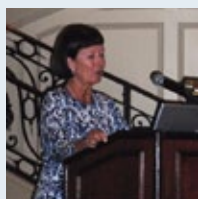




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Don't miss it!



5th Annual Fall Gala
Capital City Club, Raleigh, NC
Thursday, October 27, 2011



YP Leadership Seminar
NCSU BTEC, Raleigh, NC
Thursday, October 6, 2011

President's Message



David Brande

As we move into the Fall, summer vacations are behind us, our focus turns to football, hockey and the World Series, and our workdays are beginning to return to normal. Part of that normalcy is the start of CaSA ISPE's annual calendar that begins in August and includes the Annual Planning Meeting that was held at Prestonwood Country Club on August 23. For those of you that did not

attend, you missed a great presentation from Jane Brown on the new direction ISPE will be taking in the future. Jane explained that Tampa will be working more closely with individual chapters and affiliates trying to support our local efforts and help our chapters build a stronger local membership. The Annual Planning Meeting is also the best time to get connected with fellow members and volunteer to work with a committee of your choice. It is not too late for you to contact a committee chair and team up with them to help with this year's work.

Our first social event and most popular family outing, a trip to the Durham Bulls game, was held on August 26th. The evening was a great event, but unfortunately the weather did not look very promising. As I left Cary for the trip to the ballpark, I watched Cary disappear into a wall of water in my rearview mirror. Although it was pouring rain in Raleigh and Cary, it did not rain in Durham until late in the game, and then it was just a short shower that blew over quickly. What a great time for families to come out and enjoy an evening of summer fun. We hope to see you next year at the ballpark!

Mark your calendars for the Annual CaSA Gala on October 27th that will be held at the prestigious Capital City Club in downtown Raleigh. Come and enjoy a fabulous dining experience from the top floor of one of Raleigh's tallest buildings. Not only will you enjoy a terrific dinner, but our Program committee has arranged great speakers whom will share invaluable information. Do not miss this excellent opportunity to enjoy a more formal setting than the rest of our meetings throughout the year.

In closing, as the Fall season moves into the holiday season, we will be getting ready for the 2011 Annual Meeting of ISPE which begins on November 6th and concludes on the 9th in Grapevine, Texas. This year's conference is centered on "Global GMP Solutions" and will offer a myriad of speakers from around the globe and represent all facets of research and production. Hopefully you can join the other members of our Chapter as we travel to the Gaylord Texan Hotel Complex to meet with ISPE members from all over the world. Remember, early bird registration ends October 10th. We hope to see you there and at our other ISPE events in the next several months!

David Brande
Chapter President





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**Carolina-South
Atlantic Chapter**

2011-2012 Board of Directors

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- David Smith
- Patrick Buckner
- David Knorr
- Lisa Kerner
- Andy Ferrell

Committee Chairs

- Wendy Haines, Communications
- Nancy Padgett, Membership
- Amy Lineberry, Programs
- LeAnna Pearson, Students
- Bruce Craven, Technology Show
- Blake Derrick, Young Professionals

Chapter Event Highlights

Earth Shattering News Revealed at the Annual CaSA Planning Meeting

By Wendy Haines, CaSA Communications Committee Chair

It was not just the presentation of the New Strategic Plan for ISPE that was “earth shattering,” we all experienced an earthquake and saw the Prestonwood Ballroom chandeliers sway. What a momentous way to initiate the 2011-2012 CaSA ISPE Board!

David Brande, CaSA Chapter President, started the meeting with an overview of ISPE. This was followed by the introduction of all CaSA Committee Chairs and each chair provided a brief synopsis of what their committee do and ways CaSA volunteers could serve on their committee. Please join with me in welcoming and congratulating the following CaSA Committee Chairs:

Communications: Wendy Haines
Membership: Nancy Padgett
Programs: Amy Lineberry
Students: LeAnna Pearson
Technology Show: Bruce Craven
Young Professionals: Blake Derrick



David Brande, CaSA Chapter President

Following the Committee Chairs, Jane Brown, Past President of CaSA and past Chair of the ISPE Board of Directors, presented the “ISPE 2012 New Strategic Plan.” Below is an excerpt from the plan describing ISPE’s five key areas of focus:

1. Optimizing current manufacturing operations
2. Developing next generation manufacturing
3. Product supply networks
4. Enterprise risk management
5. Practical solutions to regulatory requirements

Jane served on the committee to develop the strategic plan for ISPE and was well equipped to field questions from CaSA members. For a more in-depth view of the ISPE Strategic Plan, a copy can be found at: www.ispe.org

The meeting was concluded by a networking reception. If you are interested in adding more value to your ISPE membership, join a committee and be involved in the decision making process for the CaSA ISPE Chapter.



