

STAFFING Success

SPECIAL ISSUE | 2022

THE MAGAZINE OF THE AMERICAN STAFFING ASSOCIATION

ASA ANNUAL ECONOMIC ANALYSIS 2022

STAFFING INDUSTRY PLAYBOOK

PAGE 8

Business disruptions, especially as they pertain to the economy and employment, are increasingly becoming business as usual. Is your company prepared for the disruptions—and opportunities—that continue to arise in a postpandemic work world? Now more than ever, data-driven decision matter—this playbook is the resource you need to ensure your company is prepared, agile, and successful.

MAKE THIS **STAFFING INDUSTRY PLAYBOOK** WORK FOR YOU

This special issue of *Staffing Success* delivers economic and industry data you can use to inform strategic decisions for your company. Write in your takeaways and supplement your strategies with additional online content.



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– MONICA



“It’s important to me to do a good job for my clients and help them make good decisions.”

– AMANDA



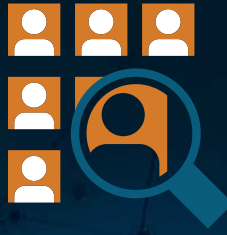
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STAFFING SUCCESS

PUBLISHED BY THE AMERICAN STAFFING ASSOCIATION

ASA ANNUAL ECONOMIC ANALYSIS 2022

STAFFING INDUSTRY PLAYBOOK

This playbook is designed to help staffing professionals, analysts, economists, and all those who track the industry understand the U.S. staffing landscape during the current economic cycle and evaluate where it's headed. 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.

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Contributors

This 2022 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 Survey, ASA Workforce Monitor®, and ASA Temporary Help Wage Tool. Learn more at americanstaffing.net/research.

Senior Director, Research Scott Vanderbilt
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COLUMN

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ASA President and CEO Richard Wahlquist

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

56 Chart Index

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

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 21, 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.

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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.

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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.

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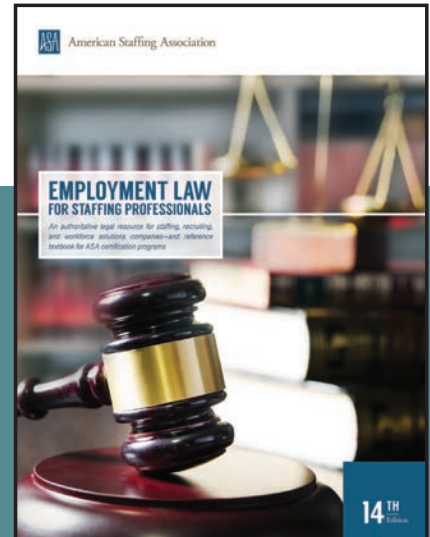
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Updates include:

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- Implications of the “gig economy” on the staffing business



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source: McKinsey

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AMERICA NEEDS TALENT



By Richard Wahlquist,
President and CEO

With 11.2 million open jobs in July 2022 and only six million people looking for work, recruiting and retention remains a top priority for most employers.

In April 2020, the official unemployment rate was a staggering 14.7%, the highest level since the Great Depression of 1929. In just two months—February and March 2020—more than 22 million Americans lost their jobs, including about one million temporary and contract employees who worked for the staffing industry.

While the total number of employed individuals finally reached prepandemic levels in August of this year, the labor force participation rate has not rebounded. In fact, there are 2.8 million fewer Americans participating in the labor force today than in February 2020.

Labor markets have not been this tight in decades. With 11.2 million open jobs in July 2022 and only six million people looking for work, recruiting and retention remains a top priority for most employers.

Unfortunately, long-term trends on labor supply do not look encouraging. With a quickly aging population and low fertility rates, recent data from the U.S. Bureau of Labor Statistics indicate that the labor force participation rate is projected to fall from 62.4% today to 60.1% in 2031.

A falling participation rate means that more people will be on the sidelines, and dependency ratios will increase—more individuals will be reliant on government assistance programs, with fewer workers to support them. Rising dependency ratios put programs like Medicare, Medicaid, and Social Security at risk, and are serious headwinds to future economic growth.

Given all of the above, policymakers would be foolhardy to narrowly focus on driving up interest and unemployment rates in order to bring down the rate of inflation. When the Federal Reserve Board did that in the late 1970s and early '80s, the country was plunged into recession and unemployment rates soared to almost 11%. That's not good policy.

