



# **U.S. HIRING FORECAST**

**careerbuilder<sup>®</sup>**  
STAFFING & RECRUITING

## **MID-YEAR 2010**

# FROM THE DESK OF ERIC GILPIN

## Greetings,

As we complete our third annual study on perceptions of the staffing industry from both candidates and clients, there is one significant opportunity that continues to present itself year-over-year: the candidate experience. Research from the 2010 *Opportunities in Staffing Guide*, presented in partnership with Inavero, will be available this quarter and reveals that for the third straight year, satisfaction with staffing firms from the candidate perspective has declined.

Focusing on the candidate experience could differentiate your firm and help elevate your brand as a staffing firm of choice, especially as the economy improves and demand for top talent continues to increase. This report includes feedback from staffing firm leaders that adopt this talent-centric approach and equate their efforts with growth to the bottom line.

Think about these same questions as they relate to your own business:

- **What unique things does your firm do to deliver a positive experience for your candidates?**

Ask your most loyal candidates to help you identify the unique experiences that you deliver that prompt them to refer others and continue to work with you over the span of their career. Share these messages with prospective candidates.

- **How has focusing on the candidate experience impacted your bottom line?**

Incorporate positive practices into your overall process to ensure candidates have a good impression of your brand, regardless of whether you find them a job. Having access to a pool of engaged and loyal candidates will certainly pay off as the labor pool tightens.

This year's *Opportunities in Staffing Guide* also reveals that only 2 percent of candidates choose a staffing firm as the first resource in their job search. As individual firms work to improve candidates' experience with their own firm, the reputation and relevance of the entire industry will also improve. Our success is tied to yours and we look forward to partnering with you to promote the value of your firm and the industry overall.



Sincerely,

A handwritten signature in black ink that reads "Eric Gilpin". The signature is fluid and cursive.

**Eric Gilpin**

President, Staffing & Recruiting Group, CareerBuilder  
eric.gilpin@careerbuilder.com

# CAREERBUILDER AND USA TODAY'S MID-YEAR JOB FORECAST 2010

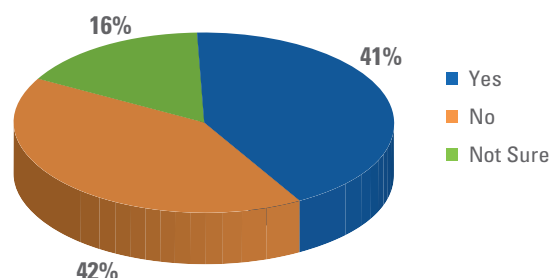
Hiring in the second half of 2010 is likely to mirror the first half, according to CareerBuilder and USA TODAY's latest nationwide survey of employers.

"Employers began recruiting at a moderate, but consistent pace in the first half of 2010 as confidence levels inched upward amidst a better global financial picture," said Matt Ferguson, CEO of CareerBuilder. "The economic recovery has broadened, but employers remain guarded. The survey indicates that we'll see sustainable new job growth through the remainder of the year, but it will be absent of any dramatic shifts."

Forty-one percent of hiring managers plan to hire in the months of July through December. One-in-five plan to hire full-time, permanent employees in the third quarter, similar to the previous two quarters. Employers are primarily focused on preserving clientele and fueling new revenue opportunities, and are recruiting for the following functional areas first:

- Customer Service (25 percent of hiring managers)
- Sales (22 percent)
- Information Technology (18 percent)
- Administrative (13 percent)
- Business Development (10 percent)
- Accounting/Finance (10 percent)

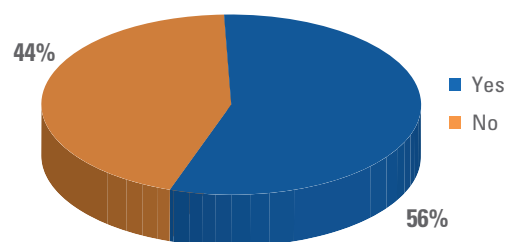
Do you plan to hire new employees in the second half of 2010?



