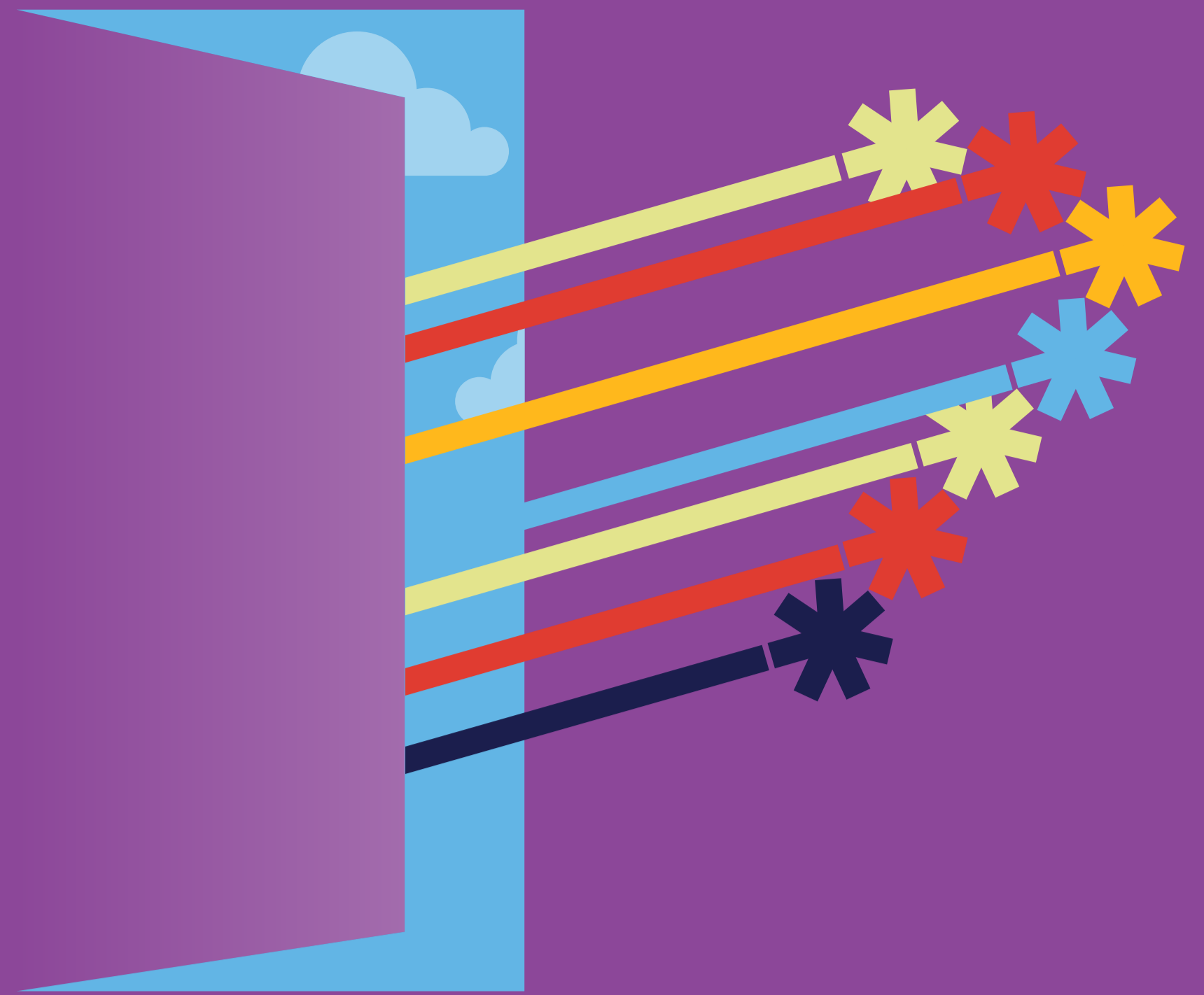


# \* Opening the door to great talent

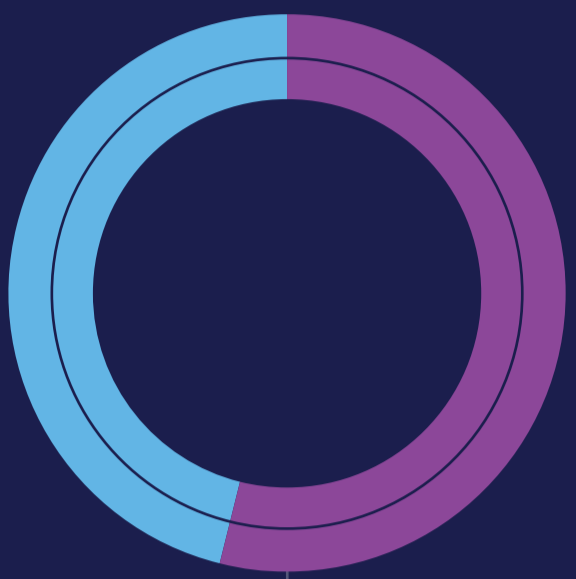
Employers are inadvertently contributing to their own talent shortage and holding many workers back.

