



ARGENTUM
EXPANDING SENIOR LIVING

Navigating the Nexus:

Addressing Workforce Challenges in Senior Living

Sponsored by:





ABOUT ARGENTUM

Argentum is the leading national association exclusively dedicated to supporting companies operating professionally managed, resident-centered senior living communities and the older adults and families they serve. Since 1990, Argentum has advocated for choice, independence, dignity, and quality of life for all older adults.

Argentum member companies operate senior living communities offering assisted living, independent living, continuing care, and memory care services. Along with its state partners, Argentum's membership represents approximately 75 percent of the senior living industry—an industry with a national economic impact of nearly a quarter of a trillion dollars and responsible for providing over 1.6 million jobs. For more information, visit www.argentum.org.



ABOUT HOLLERAN RESEARCH

Holleran is the premier provider of employee and resident engagement and satisfaction research and benchmarks, serving not-for-profit senior living providers nationally. For over 30 years, Holleran has specialized in researching and consulting with senior living providers, retirement communities, and healthcare systems to develop business strategies that match their mission, vision and values. Utilizing sophisticated research analysis, alongside our extensive survey benchmarks, leaders gain a clear vision of the strengths and opportunities within their business.



ABOUT UKG

At UKG, our purpose is people. We are on a mission to inspire every organization to become a great place to work through HCM technology built for all. More than 80,000 customers across all sizes, industries, and geographies trust UKG HR, payroll, workforce management, and culture cloud solutions to drive great workplace experiences and make better, more confident people and business decisions. With the world's largest collection of people data, work data, and culture data combined with rich experience using artificial intelligence in the service of people, we connect culture insights with business outcomes to show what's possible when organizations invest in their people. To learn more, visit ukg.com.

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INTRODUCTION

In the intricate tapestry of senior living, where compassion meets professionalism, and care intertwines with service, the workforce stands as the backbone, the very essence that shapes the quality of life for our elders. As the demographic landscape shifts, with an aging population burgeoning globally, the demand for senior care services escalates, magnifying the spotlight on the challenges faced by the workforce in this vital sector.

This study delves into the multifaceted landscape of senior living workforce challenges, exploring the nuanced interplay of factors influencing recruitment, retention, leadership development, diversity, and policy. From demographic shifts to evolving care expectations, from regulatory complexities to the transformative power of fostering strong leadership skills, our exploration aims to illuminate the path forward for stakeholders in senior living communities.

As we embark on this journey of understanding, it becomes increasingly apparent that addressing these challenges is not merely a matter of operational efficiency; it is a moral imperative, a testament to our commitment to honor and dignity of the lives of our elders. Through collaborative dialogue, innovative strategies, and a steadfast dedication to excellence, we aspire to foster a workforce ecosystem that not only meets the present needs but also paves the way for a sustainable and compassionate future in senior living.

ABOUT THE STUDY

The Workforce Survey was conducted by Holleran Consulting and sponsored by UKG, and provides important benchmarking information for senior living firms looking for information on the factors influencing recruitment, retention, leadership development, diversity and policy.

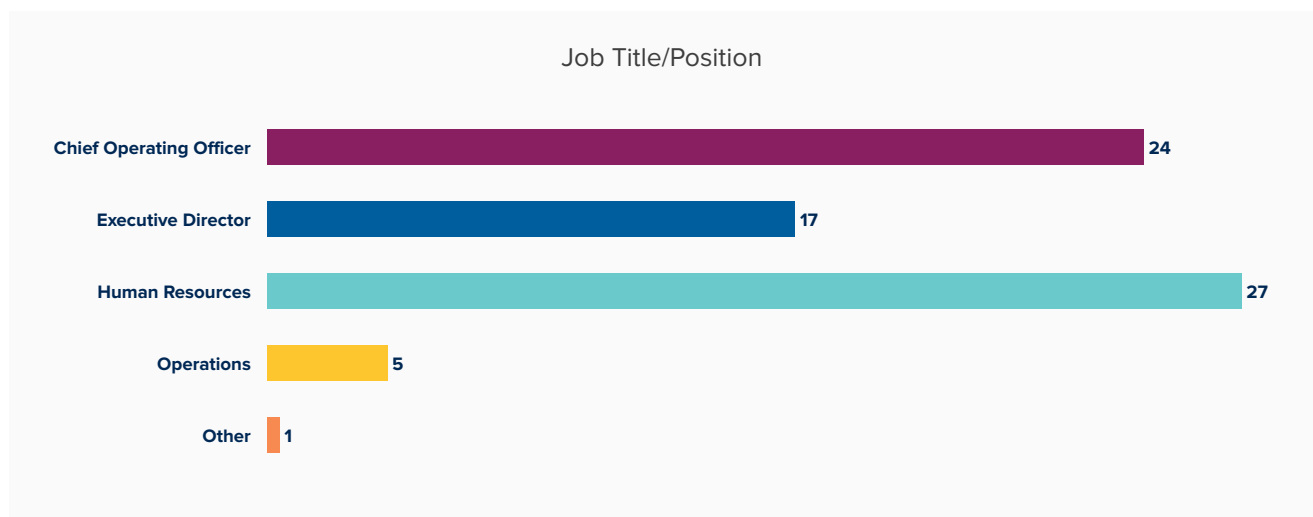
The survey was distributed between November 2023 and January 2024. Responses were received from Chief Operating Officers, Human Resources leaders, Executive Directors, and Operations leaders.



