

# STAFFING Success

SPECIAL ISSUE | 2018

THE MAGAZINE OF THE AMERICAN STAFFING ASSOCIATION

ASA Annual Economic Analysis

## 2018 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**

### HERE IS YOUR ANNUAL ECONOMIC ANALYSIS

This special issue of *Staffing Success* delivers important economic and industry data you can use to hone operational strategies for your business.



Go to [americanstaffing.net/playbook](http://americanstaffing.net/playbook) for downloadable graphics and bonus content.





**WE WORK  
LONG HOURS  
SO YOU DON'T  
HAVE TO**

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.

**We are your Staffing Insurance Source**

See You at Staffing World!

Gaylord National Resort & Convention Center,  
National Harbor, MD

**October 16-18, 2018 • Booth 705**



**WORLD WIDE**  
Specialty Programs

PARTNER



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 • wwspi.com

# 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](http://www.abd.net) | [sales@abd.net](mailto:sales@abd.net)



# 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



800.508.3863

[www.madisonresources.com](http://www.madisonresources.com)

# STAFFING SUCCESS

PUBLISHED BY THE AMERICAN STAFFING ASSOCIATION

ASA Annual Economic Analysis

## 2018 STAFFING INDUSTRY PLAYBOOK



Welcome to your ASA annual economic analysis. 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 2018 Staffing Industry Playbook webinar. Go to [americanstaffing.net/webinars](http://americanstaffing.net/webinars) for details.

# 10



### Contributors

This 2018 Staffing Industry Playbook is based on surveys and analysis conducted by the ASA research team, which throughout the year manages more than 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/research](http://americanstaffing.net/research).

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

## DEPARTMENTS

### 55 Partner Perspectives

ASA corporate partner JobDiva discusses trends in the staffing and recruiting industry, and what the company is doing to best serve its 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](http://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 18, 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](http://americanstaffing.net/digital) to access this and past issues 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** Kelly McCreight, CSP, Hamilton-Ryker Co.  
**First Vice Chairman** Karenjo Goodwin, Exact Staff Inc.  
**Second Vice Chairman** Peter Quigley, Kelly Services Inc.  
**Treasurer** Leo Sheridan, Advanced Group  
**Secretary** Chris Hartman, Allegis 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](http://americanstaffing.net) email: [success@americanstaffing.net](mailto:success@americanstaffing.net)

© 2018 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.





**Your One Stop Source For Financial Solutions**  
**732-572-0568**

**Please visit our New and Improved Website:**  
**[www.AGRFINANCIAL.com](http://www.AGRFINANCIAL.com)**

## ***Unlimited Financing For Every Need***

<b>Working Capital</b>	<b>Acquisitions</b>
<b>Payroll</b>	<b>Expansion</b>
<b>Personal Needs</b>	<b>Franchise Buyouts</b>

---

## ***Advisory Services***

**Sell — Acquire — Merge — Restructure**

---

## ***Processing Services***

<b>Invoicing</b>	<b>Payroll Processing</b>
<b>Tax Payment</b>	<b>Web Based</b>



# Measure client satisfaction. Differentiate on service quality. Build online reputation.

Inavero helps staffing firms leverage the Net Promoter® Score to maximize service quality and amplify the voices of their most loyal clients and candidates.



“If you focus on doing the right thing in our industry, you can’t beat Inavero’s Best of Staffing® program to help showcase proof of your success!”

**Rob Recchia at Incendia Partners**  
2018 Best of Staffing® winner





## Why NPS® ?

It's a single, simple metric. NPS is easy to calculate, track, and benchmark against.

## It's quick (and painless) to measure.

NPS is calculated with just one survey question, which means zero headaches for your clients and talent.

## It's an honest value of your firm's reputation.

NPS quantifies your clients' and candidates' perception of your firm and how they speak about you "in the wild."

## It promotes transparency.

NPS quantifies intangible concepts like service quality and client / talent loyalty, empowering everyone at your firm to obsess over service excellence.



# Job Openings Reach All-Time High

## How Are You Attracting Candidates and Retaining Top Employees?

New ESC eBook examines over 510,000 temporary employee records to find what attracts and retains them in their positions.



**FREE DOWNLOAD**  
[www.EssentialStaffCARE.com/retain](http://www.EssentialStaffCARE.com/retain)

New research by Essential StaffCARE reveals a key indicator of employee interest, attitude and longevity is the availability of affordable, usable health benefits. In the most comprehensive study of its kind, an analysis of over a half million temporary employees examines what drives their decisions to accept and stay in their jobs.

Longer tenure translates into bottom line revenue, satisfied clients and motivated employees.

Call or go online today to see how ESC benefits can help you succeed: 1.877.372.2203





By Richard Wahlquist,  
President and CEO

# CEOS' TOP CONCERN: TALENT

**N**ine years after the end of the Great Recession, the U.S. economy seems to be firing on all cylinders—and the prospects for continued growth continue to be favorable for 2018.

According to the Conference Board's annual C-Suite Challenge survey of more than 1,000 business leaders, fears of a global recession receded considerably from 2017, when chief executive officers globally ranked it as their No. 1 concern. This year, it came in at 19 out of 28 "hot-button" issues.

For 2018, the top concern was "the failure to attract and retain top talent." It was also the top hot-button issue for the rest of the c-suite, including chief human resource officers and chief financial officers.

The unanimity of views expressed by survey participants is not surprising. They are all looking at the same data.

The 2018 Staffing Industry Playbook distills decades of data and information focused on relevant industry and economic trends into a resource to use internally and in consultations with clients about the development of new workforce optimization strategies.

With tightening labor markets and increased global competitive pressures, helping businesses source, screen, and deploy both flexible and permanent talent is becoming even more important to businesses

everywhere. And the data point toward increasing demand in the years ahead.

"To cope with worker and skill shortages down the road, this year's survey results tell us that organizations are fundamentally rethinking the composition of their future workforces," said Rebecca L. Ray, co-author of the C-Suite Challenge survey report and executive vice president, knowledge organization at the Conference Board. "Nearly 80% of CHRO respondents foresee greater use of contingent nontraditional employees."

The report also found that fewer than half (41%) of CHROs think their workforces in the next three to five years will be comprised predominantly of traditional, full-time employees.

Given those predictions, and with continued economic growth, the future looks bright for staffing and recruiting firms that can continue to raise the bar on delivering innovative workforce services and solutions.

But that assumes an adequate supply of qualified talent. Looking ahead, staffing firms and their clients will have to be even more talent-centric.

Talent development—including training, retraining, and upskilling—will become an even more important strategic component of every organization's human capital playbook. ■

ASA Annual Economic Analysis

# 2018 STAFFING INDUSTRY PLAYBOOK

**NEED A RESOURCE TO ASSIST  
YOU IN GATHERING STAFFING  
INDUSTRY RESEARCH AND  
RELATED INFORMATION?**

Here it is—in the user-friendly  
format introduced last year to  
update the economic analysis  
published annually by the  
American Staffing Association.



**T**his 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.

Savvy staffing professionals, economists, analysts, investors, business development strategists, and other followers of the industry are in a constant state of reconnaissance. They use this playbook as part of their information-gathering and analysis activities to become more agile in their business decisions, stay ahead of employment trends, and capitalize on areas of opportunity.

Given the persistent skills gap and ongoing talent shortage, recruiters must continuously refine their strategies to ensure that the pipeline is filled with qualified candidates to meet demand.

Economic growth is expected to accelerate over the next two years, but there are a few signs and shifts in familiar patterns

that seem to suggest a transformation in the cycle. Gradually slowing population growth, continually decreasing labor force participation, and a historically low unemployment rate will likely result in stagnant employment growth over the next 10 to 20 years.

All indicators point to steady demand and continued growth for the staffing and recruiting industry. Staffing employment is projected to continue to outpace the growth of the economy and is expected to add more jobs than most other industry sectors. There will be an abundance of temporary, contract, and permanent employment opportunities for job seekers in the coming years, even with anticipated shifts in population demographics and the occupational mix, as health care expands and the use of technology increases.

Further explore 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 trends—follow the ASA research team on Twitter @StaffingData.**

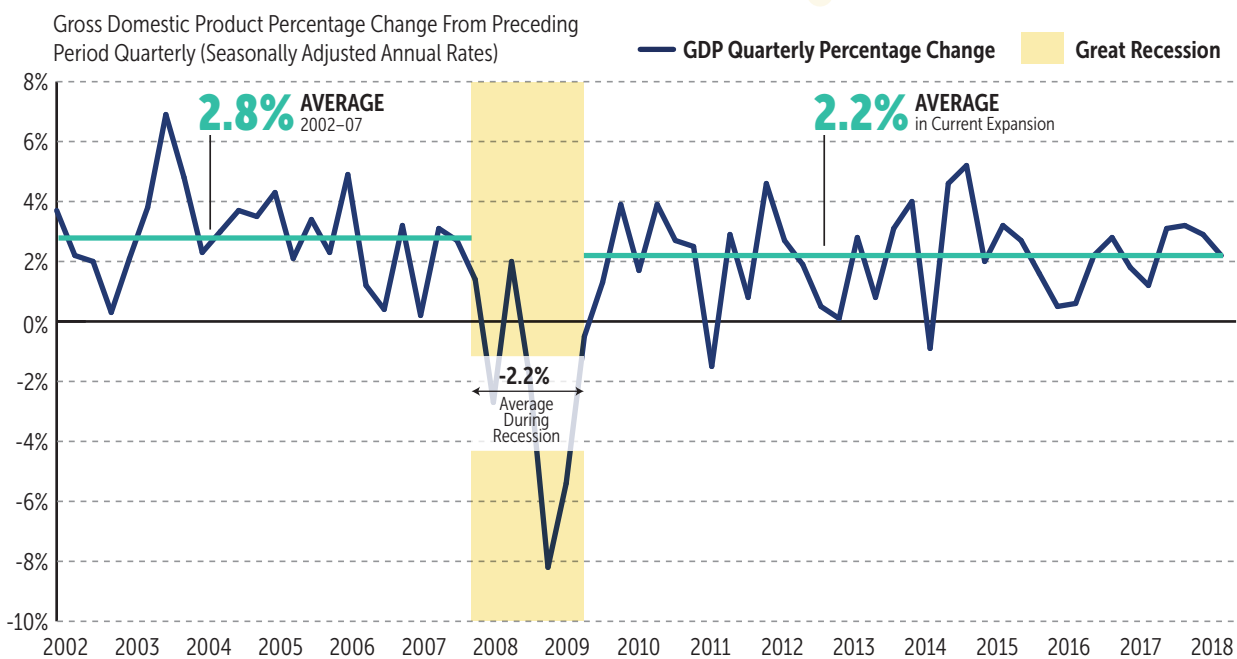


**GO TO**  
**[AMERICANSTAFFING.NET/PLAYBOOK](https://AMERICANSTAFFING.NET/PLAYBOOK)**  
**TO DOWNLOAD GRAPHICS AND BONUS CONTENT.**



# GROSS DOMESTIC PRODUCT

**GDP WAS SLOW TO RECOVER—GROWTH IN CURRENT EXPANSION ERRATIC**



Source: U.S. Bureau of Economic Analysis

**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. The pace of GDP growth picked up considerably in the second through fourth quarters of 2017—averaging 3.1%. In June, the U.S. Bureau of Economic Analysis revised GDP growth in the first quarter of 2018 to 2.2%, equaling the average since the Great Recession.

