
2012

TALENT SHORTAGE SURVEY

RESEARCH RESULTS
AUSTRALIA AND NEW ZEALAND



ManpowerGroup™

INTRODUCTION - EXECUTIVE SUMMARY

ManpowerGroup's 2012 Talent Shortage Survey, the seventh in the annual series, explores the extent to which employers in the world's leading economies are having difficulty filling talent; what jobs are most difficult to fill and why; concern over stakeholder impact; and what strategies employers are pursuing to overcome the talent shortage.

In this year's research, over a third of all the employers we surveyed worldwide told us they were unable to find the talent their organisations need. Apart from this we asked employers to identify why they were experiencing problems filling positions in their organisations.

Overwhelmingly, a lack of available candidates with the right technical expertise and employability skills continues to vex employers.

This talent mismatch will continue to challenge employers. In the Human Age, companies will have to navigate the continued growth of emerging markets, globalisation, and the expanded use of increasingly sophisticated and rapidly changing technologies. Emerging trends put unprecedented value on talent as the driver of business success. This will only increase the competition for proven, talented employees with skills employers need. Furthermore, individuals with in-demand skills will become more selective as they evaluate their employment options, compelling companies to develop better recruitment and retention strategies. Similarly, this lack of talent will force organisations to adopt a new mindset regarding talent development, where upskilling their existing employees and developing candidates with potential becomes the norm rather than the exception.

The Talent shortage research results for 2012 are similar in many ways to the 2011 results. However, the world is a much different place than it was one year ago, and there are several notable differences.

To begin with, skilled trades workers are once again identified as the most difficult position to fill globally after slipping to the third spot in 2011.

The most surprising response, however, involves the percentage of employers who indicate unfilled positions are expected to have little or no impact on key constituents, such as customers and investors; this proportion has grown considerably—from 36% in 2011 to 56% in 2012.

The reason behind this shift in perceived impact is puzzling. However, this finding could be revealing a new normal. For example, employers were understandably cautious in the aftermath of the recession, and responded to declining revenues by allocating their resources—both financial and human—cautiously. And although many organisations have emerged from the challenges of the recession operating at new levels of efficiency, they evidently remain reluctant to add employees at greater expense, or without proof that additional talent will provide long-term benefits. This is, in part, why hiring has not kept pace with the overall economic recovery—organisations have become more comfortable and adept at conducting business in an uncertain environment where systematic shortages of talent persist. They are increasingly utilising contingent workers to introduce more flexibility to their workforce to deal with see-sawing demand. Since they believe the talent challenges will persist, rather than focus on solving complex talent management issues, they are instead focusing on other areas of the business for competitive advantage.

However, for those companies that maintain a longer-term view and realise that their talent will differentiate them from their competitors, they will likely gain a major competitive advantage over those who choose to put talent management on the back burner.

Signs that talent shortages are here to stay also highlight a key difference between the 2011 and 2012 surveys. In 2011, only 24% of employers named the “Lack of available applicants/no applicants” as the most common reason for difficulty filling jobs. In 2012, that percentage jumped to 33%. An equal percentage named “Lack of technical competencies/hard skills”—in particular the lack of industry-specific qualifications in both professional and skilled trades categories—up from 22% in 2011.

Environmental factors, such as this lack of available applicants, may force organisations to counter Human Age trends with proactive, innovative and flexible workforce management strategies. These strategies are likely to include focusing on the skills development of existing staff. In fact, the 2012 research indicates that a growing percentage of employers are addressing their talent shortages by upskilling current staff and promoting staff who demonstrate the potential to grow and develop, particularly among those employers who report that talent shortages are having a high impact on their businesses.

Other global highlights from this year’s survey include:

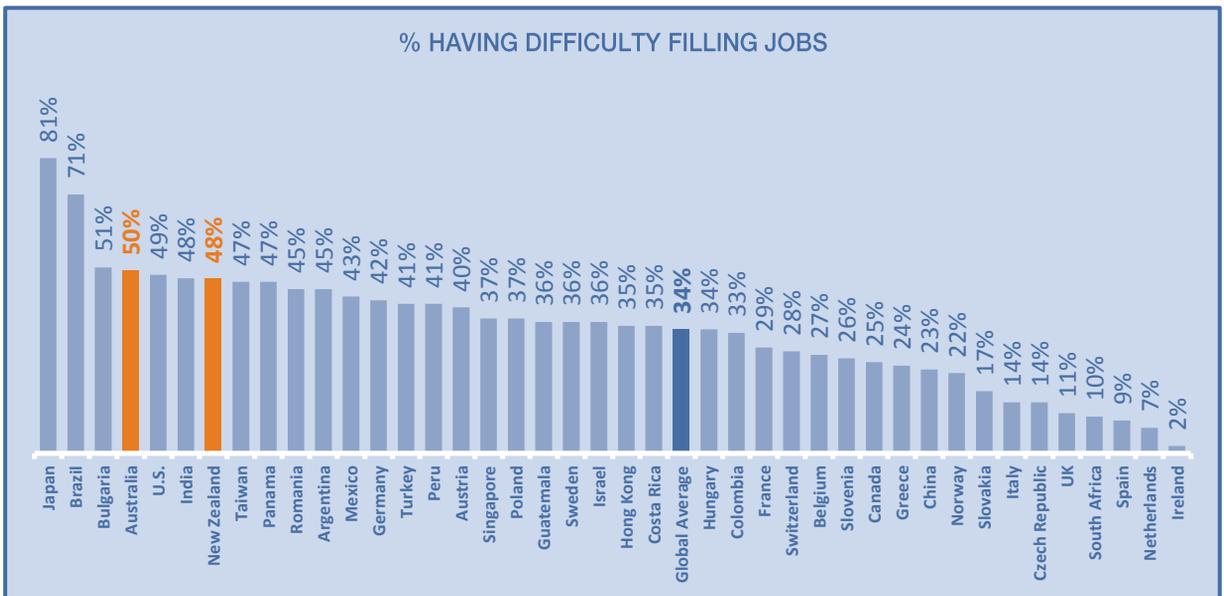
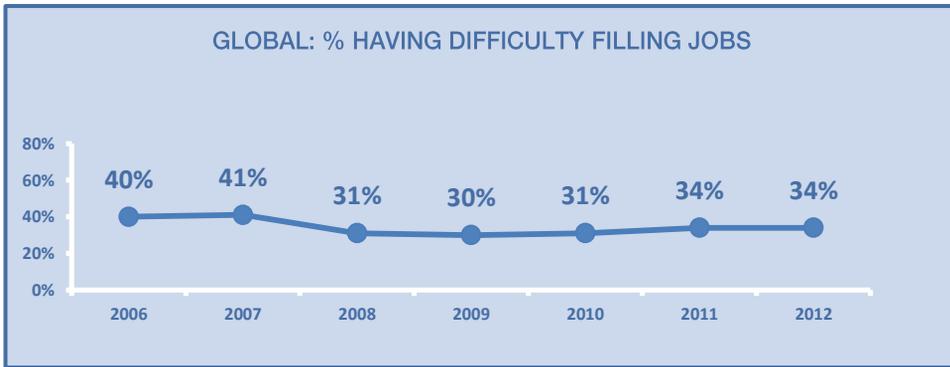
- Worldwide, talent shortages are most acute in the Asia Pacific region, with particular difficulties faced by employers in Japan, where an aging workforce is exacerbating the issue. Among a subset of this region’s employers who are most concerned about inadequate talent supply, soft skills deficits among IT and Engineering candidates are a current challenge.
- Skilled trades positions are currently the most difficult to fill in Europe, the Middle East and Africa (EMEA), while employers in the Americas find engineering posts the hardest to fill. For the sixth consecutive year, Asia Pacific employers name the sales representative category as the most challenging role to fill.
- Despite the ongoing level of talent shortages, compared to last year employers express notably less concern about the impact shortages have on key stakeholders such as customers and investors. This surprising finding may represent a new normal.
- Environmental and organisational factors are important concerns for all businesses suffering from talent gaps, regardless of where the shortage lies. The top reason employers say they can’t fill roles is simply an overall lack of applicants; the second is the candidate-based factor that applicants lack the technical competencies, or hard skills, required for the role.
- Employers are becoming slightly more proactive about closing skills gaps—more employers seek to address talent shortages by providing training and development for existing staff than was the case in 2011, particularly among employers saying that talent shortages are having a high impact on their businesses.
- More organisations are adopting ManpowerGroup’s “teachable fit” approach by hiring individuals without all of the prerequisite job skills, but who have the potential to learn and grow into the specific job role.

