



# Talent Shortage 2011 Survey Results



ManpowerGroup™

# Introduction

Despite the slow and uneven recovery from the global economic downturn and lingering high levels of unemployment in many markets, organisations around the world still report that they cannot find the talent they need when they need it. They are looking for evermore specific skill sets and taking longer to fill job vacancies as they wait for the economy to fully rebound and their businesses to get back to “normal.” But global economic forces have strained existing models and systems to such a point of tension that they are no longer sustainable. There will be no return to the pre-recession “business as usual.”

Instead, organisations are operating in the “new normal,” where the economic pressures of the last few years have forced them to do more with less, and they’ve discovered that they can accomplish amazing things despite reduced resources—as long as they have the right people in place. Talent is becoming the key competitive differentiator, and countries and companies with access to the right talent are positioning themselves to succeed in the rapidly changing world of work.

As we enter the Human Age, when human spirit and potential will become the driving force behind enterprise and innovation, having the right people in the right place at the right time becomes more critical than ever. Yet, as the global economic recovery continues, employers report increased difficulty filling open positions, despite an apparent surplus of talent amid high unemployment.

This year, ManpowerGroup expanded its sixth annual Talent Shortage Survey not only to gauge where employers are having difficulty filling available positions, but also examine why organisations are facing a lack of talent and what they are doing to mitigate these challenges. The results reveal increased difficulty finding the right talent in the wake of global economic recovery with limited effort to systematically fill the gaps—and notable regional variances.

- ManpowerGroup research reveals employers in India, the United States, China and Germany report the most dramatic talent shortage surges compared to last year. In India, the percentage of employers indicating difficulty filling positions jumped 51 percentage points.
- Nearly one in four employers say environmental/market factors play a major role in the talent shortage—employers simply aren’t finding anyone available in their markets. Another 22% of employers say their applicants lack the technical competencies or “hard” skills needed for the job, while candidates’ lack of business knowledge or formal qualifications is the main reason identified by 15% of employers.
- Approximately three-quarters of employers globally cite a lack of experience, skills or knowledge as the primary reason for the difficulty filling positions. However, only one in five employers is concentrating on training and development to fill the gap. A mere 6% of employers are working more closely with educational institutions to create curriculums that close knowledge gaps.

# Global Results

ManpowerGroup surveyed nearly 40,000 employers across 39 countries and territories during the first quarter of 2011 to gauge the impact of talent shortages on the global labour market. The results of the sixth annual Talent Shortage Survey reveal a modest upward trend in the percentage of employers having difficulty filling positions due to lack of available talent. The 39,641 interviews were conducted via telephone in 39 countries and territories: 10,337 in 10 countries throughout the Americas, 11,167 across eight countries and territories in Asia Pacific and 18,137 across 21 countries in Europe, the Middle East and Africa (EMEA).

## Increasing difficulty filling jobs

Globally, one in three (34%) employers reports experiencing difficulties filling positions due to lack of available talent—a three percentage point rise over 2010—while 66% report no difficulties (Figure 1). Employers are more likely to report difficulty this year than at any point since 2007 (Figure 2). So while the global economic downturn may have masked the talent shortage for several years, the global recovery has made the strains of the talent shortage more evident, as organisations that cut back staff are discovering they need more of the right people in place to move forward and support their business strategy.