**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 can be used as a reliable, near real-time indicator of the health of the economy. Follow the ASA Staffing Index (see page 20) to track staffing employment and economic trends.

## NOTES

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

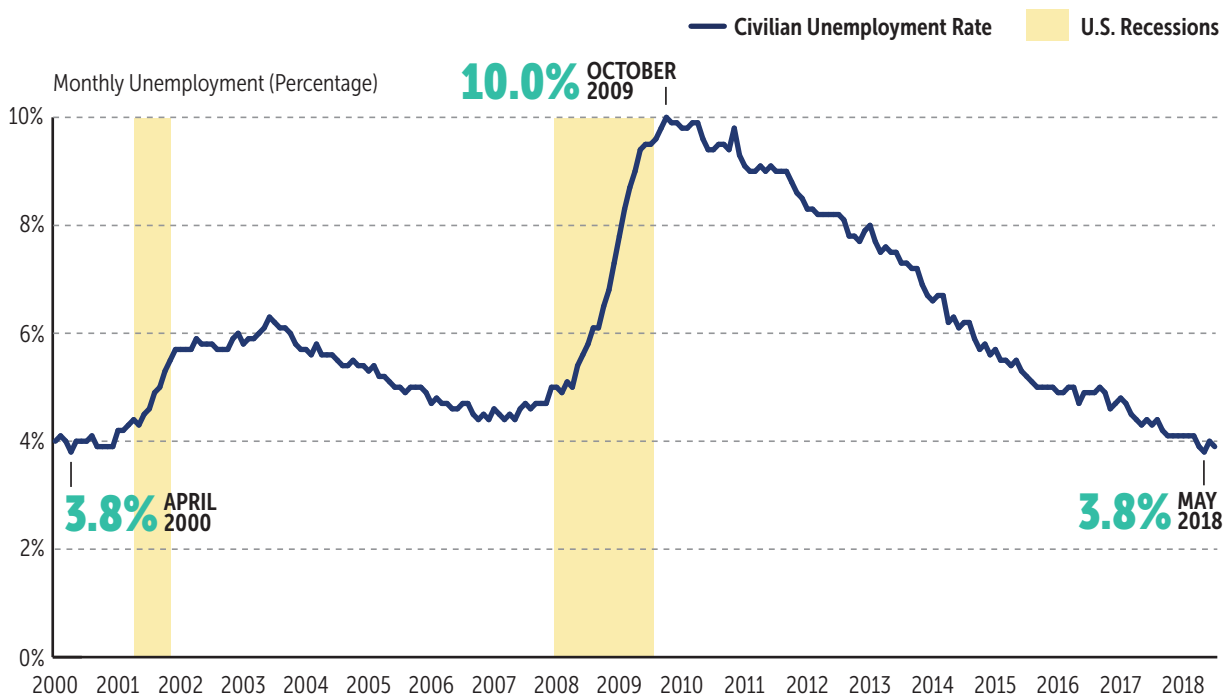
.....





# UNEMPLOYMENT RATE

UNEMPLOYMENT DIPPED TO 17-YEAR LOW—  
3.8% IN MAY 2018





**TRENDS:** Since spiking during the Great Recession, the rate of unemployment has not only returned to its prerecession levels; it also hit a 17-year low. After reaching a 26-year high of 10.0% in 2009, the unemployment rate began a downward trend. By the end of 2015, it descended to 5.0%—equivalent to its level at the start of the recession. In 2016, the unemployment rate began fluctuating between 4% and 5%, leveling at 4.1% for six months from October 2017 to March 2018 before dropping to 3.9% in April and to 3.8% in May.

**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—disengaged and sitting on the labor force sidelines.

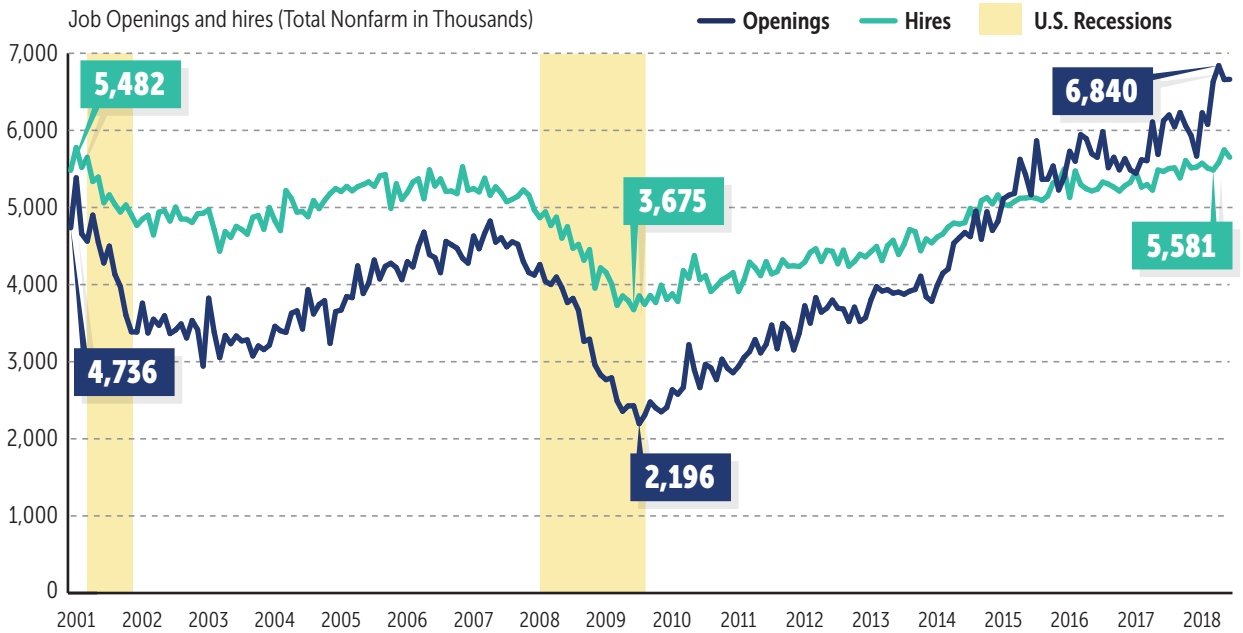
## NOTES





# JOB OPENINGS AND HIRES

JOB OPENINGS CONTINUE TO EXCEED HIRES—  
GAP WIDENS



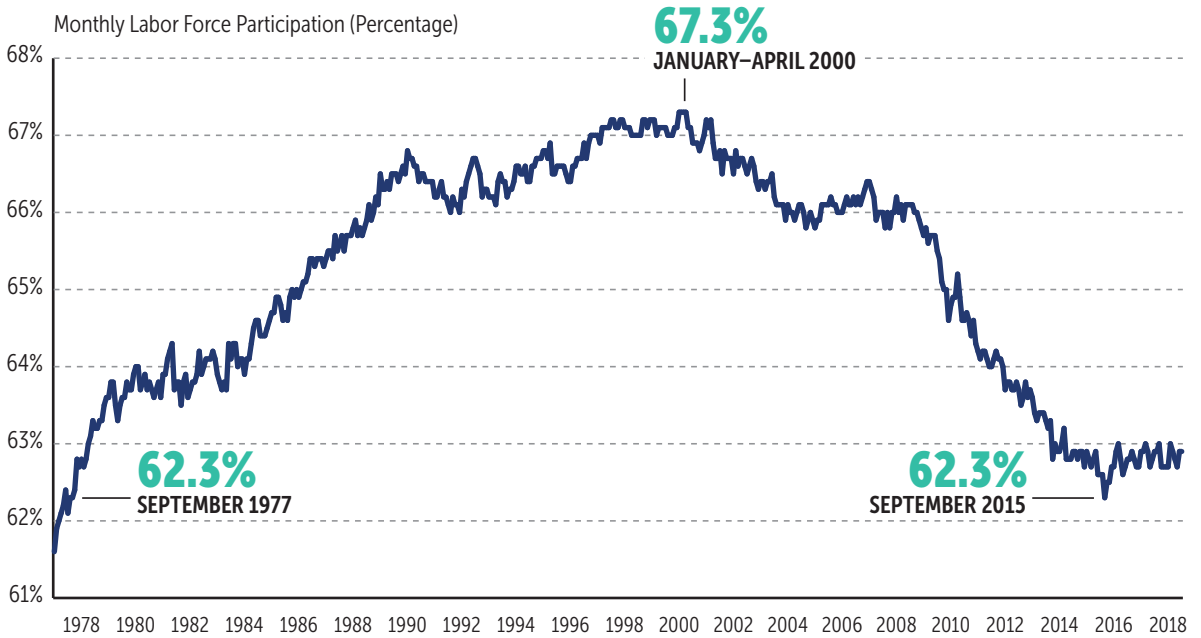
Source: U.S. Bureau of Labor Statistics





# LABOR FORCE PARTICIPATION RATE

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



Source: U.S. Bureau of Labor Statistics

**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 62.3% in September 2015—the lowest since September 1977. The rate has fluctuated between 62.5% and 63.0% for nearly three years, reported at 62.9% in July 2018. The Congressional Budget Office projects that the labor force participation rate will remain at 62.9% through 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 candidates 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

