

Emerging Skill Gap: Boomers, Internships, and You

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MN ACE, April 17, 2009

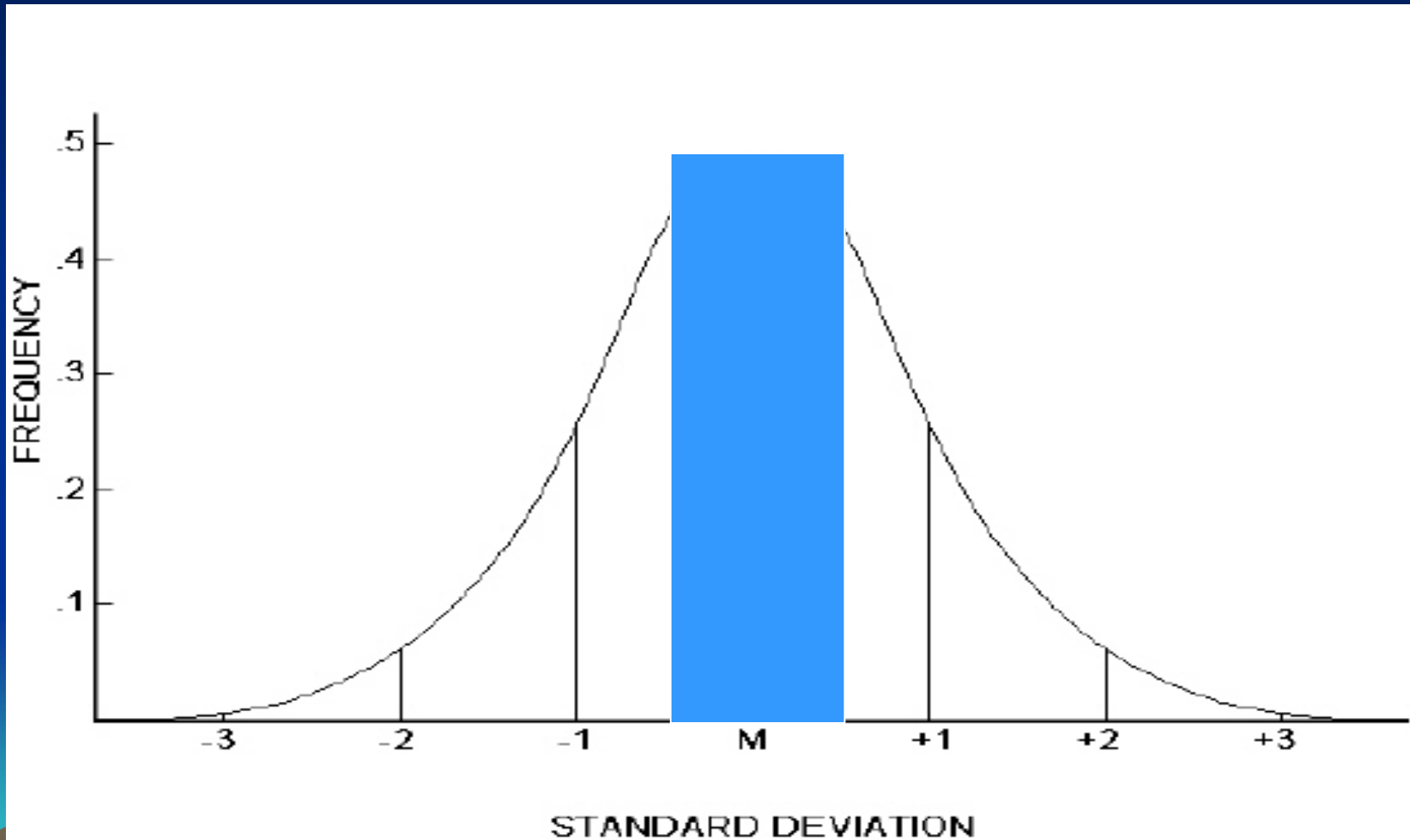


Why a skill gap now?

