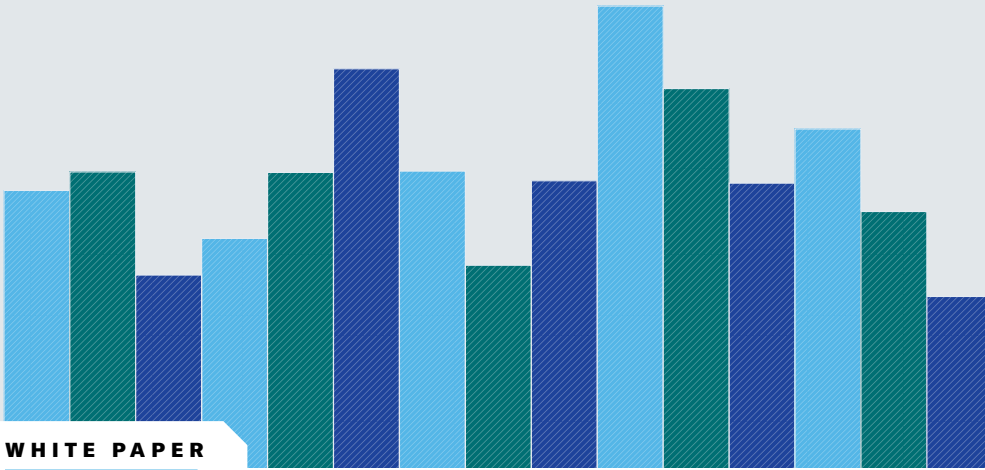




**Harvard
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ANALYTIC SERVICES



WHITE PAPER

Talent Disruption:

Strategic Workforce Planning in the Age of Labor Shortages



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During the past few years, unprecedented global disruption has created seismic shifts in how we work, where we work, and with whom we do business. Supply chain problems have significantly impacted our personal and professional lives. The way we purchase and manage services has undergone upheaval, as well, with fast-changing conditions pushing organizations to reassess and revise their approach.

In this turbulent environment, finding and retaining the best workers and best service providers have become more difficult—and more crucial—than ever before. Evolving skill set requirements combined with a shortage of knowledgeable workers complicate the picture further, creating a “talent crunch” that companies must navigate carefully to resolve. Companies that can quickly staff projects with qualified employees or outsourced labor are far better positioned to drive strategic transformation and gain competitive advantage than those lacking such resources.

Faced with the need to either upskill existing workers or find new people with the right abilities, a huge number of organizations are tapping into nonpayroll labor to get jobs done, making the external workforce increasingly pivotal to business success. Managed service providers, staffing agencies, and similar suppliers play a central role here, providing access to the flexible labor companies require to meet delivery and growth targets. Yet gaining access to workers is just the first step. To optimize results, companies must examine the following:

- How can we effectively compete for top external talent?
- What do external workers look for when selecting their next workplace?
- How does technology accelerate our success in this process?

Digital solutions have long been used to boost efficiency and savings in other areas of the business, and their value is equally key in enhancing external workforce outcomes. These technologies can deliver the end-to-end data, visibility, and control companies need to meet desired goals.

In the following pages, you’ll find information designed to answer the questions above and help stimulate your thinking on these topics. As part of the research for this white paper, Harvard Business Review Analytic Services sought input from experts in the field and talked with companies achieving positive results through their total workforce management efforts. We hope their experience and insights inspire you to evaluate your own strategies and provide new ideas to hone your approach.




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Talent Disruption:

Strategic Workforce Planning in the Age of Labor Shortages



Labor shortages have become increasingly common across many developed economies. With everything from healthy animals being culled on British farms amid a shortage of abattoir staff, to robot-waiters serving customers in Australian restaurants because of a dearth of hospitality workers, to American fast-food chains temporarily closing branches because of a lack of employees, talent disruption now plagues all corners of the globe. Labor market disruption is threatening the ability of companies large and small when it comes to serving customers, running production lines, and stocking supply chains.