Jane Brown, Past President of CaSA and past Chair of the ISPE Board of Directors

(continued next page)

Chapter Event Highlights

(continued from previous page)



CaSA Committees and New Members

Programs Committee

Chair: Amy Lineberry

amylineberry@speclineconsulting.com

Members:

David Knorr
David Smith
Marianne Lorenc
Steve Baker
David Yaffe
Jennifer Parks
Martin Rock
Patrick Buckner
George Lane
Sydney Seymour
Kevin White

Membership Committee

Chair: Nancy Padget

nancy@bjac.com

Members:

Bruce Craven
Casey Hinson
Cathy Middelberg
Donald Fraser
Heather Denny
Jamal Ahmed
Jane Brown
Jennifer Parks
Jim McGlade
John Stolarik
Lisa Kerner
Mike Kriston
Roy Snipes
Sheri Davis
TK Miller
Jerry Paciorek

Technology Show Committee

Chair: Bruce Craven

bcraven@manganinc.com

Facility Co-Chairs:

Eric Mayer and Mike Putnam

HR & Career Fair Co-Chair:

Karin Cleary

Marketing Co-Chairs:

Wes Robbins and Lisa Kerner

Programs Co-Chairs:

Clay Schaeffer and Billy Morris

Young Professionals Committee

Chair: Blake Derrick

blake_derrick@kellyscientific.com

Members:

Pavun Patel
Amy Lineberry
Remil Aguda
Jennifer Parks
Jon Doyle
Dacie Edwards

Communications Committee

Chair: Wendy Haines

whaines@ils-inc.com

Co-Chair: Mike Kriston

Mkriston@mcdonaldyork.com

Members:

Brian Belvin
Diane Darlington
Matthew Denny
Rob Hughes
Stephen Rose
Jeff Smith
Rich Stanfield
Michelle St. Peter
Brian Swafford
John Vaughn

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John Hannon
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John.Hannon@CAgents.com



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CaSA Committees and New Members

Welcome New CaSA ISPE Members

New members who joined
June 1, 2011-September 19, 2011

Timothy J. Armstrong
Jessica Brantley
Daman Chadha
Rocky A. Crowe
Matt J. Cunningham
Brad L. Davis
Larry B. Ferrell
Brian J. Gensch
Pierre Eric Gingue
Ira S. Goldfarb
Shane Graham
Jason M. Grai
Erin L. Hankins
Melissa Hernandez
Scott A. Howard
Will Hughes
Stacy L. Ingram
Reggie Jackson
Valan A. Joseph
Sandeep Kalelkar
Juliet B. Kallon
John Ku
Jonathan E. Lane
Patricia Lewis
Marquita Lilly
Sandra Mackie
Kwame S. Mbalia
Stephen M. McManus
Ron McNutt
Joshua J. Michalik
Chiemeka A. Nwangwa
William J. Parris
Mark S. Pennell
Jennai M. Pettis
Matthew Pickering
Michael R. Porter
Katie L. Quigley
Paul Reynolds
Michael E. Richardson
Mitchell D. Rivenbark
Michael E. Smith
Timothy P. Stuller
Whitney B. Thomas
Rachel W. Thompson
John C. Tredway
John Vaughn
Ryan G. Wheeler
Kennis E. Wilson
Roy Winters



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Chapter Event Highlights

Durham Bulls Outing

By Nancy Padget, Membership Committee Chair



The ISPE CASA Chapter's annual summer event, the Durham Bulls Baseball game on August 26th against the Charlotte Nights, was a great success. Even though 165 tickets were purchased, rain showers kept some of our group away and the game got called early in the 4th inning. However, it was a suc-

cess because everyone who attended had a great time with CaSA ISPE friends and their families.

We shared the park that night with hundreds of Girl Scouts who planned to camp-out on the field after the game/Fireworks Display and Yogi Bear made his first appearance at the Durham Bulls Athletic Park. Unfortunately, the weather prevented the Scouts from Camping and sent Yogi back into hiding, but I am sure that both will come back.

Visiting a wonderful ballpark, eating a few hot dogs and talking with your ISPE associates while watching a great baseball team - you just can't beat it! Special "Thanks" to TK Miller with Bray for organizing the event. Great job as usual, TK!