FIGURE 1. DIFFICULTY FILLING JOBS DUE TO LACK OF TALENT GLOBALLY

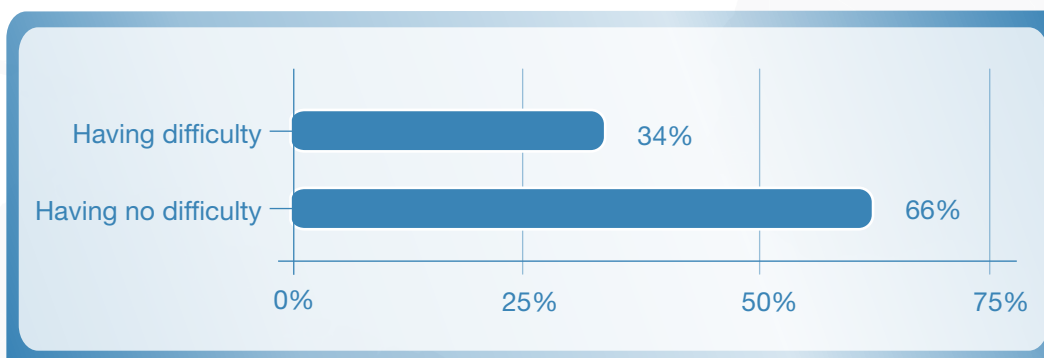


FIGURE 2. PERCENTAGE OF EMPLOYERS HAVING DIFFICULTY FILLING JOBS DUE TO LACK OF AVAILABLE TALENT

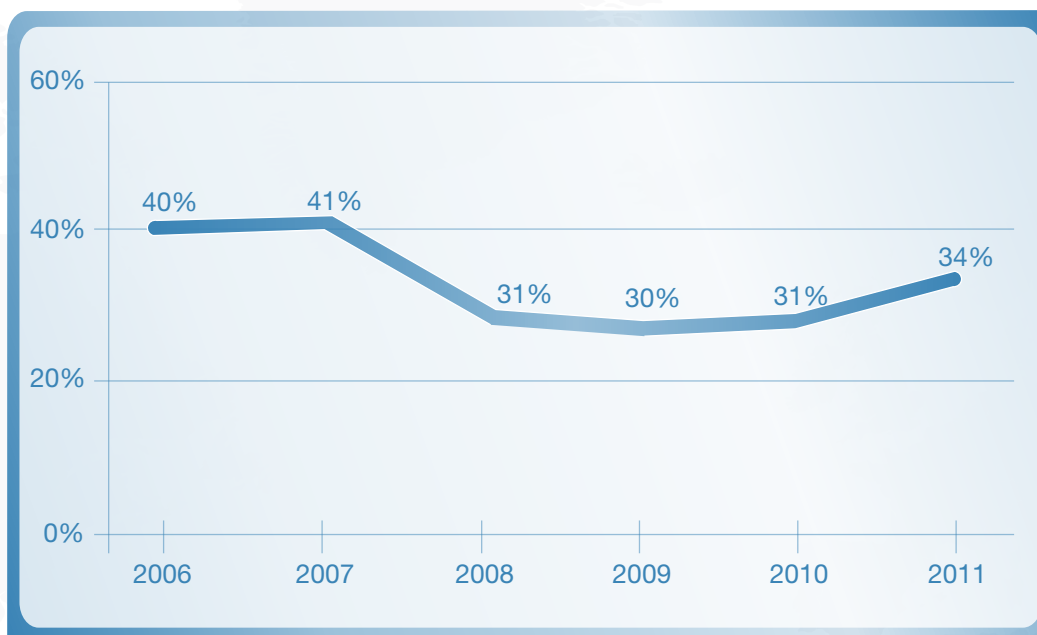


FIGURE 3. DIFFICULTY FILLING JOBS BY COUNTRY

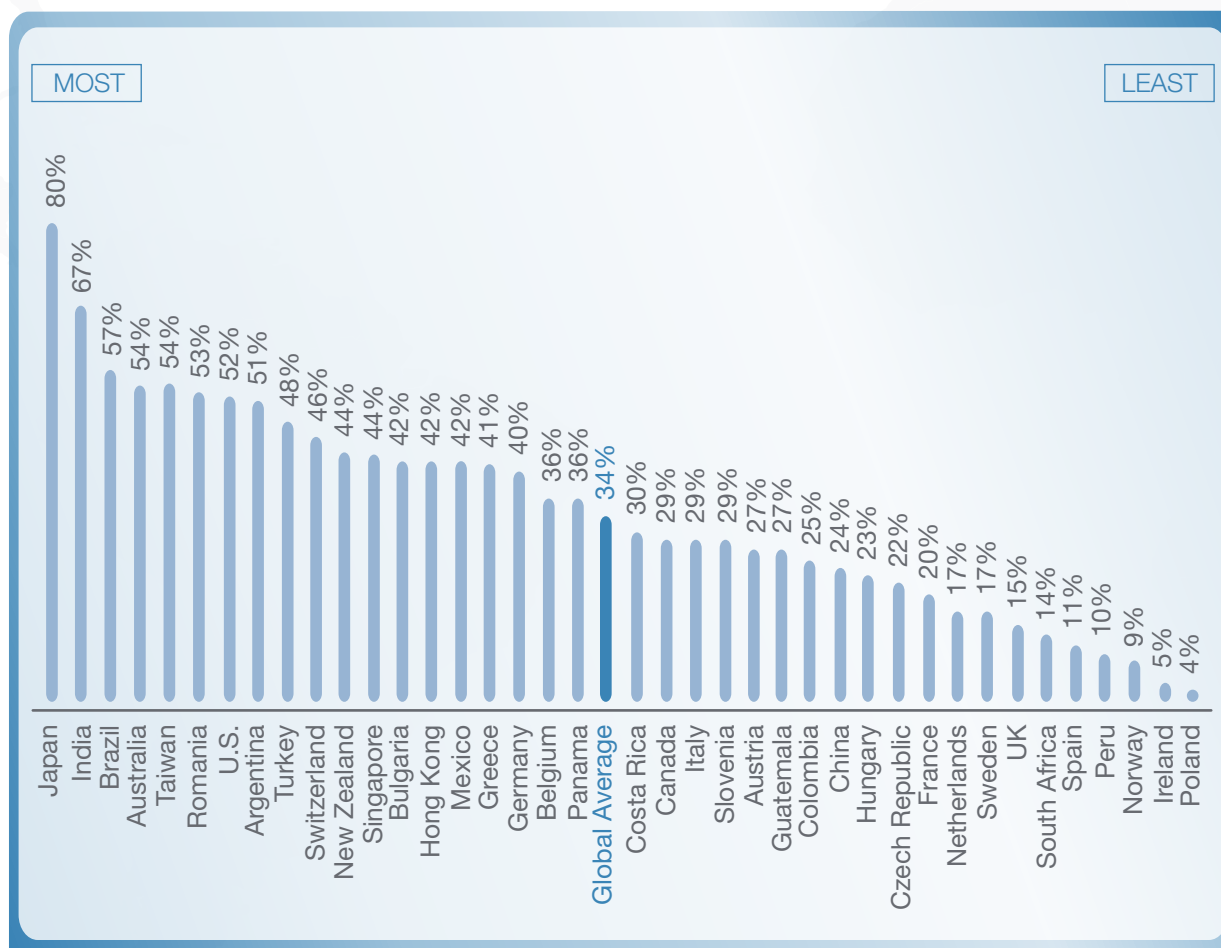
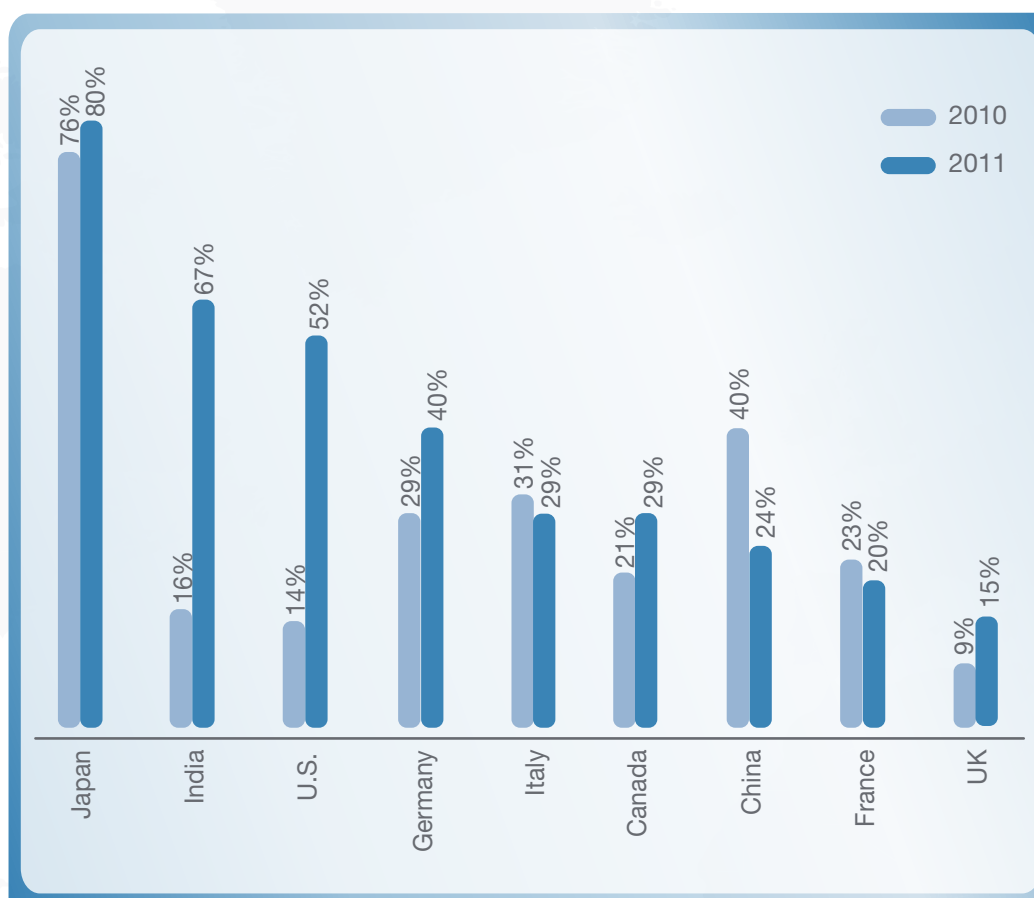


FIGURE 4. MOVEMENT ACROSS THE LARGEST GLOBAL ECONOMIES



For the 2011 Talent Shortage Survey, employers in many countries are reporting a slight increase in difficulty, such as Japan's four percentage point increase to 80% in 2011 compared to 76% in 2010. However, in some countries, including some of the largest economies in the world, employers are reporting a dramatic surge in difficulty filling positions. India and the United States report the largest increases in difficulty; in India, difficulty increased to 67% in 2011 from only 16% in 2010—a 51 percentage point increase (Figure 4). In the U.S., the difficulty increased to 52% from 14%, a 38 percentage point increase. These difficulties likely stem from increased demand in both countries as the economy rebounds.

### Most difficult to fill jobs

When asked, "What is the one job you are having the most difficulty filling due to lack of available talent?" employers on a global basis named technicians, sales representatives and skilled trades workers at the top of the list for the fifth year in a row (Figure 5). Technicians moved to the top of the list from third place last year, and skilled trades workers dropped from first on the list to third. Engineers also remain in high demand (number four on the list), while labourers jumped to the fifth most difficult to fill position. Drivers have dropped off the list and been replaced by IT staff. Compared to 2010, labourer roles, management/executives

FIGURE 5. TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING GLOBALLY

1	Technicians
2	Sales Representatives
3	Skilled Trades Workers
4	Engineers
5	Labourers
6	Management/Executives
7	Accounting & Finance Staff
8	IT Staff
9	Production Operators
10	Secretaries, Personal Assistants, Administrative Assistants & Office Support Staff

FIGURE 6. TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING GLOBALLY  
2006-2011 COMPARISON

	2006	2007	2008	2009	2010	2011
TECHNICIANS	3	3	3	3	3	1
SALES REPRESENTATIVES	1	1	2	2	2	2
SKILLED TRADES WORKERS	5	2	1	1	1	3
ENGINEERS	2	4	4	4	4	4
LABOURER	*	6	6	7	10	5
MANAGEMENT/EXECUTIVES	10	9	5	5	8	6
ACCOUNTING & FINANCE STAFF	9	5	9	6	5	7
IT STAFF	6	*	10	*	*	8
PRODUCTION OPERATORS	4	7	*	8	6	9
SECRETARIES, PERSONAL ASSISTANTS, ADMINISTRATIVE ASSISTANTS & OFFICE SUPPORT STAFF	7	*	7	9	7	10

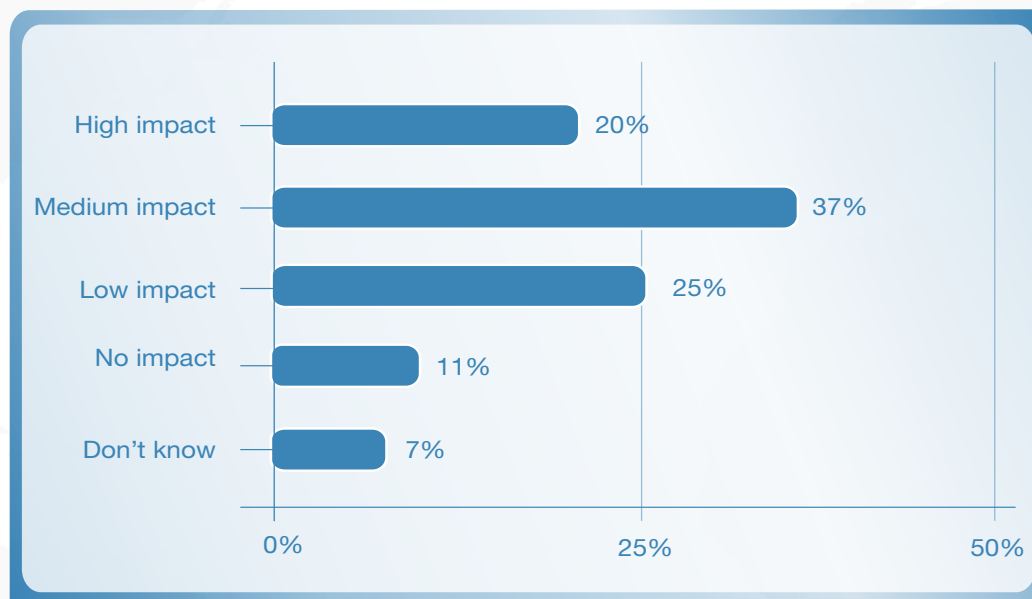
\* Did not appear in top 10 jobs cited by employers.

and IT roles are more difficult to fill this year, while skilled trades, accounting & finance, production operators and secretarial/administrative roles are less difficult, but still presenting challenges to employers as they seek to add these employees.

### 57 percent of employers say the talent shortage impacts key stakeholders

This year, for the first time, employers were asked about the impact unfilled jobs have on key constituents (customers, investors, etc.) (Figure 7). More than half of the employers surveyed report that when positions are not filled in a timely way there was a high (20%) or medium (37%) impact on key constituents, while one in four believes unfilled positions have low impact and 11% say there is no impact. An additional 7% don't know what the impact is.

FIGURE 7. IMPACT ON STAKEHOLDERS



The fact that 43% of organisations believe the impact is low, there is no impact or they simply don't know the impact is alarming. ManpowerGroup believes there are a few explanations for this finding. First, employers may be delaying hiring until they see more demand. These organisations are content to leave job vacancies unfilled until their respective economies pick up. Second, many employers believe that they can simply attract the talent they need when they need it with better pay and incentives. This "I can buy it when I need it" approach is shortsighted, as many organisations may increase hiring simultaneously, exacerbating the talent shortage.

In either case, these companies will be in for a rude awakening when the labour market tightens and they have not developed a firm strategy for attracting and retaining the right talent.

## Lack of experience and no applicants are fZWmain reasons employers have difficulty filling positions

To explore the main reasons why employers have difficulty filling positions, respondents could select choices from three main areas: candidate-specific factors, such as lack of experience; environmental/market factors, such as reluctance to change jobs in the current economic climate; and organisational factors, such as the company not having a strong employer brand (Figure 8). On a global basis, when asked why they are having difficulty filling specific jobs, employers most often cite candidate-specific factors (Figure 9). In fact, over one quarter of respondents report that their candidates lack the experience necessary for the position. At present, environmental/market factors also appear to be playing a major role in the talent shortage, with 24% of employers reporting that they simply have an overall lack of applicants—they just aren't finding anyone available in their markets. Another 22% of employers say that their applicants lack the technical competencies or “hard” skills needed for the job, while candidates’ lack of business knowledge or formal qualifications is the main reason that another 15% of employers report difficulty filling positions. Other reasons cited by employers include candidates looking for more pay than is offered (11%), not possessing the right values and mindset (10%), lacking workplace competencies or “soft” skills (8%), or not possessing the right personality and intelligence (6%).

