

**Creating the
High-Performance Workforce**

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I attended a CDE event in Sacramento in the Spring. Heard Dave Butler utter some typical brilliance, and I've been back 5 or 6 times now.

Impressed with the infrastructure here in Capital Region – lots of organizations and processes in place – I'd like to help amplify that.

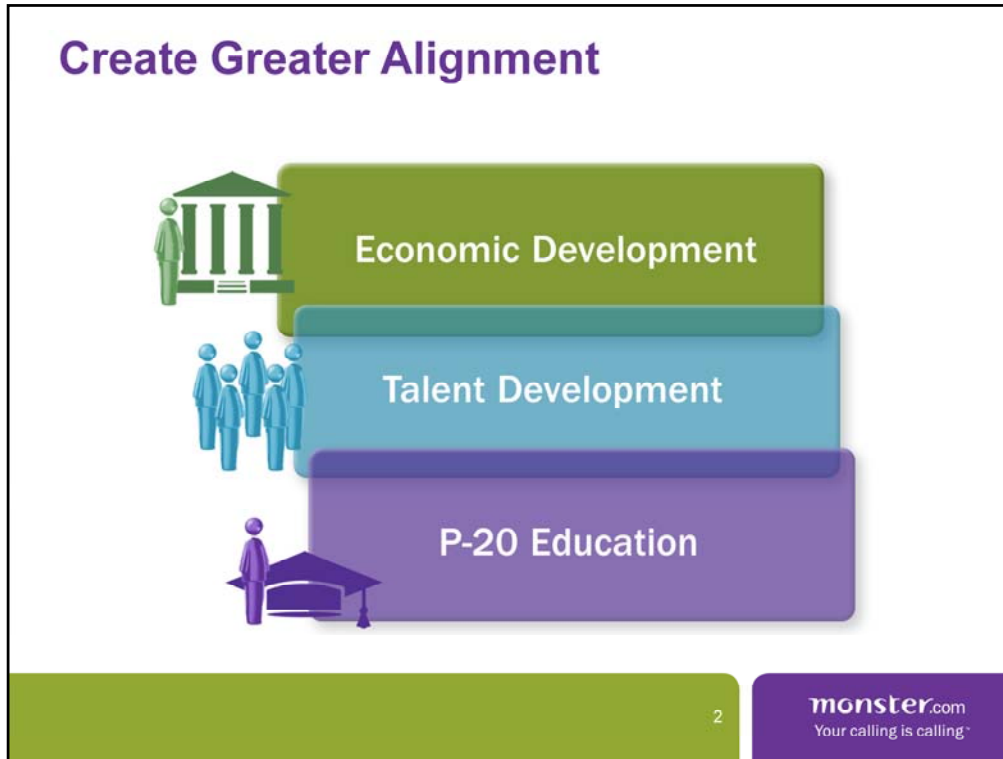
Keep up with these events; keep talking with each other; keep working to understand the macro-level changes and how best to position yourselves to take full advantage of them.

“Creating the High-Performance Workforce” is a simple, descriptive title. As we go, think of ‘When Crisis Meets Opportunity’.

My intention here is to reinforce why and how you should continue to pursue your regional success within this dynamic, challenging new economic environment.

For more information and resources, please visit the Monster Public Sector & Education (PSE) blog: www.UnleashTheMonster.net/pse

From there you can visit our Resource Center.



There is a gap between educators and business when it comes to creating the high performance workforce;

How do we elevate the conversation and build ongoing dialogue for continued partnerships?

