

STAFFING Success

SPECIAL ISSUE | 2017

THE MAGAZINE OF THE AMERICAN STAFFING ASSOCIATION

ASA Annual Economic Analysis

2017 STAFFING INDUSTRY PLAYBOOK

Whether you're an economist, analyst, investor, or staffing professional, the data-driven information and insights delivered in this book are critical to strategic planning and business development. Here's what you need to know about the U.S. staffing and recruiting industry, where it's headed, and how you can make the most of this business intelligence.

PAGE 10



NEW FORMAT: SPECIAL ISSUE

This is the annual economic analysis delivered each year by ASA, but with a new user-friendly format.



Go to americanstaffing.net/playbook for downloadable graphics and bonus content.

COURAGE · WISDOM · ENDURANCE CONFIDENCE



With World Wide Specialty Programs, there's no guesswork. We have served your industry – for over 50 years. Our underwriting and management are second to none. We handle your claims with expertise because we've dedicated our entire business to your business – staffing. We have the depth of knowledge and the understanding of your industry's unique needs that no one else in the industry can offer.

Your Staffing Insurance Source

Professional Liability (E&O) · General Liability · Employee Practices Liability · Abusive Acts · Crime · D&O · EBL
Fiduciary · H&NO · Property · Stop Gap Liability · Umbrella Liability · **Workers Compensation**
NEW - Security & Privacy-(Cyber) Policy and Fraudulent Impersonation-(Social Engineering) Coverage!
Bind ALL policies with the same carrier

See You at Staffing World!
McCormick Place Convention Center, Chicago IL
October 24-26, 2017 · Booth 601



WORLD WIDE
Specialty Programs

World Wide Specialty Programs, Inc. · World Wide New York Insurance Services, Inc. - CA, NH, TX
631-390-0900 · 800-245-9653 · fax 631-390-0922 · www.wspi.com

Payroll funding for your staffing firm.

Backed with the power of Paychex.®



*We needed a partner
that knew the staffing industry
and could remove our payroll struggles
so we could focus on growing our business.*



advance PARTNERS®

Funding Growth for Staffing Firms | A Paychex® Company

It's all about connections



Ultra-Staff 



Designed for temporary, direct-hire and medical staffing, Ultra-Staff helps you connect with clients and candidates utilizing a completely integrated front office, back office and web suite.


Automated
Business Designs

1.800.944.4223 | www.abd.net | sales@abd.net

STAFFING SUCCESS

PUBLISHED BY THE AMERICAN STAFFING ASSOCIATION

10



2017 STAFFING INDUSTRY PLAYBOOK

Welcome to your ASA annual economic analysis in an all-new, user-friendly format! This playbook is designed to maximize utility and value to staffing and recruiting professionals, analysts, economists, and all those who track the industry. There are dedicated spaces throughout this playbook for your own notes as well as a Chart Index, making it easy to find specific data points. For even more playbook analysis and discussion, register for the 2017 Staffing Industry Playbook webinar, which takes place Nov. 15, 12 noon–1 p.m. E.T., at americanstaffing.net/webinars.

Contributors

This 2017 Staffing Industry Playbook is based on surveys and analysis conducted by the ASA research team, which throughout the year manages more 30 research projects, including the ASA Staffing Index, ASA Staffing Employment & Sales, ASA Staffing Operations Benchmarking, and ASA Staffing Compensation & Benefits surveys. Learn more at americanstaffing.net/data.

Director, Research Cynthia Poole
Manager, Research George Nadareishvili
Manager, Research Tim Hulley
Coordinator, Research Kemetia MK Foley

DEPARTMENTS

53 Partner Perspectives

Two ASA corporate partners—Inavero and JobDiva—discuss trends they are seeing in the staffing and recruiting industry, and what their companies are doing to best serve their clients.

58 Partners in Your Success

These ASA corporate partners are among the industry's most valuable suppliers—each with distinct expertise and resources for staffing and recruiting companies. Learn more about them.

60 Ad Index

Here's where to find *Staffing Success* advertisers. Go to americanstaffing.net/digital for one-click access to specific products and services.

60 Chart Index

Here is a quick reference tool for finding specific charts and data points in this year's playbook.

COLUMN

9 The Voice of Staffing

ASA President and CEO Richard Wahlquist

Get important industry data real-time and stay ahead of fluctuations and trends—follow the ASA research team on Twitter @StaffingData.



Staffing Success (ISSN 1530-6011) Volume 17, Issue 6. Published seven times a year (January, March, May, July, September, November, and a Special issue) for \$360 per year by the American Staffing Association, 277 S. Washington St., Suite 200, Alexandria, VA 22314. Periodicals postage rate paid at Alexandria, VA, and additional mailing offices. POSTMASTER: Send address changes to *Staffing Success*, 277 S. Washington St., Suite 200, Alexandria, VA 22314.

PARTNER



Please join ASA in thanking its corporate partners for their commitment to and support of the association, its members, and the staffing industry.



STAFFING Success

Publisher and Executive Editor Steven P. Berchem, CSP
Senior Director, Publishing and Marketing Marlene L. Hendrickson
Editor Stephanie Kern
Editor Jennifer Silber, CAE
Copywriters Daniel Bronstein, Patrick Hanafin
Publication Design Fan Works Design LLC
Art Director Dawn Ripple McFadin

ADVERTISING

Director, Corporate Alliances Kim Kelemen 703-253-1169 kkelemen@americanstaffing.net
Senior Manager, Corporate Alliances Sarah Senges 703-253-2042 ssenges@americanstaffing.net
Assistant Manager, Corporate Alliances Kerri M. Knadle 703-253-1142 kknadle@americanstaffing.net

SUBSCRIPTIONS

Staffing Success is provided as a benefit for ASA members. Copies are distributed to each member office as requested. Additional subscriptions are available to members at the annual rate of \$90. The rate for nonmember companies in the staffing industry in the U.S. is \$360. For subscription information, including rates for delivery outside the U.S. and bulk quantities, contact ASA at asa@americanstaffing.net or 703-253-2020.

DIGITAL EDITION

In addition to this print edition, *Staffing Success* magazine is also available as an interactive digital edition. Visit americanstaffing.net/digital to access this page-turning online replica of the magazine.



American Staffing Association

The American Staffing Association is the voice of the U.S. staffing, recruiting, and workforce solutions industry. ASA advances the interests of staffing and recruiting firms of all sizes and across all sectors through legal and legislative advocacy, public relations, education, and the promotion of high standards of legal, ethical, and professional practices. ASA members provide the full range of employment and workforce services and solutions, including temporary and contract staffing, recruiting and permanent placement, outplacement and outsourcing, training, and human resource consulting.

Chairman Susan Dietrich, AllTek Staffing and Resource Group Inc.
First Vice Chairman Kelly McCreight, CSP, Hamilton-Ryker Co.
Second Vice Chairman Karenjo Goodwin, Exact Staff Inc.
Treasurer Peter Quigley, Kelly Services Inc.
Secretary Leo Sheridan, Advanced Group
President and CEO Richard A. Wahlquist

American Staffing Association

277 S. Washington St., Suite 200, Alexandria, VA 22314-3675 703-253-2020
americanstaffing.net email: success@americanstaffing.net

© 2017 by the American Staffing Association Inc. *Staffing Success* is published seven times a year by the American Staffing Association as a business resource for members. Statements in this magazine are those of the authors and do not necessarily reflect the opinions of the officers, members, or employees of ASA. No part of this publication may be reproduced without permission.





WE MAKE STAFFING FIRMS MORE PROFITABLE.

Funding / Payroll processing / Billing / Credit & collection
Online paystubs & timesheets / Sales, margin, aging & cash reporting
ATS & CRM / Sales & recruiting metrics tracking / ACA analysis
Profitability trends analysis tools



MADISON
RESOURCES

800.508.3863

www.madisonresources.com

Show (don't just tell) your differentiation.

Part satisfaction survey, part online profile, part industry award—Inavero's Best of Staffing® is changing the way staffing firms think about, measure, and improve their relationships with clients and talent.

In an industry where roughly 90% of providers “differentiate” on service, building an ethos of transparency and open communication with clients, candidates, and prospects will do more to help you stand out than anything you may say about yourself.



Learn more at BestofStaffing.com



We believe it's **good business** to place client and talent satisfaction at the heart of your growth strategy.



A directory of the top employment agencies that have been awarded for superior service quality, as identified by **1,181,099** verified reviews and counting.

Like 718

for Companies

for Job Seekers

for Staffing Agencies

Best of Staffing Awards

About this Site

Employment Agencies by Industry • Employment Agencies by City • Resources

Home > Find Staffing Agencies > Best Staffing Agencies in Portland

The Best Employment Agencies for Clinical/Scientific near Portland, Oregon.

List of Firms

This list has been sorted by best match. [Want to know how?](#)



Willamette Staffing Co.

★★★★★ based on 120 reviews by Job Seekers.

15 Locations serving this area



Columbia Staffing Co.

★★★★☆ based on 350 reviews by Job Seekers.

Portland Branch
123 Any Street, Suite 243
Portland, OR 97213



John Day Staffing Co.

13 Locations serving this area

2016 Talent Winner



Umpqua Staffing Co.

★★★★☆ based on 1656 reviews by Job Seekers.

21 Locations serving this area

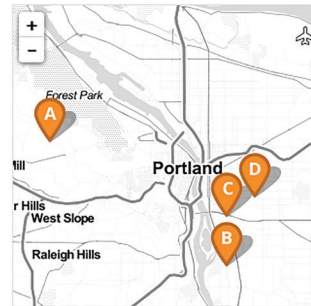


The following firms are not designated as 2016 Best of Staffing Winners.



Transylvanian Staffing

★★★☆☆ based on 36 reviews by Job Seekers.



Clinical / Scientific

- ▶ Biotech
- ▶ Pharmaceutical
- ▶ Science

How Do Clinical / Scientific Employment Agencies Win?

Inavero's Best of Employment Award is earned by Clinical / Scientific staffing agencies for providing an exceptional experience to their clients and job candidates as validated by [Inavero](#).

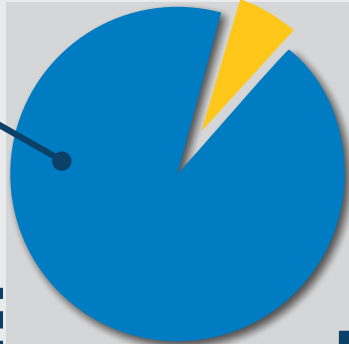
Thanks to our industry partners!



ESC

88%

Of employees say healthcare benefits are “very” important to their job satisfaction



Which is fueled by the fact that

84%

of medical claims don't satisfy deductible levels where benefits actually pay for claims



Which explains why on average employees are

4x more likely to enroll in ESC Indemnity

ESC

An IAG Solution

And will stay

57%

longer in their jobs than those without coverage



www.EssentialStaffCARE.com

Call Your Representative Today for More Information

877.372.2203



ASA has designed the 2017 Staffing Industry Playbook so that you and your team can use it to supplement and fine-tune your company's operations and strategies.

WELCOME TO YOUR STAFFING INDUSTRY PLAYBOOK

By Richard Wahlquist,
President and CEO

According to the sports network giant ESPN, the National Football League defines a playbook as “a sacred accumulation of decades worth of knowledge, tweaked and perfected, sectioned off by scribbles and colored tabs.” A playbook contains an NFL team's well-orchestrated offensive and defensive plays as well as special strategies specific to opponents, environments, and situations. The playbook is the team's strategic differentiator—its secret sauce.

This newly formatted special issue of *Staffing Success* is the result of industry-specific research and analysis. ASA director of research Cynthia Poole and her team have distilled decades of data and information focused on relevant industry and economic trends into this valuable new resource.

TAKING NOTE OF TRENDS

To help the team more easily and quickly understand why the data in this playbook are relevant, check out the trends and take-aways presented throughout the issue. You'll also see that there are places where you can jot down your own notes and action items.

For a digital version of the playbook—for viewing on your tablet, for example—and to download standalone graphics and bonus content, go to americanstaffing.net/playbook. Additionally, be sure to register for the 2017 Staffing Industry Playbook webinar, which takes place Nov. 15, 12 noon–1 p.m. Eastern time. Register for this webinar at americanstaffing.net/webinars.

TRACKING ECONOMIC GROWTH

As we come up on the 10th anniversary of the onset of the Great Recession, the global economy continues to show encouraging signs of growth. At the same time, the world is in the midst of what many say is the most profound period of change in its history. Among the leading forces driving the change are globalization, changing demographics, and the explosion of emerging technologies.

The world of work is at the epicenter of this change, as is much of the hype and hysteria about the uberization of work and humans being replaced on a wholesale basis by robotic process automation, artificial intelligence, and machine learning. The reality is, according to 2017 McKinsey Global Institute research, that relatively few jobs could be fully automated—fewer than 5%. Those most at risk are jobs that are defined by routine tasks; jobs that don't require high degrees of perception and manual dexterity, creativity, or social interaction and social intelligence.

However, for about 60% of jobs, at least 30% of their tasks or activities could be mostly or fully automated. The implications are that while humans may not be at risk of being replaced, emerging technologies will affect all disciplines, economies, and industries, changing the skill sets that businesses will need to remain productive and competitive.

HIGHLIGHTING THE SKILLS GAP

Note that in this year's playbook you also have data and information that underscores the magnitude of the skills gap challenges already facing U.S. employers. Among the trends and take-aways specific to the skills gap:

Trends: Unemployment rates are near record low levels; only six in 10 working age individuals are employed or looking for work; and new job openings are growing faster than the number of new hires.