SURVEY METHODS

74 Community Executives completed an online survey between November, 2023 and January, 2024.

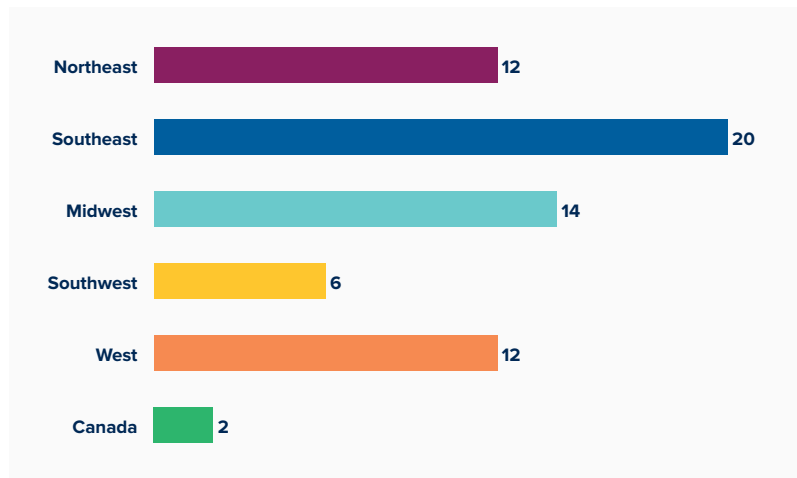
DEMOGRAPHICS



RESPONSE DEMOGRAPHICS

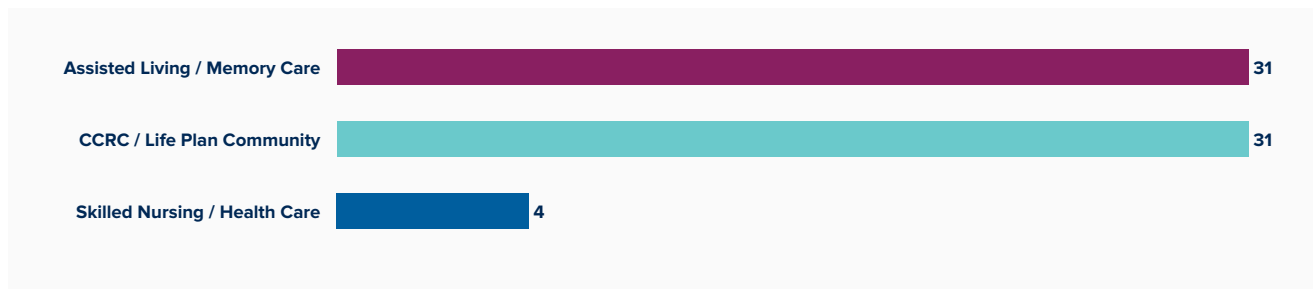
The majority of responses came from senior living communities located in the Southeast (20), the Midwest (14), the Northeast (12) and West (12) United States. Two survey respondents were from Canada.

REGIONS



The communities that responded were from: Assisted Living/Personal Care/Memory Care/Memory (31), CCRC/Life Plan Communities (31) and Skilled Nursing/Health Care (4)

LEVEL OF CARE



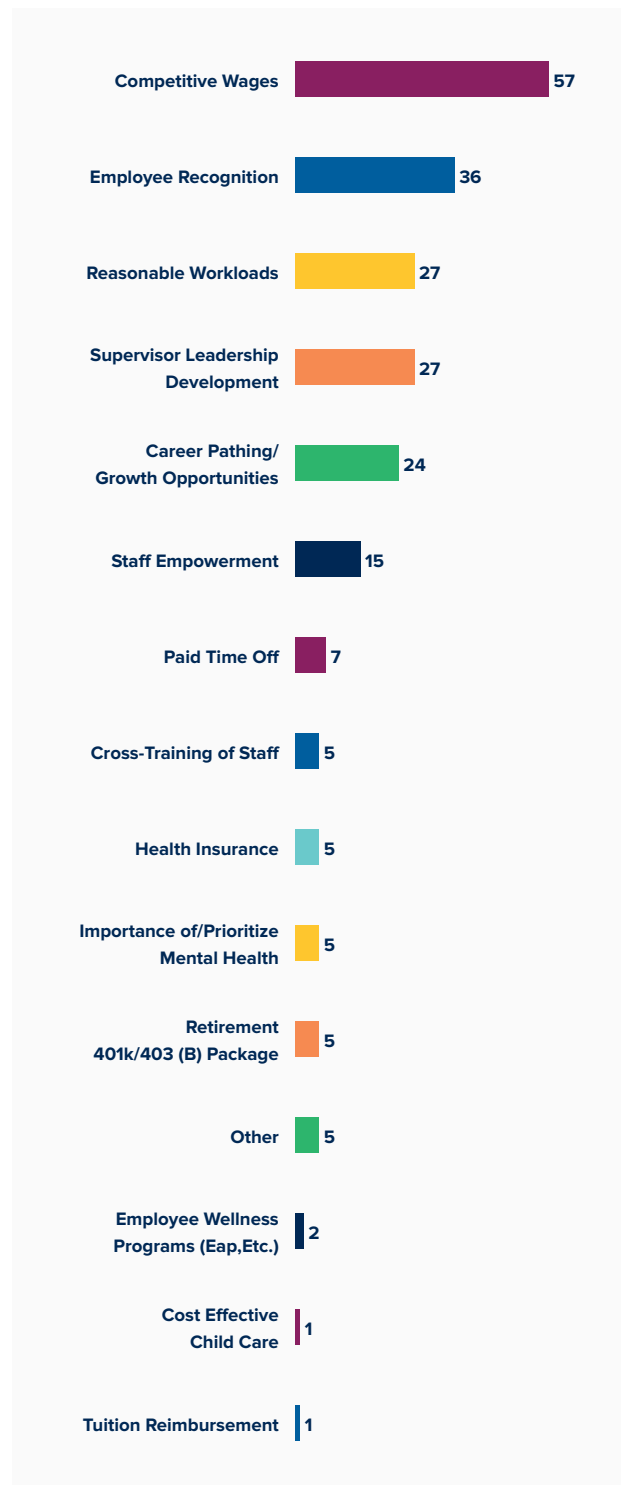
SURVEY RESULTS

RETENTION

Retention in the senior living workforce is not just a matter of operational stability; it is the cornerstone of continuity, consistency, and, above all, quality of care. In an industry where building meaningful relationships with residents is paramount, retaining experienced and compassionate staff members fosters a sense of familiarity, trust, and emotional support essential for the well-being of seniors. High turnover not only disrupts the delicate balance of care continuity but also incurs substantial costs in recruitment, training, and diminished productivity. Moreover, a stable and satisfied workforce is more likely to exhibit greater dedication, empathy, and commitment, resulting in enhanced resident satisfaction and overall community reputation. Thus, investing in retention strategies isn't just an investment in the workforce, it's an investment in the holistic welfare of seniors and the sustained success of senior living communities.



EFFECTIVE WAYS TO RETAIN STAFF



Working in senior living often appeals to individuals due to its noble mission. Whether driven by a passion for working with seniors or a commitment to caring for people, many are drawn to the industry. However, it's essential to acknowledge the fierce wage competition in other sectors, prompting senior living operators to address this challenge. Employee recognition takes various forms and varies from one individual to another. While some may cherish a personal note from their supervisor sent to their home, others may prefer public acknowledgment during a team meeting. Cultivating a culture of recognition fosters a positive workplace environment, and it starts with proactive supervisors.