FIGURE 8. FACTORS IMPACTING EMPLOYER’S ABILITY TO FILL POSITIONS

◆ Organieational Factors	❖ Candidate-Specific Factors	★ Environmental/Market Factors
Looking for more pay than is offered	Lack of knowledge of business or academic disciplines or industry/formal qualifications	Reluctance to change jobs in current economic climate
Poor image of business sector/occupation	Lack of “hard” job skills or technical skills	Reluctance to relocate
Poor image of company and/or its culture	Lack of “soft” skills or interpersonal/communication skills	Lack of available applicants/no applicants
Undesirable geographic destination	Lack of experience	Lack of applicants willing to work on a part-time or contingent basis
	Don’t possess the right values and mindset	Overqualified applicants
	Don’t possess the right personality and intelligence	

With almost a quarter of respondents reporting an overall lack of candidates, it may be time to re-evaluate recruiting methods. These companies need to consider whether they are looking in the right place or using the right techniques to reach candidates. The fact that many companies are citing a lack of skills and experience as the reason for the shortage should be a wake-up call for employers and governments alike. If the available workforce

FIGURE 9. REASONS FOR DIFFICULTY FILLING JOBS GLOBALLY



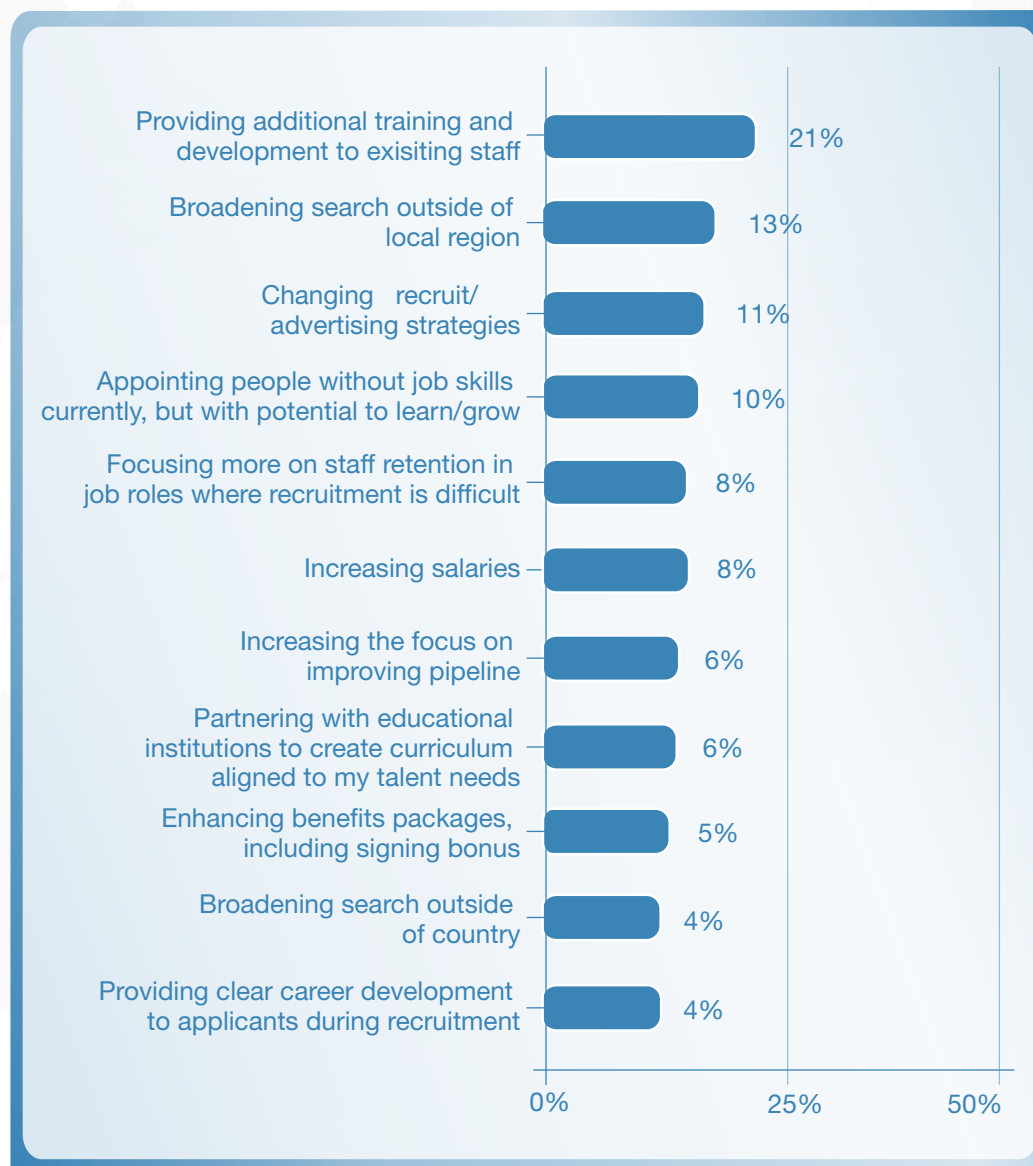
does not possess the needed experience or skills—either hard or soft—then steps must be taken to commit resources around training and development to close that gap.

### Overcoming the talent shortage

When asked what strategies they were using to overcome the difficulties filling positions, the most common response (21%) was to provide extra training and development to existing staff (Figure 10). Almost a quarter of employers reported that they were changing their recruiting strategy, with 13% widening their search outside the local region and 11% changing how they recruit or advertise their positions. Other employers appointed people who lacked the job skills currently but had the potential to develop them (10%), focused their efforts on retaining existing staff (8%) or increasing starting salaries (8%). Increasing the focus on improving the pipeline of candidates and partnering with educational institutions were primary tactics for 6% of respondents each, while another 5% of employers looked at increasing their benefits packages (including signing bonuses) and 4% broadened their search outside their country or increased the emphasis of development opportunities at their company.

Although 73% of respondents cited a lack of experience, skills or knowledge as the primary reason for the difficulty filling positions, only one in five employers is concentrating on training and development to fill the gap, and a mere 6% is working more closely with educational institutions to create curriculums that close knowledge gaps. This underwhelming response is an alarming indication that employers are not adequately addressing the issues at the root of the talent mismatch by increasing their emphasis on training and development and partnering with outside stakeholders to improve the pipeline of qualified candidates.

FIGURE 10. STRATEGIES FOR OVERCOMING THE TALENT SHORTAGE GLOBALLY



# AMERICAS

In the Americas regions, 10,337 interviews were conducted by telephone in Argentina, Brazil, Canada, Colombia, Costa Rica, Guatemala, Mexico, Panama and Peru, and online in the United States as part of the Manpower Employment Outlook Survey for Quarter 2 2011.

## Difficulty filling jobs

Regionally, employers in the Americas are having more trouble filling jobs than the global average, with 37% of employers reporting difficulty filling positions due to lack of available talent (Figure 11). This 37% represents the highest proportion of employers reporting difficulty since the start of the global economic downturn in 2008, and a three percentage point increase over last year's survey (Figure 12).

