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How to Use this Deck

Use this report as a strategic resource and guide tailored for CEOs, C-Suite executives, and staff and Board members. It serves as a tool to guide leaders in adjusting their practices towards supporting the workforce.

ASAE provides this deck in partnership with McKinley Advisors.

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What is the Association Insights Center?

A community of experts collaborating to face the increasingly complex environment and challenges ahead. In partnership with ⓢ **McKinley**Advisors, AIC provides critical, on-demand intelligence and tools to support association CEOs as they face the tough decisions yet to come.

The slides that follow provide a synthesis of the community's work in 2024 to support CEOs in reversing unfavorable workforce trends and shortages.

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2024 - 2025 AIC Thought Leadership Panel

|	
Preet Bassi, CAE	Center for Public Safety Excellence Inc
Philip K. Bell, CAE	Steel Manufacturers Association
Sid Bhatnagar	American Society for Quality
Paul D. Bishop, CAE	Association of Boards of Certification
Adonia Calhoun Groom, CAE	Renal Physicians Association
Wayne Chopus	Insured Retirement Institute
John E. Courtney, Ph.D.	American Society for Nutrition
Vicki Deal-Williams, FASAE, CAE	American Speech-Language-Hearing Association
Mike DePrisco	Institute of Management Accountants
Michael Desiderio	Executive MBA Council
Amy Dufrane, Ed.D., SPHR, CAE	HR Certification Institute
James R. Flanigan, CAE	American Society for Clinical Laboratory Science
Lynn M. Gangone, CAE	American Association of Colleges for Teacher Education
Tina C. Gordon, CAE	North Carolina Nurses Association
Melanie Gottlieb, CAE	American Association of Collegiate Registrars & Admissions Officers
Matt Haller	International Franchise Association
Terri Hinkley, EdD, MBA, BSN, RN, CAE	National Association of School Nurses
Jon Hymes	American Optometric Association

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2024 - 2025 AIC Thought Leadership Panel

ASSOCIATION INSIGHTS CENTER

Sharon Kneebone, FASAE, CAE	American Academy of Pain Medicine
David Labuskes, CAE	AVIXA
Janice R. Lachance, Esq., FASAE	American Geophysical Union
Denise A. LeDuc Froemming, MBA, CPA, CAE	California CPA Education Foundation
Adam Levy, CAE	American Cleft Palate-Craniofacial Association
Michelle I. Mason, FASAE, CAE	ASAE
Patricia Montague, FASAE, CAE	School Nutrition Association
Bob Moore, FASAE, CAE	American College of Osteopathic Family Physicians
Brian T. Pallasch, CAE	International Institute of Building Enclosure Consultants
Mary E. Post, MBA, CAE	American Academy of Neurology
Denise Roosendaal, FASAE, CAE	Institute for Credentialing Excellence
Joe R. Sapp, CAE	Talley Management Group, Inc
Jennifer M. Schlener	Association of American Medical Colleges
Angela M. Schnepf, MBA, CAE	Leading Age Illinois
Sheri Sesay-Tuffour, PhD, ICE-CCP, IOM, FASAE, CAE	Pediatric Nursing Certification Board
Cara Woodson Welch, Esq.	Public Sector HR Association

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Background and Introduction to the Topic
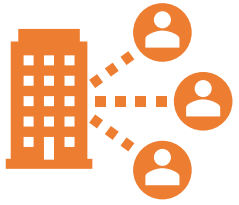
Workforce Challenges Research

Workforce Challenges Research

- A survey of association executives was conducted in the early Summer 2024 to capture the **scope of workforce challenges** and **understand general approaches associations use today** to counter undesirable trends.

- Input on survey topics was collected from the AIC Thought Leadership Panel in May 2024. The survey was developed based on this list and included: workforce burnout, generational challenges, navigating AI, unclear career pathways, creating inclusive work environments, and more.

- The survey was delivered to ASAE's database of C-suite association executives and fielded in June 2024.

Results

- Results presented here focus on the scope of workforce challenges and frameworks associations utilize to counter undesirable trends. Case studies are also included to provide readers with examples to inspire similar programs they may develop in their organizations.

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Workforce Assessment

Primary Drivers of Shortages

% of Assoc Execs indicating each is a driver of workforce shortages:
- **70%** Changing demographics/retirement of boomers
- **53%** Field/industry not perceived as attractive
- **49%** Lack of desirable work conditions (work-life balance, demanding roles, remote work)
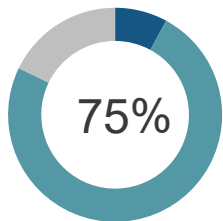- **46%** Competition from other industries or fields for talent

Partnerships are a Key to the Solution

Many associations have partnered with other organizations/institutions to pursue workforce solutions.
- Universities/schools (70%)
- Private sector (40%)
- Government organizations (33%)
- Other organizations (20%)

Workforce Shortages

75%

75% describe **workforce shortages**.
18% healthy workforce balance.

Though most fields suffer from workforce shortages, approximately 60% may be reversed within 10 years given adequate interventions according to Assoc Execs

Likely Time Horizon to Reverse Shortages

<5 Years	5-10 years	10+ years	Unsure
6%	53%	32%	10%
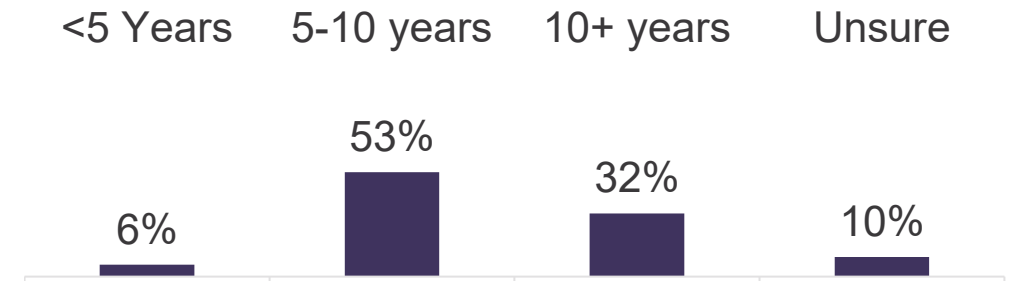
Pursuit of Solutions

Associations are taking action: 68% have implemented workforce programs and 18% plan to do so to address underlying issues in their field. These are funded from the association's general revenue (82%), grants (38%), donations (33%), partner organizations (28%) and program fees (26%).