Economic cycles happen. And while there is no doubt that the U.S. is in the midst of an economic slowdown, far too many analysts have been far too willing to declare that the U.S. tipped into recession in the first half of 2022.

However, predicting the timing of a recession with absolute certainty is way above the paygrade of mere mortals—and that includes chief executive officers, think tanks, journalists, policymakers, economists, and financial analysts. As you may remember, economist Paul Samuelson famously quipped that the stock market had accurately predicted nine out of the past five recessions.

The data, analysis, and takeaways in this annual Staffing Industry Playbook clearly detail the impact of the pandemic on labor supply, labor force participation, the staffing industry, and the economy. Most important, the data identify post-Covid trendlines and opportunities.

I encourage you and your teams to use this playbook as part of your strategic scenario planning for the months and year ahead as you consider new opportunities that add value to people's lives and new human resource solutions that meet the evolving needs of clients to source, retain, and develop more productive and more fluid workforces.

Rather than talking the country into recession, leaders should be propping up what's working and identifying what's needed. Labor markets continue to be one of the brightest spots of this economy. Instead of destroying jobs, policymakers should focus on fixing broken supply chains, reforming immigration laws, increasing labor supply, and increasing productivity through upskilling and retraining as a means of reining in prices.

America needs talent, and the staffing industry is committed to helping meet that need—now and in the future. ■

ASA ANNUAL ECONOMIC ANALYSIS 2022

STAFFING INDUSTRY PLAYBOOK

Here's a user-friendly resource to assist you in gathering staffing industry research and related information.

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



NOW MORE THAN EVER, 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 during these pandemic times in their business decisions, to keep ahead of employment trends, and allow them to capitalize on areas of opportunity.

Historical business cycles and patterns were disrupted by the Covid-19 recession precipitated by the pandemic. However, after a relatively short period of expansion, the business community faces new threats in the form of record high inflation and an uncertain economy looking for signs of another recession.

Near-record low unemployment, with a high number of job openings, has created a highly competitive market. A shortage of workers in key industries has disrupted the supply chain and forced delays or closures in a number of businesses. The staffing industry is primed to do well in the economy and to help companies and people adapt to the new post-Covid-19 normal. It is best equipped to get people into the workforce and off of the sidelines.

Amid the uncertainties, staffing employment has rebounded relatively quickly, and demand for staffing services is strong.

Forecasting is an even more precarious business in an everchanging pandemic reality, but the general consensus is that the economy will slowly continue to expand for now—although the landscape is a bit different.

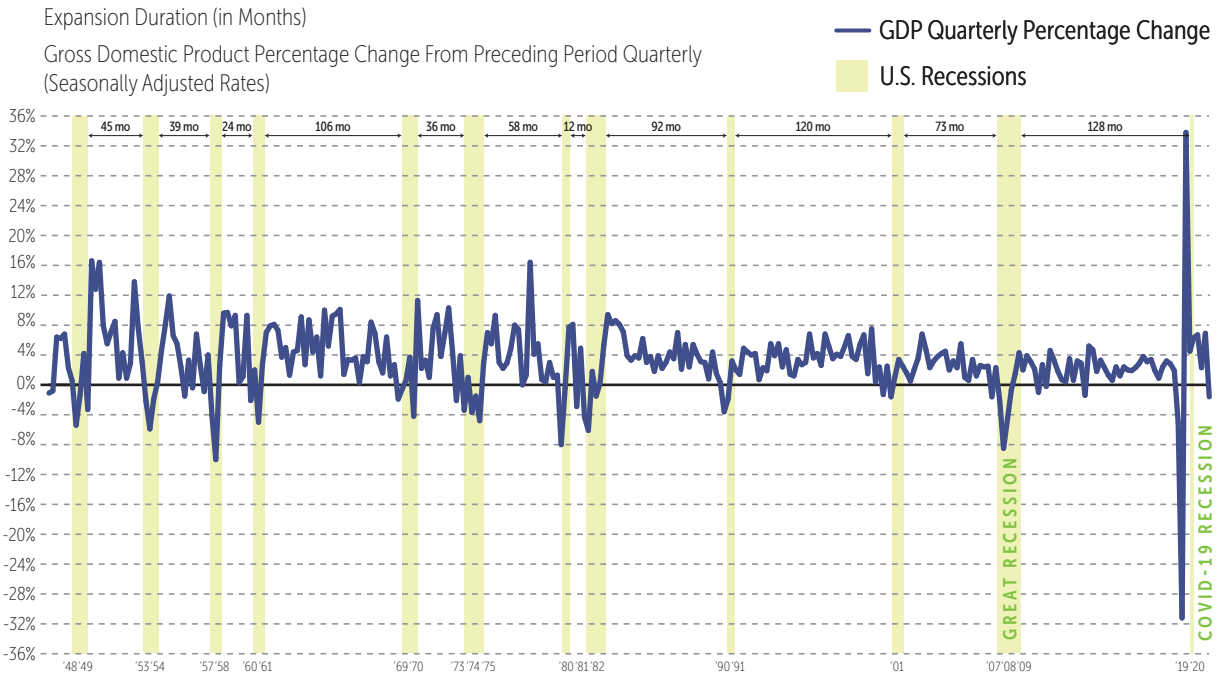
Further explore these trends and more in this overview of the size, scope, and dynamics of the U.S. staffing and recruiting industry. Each page of this playbook includes a brief analysis of trends and key takeaways.