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

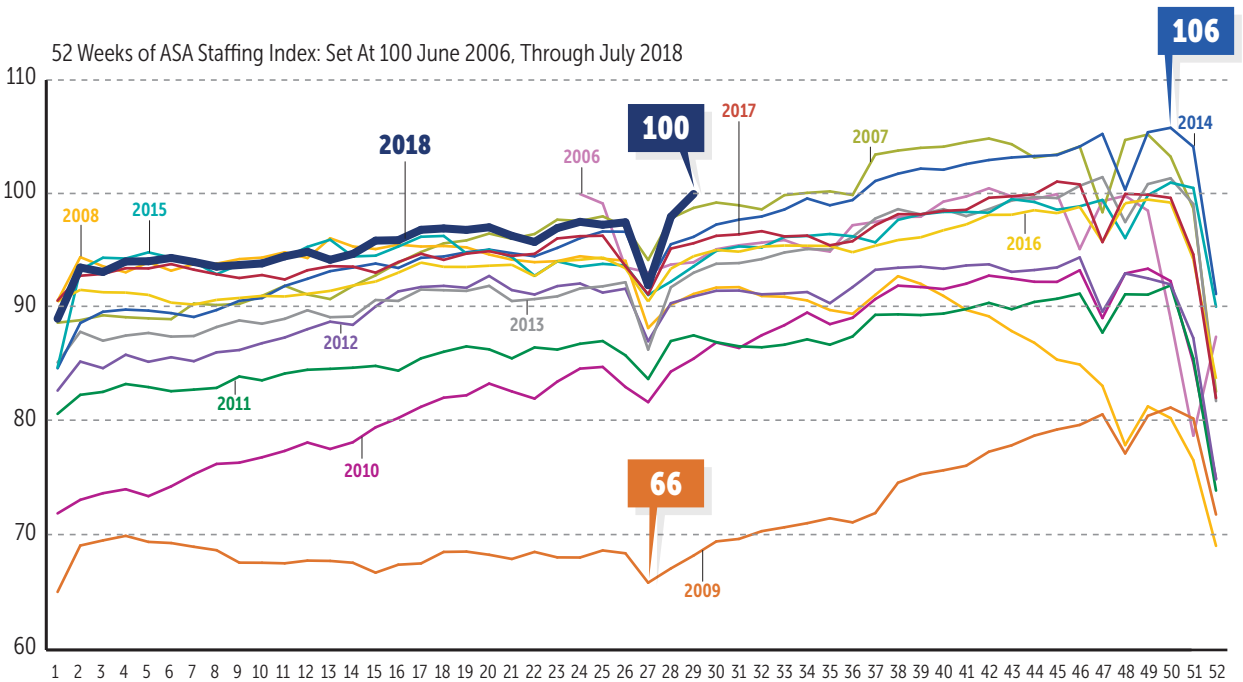
.....





# ASA STAFFING INDEX

## ASA STAFFING INDEX SEES HISTORICAL HIGHS FOR FIRST HALF OF 2018



Source: American Staffing Association, 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 troughed at 66 in midsummer 2009, as the Great Recession ended, and rose to a record high of 106 in December 2014. In week 29 of 2018, the index rose to 100, marking the first time since its inception that the index value reached 100 during the first seven months of the year.

The index averaged 94 in the first quarter of 2018—little changed from the previous year. True to the annual cycle of staffing employment, the index climbed steadily in the second quarter, then showed the usual midsummer dip—it is expected to rebound in the third and fourth quarters.

**TAKE-AWAYS:** Many experts agree—and ASA research confirms—that temporary and contract staffing 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. Follow the weekly trends at [americanstaffing.net/index](http://americanstaffing.net/index).

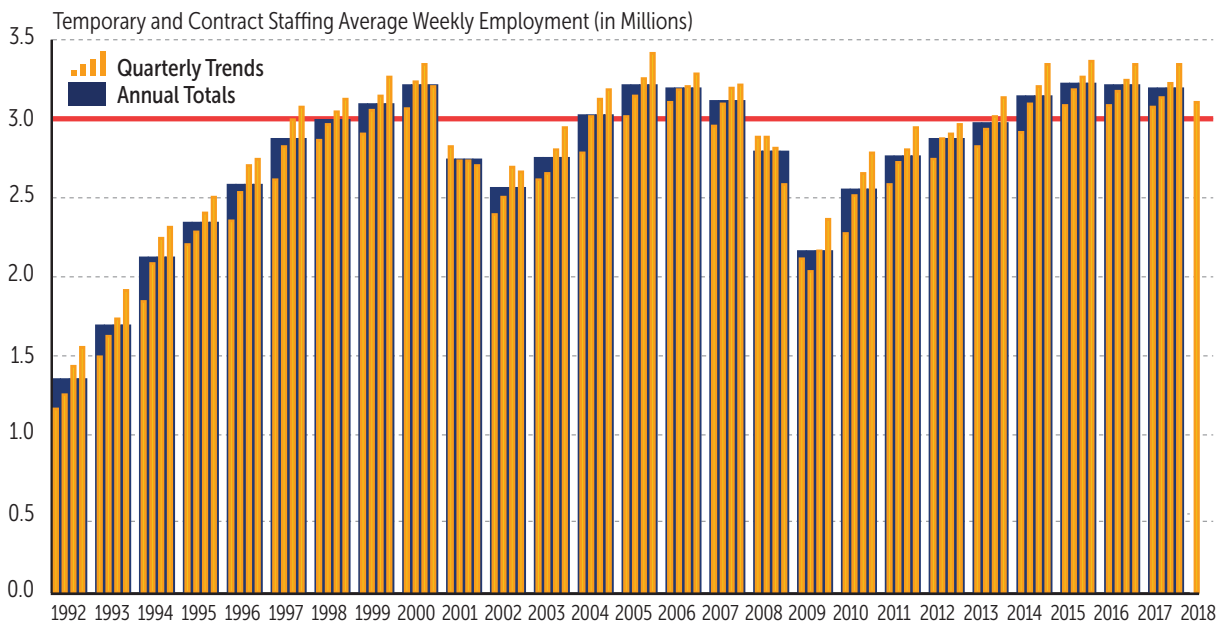
## NOTES





# AVERAGE WEEKLY STAFFING EMPLOYMENT

**U.S. STAFFING JOBS EXCEED THREE MILLION FOR FOURTH CONSECUTIVE YEAR**



Source: American Staffing Association, Staffing Employment and Sales Survey



**TRENDS:** U.S. staffing employment during an average week in 2017 totaled 3.2 million. That was down slightly (–0.6%) from 2016, but it was the third-highest number of temporary and contract employees since 2006, just before the Great Recession. 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. Learn more at [americanstaffing.net/quarterly-survey](http://americanstaffing.net/quarterly-survey).

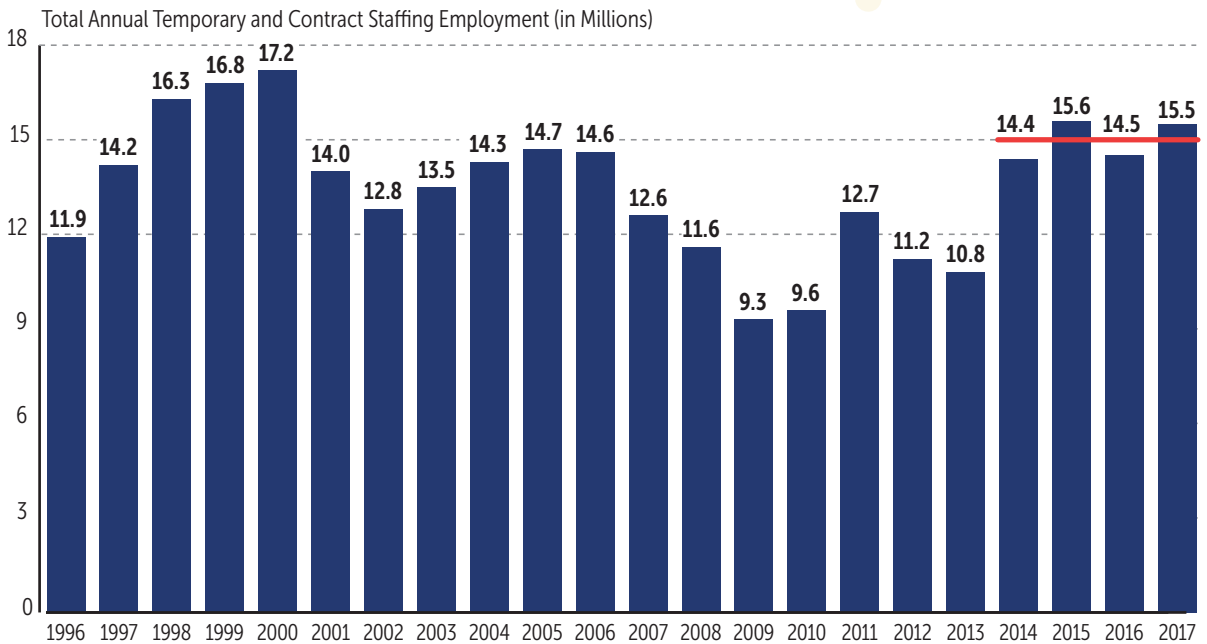
## NOTES





# ANNUAL STAFFING EMPLOYMENT

**U.S. STAFFING COMPANIES HIRED 15.5 MILLION TEMPORARY AND CONTRACT EMPLOYEES DURING 2017**



Source: American Staffing Association, Staffing Employment and Sales Survey

**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 2017, U.S. staffing companies hired a total of 15.5 million temporary and contract employees. This is a 7% increase from 14.5 million in 2016 and higher than the average of 15 million staffing employees annually over the past four years.

**TAKE-AWAYS:** How could the staffing industry employ about the same number of people per week in 2017 as in 2016 while paying more per year in 2017? Turnover. The industry generally saw shorter assignments and redeployed more workers 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.

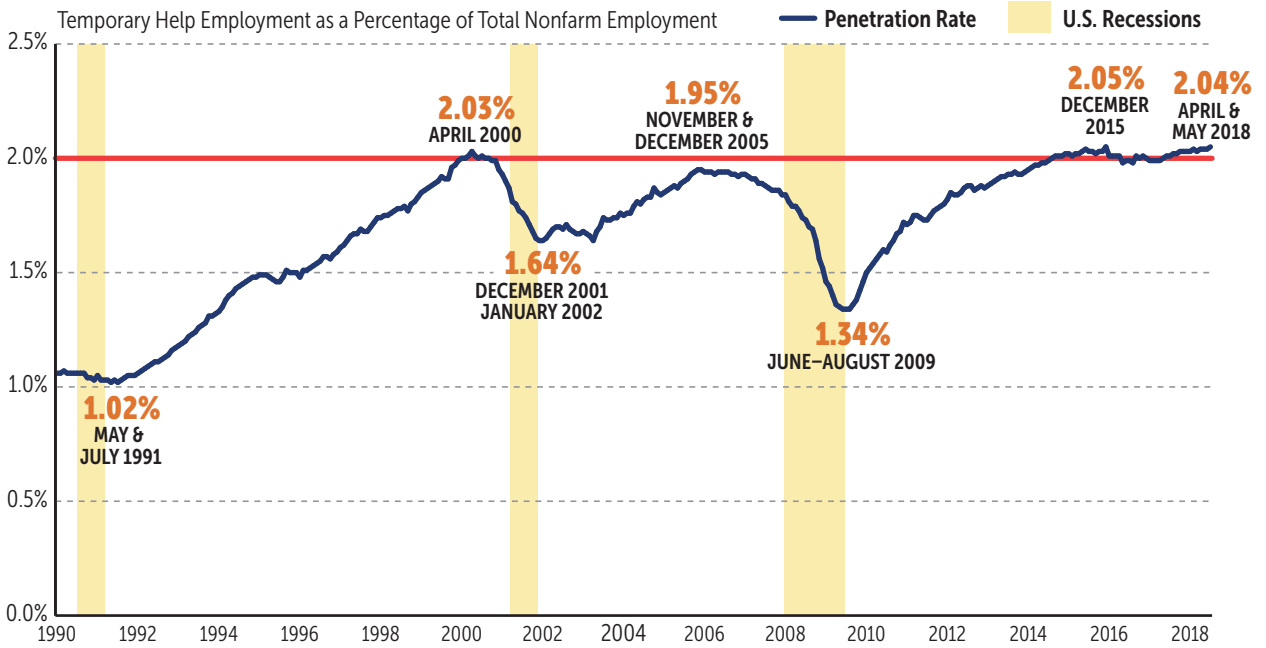
## NOTES





# STAFFING PENETRATION RATE

## STAFFING PENETRATION RATE LEVELS OFF AT 2%



**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 2.05% in December 2015 and leveling at about 2% since, according to U.S. Bureau of Labor Statistics data reported in August 2018.

