



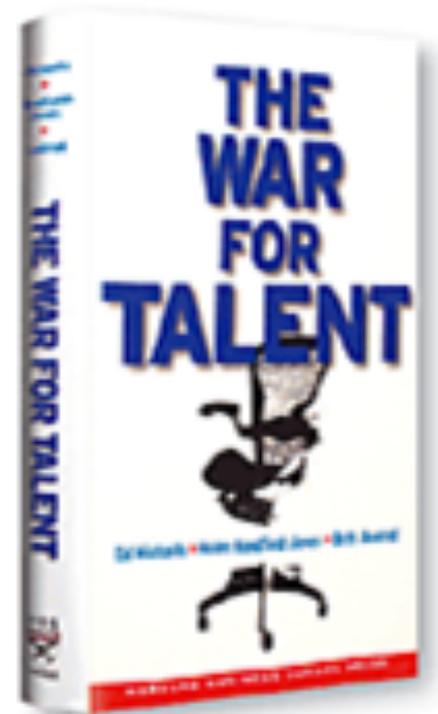
@JenniferMcClure

Talent Shortages & Skills Gaps

Equip Your Organization For The New War For Talent

The war for talent refers to an increasingly competitive landscape for recruiting and retaining talented employees.

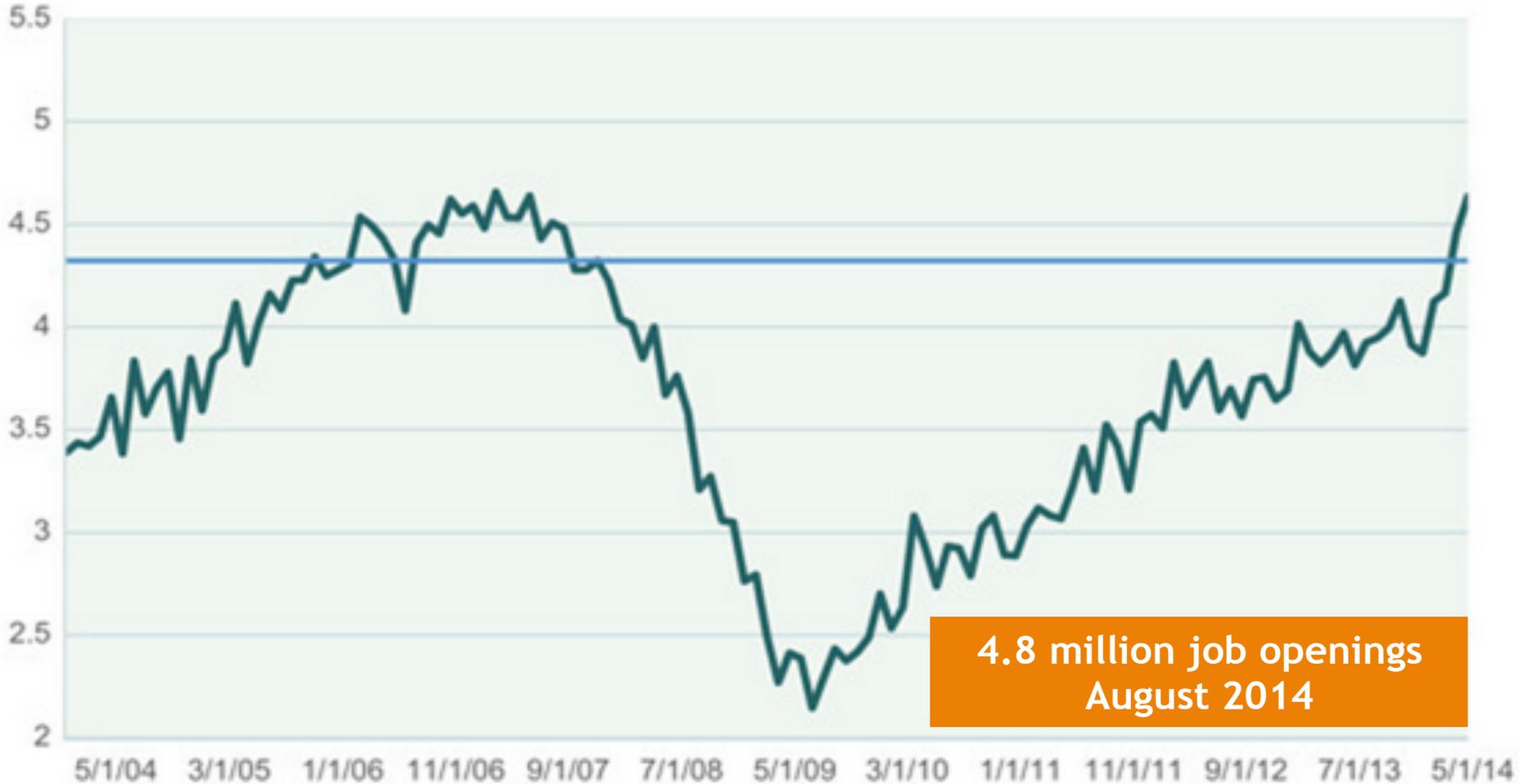
- Report published by McKinsey & Company in 1997
- 2001 book by Ed Michaels, Helen Handfield-Jones and Beth Axelrod