Take-aways: Staffing and recruiting companies are positioned to play an increasingly vital role in sourcing qualified talent; upskilling, reskilling, and lifelong learning need to be part of all employer playbooks.

The data also suggest that staffing employment should continue to outpace overall economic growth, and that staffing companies should add more jobs than most industries. I hope you find your playbook useful. Let ASA know how to make it even more valuable going forward by sending feedback to success@americanstaffing.net. ■

ASA Annual Economic Analysis

2017 STAFFING INDUSTRY PLAYBOOK



“**W**here is my annual economic analysis delivered each year by the American Staffing Association?” Right here—in a new, user-friendly format.


This playbook is packed with data about the U.S. staffing and recruiting industry, where it’s headed, and how you can make the most of this business intelligence.

These are the kinds of trends that savvy staffing professionals, economists, analysts, investors, business development strategists, and other followers of the industry are dissecting right now. Use this playbook to plan ahead for market fluctuations and capitalize on impending opportunities.

While the economy is returning to a more consistent growth pattern, the pace is more sluggish than the long-term trends that existed prior to the Great Recession. Slowing of population growth, continually decreasing labor force participation, and a lower unemployment rate will most likely result in employment growth only slightly stronger over the next few decades than in the prior 10 years.

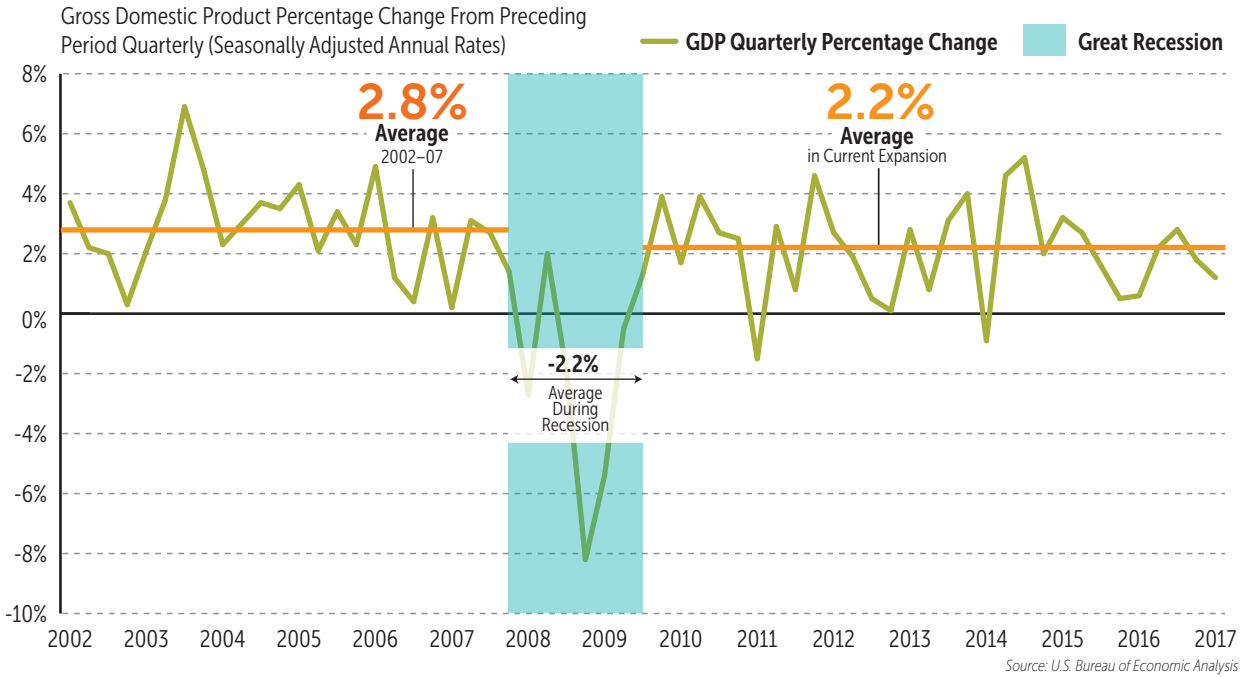
All indicators point to continued growth for the staffing industry. Staffing employment is projected to outpace growth of the economy and is expected to add more jobs than most other industries. There will be an abundance of temporary, contract, and permanent employment opportunities for job seekers in the coming years, even with anticipated shifts in the occupational mix.

Dive deeper into these trends and more in this overview of the size, scope, and dynamics of the U.S. staffing and recruiting industry. Each page of this playbook includes a brief analysis of trends and key take-aways.

Get important industry data real-time and stay ahead of fluctuations and trends—**follow the ASA research team on Twitter @StaffingData.** 

Go to americastaffing.net/playbook to download graphics and bonus content. 

GDP WAS SLOW TO RECOVER—GROWTH IN CURRENT EXPANSION WEAK



GROSS DOMESTIC PRODUCT

TRENDS:



During the recession, average quarterly gross domestic product dropped 2.2%. Recovery from the recession was slow and weak. Real GDP did not recover losses and return to its prerecession peak until 2013, three and a half years after the recession ended. Since the current expansion began in July 2009, quarterly GDP has grown at an average annualized rate of 2.2%, well below the 2.8% rate of the 2002–07 expansion. While the pace picked up during the second half of 2016, GDP growth slowed again at the beginning of 2017—averaging 1.2% for the first quarter. In September, the U.S. Bureau of Economic Analysis revised up anticipated second quarter GDP growth to 3.1%—an acceleration in rate not seen since the beginning of 2015.

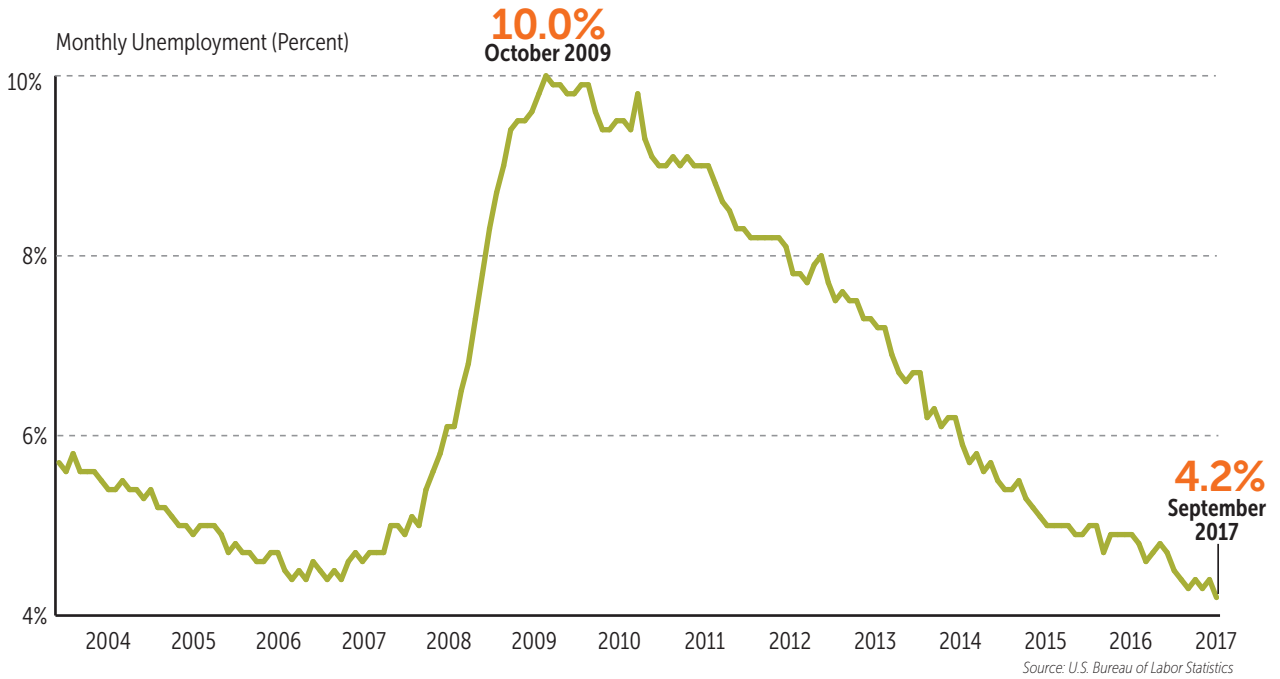
TAKE-AWAYS:



In re-examining historical government data, ASA has confirmed that gross domestic product and staffing employment are coincident economic indicators. In other words, staffing employment rises and falls along with the overall economy as measured by quarterly changes in GDP. Because government estimates for GDP are released months after the fact and subject to frequent revision, staffing employment provides a near real-time indicator of the health of the economy. Follow the ASA Staffing Index (page 20) to track GDP trends.

NOTES

UNEMPLOYMENT 4.2% IN SEPTEMBER 2017—16-YEAR LOW



UNEMPLOYMENT RATE

TRENDS:



Since spiking during the Great Recession, the rate of unemployment has returned to its prerecession levels. After reaching a 26-year high of 10.0% in 2009, the unemployment rate began a downward trend, with considerable declines in 2013. From 2013 through 2014, the unemployment rate averaged 6.8%. It descended to 5.0% by year-end 2015—returning to its level at the start of the recession. In 2016, the unemployment rate fluctuated between 4.7% and 5.0% with the exception of November 2016, which saw the rate edge down to 4.6%. The rate gradually declined in 2017 to a 16-year low of 4.2% in September.

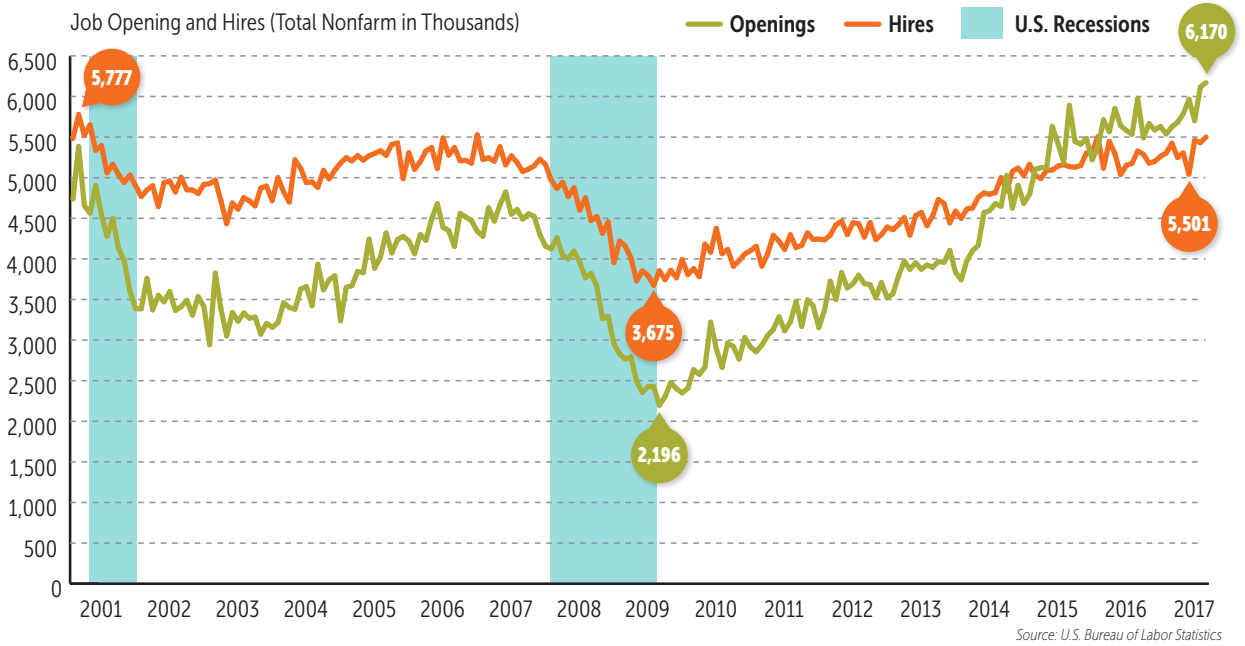
TAKE-AWAYS:



On the surface, a low unemployment rate would seem to be good news for the economy, but not if it's declining because fewer people want to work.

NOTES

JOB OPENINGS REACH HIGHEST LEVEL SINCE DECEMBER 2000, EXCEEDING HIRES



JOB OPENINGS AND HIRES

TRENDS:



Historically, the number of job openings and hires have moved in the same direction, with hires outpacing openings. Divergence from this trend began in early 2015 as the two measures stopped moving in tandem and the number of job openings started to exceed the number of hires. Since January 2015, employers have generally opened more jobs than they have added hires. In July 2017, the number of job openings totaled 6.2 million—the highest number since the inception of the metric—while hires amounted to 5.5 million. The last two years have recorded the greatest number of job openings since reporting of the metric by the U.S. Bureau of Labor Statistics began in 2000.