FIGURE 11. DIFFICULTY FILLING JOBS DUE TO LACK OF TALENT - AMERICAS

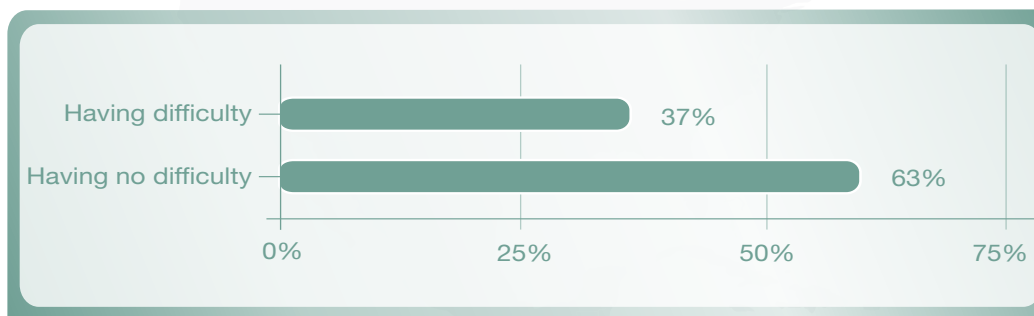
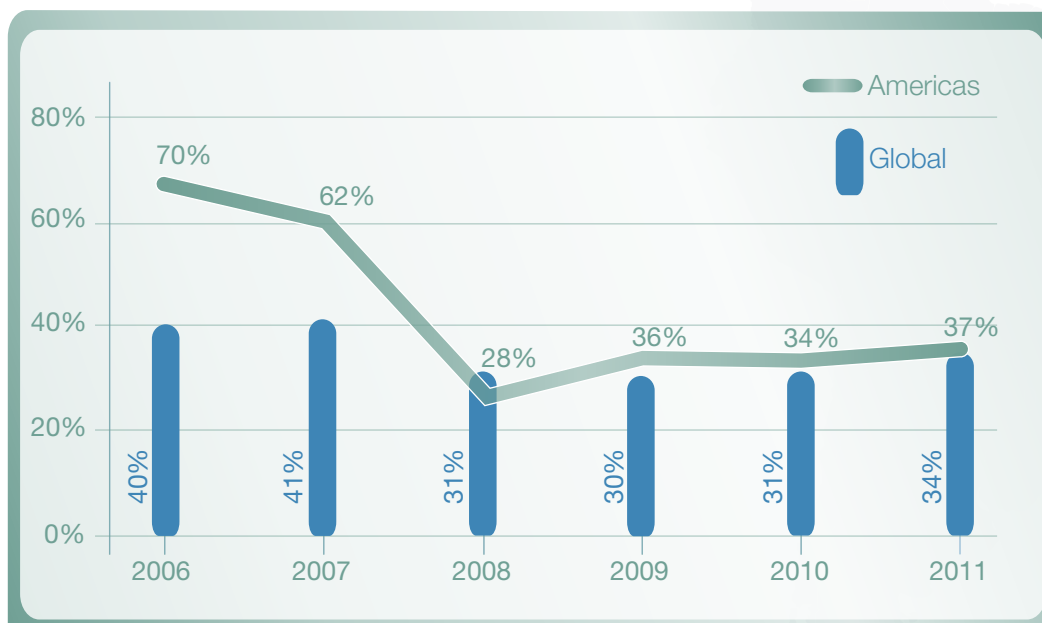
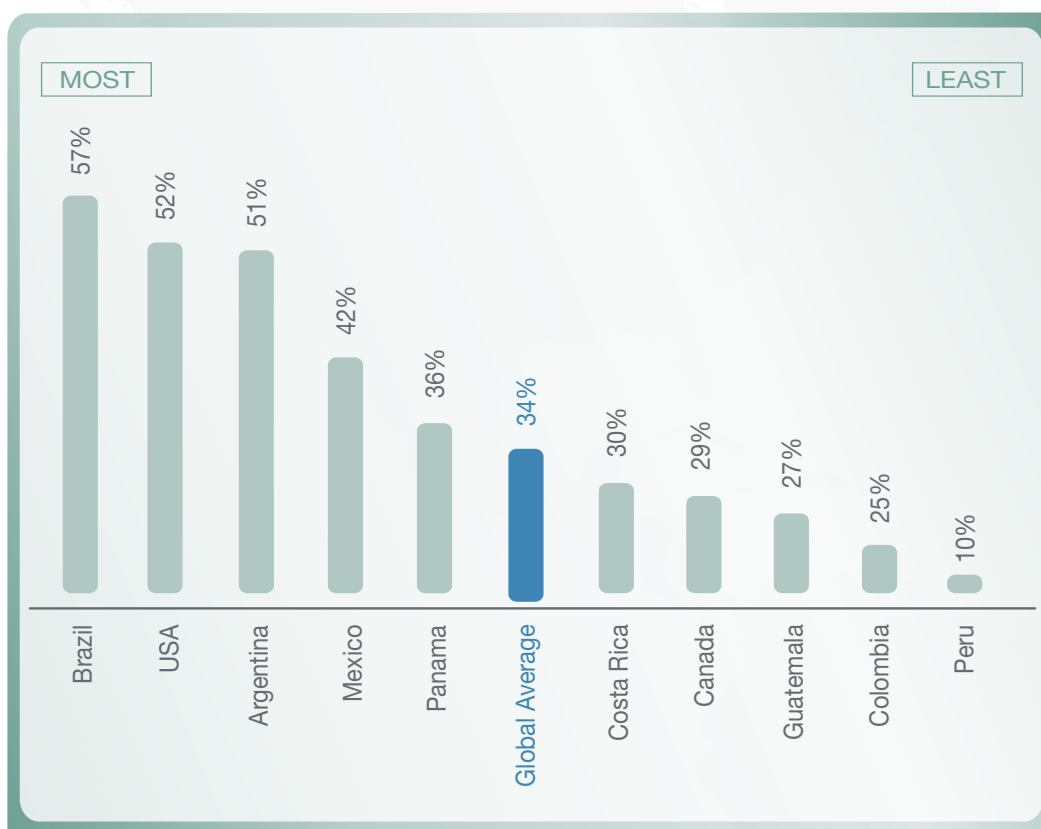


FIGURE 12. PERCENTAGE OF EMPLOYERS HAVING DIFFICULTY FILLING JOBS DUE TO LACK OF AVAILABLE TALENT



Across the region there was a noticeable difference in the percentage of employers struggling to fill positions due to a lack of available talent (Figure 13). Employers in Brazil, where the recovery has been relatively robust, report the most difficulty filling positions, with 57% of employers saying that they have trouble filling jobs. More than half of employers in the U.S. and Argentina also report difficulty filling positions (52% and 51%, respectively). Mexican employers also report more difficulty, with 42% of respondents saying they are having trouble filling positions. In contrast, Peruvian employers report the least amount of difficulty filling positions, with only 10% reporting a problem. Meanwhile, Colombian, Guatemalan, Canadian and Costa Rican employers all report below average difficulty in finding appropriate talent.

FIGURE 13. DIFFICULTY FILLING JOBS BY COUNTRY - AMERICAS



#### Most difficult positions to fill in the Americas

Regionally, the most difficult positions to fill in the Americas closely resemble those on the global list, with technicians, sales representatives, skilled trades workers and engineers leading the list of difficult vacancies (Figure 14). Technicians and sales representatives were both at the top of the list last year as well, while skilled trades workers and engineers have moved up on the list. Drivers have also moved up on the regional list from 2010 to sixth place in 2011 (Figure 15).

FIGURE 14. TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING IN THE AMERICAS

1	Technicians
2	Sales Representatives
3	Skilled Trades Workers
4	Engineers
5	Secretaries, Personal Assistants, Administrative Assistants & Office Support Staff
6	Drivers
7	Production Operators
8	Labourers
9	Accounting & Finance Staff
10	Management/Executives

FIGURE 15. TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING IN THE AMERICAS (2006-2011 COMPARISON)

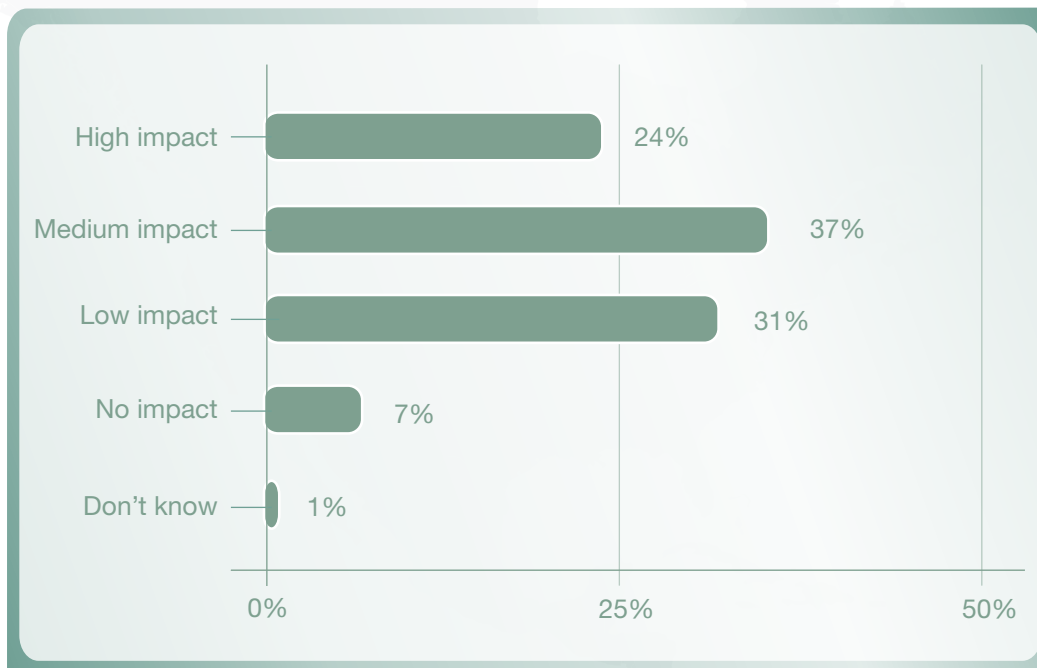
	2006	2007	2008	2009	2010	2011
TECHNICIANS	3	5	1	1	1	1
SALES REPRESENTATIVES	1	2	7	6	2	2
SKILLED TRADES WORKERS	*	7	3	9	4	3
ENGINEERS	2	9	2	5	8	4
SECRETARIES, PERSONAL ASSISTANTS, ADMINISTRATIVE ASSISTANTS & OFFICE SUPPORT STAFF	6	*	6	9	3	5
DRIVERS	7	8	*	*	9	6
PRODUCTION OPERATORS	9	1	5	2	5	7
LABOURER	4	4	8	3	6	8
ACCOUNTING & FINANCE STAFF	*	3	11	3	7	9
MANAGEMENT/EXECUTIVES	*	*	4	7	10	10

\* Did not appear in top 10 jobs cited by employers.

### Impact of unfilled positions

When asked about the impact of unfilled positions on key constituents, 61% of employers in the Americas reported that difficulty filling positions in a timely manner had a high or medium impact, indicating that unfilled positions are a real productivity issue within the region (Figure 16). At the same time, 31% of employers report that key constituents experience a low impact when positions aren't filled on time, and 7% report no impact.

FIGURE 16. IMPACT ON STAKEHOLDERS



### Reasons for difficulty filling positions

In the Americas, candidate-specific factors topped the list of reasons why organisations are having difficulty filling their most troublesome positions (Figure 17). The most cited reasons from employers across the Americas was a lack of experience (32%), more so than any other region, and a lack of technical skills (24%), indicating that employers just aren't finding candidates with the specific experience and abilities to do the job. Following the global trend related to environmental factors, lack of available candidates was also cited by more than one in five employers (23%). Meanwhile, a lack of formal/academic qualifications (21%) or applicants looking for more pay (18%) were also preventing employers from filling available positions.

### Overcoming difficulty filling available positions

Employers in the Americas were asked what strategies they were pursuing to overcome their difficulties filling available positions. Providing extra training and development to existing staff was the most common strategy for employers in this region, with 32% of them

adopting this solution, a greater number than the global average (globally 21% of employers are pursuing additional training), but still a small number of employers to proactively take steps to address the problem of the skills mismatch (Figure 18). Employers are also implementing tactics apart from specific training and development initiatives including: extending their search outside the local region (16%—the highest percentage of the three regions); appointing people who currently don't possess the relevant skills but do have potential to grow (15%); and focusing on retaining their current staff in key roles (10%).

