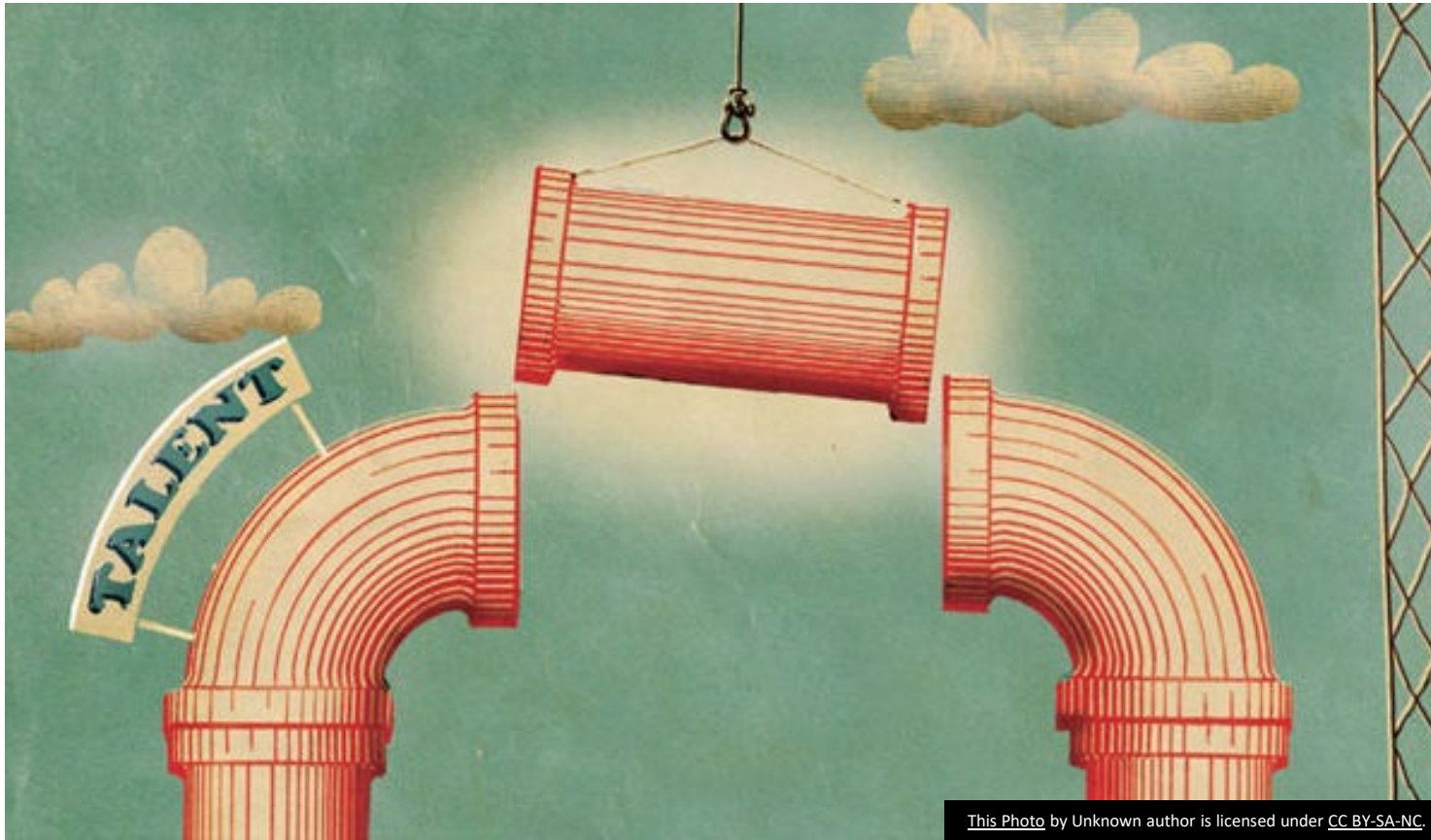


A photograph of two men in a warehouse or industrial setting. The man on the left is wearing a dark hoodie and a baseball cap, looking towards the right. The man on the right is wearing a green polo shirt and is pointing his right hand towards the camera. The background shows a white van or truck. The text 'GROWMARK Operational Labor Shortage Initiatives' is overlaid in white, with a horizontal line underneath the word 'Shortage'.