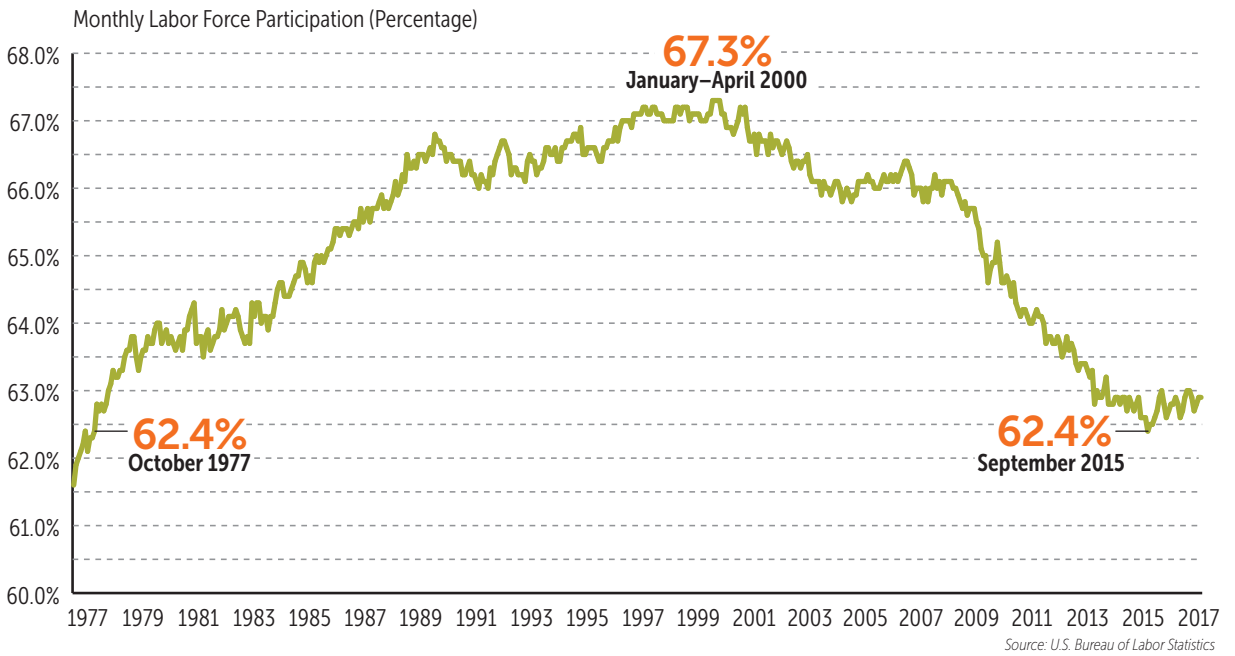
TAKE-AWAYS:



Job openings are considered a lagging indicator of the economy given that businesses usually wait on reassurances of economic wellbeing before they choose to hire. Hires, on the other hand, are an indicator of the robustness of the economy and the labor force. The fact that there are more unfilled jobs than there are hires speaks to a large and growing need for qualified talent in the U.S.

NOTES

ONLY SIX IN 10 WORKING-AGE INDIVIDUALS ARE EMPLOYED OR SEEKING A JOB



LABOR FORCE PARTICIPATION RATE

TRENDS:



After increasing for more than six decades, the labor force participation rate—the share of the working-age population either employed or seeking a job—peaked at 67.3% from January through April 2000, according to the U.S. Bureau of Labor Statistics. During the next decade and a half, the participation rate gradually declined, reaching 62.4% in September 2015—the lowest since October 1977. The rate has fluctuated between 62.6% and 63.0% for nearly two years. The Congressional Budget Office projects that the labor force participation rate will change little from the 62.9% in August 2017 down to 62.8% by the end of 2018.

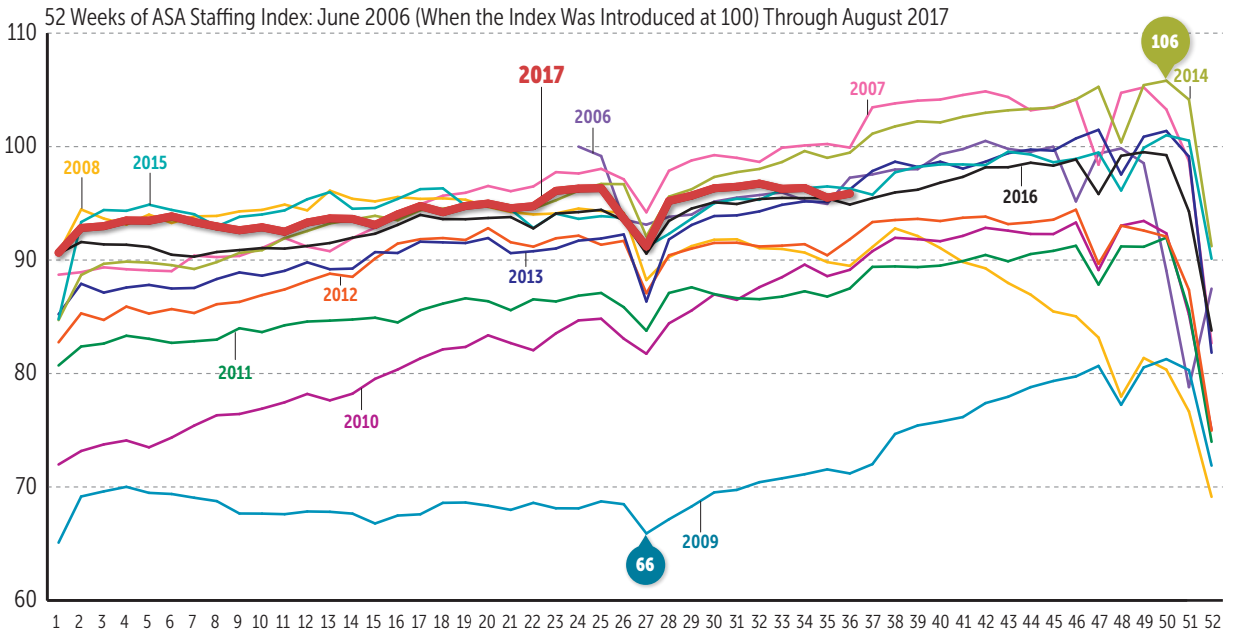
TAKE-AWAYS:



Some factors contributing to the decline in labor force participation include an aging workforce, an increase in the number of retirees, and people simply dropping out of the labor pool—perhaps discouraged, unable to find work, becoming disabled, deciding they can make do on government benefits, or pursuing further education. As the supply of talent dwindles, employers—including staffing companies—will need to continue to improve efficiency, increase productivity, develop more effective recruiting and retention strategies, and create training programs to reskill and upskill talent.

NOTES

ASA STAFFING INDEX FELL TO RECORD LOW IN 2009; REACHED RECORD HIGH IN 2014; REMAINS STRONG IN 2017



Source: American Staffing Association, Staffing Index

ASA STAFFING INDEX

TRENDS:

The weekly ASA Staffing Index tracks trends in temporary and contract employment. The index was set at 100 when it was publicly launched June 12, 2006. It trenched at 66 in midsummer 2009, as the Great Recession ended, and rose to a record high of 106 in December 2014.

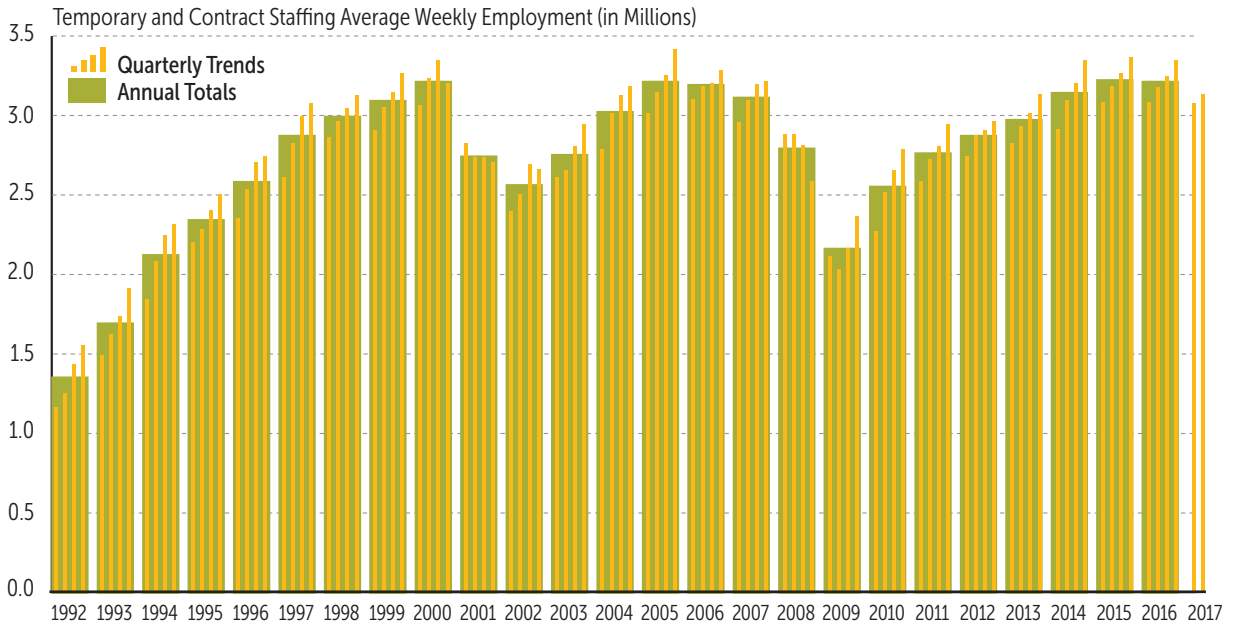
The index averaged 94 in the first quarter of 2017—2% higher than in the previous year, which included the January 2016 blizzard in the mid-Atlantic and Northeastern states. True to the annual cycle of staffing employment, the index climbed steadily in the second quarter, dipped in early July, and rebounded in the third quarter. The index rose just above 98 in week 38, which was 2.4% higher than the same week in 2016, despite hurricane activity.

TAKE-AWAYS:

Many experts agree—and ASA research confirms—that staffing industry employment serves as a coincident economic indicator because the ASA Staffing Index measures weekly changes in staffing employment, it bears watching as a near real-time indicator of current economic conditions.

NOTES

U.S. STAFFING JOBS SUSTAINED A RECORD HIGH OF 3.2 MILLION IN 2016, FROM A RECESSION LOW OF 2.2 MILLION IN AN AVERAGE WEEK IN 2009



Source: American Staffing Association, Staffing Employment and Sales Survey

AVERAGE WEEKLY STAFFING EMPLOYMENT

TRENDS:



U.S. staffing employment during an average week in 2016 totaled 3.2 million, essentially unchanged from 2015, when the number of temporary and contact jobs finally surpassed prerecession levels. After the recession low of 2.2 million employees per week in 2009, it took six years for the staffing industry to fully recover the one million jobs lost during the 18-month 2008–09 Great Recession.

TAKE-AWAYS:



The quarterly survey provides staffing data covering approximately 10,000 establishments, including changes in sales, payroll, and employment, broken down by five broad industry sectors and four sales categories. Use the quarterly ASA Staffing Employment and Sales Survey data to monitor quarterly and annual industry trends, and as benchmarks for temporary and contract staffing statistics as well as search and placement metrics.

NOTES

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

U.S. STAFFING FIRMS HIRED A TOTAL OF 14.5 MILLION TEMPORARY AND CONTRACT EMPLOYEES DURING 2016



Source: American Staffing Association, ASA Staffing Employment and Sales Survey

ANNUAL STAFFING EMPLOYMENT

TRENDS:



ASA estimates the total number of temporary and contract employees who have worked in the staffing industry for any period of time during the calendar year, using data from the quarterly ASA staffing Employment and Sales Survey.

Over the course of 2016, U.S. staffing firms hired a total of 14.5 million temporary and contract employees. This is a 7% decrease from 15.6 million in 2015, yet is still the second greatest number of staffing employees in any year since the Great Recession began in 2007.

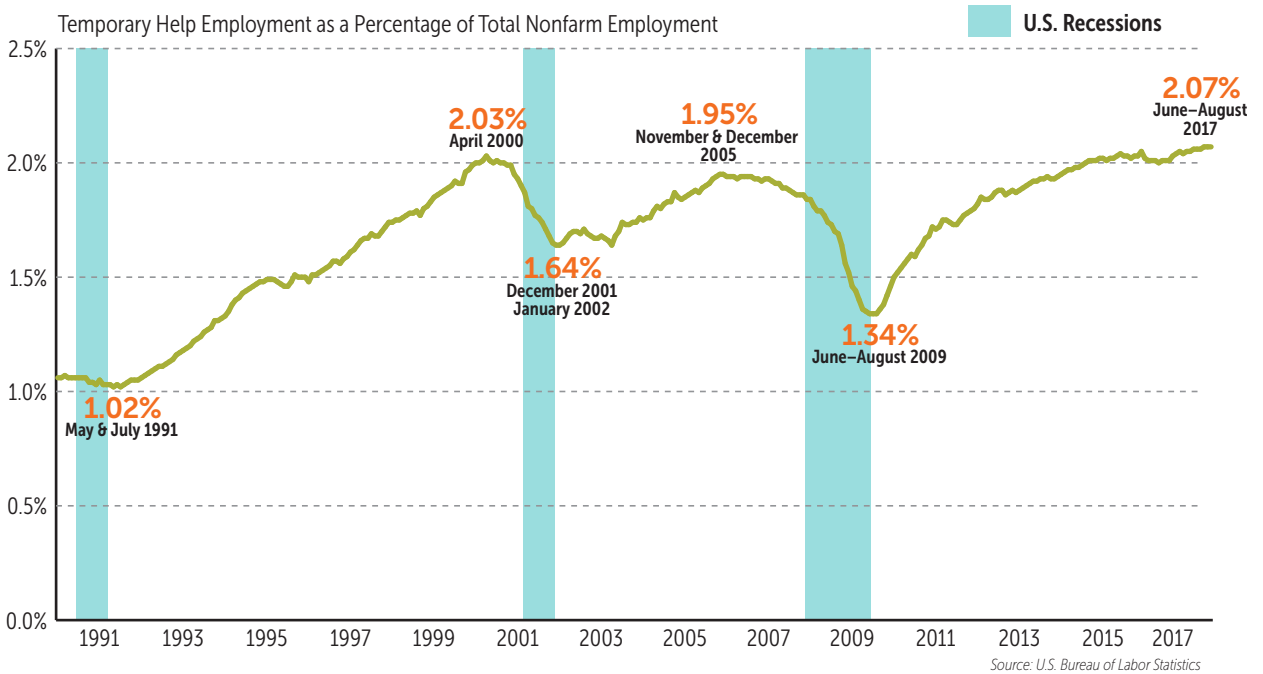
TAKE-AWAYS:



How could the staffing industry employ the same number of people per week in 2016 as in 2015 while paying fewer per year in 2016? Retention. The industry did a better job of keeping workers on longer assignments or redeploying them on new ones. Staffing employment remains above prerecession levels, but competition for talent is stiff. With tight labor markets nationwide, now is the time for staffing companies to take stock of their recruiting strategies and ensure they are building a pipeline to meet client demand with qualified talent.

