2015 Talent Shortage Insights:
Understanding the trends and challenges, and creating strategies for success

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Meet today’s presenter

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What we’ll cover today

1. 2015 Talent Shortage survey results
   Top 10 hardest jobs to fill

2. Why employers are having difficulty filling positions and organizational impact

3. Strategies you can pursue to overcome the talent shortage

4. Talent shortage successes
ManpowerGroup is the world leader in innovative workforce solutions. We leverage our global reach and local expertise of tens of thousands of people across more than 80 countries, making it possible for businesses to access the talent they need when they need it.

ManpowerGroup Solutions provides clients with human resources outsourcing services primarily in the areas of large-scale recruiting and outcome-based workforce-intensive initiatives, thereby sharing in the risk and reward with our clients.

Experis is the global leader in professional resourcing and project-based workforce solutions. With operations in more than 50 countries, we deliver 53 million hours of professional talent specializing in IT, Finance and Engineering to accelerate clients’ businesses each year.

Right Management is the global leader in talent and career management workforce solutions. Through our innovative and proprietary process, we leverage our expertise to successfully increase productivity and optimize business performance.

Manpower is the global leader in contingent and permanent recruitment workforce solutions. We provide the personal flexibility and agility businesses need with a continuum of staffing solutions.
2015 Talent Shortage Survey results and top 10 hardest jobs to fill
Polling question #1

How much difficulty are you currently having filling key positions due to lack of available talent?

A. Significant difficulty
B. Some difficulty
C. No difficulty
D. Unsure/not responsible for hiring
U.S. Employers struggle to fill jobs

The survey revealed 1 in 3 U.S. employers report they are experiencing difficulty filling jobs
Top 10 jobs U.S. employers are having difficulty filling in 2015

1. Skilled Trade Workers
2. Drivers
3. Teachers
4. Sales Representatives
5. Administrative Professionals
6. Management/Executives
7. Nurses
8. Technicians
9. Accounting & Finance Staff
10. Engineers
U.S. Hardest Jobs to Fill – year-over-year comparison

**2015**
1. Skilled Trade Workers
2. Drivers
3. Teachers
4. Sales Representatives
5. Administrative Professionals
6. Management/Executives
7. Nurses
8. Technicians
9. Accounting & Finance Staff
10. Engineers

**2014**
1. Skilled Trade Workers
2. Restaurant & Hotel Staff
3. Sales Representatives
4. Teachers
5. Drivers
6. Accounting & Finance Staff
7. Laborers
8. IT Staff
9. Engineers
10. Nurses
Skilled Trades

- #1 on the hardest jobs to fill list in 2015
- 6th consecutive year on the list
- Top position: #1 in 2010-2015
- Includes positions such as:
  - Mechanics
  - Electricians
  - Tool & die makers / machinists
  - Welders
  - Bricklayers / Masons
  - Plasters / tilers / painters
  - Plumbers
  - Roofers
  - Carpenters / joiners / cabinet makers
Drivers

• #2 on the hardest jobs to fill list in 2015
• 10th consecutive year on the list
• Top position: #2 in 2015
• Includes all drivers such as:
  - Drivers of buses, trucks, vans, heavy good vehicles, taxis, chauffeurs, etc.
Teachers

- #3 on the hardest jobs to fill list in 2015
- Appeared 7 times on the top 10 list
- Top position: #2 in 2007
- Includes positions such as:
  - Educators: elementary, middle, high school, community college / technical program, college / university (public and private)
  - Facilitators
  - Trainers
Sales representatives

• #4 on the hardest jobs to fill list in 2015
• 10th consecutive year on the list
• Top position: #1 in 2006 and 2007
• Includes positions such as:
  – Sales representatives
  – Sales executives
  – Sales advisors
  – Inclusive of retail and B2b sales
Administrative professionals

- #5 on the hardest jobs to fill list in 2015
- Appeared 3 times on the top 10 list
- Top position: #5 in 2015
- Includes positions such as:
  - Secretaries
  - Receptionists
  - Administrative assistants
  - Office support staff
Management/executives

- #6 on the hardest jobs to fill list in 2015
- Appeared 6 times on the top 10 list
- Top position: #5 in 2007
- Includes all positions senior management level and above:
  - Senior managers
  - Directors
  - VPs
  - C-level
  - Executives
Nurses