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

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ECONOMIC EXPANSION

EXPANSION SLOWED AS ECONOMY FACED UNCERTAINTY



Source: National Bureau of Economic Research, U.S. Bureau of Economic Analysis

Trends:

Spanning 18 months from late 2007 to mid-2009, the Great Recession was the longest recession since World War II. It was considerably longer than the average of about 10 and a half months for the 10 prior postwar recessions. Many economists expected a rapid and robust recovery from the Great Recession, like that of 1957 when real GDP declined over eight months and fully recovered in four. Instead, recovery from the Great Recession was slow and weak. Real GDP did not return to prerecession levels until 2013, three and a half years after the recession ended. The Covid-19 recession officially lasted two months and ended in April 2020, with a swift expansion beginning in May 2020. However, many economists are watching for signs of a new recession, given historically high inflation and the war in Europe causing disruptions to the global economy.

Takeaways:

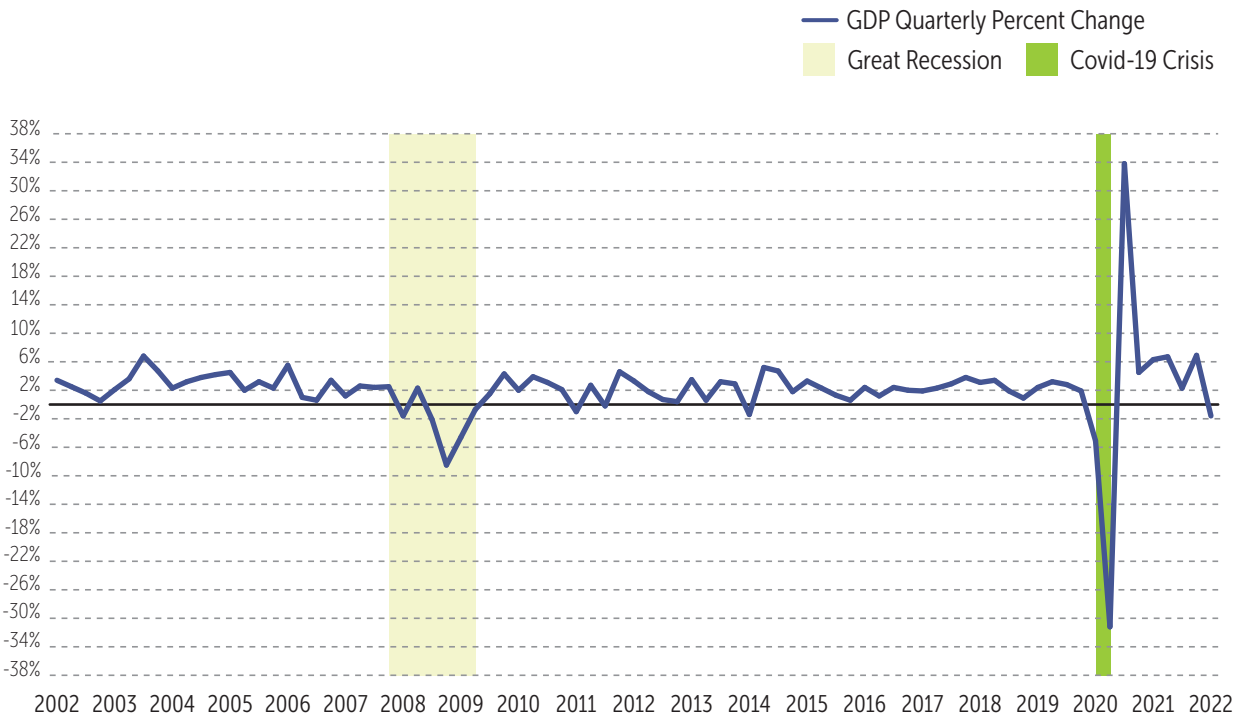
After a period of economic expansion following the Covid-19 recession, the economy is slowing down. Covid-19 is mostly in the rear-view mirror—but high inflation, disrupted supply chains, and the war in Ukraine are beginning to erase some of the gains made. As the economy weathers the economic storm, there are positive indicators, such as the strong job market, that suggest that even if a recession is on the way it could be short—and there may be another expansion after it.