Effective leadership development is paramount in any business. It not only nurtures the potential of top talent but also prepares them to become future leaders. Investing

in leadership development not only fosters personal and professional growth but also equips leaders with the tools to enhance team productivity, navigate through change, and cultivate a positive corporate culture.

Managing workload effectively at the workplace is a significant challenge that can either hinder or empower a team. It necessitates a blend of efficient time management, prioritization, and self-care strategies to ensure teams not only survive but thrive amidst their tasks and responsibilities. One survey respondent commented about the current workforce environment:

“It has challenged us to think outside the box and work directly with team members to determine what is most important to them.”

“We have a dedicated group of leaders that want to make the environment better. We are working toward a more inclusive and supportive work environment that allows employees to do their best work and partner together to serve residents in the best possible way.”



THE HIGH COST OF TURNOVER

Losing employees has a significant impact on an organization and also has serious financial implications. The survey shows that 28.5% of responses say they spend \$1 million or more on turnover annually. Note that size of responding companies varies and therefore, the cost of turnover would vary as well.

ANNUAL COST OF TURNOVER



The cost of backfilling the workload of the lost employee, advertising, interviewing, and hiring the new employee and the onboarding process can be daunting and time consuming. Employee turnover can also have a negative impact on an organization's morale, as employees may lose close work friends and feel less engaged at work. Losing employees can also lead to decreased productivity, as the remaining employees may become overwhelmed with additional work.

RECRUITMENT STRATEGIES

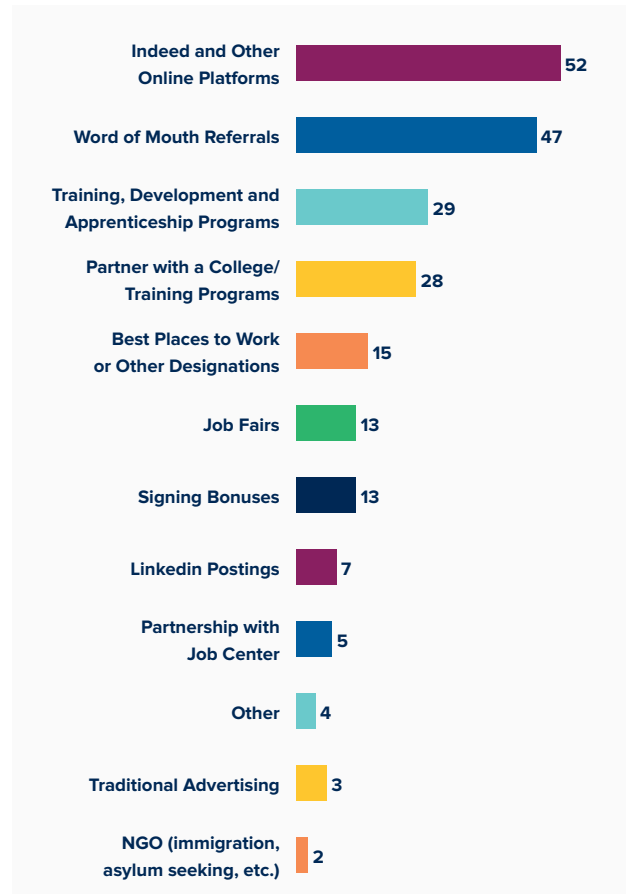
Effective recruitment strategies in senior living communities have a profound impact on the overall quality of care, staff satisfaction, and resident experience. By attracting skilled and dedicated professionals who align with the organization's values and mission, these strategies lay the foundation for a competent and compassionate workforce. A well-crafted recruitment process not only ensures the right fit for the job but also fosters a sense of belonging and purpose among employees, leading to higher levels of engagement and retention.

Moreover, recruiting diverse talent with varied backgrounds and expertise enriches the community's collective knowledge and enhances its ability to meet the diverse needs of residents. Ultimately, effective recruitment strategies not only address immediate staffing needs but also contribute to the long-term vitality and success of senior living communities, creating environments where seniors receive the care, respect, and dignity they deserve. Participants of the survey were asked to identify the three most effective employee recruitment strategies.

The top 3 most selected responses were:

1. Indeed and other online platforms
2. Word of mouth referrals
3. Training, development and apprenticeship programs

RECRUITING METHODS





Identifying a strategy that brings you qualified talent can be incredibly beneficial. It may take experimenting a bit with different sources for you to determine if the pool of talent matches your needs or not. But once you identify those sources, it can result in not only a time saving initiative but one that effectively allows you to interview and fill positions successfully.

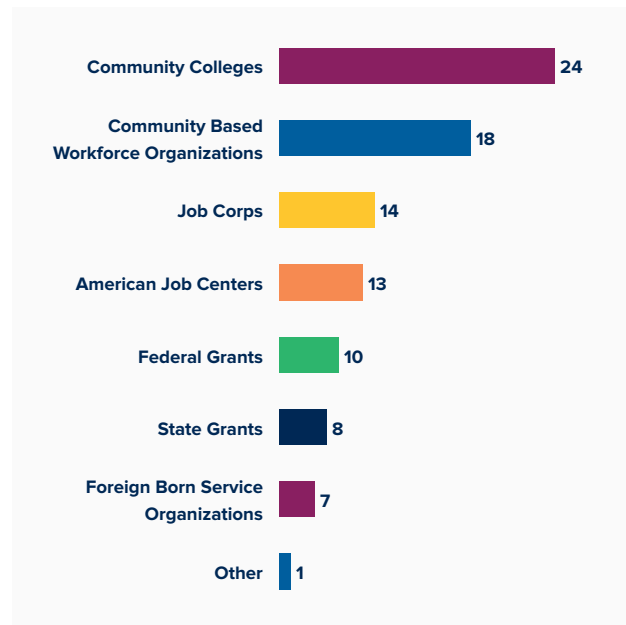
As the saying goes, “The highest compliment we can receive is the referral of your friends and business associates.” Your employees know your community’s culture best and will most likely think about if that culture is a match for their friends, family or colleagues. Establishing an employee referral program can support this kind of recruitment initiative and be a win for everyone. It also has been demonstrated that the retention of a referred employee is higher than by other recruitment sources.

Partnering with the local community and four-year colleges and other training institutions can provide a stream of candidates eager to put their newly acquired skills to work. Sharing your job openings with these centers of education allows them to identify candidates with the skills and training and match them to your job openings.

