1: The Future of Jobs - Reports - World Economic Forum

"A terse, well-written, up-to-date, and refreshing account of recent developments in employment practices across a sample of seven industrialized nations, including the Soviet Union, by an established scholar of comparative systems. The trends discussed are industrial democracy at enterprise and.

Health and Human Services 5 Trends Driving the Future of Human Services Whatever the future of human services innovation looks like, the key for organizations is in making the most of the forces of change in alignment with their unique circumstances. The political pressure to avoid displaying material reductions in service while costs increase and revenues fall is driving change in human services. Leaders know that processes, technologies and cultures must all be part of the change equation to deliver high-quality, cost-effective services. A recent survey of Human Services Summit attendees revealed a consensus around the value of progressing along the Human Services Value Curve a framework developed by Antonio Oftelie at Harvard University , citing it as a high priority. Yet respondents acknowledged that moving their organizations to greater levels of maturity is a significant challenge. How can agencies move through the challenges of change? Innovation can be about bold moves or subtle shifts, and it can occur all at once at scale or incrementally in pockets and across functional areas. Whatever the future of human services innovation looks like, the key for organizations lies in making the most of the forces of change in alignment with their unique circumstances. So what are the most promising trends in human services? And how can organizations take advantage of them to move to greater levels of outcomes and impact for the people they serve? Creating a New Human Services Ecosystem Human services organizations sometimes have entrenched ways of working. It is not uncommon for service delivery functions within a single agency to be isolated from one another, despite redundancies that mean higher costs and lower-quality services. Government agencies and nonprofit community-based organizations often work in parallel, but rarely with explicitly common goals and practices. Recognizing the need to maximize resource use and offer fresh ideas, some human services organizations are breaking through longstanding barriers and exploring nontraditional partnerships with each otherâ€"both nonprofits and the private sector. The result is a new human services ecosystem where organizations forge interactive and interdependent relationships that are mutually beneficial and directed toward a common goal. This mix of new people and resources creates important advantages. Working together broadens the discussion around the role of human services with other state and community services. It forces every contributing organization to consider core competencies and determine how the collective can best function for greater, system-wide impact at less cost. It adds a client and community-centered approach to program-centered accountabilities, and creates stronger social services through collaboration. The relationship between the Arizona Commerce Authority and the Arizona Department of Economic Security reflects the potential of nontraditional collaboration. If this trend continues over the next five years, human services delivery could change dramatically. Broad coalitions of organizations with the right skills and resources led by human services agencies would jointly provide coordinated, cradle-to-grave human services with a shared emphasis on work, higher paying jobs with skill-ready workers and early interventionâ€"minimizing the need for deeper-end government services. Investing in Social Outcomes An extension of this partnership climate, pay-for-success contracts are gaining traction as an alternative funding mechanism for human services programs that pays providers of goods or services when outcomes are met. These arrangements take on a variety of forms, and social financing is one of them. The basic principle is to encourage outside investment in preventive social interventions that ultimately benefit the common goodâ€"and reduce the need for costly future remediation for which taxpayers will have to pay. In social financing, foundations or other non-government entities infuse capital for a specific intervention and, if a predefined social outcome is achieved, funders recoup their investment plus a reasonable rate of return. Prison recidivism programs in the United Kingdom and New York City number among those that have been funded via social financing. Similarly, Dakota County Minnesota Community Services, supported by the Bush Foundation, has explored the business case for its Re-entry Assistance Program, developed an outcomes measurement framework, and a

