AN ANALYSIS OF THE WORKFORCE GAP IN SILICON VALLEY

JOINT VENTURE’S

workforce study
Joint Venture: Silicon Valley Network Board of Directors

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Silicon Valley is home to more than 7,000 technology-based companies which employ nearly 40% of the Valley’s workforce and indirectly support many more jobs in peripheral industries and businesses.
Introduction

When asked what factors influence their business location decisions, high-tech executives most often cite access to a diverse and skilled talent pool. As *Forbes* magazine recently reported, while old economy industry clusters formed around suppliers, factories and transportation, new economy clusters are made out of brainpower.\(^{(1)}\)

To assess how well Silicon Valley is meeting the demand for a diverse and skilled talent pool, Joint Venture: Silicon Valley Network joined with management consulting firm A.T. Kearney to produce this Workforce Study. The study analyzes the supply of skilled high-tech workers within Silicon Valley and the demand created by area high-tech employers. The findings are distressing: the region’s domestic workforce is not meeting the demand for high-tech workers. Looking farther down the ‘pipeline’, the report finds that area high school students have relatively low understanding of high-tech careers and even lower interest in pursuing high-tech-related majors in college.

This study is the latest in a series of reports and documents dealing with issues affecting the Valley’s common goals of promoting an innovative economy, sustaining a livable environment, and creating an inclusive society through regional cooperation. Joint Venture: Silicon Valley Network views this report as part of its long-term effort to focus on and to help improve the economic, social and environmental conditions in the region.

Clearly, if the Valley seeks to remain the world’s high-tech leader, aggressive actions will need to be taken to provide more people in our region with the skills needed to participate in the new high-tech economy. Joint Venture intends to play an active role in this process.

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\(^{(1)}\) TIM FERGESON, “SUN, FUN AND PH.D.’S TOO”, *FORBES*, MAY 31, 1999
The workforce shortage is an increasingly critical impediment to the growth of high-tech companies in Silicon Valley and threatens the economic vitality of the region. This Workforce Study found that the current workforce gap is 31 to 37 percent of the high-tech industry demand in Silicon Valley. Employers identified three key drivers of this shortage:

• Limited supply of qualified candidates,
• High housing costs in the Valley which affect attraction and retention of talent, and
• High wages which hinder small and mid-size companies’ ability to hire.

The study determined that the incremental cost of the workforce gap to the high-tech industry in the Valley is approximately $3–4 billion annually. The study results also demonstrate that Silicon Valley students, the future pipeline of skilled labor, lack a familiarity and interest in high-tech careers and are therefore not building the skills required for these job opportunities.

Although many Silicon Valley stakeholders—companies, schools and colleges, non-profit organizations, and industry associations—have individually taken steps to address this issue, most efforts have not affected lasting improvements. Typically the efforts have been fragmented, short-term focused and not sustainable. The numbers of initiatives are insufficient to generate the needed momentum.

It is critical to rally Silicon Valley resources around actions that ensure the development and full utilization of its regional “homegrown” talent. A collaborative approach of all Silicon Valley stakeholders will be required to provide a sustainable long-term impact on the workforce shortage and ensure the economic growth of the Valley.

“The results of Joint Venture: Silicon Valley’s workforce study represent a reality that Silicon Valley employers cannot afford to ignore. To tap into and mine the potential workforce our young people represent, we must reach them at the state of development where formative educational and career decisions are being made. Silicon Valley represents a world of opportunity where employers and educators must share the responsibility of helping to prepare the future workforce for those exciting careers.”

REBECCA GUERRA, VICE PRESIDENT HUMAN RESOURCES, EBAY
Joint Venture: Silicon Valley Network’s Council of Co-chairs asked the organization to define and quantify the cost of the workforce gap. Joint Venture engaged A.T. Kearney to spearhead a study to address these questions and to present a compelling business case detailing the economic reasons why action was required to address the gap. The results of the Workforce Study were presented to the Council of Co-chairs and are summarized in this report.