A talent drain is impacting businesses across many sectors—and isn't limited to lower-paid workers or entry-level jobs. The competition for talent in positions like IT, data analytics, and knowledge-economy roles commonly associated with services procurement has been a concern for business leaders since pre-pandemic times. This competition has intensified over the past year, with American workers resigning from their jobs in record numbers. The U.S. Bureau of Labor Statistics reported that four million Americans quit their jobs in July 2021 alone, with a record-breaking 10.9 million job openings posted at the end of that same month.¹


The Covid-19 pandemic has exposed the underlying vulnerability of labor supply chains to increasingly frequent disruption, whether from Brexit in the U.K., geopolitical crises like the war in Ukraine, natural disasters, or the pandemic itself. Hatim Rahman, assistant professor of management and organizations at the Kellogg School of Management at Northwestern University,

HIGHLIGHTS

Current **labor market disruption** could change the nature of work forever.

A more strategic approach to workforce planning may require closer **collaboration between the HR and procurement** functions.

Companies will continue to grapple with the pros and cons of **outsourcing versus insourcing** as supply chain scrutiny continues to intensify.





“Workers are more empowered and have greater bargaining power than before the pandemic,” says Hatim Rahman, assistant professor of management and organizations at the Kellogg School of Management at Northwestern University.

acknowledges labor shortages have taken many companies by surprise. “The interesting thing is that before the pandemic, no one was predicting labor shortages,” he says. “And it’s unclear when some of these dynamics will change back. Workers are more empowered and have greater bargaining power than before the pandemic.”

Rahman believes current labor market disruption could change the nature of work forever. “The pandemic has allowed for a once-in-a-generation—or even a once-in-100-years—opportunity to question some of our long-held assumptions about how we work,” he asserts. “Assumptions like needing to work on site have been reshaped, and we have an opportunity to rethink things at a very fundamental level.”

In a survey of 232 global executives by Harvard Business Review Analytic Services in June 2021, 96% of respondents said their organizations have made or are making alterations to workplaces because of recent business disruptions—while 92% said organizations will need to adopt new workplace strategies to remain competitive.²

To fill labor gaps, some organizations are tilting toward more remote work arrangements as other businesses and sectors are turning to contingent, contracted labor, while still others are looking to employ more people in permanent roles. Each approach carries cost and risk implications, with important decisions needing to be made around insourcing versus outsourcing, using automation and artificial intelligence (AI) to replace certain roles, and adopting smart scheduling to ensure workers are deployed as efficiently as possible to meet peaks and troughs in demand.

But Philip Ideson, managing director of Art of Procurement and host of the podcast with the same name, believes many companies are still not approaching these questions strategically enough. “My sense is that many businesses are still handling hiring and recruitment tactically as opposed to what is the right approach for the business,” he explains. “They should be asking, ‘What are the outcomes we’re trying to drive? What’s our position on insourcing or outsourcing services? What’s our approach to getting hold of the best talent? Are we willing to support more variable costs and talent models, for example?’”

This report explores those strategic blind spots and the issues driving instability in the labor market. It also examines the approaches businesses are taking globally to secure labor

and procure services amid fierce competition for workers and talent. Lastly, it provides a set of best practices around strategic workforce planning that organizations can follow in the face of ongoing labor market disruption.

The Bite of Labor Shortages

Businesses of all sizes across almost every sector are struggling to fill roles, while customers have felt the impacts, too—whether through service disruptions or empty supermarket shelves.

The problem in some sectors and regions has reached operation-critical levels. Consider Australia, where borders were closed from the early days of the pandemic until February 2022. Businesses there that rely on migrant workers to fill entry-level or low-skilled roles have been affected the worst. A Melbourne-based essential services company that employs direct employees and subcontractors across Australia and New Zealand currently has 2,000 job vacancies for permanent positions.