re-investment design to support social investment funding. Not only do such pay-for-success models align incentives across sectors and promote the wise use of precious taxpayer dollars, they are rooted in a strong outcomes focus. To monetize social outcomes, value must be inherently data-driven and outcomes-based. This drives discussion on measurable impact and emphasizes return on social investment in an entirely new way. Non-government funding opportunities also tend to increase tolerance for the risks that accompany innovation. Continued momentum here could mean that, as soon as five years from now, agencies could regularly pay providers only when social outcomes are met or exceeded. Unlocking the Data That Matters The proliferation of data and the sophistication of technology to draw insights from it is a double-edged sword for many human services organizations. What data do we have? What data should we be collecting? Descriptive and predictive analytics are at the heart of the information boon as organizations work to make data insight actionable. Human services agencies using analytics today are most often using descriptive analytics for simple reporting or to detect and correct non-compliance after transactions are completed. The more exciting promise of analytics lies in a more proactive application. Predictive analytics can increase understanding of the relative effectiveness of different programs so that interventionsâ€"and resourcesâ€"can be smartly targeted for better outcomes. As one Human Services Summit attendee explained: Consider the story of the Hillside Work-Scholarship Connection, a public-private partnership focused on reducing dropout rates among at-risk youth, so they are ready for a productive life after high school. Working in the Rochester, New York school district, Hillside used predictive analytics to understand the relationship of specific risk factorsâ€"attendance, suspensions and standardized test scores among themâ€"to graduation rates. Hillside understood that some students would graduate without their intervention, and other students would not graduate even with it. The organization developed a data-driven recruitment strategy based on which students would be the most likely to benefit from the program. As the use of analytics matures in the coming years, this success points to a future where key decisions, including resource allocation and service provisioning, are based on known impact and proven results in all aspects of human services delivery. Looking to the Outside While public human services delivery is unlike anything in the private sector, this does not mean that agencies have nothing to learn from commercial practices. Agencies should consider the example of customer-centered organizations that use multichannel touch points, customer and product segmentation, targeted promotions and self-service options. Translated to the human services environment, such approaches could mean quicker access to jobs, job skill development, eligibility determination and other services, so that people can experience economic recovery faster. Looking to service delivery innovators in retail, financial services, telecommunications and insurance, the Australia Department of Human Services is reaching people in new ways through service center experiences, self-managed channels and online and mobile options. Targeting students receiving stipends, the Department launched its first mobile app, which allows them to conduct a number of tasks from their smartphones. The Department reports that users are conducting an average of 40, transactions per week, which eases pressures on service centers. Health and Human Services Integration: Wrapping Around the Whole Person Serving the whole individual, a tenet of human services transformation, is impossible without health and human services integrationâ€"from strategic vision through tactical implementation. Opportunities for coordinated service delivery and holistic planning and economies of scale for infrastructure investments should create positive value where planned vision exists at the start. As the mechanisms for paying for and delivering healthcare change post-ACA, it is an optimal time to come together and refocus on measuring the right kind of outcomes. Consider the Home and Healthy for Good program in Massachusetts. It provides housing to homeless individuals as a first priority and then focuses on health issues. While human services organizations share common ground around the need for change, the paths to change are varied. Different organizations will be ripe for different trends. Some jurisdictions are already rich in an entrepreneurial atmosphere, while others may need legislative action as a first step to incubating change. Yet for all, success will require adaptive leadership and a pragmatic approach that never lets the perfect be the enemy of the good. The search for improvement is continual, and reaching the next frontier requires the courage to lead.

2: and Trends - Human Resources Today

In terms of recruiting trends, was the year of AI and automation technologies, unconscious bias and workplace diversity, and candidate experience in recruiting.. With the continually improving economy and unemployment at a year old low, what will the new year bring?

