in the Greater Wichita region's industrial landscape

*We're in a unique position—different S curves of growth—we needed a reinvention to set ourselves up for success. Reimagining of what we do. **Doubling down on how we build our position in platforms***

*I think something to increase population. **This business can be cyclical**, and when we're in a downturn people just leave, and **when we're in a better position again it's hard to get them back***

*I think these industries would need to market other opportunities and the **stability of those opportunities in a better way to engage this community***

**50%** of participants believe that the Greater Wichita region's industrial landscape **needs reshaping to help build stability of the Greater Wichita region's economy**

# The Greater Wichita region continues to offer a wide variety of training and education opportunities...

*I do think there's opportunities – we have these **training pathways we've developed to upskill**. I think we're one of the **most successful** ones, but that's within the industry*

*We do **internships**, and **college internships**. We do **high-school interns** for mechanics and those interested in those technical roles*



of participants made note of the presence of **educational, trade and development options currently available**

...but a lack of **awareness and accessibility of these programs** poses a barrier to those who want to join (or rejoin) the workforce

*Two major languages in Wichita besides English—Vietnamese and Spanish. **We need those services across the board at the Utilities, the courts, bank tellers**—helps expand those skills*

*We are looking at **childcare options as well, for something to put in place for healthcare** options. Traditional day care options don't work for the working hours for nurses*

*The other barrier that we have is transportation and **lack of transportation for kids to get to and from jobs** and work sites*

*We are doing a **poor job of sharing what is available** with our young students to let them know and connect them with opportunities that are connected and aligned with their groups*



of participants noted that despite the professional development opportunities available in the Greater Wichita region, **there is a need to increase awareness and accessibility for these opportunities among students and job seekers**

## Leaders highlighted how they are continuing to promote **flexibility and work/life balance**...

Currently, there are a lot who are saying why do I need to move? I can do my work from anywhere. **A flexible approach is going to be important as we move forward as a company**

**Flexibility is becoming increasingly important.** And this doesn't mean remote work only but also well-being

Having a sense of purpose is really important to younger people – how can we foster that? It's not necessarily about the paycheck, it's about being included and wellbeing. I think **increased flexibility is going to be the way of the future**

**40%**

of participants noted **flexibility and work/life balance** as an important factor in attracting and retaining workers post pandemic

...but to provide overall quality of life, the Greater Wichita region's investment in **entertainment and cultural activities will be critical**

of participants noted **a desire to further develop entertainment venues as an** important factor in attracting and retaining people

**50%**

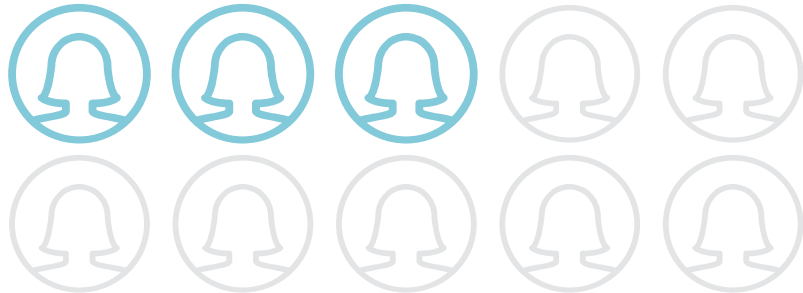
Last Sept, we had a Latin fest downtown. I have found that people don't back those events, they more so would back a chili fest. **Getting those voices in that space is important, like I saw that the community team for the riverfront had no diversity or age diversity.** It was all policy level.

I often hear a lot more, that people leave once they graduate and don't come back (it happened with my friend's daughter), but I also see if with those in their mid to late 20's and **you're looking for professional opportunities and an overall better quality of life and initiatives.**

And I understand that no, were not going to have the big stadiums but were also not finding **new projects to do bold things** and it takes leadership of these communities that are thinking for the future (20 yrs. down the line). **If you look at the demand, we'll be losing people in 30 years**

# People in the Greater Wichita region identify **strong family ties and low cost of living** as a key factor in shaping their decision to stay in the area...

**30%** of participants highlighted **Wichita's core value of family and low cost of living** as reasons to stay in the Greater Wichita region



*I came back and reconnected with a former girlfriend who had kids—who wanted to stay here. **Family gave me a reason to stay.***

***If you have a family, there is no better place to live than Wichita.***

*I think that has to grow as more people are working from home, the **cost of living is a big plus.***

...however, many agreed that this benefit alone does not prevent the Greater Wichita region from **being behind in offering market rate pay**

*"In the next 2 years, orgs that were started, nurtured and grown in the Midwest are going to face a battle for talent that we're not prepared for from an economic development perspective. **They're coming to the table with bags of pennies when they need bags of gold.**"*

***"We will lose some associates over compensation** because as we move our wages the market follows. Before the pandemic we had 14 to 16% voluntary turnover but are now at 22%"*

*"In a newly hybrid and remote enabled world, **silicon valley companies can hire new grads and pay between silicon valley and Wichita rates**—causing pricing structure and Wichita cost structure issues"*

**45%**

of participants raised the topic of **competitive pay** being an area where needs are not being met, and turnover has increased

...and leaders also feel that **established career pathways will be critical** to attracting and retaining the workforce of the future

**55%**

of participants noted a **desire to further develop career paths and encourage entrepreneurship and innovation**

*This next generation, a lot of people aren't looking at 4-year degrees, and we want to grow with them, and there isn't one textbook way **to success and the way that career paths are evolving.** It's about the people and that individual.*

***If you think about insurance its not top of mind in a university setting,** you don't hear kids dying to get into the industry. So we are trying to change that, they know about the Deloitte's of the world and banking, but it is not framed in the way that it seems like an interesting career.*

*When I asked what those jobs were, they immediately went to aviation - I think we should be known for more than just aviation. **There's so many other opportunities that kids could want to go to.***

# As the Greater Wichita region drives towards the future of work, **diversity, equity and inclusion considerations** will need to be top of mind

**60%**

of participants noted the importance for an **increased amount of attention to diversity and inclusion efforts across the region.**



*"The businesses that we have the opportunities to work with aren't diverse either. **Our kids don't see themselves in the orgs in which they want to work.**"*

*"There **needs to be more curiosity from the leadership**—help them understand the young professionals and there are differences in the cultural understanding and cultural sensitive, awareness, norm."*

*"It's getting better, **but Wichita is really behind the curve on DEI lenses.** It's that or the leaders are comfortable going to the same people to push things forward and then those same people get tired of always trying to push the needle. **They need to build a larger diverse talent pipeline.**"*

*"**At higher levels, we don't have the diversity.** Largely, the employees look like the community but **it's not equal at all levels.**"*

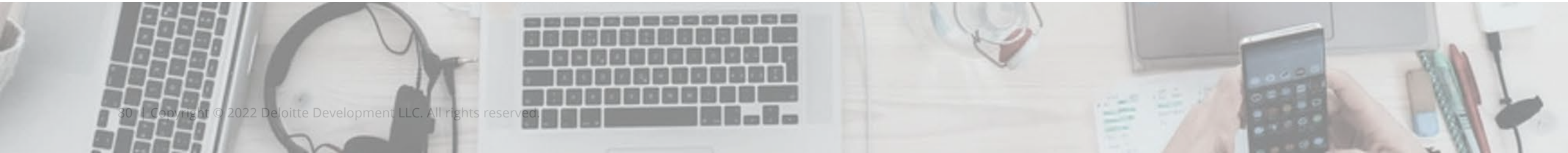
*"**Need to find how to bring in diversity and how to improve.** Women are dramatically underrepresented in the manufacturing job industry."*

*"Wichita **doesn't do enough to help minorities** break out of poverty and provide opportunities to flourish."*

*"I think that we can look at the voices in the organization **that is missing and being intentional about who is missing and how we try to intentionally focus on those groups.** The CEO of fidelity bank is also someone that is very intentional about his DEI actions."*



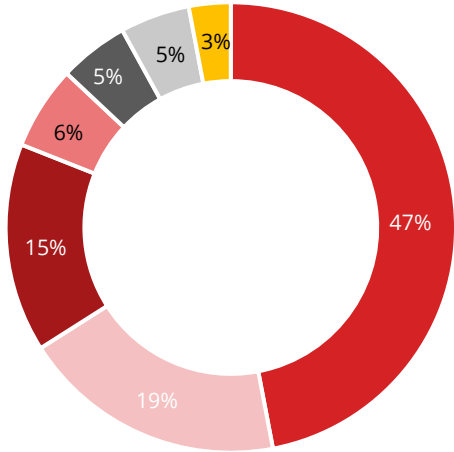
# Remesh™ Data Analysis Deep Dive





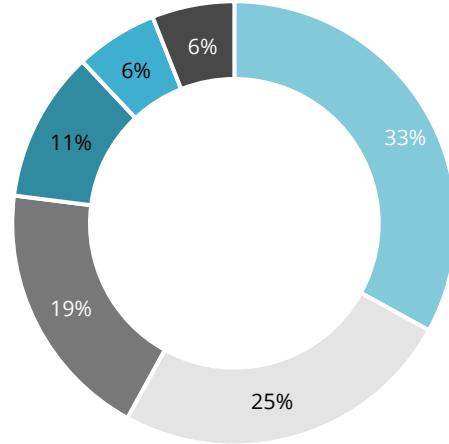
# Remesh™ sessions overview: Demographics

## STUDENT, JOB SEEKERS, YOUNG PROFESSIONALS



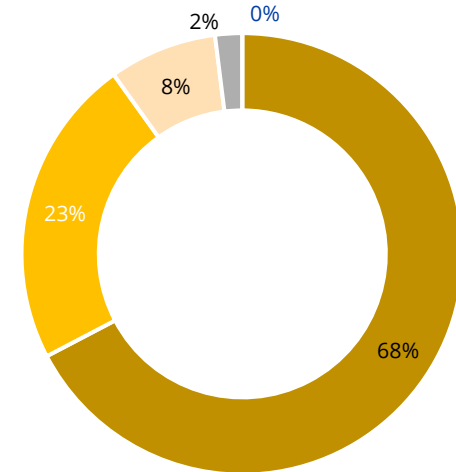
- Current post-secondary education student
- Teacher / faculty
- Current high school student
- Currently seeking work
- Recent high school graduate
- Joined the workforce in the past 5 years
- Recent post-secondary education graduate

## BUSINESS LEADERS



- Executive Director / Vice President
- Senior Executive Leadership
- Associate Director / Director
- Team Leader / Manager
- Individual Contributor
- Other

## FRONTLINE/TOUCH LABOR

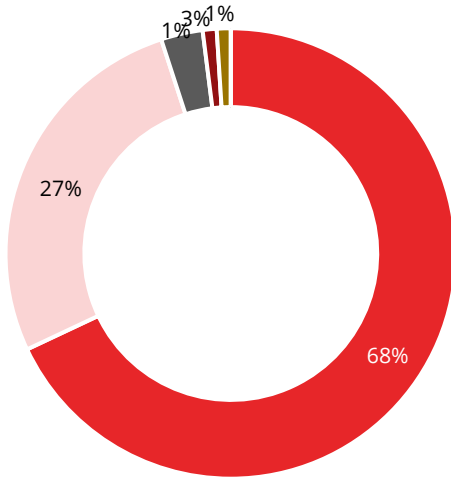


- Individual Contributor
- Team Leader / Manager
- Other
- Associate Director / Director
- Executive Director / Vice President

*Note: Total percentages may not add up to 100%, as they are rounded to the nearest percent.*

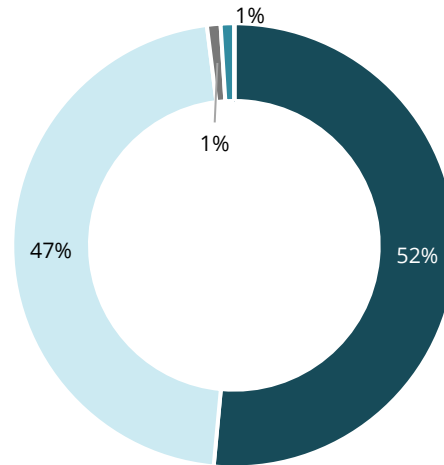
# Remesh™ sessions overview: Gender

## STUDENT, JOB SEEKERS, YOUNG PROFESSIONALS



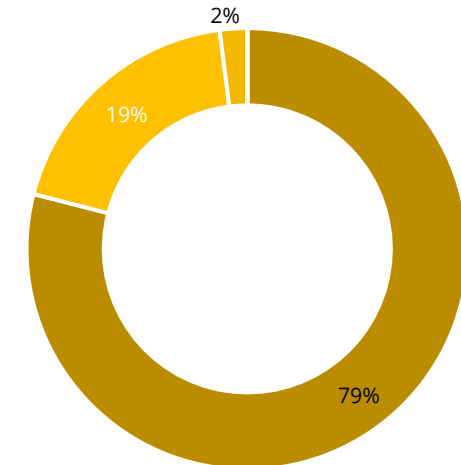
- Male
- Female
- Prefer not to respond
- Non-binary
- None of the above
- Transgender

## BUSINESS LEADERS



- Female
- Male
- None of the above
- Prefer not to respond
- Non-binary
- Transgender

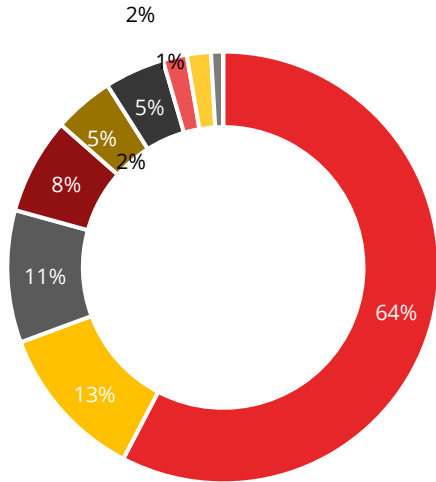
## FRONTLINE/TOUCH LABOR



- Male
- Female
- Prefer not to respond
- Non-binary
- Transgender
- None of the above

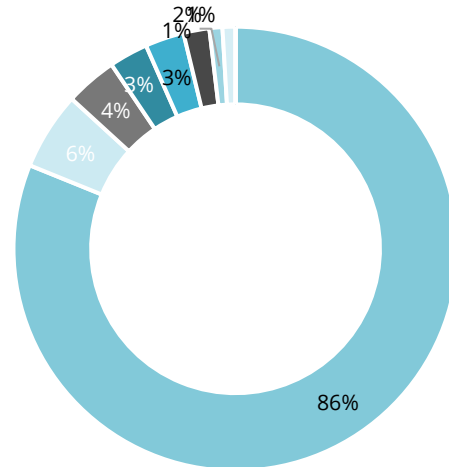
# Remesh™ sessions overview: Race/Ethnicity

## STUDENT, JOB SEEKERS, YOUNG PROFESSIONALS



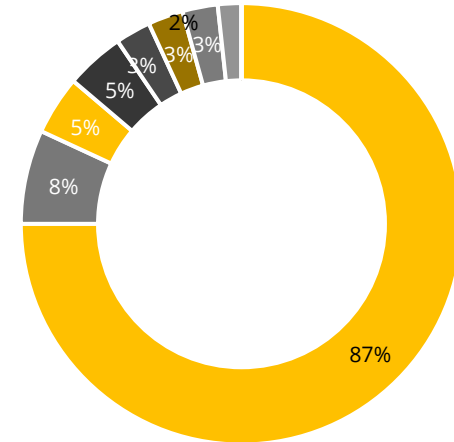
- White
- Black or African American
- Hispanic/Latinx
- Prefer not to disclose
- American Indian/Native American or Alaska Native
- Southeast Asian
- South Asian
- East Asian
- Native Hawaiian or Other Pacific Islander
- Middle Eastern
- North African

## BUSINESS LEADERS



- White
- Hispanic/Latinx
- Black or African American
- American Indian/Native American or Alaska Native
- Prefer not to disclose
- East Asian
- South Asian
- Southeast Asian
- Middle Eastern
- North African
- Native Hawaiian or Other Pacific Islander

## FRONTLINE/TOUCH LABOR

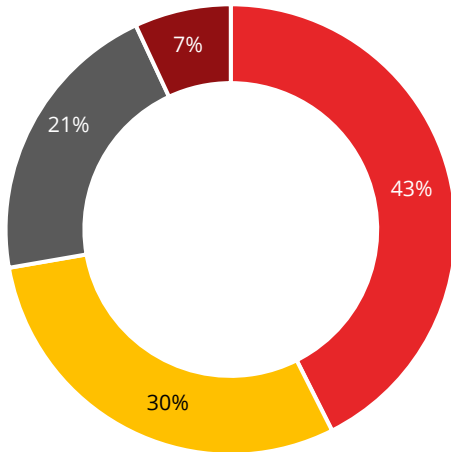


- White
- Hispanic/Latinx
- American Indian/Native American or Alaska Native
- Prefer not to disclose
- Black or African American
- South Asian
- East Asian
- Southeast Asian
- Middle Eastern
- North African
- Native Hawaiian or Other Pacific Islander