NOTES

STAFFING PENETRATION RATE EDGED UP TO A NEW HIGH IN 2017



STAFFING PENETRATION RATE

TRENDS:



Until 2015, the staffing industry's longstanding peak penetration rate—temporary help services employment as a percentage of the total nonfarm workforce—had been 2.03%, set in April 2000. The rate plunged during the recession that followed, dropping to 1.64% in December 2001. Though it rebounded to 1.95% in November 2005, it fell again during the Great Recession to a low of 1.34% in June 2009.

Since that low, the staffing penetration rate has been on an upward trend, setting a new record high of 2.07% in June 2017.

TAKE-AWAYS:

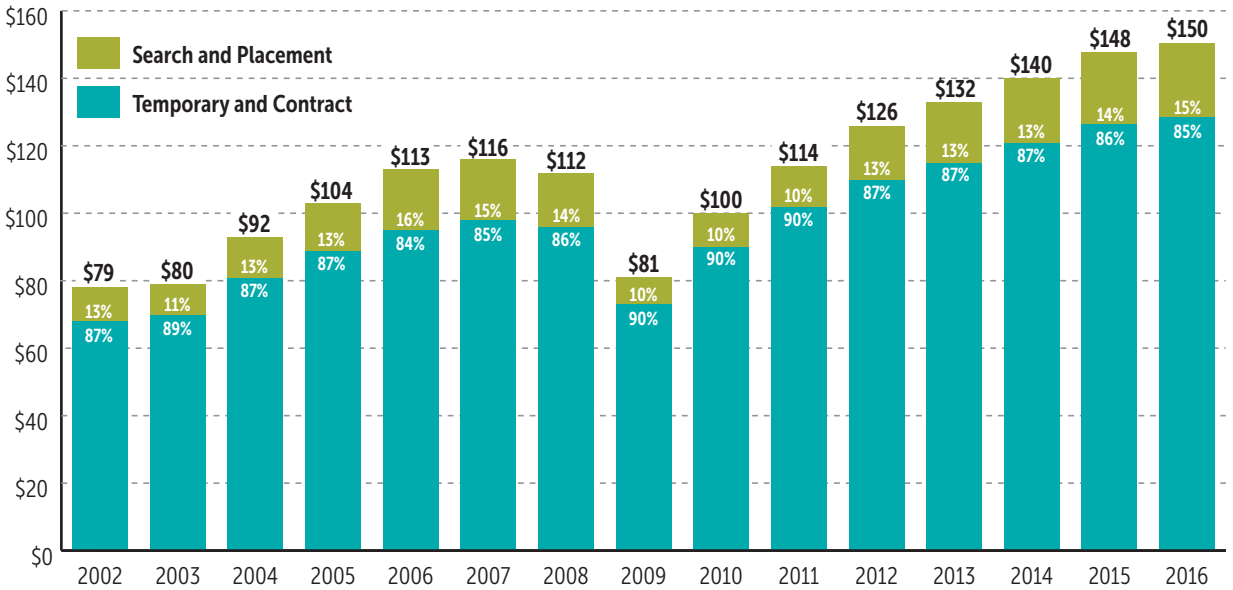


The role the staffing industry plays in the U.S. economy has continued to expand since the Great Recession. Many staffing industry observers assert that the recession paved the way for a structured shift in workforce management, with employers leveraging flexibility in fine-tuning their talent acquisitions. As more employers confront the challenges of filling job openings in today's tight labor market, staffing companies have even more opportunities to partner with business to strategically source and deploy talent.

NOTES

STAFFING AND RECRUITING SALES INCREASED 1.8% TO \$150 BILLION IN 2016

Sales (Billions of Dollars)—Annual Totals for Staffing and Recruiting Industry



Source: American Staffing Association, Staffing Industry Analysts Inc., U.S. Department of Commerce

STAFFING AND RECRUITING INDUSTRY SALES

TRENDS:



Temporary and contract staffing sales totaled \$128.5 billion in 2016, an increase of 1.7% over 2015, according to the latest annual data from the ASA Staffing Employment and Sales Survey. Search and placement sales grew 2.6%, according to Staffing Industry Analysts, totaling \$21.9 billion in 2016.

Combining temporary and contract staffing with search and placement services, U.S. staffing industry sales totaled \$150.4 billion in 2016, 1.8% more than in 2015.

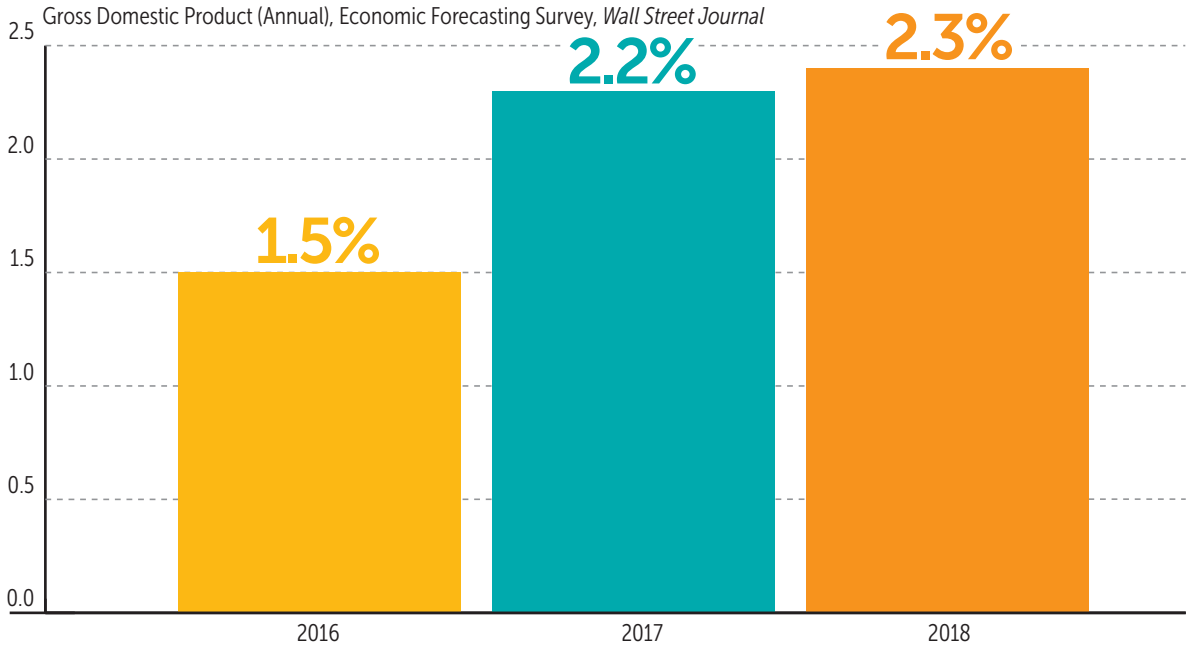
TAKE-AWAYS:



As with the economy overall, staffing industry sales continue to increase. But the pace of sales growth has slowed, as the labor supply continues to tighten. Nonetheless, when the economy is growing, staffing industry sales growth outpaces GDP growth. That trend is almost certain to continue, and industry sales could further improve as staffing firms enhance their performance in talent acquisition and retention. Consider investing in training, developing candidates' soft skills, and adapting new technologies in the industry.

NOTES

GDP GROWTH RATE EXPECTED TO INCREASE



FORECASTING ECONOMIC GROWTH

TRENDS:



Economic activity has been volatile over the past year, as has been seen historically in the early days of most new administrations. Prior to Election Day 2016, in the October *Wall Street Journal* monthly survey of more than 70 economists, the average annual gross domestic product growth rate forecast for the year was a paltry 1.8%, and was reduced to 1.5% postelection. Those same economists surveyed by the journal are more optimistic about 2017 and 2018, with consensus projections for full-year GDP growth at 2.3% and 2.4%, respectively.

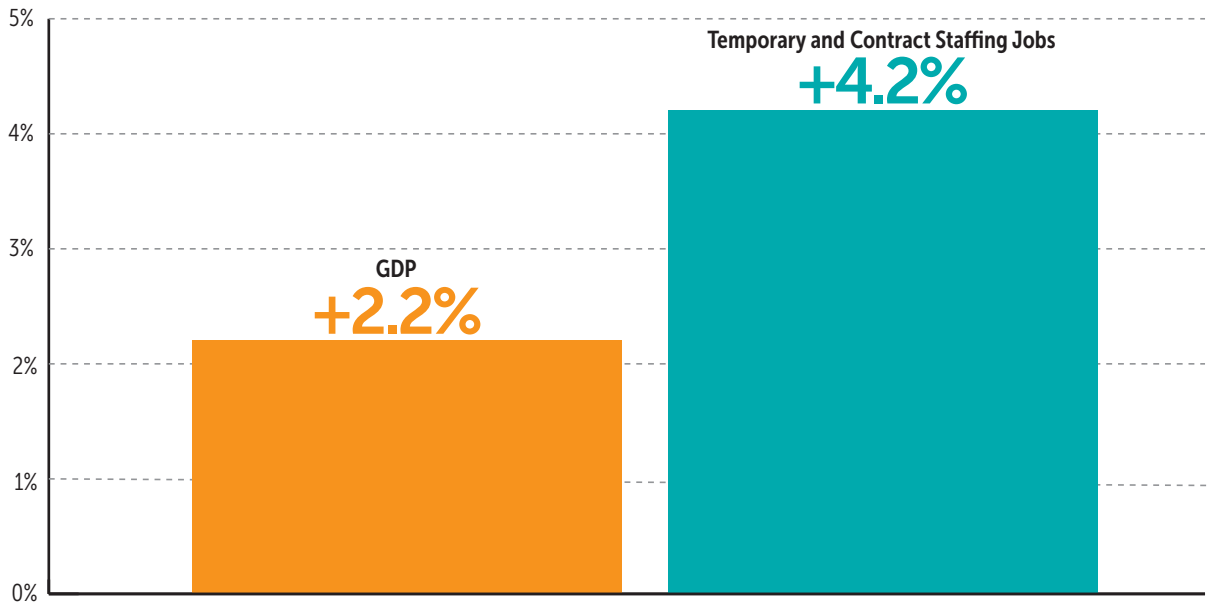
TAKE-AWAYS:



Forecasting and measuring GDP is a precarious endeavor. When the economy is growing, staffing industry growth outpaces GDP. Staffing industry employment is a coincident economic indicator of GDP. Rather than rely on uncertain forecasts, and delayed and seemingly endlessly revised government estimates, follow the weekly ASA Staffing Index for a near real-time barometer of current economic conditions.

NOTES

SINCE THE GREAT RECESSION, STAFFING EMPLOYMENT HAS GROWN NEARLY 2X FASTER THAN THE ECONOMY

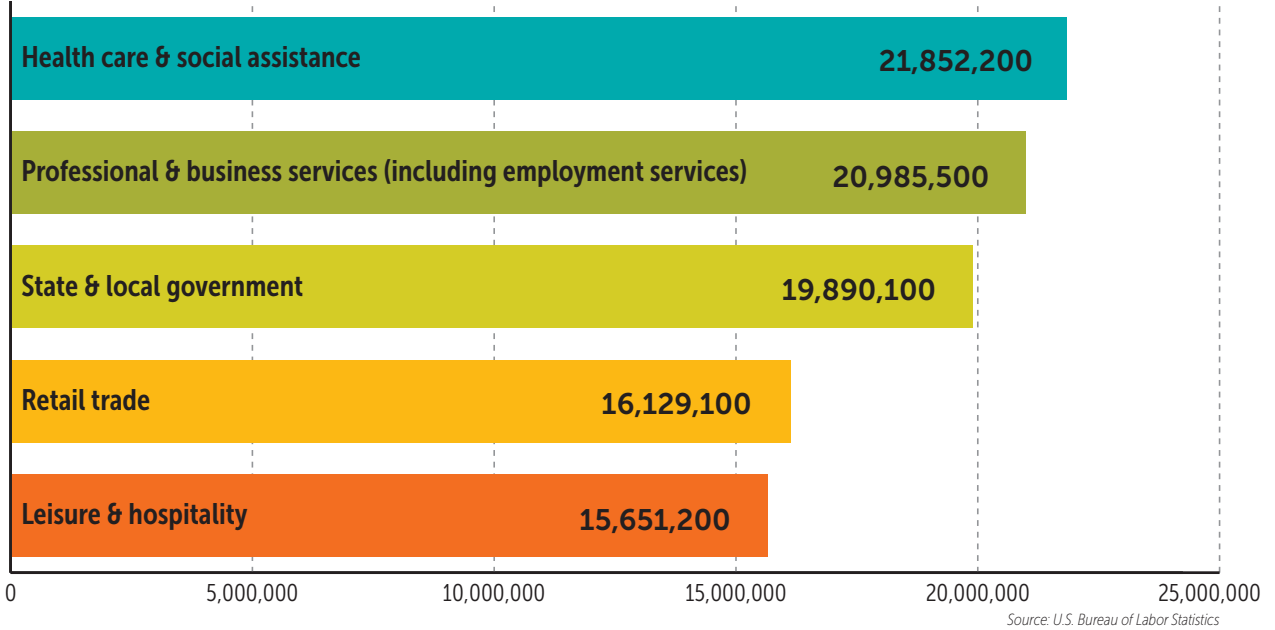


Source: American Staffing Association, U.S. Bureau of Economic Analysis

STAFFING GROWTH SURPASSES GDP

TOP FIVE JOB-GROWTH INDUSTRIES THROUGH 2024

Wage and Salary Jobs Projected for 2024 in Major Industry Sectors



EMPLOYMENT GROWTH BY INDUSTRY

TRENDS:



Service-providing sectors are projected to comprise more than 81% of all jobs in the economy and will account for the majority of projected job growth from 2014 to 2024, according to the U.S. Bureau of Labor Statistics. The health care sector will drive more than a third of the additional jobs, and the professional and business services sector (including employment services) will continue to expand at above average rates.