**THE
BATTLEFIELD**

Job Openings On The Rise

Monthly Job Openings



4.8 million job openings
August 2014

Source : U.S. Labor Department

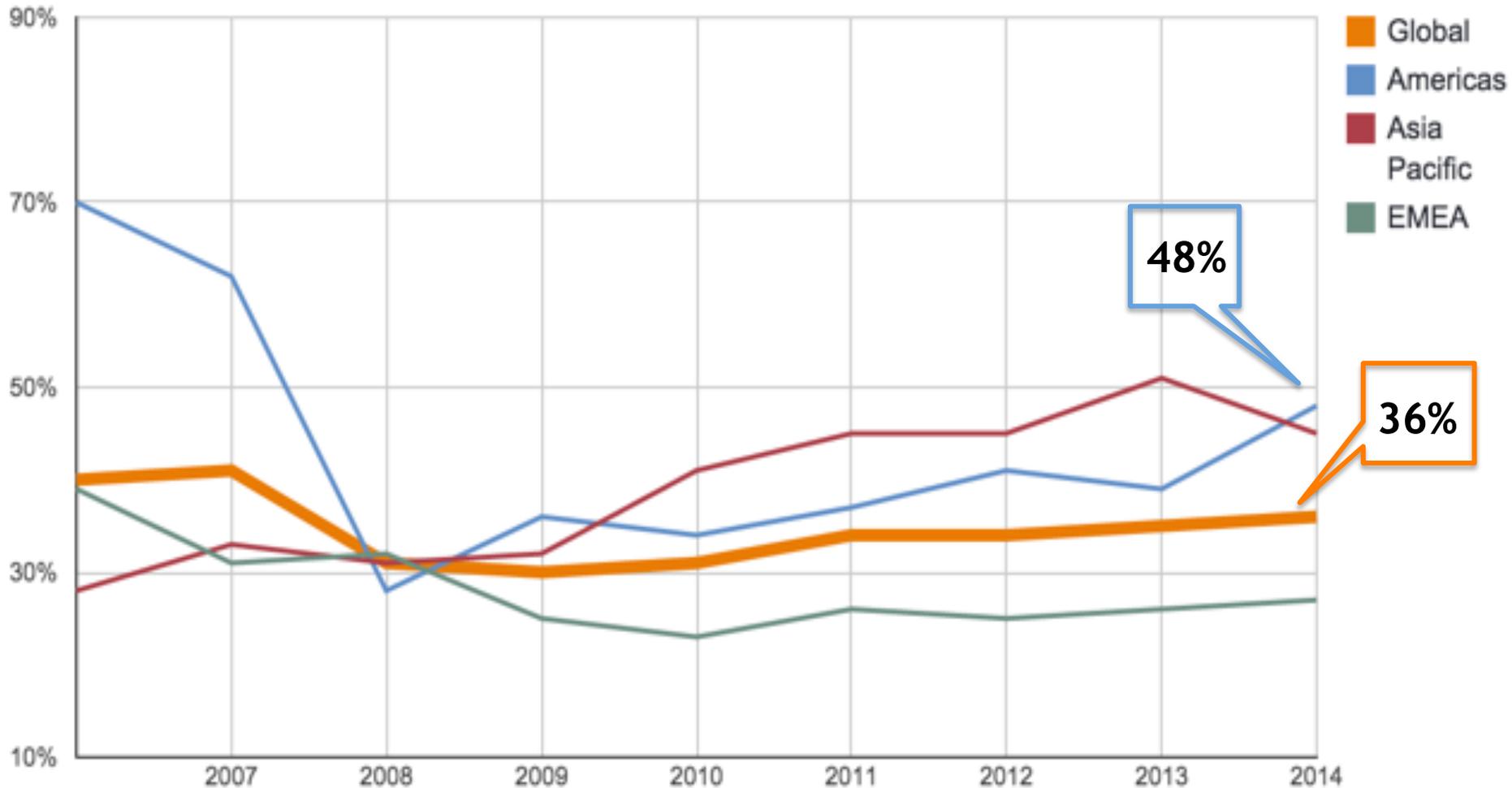
Unemployment Rate Declines

Monthly Unemployment Rate



Jobs Openings Tough to Fill

Employers Having Difficulty Filling Jobs

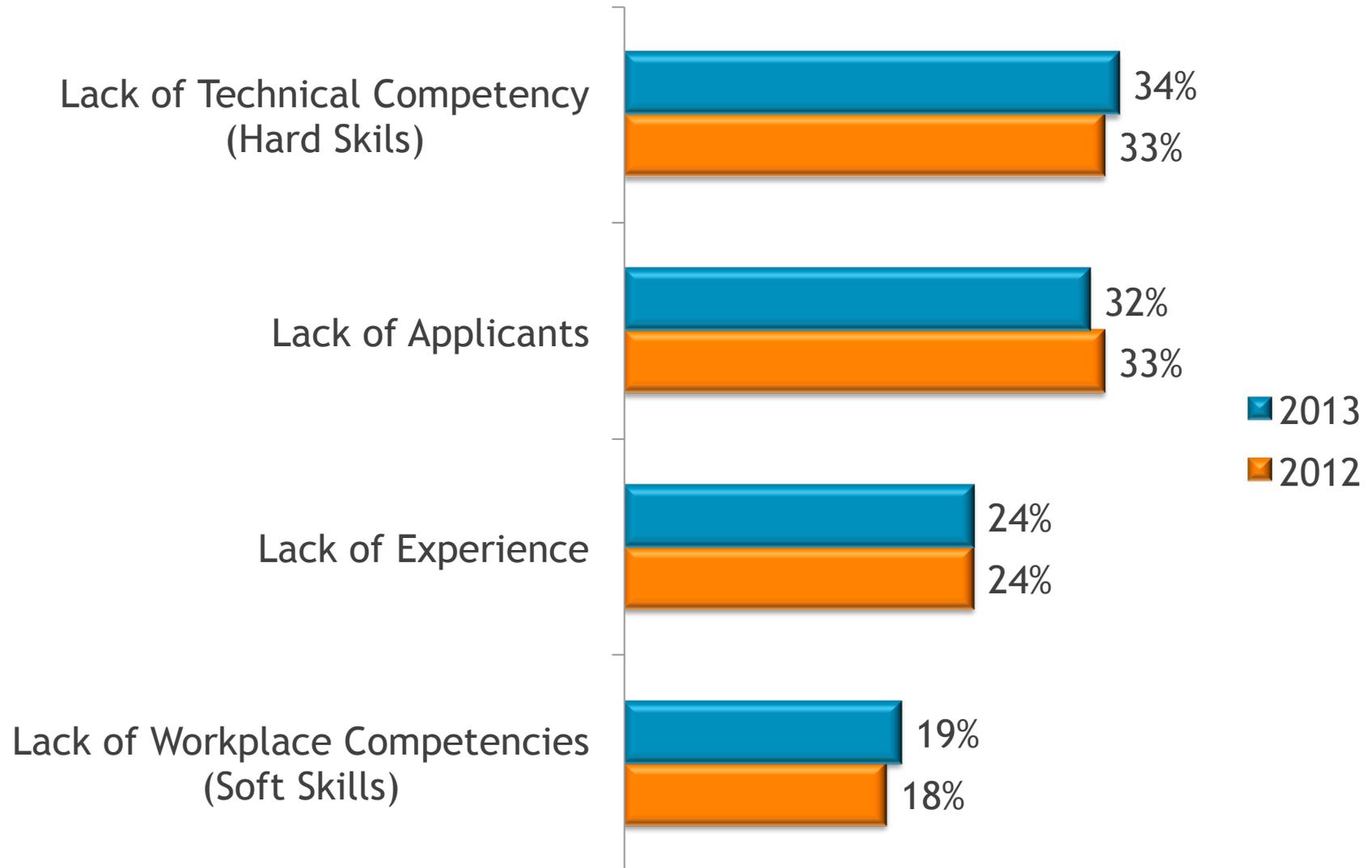


10 Most Difficult To Fill Jobs

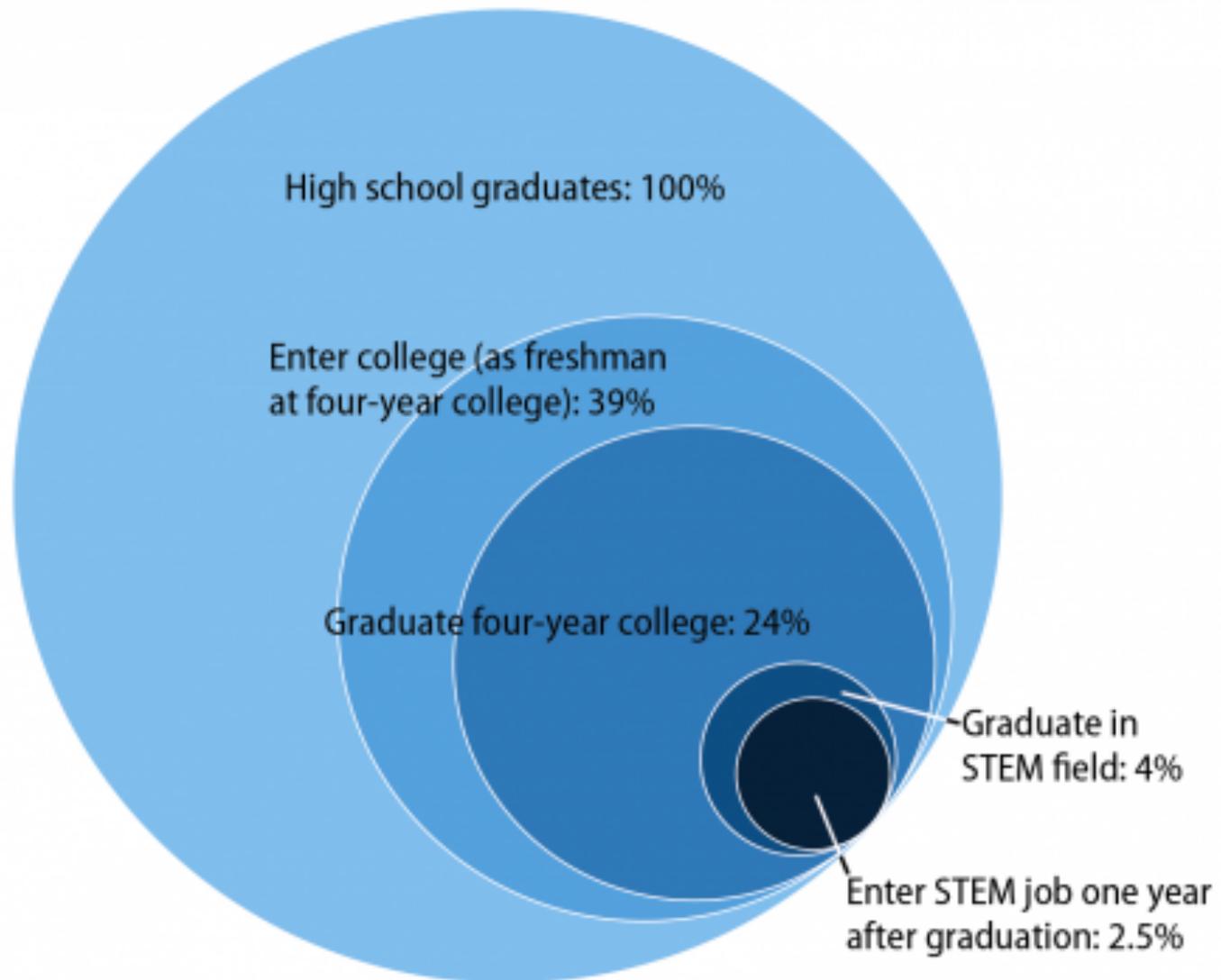