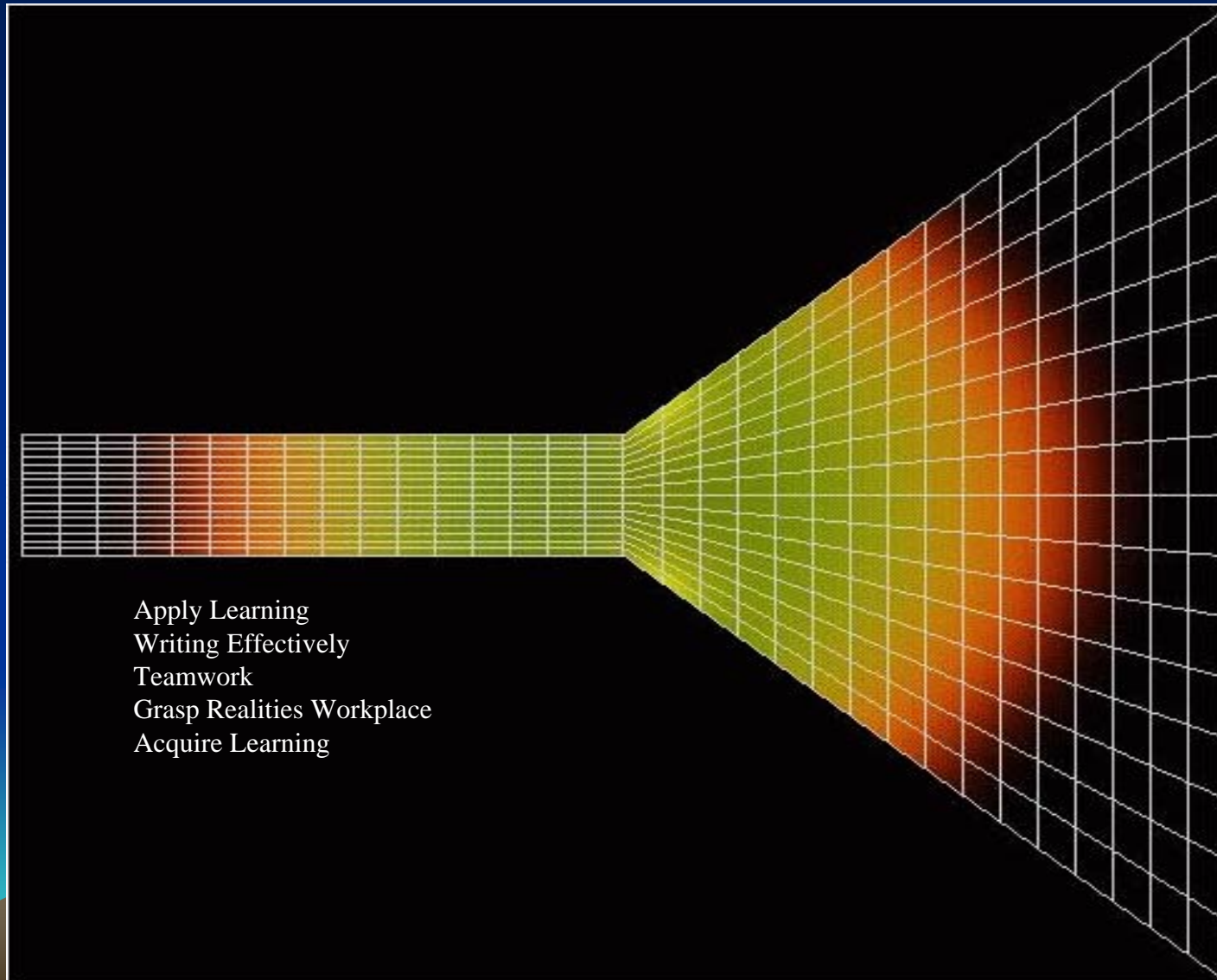
- Sourcing
 - High quality labor at lowest price
 - Technology substitution
- Workforce succession
 - Boomers
 - Boomers
 - Boomers



What Jobs Will Leave?



