

HR Strategies to Address the Skills Gap

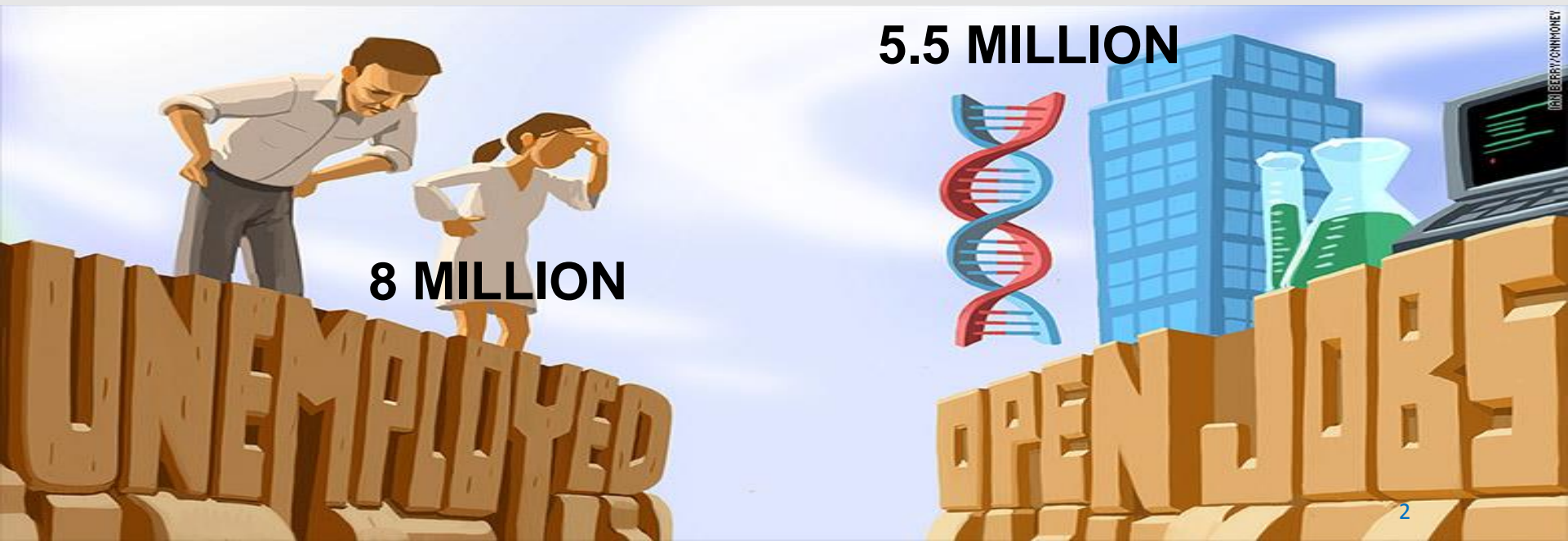


2017 Montana SHRM State
Conference

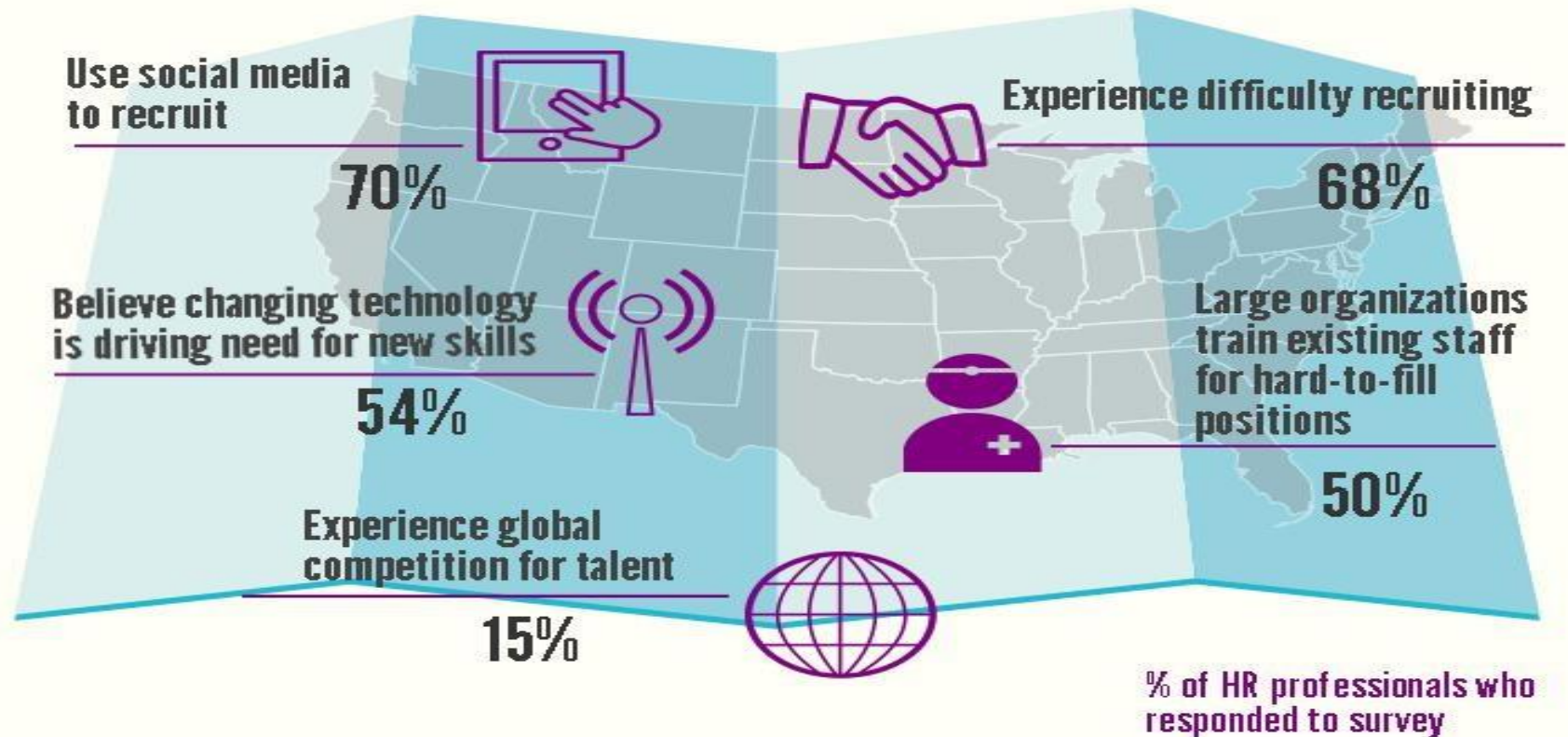
Shonna Waters, PhD, ACC

What is the Skills Gap?

The difference between the skills available in the workforce and the skills needed by employers