Efficacy of Programs

Association programs are underway and it is generally too soon to assess their impact.
- 44% Feel programs are somewhat effective
- 45% Believe it is still too early to tell

However, Each Field is Unique
Core drivers of workforce shortages tend to vary. For example…

Construction	Finance	Education	Healthcare	Manufacturing
• Aging workforce • Demand for flexible schedules • Shorter job tenures, especially in entry-level positions • Increased workload due to extreme weather events	• Increased remote/hybrid work • Automation and outsourcing • Regulatory burdens • Shift towards technology focus • Changes in employee expectations for compensation and benefits	• Aging workforce and retirements • Regulatory pressures • Concerns about AI replacing specialized roles • Job-hopping and turnover • Political pressures and reduced funding • Shift to virtual formats • Stress and burnout among educators • Growing global diversity and complexity	• Burnout and workforce shortages, especially post-COVID • Increased use of telehealth and remote work • Corporatization and privatization of medicine • Regulatory changes affecting reimbursement and certification • Competition from new, less-educated professions • Increased productivity demands	• Increased automation and AI applications • Clarifying what is the impact of online sales on the workforce • Remote work for office staff

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Challenges Facing the Workforce

How great of a challenge are each of the following?
n=170; Base: C-suite association staff

Top 4 Challenges

	Not a challenge	Modest challenge	Great challenge	Unsure
Workforce burn-out and challenges to maintaining the overall well-being of professionals	9%	41%	49%	
Generational differences in work preferences and expectations	8%	48%	42%	
Determining the role of artificial intelligence relative to the workforce	15%	45%	29%	11%
Unclear career pathways or limited growth potential	27%	42%	29%	
Fostering inclusive work environments that attract a diverse workforce	20%	51%	27%	
Identifying alternative sources of talent (e.g., recruiting from other fields, locations)	19%	49%	26%	6%
Navigating geopolitical factors that impact global workforce development for your field	38%	35%	17%	10%
The need to lower the barrier for entry to the field the association represents (e.g., lowering educational requirements)	47%	28%	14%	11%

■ Not a challenge   ■ Modest challenge   ■ Great challenge   ■ Unsure

11

Questions for CEOs, Senior Leadership and the Board

What underlying factors have driven the most significant workforce challenges in our field? How might these challenges shape our field in the future?	How is our industry positioned relative to other industries to attract and retain top talent?	How is the shift towards remote and hybrid work impacting our members and the industry?
How are technological advancements affecting the nature of work in our field? What proactive steps can we take to ensure members are prepared for these changes?	Are we effectively mapping and communicating career pathways that align with the evolving landscape of our field? How can we support members in navigating these paths more successfully?	Are we offering adequate professional development opportunities to help members at each stage of their career? Are we equipping members with the necessary agility to thrive in an increasingly dynamic industry?
What is our capacity to respond to workforce challenges in our field? How might we address gaps in our capacity to ensure long-term resilience?	In what ways are we/might we collaborate with other organizations or industries to address workforce challenges?	What are the most disruptive emerging technologies and societal shifts on the horizon that could redefine our workforce in the next 5-10 years? How can we position members to not only adapt, but excel in this future landscape?

Questions sourced and adapted from ChatGPT.

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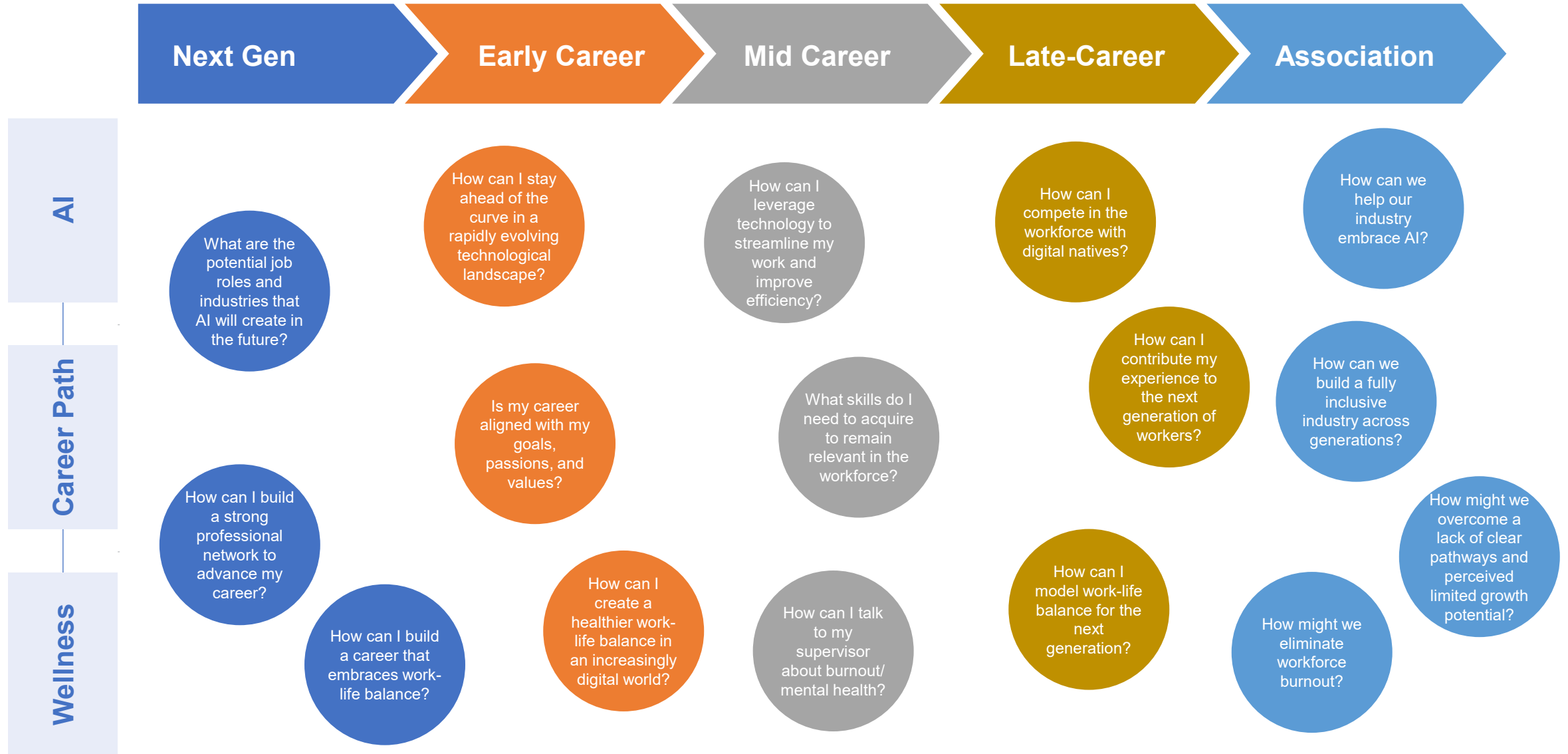The Center for Association Leadership

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A Deeper Look into the Top Challenges

The remainder of this report focuses on several top workforce challenges, learning from AIC about the association's role in responding to each issue and case study programs put into place by associations seeking to counter undesirable trends.

