SPRING 2016
Staffing and Recruiting Guide
From the Desk of John Smith

First, I’d like to thank you for your ongoing business and support.

We’re here to advise you on your talent acquisition activities, whether that’s through the products and solutions we provide to streamline your recruitment process, or the exclusive market research and industry insights we share to help you better plan and prepare for what’s ahead.

In this edition of our Spring 2016 Staffing and Recruiting Guide, we’re unveiling highlights from our Pulse of Recruitment survey, which shed light on the top business priorities and challenges of your peers. You’ll also find results from CareerBuilder’s Q2 2016 U.S. Job Forecast, which found that 37 percent of employers plan to hire temporary or contract workers in the second quarter. And we’re breaking down what the latest ASA Skills Gap study means for you as you look for ways to gain a competitive advantage.

Additionally, we’re sharing strategies for overcoming some of the biggest challenges you’re encountering today, from sourcing better talent for your clients to finding more efficient ways to recruit. Finally, you’ll learn what some of the best staffing firms do differently – and how you can apply those best practices to your own organization.

Thank you for being a valued partner, and we look forward to working with you to make 2016 the best year yet.

John Smith
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ASA Skills Gap Index: 6 of the Top 10 Hardest-to-Fill Positions Are in Health Care

It’s no secret that open positions in some occupations are a lot harder to fill than others — and health care is high on that list. As many as six out of the top 10 hardest-to-fill positions are in the health care industry, according to the latest ASA Skills Gap Index release.

Take a look at the chart below to get an idea of the average change in salary for some of the hardest-to-fill occupations in the U.S. between the second and third quarters of 2015. The difficulty to hire, these positions has caused six of these occupations to increase compensation rates.

You’ll see a particularly noteworthy wage increase for podiatrists (1.29 percent). If you think about it, that’s a significant raise, considering it’s over a three-month period.

The Skills Gap — Nationwide
Wage Increases for Top 10 Hardest-to Fill Occupations*

<table>
<thead>
<tr>
<th>Position</th>
<th>Avg. Salary 3Q15</th>
<th>Avg. Salary 2Q15</th>
<th>Percentage Change 2Q15 to 3Q15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Podiatrists</td>
<td>$124,297</td>
<td>$122,716</td>
<td>1.29%</td>
</tr>
<tr>
<td>Heavy and Tractor-Trailer Truck Drivers</td>
<td>$41,086</td>
<td>$40,949</td>
<td>0.33%</td>
</tr>
<tr>
<td>Photographic Process Workers and Processing Machine Operators</td>
<td>$28,558</td>
<td>$28,724</td>
<td>-0.58%</td>
</tr>
<tr>
<td>Psychiatrists</td>
<td>$178,999</td>
<td>$178,274</td>
<td>0.41%</td>
</tr>
<tr>
<td>Oral and Maxillofacial Surgeons</td>
<td>$217,480</td>
<td>$219,724</td>
<td>-1.02%</td>
</tr>
<tr>
<td>Forest Fire Inspectors and Prevention Specialists</td>
<td>$43,222</td>
<td>$43,222</td>
<td>0.00%</td>
</tr>
<tr>
<td>Merchandise Displayers and Window Trimmers</td>
<td>$29,053</td>
<td>$29,105</td>
<td>-0.18%</td>
</tr>
<tr>
<td>Occupational Therapists</td>
<td>$79,785</td>
<td>$79,740</td>
<td>0.06%</td>
</tr>
<tr>
<td>Internists, General</td>
<td>$185,874</td>
<td>$185,370</td>
<td>0.27%</td>
</tr>
<tr>
<td>Physical Therapists</td>
<td>$83,237</td>
<td>$83,083</td>
<td>0.19%</td>
</tr>
</tbody>
</table>

* With sufficient salary data.

What Does This Mean for You?

First and foremost, take a look at the data to determine what the average compensation is for your open positions. While money isn’t the sole consideration for candidates, it does help to make sure you’re offering competitive salaries and benefits — especially for hard-to-fill positions like these.
3 Things the Best Staffing Firms Do Differently

Hollywood’s awards season may have officially come to an end, but awards in the staffing industry are heating up with Inavero’s 2016 Best of Staffing Awards, sponsored by CareerBuilder.

After looking at the data and comments from real-life clients, Inavero compiled a list of the top three things that make Inavero’s 2016 Best of Staffing Award winners stand out from the crowd.

1. Winners Save Their Clients Time and Act Quickly.

Reliability and timeliness are of the utmost importance for staffing clients. They need to be confident that they can count on you to deliver what they need when they need it — even if it’s a tight turnaround. If you do this, they will learn to trust you and turn to you for their staffing needs.