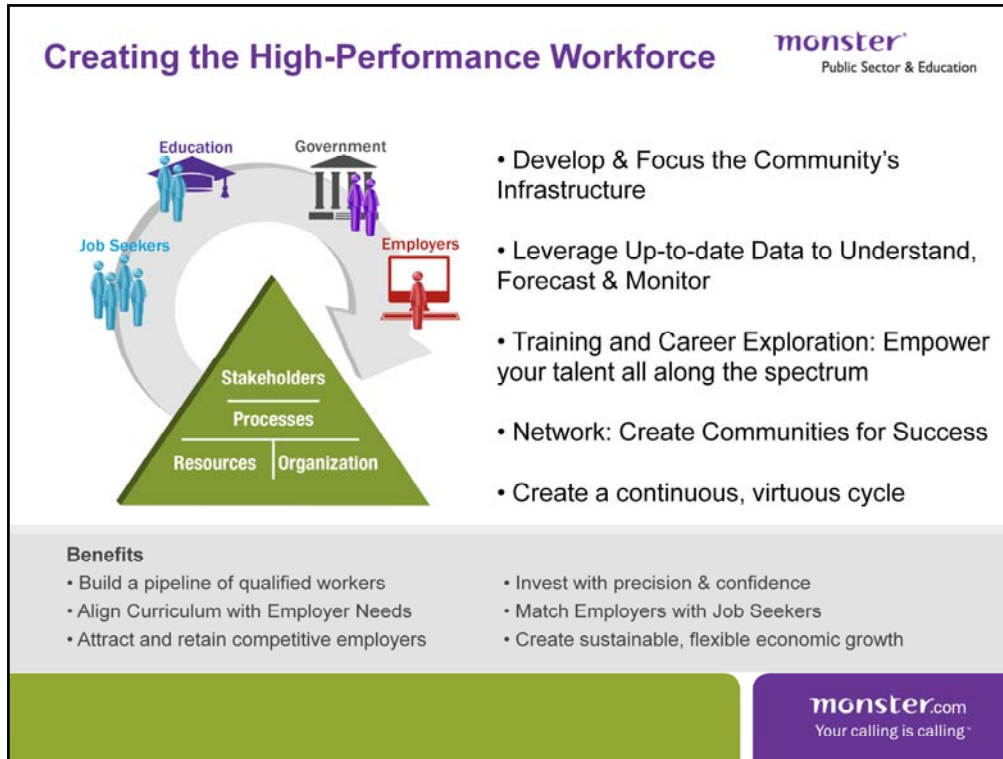
Diversity and Inclusion – providing real opportunities and support to those who haven’t had it in the past – you’ll need All Hands on Deck into the future.

This is an area where all your stakeholders will have a role: K-12, ROPs, CCs, Government

And businesses: Businesses are clearly stakeholders in that they are the **primary consumers** of the educational system’s ‘product.’

Educators - Know your customer!

We need to focus on providing guidance and career exposure to enable students – and their parents – to plan for and to pursue their own pathways.



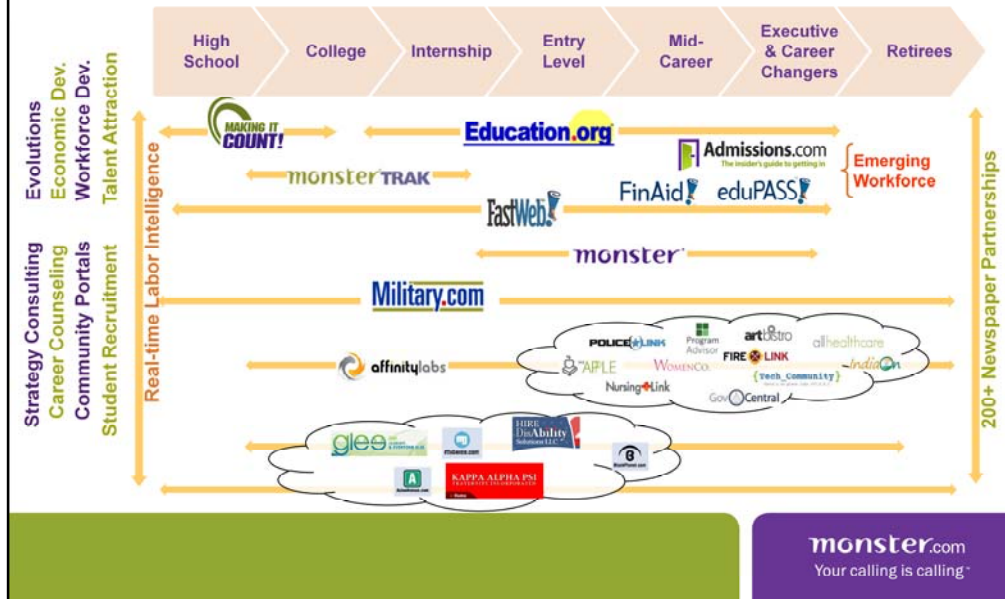
This approach can help to address drop out rates, increase academic performance, and prep students for the workforce.

Use RLI data to understand Six County Region's Clusters – both growing and emerging, equate that to educational level of skills needed in the workforce;
Keep tabs, tweak policy and investments as necessary

So not only does this model scale up to include the entire region, but down to the County and even more local level.