FIGURE 17. REASONS FOR DIFFICULTY FILLING JOBS - AMERICAS



FIGURE 18. STRATEGIES FOR OVERCOMING THE TALENT SHORTAGE IN THE AMERICAS



# ASIA PACIFIC

In the Asia Pacific region, 11,167 telephone interviews were conducted with employers in Australia, China, Hong Kong, India, Japan, New Zealand, Singapore and Taiwan.

## Difficulty filling jobs

In the 2011 survey, 45% of Asia Pacific employers report having difficulty filling job vacancies due to lack of available talent (Figure 19). This represents a four percentage point increase over last year's response, and the highest percentage of reported difficulty since the survey began in 2006—an increase of 17 percentage points over the six years (Figure 20). Clearly, the labour market is tightening again. This steady increase is in contrast to the other regions surveyed, and likely related to the fact that many of the countries surveyed across the region suffered less impact from the global economic downturn and experienced an earlier, more robust recovery. Employer hiring data from our Manpower Employment Outlook Survey confirms this—in countries such as China and India, employers continue to have strong, steady hiring expectations and there are only so many qualified candidates available in the market.

FIGURE 19. DIFFICULTY FILLING JOBS DUE TO LACK OF TALENT - ASIA PACIFIC

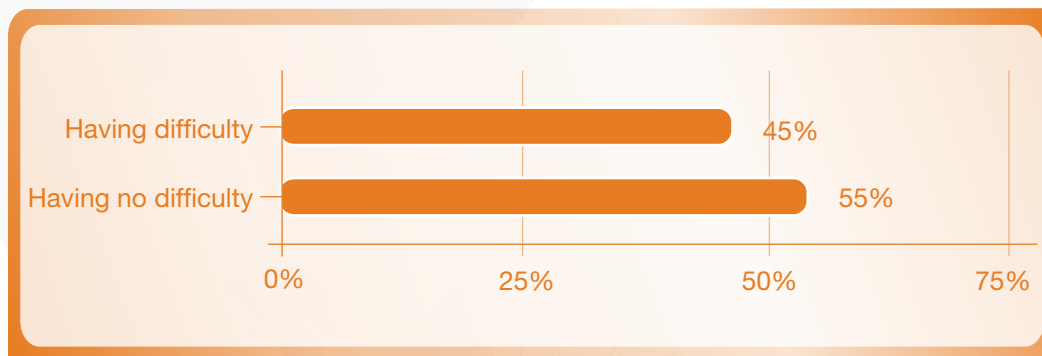


FIGURE 20. PERCENTAGE OF EMPLOYERS HAVING DIFFICULTY FILLING JOBS DUE TO LACK OF AVAILABLE TALENT

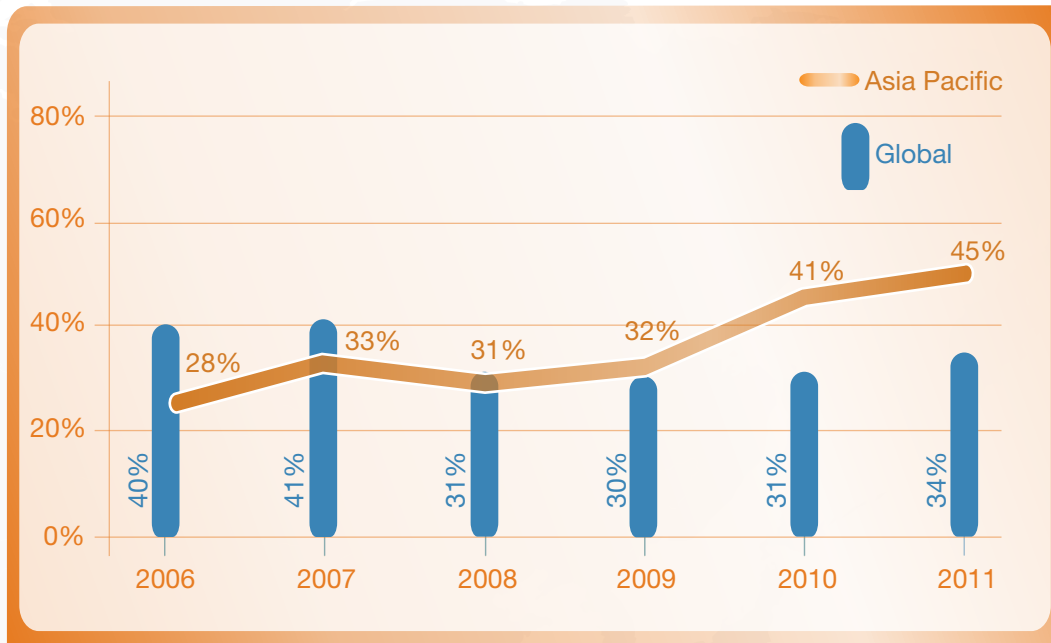
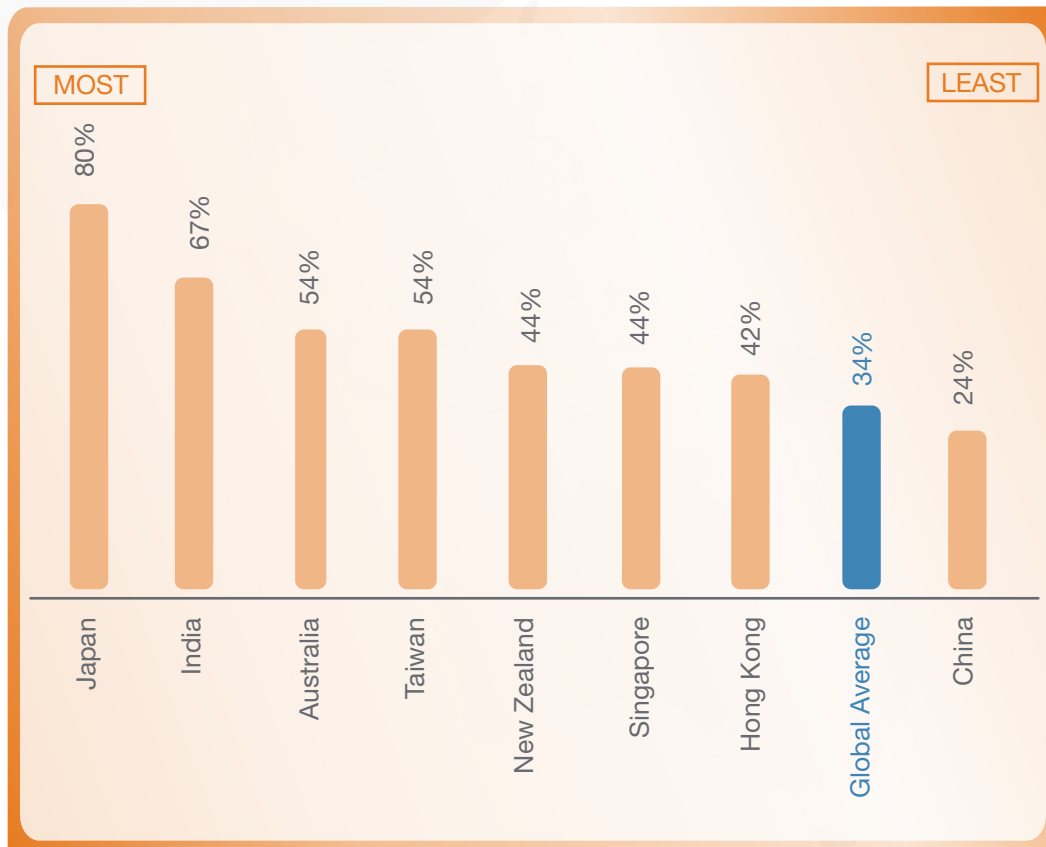


FIGURE 21. DIFFICULTY FILLING JOBS BY COUNTRY - ASIA PACIFIC



Regionally, the amount of difficulty filling open positions was very high for the majority of countries surveyed, with 80% of employers in Japan reporting difficulties filling positions. Employers in India (67%), Australia (54%) and Taiwan (54%) also reported above average difficulty—all reporting results well above the global average of 34% (Figure 21). In contrast, Chinese employers reported significantly less trouble filling positions than did their regional counterparts, with only 24% of employers reporting difficulty.

### Most difficult positions to fill in Asia Pacific

When asked which position they find the most difficult to fill, employers in the Asia Pacific region cited sales representatives, technicians and labourers as the most difficult employees to find due to lack of available talent (Figure 22). Sales representatives have been the most difficult position to fill in the region every year the survey has been conducted. Labourers and researchers have moved up in the rankings compared to previous years, while skilled trades workers and executive/management positions have moved down, and production operators have dropped out of the top 10.

FIGURE 22. TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING IN ASIA PACIFIC



FIGURE 23. TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING IN ASIA PACIFIC (2006-2011 COMPARISON)

	2006	2007	2008	2009	2010	2011
SALES REPRESENTATIVES	1	1	1	1	1	1
TECHNICIANS	3	3	3	3	2	2
LABOURER	*	8	9	7	10	3
ENGINEERS	2	2	2	5	3	4
ACCOUNTING & FINANCE STAFF	5	7	7	6	7	5
RESEARCHERS (R&D)	10	*	*	*	*	6
IT STAFF	4	9	6	7	9	7
MANAGEMENT/EXECUTIVES	7	4	5	4	5	8
SKILLED TRADES WORKERS	8	5	4	2	4	9
SALES MANAGERS	*	*	*	*	8	10

\* Did not appear in top 10 jobs cited by employers.

### Impact of unfilled positions

When asked about the impact of unfilled positions on their key constituents, such as customers or investors, more than half of employers (54%) who have difficulty filling jobs due to lack of available talent say that failure to fill vacancies in the necessary time has a high (16%) or medium (38%) impact (Figure 24). Twenty-two percent say there is a low impact on constituents, while 10% say not filling positions in time has no impact and 14% don't know what the impact is.

The fact that 14% of employers don't know whether their most difficult-to-fill jobs impact clients is telling. We can assume that these employers have not conducted a thorough workforce analysis to determine what positions are critical to sustaining growth at their organisations.