GROWMARK Operational Labor Shortage Initiatives

Tom Swearingen, Director, Talent Management
Jess Ehler, Manager, Compliance & Employee Relations





This Photo by Unknown author is licensed under [CC BY-SA-NC](#).

Our talent pipeline for operational roles is not keeping up with our current business model at the Facility and Retail Division level. In what ways can we work to reduce or resolve the imbalance?

Problem Statement



Purpose Statement

Explore potential innovations to address the challenge of labor availability at the facility/retail level

Channels



NEW TALENT
POOLS



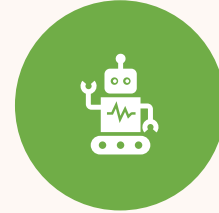
LABOR
SHARING



EDUCATIONAL
PARTNERSHIPS



WAGES &
INCENTIVES

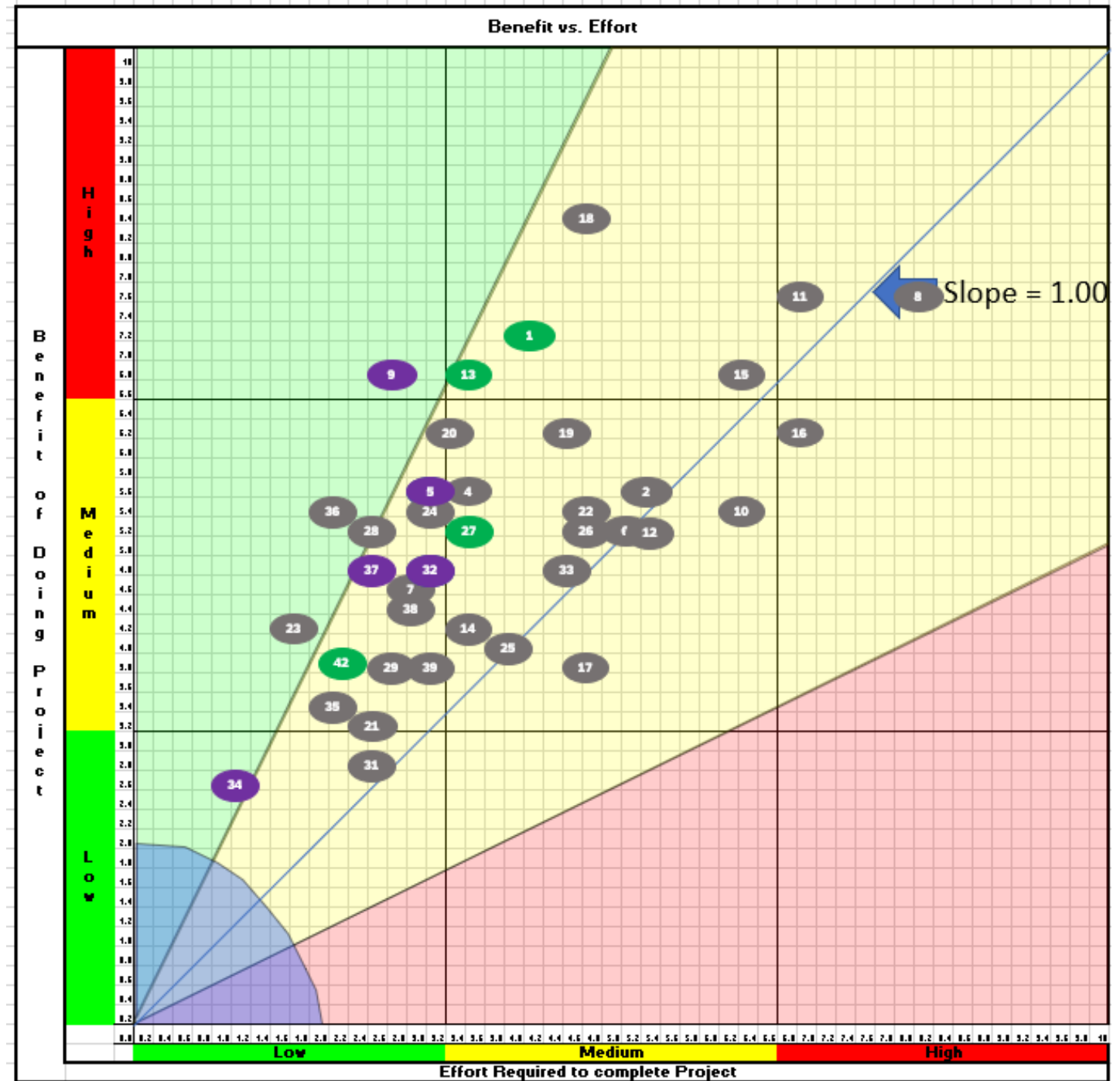


AUTOMATION



OTHER

Benefit & Effort Matrix



Pilot Projects

Recruiting Activation Plan/Package

Community College Pilot

Schedule Flexibility

H2A

Inter-company labor sharing (Retail)

