



2009 US HIRING FORECAST

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Dear Valued Customer,

In uncertain economic times, it is vital to have the right people driving your strategy. In the words of Jack Welch, **"The team with the best players wins."** At CareerBuilder.com, we follow this mantra internally and remain focused on providing solutions that help our clients acquire and retain the best people. We are proud to be the leader in online talent recruitment, and as more job candidates seek employment online, CareerBuilder.com is committed to helping you find the candidate who will make your business thrive.

Although we continue to focus on delivering the best talent in the industry, we also understand the importance of monitoring trends and deciphering market insights. **Our goal is to provide you with the most up-to-date industry knowledge and trends to help you make informed decisions.** With this goal in mind, we provide you with the 2009 US Hiring Forecast in the pages to follow, released by Harris Interactive® and CareerBuilder.com.

Even as a large portion of U.S. companies consider and move forward with job cuts, we must **continue to develop and retain our top-performing and high-potential employees.** After all, it is the human factor of organizations that determines long-term sustainability and innovation. To help you successfully manage your workforce in these uncertain times, we have also included articles about managing your culture in uncertain times and effectively disseminating crisis communication.

Please do not hesitate to reach out to me or your CareerBuilder.com representative for more industry insights or information. We look forward to strengthening our relationship with you in 2009 and beyond.

Sincerely,



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CAREERBUILDER.COM'S ANNUAL JOB FORECAST REVEALS SLOWER, MORE CAUTIOUS HIRING EXPECTED IN NEW YEAR

with flexible work arrangements, green jobs, diversity recruitment and rehiring retirees among the trends for 2009.

"The job market of 2008 suffered as the U.S. economy weakened and entered into a recession," said Matt Ferguson, CEO of CareerBuilder.com. "Looking ahead, recruitment levels are expected to be lower in the new year, but employers are not out of the mix completely; instead they're taking 'a wait and see' approach to hiring. Fourteen percent of employers, surveyed by CareerBuilder.com, state they plan to increase full-time, permanent employees and 16 percent plan to decrease in 2009. The remainder of employers say they are unsure or don't plan to make any changes to their headcount in the new year."

SURVEY METHODOLOGY

This survey was conducted online within the U.S. by Harris Interactive® on behalf of CareerBuilder.com among 3,259 hiring managers and human resource professionals (employed full-time; not self-employed; with at least significant involvement in hiring decisions; non government); and 8,038 U.S. employees (employed full-time; not self-employed; non government) ages 18 and over between November 12 and December 1, 2008 (percentages for some questions are based on a subset US Employers or Employees, based on their responses to certain questions). With a pure probability sample of 3,259 and 8,038 one could say with a 95 percent probability that the overall results have a sampling error of +/- 1.72 percentage points and +/- 1.09 percentage points, respectively. Sampling error for data from sub-samples is higher and varies.

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The job market of 2008 suffered as the U.S. economy moved into a recession. Job growth was in the negative (more than 1.9 million jobs lost*) for the first time in more than five years. Economists predict even higher unemployment rates and increased job loss numbers at least through the first half of the new year.

Looking ahead to 2009, recruitment levels are expected to be lower, but employers are indicating that they are not out of the mix completely, but instead taking a “wait and see” approach to hiring, according to CareerBuilder.com’s annual job forecast.

More than half (56 percent) of the more than 3,200 hiring managers and human resource professionals in private sector companies surveyed said they have no plans to change full-time, permanent employees in 2009, while 13 percent are unsure of how their staffing plans will be impacted. Fourteen percent say they plan to add employees in the new year.

At the same time, employers continue to express concern with the shortage of skilled labor. One-in-five (19 percent) employers reported that the quality of job applicants they are receiving from recruitment efforts is lower than one year ago. Nearly three-in-ten (27 percent) said they currently have open positions for which they cannot find qualified candidates.