GLOBAL

For the 2012 Talent Shortage Survey, ManpowerGroup researched the views of more than 38,000 employers in 41 countries and territories. This is the seventh annual survey exploring the impact of talent shortages on the global labour market and how employers are responding to the challenges raised by the lack of available talent in specific job categories. A total of 38,077 interviews were conducted by phone with employers in three regions during Quarter 1 2012, including 10,232 in the Americas, 8,786 in Asia Pacific and 19,059 in Europe, the Middle East and Africa (EMEA).

DIFFICULTY FILLING JOBS

Against the backdrop of the slow-paced recovery in the global economy, around one in three employers (34%) continue to experience difficulties filling vacancies due to lack of available talent. The proportion is unchanged when compared with 2011, and is four percentage points above the level reported in 2009, at the height of the global financial crisis. While the percentage has not reached pre-crisis levels, results show a gradual tightening of the global labour market.



MOST DIFFICULT POSITIONS TO FILL

At a global level, vacancies for skilled trades workers top the list of the most difficult positions to fill. Skilled trades staff topped the list from 2008 to 2010, were displaced to third position in 2011, but returned back to the top in 2012.

This should come as no surprise. As educational systems around the world have focused on four-year university education, this has resulted in the decline of vocational/technical programmes – both curricula and enrolments have eroded over the past several decades. In addition, with fewer new workers to offset current retirements in the skilled trades, many economies will face continued shortages in the future.

The second most in-demand category is engineering staff which rises from fourth place in 2011. Mechanical, electrical and civil engineers are most often identified in short supply by employers. This finding continues to highlight the lack of focus on developing STEM (science, technology, engineering and math) skills in many economies around the world. Similar to the situation in the skilled trades, demand is simply outstripping supply.

Sales representatives are the third most sought after category (down from second in 2011) and the role's continued presence in the top 10 is a result of companies continuing to seek out experienced sales people who can help drive revenue growth.

Sales representatives are followed by technicians in fourth place (down from the top spot in 2011). IT staff roles are evidentially more of a challenge for employers to source this year, with this type of employee now ranked fifth, up from eighth in 2011. New technology trends, such as cloud computing, will continue to present a challenge for employers as they seek to keep the latest IT skills in their workforce.

Employers also report increasing demand for accounting and finance staff and professional drivers, with candidates moving up the list year-over-year, while the eighth and ninth-placed categories – management/executives and labourers – both slip down the rankings.

It is important to note that just because a particular role did not make employers' top 10 most difficult-to-fill list it does not mean that those jobs are not in demand. Specific industry sectors may have niche talent shortages that are very acute, but because they are less widespread they do not statistically surface to the top of the list.

GLOBAL: TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

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

IMPACT ON STAKEHOLDERS

All employers who indicated they face talent shortages, and identified a specific talent category as the most difficult to fill, were asked how failure to fill these vacancies would likely affect key constituents such as customers and investors. Overall, 13% of employers worldwide believe that unfilled vacancies have a high impact on stakeholders, and a further 29% think there is a medium impact. However, the majority of employers feel there is little (31%) or no impact (25%).

When compared with 2011, employers are notably less concerned about how unfilled vacancies will impact customers and other stakeholders. Last year, a clear majority said this had a medium or high impact (57%) compared to just over two-fifths this year (42%).

There could be a reason for this drastic change. Having been tested by the latest recession, organisations have become more comfortable and adept at conducting business in an uncertain environment where systematic shortages of talent persist. They are increasingly utilising contingent workers to introduce more flexibility to their workforce to deal with see-sawing demand.

Since they believe the talent challenges will persist, rather than focus on solving complex talent management issues, they are instead focusing on other areas of the business for competitive advantage. Other ManpowerGroup research suggests that many employers still have the attitude that talent is plentiful and can be "bought" wherever and whenever it is needed. This attitude could also be colouring employers' perception regarding the impact of talent supply. Only time will tell whether the data is revealing a new normal regarding how employers perceive the impact of talent shortages.