TAKE-AWAYS:

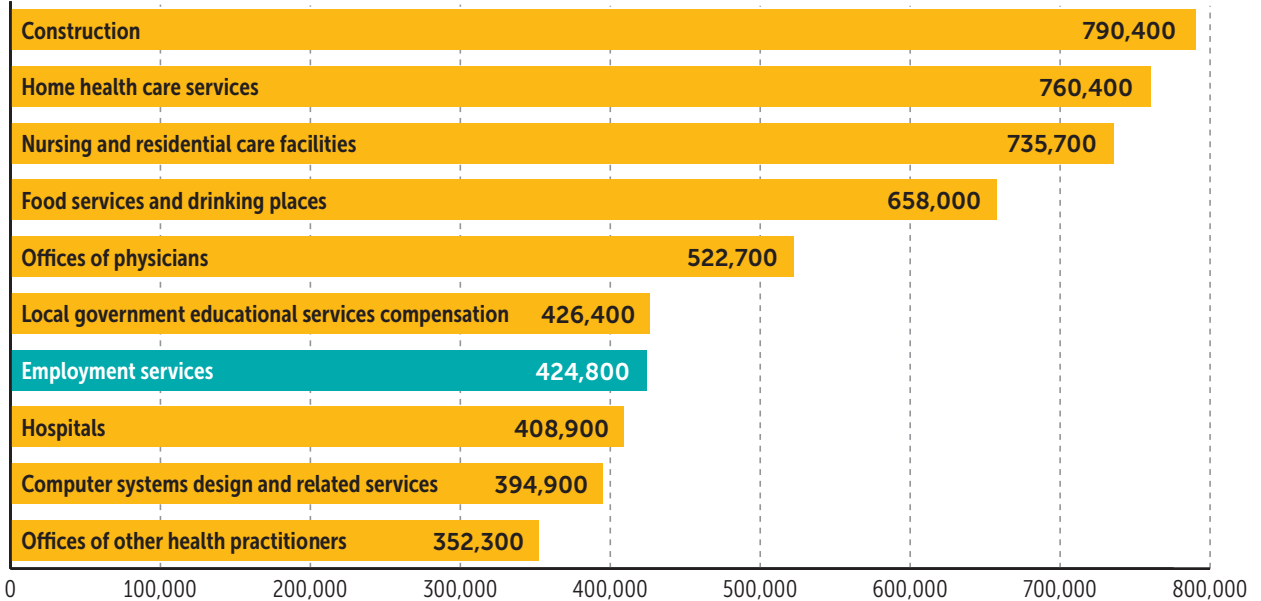


BLS projects that overall employment growth will be slightly stronger from 2014 to 2024 than it was from 2004 to 2014. While the BLS employment projections do not account for any unanticipated effects on the economy, such as a recession, political conflicts, or changes in laws, overall projected employment growth rates are expected to return to the long-term trends that occurred prior to the Great Recession. Learn more about BLS employment projections in the article "Staying Ahead of Employment Trends" in the March–April 2016 issue of *Staffing Success*.

NOTES

INDUSTRIES WHERE THE LARGEST NUMBER OF JOBS WILL BE CREATED

Number of New Wage and Salary Jobs Through 2024



Source: U.S. Bureau of Labor Statistics

TOP 10 INDUSTRIES FOR PROJECTED EMPLOYMENT GROWTH

TRENDS:



Among the top 10 industries where the largest number of jobs will be created is employment services, which comprises employment placement agencies, temporary help services, and professional employer organizations, and is the largest industry within the professional and business services sector. Employment services are projected to expand from 3.4 million jobs in 2014 to nearly 3.9 million in 2024, adding 424,800 jobs, according to the U.S. Bureau of Labor Statistics. It is the seventh largest numeric increase among all industries, producing an annual rate of 1.2%.

TAKE-AWAYS:



Growth in the employment services industry is being driven by the increased use of temporary and contract workers in health care, information technology, and other sectors that need to keep up with rapidly changing demands. There will be an abundance of temporary, contract, and permanent employment opportunities in the coming years, even with anticipated shifts in the occupational mix. Read more about job growth factors and projections in the article "Staying Ahead of Employment Trends" in the March–April 2016 issue of *Staffing Success*.

NOTES

.....

.....

.....

.....

.....

.....

.....

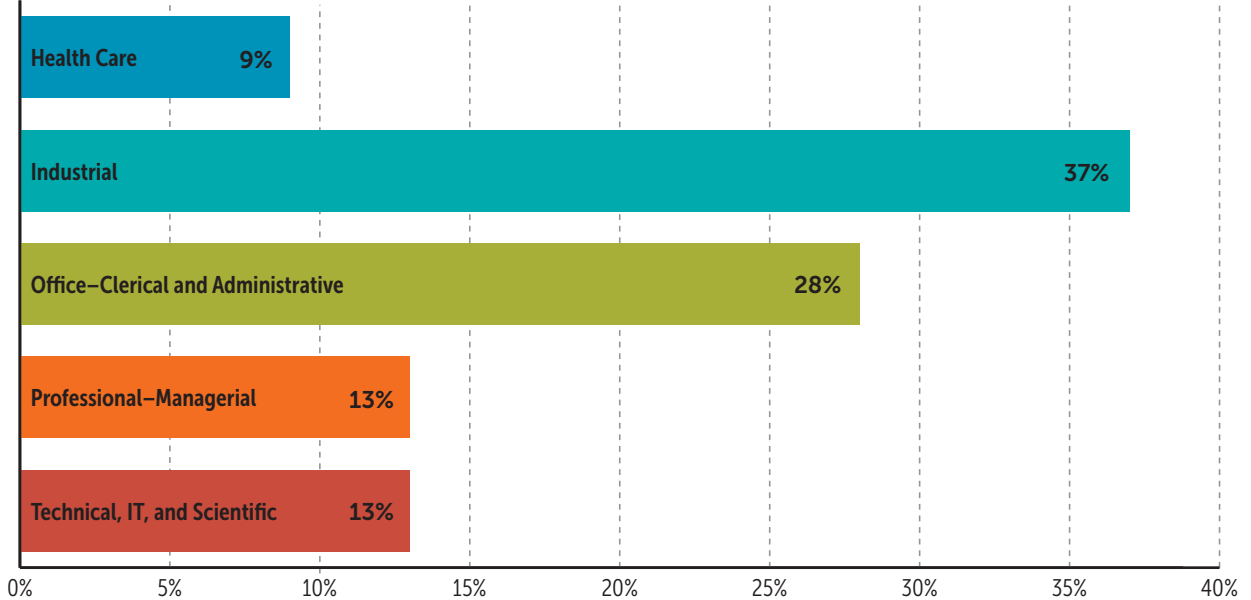
.....

.....

.....

TEMPORARY AND CONTRACT STAFFING ASSIGNMENTS SPAN VIRTUALLY ALL OCCUPATIONS

Percentage of Staffing Employees by Sector



Source: American Staffing Association, Staffing Employee Survey

OCCUPATIONAL DISTRIBUTION OF STAFFING EMPLOYEES

TRENDS:



Temporary and contract staffing employees work in a broad array of jobs, from industrial laborer to chief executive. And their individual characteristics as well as how they view their work vary just as widely as their occupational distribution, according to results from the latest ASA Staffing Employee Survey among nearly 12,000 temporary and contract workers. More than one-third (35%) work in occupations that require higher education and skills in the professional–managerial; technical, information technology, and scientific; and health care sectors. About two-thirds work in the industrial and office–clerical and administrative sectors. Wages average more than \$17 per hour; some make more than \$100 per hour. Nine out of 10 staffing employees are satisfied with their staffing company.

TAKE-AWAYS:



Staffing employees are quite diverse, but they share a common belief—temporary and contract work is a means to fulfilling their employment goals. To better engage candidates and retain staffing employees, gain a better understanding of their distinct profiles by sector in “The Faces of Staffing” in the 2015 special issue of *Staffing Success*, or the in *New Language of Staffing Handbook*.

NOTES

.....

.....

.....

.....

.....

.....

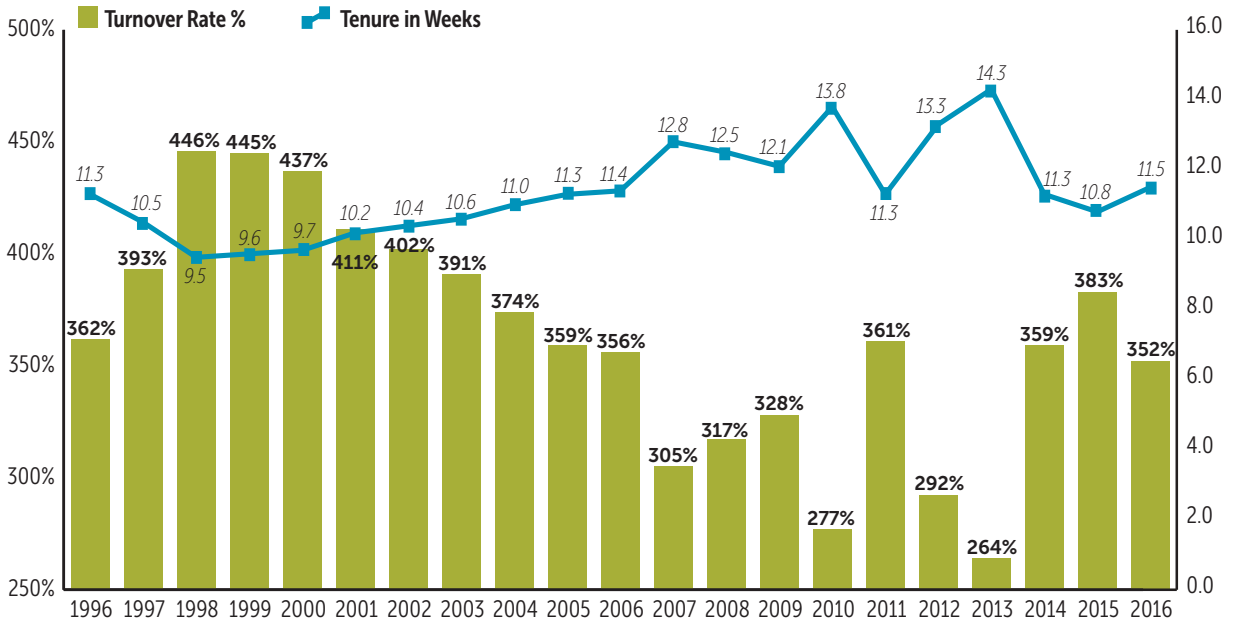
.....

.....

.....

.....

IN 2016, STAFFING EMPLOYEE TURNOVER DECREASED TO 352% WHILE AVERAGE TENURE REMAINED BELOW 12 WEEKS



Source: American Staffing Association, Staffing Employment and Sales Survey

STAFFING EMPLOYEE TURNOVER AND TENURE

TRENDS:



The turnover rate for temporary and contract employees was 352% in 2016—down slightly from 383% in 2015. This decrease in turnover translated to an increase of five days in tenure for staffing employment from 10.8 weeks in 2015 to 11.5 weeks in 2016. The average tenure for temporary and contract workers in 2016 remained below 12 weeks for the third consecutive year, and was more in line with typical tenure before the Great Recession that began in 2007. Tenure—the duration of employment—is based on turnover. These two metrics are inversely related: the shorter the tenure, the higher the turnover, and vice versa.

TAKE-AWAYS:



Employee turnover is an important statistic for staffing firms—it details how often staffing companies need to hire new employees. A high turnover rate means that employees average a shorter tenure; when the turnover rate decreases, it means that average employee tenure goes up. The lower the turnover rate, the lower the cost of recruiting, new-hire administrative expenses, training, and any other costs associated with replacing employees.