NOTES



GROSS DOMESTIC PRODUCT

GDP GROWTH SURGES BRIEFLY FOLLOWING HISTORIC CORONAVIRUS RECESSION LOW



Source: U.S. Bureau of Economic Analysis

Trends:

During the Great Recession, average quarterly gross domestic product dropped 1.9%. Recovery from the recession was slow and weak. During that expansion from July 2009 to February 2020 (just before the Covid-19 financial crisis was declared), quarterly GDP grew at an average annualized rate of 2.3%, well below the 2.9% rate of the 2002–07 expansion, and significantly lower than the overall average annual rate of 3.3% since 1930, when the U.S. Department of Commerce first began tracking GDP. The pace of GDP growth surged 33.8% during the third quarter of 2020—the greatest increase ever recorded, following the historic low caused by the Great Shutdown of 2020—and has continued to grow 4.2% since the fourth quarter of 2020. It has slowed down since that time—revised estimates showed small retractions in the first and second quarter of 2022—but it was coming off of an excellent year in which the GDP averaged 5.7% growth.

Takeaways:

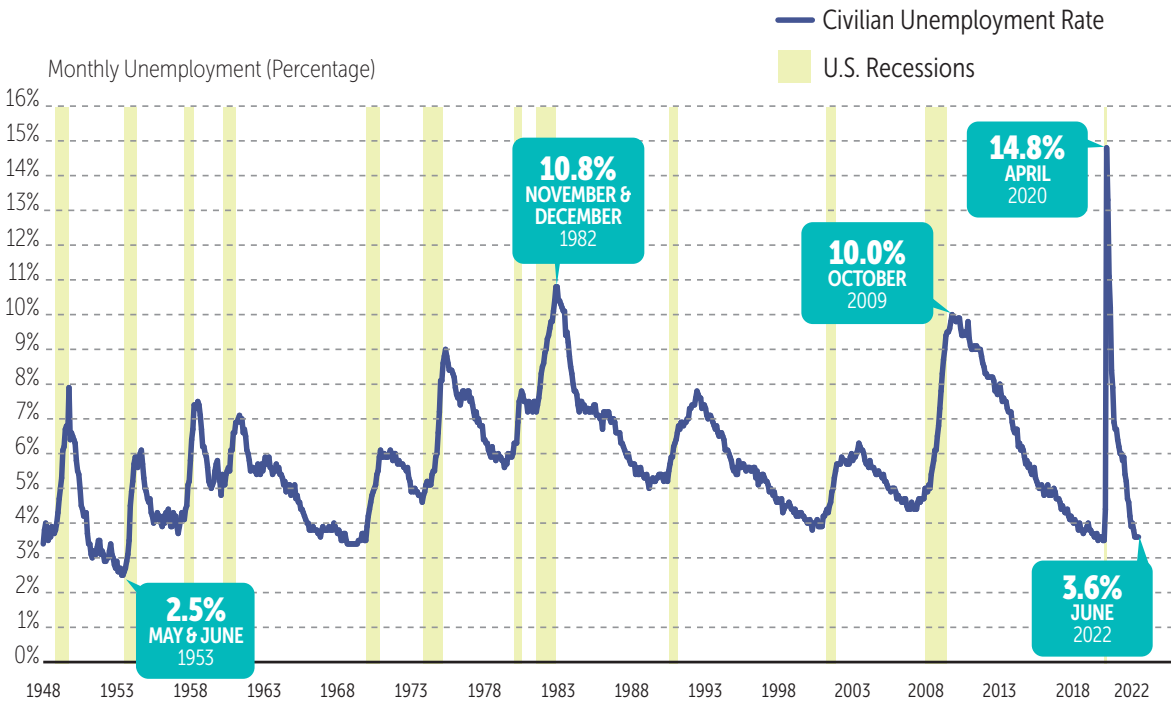
Historically, gross domestic product and staffing employment have been coincident economic indicators. In other words, staffing employment rises and falls along with the overall economy as measured by quarterly changes in GDP. Because government estimates for GDP are released months after the fact and 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 during these uncertain times.