1. Skilled Trade Workers
2. Engineers
3. Sales Representatives
4. Technicians
5. Accounting & Finance Staff
6. Management/Executives
7. IT Staff
8. Drivers
9. Administrative Assistants/Office Support Staff
10. Laborers



Why Are Jobs Hard To Fill?



Graduates vs Skills Needed



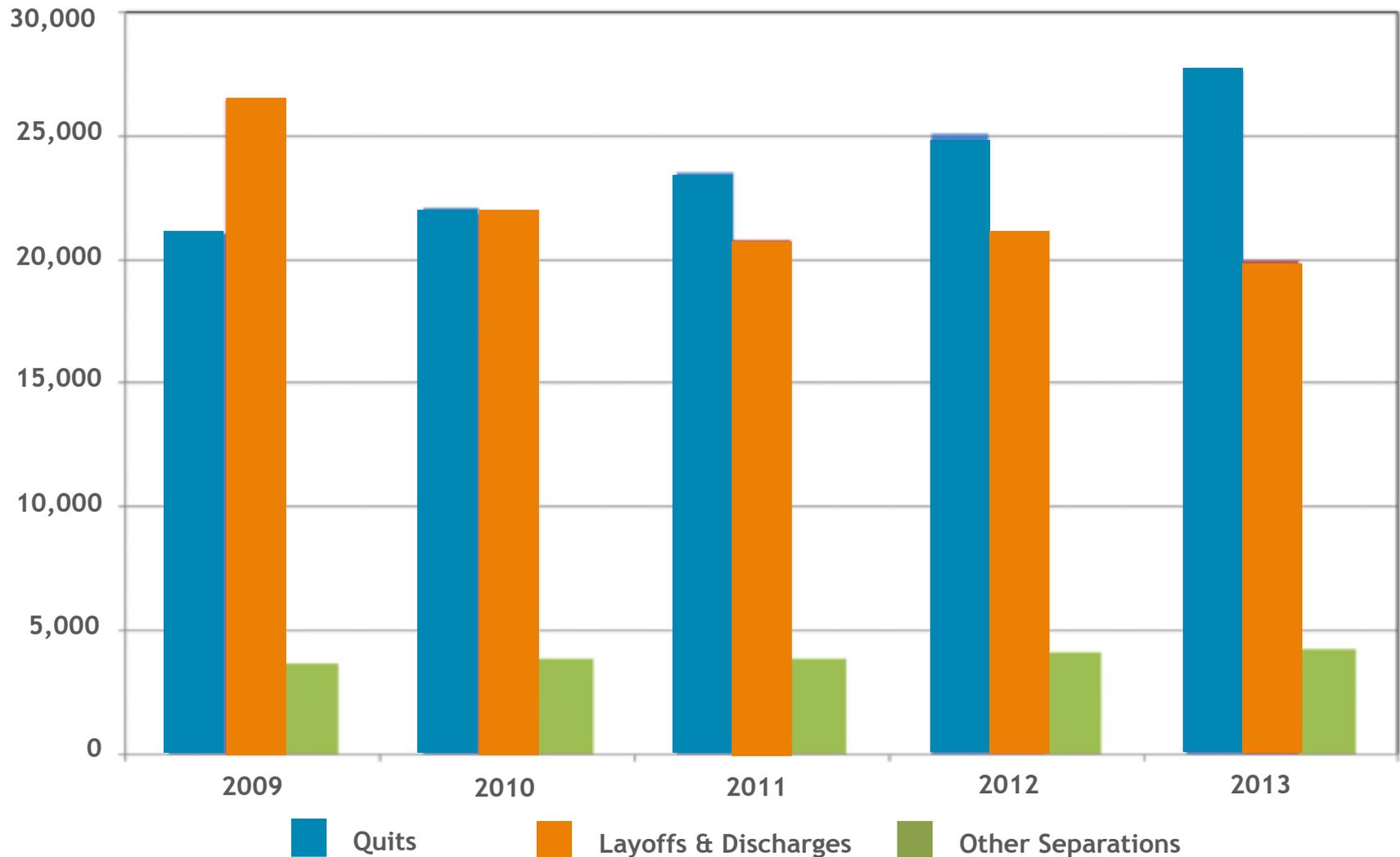
Shortage of Workers

A **projected shortfall of up to 18 million** skilled workers will exist in advanced economies by 2020.