Top challenges:

- Eliminating burnout/Fostering wellness
- Supporting career pathways and growth
- Determining the role of AI

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The Unique Impact of Workforce Challenges by Career Stage

Next Gen	Early Career	Mid Career	Late-Career	Association

AI

Career Path

Wellness

What are the potential job roles and industries that AI will create in the future?

How can I stay ahead of the curve in a rapidly evolving technological landscape?

How can I leverage technology to streamline my work and improve efficiency?

How can I compete in the workforce with digital natives?

How can we help our industry embrace AI?

How can I build a strong professional network to advance my career?

Is my career aligned with my goals, passions, and values?

What skills do I need to acquire to remain relevant in the workforce?

How can I contribute my experience to the next generation of workers?

How can we build a fully inclusive industry across generations?

How can I build a career that embraces work-life balance?

How can I create a healthier work-life balance in an increasingly digital world?

How can I talk to my supervisor about burnout/mental health?

How can I model work-life balance for the next generation?

How might we overcome a lack of clear pathways and perceived limited growth potential?

How might we eliminate workforce burnout?

Top Challenge #1:
Eliminating Burnout and Fostering Wellness

Eliminating Burnout, Fostering Wellness

Workforce burnout and challenges to maintaining overall wellbeing of professionals was the top challenge facing the workforce named by respondents.

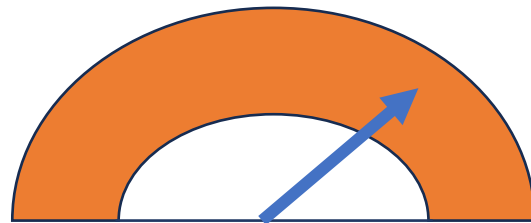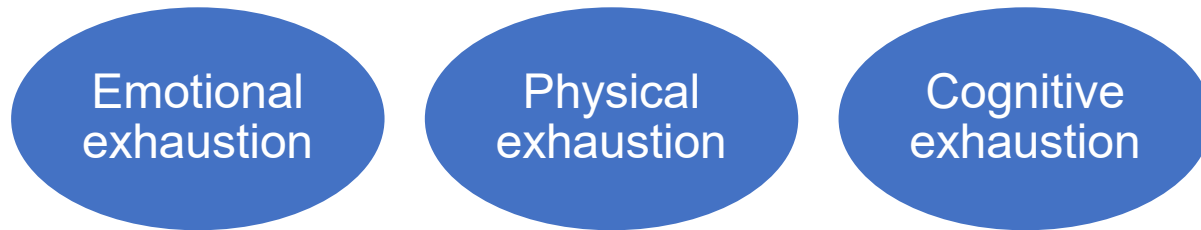## Workforce Burnout as a Challenge (% Agree)

- Great Challenge: 49%
- Modest Challenge: 41%
- Not a Challenge: 9%
- Unsure: 1%
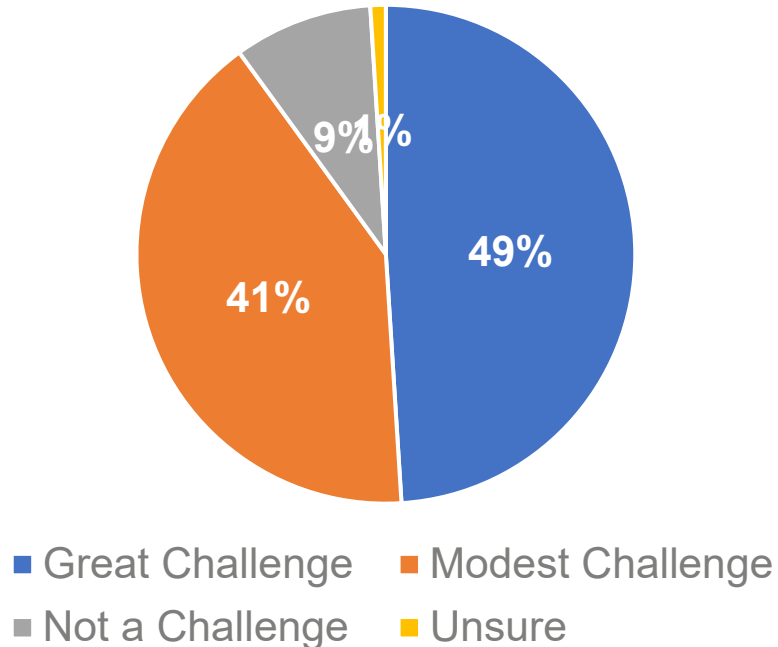
% Indicating as a Driver of Workforce Shortage

- Changing Demographics: 70%
- Unattractive Field/Industry: 53%
- Undesirable Work Conditions: 49%
- Competition for talent: 46%
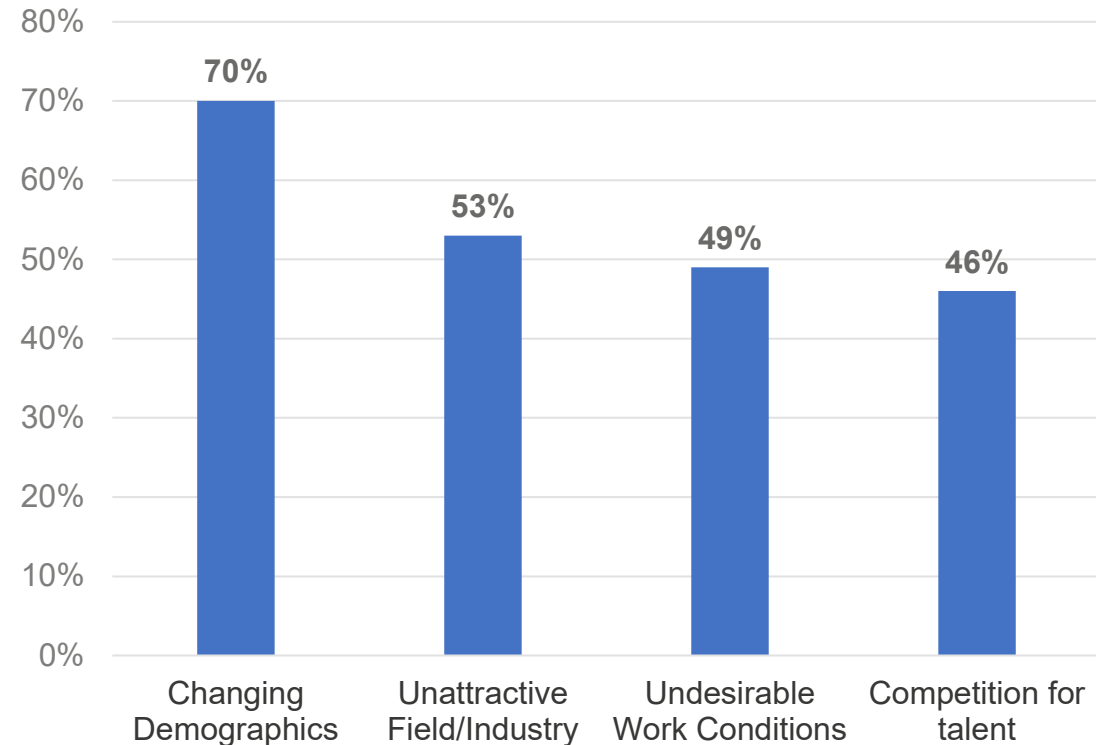
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Breaking Down Burnout