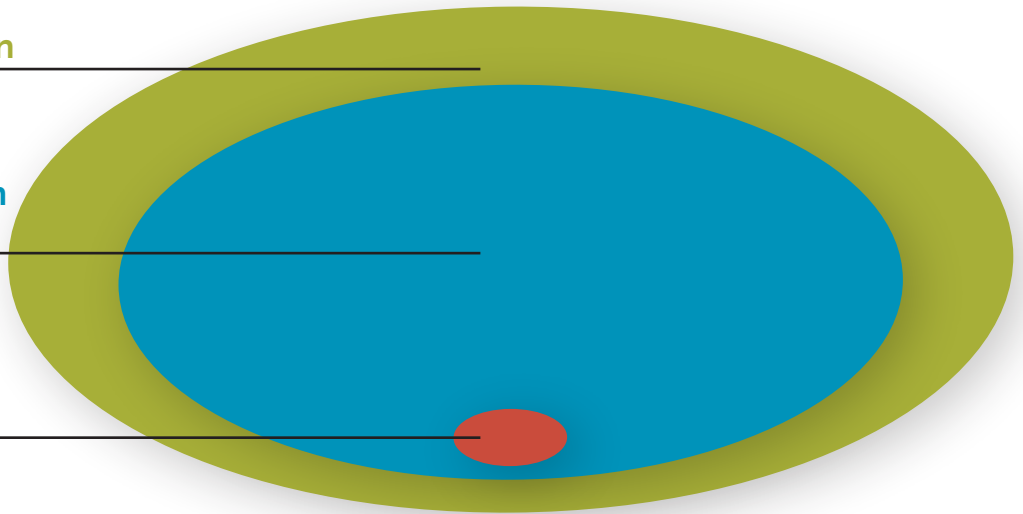
NOTES

ON AN AVERAGE DAY, STAFFING ASSIGNMENTS ENGAGE 1.9 MILLION TEMPORARY AND 1.2 MILLION CONTRACT EMPLOYEES

U.S. Adults Ages 18+
242.5 Million

Employed Adults
Ages 18+
147.7 Million
60.9%

Employed by a
Staffing Company
3.1 Million
2.1%



Source: U.S. Census Bureau, U.S. Bureau of Labor Statistics, American Staffing Association Staffing Market Survey by Harris Poll

STAFFING MARKET SIZE

TRENDS:



There has been much confusion regarding how many temporary and contract employees are working with staffing firms in the U.S. The American Staffing Association has long published a bigger number than the U.S. Bureau of Labor Statistics. Until recently, no one has had a solid number of how many Americans have ever used a staffing company to help them find employment. In a new landmark study, ASA has determined that there are approximately 3.1 million temporary and contract employees working in the staffing industry on any given business day—that is 2.1% of employed adults.

TAKE-AWAYS:

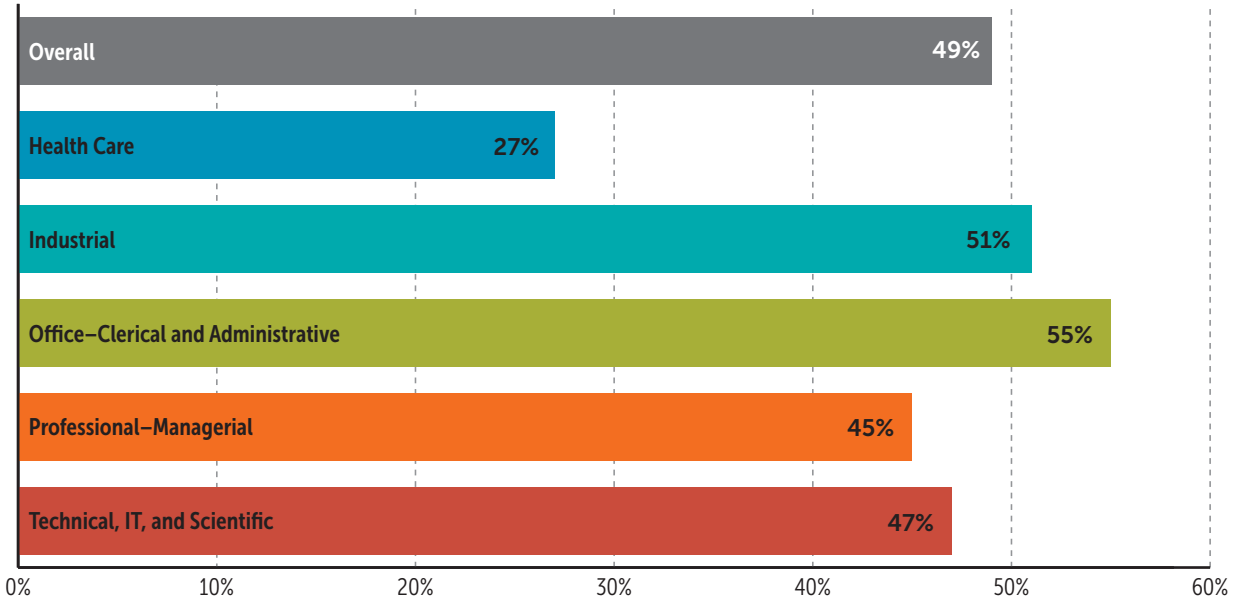


ASA has now established two complementary and reliable approaches for estimating staffing employment, both of which result in a consistent number of temporary and contract employees—just over three million per day. ASA has also established that 1.9 million (61%) of those are temporary employees and 1.2 million (39%) are contract employees. Temporary employees tend to work in lower-skilled jobs that do not require a college degree, while contract employees typically work in higher-skilled jobs that require a college education. See “The Faces of Staffing” in the 2015 special issue of *Staffing Success* for more information on the similarities and differences in their characteristics.

NOTES

GETTING A PERMANENT JOB IS A KEY DRIVER FOR CHOOSING STAFFING EMPLOYMENT

Reason for Choosing Temporary or Contract Work: "It's a Way to Get a Permanent Job"



Source: American Staffing Association, Staffing Employee Survey

STAFFING DRIVERS BY SECTOR—BRIDGE TO PERMANENT EMPLOYMENT

TRENDS:



One of the top reasons motivating workers to become staffing employees is to find a permanent job, according to the results of the latest ASA Staffing Employee Survey. Almost all staffing employees surveyed say gaining permanent employment is important to them, and nearly half (49%) say this was a reason for choosing temporary or contract work. There is some variation by sector—workers in the office—clerical and administrative (55%); industrial (51%); technical, IT, and scientific (47%); and professional—managerial (45%) sectors were all more likely than health care workers (27%) to cite “It’s a way to get a permanent job” as a reason for choosing temporary or contract work.

TAKE-AWAYS:



The staffing industry is a bridge to permanent employment for millions of workers every year. Promote this fact to talent and you’ll be tapping into one of the main factors motivating workers to turn to the staffing industry. See the *New Language of Staffing Handbook* for details on how to effectively communicate with job seekers.

NOTES

.....

.....

.....

.....

.....

.....

.....

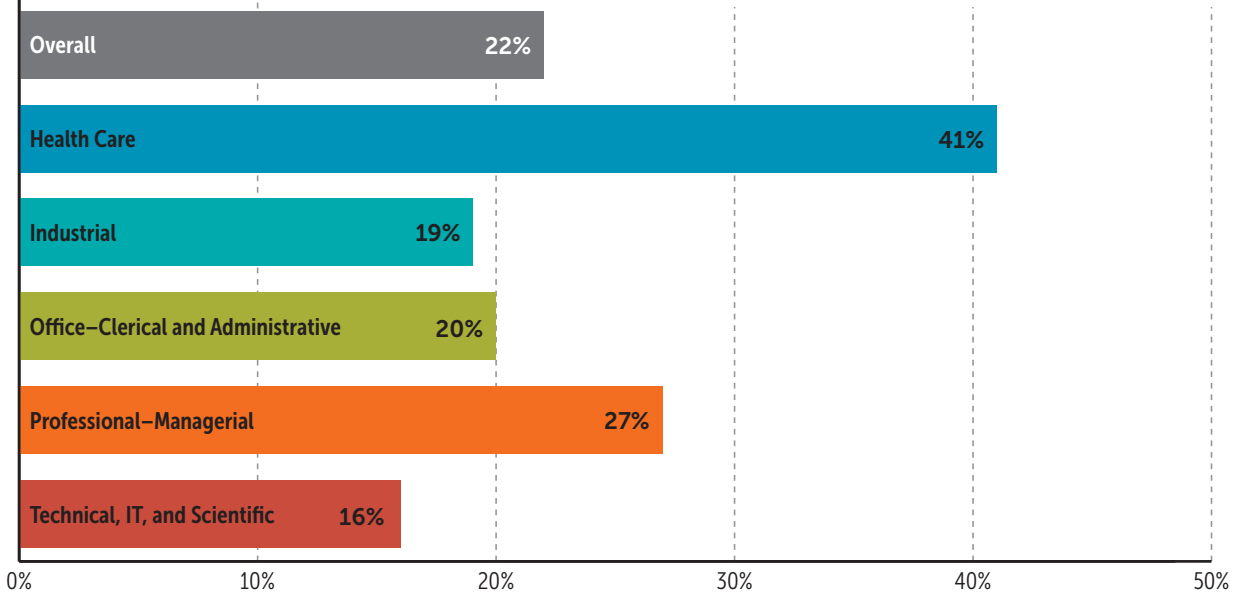
.....

.....

.....

ONE IN FIVE CITE FLEXIBLE WORK HOURS/SCHEDULE AS A REASON FOR CHOOSING TEMPORARY OR CONTRACT WORK

Reason for Choosing Temporary or Contract Work: "Flexible Work Hours/Schedule"



Source: American Staffing Association, Staffing Employee Survey

STAFFING DRIVERS BY SECTOR—FLEXIBILITY

TRENDS:



In addition to finding permanent work, the ability to have flexible work arrangements is another reason some staffing employees choose temporary or contract work. While this attribute is important to nearly all staffing employees who responded to the latest ASA Staffing Employee survey, one in five (22%) explicitly cite flexibility as a reason for choosing the industry. Health care workers (41%) are particularly likely to say this reason was a factor in their decision.

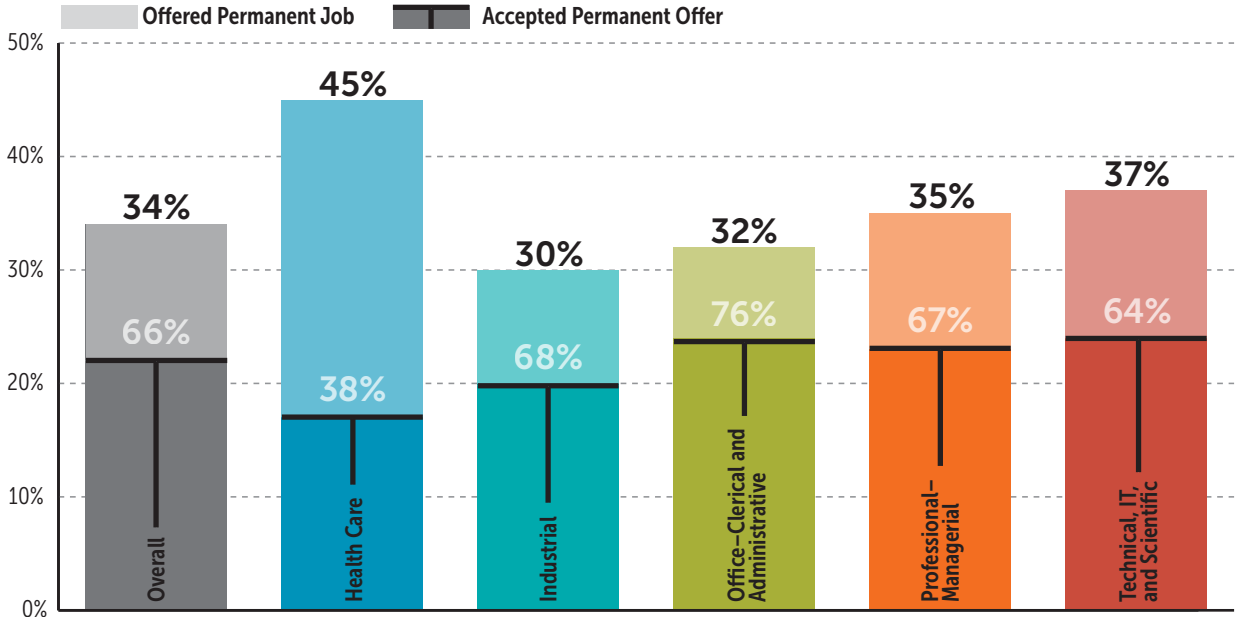
TAKE-AWAYS:



Another arrow in your quiver for articulating the value of staffing to potential job candidates: the flexibility to control their work arrangements. This may be particularly effective when courting workers in the health care sector. See the *New Language of Staffing Handbook* for details on how to effectively communicate with job seekers.

NOTES

ONE-THIRD OF STAFFING EMPLOYEES RECEIVE PERMANENT JOB OFFERS FROM CLIENT FIRMS—TWO-THIRDS ACCEPT THOSE OFFERS



Source: American Staffing Association, Staffing Employee Survey

PERMANENT JOB OFFERS BY SECTOR

TRENDS:



One-third (34%) of temporary and contract employees across all sectors were offered permanent positions by a client firm where they had worked on assignment. Of those, two-thirds (66%) accepted the offer. Workers in the health care sector are more likely to receive a permanent job offer (45%) but less likely to accept it (38%). Office-clerical and administrative staffing employees are most likely to accept an offer—three in four (76%) employees working in this sector who received a permanent job offer accepted it.

TAKE-AWAYS:



These data underscore the effectiveness of staffing as a bridge to permanent employment. They also show that while most of the time job offers are accepted, there are many cases where a staffing employee will turn an offer down. When filling a position, make sure to ask clients whether it has the potential to become permanent. That way, you can try to fill it with an employee who is seeking a permanent role. This is particularly important in the health care sector, where flexibility is a bigger driver and employees are more likely to turn an offer down.