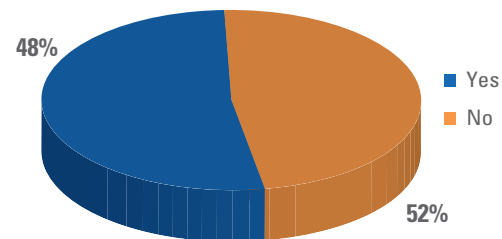
## THREE TRENDS FOR THE SECOND HALF OF 2010

- 1. EMERGING JOBS** – Employers are also looking for personnel to fill emerging positions that are relatively new to the workforce. Twenty-four percent reported they are recruiting for jobs focused on areas such as social media, green energy, cyber security, global relations and healthcare reform.
- 2. CHANGING JOBS** – Employers are implementing measures to retain top performers. Looking at a subset of Human Resource managers, 56 percent fear that their top talent will leave their organizations as the U.S. produces more jobs. Their concern is substantiated with 29 percent of workers planning to change jobs once the economy improves.
- 3. SHORTAGE OF SKILLED LABOR** – One-in-five employers (22 percent) reported that, despite an abundant labor pool, they still have positions for which they can't find qualified candidates. Nearly half (48 percent) of HR managers reported there is a shortage of skills within their organizations with IT, Customer Service and Communications being the areas with the greatest deficit. Among industries, healthcare employers were the most likely to report a skills deficit with 63 percent of HR managers in large healthcare organizations stating they have a shortage of qualified workers.

Are you concerned that your best talent may start looking for another job once the economy improves? (asked to HR managers)



Is there a particular area of expertise where you believe there is a shortage of skilled workers within your organization? (asked to HR managers)



CareerBuilder surveyed more than 2,500 hiring managers and Human Resource managers and more than 4,400 workers across industries and company sizes. The survey was conducted between May 18 and June 3, 2010.

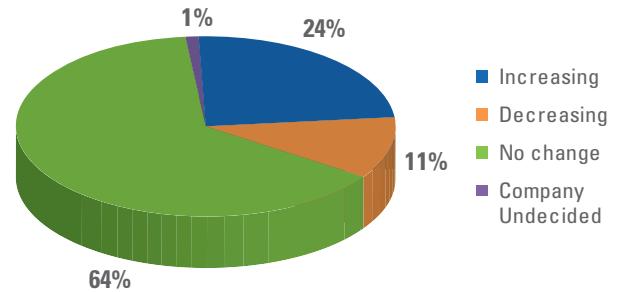
Totals may not equal 100 percent due to rounding.

## HIRING IN Q2 2010

The amount of employers who added full-time, permanent headcount in the second quarter was slightly ahead of what was originally forecasted in the survey, continuing a trend of actual hiring beating projected hiring. Twenty-four percent of hiring managers reported they increased their full-time, permanent staff in the second quarter. This is up from 18 percent year over year and up 1 percent sequentially. Eleven percent decreased headcount, an improvement from 17 percent last year and 12 percent last quarter. Sixty-four percent reported no change in their number of full-time, permanent employees while one percent were undecided.

In terms of hourly employment, 59 percent of employers reported no change in the number of hours offered in the second quarter compared to the same time last year. Fourteen said hours were cut while 10 percent stated hours had increased.

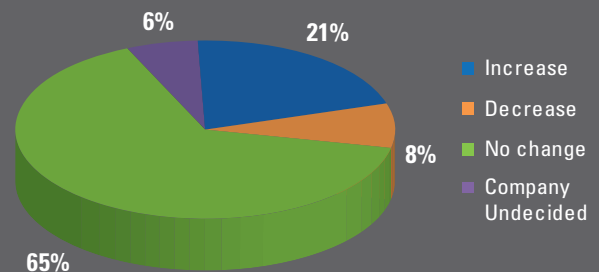
This quarter (2nd quarter, April 1 - June 30, 2010), is your company, at your location, increasing, decreasing or making no change to its number of full-time, permanent employees?



## HIRING IN Q3 2010

Twenty-one percent of employers plan to augment their full-time permanent headcount in the third quarter while 8 percent expect to downsize staffs. Sixty-five percent anticipate no change while 6 percent are undecided. Looking at actual hiring for the third quarter in 2009, 18 percent of employers reported they had hired full-time, permanent staff while 15 percent decreased headcount.

In the third quarter (July 1 - Sep. 30, 2010) does your company, at your location, plan to increase, decrease or make no change to the number of part-time employees?