Automation Preparation



H2A Experience

Background

2019

- 2 workers
- Iowa – 1 division

2022

- 11 workers
- Iowa – 3 divisions

2023

- 52 workers
- Illinois, Iowa, Wisconsin
- 6 divisions

Information & Requirements

- **Unlimited visas available for agricultural positions**
- **Temporary (Up to 10 months)**
- **Full-time hours (35+ per week)**
 - $\frac{3}{4}$ guarantee
- **Rate of pay (established by the State)**
 - Overtime, if applicable
- **Must provide:**
 - Housing & Furnishings
 - Vehicle
 - Transportation (to/from country of origin)

Cost Analysis

<u>Required Expenses</u>	<u>Avg. Expense</u>	<u>Annual Expense</u> (4 workers)	<u>Per Worker</u>
Rent/Deposit	\$800.00	\$10,400.00	\$2,600.00
Utilities	\$225.00	\$2,925.00	\$731.25
Furniture/Furnishings	\$2,800.00	\$2,800.00	\$700.00
Vehicle Inspection	\$100.00	\$400.00	\$100.00
Airfare	\$2,300.00	\$9,200.00	\$2,300.00
Meals	\$125.00	\$125.00	\$31.25
Consulate	\$195.00	\$780.00	\$195.00
Surety Bond*	\$7,718.92	\$7,718.92	1,929.73
Gov't Petition Fees	\$1,800.00	\$1,800.00	\$450.00
		\$36,148.92	\$9,037.23

This does not include wages or agency/legal fees for petition processing.

Part 1 – Farm Labor Contractor

August - December

- Proof of need
- Proof of financials
- Proof of workers' compensation
- Surety bonds
- Farmer authorizations
- Housing: Signed leases
- Vehicles: Inspections & Insurance
- FLC Employees*
 - Fingerprints, medical certification, and copy of driver's license

Part 2 – H2A Petitioning & Recruiting

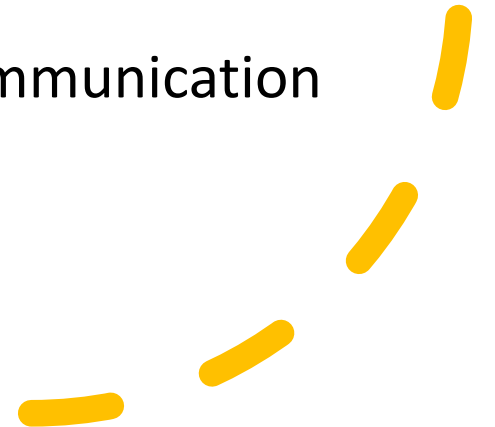
December - March

- Housing inspections
- H2A Job Contract
- U.S. Recruitment Report
- Interviews
- H-2A Approval Documents:
 - 790
 - 9142
 - Labor Certification
 - I-129
 - Agent Agreement
 - Worker facilitation agreement

Inter- Company Labor Sharing

- Challenges:
 - Current workforce already stretched thin
 - Pay differentials between companies/jobs
 - No GM wants to “give up” scarce labor
 - Who pays for extra expenses?
 - Different levels/difficulty/skills required between jobs
 - Mobility – how quickly can EEs transition back if needed?

Bottom Line: Requires trust and communication between company leaders



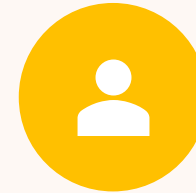
Potential Solutions



Establish a centralized resource to coordinate



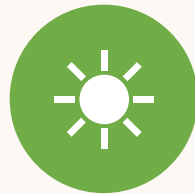
Create clear program guidelines



Hire talent pool to be shared



Start with facilities that are close with similar jobs



Seasonality over geography should allow