The project team utilized a hypothesis-driven approach to the analytical requirements that supported the objective of the study: “Rally Silicon Valley around actions that will ensure the full utilization of its homegrown talent”. The first step of the project involved primary and secondary research to assess the size and characteristics of the workforce gap. This involved a substantial number of interviews with human resource executives, recruiters, job placement agency executives and academic workforce thought leaders. In addition, more than 60 Silicon Valley technology oriented companies, representing 35,700 employees (7.5% of the target workforce) were surveyed for this study. Leaders of community colleges, other educational providers, and other community organizations were interviewed to assess how current programs and resources are addressing the workforce gap. In order to understand one of the primary factors of the future skilled labor supply, 1,160 Silicon Valley 8th and 11th grade students were surveyed to gauge their awareness of, and interest in, high-tech careers. Secondary research consisted of collecting and analyzing workforce related data from federal, state, and regional government agencies, educational institutions, non-profit organizations, and industry associations.

The second step of the project involved the development of a business case analysis to quantify the impact of the workforce gap on business, the community, and individuals.
Joint Venture’s Workforce Study confirmed that there is a growing gap between demand and supply of local labor for some skilled positions in Silicon Valley. The workforce gap is defined as the difference between the local/regional labor supply and the total demand of high-technology industry cluster jobs. Three segments determine the gap:

- Commuters: workers who must commute long distances into the Valley,
- Outside recruits: People actively recruited from outside of Silicon Valley and
- Unfilled positions: positions left vacant until a suitable candidate arrives.

The current workforce gap is between 31 to 37 percent of the region’s high-tech industry cluster demand. The gap has been increasing since 1995 and is projected to grow to approximately 200,000 positions by the year 2010.

Only 63 to 69 percent of Silicon Valley’s high-tech industry cluster jobs are filled by local residents or people who chose to move to the area. The remaining positions are filled by outside recruits, commuters, or are left vacant. The top reasons cited by survey respondents as drivers for the workforce gap were:

- Limited supply of qualified candidates (77%),
- High housing costs, which affect attraction and retention of skilled talent (68%) and
- High wages which hinder the hiring ability of small and mid-size companies (35%).

The study also finds that employers’ human resource practices exacerbate the gap. Companies often “poach” each other’s trained workforce and take a short-term view to recruitment. Most companies underestimate the total cost of employment and therefore under-invest to gain the benefits of training, retention and workforce development.

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**TOTAL DEMAND FOR HIGH-TECH INDUSTRY CLUSTERS (1)**

- Local Labor and Voluntary Movers: 63%-69%
- Unfilled Positions: 5%-7%
- Outside Recruits: 10%-12%
- Commuters: 16%-18%

**PROJECTED GAP (2) FOR HIGH-TECH INDUSTRY CLUSTERS IN THOUSANDS**

- Unfilled Positions
- Outside Recruits
- Commuters

- 1997: 210
- 2010: 180
- 2010: 150
- 2010: 120
- 2010: 90
- 2010: 60
- 2010: 30
- 2010: 0

**NOTE:**
1. Industry clusters include semiconductor, computer/communications, software, biotechnology, aerospace and defense, innovation, manufacturing services and professional services.
2. Projected based on annual growth rate of 2.2% (per Association of Bay Area Governments), assuming gap remains at one third of the high-tech industry demand.

**SOURCE:**
A.T. Kearney Workforce Initiative Survey; Santa Clara Valley Transportation Authority; Association of Bay Area Governments, Employment Development Department.
The study identified that within the workforce gap there are six skill clusters that are in particularly high demand in Silicon Valley. These skill clusters are defined by a unique set of specific skills applicable to multiple industries and job positions as shown in the chart.

