About the Talent Shortage Survey

10th year

42,000 employers globally

1,500 employers in Australia

Research conducted
Quarter 1/ 2015

660 employers in New Zealand

42 countries & territories
We talked with employers to discover...

**How much difficulty they are having filling jobs**

**Comparison of current difficulty with 2014**

**What are the most difficult-to-fill jobs**

**Why jobs are difficult to fill**

**What strategies are being pursued to overcome these difficulties**

**What impact talent shortage has on the ability to meet client need**

**What impact talent shortage has on the organisation**
Global ranking

Q: How much difficulty are you having filling jobs due to lack of available talent?
Proportion having difficulty filling jobs

Q: How much difficulty are you having filling jobs due to lack of available talent?

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Global</td>
<td>48%</td>
<td>42%</td>
<td>38%</td>
<td>50%</td>
<td>45%</td>
<td>54%</td>
<td>50%</td>
<td>45%</td>
<td>41%</td>
<td>42%</td>
</tr>
<tr>
<td>AsiaPac</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Australia</td>
<td>32%</td>
<td>61%</td>
<td>52%</td>
<td>49%</td>
<td>45%</td>
<td>54%</td>
<td>50%</td>
<td>45%</td>
<td>41%</td>
<td>42%</td>
</tr>
</tbody>
</table>
Five year movement

Q: How much difficulty are you having filling jobs due to lack of available talent?
### The top 10 hardest to fill jobs

<table>
<thead>
<tr>
<th>Rank</th>
<th>2015 Job Category</th>
<th>2014 Job Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Skilled Trades</td>
<td>Skilled Trades</td>
</tr>
<tr>
<td>2</td>
<td>Management/Executive</td>
<td>Engineers</td>
</tr>
<tr>
<td>3</td>
<td>Sales Representatives</td>
<td>Sales Representatives</td>
</tr>
<tr>
<td>4</td>
<td>Engineers</td>
<td>Accounting &amp; Finance Staff</td>
</tr>
<tr>
<td>5</td>
<td>Technicians</td>
<td>Management/Executive</td>
</tr>
<tr>
<td>6</td>
<td>Labourers</td>
<td>IT Personnel</td>
</tr>
<tr>
<td>7</td>
<td>Accounting &amp; Finance Staff</td>
<td>Sales Managers</td>
</tr>
<tr>
<td>8</td>
<td>Drivers</td>
<td>Doctors and other non-nursing health professionals</td>
</tr>
<tr>
<td>9</td>
<td>IT Personnel</td>
<td>Secretaries, PAs, Receptionists, Administrative Assistants &amp; Office Support</td>
</tr>
<tr>
<td>10</td>
<td>NEW Secretaries, PAs, Receptionists, Administrative Assistants &amp; Office Support</td>
<td>Drivers</td>
</tr>
</tbody>
</table>

*NEW* indicates a new job category not listed in the previous year.
Level of difficulty filling jobs compared to 2014

Q: Compared to last year at this time, how much difficulty are you having filling jobs?

- More: 4%
- Similar: 28%
- Less: 32%
- Don't Know: 25%

Australia
Impact on meeting client needs

Q: What level of impact does this talent shortage have on your ability to meet client needs?

Australia

- High impact: 2013; 16%, 2014; 18%
- Medium impact: 2013; 42%, 2014; 38%
- Low impact: 2013; 30%, 2014; 31%
- No impact: 2013; 12%, 2014; 12%
Impact on meeting client needs

Q: How are talent shortages/skills gaps most likely to impact your organisation?

- Reduced ability to serve clients: 46% (2015), 43% (2014), 54% (2013)
- Reduced competitiveness / productivity: 33% (2015), 37% (2014), 39% (2013)
- Reduced innovation and creativity: 20% (2015), 21% (2014), 22% (2013)
Q: Why are you having difficulty filling this specific job?