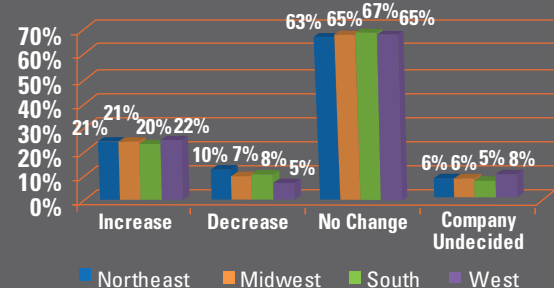


## HIRING BY REGION

There isn't a significant difference among regions in terms of anticipated staff expansions for the third quarter. Twenty-two percent of employers in the West plan to add full-time, permanent workers compared to 21 percent in the Northeast and Midwest and 20 percent in the South.

In terms of staff reductions, the Northeast has the highest number of employers (10 percent) anticipating a decrease in headcount in the third quarter. The South follows at 8 percent, Midwest at 7 percent and West at 5 percent.

Hiring By Region - In the third quarter, does your company, at your location, plan to increase, decrease or make no change in its number of full-time, permanent employees?

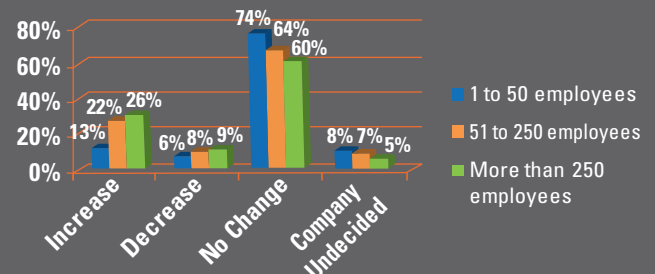


## HIRING BY COMPANY SIZE

While small businesses have been slower to recover, hiring is gradually improving among companies of all sizes. Twenty-six percent of employers with more than 250 employees plan to increase headcount in the third quarter followed by 22 percent of employers with 51 to 250 employees and 13 percent of employers with 50 or less employees.

Six percent of employers with 1 to 50 employees plan to reduce their workforce in the third quarter compared to 8 percent of businesses with 51 to 250 employees and 9 percent with more than 250 employees.

Hiring By Company Size - In the third quarter, does your company, at your location, plan to increase, decrease or make no change in its number of full-time, permanent employees?



## COMPENSATION

Fifteen percent of employers reported they instituted pay cuts at their organizations in the last 12 months. Of these employers, 28 percent were restoring pay levels in the first half of the year, 18 percent in the latter half and 25 percent in 2011 and 2012. Twenty-nine percent were unsure if and when pay would be restored to previous levels.

Looking at compensation in the third quarter specifically, 42 percent of employers anticipate no change in salary levels. Thirty-seven percent expected there will be an increase of between 1 and 3 percent. Twelve percent expect their average changes will be between 4 and 10 percent and 1 percent predict an increase of 11 percent or more. Three percent anticipate a decrease in salaries.

## THE WORKER'S PERSPECTIVE

As the nation moves toward greater financial health, workers are re-evaluating their employment situations. Twenty-five percent of workers reported they have a worse opinion of their employer in the wake of the recession, 14 percent have a better opinion and 61 percent stayed the same.

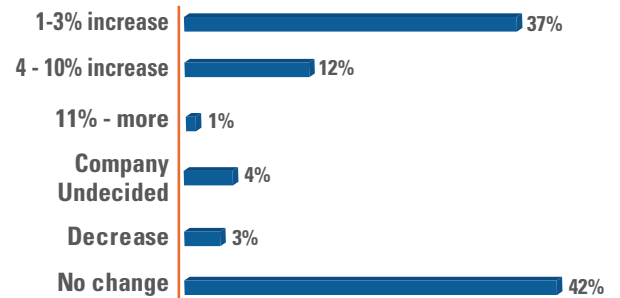
Twenty-nine percent of workers plan to pursue new job opportunities when the economy shows more improvement. Twenty-five percent of all workers expect to leave their organizations in the next 12 months.

Several factors influenced these decisions. Thirty percent of workers attributed their desire to leave their organizations to factors related to the recession such as feeling over-worked, feeling the climate changed in their work environment and harboring resentment over other workers being laid off.