Employers’ cautious approach to hiring, as well as the continued challenge to find qualified workers, may affect the length of the average candidate’s job search. Job seekers can expect the job search process to last longer than in years past with three-in-ten (29 percent) employers saying it takes them seven weeks or longer to fill open positions.

HIRING IN 2009

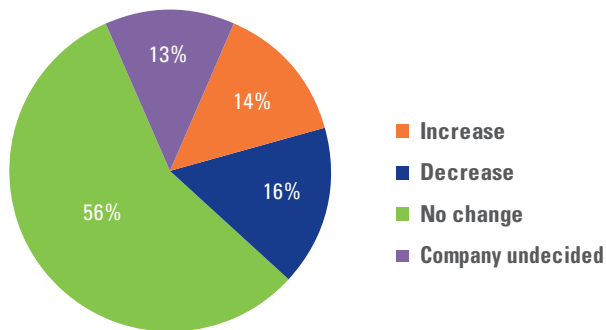
FULLTIME

Fourteen percent of employers plan to increase their numbers of full-time, permanent employees in 2009. This compares to 32 percent who anticipated increasing headcount in 2008. Sixteen percent plan to decrease staff levels in 2009, while 56 percent expect no change. Thirteen percent are unsure.

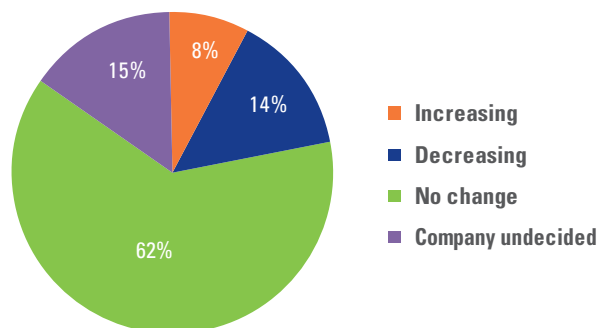
PARTTIME

Eight percent of employers plan to increase their number of part-time employees in 2009, down from 21 percent who expected to do so in 2008. Fourteen percent plan to decrease headcount in 2009, 62 percent expect no change and 15 percent are unsure.

DOES YOUR COMPANY, AT YOUR LOCATION, PLAN TO INCREASE, DECREASE OR MAKE NO CHANGE TO THE NUMBER OF FULL-TIME, PERMANENT EMPLOYEES IN ALL OF 2009 COMPARED TO 2008?



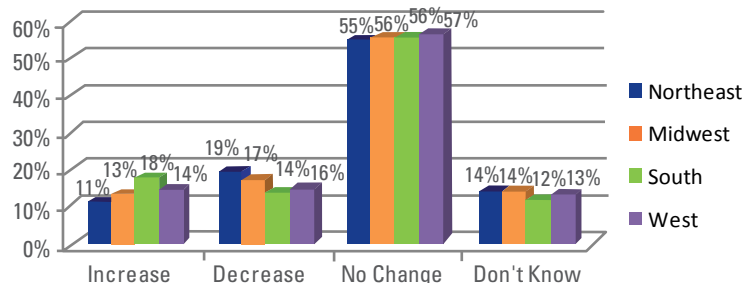
DOES YOUR COMPANY, AT YOUR LOCATION, PLAN TO INCREASE, DECREASE OR MAKE NO CHANGE TO THE NUMBER OF PART-TIME EMPLOYEES IN ALL OF 2009 COMPARED TO 2008?



HIRING BY REGION

Staff expansions are expected to be strongest in the South and West in 2009. Eighteen percent of employers in the South and 14 percent of employers in the West plan to add full-time, permanent employees compared to 13 percent in the Midwest and 11 percent in the Northeast. Employers in the Northeast are projecting one the largest amounts of staff decreases at 19 percent, followed by 17 percent in the Midwest, 16 percent in the West and 14 percent in the South.

DOES YOUR COMPANY, AT YOUR LOCATION, PLAN TO INCREASE, DECREASE OR MAKE NO CHANGE IN ITS NUMBER OF FULL-TIME, PERMANENT EMPLOYEES IN ALL OF 2009 COMPARED TO 2008?