*Note: Total percentages may add up to greater than 100% because participants were able to select multiple racial/ethnic identities as applicable to them. Additionally, percentages may not add up to 100%, as they are rounded to the nearest percent.*

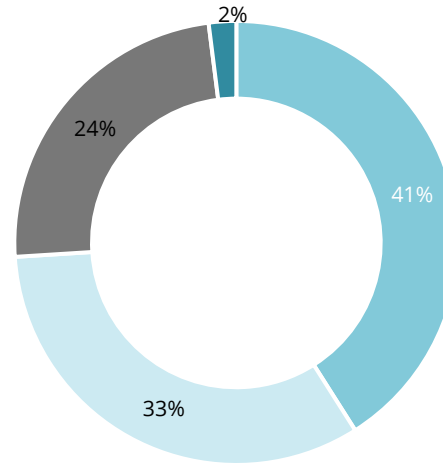
# Remesh™ sessions overview: Generation

## STUDENT, JOB SEEKERS, YOUNG PROFESSIONALS



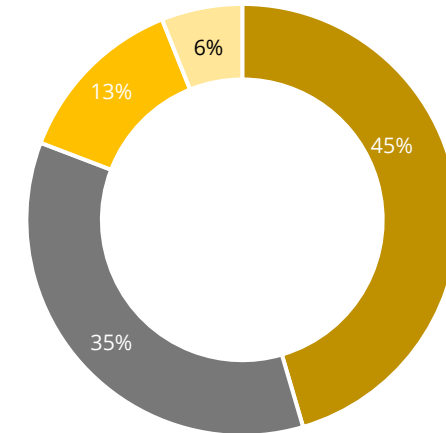
- Gen Z (born 1997 or later)
- Gen Y / Millennial (born 1980-1996)
- Gen X (born 1965-1979)
- Boomer (born 1964 or earlier)

## BUSINESS LEADERS



- Gen X (born 1965-1979)
- Boomer (born 1964 or earlier)
- Gen Y / Millennial (born 1980-1996)
- Gen Z (born 1997 or later)

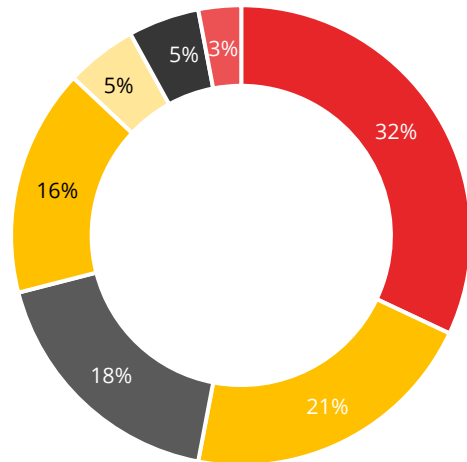
## FRONTLINE/TOUCH LABOR



- Gen X (born 1965-1979)
- Gen Y / Millennial (born 1980-1996)
- Boomer (born 1964 or earlier)
- Gen Z (born 1997 or later)

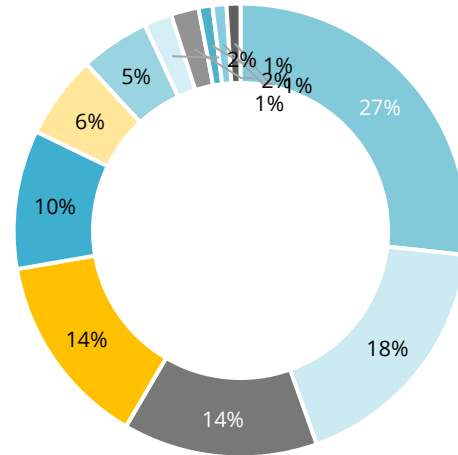
# Remesh™ sessions overview: Field of Work/Study

## STUDENT, JOB SEEKERS, YOUNG PROFESSIONALS



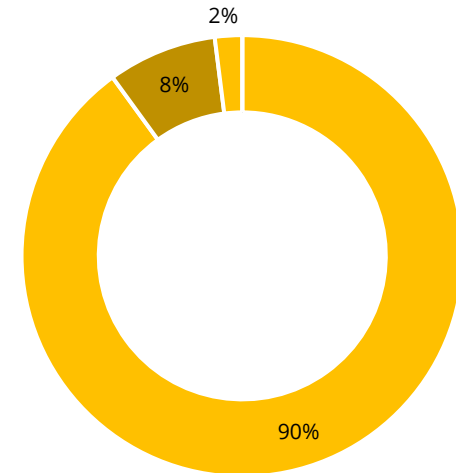
- Mechanic trade (e.g., aviation)
- Other
- Business
- Manufacturing trade
- Engineering
- Computer science/IT
- Logistics /CDL

## BUSINESS LEADERS



- Other
- Non-profit
- Aerospace and Defense
- Education
- Aviation
- Manufacturing
- Governmental
- Software Development / IT
- Retail
- Healthcare
- Agriculture/food products
- Telecommunications

## FRONTLINE/TOUCH LABOR

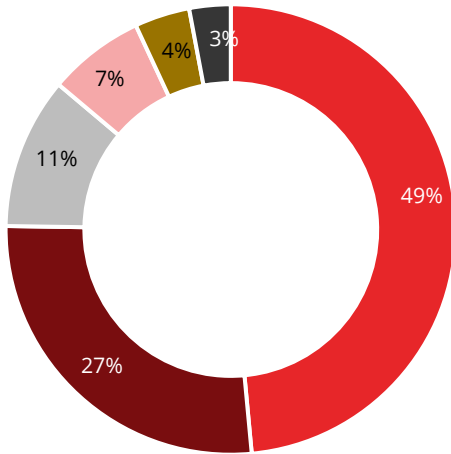


- Manufacturing – aviation
- Aerospace and Defense
- Other
- Manufacturing – non-aviation

*Note: Total percentages may not add up to 100%, as they are rounded to the nearest percent.*

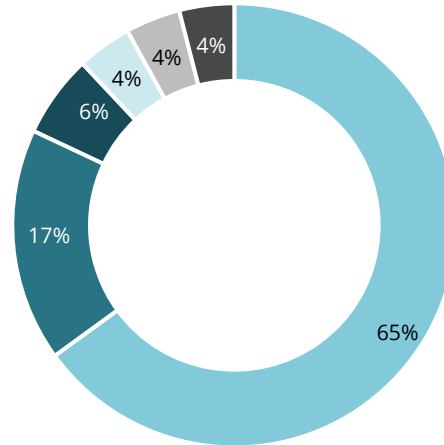
# Remesh™ sessions overview: Tenure in the Greater Wichita region

## STUDENT, JOB SEEKERS, YOUNG PROFESSIONALS



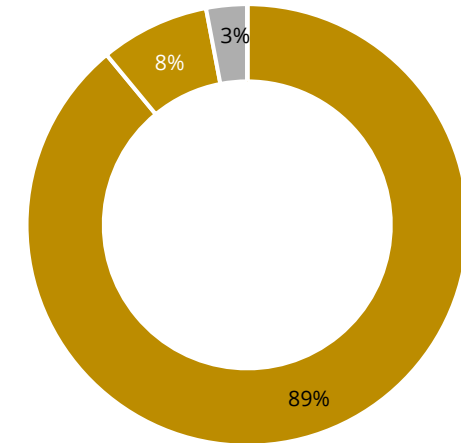
- 20+ years
- 10 years to <20 years
- 5 years to <10 years
- 0 years to <1 year
- 1 year to < 3 years
- 3 years to <5 years

## BUSINESS LEADERS



- 20+ years
- 10 years to <20 years
- 5 years to <10 years
- 0 years to <1 year
- 1 year to < 3 years
- 3 years to <5 years

## FRONTLINE/TOUCH LABOR



- 20+ years
- 10 years to <20 years
- 5 years to <10 years
- 3 years to <5 years
- 0 years to <1 year
- 1 year to < 3 years
- 5 years to <10 years

*Note: Total percentages may not add up to 100%, as they are rounded to the nearest percent.*

## Participants highlighted areas of strength in the Greater Wichita region



***When asked what factors proved critical in their decision to stay in the Greater Wichita region, participants said...***

*I love this area. It's not too busy and has that home feeling.*

*Our family is located in Kansas. We love our home, schools, and work.*

*I think that has to grow as more people are working from home, the cost of living is a big plus*

*Frankly, I love Wichita and surrounding areas. The factors at play for me to possibly leave the area aren't related to anything that city can control. I love Wichita!*

*I like that you can live outside of Wichita and still have easy access and no crime.*

*I'm happy living in Wichita and the surrounding region*

*Wichita is a great city, people I meet are impressed with this city*

*I have a good job, my family is near, and there are fun things to do. The area is growing!*

## They also revealed and reinforced areas of opportunity



***When asked to name factors / attributes that are not currently available in the Greater Wichita region that, if added, would help meet their personal and professional needs, participants said...***

*Continued development of arts, food, culture. Better focus on environment and sustainability.*

*Better public schools, more independent restaurants, community improvement programs*

*More family fun activities places and things to do that are well kept and not run down. Entertainment*

*More experienced/mid-level job opportunities that pay well.*

*Venues and affordable entertainment*

*More notable businesses that create jobs. Identity/culture; if companies can't connect to a city's culture, then they must be doing business because of price*

*We need accessibility for the disabled and for public transit*

*Diversification of industry, public transit, mental health services for youth*



## As well as aspirations for the future



***Participants also shared what they think the top priorities for the Greater the Greater Wichita region should be as it works to define the Future of Work...***

*More technology sector jobs, and diversifying job market - don't just focus on aviation*

*To succeed during the next decade, we need to reinvent our thinking and be more progressive in our approached to workforce development and talent attraction.*

*I heard a speaker say that 67% of jobs that kids in kindergarten today will someday hold haven't been invented yet. We need to stay on top of the "next big thing" and focus on exploiting that in the Wichita market.*

*Helping our region unlearn the unhealthy practices that push people away from our community i.e., not investing in ourselves, holding on to infrastructure that has a shelf life, embracing diverse talent, listening to understand not respond etc.*

*More marketing about Wichita being a great place to live, work, and raise a family. We need to create Wichita as a valuable location.*

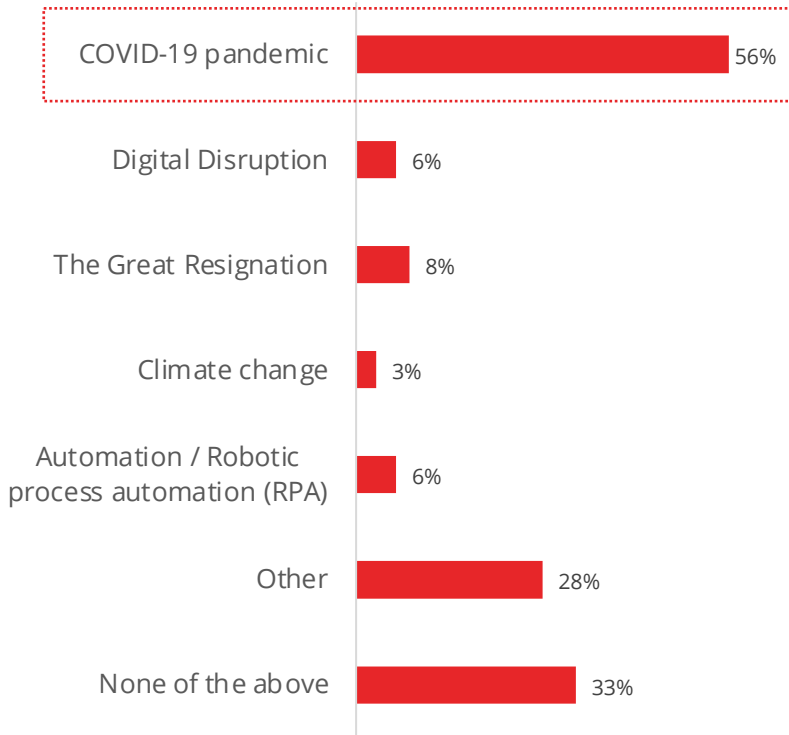
*Push for more attention in the K-12 space. We are a top state that exports talent. If we can show the students the opportunities in their backyard early, they will be more likely to stay and invest in the community.*

# Participants have been affected similarly by recent disruptive forces

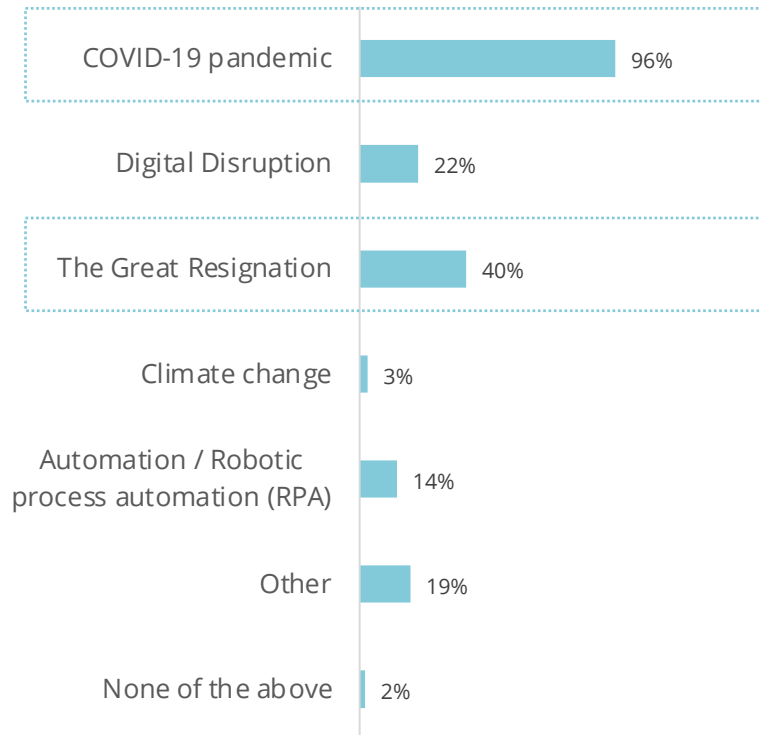


*We asked participants what events or disruptive forces in the last 5 years have affected their career goals, the way their organization does work, or their experiences as an employer...*

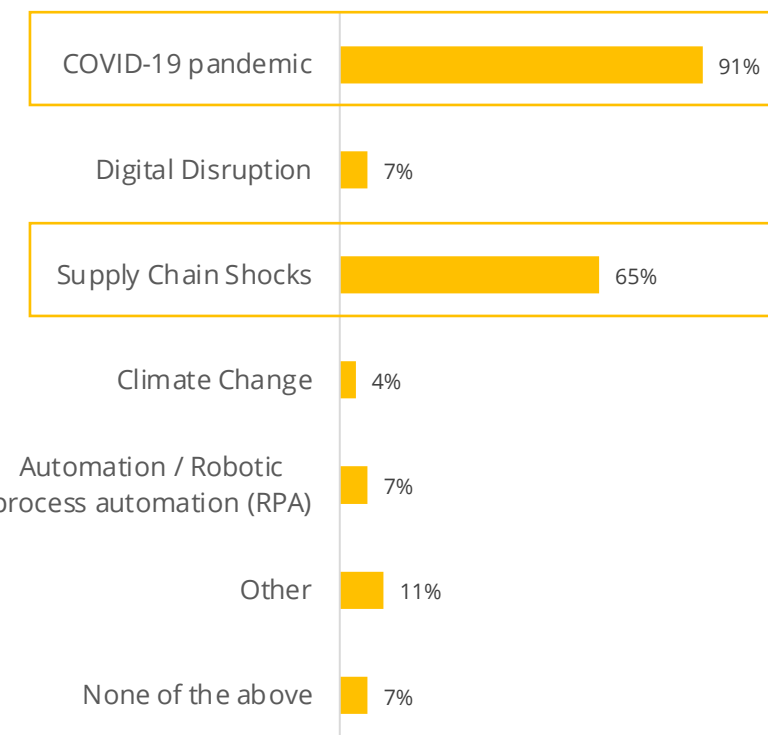
## SESSION 1: STUDENTS / JOB SEEKERS / YOUNG PROFESSIONALS



## SESSION 2: BUSINESS AND INDUSTRY LEADERS



## SESSION 3: FRONTLINE / TOUCH LABOR



# After reflecting on the past, participants looked to the Future of Work



*We asked participants to define what the future of work means to them...*

## SESSION 1: STUDENTS / JOB SEEKERS / YOUNG PROFESSIONALS



A word cloud for Session 1, featuring terms like 'opportunities', 'equity', 'work/life.balance', 'technology', 'adapting', 'financial.stability', 'learning', 'autonomy', 'change', 'efficiency', and 'workforce'.

efficiency  
technology  
change  
financial.stability  
opportunities  
adapting  
equity  
learning  
autonomy  
work/life.balance

## SESSION 2: BUSINESS AND INDUSTRY LEADERS



A word cloud for Session 2, featuring terms like 'technology', 'flexibility', 'opportunities', 'training', 'attracting/retaining.talent', 'remote.work', 'change', and 'workforce'.