**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.

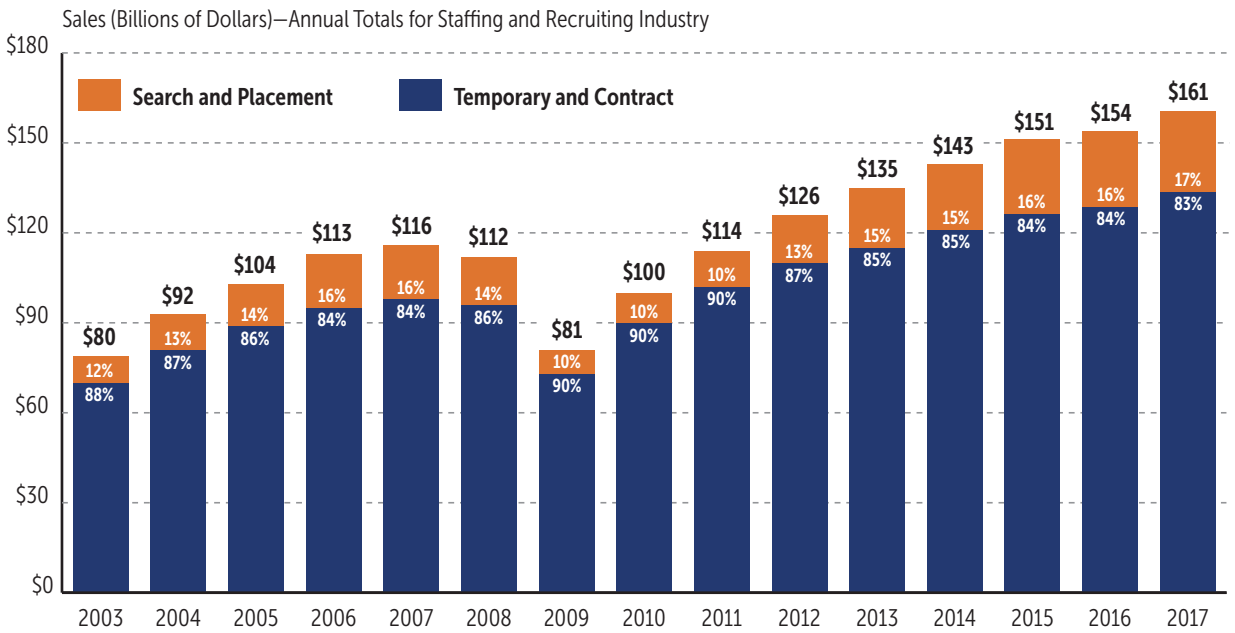
## NOTES





# STAFFING AND RECRUITING INDUSTRY SALES

**STAFFING AND RECRUITING SALES INCREASED 4.4% TO \$161 BILLION IN 2017**



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

**TRENDS:** Temporary and contract staffing sales totaled \$133.9 billion in 2017, an increase of 4.2% from 2016, according to the latest annual data from the ASA Staffing Employment and Sales Survey. Search and placement sales grew 6.1%, according to Staffing Industry Analysts, totaling \$26.8 billion in 2017.

Considering temporary and contract staffing combined with search and placement services, U.S. staffing and recruiting industry sales totaled \$160.6 billion in 2017, 4.4% more than in 2016.

**TAKE-AWAYS:** As with the economy overall, staffing industry sales continue to increase—and at an accelerated rate over the past year, despite the tightening of the labor supply. 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. Near-term investments in training, developing candidates’ soft skills, and adapting new technologies in the industry are imperative for continued growth.

## NOTES

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

---

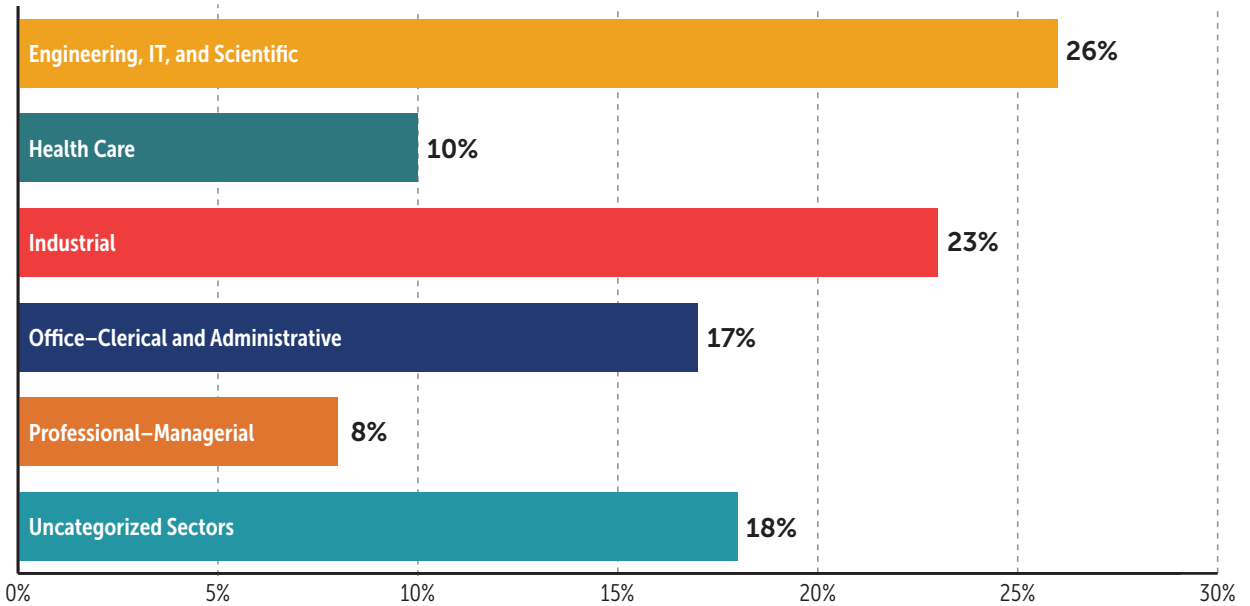




# STAFFING SALES BY SECTOR

**STAFFING COMPANIES SERVE ALL INDUSTRY SECTORS**

Annual Sales (Percentage)—Temporary Help Services



Source: American Staffing Association, Economic Modeling Specialists International, and U.S. Census Bureau



**TRENDS:** In the U.S., there are about 20,000 staffing and recruiting companies, which altogether operate around 39,000 offices. Approximately 55% of companies and 74% of offices are in the temporary and contract staffing sector of the industry. ASA relies on periodic benchmarks from the U.S. Census Bureau for its economic surveys and sector-level data.

About half of temporary staffing sales are in the engineering, information technology, and scientific sector (26%) and industrial sector (23%) of the industry, according to the latest Census data. The remaining sales come from office-clerical and administrative, health care, professional-managerial, and other staffing services.

**TAKE-AWAYS:** The staffing, recruiting, and workforce solutions industry makes a vital contribution to the U.S. economy, and provides job and career opportunities for more than 15 million employees per year, while servicing businesses across virtually all industries.

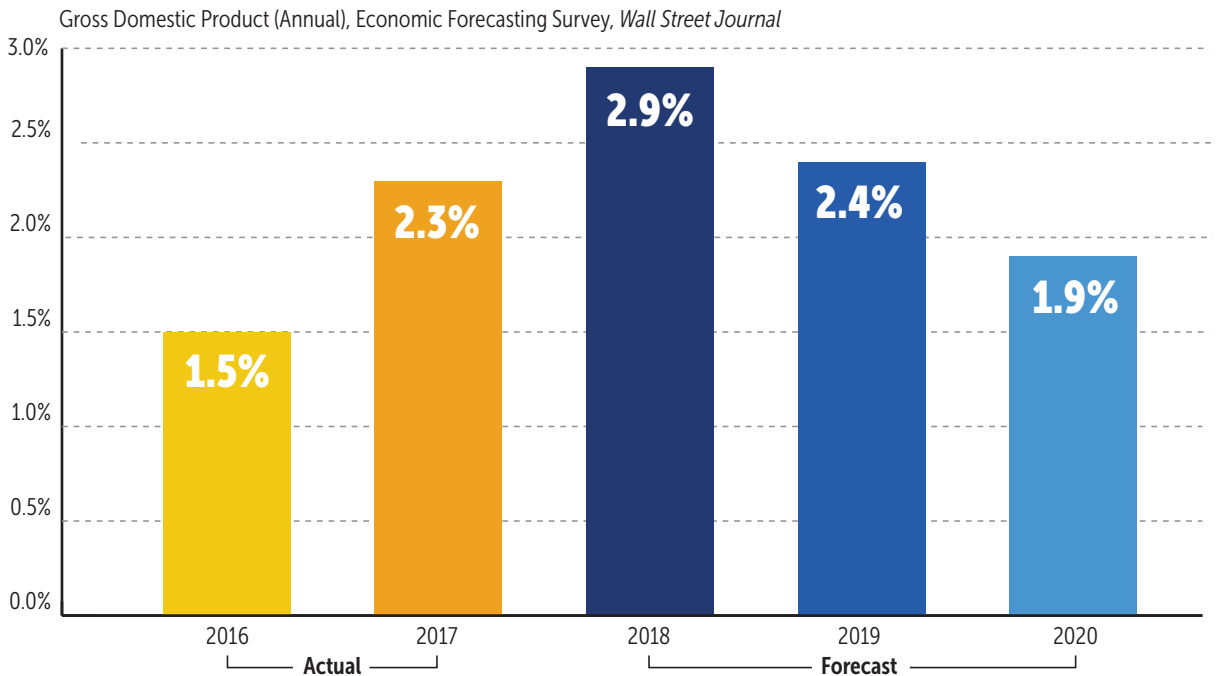
## NOTES





# FORECASTING ECONOMIC GROWTH

**ACCELERATED GDP GROWTH RATE EXPECTED TO MODERATE**



**TRENDS:** Economic activity has been volatile over the past two years—which is historically the case during the first year or two of a new president’s administration. Prior to Election Day 2016, in the October *Wall Street Journal* monthly survey of nearly 80 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. GDP growth accelerated in 2017 at a rate of 2.3%. Those same economists surveyed by the *Journal* are even more optimistic about 2018, with consensus projections for full-year GDP growth at 2.9% and growth forecast to moderate to 2.4% in 2019 and 1.9% in 2020.