NOTES

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

METHODOLOGY OF ASA ECONOMIC SURVEYS

ASA Staffing Employment and Sales Survey

The American Staffing Association provides the only survey-based quarterly estimate of U.S. temporary and contract staffing sales. The quarterly ASA Staffing Employment and Sales Survey—which covers approximately 10,000 establishments (about a third of the industry)—also tracks employment and payroll, with results that parallel the establishment surveys of the U.S. Bureau of Labor Statistics. The survey is used to estimate total industry employment, sales, and payroll, based on a model developed for ASA by Standard & Poor's DRI / McGraw-Hill in 1992. DRI conducted a census of ASA members and a survey of selected nonmember firms. Using this and related government data, DRI prepared annual estimates for 1990 and 1991 and a stratified-panel, survey-based estimation model to be used quarterly from 1992 forward. To preserve the confidentiality of individual company responses, a market research firm collects and tabulates the data and reports only aggregate results to ASA. Survey participants include more than 100 small, medium, and large staffing companies that together provide services in virtually all sectors of the industry. The participants provide employment,

sales, and payroll data on the most recent quarter and, to ensure validity and continuity, the relevant previous quarters. Responses are stratified by company size and used to derive growth rates for each stratum. Strata for each metric are weighted based on the proportionate market share of similarly sized companies. These growth rates are applied quarter by quarter to aggregate benchmark estimates for temporary and contract staffing employment, sales, and payroll.

ASA Staffing Index

The ASA Staffing Index tracks temporary and contract employment trends. The index survey methodology essentially mirrors that of the quarterly ASA Staffing Employment and Sales Survey. ASA Staffing Index values, based on survey results, are typically posted nine days after the close of a given workweek, providing a near real-time gauge of staffing industry employment and overall economic activity. Participants include a stratified panel of small, medium, and large staffing companies that together provide services in virtually all sectors of the industry. Similar to the quarterly ASA Staffing Employment and Sales Survey, percentage

r.a.cohen consulting

Mergers / Acquisitions / Advisory Services



www.racohenconsulting.com

Sam Sacco @ 910.769.4057
sam@racohenconsulting.com



Brian Kennedy @ 416.229.6462
brian@racohenconsulting.com

changes in employment are derived by weighting responses according to company size categories. Three metrics are published each week. The first is the index value itself, which depicts staffing employment trends over time. The second and third are the weekly and year-to-year percentage changes in staffing employment. All three numbers are posted throughout the ASA website, americanstaffing.net. The index is calculated by applying the weekly percentage change in employment to a reference value set at 100 for the week of June 12, 2006. The index reflects the percentage change in employment since that reference week—so when the index reaches 200, staffing employment would have doubled since June 2006. The index does not estimate total industry employment; the quarterly ASA Staffing Employment and Sales Survey provides that data. ASA developed the index with the expertise of the Lewin Group, an economic research firm.

Benchmarks

Both the quarterly ASA Staffing Employment and Sales Survey and the weekly ASA Staffing Index rely on periodic benchmarks from the U.S. Census Bureau.

When developing the quarterly survey methodology in 1992, DRI used the 1987 Economic Census of service industries as well as several other sources in estimating industry size and market share weights—long before the introduction of the North American Industry Classification System. Data from the 1997 census, the first to use NAICS, more clearly delineated “temporary help services” than the Standard Industrial Classification it replaced. Using the 1997 NAICS-based census also provided better comparability and continuity of data for the 1990 to 2002 period than the original DRI estimates, particularly given that the principal interest in the results of the quarterly survey has been changes over time rather than absolute levels of employment, sales, and payroll. Data from the 2002 census were used as benchmarks for the quarterly survey results from 2002 through 2006, while the 2007 census data were used to benchmark quarterly survey results from 2007 through 2011. The 2007 census data were also used as benchmarks for the index back to 2006; 2006 and 2007 were peak—and similar—years for the staffing industry, and the index covered only the last six and a half months of 2006, which were much more like 2007 than 2002, the previous census year



Barrow Group, LLC

Your National Staffing Services Specialist
CIC; CRM; CWCA; CISR; CSP; CBWA; RHU on staff

Health & Benefits

Tailored Benefit Programs, specific to each company
ACA Compliant Health Care Reform Consultation
ACA Updates, Guides and Videos
Employee Educational Materials
Fully Insured and Self-Funded Options

Casualty

Workers' Compensation -
Guaranteed Cost, Deductible Plans, Captives
Staffing Services Liability -
General, Professional and Employment Practices

Risk Management
Training Available, Safety Manuals

For more information please visit:
www.barrowgroup.com
or call
(800) 874-4798



(and hence the next available benchmark). In 2011, given newly released benchmark data from the 2007 Economic Census, ASA revised historical figures for staffing employment, sales, and payroll back to 1990 and ASA Staffing Index values to the index's inception in 2006. The 2012 Economic Census Core Business Statistics Series, released in March 2016, was used to revise quarterly survey results from 2012 through 2015, and the index values were revised from its inception in 2006 through 2015.

Comparison With BLS

ASA and BLS have similar—but different—survey methodologies. The ASA quarterly survey and weekly index generally track BLS monthly employment trends. However, because ASA benchmarks to the U.S. Economic Census and BLS uses its own benchmarks, each organization draws different conclusions on total staffing employment. Moreover, BLS seasonally adjusts its data—and makes numerous revisions—while ASA does not seasonally adjust, and makes revisions only every five years when benchmark census data become available. Further complicating comparison, BLS counts corporate employees of staffing firms along with tem-

porary employees, and it is unclear if or where contract employees are captured. ASA counts only temporary and contract employees. As a point of comparison, BLS reported nonseasonally adjusted temporary help employment averaging 2.97 million per week in December 2016 prior to annual revisions; ASA counted an average of 3.34 million per week in the fourth quarter of 2016—a difference of approximately 12%, not taking into account the inclusion of corporate employees and possible exclusion of contract employees in the BLS number.

Research and Corporate Partners

The quarterly ASA Staffing Employment and Sales Survey and the weekly ASA Staffing Index are administered by ASA corporate partner Inavero, and sponsored by ASA corporate partner CareerBuilder, the exclusive research partner of the American Staffing Association.

Sponsored by



We get it!
Our roots are in the staffing industry!

15 YEARS IN BUSINESS BACKED BY 100+ YEARS OF EXPERIENCE IN STAFFING

Current funder leaving you stumped? We have the flexibility and resources to help you grow. Take advantage of our special anniversary pricing! Call us for more details.

- Unlimited Payroll Funding
- Fully Integrated Staffing Software
- Billing & Payroll Services
- Payroll/Tax Filings
- W-2/1099 Processing
- Accounts Receivables Management
- Electronic Time Tickets
- Real-Time, Online reports



NETWORKERS\$ FUNDING

Service, Technology & Funding for the Staffing Industry

866 - 794-7246

www.networkersfunding.com • sales@networkersfunding.com

**GROWING STRONG
FOR 15 YEARS**

THANK YOU!



Reputation isn't what you know to be true about your firm. It's what others believe to be true about your firm.

STAFFING'S REPUTATION DISADVANTAGE AND WHAT YOUR FIRM CAN DO ABOUT IT

By Kat Kocurek

As a staffing service provider, you take pride in delivering amazing service and lasting results to your clients. And, given the level of competition in the industry, it makes sense to differentiate on (and build your company around) this promise.

But what if I told you that the general reputation of the industry is working against you? Inavero and CareerBuilder have been measuring the staffing industry's client satisfaction for a decade, and the scores have been in decline from a high in 2009. No matter how much care you take to ensure client satisfaction, the reputation of the industry as a whole will affect how prospective clients see your firm. Enter the "reputation disadvantage"—a prevailing issue faced by modern staffing executives and marketers in the U.S.

What can your firm do to combat the effects of this industry-wide detriment? To start, I recommend not sitting idly and waiting for client satisfaction trends in the staffing industry to turn around. In fact, our

research suggests you can't afford to: we find that prospective staffing clients care about client satisfaction nearly four times more than any other metric when selecting a firm to work with.

With that, here are three ways your firm can combat the reputation disadvantage.

1: DON'T ASSUME YOU KNOW WHAT YOUR FIRM'S REPUTATION IS.

Reputation isn't what you *know* to be true about your firm. It's what others *believe* to be true about your firm. What's the best way to learn how others perceive your firm? At Inavero, we recommend executing an annual client satisfaction survey program (at least), with a simple method for clients to provide feedback and consistent metrics for your team to track against. And we're not talking about just your favorite clients—you'll need feedback from *as many clients as possible* to get a realistic understanding of your firm's reputation. >>>



2: SHOW (DON'T JUST TELL) YOUR DIFFERENTIATION.

You may provide amazing client service, but it's not safe to assume that prospective clients will take your word for it. Offer as much proof as you can to support your story of excellence: leverage testimonials from satisfied clients, showcase industry awards that highlight client satisfaction, and (if possible) share your firm's satisfaction metrics with anyone who will listen.

You may provide amazing client service, but it's not safe to assume that prospective clients will take your word for it.

In an industry where roughly 90% of providers "differentiate" on service, building an ethos of transparency and open communication with clients and prospects will do more to help you stand out than anything you may say about yourself.

3: FOCUS ON YOUR TALENT AS MUCH AS YOUR CLIENTS.

Your candidates play a significant role in your firm's reputation—and the majority of candidates are not satisfied enough with their firm to return following the conclusion of an assignment (76% find a new firm or don't use one at all). What's more, our research indicates that a 10% increase in talent satisfaction correlates to a 5% increase in client satisfaction—a strong reminder of the symbiotic relationship between your two audiences. Recruiters should focus on building personal relationships with candidates, establishing clear communication guidelines, and offering as many resources as possible to maximize talent (and with it, client) satisfaction and boost your firm's reputation within the industry.

Visit BestofStaffing.com to learn more about improving your firm's reputation. ■

Kat Kocurek is vice president of marketing for Inavero, an ASA corporate partner.

ASA does not necessarily endorse the content of this column. Learn more about ASA corporate partners at americanstaffing.net/partners.



STAFFING INSURANCE EXPERTS
- Work with a Top 100 US Insurance Agency -



ROBERTSON RYAN & ASSOCIATES
BUSINESS | PERSONAL | BENEFITS INSURANCE

OUR ADVANTAGES

- Competitive, Quick Quotes - All Lines
- Strong Carrier Relationships - Better Pricing
- Guaranteed Cost, Large Deductible and Captive Workers Compensation Programs
- 20+ Years Insuring Staffing Companies

FOR A FREE INSURANCE REVIEW CONTACT

Mark Denman - Vice President - Partner
262-504-3843 mdenman@robertsonryan.com



MARK YOUR CALENDAR!

Tune in each quarter for ASA State of the Industry webinars!
All ASA webinars are free for members.

This quarterly series continues to earn great reviews:

"Great content!" "Helpful. Informative." "Solid content."
"I already sent the information about accessing the recording to several co-workers."
"I was especially impressed by the legal analysis."
"Relevant content and great speakers."

Get the latest data, legislative updates, and important industry trends affecting your company.

Go to americanstaffing.net/webinars.



In every business—and certainly in staffing—agile operations are key to adopting new processes and technologies that can support disruptive innovation.

TRACKING GROWTH STRATEGIES THROUGHOUT THE INDUSTRY

By Yana Nigen

Growth. It's the lifeblood of business; the pulsing heart. Staffing and recruiting companies continue to grow overall, which is a good sign for the future of the industry. But what about the pace of that growth? Taking a deeper dive into the rate of growth—and how that rate might fluctuate—can reveal more about what the staffing industry has in store.

For some of the industry's larger staffing, recruiting, and workforce solutions companies, the rate of growth has been holding steady or even tapering. Some fluctuation is correlated to sector differences as well. However, what does a potential growth rate slow-down—perhaps among the larger companies first—mean for the industry as a whole? And what might mid-size and smaller companies learn from overall growth rate fluctuations?

OPERATIONAL AGILITY SUPPORTS GROWTH

In every business—and certainly in staffing—agile operations are key to adopting new processes and

technologies that can support disruptive innovation. Among those technologies is recruitment software, which JobDiva considers its specialty for growth-focused staffing and recruiting companies.

Many companies have adopted—and continue to adopt—JobDiva into their business operations, with the goal of supporting one integrated applicant tracking, talent management, and vendor management system. JobDiva clients say they are succeeding, and they are increasingly proving their success by measuring and benchmarking their increasing growth rates.

MEANINGFUL PARTNERSHIPS ENHANCE VALUE

JobDiva, a global applicant tracking system and front-to-back talent management solution, is a proud corporate partner of the American Staffing Association. A pioneer in software staffing solutions, JobDiva works hand in hand with ASA to advance best practices for the growing staffing and

Many companies have adopted—and continue to adopt—JobDiva into their business operations, with the goal of supporting one integrated applicant tracking, talent management, and vendor management system.

growth and supporting your business operations toward continued success. We look forward to seeing you in Chicago. Learn more about JobDiva and its solutions for the staffing and recruiting industry at jobdiva.com. ■

Yana Nigen is chief marketing officer for JobDiva, an ASA corporate partner.

ASA does not necessarily endorse the content of this column. Learn more about ASA corporate partners at americanstaffing.net/partners.

recruiting industry. Thanks to the meaningful partnership between ASA and JobDiva, more staffing companies are aware of the solutions JobDiva can provide—all aimed at streamlining operations and fueling growth.