Emotional exhaustion

Physical exhaustion

Cognitive exhaustion

Distance or mental detachment from work responsibilities

Source: Psychology Today

Types of Burnout

Overload
- Working to the detriment of personal health
- *Characterized by venting, creating more work*

Neglect
- Difficulty keeping up with demands, overwhelm
- *Characterized by learned helplessness, passivity, feelings of incompetence*

Under-challenged
- Boredom, lack of stimulation causing lack of motivation
- *Characterized by cynicism, lethargy*

Source: Harvard Business Review

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Ways to Overcome Burnout

Association executives have a unique opportunity to convene industry members to devise strategies that foster a more supportive work environment. The following strategies can be used to address their respective types of burnout.

Overload	Neglect	Under-challenged
• Support flexibility • Evaluate working conditions and/or expectations • Foster dialogue • Encourage diversification of identity	• Develop coping mechanisms • Share experiences, vocalize struggles • Manage demands • Build competence • Streamline responsibilities • Support boundary setting • Encourage self-care	• Highlight career pathways • Provide guidelines for self-development • Offer PD content to support career progression • Profile successful career pivoting • Grow the pipeline

Adapted for associations from: Harvard Business Review

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Steps to Reduce Burnout

Association executives shared a variety of strategies that associations can adopt to help members overcome burnout. Three clear strategies emerged – identifying the specific causes and successful remedies, removing the stigma of discussing mental health, curating resources and building coalitions to foster cultural change.

Understand the Problem

Welcome Dialogue

Adapt and Repurpose
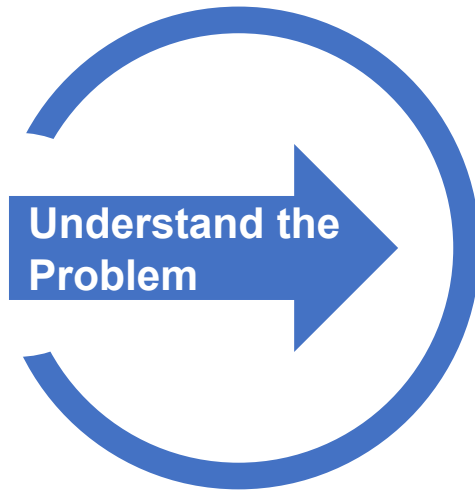
Conduct research to quantify the scope of challenges and identify and **popularize the solutions** used by leaders in your field.

View the **association's role as destigmatizing mental health challenges**, which can be done by bringing it to light (communications, webinars, etc.).
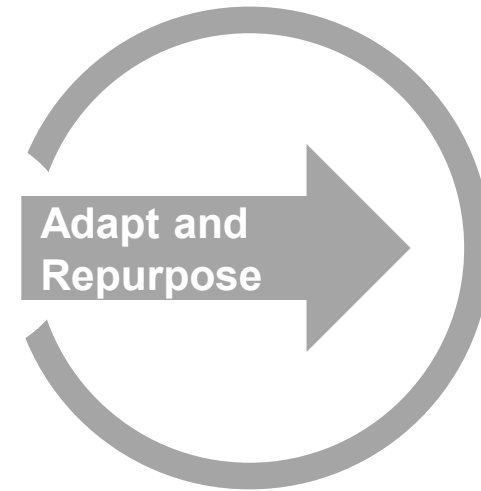
The association can **curate and share** many resources from external fields while encouraging holistic changes by bringing organizations together.

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How Associations are Combating Burnout and Fostering Wellness

Improve Work Conditions

- Legislate worker protections
- Collaborate with members/partners to create broad cultural change
- Foster flexibility – when, where, how members work
- Improve safety

Build Visibility for Wellness

- Provide educational content
- Profile individual challenges and how they have overcome through stories/ media
- Create a safe space for dialogue
- Encourage dialogue around work/life balance
- Create a wellness committee
- Share experiences in candid conversation

Lessons Learned

"The first solution is unlikely to be the final solution, so be flexible."

"Iterate. Fail fast."

"Be prepared to generate a large amount of communication to stakeholders."

"It's a long game; these shifts do not occur overnight."

"Sensing where the market is moving and what organizations need is key to informing your organization's strategy."

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Encourage Personal Health & Wellness: School Nutrition Association
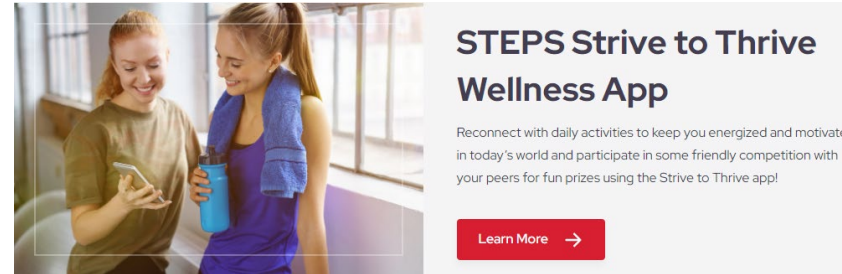
Personal Wellness as a Model for the Next Generation

The Challenge: SNA members are dedicated to providing healthy, nutritious school meals for school children. More than a decade ago, the association identified an opportunity to promote wellness and provide healthy recipes, empowering their members to lead healthier lives and set a positive example for students.

The Solution: SNA launched the STEPS Challenge as a way to support members in achieving their own personal health goals. Designed to provide motivation through peer-to-peer engagement, SNA found a sponsor to help cover program expenses, actively engage in program activities, and offer valuable resources including wellness tools and healthy recipes. Members engage in wellness activities such as meditation, journaling and physical activities that are tracked through a dedicated app. Top performers can earn prizes each quarter. 1,300 members have participated in the program to date. SNA has found that the program fosters a sense of community and shared purpose, among other benefits, as members feel supported in their wellness journeys and can connect with others who share similar goals. Ultimately, the program enhances the overall well-being of SNA members, which in turn contributes to their personal and professional success.