Between 2000 and 2020 workers Skilled Through Alternative Routes (STARs) lost access to 7.4 million jobs that historically opened pathways to upward mobility. We identify 30 jobs to reverse this trend and help employers overcome talent shortages.



**54%**

of Gateway and Destination jobs held by STARs in 2000



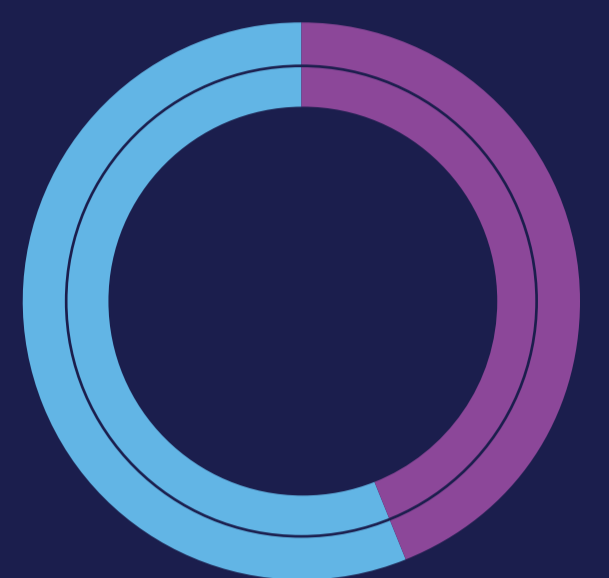
2000

## Over two decades, doors closed to STARs

Historically, STARs have achieved upward mobility by moving from low-wage entry level jobs to higher-wage Gateway and Destination jobs. Our research shows that STARs' share of these jobs has declined over the past 20 years.

**46%**

of Gateway and Destination jobs held by STARs in 2020



2020

**17.2M**

gateway and destination jobs added

**9.2M**

STARs expected share

**1.8M**

STARs actual share

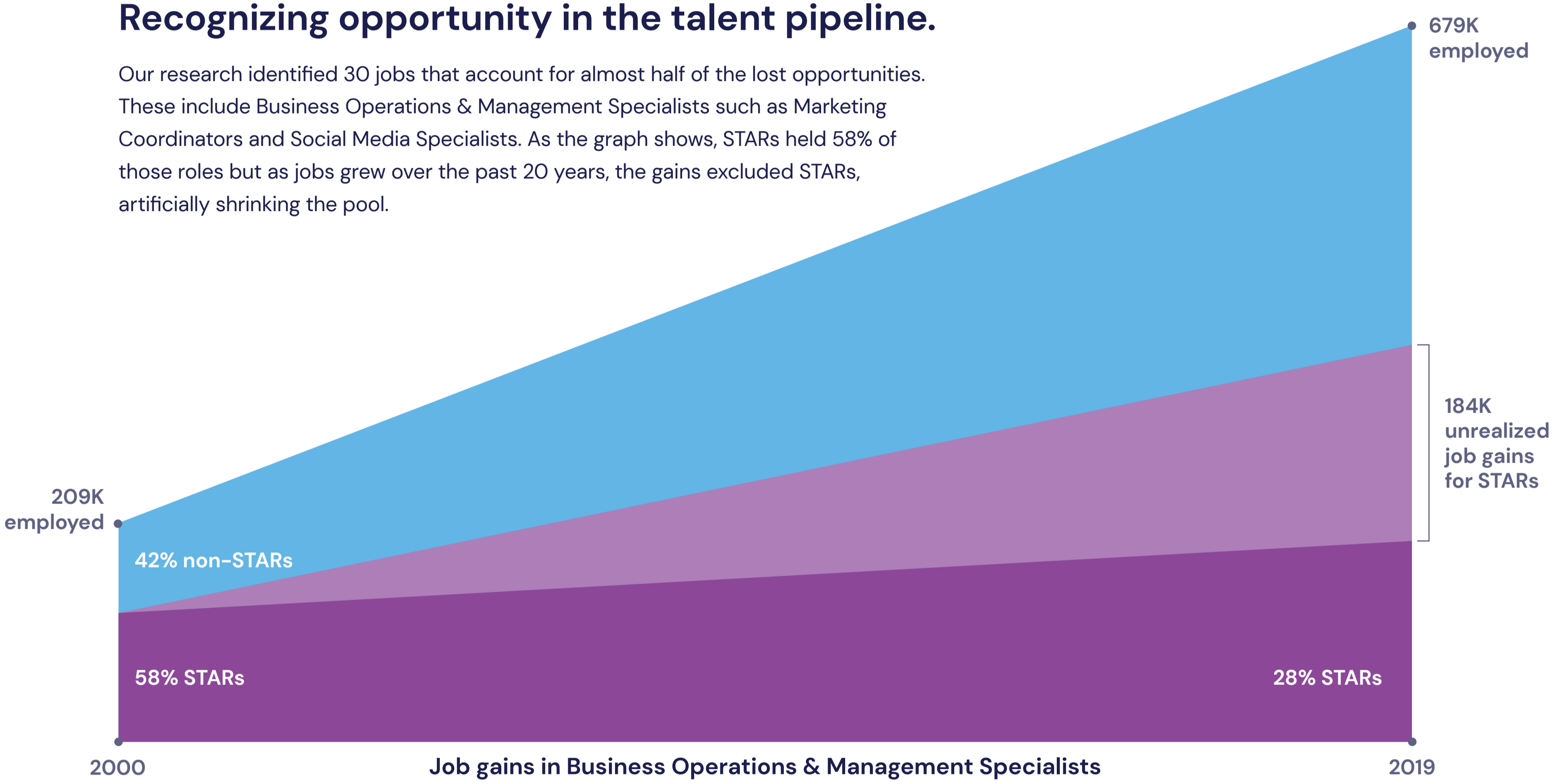
The U.S. labor market added 17.2 million new Gateway and Destination jobs over the past two decades. If employers hired as they had historically, STARs would have filled 9.2 million of those jobs. In fact, they filled only 1.8 million of them. The difference—7.4 million jobs — represents a significant lost opportunity for STARs.