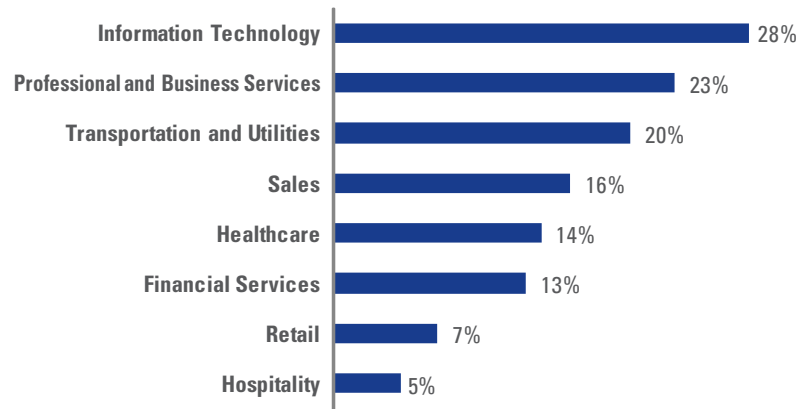
HIRING BY INDUSTRY

Comparing select industries, job creation in Professional and Business Services and Information Technology is expected to carry into the new year. Twenty-eight percent of IT and 23 percent of Professional and Business Services employers plan to add full-time, permanent employees in 2009; this is followed by 20 percent of employers in Transportation and Utilities, 16 percent in Sales, 14 percent in Healthcare and 13 percent in Financial Services. Retail employers are also planning to expand staffs at 7 percent, followed by 5 percent of Hospitality employers.

HIRING BY JOB LEVEL

When asked which job level employers will be recruiting for the most in 2009, nearly half (49 percent) of employers pointed to professional and technical staff members while 14 percent cited administrative and clerical positions. Nearly one-in-ten (9 percent) will target management positions from team leaders and directors to vice presidents and C-level executives.

2009 HIRING BY INDUSTRY



TIME TO HIRE

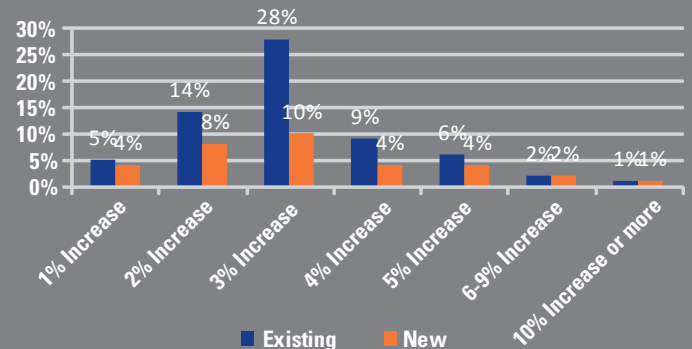
Time to hire continues to be a challenge for employers as they compete for top performers for newly created positions and those left vacant by employee turnover. More than one-in-five employers (20 percent) report it typically takes them two months or longer to fill their open positions.

SEVEN MAJOR HIRING TRENDS FOR 2009

INCREASED SALARIES

Even as companies explore ways to cut costs, employers still plan to increase salaries in the new year. Sixty-six percent of employers report their companies will increase salaries for existing employees in 2009, down from 80 percent in 2008. Forty-six percent expect to raise salaries by 3 percent or more, while 10 percent anticipate increases of 5 percent or more. One-third of employers expect to increase salaries on initial offers to new employees, down from 65 percent in 2008. One-in-five (21 percent) employers will raise salaries by 3 percent or more, while 7 percent anticipate increases of 5 percent or more.

WHAT WILL BE THE AVERAGE INCREASE IN SALARIES FOR EXISTING EMPLOYEES, AT YOUR LOCATION, IN 2009? WHAT WILL BE THE AVERAGE INCREASE IN SALARIES ON INITIAL JOB OFFERS FOR NEW EMPLOYEES, AT YOUR LOCATION, IN 2009?