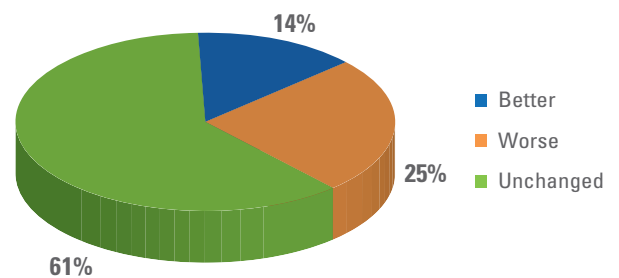
One-third of workers (33 percent) reported they feel overqualified for their current jobs and 23 percent stated that a lack of interesting work was one of the main motivators for changing employers.

When asked what their employers could do to retain them as employees, workers first pointed to increased compensation. If their employers weren't in a position to elevate salary levels, the top thing that workers said would inspire them to stay with their organizations is employee recognition. This was followed by the company setting realistic performance expectations and manageable workloads, and the company taking the time to evaluate their potential and discuss career paths. Investments in training and the company showing an ability to adapt were also cited.

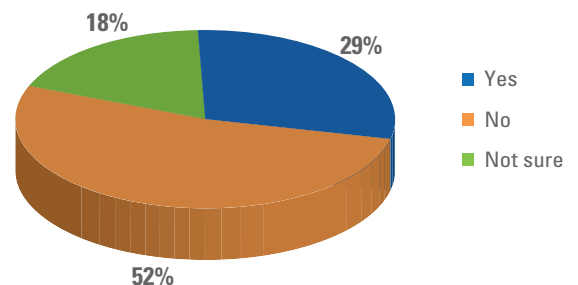
What will be the average increase in salaries at your location, in the third quarter of 2010 compared to the third quarter of 2009?



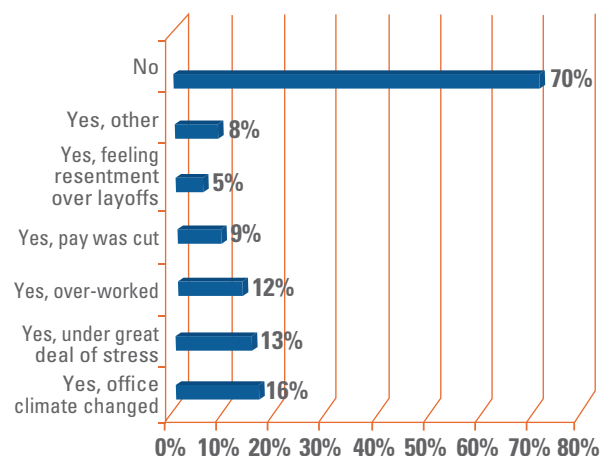
As a result of my employer's actions during the economic downturn, my perception of my employer is:



Are you currently exploring or planning to explore new employment opportunities when the economy improves?



Has the recession caused you to want to change jobs?



## **SURVEY METHODOLOGY**

**This survey was conducted online within the U.S. by Harris Interactive® on behalf of CareerBuilder and USA TODAY** among 2,534 hiring managers and human resource professionals (employed full-time; not self-employed; non-government; with at least significant involvement in hiring decisions) and 4,498 U.S. workers (employed full-time; not self-employed; non-government, ages 18 and over) between May 18 and June 3, 2010 (percentages for some questions are based on a subset, based on their responses to certain questions). With a pure probability sample of 2,534 and 4,498, one could say with a 95 percent probability that the overall results have a sampling error of +/- 1.95 and +/- 1.46 percentage points, respectively. Sampling error for data from sub-samples is higher and varies.

# SUPPLY AND DEMAND

## WHAT'S HAPPENING IN HEALTHCARE?

This section gives a snapshot of what's happening within the healthcare sector in terms of supply and demand, and what healthcare candidates want from an employer. Review this data from *Personified's Talent Intelligence Portal* to get a status check of what's happening in the healthcare employment market and determine how you can leverage this type of data in your business.