The study found that electronics engineers and software programmers are the most difficult to recruit in Silicon Valley. These skill clusters have the highest number of open positions among survey respondents by a wide margin and typically take longer than average to fill. As a result of the short supply, these skills are specifically recruited from outside the Valley. Based on research interviews, late generation software programming skills such as C, C++, Java, Visual Basic, etc., and component design engineering skills were in the highest demand.

<table>
<thead>
<tr>
<th>SKILL CLUSTER</th>
<th>DESCRIPTION</th>
<th>HIGH DEMAND TECHNICAL SKILL</th>
<th>TYPICAL JOB TITLES</th>
<th>AVG. TIME TO FILL POSITION</th>
<th>TYPICAL INDUSTRIES(1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PC/LAN Administration</td>
<td>Skills necessary for supporting business computer infrastructure</td>
<td>UNIX, Novell, Microsoft, Windows NT, TCP/IP</td>
<td>LAN/system administrator, PC repair, help desk</td>
<td>4-5 months</td>
<td>All industries</td>
</tr>
<tr>
<td>Enterprise Information Technology Support</td>
<td>Skills necessary for supporting complex information systems and applications</td>
<td>SAP, Windows NT, UNIX, Oracle, PeopleSoft, Relational database design</td>
<td>Database administrator systems/information analyst</td>
<td>5-6 months</td>
<td>All industries</td>
</tr>
<tr>
<td>Late Generation Software Programming</td>
<td>Skills necessary for specification and development of software applications</td>
<td>C, C++, Visual Basic, HTML, Java, Windows NT, UNIX</td>
<td>Programmer, software engineer, computer scientist</td>
<td>3-4 months</td>
<td>Software, semiconductor, aerospace and defense, professional services</td>
</tr>
<tr>
<td>Design Engineering</td>
<td>Skills necessary for specification and development of electrical or telecommunication systems</td>
<td>Semiconductor design, communication systems, circuit theory</td>
<td>Electrical engineer, network engineer, computer engineer</td>
<td>3-4 months</td>
<td>Semiconductor, computers/communication, aerospace and defense</td>
</tr>
<tr>
<td>Manufacturing Technician</td>
<td>Skills necessary for fabrication, assembly, testing of product and equipment repair</td>
<td>Electromechanics, vacuum theory, laser technology, chemistry</td>
<td>Technician: e.g. test, equipment, process, field service</td>
<td>2-3 months</td>
<td>Semiconductor, aerospace and defense, bioscience, computer/communications, innovation, manufacturing services</td>
</tr>
<tr>
<td>Technical Marketing</td>
<td>Skills necessary for marketing of high-tech products and services</td>
<td>Technical skills in engineering, management skills, knowledge of electronic commerce</td>
<td>Product marketing manager, sales &amp; marketing engineer, business development manager, marketing communication specialist</td>
<td>3-4 months</td>
<td>Semiconductor, computers/communications, software, aerospace and defense</td>
</tr>
</tbody>
</table>

NOTE: (1) INDUSTRY CLUSTERS INCLUDE SEMICONDUCTOR, COMPUTER/COMMUNICATIONS, SOFTWARE, BIOSCIENCE, AEROSPACE AND DEFENSE, INNOVATION/MANUFACTURING SERVICES AND PROFESSIONAL SERVICES.
The average time to fill open positions in Silicon Valley is 3.7 months. The study found that the time to fill open positions ranged from one month for production/assembly technician to over six months for an enterprise hardware administrator. A number of “hot” skill clusters take over four months to fill on average including mechanical/industrial engineers (5.2 months), enterprise software administrators (5.1 months), system integrators (4.8 months), and technical sales/customer service (4.5 months). The study found a strong correlation between the time to fill an open position and the number of open positions by skill cluster.

These findings correlate with the unemployment rate in Silicon Valley which continues to be below the national average.
Employment Costs

The study determined that on average, the workforce gap represents an incremental cost of $6,000 to $8,000 per Silicon Valley high-tech employee. The workforce gap is costing the seven major Silicon Valley industry clusters $3–4 billion a year in incremental hiring and opportunity costs.