To those of you who missed it... you MISSED it! It was a great time to network and enjoy the CaSA ISPE association and we hope to see you next year, when we do it again. To everyone who made it out and enjoyed a joyous few hours together - Thank You! Same Place Same Time next August?!?

The Membership Committee will be sending out a quick survey to ask for your ideas on how to improve this event next year and what other CaSA ISPE Events you would like to participate in for the coming months. Please respond to the survey- your opinion is appreciated and encouraged.

(continued next page)

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Chapter Event Highlights

(continued from previous page)



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CaSA Student Section

Student Chapter List and Upcoming Student Events

By LeAnna Pearson, Student Committee Chair

Local Student Chapters



Campbell University



East Carolina University



East Tennessee State



MEREDITH
AVENGING ANGELS

Meredith College



North Carolina A&T



North Carolina
Central University



North Carolina
State University



University of
North Carolina

Upcoming Student Events

Resume Workshop

October 22, 2011 from
10:00 AM-2:00 PM at BTEC at
NC State University

Career Day

November 10, 2011 from
10:30 AM-12:45 PM at
Middle Creek High School, Apex, NC

Look for a list of new student officers in the
December newsletter!



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CaSA Young Professionals

Young Professional Update

By Blake Derrick, YP Committee Chair and Remil Aguda, YP Committee Member

The ISPE-CASA Young Professionals group would like to invite you to our next educational event scheduled on Thursday, October 6, 2011. The speaker, David Abbe, Director of Engineering at the GlaxoSmithKline facility in Zebulon, North Carolina will give a presentation on leadership. The event will begin at 5:30pm at the NCSU-BTEC auditorium on Centennial Campus. The evening will be a great opportunity for both Young Professionals and Professional members alike to hear from a seasoned industry professional on this important topic. While we may gain excellent technical skills through academic and on-the-job training, management tools and leadership skills are essential for your growth and development in your career. If you are an entry level scientist or engineer, or even new to handling a role that requires management of people, time and material resources - this talk is for you. As always, it will provide a venue to network with fellow industry professionals in the area. Food will be catered by Jason's Deli.

To register for this event, please go to <http://casaleadership.eventbrite.com> on or before October 4th. Also, we would greatly appreciate any feedback or suggestions for events that would be of mutual benefit to the local ISPE community. Feel free to contact the Young Professionals at casayoungprofessionals@gmail.com



Connecting a World of
Pharmaceutical Knowledge

**Young Professionals
Carolina-South
Atlantic Chapter**

Leadership Seminar

**Thursday, October 6, 2011
at 5:30 PM (ET)**

NCSU BTEC
850 Oval Drive
Raleigh, NC 27606



5:30 pm Box Dinners by Jason's Deli/
Networking

6:30 pm **SPEAKER:** David Abbe
Dir. of Engineering at
GlaxoSmithKline

**PREREGISTRATION REQUIRED
by Tuesday, 10/4**

REGISTER AT:
<http://casaleadership.eventbrite.com/>

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Featured CaSA Event

5th Annual Fall Gala

October 27, 2011
Capital City Club

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Page 13

Speakers:

Bill Bullock
NC Biotechnology Center
"The State of Our
Industry"

Merck
"FOYA Submission &
Merck Case Study"

Special Thanks to our
Valet Sponsor:



Join ISPE-CASA at the Capital City Club on Thursday, October 27th for networking, presentations and dinner!

The 5th Annual Fall Gala will be held at the Capital City Club on the 21st floor of the Progress Energy Building in Downtown Raleigh.



Doors open at 5:30pm and our first speaker will begin at 6:00pm. Be sure to arrive early to use your two drink tickets!

Note: All Fall Gala attendees will have the option of attending a FREE tour of Merck on Friday, October 28th. Please indicate your choice when you register.

Register by October 21st

Members: \$90
Non-Members: \$125
Young Professionals: \$65
Students: \$35

Register online now at:
<http://www.ispe-casa.org/content/5th-annual-fall-gala>

Or fill out registration form on next page.