It should be noted that there are several Federal and/or State workforce resources that can be beneficial. Survey participants were asked “*What Federal and/or State workforce resources are your aware of?*” The three most selected options were:

1. Community Colleges
2. Community Based Workforce Organizations
3. Job Corps

RESOURCES AWARE OF



American Job Centers came in at a close race to 4th. Of the resources mentioned above, the three resources that communities use, Community Colleges were number one both overall as well as when the data are broken down by region. Following that, American Job Centers and Community Based Workforce Options tied at number two and three.

It is estimated that each year companies leave hundreds of millions of dollars in Federal and State tax credits and employment related incentives undiscovered and unclaimed. Argentum, through its third-party partnership, can now assist member owners and operators in claiming and securing labor-based credits, incentives, and grant money through Argentum’s Direct Workforce Services (DWS) group. Put our expertise to work for your gain with any or all the following services:



On-the-Job Training (OJT) Cost Recovery – OJT funding is available to employers for hiring unemployed candidates certified by the Department of Labor. Reimbursement is paid to the employer based on a set percentage of wages earned (typical range of 50% to 90%). A new hire earning \$15.00/hour may qualify for OJT reimbursement could be \$7.50 per hour for the first 300 hours, or \$2,250.00 paid back to the Operator based on proof of payment to the new hire.



Worker Opportunity Tax Credits (WOTC) – WOTC is a Department of Labor tax credit incentive for employers to hire qualified candidates who have faced significant barriers to employment including veterans, long-term unemployed, members of families receiving Supplemental Security Income, and Food Stamp recipients. The credit available ranges from \$2,400 up to \$9,600, depending on the targeted group and qualified wages paid to the new employee during the first year of employment.



Grant Scanning, Preparation, & Submission – Numerous labor grants befitting your labor initiatives (such as training and upskilling) do exist, but they can be a challenge to find and secure. DWS would provide scanning and research services for relevant and applicable grants on a monthly payment basis, reporting to the senior living owner/operator on discoveries.



PUT DWS TO WORK FOR YOU TODAY!

Contact Dan Passarella, Argentum DWS Representative
 at dpassarella@argentum.org or 732-688-0031

LEADERSHIP DEVELOPMENT

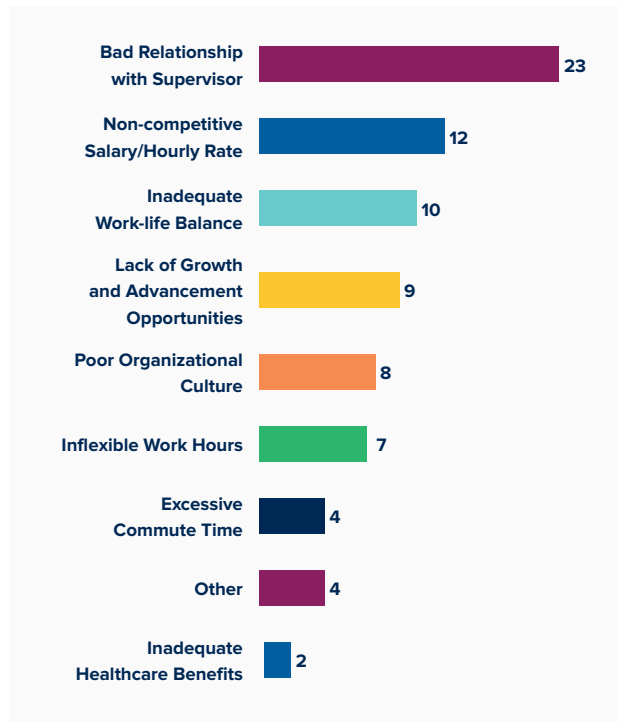
When asked whether leadership development was an important practice among survey participants, 45.7% responded “Yes, it is an important practice for us” while 30% responded “Yes, we are investing in leadership development but not at the level we should”.

INVESTMENT IN LEADERSHIP DEVELOPMENT



Holleran engagement studies reveal that disengaged employees are five times more likely to depart from their jobs, whether voluntarily or involuntarily. Two primary factors contributing to employee turnover are inadequate communication and a lack of engagement.

WHY EMPLOYEES LEAVE



Supervisors who lack essential skills such as deep listening, empathy, and the ability to interpret non-verbal cues may jeopardize both their own effectiveness and the engagement of their employees. Moreover, failure to acknowledge employees' contributions or ensure they have the necessary tools and training can further contribute to disengagement.

Providing leaders with training to enhance their ability to discern cues, engage in crucial conversations, and recognize signs of employee disengagement is crucial. Such efforts not only promote higher retention rates but also foster a culture of well-being and sustained engagement within the workforce.



EARN THE CREDENTIAL EVERY SENIOR LIVING COMMUNITY LEADER NEEDS

The **Certified Director of Assisted Living (CDAL)** certification is essential to enhance the competencies required to effectively manage senior living communities. The CDAL credential measures more than just job skills. Executive directors that earn the CDAL credential demonstrate that they possess the unique knowledge, skills and sound judgment required to effectively lead all operational aspects of a senior living community.



GET THE FUNDAMENTAL SKILLS AN EXECUTIVE DIRECTOR NEEDS TO KNOW with the Argentum Executive Director of Assisted Living (EDAL) Certificate Course

Gather insight and best practices in 16 different learning modules, each designed to provide current executive directors, and those aspiring to become executive directors, with the fundamental information required to effectively lead a senior living community. Plus, earn up to 13 NAB/NCERS CEUs!





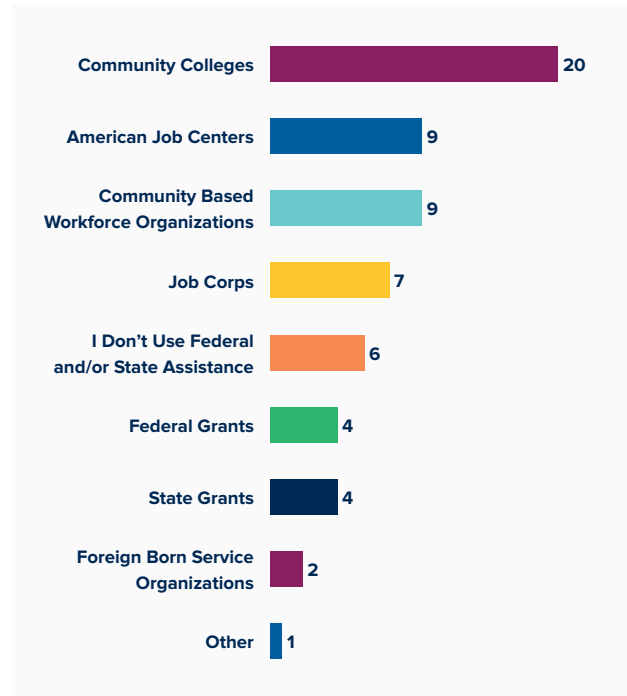
DIVERSITY

Hiring foreign-born workers in senior living communities brings a multitude of benefits that enrich both the workforce and the resident experience. These individuals often bring diverse cultural perspectives, language skills, and unique life experiences to the table, enhancing the community’s ability to provide culturally competent care and foster inclusivity. Moreover, foreign-born workers often possess specialized skills and training that may be in demand within the senior care sector, contributing to a more dynamic and versatile workforce.