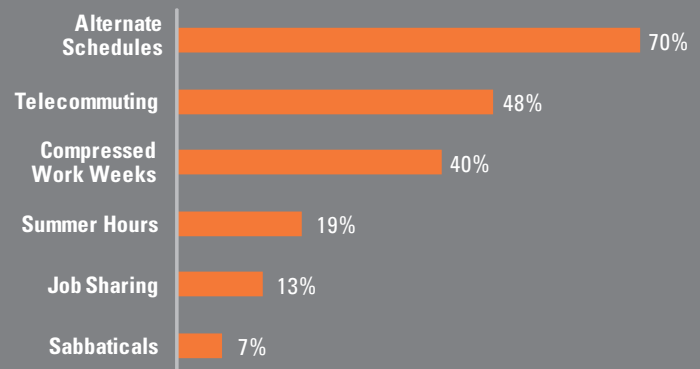


FLEXIBLE WORK ARRANGEMENTS

Companies plan to continue providing employees with greater flexibility in hopes of maintaining a better work/life balance. Close to one-third (31 percent) of employers say they plan to provide more flexible work arrangements in 2009. These arrangements include:

- Alternate schedules – come in early and leave early or come in later and leave later – 70 percent
- Telecommuting options – 48 percent
- Compressed workweeks – work the same hours, but in fewer days – 40 percent
- Summer hours – 19 percent
- Job sharing – 13 percent
- Sabbaticals – 7 percent

WHAT FLEXIBLE ARRANGEMENTS DOES YOUR COMPANY PLAN TO OFFER IN 2009?



GREEN JOBS

Employers plan to become more environmentally aware in the new year. Thirteen percent of employers say they plan to add “green jobs” in 2009, compared to one-in-ten who say they added them in 2008. “Green Jobs” are positions that implement environmentally conscious design, policy and technology to improve conservation and sustainability.

RECRUITMENT TOOLS

As recruitment budgets tighten, more employers are leveraging the Internet as a vehicle for finding potential employees. While nearly one quarter (23 percent) of employers say their recruitment budgets will decrease for 2009, 19 percent report they plan to spend more of their money looking for talent on online recruitment sites, followed closely by newspaper classifieds (15 percent). Twelve percent of employers also plan to allocate recruitment dollars to career fairs as well as staffing firms and recruiters followed by social networking sites (7 percent).

One quarter (26 percent) of employers say they also plan to try “new media” sources (i.e. blogs) to find potential candidates.

RETAINING RETIREES

One quarter of employers surveyed report concern over the loss of intellectual capital at their organizations as a large number of baby boomers approach retirement age. Nearly one-in-five employers (14 percent) say they are likely to rehire retirees from other companies in 2009. Another 10 percent are likely to provide incentives for workers at or approaching retirement age to stay on with the company longer.

At the same time, workers have expressed interest in postponing retirement. Twenty-two percent of employers report they have received requests from workers approaching retirement age to stay on with their companies.

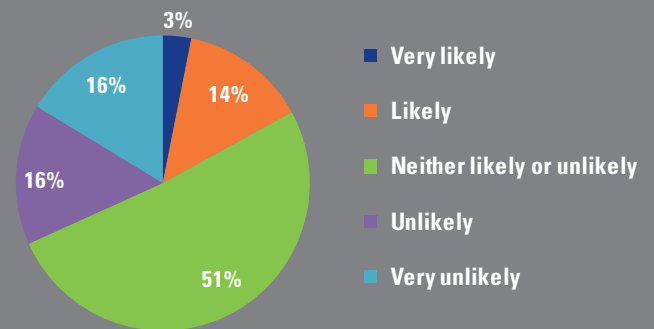
DIVERSITY RECRUITMENT

When asked if there is a particular segment of diverse workers they plan to target more aggressively in 2009, employers pointed to Hispanic workers, women, African-American workers and mature workers. Nearly nine-in-ten (88 percent) employers report they will be placing the same or greater amount of emphasis on recruiting bilingual candidates in 2009.