NOTES:



UNEMPLOYMENT RATE

UNEMPLOYMENT IMPROVES AFTER RECORD SPIKE DURING THE COVID-19 RECESSION



Trends:

After reaching a 26-year high of 10.0% during the Great Recession, the unemployment rate began a downward trend and hit a low not seen in 50 years in September 2019. The Great Shutdown spurred a historic spike in unemployment with a rate of 14.8% in April 2020. The unemployment rate then fell to 3.6% in June 2022—a dramatic improvement that remained consistent for four straight months.

Takeaways:

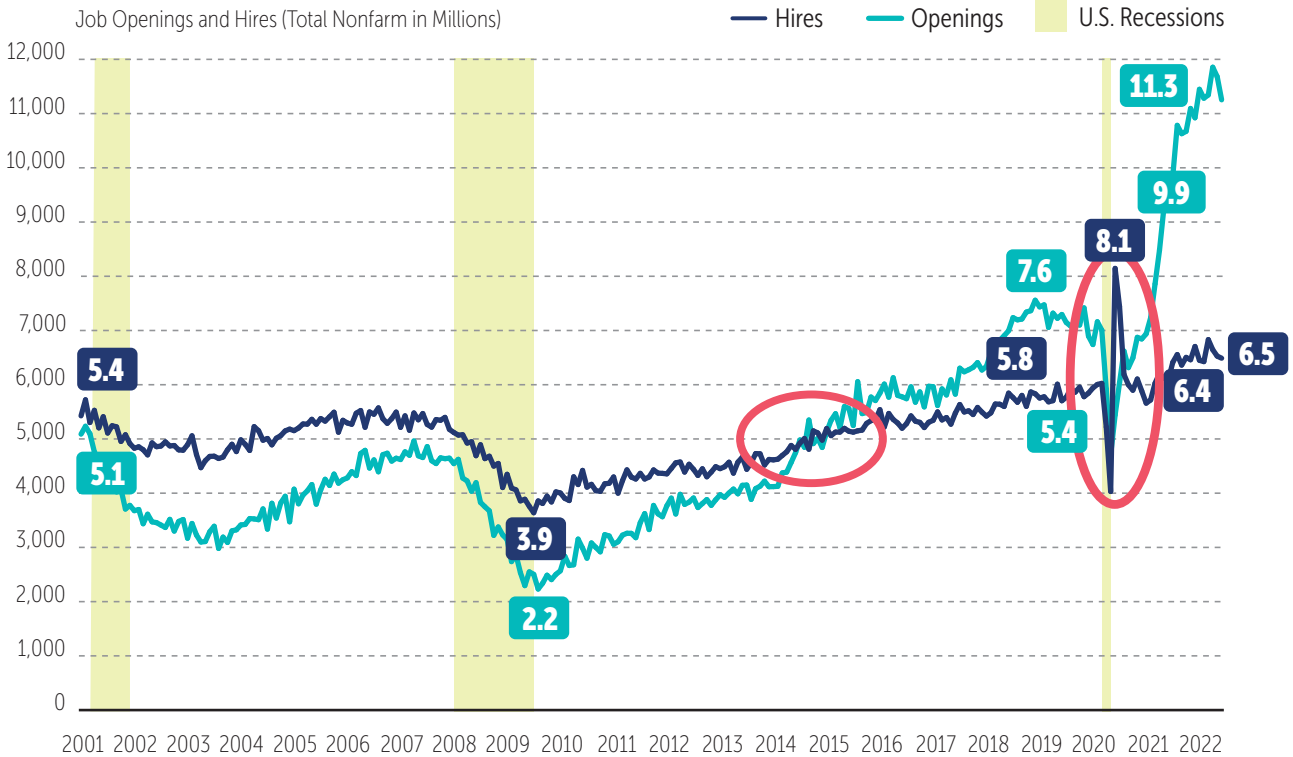
The unemployment rate has improved from the spike in 2020, and it has approached the record numbers seen before the pandemic. The robust labor market remains strong despite rising inflation, economic uncertainty, and the Great Resignation, which saw individuals quit their jobs in record numbers. Given microeconomic conditions, some workers are taking advantage of this market and changing jobs or industries for better pay. The fertile market provides a lot of opportunity for the staffing industry to entice other potential workers, who are on the sidelines, with the same opportunities to find the right job for them—there are many of these, and the market has provided reasons to entice them to get back into the workforce.