(continued next page)

Featured CaSA Event



**Carolina-South
Atlantic Chapter**

**Annual Fall Gala
October 27, 2011
5:30pm-9:00pm**

Registration Form

ISPE Member #													
Name													
Company													
Address													
City/State/Zip													
Phone/Fax #s													
Email													
Dietary Request													
<table> <tr> <td><input type="checkbox"/></td> <td>Member:</td> <td>\$90</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Non-Member:</td> <td>\$125</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Young Professional:</td> <td>\$65</td> </tr> <tr> <td><input type="checkbox"/></td> <td>Student:</td> <td>\$35</td> </tr> </table>		<input type="checkbox"/>	Member:	\$90	<input type="checkbox"/>	Non-Member:	\$125	<input type="checkbox"/>	Young Professional:	\$65	<input type="checkbox"/>	Student:	\$35
<input type="checkbox"/>	Member:	\$90											
<input type="checkbox"/>	Non-Member:	\$125											
<input type="checkbox"/>	Young Professional:	\$65											
<input type="checkbox"/>	Student:	\$35											

Pay by Check or Credit Card

Total: \$ _____	<input type="radio"/> CHECK	<input type="radio"/> AMEX	<input type="radio"/> VISA	<input type="radio"/> Master Card
Name on Credit Card _____	Credit Card # _____	Exp Date _____		
Billing Address _____ _____				
Signature _____		Date _____		

Email, fax, or mail this form to:
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 Phone: 919-573-5442 / Fax: 919-787-4916 / Email: info@ispecasa.org

Featured CaSA Event



**Carolina-South
Atlantic Chapter**

Annual Fall Gala October 27, 2011

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- ☐ \$300 **Valet Sponsor**
Includes logo on giveaway item, name and logo in sponsor group on projection display before and during dinner, name at the valet stand

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Email: info@ispecasa.org**

Questions??? Contact Casey Hinson at info@ispecasa.org or 919-573-5442.

Technical Section

Drivers of Career Choice and Career Progression: The Evolving Workforce

This survey [the Kelly Global Workforce Index] was completed and compiled by Kelly Services.

Approximately 97,000 people from 30 countries across the Americas, APAC, and EMEA Regions responded to a workplace survey developed by Kelly Services. The Kelly Global Workforce Index (KGWI) revealed opinions about work and the workplace from a generational viewpoint.

Survey respondents ranged in age from 18 to 65 and comprised the following generational groups:

Generation Y (age 18 - 29), Generation X (age 30 - 47), and the Baby Boomer generation (age 48 - 65).

The global survey was open to everyone, with no restrictions. To that end, respondents were either employed within a variety of industries, ranging from information technology to finance, or were unemployed and searching for future work opportunities.

Each respondent revealed their viewpoints on the following four topics:

- Talent Mobility
- Social Media/Networking

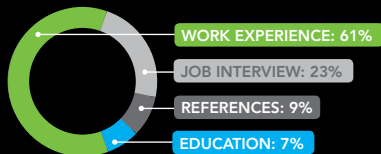
- Drivers of Career Choice and Career Progression
- Effective Employers/Employer of Choice

This report highlights responses to questions regarding Career Choice and Career Progression. The question focused on:

- The relative importance of job experience and formal education in career development
- The importance of skills development
- The likelihood and causes of career change
- The impact of career “breaks”
- The desire to advance to an executive position
- The best indicators of talent among job seekers

THE EVOLVING WORKFORCE: DRIVERS OF CAREER CHOICE AND CAREER PROGRESSION

BEST INDICATORS OF TALENT



97%

BELIEVE QUALIFICATION AND SKILL UPGRADES ARE OVERWHELMINGLY IMPORTANT WHEN IT COMES TO CAREER PROGRESSION



74%
BELIEVE IT
WILL BE OK

26%
HAVE THEIR
DOUBTS

MORE PEOPLE BELIEVE THEY WILL BE ABLE TO RESUME THEIR CAREERS AFTER TAKING A BREAK FOR EVENTS SUCH AS MATERNAL/PATERNAL LEAVE, ILLNESS, OR AN EXTENDED HOLIDAY



EXPERIENCE VS EDUCATION

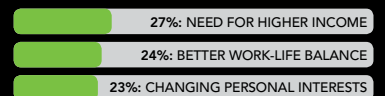
PRACTICAL JOB EXPERIENCE IS MORE IMPORTANT WHEN DECIDING CAREER SUCCESS

18%

THE CAREER FOR LIFE IS VANISHING.
MORE THAN HALF OF ALL EMPLOYEES EXPECT TO SWITCH CAREERS IN THE NEXT

5 YEARS

MAIN REASONS:



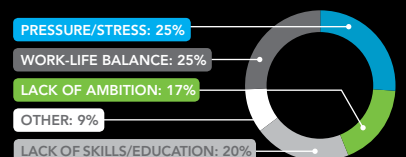
WHO WANTS TO BE AN EXECUTIVE?

72% DO. 20% DON'T.