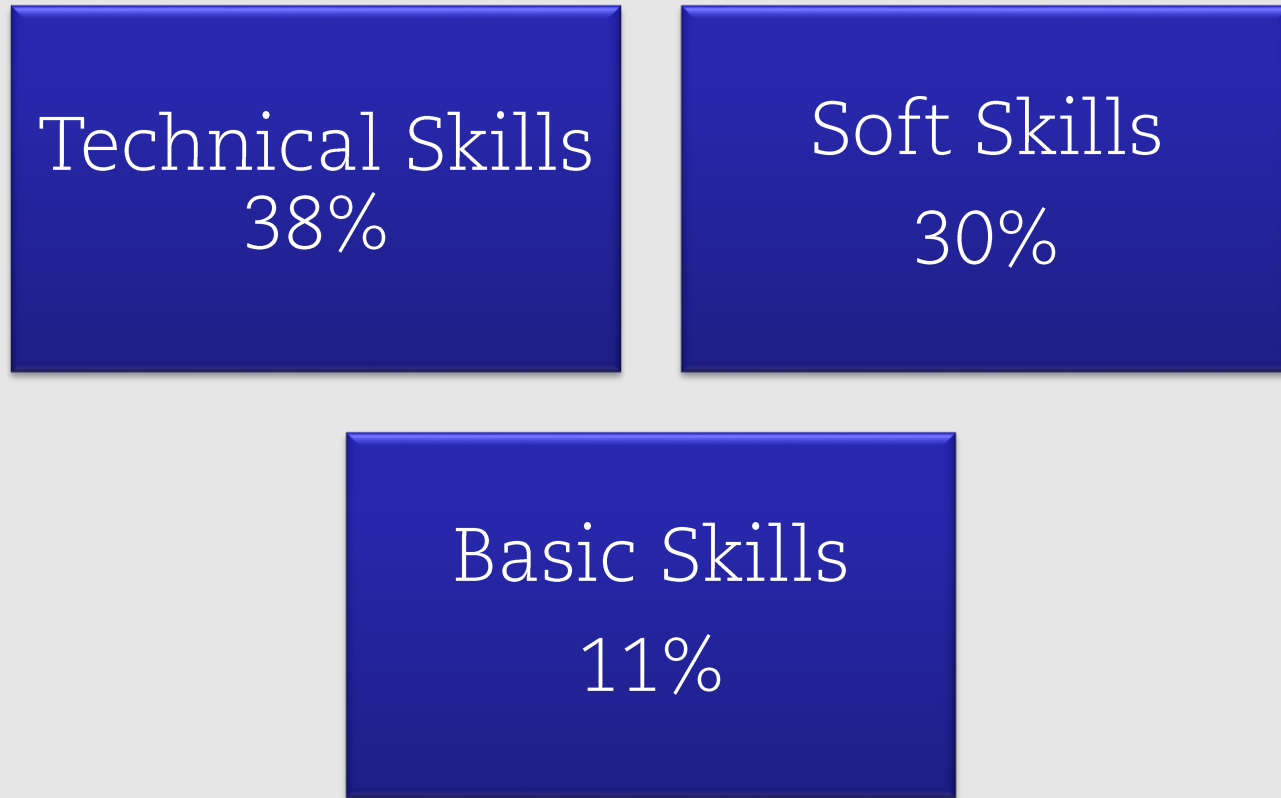


THE NEW TALENT LANDSCAPE BY THE NUMBERS



The New Talent Landscape: Recruiting Difficulty and Skills Shortages
Society for Human Resource Management shrm.org/research

Current educational standards result in candidates who cannot meet organizational demands





What gap is your organization experiencing?

Rapid changes in work increase the current disconnect

Global employees do not think their current skills will be what is needed in 3 years.

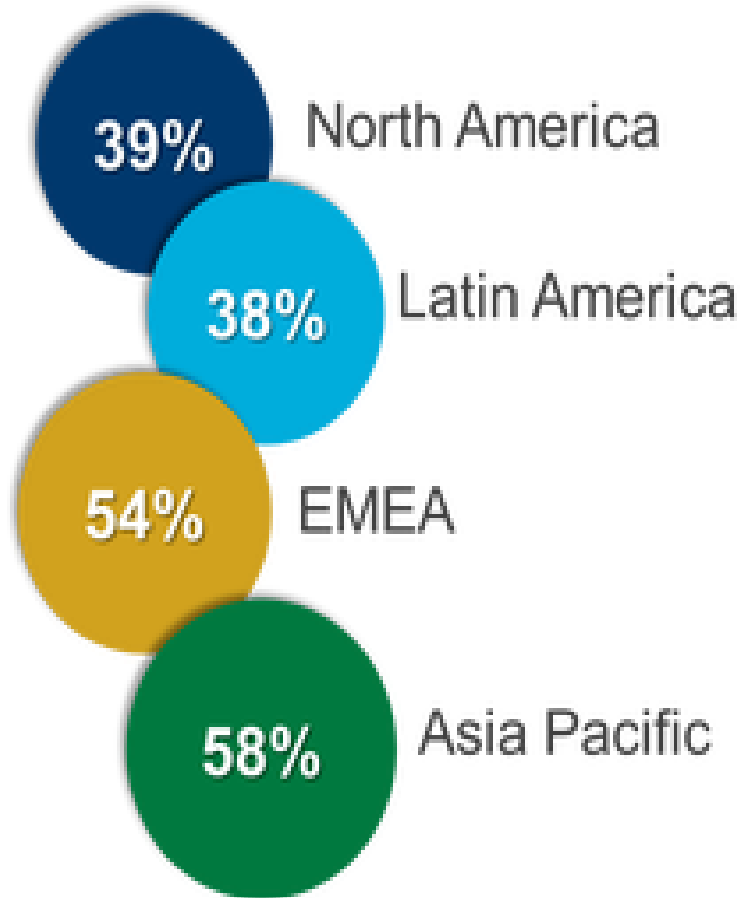


Figure 6: Net employment outlook by job family, 2015–2020
 Employees (thousands, all focus countries)



