
The Global Talent Challenge



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The Global Talent Search and Challenge

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Australia's Level of Dependence on Migrant Professionals (2001 and 2006) Compared to Canada (2001)

Occupation	2006 Overseas-Born	2001 Overseas-Born (cf Canada)
Engineering (287,723)	52%	48% (50%)
Computing (109,292)	57%	48% (51%)
Medicine (208,140)	45%	46% (35%)
Science	40%	37% (36%)
Commerce/ business	40%	36% (27%)
Architecture	44%	36% (49%)
Accountancy	44%	36% (35%)
Arts/ humanities	25%	31% (24%)
Nursing (91,337)	25%	24% (23%)
Teaching	25%	20% (15%)



Source: 2001 and 2006 Census data analysis, Australia and Canada; L Hawthorne (2008), *Migration and Education: Quality Assurance and Mutual Recognition of Qualifications – Australia Report*, UNESCO, Paris

Key 'Drivers' of Global Competition for Talent

1. Demography
2. Compensation for out-migration
3. Addressing workforce maldistribution and under-supply
4. Domestic skills base versus knowledge economy needs
5. Bilateral and multilateral agreements

The Implication of Fertility Rates (OECD)

Mexico: 2.2

US: 2.1

New Zealand: 2.1

France: 1.9

Norway: 1.8

Australia: 1.8

UK: 1.8

Netherlands: 1.7

Canada: 1.5

Switzerland 1.4

Germany: 1.3

Italy: 1.3

Spain: 1.3

Czech Republic: 1.3

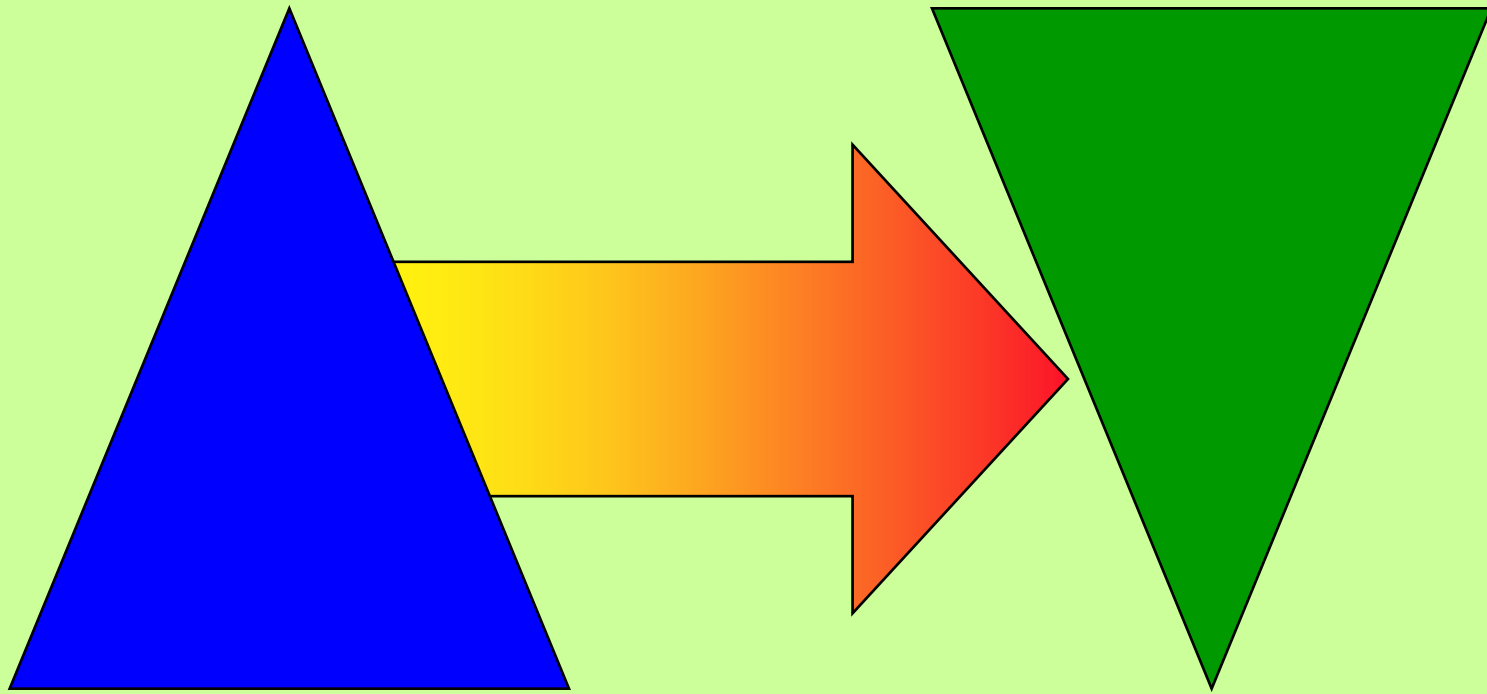
Japan: 1.3

Republic of Korea: 1.1

Japan case study: Set to experience a 70% population reduction in 40 years, with more than 40% of citizens aged 65 years or over

Source: *Health At A Glance 2007 – OECD Indicators* (2008), OECD, Paris; Matsutani, M (2008), 'Radical Immigration Plans Under Discussion', *The Japan Times*, 19 June, Tokyo

The Demographic Transformation in OECD Nations



Traditional population structure

Emerging population structure

Case Study: Age of Australian Surgeons (42% = 55 years+ by 2003)

Number of Surgeons by Specialty and Age Group, Australia (2003)							
		% by age group					
Main Specialty	Number	32-34	35-44	45-54	55-64	65+	Total
General Surgery	1,119	4	23	26	32	15	100
Cardiothoracic	110	1	28	37	25	8	100
Neurosurgery	126	3	35	29	23	10	100
Orthopaedic	756	2	34	30	22	13	100
Otolaryngology	279	5	28	24	33	10	100
Paediatric	84	1	24	26	36	13	100
Plastic & Reconstructive	239	2	33	25	31	10	100
Urology	218	3	33	28	27	9	100
Vascular	72	0	21	18	54	7	100
Other	13	0	0	8	62	31	100
Australia Total	3,016	3	28	27	29	13	100

Source: 'The Outlook for Surgical Services in Australasia', B Birrell, L Hawthorne and V Rapson, Royal Australasian College of Surgeons, May 2003

Compensation for Global Out-Migration

New Zealand:

- 2.3 million migrants accepted (1955-2004)
- Net population gain = 208,000 people

Australia:

- **2007-08:** 76,923 people leave permanently (around half with skills) +325% increase on 1985/86
- **Major destinations:** UK (18%), NZ (18%), US (9%)HK (7%), Singapore (6%)
- **Additional:** 102,066 long term departures
- **Trends:** Australia-born leaving = disproportionately skilled; responding to global opportunities

Australian Workers' Attraction to Global Markets: 2007-08 Permanent Departures by Birthplace and Major Destination

Destination Country	Australia-Born Departures	Overseas-Born Departures
UK	8615	5086
New Zealand	5647	8513
USA	4953	2207
Singapore	2965	1936
United Arab Emirates	2405	1014
Hong Kong	2069	3474
China	1132	3283
Canada	1131	627

Source : *Immigration Update*, July to December 2008, Department of Immigration and Citizenship, Canberra (2009)