Skill Usage: The Funnel



Apply Learning
Writing Effectively
Teamwork
Grasp Realities Workplace
Acquire Learning

Communicate Orally
Think Analytically
Acquire Learning
Evaluate Alternatives
Creative Solutions
Teamwork
Leadership
Utilize technology
Grasp Realities

12 Essentials

- Developing professional competencies
- Communicating effectively
- Solving Problems
- Balancing Work and life
- Embracing Change
- Working in a Diverse Environment
- Managing time and priorities
- Navigating across boundaries
- Acquiring knowledge
- Thinking Critically
- Performing with integrity



The New Standards: Employer Survey

- Build professional relationships
- Analyze, evaluate and interpret data
- Engage in continuous learning
- Communicate through persuasion and justification
- Plan and manage a project
- Create new knowledge
- Seek global understanding
- INITIATIVE

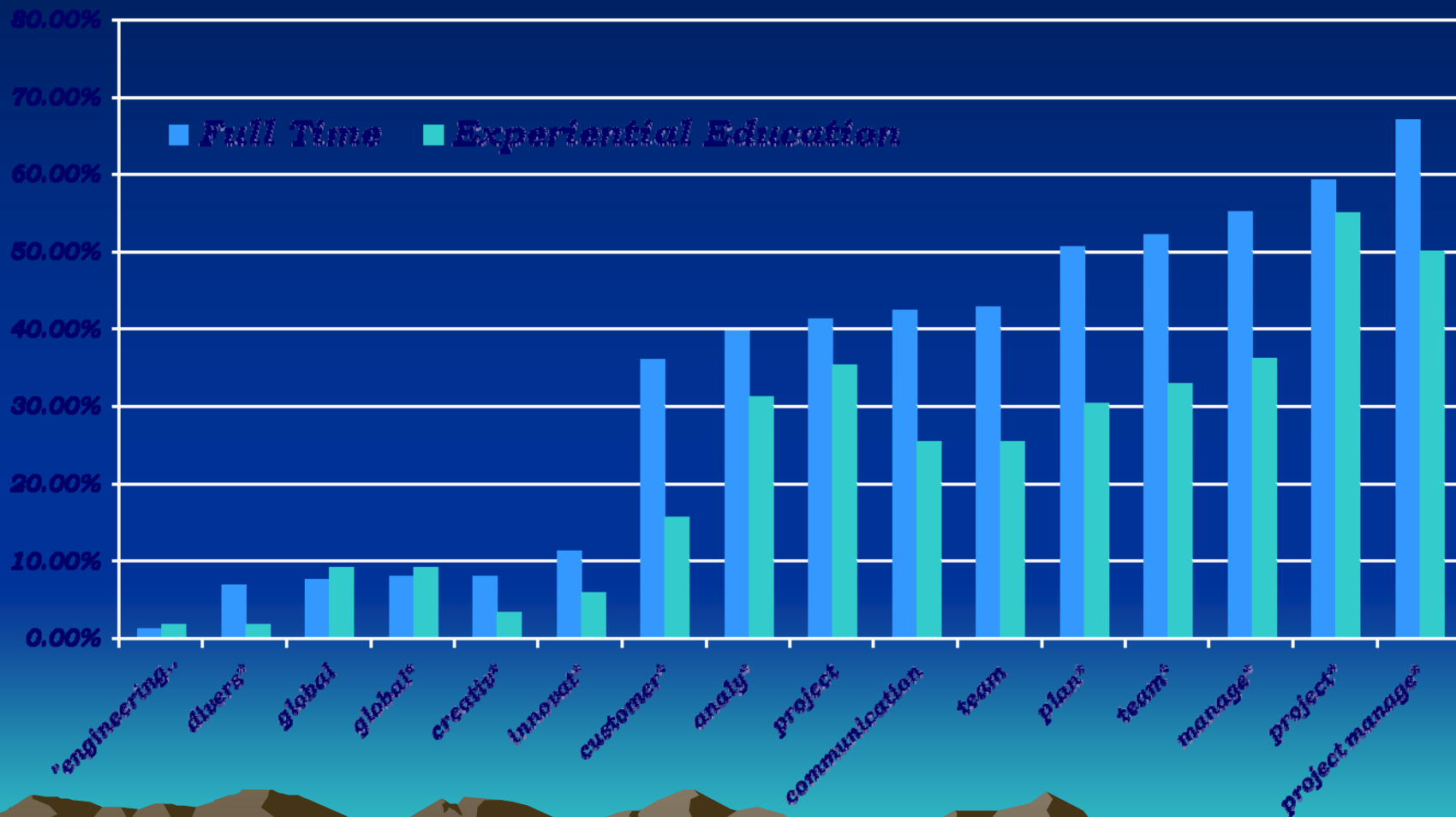


The “New Starting Job”

- Internships
- Co-ops
- Work-related employment
- Other engagement
 - Preparatory experiences



A Comparison of Full Time and Experiential Education Positions (engineering in 2008)



The Strategic Talent Development Necessity

85% of employers attempt to
utilize internships or co-ops in
their organizations



Strategic Tool in Workforce Succession

- 90% of all hires have work based learning
- 50% of new hires from internal pool of interns; 40% interned elsewhere
- 50% of employers now expect 2 experiences; 25% want 3
- Return on investment is rated “very high”



Problem

- Desire to retain 50 to 70 percent of intern/co-op pool
- 2/3 of employers fail to meet that mark or just barely
- Problem: How can our organizations improve our conversion rate among our interns and co-ops?



How Student's View Their Experiences



Approach

- Organization management literature on retention of young workers (new)
- Psychological contract theory
- Retention
- Early Socialization
- Young adult behaviors



Population