By embracing diversity and leveraging the talents of foreign-born workers, senior living communities can tap into a broader talent pool, filling critical staffing gaps and fostering innovation in care delivery. Additionally, the presence of foreign-born workers can create a vibrant and culturally rich environment that enhances the quality of life for residents, promoting cross-cultural understanding and enriching social interactions. Overall, hiring foreign-born workers not only addresses staffing needs but also fosters a more inclusive and resilient senior living community that thrives on the strengths of its diverse workforce.

Upon analyzing the results of the survey, it is apparent that there is a lack of awareness regarding Foreign-Born Service Organizations with only 7% of respondents aware of this resource. Similarly, only 3% of respondents are using Foreign-Born Service Organizations.

RESOURCES USED



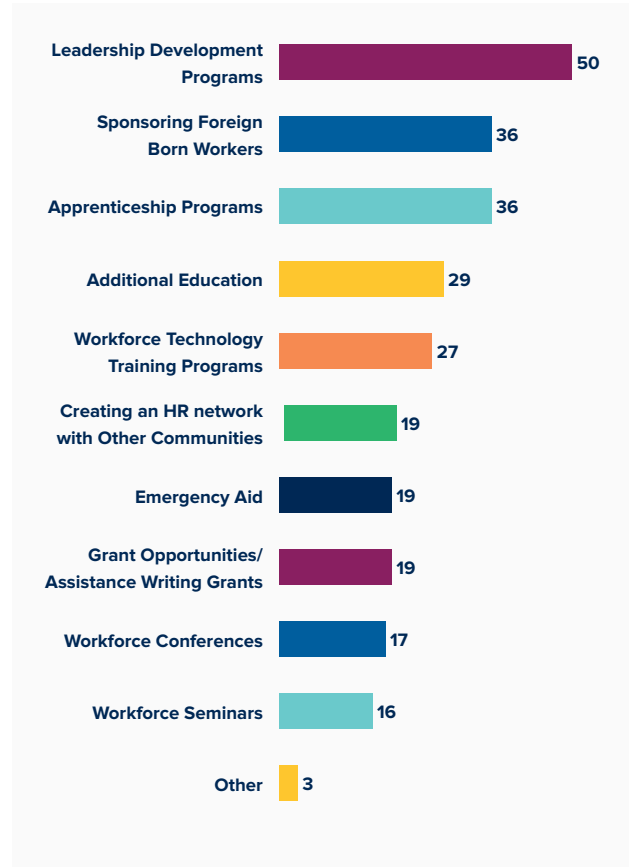
WHY COMMUNITIES ARE NOT UTILIZING RESOURCES



When asked what kind of resources would be beneficial to senior living communities, tied for second was Apprenticeship Programs and Leadership Development Programs. This interest is encouraging and poses an opportunity for Argentum and the senior living industry.

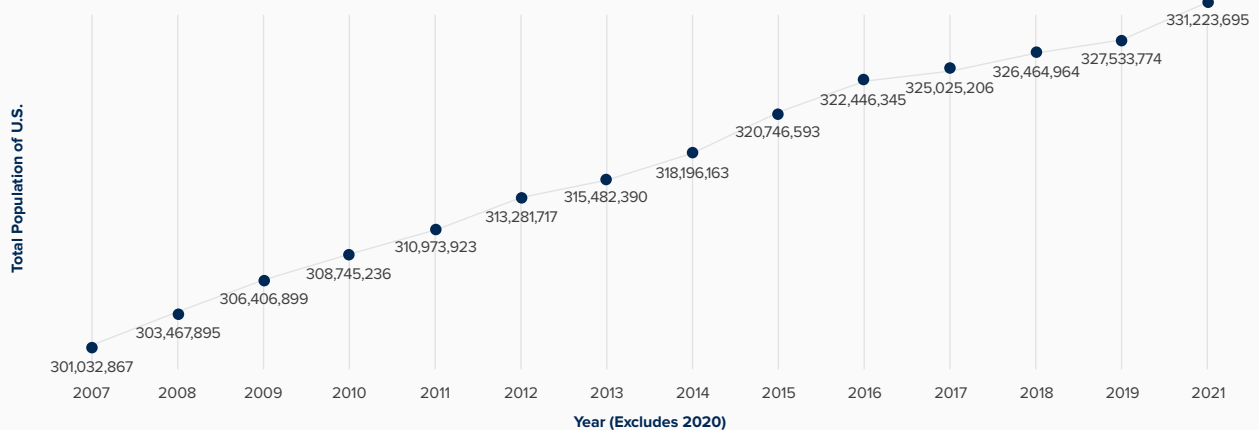


BENEFICIAL RESOURCES



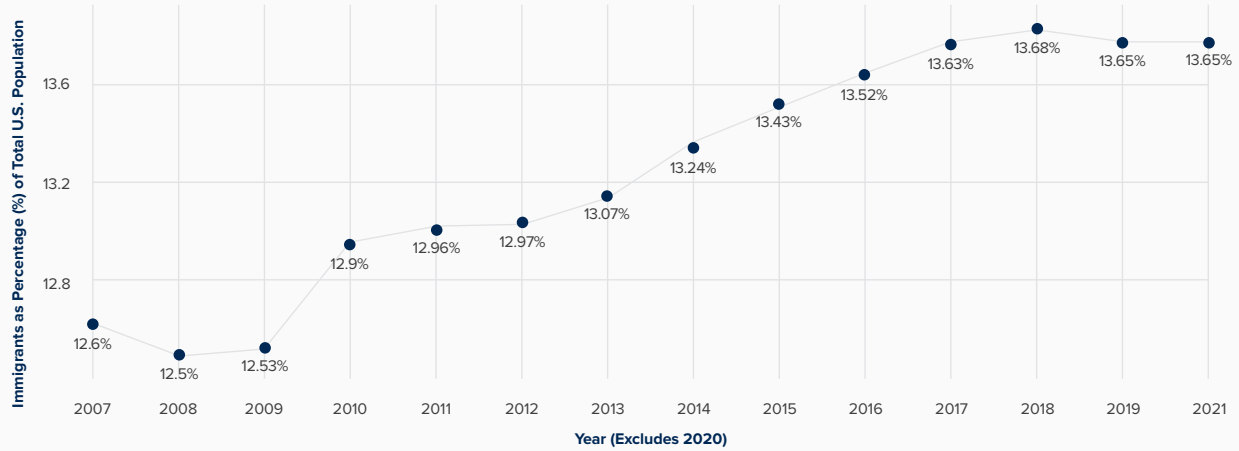
From 2007-2021, as the U.S. population grew from 301 million to 331 million, the immigrant share of the total population increased from 12.62% to 13.65%. Meanwhile, the percentage of immigrants among all workers aged 16 and above rose from 15.81% to 17.17%.