Lifelong Relationships – Breadth & Depth

Monster properties transcend the aggregation points of each age group to bring our customers the right candidates at the right moment.



Monster has a variety of strategic solutions that go well beyond our primary 'core' mission.

Local Picture

A lot of the data that's easy to find is old and overly-summarized.

Economies are regional – we don't so much live and work in California as we do in this part of the Capital Region.

What are the plans for the other 70% or so of your population?

EDUCATIONAL ATTAINMENT

| Area / Educational Attainment Categories | 2000 | | 2007 | | % Change 2000-2007 |
|--|-----------|---------|-----------|---------|-----------------------|
| | Total | Percent | Total | Percent | |
| Sacramento Region | | | | | |
| Population 25 years and over | 1,223,128 | 100.0% | 1,454,339 | 100.0% | 18.9% |
| Less than high school graduate | 199,068 | 16.3% | 197,318 | 13.6% | -0.9% |
| High school graduate (incl. equivalency) | 275,227 | 22.5% | 359,015 | 24.7% | 30.4% |
| Some college or associate degree | 435,384 | 35.6% | 480,435 | 33.0% | 10.3% |
| Bachelor's degree or higher | 313,449 | 25.6% | 417,571 | 28.7% | 33.2% |

Sacramento Regional Research Institute, February 2009
Data Source: California Department of Education, Dataquest