workforce  
change  
flexibility  
opportunities  
technology  
training  
attracting/retaining.talent  
remote.work

## SESSION 3: FRONTLINE / TOUCH LABOR



A word cloud for Session 3, featuring terms like 'compensation', 'balance', 'innovation', 'education', 'talent', 'trades', 'local', 'reward/recognition', 'options', and 'diversification'.

reward/recognition  
options  
diversification  
balance  
education  
innovation  
compensation  
talent  
trades  
local

## Participants agreed on the need to diversify, but not on how to diversify



***When asked if they believed that the industrial profile of the Greater Wichita region will need to diversify in the coming years to attract and retain the workforce of the future...***

**70%**

of participants from the Frontline / Touch labor session selected **Yes**

AND

**91%**

of participants from the Business Leader session responded **Yes**

**...but when we asked participants to expand on ways that they believe that the Greater Wichita region should diversify, we saw that many see diversification as a method to build more resilience in case of future industry downturns...**

*Not be so reliant on aviation, have other industries, so when aviation is down the entire Wichita economy is not so impacted*

*We are too reliant on the Aviation industry which isn't consistently 'up.' When there is a downturn in Aviation our entire region suffers.*

*When any one of the plants lays off, all are screwed*

*Expand beyond aviation so we are not so dependent on a singular industry to insulate from impacts to the industry. Allows for diversification and draw to the community*

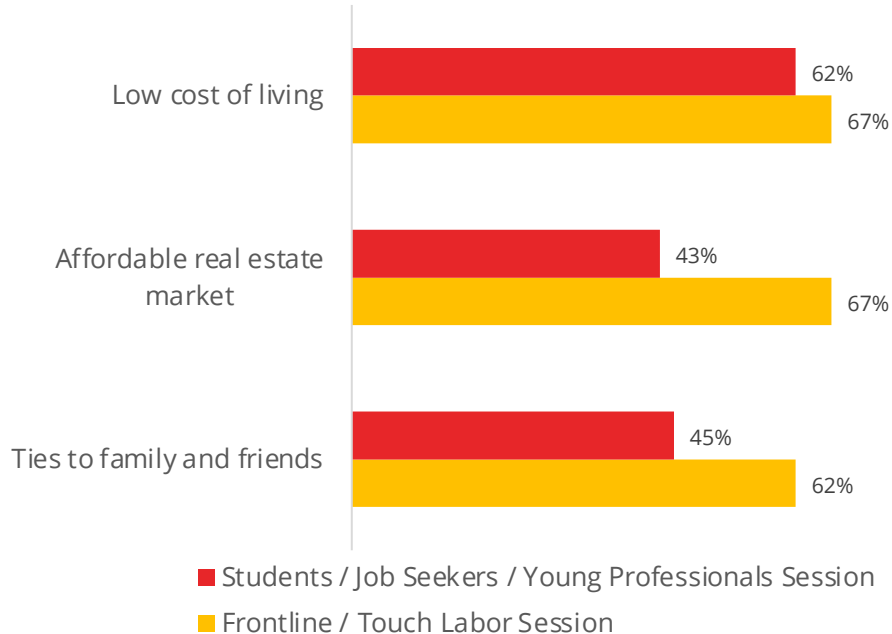
*Employment spread over many industries will help if one aspect is hit hard with a downturn*

# Similar factors appeal to younger and older Greater Wichita region residents



***We asked participants to select the top 3 factors that are most important to them when deciding on a place to live...***

**Low cost of living, affordable real estate market and ties to family and friends were selected as the top 3 factors when deciding on a place to live by both the frontline / touch labor session participants and the Students / Job Seekers / Young Professionals session participants...**



**WHEN WE ASKED IF THERE WERE ADDITIONAL FACTORS, WE HEARD ...**

- The diversity of high paying jobs. People like it when they have a lot of different potential career paths that can pay similarly. We need more industrial and tech companies*
- Want best possible place for an equal balance of financial and comfort / safety*
- Safety is a big one*
- Commute time to work*
- Strong job market*
- Job opportunities around the area*
- Being in a community that has jobs that all family members can do. I wish I could say where there is little crime but don't think there is a place*

# Participants share similar concerns about the future of the workforce



**When asked the top 3 challenges faced by organizations as employers in the Greater Wichita region, participants said...**



Areas of agreement between business leaders and frontline workers

Divergence of opinion between business leaders and frontline workers

## PARTICIPANTS ELABORATED ON THE CHALLENGES FACED BY EMPLOYERS IN THE GREATER WICHITA REGION...

*Not enough talent coming through the pipeline to backfill current manufacturing employees - let alone meet the demand of future growth*

*People may come in the door but lack motivation and drive. They emulate workers that are burned out and that really don't care and are only out here for a paycheck and of course tons of OT.*

*Finding employees that are motivated to be better*

*We have more companies (from further away) competing for work in Wichita when they have not done so in the past.*

*Leadership support to adapt for evolving workforce expectations.*

*Lack of diversity in our talent pool*

*Retaining talent*

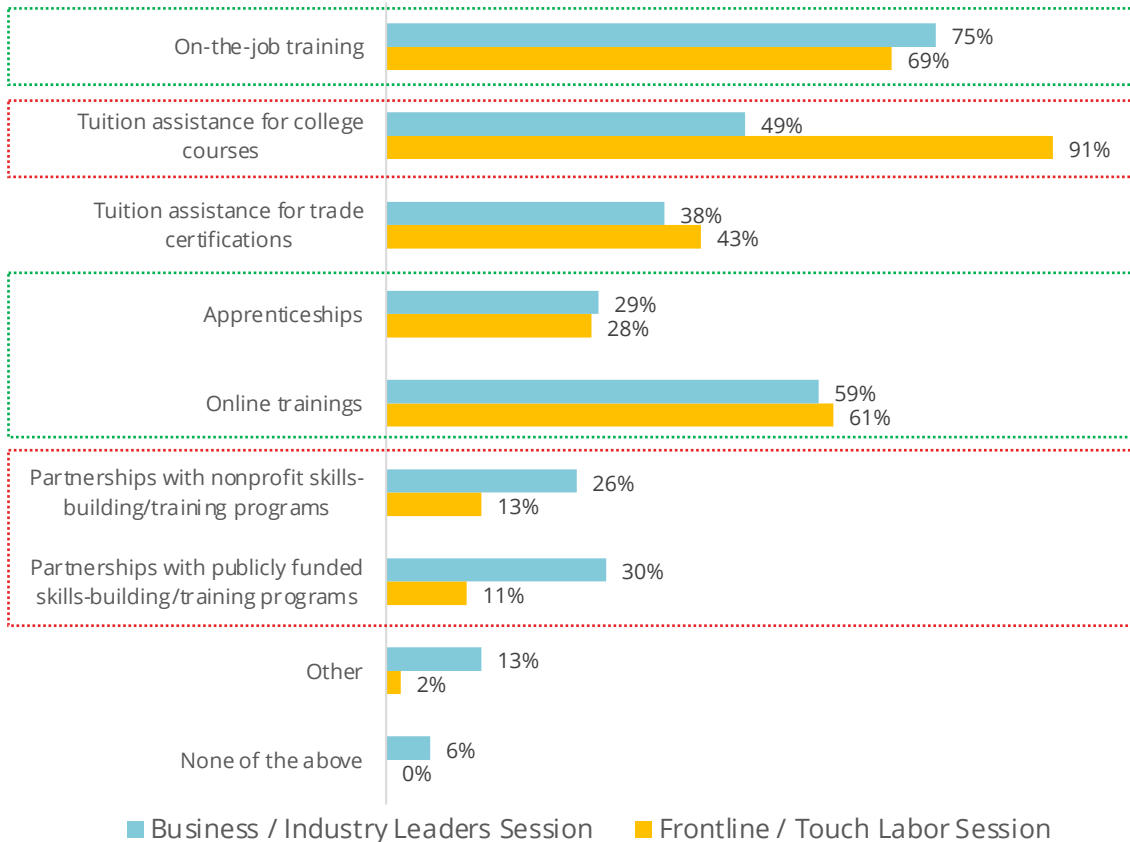
*Start times here are not school friendly. Not many people want to get sitters for their small children at 5 AM*

# Employers and workers don't see eye to eye on training opportunities



**Participants were asked what training opportunities their organizations provided its employees, as well as what skills employees could gain through these opportunities**

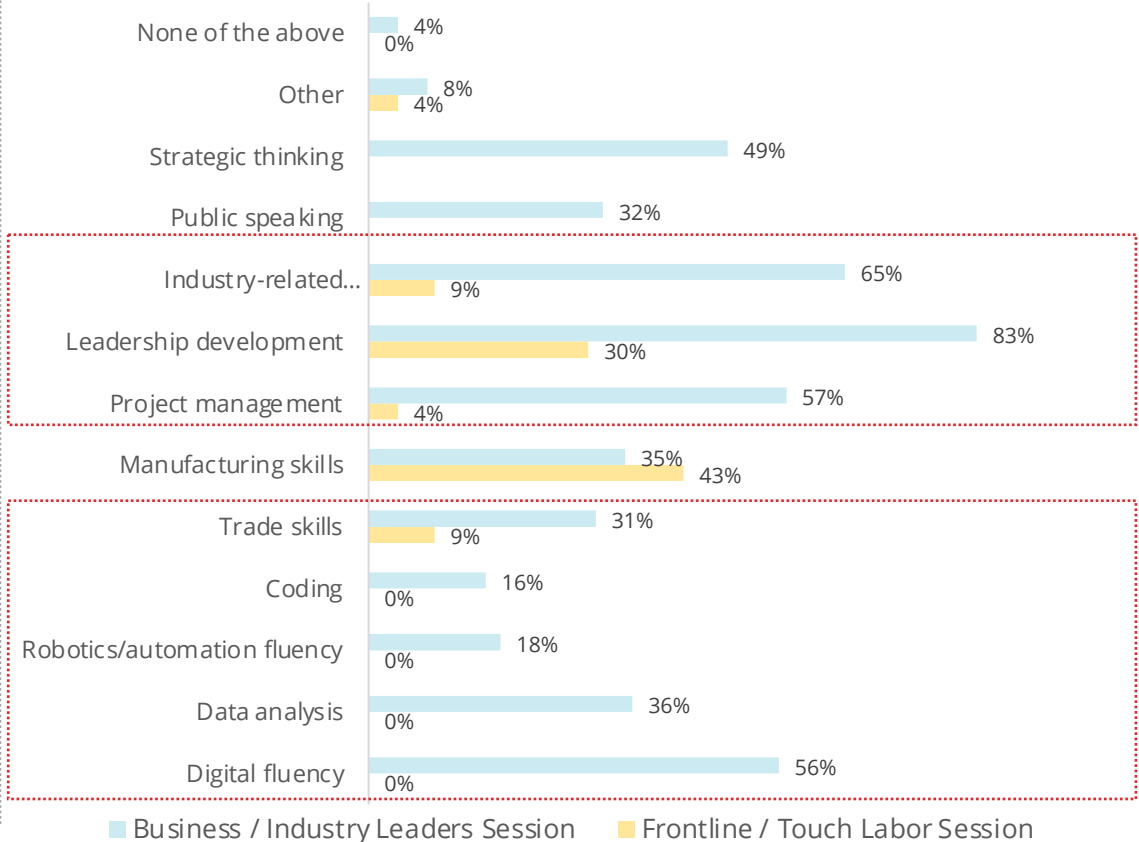
## TRAINING OPPORTUNITIES PROVIDED BY EMPLOYER



Areas of agreement between business leaders and frontline workers

Divergence of opinion between business leaders and frontline workers

## POTENTIAL SKILLS TO BE GAINED



Business / Industry Leaders Session Frontline / Touch Labor Session

# Remesh™ sessions participant overview

PARTICIPANT GROUPS

## STUDENTS / YOUNG PROFESSIONALS / JOB SEEKERS

**Tuesday, November 30<sup>th</sup> (12:00-1:00 pm CT)**

- Workforce Alliance
- USD 259 WSU Tech
- Friends University
- Newman University
- Wichita State University
- BEA – Education leaders from area school districts (Derby, Goddard, Maize)
- W / A Community of Young Professionals
- Young Latino Professionals of Wichita
- Urban Professionals of Wichita
- National Association of Asian American Professionals (NAAAP) – Wichita
- DCF / United Way

This session focused on understanding what **students, young professionals, and those seeking jobs** want out of their **next career opportunity**, how they perceive the **changing nature of work**, what factors they consider when **choosing a place to live**, and what would influence them to **consider staying in the Greater Wichita region**.

## BUSINESS / INDUSTRY / COMMUNITY LEADERS

**Wednesday, December 1<sup>st</sup> (8:00-9:00 am CT)**

- Workforce Alliance Boards
- WSU Tech Board
- Greater Wichita Partnership Executive Board
- Greater Wichita Partnership Talent Advisory Group
- Greater Wichita Partnership Strategic Advisory Team
- Partnership Accelerate Wichita
- Wichita Regional Chamber of Commerce
- Wichita Independent Business Association
- Wichita Manufacturer's Association
- Wichita Hispanic Chamber of Commerce
- Realtors of South Central Kansas
- Wichita Area Builders Association
- Wichita Asian Association
- Connecting ICT
- Restaurant Association

This session focused on understanding how **business and industry leaders** perceive the **changing nature of work**, the **workplace**, and **workforce**, the challenges associated with those changes, and how the Greater Wichita Partnership can **support their businesses** as they **prepare for the Future of Work**.

## FRONTLINE / TOUCH LABOR

**Thursday, December 2<sup>nd</sup> (3:00-4:00 pm CT)**

- Textron Aviation
- Spirit AeroSystems
- Cox Machine Inc.
- Leading Technology Composites
- JR Custom Metal Products Inc.
- Mid-Continent Controls Inc.
- Johnson Controls
- Hornet Cutting Systems
- Yingling Aviation
- Society of Professional Engineering Employees in Aerospace
- International Brotherhood of Electrical Workers
- Wichita Machinist Union

This session focused on understanding how **frontline and touch labor** employees perceive the **changing nature of work**, the **workplace**, and **workforce**, particularly changes associated with **automation** and **cognitive technologies**, and how they see their **jobs and roles evolving** as their organizations **prepare for the Future of Work**.

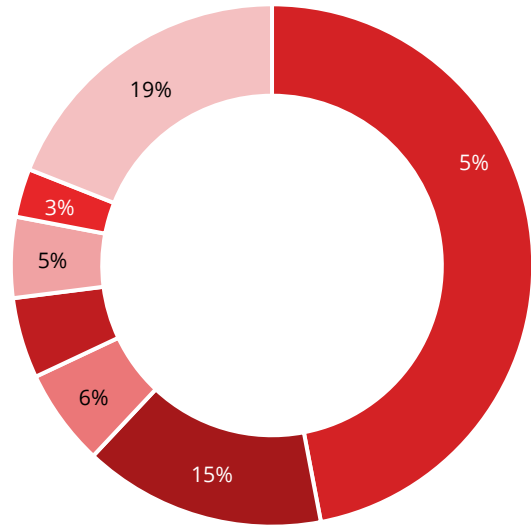




# **Session 1: Students/Job Seekers/Young Professionals**

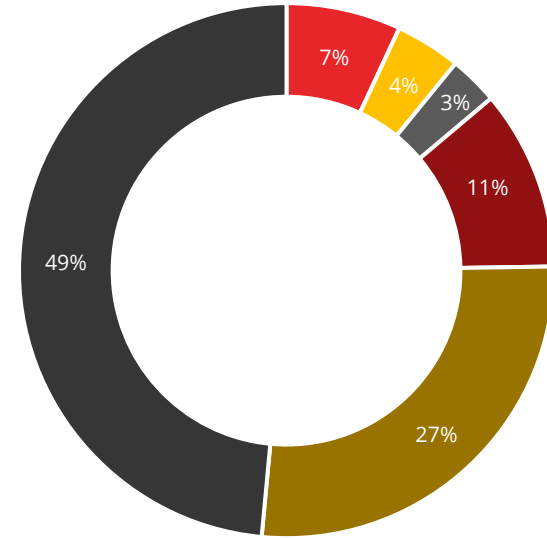
# Session 1: Demographics at a glance (1 of 2)

## EDUCATION / EMPLOYMENT STATUS



- Current Post-Secondary Education Student
- Current High School Student
- Currently Seeking Work
- Recent High School Graduate
- Joined the Workforce in the Past 5 years
- Recent Post-Secondary Education Graduate
- Teacher / Faculty