One company executive claims that labor shortages are now on the organization’s risk register as a direct threat to operations. “We’re finding it more and more difficult to fill our permanent wage-based roles,” the executive says. “Compared to 2019, we’ve got about 30% fewer candidates applying. And we’re also finding that candidates are 45% more likely to withdraw from the recruitment process due to multiple offers. So, we are having to find more candidates up front to secure one position.”

The problem is more acute in regional areas, where unemployment is running at 3% or even lower. “It’s fantastic that people have jobs, but for us, about 60% of our workforce is in regional areas; we’re very dispersed. And in some areas, there just isn’t the candidate base now,” the executive adds.

Meanwhile, in the U.S., labor shortages are also biting across the board—as seen at Kohler Co., the manufacturing company that took the name of the Wisconsin town where it’s still based and is best known globally for its range of plumbing products, engines, and generators. David Pittner, contingent labor program manager at Kohler, says tight labor market conditions are forcing the business to be creative and more flexible in its recruitment efforts.

“We have a very diverse workforce and a strong philosophy about having a flexible workforce rather than hiring permanent

people and having to lay them off at times of lower demand,” Pittner says. “That was something we learned off the back of the 2008 recession. We have a strong tendency to use temporary labor, but everything is crazy right now. We’ve been going through a hard recruiting push for contract and permanent positions—both in our light industrial and office-based roles.”

Kohler employs about 40,000 people outside of the U.S., and an additional 8,000 permanent employees and 1,000 temporary or contract staff across the country. Pittner says the competition for labor is intense in U.S. southern states, where many of Kohler’s manufacturing plants are based, as well as in both the town of Kohler and Sheboygan County, Wis., where more of its office-based roles are filled. “Believe it or not, there are four multibillion-dollar companies located in Sheboygan, so the pool of people to choose from is not as large as it would be in a big city,” says Pittner.

Reassessing Strategic Failings

Compounding the systemic challenges involved in finding workers is the strategic failing of many organizations when trying to deal with labor issues. Many companies have not applied due diligence to their strategic workforce planning in recent years, explains Tim Cummins, founder and president of World Commerce and Contracting, a global not-for-profit association based in Ridgefield, Conn., that is committed to raising standards in commercial practice. “Some of the organizations we talk to have said they’d become a little laissez-faire in their attitude to workforce planning,” he notes. “Inflation rates were low; it was simple to find people. It all seemed so easy, so businesses were not as thoughtful as they needed to be around how to drive efficiency from a labor perspective.”

Besides deploying technology to support workforce management, a more strategic approach to workforce planning may require closer collaboration between the HR and procurement functions. Dr. Soroosh Saghiri, senior lecturer at the Center for Strategic Procurement and Supply Chain Management at Cranfield University in Bedford, U.K., believes the HR and procurement functions still operate in silos in many organizations. Saghiri teaches a number of executive education courses and asserts that many of the business professionals who are his students cite siloed thinking and operations as a major challenge. “Top of the list is how ‘dis-integrated’ procurement is from the rest of the organization, including HR. It’s very typical,” Saghiri says.

As businesses make greater use of external workers through services procurement, the relationship between HR and procurement will become crucial, according to Saghiri. “If companies continue in the direction of services procurement, the HR team will need to lean more heavily



“If companies continue in the direction of services procurement, the HR team will need to lean more heavily on the expertise of the procurement team,” says Dr. Soroosh Saghiri, senior lecturer at the Center for Strategic Procurement and Supply Chain Management at Cranfield University.

on the expertise of the procurement team,” he says. “So HR has the conversations with departments to identify what is needed, and the procurement team identifies the best source to find that talent. And once they find the talent, the whole process of securing these services, negotiating contracts, and monitoring performance needs to be done by the HR and procurement functions in very close collaboration.”

