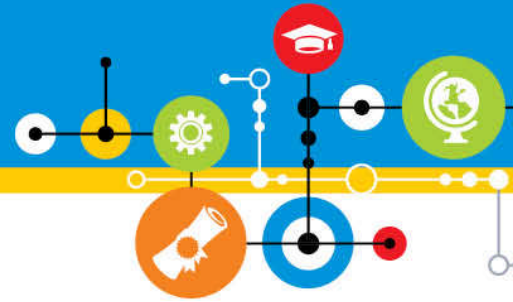


# MANAGING THE TALENT PIPELINE:

A New Approach to Closing the Skills Gap



## Case Study: Talent Pipeline Management

**Profile:** Alcoa

**Title:** Aligning Talent Strategy within the Company

Alcoa is a global leader in lightweight metals technology, engineering, and manufacturing and the world's third-largest producer of aluminum. Through the contributions of its Foundation – over \$22M in 2013 and more than \$590M since its founding in 1952 – Alcoa strengthens its ties to these communities by supporting nonprofit programs that promote environmental sustainability and train the next generation of manufacturers. Yet despite the company's philanthropic and corporate efforts to build its workforce, an internal needs assessment showed that Alcoa did not have the breadth or depth of talent in place to meet its business demands. The critical implications of this issue prompted Alcoa to rethink the alignment between its talent and foundation strategies in 2014, resulting in an internal reorganization where Alcoa Foundation began reporting directly to the company's Human Resources department.

With its new structure in place, Alcoa's talent management strategies focus on meeting the company's internal skill needs while also supporting broader skill development in the communities in



which it operates. An example of this dual-purpose investment is in Barberton, Ohio, where Alcoa manufactures forge aluminum wheels and where qualified entry-level talent is in short supply. Through a grant provided by the Foundation, a local nonprofit partner was able to assess the core skills required for entry-level positions in manufacturing, take inventory of local providers that could equip people with these skills, and determine an effective approach to preparing entry-level talent for the workforce. The result has been a more qualified workforce for all of the areas manufacturers, including Alcoa. Alcoa has since replicated investments like that in Barberton around the globe, leading to larger pools with the right skills and stronger local talent supply chains.

Learn more at [TheTalentSupplyChain.org](http://TheTalentSupplyChain.org)



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