“Our staffing firm found candidates for our position within 24 hours and kept me in the loop throughout the process. My emails and phone calls were always taken or responded to very quickly. They also did a great job of checking in with me to make sure the candidate was meeting our needs.”

“They met our needs quickly and provided a perfect candidate without overloading me with candidates to interview.”

“I rely on them, because I know they can meet my needs and do it quickly.”

2. Winners Hire Proactive, Engaged and Empathetic Recruiters.

It’s not enough to have just any recruiter work with clients — you need to hire recruiters who not only get the job done efficiently, but who also act as a client’s trusted partner. You should be confident that everything they do and every decision they make is in the client’s best interest and in alignment with the client’s goals.

“Their recruiter and sales rep worked very closely with me, and I felt like the recruiter was a member of my own team, not someone working with an outside agency. He made me feel like my open positions were a priority.”

“They were proactive in meeting with me when we had an opening that they could help us fill, and they shared salary info for the industry with us. They were very eager to please, and I am confident their candidates would have been a good fit for us.”


Would your clients be ready and willing to refer your firm to others who are looking for help? Just as restaurants and hair salons rely on customers to promote their business, staffing firms rely on clients. Clients have the power to give a thumbs up or thumbs down to any recruiting firm they have worked with, so pay attention to what they’re saying about your firm — it will affect not only your reputation, but also your future business.

“When I have a good experience with a recruiting firm, I have no problem recommending them to someone who asks me for a referral.”

“If a friend or colleague was looking for a job, I would be very willing to give them names of recruiters I felt were better than others.”
Get Up to Speed on the Latest Staffing and Recruiting Insights

Staffing and recruiting professionals often think budget is the key issue holding them back from solving staffing recruitment challenges. Yet, CareerBuilder’s recent Pulse of Recruitment survey of hundreds of staffing professionals reveals that budget is actually the least of their problems.

So what are the biggest barriers staffing and recruiting firms face?

According to survey results, lack of time, the right people and the right software and technology are all more of a barrier than budget when it comes to solving challenges.

When it comes to prioritizing recruitment challenges, which of the following most often keeps you from overcoming your challenges?

- Lack of time: 46%
- Lacking the right internal people to do the job: 26%
- Lack of access to the ideal software or technology: 16%
- Lack of budget: 12%

What Does This Mean for You?

As a staffing professional, it’s important to take a step back and take stock of your current process. What are others in the field doing? Where are they finding the most success? How can you be more efficient so you have more time to tackle your biggest challenges? Is technology the right path to help you do this? By answering these questions, you’ll be better able to determine the resources you need to solve your staffing dilemmas – and gain a competitive advantage.

For more insights from the survey, including top staffing priorities and how you can get ahead of the competition, visit http://b2b.careerbuilder.com/PulseOfRecruitment
Overcoming the Biggest Staffing Challenges of Today
Lessons From the 2016 SIA Executive Forum

At the Staffing Industry Analysts 2016 Executive Forum in Phoenix, CareerBuilder hosted a session titled, “Prioritizing Your Recruitment Challenges: Knowing What to Fix First.” The topics discussed during the session included the biggest challenges the staffing industry is facing right now and what we should focus on as we look ahead.

The session opened with some findings from CareerBuilder’s 2016 U.S. Job Forecast, which will inevitably have an impact on the industry. Among the findings:

- **36%** of employers are increasing full-time, permanent headcount this year, while **10%** plan to decrease staff levels.
- **47%** of employers adding temporary/contract workers in 2016, **58%** plan to transition some temporary or contract workers into permanent roles.
- **83%** of employers plan to increase salaries for existing employees; **66%** will offer higher starting salaries to new hires.

Other trends affecting the industry are the rise of minimum wage (11 states have raised the minimum wage this year so far, with more to follow), boomerang employees (a recent study found 76 percent of companies prefer to rehire former employees over new candidates), and the emerging use of the smartphone as a recruitment and workforce management tool.
The Staffing Industry’s Top Challenges

According to results of another recent CareerBuilder survey, staffing firms’ top two challenges this year are finding qualified talent to meet their clients’ needs, and finding new ways to source more efficiently and effectively.

The good news is that, thanks to increasingly sophisticated technology and the vast amount of workforce data available, we can meet these challenges head on. Yet, 33 percent of staffing employees aren’t comfortable using recruitment technology and software. How do we fix that?

The three staffing firm CEOs who made up the session’s panel discussed the benefits of using technology and data:

- **Become Indispensable to Clients:** Armed with industry knowledge and insight, you will become a consultant for clients. That’s what happened to Dan Campbell, CEO of Hire Dynamics, who uses data to help clients make informed hiring and salary decisions. Data has helped him build trust with clients and establish his firm as a valuable and informed resource.