## TENURE IN GREATER WICHITA REGION



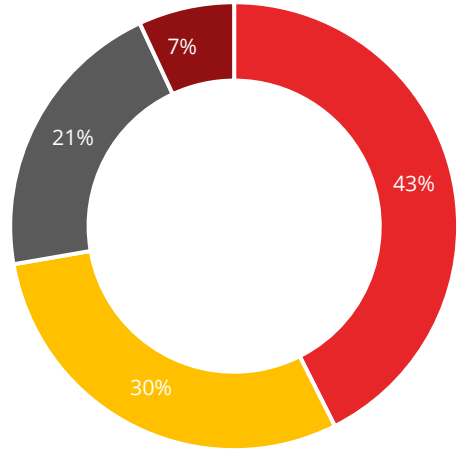
- 0 years to < 1 year
- 1 year to < 3 years
- 3 years to < 5 years
- 5 years to < 10 years
- 10 years to < 20 years
- 20+ years

*Note: Total percentages may not add up to 100%, as they are rounded to the nearest percent.*

# Session 1: Demographics at a glance (2 of 2)

## PERSONAL ATTRIBUTES

### AGE GROUP

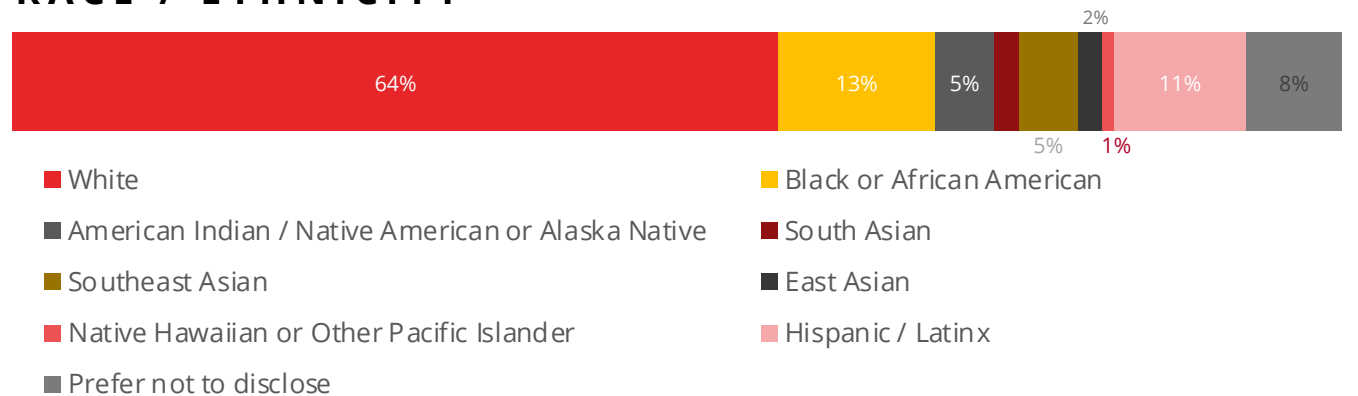


- Gen Z (born 1997 or later)
- Gen Y / Millennial (born 1980 - 1996)
- Gen X (born 1965 - 1979)
- Boomer (born 1964 or earlier)

### GENDER



### RACE / ETHNICITY

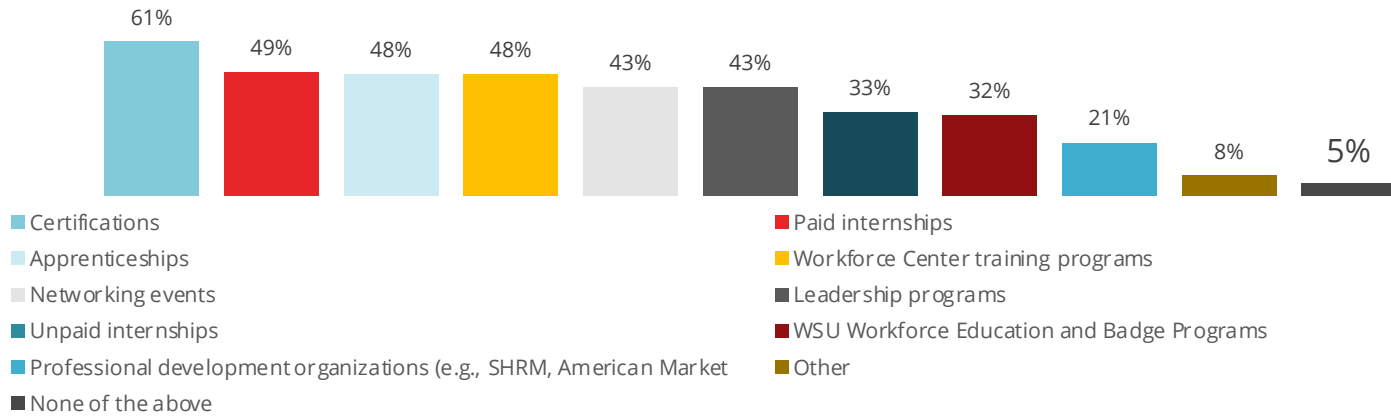


*Note: Total percentages may add up to greater than 100% because participants were able to select multiple racial/ethnic identities as applicable to them. Additionally, percentages may not add up to 100%, as they are rounded to the nearest percent.*

# Understanding current professional development opportunities



*When asked about professional development activities available to them in the Greater Wichita region, participants in Session 1 selected...*



**61%** of all participants selected **Certifications**

**AND**

**38%** of high school students selected **None of the above**

**... BUT WHEN ASKED WHICH OPPORTUNITIES THEY HAD TAKEN PART IN OVER THE PAST 2 YEARS**

**45%** of participants said **None of the above**

**... AND PARTICIPANTS DESCRIBED THE BARRIERS THEY FACED IN ACCESSING THESE PROGRAMS**

*My school activities and work keep me from being able to*

*I haven't really had the money to afford the programs*

*I just do not hear about them often. If they are outside of daycare hours, it makes it even harder*

*Not sure that I am aware of all of the programs*

# Exploring future professional development opportunities

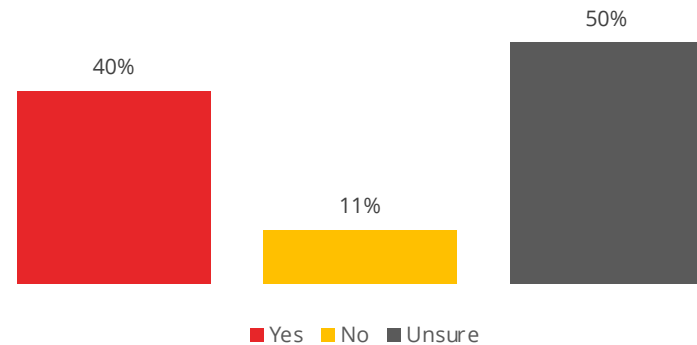


*When asked whether there are trainings/development programs that will help prepare them for the job market but are not currently available in the Greater Wichita region, participants said...*

**40%** of participants said **yes**

**AND**

**50%** of participants said they **are unsure**



**...AND PARTICIPANTS DESCRIBED WHAT PROFESSIONAL DEVELOPMENT OPPORTUNITIES THEY WOULD LIKE TO SEE IN THE GREATER WICHITA REGION THAT CURRENTLY DON'T EXIST**

*Union-related (free) educational opportunities.  
Internships that pay a decent wage*

*Space program manufacturing, future technologies manufacturing*

*More industries that just aerospace*

*Accessibility, diversity, equity and inclusion our fields where I would like to see more professional development in Wichita*

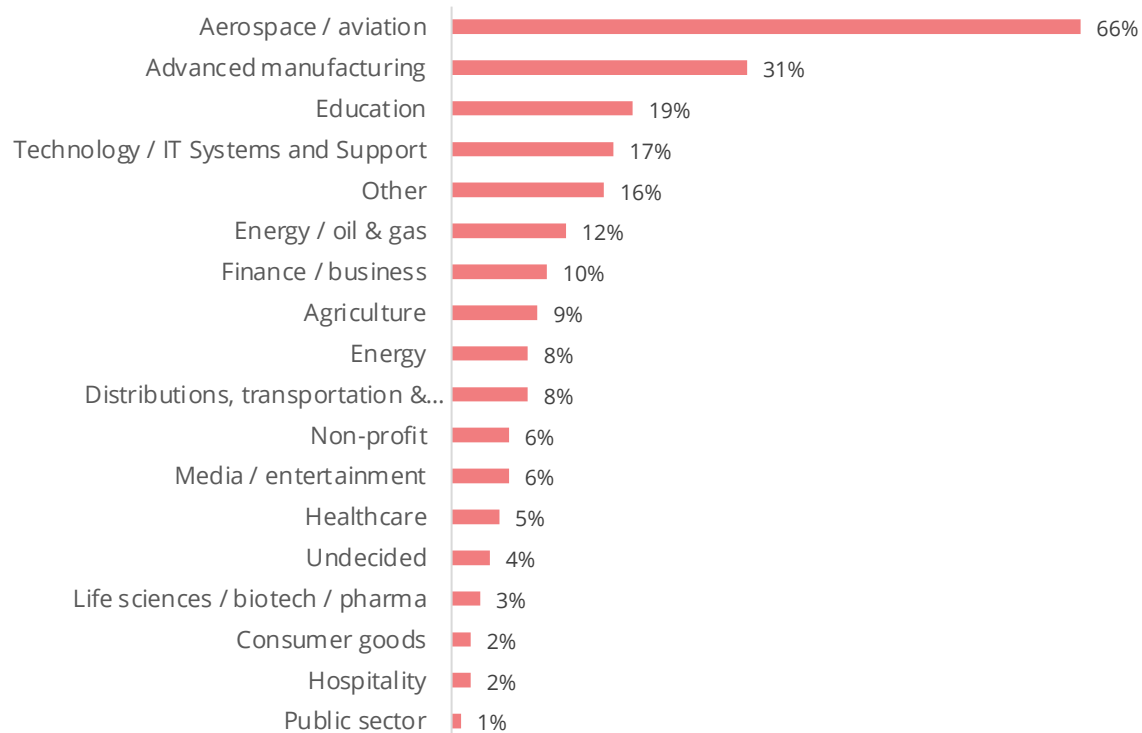
*More paid internships*

# Diving into participants' industry-related ambitions



*When asked what industry they see themselves working in for their next job, participants in Session 1 said...*

**66%** said they see themselves working in the **aerospace / aviation** industry



WHEN WE LOOKED AT RESPONSES ACROSS VARIOUS DEMOGRAPHICS, WE FOUND THAT...

**59%** of current high school students selected **advanced manufacturing**, compared to **79%** of **current post-secondary students**

**9%** of current high school students selected **advanced manufacturing**, compared to **38%** of **current post-secondary students**

**AND**

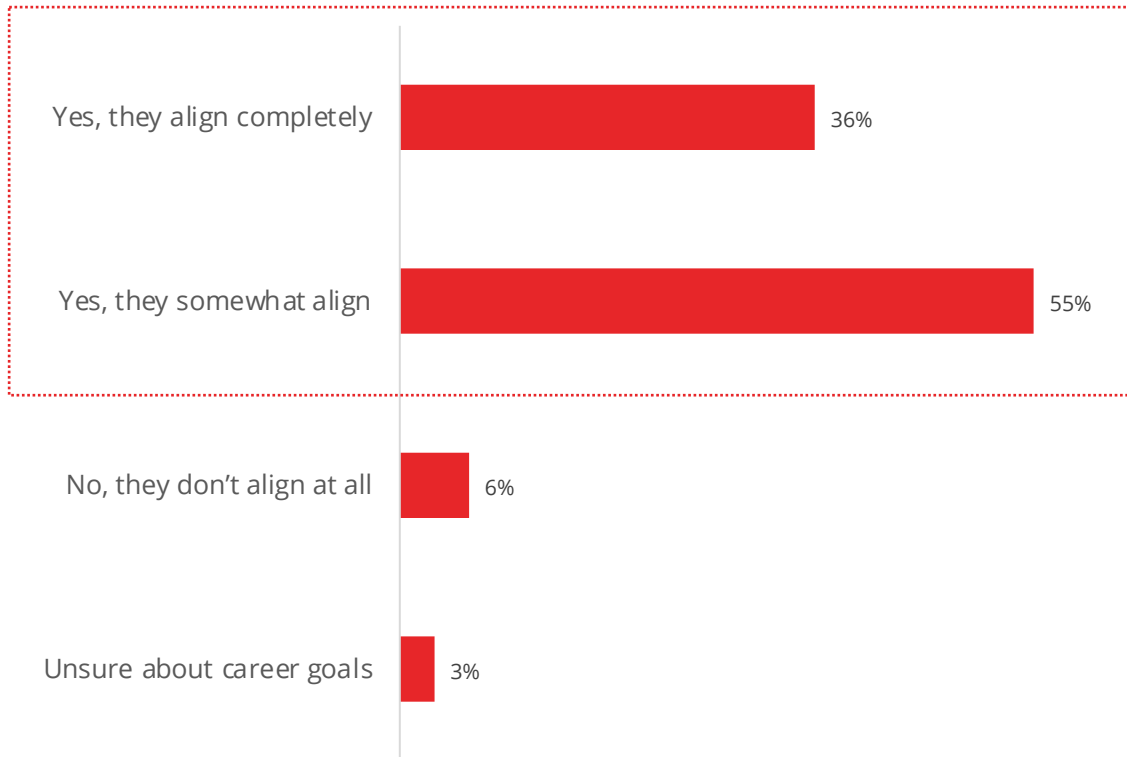
**33%** Black or African American participants cited **Technology / IT Systems & Support**

# Aligning career goals to the Greater Wichita region's job landscape



*We asked participants whether the job opportunities available in the Greater Wichita region align with their current career goals, and they said...*

**91%** said they see themselves working in the **aerospace / aviation** industry



WHEN WE LOOKED AT RESPONSES ACROSS VARIOUS DEMOGRAPHICS, WE FOUND THAT...

**10%** of participants who have lived in the Greater Wichita region between 10 and 20 years responded with **"No they do not align at all"**

**15%** of female participants also responded with **"No they do not align at all"**

AND

**14%** of Black or African American participants also responded with **"No they do not align at all"**

# Digging deeper into career goals



*When we asked participants about their career goals and prospects, they said...*

**56%** said **gaining new skills throughout their career** is one of their top 3 priorities



WHEN WE LOOKED AT RESPONSES ACROSS VARIOUS DEMOGRAPHICS, WE FOUND THAT...

**59%** of high school students rated **finding purpose in their work** as one of their top career priorities, the top priority among that group

**67%** of those currently seeking work rated **Earn an advanced degree / expertise in my field** as one of their top career priorities, the top priority among that group

**47%** of women rated **finding purpose in my work** as one of their top career priorities, compared to only **25%** of men

**AND**

**77%** of Black or African American participants and **69%** of Hispanic or Latinx participants rated **career growth / leadership advancement** as a top priority, compared to **39%** of White participants

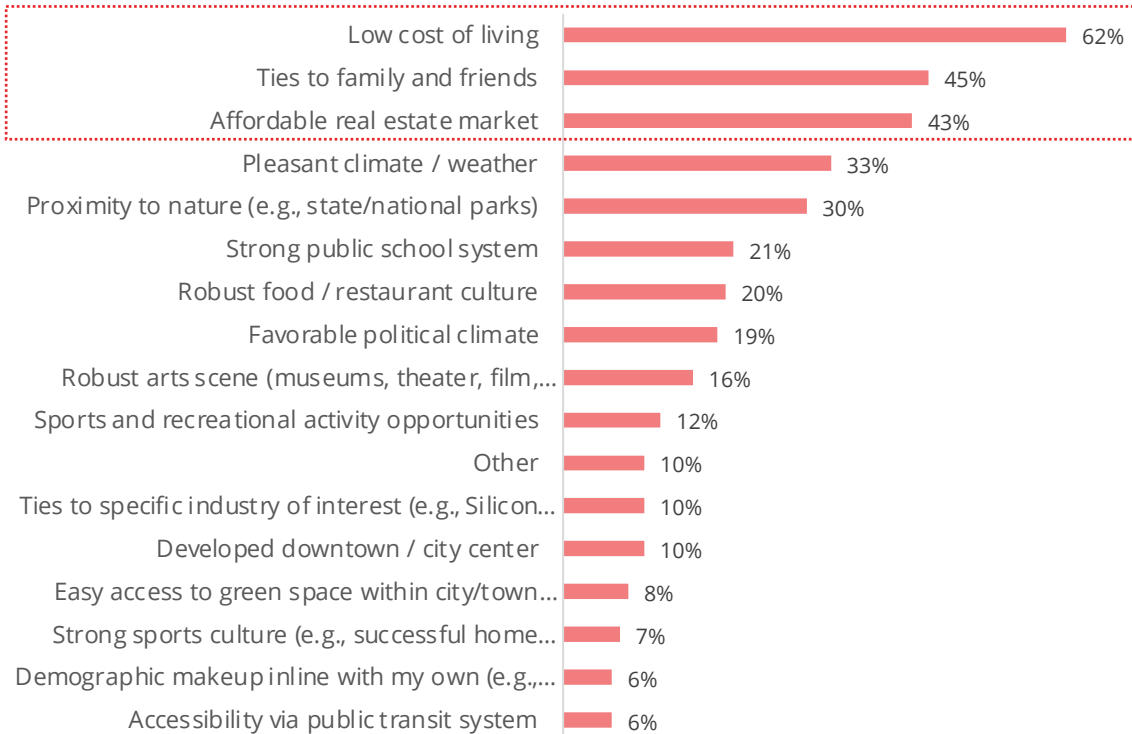


# Digging deeper into personal goals



*We asked what factors are most important to participants when deciding on a place to live, and they said...*