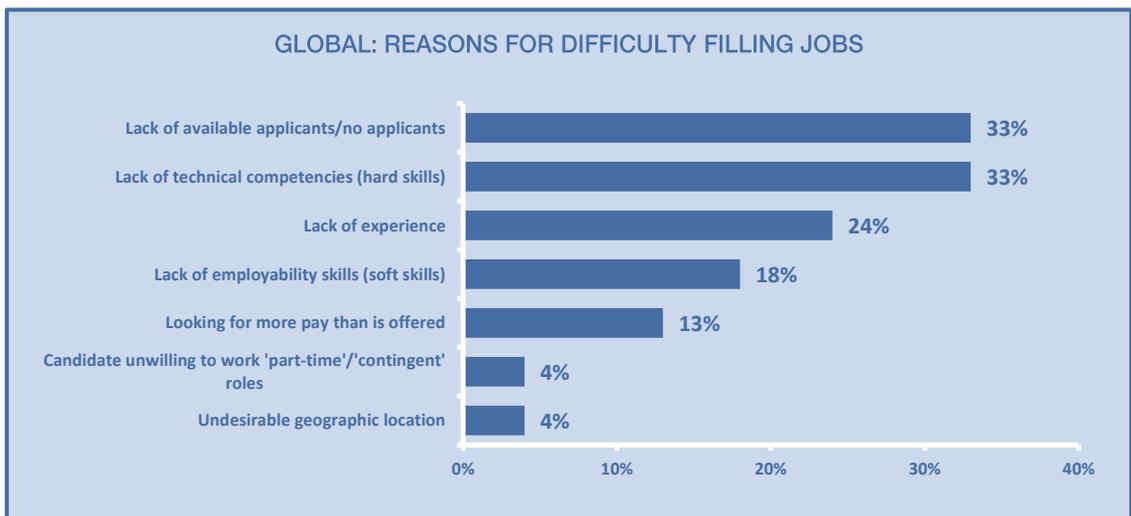
REASONS FOR DIFFICULTY FILLING JOBS

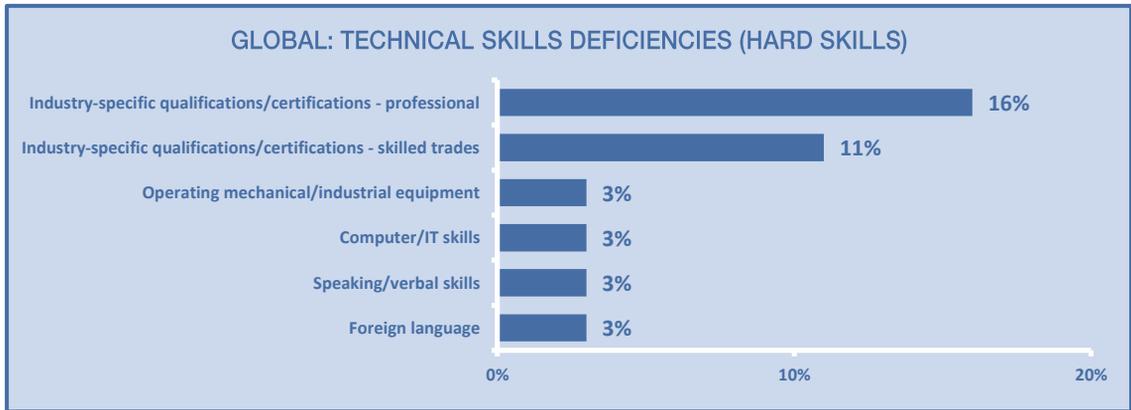
Employers cite a variety of causes behind their inability to fill jobs, ranging from undesirable geographic locations, to candidates looking for more pay than employers were offering. However, our research reveals one of the two most frequently reported reasons why employers say they have difficulty filling vacancies is a simple lack of available applicants in their local labour market.

The second key reason employers give to explain their difficulty sourcing qualified candidates is a lack of technical competencies in the workforce.

This challenge comprises a number of different factors which summarise an overall definition of “hard skills.”

Typically, employers are referring to a shortage of candidates with industry-specific qualifications, both for professional roles (16%) and skilled trades roles (11%). The category also includes other specific hard skills ranging from the ability to speak a foreign language to IT capabilities and machine-operation skills. In fact, analysis of the subset of employers saying that talent shortages are having a high impact on their businesses reveals that the lack of hard skills in IT and engineering candidates is their biggest concern.





OVERCOMING TALENT SHORTAGES

Employers were asked what strategies they are implementing to overcome the difficulty of filling jobs. Responses vary widely, from providing additional training for current staff and boosting compensation, to partnering with educational institutions to provide candidates with the essential skills that organisations cannot impart on their own. But their responses clearly point to a need for solutions that help them close specific skills gaps that handicap efforts to drive their organisations forward. In addition, the percentage of employers adopting the top three strategies to overcome talent strategies all increased from last year and suggests that more companies are now feeling enough pain to begin doing something about it.

One in four employers (25%) actively provide further training to existing team members, a proportion which increases from 21% in 2011.

The second most common strategy to address the talent shortage is expanding the candidate search outside the immediate region (12%). Ranking third is appointing people who do not currently have the skills for the role, but show potential to learn and grow (12%) - finding a teachable fit.

Three further strategies are each indicated by 7% of employers: offering enhanced benefits packages including a sign-on bonus; increasing the focus on improving the organisation's talent pipeline; and partnering with educational institutions to create a curriculum more closely aligned with their organisation's talent needs.

An analysis of the subset of companies feeling the greatest impact from talent gaps indicates that these are the companies doing the most to close those gaps. Compared to the norm, these organisations are prioritising the development of skills in-house and focusing on retaining employees in positions where recruitment is difficult, rather than focusing on external recruitment.

GLOBAL: STRATEGIES EMPLOYED TO OVERCOME THE TALENT SHORTAGE



ASIA PACIFIC

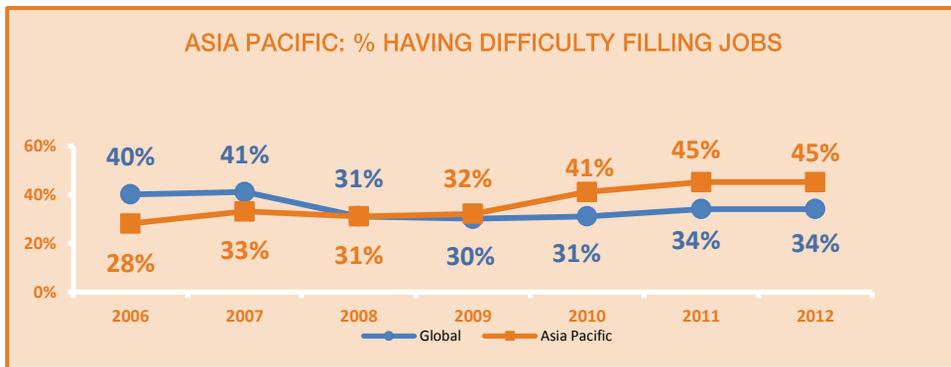
The 2012 Talent Shortage Survey includes the views of 8,786 employers in the Asia Pacific region. The survey was carried out in eight countries and territories – Australia, China, Hong Kong, India, Japan, New Zealand, Singapore and Taiwan.

DIFFICULTY FILLING JOBS

Talent shortages continue to be a problem for almost half of employers in Asia Pacific. As in 2011, 45% say they experience difficulty filling jobs, indicating that the post-recession hiring climate remains an ongoing challenge from an employer perspective.

When compared with the first in the series of seven annual surveys back in 2006, the proportion experiencing hiring difficulties has increased by a considerable margin of 17 percentage points. The proportion of employers reporting difficulty sourcing the talent they need is also 11 percentage points above the global average (34%).

Asia Pacific countries and territories occupy five of the top 10 places when all 41 countries and territories that participate in the survey are ranked by the percentage of those employers who report difficulty recruiting the right people.



MOST DIFFICULT POSITIONS TO FILL

Sales representative positions continue to be the most difficult-to-fill job roles in Asia Pacific: the category has now topped the rankings in each of the seven years that the Talent Shortage Survey has been carried out.

Engineering roles are the second most difficult jobs to fill, with this skills category moving up the rankings from fourth in 2011. Third on the regional list is the technicians category, down from second in 2011. Ranking fourth, skilled trades workers continue to be in great demand. Skilled trades roles move up five places from ninth in 2011.