NOTES:



JOB OPENINGS AND HIRES

JOB OPENINGS EXCEED HIRES ONCE AGAIN AMID COVID-19 RECESSION RECOVERY



Source: U.S. Bureau of Labor Statistics

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 2014 as the two measures stopped moving in tandem and the number of job openings started to exceed the number of hires. The post-Covid-19 trend continues to show that job openings were 63.4% higher than hires. And with job openings exceeding the number of unemployed workers by a ratio of almost 2 to 1, job seekers have never had more opportunities to find work or change jobs. The competitive market appears likely to remain, per the latest reports, and continues to be one of the strongest indicators for the current state of the economy.

Takeaways:

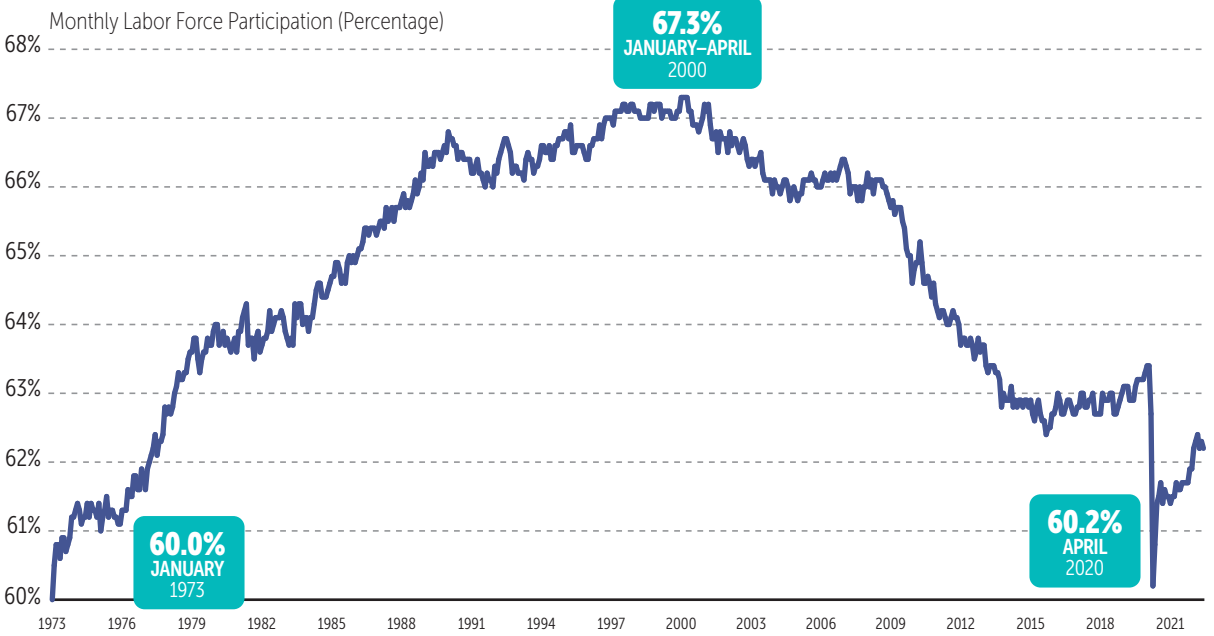
Job openings have been considered a lagging indicator of the economy given that businesses usually wait on assurances of economic well-being before they choose to hire. Hires, on the other hand, have been an indicator of the robustness of the economy and the labor force. The Great Shutdown disrupted economic cycles and employment trends in unique ways. With so many openings for job seekers to choose from, employers should consider monitoring their current employee pool to make sure workers are satisfied with their work and all aspects of that work—including salary—in order to keep them on the payroll. Workers right now have their choice of roles, which means it makes more sense for employers to invest in retaining the workers they have than in attracting candidates from outside.