Without urgent and targeted action today to manage the near-term transition and build a workforce with futureproof skills, governments will have to cope with ever-growing unemployment and inequality, and businesses with a shrinking consumer base. Our dataset aims to bring specificity to the debate and to the options for action, by providing the perspective of Chief Human Resources Officers of leading employers who are among those at the frontline of the emerging trends and are key actors in implementing future workforce strategies. Impact of Disruptive Change on Employment Overall, our respondents seem to take a negative view regarding the upcoming employment impact of artificial intelligence, although not on a scale that would lead to widespread societal upheavalâ€"at least up until the year By contrast, further unpacking the bundle of technological drivers of change in the mould of the Fourth Industrial Revolution yields a rather more optimistic picture regarding the job creation potential of technologies such as Big Data analytics, mobile internet, the Internet of Things and robotics. However, by far the biggest expected drivers of employment creation are demographic and socio-economic in nature; in particular, the opportunities offered by young demographics and rising middle classes in emerging markets and the rising economic power and aspirations of women. Conversely, our respondents share a stark premonition that increasing geopolitical volatility risks being the biggest threatâ€"by farâ€"to employment and job creation at the global level. Estimated employment effects have been converted into compound growth rates for the â€" period, i. A compound growth rate can be thought of as a way to smooth out a rate of change so that it may be more easily understood for details, see Appendix A: However, this aggregate-level view of the driving forces behind employment change masks significant variation and important nuances at the level of individual job families and occupations. Our respondents expect strong employment growth across the Architecture and Engineering and Computer and Mathematical job families, a moderate decline in Manufacturing and Production roles and a significant decline in Office and Administrative roles. Other sizeable job families, such as Business and Financial Operations, Sales and Related and Construction and Extraction have a largely flat global employment outlook over the â€" period. Further unpacking these expectations according to the factors driving employment change makes clear the true scale of impending industry and occupational transformation. The expected global decline in total Manufacturing and Production roles is driven by labour-substituting technologies such as additive manufacturing and 3D printing as much as by more resource-efficient sustainable product use, lower demand growth in ageing societies and threats to global supply chains due to geopolitical volatility. Conversely, 3D printing, resource-efficient sustainable production and robotics are all seen as strong drivers of employment growth in the Architecture and Engineering job family, in light of a continued and fast-growing need for skilled technicians and specialists to create and manage advanced and automated production systems. This is expected to lead to a transformation of manufacturing into a highly sophisticated sector where high-skilled engineers are in strong demand to make the industrial Internet of Things a reality. The fortunes of other job families due to these same factors are mixed. Installation and Maintenance jobs, for example, will see great productivity enhancements and strong growth in green jobs such as the installation, retrofitting, repair and maintenance of smart meters and renewable energy technologies in residential and office buildings, butâ€"at an aggregate levelâ€"will also come face-to-face with the efficiency-saving and labour-substituting aspect of the Internet of Things. Similarly, despite some challenges, global demographics will sustain demand for Construction and Extraction jobs. Resource-efficiency is expected to be another key driving factor for this job family, at least in the case of construction, in the creation of new and improvement of existing housing stock, often using new construction techniques, materials and approaches. Automation of checkout processes and smart inventory management through sensors and other applications of the Internet of Things are some of the factors expected to lead to a decrease in demand for traditional roles in the Sales and Related job family.

Consumer ethics and green consumption practices are likewise anticipated to impact negatively on traditional roles in the job family, though perhaps with an upside for employees with skills in accrediting and advising on eco-labelled products. The strongest employment growth in the sector is expected to come from a continued shift towards online shopping and the application of Big Data analytics to derive and act upon insights from customer data and preferences to provide a personalised shopping experience. Two further job families with mainly flat aggregate employment outlooks over the coming years are Business and Financial Operations and Management. Each is affected by a very wide range of factors, hinting at the scale of transformation and upskilling needs these job families will undergo over the coming years. Strong employment growth in the Computer and Mathematical job family is driven by trends beyond technology, such as rapid urbanization in developing countries, as well as by disruptions that negatively affect the employment outlook in other job families, such as geopolitical volatility and privacy issuesâ€"as companies from virtually all industries seek to recruit specialists that can help them apply tools such as Big Data analytics and data visualization to better understand and cope with these issues. The biggest employment decline of any job family is expected in Office and Administrative roles, which are expected to be negatively affected by a perfect storm of technological trends that have the potential to make many of them redundant, such as mobile internet and cloud technology, Big Data analytics and the Internet of Things, but also factors such as climate change and resource efficiency and workplace flexibility that undermine the rationale for maintaining a large workforce within these roles. Interestingly, our respondents expect a comparatively small employment impact from two disruptions that currently receive significant attention. Where it is mentioned, the artificial intelligence and machine learning driver is expected to lead to negative employment outcomes in job families such as Education and Training, Legal and Business and Financial Operations. However, it appears our respondents do not believe that these technologies will have advanced significantly enough by the year to have a more widespread impact on global employment levels. Similarly, the sharing economy may have the potential to radically transform the way work is organized and regulated in certain job families, with all the opportunities and challenges this entails; but where it is mentioned as a driver of change to employment, its effect is largely seen as benign in the next five years. Our analysis reveals that upcoming disruptions to the employment landscape are going to be a lot more complex and multi-faceted than conveyed by a narrow focus only on automation, and that we must act within the current window offered by the varying speeds of technological transformations to prepare. Global Net Employment Effects The survey results provide direct information on the expected relative employment changes to job families over the period â€" It is possible to extrapolate from these values the estimated numbers of jobs created or lost in absolute terms worldwide. Between them, the 15 economies covered by our data account for about 1. Using the standardized occupational classification behind our research framework, we have estimated the total number of people employed in any given job family in each of our focus countries although for China, which accounts for million workers out of our total, this data is unfortunately not available in a directly comparable format. According to these calculations, current trends could lead to a net employment impact of more than 5. A number of conclusions stand out: Manufacturing and Production roles are also expected to see a further bottoming out but might have the worst behind them and still retain relatively good potential for upskilling, redeployment and productivity enhancement through technology rather than pure substitution. Employment growth is expected to derive disproportionately from smaller, generally high-skilled job families that will be unable to absorb job losses coming from other parts of the labour market. Even if they could, significant reskilling would be needed. This factor plus the increase in global unemployment due to global population growth and slow job creation over the period leaves no room for complacency. Once emerging markets and developing countries are added into the equation, any discussion of the Future of Jobs remains incomplete without recognizing that a significant share of the global workforce remains employed in agriculture, about which both current technology optimists and alarmists have comparatively little to say. Similarly, a potential field of employment growth around which our survey yielded only limited data points concerns the Personal Care and Service job family, since jobs in this field are not typically found on a large scale among large multinational employers. There is a strong gender dimension to expected employment changes whereby, notably, gender gaps appear to be more pronounced within both high