The procurement and HR teams will need to be aligned on the company’s overall labor strategy, too. As chief procurement officer at San Antonio, Texas-based USAA, the financial services company that serves military personnel and veterans and their families, Russell Major views the labor category as a triangle between procurement, HR, and the business. “If the three aren’t working closely together, you are setting yourself up for challenges,” he says. “People often ask me, ‘What’s your company’s third-party labor strategy?’ and my answer is that we don’t start with the third-party labor strategy. We start with the company’s overall labor strategy. This is where we work with HR to look at the total workforce and determine what percentage of our workforce we want to insource versus outsource, for example, and for what kinds of roles.”

Understanding the Changing Nature of Work

World Commerce and Contracting’s Cummins has firsthand evidence that many workers will not easily return to old ways of working. “In our recent survey, over 70% of respondents told us that if they are forced to go back to the office, they will look for another job,” he reports. “They are not saying that they never want to go back to the office, but they want to be able to do so selectively.”

Flexibility is becoming more important to organizations, too, according to Art of Procurement's Ideson. "In my opinion, we are going to see more companies move away from an employee-based model to get access to the talent they need," he says. "We will see a greater reliance on services procurement and on-demand talent pools. And one of the reasons for this is that there is more budget flexibility. When you are building a workforce of full-time employees, you've got a lot more fixed costs; and in certain global markets, you don't have the ability to easily off-load people at times of low demand. The other reason for procuring services rather than hiring direct is that the services company carries the risk and is on the hook for results. When companies hire directly, they carry all the risk and all the costs."

Cranfield University's Saghir believes labor flexibility will only grow in importance as companies seek to cope with increasingly frequent disruptive events. "With all these ongoing fluctuations in the market, employers are facing challenges that are totally out of their control," he asserts. "If they cannot get flexible access to the manpower they need, then they cannot adapt their businesses quickly."

To be sure, the flexible model is paying off for Kohler, which, among other things, is allowing people to work remotely through a hybrid working model. "It has been a boon to our ability to recruit people from outside of the area to work for us now," says the company's Pittner. "We've adopted a very flexible recruiting philosophy to be able to attract the right people to work for us. As well as flexible working, we've had to look at a sign-up bonus, we've had to raise wages, and we've had to rethink things that we found were lacking in our employment offer. We've worked very hard to compete in the labor marketplace, and by the middle part of 2021, we had recovered to the point where we were meeting our goals from a hiring perspective."

To work in this more flexible way, however, organizations will need to move away from more traditional models of micromanaging people and instead manage based on outcomes, cautions Ideson. "Covid-19 has changed hearts and minds about what can be done remotely," he asserts. "Without location constraints, you can feasibly source anybody from anywhere in the world as the most suitable and best-priced person for the job. But to do this, you need to manage based on outcomes. And in this model, it doesn't matter if someone is a permanent employee, a contractor, or from a service provider, as long as they are delivering the outcomes you want."

The insourcing versus outsourcing debate is likely to remain a hot topic for some time, and there are no clear answers as to which is better. For some companies, the preference for permanent, insourced call center employees proved a buffer against the worst impacts of pandemic-related disruption.

USAA's Major asserts that the company has a large contingent labor workforce but takes careful consideration

around which kinds of roles to contract to third parties. "We hire a lot of contract workers, and they cover a wide variety of roles, from our cafeterias to company store, landscaping, building maintenance, security, and so on," he says. "If you look at it from the perspective of people doing business function roles, many of these are in the roles you would expect—software development, software maintenance, IT support, and consultancy work."

Like for so many others, the pandemic served as a catalyst for USAA to move quickly to change its work paradigm. "When the pandemic hit, we did a lot of work with our third parties to get them set up to work from home in a secure way," Major says. "Very quickly, the next challenge became labor shortages. However, these challenges were perhaps less acute for us than for other Fortune 100 companies."


USAA's call center employees enabled the firm to weather Covid-19 with little disruption to services. The company's member-first focus and world-class pay and benefits allowed USAA to continue to serve members, whereas many other companies that chose to outsource to low-cost regions were left more vulnerable to service disruptions.