- **Keep Up with the Joneses:** “You have to think differently about how candidates and clients leverage technology and social media,” said Leo Sheridan, CEO of Advanced Group. As a staffing firm, if you’re not paying attention to how your clients and candidates use technology to communicate and gather information, you’re going to miss out on opportunities and get left behind.

- **Set Expectations:** One of the biggest challenges the industry faces right now is a shortage of talent with the skills clients are looking for; however, clients aren’t always aware of this talent gap. Realizing this, Jeff Harris, CEO of Ettain Group, used supply and demand data to show his clients the trends that are happening right now, set more realistic expectations and adjust their strategies to meet their hiring goals. “We’re using technology to empower clients and help them be data experts,” Harris said.

- **Empower Your Internal Staff:** When it comes to getting your employees comfortable with using technology and analytics, Campbell said the key is over-communication. The more you stress the importance of using technology and make it a part of the everyday process, the more comfortable employees will become using it. He added one more tip, “Communicate when there are success stories.” Celebrate the “wins” with technology and use real-life examples to show employees how technology can make them more efficient and better at their jobs.

The panelists also discussed recruitment technology’s increasing sophistication. Those who can learn to adapt quickly will be better positioned to benefit from this technology as it evolves – and set themselves up for success well into the future.
The U.S. has added private sector jobs every month for the last six years,¹ and the latest forecast from CareerBuilder shows this trend will continue in the second quarter. One-third of employers (34 percent) plan to add full-time, permanent employees over the next three months and 37 percent plan to hire temporary or contract workers.

At the same time, U.S. workers are looking for better job opportunities; 1 in 4 workers (25 percent) plan to change jobs this year.

The national survey was conducted online on behalf of CareerBuilder by Harris Poll between February 10 and March 17, 2016, and included a representative sample of more than 2,000 hiring managers and human resource professionals and more than 3,000 full-time employees across industries in the private sector.

“Overall, U.S. job growth has been consistent despite volatility in the stock market and weaker performances in global economies. The vast majority of companies are either maintaining their headcount or adding new employees at various skill levels. This is promising news for college students approaching graduation and seasoned workers who want to re-enter the workforce or change jobs.”

Matt Ferguson
CEO of CareerBuilder and co-author of “The Talent Equation”

¹ Data from the U.S. Bureau of Labor Statistics.
Q2 2016 U.S. Job Forecast

Full-Time, Permanent Hiring in Q1 2016

Hiring in the first three months of 2016 outperformed the same period in 2015. Thirty-seven percent of employers hired full-time, permanent employees, up from 35 percent last year. The percentage of employers who decreased headcount (9 percent) is on par with last year. Fifty-three percent reported no change in their headcount while 1 percent said their company is undecided.

Full-Time, Permanent Hiring in Q2 2016

Looking ahead, 34 percent of employers plan to add full-time, permanent staff in the second quarter, up from 32 percent last year. Seven percent expect to decrease staff, down slightly from 8 percent last year. Fifty-five percent anticipate no change while 5 percent are undecided.

Industries expected to match or exceed the national average for adding full-time, permanent headcount in the second quarter are:

- **44%** Health Care (50 or more employees)
- **42%** Financial Services
- **41%** Leisure & Hospitality
- **40%** Information Technology

Temporary Hiring

Thirty-seven percent of employers plan to hire temporary or contract workers in the second quarter, on par with 2015.

Thirty-three percent plan to transition some temporary or contract staff into permanent employees in the second quarter, up from 31 percent last year.

*Totals may not equal 100 percent due to rounding.*
Hiring By Company Size

While large organizations are adding staff at a faster rate, the increased confidence small- and medium-sized businesses have displayed in previous quarters is expected to carry over into Q2:

- **50 or fewer employees**
  - 24 percent plan to increase the number of full-time, permanent staff in Q2, up from 23 percent last year; those reducing headcount remained at 4 percent

- **250 or fewer employees**
  - 29 percent plan to increase the number of full-time, permanent staff in Q2, up from 27 percent last year; those reducing headcount remained at 6 percent

- **More than 500 employees**
  - 41 percent plan to increase the number of full-time, permanent staff in Q2, up from 38 percent last year; those reducing headcount decreased from 9 percent last year to 8 percent

Compensation

Companies may be feeling increased pressure to become more competitive with compensation. While 25 percent of employers anticipate no change in salary levels in the second quarter compared to the same period last year, 25 percent expect to boost salaries by at least 5 percent. Forty-four percent anticipate there will be an increase of 4 percent or less while 2 percent expect a decrease and 4 percent are undecided.
Join us in Chicago for our flagship, 3-day customer event, Empower 2016!

September 6 - 8 | Chicago, IL

To learn more and register, visit: www.careerbuilder.com/empower