Talent Tensions Ahead: A CEO Briefing, McKinsey Global Institute, McKinsey & Co., November 2012



Workers Quitting More



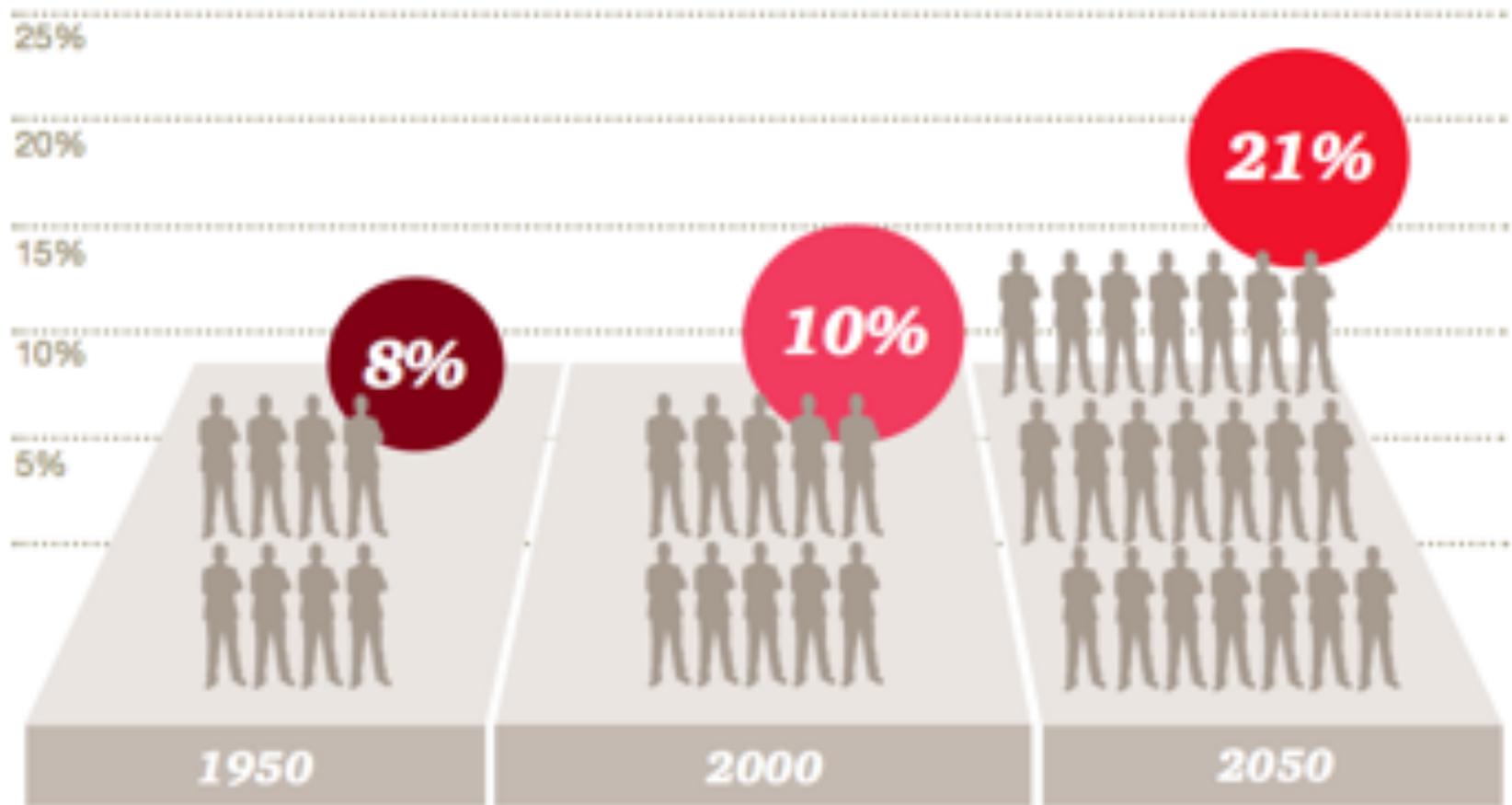
SOURCE: BLS, Job Openings & Labor Turnover Survey, April 2014

Demographic Changes

“Let’s face it. There are 80 million Baby Boomers who are going to retire over the next five to seven years, and they’re going to be replaced by 40 million Generation Xers. That’s two to one, so you’d better be developing your next generation now if you’re going to be ready for that transition.”