Reducing Risk through Better Management Practices

Indeed, despite its benefits during Covid-19, the vagaries of outsourcing don't make it a default choice. Companies will continue to grapple with the pros and cons of outsourcing versus insourcing as supply chain scrutiny continues to intensify, Cummins predicts. The decision to outsource will no longer be cost-driven only; it will increasingly involve questions of ethics and risk management. "Companies are having to be much more thoughtful about the great wave of low-cost outsourcing," explains Cummins. "What we've seen with the pandemic and with recent geopolitical turmoil is the visible impacts that have arisen from the procurement strategies of the past 25 years, which have led to fragility and, in many cases, a lack of real loyalty or trust, where the end customer doesn't have visibility into where things come from."

Cummins says there is only more transition coming when it comes to corporate structures and supply chains. "The pressures piling in from environmental, social, and governance requirements mean companies really need to rethink what they mean by value," he adds. "And rather like the shift to globalization 30 years ago, this is going to be a massive transition for the way that organizations structure themselves, the way they make decisions around supplier relationships, and how they manage those supplier relationships in order to control risk and maintain transparency."

The pandemic provided impetus for USAA to improve its own systems for strategic management of suppliers, says Major. "We've always had a third-party response plan to understand



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**Philip Ideson, managing director
of Art of Procurement**



“The ongoing safety and security of our entire workforce—permanent and contract—became a key driver for our use of technology,” says David Pittner, contingent labor program manager at Kohler.

the impact that a natural disaster might have on our service operations, for example,” he notes. “But Covid-19 gave us the opportunity to make it more robust in terms of how we identify and measure our supply chain resiliency.” Major says the pandemic emphasized the need for a near-real-time view of its services supply chain, adding, “We also realized we need to have this on a business-as-usual basis so we can assess the impacts and manage any disruption to our third parties, be it from a pandemic or a data breach.”

At Kohler, it was a natural disaster in the form of Hurricane Katrina that led to the development of its internal system for managing contingent workers. Pittner was involved in the procurement of Kohler’s vendor management system (VMS) back then and now oversees its ongoing administration. He recalls the moment it became clear the company needed a better view of its contingent workforce at any given time. “One of our plants is located in Hattiesburg, Miss., and it was hit head-on by Hurricane Katrina. The Federal Emergency Management Agency asked us to account for all our workers, and we were very easily able to tell them about our permanent workers; but the building that had information about our contract workers was destroyed, and we had no way of getting that data,” remembers Pittner. “The ongoing safety and security of our entire workforce—permanent and contract—became a key driver for our use of technology.”

Kohler is currently undertaking an upgrade to its VMS system so that it can provide better metrics and a holistic view of where contingent labor is being used within the business. But even now, Kohler can manage the entire contractor life cycle within its VMS, in what Pittner describes as a “closed-loop system.”

“It starts with us posting a requisition for a candidate, which helps our temporary labor suppliers understand our need,” Pittner says. “They supply us with potential candidates, and we hire the candidate directly within the system. It generates an ID number for that worker, and links to our purchase order (PO) requisitioning system so we can attach a PO to that worker. Then, depending on the type of role, the worker or the contract labor supplier can track their time within the system, and the minute it’s approved, it auto-creates an invoice that gets queued up for payment.”

It’s this type of time-tracking technology that the Australian essential services company is looking to establish for its dispersed field-based workforce. The hope is that this

technology will help improve the day-to-day experience for workers and boost retention efforts. At present, time is logged manually, which can lead to errors and delays in payment. This process is frustrating for employees and a risk to the company—especially when workers are spoiled for choice in the current Australian labor market.

“One of the things we are looking at is how to make it easier for our workers to complete their time sheets,” explains the company executive. “How can we automate some of this process for them so it is more efficient and easier to do? Potentially, this could all be done from their own smartphone. Their completed time sheet would flow straight through to their supervisor to approve it, and then straight into the payroll system, eliminating mistakes and delays to payment.”