• #7 on the hardest jobs to fill list in 2015
• Appeared 6 times on the top 10 list
• Top position: #2 in 2009
• Includes positions such as:
  – Non-degree: CNAs, LPNs, LVNs
  – Degreed: RNs
  – Advanced degree: APNs, NPs, CLNs, CNSs, CNMs, CRNAs
  – Doctoral degree: DNPs, PhDs
Technicians

- #8 on the hardest jobs to fill list in 2015
- Appeared 7 times on the top 10 list
- Includes positions such as:
  - Production
  - Operations
  - Maintenance
Accounting and finance staff

- #9 on the hardest jobs to fill list in 2015
- Appeared 8 times on the top 10 list
- Top position: #5 in 2006, 2011-2013
- Includes positions such as:
  - Certified accountants
  - Book keepers
  - Accountants / financial controllers
  - Auditors
  - Financial analysts
  - Tax specialists
Engineers

- #10 on the hardest jobs to fill list in 2015
- Appeared 9 times on the top 10 list
- Top position: #1 in 2008 and 2009
- Includes positions such as:
  - Civil engineers
  - Chemical engineers
  - Electrical engineers
  - Industrial engineers
  - Manufacturing engineers
  - Mechanical engineers
  - Nuclear engineers
  - Quality engineers
Other U.S. hardest jobs to fill

Machinist

IT Staff

Mechanics

Laborers
Top jobs employers are having difficulty filling globally

Sales Representatives

Engineers

Technicians

Skilled Trades Workers

* 5th most difficult job to fill in 2006
Hardest jobs to fill: U.S. and global comparison
Polling question #2

Are you surprised by any of the jobs on the top 10 list?

A. Yes, extremely
B. Yes, somewhat
C. Yes, a little
D. No, not at all
Why employers are having difficulty filling positions and organizational impact
Reasons Why U.S. Employers Are Having Difficulty Filling Jobs

- **Lack of technical competencies (hard skills)**: 47% (2015), 17% (2014)
- **Lack of workplace competencies (soft skills)**: 39% (2014), 11% (2015)
- **Lack of available applicants/no applicants**: 36% (2014), 33% (2015)
- **Looking for more pay than is offered**: 30% (2014), 10% (2015)
- **Lack of experience**: 25% (2014), 19% (2015)
How the talent shortage is most likely to impact U.S. employers – year over year comparison

How Talent Shortages/Skill Gaps Are Most Likely To Impact Employers

- Reduced ability to serve clients: 43% (2015), 45% (2014)
- Reduced competitiveness/productivity: 37% (2015), 41% (2014)
- Increased employee turnover: 32% (2015), 31% (2014)
- Reduced innovation and creativity: 20% (2015), 20% (2014)
Strategies you can pursue to overcome the talent shortage
Strategies U.S. employers are using to overcome talent shortages

- People practices: 37%
- Talent sources: 12%
- Work models: 10%
- Not pursuing strategies at present: 20%
Top ways U.S. employers are adopting non-traditional people practices

**PEOPLE PRACTICES**

- Utilizing non-traditional – or previously untried – recruiting practices, both internally or externally: 22%
- Providing additional training and development to existing staff: 12%
- Providing clear career development opportunities to applicants during recruitment: 7%
- Training to enhance existing skills: 8%
- Training to develop new skills: 5%
- Increasing starting salaries: 5%
- Redefining qualifying criteria to include individuals who lack required skills/formal qualifications, but have the potential to acquire them: 4%
- Enhancing benefits: 3%
Top ways U.S. employers are using modified work models

- Increasing focus on improving our talent pipeline: 4%
- Redesigning current work procedures: 2%
- Offering more flexible work arrangements: 2%
- Providing virtual work options: 2%
- Integrating contingent workers into the process: 2%
Top ways U.S. employers are exploring new talent sources

- Adapting talent sourcing to recruit more untapped talent pools: 4%
- Partnering with educational institutions to align curriculum to talent needs: 4%
- Selecting people who don’t have the skills currently, but do have potential to learn and grow: 3%
- Seeking candidates outside my local region: 2%

(Talent Sources Bar Chart)
Polling question #3

How are you seeking new talent resources?