Learn More: https://schoolnutrition.org/resources/steps-wellness-program/

Build Visibility for Wellness: Society for Vascular Surgery

SVS | Society for Vascular Surgery

→

Home

Your SVS: Wellness Program Launches

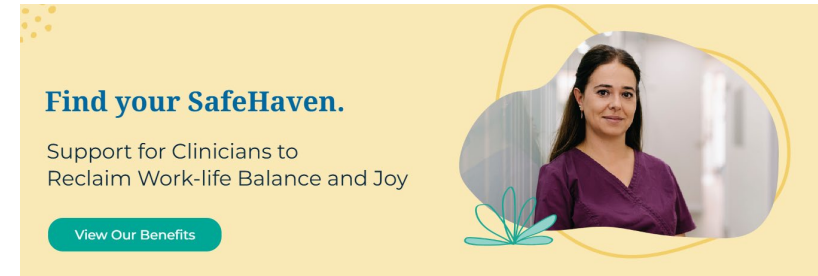**Responding to Burnout and Wellness Challenges in Healthcare**

The Challenge: In addition to the stress of delivering high quality care for often very sick patients, member research identified the growing imbalance of economics over quality in healthcare delivery has created added burnout and wellness challenges for members, diminishing the purpose for which they went into medicine, reducing funding/resources for further mastery and education, reduced autonomy in decision-making for clinicians and the healthcare team, and many other varied challenges to the practice of medicine.

The Solution: SVS recognized the pressures facing vascular surgeons and took an intentional, data-driven approach to providing support. Through research, the Society learned of core root causes relating to administrative burdens, deficits in healthy ergonomics while practicing surgery, and a broad set of issues connected to the business of healthcare such as medical malpractice vulnerabilities and administrative barriers to providing the best, quality care to patients. Through this work, SVS developed multiple resources and solutions to support vascular surgeons in each area, such as ergonomics resources, targeted policy/advocacy efforts, and the development of community and mentoring programs for surgeons who would benefit from peer support and networks. In addition to offering these tailored resources, SVS also continues to work towards broader systems-wide change that will ensure the health and sustainability of the healthcare workforce at a macro level.

Learn More:
https://vascular.org/news-advocacy/articles-press-releases/svs-offering-interventions-and-support-member-wellness-and

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Improve Work Conditions: Medical Society of Virginia

Create a SafeHaven®

The Challenge: The Medical Society of Virginia recognized a need to provide support to physicians and PAs to stay well and prevent burnout. Many medical professionals are struggling to find purpose and joy at home and in their workplaces and need a mental health resource that provides confidentiality, immunity and privilege.

The Solution: MSV founded SafeHaven® in 2020 and worked with the Virginia State Assembly to provide protections and funding for healthcare practitioners seeking help for their mental health. The legislature passed a bill in March 2020 providing for creation of the SafeHaven® program which has since been expanded through additional legislation to medical professionals and their families. SafeHaven® helps participants identify solutions, heal injuries and rediscover joy and purpose in their career. The program advances MSV's role in making Virginia the best place to practice medicine and receive care. It has expanded rapidly to other states and is available to members of partnering medical associations. SafeHaven® has been recognized by the American Medical Association as model legislation, creating a blueprint to provide protections to the healthcare workforce.

Learn More: https://safehavenhealth.org/

Resources

- Wilding, M. (2022). *3 types of burnout, and how to overcome them.* Harvard Business Review. https://hbr.org/2022/08/3-types-of-burnout-and-how-to-overcome-them

- Ghita, A. (2024). *The 4 types of Burnout*. Psychology Today. https://www.psychologytoday.com/us/blog/words-matter/202404/4-types-of-burnout

- Not One More Vet. (2024). https://www.nomv.org/

Top Challenge #2:
Supporting Career Pathways and Growth

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Unclear Career Pathways and Limited Growth Potential Challenges

Unclear career pathways and limited growth potential can be a significant deterrent to individuals seeking a field/career as well as retaining talent within a field. In a highly competitive market for talent, professionals will favor careers that offer certainty about future prospects, mentorship and guidance, financial security, clear paths for skill enhancement and increasing levels of responsibility, and growth potential.

Fortunately, associations have a meaningful role to play in helping to clarify career pathways and expand growth potential.

**How great of a challenge is "unclear career pathways or limited growth potential" relative to the workforce?**

71%

2%	27%	42%	29%
Unsure	Not a challenge	Modest challenge	Great challenge

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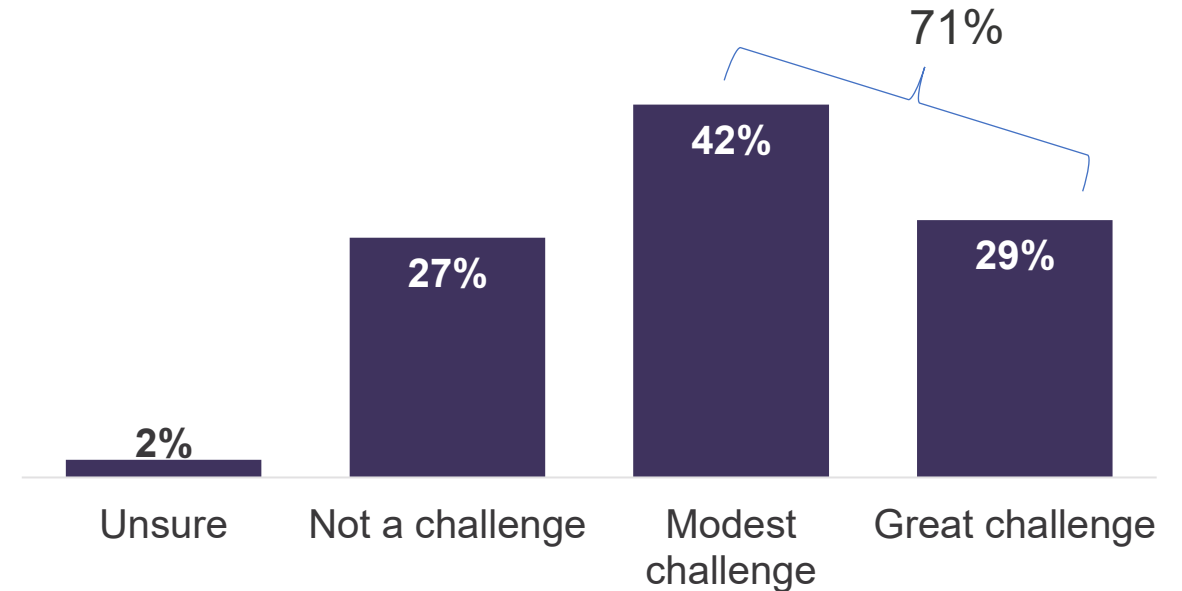
The Challenge of Unclear Career Pathways

Diversity of career options causing confusion

- Too many options make it difficult for people to visualize a clear career path for them.