SIGNIFICANTLY MORE MEN AIM HIGHER THAN WOMEN

78% 66%

REASONS FOR NOT WANTING THE TOP JOB



Technical Section

(continued from previous page)

IMPACT OF JOB EXPERIENCE AND FORMAL EDUCATION ON CAREERS IN THE DEVELOPMENT OF YOUR CAREER WHAT HAS BEEN MOST IMPORTANT— EXPERIENCE OR FORMAL EDUCATION? (BY GENERATION)

According to the Kelly Global Workforce Index, when it comes to the most important elements in a person's career—experience or formal education—the vast majority (80 percent) nominates experience, while 18 percent cite formal education and 2 percent are undecided.

Across all generations, job experience is considered the predominant factor in shaping a person's career. It is most apparent among older age groups, with 83 percent of Baby Boomers and 82 percent of Gen X citing it as the most important factor in career development, higher than Gen Y (76 percent).

01

EXPERIENCE

80%

76%

82%

83%

FORMAL EDUCATION

18%

21%

16%

15%

DON'T KNOW

2%

3%

2%

2%

ALL GENERATIONS

GENERATION Y

GENERATION X

BABY BOOMERS

(continued next page)

Technical Section

(continued from previous page)

IMPACT OF JOB EXPERIENCE AND FORMAL EDUCATION ON CAREERS IN THE DEVELOPMENT OF YOUR CAREER, WHAT HAS BEEN MOST IMPORTANT—EXPERIENCE OR FORMAL EDUCATION? (BY REGION)

The emphasis on experience as a career decider is more pronounced in APAC, with 84 percent citing it as the pre-dominant influence on their careers, higher than in both the Americas (81 percent) and EMEA (77 percent).

02

EXPERIENCE

80%

84%

77%

81%

FORMAL EDUCATION

18%

15%

20%

17%

DON'T KNOW

2%

1%

3%

2%

ALL COUNTRIES

APAC

EMEA

AMERICAS

(continued next page)

Technical Section

(continued from previous page)

IMPORTANCE OF UPGRADING QUALIFICATIONS AND SKILLS

IN ORDER TO PROGRESS YOUR CAREER, HOW IMPORTANT IS IT THAT YOU UPGRADE YOUR QUALIFICATIONS AND/OR SKILLS? (BY GENERATION and REGION)

Well over half of all respondents (61 percent) say it is extremely important that their qualifications and skills be upgraded in order to advance their careers.

The need to upgrade skills is most important to Gen Y, with 64 percent saying it is extremely important for their career development. By contrast, 60 percent of Gen X and 55 percent of Baby Boomers describe skills upgrading as extremely important.

Across the globe, there is a considerably higher priority on upgrading skills in APAC and the Americas than in EMEA. In APAC, 68 percent say that doing so is extremely important, compared with 66 percent in the Americas and 54 percent in EMEA.

03

AMERICAS

66%

71%

69%

56%

APAC

68%

73%

64%

51%

EMEA

54%

55%

53%

54%

ALL COUNTRIES

61%

64%

60%

55%

ALL GENERATIONS

GENERATION Y

GENERATION X

BABY BOOMERS

(continued next page)

Technical Section

(continued from previous page)

LIKELIHOOD OF CAREER CHANGE

DO YOU ANTICIPATE HAVING TO CHANGE YOUR CAREER OR FIELD OF WORK WITHIN THE NEXT FIVE YEARS? (BY GENERATION and REGION)

More than half of all respondents (57 percent) say they expect to have to change their career or field of work within the next five years.

Fifty-eight percent of both Gen Y and Gen X believe they will have to change their careers, which is higher than Baby Boomers (50 percent).

There are some distinct regional differences, with more respondents from APAC (63 percent) anticipating a career change than in EMEA (59 percent) or the Americas (48 percent).

Within APAC, Gen Y is feeling the greatest pressure, with two-thirds anticipating a career change within the next five years, higher than any group across the survey.

In EMEA, Gen X is the group most impacted, with 61 percent anticipating a career change.

In the Americas, less than half of all respondents are looking to change careers, but the most likely group to do so is Gen X.

04

AMERICAS

48%

46%

50%

46%

APAC

63%

66%

63%

51%

EMEA

59%

57%

61%

56%

ALL COUNTRIES

57%

58%

58%

50%

ALL GENERATIONS

GENERATION Y

GENERATION X

BABY BOOMERS

(continued next page)

Technical Section

(continued from previous page)

CAUSES OF CAREER CHANGE

WHAT WOULD CAUSE YOU TO CHANGE YOUR CAREER OR FIELD OF WORK? (BY GENERATION)

The main driver of likely career change is need for higher income (27 percent), followed by better worklife balance (24 percent), changing personal interests (23 percent), concern that the industry is in decline (14 percent), other issues (8 percent), and current management issues (4 percent).