When STARs are denied these jobs, they lose access to a good job as well as the advancement it offers — and employers diminish their own talent pipelines as fewer workers gain access to on-the-job skill development.

**\* These lost opportunities for STARs are missed opportunities for employers too.**

## Recognizing opportunity in the talent pipeline.

Our research identified 30 jobs that account for almost half of the lost opportunities. These include Business Operations & Management Specialists such as Marketing Coordinators and Social Media Specialists. As the graph shows, STARs held 58% of those roles but as jobs grew over the past 20 years, the gains excluded STARs, artificially shrinking the pool.



[Download the report to see all 30 jobs.](#)

## A problem of exclusion.

STARs are doing jobs they are not eligible to apply for.

Employers may believe that a four-year degree is a non-negotiable prerequisite for their jobs, but the truth is many STARs currently work in those very jobs. For example, 28% of Business Operations and Management specialists are STARs right now, proving they have the skills to fill those roles. And yet, in 2021, 88% of job postings for those roles required a degree, unnecessarily screening out qualified STARs. Imagine the talent employers could access if they simply removed the degree requirement from their job descriptions.

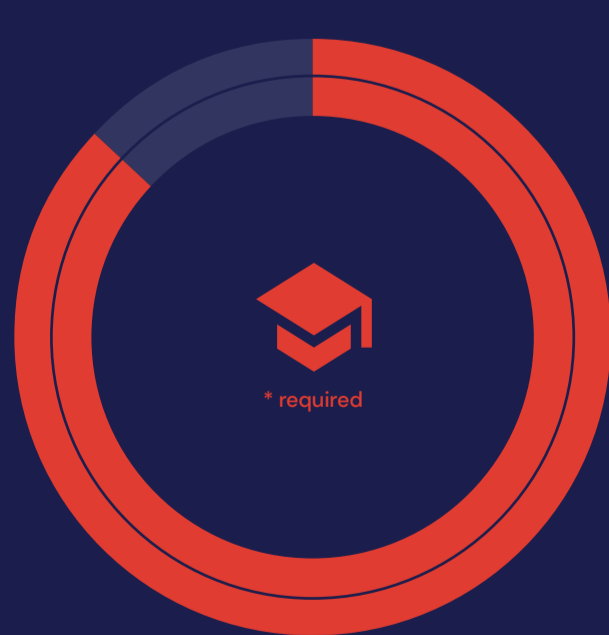
**26%**

of Business and Management Specialists are STARs



**87%**

of job postings for Business and Management Specialists require a degree in 2021



To learn more about how and why you should hire STARs, visit [opportunityatwork.org](http://opportunityatwork.org) today.