FIGURE 1A - TOTAL U.S. POPULATION, 2007-2021



Source U.S. Census Bureau, American Community Survey, One-year estimates (2007-2019 and 2021).

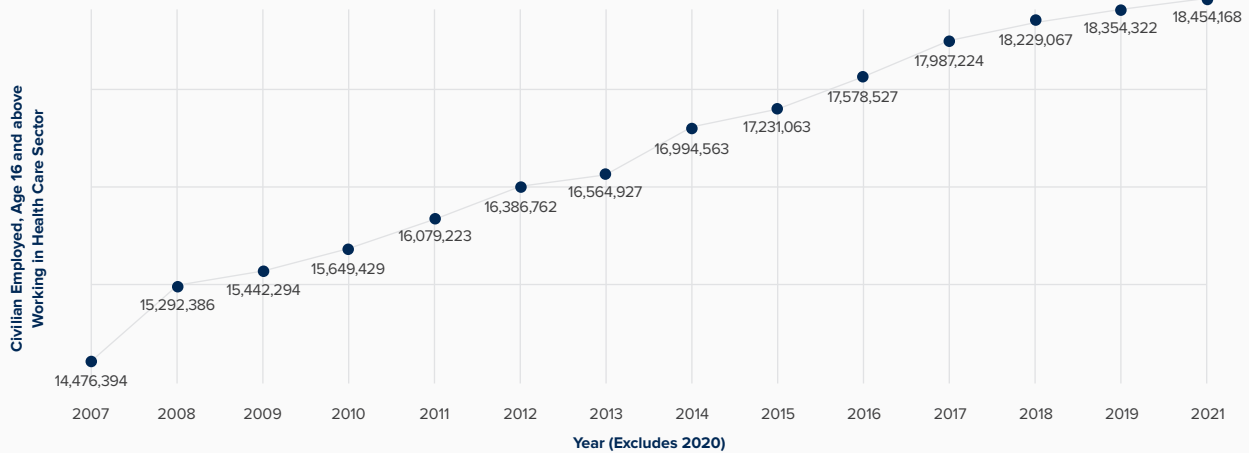
FIGURE 1B - IMMIGRANT SHARE OF TOTAL U.S. POPULATION, 2007-2021



Source U.S. Census Bureau, American Community Survey. One-year estimates (2007-2019 and 2021).

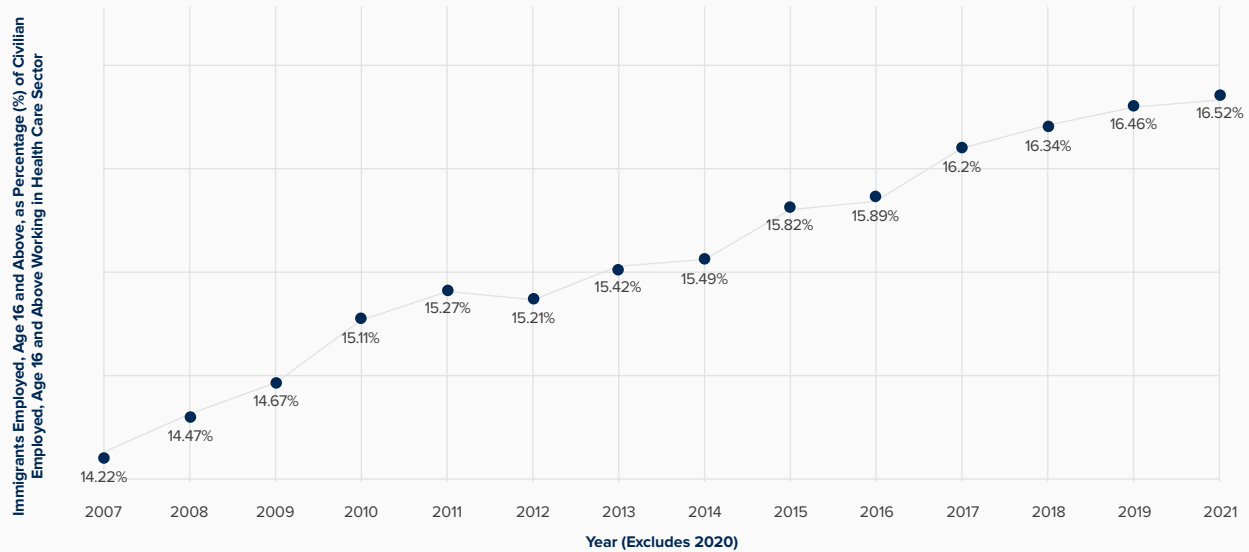
The number of U.S. health care workers from 2007 to 2021 grew from 14.5 million to 18.5 million, and the proportion of immigrants working in health care increased from 14.22% to 16.52%. (bakerinstitute.org)

FIGURE 3A - TOTAL U.S. HEALTH CARE SECTOR WORKERS, 2007-2021



Source U.S. Census Bureau, American Community Survey. One-year estimates (2007-2019 and 2021). Note Includes workers aged 16 and over.

FIGURE 3B - IMMIGRANT SHARE OF U.S. HEALTH CARE SECTOR WORKERS, 2007-2021



Source: U.S. Census Bureau, American Community Survey, One-year estimates (2007-2019 and 2021). **Note** Includes workers aged 16 and over.



