

Joint Manifesto on Microelectronics Skills Recognition

This manifesto is a call to launch an ambitious European initiative in microelectronic sector, needed to promote actions and procedures to harness talent and link it to the occupational profiles and skills for the sector and ensuring Europe's leading role in the ongoing microelectronics revolution.

Talent shortage in the microelectronics sector prompts action. Organisations in the microelectronics sector have reported a shortage of suitable candidates and critical skills in the four critical areas for microelectronics:

1. Big data and artificial intelligence
2. Innovation in energy management
3. Cybersecurity and Security by design
4. Innovation in connectivity

It is not only the lack of technical skills that worries companies, but also the multitude of candidates who lack methodological skills, soft skills and agility. For the METIS Consortium, the lack of these skills already starts with the recruitment of high school and university graduates.

The shortage of talent has led to a strong bias in talent analysis tools and strategies.

Companies are increasingly focused on understanding how to attract, develop, engage and retain talent.

In a sense, organisations today are targeting niche candidates best fit narrow job descriptions. This target is too narrow to be successful in a microelectronic sector. Companies need to think broader and identify people (internal and external) with the right commitment and agility to succeed in a changing environment. People with agility to succeed in a changing corporate world.

Another important part of the current talent management programme is to ensure workforce diversity.

Inclusion and diversity efforts are some of the most successful tools for retaining talented employees. Nevertheless, we still see a rather slow inclination of diversity in technical roles. The business case for diversity has been described in several studies and indicates that diverse teams make better decisions. If talent management wants to create an impact, this should be addressed more quickly and in a more comprehensive manner.

There remains a difference in approach between organisations that focus on organisation-wide Talent Technology and those that only think about Talent Technological only as an Individual Talent with a specific economic value. Overall, while the benefits of Talent Management are discussed and identified as key to organisational success, the proper implementation of this tactic is still lacking.

Talent Management needs to focus on impact. It's no secret that, for CEOs, strategy execution, growth, and competitiveness are all dependent on the performance of their people, the talent within their organization. It is necessary then improved talent analytics, and a shift in the process from pure Talent Management to people management, which means there need to be attention on every employee.

Talent Management must prepare for a different type of "employee" who is not only defined by having an employment contract. Characterized by different values, different way of working, different motives and different expectations engaging and retaining them becomes much more complex but key for business success. Already, studies have highlighted the different approach Millennials tend to have towards work. Looking at the true digital natives (born after 1995) joining companies now and in the next years this will give a strong push to a different Talent Management that is integrated, delivers different employee experiences and is more feedback focused. Organisations need to be ready to shift from a "war for talent" to an "acknowledgement of talent", characterised by putting every employee in the center.

Key element of this new Talent Management that follows the new way of working is the career and development dialogue, which is at the center of their feedback, as the new employee is taking responsibility of their careers. This means they are clear and certain about the applying for the internal jobs they want and they expect a personal experience from the selection process, as well as the job.

Conclusions

These are a few of the strategies that microelectronics companies can implement to guarantee the engagement and retainment of talent within their organisations.

Continuous learning is the basis for talent retention

Learning is essential to stay abreast of technological developments, the business model, customer needs and regulations. Companies need to plan significant investments in learning. This helps to attract and retain talent. Employees are in effect more motivated by the opportunity to learn and improve their skills and knowledge. Employees must have basic learning at their fingertips. New approaches to learning, such as social learning, augmented learning and video-based approaches, will become increasingly important. These new approaches are much more agile than traditional classroom-based and e-learning approaches. Regular training courses, development initiatives for talent and employees in general and various certifications are all elements that attract people into an organisation and motivate them to increase their productivity.

Talent mobility

Companies must allow people to develop and grow. Gaining new experience and preparing for the next role is crucial. We see that a lack of career and development opportunities is the main cause of people leaving an organisation. The traditional career paths, based on job classifications, roles or competency models, are too rigid and retrograde to train people with the right experiences.

Commitment

Companies need to start developing and implementing the right strategies to increase employee engagement levels, to have recognition systems that address all employees - to reach and appreciate all employees. The solutions lie in a more individual comprehension of each employee's aspirations and expectations, recognising what they need to develop and grow and rewarding them accordingly.

Flexibility leads to better results

Today, more than ever, it is necessary for organisations to allow flexibility instead of rigid policies. As irritating as it may seem at first, harnessing this feature in the right way can help organisations thrive like never before. It is a good time to start a new talent management programme. Millennial talent is plentiful and companies are competing to grab the best ones. If companies increase their employee engagement efforts and implement strategies that improve the relationship with employees, they will have a better chance of intercepting and retaining them.

Transparency to create trust

In the coming years, companies should aim for increased transparency. An environment of trust can grow a culture that allows companies to have an open dialogue about employee performance, potential and development.

Strategic talent management

Goal setting, competency assessments, traditional career and development paths, lengthy e-learning sessions, performance appraisals and leadership programmes are examples of 'talent management' that will have to disappear or be radically transformed. Regular check-ins, coaching, social learning and personalised engagement management will be preferred. In the near future, artificial intelligence systems should be used to manage talent, with the aim of creating a more scientific and transparent talent management.

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