A. Recruit more untapped talent pools

B. Partnering with educational institutions to create curriculum aligned to talent needs

C. Appointing people who don’t have the skills currently but have potential to learn and grow

D. Seeking candidates outside my local region

E. Other / None
What Employers Can Do

**Design new people practices** – the same old recruitment practices won’t yield different results (e.g. redefine qualifying criteria)

**Foster a learning culture and encourage employees** to own their careers

**Adopt an agile mindset** – explore untapped pools to source new talent (e.g. candidates from further afield: youth, older workers, women, military veterans)

**Promote your unique employee value proposition** to become a talent destination
Social Recruiting

- Create talent communities
- Showcase employer brand
- Connect with candidates
- Post jobs
- Candidate customer service
- Source candidates
- Generate employee referrals
- Promote company culture
Engaging Passive Candidates: Top 7 Tips

1. **Treat Recruiting as Marketing.** Apply marketing tools and methodologies to enhance sourcing and recruiting approaches.

2. **Be Proactive and Patient.** Focus on building relationships and anticipate a longer acquisition cycle.

3. **Enhance Your Employer Brand Experience.** How candidates experience your brand leaves a lasting impression. Enhance interaction points such as messaging and digital experience (web, mobile).

4. **Meet Them Where They Are.** Know your candidates’ profiles, where their interests lie and engage them there.

5. **Network, Network, Network.** Find new platforms and venues to reach passive talent such as online communities and discussion groups.

6. **Leverage Your Current Employees.** Encourage your current best and brightest to leverage their networks.

7. **Differentiate the Opportunity.** It’s your business to know your client’s business and best articulate the opportunity in a way that attracts the right talent.
8 Keys to An Engaging Employer Brand

1. Be Candidate Centric
   - Constantly evaluate tools from Twitter to Facebook, Glassdoor to Get Rated! Do not discount a new tool as it may wield real influence in the marketplace.

2. Be Authentic
   - Savvy users of social networking sites engage and encourage brand ambassadors in authentic social media participation rather than control.

3. Be Consistent
   - The employer brand should speak in one voice with consistent tone and core values across job postings, blogs, interviews, onboarding, etc.

4. Be Informed
   - When a negative or positive review is posted or submitted, thank the submitter, address the comments and, if appropriate, follow up if needed.

5. Be Creative
   - Build a robust pipeline in advance and reinforce the employer brand through ongoing dialogue to attract top talent and loyal passive candidates.

6. Be Proactive
   - Take a fresh look at your existing candidate-facing content (e.g., job descriptions to website) and generating new media.

7. Be Reactive
   - Employer reputation is increasingly being shaped online — often by forces employers fear they have little control over. Face the new market dynamics head-on and take action.

8. Be Bold
4 Talent shortage successes
Success: Sales, technical and call center positions

Fortune 100 Global media and technology company was looking to maintain an established cost and stabilized time to fill. Company was also operating in low unemployment regions that were highly competitive. Looking for Sales, tech and call center roles.

Solution:

- Redesign of recruiting tools to look at competency based recruiting
- End-to-end hybrid model of on-site and virtual resources
- Focus on community based and niche recruiting
- Increased social media campaign
- Networking events, job fairs, workforce centers, universities and colleges, open house events
- Strong referral program

Result:

- Successfully hired over 20,000 hires annually
- Quality of hire increased – nearly 70% of managers indicate new hires were at or above the existing talent in the same role
Success: Skilled trades positions

An insurance company that provides insurance for a major cell phone retailers needed to hire over 1,000 people, approximately 40-50 new hires per month. The in-demand job profile required a high school diploma, and good hand-eye dexterity and soldering skills. There were three major issues in this market: Only 60% of the population had a HS diploma, there was a shortage of skilled workers, and there were many other opportunities that paid significantly higher wages.

Solution:

• Hired onsite trade schools and tech schools and worked with trade schools to hire graduates
• Monthly onsite job fairs, Walk-in Wednesdays (assessments onsite and assistance with the application process), virtual job fairs
• Increased social media campaign
• Creation of a formal referral program (with referral bonus)

Result:

• Streamlined the recruitment process and increased hiring of Electrical Mechanical Assemblers (EMA), Wireless Technicians, Material Processors and Repair technicians
Thank you for participating. For more information, visit: manpowergroup.us/talent-shortage

Going from Talent Shortage to Talent Strategy
ManpowerGroup can help you translate your talent shortage needs into a tailored talent acquisition strategy.
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