If you are among the forward-thinking staffing industry leaders experiencing Staffing World® 2017 in Chicago, Oct. 24–26, please visit JobDiva in the expo hall (booth 801). This is the premier event for the industry and certainly a premier opportunity for your company and JobDiva to engage around a common goal: increasing your company's rate of

Convenient. Free. Awesome.

ASA webinars deliver the **high-caliber executive education** you need to stay ahead of the fast-paced staffing, recruiting, and workforce solutions industry—and you can **access content online 24/7** or **tune into live webinars** from the convenience of your office!

Did you know? ASA webinars...

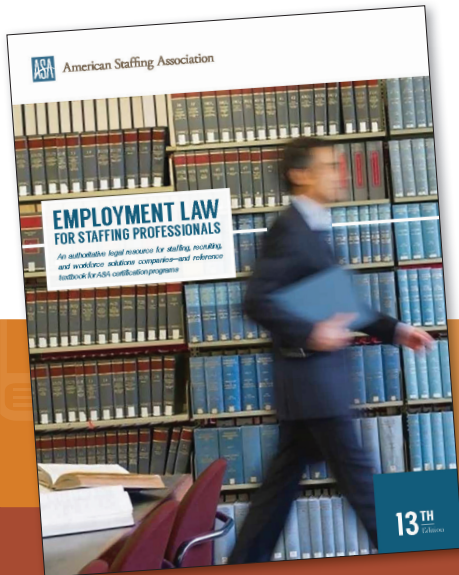
- ▶ Are **FREE** for ASA member companies
- ▶ Are viewable on your **smartphone or tablet**
- ▶ Cover a wide range of relevant topics, including **sector-specific content**
- ▶ Are an excellent way to **earn continuing education hours** toward maintaining your ASA credential
- ▶ Are **searchable by job and course levels**, so you can find content most relevant to you
- ▶ Deliver the **latest Affordable Care Act information** affecting your business



Visit americanstaffing.net/webinars today and register for upcoming ASA webinars.

Two Resources Every Industry Professional Should Have...

Updated editions of the industry's most important legal resources are available from the American Staffing Association.



Employment Law for Staffing Professionals—13th edition

This edition includes comprehensive updates and provides detailed practical guidance to help staffing and recruiting firms comply with employment laws. This book focuses on preventive measures and techniques aimed at reducing the risk of legal liability for employment law violations.

Co-Employment: Employer Liability Issues in Third-Party Staffing Arrangements—8th edition

This edition, written by ASA senior counsel Edward A. Lenz, addresses the legal and operational implications of co-employment situations and focuses on those critical areas affecting the terms and conditions of employment, such as employee benefits, workers' compensation, and labor relations.



Available in Print and Ebook Formats

These must-have legal resources are available in print and as ebooks—for Kindle and Nook as well as Apple and Android mobile devices. Industry professionals who are studying the text can use the ebooks to search and bookmark content.

Now Is the Perfect Time to Get Certified!

The ASA Certified Staffing Professional[®], Technical Services CertifiedSM, and Certified Health Care Staffing Professional[®] packages now include the updated editions of the *Employment Law* and *Co-Employment* books. These ASA certification packages also feature updated workbooks, new video learning modules, and updated exam materials. Go to americanstaffing.net/certification for details.

Order Today. Go to americanstaffing.net/books to order these must-have books.

In 2007, the American Staffing Association introduced a comprehensive corporate partnership program. ASA now has multiyear corporate partnerships with eight companies: AkkenCloud, Bullhorn, CareerBuilder, Essential StaffCARE, Inavero, JobDiva, Monster, and World Wide Specialty Programs Inc.

The ASA corporate partnerships go beyond traditional sponsorships. They involve mutual commitments to long-term working relationships focused on benefiting both ASA and the partners as organizations dedicated to advancing the interests and meeting the needs of ASA members and the staffing industry.

For the partnerships to truly succeed, however, members must do their part: Please join the ASA board of directors and staff in thanking these corporate partners for their support of the association, its members, and the staffing industry.



CareerBuilder is a proud corporate partner and the exclusive research partner of the American Staffing Association, and it shares the association's commitment to promoting best practices for the staffing and recruiting industry.

As an end-to-end human capital solutions company, CareerBuilder helps employers all over the world find, hire, and manage great talent. We combine industry-leading human capital management technology and 20 years of workforce insight to flexibly and efficiently meet our customers' unique needs.

ASA members can take advantage of dedicated industry research, data, and educational opportunities provided by CareerBuilder to help grow and differentiate their firms.

CareerBuilder also is the exclusive research partner of the American Staffing Association and the sponsor of the National Staffing Employee of the Year program.

Questions? Contact CareerBuilder's Staffing and Recruiting Group at staffing@careerbuilder.com.



Essential StaffCARE has been a sponsor of Staffing World®, the ASA annual convention and expo, for more than 15 years; is actively involved with ASA-affiliated chapters across the country; and is proud to be an ASA corporate partner.

Essential StaffCARE is a leading provider of ACA-compliant health insurance and supplemental employee benefit plans to the staffing industry. Serving more than 1,500 clients, ESC offers ACA-compliant minimum essential coverage plans, fully insured major medical plans, supplemental fixed indemnity plans, ACA audit log, variable hour tool, and e-enrollment technology.



AkkenCloud was the first software company to partner with ASA, in 2014. AkkenCloud is the most comprehensive enterprise, cloud-based platform available for staffing and recruiting firms, built to streamline front-office, inter-office, and back-office workflow. With the use of the AkkenCloud platform, clients have seen an increase in efficiency, placements, and profitability. AkkenCloud manages more than 14.8 million candidates and 33,000 users within one platform—the size and success of its clients continue to grow daily.

Visit akkencloud.com or call 866-590-6695 to learn more.

Also follow AkkenCloud on LinkedIn, Facebook, Twitter, and Instagram.



Bullhorn, a proud corporate partner and longtime supporter of ASA, is a human-centric customer relationship management (CRM) company that helps businesses proactively manage relationships.

Bullhorn is a global leader in CRM and operations software for the staffing industry. More than 7,000 staffing companies rely on Bullhorn's cloud-based platform to drive sales, build relationships, and power their recruitment processes from end to end. Headquartered in Boston, with offices around the world, Bullhorn employs more than 600 people globally. The company is founder-led and backed by Vista Equity Partners. To learn more, visit bullhorn.com or follow @Bullhorn on Twitter.

Essential StaffCARE built its business from the ground up by developing innovative insurance products, benefits administration, and enrollment methods designed specifically for staffing companies. On the forefront of health care reform, Essential StaffCARE developed a new generation of health insurance benefits not subject to reform mandates.

Essential StaffCARE provides ASA members with new insurance products that deliver improved coverage, superior administration, and high enrollment results.



Inavero, ASA's satisfaction survey partner, has worked with the association since early 2007 to conduct surveys that gather information on trends in the staffing industry as well as feedback from ASA members on their membership experience.

Inavero is a leading provider of client and talent online feedback systems for the staffing industry. Inavero's online surveying software helps you easily measure client and talent satisfaction, capture testimonials to increase new business, discover how you stack up against competitors, and earn an award for exceptional service quality.

Inavero conducts the weekly ASA Staffing Index survey, the quarterly ASA Staffing Employment and Sales Survey, and the annual ASA member survey.

Rooted in service-quality research, Inavero's online Net Promoter surveying software assists staffing firms in surveying client and talent satisfaction, capturing testimonials, comparing service levels to competitors' levels, and earning recognition for excellence. Inavero administers the Best of Staffing program.

For more information about Inavero, visit inavero.com.



JobDiva, a global applicant tracking system and front-to-back talent management solution, is a proud ASA corporate partner. A pioneer in software staffing solutions, JobDiva works hand in hand with ASA to advance best practices for the growing staffing and recruiting industry.

JobDiva is a leading global applicant tracking system and front-to-back talent management solution, redefining the standard for cutting-edge technology and innovation, and serving more than 24,000 global staffing professionals who support the Fortune 500. A powerful cloud solution, JobDiva combines a CRM, synchronization with all major job boards and VMS providers, business intelligence analytics, a mobile app, and one of the largest résumé databases in the world to deliver staffing solutions with unmatched speed and precision. JobDiva offers patent-protected features including the ability to search résumés for "skills by years of experience." Continually recognized by both industry experts and clients, JobDiva has received numerous technology as well as staffing industry awards.

For more information, visit JobDiva at jobdiva.com. Connect with JobDiva on LinkedIn or Twitter.



ASA corporate partner Monster—a global leader in connecting people to job opportunities—is the flagship brand of Monster Worldwide Inc.

Monster has working relationships with staffing firms all over the world, and is dedicated to its alliance with ASA in order to provide better recruiting tools and knowledge-

able support to Monster's customers and the entire staffing industry.

Monster is a global leader in connecting people to jobs, wherever they are. For more than 20 years, Monster has helped people improve their lives with better jobs, and recruiters find the best talent. Today, the company provides some of the broadest, most sophisticated job seeking, career management, recruitment, and talent management capabilities.

Contact Monster at monster.com/staffing.



World Wide Specialty Programs Inc. offers a full range of insurance solutions for the staffing industry, from the simplest coverage needs to the most challenging risks. As an ASA partner with over 50 years of experience, World Wide remains dedicated to the staffing industry's safety, growth, and ever-changing challenges.

World Wide was the first company to offer an insurance policy designed specifically for the staffing industry. Protecting staffing firms has been World Wide's sole focus since its origin over 50 years ago. As the first corporate partner with the American Staffing Association, it is World Wide's dedication, expertise, and consultative approach that will help you win and retain business.

World Wide Specialty Programs' innovative custom insurance products and programs include staffing services liability, errors and omissions, general liability, property coverage, employment practices liability, directors' and officers' liability, commercial umbrella or excess liability, broad form fidelity bond, and workers' compensation.

World Wide Specialty Programs is the exclusive sponsor of the opening keynote presentation at the ASA annual convention and expo.

Contact World Wide at wwspi.com. ■

AD INDEX

ASA Products, Services, and Events

ASA Legal Books.....	57
<i>americanstaffing.net/books</i>	
ASA State of the Industry Webinars.....	54
<i>americanstaffing.net/webinars</i>	
ASA Webinars.....	56
<i>americanstaffing.net/webinars</i>	
Corporate Partners.....	4
<i>americanstaffing.net/partners</i>	
Safety Standard of Excellence®.....	inside back cover
<i>americanstaffing.net/safety</i>	

Consulting and Market Research

Inavero.....	6-7
<i>bestofstaffing.com</i>	

Insurance and Employee Benefits

Barrow Group.....	51
<i>barrowgroup.com</i>	
Essential StaffCARE.....	8
<i>essentialstaffcare.com</i>	
Robertson Ryan & Associates.....	54
<i>robertsonryan.com</i>	
World Wide Specialty Programs Inc.....	inside front cover
<i>wwspi.com</i>	

Internet Career Sites

CareerBuilder.....	bellyband
<i>hiring.careerbuilder.com</i>	

Mergers and Acquisitions

R.A. Cohen Consulting.....	50
<i>racohenconsulting.com</i>	

Payroll Funding, Factoring, and Financial Services

Advance Partners.....	1
<i>advancepartners.com</i>	
Madison Resources.....	5
<i>madisonresources.com</i>	
Networkers Funding LLC.....	52
<i>networkersfunding.com</i>	

Software Systems

AMGtime.....	back cover
<i>amgtime.com</i>	
Automated Business Designs.....	2
<i>abd.net</i>	

CHART INDEX

The Economy & U.S. Labor Market

Gross Domestic Product.....	12
Unemployment Rate.....	14
Job Openings and Hires.....	16
Labor Force Participation Rate.....	18

Staffing Employment

ASA Staffing Index.....	20
Average Weekly Staffing Employment.....	22
Annual Staffing Employment.....	24
Staffing Penetration Rate.....	26
Staffing and Recruiting Industry Sales.....	28

Future Growth

Forecasting Economic Growth.....	30
Staffing Growth Surpasses GDP.....	32
Employment Growth by Industry.....	34
Top 10 Industries for Projected Employment Growth.....	36

The Faces of Staffing

Occupational Distribution of Staffing Employees.....	38
Staffing Employee Turnover and Tenure.....	40
Staffing Market Size.....	42
Staffing Drivers by Sector—Bridge to Permanent Employment.....	44
Staffing Drivers by Sector—Flexibility.....	46
Permanent Job Offers by Sector.....	48
Methodology of ASA Economic Surveys.....	50



An Initiative of the
American Staffing Association
and National Safety Council



It's easy to say you **care** about safety.

It's better to **demonstrate best practices**
and a commitment to ongoing improvements.

When your staffing company earns the Safety Standard of Excellence mark, it becomes an ambassador for worker safety as well as a more competitive choice for clients.

The Safety Standard of Excellence program has been designed by the American Staffing Association and the National Safety Council to encourage staffing companies to adopt workplace safety best practices and standards, and to foster and measure continuous safety improvements across all industry sectors.



Learn more about the Safety Standard of Excellence program at americanstaffing.net/SSE, where you'll find program criteria, a preliminary assessment tool, and much more.

Do Your Time & Attendance
Solutions Measure Up?

TIME FOR THE NEXT LEVEL



At AMGtime, we help organizations manage their workforce and simplify the process of employee time tracking. With our robust solutions, companies automate and ensure the accuracy of time and attendance, and payroll data.

We provide easy to use and customizable products and services, including advanced time and attendance software, reliable biometric devices, mobile apps, specialized industry solutions, API integrations, and much more.



800.960.3735
www.AMGtime.com