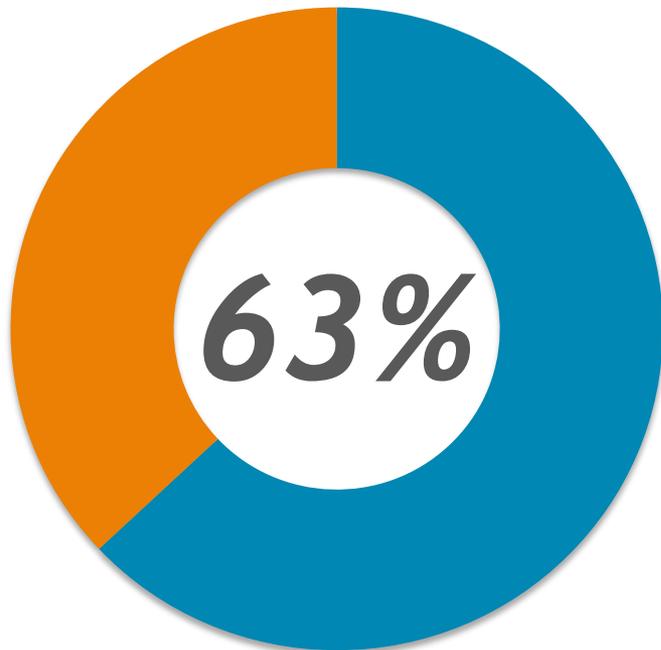
Aging Workforce

Proportion of world population age 60 or more



Talent Is A Top CEO Concern

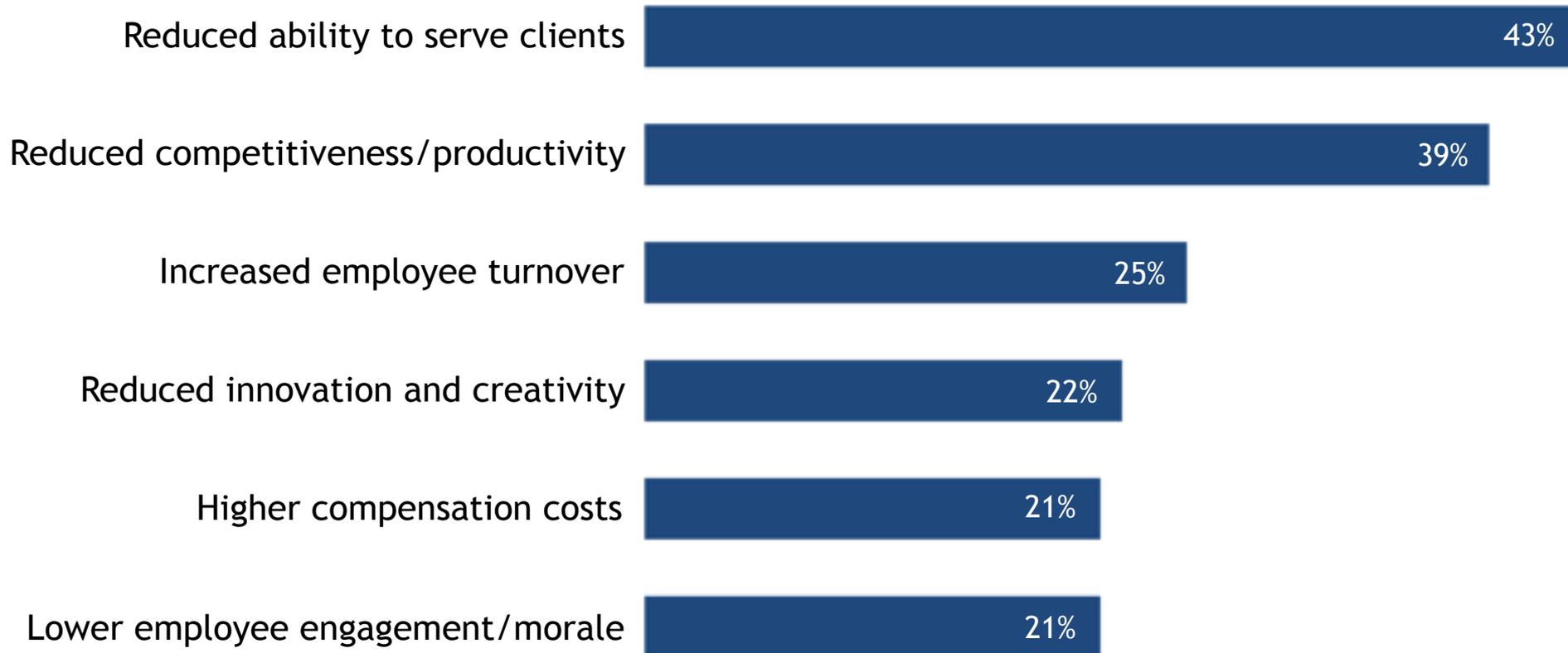
“As employers contemplate new levels of growth, the skills gap - their ability to find the right talent at the right time - will be **the difference between recovery and prosperity.**”



of CEO's worried about the availability of key skills

Lack of Talent Impacts Business

How Have Talent Constraints Impacted Growth & Profitability?



Who's Winning?

"The war for talent is over, and the talent won."

2014 Predictions for HR, Learning, Talent and HR Technology - Bersin



A close-up photograph of a baby with light brown hair and blue eyes, sitting on a sandy beach. The baby has a determined, slightly pouting expression and is holding a fistful of sand in their right hand. They are wearing a green and white long-sleeved shirt. The background is a blurred beach scene with sand and a hint of the ocean.

Don't Give Up!

BATTLE STRATEGIES

Focus Inward

1

Focus Inward

“[Employers’] pain is self-inflicted.

So many companies have decided that they need to hire people from their competitors rather than develop their employees themselves that they’ve created a problem. But **it’s a problem of choice.**

As a company, **you make the decision not to grow your own talent and to hire it from somebody else.**

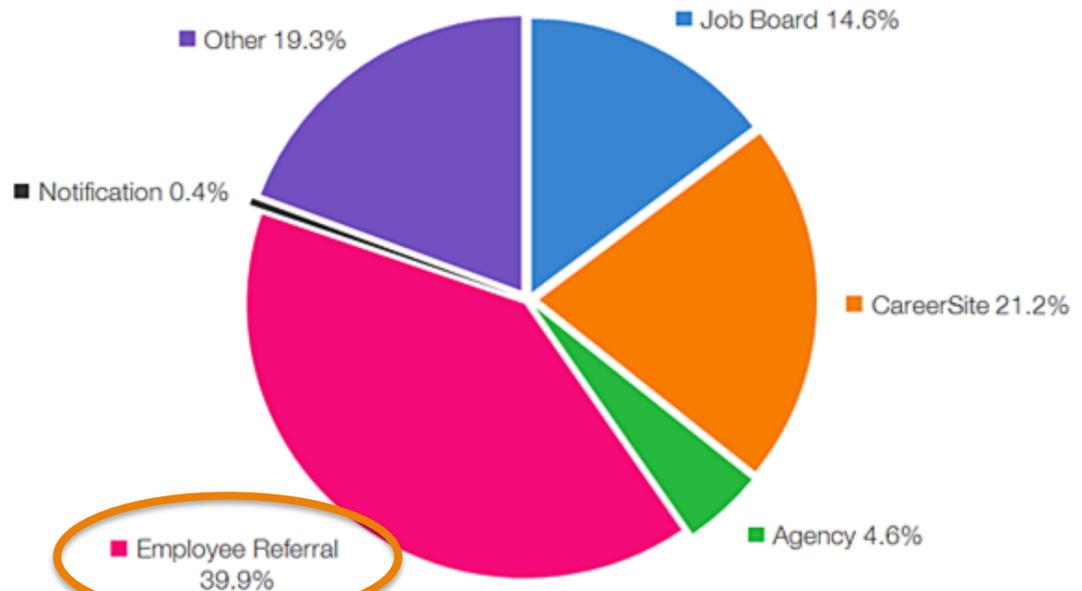
If everybody does that, it gets **harder to do.”**

Focus Inward: Referrals

Which Channel Delivers The Highest Quality Candidates?