Addressing Workforce Maldistribution and Under-Supply

Case study: Health

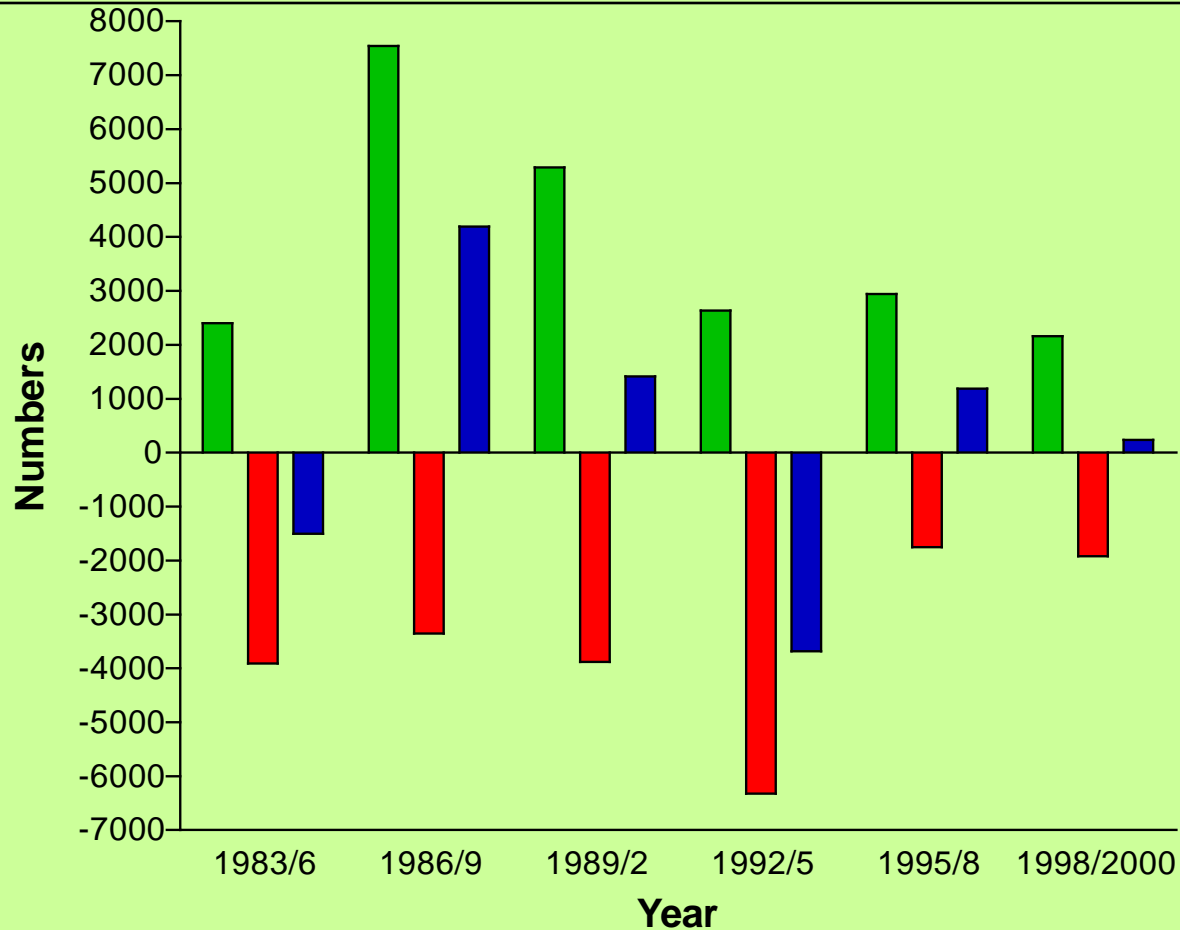
UK:

- NHS shortages (2000)
- Recruitment targets: 20,000 nurses, 9,500 medical consultants and GP's, 6,500 allied health workers
- Bilateral agreements: India, Philippines, Spain

Australia:

- 6,500 international medical graduates per year
- Strong 'area of need' focus (5,500 per year compared to 500 a decade back)
- Around 6,000 international nurses per year (temporary and permanent basis)

Case Study: Australia's Growing Reliance on Nursing Migration



- Overseas qualified nurse arrivals
- All nurse departures
- Net nurse gain/loss

Domestic Skills Base Versus Knowledge Economy Needs

USA:

- 1 million HIB visas per year to skilled graduates
- Focus on US-qualified doctoral students
- Case studies: India and China PhD retention
- National Institutes of Health and research pre-eminence
- 'Star recruits' to maintain US economic dominance

Germany:

- Fertility decline (1.3)
- 'Mis-match' in qualification structure of the national labour economy and economic needs
- Impossibility of converting low skilled workers to economy's needs

The Impact of Bilateral and Multilateral Agreements on Skilled Workforce Mobility

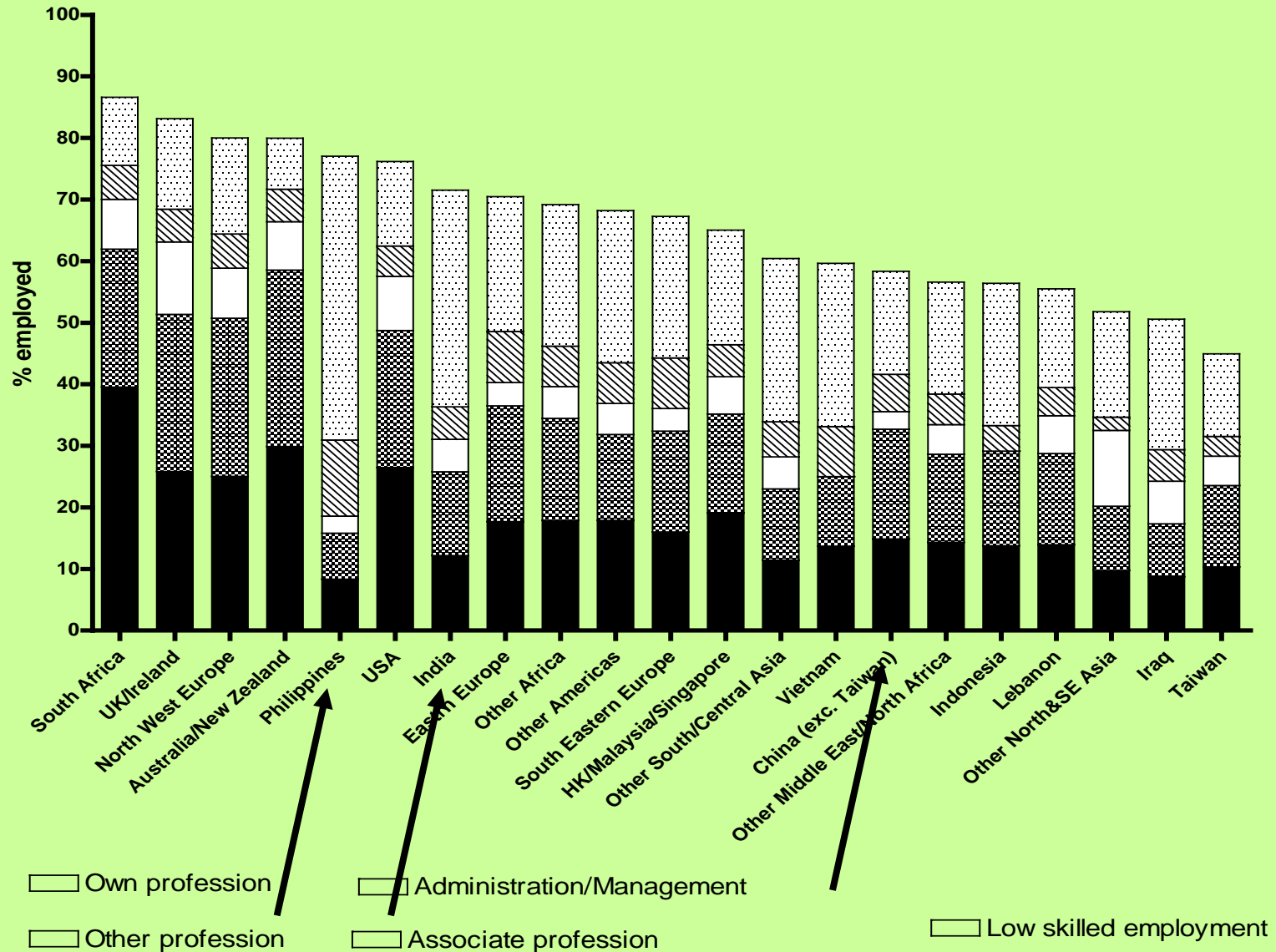
Case study – EU and the East European Enlargement:

- 2004+ A8 (now A10)
- Eastern European economies/ training systems
- Scale of flows (Poland = 900,000 in UK by early 2008)
- Credential recognition
- ‘Desirability’ compared to ‘third country nationals’
- Knowledge economy needs?
- **Case study: Accounting firms in the UK**

The Human Capital Challenge: Labour Market Barriers in Knowledge Economies

1. **Host country language ability/ effective communication skills** in a 'lean' workforce without 'backroom' jobs
2. **Credential recognition**
3. **Technological 'fit'** (eg IT, engineering, medicine, nursing)
4. **Ancillary professional knowledge:**
 - Management style
 - Industrial relations/union issues
 - Occupational health and safety
 - Duty of care (etc)
5. **Interview style** (type and location of information)
6. **Discrimination, labour market protectionism etc** (challenge of effective measurement)

Consequences: Employment Outcomes for Degree-Qualified Migrants to Canada 1996-2001, All Immigration Categories (2001)



Labour Market Outcomes for Degree-Qualified 1996-2001 Arrivals, Australia and Canada (2001), All Immigration Categories

Birthplace		Professional	Admin/ Management	Associate Professional	Any work S/TOTAL	Unemployed	Not in Laborforce	Number
Overseas	Degree	29.8	5.0	6.3	64.9	14.7	20.4	266,109
(Canada)	Post-sec. with dip	10.3	5.1	7.1	61.5	13.0	25.5	108,059
	Post-sec. w/o dip	4.9	3.8	3.8	57.1	12.9	30.0	103,199
	High school/ less	1.6	2.4	1.4	44.8	10.6	44.6	249,514
Overseas	Degree	31.4	7.6	6.2	65.9	7.8	26.2	126,470
(Australia)	Diploma	13.5	4.9	7.4	56.6	8.2	34.9	51,379
	Skilled vocation	3.6	4.0	9.3	73.0	7.8	19.0	34,603
	Other	3.4	2.2	3.7	40.5	8.7	49.4	271,269

Canadian Skilled Migration Employment Outcomes (Past Decade)



Skilled migrants =

- 'The new face of the chronically poor' in Canada
- Worse employment outcomes even than Family category migrants (despite selection for 'human capital' attributes)
- 28 years post-migration ('if ever') to secure wage parity with comparably qualified Canadians
- No wage premium for overseas work experience
- Around 60% employed within 6 months of arrival (compared to 83% of comparable migrants in Australia by 2006)

Sources: Eg Thompson, E & Worswick, C (2004), *Canadian Research on Immigration and the Labour Market: An Overview*, Human Resources and Skills Development Canada; Picot, G, Feng, H, & Coulombe, S (2007), 'Chronic Low-Income and Low-Income Dynamics Among Recent Immigrants', *Analytical Studies Research Papers*, Statistics Canada Research Paper Series, Catalogue No. 11F0019MIE, No 294, Ottawa

Australia: Employment Outcomes for Degree-Qualified Engineers in First 5 Years by Select Birthplace (2006 Census)

Employed as engineers or in other profession:

- South Africa: 67%
- UK/Ireland: 62%
- Canada/ US: 53%
- Malaysia: 42%
- India: 35%
- North Africa/ Middle East: 29%
- Philippines: 28%
- China: 21%
- Vietnam: 24%
- Japan/ South Korea: 20%

Source: L Hawthorne (2008), *Migration and Education: Quality Assurance and Mutual Recognition of Qualifications – Australia Report*, UNESCO, Paris

Differential University Training Systems: Length of Academic Tradition, Level of Resources

Ranking of top 500 world universities (Shanghai Jiao Tong 2006):

- **206 in Europe** (overwhelmingly located in North West Europe), including 43 in the UK, and 40 in Germany
- **197 in the Americas** (167 in the US, 22 in Canada, and just 7 in all Central or South America [including 1 in the top 150])
- **92 in the Asia-Pacific** (32 in Japan, 16 in Australia, 14 in China (none ranked in the top 150, and with 2 of the top 4 ranked institutions in Hong Kong), 9 in South Korea, 7 in Israel, 5 in New Zealand, 4 in Taiwan, 2 in Singapore, and just 2 in India (neither ranked in the top 300))
- **5 in the Africas** (4 in South Africa, 1 in Egypt, with no other African or Middle Eastern country listed)

2008 rankings: Minimal change evident, except China



The Challenge of Measuring 'Soft Skills' for Knowledge Economy Needs

'Soft skills':

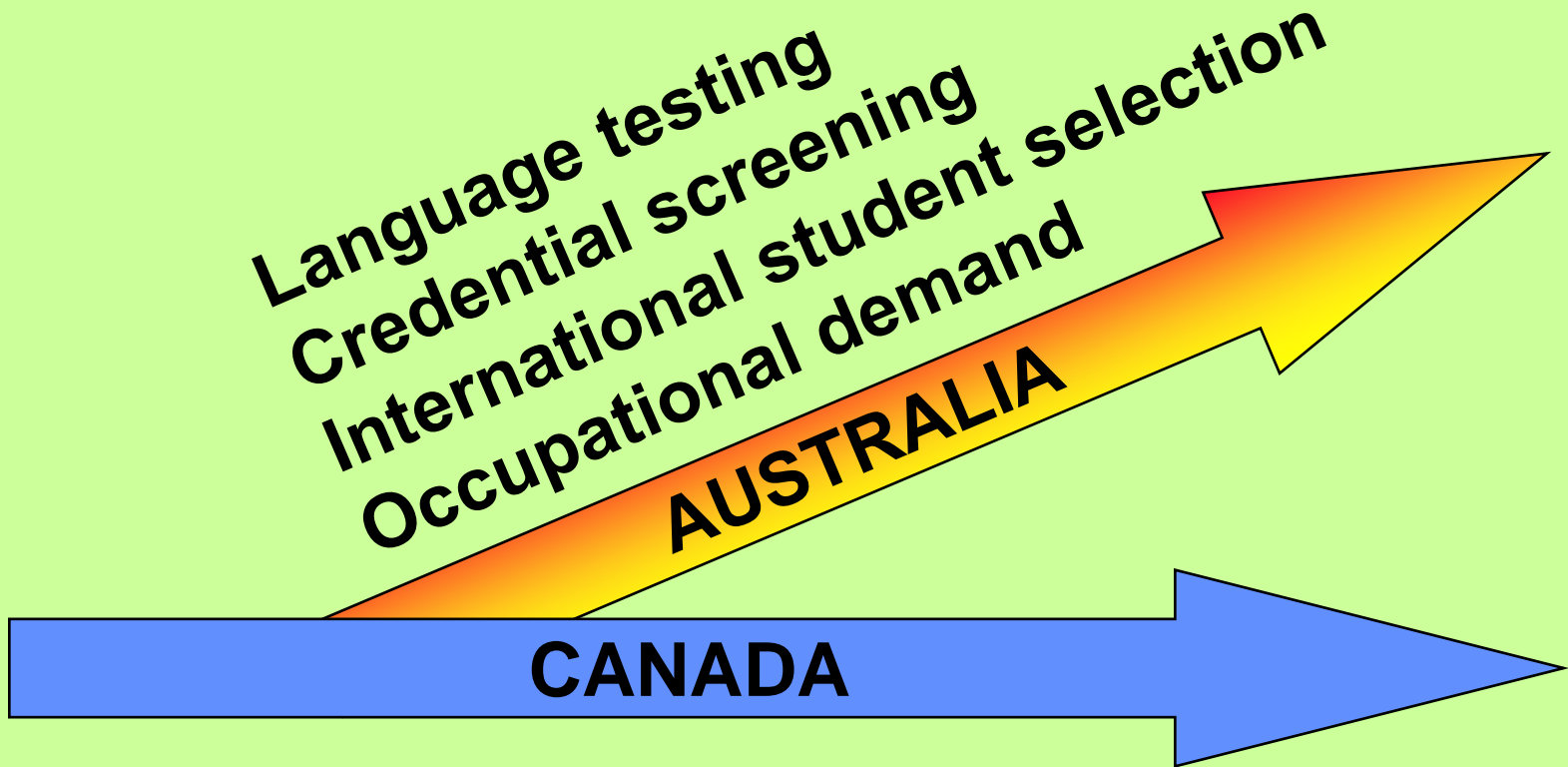
1. Motivation
2. Communication strategies
3. Interpersonal style
4. Teamwork capacity
5. Effective problem-solving