The need for higher income is most pronounced among Gen Y, and to a slightly lesser degree, Gen X. For Baby Boomers, income is much less of a concern, and ranks virtually equally with the state of the industry, changing personal interests, and improved work-life balance.

05

NEED FOR HIGHER INCOME

27%

30%

27%

20%

BETTER WORK-LIFE BALANCE

24%

23%

24%

22%

PERSONAL INTERESTS CHANGING

23%

26%

22%

20%

CONCERN THAT INDUSTRY IS IN DECLINE

14%

11%

14%

20%

OTHER ISSUES

8%

6%

7%

13%

CURRENT MANAGEMENT ISSUES

4%

4%

5%

5%

ALL GENERATIONS

GENERATION Y

GENERATION X

BABY BOOMERS

(continued next page)

Technical Section

(continued from previous page)

CAUSES OF CAREER CHANGE

WHAT WOULD CAUSE YOU TO CHANGE YOUR CAREER OR FIELD OF WORK? (BY REGION)

Across the globe, the main reasons for considering a career change differ; in the Americas it's concern about income, in APAC it's to improve work-life balance, and in EMEA it's changing personal interests.

The Americas has a significantly larger share of people concerned that their industries are in decline.

In APAC, concern about income and the need for improved work-life balance account for more than half of all the issues driving career change. APAC also has significantly more individuals worried about organizational management issues than elsewhere around the globe.

06

NEED FOR HIGHER INCOME



BETTER WORK-LIFE BALANCE



PERSONAL INTERESTS CHANGING



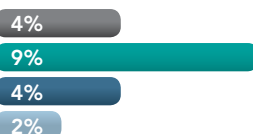
CONCERN THAT INDUSTRY IS IN DECLINE



OTHER ISSUES



CURRENT MANAGEMENT ISSUES



ALL COUNTRIES

APAC

EMEA

AMERICAS

(continued next page)

Technical Section

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RESUMING CAREER AFTER A BREAK

IF YOU HAD A BREAK IN YOUR EMPLOYMENT (MATERNAL/PATERNAL LEAVE, ILLNESS, EXTENDED HOLIDAY), DO YOU THINK YOU WOULD BE ABLE TO RESUME YOUR CAREER AT THE SAME LEVEL? (BY GENERATION AND REGION)

The prospect of taking time out from a person's career can have far-reaching employment consequences. Approximately three-quarters (74 percent) believe they would be able to resume their careers at the same level after taking a break for such reasons as maternal/paternal leave, illness, or an extended holiday.

Younger workers, notably Gen Y (76 percent) and Gen X (74 percent) are most confident about their ability to resume their careers after a break, but only 67 percent of Baby Boomers believe they could do so.

Respondents in the Americas (77 percent) and APAC (76 percent) are somewhat more confident than those in EMEA (71 percent).

07

AMERICAS

77%

86%

78%

67%

APAC

76%

75%

79%

72%

EMEA

71%

72%

70%

67%

ALL COUNTRIES

74%

76%

74%

67%

ALL GENERATIONS

GENERATION Y

GENERATION X

BABY BOOMERS

(continued next page)

Technical Section

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ADVANCING TO AN EXECUTIVE POSITION

DO YOU HAVE ASPIRATIONS TO ADVANCE TO AN EXECUTIVE POSITION? (BY GENERATION AND REGION)

Almost three-quarters of respondents (72 percent) say they aspire to an executive position.

Gen Y is more ambitious than their older colleagues. Some 80 percent of Gen Y aspire to an executive role, significantly higher than Gen X (72 percent) and Baby Boomers (54 percent).

Globally, respondents in APAC (84 percent) are significantly more enthusiastic about an executive position than those in the Americas (71 percent) and EMEA (67 percent).

08

AMERICAS

71%

82%

76%

53%

APAC

84%

90%

82%

57%

EMEA

67%

72%

66%

54%

ALL COUNTRIES

72%

80%

72%

54%

ALL GENERATIONS

GENERATION Y

GENERATION X

BABY BOOMERS

(continued next page)

Technical Section

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REASONS FOR AVOIDING EXECUTIVE ROLES

IF YOU DO NOT ASPIRE TO AN EXECUTIVE ROLE, WHY NOT? (BY GENERATION)

Lifestyle factors are the main reasons people give as to why they wouldn't want to take on an executive role.