growth and declining job families. For example, women make up low numbers in the fast-growing STEM job families, pointing, on current trends, to a deteriorating gender gap over time; but also low numbers within job families such as Manufacturing and Production or Construction and Extraction, where expected job losses will disproportionately affect men. Employment Trends by Industry From an industry-level perspective, there is a modestly positive outlook for employment across most sectors over the â€" period. However, underneath this aggregate outlook there is once again significant relative growth in some job families and significant relative decline in others, resulting from the accelerating pace of transformation within many industries. For further details, please also refer to the Industry Profiles in Part 2 of the Report. In fact, employment growth for Computer and Mathematical roles is expected to be least pronounced in the Information and Communication Technology sector itself, hinting at the accelerated demand for data analysis skills and ICT literacy across, and uptake of these tools by, other industries. For example, the Media, Entertainment and Information industry is expecting a flat employment outlook with regard to its core Arts, Design, Entertainment, Sports and Media job family, combined with high growth in the Computer and Mathematical field, as the industry fully embraces its digital transformation. In this same vein, solid job growth is expected for Architecture and Engineering roles, particularly in the Consumer, Information and Communication Technology and Mobility industries. By contrast, demand for additional engineering talent in its traditional core Basic and Infrastructure and Energy industries is fairly flat. Both of the latter are also expecting declining demand for Manufacturing and Production and Construction and Extraction roles such as Chemical Processing Plant Operators and Mining and Petroleum Extraction Workers, as both industries are facing headwinds over the coming years. The Consumer industry is likewise reducing its Manufacturing and Production roles but anticipates at least stable overall demand for Sales and Related jobs, as rising middle classes in emerging markets, changing consumer values and, in particular, the rising economic power of women, are significant drivers of job growth in the sector. The Mobility industry is anticipating significant growth in Transportation and Logistics roles, as it plays its traditional role of connecting countries and industries in the wake of increasing globalization as well as, increasingly, catering to travellers from rising middle classes in emerging markets. However, geopolitical volatility and its associated threat to global travel and supply chains are perceived as major negative drivers of employment outlook in the industry. On the automotive manufacturing side of the sector, disruptions such as advanced robotics, autonomous transport, 3D printing and new energy technologies will have some of the most direct impacts on jobs of any industry. A rising middle class and young demographics in emerging markets are significant sources of future job growth in the sector. Many industry observers expect a substantial increase in the number of jobs in the Healthcare sector due to demographic trends such a longevity and ageing populations in advanced economies. However, our survey respondents expect a stable employment outlook for the industry over the coming five yearsâ€"and a net negative impact on the number of jobs from disruptions such as mobile internet and cloud technology, enabling widespread application of telemedicine. What seems certain is that the skills profile of many jobs in the sector will change significantly. Our respondents anticipate that the Professional Services industry will experience employment growth over the â€" period, particularly in data analytics roles, especially as the consulting arm of the sector experiences growth by advising all others on their respective transformations. Accordingly, factors affecting jobs in the industry are influenced by those affecting all the others. With regards to business models in the Professional Services industry itself, some of the major influences will be automation or globalized crowdsourcing via online platforms of high-skilled but repetitive work processes, leading to increased off-shoring of back office roles and a rise in time-limited, project-based contracts. New and Emerging Roles Our research also explicitly asked respondents about new and emerging job categories and functions that they expect to become critically important to their industry by the year , and where within their global operations they would expect to locate such roles. Two job types stand out due to the frequency and consistency with which they were mentioned across practically all industries and geographies. The first are data analysts, as already frequently mentioned above, which companies expect will help them make sense and derive insights from the torrent of data generated by the technological disruptions referenced above. The second are specialized sales representatives, as practically every industry will need to become skilled in commercializing and explaining their offerings to business or government clients and