Pre-hire assessment?

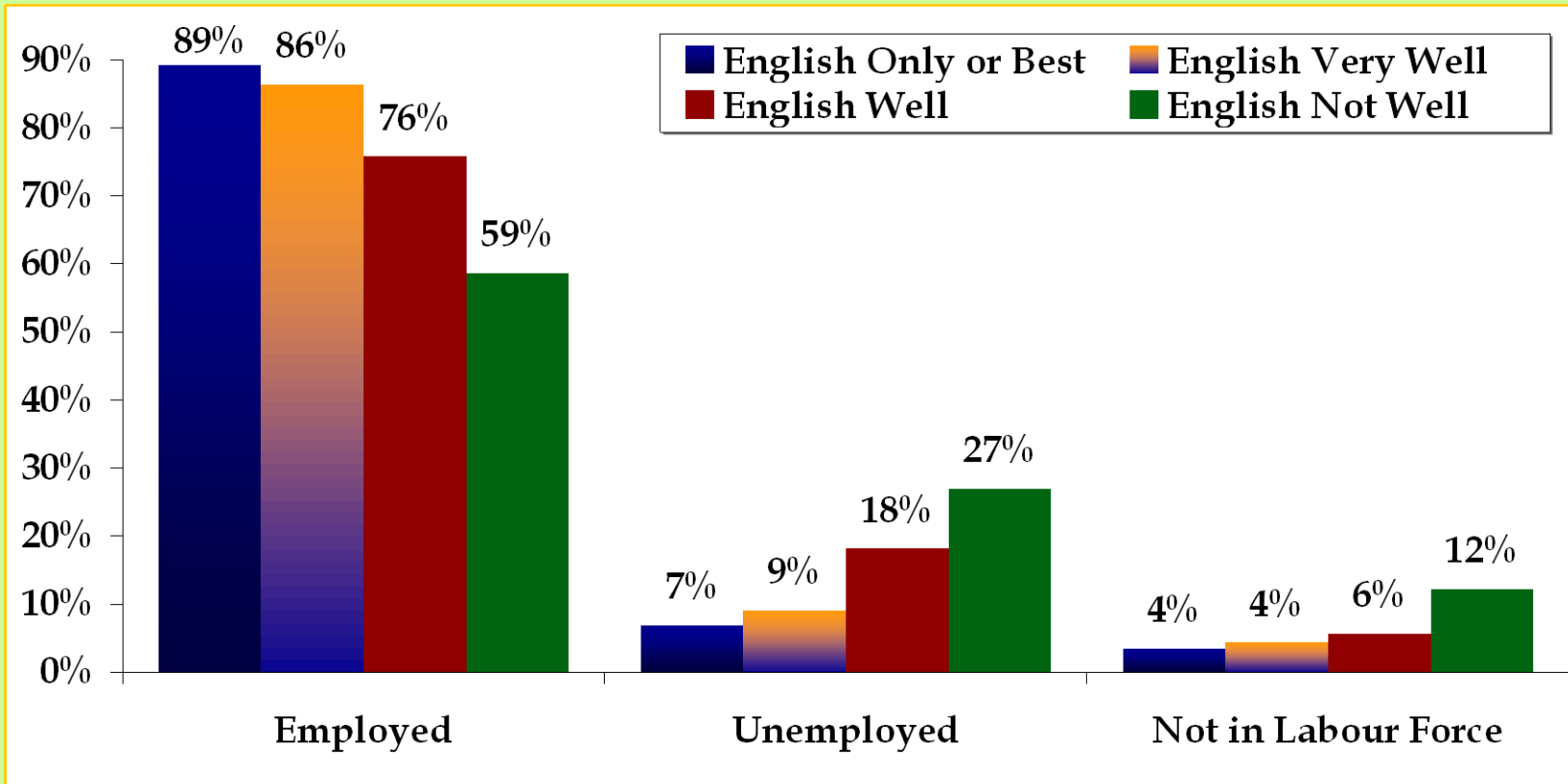
'In certain occupations, such as personal services and marketing, success is essentially driven entirely by soft skills, despite attempts to create 'hard qualifications' to capture them. Soft skills share one characteristic: there is no agreed upon way of measuring or certifying proficiency in them. Most companies rely on proxy measures (eg previous experience, hobbies, interests or charity work) and personalised assessment (eg interviewing and recruitment centers or even psychological tests)...'

Source: E Collett & F Zuleeg (2009), 'Soft, Scarce and Super Skills" Sourcing the Next Generation of Migrant Workers in Europe', in *Talent, Competitiveness and Migration*, The Transatlantic council on Migration, Verlag Bertelsmann Stiftung, Brussels