**66%** selected **low cost of living** as their top factor, followed by **ties to family and friends** and an **affordable real estate market**



## WHEN ASKED ABOUT ADDITIONAL FACTORS THAT ARE IMPORTANT TO THEM, PARTICIPANTS SAID...

*The culture/identity of a city. If I can identify with something that others can too (besides being "affordable"), then have something*

*Scenery, things to see and do outside of work and going to a bar or club.*

*Nature and outdoor activities are key for me*

*Job opportunities*

*Commuter to work time*

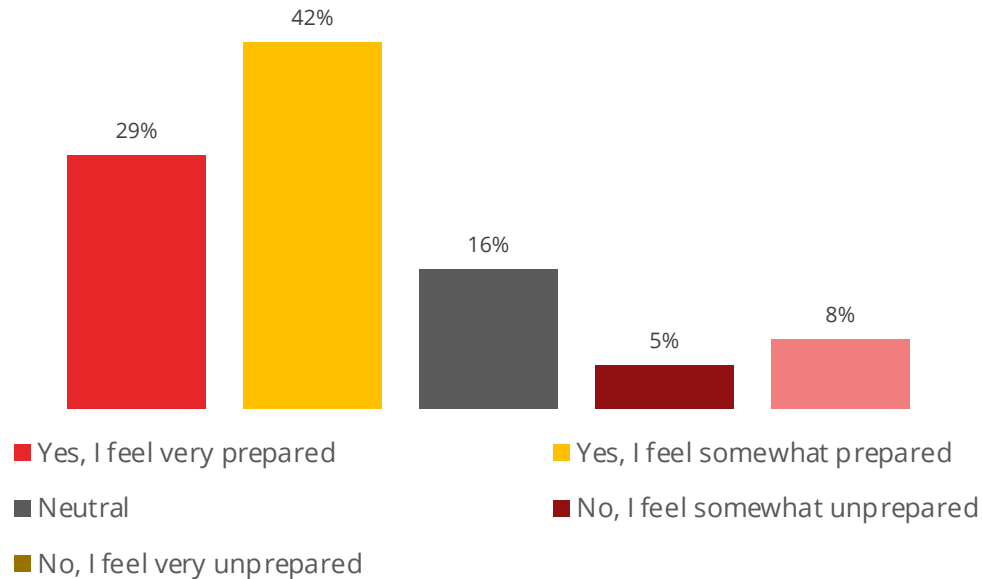
*Work opportunities and growth, and an international airport in the city*

*Needs to be a clean and safe place that people can go out and just enjoy. Not having to worry about anything*

# Preparing for the job market across demographics



*When we asked participants if they feel prepared going into the job market in their field of interest, they said...*



**71%** responded in the **affirmative**

## WHEN WE LOOKED AT RESPONSES ACROSS VARIOUS DEMOGRAPHICS, WE FOUND THAT...

**38%** of high school students selected **"No, I feel very unprepared"**

**20%** of recent post-secondary education graduates selected **"No, I feel very unprepared"**

**15%** of women selected **"No, I feel very unprepared"**

**AND**

**18%** of Hispanic or Latinx participants selected **"No, I feel very unprepared"**

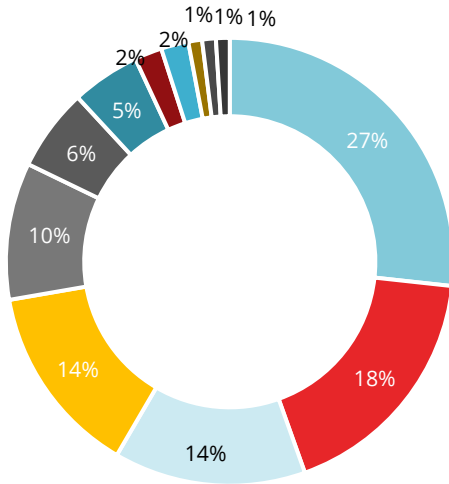


## **Session 2: Business and Industry Leaders**



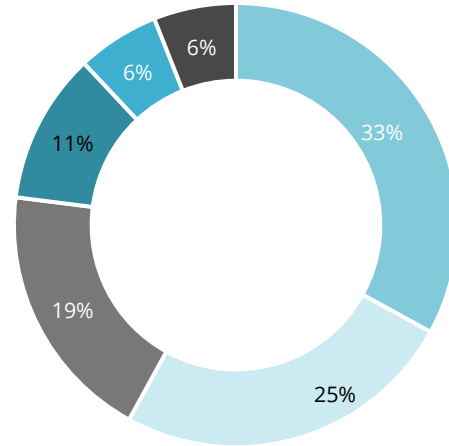
# Session 2: Demographics at a glance (1 of 2)

## INDUSTRY



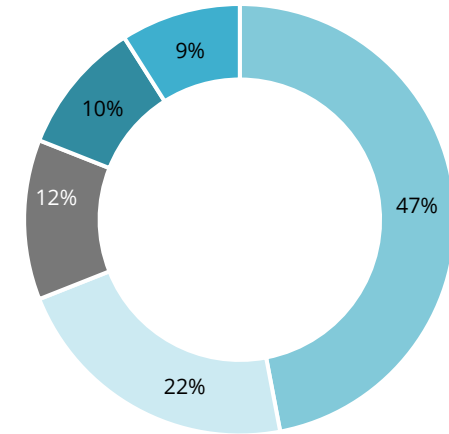
- Other
- Non-profit
- Aerospace and Defense
- Education
- Aviation
- Manufacturing
- Governmental
- Software Development / IT
- Retail
- Healthcare
- Agriculture/food products
- Telecommunications

## LEVEL



- Executive Director / Vice President
- Senior Executive Leadership
- Associate Director / Director
- Team Leader / Manager
- Individual Contributor
- Other

## TENURE

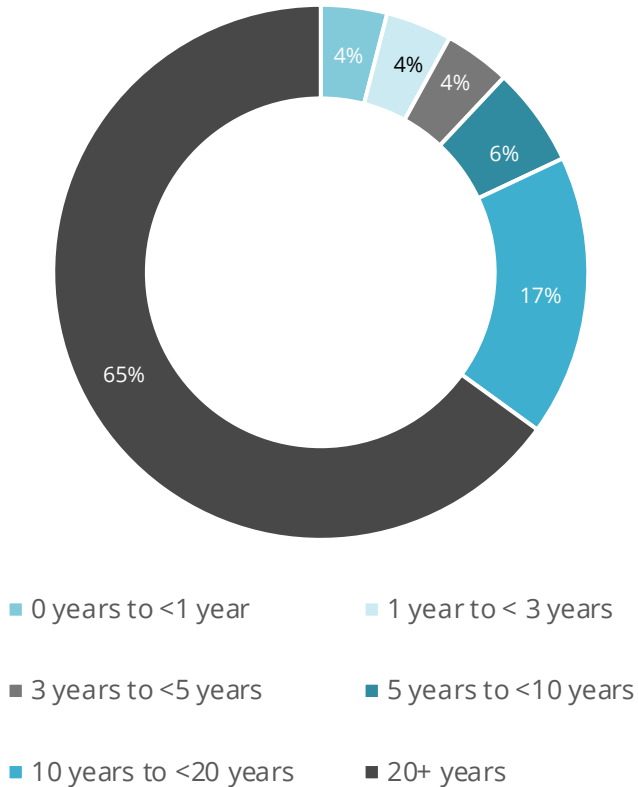


- 10+ years
- 5 years to <10 years
- 3 years to <5 years
- 0 years to <1 year
- 1 year to <3 years

*Note: Total percentages may not add up to 100%, as they are rounded to the nearest percent.*

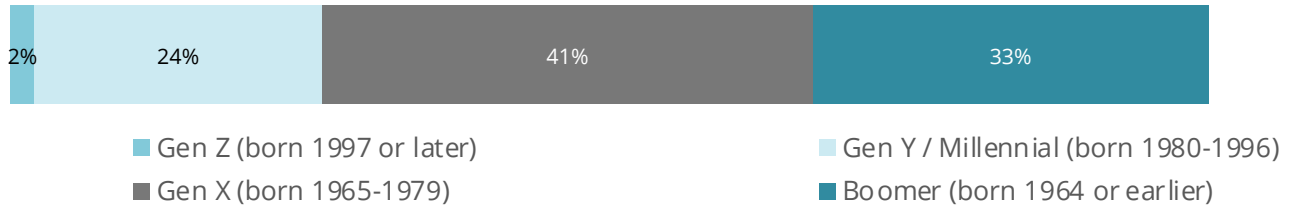
# Session 2: Demographics at a glance (2 of 2)

## TENURE IN GREATER WICHITA REGION

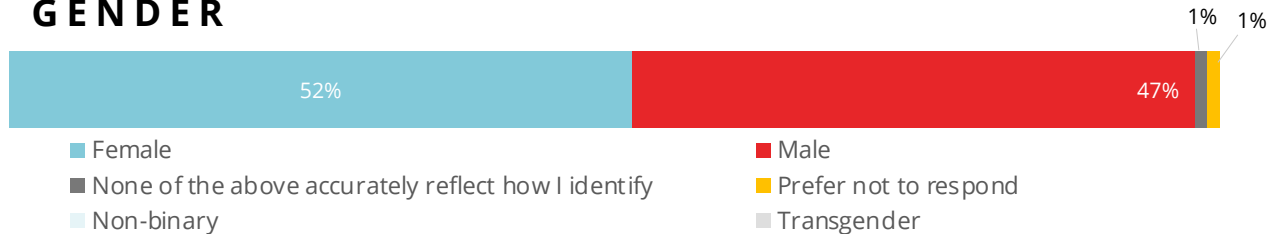


## PERSONAL ATTRIBUTES

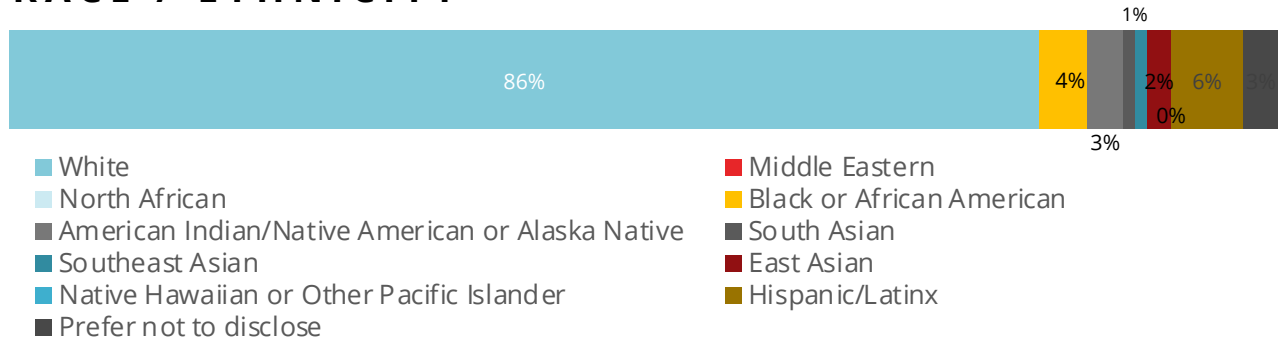
### AGE GROUP



### GENDER



### RACE / ETHNICITY\*



*Note: Total percentages may add up to greater than 100% because participants were able to select multiple racial/ethnic identities as applicable to them. Additionally, percentages may not add up to 100%, as they are rounded to the nearest percent.*

# Responding to disruptive forces and market trends



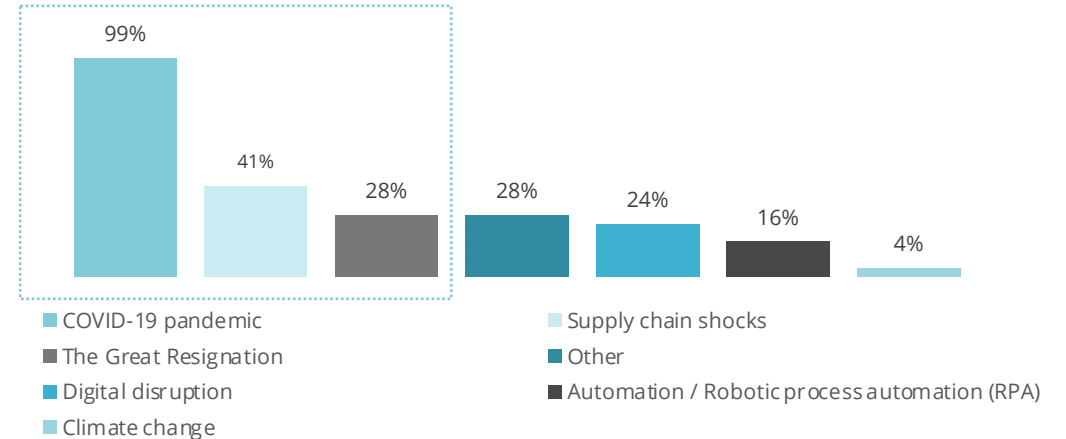
When we asked participants which disruptive forces in the last 5 years have changed how their organization does work, they said...

**99%** of participants selected the **COVID-19 pandemic**

**41%** of participants selected **supply chain shocks**

**AND**

**28%** of participants selected **The Great Resignation**



## ... AND PARTICIPANTS DESCRIBED THE IMPACT OF THESE DISRUPTIONS ON HOW THEIR ORGANIZATION DOES WORK

*COVID-19 has forced layoffs due to lower demand of airplanes, which is due to lower travel. COVID has also forced companies to figure out how to "work from home"...which has been a struggle for manufacturing companies*

*COVID cancelled most/all events and my team was unable to get hours. It also wasn't a safe environment to work in the public. I lost staffing*

*Supply chain disruptions are making training resources very difficult*

*Less people to serve our population, less resilience in the workforce due to illness, stress, financial pressure, and sheer exhaustion*

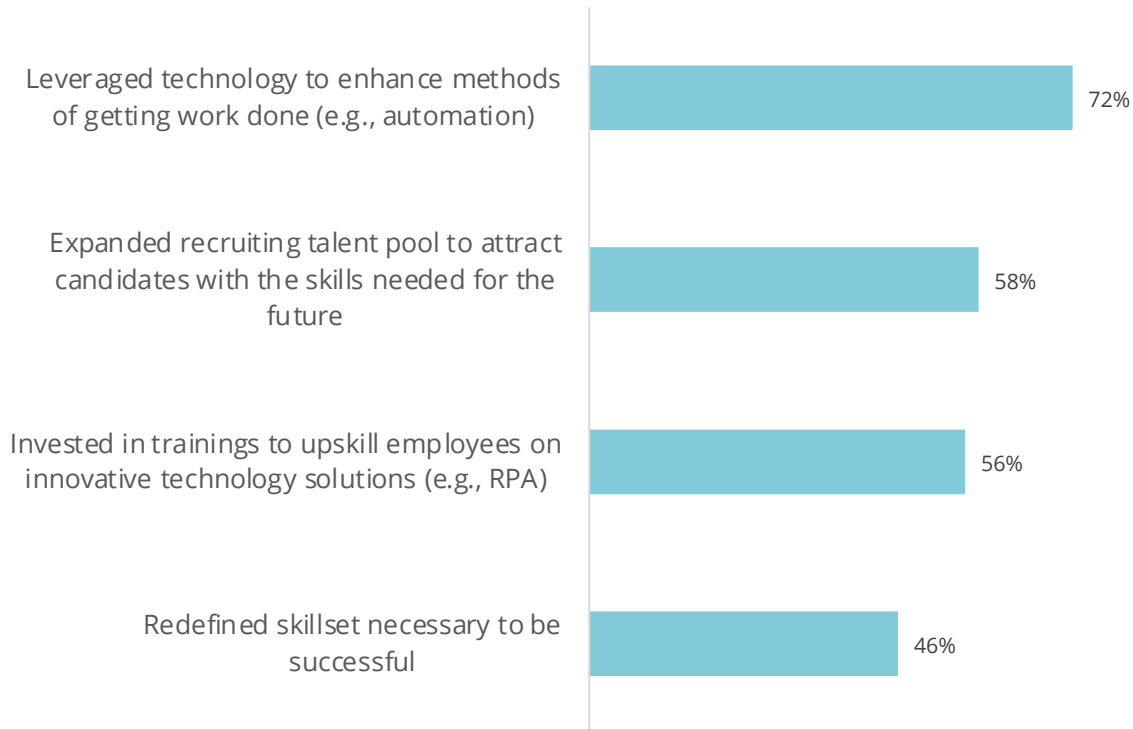
*We are a relationship-based organization, so COVID affected our ability to have in person meetings. Digital enhanced how we can work and connect*