The fifth-placed job category in 2012 is IT staff, up from seventh last year. Accounting and finance staff slip back from fifth to sixth. Ranked seventh, the management/executives skills category moves up one place from 2011, while the labourer category slips considerably, down from third in 2011 to eighth this year. The shortage of researcher (R&D) applicants appears to be less of an issue in 2012, with the skills category slipping down the rankings from sixth to ninth. In tenth place, the marketing & public relations staff category makes its first appearance in the top ten.

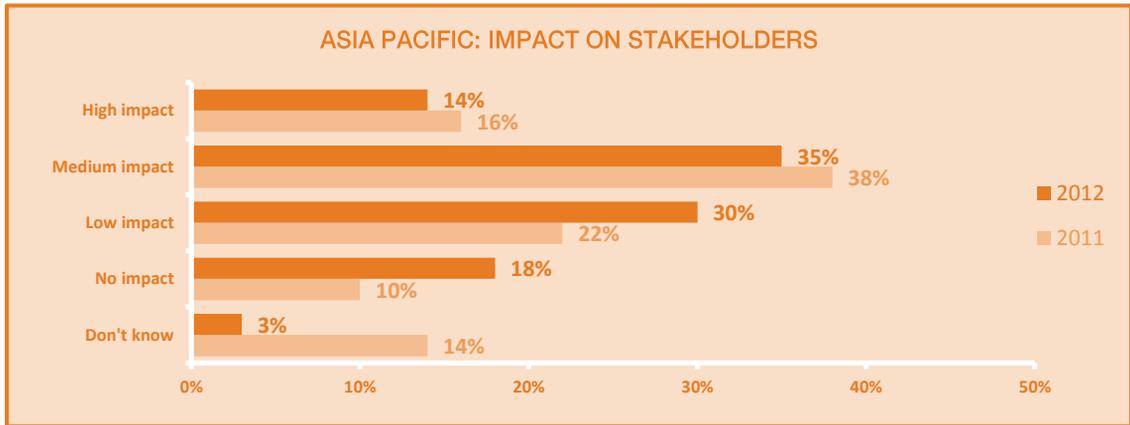
ASIA-PAC: TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

- 1 | Sales Representatives
- 2 | Engineers
- 3 | Technicians
- 4 | Skilled Trades Workers
- 5 | IT Staff
- 6 | Accounting & Finance Staff
- 7 | Management/Executives
- 8 | Labourers
- 9 | Researchers (R&D)
- 10 | Marketing & Public Relations Staff

IMPACT ON STAKEHOLDERS

Approximately half the employers surveyed in the Asia Pacific region (49%) believe the inability to fill vacancies can have a high or medium impact on stakeholders such as customers and investors. While this proportion is down slightly from 2011 (54%) it

remains higher than that reported by employers in the other two regions. However, there is also a notable rise in the proportion of employers who feel talent shortages have a low impact (up from 22% to 30%) and the percentage saying it has no impact (up from 10% to 18%).



REASONS FOR DIFFICULTY FILLING JOBS

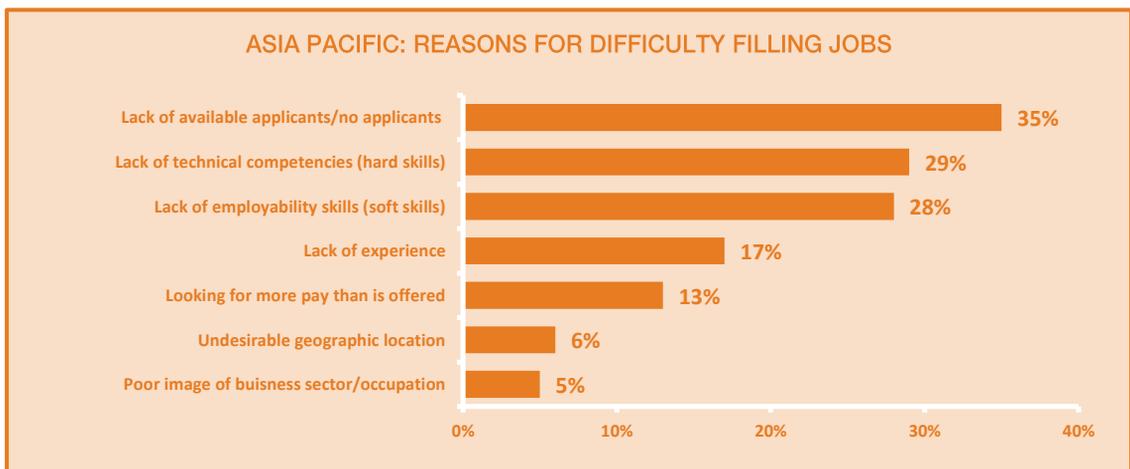
Lack of available applicants is the top reason employers give to explain why certain job titles remain so difficult to fill. More than one in three (35%) report this as the primary source of the talent shortages they face.

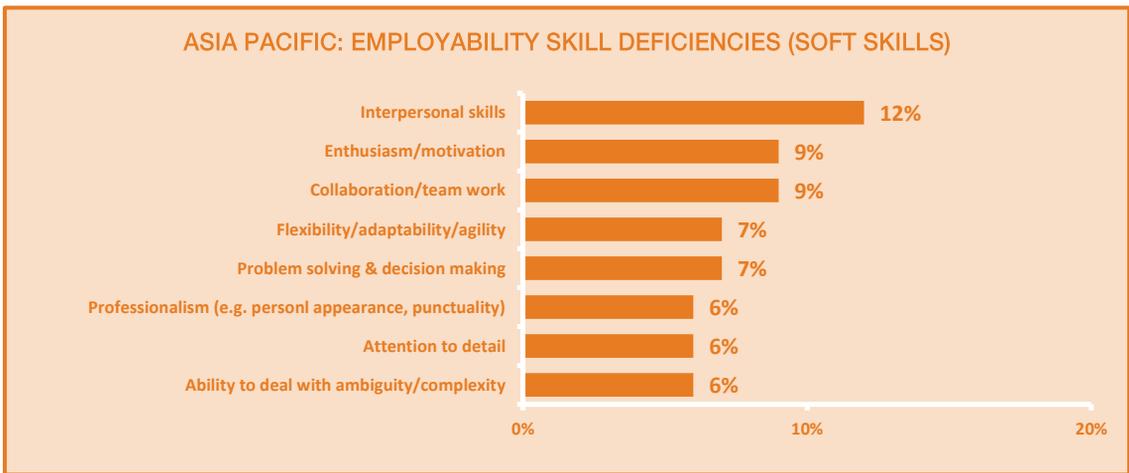
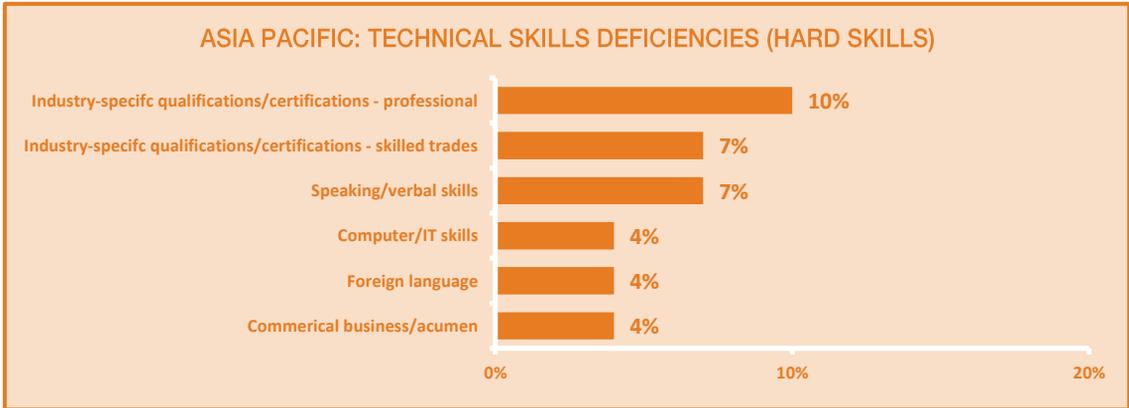
The second key reason jobs are hard to fill, according to Asia Pacific employers, is related to shortages of hard skills, or technical competencies.