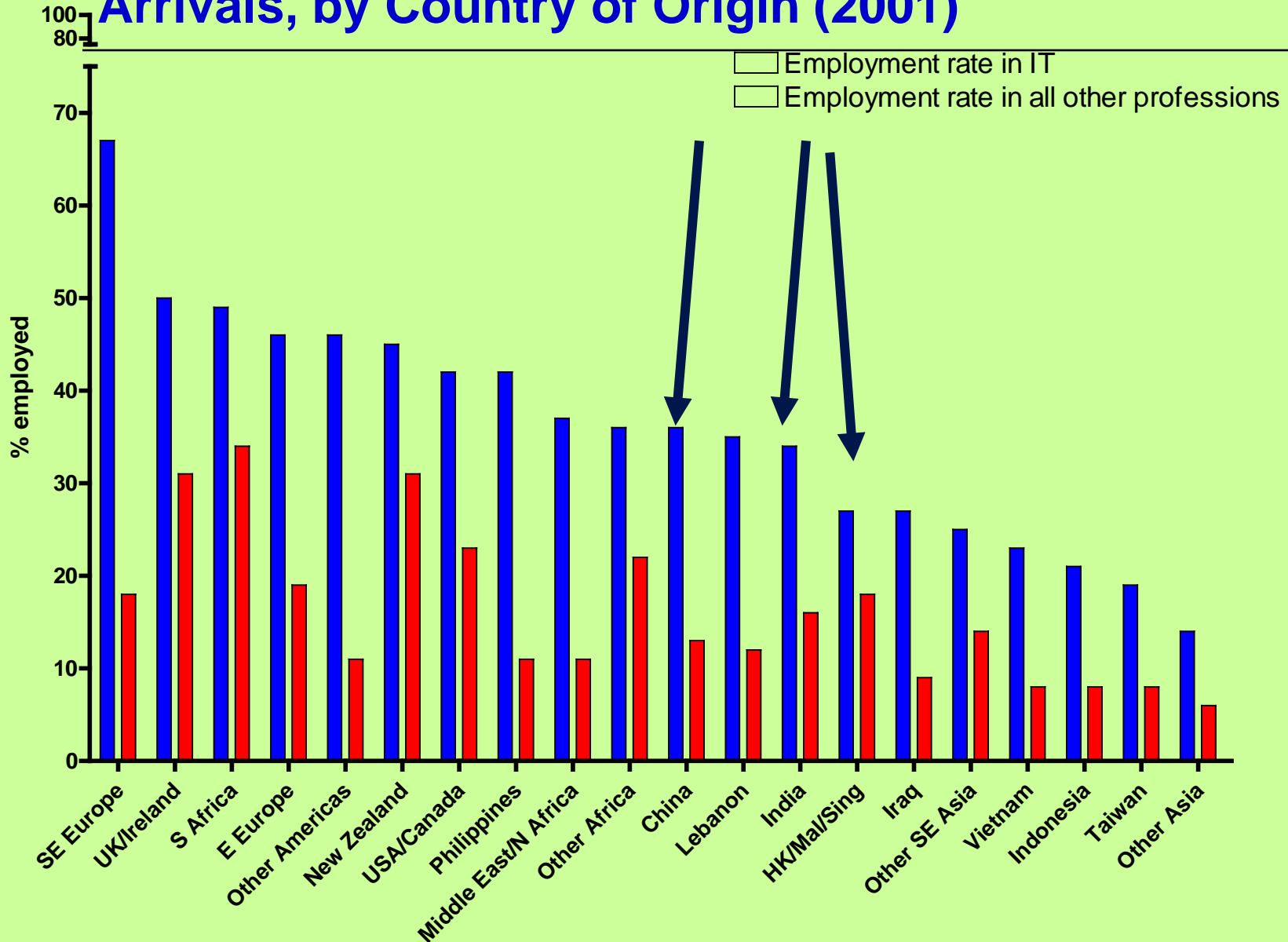
Australia's Changed Skilled Migration Policy: Selection Criteria Compared to Canada 1999+



Impact of English Level on Employment of Skilled Migrants in Australia 6 Months Post-Arrival (2006)



Impact of Australian Demand on Employment Outcomes for 1996-2001 Information Technology Arrivals, by Country of Origin (2001)



Proportion of Skilled Migrants Employed 6 Months Post-Arrival in Australia by Select Birthplace (1993-5 Compared to 1999/2000)

Birthplace of Skill Principal Applicants	Employment Within 6 Months (1993-95 Arrivals)	Employment Within 6 Months (1999-2000 Arrivals)
UK/Ireland	85%	86%
South Africa	76%	89%
North West Europe	73%	83%
Philippines	57%	76%
India	56%	73%
HK/Malaysia/Singapore	53%	68%
China	45%	61%
M East/ N Africa	42%	72%
N, SE & C Asia	40%	77%
Eastern Europe	31%	79%

Source: L Hawthorne (2008), *The Impact of Economic Selection Policy on Labour Market Outcomes for Degree-Qualified Migrants in Canada and Australia*, Institute for Research on Public Policy, Vol 14 No 5, 2008 (Ottawa)

International Students: Emerging 'Priority' Skilled Migrants (OECD)

Human capital attributes:

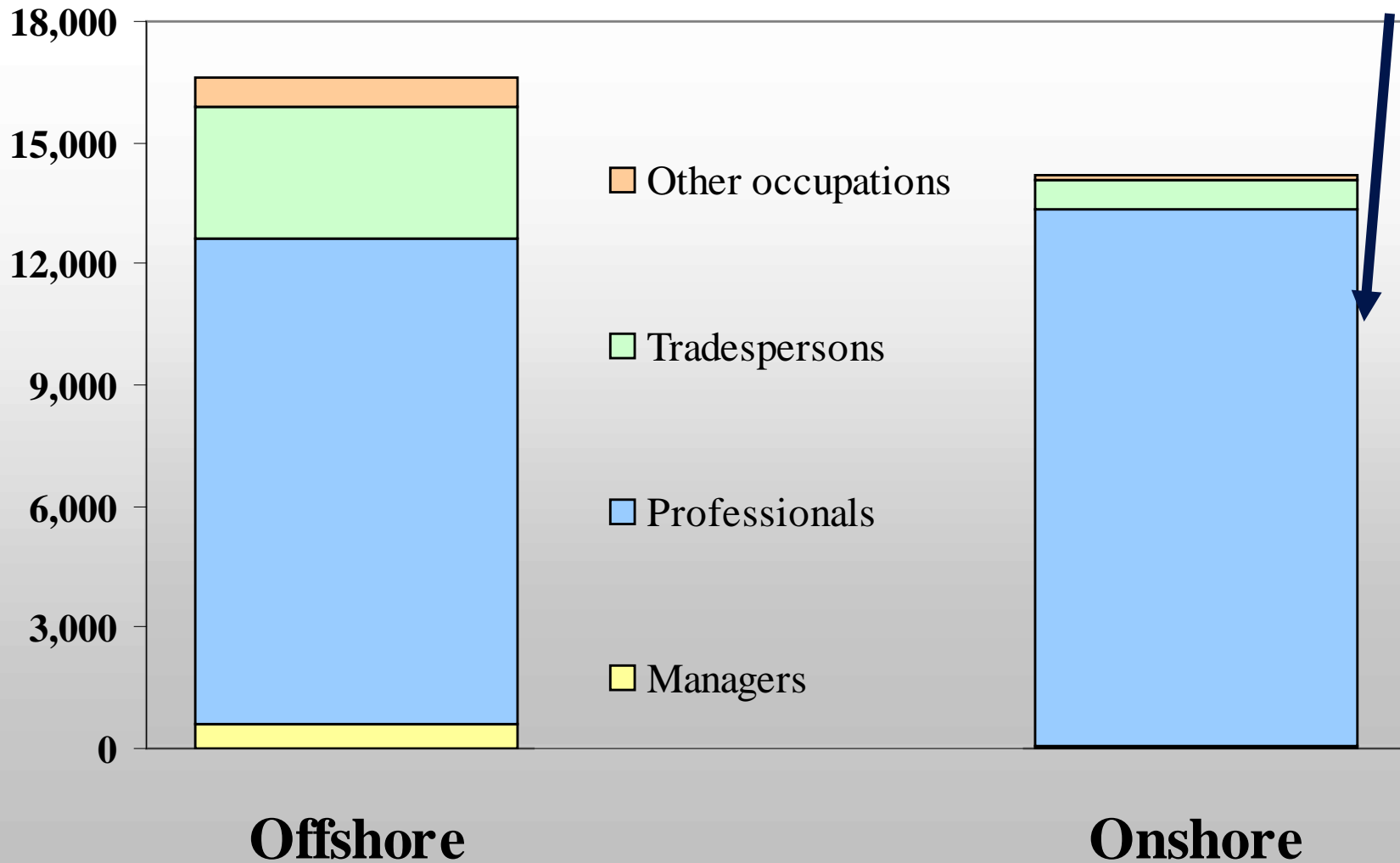
1. Young
2. Self-funded to meet host country employer demand
3. Advanced host country language ability
4. Full credential recognition
5. Significant acculturation
6. Relevant professional training/ experience

Top 10 Global Destinations for International Students (2006)

