



Global Employment Connections

“Your Link to Global Workplace Information”

Changing Demographics Opens New Doors

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dium-sized businesses. The issues are interconnected and offer expanded opportunities to our family members and Members of Household. Whether you are returning to the U.S. or moving on to your next overseas post, being aware of these changes will give you the advantage in your employment search.

The private sector constantly tells FLO that Foreign Service family members fare better overseas than their corporate counterparts. In a recent Global Relocation Trends Survey, only 21% of corporate family members were working overseas compared to 38% of EFMs/MOHs overseas. Many of you participated in the FLO Employment Survey in February. An overwhelming majority (81%) of em-

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Don't miss the Career Transition Center's Job Fair on August 22nd from 1 to 4 p.m. in FSI's Field House, Bldg. D. CTC Job Fairs highlight private sector and non-profit employers. Approximately 30 potential employers will be there to answer questions and take job applications. Family members may pre-register with FLO by August 16th by sending an email to FLO@state.gov.

Welcome to Global Employment Connections, the newsletter with a practical focus on job-hunting in the global workplace.

The world is seeing extraordinary shifts in the diversity of the global labor pool while international portable opportunities are growing amongst small to me-

Boomers Retiring; Fewer Skilled Workers

By Susan Schuster Campbell

At the recent **Society for Human Resource Management (SHRM)** Annual Conference, I had the pleasure to hear Tamara Erickson, co-author of an impressive 20-year study of the U.S. workforce. Harvard Business Review called the results “the most important story covered in the Review this year.”

Ms. Erickson cautioned, “Within the decade, as the massive boomer generation begins to retire throughout the world and

fewer skilled workers are available to replace them, companies in industrialized markets will face a labor shortage and brain drain of dramatic proportions.” Conference participants from the UK, Italy and Germany confirmed they were already experiencing these changes in their countries.

Research undertaken by the Employment Policy Foundation, McKinsey & Co., and Fortune Magazine predicts that over

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Businesses Get Boost from Multinationals

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Small to medium-sized American businesses networked at the SHRM conference's Global Lounge hoping to find answers to tax and immigration law challenges that would allow their companies to bring sorely needed engineers from Russia, Brazil, Malaysia and Mexico to their offices in Iowa, Michigan, Florida and Detroit. Other firms looked for overseas sources of locally resident consultants to assess the viability of their international growth plans.

Business in America has truly gone global. In order to meet their labor needs at home and to reach new markets for products and services, American businesses are looking outward like never before.

Corporate management is experiencing mounting budgetary pressure to "keep within current head count." As a result, large firms are contracting

out to small and medium-sized businesses to provide functions they cannot manage under current constraints.

Larry Hutchings, Manager of Global Expatriate Services for Exxon Mobile Corporation, told FLO that "In this new world order, multinationals will not be the answer to family member employment amongst the diplomatic or corporate community. Small to medium-sized businesses are running fast, growing rapidly and offering creative, flexible work relationships that the older more established institutions can not even touch."

You will see this flexibility, giving "portable" careers a new continuity, reflected in our latest Clements and Wolf Group employment programs (see the July 2006 issue of *FS Direct* at <http://www.state.gov/documents/organization/69605.pdf>).

FLO Connects with TradeRoots Program

FLO continues to promote our talented EFM/MOH workforce at every occasion. For example, a recent GEI presentation to Ann Nicocelli, Global Policy Director of the U.S. Chambers of Commerce and its 91 overseas affiliates, resulted in an introduction to their TradeRoots program staff.

TradeRoots is the only sustained, national trade education program dedicated to raising grassroots support and public awareness about the importance of international trade to local communities. Through strong partnerships with associations, local chambers of commerce, economic

development groups, and the business community, TradeRoots takes the Chamber's message of promoting free enterprise and individual opportunity to local communities across the country, reaching hundreds of the very same small to medium sized businesses that offer opportunities well-suited to many of you.

TradeRoots staff is reviewing FLO materials and we will meet again soon to discuss next steps in a partnership. Needless to say, we are keen to have you mentioned at each and every venue across the U.S.



Going Global Country Career Guides



Going Global is the leading provider of country specific career and employment information. The Family Liaison Office offers the Foreign Service

EFM/MOH free access to valuable resources that will assist you with your international job search.

The **Going Global Country Career Guides** contain more than 10,000 resources for finding employment at home and abroad. Each of the 23 country guides featured contain insider tips and professional advice on such topics as employment trends, salary ranges, job search sources, networking groups, resume/CV writing guidelines and work permit/visa regulations.

The **Global Key Employer Directory** features more than 25,000 listings of the largest companies in the world, including 5,000 U.S. listings. The Directory specifically targets companies where professional opportunities are more likely to be available. Industry sectors include consumer goods, consulting services, finance, information technology and more.