**TAKE-AWAYS:** Forecasting and measuring GDP is a precarious endeavor. When the economy is advancing, staffing industry growth outpaces GDP. Research proves that temporary and contract staffing 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. Visit [americanstaffing.net/index](http://americanstaffing.net/index).

## NOTES

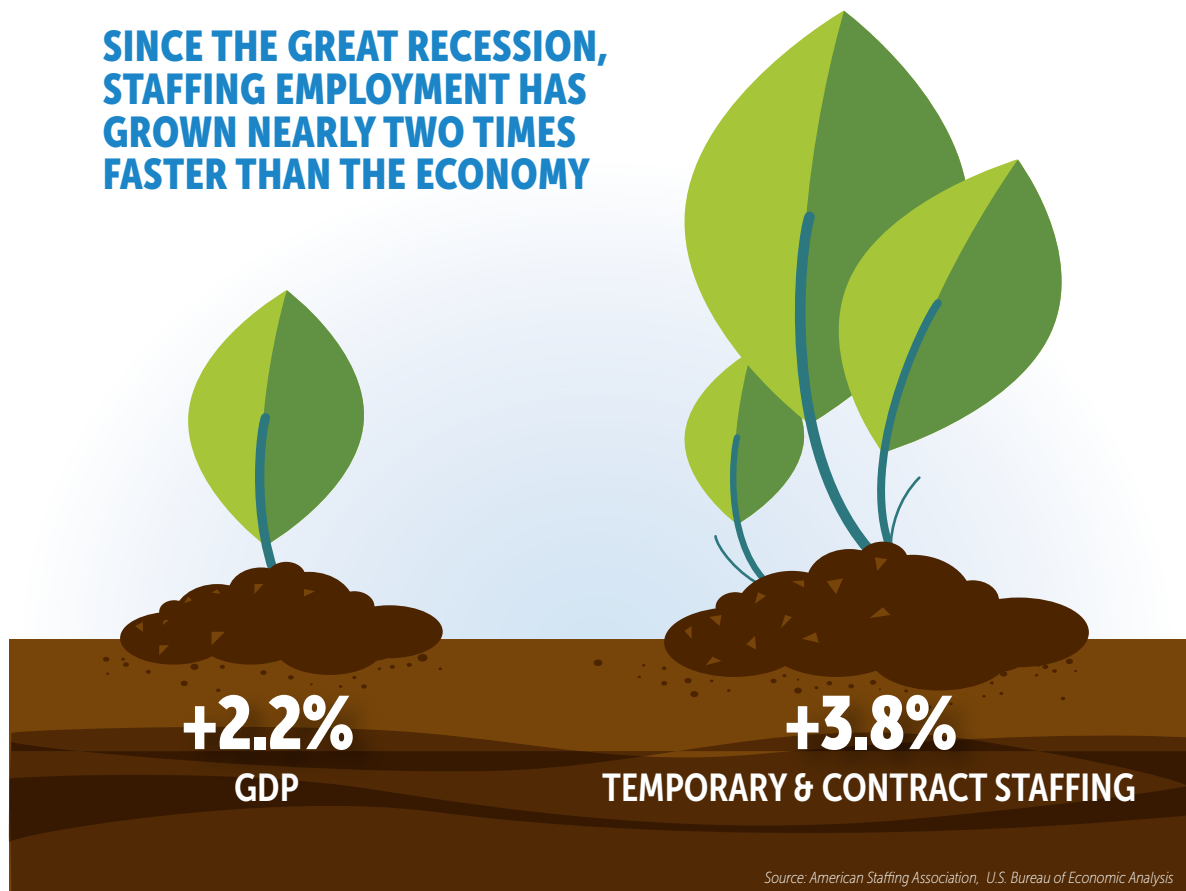


A series of horizontal dotted lines for taking notes, spanning the width of the page below the 'NOTES' header.



# STAFFING GROWTH SURPASSES GDP

SINCE THE GREAT RECESSION, STAFFING EMPLOYMENT HAS GROWN NEARLY TWO TIMES FASTER THAN THE ECONOMY

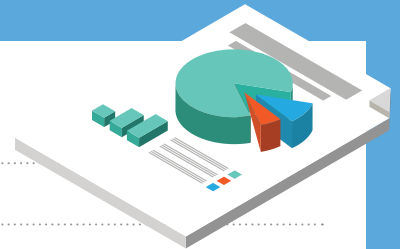


Source: American Staffing Association, U.S. Bureau of Economic Analysis

**TRENDS:** The staffing industry has been growing nearly two times faster than the economy, on average, since the end of the Great Recession, according to ASA research and analysis of data from the U.S. Bureau of Economic Analysis. Quarterly temporary and contract staffing employment growth decelerated at the end of 2016 and through 2017, consistent with concurrent weak gross domestic product growth—however, weekly staffing employment is on the rise in 2018, following typical seasonal trends.

**TAKE-AWAYS:** ASA research and economic trends point to continued growth for the staffing and recruiting industry. Projections for more robust GDP growth and a structural shift toward more flexible workforce management bode well for the staffing industry. But the skills gap and candidate supply shortages continue to constrain the rate of industry expansion. To weather this macroeconomic cycle, progressive staffing company leaders are already focusing on filling the talent pipeline, bolstering retention, and improving operational efficiency.

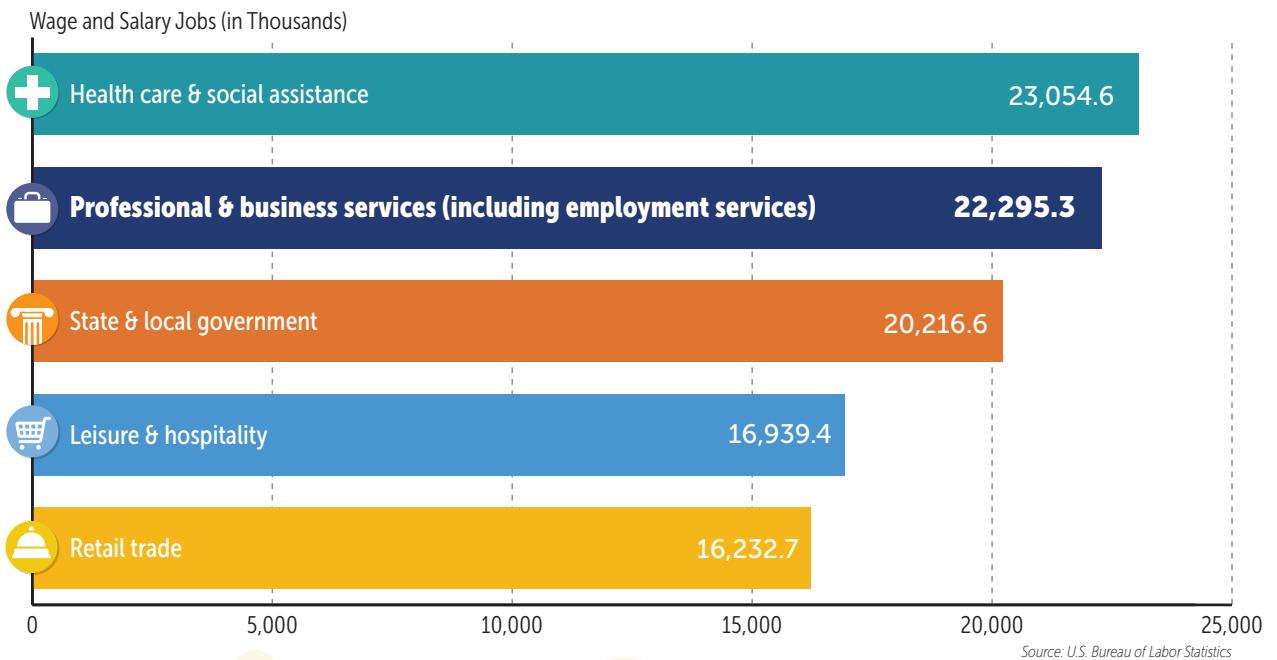
## NOTES





# EMPLOYMENT GROWTH BY INDUSTRY

## TOP FIVE JOB-GROWTH SECTORS THROUGH 2026



**TRENDS:** Service-providing sectors are projected to add more than 10.5 million jobs—reaching more than 135.8 million—by 2026, according to the U.S. Bureau of Labor Statistics. This increase represents about 91% of all new jobs anticipated to be created between 2016 and 2026. The health care sector will drive more than a third of the additional jobs, and the professional and business services sector (including employment services) is expected to expand, with steady demand for staffing services.

**TAKE-AWAYS:** The BLS employment projections do not account for any unanticipated effects on the economy—such as a recession, political conflicts, or changes in laws—but the agency sees steady growth ahead for employment services and the staffing industry. Learn more about BLS employment projections in the article “How Will Employment Trends Affect Your Staffing Business?” in the March–April 2018 issue of *Staffing Success*.

## NOTES

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

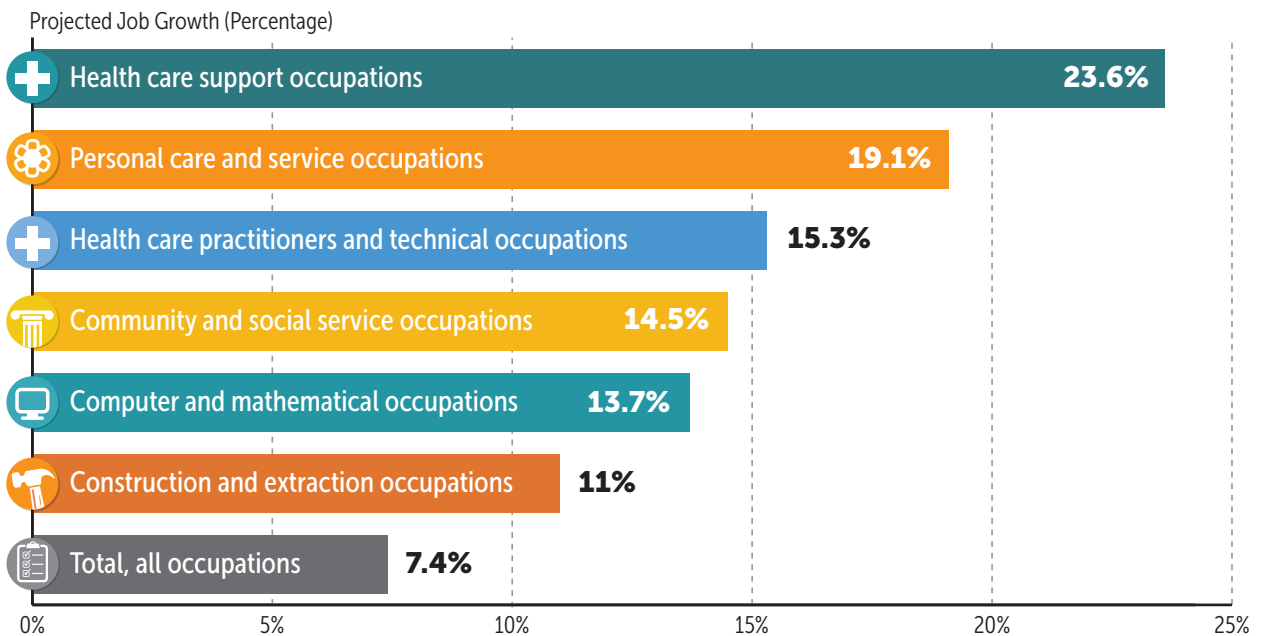
.....