Components of these incremental costs are:
- Turnover costs,
- Salary premiums,
- Internal hiring costs, such as HR staff, hiring managers time to interview, referral fees,
- External hiring costs, such as search firms, contractors, temps, external communications,
- On-boarding and ramp-up costs, such as orientation, set-up, training, certification/licensing, relocation and
- Productivity loss/opportunity cost such as delayed product launch, lost sales, lost innovation, lost intellectual capital, low productivity during ramp-up.

The tight job market increases the time-to-hire and employee turnover rate resulting in substantial hiring cost increases. On average it costs a Silicon Valley employer 2.6 times the annual salary to fill a position, whereas the national average is 1.5 times. Silicon Valley has a turnover rate that is twice the national average, further driving up hiring cost. The study also found that Silicon Valley employers are paying a salary premium of approximately 10% over the national average, after normalizing for cost of living.

“On average, the workforce gap represents an incremental cost of $6,000 to $8,000 per Silicon Valley high-tech employee.”

“'I've followed the workforce gap project closely and with real interest. As a high-tech start-up in Silicon Valley, my company feels the impact of the disparity between job creation and qualified job applicants directly. Our success over time will be largely dependent on our ability to attract skilled people; and certainly the pool of talent and the environment of 'can-do' is one reason we decided to set up business here. We support Joint Venture: Silicon Valley's efforts to help address the workforce gap as it clearly is in everyone's best interests to keep the Valley competitive.'”

Arif Janjua, Vice President and General Manager, Saraide.com
Companies often underestimate the opportunity costs and productivity loss associated with the workforce gap. In order to understand the full cost of the workforce gap to business, a total employment lifecycle cost approach was used.

The employment lifecycle follows: position opens → identify candidate → screen candidate → bring on-board → ramp-up productivity → full productivity.

This holistic approach to employment cost calculations assists in determining the true magnitude of the economic impact of the workforce gap to Silicon Valley high-tech firms. The study results indicated that direct hiring, on-boarding and ramp-up costs, which are the focus of most hiring managers, only accounts for 8% of the total incremental direct and opportunity costs for Silicon Valley. In fact the true economic cost drivers of the workforce gap are productivity loss/opportunity costs and turnover costs.

SILICON VALLEY TOTAL EMPLOYMENT COST CALCULATIONS

Productivity loss when an open position, due to growth or turnover, is left unfilled:
- Delayed product launch
- Lost sales
- Lost intellectual capital

Lost innovation
Lost customer relationship
Low productivity during ramp-up

Pipeline of a qualified labor supply
- Internal and external hiring costs
- On-boarding and ramp-up costs
- Training costs

When an employee leaves one company for another:
- No opportunity costs/productivity loss for Silicon Valley as a whole
- Cost related to replacing employee due to turnover is incurred

“The amazing productivity of the Silicon Valley workforce perhaps masks the real challenge we face in continuing our robust economic performance. Companies, schools and colleges, and the civic leadership of the region must all work together to maintain and nurture the ‘pipeline’ of motivated and trained workers in our own backyard. Through a comprehensive educational outreach program, Intel Corporation has committed resources to improving science, math, engineering and technology education through programs that promote the effective use of technology in the classroom. Programs that involve the schools, private industry and concerned leaders work best and we will continue to support and participate in these efforts.”

JAMIE VAN DE VEN, GENERAL MANAGER, INTEL
The Total Impact of the Workforce Gap

In addition to the costs to employers, workforce shortages in Silicon Valley also drive significant costs to individuals and the community. The tightening of the local labor market increases the need to look outside of the region for employees. Currently, approximately 17 percent of all high-tech industry cluster employees commute in daily from the surrounding Bay Area counties, which strains the local infrastructure. The true economic cost of the workforce gap is greatly underestimated if costs to individual quality of life and community traffic congestion and pollution are not considered. The result is that the workforce gap threatens the continued growth of the high-tech industry and the economic vitality of Silicon Valley.