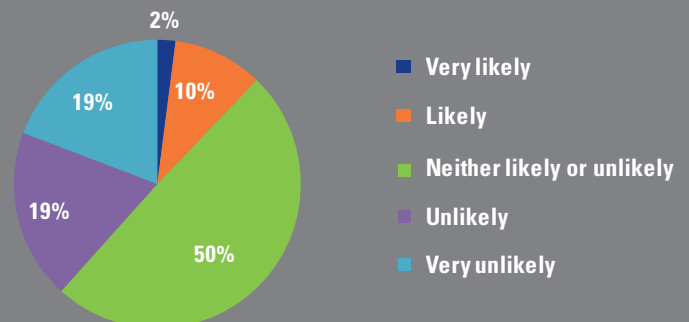
WHAT RECRUITMENT TOOLS DO YOU PLAN TO SPEND MORE MONEY ON IN 2009?



WILL YOU REHIRE RETIREES FROM OTHER COMPANIES IN 2009?



WILL YOU PROVIDE INCENTIVES FOR WORKERS AT OR APPROACHING RETIREMENT AGE TO STAY WITH YOUR COMPANY BEYOND RETIREMENT AGE IN 2009?



FREELANCE OR CONTRACT HIRING

As the nation waits for the economy to bounce back, employers are turning to freelance or contract workers to help support their businesses. Twenty-eight percent of employers anticipate hiring freelancers or contractors in 2009. Six percent expect to employ more freelance workers or contractors than last year, while 13 percent expect to hire the same amount and 8 percent plan to hire a lesser amount.

HIRING AND COMPENSATION IN Q1 OF 2009

HIRING

Seventeen percent of employers say they increased their headcount in the last three months. Twenty-two percent reduced headcounts, while 60 percent reported no change and 1 percent were undecided.

In the first quarter of 2009, 16 percent of employers say they plan to add employees. Sixteen percent will decrease headcounts, while 62 percent anticipate no change and 6 percent are undecided.

COMPENSATION

With a large number of annual salary increases taking place in the first quarter, 56 percent of employers expect to raise compensation levels in the next three months. Forty-three percent estimate the average raise to amount to 3 percent or more, while 12 percent anticipate an average raise of 5 percent or more.

JOB SATISFACTION

Employers' efforts to improve recruitment and retention rates are reflected in more than half of workers stating that they are generally satisfied with their job overall. Still, nearly one-third of workers (32 percent) of more than 5,000 surveyed plan to change jobs within the next two years. Forty-seven percent of that one-third are leaving their jobs to find a position with better pay and/or career advancement opportunities.

PAY

Twenty-five percent of workers say they are dissatisfied with pay. Sixty-five percent of workers reported they received raises in 2008, and one-third received bonuses.

CAREER ADVANCEMENT

Twenty-six percent of workers say they are dissatisfied with career advancement opportunities offered by their current employers, on par with last year.

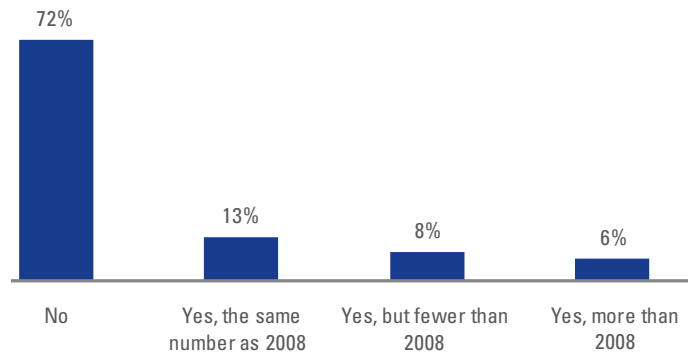
WORK/LIFE BALANCE

Eighteen percent of workers say they are dissatisfied with their work/life balance, an improvement from the same time last year (22 percent).