Hires By Source Type



Focus Inward: Retention



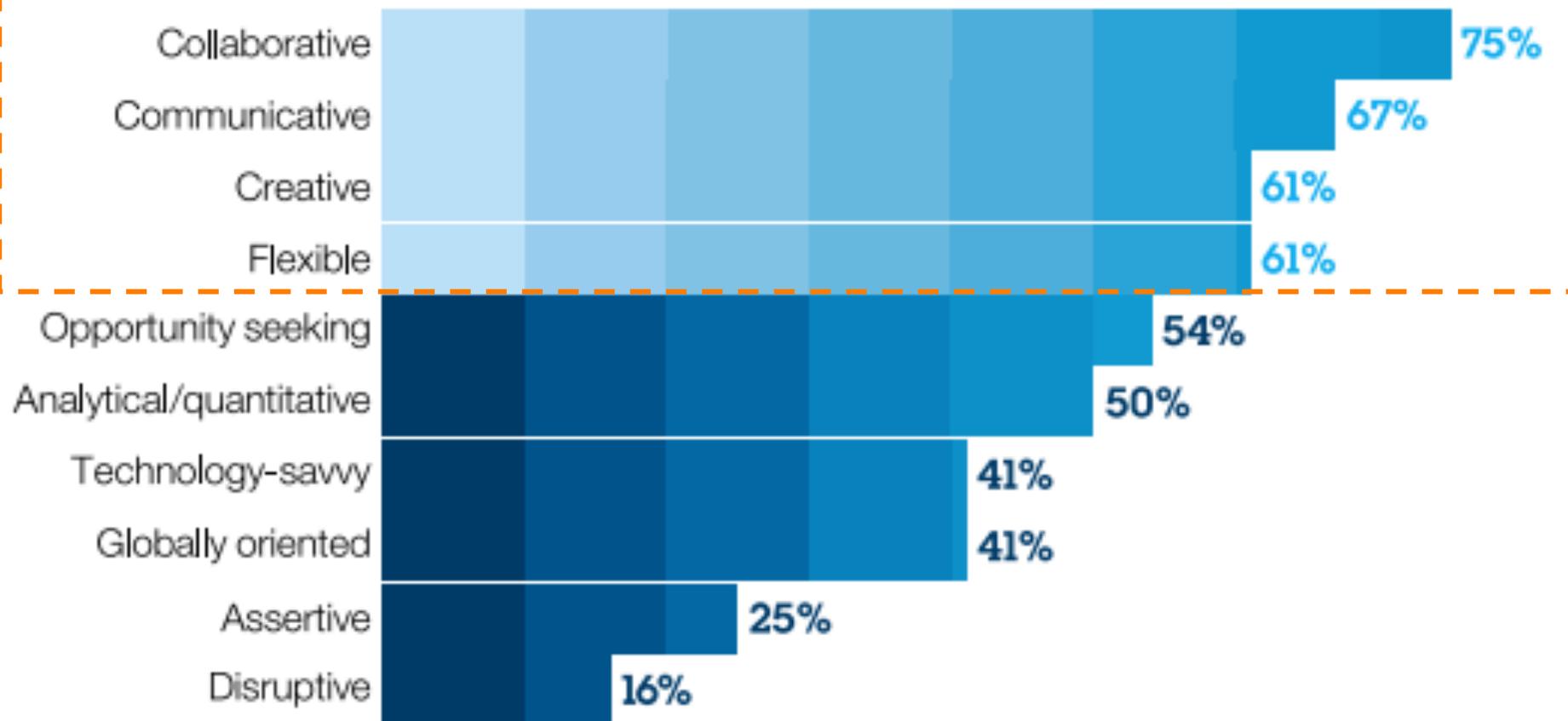
42% of employees looking to leave would stay with their current company for the prospect of job advancement or promotion

Hire For Aptitude

2

Hire For Aptitude vs Experience

Critical Traits for An Employee's Future Success



Hire For Aptitude vs Experience

Google doesn't care about expertise. Experts will respond to problems with the same solutions they've seen work a million times.

A nonexpert will mess up occasionally, but usually they'll come up with the same answer. And once in a while they'll come up with something that is completely new. **That's how innovation happens.**

Sponsorships Partnerships

3

Sponsorships & Partnerships

Start When They're Young

EARLY CHILDHOOD EDUCATION



PRIMARY EDUCATION



SECONDARY EDUCATION (HIGH SCHOOL)



VOCATIONAL/TRADE SCHOOLS



TERTIARY SCHOOLS (BACHELOR'S, MASTER'S, DOCTORAL)



0

50

100

TO A VERY LARGE OR LARGE EXTENT

TO SOME OR A MODEST EXTENT

NOT AT ALL

Sponsorships & Partnerships

Mentoring future engineers

SHARING OUR EXPERTISE



BOEING PHOTO

More than 10,000 students participated in the 2011 FIRST Robotics Championship in St. Louis at the Edward Jones Dome April 27 - 30. Boeing supported more than 150 Boeing-mentored teams this year.



WABS and The Boeing Company have partnered to engage students in hands-on math and science activities

Now in its sixth year, The Afterschool Math and Science Program promotes hands-on math and science learning experiences in an afterschool environment. Using activities designed by local teachers, Boeing engineers volunteer their time to lead activities that reinforce math and science concepts to students in grades 4-8.

Sponsorships & Partnerships

WACKER INSTITUTE

The WACKER INSTITUTE is a unique collaboration between Chattanooga State Community College and WACKER POLYSILICON North America (WPNA).



WACKER

The WACKER INSTITUTE offers four principal areas of study

- **Process Technician (Chemical Operator):** operate and monitor manufacturing processes through the utilization of automated control systems
- **Chemical Laboratory Technician (Analytics):** analyze data and monitor quality control
- **Mechanical Systems Technician:** involved in setting up, refitting and commissioning production plants
- **Electronics & Instrumentation Technician:** integrate, put into operation, and maintain automation solutions

Sponsorships & Partnerships

Help The Unemployed/Underemployed

Explore

What it's like to work at Allscripts

Overview People Benefits New in Career **Partnerships**

Learn

How Allscripts is transforming healthcare

Explore

What it's like to work at Allscripts

Go

Find a career at Allscripts

Relationships that foster careers in HIT.

Allscripts partners with various organizations to promote healthcare information technology (HIT) training and development. Through these partnerships, we're able to engage in exciting programs and reach talented individuals with a passion for technology.



Chicago Career Tech

Chicago Career Tech is a non-profit organization that partners with City Colleges of Chicago and employers like Allscripts to help retrain and employ dislocated or underemployed professionals. Allscripts has hosted many interns as part of our sponsorship and is now enhancing this partnership to implement a training and hiring program as part of the Chicago investment and expansion.