Lack of industry recognition as a viable career path

- The industry may be overlooked as a career opportunity due to misconceptions about the requirements to enter.
- Individuals entering a broad industry may not recognize opportunities in specialty areas.

Absence of defined career progression

- Individuals are not seeing the potential career paths within an industry.
- There is no clear path for professionals to advance within a field or industry.

Concerns about the desirability of an industry

- Some industries are seen as less desirable due to various factors (e.g., severe burnout is a major concern in healthcare).
- Younger workers may not see the industry as an interesting or desirable career option (e.g., low-tech industries).

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Unclear Career Pathways or Limited Growth Potential

Clearly understand the problem before working on the solution.

- Confer with members and experts from multiple roles, seniorities, and segments to understand their perspective on the challenges, needs, and opportunities for the field. Talk to members of diverse backgrounds and ages to understand their preferences.
- Consider unique ways to "make the case" for the field and support its prestige, compensation, and impact.
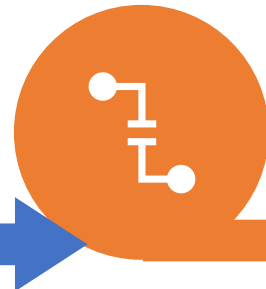
Segmenting programs by career segment, focusing on the unique challenges at every stage.

- Support career development by creating membership pathways from student to retired member. Since needs are deeply connected to the career stage.
- Provide training that fills in the professional development deficits that members may face at different stages of their careers.

Provide support to help members of the field understand their options.

- Develop and provide a visual career map of their potential opportunities, and diverse career options and offer guidance towards the competencies and skills required at each stage.
- Create a committee and identify the field's non-traditional career opportunities in other settings, industries and even roles. Produce resources to share the findings and help to expand opportunities for the field.

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Actions Being Taken to Address Challenges with Unclear Career Pathways or Limited Growth Potential in an Industry
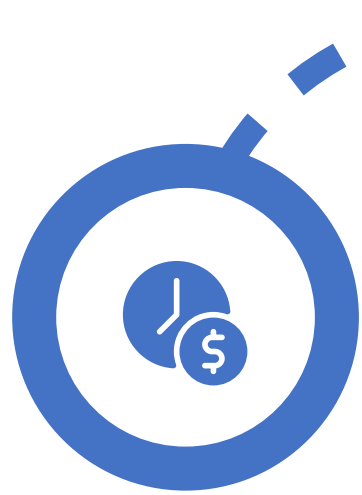
Developing and promoting career pathway resources

- Creating career roadmaps, tracts, and ladders to highlight progression opportunities.
- Producing videos, infographics, and other content to raise awareness of diverse career paths.

Enhancing partnerships and outreach

- Collaborating with educational institutions (high schools, vocational schools, community colleges) to educate students and parents.
- Engaging in industry-wide partnerships to promote career options.

Expanding access and support

- Providing scholarships and funding to reduce barriers for new entrants.
- Offering training programs, mentoring, and onboarding resources to support career development.
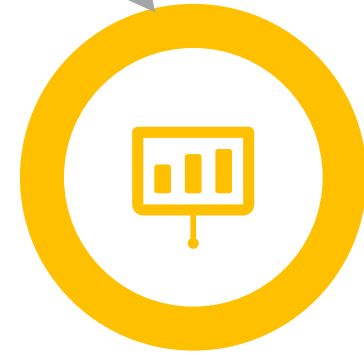
Diversifying talent pipelines

- Targeting non-traditional students and second-career seekers.
- Expanding membership and presence in growth markets globally.

Developing and Promoting Career Pathway Resources: Regulatory Affairs Professionals Society
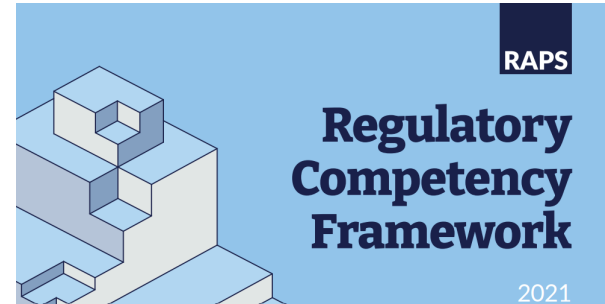
Supporting Regulatory Professionals in Navigating Their Career

The Challenge: One of the challenges the Regulatory Affairs Professionals Society (RAPS) faced was supporting the many professionals who come into the field mid-later in their career with experience in a different facet of the pharmaceutical industry. There are just a handful of academic programs that provide degrees in regulatory affairs and RAPS aimed to support professionals at all career stages and professional levels.

The Solution: Develop a competency framework and supporting tools to (a) help regulatory professionals assess individual competencies and map out a personalized professional development plans (b) serve as a foundation for employers to design training, develop curriculum, and manage professional and career development in their organizations.

Learn More: https://www.raps.org/resources/regulatory-competency-framework

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Enhancing Partnerships and Outreach: International Sign Association

Introducing Sign Manufacturing as a Desirable Career Path to Students

The Challenge: Introducing younger workers to an industry they don't realize exists.

The Solution: The International Sign Association hosts Sign Manufacturing Day, helping companies open their doors to students in high schools, trade schools and local community colleges to showcase the diversity of careers in the sign, graphics and visual communication industry. ISA offers a toolkit to help companies prepare for a successful event. In addition to the day, ISA has established partnerships with schools across the United States to increase exposure and make students aware of the career opportunities in the field.

Learn More: https://signs.org/events/mfgday/

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Expanding Access and Support: American College of Osteopathic Family Physicians

Removing Barriers for Residents Facing Financial Strains Associated with their Residency Journey

The Challenge: Osteopathic family medicine residents often need to obtain additional licenses and certifications such as the American Osteopathic Board of Family Physicians (AOBFP) cognitive and practical exams, which can incur extra costs that may not be fully covered by the residency program. The time commitment and educational costs to become an Osteopathic family physician are both extremely high.

The Solution: ACOFP offers free membership for residents along with grant opportunities through the ACOFP Foundation for first and second-year residents pursuing the osteopathic pathway to Family Medicine board Certification and for third-year residents who are planning to sit for the AOBFP cognitive and practical exams.