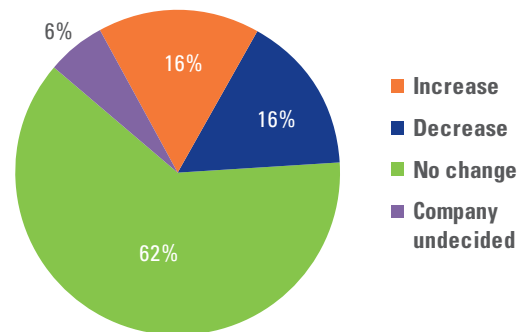
When applying for new positions, workers say the most important attributes they look for when evaluating a potential employer are:

- Stability and longevity in the market – 32 percent
- Good career advancement opportunities – 20 percent
- Good work culture – 14 percent
- Ability to offer flexible schedules – 12 percent

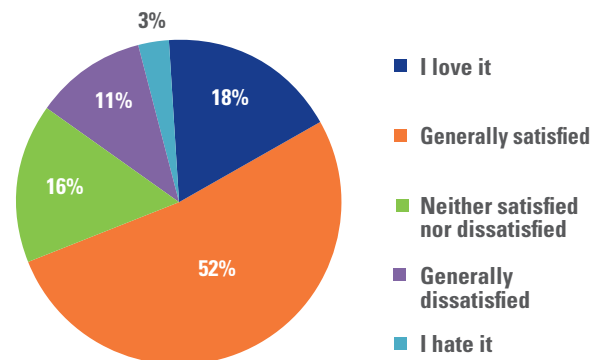
IS YOUR COMPANY, AT YOUR LOCATION, HIRING CONTRACT OR FREELANCE WORKERS IN 2009?



IN THE 1ST QUARTER (JANUARY 1ST - MARCH 31ST, 2009), DOES YOUR COMPANY, AT YOUR LOCATION, PLAN TO INCREASE, DECREASE OR MAKE NO CHANGE IN THE NUMBER OF FULL-TIME, PERMANENT EMPLOYEES?



HOW SATISFIED ARE YOU WITH YOUR JOB OVERALL?





HOW TO GET

ABOVE & BEYOND PERFORMANCE

There will be times when you need above & beyond performance from your employees in order to achieve your vision. But the average person will not simply go above & beyond without being led. If you want to achieve your vision, you will need to motivate and appropriately reward your team's exemplary efforts.

Any leader can tell you that leading is not easy. While the experience of leading a team and achieving an initiative is incredibly rewarding, the process of getting there will sometimes be quite painful. There can be bumps along the road toward your vision: a member of your team leaves his or her job, meaning extra responsibility to go around for everyone; quarterly numbers fall off, necessitating doubled production to improve next quarter's results; you are way over budget, requiring extreme cutbacks; or a major deadline passes, calling for accelerated efforts to complete the task.

However complicated the issue may be, the solution is relatively easy: sacrifices must be made. Implementing that solution, however, can prove quite challenging.

How can you effectively and appropriately ask someone to make a sacrifice of a severe nature? If handled correctly, you will likely have a team willing to do whatever it takes to press on. If managed poorly, you may find yourself in an even more dire set of circumstances.

TOP FIVE WAYS TO IMPROVE YOUR AGILITY

Things do not always go as planned. In leading your organization, you must be flexible and agile for your potential success to be realized. This involves adjusting to both internal and external factors as needed, while also ensuring that any changes made are still in line with your overall vision.

While the vision you have initiated will remain constant, it is imperative to monitor the changes of everything else surrounding it. These changes include the internal culture of your company or organization, as well as the external culture your vision is seeking to serve. In order to be successful, you must be able to adjust to these changes while still keeping your eye on the vision—in other words, you must possess agility.