consumers, whether due to the innovative technical nature of the products themselves, due to their being targeted at new client types with which the company is not yet familiar, or both. Other new specialties frequently mentioned include new types of human resources and organizational development specialists, engineering specialties such as materials, bio-chemicals, nanotech and robotics, regulatory and government relations specialists, geospatial information systems experts and commercial and industrial designers. A particular need is also seen in industries as varied as Energy and Media, Entertainment and Information for a new type of senior manager who will successfully steer companies through the upcoming change and disruption. We also asked respondents to identify roles where there may be consistent decline. One particular set of jobs affected by this, for example, are customer service roles, which will become obsolete due to mobile internet technology to monitor service quality online as a means of maintaining effective customer relationship management. Changes in Job Quality and Ease of Recruitment In addition to the quantity of jobs, disruptive changes to industries and business models will also affect the quality, skills requirements and day-to-day content of virtually every job. Overall, our respondents expect a relative increase in compensation for in-demand jobs in every industry surveyed, in line with increased productivity and skills requirements. They also expect an overall increase in work-life balance in all industries except the Consumer sector, where the outlook for this dimension remains stable. Expectations are less clear with regard to overall job security, which is expected to increase in the Energy, Financial Services, Healthcare and Information and Communication Technology sectors, but to decrease in the Basic and Infrastructure, Consumer, Media, Entertainment and Information, Mobility and Professional Services industries. It is important to note that these are aggregate results for entire industries. For example, Energy includes renewables and utilities in addition to oil and gas. See Part 2 for further details in the Industry Profiles. Given the overall disruption industries are experiencing, it is not surprising that, with current trends, competition for talent in in-demand job families such as Computer and Mathematical and Architecture and Engineering and other strategic and specialist roles will be fierce, and finding efficient ways of securing a solid talent pipeline a priority for virtually every industry. Across key job families, recruitment is currently perceived as most difficult for traditional middle-skilled and skilled trade occupations, such as in Installation and Maintenance, as well as for Architecture and Engineering and Computer and Mathematical roles. By our respondents expect that it will be significantly more difficult to recruit specialists across most job families, particularly so for Computer and Mathematical roles, given the war for talent that is already shaping up in this field today. Interestingly, Office and Administrative roles will be among the hardest jobs to recruit for in absolute terms by , presumably partly due to the perceived unattractiveness of the field, if current employment projections come to pass, and the very different core skills requirements this field may have going forward. By contrast, recruitment for standard white collar Business and Financial Operations roles is currently perceived as comparatively easy, and the talent pipeline is expected to marginally improve even further in the future. There are significant variations in perceived ease of recruitment by geography, although finding specialists is expected to become more difficult across all selected economies over the â€" period. Our respondents also note that whereas it is often harder to recruit women than men for many specialist roles, particularly for jobs concentrated in the Computer and Mathematical and Architecture and Engineering job families, this trend is expected to improve somewhat over the â€" period. The largest progress in overcoming this gender penalty for specialist recruitment is expected in the Basic and Infrastructure, Mobility and Media, Entertainment and Information industries, though it is expected to persist, for example, in the Information and Communication Technology sector. For more details on this gender gap dimension and its implications please refer to Chapter 2.

The trends discussed are industrial democracy at enterprise and establishment level, quality of working life, job tenure and security of employment, personnel policy, and working time arrangements.