### Reasons for difficulty filling positions

As was the case in the Americas, Asia Pacific employers believe candidate-specific factors are contributing most to their hiring difficulty (Figure 25). Across the region, one in four employers cited lack of experience as the over-riding factor for hiring difficulty. The next most common factor cited was an overall lack of candidates at 24%. Other commonly cited reasons for difficulty filling positions are a lack of technical job skills (16%) and candidates' not possessing the right values and mindset (10%).

### Overcoming difficulties filling available positions

When asked what strategies they were pursuing to overcome their difficulties filling positions, the most common response from employers in Asia Pacific was that they were

FIGURE 24. IMPACT ON STAKEHOLDERS Ž 3E;3 B35;8;5

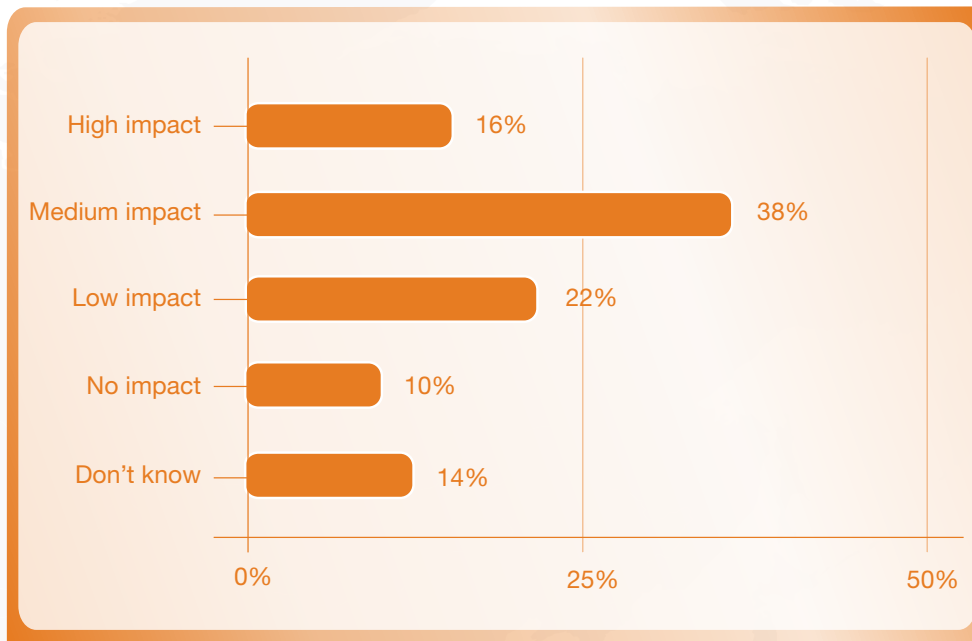
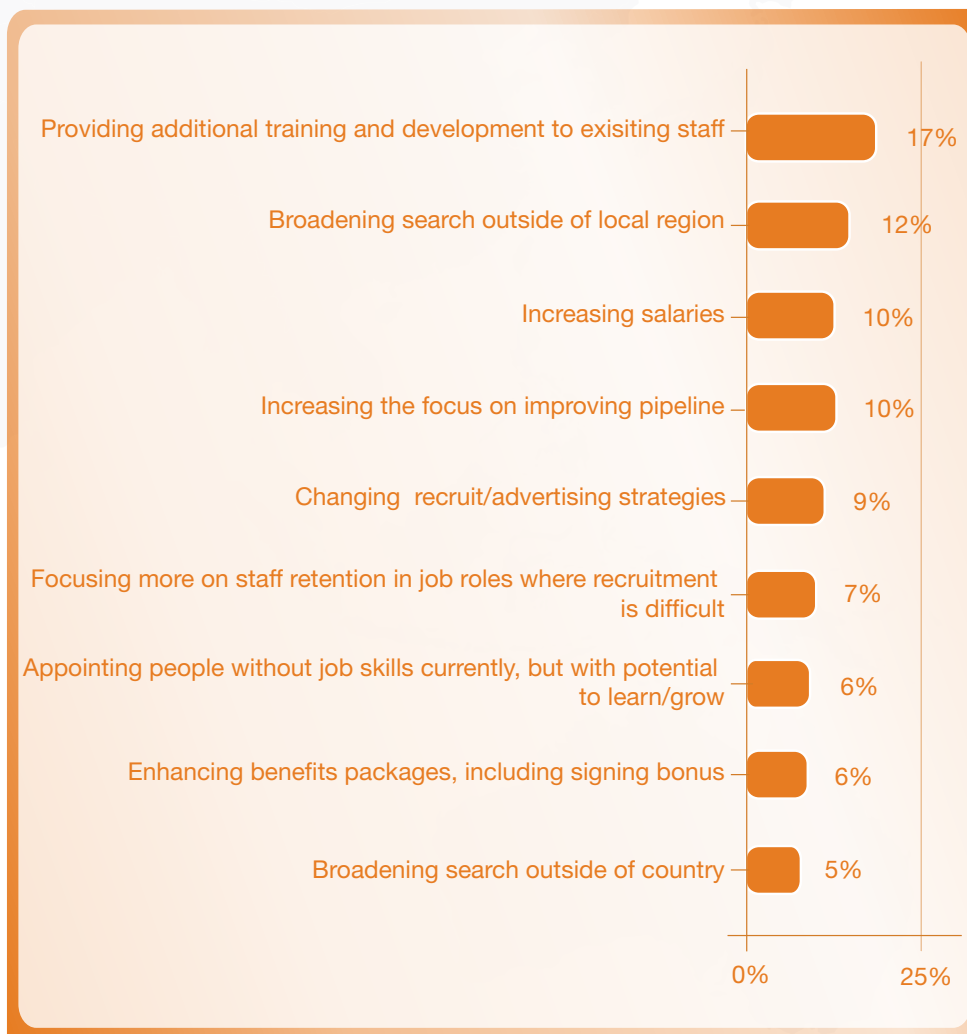


FIGURE 25. REASONS FOR DIFFICULTY FILLING JOBS - ASIA PACIFIC



providing extra training and development to their existing staff, a strategy reported by 17% of respondents (Figure 26). Broadening their search outside their local region was another popular response, selected by 12% of employers, while increasing salaries and increasing their focus on their candidate pipeline were each selected by 10% of employers. The fact that nearly one in five employers recognises that they need to develop their people is encouraging, but well below what is needed to build the region's workforce of the future. The employer mentality that they can simply "buy" talent by increasing starting salaries is also more prevalent in this region compared to the other regions, where employers are more often implementing strategies that appoint people with potential to grow. It's important to note that, as the market tightens, incentives and pay can only do so much—simply paying more is not a sustainable strategy, especially in markets where wage arbitrage is an issue. Factors such as an organisation's commitment to social responsibility, a solid employee development strategy and investment in employer branding can make the difference in attracting the best talent.

FIGURE 26. STRATEGIES FOR OVERCOMING THE TALENT SHORTAGE IN ASIA PACIFIC



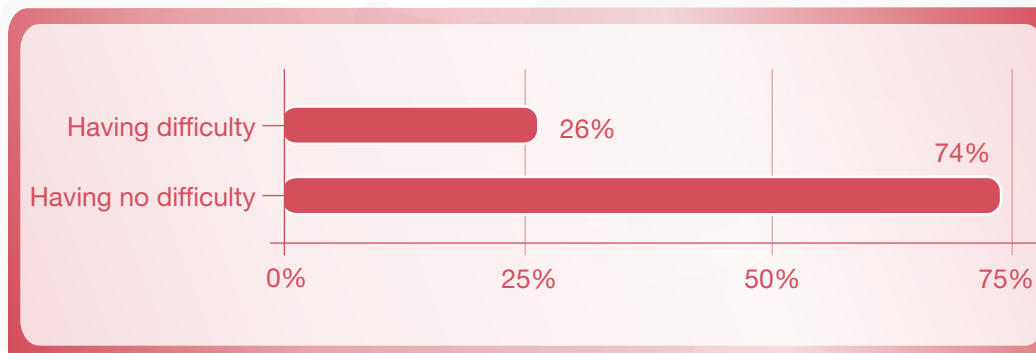
# Europe, Middle East and Africa (EMEA)

Telephone interviews with employers in the Europe, Middle East and Africa region included 18,137 employers in Austria, Belgium, Bulgaria, Czech Republic, France, Germany, Greece, Hungary, Ireland, Italy, Netherlands, Norway, Poland, Romania, Slovenia, South Africa, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

## Difficulty filling jobs

When asked how much difficulty filling jobs due to lack of available talent they are having, one in four employers in EMEA reported difficulty (Figure 27). While this is below the global average and likely due to very high unemployment in several European countries, it does represent a three percentage point increase over the 2010 survey and the highest percentage since 2008.

FIGURE 27. DIFFICULTY FILLING JOBS DUE TO LACK OF TALENT - EMEA



The level of difficulty filling positions varied across the region, with employers in Romania reporting the most difficulty; 53% of respondents there are having trouble filling jobs due to lack of available talent (Figure 29). Turkey, Switzerland, Bulgaria, Greece, Germany and Belgium are also experiencing a higher-than-average amount of difficulty finding the right candidates to fill open positions. Meanwhile, employers in France, Netherlands, Sweden, U.K., South Africa, and Spain are experiencing below average difficulty filling open positions. In Norway, Ireland, and Poland, employers are experiencing significantly less difficulty filling open positions than their regional counterparts, with only 9%, 5% and 4%, respectively, reporting issues.