Leveraging Technology to Address Talent Shortages

As the procurement function finds itself increasingly involved in strategic, value-add-type work, there is a growing role for technology to fulfill more of the process-related elements of procurement. Here, Ideson predicts a seismic transformation in the profession. “Technology will change the face of procurement,” he asserts. “My vision is that technology will move us to more of a self-service environment where business stakeholders can procure the services they need faster and more efficiently without the involvement of the procurement function. You can view this as an existential threat to the profession or an opportunity—but for it to be an opportunity, procurement professionals need to take a proactive role in embracing technology.”

This type of self-service model is exactly what USAA is moving toward, says Major. “I’ve been in procurement for a long time, and the traditional model is ‘come to see us for everything.’ But the reality is, we need to set people up to do 60% of the things they need in a fast, easy, and efficient way, without ever coming to see us,” he says. “We are in the process of implementing a VMS that will enable the business to be far more self-sufficient.”

Beyond the procurement function, businesses are increasingly looking to address their broader talent and labor shortages through technology, leveraging automation and AI to perform tasks traditionally done by people.



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This trend was already underway before the pandemic, but the past two years have seen an acceleration of these efforts. Kohler, for example, has been through an internal program to rethink the role of automation in the business. “One place we’ve applied technology is in our accounts payable group,” Pittner says. “Instead of having people manually entering things, we now have AI to automatically read and process our invoices, saving our accounts payable clerks from a lot of manual data entry.”

Automation is also being applied in contexts that were beyond the capability of technology not that long ago. Saghir says robotics holds great promise in the agriculture sector, especially in Western markets where cheap labor is now harder to come by. “There are attempts toward automation and robotics in agriculture, for example, in strawberry or raspberry picking that requires a delicate human touch. There are now advanced technologies that can do this picking, and they are quite good at it. We are not at the point where they can replace manpower, but it can begin to support parts of the sector that are finding it more difficult to access manpower easily.”

In some businesses and sectors, however, the prospect of automation is still far off. Companies that deliver services through their people have limited opportunity to address their field-based labor shortages through technology. The executive from the Australian essential services company puts it bluntly: “Without people, we have no business. People are at the heart of our success. So, while we are looking at technology to support our office-based salaried roles in accounts and people processes, for example, without our teams in the field, we can’t deliver for our clients.”

Creating a Great Place to Work

The Australian company is having to look at other ways to address its labor shortages, and the focus is firmly on making the organization a great place to work. “We prefer hiring permanent staff so we can get that longevity and depth of experience and develop that sense of connection to the company,” says the company executive. “Where we do use temporary workers, we have a small number of subcontractors we hire out to, again, to give us that continuity, consistency, and clear sense of what good looks like.”

With flexibility and working from home not an option for the company’s field-based workers, and many of its labor contracts constrained by industrial agreements and pre-negotiated remuneration, the business is currently looking at its range of nonfinancial benefits to support its retention efforts. “We’re in the process of trying to think of more innovative ways to retain employees and different ways to source employees rather than some of the traditional methods. This is really the topic of the day for us—how do we give great purpose and meaning to our people so they have a real connection with our business?”

Technology has another exciting role to play when it comes to nonfinancial benefits and retention efforts, according to Cummins. “Data and analytics will allow for far better experimentation and segmentation of benefits,” he predicts. “If a company introduces a childcare voucher scheme, that won’t matter much to the employees without children. Companies will be able to use technology to understand individual interests and aspirations and to experiment with different benefits to see what drives the attractiveness of their organization in terms of retention or bringing in new people.”

Undertaking Strategic Workforce Planning

The experiences of businesses that have responded successfully to ongoing labor and talent shortages, as well as insights from global experts in procurement and organizational dynamics, highlight six best practices to support a more strategic approach to workforce planning.

Determine whether your existing labor strategy is still fit for purpose.

Now is the time to reexamine traditional approaches to hiring and review existing strategies around insourcing and outsourcing, says the executive at the Australian company. “Our preference has always been for permanent hires, but this is something I’ve been tasked to look at. Is this still fit for purpose, or do we need to review this model in light of changing labor trends? We don’t have the answer yet, but we are actively looking at this.”