### SUPPLY:

<b>What are the top resume types being posted in the healthcare sector?*</b>	<ol style="list-style-type: none"> <li>1. Medical Assistants</li> <li>2. Registered Nurses</li> <li>3. Nursing Aides, Orderlies, and Attendants</li> </ol>
<b>What are some healthcare candidates making?*** *</b>	<p>Medical Bill Specialist – \$29,399.00</p> <p>Patient Care Technician – \$32,353.00</p> <p>Respiratory Therapist – \$56,276.00</p>
<b>What do healthcare candidates look for in an employer?* *</b>	<p>Healthcare candidates ranked reputation of the company as more important than benefits, work-life balance and salary when applying to a position.</p> <p>Communicate the value of your company and highlight your brand to the right audience at the right time.</p>

### DEMAND:

<b>What are the top job types being posted by employers within healthcare?***</b>	<ol style="list-style-type: none"> <li>1. Registered Nurses</li> <li>2. Medical Equipment Preparers</li> <li>3. Medical Assistants</li> </ol>
<b>How much are employers within healthcare paying?*** *</b>	<p>Medical Secretary – \$31,191.00</p> <p>X-Ray Technician – \$39,289.00</p> <p>Speech-Language Pathologist – \$72,825.00</p>
<b>What should employers within this sector focus on to attract talent?</b>	<p>Location. Location. Location.</p> <p>Did you know that location was the number one importance factor cited by healthcare job seekers when applying to jobs?</p> <p>Sell the company AND the location when advertising your open positions.</p>

\*Resume types as classified by Standard Occupational Codes (SOC) by BLS

\*\*National Averages

\*\*\*Job types as classified by Standard Occupational Codes (SOC) by BLS

### A CLOSER LOOK AT RESPIRATORY THERAPISTS:

These examples illustrate the impact that location, years of experience and the salary practices of an employer have on compensation.

- On average, a **respiratory therapist** in New York City makes \$62,827 a year while someone in this same position in Chicago makes \$52,364.
- Experience does not necessarily pay in this high-demand field. A **respiratory therapist** with one year of experience makes \$60,095 on average while those with 11-15 years of experience make an average of \$56,019.
- Where do you fit? On a national average, **respiratory therapists** in the top percentile for salary distribution (90%) make \$72,089 a year, while the median (50% above and 50% below) make \$53,404. The average salary is \$56,276.

Source: The data in this snapshot report is from Personified's Talent Intelligence Portal as of June 2010.

# NEED

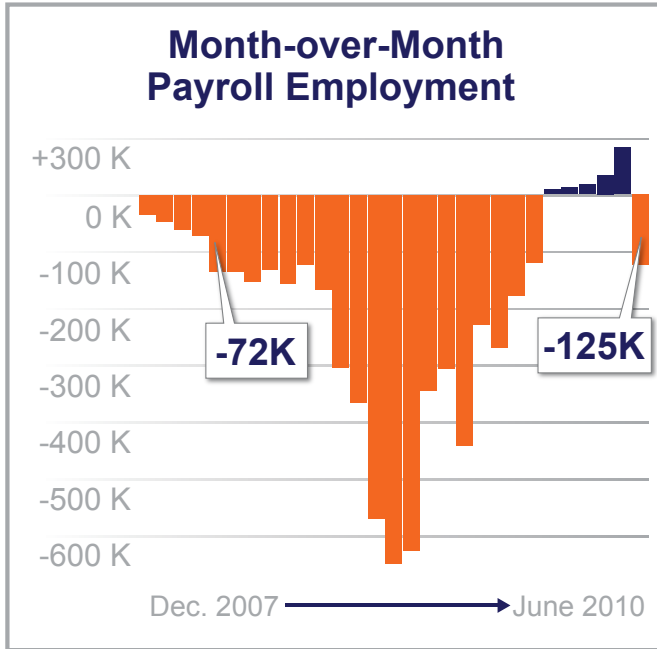
SUPPLY AND DEMAND DATA  
FOR YOUR REGION OR NICHE?

Contact your CareerBuilder representative  
or our Staffing and Recruiting Group at  
[staffing@careerbuilder.com](mailto:staffing@careerbuilder.com)  
or 800-960-5203.

# SPOTLIGHT: KEY ECONOMIC INDICATORS

As the economy rebounds, there are many indicators to watch that monitor both the pace of the recovery and the health of the staffing industry. This page is meant to provide a snapshot of several indicators available to help you stay educated and plan for the future.