Destination Country	International Students Enrolled in Higher/ Vocational Education	World Market Share
1. US	565,000 (2006)	22%
2. UK	330,000 (2005-06)	12%
3. Australia	281,633 (2005-06)	11%
4. Germany	248,000 (2006)	10%
5. France	201,100 (2006)	10%
6. China	141,000 (2005)	7%
7. Japan	118,000 (2006)	5%
8. New Zealand	42,700 (2006)	3%
9. Singapore	66,000 (2005)	2%
10. Malaysia	55,000 (2006)	2%

Source: Adapted from *International Student Mobility: Patterns and Trends*, V Lasanowski & L Verbik, The Observatory on Borderless Higher Education, UK, September 2007

International Student Response to Skilled Migration Opportunity in Australia (by 2004)



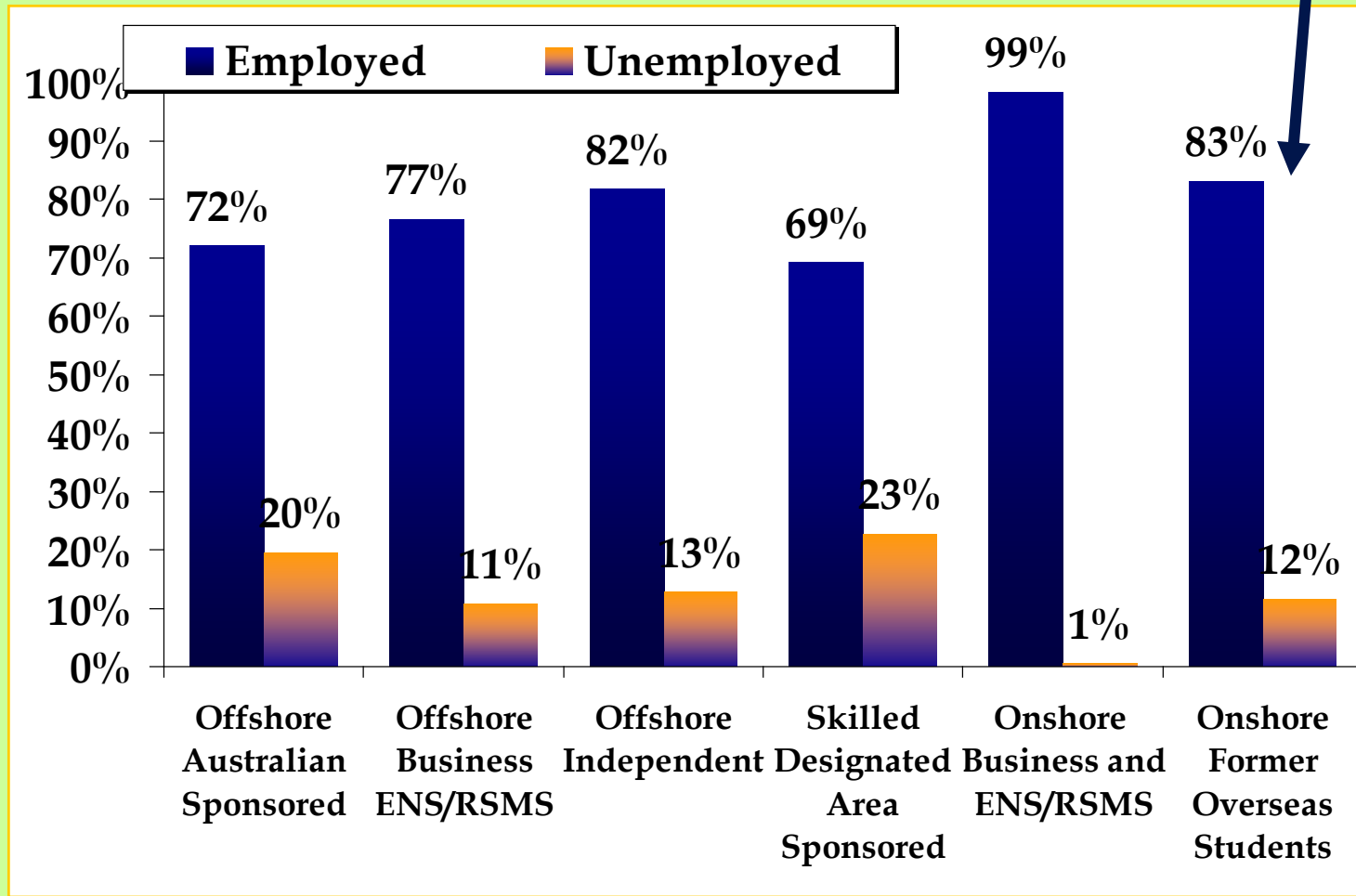
Student Migration-Driven Flows to Australia: International Enrolments by Top Source Countries October 2008 (AEI)

Nationality	Enrolments	% of Total	Growth on YTD August 2007
China (38% migrate)	112,172	23.6%	18.8%
India (66% migrate)	80,291	16.9%	47.4%
Republic of Korea	31,667	6.7%	3.6%
Malaysia	20,449	4.3%	6.3%
Thailand	18,564	3.9%	9.8%
Hong Kong	16,827	3.5%	-5.0%
Nepal	14,605	3.1%	101.8%
Indonesia	14,071	3.0%	4.1%
Vietnam	13,367	2.8%	62.7%
Brazil	12,493	2.6%	26.4%
Other Nationalities	139,883	29.5%	9.2%
Total Enrolments	474,389	100.0%	18.5%



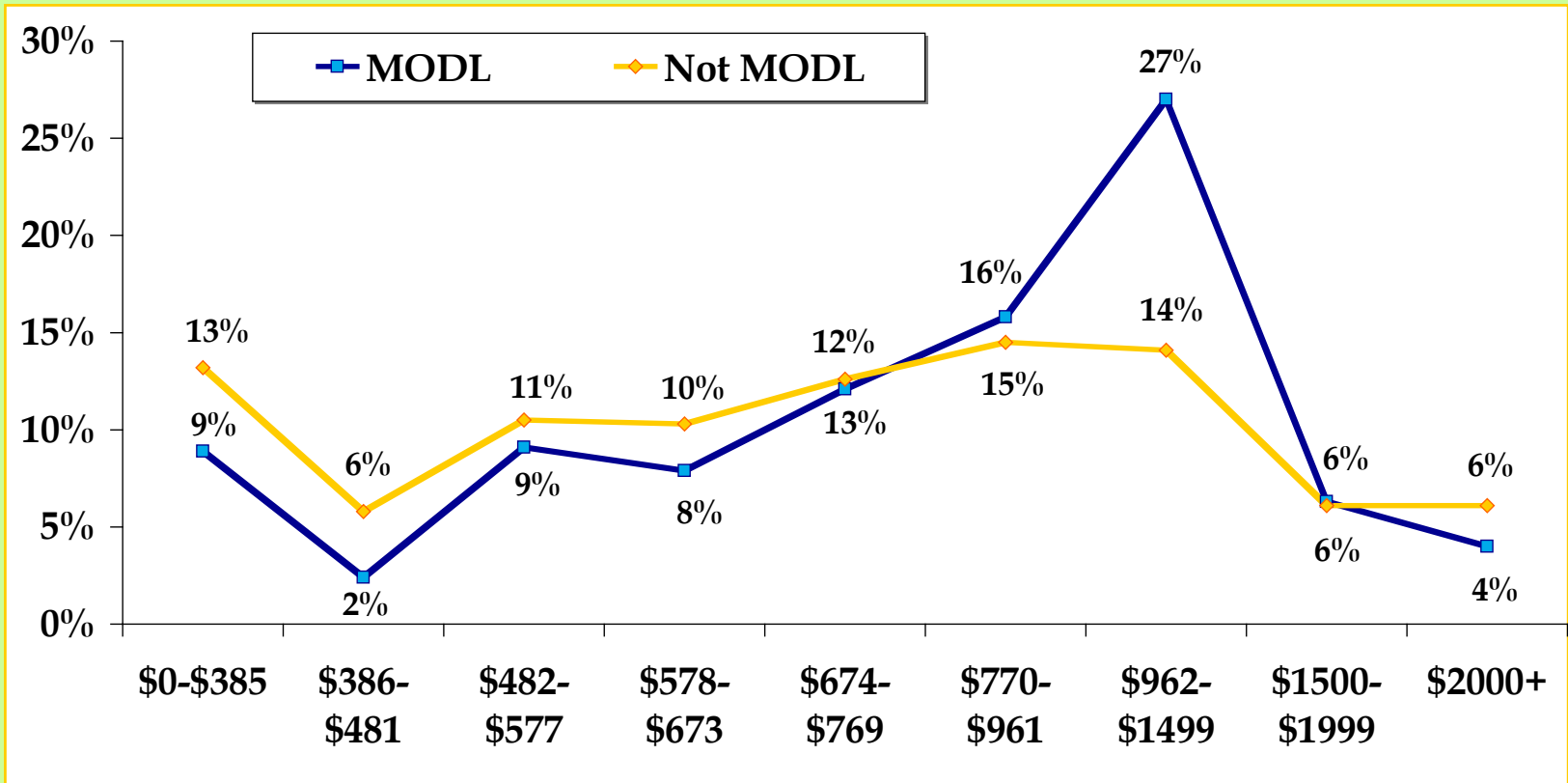
Labour Market Outcomes: Skilled Migrants' 6 Months Post-Arrival in Australia (2006)

