



PMA FOUNDATION
FOR INDUSTRY TALENT

Campaign Case Statement

The Produce Marketing Association (PMA) recognizes that competition for talent among all industries is fierce and requires proactive initiatives. Successful recruitment and retention of qualified employees has been hindered by demographic changes including a shrinking talent pool, retirements and shifts in generational values. The desire to support member companies resulted in the creation of a Foundation in 2006.

The Current State of Human Resources

The nation's workforce is changing and the produce industry must pay attention to these significant demographic shifts.

- By 2010, the U.S. will experience a labor shortage of nearly 10,000,000 skilled workers
- By 2010 the number of 35-44 year olds in line for management positions will decline by 10%. At the same time 52% of workers age 55-64 are poised to retire.
- The pool of employees ages 20-44 has the slowest projected growth of any age group. This projection will significantly contribute to fierce competition for talent within every industry as this younger workforce will have numerous opportunities, job offers and options.
- Noting that there is a serious shortage of leaders - current and developing who can perform under today's conditions, workforce trend watcher Roger Herman warns, "organizations without strong leadership will be at a serious disadvantage in the years ahead".

Members of the produce industry were surveyed in the areas of hiring, retention, and training and development to ensure that goals for the Foundation aligned with their needs. Highlights are as follows:

- More than 75% of full-time employees hired by member companies over the next five years are expected to have less than 6 years of experience. The majority of that group will be *new inexperienced college graduates*.
- When employees leave member companies, 30-40% exit the produce industry entirely. The top two reasons employees give for leaving are 1) lack of career advancement opportunities and 2) more money.
- More than half of produce organizations do not have leadership or skills based training programs for their employees.

The Challenge

These statistics demand our attention and our resources. If the produce industry is not proactive in addressing these labor projections, we are sure to lose vital institutional knowledge and concurrently experience a leadership void. We need a plan – a plan that will extend from the classroom, to the field, to the backrooms and boardrooms of our industry. In short, it comes down to *attracting and retaining* strong talent. Companies must focus on providing clear paths for advancement, leadership development and progressive business practices.

The PMA Foundation for Industry Talent

The Foundation is an industry-wide partnership formed to ensure a strong talent pool and continued leadership for our future. We are a charitable not-for-profit organization, guided by industry leaders, that requires the commitment, financial support and participation of everyone associated with the produce industry.

The produce industry must pool its resources to compete for top talent. We need your financial support as well as your participation in programs and commitment in building an attractive industry. The Foundation is a true partnership that will allow businesses throughout the supply chain to not only further their goals, but also advance the industry as a whole. Our multi-faceted plan is designed to enhance the attraction, leadership development and retention of our most valuable resource – people.

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