



University of Phoenix®



Turn skills gaps into growth opportunities.

The right employee-development solutions can be just what you need.

Developing employee talent is a critical part of what you do.

Your company relies on you to cultivate the skilled workforce it needs to help meet business performance goals. This can sometimes be a challenge, particularly if your company needs the desired middle skills that seem to be increasingly hard to find.

What are middle skills?

These are the skills for jobs requiring more than a high school education, but less than a bachelor's degree. These can be **foundational**, such as effective communication and problem solving. Or they can be more **job function-focused**, such as sales training and project management.

You may experience this "middle-skills gap" challenge in different ways. Job candidates with the desired proficiencies for open positions may be in short supply. Your workforce

may have to update technical know-how to keep pace with new and advancing technologies. Employee competencies may need to align with industry changes in order to help your company stay relevant and competitive. Or you may need to replace skilled workers nearing retirement.

How do you mitigate any existing or potential effects of this middle-skills gap on your company?

About the
middle-skills gap
in the U.S.

48% 

of the U.S. labor force are in middle-skills jobs,¹ totalling about **69 million jobs**.²

69% 

of companies say performance is affected by the inability to find talent.³

34% 

of companies indicate productivity is undermined by the middle-skills gap.⁴

Let's work together on a solution.

University of Phoenix can be your ally in training your workforce to develop the middle skills your company needs.

Whatever middle-skills gap scenarios you face, we offer a wide range of solutions to help you.

- **Credit-bearing certificate programs** are ideal for focused study in a particular area, with many aligned to industry standards.
- **For-credit individual courses** can help workers learn a needed specific skill while also earning college credit.
- **Noncredit professional development courses** focus on a single topic, enabling employees to keep pace with job trends and earn continuing education units (CEUs) or professional development units (PDUs).
- **Test prep** offers employees test-taking strategies as they prepare to sit for industry-recognized certification exams. Additionally, exam reviews can help them better understand the content being tested.

You'll find a variety of topics within each solution — including business, teaching, technology, health care, project management, human services, criminal justice, accounting and finance.

No matter what solution you choose, your employees can benefit from:

- Quality, industry-aligned coursework created with input from employers
- Industry insights shared by faculty who are working professionals in their field
- Convenient scheduling and flexible online and on-campus learning formats
- For-credit courses that employees can apply to a degree if they choose to further their education with us

We're here to help you put together the right combination of educational solutions. Your employees can grow their skills and confidence while improving efficiencies. And your company can attract, develop and retain a more appropriately trained workforce that adds value to the bottom line.

Some common middle skills:⁵

- ✓ Oral and written communication skills
- ✓ Detail-oriented
- ✓ Microsoft® Office suite
- ✓ Customer service-oriented
- ✓ Organizational skills
- ✓ Problem solving
- ✓ Sales and operations planning
- ✓ Self-starting/self-motivated
- ✓ Work independently
- ✓ Project management
- ✓ Time management
- ✓ Sales experience

Common middle-skills job occupations:

- ✓ Sales representative
- ✓ Sales manager
- ✓ Computer support specialist
- ✓ Network/system administrator
- ✓ Graphic designer
- ✓ Marketing coordinator
- ✓ Recruiter
- ✓ Desktop publisher
- ✓ Project manager
- ✓ Office/administrative assistant
- ✓ Retail supervisor
- ✓ Store manager



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Let us know how we can help you.

University of Phoenix has a wide range of offerings, including credit-bearing certificate programs, individual courses and noncredit options that can help your company address its middle-skills gap.

^{1,2,3} Kochan, Thomas; Finegold, David; Osterman, Paul (2012, December). "Who Can Fix the 'Middle-Skills' Gap?" Harvard Business Review.

^{3,4} Harvard Business School (2014, November). Bridge the Gap: Rebuilding America's Middle Class. Retrieved on October 2, 2015, from <http://www.hbs.edu/competitiveness/Documents/bridge-the-gap.pdf>.

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While widely available, not all programs are available in all locations or in both online and on-campus formats. Please check with a University Enrollment Representative.

The University's Central Administration is located at 1625 W. Fountainhead Pkwy., Tempe, AZ 85282.

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