Agility is defined as “the ability to think and draw conclusions quickly; intellectual acuity; the power of moving quickly and easily; nimbleness.” In their book *Leadership Agility*, co-authors Bill Joiner and Stephen Josephs similarly describe leadership agility as “the capacity to anticipate emerging trends, engage diverse stakeholders, develop uniquely appropriate strategies, take timely action and learn from experience.”

To be agile, you must have an intentional, consistent approach to change. That approach involves several key steps. Without them, change will leave you and your vision behind.

BE FLEXIBLE/IMPROVISE

“I used to think that running an organization was equivalent to conducting a symphony orchestra. But I don’t think that’s quite it; it’s more like jazz. There is more improvisation,” explains leadership guru Warren Bennis.

Music is written in a very formulaic fashion, with precise notes and chords played by horns, strings and drums in a specific, well-timed manner. Jazz, however, is free-flowing. In a perfect corporate world or consumer market, you could serve the role as conductor, directing exactly how it should go.

TAKE THE PULSE

16th century English philosopher Sir Francis Bacon is credited with coining the phrase, “Knowledge is power.” His words still echo loudly in the marketplace today. Being fully informed of your available resources and aware of the marketplace will allow you to react ahead of others.

Internal surveys of employees, whether for the primary purpose of job reviews or gaining perceptions of management and their decisions, will also give you insight to head off potential personnel problems and adjust accordingly. And knowing what your target market thinks in regard to your industry, product or service will give you the ability to recognize new trends and change your course as needed.

MAKE SURE YOU UTILIZE A FULL PALETTE

You may have started with a very basic, paint-by-numbers canvas for realizing your vision. But to be a strong and successful leader, you must realize that those you are leading each have different shades and tones in personality and abilities. Helping an individual grow to their full potential requires that you recognize and nurture their particular talents.

Ignoring these talents can result in a duller version of your vision, but fully utilizing them will allow you to create a collaborative effort encompassing a myriad of vibrant colors. Take the time to discover what you fully have at your disposal in painting your vision.

CONNECT THE DOTS

Based on your research, find the issues and trends that will have an immediate impact on your organization and connect them to your long-range planning.” [Agile leaders] anticipate emerging threats and opportunities by continually scanning their organization’s environments for new developments,” write Joiner and Josephs. “They give appropriately balanced attention to short-term and long-term priorities, to top-down direction setting and meaningful participation, and to fostering individual initiative and strong teamwork.” In other words, connect all the dots you uncover, and point them toward the big picture of your overall vision.

WATCH THE WINDOW

Nothing lasts forever, and you should not assume that the potential for your leadership role and your vision will, either. Be constantly aware of your window of opportunity, and when it is open, do everything you can to be as effective as possible.

When that window starts to close, do not try to keep it pried open with all of your resources. Instead, display your agility by letting it gently shut while putting your energies toward finding the next opportunity in which your vision can be achieved.

Get more expert advice on attracting, engaging and retaining your #1 asset – your people at: www.thehiringsite.com

TOP 5 TRICKS FOR KEEPING CLARITY IN YOUR COMMUNICATION



DO NOT LET CIRCUMSTANCE DICTATE YOUR OVERALL MESSAGE

“The only limit to our realization of tomorrow will be our doubts of today,” said former U.S. President Franklin D. Roosevelt. FDR’s unprecedented three terms as president included the Great Depression, Pearl Harbor and World War II. Despite these overwhelming circumstances, FDR’s message was not clouded by the details of the current day, which was filled with doubts, fears and uncertainty.

Instead, he focused on communicating about working for a new and better tomorrow. With this mindset, he created long-lasting social reforms, commanded a war victory and ushered in a new era of world peace.

STICK TO YOUR GUNS

Remembering the goals you set in place to achieve your vision, as well as what set your vision in motion in the first place, will provide you a true north no matter what set of circumstances fall into your path. Remind your subordinates of these values regularly through different avenues of communication, and never abandon them. “There are many qualities that make a great leader. But having strong beliefs, being able to stick with them through popular and unpopular times, is the most important characteristic of a great leader,” former New York City Mayor Rudy Giuliani explains.