As an organization whose mission is to prepare young people to be informed and contributing citizens of Silicon Valley, we are particularly interested in anything that affects the quality and preparation of this region’s workforce. Joint Venture: Silicon Valley’s Workforce Gap report is a call to action for us and for everyone concerned with keeping our community economically strong into the future.”

Deborah Barber, Aspect Telecommunications and Chairman of the Board, Junior Achievement of Santa Clara County
In order to build a supply of qualified job candidates with the latest skills, there must be more coordination and communication between educators, community groups, and businesses in Silicon Valley.

As part of the overall study design, the current resources devoted to addressing workforce shortage issues were analyzed. It was found that local community colleges and four year universities are significant sources of workforce training and that selected non-profit organizations have programs in place to address education and workforce skill gap issues. In addition, there are several industry associations which have programs that range from specific skills training to awareness building. Although schools, employers and community organizations are taking steps to close the workforce gap, their efforts so far have been fragmented and unsustainable.

Community colleges and training programs have worked with businesses to accommodate employer needs; however, these relationships are often one-on-one and on a short-term basis. Without adequate resources, it is difficult for them to provide state-of-the-art equipment or to continuously revise curriculum to meet business needs. They are aware of the potential benefit of sharing resources, but there has been little cross-district coordination to date.

Individual companies have led initiatives with educational institutions, but such partnerships are highly dependent on the company’s performance. Hands-on experience such as internships and co-op programs have been highly effective training methods for Silicon Valley companies; however, there have not been enough of them to have an impact on the workforce gap.

Business associations and non-profit organizations have taken steps to form education and business partnerships, but such efforts tend to be narrow in focus and in scope. Individually, it is difficult for these organizations to play a major role in bringing together the education and business communities.

The Workforce Study indicates a clear need for a comprehensive and regional approach to addressing the employment needs of Silicon Valley. A collaborative effort by education, business and civic leaders to address the workforce gap can result in a more sustainable economy for the region and greater opportunities for Silicon Valley’s residents.

**EXAMPLES OF CURRENT EFFORTS**

- **ORACLE’S PROMISE**—donated $100M to provide network computer access to every child in America
- **CISCO NETWORKING ACADEMY PROGRAM**—spent $20M to instruct students on how to build and manage computer/server networks
- **HEWLETT-PACKARD SILICON VALLEY GRANTS COMMITTEE**—awards about $800,000 annually to non-profit and educational institutions
- **SEMI SCHOOL-TO-CAREER PROGRAM**—partners with education to foster better awareness of the semiconductor industry
- **JUNIOR ACHIEVEMENT**—partners with industry to teach kids how business works
- **METROPOLITAN EDUCATION DISTRICT FOUNDATION**—serves academic and vocational needs of the community by raising funds and overseeing programs
- **SILICON VALLEY MANUFACTURING GROUP**—established Workforce Silicon Valley for high school and community college students to gain experience in workplace
- **NORTH VALLEY JOB TRAINING CONSORTIUM**—develops an efficient and effective employment training system
- **TECHNOLOGY NETWORK**—facilitates industry collaboration of Silicon Valley technology companies for education reform and legal reform through political lobbying
A significant portion of the study was devoted to learning about how Silicon Valley students perceive high-technology as a career path—if at all. The development of “home grown” students as new members of Silicon Valley’s workforce is of enormous importance and as the remainder of the report reveals, many of our students have only limited awareness of high-tech as a career opportunity or of the requirements such a career will demand of them academically.

To ensure full utilization of Silicon Valley’s “homegrown” talent, area secondary students must be prepared to enter high-tech fields. A survey of 1,160 eighth-graders and high school juniors, however, indicates that local students are not well-informed about Silicon Valley careers and consequently, are not building the skills required for these opportunities. The student survey revealed that to increase the supply of qualified workforce participants, Silicon Valley schools need to foster student interest in “hard subjects” such as math, sciences, computers, and engineering.