Nearly three in ten (29%) believe this is a key factor, and employers identify a wide range of candidate deficiencies, including a lack of professional qualifications specific to the industry (10%), a lack of skilled trades qualifications (7%) and a lack of speaking/verbal skills (7%).

Notably, among the subset of Asia Pacific employers saying that talent shortages are having a high impact on their businesses, lack of hard skills among candidates are particularly problematic for employers seeking IT and engineering talent. Candidates looking for more pay than what is being offered also makes recruiting engineers in this region a challenge.

A shortage of applicants with suitable employability skills—soft skills—is highlighted as an issue by 28% of Asia Pacific employers.





OVERCOMING TALENT SHORTAGES

Asia Pacific employers consider a range of strategies to address talent shortages, the most common being additional training and development for existing staff. The proportion of employers pursuing this approach is up slightly across the region from 17% in 2011 to 19% in 2012.

Approximately one in eight Asia Pacific employers (13%) is prepared to recruit outside their local region to address workforce gaps. An additional 13% of employers say they focus on developing their existing pipeline of talent.

The “teachable fit” strategy is being implemented by 11%. Meanwhile, 9% of employers indicate they have increased starting salaries in an effort to attract applicants.

Furthermore, among the subset of employers saying that talent shortages are having a high impact on their businesses, employers in the Asia Pacific region—more than in any other region—are focusing on improving their talent pipelines, such as identifying high potentials, building a succession management approach, etc. More employers should consider this longer-term approach to developing talent to help solve global talent mismatch.

ASIA PACIFIC: STRATEGIES EMPLOYED TO OVERCOME THE TALENT SHORTAGE



AUSTRALIA

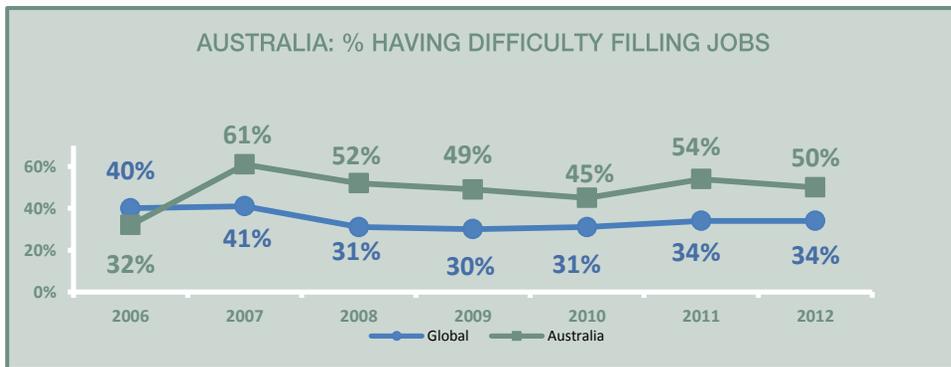
For the 2012 Talent Shortage Survey ManpowerGroup interviewed over 2,250 employers in Australia. The survey was carried out across all States and Territories

DIFFICULTY FILLING JOBS

One in two employers (50%) reported difficulty filling jobs due to a lack of available talent. The percentage is relatively lower when compared with 2011. Clearly the current two-speed-economy phenomenon suppresses employer hiring trends, making talent supply less of an issue especially across some industries, like Manufacturing.

When compared with the first in the series of seven annual surveys back in 2006, the proportion experiencing hiring difficulties has increased by a considerable margin of 18 percentage points. The proportion of employers reporting difficulty sourcing the talent they need is also 16 percentage points above the global average (34%).

Australia occupies rank 4, when all 41 countries and territories that participate in the survey are ranked by the percentage of those employers who report difficulty recruiting the right people. With only Japan, Brazil and Bulgaria reporting higher rates.



MOST DIFFICULT POSITIONS TO FILL

For the seventh consecutive year, employers report that skilled trades positions are the most difficult type of vacancy across Australia.

The second most difficult positions to fill in 2012 are engineering (climbing from third in 2011). The sales representative category moves down one place to third.

Accounting and finance roles moved up one position in 2012. Moving up quite considerably compared to last year is the IT staff category ranking fifth in 2012, up from ninth. On the other hand the category ranking sixth – Management/Executive – has moved down the ladder from fourth in 2011, as did the Technicians category moving down from sixth to seventh.

The Drivers category and Chefs/Cooks category re-enter the top 10 this year, ranked at eighth and tenth respectively. Coming in ninth are Mechanics, moving down from eighth in 2011.

Two talent categories - Secretaries, PAs, Administrative Assistants & Office Support Staff and Customer Service Representatives & Customer Support – drop out of the top 10 altogether.

AUSTRALIA: TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

- 1 | Skilled Trades Workers
- 2 | Engineers
- 3 | Sales Representatives
- 4 | Accounting & Finance Staff
- 5 | IT Staff
- 6 | Management / Executive (Management/Corporate)
- 7 | Technicians
- 8 | Drivers
- 9 | Mechanics
- 10 | Chefs / Cooks

IMPACT ON STAKEHOLDERS

This year, Australian employers are considerably less concerned about the impact talent shortages will likely have on key stakeholders, including customers and investors. The proportion of employers who say they see no impact has more than tripled, increasing from 6% to 19%. Employers have evidently grown

accustomed to working around the dilemma.

The pattern of diminishing concern with talent shortages is evident elsewhere too; the proportion of employers reporting a high impact is down from 24% to 11% year-over-year, and the percentage of employers saying it has medium impact declines from 45% to 35%.