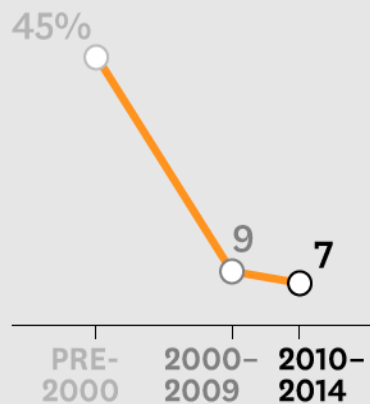
Salespeople Require Different Competencies Than Two Decades Ago

Hiring managers are now looking for people who can analyze data, think strategically, and learn the business.

APPEARANCE IN JOB PROFILES (PERCENTAGE)

Top competencies in the **past**

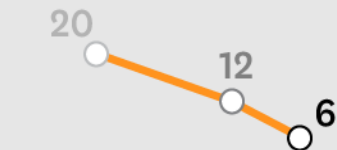
Qualifies prospects with standard probes



Develops sales leads



Commits time and effort to ensure success

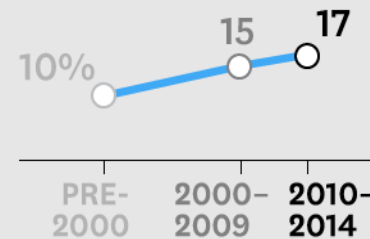


Willingness to deal with multiple tasks

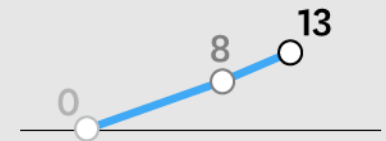


Top competencies **today**

Prioritizes tasks through logical analysis



Embraces strategic vision/implements corporate direction



Ability to learn the business



Controlled work approach



Why does it matter?

Senior US Executives report...

92%

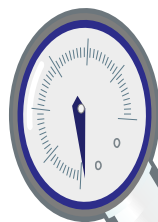
**think American
workers aren't
sufficiently
skilled**

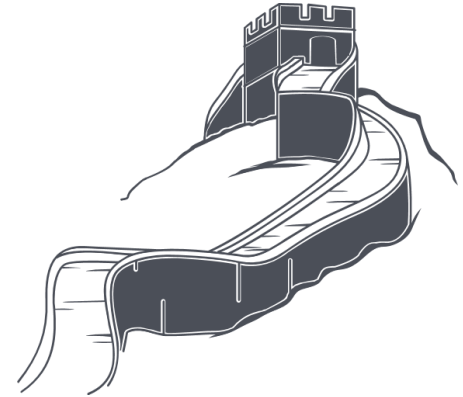
45%

**feel they're
missing out on
growth
opportunities**

30%

**think company
profits are hurt**





What is HR's role?



1

Partner with Workforce Development Boards

A network of federal, state, and local offices that support economic expansion and workforce development

2

Partner with Educational Institutions

Local academic institutions, including high schools, community colleges, and universities

3

Conduct Professional Development Training

Employer-sponsored training to develop employee skills

4

Establish Apprenticeships

A system that prepares potential employees through on-the-job training often paired with classroom work and reading

5

Expand Your Talent Pool

Retain and engage older workers as possible and, hire veterans, ex-offenders, and people with disabilities

(1) Workforce Development Boards



Sooner HRS partnered with the Central Oklahoma Workforce Investment Board to establish a “Smart Work Ethics” program with a “Work Ready Certificate”

The training program develops employee personal responsibility in the workplace

Chapter members serve as trainers, Smart Work Ethics agents for the community

How to Approach Workforce Development Boards

1. Tap WIO Act funding sources
2. Enlist peer companies to join in
3. Know your needs
4. Publicize benefits

(2) Educational Institutions



Contact SHRM Field Services
Director Nancy Conway at
nancy.conway@shrm.org for further
details

Arizona SHRM, Junior Achievement, and University of Phoenix began developing a workforce readiness curriculum in 2009 for a select group of 100 high school students