# Preparing for the future of work

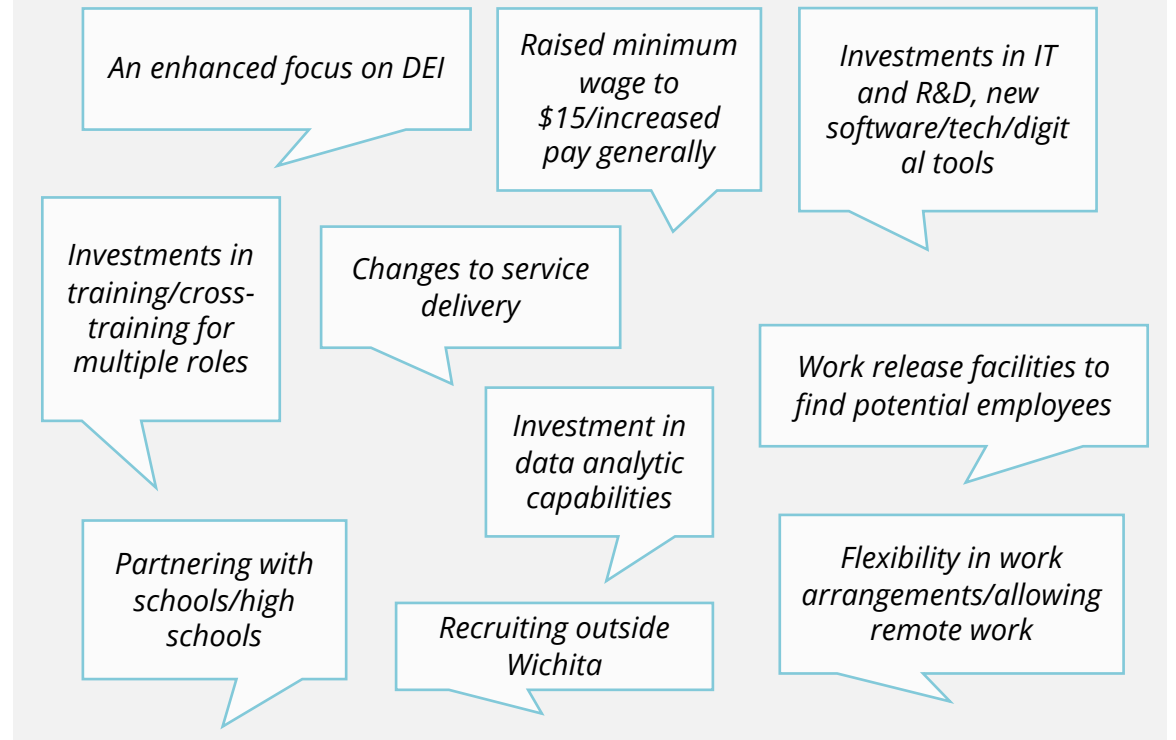


When we asked how their organizations are preparing for the future of work, participants said...

**72%** said their organization has **leveraged technology to enhance methods of getting work done (e.g., automation)**



## WHEN ASKED WHAT OTHER TACTICS THEIR ORGANIZATION HAS PUT IN PLACE TO PREPARE FOR THE FUTURE OF WORK, PARTICIPANTS SAID...



# Moving towards a technologically-enabled workforce



When asking whether their organizations augmented their workforces with automation and cognitive technologies or smart machines to achieve the work, we heard...

67%

of participants said **yes**, their organization **has** augmented their workforce with automation and cognitive technologies\*

55%

of participants said **no**, their organization **has not** augmented their workforce with automation and cognitive technologies\*

## HOWEVER

72%

of participants said their organization is planning to further embed innovations like automation and cognitive technologies into the work done in the future

## WHEN ASKED WHAT EMPLOYEES' REACTIONS WERE TO AUTOMATION AT THEIR ORGANIZATIONS, WE HEARD...

37%

of participants said that reactions among employees at their organization to the implementation of automation has been **very positive** or **mostly positive**

*The implementation of automation for us has taken the variability out of the work and delivered a better quality product. In the end we have created better efficiency.*

*Has reduced manual processes through automation freeing up time to focus on customers and innovation.*

*Digital Technology implementation has caused frustration and significant rework efforts.*

*It has focused on the automation of manual, often repetitive or tedious tasks. We don't eliminate people when tasks are automated, we allow them to work on more value-added tasks.*

\*Note: Total percentages may add up to less than 100% because this question allowed for participants to select between Yes/No/Unsure, and only responses to Yes/No are shown here.



# Adapting the workplace to address the COVID-19 pandemic

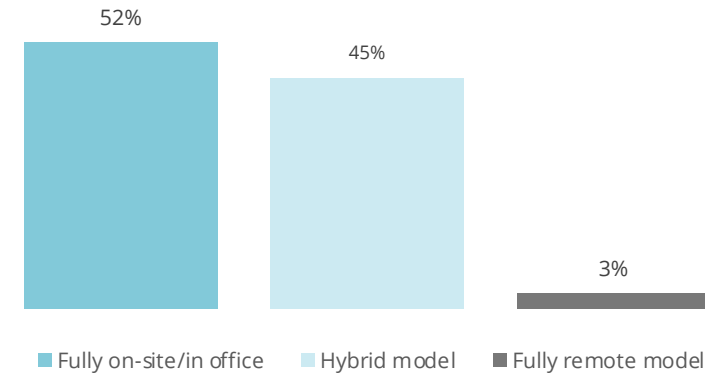


*Shifting focus to the future of the workplace, participants were asked about the workplace model their organization has been operating in...*

**52%** of participants said that their organization is **fully on-site or in-office**

**WHILE**

**45%** of participants said that their organization is operating under a **hybrid model**



## WHILE THERE HAVE BEEN BENEFITS TO WORKING REMOTELY..

*Yes - the flexibility and has pushed us to have better global engagement*

*Reduced travel times, employee flexibility, more efficiency.*

*Yes, more flexibility with family.*

*Yes, flexibility with schedule for employees.*

## ...THERE HAVE ALSO BEEN UNINTENDED CONSEQUENCES

*Feeling disconnected from co-workers, missing the human interaction of casual conversations*

*Though people attended meetings, the participation rate was lower*

*Fewer ad hoc discussions and collaboration opportunities. There is high value in having at least some face-to-face interaction with colleagues.*

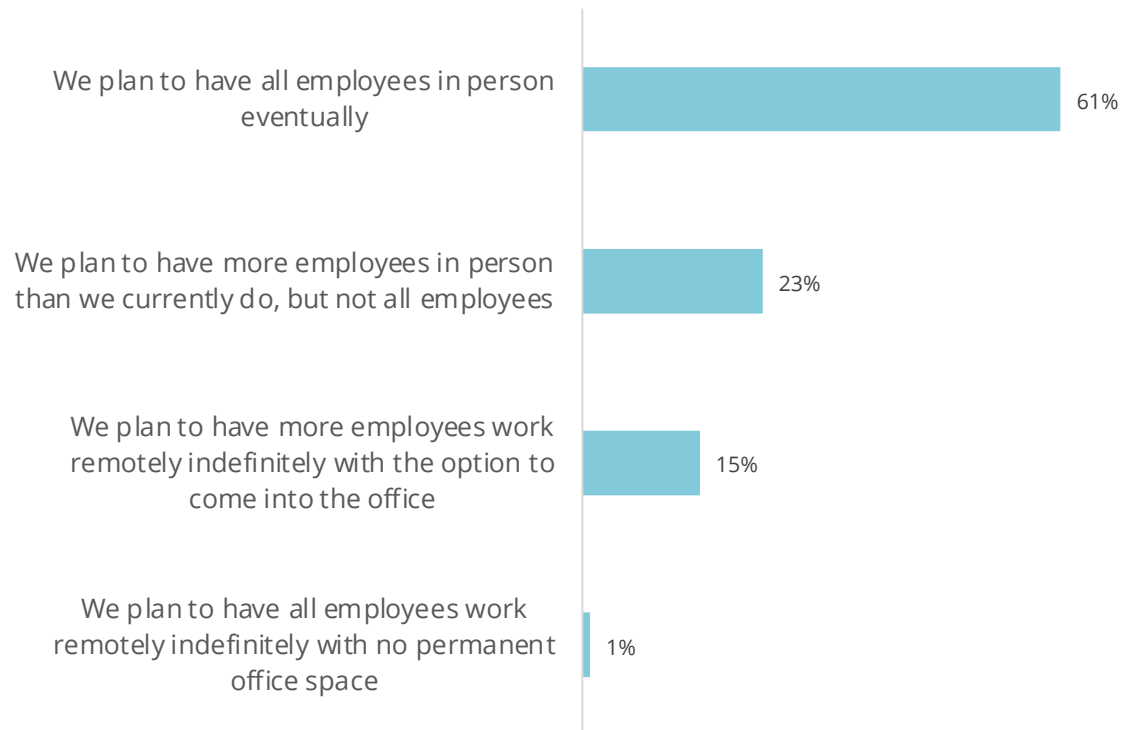
*Hard to track actual productivity of team.*

# Building the workplace of the future



Participants were then asked what the 'new normal' workplace model will look like at their organization...

**61%** said their organization has **plans to have all employees in person eventually**



PARTICIPANTS SAID THE TOP 2 FACTORS INFLUENCING THEIR ORGANIZATION'S DECISIONS ABOUT ITS FUTURE WORKPLACE MODEL INCLUDE...

**33%** selected **"High proportion of frontline or touch labor in organization/industry"**

**23%** selected **"Demands from younger/incoming workforce"**

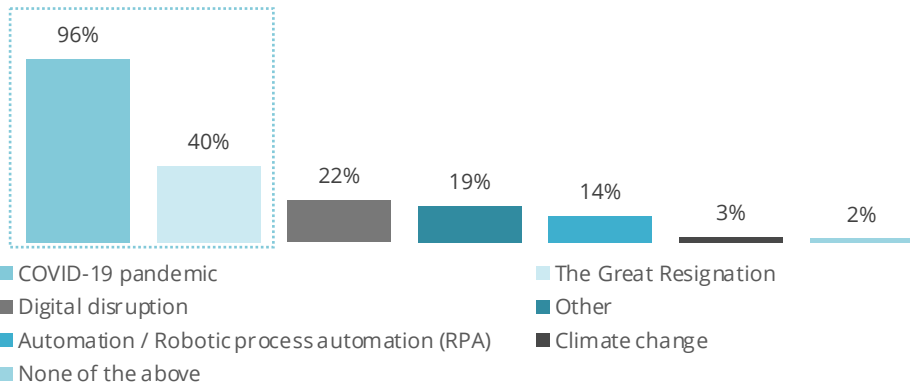
**AND**

**10%** selected **"Geographic concentration of existing workforce in the Greater Wichita region"**

# Attracting and retaining the workforce of the future



Switching gears to the future of the workforce, participants were asked what disruptive forces have shaped their experience as an employer, and how these forces have affected the talent landscape...



**96%** of participants said that the **COVID-19 pandemic** had affected their experience as an employer

**WHILE**

**40%** of participants said that **The Great Resignation** had affected their experience as an employer

## WE ASKED IF THESE FORCES HAVE CHANGED HOW THEIR ORGANIZATIONS ATTRACT AND RETAIN TALENT, AND HEARD...

**68%** said **yes**

**21%** said **no**

**11%** said they were **unsure**

*Retention has become a new focus for us. We're looking for new ways to connect with our existing employees to keep them interested in staying.*

*We have opened up our recruiting radius, changed on onboarding and recruiting practices, and have re evaluated and enhanced our benefits.*

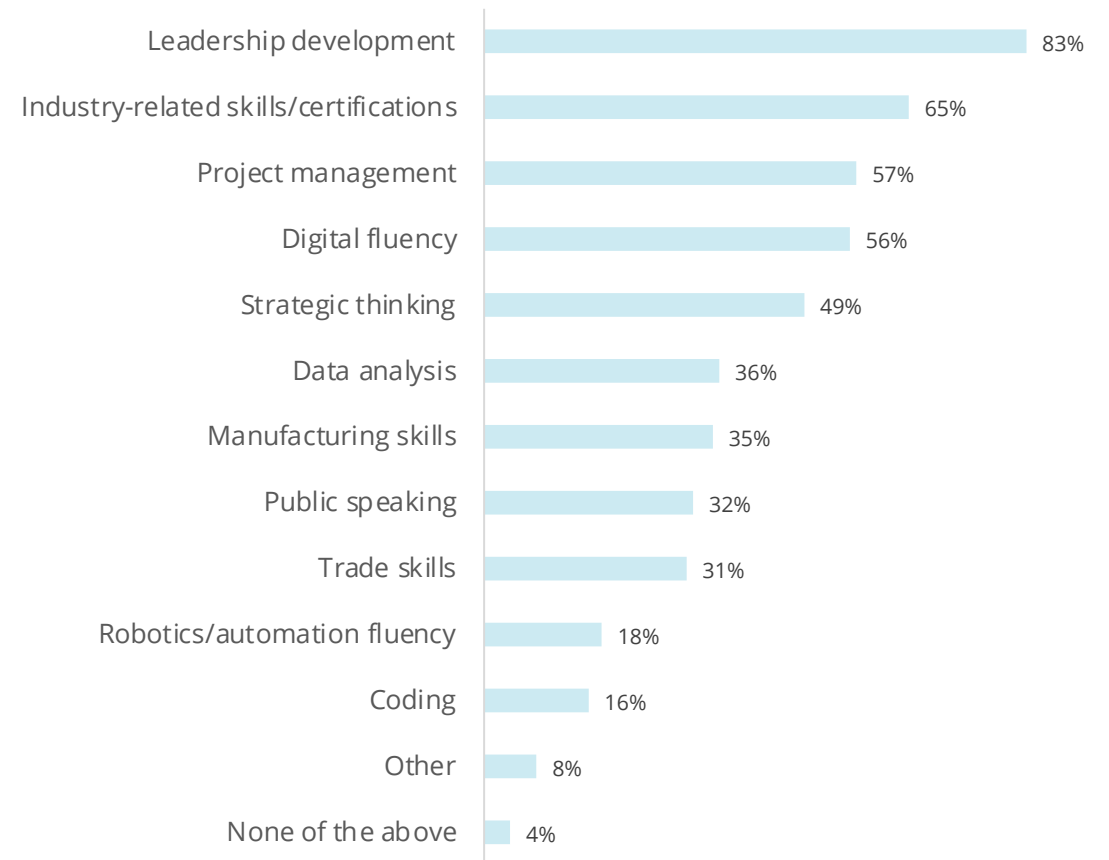
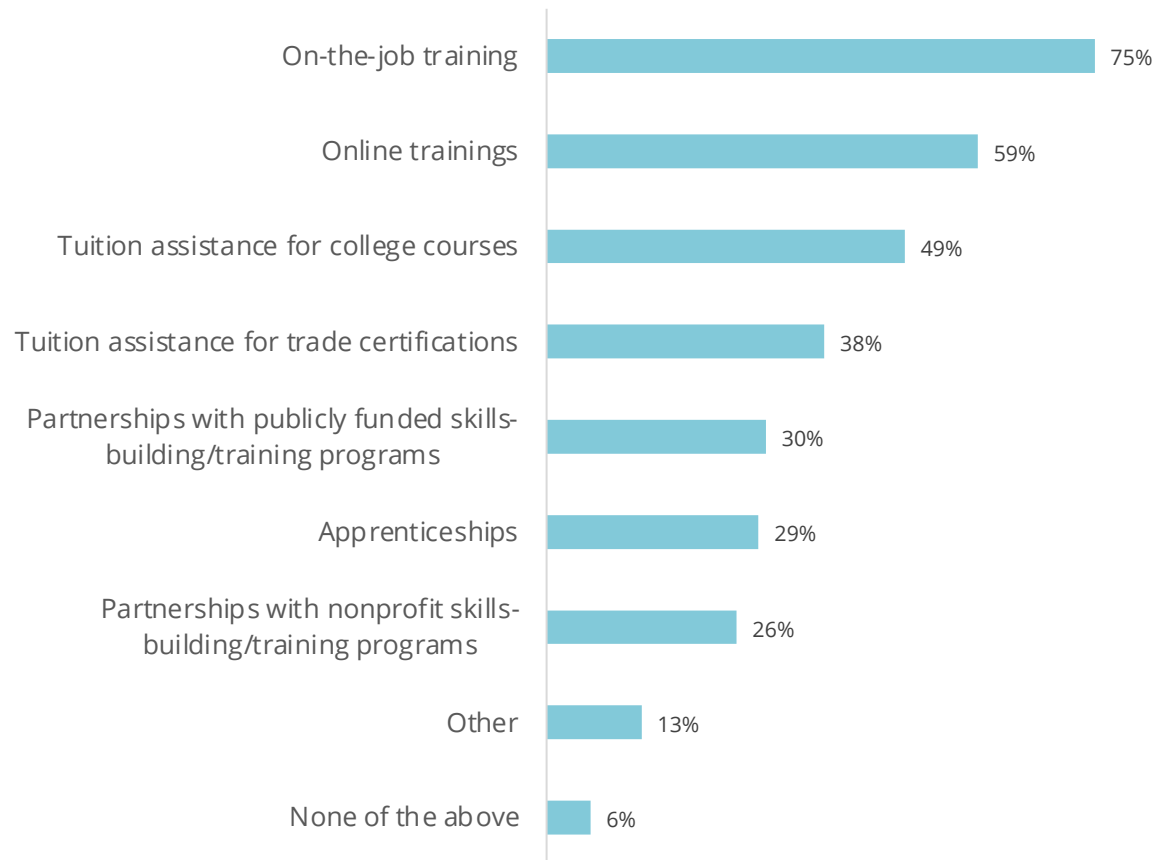
*Trying to address specific needs of employees individually and collectively that do no violate any rules. Flexibility in work schedule if possible.*

