



The Future of the Manufacturing Workforce

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Today's Presenter

Rebecca Dernberger –
Manpower Northeast Division Vice
President/General



Agenda

- World of Work Overview
- Top Trends in the Manufacturing Workforce
- Questions

World of Work Overview: Landscape of Global Forces affecting Manufacturing

The world is experiencing a new reality



Eras defined by the **raw materials** people bent to their will:

- Stone Age
- Bronze Age
- Iron Age



Eras defined by the **domains** people conquered with ever-increasing technology:

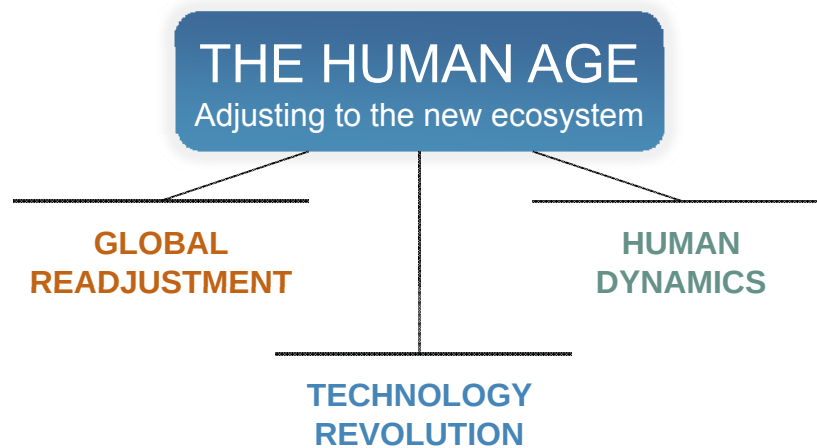
- Industrial Age
- Space Age
- Information Age



Era defined by the **ingenuity** of individuals and of the community:

- Human Age

Global forces



Global readjustment

Economic
reversal and
social/
economic
bifurcation

Demographics

Minority
majority

Human dynamics

Sophisticated
customers

Individual
choice

Flexibility

Riding the technology wave

How, when and
where we work –
and who works

Productivity/
efficiency

Velocity of
change

Shifts to the Human Age

Yesterday

- Industrial / information ages
- Workers chasing companies
- Companies dictate terms
- Workers living near work
- Unemployment – over-supply
- Technology the enslaver
- Closed borders
- Job for life
- Size matters
- Command and control
- Capitalism

Tomorrow

- The Human Age
- Companies chasing workers
- Employees dictate terms
- Workers living anywhere
- Unemployment – specific demand
- Technology the liberator
- Open borders
- 10 to 14 jobs by age 38
- Agility matters
- Flexible frameworks
- Talentism

Ten Trends in the Manufacturing Workforce

The Future of the Manufacturing Workforce

1. North American Manufacturing is Poised to Grow Again

Awareness of the importance of manufacturing to U.S. & Canadian economies

Offshore labor cost advantages are diminishing

Unlikely for dramatic job growth in Manufacturing in the U.S

93% of manufacturing managers agreed that:
"Manufacturing in North America will be increasingly important to my company's future."
– 2012 Manpower Manufacturing Survey

2. Manufacturing is Becoming More Technically Sophisticated

Manufacturing technology is increasingly computer technology

Experience required in hardware, software, programming, and networks

Need developed training and certification infrastructure

79% of manufacturing managers agreed that:

“Manufacturing technologies are increasingly computer-based, and require many of the skills to manage and operate as computers do.”

– 2012 Manpower Manufacturing Survey

Poll Question #1

How has the advancement of technology in manufacturing impacted your organization's workforce or training?

Technology advancement has:

- a. not impacted our organization's workforce or training.
- b. caused us to make subtle changes to the workforce or training.
- c. caused us to make moderate changes to the workforce or training.
- d. caused us to make major changes to the workforce or training.
- e. impacted our workforce or training, but we have not made changes.