FIGURE 28. PERCENTAGE OF EMPLOYERS HAVING DIFFICULTY FILLING JOBS DUE TO LACK OF AVAILABLE TALENT

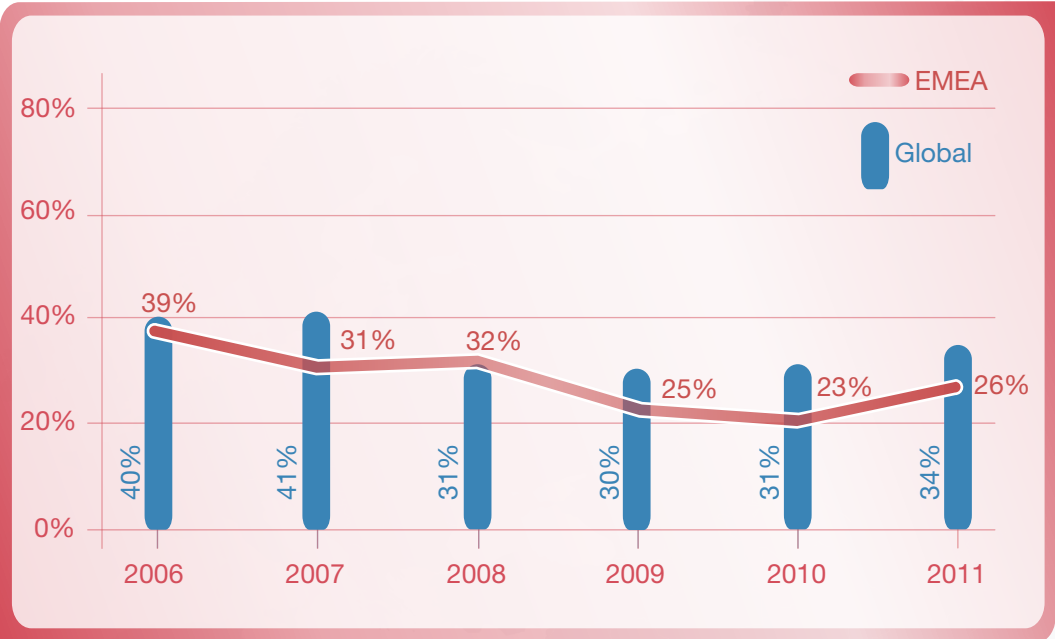


FIGURE 29. DIFFICULTY FILLING JOBS BY COUNTRY - EMEA

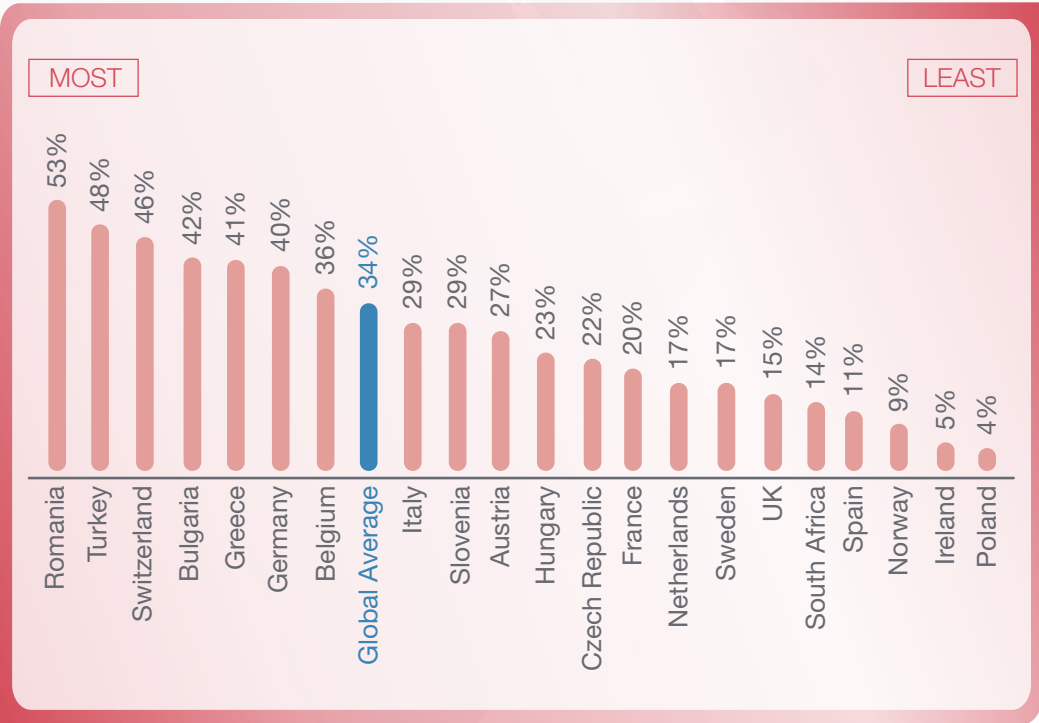


FIGURE 30. TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING IN EMEA



FIGURE 31. TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING IN EMEA (2006-2011 COMPARISON)

	2006	2007	2008	2009	2010	2011
SKILLED TRADES WORKERS	2	1	1	1	1	1
TECHNICIANS	10	2	2	3	3	2
ENGINEERS	7	3	4	4	6	3
SALES REPRESENTATIVES	1	4	6	2	2	4
MANAGEMENT/EXECUTIVES	*	*	8	6	*	5
DRIVERS	5	5	3	5	4	6
SECRETARIES, PERSONAL ASSISTANTS, ADMINISTRATIVE ASSISTANTS, OFFICE SUPPORT STAFF	9	6	9	*	8	7
PRODUCTION OPERATORS	3	*	*	*	*	8
LABOURER	*	8	5	7	*	9
MECHANICS	*	*	7	10	*	10

\* Did not appear in top 10 jobs cited by employers.

### Most difficult positions to fill

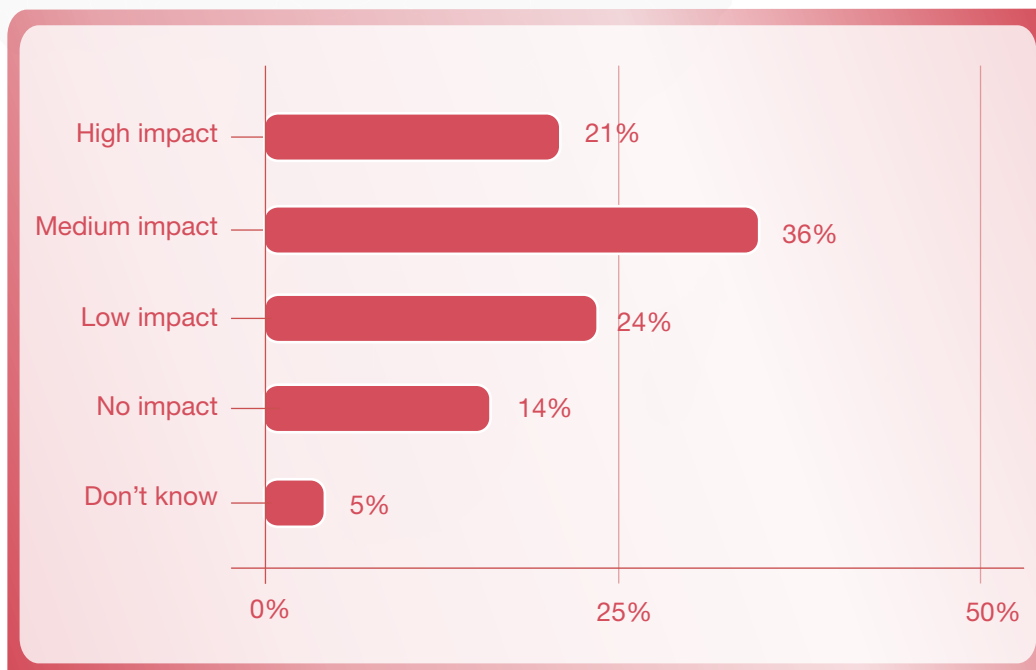
Skilled trades positions were ranked as the most difficult to fill across the region for the fifth year in a row, while technicians and engineers rose to second and third most difficult and sales representatives dropped to fourth most difficult, compared to the 2010 survey (Figure 30).

Management and executive positions were mentioned by more employers this year, climbing to the fifth most difficult to fill position this year (Figure 31). Drivers; secretaries, PAs and administrative assistants; production operators; mechanics and labourers round out the top 10 most difficult to fill jobs in EMEA.

### Impact of unfilled positions

When asked about the impact of unfilled positions on key constituents (customers, investors, etc.), 21% of respondents in the EMEA region say the inability to fill vacancies in the necessary time has a high impact on constituents, and 36% say it has a medium impact (Figure 32). In contrast, 24% of employers report that positions that are not filled on time have a low impact on constituents, the highest percentage of the three regions, and 14% report that it has no impact. The fact that the “no impact” and “low impact” responses are so prevalent in the EMEA region could be attributed to the fact that many employers here continue to be focused on cost-cutting measures and are comfortable leaving positions open if that means boosting the bottom line. ManpowerGroup believes employers must take care to not stretch existing employees too thin as engagement will suffer. If an employee engagement strategy is not in place during these difficult periods, at the first hint of recovery those employees that carried companies during downturn will depart in search of something better or simply a change of scenery.