*Salary increases for key roles, actively seeking candidates who aren't necessarily looking, reexamining benefits, stay interviews, etc.*

# Upskilling and reskilling current employees



*Participants were asked what training opportunities their organizations provided its employees, as well as what skills employees could gain through these opportunities*

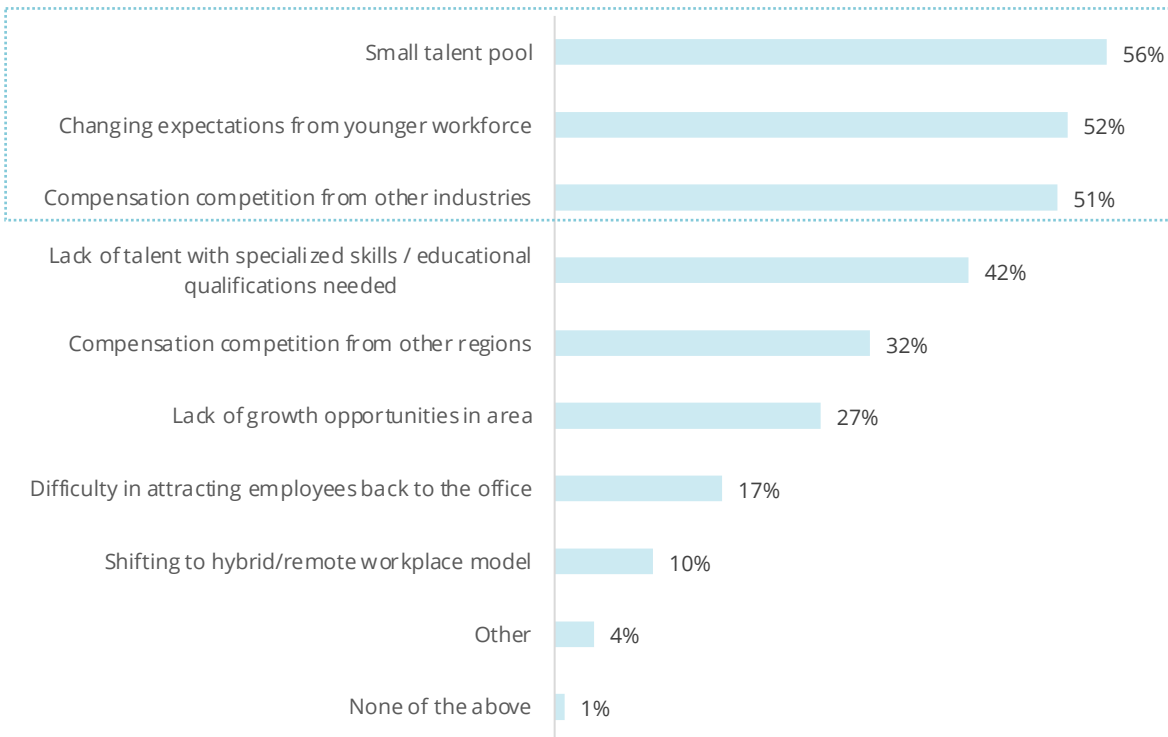


# Understanding barriers to hiring the workforce of the future



*When asked the top 3 challenges faced by organizations as employers in the Greater Wichita region, participants said...*

**56%** Cited the **Greater Wichita region's small talent pool** as one of their top challenges as employers



## PARTICIPANTS ELABORATED ON THE CHALLENGES FACED BY EMPLOYERS IN THE GREATER WICHITA REGION...

*We have more companies (from further away) competing for work in Wichita when they have not done so in the past.*

*Leadership support to adapt for evolving workforce expectations.*

*The soft skills are missing in the workforce today. Showing up on time, bringing your best self to work everyday.*

*Employee retention has become a major focus as we work to retain talent.*

*Our industry has an aging workforce. Our largest issue is attracting a new generation.*

*Higher pay in industry vs education/teaching.*

*Lack of diversity in our talent pool*

*Not enough talent coming through the pipeline to backfill current manufacturing employees - let alone meet the demand of future growth*

# Uncovering business and employer needs in the war for talent



*When asked what support their organizations would need to meet future talent and workforce needs in the region, participants said...*

*Promotion of the area as a **great place to live and work**, focus on reducing the pay gap, and **focus on promoting and seeing DEI at all levels.***

*Training and **aggressively marketing** the reasons someone would like to move to Wichita.*

*Retention campaigns and supportive activities that continue to **keep talent interested in the Wichita area.***

***Enticement and attraction** to live in the Wichita area. We also need to **pay competitively.***

*Specific **targeted marketing to diverse candidates** sharing the benefits of the Wichita region*

*Support to attract and retain more talent. Continued **investment in the K-12 space to decrease the high export of talent.***

*We need to continue diligence in **creating a distinctive city** - one that talent wants to stay or come to.*

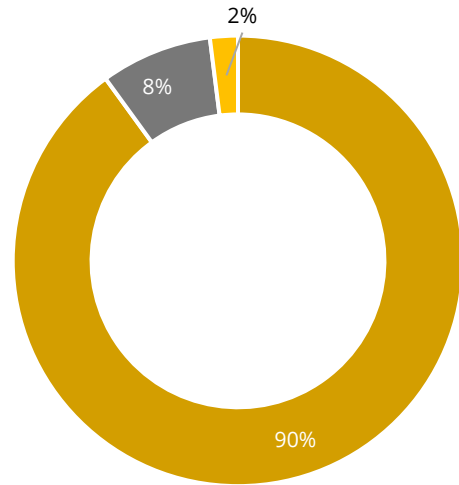
*A more **accurate picture of reliability** and what it takes to succeed, courses on how to "adult," more **highlights on Wichita** and what a great city it is*



## **Session 3: Front Line Workers**

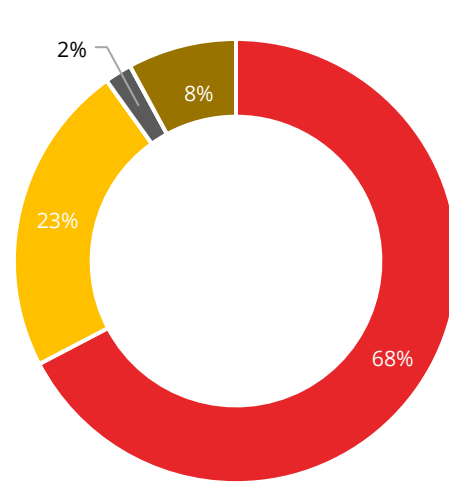
# Session 3: Demographics at a glance (1 of 2)

## INDUSTRY



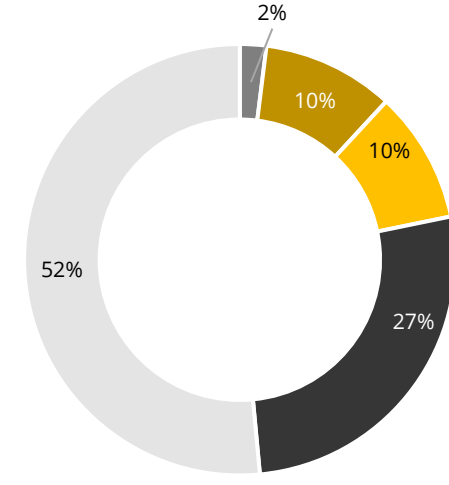
- Manufacturing - Aviation
- Aerospace and Defense
- Other

## LEVEL



- Individual Contributor
- Team Leader / Manager
- Associate Director / Director
- Executive Director / Vice President
- Other

## TENURE



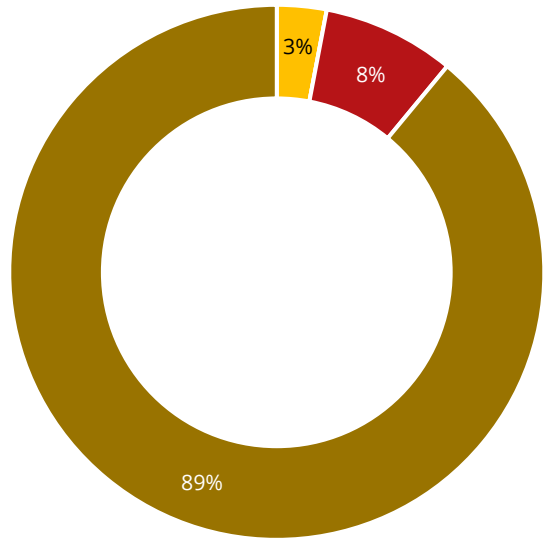
- 0 to < 1 year
- 1 year to < 3 years
- 3 years to < 5 years
- 5 years to < 10 years
- 10+ years

*Note: Total percentages may not add up to 100%, as they are rounded to the nearest percent.*



# Session 3: Demographics at a glance (2 of 2)

## TENURE IN GREATER WICHITA REGION



- 0 years to < 1 year
- 1 year to < 3 years
- 3 years to < 5 years
- 5 years to < 10 years
- 10 years to < 20 years
- 20+ years

## PERSONAL ATTRIBUTES

### AGE GROUP



### GENDER



### RACE / ETHNICITY



*Note: Total percentages may add up to greater than 100% because participants were able to select multiple racial/ethnic identities as applicable to them. Additionally, percentages may not add up to 100%, as they are rounded to the nearest percent.*

# Responding to disruptive forces and market trends

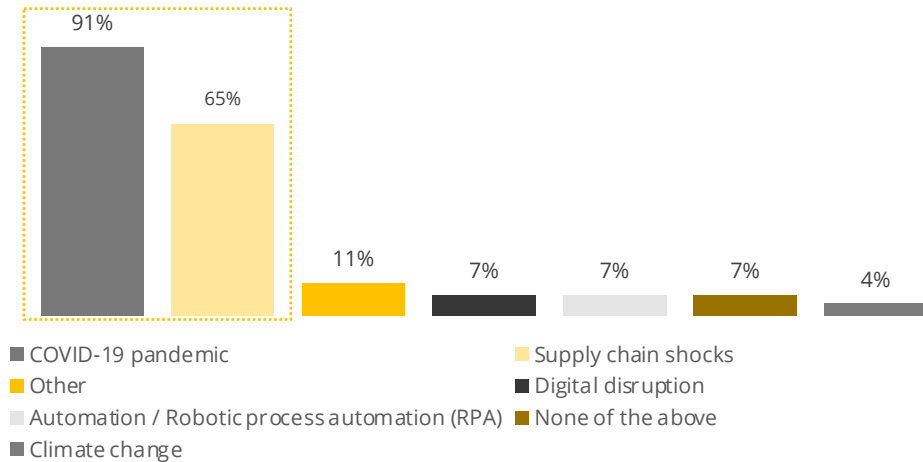


When we asked participants which disruptive forces in the last 5 years have changed how their organization does work, they said...

**91%** of participants selected the **COVID-19 pandemic**

**AND**

**65%** of participants selected **Supply chain shocks**



## PARTICIPANTS DESCRIBED THE IMPACT OF THESE DISRUPTIONS ON HOW THEIR ORGANIZATIONS DO WORK

*The vaccine mandate encouraged a lot of employees to retire although they were not ready. The pandemic also reduced the workforce with a lot of our suppliers which made it take longer to get parts.*

*We've had furlough's as well as some layoffs due to the pandemic. Supply chain issues also due to a global shortage of parts.*

*Slowed down production. Tied up suppliers that are now backlogged.*

## AND THE IMPACT OF THESE DISRUPTIONS ON THEIR CAREER GOALS\*

**37%** of participants said **yes**, these disruptive forces **have** made them reconsider their career goals

**58%** of participants said **no**, these disruptive forces **have not** made them reconsider their career goals

\*Note: Total percentages may add up to less than 100% because this question allowed for participants to select between Yes/No/Unsure, and only responses to Yes/No are shown here.

# Participating in a technologically-enabled workforce



When asking whether their organizations augmented their workforces with automation and cognitive technologies or smart machines to achieve the work, we heard...

46%

of participants said **yes**, their organization **has** augmented their workforce with automation and cognitive technologies\*

37%

of participants said **no**, their organization **has not** augmented their workforce with automation and cognitive technologies\*

AND

65%

of participants said **they believe that the implementation of new technologies helps them to do their job more efficiently**

WHEN ASKED WHETHER NEW TECHNOLOGIES HAVE IMPACTED THE WAY THEY DO THEIR JOBS, PARTICIPANTS SAID...

78%

of participants said the implementation of new technologies, such as automation, **has not** impacted the way they do their job

MOST PARTICIPANTS HAVE NOT BEEN IMPACTED...

*Has not impacted mine at all*

*It has not impacted me, at all.*

... BUT THOSE THAT HAVE BEEN IMPACTED HAVE SEEN MIXED RESULTS

*Relieves strain on the body, but time savings can be questionable as you spend just as much time making sure the automated part/machine is operating correctly.*

*Faster processes, led to higher production.*

*New processes bring a learning curve that can affect production levels*

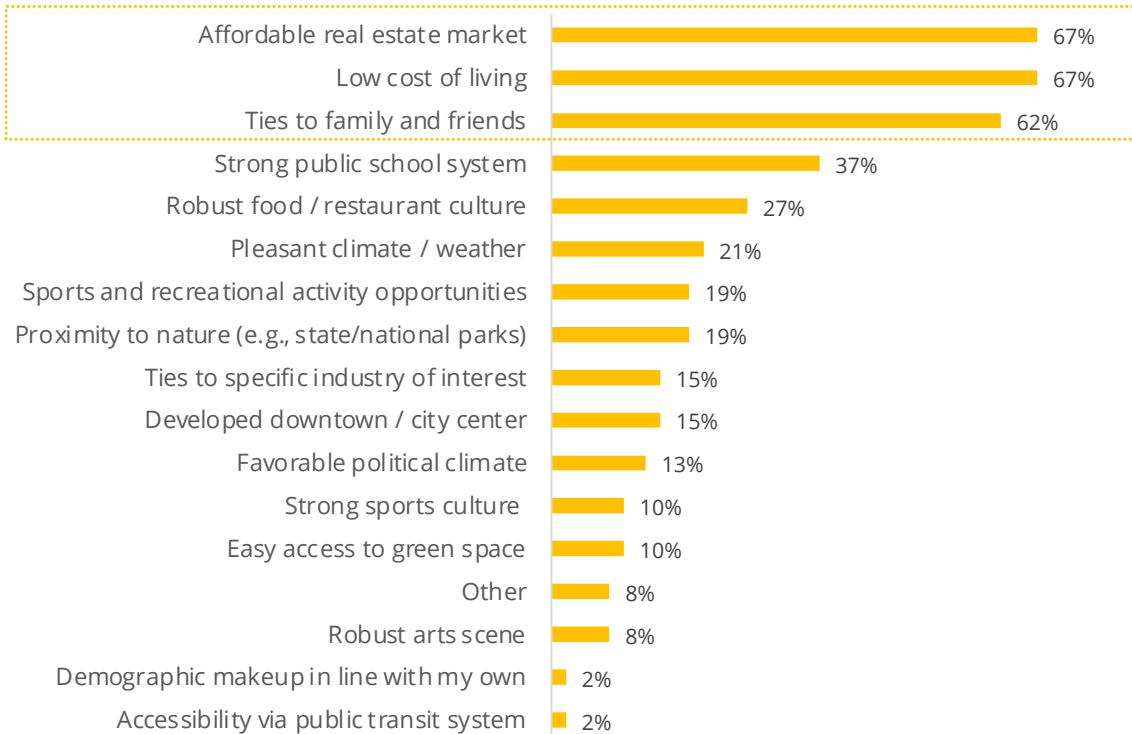
\*Note: Total percentages may add up to less than 100% because this question allowed for participants to select between Yes/No/Unsure, and only responses to Yes/No are shown here.