- Surveyed students or recent graduates who had interned or cooped in past 12 months
- Used two lists serves to contact students
- Don't know the total population contacted
- Received responses from 2400



Employer Obligations

- Most Important
 - Paid fairly
 - Career Advice
 - Provided training
 - Provided challenging work
- One scale devised from factor analysis
- Differences
 - Major
 - Type of employer



Supervisor

- Critical Dimensions
 - Responsive to questions
 - Providing feedback on importance
 - Discussing career opportunities
- Developed one scale
- Differences
 - Major (computer science & health lower)
 - Government
 - Seniors compared to recent graduates



Young Adult Behaviors

- Surfing
- Reneging
- Work-life Identity
- Parents
- Career Planning



Preliminary Model

- Regression – standard specifications: question
- Nine key determinants of Accepting An Offer
 - Satisfaction with work assignment
 - Employer fulfills obligations
 - Do not intend to surf
 - Do not live with parents
 - Engaged in finance and arts/entertainment sector
- Role of Supervisor



Top Six Reasons to Accept

- Ability to establish my career
- Interesting and challenging assignments
- Competitive starting salary
- Fun and friendly work environment
- Potential for advancement
- Good benefits



Top Reasons for Declining an Offer

- Unfriendly work environment
- Inadequate earning potential
- Starting salary not competitive
- Type of work assignment
- Lack of advancement opportunity
- Inability to establish career
- Stress
- Location



Our Challenge

- Making sure assignments will provide an opportunity for students to make a successful transition
- Unpack experiences to identify skills
- Do they know their story
- School to employment without obtaining job search proficiency – is it our responsibility?



Final Report

- This report is available for download from our web site
- All Institute publications available free by download
- www.ceri.msu.edu

