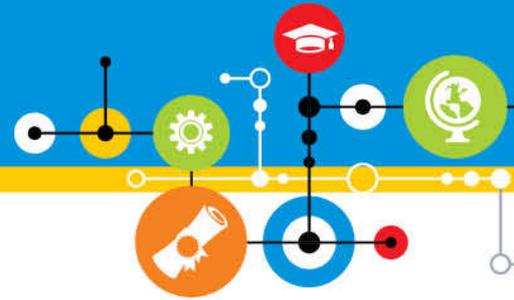# MANAGING THE TALENT PIPELINE:
A New Approach to Closing the Skills Gap

Case Study: Talent Pipeline Management

Profile: i.c. stars

Title: Tapping into and Accelerating the Development of Hidden Talent

I.c. stars, a technology-focused workforce development and social enterprise in Chicago, believes that applicants who have overcome significant adversity have characteristics that make them ideal candidates for fast-paced, challenging careers in technology. Through an accelerated work-based learning program, students gain proficiency in cutting-edge IT skills, develop industry acumen through close interaction with a Chief Information Officer network, and ultimately overcome socioeconomic barriers to reach their maximum career potential.

The rigorous application process, which includes aptitude and personality tests as well as a resiliency interview led by a panel of staff and alumni, is designed to identify candidates who can tackle challenges head-on. The program commences with a four-month internship, where students work in teams to create a mobile solution to a sponsored business challenge, frequently from the Fortune 100.

Ninety-five percent of participants find jobs within the IT industry upon program completion, often with the program's corporate partners that pay 430% better than their previous jobs after only one year employed in the IT field. By identifying adversity as an indicator of success rather than an inhibitor, i.c. stars harnesses the strengths and innovation of Chicago's inner-city young adults to develop a talent pool for in-demand IT jobs that could otherwise go untapped.

Learn more at TheTalentSupplyChain.org

U.S. CHAMBER OF COMMERCE FOUNDATION