BE CANDID

When dealing with uncertainty, it is important to remain positive, but also to avoid wearing the proverbial rose-colored glasses by pretending things are not as bad as they seem. Acknowledge the challenges that have arisen and the difficulties that will be experienced in trying to overcome them. At the same time, keep your team focused on getting to the end of the tunnel despite how dark the current stretch might be. Be real with the issues, but not

pessimistic about them—engineer your train into the light with constant encouragement.

AVOID OVERREACTING

In his book *Leadership*, Giuliani writes, “Part of leadership is harnessing your passions in a way that serves your goals—my father’s advice: stay calm.” Any time uncertainty roams amid the minds of your subordinates, a series of emotions is sure to pour out, which can often lead to negative results.

While you should be sensitive to your team’s concerns, do not let them overwhelm the matter. Set the example of keeping everything in check. Likewise, when things are going well, do not get caught up in the success moment; instead, keep yourself and your subordinates grounded and focused on the vision.

AVOID DETACHMENT

While it is important to keep emotions in check, people look up to a leader who reacts like any human would - not one who seems detached from them. Giuliani follows up his previous thought with the following statement: “Another part of leadership is retaining your humanity. The anger I felt, and continue to feel, about the attacks on the World Trade Center is healthy. The challenge was to put it to work in ways that would make me a stronger, better leader.”

Communicating your feelings on circumstances rather than simply acting on them is important. Share your thoughts on matters, in both good times and bad, and do it face to face with the people you are leading. This allows a quality of interaction that other methods do not.

Get more expert advice on attracting, engaging and retaining your #1 asset – your people at: www.thehiringsite.com

WORKERS RATE THEIR BOSSES

In today's uncertain economic climate, the need for strong leadership in the workplace is increasingly critical, according to a nationwide survey of more than 8,700 workers by CareerBuilder.com.

- Almost half (45 percent) of workers said they don't feel secure in the C-level leadership of their organizations
- On the other hand, 73 percent are satisfied with the performance of their direct supervisor
- While 70 percent said their boss is respected in the organization, 51 percent said their boss does not motivate them
- Another 41 percent stated they don't learn from their bosses

COLLEGE INTERNS TO FULL-TIME PLACEMENT

With a highly competitive job market, employers are moving toward hiring experienced college interns for their full-time open positions.

- One in four hiring managers said they plan to hire college interns in the first half of 2009
- Another 12 percent plan to do so as early as the fourth quarter of 2008
- Fifty-nine percent of managers who employ interns reported that they are likely to hire them as full-time, permanent employees
- They are paying those interns well; 62 percent plan to pay \$10 or more per hour; 23 percent will pay over \$14 per hour; and nearly one in ten will dish out \$20 or more per hour

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HOW DO YOU LEAD THROUGH UNCERTAINTY?

There will frequently be uncertainty on the path toward executing the vision you have established. The most effective leader is one who can consistently communicate with clarity in both stable and uncertain times.

While implementing your vision, there will be times when momentum is behind you and the confidence of your subordinates is solidly in place. But there will also be occasions when uncertainties will seemingly derail your efforts. If your communication during these moments is inconsistent with what you say in times of certainty, your vision will become clouded and those you are leading will begin to doubt your abilities and lose faith in your efforts.

In the days immediately following the terrorist attacks on the World Trade Center, the United States experienced great levels of uncertainty. Many wondered just how secure national security truly was. Questions abounded on how badly the economy would suffer. And doubts of whether New York City could fully recover from the aftermath were not uncommon. But at the center of this tragedy was a consistency of leadership that pushed the city, and the nation, through it all.

While it is unlikely that your role as a leader will ever include a series of events as tumultuous as 9/11, it is certain that your organization will experience uncertainty of varying degrees. To fully realize your vision, regardless of how certain or uncertain the situation may be, your communication must have exceptional, consistent clarity.





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