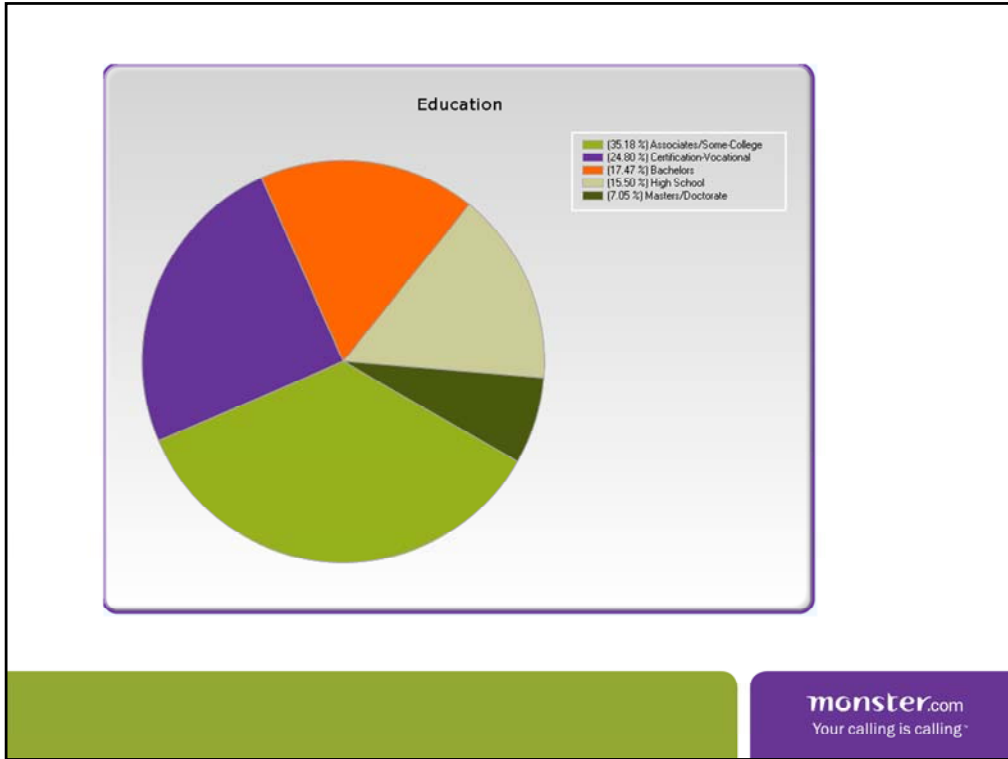


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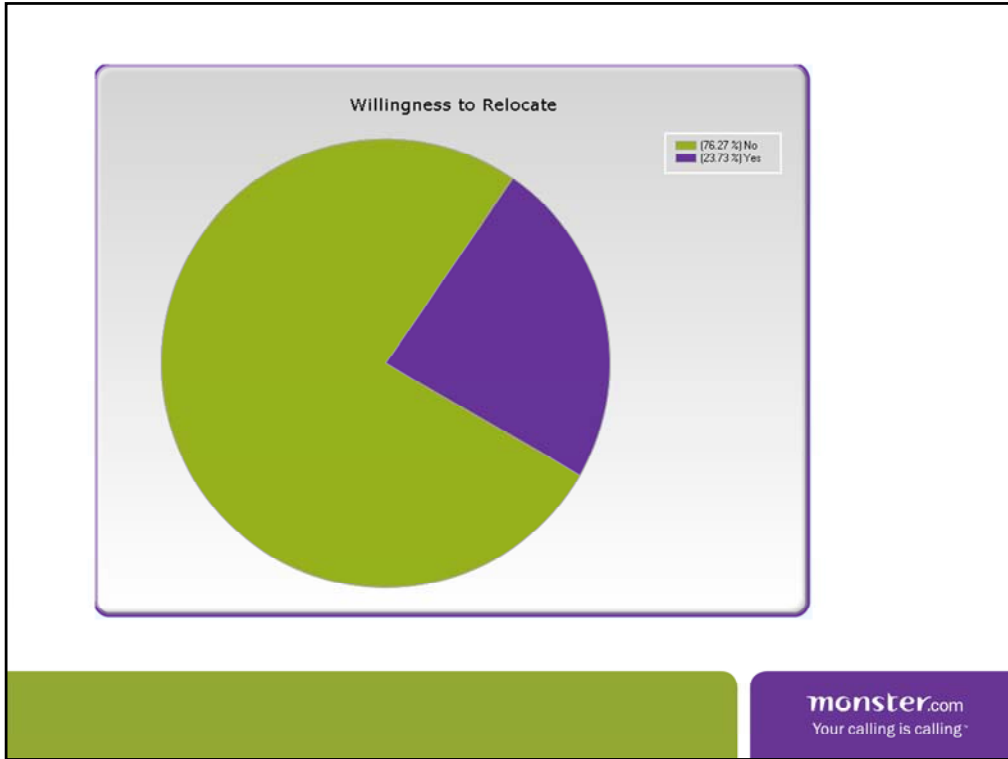
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While many students will go on to post-secondary education, Not All Jobs will require a four-year degree.

What are you going to do to support and empower the other students, who are EQUALLY IMPORTANT to your regional economic well-being?



Fewer than 25% of workers in the Capital Region have a Bachelors degree or higher.



About three-quarters of your workers would leave the area for the right opportunity.

National Labor Market Trends

U.S. Job Seekers Exceed Openings by Record Ratio

By [PETER S. GOODMAN](#)

Published: New York Times, September 26, 2009

- Signs the economy is growing, but the job market is bleaker and employment prospects are still getting worse.
- Job seekers now outnumber openings six to one, the worst ratio since the government began tracking open positions in 2000.
- Employment is a lagging indicator – it resurges only after the recession is over.
- “There’s too much uncertainty out there,” said Thomas A. Kochan, a labor economist at [M.I.T.](#)’s Sloan School of Management. “There’s not going to be an upsurge in job openings for quite a while, not until employers feel confident the economy is really growing.”

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There are some very interesting things happening in the national labor markets right now.

Even though the economy is turning around, unemployment is, AND WILL CONTINUE TO, go up.

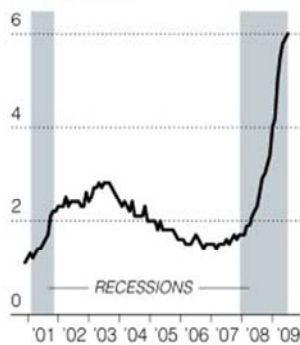
In fact, the Ratio of seekers to open jobs is 6 to 1 – that’s terrible in a lot of ways.

But what’s worse is that Employment is a LAGGING Indicator.

Unemployed Workers Competing for Limited Job Prospects

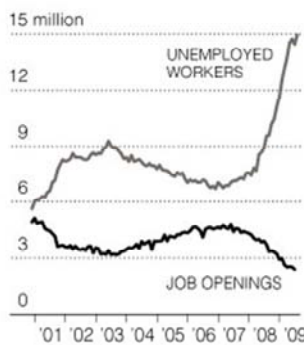
In July, there were nearly 14.5 million unemployed workers in the United States, but only about 2.4 million job openings, according to the Labor Department — or six unemployed people for every job opening. In many industries, the number of job openings has fallen sharply this year.