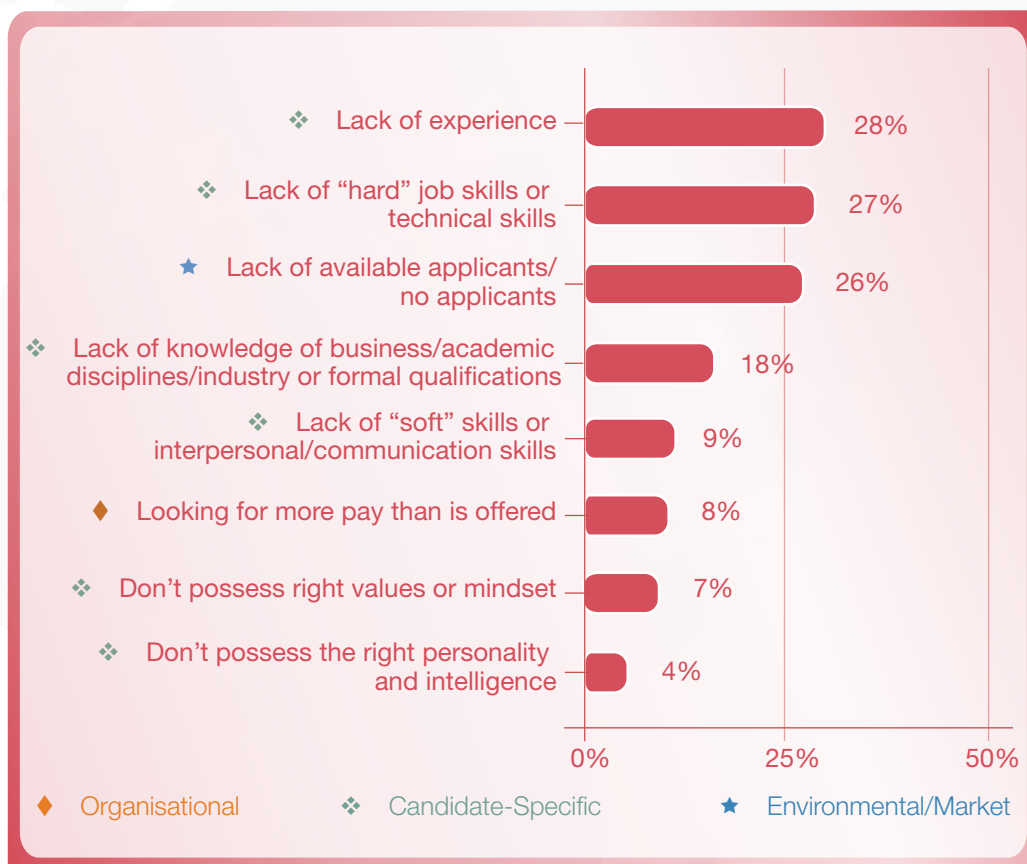
FIGURE 32. IMPACT ON STAKEHOLDERS Ž 7? 73



## Reasons for difficulty filling positions

In the EMEA region, employers followed the global trend of citing lack of experienced candidates (28%) as the most common reason they are having difficulty filling positions (Figure 33). This is followed closely by a lack of candidates with technical job skills (27%) and a basic lack of applicants (26%), both mentioned by over one in four EMEA employers. That nearly three in 10 employers are citing both the candidate-specific factors of lack of experience and lack of technical skills indicates a major barrier ahead for EMEA's future growth prospects. Stakeholders must work together now to develop and implement solutions to prepare people with the skills that businesses need for current and future growth.

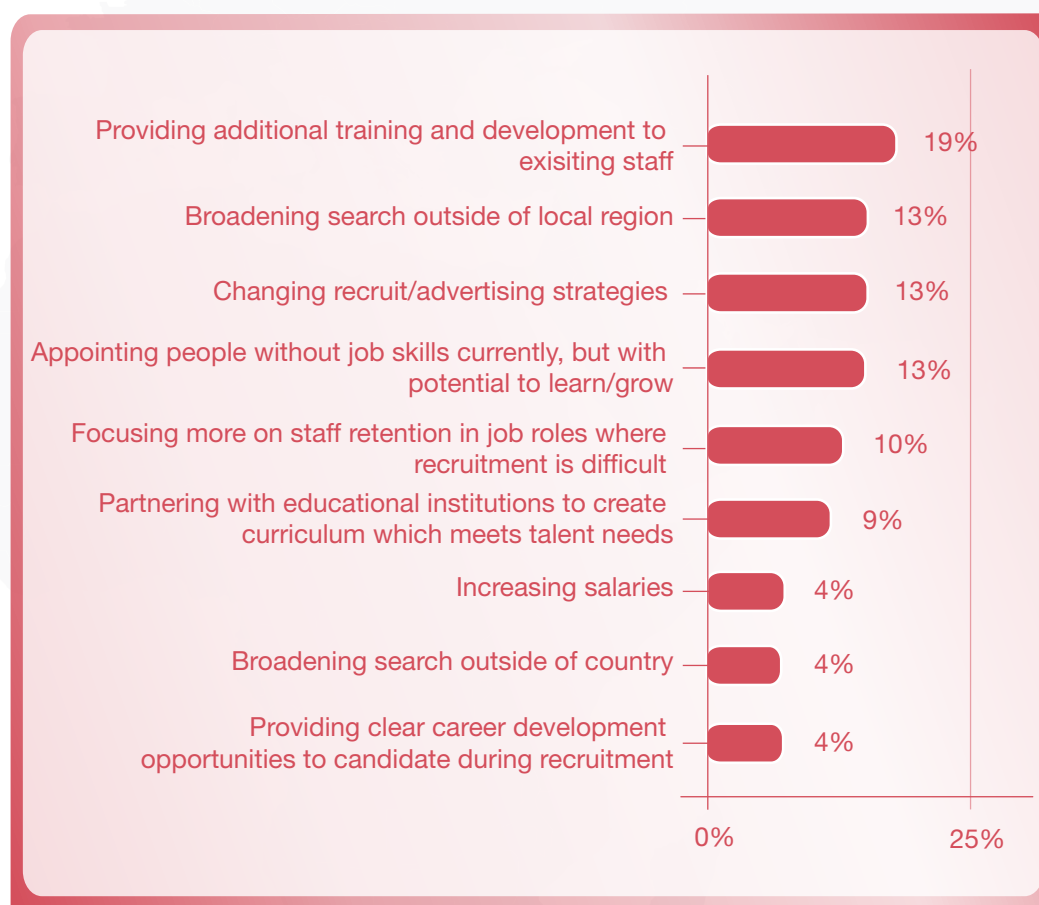
FIGURE 33. REASONS FOR DIFFICULTY FILLING JOBS - EMEA



## Overcoming difficulties filling available positions

When asked what strategies they were using to overcome difficulties filling open positions in the time necessary, employers most frequently cited providing extra training and development to existing staff (19%) followed by broadening the search outside the local region (13%), appointing people who don't currently have the skills but do have potential to learn and grow (13%) and changing how they recruit or their advertising strategies (13%) (Figure 34). The data shows that EMEA employers are, in fact, paying more attention to engagement strategies than their counterparts in the Americas or Asia Pacific regions. However, at just one in 10, the percentages are surely not high enough to stave off the mass exodus of employees from organisations once recovery comes.

FIGURE 34. STRATEGIES FOR OVERCOMING THE TALENT SHORTAGE IN EMEA



# About the Survey

In January of 2011, 39,641 interviews were conducted via telephone in 39 countries: 10,337 with businesses in Americas countries, 11,167 in Asia Pacific and 18,137 in Europe, the Middle East and Africa (EMEA).

Countries and corresponding margins of error in the 2011 Talent Shortage Survey:

AMERICAS		EMEA	
Argentina	+/- 3.5%	Austria	+/- 3.6%
Brazil	+/- 3.3%	Belgium	+/- 3.6%
Canada	+/- 2.2%	Czech Republic	+/- 3.6%
Columbia	+/- 3.6%	France	+/- 3.1%
Costa Rica	+/- 3.6%	Germany	+/- 3.1%
Guatemala	+/- 3.9%	Greece	+/- 3.6%
Mexico	+/- 2.1%	Hungary	+/- 3.6%
Panama	+/- 3.9%	Ireland	+/- 3.9%
Peru	+/- 3.7%	Italy	+/- 3.1%
United States	+/- 2.7%	Netherlands	+/- 3.6%
ASIA PACIFIC		Norway	+/- 3.6%
Australia	+/- 2.2%	Poland	+/- 3.6%
China	+/- 1.5%	Romania	+/- 3.6%
Hong Kong	+/- 4.8%	South Africa	+/- 3.6%
India	+/- 2.8%	Spain	+/- 3.1%
Japan	+/- 3.1%	Sweden	+/- 3.6%
New Zealand	+/- 3.8%	Switzerland	+/- 3.6%
Singapore	+/- 3.9%	Turkey	+/- 3.1%
Taiwan	+/- 3.0%	United Kingdom	+/- 2.1%

*Note that the Talent Shortage Survey routinely lists only the top 10 job titles identified by employers as in demand. It is entirely possible that many other job titles were also identified by employers as difficult to fill, but not in quantities that exceeded the 10 job titles listed.*

## Other Research from ManpowerGroup

For more insights on the talent mismatch and other workforce issues, visit our Research Centre on [manpower.com.au](http://manpower.com.au) or [manpower.co.nz](http://manpower.co.nz)



ManpowerGroup™

### About ManpowerGroup

ManpowerGroup™ (NYSE: MAN), the world leader in innovative workforce solutions, creates and delivers high-impact solutions that enable our clients to achieve their business goals and enhance their competitiveness. With over 60 years of experience, our \$19 billion company creates unique time to value through a comprehensive suite of innovative solutions that help clients win in the Human Age. These solutions cover an entire range of talent-driven needs from recruitment and assessment, training and development, and career management, to outsourcing and workforce consulting. ManpowerGroup maintains the world's largest and industry-leading network of nearly 3,900 offices in over 80 countries and territories, generating a dynamic mix of an unmatched global footprint with valuable insight and local expertise to meet the needs of its 400,000 clients per year, across all industry sectors, small and medium-sized enterprises, local, multinational and global companies. The ManpowerGroup suite of solutions is offered through ManpowerGroup Solutions, Experis,™ Manpower® and Right Management.®

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ManpowerGroup Solutions provides clients with outsourcing services related to human resources functions, primarily in the areas of large-scale recruiting and workforce-intensive initiatives that are outcome-based, thereby sharing in the risk and reward with our clients. Our solutions offerings include Talent Based Outsourcing, Managed Service Programs, Borderless Talent Solutions and Recruitment Process Outsourcing, where we are one of the largest providers of permanent and contingent recruitment in the world.

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Manpower  
Professional

Manpower Professional is the global leader in professional resourcing and project-based workforce solutions. We accelerate organisations' growth by intensely attracting, assessing and placing specialised expertise in IT, Finance & Accounting, Engineering and Healthcare to precisely deliver in-demand talent for mission-critical positions, enhancing the competitiveness of the organisations and people we serve.

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Manpower®

Manpower® is the global leader in contingent and permanent recruitment workforce solutions. We provide the agility businesses need with a continuum of staffing solutions. By leveraging our trusted brand, we have built a deeper talent pool to provide our clients access to the people they need, faster. We effectively assess and develop skills, keeping our associates ahead of the curve, so they can get the job done each time, every time.

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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 optimise business performance. By engaging consultants that value and understand the human side of business, we make a meaningful impact on both the people and organizations we serve.

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