UNLOCK OPPORTUNITIES

GET THE ESSENTIAL GUIDE FOR FOREIGN-BORN WORKERS IN SENIOR LIVING

The Foreign-Born Workers Resource Guide provides a reliable and easy-to-use resource that connects foreign-born individuals working in the senior living industry, their families, and stakeholders with important organizations and service providers at both the national and state levels. This comprehensive resource guide aligns with Argentum’s overall Workforce Development and Policy initiatives, and serves as a valuable tool that can help facilitate inclusion, create connected communities, and address key challenges faced by foreign-born employees and their families.



POLICY AND RESOURCES

Policy plays a significant role in shaping the landscape of senior living communities, influencing everything from quality standards to funding mechanisms and regulatory frameworks. Policies regarding healthcare reimbursement, licensure requirements, and staffing ratios directly impact the operational dynamics of senior living facilities, affecting staffing levels, care delivery models, and overall resource allocation.

Moreover, regulatory changes in areas such as safety protocols, infection control measures, and resident rights can necessitate adjustments in policies and procedures within senior living communities to ensure compliance and maintain high standards of care. Additionally, policies related to affordable housing, Medicaid eligibility, and long-term care insurance profoundly affect the accessibility and affordability of senior living options for older adults and their families, shaping the demographic composition and financial sustainability of these communities. Overall, policy decisions at the local, state, and federal levels have far-reaching implications for the viability, quality, and inclusivity of senior living communities, underscoring the importance of proactive engagement and advocacy to address the evolving needs of older adults in our society.

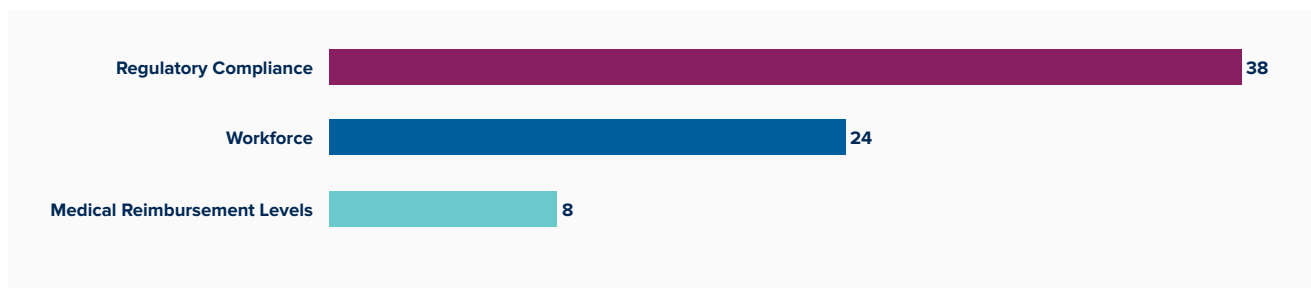
When asked “Which of the following is the most concerning where local, state, and federal policy is involved? Survey respondents said that regulatory compliance is the most concerning when looking at aggregate responses. And when comparing all regions (Northeast, Southeast, Midwest, Southwest, West, Canada) Regulatory Compliance

The burden of regulatory compliance in senior living communities is substantial, as these facilities must adhere to a complex web of federal, state, and local regulations governing everything from staffing levels to safety protocols and resident care standards. Compliance requires extensive documentation, ongoing training, and meticulous record-keeping to ensure adherence to ever-changing regulatory requirements.

Moreover, the costs associated with compliance, including staff training, administrative overhead, and potential fines for non-compliance, can strain already limited resources, impacting both operational efficiency and the ability to invest in quality improvements and resident care initiatives. As regulatory requirements continue to evolve in response to changing demographics and emerging best practices, senior living communities face an ongoing challenge to stay abreast of compliance obligations while maintaining focus on their core mission of providing high-quality care and support to older adults.

One survey participant remarked “*Increasing wage pressures in direct opposition to increasing regulations and decreasing reimbursement*” was the single biggest challenge about today’s workforce environment.

POLICY MOST CONCERNED OF



CONCLUSION

In the senior living industry, where compassion and professionalism intersect to provide care and service, the workforce emerges as one of the most important factors, shaping the quality of life for our residents. As the world witnesses a demographic shift with an expanding aging population, the demand for senior care services intensifies, bringing into focus the myriad of challenges faced by the workforce in this critical sector. This survey has delved into these challenges, uncovering a number of factors influencing recruitment, retention, leadership development, diversity, and policy in senior living communities.

Throughout our research, it has become increasingly evident that addressing these challenges is paramount. Through collaborative dialogue, innovative strategies, and unwavering dedication to excellence, we aspire to cultivate a workforce ecosystem that not only meets present needs but also paves the path for a sustainable and compassionate future in senior living.

Retention stands as a cornerstone of continuity and quality in senior living. Retaining experienced and compassionate staff fosters trust and emotional support, essential for seniors' well-being. Effective retention strategies, such as competitive wages, employee recognition, and leadership development, not only stabilize the workforce but also enhance resident satisfaction and community reputation.

Recruitment strategies also play a pivotal role in shaping the workforce composition and, consequently, the quality of care. By attracting diverse talent aligned with organizational values, recruitment efforts lay the foundation for a competent and compassionate workforce, ensuring higher levels of engagement and retention. Leveraging resources such as online platforms, word-of-mouth referrals, and educational partnerships can enhance recruitment outcomes and address staffing needs effectively.

Investing in leadership development is important for nurturing talent and fostering a culture of engagement and well-being. Effective leaders equipped with essential skills can mitigate turnover by promoting employee engagement and recognizing the value of their contributions. Furthermore, embracing diversity, including

hiring foreign-born workers, enriches the workforce and enhances the resident experience, fostering inclusivity and innovation in care delivery.

Policy decisions at various levels significantly influence the operational dynamics and viability of senior living communities. Regulatory compliance, workforce concerns, and medical reimbursement levels emerge as primary areas of concern, highlighting the need for proactive engagement and advocacy to address evolving needs effectively. As regulatory requirements evolve, senior living communities must navigate the intricate landscape while upholding their commitment to providing high-quality care and support to older adults.

In conclusion, while workforce challenges abound, there are bright spots illuminating the path forward. Communities see opportunities to *“be able to grow people and move them into the next step up”*, to *“emphasize our organization’s social impact, sustainability efforts, and a sense of purpose to attract and retain top talent who are motivated by a shared mission”* and *“the ability to build a team that is rooted in our culture and empowered to do the right thing”*.

Opportunities lie in cultivating talent, emphasizing organizational values, and fostering a culture rooted in purpose and empowerment. By embracing these opportunities and navigating challenges collaboratively, we can realize a future where senior living communities thrive, providing compassionate care and enriching the lives of our residents.