What could be more important in a fast-moving world than keeping up with developing trends? Unfortunately, many in recruiting are so busy that they forget to set aside time to follow or act on these important emerging trends. The Many Benefits of Tracking Emerging Trends in Recruiting Not following trends can be a mistake because being first provides your firm with a competitive advantage and a notoriety that helps you build your employer brand. Unfortunately, once a recruiting practice becomes a trend, the opportunity to be first disappears forever. As a result, more recruiting leaders have become aware of the significant unconscious biases that many hiring managers and interviewers have. In addition to training that makes them aware of their unconscious biases, hiding irrelevant information from the eyes of hiring managers has also proven to be effective. Best practices in hiding irrelevant information Irrelevant information on resumes can provide an opportunity to be biased. Firms like Deloitte and Google are experimenting with this practice. Another approach is, as many symphony orchestras now do, literally hide the performing candidates behind a screen. This is where the candidate types their answers to the posed questions on a computer screen, so the candidate is neither seen nor heard. In order to be successful, recruiters will have to develop much stronger selling skills in the areas of convincing prospects to apply, to come to multiple interviews and to accept your offers. Best practices in improving the selling capabilities of your recruiters Start by assessing the sales skills of your recruiters, because in many cases, they are under emphasized and extremely weak. Drop the intuitive approach to convincing and adopt a scientific candidate research approach. Survey a sample of recruiting targets in order to specifically identify how they look for a job, where they look for a job, and what factors must be present before they will apply for and accept a job. Consider hiring ex-salespeople as recruiters, because they already have the necessary selling skills. Survey all of your new hires during onboarding and ask them specifically what arguments or sales approaches were effective and which ones had no major impact. Then use that information to improve your selling approach. Trend 10 â€" Video becomes prominent in all recruiting messaging Why being aware of this trend is critical â€" online videos now exceed 50 percent of mobile traffic and 64 percent of all Internet traffic. And video usage is bound to continue to increase at least in part because of the popularity of cat videos, LOL. Video usage is increasing because of their high impact. If a picture is worth 1, words, think what a video is worth because it is more eye-catching and engaging. Most recruiting leaders find that videos are the very best way to reveal the excitement and the passion that can be found at your firm. If the videos are shot by your own employees on their mobile phone, they are also likely to be considered more authentic and believable. More than 2, employees participated. With the widespread availability of smart phones, recruiters and hiring managers can now make personalized recruiting videos to send to high-value candidates. Video job descriptions and even video job offers can have a profound impact on selling candidates. When the employee is contacted, they can eventually turn that contact into an employee referral. Coors offered a compelling TV ad that linked fun work and producing a great product. The ad included these lines: They demand an exciting job and they assume that the dull job description is accurate. Misleading job descriptions can also increase new hire turnover when they realize that the job described in the outdated description is completely different than the job that they discover on the first day. Simply conduct a blind side-by-side test where the job descriptions have no company name on them. Then in order to find out how relatively attractive your description is, simply ask a sample of people in the field to rank the most exciting job descriptions for similar jobs. Borrow some of the terminology from the most attractive descriptions. You should also survey potential applicants to develop a list of the words and phrases that definitely would excite them about this job. Video job descriptions involving the team are becoming quite popular because they reveal much more excitement than any written job description can. Firms like Quickstop, Accenture, and Deloitte have all used them. Obviously you should change the ratio of the words used so that the percentage tilts toward the selling aspects of the job description. Allow a team of your own diverse

employees to rewrite the job description so that it is friendlier to your target diversity group. Trend 8 â€" A focus on recruiting innovators Why being aware of this trend is critical â€" the most innovative firms like Apple, Google, Facebook and Amazon produce a significantly higher workforce productivity i. This is because they focus on hiring innovators, who produce at least 10 times more than the average worker in the same job. Innovators also allow a firm to be first in the marketplace, which builds the product brand and often produces high margins. Best practices for recruiting innovators Because innovators know other great innovators, referrals are the best way to identify and recruit additional innovators. With the growth of the Internet, blogs, and slide sharing, video, and picture sites, it is now amazingly easy for your employees and recruiters to find the ideas and the work of innovators. Put together a process for identifying innovators within the large volumes of resumes or LinkedIn profiles. They are likely to want the job customized to them. And they would want lots of freedom and the ability to take risks and to try new things. So shift to a future-focused approach because warning others about upcoming talent problems allows them time to prepare and to mitigate the potential damages. Being forward-looking may also help your career because others will view you as strategic because you continually look and plan ahead. Best practices for becoming forward looking in recruiting Conducting workforce planning helps you prepare for the future by knowing what types and amounts of talent your firm will need in order to meet business needs. Offering effective succession planning will help you fill your leadership openings with better prepared internal candidates. Forecasting possible turnover and then alerting your managers before a key employee become serious about quitting can improve retention. Alerting hiring managers to the fact that a great talent is suddenly on the job market can improve recruiting results. Using predictive metrics allows you to prepare for next year. Firms like Google are now even predicting which employees are likely to quit because they feel underused. However, if your firm must dominate your recruiting marketplace, you have no choice but to follow and to occasionally start trends.