When asked to rank the reasons, 25 percent of respondents say they don't want the pressure or stress; a further 25 percent say it would impact their work-life balance; 20 percent say they don't have the skills or education; 17 percent don't have the ambition; and 9 percent cite other reasons.

The lifestyle factors (pressure/stress and work-life balance) are more pronounced among Baby Boomers, where 54 percent cite them for avoiding an executive role. By contrast they are named by 51 percent of Gen X and 45 percent of Gen Y.

The issues of pressure and stress are most acute among Baby Boomers, while work-life balance is felt most by Gen X.

Concern about inadequate skills or education is most pronounced among Gen Y, as is the view that they lack the ambition for an executive role.

09

DON'T WANT THE PRESSURE/STRESS



WOULD IMPACT WORK-LIFE BALANCE



INADEQUATE SKILLS/EDUCATION



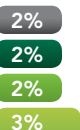
DON'T HAVE THE AMBITION



OTHER



NO RESPONSE



ALL GENERATIONS

GENERATION Y

GENERATION X

BABY BOOMERS

(continued next page)

Technical Section

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REASONS FOR AVOIDING EXECUTIVE ROLES

IF YOU DO NOT ASPIRE TO AN EXECUTIVE ROLE, WHY NOT? (BY REGION)

Lifestyle issues are the main reasons for shunning executive roles in both APAC and the Americas, but in EMEA the main reason is lack of ambition.

In both the Americas and APAC, a total of 64 percent cite pressure/stress and the impact on work-life balance as the reasons for avoiding executive positions. By contrast, in EMEA, just 40 percent cite these lifestyle factors.

A total of 27 percent of EMEA respondents say they don't have the ambition for an executive role, compared with just 9 percent in APAC and 5 percent in the Americas.

Also in EMEA, almost one-quarter (24 percent) say they don't have the education or skills to perform an executive function—higher than in both the Americas (18 percent) and APAC (17 percent).

10

DON'T WANT THE PRESSURE/STRESS



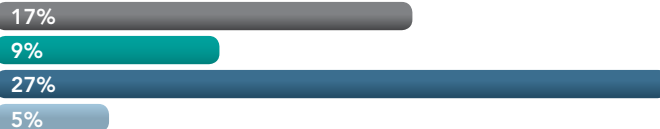
WOULD IMPACT WORK-LIFE BALANCE



INADEQUATE SKILLS/EDUCATION



DON'T HAVE THE AMBITION



OTHER



NO RESPONSE



ALL COUNTRIES

APAC

EMEA

AMERICAS

(continued next page)

Technical Section

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BEST INDICATOR OF TALENT

IN YOUR EXPERIENCE, WHEN LOOKING FOR A JOB, WHAT IS THE BEST INDICATOR OF YOUR TALENT TO A PROSPECTIVE EMPLOYER? (BY GENERATION)

The majority of respondents (61 percent) say that when looking for a job, the best indicator of a person's talent is their work experience, followed by their performance in a job interview (23 percent), job references (9 percent), and education (7 percent).

The pattern is generally consistent across all generations, but the relevance of work experience as an indicator of talent is greater with older workers. Younger workers place slightly greater emphasis on education.

11

WORK EXPERIENCE

61%

52%

66%

69%

INTERVIEW

23%

28%

20%

19%

REFERENCES

9%

10%

9%

8%

EDUCATION

7%

10%

5%

4%

ALL GENERATIONS

GENERATION Y

GENERATION X

BABY BOOMERS

(continued next page)

Technical Section

(continued from previous page)

BEST INDICATOR OF TALENT

IN YOUR EXPERIENCE, WHEN LOOKING FOR A JOB, WHAT IS THE BEST INDICATOR OF YOUR TALENT TO A PROSPECTIVE EMPLOYER? (BY REGION)

Across all regions, work experience is considered the best indicator of talent in the eyes of those seeking work.

There is greater emphasis on work experience as an indicator of talent in APAC (64 percent) and the Americas (63 percent), than in EMEA (59 percent).

Respondents in EMEA tend to place slightly greater importance on job interviews and references than those in other parts of the world.

12

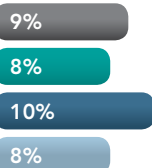
WORK EXPERIENCE



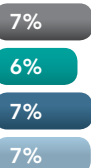
INTERVIEW



REFERENCES



EDUCATION



ALL COUNTRIES
APAC
EMEA
AMERICAS

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Technical Section

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Conclusion Generation Y

The evolution of the modern workforce into a more dynamic and flexible entity is being embodied in the attitudes of Gen Y workers who are uniquely adapting to the changing world of work and careers.