Reasons for difficulty filling jobs

- Lack of available applicants/no applicants
- Technical Competencies (Hard Skills)
- Lack of experience
- Workplace Competencies (Soft Skills)
- Undesirable geographic destination
- Looking for more pay than is offered
- Lack of applicants willing to work on a 'part-time' or 'contingent' basis

**Australia**

<table>
<thead>
<tr>
<th>Reason</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of available applicants/no applicants</td>
<td>34%</td>
<td>37%</td>
<td>39%</td>
</tr>
<tr>
<td>Technical Competencies (Hard Skills)</td>
<td>20%</td>
<td>21%</td>
<td>25%</td>
</tr>
<tr>
<td>Lack of experience</td>
<td>25%</td>
<td>17%</td>
<td>25%</td>
</tr>
<tr>
<td>Workplace Competencies (Soft Skills)</td>
<td>8%</td>
<td>14%</td>
<td>5%</td>
</tr>
<tr>
<td>Undesirable geographic destination</td>
<td>11%</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Looking for more pay than is offered</td>
<td>9%</td>
<td>8%</td>
<td>9%</td>
</tr>
<tr>
<td>Lack of applicants willing to work on a 'part-time' or 'contingent' basis</td>
<td>3%</td>
<td>2%</td>
<td>3%</td>
</tr>
</tbody>
</table>
Hard Skills deficits

Q: Why are you having difficulty filling this specific job?

- Commercial/business acumen: 0% (2014), 1% (2013), 4% (2015)
- Scientific skills: 1% (2014), 1% (2013), 1% (2015)
- Operating mechanical/industrial equipment: 1% (2014), 1% (2013), 1% (2015)
- Foreign language: 0% (2014), 0% (2013), 1% (2015)
- Specialist IT applications/programs: 1% (2014), 1% (2013), 1% (2015)
- Computer/IT skills: 1% (2014), 1% (2013), 1% (2015)
- Speaking/verbal skills: 1% (2014), 1% (2013), 1% (2015)

Australia
# Soft Skills Deficits

**Q: Why are you having difficulty filling this specific job?**

<table>
<thead>
<tr>
<th>Skill Description</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attention to detail/planning/organisation</td>
<td>0%</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>Flexibility/adaptability/agility</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Collaboration/team working/interpersonal skills</td>
<td>0%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Enthusiasm/motivation/learning mindset</td>
<td>1%</td>
<td>2%</td>
<td>3%</td>
</tr>
<tr>
<td>Professionalism*</td>
<td>1%</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Results driven/problem-solving/resourcefulness</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td>Critical/analytical thinking</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Creativity/innovation</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
</tr>
</tbody>
</table>

*includes personal appearance/attire, punctuality, presentation skills, etc.
Overcoming Talent Shortage

Q: What strategies are you pursuing to overcome these difficulties?

- Not pursuing any strategies at present: 25% (2015), 20% (2014), 18% (2013)
Adopting People Practices

Q: What strategies are you pursuing to overcome these difficulties?

- Providing additional training and development to existing staff: 15%
- ...develop new skills: 10%
- ...enhance existing skills: 6%
- ...additional certification/accreditation: 3%
- Utilising nontraditional/previously untried recruiting practices*: 20%
- Redefining qualifying criteria**: 2%
- Increasing starting salaries: 2%
- Enhancing benefits: 2%

*both internally or externally, in response to the growing challenge of workforce strategy
** to include individuals who lack some required skills/formal qualifications, but have the potential to acquire them
Exploring new Talent Sources

Q: What strategies are you pursuing to overcome these difficulties?

- Adapting talent sourcing to recruit more untapped talent pools: 9%
  - Older workers: 1%
  - Candidates outside my local region: 4%
  - Candidates outside my country: 5%
  - Youth: 1%

- Appointing people who don’t have the skills currently, but do have potential to learn and grow: 6%

- Partnering with educational institutions to create curriculum aligned to my talent needs: 1%
Implementing alternative Work Models

Q: What strategies are you pursuing to overcome these difficulties?

- Increasing the focus on improving our talent pipeline* 5%
- Redesigning current work procedures* 3%
- Offering more flexible work arrangements 2%
- Integrating contingent workers into the process 3%

*identifying high potentials, building a succession management approach, etc.
**such as sharing work assignments between different employees, departments or bureaus