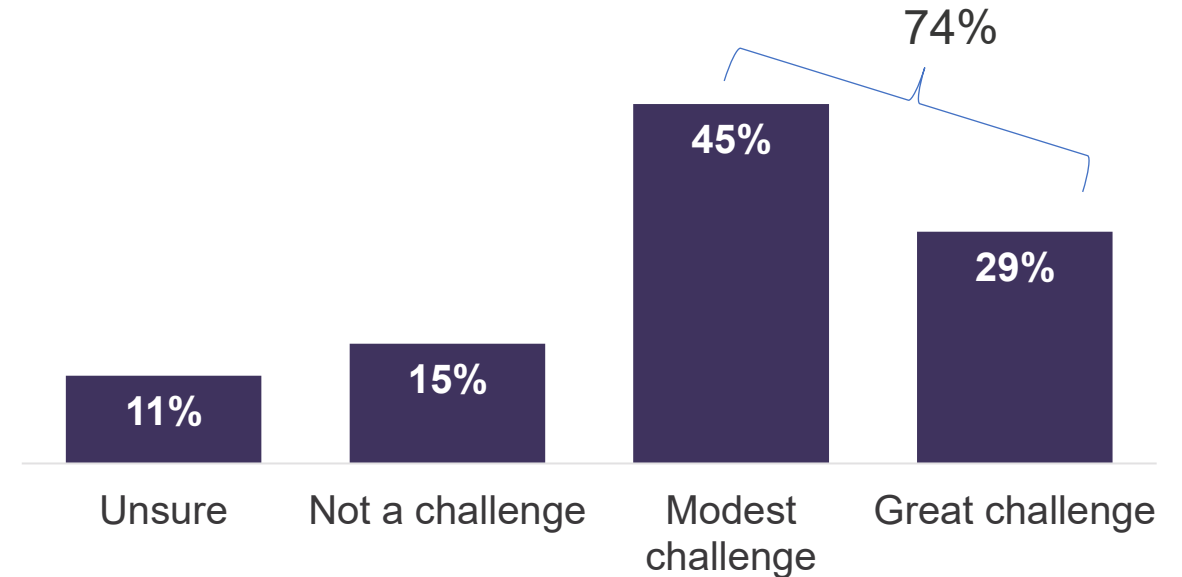**Learn More**: https://foundation.acofp.org/grants-and-awards/for-residents

Top Challenge #3:
Artificial Intelligence and Workforce Challenges
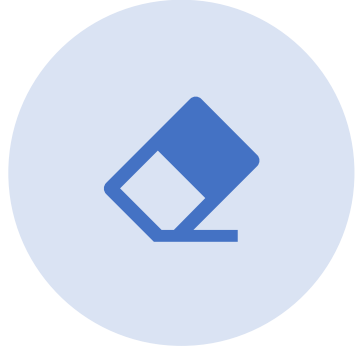
Artificial Intelligence and Workforce Challenges

Artificial Intelligence will greatly impact associations, including association staff and operations, and the fields that associations represent. With the potential to alleviate burdensome tasks and replace workers, the technology represents both an opportunity and a threat.

AIC research uncovered that AI may alleviate workforce burdens such as labor force shortages, reduce burnout associated with unpleasant or burdensome tasks, and increase the attractiveness of a field by enhancing the quality and impact of professionals and their work. However, associations need to act decisively to optimize the technology while being forward-thinking about how their fields may need to adapt and evolve to stay relevant as traditional work is replaced by artificial intelligence. Questions such as, "*How do we evolve the work of our members to serve the important and meaningful roles that AI cannot?*" are critical as artificial intelligence evolves.

How great of a challenge is "determining the role of artificial intelligence relative to the workforce?"

74%

Unsure	Not a challenge	Modest challenge	Great challenge
11%	15%	45%	29%

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Artificial Intelligence Solutions to Workforce Challenges

Alleviate Burden

Explore opportunities to leverage AI to **alleviate low-value tasks** (e.g., administrative burdens).

Understand the tasks that drive dissatisfaction in the field and explore whether AI solutions can **minimize or eliminate those tasks**.

Improve Quality

Evaluate the applications of artificial intelligence in **improving quality and outcomes** for the field.

Identify whether artificial intelligence can **remove barriers** that limit the impact of the field.
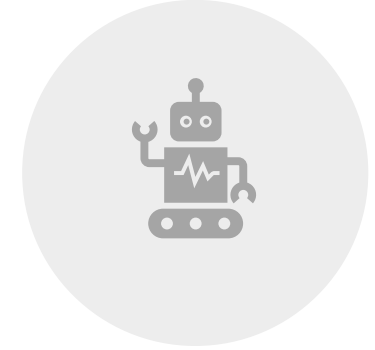
Evolve the Profession with the Technology

Assess the possible impact of artificial intelligence on the field and provide support in evolving the role of professionals to ensure **relevancy and sustainability**.

# Alleviate Burdens: Marine Retailers Association of the Americas
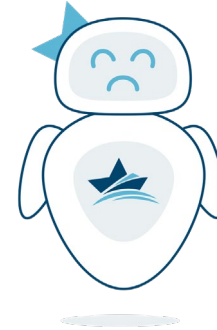
Aimie: A Large Language Model to Reduce Burden and Increase Success of Members

The Challenge: MRAA, the top training provider for the boating industry, understands the operational and strategic challenges facing marine retailers. Success in this field demands diverse expertise, often challenging business owners and managers who have limited time and resources to acquire the necessary knowledge and support for success.

The Solution: MRAA implemented an AI-powered system to offer members instant access to information, tools, and resources. This provides immediate support for urgent business challenges, enhancing decision-making speed and efficiency while effectively leveraging MRAA's extensive knowledge base to better serve the industry. The result has been increased engagement with the organization and greater levels of support for members.

Learn More: Informational video about Aimie

Improve Quality and Evolving the Field: American College of Cardiology
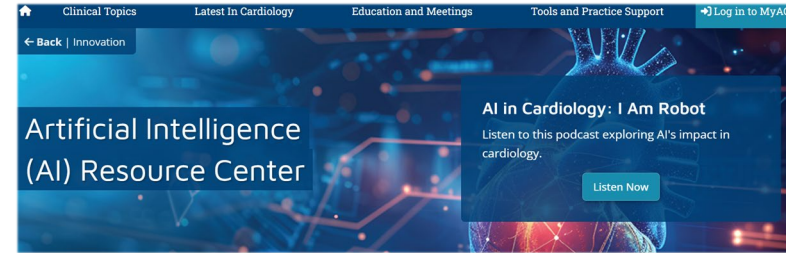
Supporting the Evolution of AI in the Field to Produce Better Healthcare Outcomes

The Challenge: AI is rapidly evolving in healthcare, offering potential improvements in outcomes. However, cardiologists and other healthcare professionals face challenges in vetting evidence-based solutions, sharing knowledge, and identifying which developments warrant attention and adoption.