3. There's a Growing Talent Shortage in Manufacturing

Skills Gap

Demographic Shift

81% of manufacturing managers agreed that:
"My company struggles to get the skills it needs in our manufacturing workforce."
– 2012 Manpower Manufacturing Survey

4. Manufacturing Workers are Increasingly Viewed as Knowledge Workers



90% of manufacturing managers agreed that:
"We view our manufacturing workforce as full partners in solving problems, improving processes, and satisfying our customers."
– 2012 Manpower Manufacturing Survey

5. Manufacturing Technologies are Changing and Will Require New Skills

CNC, Machine
Vision, and
Robotics

Additive
Manufacturing

Data-Intensive
Activity

49% of manufacturing managers agreed that:
“Manufacturing will soon be an industry where “big data” is used to create competitive advantage.”
– 2012 Manpower Manufacturing Survey

6. The “Tech” is a Key Role for Manufacturing in the Future

Management
White Collar
Exempt

Labor
Blue Collar
Nonexempt

Tech

73% of manufacturing managers agreed that:
“The manufacturing process/technologies we use in our operations have become much more sophisticated and complex in the past several years.”
– 2012 Manpower Manufacturing Survey

Poll Question #2

What percentage of your staff are in at “Tech” role?

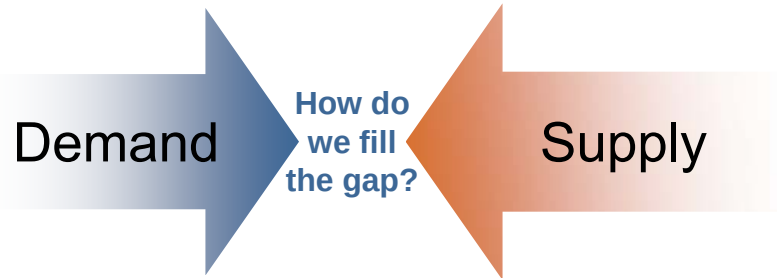
- a. Less than 15%
- b. Between 16% and 25%
- c. Between 26% and 50%
- d. Between 51% and 75%
- e. More than 76%

7. Passive, Locally-Based Talent Management Approaches Won't Work



71% of manufacturing managers agreed that:
“The problem of insufficient manufacturing skills is increasing in severity now
and will continue to get worse over the next several years.”
– 2012 Manpower Manufacturing Survey

8. Innovative Manufacturing Talent Development Programs are Small and Fragmented



84% of manufacturing managers agreed that:

“Educational institutions in this country need to do a better job of educating the manufacturing workforce on new technologies.”

– 2012 Manpower Manufacturing Survey

Poll Question #3

What primary recruiting method has your company engaged in to ensure you have the right talent?

- a. We don't engage in any recruiting methods.
- b. We engage in traditional recruiting methods (i.e. job fairs, job postings, etc.)
- c. We partner with educational facilities/development centers to offer training programs specific to our needs.
- d. We offer apprentice programs.
- e. We are in the process of creating a program.

9. There is a Need for Greater Certification of Manufacturing Skills

Already exists for
older technologies

Certification
Program in Pilot

77% of manufacturing managers agreed that:
"There is a need for certification that workers have the needed skills to
manage and optimize specific manufacturing technologies."
– 2012 Manpower Manufacturing Survey

10. There is a Cultural Acceptance Issue with Manufacturing

Industry Perception

Glamorize
Manufacturing

Action Items to Challenges facing Manufacturing

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Talent

Problem	Action Items
Manufacturing is broad	• Develop a common definition
Lack of collective strategy	• Form a coalition that can provide a common voice for the industry
Manufacturing has negative image	• Image advertising (Gen Y & parents alike)

Technology

Problem	Action Items
Speed to change technology is faster than education/training	• Work with local educational facilities on building curriculum that supports local communities. • Need more apprenticeship programs offering exposure to new technology. • Develop experienced based/applied learning programs in K-12 grades.

Education

Problem	Action Items
Disconnect between educational system and business.	• Education's accountability should be based on practical outcomes based on demand.
Aged technology available to educators.	• Bring guidance counselors and teachers into plant environments.
Shortage of manufacturing-specific teachers/counselors.	• Need more assessments and certifications focused on manufacturing.

QUESTIONS?

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