# Choosing a place to live and work



*We asked what factors are most important to participants when deciding on a place to live, and they said...*

**62-67%** selected **affordable real estate market**, **low cost of living**, and **ties to family and friends** as their top factors



## WHEN ASKED ABOUT ADDITIONAL FACTORS THAT ARE IMPORTANT TO THEM, PARTICIPANTS SAID...

*Safety is a big one.*

*A company that actually takes cares and takes care of their employees!*

*Friendly, family-focused community*

*How easy it is to get around*

*Close proximity to work is important*

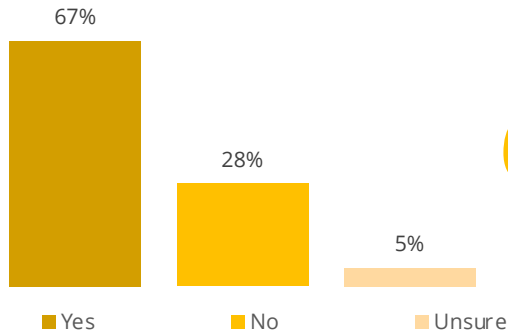
*Being in a community that has jobs that all family members can do.*

*The diversity of high paying jobs. people like it when they have a lot of different potential career paths that can pay similarly. we need more industry and tech companies*

# Aligning personal and professional needs



*We asked whether they believe that the Greater Wichita region provides them with those factors that are most important to them in choosing a place to live...*



**67%** of participants said **yes**

**HOWEVER**

**75%** of Gen Z participants said **no**

**33%** of Gen Y participants said **no**

**25%** of Gen X participants said **no**

## WE ASKED WHAT ADDITIONAL FACTORS THAT THE GREATER WICHITA REGION DOES NOT CURRENTLY HAVE, BUT SHOULD FOCUS ON DEVELOPING

*More family fun activities places and things to do that are well kept and not run down. Entertainment*

*More places and events to bring in vacationers. Big things to do and see.*

*More entertainment and stuff to do in the Wichita area. It's gotten better in the last few years but it's still pretty boring here.*

*Different types of entertainment*

*entertainment and eateries. not enough places to take the family for safe and fun actives.*

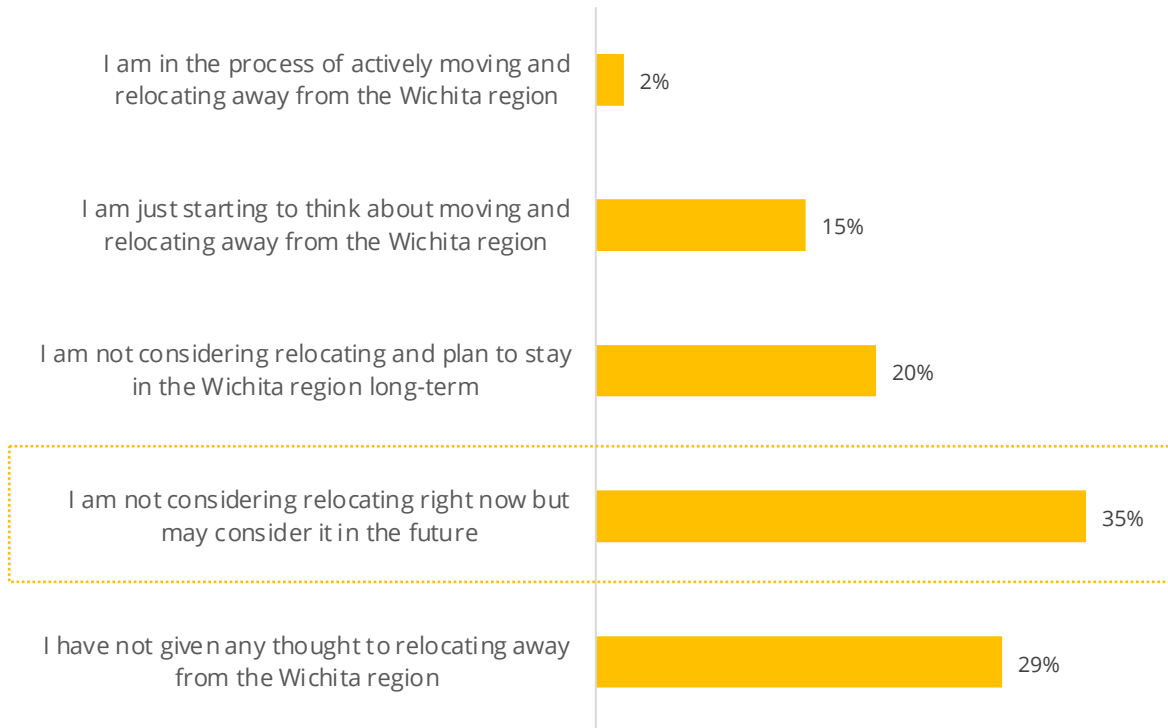
# Remaining in the Greater Wichita region



When we asked if they were considering relocating away from the Greater Wichita region, participants said...

**35%**

of participants said **"I am not considering relocating right now but may consider it in the future"**



## WHEN ASKED ABOUT DECIDING FACTORS IN THEIR DECISION TO MOVE OR STAY, PARTICIPANTS SAID...

*Weather and family.*

*Family and a somewhat stable job.*

*Staying close to family is important.*

*Good pay, and I don't like big cities!*

*Our family is located in Kansas. We love our home, schools, and work.*

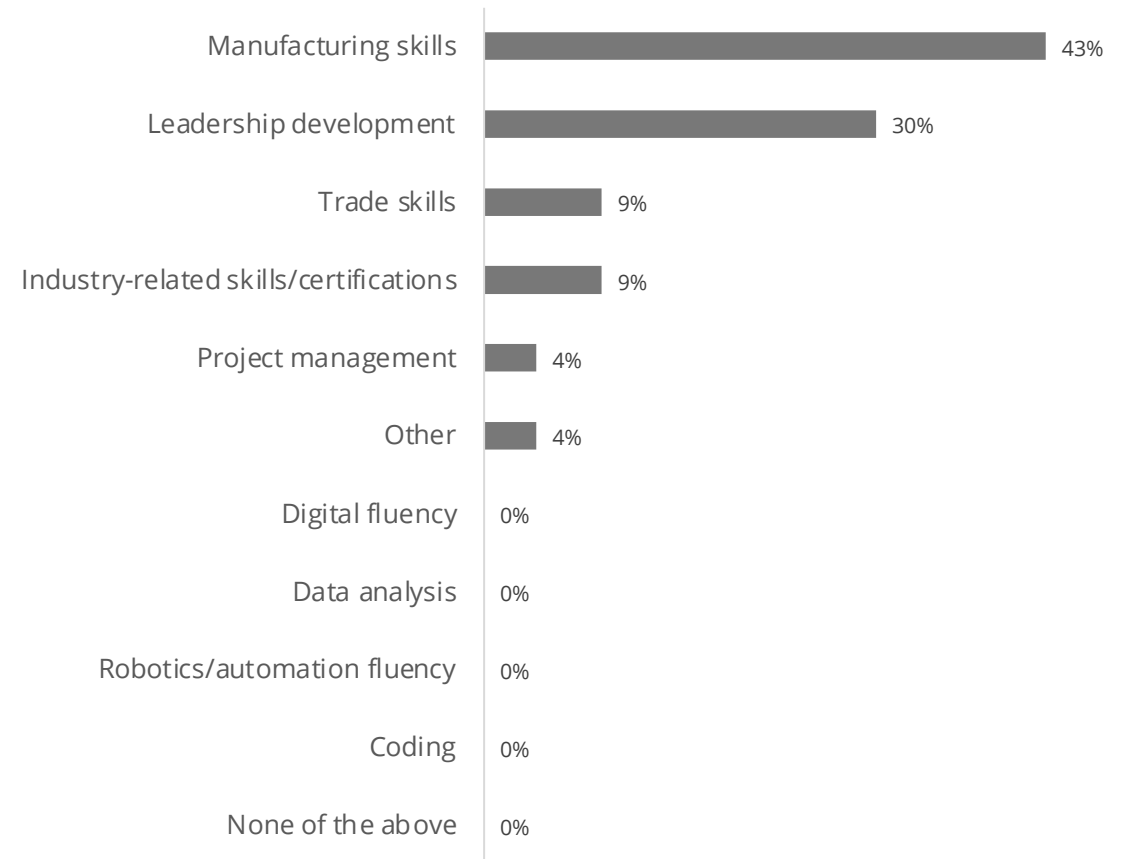
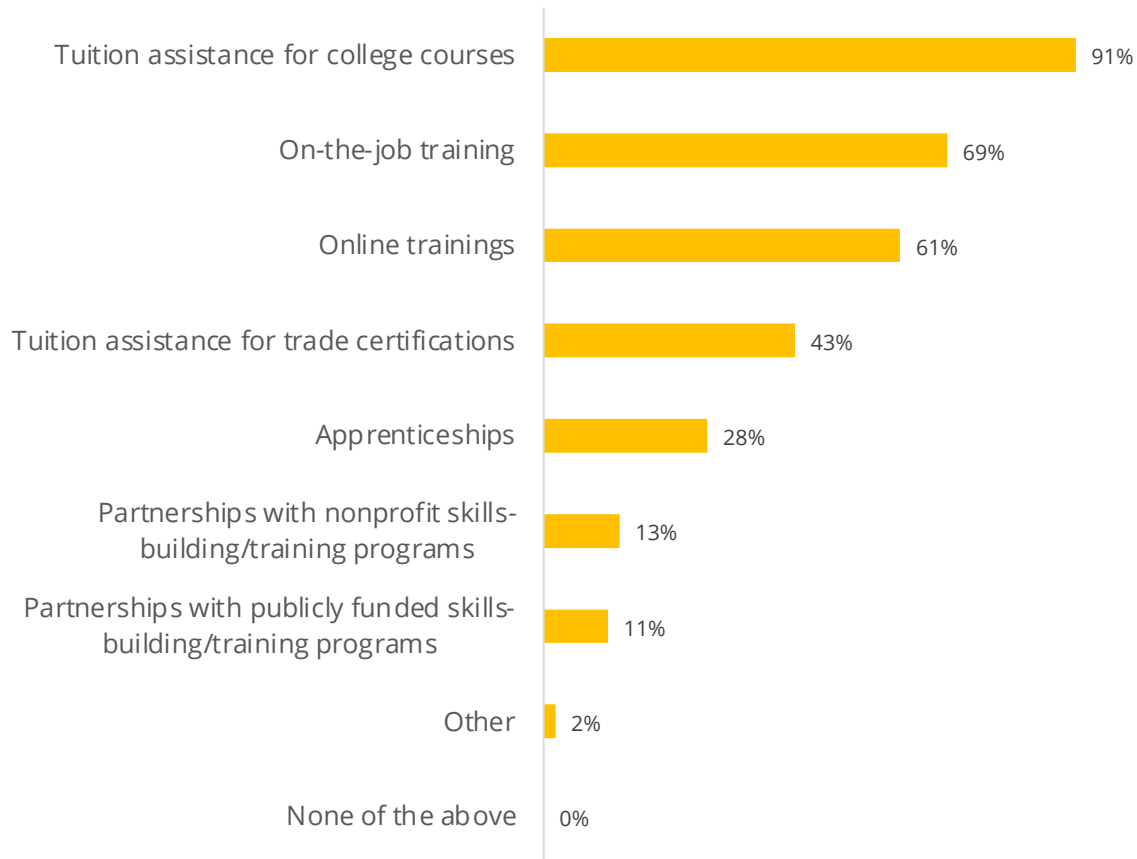
*My family, job, and life are all here.*

*This is where I was born and raised no plans to move*

# Taking part in upskilling and reskilling opportunities



*Switching gears to the future of the workforce, participants were asked what training opportunities their organizations provided them, as well as what skills they could gain through these opportunities*



# Uncovering support needs for upskilled and reskilled employees

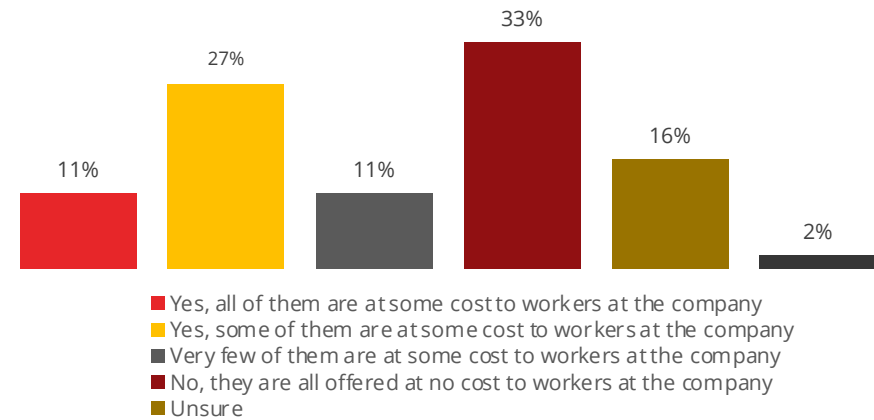


*When we asked if the reskilling opportunities provided employers were at any financial cost to employees, participants said...*

**27%** of participants said **yes, some of them are at some cost to workers at the company**

**WHILE**

**33%** of participants said **no, they are all offered at no cost to workers at the company**



## WHEN WE ASKED HOW THEIR RESKILLING/UPSKILLING NEEDS COULD BE BEST SUPPORTED, PARTICIPANTS SAID...

*Forward thinking. Trying to anticipate the future needs and then being given the opportunity to train and be able to fill those needs.*

*On the job training, and computer-based training*

*Better provided company incentives. Training that meets employees needs and does not put them out. All inclusive training.*

*Cross training and investing in our workforce is important, however, I feel like it's difficult to find time for these types of things due to too much work to complete and daily activities. Losing headcount has made this worse.*

*Lowering the education limit and let some people move up with Experience and on-the-job training instead more often would be a help as well.*

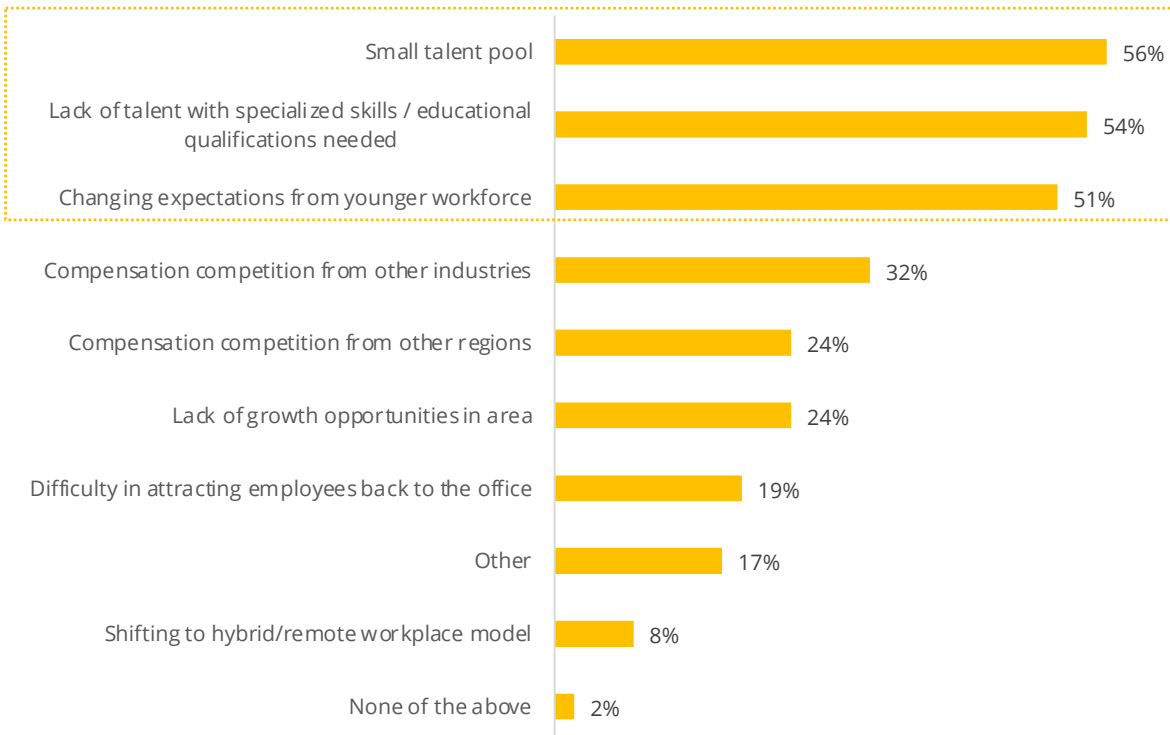


# Understanding barriers to hiring the workforce of the future



*When asked what they think are the top 3 challenges faced by their employers in the Greater Wichita region, participants said...*

**56%** Cited the **Greater Wichita region's small talent pool** as one of their top challenges as employers



**PARTICIPANTS ELABORATED ON THE CHALLENGES FACED BY THEIR EMPLOYER IN THE GREATER WICHITA REGION...**

*Younger generation not caring*

*Finding employees that are motivated to be better*

*People may come in the door but lack motivation and drive. They emulate workers that are burned out and that really don't care and are only out here for a paycheck and of course tons of OT.*

*Retaining talent*

**...AS WELL AS BARRIERS THEY OR OTHERS FACED IN JOINING THE WORKFORCE**

*Childcare will be difficult when my child starts school. My shift will start before class does*

*Start times here are not school friendly. Not many people want to get sitters for there small children at 5 AM*

*People would come here if they started at a higher pay.*

*Need new skills. Education is expensive.*



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