Embrace The New World of Work

4

Embrace The New World of Work

Apprenticeship
Programs

Contingent
Workers

Paid-

Internship
Programs

Job Swapping

Special
Project

Assignments

Expatriate
Assignments

Co-Op
Programs

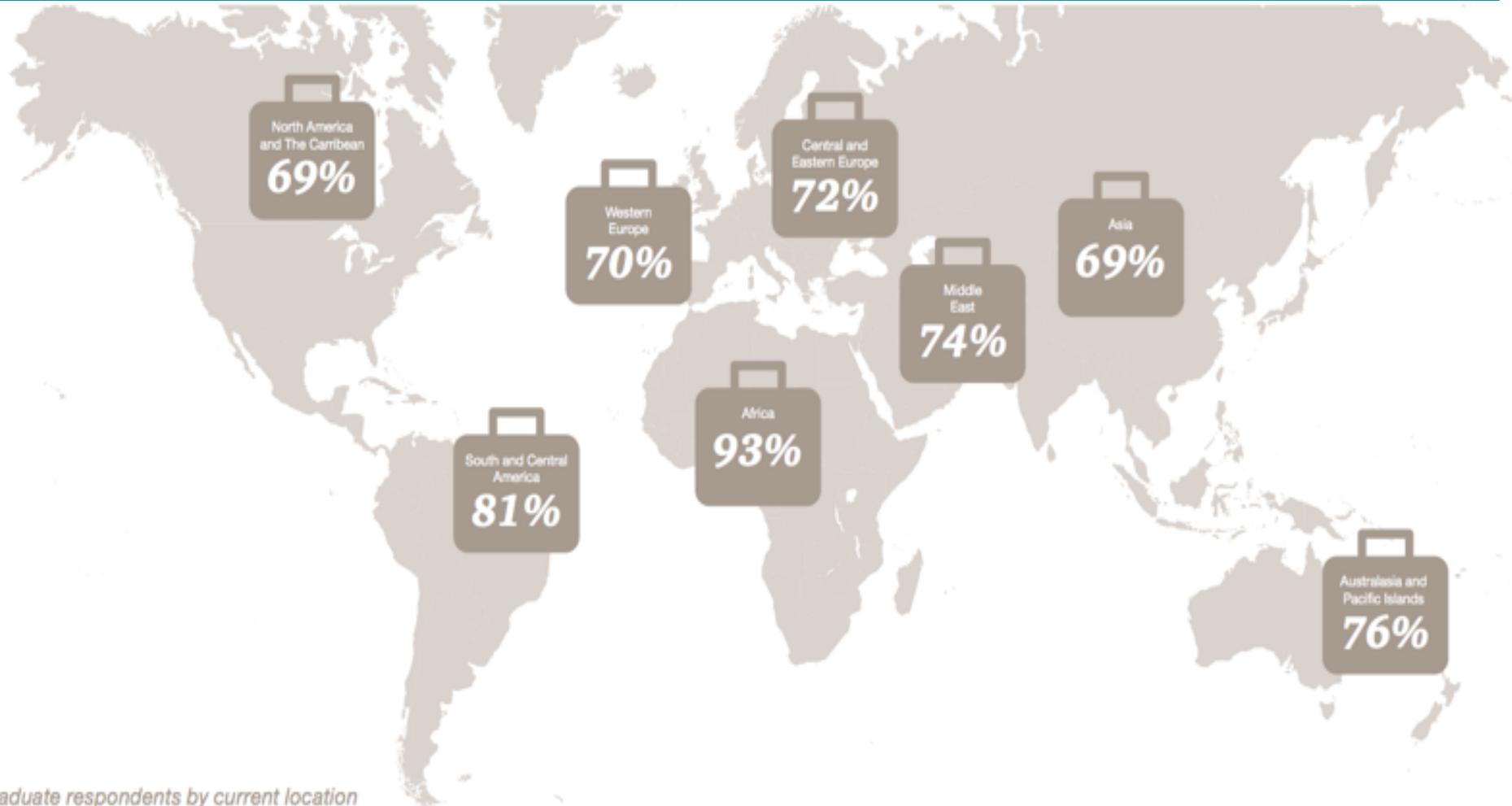
Contract/Freelance
Opportunities

Flexible Work
Arrangements

Virtual
Workforce

Embrace The New World of Work

I would like to work outside my home country in my career



Graduate respondents by current location

SOURCE PwC - Talent Mobility 2020 & Beyond

Embrace The New World of Work



Rolls-Royce
Motor Cars Limited

[Home](#) [Company](#) [Brands](#) [Investor Relations](#) **[Careers](#)** [Responsibility](#) [Research & Development](#) [Production](#) [Academies](#)

Search term

Working in the BMW Group

Entry opportunities

- Professionals
- Young professionals
- Students
- School pupils**
 - TaLEnt apprenticeship
 - TaLEnt and university entrance qualification
 - Bachelor Programme
 - SpeedUp
 - Work placements and vacation jobs
 - Apprenticeship locations
- Apprenticeships**
 - Collaborations

Fields

- Information Technology
- Engineering
- Production
- Additional fields
- Job fields

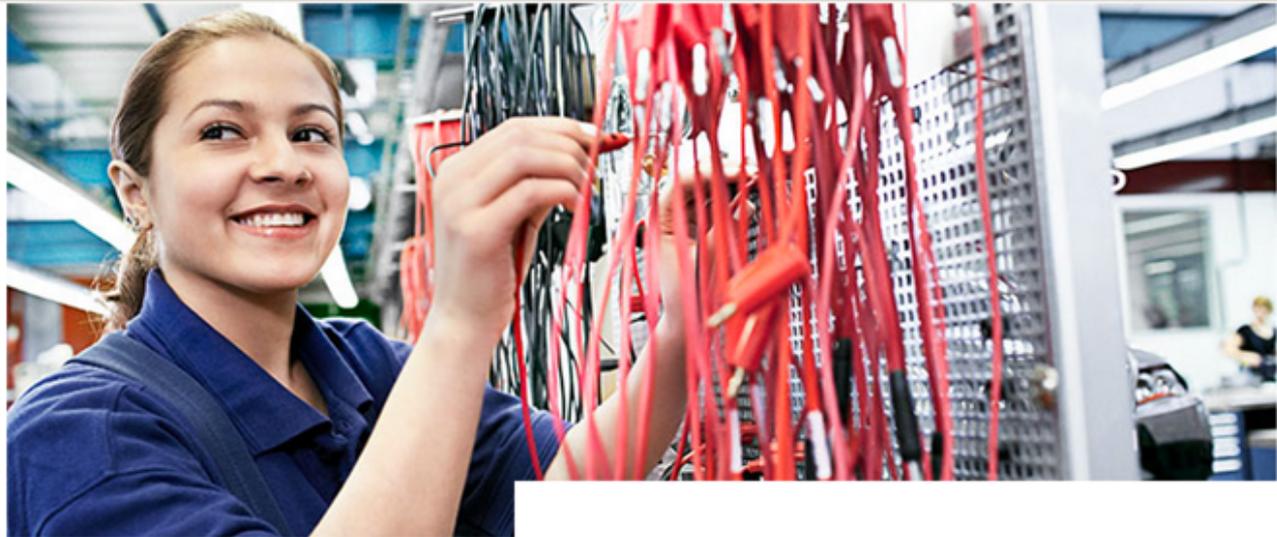
Locations

Events

Social Media Newsroom

Job offers

The right application



APPRENTICESHIPS.

A WIDE RANGE OF OPPORTUNITIES FOR A SUCCESSFUL CAREER.

You are skilled with your hands and like working with metal? You enjoy precise work and have a good eye for shapes and colour? No matter where your strengths lie, at the BMW Group you will find vocational training that is ideally suited to you.