Sponsored Content



Creating a Culture of Belonging and Well-Being Is Imperative for the Future of Post Acute and Senior Living Organizations

Employee engagement and talent strategies remain a top priority for post acute and senior living communities not only to thrive, but to survive. HR and operational leadership must have a clear understanding of current workforce challenges and the opportunities required for successful outcomes – both financial and behavioral.

There are several critical considerations to address, as identified in the findings of this research commissioned by Argentum – talent, trust, culture, leadership, and well-being to name a few. UKG’s observations of the research, noted throughout this brief, are backed by our deep history in being a leader in workforce management and human capital management (HCM) solutions.

We aim to inspire greatness in every organization with culture guidance and technology built for *all* thanks to our acquisition of Great Place to Work® and the rich data that comes from our organizational harmonization.

With 10,000+ customers utilizing UKG solutions, and 24 internal clinicians focused on the healthcare workforce at large – across the continuum of care – UKG brings to the industry over 40 years of experience in the post acute and senior living industry.

“UKG has allowed us to really pivot our focus to our people. We’re no longer spending hours pushing paper and doing administrative tasks. We can take time to improve the overall experience for our employees and our residents.”

Kayla Linn, VP of People and Culture, Eventide Senior Living Communities



[Learn how Eventide Senior Living is driving employee engagement and higher retention](#)

[LISTEN HERE](#)

Critical Areas for Focus in the Short Term

Access to Talent



One trend evident in this survey is the vast majority of executives who note the need to remain competitive in wages but at the same time consider the sponsorship of foreign-born workers, expand relationships with community colleges and apprenticeship programs, and decrease overall dependence on costly contract labor. This is a short-term strategy that will require all organizations to look at their models of staffing and retention strategies, and to pay particular attention to those roles and positions most needed.

Financial Health



The survey results clearly depict that the financial health of those responding organizations is a significant driver of all workforce-related trends. The root causes of costly workforce issues relate to increased salary expenses and increased use of temporary staff – a clear priority for participating executives, who also see that this trend will continue. In addition, of great consideration to these leaders is the impact that expanding regulatory requirements will have on their operational health, workload, and staffing challenges.

Leadership



There is a clear correlation in the survey responses between organizational leaders realizing the importance of leadership development and employees leaving organizations because of their negative relationship with their direct supervisor. It is important to note that these same respondents did not identify leadership development in the top two actions to retain the staff, but instead focused on competitive wages and employee recognition.

“Leadership is not just about guiding a team towards its goals; it’s about fostering an environment where every team member feels valued, heard, and motivated. Our research highlights that effective leaders are selfless, modest, humble, and willful lifelong learners that are a critical component in retaining talent and building a workplace where employees thrive.”



Michael C. Bush, CEO
Great Place to Work®



Organizational Leaders Must Consider Overall Staff Wellness

An interesting observation about overall sentiment is respondents' claim that their employees are "somewhat engaged." This is an important perspective for these leaders, as none of the identified short-term and long-term actions can be impactful unless the employees feel engaged in their organization. Notably, the employees come to work with significant home life stressors; no longer are home and work separate in the minds of employees. Total employee well-being must be a concern of leaders, as employees will continue to face escalating household bills and childcare expenses, and some generations will desire more work-life balance.

Future HR Trends and Initiatives Leaders Need to Anticipate

Leaders identified three top trends that they will focus on more in the upcoming months and years.

- 1.** The workforce desires higher wages along with flexible benefits and work schedules, with employees seeking to be considered for their individual needs. It will be imperative that leaders understand their staff's home stressors and how these impact work performance, availability, and motivations.
- 2.** Employees of the future want to feel a sense of unique belonging, with their unique contributions recognized and appreciated by their leaders.
- 3.** "High-Trust Behaviors" such as teamwork and camaraderie are very important to the workers of the future. Leveraging each employee's unique desires, skills, and talents to ensure the organization's total success is an important leadership attribute.

Are you building a culture of trust?

Determine whether your behaviors promote trust in the workplace with our checklist for leaders.



[ACCESS CHECKLIST](#)





The work and focus of the future will continue to evolve as organizational culture and employee engagement continue to shape talent strategies, and the speed of change will increase with the advent of innovative technologies. Leaders must be adept at quick change, be aware of employee sentiment at all times, and understand how innovative technology can support employees in being their best selves at work and engaging fully in the workplace.

Learn how a leading senior living organization is enjoying a more agile workforce, an improved employee experience, and optimized labor efficiencies with innovative solutions.

SESSION REPLAY

The Positive Impacts of HCM Technology

We know that employees gravitate toward organizations that care about how technology solutions can help them manage their work life more efficiently and effectively. The leaders surveyed do anticipate more of a focus on workforce technology training and the use of technology solutions and artificial intelligence. Organizations must continue to focus on and align their people operations as they determine their digital priorities. Considering these survey responses, UKG technology is available to support many of the future needs identified in the findings. UKG partners with organizations to help them build great experiences, with solutions designed for all people and all roles – meeting your employees where they are on their journey to foster a great workplace for *all*.

A recent Gen Z survey by The Workforce Institute at UKG found that:

48%

wish their workplace technology performed just like their personal technology.

35%

feel their job is harder than it should be because of outdated processes and legacy technology.

82%

say they want their job to contribute to the greater good.





Put Culture at the Center of your Strategy

Retain your most important asset – your people. With industry-leading data and insights that connect work and life, UKG solutions will help you build a culture of trust and belonging.

Learn how UKG Pro, our comprehensive human capital management suite, can help you become a great place to work.



- [Employee Engagement and Sentiment](#)
- [Performance and Coaching](#)
- [Communication and Recognition](#)
- [Early Earned Wage Access](#)

More Resources for your Consideration



At **UKG**, our purpose is people. We are on a mission to inspire every organization to become a great place to work through HCM technology built for all. More than 80,000 customers across all sizes, industries, and geographies trust UKG HR, payroll, workforce management, and culture cloud solutions to drive great workplace experiences and make better, more confident people and business decisions. With the world's largest collection of people data, work data, and culture data combined with rich experience using artificial intelligence in the service of people, we connect culture insights with business outcomes to show what's possible when organizations invest in their people. To learn more, visit [ukg.com](https://www.ukg.com).

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ARGENTUM
EXPANDING SENIOR LIVING

For more information about workforce development issues, please visit argentum.org or contact:

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This report was developed by Holleran Consulting. For more information about conducting Holleran Employee Engagement and Satisfaction surveys or any other type of informative surveys and action planning support, please contact:

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