# FASTEST-GROWING OCCUPATIONAL GROUPS

## TOP JOB CATEGORIES WITH THE HIGHEST GROWTH RATES 2016–26



Source: U.S. Bureau of Labor Statistics



**TRENDS:** Health care, computer, and construction are expected to top the list of growing occupational groups between 2016 and 2026, according to the U.S. Bureau of Labor Statistics. Health care and related jobs account for 16 of the 30 fastest-growing occupations from 2016 to 2026 and are projected to increase 23.6%. Increased use of mobile devices, and the addition of software in home appliances and medical devices, will create demand for software developers and related computer jobs (+13.7%), and the expected increase in energy prices will drive employment growth for associated occupations in construction and extraction (+11.0%).

**TAKE-AWAYS:** There will be an abundance of temporary, contract, and permanent employment opportunities for job seekers in the coming years, even with anticipated shifts in population demographics and the occupational mix of staffing employment, as health care expands and the use of technology increases. Get more details on BLS employment projections in the article “How Will Employment Trends Affect Your Staffing Business?” in the March–April 2018 issue of *Staffing Success*.

## NOTES





# OCCUPATIONAL DISTRIBUTION OF STAFFING EMPLOYEES

TEMPORARY AND CONTRACT STAFFING ASSIGNMENTS SPAN VIRTUALLY ALL OCCUPATIONS

Staffing Employees by Sector (Percentage)



**35%**  
OF STAFFING EMPLOYEES WORK IN HIGHER SKILLED OCCUPATIONS

Source: American Staffing Association, Staffing Employee Survey

**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 on assignments that require higher education and skills in the professional–managerial; engineering, information technology, and scientific; and health care sectors. About two-thirds work in the industrial and office–clerical and administrative sectors.

**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 characteristics by looking at profiles by sector—see “The Faces of Staffing” ([americanstaffing.net/sector-profiles](http://americanstaffing.net/sector-profiles)) or the *New Language of Staffing Handbook*.

## NOTES

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

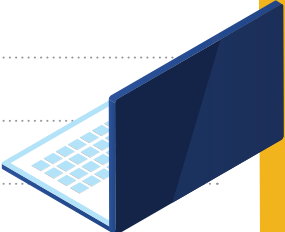
.....

.....

.....

.....

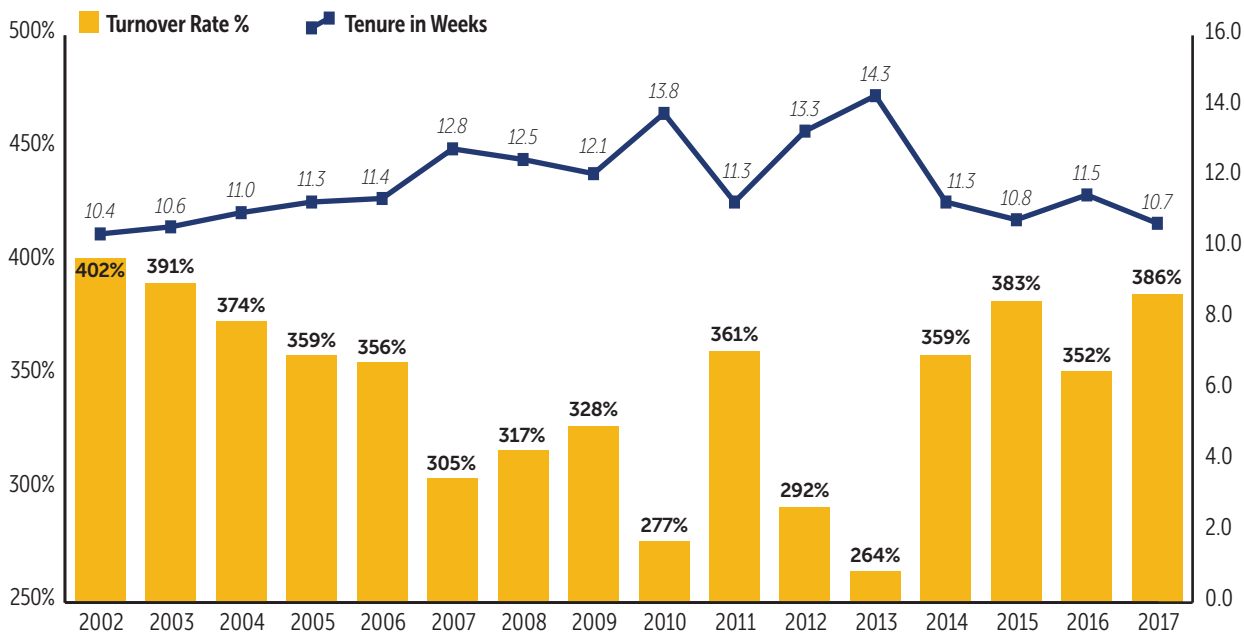
.....





# STAFFING EMPLOYEE TURNOVER AND TENURE

**STAFFING EMPLOYEE TURNOVER INCREASED TO 386% WHILE  
TENURE DECREASED TO 2.5 MONTHS**



Source: American Staffing Association, Staffing Employment and Sales Survey

**TRENDS:** The turnover rate for temporary and contract employees was 386% in 2017—up from 352% in 2016. This increase in turnover translated to a decrease in tenure for staffing employment to an average of 10.7 weeks in 2017. The average tenure for temporary and contract employees in 2017 remained below 12 weeks for the fourth 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 higher the turnover, the shorter the tenure, and vice versa.

**TAKE-AWAYS:** Employee turnover is an important statistic for staffing firms—it reflects 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 is longer. The lower the turnover rate, the lower the cost of recruiting, new-hire administrative expenses, training, and any other costs associated with replacing employees. See examples and use the interactive calculator at [americanstaffing.net/turnover](http://americanstaffing.net/turnover).

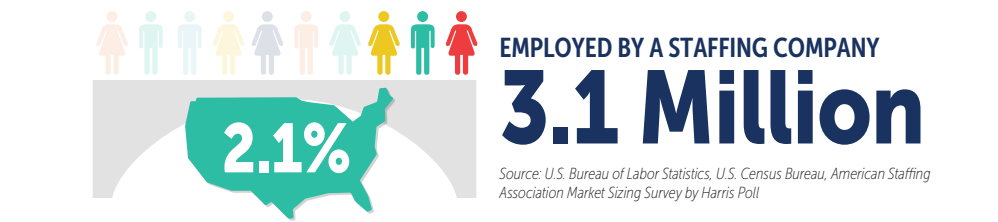
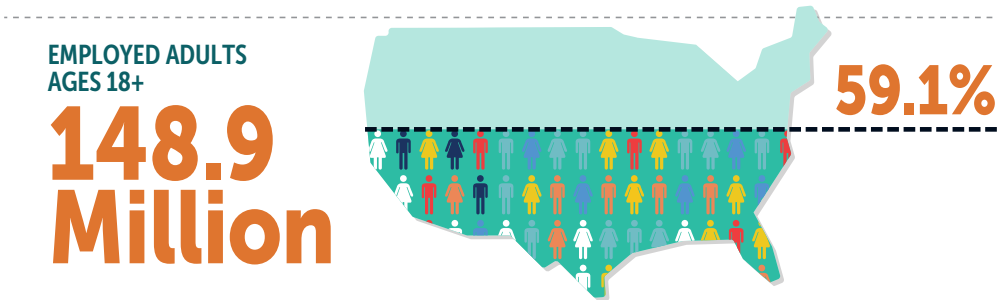
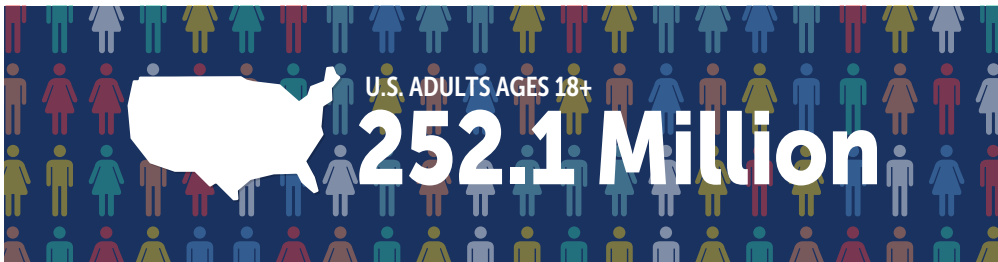
## NOTES





# STAFFING MARKET SIZE

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



**TRENDS:** Confusion persists regarding how many temporary and contract employees are working for staffing companies in the U.S. ASA research continues to show a larger and less often revised number than the U.S. Bureau of Labor Statistics. Until recently, no one has had a solid estimate of how many Americans have ever used a staffing company to help them find employment. In a landmark study, ASA 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 (63%) of those are temporary employees and 1.2 million (37%) are contract workers. Temporary employees tend to work in lower-skilled jobs that do not require a college degree; contract workers typically are assigned to higher-skilled jobs that require a college education. See “The Faces of Staffing” ([americanstaffing.net/sector-profiles](http://americanstaffing.net/sector-profiles)) for more information on the similarities and differences in staffing employee characteristics.