## BUREAU OF LABOR STATISTICS



FOR MORE INFORMATION on payroll employment and unemployment numbers, visit the Bureau of Labor Statistics at [www.bls.gov](http://www.bls.gov).

## STAFFING INDUSTRY STATISTICS

June 2010

▲ **0.09%**



**IT Employment Index**

To get more details on TechServe's Alliance's IT Employment Index, visit [www.techservealliance.org](http://www.techservealliance.org).

STAFFING



**index** | ↑ **1%**

**90**

**JUNE 2010**

To get the latest report from the American Staffing Association's weekly Staffing Index, visit [www.americanstaffing.net](http://www.americanstaffing.net).

\*Due to the slight delay between when this report was written and when it was released, some industry statistics included in this section may not be the most current available. Please reference the actual source to verify.





## 2010 Best of Staffing List

Showcasing Staffing Firms Who Have Proven Exceptional Client Service

The following staffing firms have achieved Inavero's Best of Staffing designation for having client satisfaction levels that outrank the industry average by more than 22%.

52 Limited  
 Adams & Associates  
 ADD Staffing  
 The Advanced Group of Companies  
 Allegiance Staffing\*  
 Aquent  
 Attack!  
 Berks & Beyond Employment Services, Inc.  
 CompHealth Allied Staffing  
 CompHealth Locum Tenens  
 Delta Locum Tenens  
 Devon & Devon  
 EdgeLink  
 Employment Plus  
 Employment Trends  
 Express Employment Professionals  
 GDH Consulting  
 Helpmates Financial Staffing  
 Helpmates Staffing Services  
 Hire Dynamics  
 Hiring Partners  
 Hudson  
 Infinity Consulting Solutions

Instant Technology  
 Insurance Relief  
 Inteligente Solutions, Inc.  
 JustinBradley  
 Kelly Services, Inc.  
 Labor Finders  
 Lofton Staffing  
 Mee Derby & Company  
 Monroe Staffing Services  
 National ProSource  
 Novotus  
 The Plus Group, Inc.  
 PRN Specialty Services  
 PrideStaff  
 Professional Staffing Group  
 Rx relief  
 SOS Staffing Services  
 Superior Search & Staffing  
 That's Good HR, Inc.  
 TopSource  
 TRC Staffing Services, Inc.  
 Weatherby Locums  
 ZeroChaos

\*Charlotte, NC, Dallas, TX, El Paso TX, Houston, TX, Nashville, TN

### 2010 Best of Staffing Highlights

Percentage of 9s and 10s

Net Promoter Score



**74%**

**69%**

### Staffing Industry

55%

41%



presents in partnership with





# IN THE SPOTLIGHT:

## STAFFING INDUSTRY EXECUTIVES IDENTIFY THE VALUE OF DELIVERING A UNIQUE CANDIDATE EXPERIENCE.

Staffing and recruiting firms rely on both clients and candidates to ensure long-term success. However, the majority of staffing firms focus on client satisfaction before the candidate experience. As the economy improves, balancing this equation with a shift towards engaging will become increasingly more important, and more difficult. We asked several executives to share the value of creating a unique candidate experience by answering these same two questions:

- **What unique things does your firm do to deliver a positive experience for your candidates?**
- **How has focusing on the candidate experience impacted your bottom line?**

Review the responses below and think about your own candidate experience. A bench of talented and engaged candidates will be essential to your future success as demand for highly specialized and experienced talent increases.



### ADAM ROTH

President & Chief Operating Officer  
Ultimate Staffing Services | Ledgent | Ledgent Technology | Adams & Martin Group  
Divisions of Roth Staffing Companies, L.P.

#### **What unique things does your firm do to deliver a positive experience for your candidates?**

From inception, our company's business philosophy is candidate-centric. We put the needs of our candidates first. We understand that the candidate is the most important link in the service we provide to our business customers. That's why we have created unique programs, processes and technologies that cater to our candidates and make them feel as important as they actually are. It's our goal to engage the hearts and minds of our candidates and introduce them to the core Values of our company which gives meaning to the work they do. We have an internal Customer Experience Department that measures the most important touchpoints with our candidates. This allows us to identify best practices and systems, as well as opportunities for improvement. Our strategic Action Planning program provides each of our branch offices the opportunity to work one-on-one with the centralized Customer Experience Department to create a winning strategy for improving the candidate experience at the local level based on results of Engagement Surveys from both customers and candidates.