4: 5 Trends Driving the Future of Human Services

Note: Citations are based on reference standards. However, formatting rules can vary widely between applications and fields of interest or study. The specific requirements or preferences of your reviewing publisher, classroom teacher, institution or organization should be applied.

Email 5 Trends for the Future of Learning and Development Five key trends and best practices that companies should consider include the use of mobile technology, adoption of social learning tools, alignment with corporate objectives, use of adaptive learning principles, and the ability to measure effectiveness. August 28, Article Author: As a result, leading companies are abandoning traditional methods of learning in favor of more effective solutionsâ€"often involving technology innovationâ€"that engage talent and improve performance. This report highlights key trends affecting the future of enterprise learning and recommendations for selecting the right provider. Key Findings One-third of companies are increasing their budget for learning and development. Finding and keeping talent is no longer an HR challenge but a strategic business priority. Yet, most companies are unable to build lasting relationships with their employees in an effort to overcome these challenges. Instead of empowering employees with the tools they need to succeed, many companies feel threatened by their workforce and fearful of change. For many companies, an updated learning and development process is long overdue. It may seem surprising considering the state of the global economy over the last few years , but learning has remained, for the most part, stagnant. The good news is that one-third of companies are increasing their budget for learning and development over the next 12 months. Although having the right resources and expertise is critical, companies may want to consider the role technology can play in transforming their learning functions. Trends and Recommendations Although learning is one of the most mature areas of talent management, it is also one of the most innovative. With recent technology advancements and the rapid adoption of social collaboration, learning and development has come a long way. Yet making a decision to improve a learning management program and invest in a learning management solution is often a daunting challenge. Five key trends and best practices that companies should consider include the use of mobile technology, adoption of social learning tools, alignment with corporate objectives, use of adaptive learning principles, and the ability to measure effectiveness. Mobile has transformed the way companies work, interact, and collaborate. With global penetration rates skyrocketing, organizations that are not considering mobile in all areas of HCM will have a difficult time competing for talent. Despite this reality, companies are still slow to embrace mobile learning solutions. Only 10 percent of companies are using mobile Web-based learning solutions. Some 8 percent are using mobile learning apps, 5 percent mobile performance Web-based sites, and 4 percent are using mobile performance apps Most companies recognize that mobile learning solutions can improve adoption, expand global reach, and engage users better, but do not understand how to execute a mobile strategy. Additionally, some organizations find it challenging to determine what options are available and which providers to consider. Regardless of the barriers they are facing, organizations looking to improve their learning functions will need to make mobile part of the equation and determine what requirements they have in order to select a technology partner. Companies are quickly embracing social media tools, as well as investing in social collaboration tools to better engage employees and foster a learning culture. Although social has become mainstream, companies still lack the knowledge and insight around how to use these tools for learning and development. Of the 59 percent of companies using social for their learning strategies, only 24 percent say they are effective. One reason is that companies are limited in the social tools they are using. Companies must educate themselves on the value of social learning and invest in providers that offer solutions that drive business outcomes. Adaptive learning is a methodology that breaks traditional models and allows employees to learn at their own pace. In the workforce, adaptive learning is conducted similarly. Employees can be monitored individually and in real time to determine what learning approach will best suit their needs. It has advantages for younger generations entering the workforce that have expectations around flexibility and interaction. Adaptive learning can be effective at improving efficiency, as well as employee engagement and retention since it allows employees to build confidence and overall expertise.