## NOTES

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

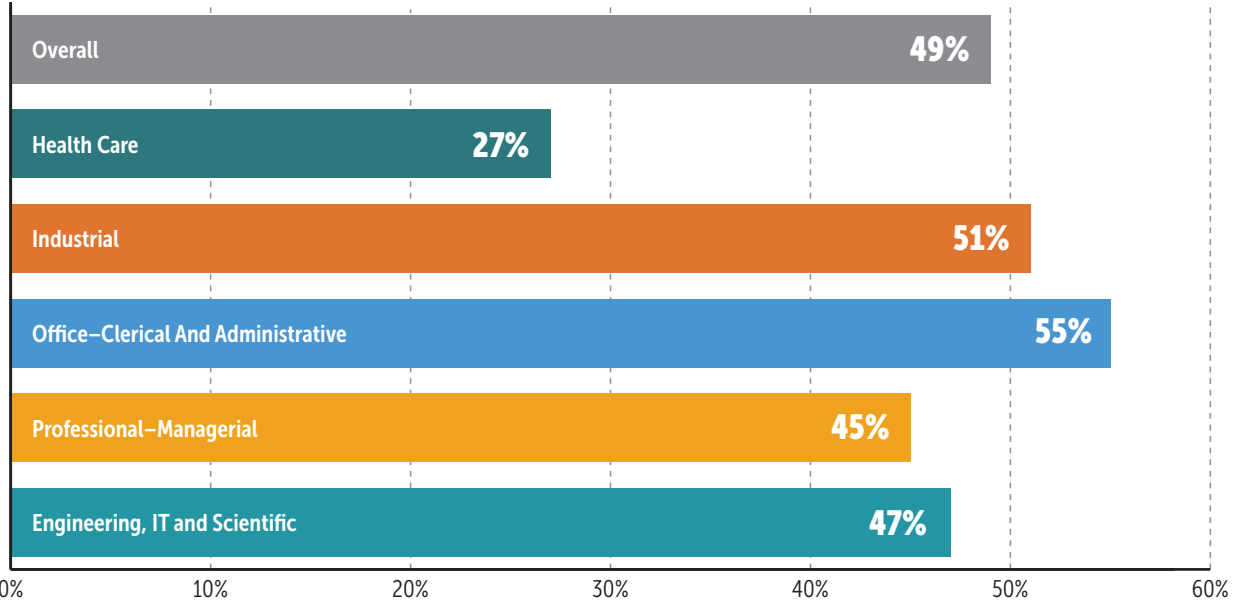




# KEY STAFFING DRIVER BY SECTOR

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"



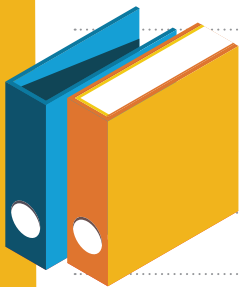
Source: American Staffing Association, Staffing Employee Survey



**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%); engineering, 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.

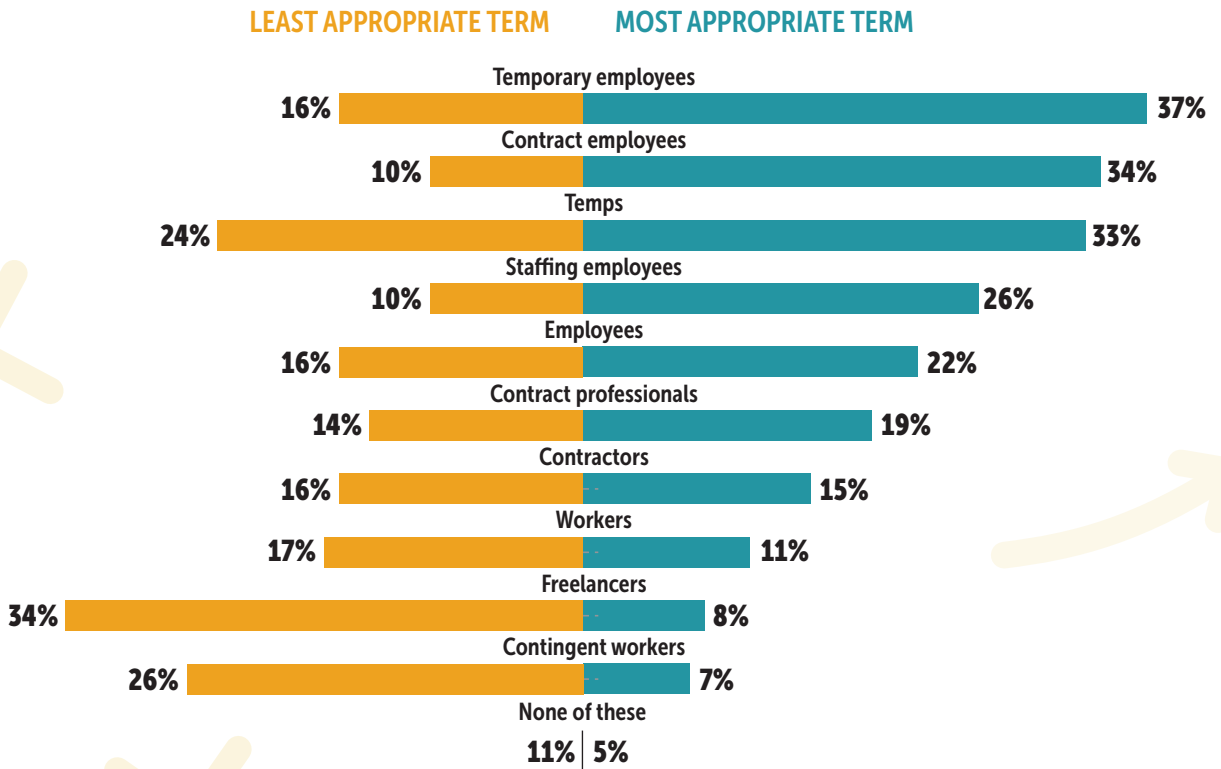
## NOTES





# SUITABLE TERMS FOR STAFFING EMPLOYEES

'TEMPORARY' AND 'CONTRACT' ARE THE MOST APPROPRIATE TERMS FOR STAFFING EMPLOYEES

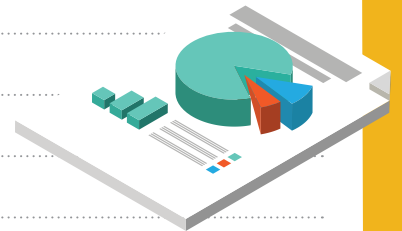


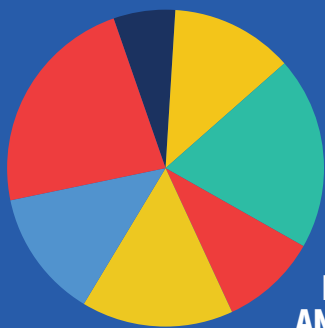
Source: American Staffing Association, Message Testing Survey

**TRENDS:** When asked what the least and most appropriate terms are to refer to people who are employed by a staffing company to work at another business, “temporary employees” and “contract employees” rose to the top among more than 4,100 U.S. adults in a recent ASA message testing survey. It is not a surprise that “contingent workers” and “freelancers” fell to the bottom of the list of appropriate terms.

**TAKE-AWAYS:** To help fill the talent pipeline, staffing companies need to be conscious of, and carefully consider, the terminology used in marketing to potential candidates. Visit [americanstaffing.net/new-language](http://americanstaffing.net/new-language) for ideas on how to effectively communicate with job seekers.

## 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 enter data for employment, sales, and payroll for 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.



**BARROW GROUP**  
A LIMITED LIABILITY COMPANY

For more than 30 years, Barrow Group, LLC has specialized in insurance solutions for the Staffing Industry. We understand the challenges of managing a temporary workforce housed at dozens or even hundreds of different host sites. We take care to assess the risks associated with each client's business and tailor insurance programs to meet their specific needs.

- RISK MANAGEMENT
- WORKERS' COMPENSATION
- GENERAL LIABILITY
- PROPERTY & CASUALTY
- ACA-COMPLIANT HEALTH BENEFITS
- CAPTIVE PROGRAMS

Visit our **Staffing Insurance Experts** at **Booth #407** at **#StaffingWorld** to learn how we can help reduce your risk or  
[www.barrowgroup.com](http://www.barrowgroup.com)

**We Understand Risk**

## 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 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



*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

GROWING STRONG  
FOR 15 YEARS

THANK YOU!



# NETWORKERS\$ FUNDING

Service, Technology & Funding for the Staffing Industry

866 - 794-7246

[www.networkersfunding.com](http://www.networkersfunding.com) • [sales@networkersfunding.com](mailto:sales@networkersfunding.com)



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 (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 with 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

## THE PAYROLL CARD YOUR EMPLOYEES DESERVE



### Introducing *InstantWage*®

Give employees immediate access to earned wages.

- ✓ Increase Productivity
- ✓ Improve Retention
- ✓ Reduce Costs

All at No Cost to You!\*



[kittrellpaycard.com](http://kittrellpaycard.com)

\* InstantWage provides employers with the funds for employee InstantWage payments. All InstantWage funds and fees pass through the employer's InstantWage Master Funding Account, so there is no net cost to the employer.

This card is issued by Central National Bank of Enid, Oklahoma, Member FDIC, pursuant to a license from Visa U.S.A. Inc. By activating or using this card, you agree to be bound by the Terms and Conditions associated with the program.

of staffing firms along with temporary employees, and it is unclear if or where contract employees are captured. ASA counts only temporary and contract staffing employees. As a point of comparison, BLS reported nonseasonally adjusted temporary help employment averaging 3.10 million per week in December 2017 prior to annual revisions; ASA counted an average of 3.34 million per week in the fourth quarter of 2017—a difference of approximately 8%, not taking into account the inclusion of corporate employees and possible exclusion of contract employees in the BLS number. ■

The quarterly ASA Staffing Employment and Sales Survey and the weekly ASA Staffing Index are administered by ASA corporate partner Inavero.



## WE HELP STAFFING FIRMS BREAK THROUGH GROWTH BARRIERS

With our new collaborative partnership,  
we've got you covered...

- Strategic Planning
- Internal Hiring
- Standard Operating Procedures
- Sales & Recruiter Training
- Speaking
- Leadership Coaching
- Staffing Industry Leadership Forums

40 Years of Experience

Amy Bingham  
Bingham Consulting



Tom Kosnik  
Visus Group



Tom: 312.527.2950 | Amy: 407.292.6280 | [www.visusgroup.com](http://www.visusgroup.com)



## How Does Your Staffing Company Get **Reliable Industry Data?**

The American Staffing Association provides the nation's leading companies in the staffing, recruiting, and workforce solutions industry with the data they need to make strategic business decisions, stay ahead of change, and hone their operations.

Here are just two of the many research and data resources ASA offers:

The ASA logo is on the left. To its right is a graphic with a light blue background. It features a lightbulb, a gear, a laptop with a line graph, and a document icon. The percentages '75%' and '25%' are prominently displayed in a stylized font.

### ASA STAFFING **OPERATIONS BENCHMARKING SURVEY**

Data are based on peer input to support fiscally sound operations decisions specific to the staffing industry.