REASONS FOR DIFFICULTY FILLING JOBS

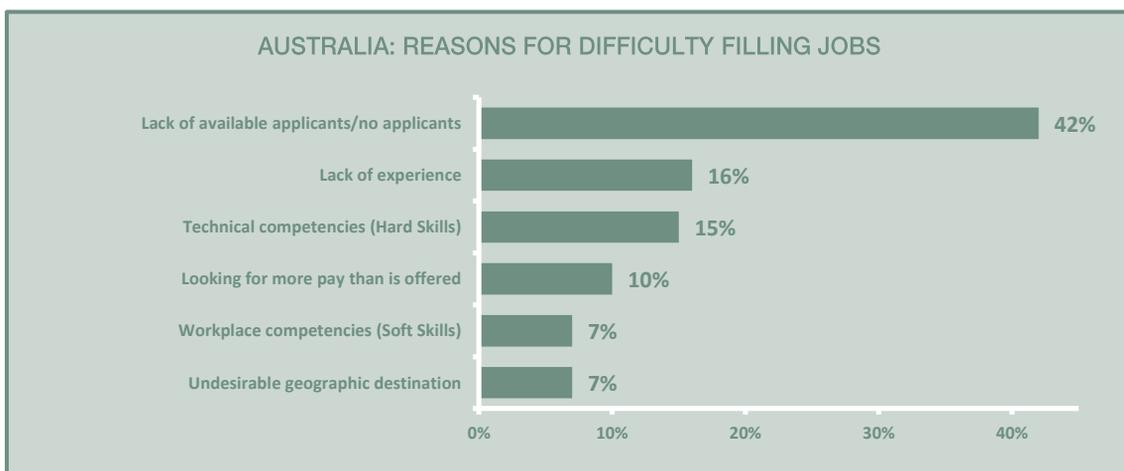
The most frequently cited reason for talent shortage in Australia is a lack of available applicants (42%).

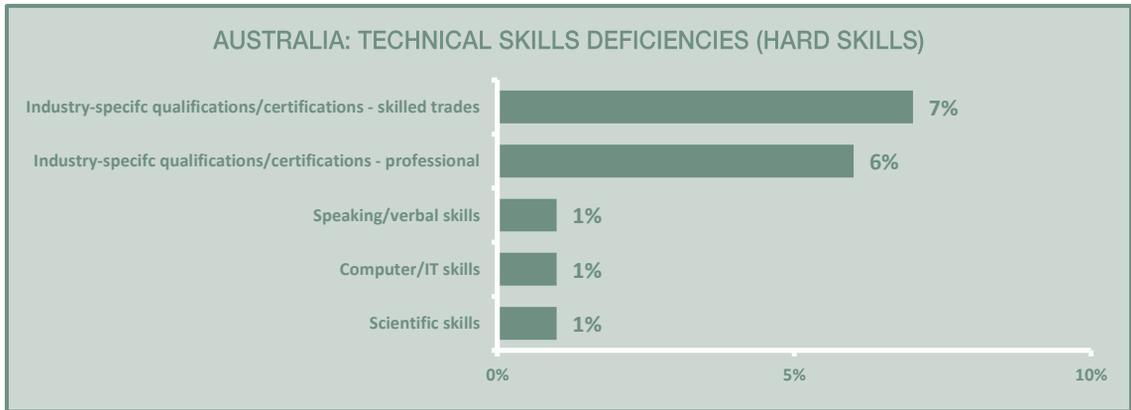
Other key reasons employers cite is a lack of experience (16%), a lack of technical competencies (hard skills) among applicants (15%) and applicants looking for more pay than offered (10%)

Another notable reason named by 7% of all employers is the undesirable geographic destination – e.g. the mostly remote locations, when it comes to working for the mining industry.

When asked to distinguish between hard skills and soft skills, Australian employers indicate that the lack of hard-skill related technical competencies are in shorter supply than soft-skill competencies. 7% of Australian employers most frequently identify a lack of industry-specific qualifications at the skilled trades level. Shortages at the professional level were named by 6% of employers as the most difficult hard skills to source.

By far, a lack of soft skills among potential candidates was named by fewer employers throughout Australia. 7% of all employers reported that candidates lacking soft skills – such as enthusiasm/motivation, speaking/verbal skills or interpersonal skills – were at their root of their concerns.





OVERCOMING TALENT SHORTAGES

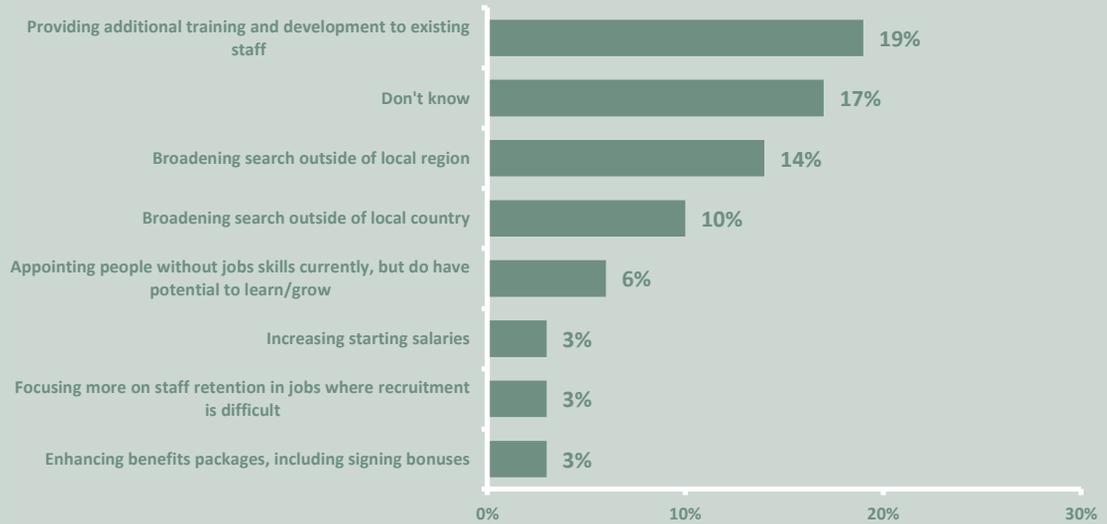
Australian employers identify a number of methods their organisations use to address the talent shortages they face. As in the Asia Pacific offering training and development to existing employees is by far the most commonly used approach, cited by nearly one in five employers (19%).

Other strategies adopted by a total of 24% of all employers include expanding the search for candidates outside of their local region or even outside of Australia.

6% of employers express a willingness to appoint people who do not currently have relevant skills but who demonstrate the potential to learn and grow. Apart from this, a total of 9% are either willing to increase starting salaries, plan to focus more on staff retention in jobs where recruitment is difficult or are thinking about enhancing benefits packages, including signing bonuses.

Interestingly ranking second, 17% of all employers actually don't know which strategies they should employ to overcome the talent shortage. Either way, if they have just not thought about implementing a strategy yet, or if they are just unsure about which ones they should focus on, the share of employers stating that they don't know, shows that there is still a need for consulting and guidance on this topic.