Companies may want to consider breaking traditional learning methods by introducing aspects of adaptive learning. Aligning with Business Objectives. The learning of the past operated in silos where learning professionals had little interaction or input from other areas of the business. The learning of the future must be closely aligned to overall corporate strategies in order for companies to achieve results. Any program or technology investment should involve input from business leaders to ensure that learning is driving retention, engagement, and performance. For those companies that did align learning and business priorities 48 percent , more than 70 percent were able to improve company revenue. To determine if the learning strategy in place is driving business outcomes, companies must find a way to consistently measure its effectiveness. Currently, most companies are considering team encouragement, employee engagement, and employee satisfaction over more concrete business metrics such as retention, turnover, and revenue per full-time employee. Traditional models of learning do little to bridge the gap between employer and employee or to improve engagement and performance. By aligning learning strategies with corporate objectives and leveraging innovative technology, organizations will be able to significantly improve their learning functions. Select the right provider. In the past, organizations had limited technology choices for learning and development, but today there are new solutions emerging every month. Organizations should consider providers with innovative capabilities such as mobile and social and also understand the importance of measuring the effectiveness of learning activities. Collaborate with the business. Learning professionals must work closely with business leaders to design the learning program and also to gather input on the right technology providers. With executive support, organizations can help shift their approach to learning and create new vehicles for enabling individual success. Put the individual first. Companies must shift the way they view employees and consider focusing on the individual and his or her unique learning needs. For some companies, this strategy may include aspects of adaptive learning; for other companies, it could mean a different communication strategy.

5: Recruiting Trends for and Their Supporting Best Practices, Part 1 of 2 | ERE

Legal protections for employees are likely to expand at the state level in but shrink under federal law. Here's what employment law attorneys say HR professionals can expect in the new year.

They now discharge their patients as quickly as they can. However, these same patients will still require a certain level of care, just as they needed in the past. As such, outpatient care is in high demand. A recent survey conducted by Clinical Advisor stated that over a quarter of all nurse practitioners currently work in offices. Additionally, the majority of nurses worked at many different locations, mainly due to the fact that many hospitals take on temporary staff. How to Become an Outpatient Nurse Practicioner There are various specializations that nurse practitioners can follow in order to become employed in outpatient care. These include adult-gerontology, acute care, critical care and more. This is believed to be due to the fact that they often work on temporary contracts. According to the BLS Occupational Outlook Handbook, there will be a high demand for the four areas services provided by advanced practice nurse practitioners. These are nurse midwives, nurse anesthetists , nurse practitioners and clinical nurse specialists. It is believed that this trend is due to the fact that there are far fewer licensed physicians in such areas. Indeed, there is now a shortage of some 20, physicians and this is predicted to increase further. How to Become a Nurse Practictioner for Underserved Areas One of the best ways to become a nurse practictioner serving in underserved and rural areas is to study towards a public or community health specialization. This is because the members of the faculty staff are aging and will soon be retiring. The American Association of Colleges of Nursing has reported that the average age of a nurse with a Ph. Those who have gone on to become professors are This demonstrates the incredible need for highly educated nurses, who will be able to take over the roles of educators in the very near future. This usually involves a number of years on a research or thesis project, which you will then need to defend. Job Outlook The outlook for nurses who have obtained a Ph. The health needs of the population are changing as we are dealing with people who become increasingly old, but who deal with a range of problems such as obesity and obesity-related illnesses, such as type 2 diabetes. Additionally, people will require more at-home care, as they try to stay out of the health care system and the health care system tries to keep them out as well. Diseases are becoming increasingly complex and there are significant concerns about pandemic outbreaks, all of which will require highly specialized knowledge. How to Become a Specialized Nurse Practictioner When studying towards a nurse practitioner degree , you will have the option of many different specializations. It is important to consider which area of nursing you are most interested in, particularly since all areas will be in demand. Salary The salary you can expect will depend on which area of nursing you are in.

6: 7 Future Job Trends For Nurse Practitioners - www.enganchecubano.com www.enganchecubano.com

7 Future Job Trends For Nurse Practitioners. The Agency for Healthcare Research and Quality, under the U.S. Department of Health and Human Services, had reported that there were some , registered nurses (RNs) in our country in

7: 5 Trends for the Future of Learning and Development | Training Magazine

The policy innovations and experiments effected during the past two decades in response to these labor market developments are the subject of New Trends in Employment Practices. In addition to the United States, the author considers four major industrial nations of the democratic world, France, Germany, Great Britain, and Japan.

8: HR Trends - Human Resources Today

Social networking has the potential to transform the business and practice of law in the coming years. Legal

professionals have a growing number of social media tools at their disposal to accomplish a variety of legal tasks and career objectives.

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