#### **How has focusing on the candidate experience impacted your bottom line?**

Our focus on candidates has led to longer average tenures, less turnover than the industry standard, candidates referring other quality candidates and an increase in Engagement Survey scores. We have found that there is a very strong correlation between the experience that we create for our customers and candidates (including our temporary employees) and their Engagement Scores. In fact, one recent new program that we introduced to the candidate onboarding process resulted in an unprecedented, significant spike in the Engagement Scores of both our candidates and our customers. And with regards to the impact on our bottom line, our research has shown that our customer and candidate Engagement scores are leading indicators of our business/financial outcomes.



## JEFF BOWLING

Chief Executive Officer  
The Delta Companies

### **What unique things does your firm do to deliver a positive experience for your candidates?**

First we focus on hiring the right people who share in our passion for delivering an exceptional customer experience. All levels within the organization are held accountable to the experience they provide. Opportunities to improve the experience are always being identified. Then training programs and tools are developed and implemented through our Infusion Institute training track, so that enhancements are shared throughout the organization and with each customer.

In respect to our service lines, our staffing business units provide one point of contact available 24-7 for all customer communication, and an in-house risk management team to expedite privileging. Our direct hire business units profile each search, getting to know both the healthcare facility and its community in order to best communicate the opportunity to potential candidates. All business units coordinate candidate travel through our in-house travel company. Market statistics, thought leadership white papers, compensation surveys and other job trend information is also provided to all candidates as a value added resource. In addition, focusing on our overall responsiveness to unexpected challenges that occur out of our control makes us unique.

### **How has focusing on the candidate experience impacted your bottom line?**

We're able to increase the retention of candidates and lessen the amount of time spent on new candidate acquisition. We've also increased the positive word of mouth about us from candidates referring their peers and candidates who've shared their experiences with prospective new clientele.



## BRENT RASMUSSEN

President, North America  
CareerBuilder

### **What unique things does your firm do to deliver a positive experience for your candidates?**

CareerBuilder has very similar goals to a staffing firm – connecting the right person with the right opportunity. The job seeker experience has always been central to how CareerBuilder operates. By focusing on technology, we provide relevant content to our diverse job seekers and the ability to quickly apply. Opportunities are searchable in an easy format that allows for efficiency; and we have an award-winning customer service team available to answer questions live if a problem does arise. But we've always strived for ways to make more relevant matches between job seekers and employers in a shorter amount of time. For the past five years, we have continued to improve our matching and recommendation technology. This has ensured that relevant opportunities are brought to the attention of job seekers throughout their job search, ultimately providing employers with more relevant candidates.

### **How has focusing on the candidate experience impacted your bottom line?**

Our bottom line is 100% dependent on the job seeker experience. If job seekers did not have a positive experience with our site and were not finding relevant opportunities, our jobs would perform poorly and employers would not renew. We actively solicit feedback from job seekers to improve this experience and help guide development. For instance, with the recent introduction of hireINSIDER, we hope to address the "black hole" perception of some job applicants. This new technology enables job seekers to see how they stack up against other applicants for a job. By getting an inside peek into the qualifications of other candidates, job seekers are able to better assess if they are a viable candidate for the job and the likelihood of an employer contacting them. Our focus on educating the job seeker will hopefully increase the positive brand perception of employers as well.

## **ABOUT CAREERBUILDER®**

CareerBuilder is the global leader in human capital solutions, helping companies target and attract their most important asset - their people. Its online career site, CareerBuilder.com®, is the largest in the United States with more than 23 million unique visitors, 1 million jobs and 38 million resumes. CareerBuilder works with the world's top employers, providing resources for everything from employment branding and data analysis to recruitment support. More than 9,000 websites, including 140 newspapers and broadband portals such as MSN and AOL, feature CareerBuilder's proprietary job search technology on their career sites. Owned by Gannett Co., Inc. (NYSE:GCI), Tribune Company, The McClatchy Company (NYSE:MNI) and Microsoft Corp. (Nasdaq: MSFT), CareerBuilder and its subsidiaries operate in the United States, Europe, Canada and Asia.

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OR CALL 800-960-5203.**

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