Our range of training opportunities is as broad as the company's product range: we offer vocational training in 40 occupations in the fields of vehicle technology and production, surface engineering, electronics and systems engineering, IT, business administration and service.

Apprenticeship locations

[Find a location](#)

[More information](#)

Embrace The New World of Work



COOK SYSTEMS INTERNATIONAL
INCORPORATED

HOME PRESS ABOUT US SERVICES SUBSIDIARIES CAREERS CONTACT US

BLOG

Stay Connected



What is FastTrack'D

Where are they now?

Downloads & Resources

FastTrack'D Student Portal



The U.S. Source for Java Developers

Featured Article



Cook Systems Puts IT Training on the Front Burner (via The Hiring Site)

INTERESTED?

Reserve your seat

Apply Now!

The FastTrack'D program was founded by Cook Systems International, Inc. to help overcome the industry barriers to launching your career in the Java development field. We provide world-class training for free, and give you the tools you need to be a productive and successful developer. **We hire all successful graduates of the program.**

If you are looking to start your career with the support of an industry-leading company, FastTrack'D is the opportunity you've been searching for!

FastTrack'D

@JavaF Follow

20/02/2014 11:44

I'm hiring! Entry Level Java Programmer at Cook Systems International, Inc. - Greater Memphis Area #jobs Inkd.in/b4Q5jdM

02/01/2014 11:53

Make your own twitter website widget

<	APRIL 2014						>
S	M	T	W	T	F	S	
30	31	1	2	3	4	5	
6	7	8	9	10	11	12	
13	14	15	16	17	18	19	
20	21	22	23	24	25	26	
27	28	29	30	1	2	3	
4	5	6	7	8	9	10	

FastTrack'D - The U.S. source for Java



1:27 / 1:27

Links We Like

[Developer Network](#)
[Java WikiBook](#)
[History](#)
[Tutorials](#)

Follow FastTrack'D



Comp & Benefits *

5

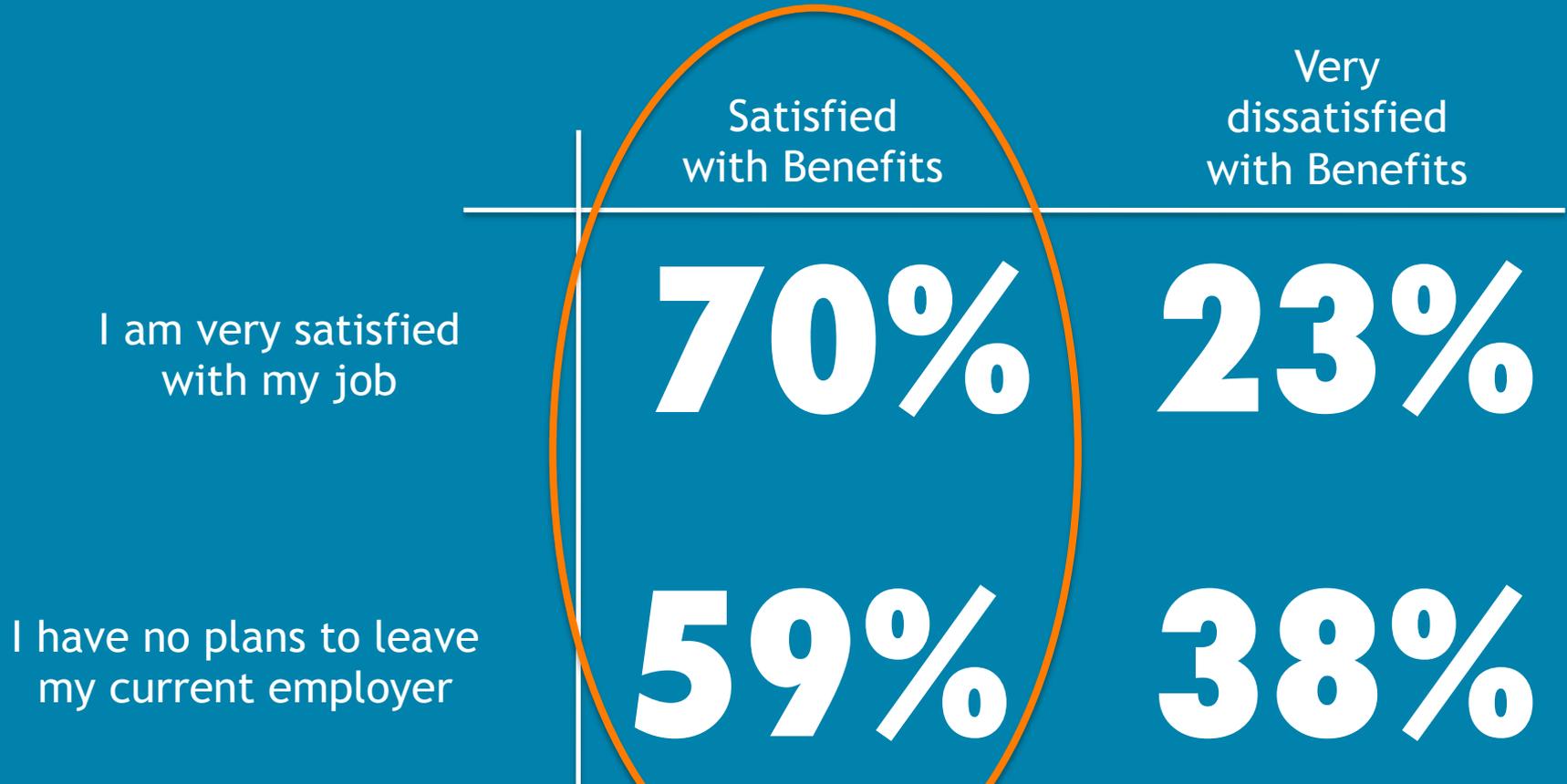
* This is really important

Should I Stay Or Should I Go?

Attraction & Retention Drivers

Driver	Attraction	Retention
1	Base Salary	Base Salary
2	Job Security	Career Advancement Opportunities
3	Career Advancement Opportunities	Relationship With Manager
4	Convenient Work Location	Trust/Confidence In Leadership
5	Learning & Development Opportunities	Ability To Manage/Limit Work-Related Stress

Benefits Make A Difference





NEXT STEPS



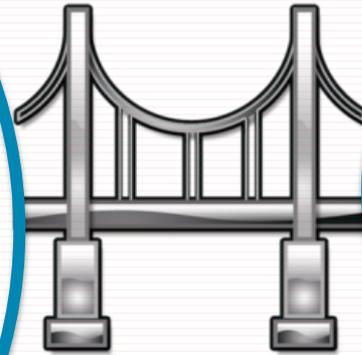
Embrace

CHANGE



Let's Bridge The Gap!

unemployed



open jobs

THANK YOU!

Jennifer McClure

unbridledtalent.com

[@JenniferMcClure](https://twitter.com/JenniferMcClure)