The number of unemployed people for each job opening has soared ...



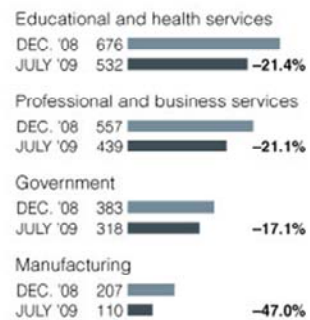
Source: Bureau of Labor Statistics

... as job openings have fallen and unemployment has risen.



Job openings by industry*

Seasonally adjusted, in thousands



*Based on 3-month averages.

THE NEW YORK TIMES

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Look at the line on the left, where the ratio continues to climb for almost 2 years after the 2001 recession.

Now look at the ratio in the current recession, and imagine where that line will go...

In the middle graph, you can see why the ratio is growing so large – unemployed workers are climbing sharply while job openings are dropping off.

This does not create a very comforting picture.

Help Wanted: Why That Sign's Bad

- **There is “evidence of an emerging structural shift in the U.S. economy that has created serious mismatches between workers and employers. People thrown out of shrinking sectors ... lack the skills and training for openings in growing fields including education, accounting, health care, and government. “**
- **Without retraining, U.S. workers may not be able to fill those open jobs.**

Business Week – April 30th, 2009 Cover Story

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So right now, for the most part, we've seen that seekers are inundating employers
But soon, the tide will turn and the employers will have to scramble to fill vacant positions
with people who have the right skills.

In fact, this is already starting to happen in certain sectors

There is a mismatch between our skill sets and the job requirements.

Gov't, education, healthcare, some others...

Structural shift in the economy

Not enough workers with the right skills

Only going to get worse

Essentially, the sectors that are growing require certain skill sets, while sectors that are
shrinking have former employees with skills no longer needed

Looking over the horizon...

- Experts predict the current ratio of seekers to jobs WILL DROP over time and we will see a huge talent shortage in many industries
- Many industries are facing large-scale retirements with no one to fill those jobs
- Teachers, for example, have deferred retirement due to economic crisis - compressing the effect
 - > Barriers to entry for experienced workers who want to enter the field.
- This may be mitigated by people who re-train and continue to work
- Education and training will be the key to the solution

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Demographers, economists and others are looking at the data and saying this ratio WILL drop.

In fact, some industries will lose large numbers of workers to retirement with no one to fill those jobs.

Granted, SOME people are working longer than expected, due to the economy or they simply want to.

For teachers, for example, these deferred retirements will simply make the situation worse

In a few years MORE teachers will be leaving in a much shorter period of time.

Some of this may be solved by second-careers and those who will work till they drop dead.

But again, training and education – IN THE CORRECT FIELDS - will be key to solving this problem.

Gartner Warns: Looming IT Talent Shortage

- A new shortage of skills and talent in IT and business is threatening business growth
- Traditional technical IT skills will not suit the burgeoning demand for developing IT and business together.
- Several forces are coming together to create a competition for talent.
- Companies need to adjust their plans for a new reality of constrained resources.
 - > Hard to imagine at this point, but be prepared.

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I just want to give you another example of this from the IT world.

It seems that there are no longer good IT jobs, but in fact, the market has evolved.

Businesses now want people with IT AND Business skills and there aren't as many of those workers around.

What should employers be doing now?

What should employers be doing NOW?

- Determine where you want to be in 1- 3- and 5-years out
 - > The economy will turn and you'd better be firing on all cylinders
- Make sure you have the right people on the bus
 - > How are you assessing your current skill set?
 - > Do you have the bench to get you there? How do you know?
 - > What got you **HERE** won't necessarily get you **THERE**.
- When it comes to hiring...
 - > Develop your KPIs for a given job upfront
 - > Do a GREAT Job Description
 - Make sure you have alignment across the organization
 - Be specific about the key skills required to be successful
 - > Monster Talent Management Suite
- Deploy Social Networking

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You need to first determine where you want to be and what you'll need to get there.

Then assess the skills you currently have on staff - **& analyze the gaps**

Then be prepared to do a great job in making the right hires.

What are your metrics?

Aligned these positions across the relevant areas of your organizations

Identify the key skills that will make your new hire successful

Decide what "percentage of perfection" is good enough.