Source: *Evaluation of the General Skilled Migration Categories*, B Birrell, L Hawthorne & S Richardson, Commonwealth of Australia, Canberra, 2006



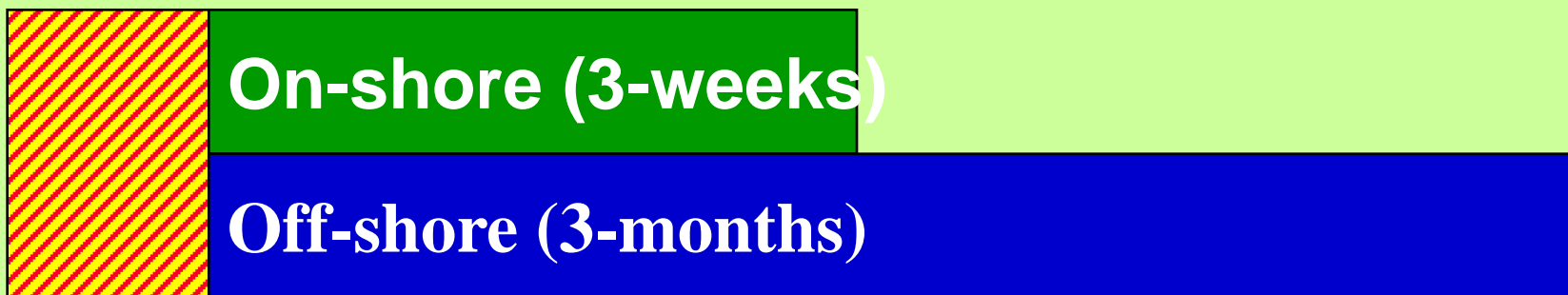
Impact of Labour Market Demand on Skilled Migrants' Income 6 Months Post-Arrival (2006)

Source: *Evaluation of the General Skilled Migration Categories*, B Birrell, L Hawthorne & S Richardson, Commonwealth of Australia, Canberra, 2006



Competing Through 'The Total Migration Package': Australia's Skilled Category Operational Principles (2006)

1. Speed
2. Efficiency and integrity
3. Certainty of outcome
4. No backlog (pool = maximum 2 years)
5. Points rising (110→115→120); e-based 2005+



Global Policy Experimentation: 'Two Step' Student Migration

1. Monitoring successful global models (eg 'the aggressive Australians')
2. Facilitating student entry
3. Language of instruction
4. Cross-subsidisation of study and work rights during study
5. Certainty of access to postgraduate stay (with family)
6. Liberalisation of field of qualification and sector
7. (In select countries) Uncapped categories
8. Global promotion (eg British Council, IDP Australia)

Finessing 'the package':

- **Speed of processing**
- **Certainty of outcome**
- **Fast-track access to PR/ citizenship**
- **Employment outcomes**

Competition for International Students for High Skilled Migration - USA

- Overall numbers (582,984 2006-07), \$US14.5 billion industry
- Contemporary policy trends
 - Claw-back
 - New strategic initiatives: China, Morocco, Chile etc
 - 'Vigorous efforts at the national, state and campus levels...' including high level global promotional visits
 - Research incentive
- Doctoral student enrolments and retention:
 - World share (13.5% → 28.3% by 2003)
 - Fee access/ cross-subsidisation
 - China, India
 - Pathways into permanent residence (HIB+)
- Case study: National Institutes of Health

Sources: *Science and Engineering Indicators 2008*, National Science Foundation, February, Washington; Marginson, S & Van Der Wende, M (2007), *Globalisation and Higher Education*, Education Working Paper No 8, Directorate for Education, OECD, Paris; *International Students in the United States*, Open Doors Report 2007, Institution of International Education (IIE), 13 November 2007, Washington DC; 'Foreign Scientists at the National Institutes of Health: Ramifications of US Immigration and Labor Policies', S Diaz-Briquets & C Cheny, *International Migration Review* Vol 37 No 2, Summer 2003; 'Immigration in High-Skill Labour Markets: The Impact of Foreign Students on the Earnings of Doctorates', George J Borjas, Working Paper 12085, National Bureau of Economic Research, March 2006; 'Stay Rates of Foreign Doctorate Recipients From U.S. Universities: 2005', Michael Finn, Oak Ridge, TN: Oak Ridge Institute for Science and Education, 2007

Competition for International Students for High Skilled Migration – United Kingdom

- Overall numbers (330,000 2005-06)

- Contemporary policy trends

Fiscal incentive (IS funding compared to UK/ EU student grant)

1999 and 2006 Blair initiatives (1999+ 116,300 new IS within 5 years, 2006: 100,00)

British Council promotion (110 offices)

February 2008: New 5 tier labour migration policy, focused on 'two step migration' (Tier 4→Tier 1 or Tier 2), influence of 'the Australian model'

New strategic initiatives: eg India initiative, Working in Scotland, Science & Engineering Graduates Scheme...

'Launching of the UK-India Education and Research Initiative... to enhance the UK's competitive position by surpassing similar recent investments made by Australia, New Zealand and the Netherlands...'

- Structures and research

VC Advisory Body, and institutional investment

- 5 Tier Managed Migration Program (February 2008+)

Select Additional Case Studies

Canada: Canadian Experience Class 2008+

Japan: Goal set for 1 million additional students

Netherlands: 1300 courses taught wholly in English (c950 @ Masters or Bachelor level)

Skill migration policy formation (2006 trial, and 2008 'Blueprint')

Germany:

Skill migration policy 2005+; 2007+: Students defined as 'high potential group'; access to PR after 5 years residence (likely further fast-tracking); prioritisation of 'scientists with particular and outstanding knowledge' plus Masters and PhD IS; extension of priority fields (eg politics, economics)

Czech Republic:

Skill migration policy 2003+; 2008: 'Going global', targeting tertiary and secondary level students

Norway:

2005+: Access to PG residence and work access for students

New Zealand: Doctoral students (post-China student rollercoaster...)