The Solution: The American College of Cardiology is leading AI initiatives in cardiology and created a comprehensive information hub. This resource offers curated articles, research, and regulatory information, providing cardiologists and other healthcare professionals with essential AI knowledge and tools. This approach enables healthcare professionals working in the field of cardiology to stay current with AI developments, implement the technology in their organizations, and actively shape its use and impact in the field.
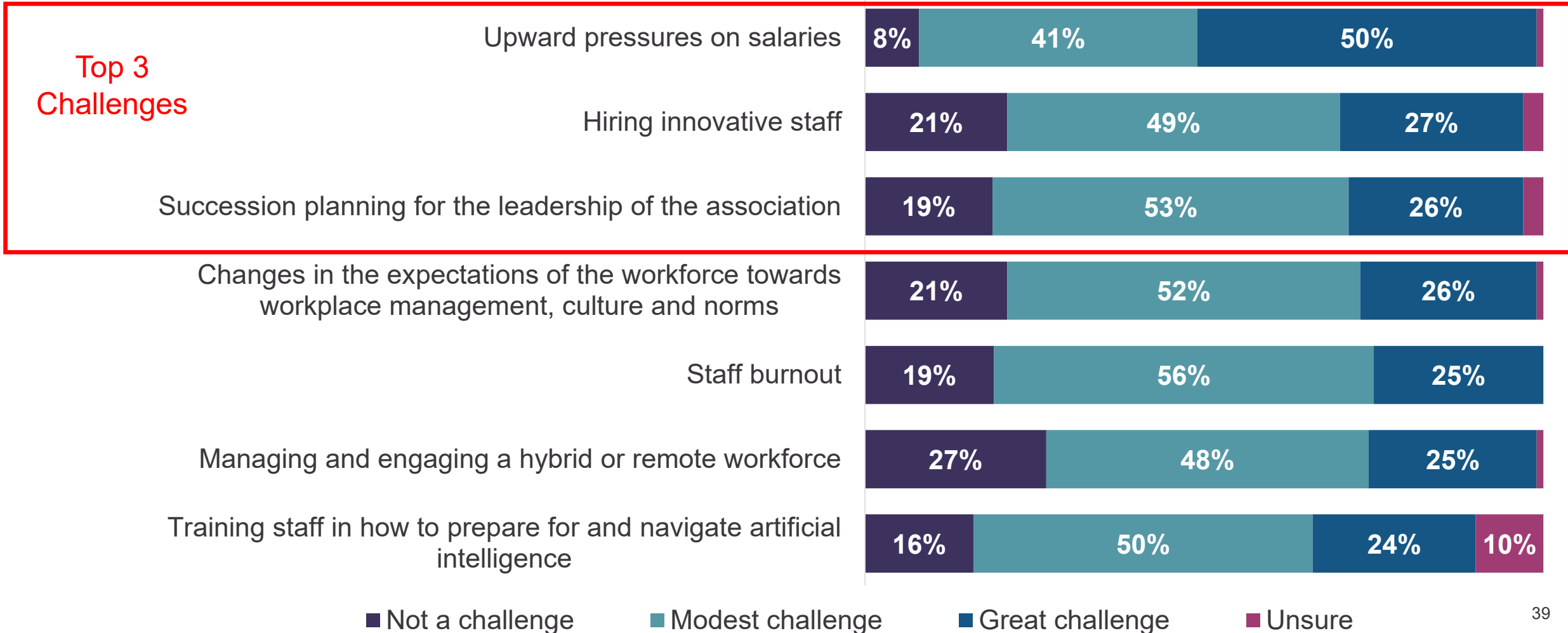
Learn More: https://www.acc.org/About-ACC/Innovation/Artificial-Intelligence

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Appendix

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Challenges Facing the Association Staff

Next, please consider the workforce challenges you face as an organization in recruiting, retaining and engaging staff. How great of a challenge are each of the following to your organization's talent strategy?n=156; Base: C-suite association staff

Top 7 Challenges Listed in Chart

Top 3 Challenges

Challenge	Not a challenge	Modest challenge	Great challenge	Unsure
Upward pressures on salaries	8%	41%	50%	
Hiring innovative staff	21%	49%	27%	
Succession planning for the leadership of the association	19%	53%	26%	
Changes in the expectations of the workforce towards workplace management, culture and norms	21%	52%	26%	
Staff burnout	19%	56%	25%	
Managing and engaging a hybrid or remote workforce	27%	48%	25%	
Training staff in how to prepare for and navigate artificial intelligence	16%	50%	24%	10%

■ Not a challenge ■ Modest challenge ■ Great challenge ■ Unsure

Solutions for the Association Staff

Salary Pressure

- Critical to perform **compensation study** that quantifies total benefits for staff. Consider benchmarks (e.g., meeting the 50th percentile against competition).
- Keep up with **annual COLA adjustments** or the issue will become unmanageable.
- Utilize **salary bands and transparency** to ensure openness and fairness.
- Ensure volunteer leaders are educated as to the need for competitive compensation (they'll **become advocates for building it into the association's revenue strategy**).

Hiring Innovators

- Hire staff from **industries that bring unique perspective** and concentrate on attitude more than experience.
- **Innovate internally** with technology and other changes to create cultural signals of change.
- Create a **function for innovation** (specific role), funding for innovation and allow for processes to support the role.
- Create **larger cultural shift**, from leaders that are transparent and open to feedback, to mechanisms for staff to suggest new ideas.

Succession Plan

- **Make it a priority** and create a "vision committee" to carefully lay out a plan for succession ahead of time.
- Recognize that **staff will be anxious** and allow them space to ask questions, vent and share concerns.
- Bring in **third-party consultants** to make the process more **objective and less threatening**.
- Get **multiple levels of perspective**, from senior staff to Board to identify the best solution.

New Work Norms

- There are many new work norms to consider – not all healthy. Work to **pilot ideas before fully committing**.
- Changes in work norms result in changes in culture. Ensure you deeply listen to staff and understand the "why" as well as the **intended and unintended consequences** of changes.
- Changes like four-day work week, unlimited PTO, remote work, etc., can solve for burnout and can help you **recruit even when salaries are lower than private sector**.

Hybrid Workforce

- Although remote workforce can offer many benefits, it is important to **co-create the policy with staff** and establish shared commitments to performance success.
- Remote work creates a **new culture** that needs to be understood as such and requires additional focus on communicating often and well.
- Keep up with **newer tools that support remote workforce** (interactive collaboration tools, approaches to virtual happy hours, etc.). It is still imperfect and trying new things will help identify good supports for your culture.

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