Leverage technology to manage your temporary workforce and reduce risk.

Both Kohler and USAA are making use

of VMS to gain visibility into their contingent workforce, understand where temporary labor is being used, and manage the employee life cycle. This is critically important for managing risk, says Major. “You need to develop a holistic view of your third-party suppliers to determine whether you have too much concentration with one supplier, or in one region, so you can respond effectively to any service disruptions.”

Improve procurement processes for greater ease, speed, and efficiency. The role of procurement is changing to become more value-add and less process-driven, and this duty will accelerate with advances in procurement technology. USAA is actively moving toward a self-service model where the business will be able to procure for certain roles directly. “Procurement will no longer be seen as a process blocker but as a genuine business enablement function,” says Ideson.

Adopt AI and automation, but train employees to use technology. “Automation has been used in sectors like manufacturing for many years with great success,” says Saghiri. “There is now opportunity to adopt technology in other sectors like health care, but professionals need appropriate training to use these tools, and that takes time. With ever-faster cycles of technology development, workers will need to be supported with ongoing learning throughout their careers.”

Develop creative, flexible arrangements to support attraction and retention. “Workers have more options and more bargaining power,” says Northwestern’s Rahman. “There’s evidence that those organizations that are willing to be creative and nimble in their approaches, whether by allowing remote working, raising pay, or adapting sick leave policies, will do better at attracting and retaining talent.”

Search beyond your traditional employee base. Pittner says Kohler now actively targets its contract workforce when recruiting for permanent positions. “Offering our contractors some sort of path to permanency, if they want it, is a very effective way of making sure they understand their value,” he says.

Conclusion

While no one can predict the future, the labor market looks set for a continued period of uncertainty. The ongoing pandemic, geopolitical events, and natural disasters all present risks for labor supply, while the accelerating pace of technology is increasing competition for talent in highly skilled and specialized roles.

INDUSTRY INSIGHT

Harnessing Diversity to Drive Innovation and Retention

Recent disruption has prompted many organizations to double down on their efforts to recruit more diverse workforces. A July 2021 survey by Harvard Business Review Analytic Services found that many businesses are using the shift to remote working and hiring to increase the diversity of technology staff—roles that continue to be dominated by white men in the U.S.³

Of the 309 survey respondents, half reported launching new or expanded initiatives to increase tech staff diversity. The most frequently named strategy for doing so, at 65%, was increased recruiting aimed at underrepresented groups. The second-most-common approach was increased online interviewing (56%), followed by increased remote work roles (54%).⁴

Remote work means businesses can now source employees from nontraditional communities—and increasing diversity can help support efforts to retain talent, according to diversity, equity, and inclusion consultant Bärli A. Williams. “If you’re living in Menlo Park or San Francisco, it can be hard to find your community,” Williams says. “If you’re not finding community at work, and you’re not finding it outside of work, you’re not going to want to stay.”⁵

Businesses are having to adapt quickly and think creatively to ensure they can continue to operate and deliver for customers in a tightened labor market. As well as developing a holistic approach to total workforce planning, companies need to think strategically and develop the systems to effectively manage their workforce and to reduce risks in their labor supply chain.

With the nature of work potentially forever changed—and workers more empowered in certain sections of the labor market—businesses can use this period of disruption to turn flexible working arrangements to their advantage, too. Those companies that think holistically, leverage technology to blend internal and external workforces together, and develop creative strategies to attract and retain employees may find themselves at the front of a very short labor-supply queue.

Endnotes

- 1 U.S. Bureau of Labor Statistics, "Job Openings Reach High of 10.9 Million in July 2021," September 14, 2021.
- 2 Harvard Business Review Analytic Services, "Reimagining the Modern Workplace," November 2021.
- 3 U.S. Bureau of Labor Statistics, "Labor Force Statistics from the Current Population Survey," January 22, 2021.
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