But: Attracting International Students

Global Fee Differentials

Destination Country	Course/ University	Fees in \$US
Australia	University of Sydney	
	Business/ Management	\$US18,383
	Mechanical Engineering	\$US20,164
Canada	Laval University	
	Business/ Management	\$US10,634
	Mechanical Engineering	\$US11,852
China	Shanghai Jiaotong University	
	One fee for all courses	\$US3,300
France	University of Paris (Sorbonne)	
	One fee for all courses	\$US235
Germany	University of Heidelberg	
	No fees for courses at this stage (policy under review)	Nil
Japan	University of Tokyo	
	One fee for all courses	\$US4,652
Malaysia	University of Malaya	
	Business/ Management	\$US1,704
	Mechanical Engineering	\$US1,464
New Zealand	University of Otago	
	Business/ Management	\$US12,120
	Mechanical Engineering	\$US13,687
United Kingdom	Oxford University	
	Business/ Management	£10,360
	Engineering	£11,840
United States	University of California	
	General UG course per year	\$US27,335

Source: Adapted from *International Student Mobility: Patterns and Trends*, V Lasanowski & L Verbik (op cit), with extra data sourced from Oxford University and University of California websites (Nov 2007)

International Students as a Future Source of Supply?

1. **Stability of flows?** (eg China and New Zealand: 139→30,000→half!)
2. **Competition from source country providers** (China, Singapore, Malaysia)
3. **Growing competition from OECD nations** (eg US HIB pathway - foreign doctorates)
4. **Recession/ Depression:**
 - 1997-99 Asian currency crisis (scholarship cancellation, destination change, regional supply)
 - Current brutalisation of savings reserves
 - Short terms vs longer term impacts?
5. **Students' 'work readiness' and employment outcomes** (Australia)

Likely Impact of Global Financial Crisis?

% Decline G20 Stock Markets (Year to October 2008)

G20 Stock Markets	Decline
China Shanghai Composite	-66%
Russia RTS	-61%
Japan Nikkei 225	-52%
Italy MIBTEL	-52%
Turkey ISE Nat 100	-50%
France CAC 40	-46%
Argentina Merval	-46%
Indonesia JCI	-45%
India BSE Sensex	-43%
Brazil Bovespa	-43%
German DAX	-43%
British FTSE 100	-42%
Australian All Ordinaries	-42%
US DJIA	-40%
South Korea KOSPI	-39%
Mexico Bolsa	-39%
Canadian S&P/TSX	-37%
South Africa JSE	-34%
Saudi Arabia Tadawul	-26%

‘Quality’ of International Students: Employment @ 6 Months for On-Shore cf Off-Shore Skilled Migrants in Australia

Skilled migration review outcomes:

- **83% of skilled migrants working 6 months post-arrival (compared to 60% in Canada)**
- **Only 4% unemployed 18 months post arrival (lower than 4.7% national average)**

But - on-shore migrants (former students):

- **Annual salaries of around \$33,000 (compared to \$52,500 for offshore arrivals);**
- **Average weekly earnings of \$641 (compared to \$1,015);**
- **Lower job satisfaction, with 44 per cent liking their work (compared to 57 per cent); and**
- **Far less ‘often’ use of formal qualifications in current work (46 per cent compared to 63 per cent)**

Select Findings: Skilled Migrants in Australia 18 Months Post-Arrival (October 2006)

At 18 months:

- Excellent overall employment rates (economic boom): **92.5%** of on-shore and 92.0% off-shore PA's working
- But - **41%** of employed former students in low-skilled work (cf 28% off-shore skilled migrants)
- **30%** of employed on-shore PA's in own field (cf 36% off-shore)
- Odds worst for Commonwealth-Asia (30% on-shore cf 43% off-shore), Other Asia (28% cf 36%)
- Strongest predictor of employment (after place of application): English skills @ 6 months and 18 months

The Attraction of Temporary Migration

Policy shift rationale:

- **Controllability of flows**
- **Niche economies**
- **Employment outcomes**
- **Location**

Case study – IT:

- **1996-2001 arrivals: 9,528**
- **Main source countries:** India (2,180), UK/ Ireland (1,217), China (1,216), Other South/Central Asia (750), HK/Malaysia/Singapore (744), North West Europe (403), Philippines (369)
- **2001+: Cut**
- **2006-07 arrivals: 6,210 plus temporary flows**
- **Global financial crisis**

Source: Department of Immigration and Citizenship (2006-07 arrivals data); 2001 Census data

Employer-Driven Temporary Entry Flows: 457 Visas by Sector (2008)

Source: 'Skilled Migrant Visas up by 24 per cent', P Maley, The Australian, 23 July 2008 p 5

Top industries 2007-08: 110,570 people (compared to 46,680 in 2006-07)

- Health/community services: 9,090 (+21% growth from 2006-07)
 - Property/ business services: 6,020 (+33%)
 - Construction: 5,690 (+36%)
 - Manufacturing: 5,480 (+26%)
 - Communication services: 5,200 (+10%)
 - Mining: 4,890 (+36%)
 - Accommodation/ cafes/ restaurants: 3,210 (+22%)
 - Finance/insurance: 3,150 (+48%)
 - Education: 2,540 (+27%)
 - Retail trade: 1,940 (+58%)
- 

Recent Policy Developments in Australia

Finetuning migration policy: September 2007+:

- Stronger English skills † (IELTS 6.0 minimum, not 5.0)
- Recent work experience (onshore and offshore applicants)
- Advanced Australian tertiary qualifications (eg PhD, Masters)
- Immediate access to temporary post-study visa (to gain points)
- Professional year in Australia for former students (if needed)

Policy shift December 2008 to demand-driven migration:

- Critical Skills List
- Priority ranking (Critical Skills List, Employer nominated migrants, Regional nominations..... MODL..... Non-MODL)
- Order of processing/ selection

Australia's Skilled Migration Numbers in Recession (2009+)

March 2009:

- Reduced from 133,500 to 115,000 (18,500 cut)
- Re-focus = professions rather than trades
- Engineering, health professions, IT
- Accountants (only if IELTS 7 or completion of professional year)
- Trades = Gasfitter, aircraft maintenance, tiler
- MODL review

12 May 2009:

- Cut by further 6,900 (to 108,100 places)
- Total program = 168,700 for 2009
- Increased family migration
- No cuts to Critical Skills List
- 457 visas rapidly reducing

The Certainty of Diversity: Temporary and Permanent Skilled Migration to Australia (2009)

Temporary Workers (Top 10 Birthplaces)	457 Visas Dec 2008	Permanent Skill Category Migrants (Top 5 Regions)	July-December 2008 (6 months)
1. UK	27,460	1. South Asia	12,854
2. India	13,167	2. UK/Ireland	12,381
3. South Africa	12,342	3. South East Asia	7,274
4. Philippines	11,587	4. North East Asia	7,263
5. China	8,902	5. Sub-Sahara Africa	6,186
6. USA	5,248		
7. Germany	3,208		
8. Japan	3,161		
9. Ireland	3,047		
10. Zimbabwe	2,929		
All sources	132,023	All sources	56,491

Source: *Immigration Update July to December 2008*, Department of Immigration and Citizenship, Canberra, 2009

The Future Global Search for Talent: Transatlantic Council on Migration (New York, November 2008)

Best practice strategy:

- Abandon the rhetoric of scarcity, but -
- Recognise the permanence of demographic contraction, and the implications for diversity (eg 50% of 15-34 year olds to be located in Asia by 2030; huge growth in African source countries)
- Use the period of contracted demand to get selection and integration of skilled global workers 'right'
- Invest smartly and deeply in the social, cultural and economic integration of foreign born populations
- Control the intolerance and political reaction towards immigrants that the economic downturn will exacerbate

Source: 'Immigration and Competitiveness at a Time of Deepening Recession', D Papademetriou & G Thielen(2009), *Talent, Competitiveness and Migration*, The Transatlantic council on Migration, Verlag Bertelsmann Stiftung, Brussels