- Provides sales, expense, profit, and personnel performance metrics
- Statistics for temporary and contract staffing, and direct hire
- New platform including custom filters and dynamic data downloads
- Free reports for survey participants

Learn more at [americanstaffing.net/operations](http://americanstaffing.net/operations).

The ASA logo is on the left. To its right is a graphic with a light green background. It features a bar chart, a magnifying glass over a dollar sign, and a document icon. The percentages '75%' and '25%' are prominently displayed in a stylized font.

### ASA STAFFING **COMPENSATION & BENEFITS SURVEY**

This valuable report allows you to compare your corporate employee compensation to industry peers.

- Comprehensive view of corporate employee salaries and benefits
- Benchmarks for 27 positions, including executives
- New platform with custom filters and dynamic data downloads
- Free reports for survey participants

Learn more at [americanstaffing.net/compensation](http://americanstaffing.net/compensation).





UPDATES AND INSIGHTS FROM  
ASA CORPORATE PARTNERS



*By Emily Clark*

# SUCCESS STARTS HERE

## Candidate Experience With JobDiva

**W**ith JobDiva, candidate and user experience are paramount. The development of staffing software isn't only about candidate sourcing, matching, and tracking. Increasingly, we find that vendor management systems, managed service providers, and talent acquisition leaders seek suppliers that have established strong employer brands—and that pride themselves on providing exemplary candidate experience.

Connecting with candidates on their preferred grounds has become more important as communication has grown more rapid. The immediacy of texting allows for more direct candidate engagement, ensures speed to market, and helps deliver a homogenous candidate experience.

### **Introducing DivaBuzz**

As such, DivaBuzz, JobDiva's native texting solution, was recently introduced to JobDiva's user community. We think our users deserve

candidate-texting tools that are native to JobDiva—delivered at an affordable price point.

For several months now, JobDiva's users have been leveraging DivaBuzz on both their desktops and mobile devices. They've found, as a rule, that candidates appreciate being able to respond at their convenience. DivaBuzz is user-friendly for candidates and easy-to-use for recruiters. Best of all: DivaBuzz is enmeshed in JobDiva's system architecture, guaranteeing an uninterrupted user experience. With DivaBuzz, you will not encounter those blips or gaps in quality so typical of add-ons or integrated business texting solutions.

Of course, JobDiva still integrates with several external texting services: Clickatell, TextUs, and Icetrak. Nonetheless, DivaBuzz has been designed by JobDiva to meld with JobDiva's suite of solutions. With the introduction of DivaBuzz, JobDiva's texting module has evolved into a truly dynamic workspace for today's recruiting professional. >>>

JobDiva's users have found, as a rule, that candidates appreciate being able to respond at their convenience. DivaBuzz is user-friendly for candidates and easy-to-use for recruiters.

### Clients Are Buzzing

The excitement among JobDiva's client base is palpable. "JobDiva users are immensely excited about DivaBuzz," said Yana Nigen, JobDiva's chief marketing officer. "Having an in-house texting service gives our clients a leg up on the competition. This is fast, reliable, seamless texting from a central location."

The point here is larger than business texting. JobDiva was recently named a "Pacesetter" for applicant tracking systems in the 2018 "FrontRunners" report from Software Advice, a consulting service. This report, powered by data-based Gartner methodology, catalogs and maps the positions of the most future-forward ATS. Thus, it is notable that JobDiva was named a "pacesetter"—that is, JobDiva's technology sets the standards by

which other talent acquisition optimization systems will be measured.

DivaBuzz plainly demonstrates why that's the case. JobDiva changes the conversation around all that staffing platforms can and ought to offer their users.

JobDiva is a pacesetter in the staffing space—as Software Advice recognized in the FrontRunners report. Hiring professionals without access to JobDiva risk being left behind. Left behind rather quickly, in fact. DivaBuzz is the latest chapter in that story.

Successful, smart staffing firms are already riding the JobDiva wave. Are you ready to be impressed? ■

*Emily Clark is executive vice president of Product Management 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](http://americanstaffing.net/partners).*



ASA webinars deliver **HIGH-LEVEL LEARNING** especially for **STAFFING AND RECRUITING** professionals!

GO TO [americanstaffing.net/webinars](http://americanstaffing.net/webinars).

### DID YOU KNOW? ASA WEBINARS...

- Are **FREE** for ASA member companies
- Are accessible on your **smartphone or tablet**
- Cover a wide range of relevant topics, including **sector-specific content**
- Provide **continuing education hours** toward maintaining your ASA credential



Do Your Time & Attendance  
Solutions Measure Up?

# TIME FOR THE NEXT LEVEL



AMGtime simplifies the process of time, labor management and scheduling with scalable solutions. Companies can automate and ensure the accuracy of time, attendance, and payroll data.

AMGtime offers Staffing-specific solutions for agencies to accurately track employee pay rates, client bill rates, use a variety of biometric devices, and pull specialized reports. AMGtime's easy-to-use offerings also include mobile apps, advanced scheduling, API integrations and more.



800.960.3735  
[www.AMGtime.com](http://www.AMGtime.com)



**In 2007, the American Staffing Association introduced a comprehensive corporate partnership program. ASA now has multi-year corporate partnerships with seven companies: 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.**

educational opportunities provided by CareerBuilder to help grow and differentiate their firms.

CareerBuilder also is the sponsor of the National Staffing Employee of the Year program.

Questions? Contact CareerBuilder's Staffing and Recruiting Group at [staffing@careerbuilder.com](mailto: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 1,800 clients, Essential StaffCARE offers ACA-compliant minimum essential coverage plans, fully insured major medical plans, supplemental fixed indemnity plans, and electronic enrollment technology.

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.



Bullhorn, a proud corporate partner and longtime supporter of ASA, is a global leader in customer relationship management (CRM) and operations software for the recruitment industry. More than 8,000 recruitment 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 is founded and employs more than 700 people globally. To learn more, visit [bullhorn.com](http://bullhorn.com) or follow @Bullhorn on Twitter.

CareerBuilder is a proud corporate 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



Inavero, the association's satisfaction survey partner, has worked with ASA 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, build online reputation, and differentiate on service quality. Qualifying firms earn the Best of Staffing award for exceptional service quality.

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

For more information about Inavero, visit [inavero.com](http://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 growth-oriented staffing companies. In recognition of this fact, Software Advice recently—in its annual "FrontRunners" report—named JobDiva a "pacesetter" for applicant tracking systems in 2018.

JobDiva is redefining the standard for cutting-edge technology and innovation, and serving more than 27,000 global staffing professionals who support the Fortune 500 and more. A powerful cloud solution, JobDiva combines a CRM, synchronization with all major job boards and VMS providers, business intelligence analytics, a mobile app, and the largest résumé databases that employers can possibly hold to deliver staffing solutions with unmatched speed and precision. JobDiva offers patent-protected features including robotics and semantic résumé searches for "skills by years of experience." Continually recognized by both industry experts and clients, JobDiva is the recipient of numerous technology and staffing industry awards.

## MONSTER FIND BETTER

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

With technology at the center of Monster's award-winning innovations and market-leading solutions, Monster for Staffing empowers companies to recruit more efficiently and effectively than ever before. By delivering a comprehensive set of managing, matching, and advertising solutions for the staffing industry,

Monster for Staffing offers custom solutions for companies of all sizes. It also gives companies access to Monster's extensive database of candidates and the full support of a dedicated staffing sales team.



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 40 years of experience, World Wide remains dedicated to the staffing industry's safety, growth, and everchanging 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 ASA corporate partner, 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](http://wwspi.com). ■

**ASA Products, Services, and Events**

ASA Corporate Partners.....	4
<i>americanstaffing.net/partners</i>	
ASA Marketplace.....	bellyband
<i>asamarketplace.net</i>	
ASA Research.....	54
<i>americanstaffing.net/research</i>	
ASA Webinars.....	56
<i>americanstaffing.net/webinars</i>	

**Consulting and Market Research**

Bingham Consulting Professionals.....	53
<i>binghamcp.com</i>	
Inavero.....	6-7
<i>beststaffing.com</i>	

**Insurance and Employee Benefits**

Barrow Group.....	50
<i>barrowgroup.com</i>	
Essential StaffCARE.....	8
<i>essentialstaffcare.com</i>	
World Wide Specialty Programs Inc.....	inside front cover
<i>wwspi.com</i>	

**Payroll Funding, Factoring, and Financial Services**

Advance Partners.....	back cover
<i>advancepartners.com</i>	
AGR Financial.....	5
<i>agrfinancial.com</i>	
Kittrell Paycard.....	52
<i>kittrellpaycard.com</i>	
Madison Resources.....	2
<i>madisonresources.com</i>	
Networkers Funding LLC.....	51
<i>networkersfunding.com</i>	

**Software Systems**

AMGtime.....	57
<i>amgtime.com</i>	
Automated Business Designs.....	1
<i>abd.net</i>	
CEIPAL Corp.....	61
<i>ceipal.com</i>	

**The Economy and U.S. Labor Market**

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

**Staffing Employment and Sales**

ASA Staffing Index.....	20
Average Weekly Staffing Employment.....	22
Annual Staffing Employment.....	24
Staffing Penetration Rate.....	26
Staffing and Recruiting Industry Sales.....	28
Staffing Sales by Sector.....	30

**Future Growth**

Forecasting Economic Growth.....	32
Staffing Growth Surpasses GDP.....	34
Employment Growth by Industry.....	36
Fastest-Growing Occupational Groups.....	38

**The Faces of Staffing**

Occupational Distribution of Staffing Employees.....	40
Staffing Employee Turnover and Tenure.....	42
Staffing Market Size.....	44
Key Staffing Driver by Sector.....	46
Suitable Terms for Staffing Employees.....	48
Methodology of ASA Economic Surveys.....	50



# CEIPAL

## A Unified Platform for Recruitment and WorkForce Management

Designed to automate end-to-end Recruitment and Workforce management lifecycle.

- 10+ VMS Integrations
- Job Board & Social Media Integrations
- SMS Integration
- 2 Way Email Sync
- Electronic Onboarding
- Employee Management & ESS
- Time Tracking & Invoicing
- Quickbooks Integration
- Pay Data Extract
- CRM

**CEIPAL Corp.**

687 Lee Road, Suite 208A Rochester, NY 14606 USA, +1 585-326-1312, [contact@ceipal.com](mailto:contact@ceipal.com), [www.ceipal.com](http://www.ceipal.com)



Visit our  
Booth  
**#508**

Proud Co-Sponsor of the Expo Extravaganza

# THE AVERAGE ADVANCE PARTNERS CLIENT GROWS BY **5X THE INDUSTRY** **AVERAGE. WHAT'S** **STOPPING YOU?**

Unlimited Working Capital | Back Office Support | Flexible Custom Solutions |  
Workers Compensation Insurance\*

\*StaffPro3 powered by PMC Insurance Group