'Personnelly' Speaking

Smart human capital management during tough times can help prepare you for the future

- **1) Make staffing decisions based on capabilities and gaps.**
 - > What do you want to be able to do in the coming years, and can you pull it off with your current staff?
- **2) Focus on key jobs.**
 - > They are your bread and butter producers.
- **3) Differentiate high (and low) performers across the organization.**
 - > Keep the top performers!
- **4) Transfer critical knowledge and stimulate social network development.**
 - > Internal social networks can help identify individuals who are valuable repositories of losing their institutional memory.
- **5) Consider the use of alternate meeting and working arrangements.**
 - > Telecommuting can cut costs and provide flexibility. Web-based conferences are low-cost alternatives to travel.
- **6) Improve HR and learning efficiency.**
 - > Some organizations can "find money" in HR / Training by eliminating inconsistent and cumbersome manual processes
- **7) Lead.**
 - > During economic uncertainty, leadership is critical. Successful organizations recognize that leaders must be visible, engaged and committed to values.

Lisa Tondreau is a partner and VP at IBM Human Capital Management Services
Posted Sept 14, 2009, BtoB Magazine

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Here's another perspective on this from a VP at IBM Human Capital Mgmt Services, Lisa Toudreau, from an article in BtoB mag.

Capabilities and gaps – sound familiar?

Focus on Key Jobs – this is where the rubber meets the road. What roles really enable your success?

Identify and keep your top performers – they're the ones MOST likely to be enticed away.

Social Networking – you can use it internally to make sure key knowledge doesn't walk out the door with one or two people. You can also use it to build, monitor, and influence your brand as a place to work. Notice I said 'influence' not control – once you're out there, you can get slammed by, say, disgruntled employees.

In doing that, you build a pipeline of people – you become the employer of choice.

Improve efficiency – now's a great time to take a closer look at how your doing things and look for ways to reduce cost and increase self-service.

And training – there's that whole training thing again. If you haven't noticed, the concept of lifelong learning has certainly come into its own. You might want to get on top of that if you're not already.

The last point in Lisa Tondreau's article is interesting to me: **Lead**. People rally around a leader. This is no time to be a Shrinking Violet or Caspar Milquetoast.

Prescription for Success

Big City WIB – Strategic Plan intro

“Workforce development is not a program. Rather, it is a collection of **private and public** investments and activities intended to foster individual, organizational and economic success. As such, **coordination and alignment** of workforce development efforts is essential. By pursuing a systems approach to workforce development, the region improves its ability to leverage and layer funding streams, to coordinate resources and programs, to **link supply and demand**, and to enable **life-long learning** and advancement.”

19

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I was doing some research on another region, and found this introduction. It focuses on some key elements are I think represent best practices:

Public Private collaboration

Coordination and ‘alignment’

Linking supply with demand – are educators supplying the skills that employers are demanding?

Lifelong Learning

These concepts are key to creating and sustaining a High-Performance Workforce in which employers have the resources with which to thrive, and employees have the skills to contribute, to make a living.

Tactics

- Create stronger alignment between education and economic development.
- Get Parents Involved – they are key to the right choices
- Start career exploration early...and often
- Give students a vision; help reduce drop-out rates.
- Engage with the entire spectrum of stakeholders



20

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I hear everywhere I go that PARENTS are key to the success of their kids making the right choices.

If the parents are not informed about options, and supportive of that student in creating a vision...you've lost that student.

I am continually reminded in my travels that career exploration provides much more than just wishful thinking and daydreams.

It can provide a plan, a road map, milestones for that student to stay motivated and focused.

Let me say it another way: what good is accomplished to setup all or most of your students for a four-year degree program, only to have many of them not pursue that option?

In the end, they're not adequately prepared for mid-skill jobs – they've been marching along, but toward the wrong objective.

The region can provide alternatives for students that will:

- * focus on providing employable skills,
- * maintain motivation through a vision of their own success
- * minimizes the need for remediation – a drag on efficiency and a cost burden to taxpayers and/or employers.
- * enable students from a variety of backgrounds to achieve their potential

So, I encourage you to keep the conversations focused and forward-thinking. Consider the facts of the new reality over the traditional approach.

I'm confident, you will be able to forge the relationships and dialogues, to examine the status quo and to re-imagine your future.

Through continuing collaboration within the Capital Region and its individual communities, you can work together to Create the High-Performance Workforce.

Thank you.