No less than 58 percent of Gen Y plan to switch careers within the next five years. The reasons are both to boost their income and to align their work with changing personal interests.

There is a high degree of confidence in their ability to change careers or take a break from work and return at a similar level of pay and seniority.

When looking to the future, Gen Y is notably ambitious about moving into executive roles. Some 80 percent aspire to senior management positions—a higher rate than for both Gen X and Baby Boomers. For those who do not foresee an executive role, there are a range of factors cited: lack of education or skills, impact on worklife balance, concerns about pressure and stress, and lack of ambition.

When it comes to career progression, all generations indicate that experience has been more important than education. However, it is interesting to note that for Gen Y, education is both more recent and somewhat more important.

Like older generations, they share the view that experience is the best indicator of talent in a prospective employee.

Of all the generations, Gen Y places the highest priority on developing and enhancing skills, with 64 percent saying it is extremely important for their career progression.

Generation X

As they settle into the mid-term of their careers, Gen X is experiencing something of an awakening. In line with their younger counterparts, 58 percent of Gen X anticipates being required to change their career or field of work within five years. For Gen X, it's not just the need for more income, but also a broader range of lifestyle issues that will drive this career shift.

They also predominantly hold a belief that they can change their careers and take a break for maternal/paternal leave, or even for an extended holiday, and return to their jobs without significant setback.

Some 72 percent are aiming for executive roles—slightly less than Gen Y, but greater than Baby Boomers. For those Gen X members who don't want an executive position, the main reason cited is the adverse impact on work-life balance.

For Gen X, experience has been a more dominating factor over career progression than education, and Gen X believes more strongly than Gen Y that job experience is the best indicator of talent in a prospective employee.

Baby Boomers

Although they are in the twilight of their careers, a significant share of Baby Boomers (50 percent) anticipate having to change careers within the next five years.

The difference with Baby Boomers is the reasons given—concerns about income are relatively lower, lifestyle factors weigh heavily, and there are also concerns that their industries are in decline.

Fewer Baby Boomers aspire to executive positions, and the reasons predominantly relate to how such roles would impinge on lifestyle. Baby Boomers overwhelmingly believe that their experience—rather than education—has shaped their careers, and they have no doubt that job experience remains the best guide to talent in prospective employees.

And even with retirement looming for many Baby Boomers, more than half say that ongoing skills development is essential to their careers.

Drivers of Career Choice and Career Progression Wrap Up

The latest Kelly Global Workforce Index demonstrates a degree of instability that characterizes many sectors of the global workforce.

Significant numbers of individuals are actively preparing for the likelihood that they will be forced—by economic circumstances or personal life choices—to change their entire career focus within a relatively short time frame.

Such a wholesale career shift represents a dramatic response to changing demographic, cultural, and structural changes in the global economy.

The forces that are driving these shifts are having the greatest impact on younger Gen Y and Gen X workers, and presumably on the emergent Gen Z, which is only now entering the workforce.

It's clear that there are fundamental generational differences toward issues such as work, career, and the way individual talent is measured and assessed by organizations.

The findings underline the degree of volatility that prevails in the global workplace, where structural shifts in the world economy and changing generational dynamics are combining to reshape the way that individuals view their work and careers.



Upcoming Events

MARK YOUR CALENDARS!



Student Events

Resume Workshop: October 22, 2011 from 10am-2pm at BTEC on NCSU Campus – Professionals needed, contact: ispecasasac@gmail.com

Career Day: November 10, 2011 from 10:30am-12:45pm at Middle Creek High School in Apex, NC,

CaSA Chapter Events

Young Professional Leadership Event: October 6, 2011 at 5:30pm at BTEC on NCSU Campus

5th Annual CaSA Fall Gala: October 27, 2011 at 5:30 pm at Capital City Club, Raleigh, NC

Annual Toys for Tots Event: December 1, 2011 from 8:00-10:30 AM at GSK, RTP, NC

International ISPE Event

Professional Development Training: October 6-7, 2011 in Norwood, MA

Annual ISPE Meeting: November 6-9, 2011 at Gaylord Texan, Grapevine, TX

Details coming soon for the following event:

EVENT

Energy Management Forum: December, 2011

2011 ISPE Annual Meeting:

Preparing Professionals and Organizations for Rapid Change

6-9 November

Industry Experts and Regulators Present

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