AUSTRALIA: STRATEGIES EMPLOYED TO OVERCOME THE TALENT SHORTAGE



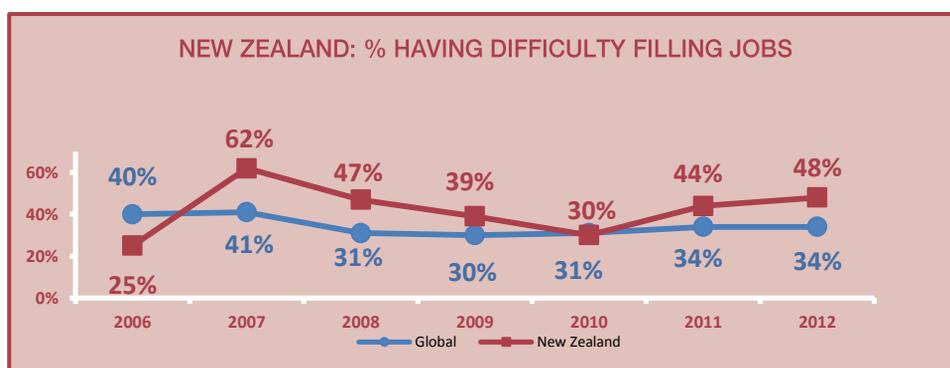
NEW ZEALAND

For this year's Talent Shortage Survey ManpowerGroup surveyed over 650 employers in New Zealand, during Quarter 1 2012.

Overall, employers in New Zealand report greater levels of difficulty in filling jobs than the most global counterparts, ranking seventh out of all the countries and territories surveyed this year.

DIFFICULTY FILLING JOBS

Finding the right candidate to fill job vacancies is becoming increasingly difficult, according to employers in New Zealand. This year 48% report this kind of difficulty, up from 44% in 2011 and 30% in 2010. Indeed, the proportion reporting hiring difficulties is at its highest since 2007, before the credit crunch.



MOST DIFFICULT POSITIONS TO FILL

For the third consecutive year, of seven annual Talent Shortage Surveys, employers in New Zealand report engineering roles are the most difficult to fill across the country. The sales representatives category is regarded as being as difficult to fill as last year, staying in second place. Coming in third, moving up by one, is the skilled trades category.

Moving up three ranks, the IT staff category sits now on fourth, while the Technicians category moved down from last year's third to this year's fifth position. The accounting & finance staff categories stays, as last year, on sixth position.

Management/executives/communications staff rank seventh, down from fifth last year. On the other hand the category ranking eighth – Chefs/Cooks – has moved up the ladder from tenth in 2011.

Two categories – Marketing / Public Relations / Communications staff and Drivers – which rank ninth and tenth respectively, entered the top 10 for the first time, while Secretaries, PAs, Administrative Assistants & Office Support Staff and Customer Service Representatives & Customer Support drop out of the 2012 list.

NEW ZEALAND: TOP 10 JOBS EMPLOYERS ARE HAVING DIFFICULTY FILLING

- 1 | Engineers
- 2 | Sales Representatives
- 3 | Skilled Trades Workers
- 4 | IT Staff
- 5 | Technicians
- 6 | Accounting & Finance Staff
- 7 | Management/Executives (Management/Corporate)
- 8 | Chefs / Cooks
- 9 | Marketing / Public Relations / Communications Staff
- 10 | Drivers

IMPACT ON STAKEHOLDERS

Compared to last year New Zealand's employers appear to be a lot less anxious about the impact talent shortages have on key stakeholders, with only 8% feel the talent shortage is having a high impact compared to 23% in 2011. Correspondingly, the

proportion feeling there will be no impact on stakeholders is five times higher in 2012, going up from 5% in 2011 to 25%.



REASONS FOR DIFFICULTY FILLING JOBS

When asked to explain what lies behind the talent shortages in their local labour market, half of employers in New Zealand cite the overall lack of applicants.

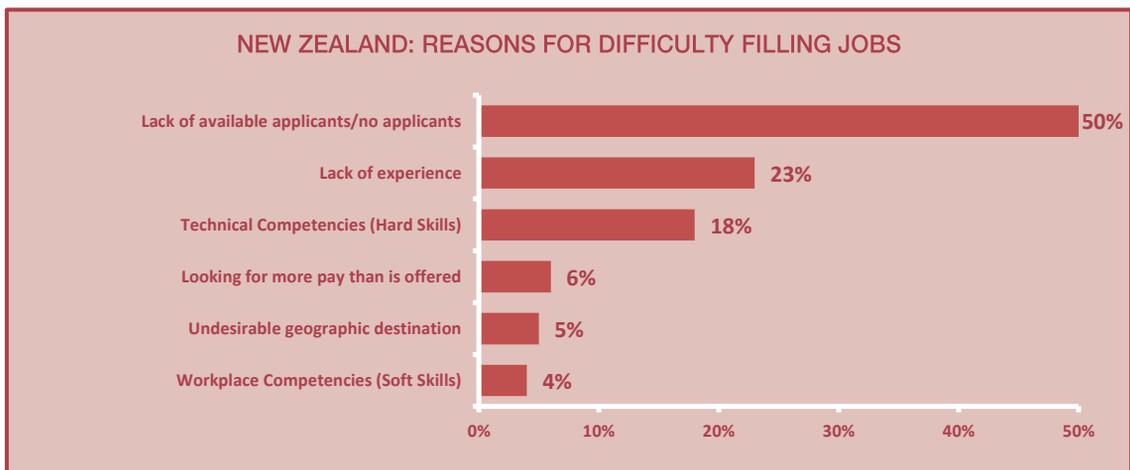
The second most cited reason underlying the country's talent shortage is the candidates' lack of experience followed by the lack of technical competencies (hard skills).

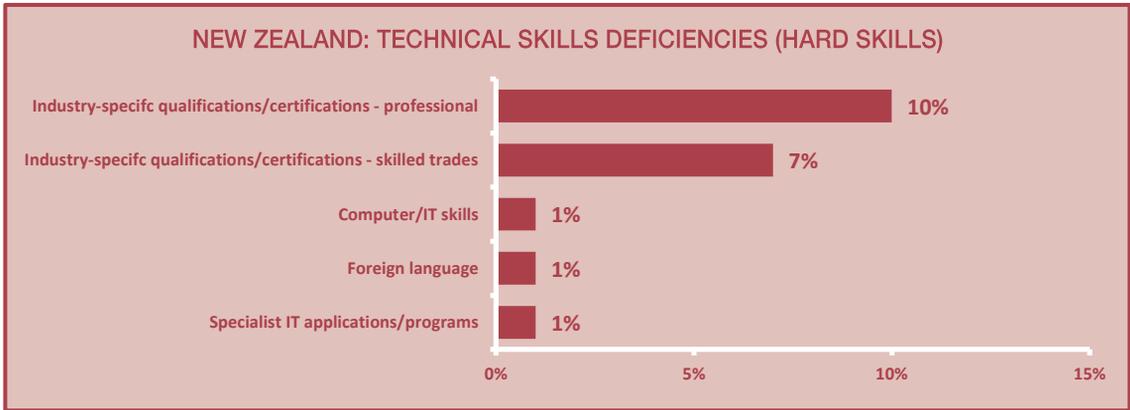
A further 6% report that they struggle to fill roles because applicants are expecting higher pay rates than those offered, while 5% report their undesirable geographic destination being the reason.