Currently, 1,100 students annually are completing this unique workforce readiness program in various Arizona high schools

They are gaining the knowledge and skills to make them attractive future job candidates



(3) Professional Development Training

Lyft University facilitates onboarding by helping new employees acquire skills needed to be successful

It differentiates itself by providing cross-functional paths for long-term professional growth

It encourages its marketers to learn coding and its engineers to brush up project management



(4) Develop Apprenticeships



In 2011, Siemens greatly enlarged its Charlotte, NC manufacturing hub and hired 750 workers

After finding STEM skills lacking, Siemens partnered with Piedmont Community College to fill the gap

They developed a 3.5-year mechatronics apprenticeship program and have hired all 11 Piedmont student apprenticeship graduates thus far

SIEMENS
Ingenuity for life



Pledged to set up first US apprenticeship system in tourism with 370 positions over 5 years



Created 3yr training program for business / technical specialists



Offers apprenticeships and traineeships in Europe, the Americas and elsewhere



**The MasterCard
Foundation**

Prepares youth for entry-level employment or entrepreneurship in agribusiness, health, hospitality and construction



- Registered Apprenticeship program offers access to 1,000 career areas
- Granted \$175 million in 2015 to train and hire 34,000 new apprentices in high-growth, high-tech industries

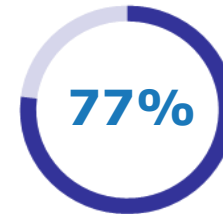


- Coalition of companies, employer federations, associations and international organizations promoting apprenticeships worldwide

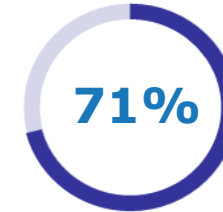
(5) Expand Your Talent Pool



Older Workers



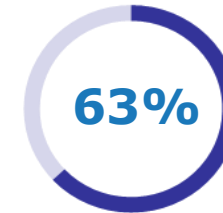
More work experience / knowledge



More maturity / professionalism



Stronger work ethic



Ability to serve as mentors



More reliable

Older Workers & Skilled Trades

32% of manufacturers that make over \$1 billion estimate they will lose **over \$100 million** as a result of the loss of baby boomers over the next 5 years

The percentage of firms that predict a shortfall of qualified skilled trade workers,

According to an
Associated General
Contractors of America
(AGC) survey



The number of
positions that will be
left vacant by 2020
due to baby boomer
retirement estimates



360,000/yr

men &
women leave
the U.S.
military

Military Veterans

- Mission-driven
- Adaptable and flexible
- Strong work ethic
- Tend to react quickly, coolly, and rationally
- Team players
- Good problem solvers



70M

Americans
are ex-
offenders

*US Justice Department of
Statistics*

Ex-offenders

- Hiring incentives
- Employee reliability
- Hiring opportunities
- Economic impact
- Crime market disruption

Employees with Disabilities

- Higher retention
- Brand value
- Higher morale
- Higher employee engagement



“...For many businesses, there can be a real cost savings through reduced turnover. Studies show that consumers prefer doing business with companies that employ people with disabilities...

--Lori B. Golden,
Abilities Strategy Leader
Ernst & Young, LLP

SHRM Workforce Readiness Resources

Workforce Readiness Resource Page

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The Society for Human Resource Management believes that government and employers play a role in providing worker training and development opportunities to maintain a skilled labor force. SHRM also is committed to helping HR professionals remove the barriers that may prevent qualified workers from being fully considered for jobs—particularly because of their long-term unemployment status.

In *HR Magazine*, Hank Jackson, SHRM president and CEO, urges HR professionals to "recognize the human capital potential in the ranks of the long-term unemployed."

Workforce Readiness News

[DOL Career Centers Need to Market to Employers, SHRM Says](#)

The Department of Labor should improve its marketing outreach for its One-Stop Career

- Articles: HR Magazine/others
- SHRM LINE monthly report
- News items
- Research Surveys
- Webinars
- Useful links



“The skills gap is a reality, and it is a reality of our jobs as HR professionals. We can truly help our companies, our communities, and our economy thrive by taking this challenge on.”

Hank Jackson
President & CEO, SHRM

Questions?

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