When asked how well they understood a broad array of careers, students indicated a low awareness of high-tech careers; however, most students are aware of programmer and engineering jobs (69 percent rated these as ‘3’, have some familiarity, or ‘4’, understand well).
Students were also asked to name subjects needed to prepare them for jobs in high-tech companies. Although 75 percent of eighth-graders and high school juniors listed computer related courses as being important, a low percentage of students from both grade levels perceived math and science as relevant to high-tech careers.

Thirteen percent of eighth-graders and 12 percent of high school juniors included computer science/engineering at the top of their list of “coolest” jobs in Silicon Valley. However, 51% of the students answered “don’t know”.

Greater than 90 percent of the students indicated that they plan to pursue higher education after high school. While the majority of students are undecided on their college majors, computer science is one of the more popular future majors.

**NOTE:** (1) SCORES EXCEED 100% SINCE STUDENTS COULD INDICATE MULTIPLE SUBJECTS.
Furthermore, students indicated a strong preference for liberal arts courses over math and science when asked which subjects they liked the most. When asked the corresponding question, about which classes they liked least, math topped the list. Reasons cited for not liking subjects: “no interest” and “class hard” were cited most often.

According to the student survey, family, media and advertising play a significant role in informing students about careers. The influence of career counselors is only secondary. Of the 28 percent of students who use career counseling services, only a third have become more aware of Silicon Valley careers.
Female high-tech career awareness is consistently lower than that of males; however the most dramatic discrepancy is between Hispanic students and white and Asian-American students.

**AWARENESS OF HIGH-TECH CAREERS VARIES ALONG ETHNIC LINES (1) ON A SCALE OF '1' (HAVE SOME FAMILIARITY) TO '4' (UNDERSTAND WELL) — CONSOLIDATED 8TH AND 11TH GRADE STUDENT SCORES (2)**

<table>
<thead>
<tr>
<th>Career</th>
<th>Hispanic</th>
<th>African American</th>
<th>White</th>
<th>Asian-American</th>
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<tbody>
<tr>
<td>Technician</td>
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<td>Factory Assembler</td>
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<td>Engineer</td>
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<td>IT/Network Manager</td>
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<td>Computer Programmer</td>
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<td>Quality Assurance Manager</td>
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<tr>
<td>Web Master/Designer</td>
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<tr>
<td>Technical Writer</td>
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<td></td>
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<tr>
<td>Average (3)</td>
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</table>

0% 12% 24% 36% 48% 60% 72%

**NOTES:**
(2) FAMILIARITY SCORE IS THE TOTAL OF RESPONSES '3' (HAVE SOME FAMILIARITY) AND '4' (UNDERSTAND WELL) TO THE FINDINGS ABOVE.
(3) AVERAGE IS AN EQUALLY WEIGHTED SCORE OF THE EIGHT CAREER CATEGORIES SHOWN.

“The development of academic skills sufficient to meet the demands of our Valley’s primary employers in high-technology is of critical importance. To sustain our competitive advantage our workforce must have the best education and job training local schools and community colleges can offer. Our company participates with and supports the many organizations that are partnering with our schools to make this happen.”

**PATRICK V. BOUDREAU, SENIOR VICE PRESIDENT, HUMAN RESOURCES, CIRRUS LOGIC**
Implications for Silicon Valley

The driving force of the Silicon Valley economy is technology, specifically, specialized clusters of technology firms and talent. Nearly 40% of Silicon Valley’s workforce is employed in technology-related industries, and many more jobs are tied to the health of these industries. These clusters are dynamic; constantly innovating and changing as evidenced by the recent explosion of Internet companies in the Valley\(^1\). While the Valley’s economy has considerable strengths, the question for the future is whether this dynamic economy is sustainable.