To begin using **Going Global's Country Career Guides** and **Global Key Employer Directory**, visit the FLO Intranet Website with the CLO, LEA or your sponsor to set up a password and future access from any computer via the Internet:

<http://hrweb.hr.state.gov/prd/hrweb/flo/employment/goingglobal.html>

Going Global Hot Topics

International Assignments: Cultural Differences Matter. International assignments are doomed to failure if the assignee doesn't know how to operate within the context of the host country's culture. In Russia, for example, expatriates who don't understand the importance of nicknames, inside jokes and corporate traditions probably won't last long. Expatriate managers who take a hands-off approach are unlikely to have much credibility among local staff. For more, click here:

http://www.goingglobal.com/hot_topics/russia_jerome_business.asp.

International Assignments: Not Just For Senior Managers Anymore

Geoffrey Latta, an expert on international assignments, predicts they will soon be available at earlier stages in employees' careers. He also believes short-term assignments, unaccompanied assignments and the use of small cadres of employees who move frequently from location to location, will increase. For more, click here:

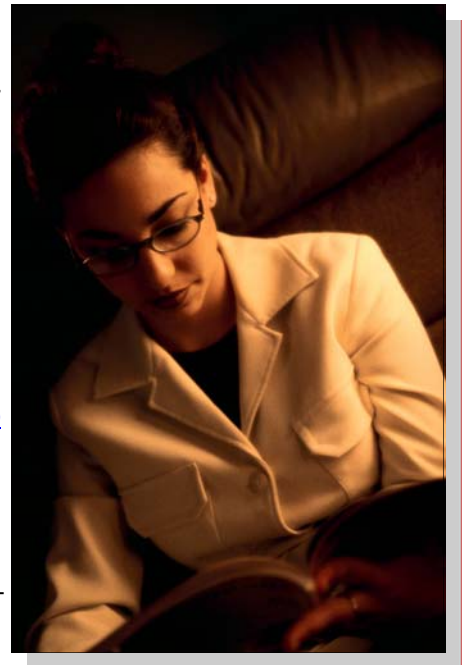
http://www.goingglobal.com/newsletter_articles/june06_global.asp.

Dependents: Australia Opens Doors to Same-Sex Partners

Looking for a country that will be friendly to your same-sex partner? Consider Australia, where officials recently announced foreign nationals with temporary work permits can include same-sex partners as accompanying dependents in their visa applications. For more, click

here:

http://www.goingglobal.com/newsletter_articles/june06_australia.asp.



Jobs: Cast A Wide Net For International Jobs

If you want to work in a specific country, don't limit your job search to just local firms or multinationals in your home country.

Instead, do some research and find out which companies around the world are trying to expand their operations in your target country. France-based Carrefour, for example, anticipates hiring more than 40,000 employees over the next three years to work in China, including 3,000 senior managers. For more, click here:

http://www.goingglobal.com/newsletter_articles/june06_china.asp.



...Fortune Magazine predicts that over the next ten years, only 30% of the twenty-year-olds will obtain a college degree but over 90% of new jobs created in the U.S. will require a college education.

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the next ten years 90% of new jobs created in the U.S. will require a college education. The number of students that have declared their major in computer science has declined for the past four years and is now 39% lower than in Fall of 2000. Other serious shortages include all fields of engineering and the sciences generally.

Family members who are considering an advanced degree or professional studies should take these skill shortages into account. If you are planning an eventual transition to the U.S., be aware of opportunities these shortages will offer in the future job market. Gaps need to be filled as many of the most educated, skilled immigrants—including people who have been working in the U.S. for years—are already returning to their home countries at the rate of 1,000 a day. More than half of all Ph.D.s working in the U.S. are immigrants, as are 45% of physicists, computer scientists and mathematicians.

At the same time, retaining expatriate talent remains a considerable challenge for multinational corporations and their attrition rates have doubled in the past few years. Incidents of hiring Third Country Nationals, temporary staff and consultants are clearly on the rise. Individuals who work well cross-culturally, embrace diversity, and are globally available, are most in demand.

"There is no doubt that a large and growing number of companies are committed to expanding their expatriate workforces as a critical element of their global reach and success," said Rick Schwartz, president of GMAC Global Relocation Services. "As expatriate workforces continue to expand, it will become even more important for companies to bring into sharp focus exactly how their expatriate programs are producing a quantifiable return on investment."

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ployed family members and Members of Household were generally satisfied with their current job. The corporate sector can not even imagine reaching those levels of satisfaction.

It helps to stand back and appreciate all the wonderful programs at our finger tips. Take a look at the [FLO website](#) and refresh your knowledge of the resources available to you in your employment search. It may be difficult to remember when you are in the trenches of the job hunt, but rest assured that you are an integral part of a resourceful, adaptable, creative, well-educated, successful and happy community.

For more information, contact the Family Liaison Office at FLOaskemployment@state.gov.