The lack of hard skills is being cited by 18% of all surveyed employers. This is more than triple the share compared to 5% of employers mention the lack of soft skill being the main reason. (10%)

10% of New Zealand employers most frequently identify a lack of industry-specific qualifications at professional level. Shortages at the professional level were named by 7% of employers as the most difficult hard skills to source.

By far, a lack of soft skills among potential candidates was named by fewer employers throughout New Zealand with only 4% of all employers reported that candidates lacking soft skills – such as enthusiasm/motivation or interpersonal skills – were at their root of their concerns.





OVERCOMING TALENT SHORTAGES

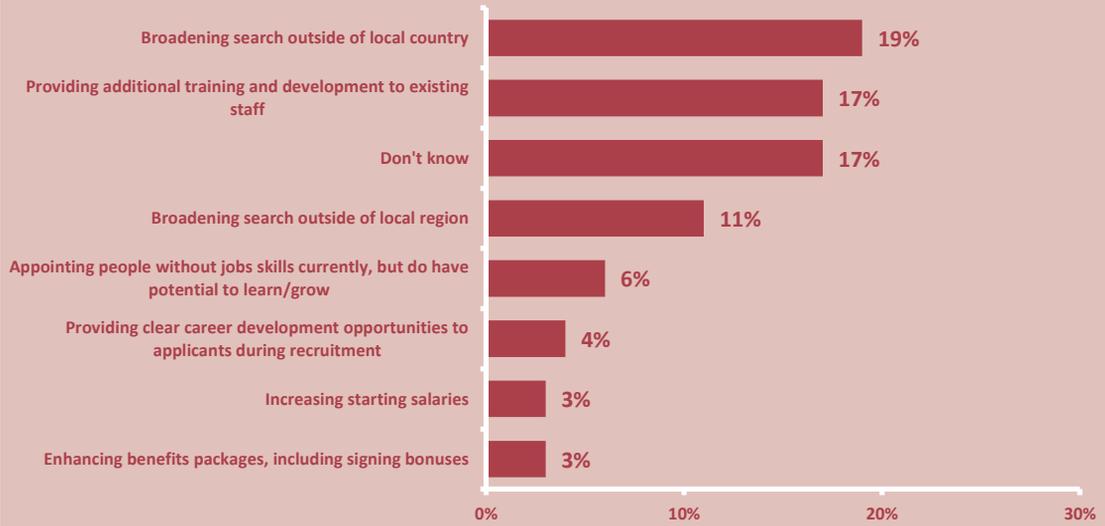
The most common strategy implemented by employers in New Zealand to address talent shortages is broadening their search outside of their local country. The proportion that adopts this approach stand at 19%, considerably higher than the global average of 4%.

Other common strategies include the providing of additional training and development to existing staff (17%), broadening their search outside of their local region (11%) and the teachable fit approach – appointing people without all the needed jobs skills, but the potential to learn and grow (6%).

Further to this, 4% of employers want to focus on providing clear career development opportunities to applicants during the recruitment process, while in total 6% are looking at either increasing starting salaries or benefits packages, including signing bonuses.

Interestingly, as in Australia, ranking second, 17% of all employers actually don't know which strategies they should employ to overcome their talent shortage. Either way, if they have just not thought about implementing a strategy yet, or if they are just unsure about which ones they should focus on, the share of employers stating that they don't know, shows that there is still a need for consulting and guidance on this topic.

NEW ZEALAND: STRATEGIES EMPLOYED TO OVERCOME THE TALENT SHORTAGE



ABOUT THE RESEARCH

ManpowerGroup's 2012 Talent Shortage Survey, the seventh in the annual series, explores the extent to which employers in the world's leading economies are having difficulty filling talent; what jobs are most difficult to fill and why; concern over stakeholder impact; and what strategies employers are pursuing to overcome the talent shortage. A total of 38,077 interviews were conducted by phone with employers in 41 countries and territories, including 10,232 in the Americas, 8,786 in Asia Pacific and 19,059 in Europe, the Middle East and Africa (EMEA).

COUNTRIES INCLUDED AND % HAVING DIFFICULTY FILLING JOBS

Asia Pacific		Americas		Europe			
	45%		41%		25%		
Australia	50%	Argentina	10%	Austria	40%	Norway	22%
China	23%	Brazil	71%	Belgium	27%	Poland	37%
Hong Kong	35%	Canada	25%	Bulgaria	51%	Romania	45%
India	52%	Colombia	33%	Czech Republic	14%	Slovakia	17%
Japan	81%	Cost Rica	35%	France	29%	Slovenia	26%
New Zealand	48%	Guatemala	36%	Germany	42%	South Africa	10%
Singapore	37%	Mexico	43%	Greece	24%	Spain	9%
Taiwan	47%	Panama	47%	Hungary	34%	Sweden	36%
		Peru	41%	Ireland	2%	Switzerland	28%
		United States	49%	Israel	36%	Turkey	41%
				Italy	14%	United Kingdom	11%
				Netherlands	7%		

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 \$22 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 3,800 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. By connecting our deep understanding of human potential to the ambitions of clients, ManpowerGroup helps the organizations and individuals we serve achieve more than they imagined – because their success leads to our success. And by creating these powerful connections, we create power that drives organizations forward, accelerates personal success and builds more sustainable communities. We help power the world of work. The ManpowerGroup suite of solutions is offered through ManpowerGroup™ Solutions, Manpower®, Experis™ and Right Management®. Learn more about how the ManpowerGroup can help you win in the Human Age at www.manpowergroup.com.au and www.manpowergroup.co.nz

ManpowerGroup is the most trusted brand in the industry, and was once again the only company in our industry to be named to the Ethisphere Institute's 2012 World's Most Ethical Companies list for our proven commitment to ethical business practices, including an outstanding commitment to ethical leadership, compliance practices and corporate social responsibility.

In January 2011, at the World Economic Forum Annual Meeting in Davos, Switzerland, ManpowerGroup announced the world has entered the Human Age, where talent has replaced capital as the key competitive differentiator. This concept of talentism as the new capitalism continues to resonate and was echoed as a core theme of the 2012 Annual Meeting of the World Economic Forum in Davos. Learn more about this new age at www.manpowergroup.com/humanage

Gain access to ManpowerGroup's extensive thought leadership papers, annual Talent Shortage surveys and the Manpower Employment Outlook Survey, one of the most trusted indices of employment activity in the world, via the ManpowerGroup World of Work Insight iPad application. This thought leadership app explores the challenges faced by employers navigating the changing world of work and provides in-depth commentary, analysis, insight and advice on strategies for success.

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