Since 1995, employment has been growing much faster than the local labor force, causing a tightening in the regional labor market and creating a workforce gap between skilled labor resources required and the regions ability to meet that demand.

The workforce shortage is becoming an increasingly critical impediment to the growth of high-tech companies in Silicon Valley and threatens the economic vitality of the region. Employers indicated three key drivers of the workforce shortage:

• Limited supply of qualified candidates,
• High housing costs in Silicon Valley which affects attraction and retention of talent, and
• High wages which hinder small to mid-size companies’ ability to hire.

The incremental cost of the workforce gap to the high-tech industry in the Valley is $3–4 billion annually and significantly higher when we consider the impact on community and quality of life. In addition, student familiarity with high-tech careers does not necessarily lead to their pursuit of high-tech related majors in college, which has the potential to jeopardize the pipeline of future skilled workers. While there are many current individual efforts underway by local educational institutions, community groups, industry associations, and employers, none of these have affected a lasting improvement on the workforce gap.

It is necessary for employers to begin to appreciate the total employment lifecycle cost perspective in recognizing the need for cultural change. This will help educate the Valley leadership towards allocating the appropriate level of resources to address the workforce shortage. There is also a need to “grow the pie” of Silicon Valley labor, by increasing labor inflows, retaining or re-deploying existing workforce labor, and decreasing labor outflows.

The solution that will provide a sustainable long-term impact on the workforce shortage is the collaboration among Silicon Valley stakeholders on a region-wide basis. Opportunities for the Workforce Partnership Initiative of Joint Venture: Silicon Valley Network are to define key success factors to decrease the workforce gap by:

• Encouraging participation among all stakeholders to address the workforce gap issue,
• Facilitating linkage of curriculum development between business and education for training programs in high demand skill clusters,
• Taking steps to raise the student awareness of and excitement in high-tech careers; and increased interest in building the necessary fundamentals to participate in these job opportunities, and
• Expanding the focus and scope of current internship, externship, job mentoring and cooperative education programs.

NOTE: (1) CONTACT JOINT VENTURE: SILICON VALLEY NETWORK FOR A COPY OF ITS INTERNET CLUSTER ANALYSIS, CONDUCTED BY A.T. KEARNEY, 1999
Joint Venture is a non-profit organization with a vision of building a sustainable community collaborating to compete globally. We bring people together from business, government, education, and the community to identify and to act on regional issues affecting economic vitality and quality of life in Silicon Valley. We serve as a catalyst, a neutral forum where the private and public sectors come together to drive toward results.

A.T. Kearney is one of the world’s largest and fastest growing management consulting and executive search firms. With a global presence spanning every major and emerging market, A.T. Kearney provides strategic, operational and information technology consulting and executive search services to the world’s leading companies. The firm’s Global High Technology Electronics Practice, located in the heart of Silicon Valley, specializes in serving those companies that are creating the technologies that enable the Internet Age, and assists companies across all industries in the development and implementation of e-services and e-commerce strategies. The Practice addresses a variety of management issues ranging from business strategy development to acquisition analysis, and assists high-tech companies ranging from Fortune 100 to venture capital-backed start-ups build and grow their businesses and management teams. Its consultants provide expertise that is backed by years of industry and professional services experience in the semiconductor, software, computer equipment, networking and consumer electronics industries.

The Global High Technology Practice has also developed strong links to Silicon Valley’s high technology business and civic communities by sponsoring pro bono engagements and partnerships with a selective set of organizations, focusing on key issues important to its clients. Through its sponsorship of pro bono engagements for organizations such as Joint Venture: Silicon Valley Network, the San Francisco Partnership and the Bay Area Council, A.T. Kearney applies its consulting skills to address economic growth and quality of life concerns that all Silicon Valley companies share. The Practice also partners with and supports many important Silicon Valley organizations—such as Junior Achievement of Santa Clara County—through board positions and donations.