NOTES:

LABOR FORCE PARTICIPATION RATE

WORKFORCE PARTICIPATION STILL MUTED



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. From 2000 to 2020, the participation rate gradually declined—then it plummeted to a near 50-year low of 60.2% in April 2020 as a result of the Covid-19 pandemic-induced shutdown. Following the pandemic, participation rates rose again, but they have plateaued at around 62%, much lower than before Covid-19.

Takeaways:

Employment growth is recovering from the Great Shutdown, but economists posit that it will be years before the labor market and participation rate fully recover to even the moderated levels seen in the five years preceding the coronavirus pandemic. Employers, including staffing companies, will need to be open to new possibilities and get creative in how they source and place qualified talent.

NOTES:



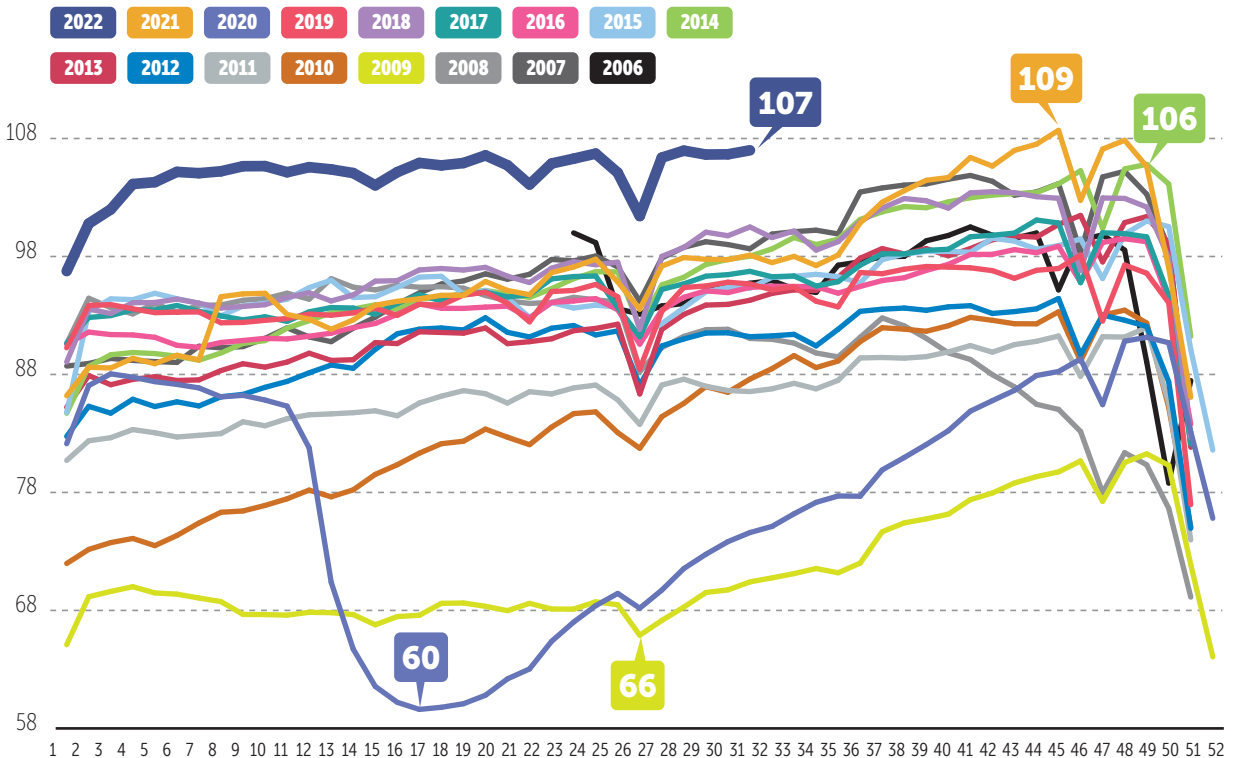
A series of horizontal blue lines for taking notes, located to the right of the red line and green bullet points.



ASA STAFFING INDEX

52 WEEKS OF ASA STAFFING INDEX: SET AT 100 JUNE 2006, THROUGH AUGUST 2022

52 Weeks of ASA Staffing Index: June 2006 (When the Index Was Introduced at 100) Through July 2022



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 April 2020, the index plunged to a record low of 60 amid the 2020 recession caused by the coronavirus pandemic. The index gradually recovered and rose to record levels in 2021 and 2022, signifying tremendous growth in the industry. In fact, 2022 has led the way compared with all previous years that the index has been calculated, rising well above past years, reaching a level of 107 in August 2022.

Takeaways:

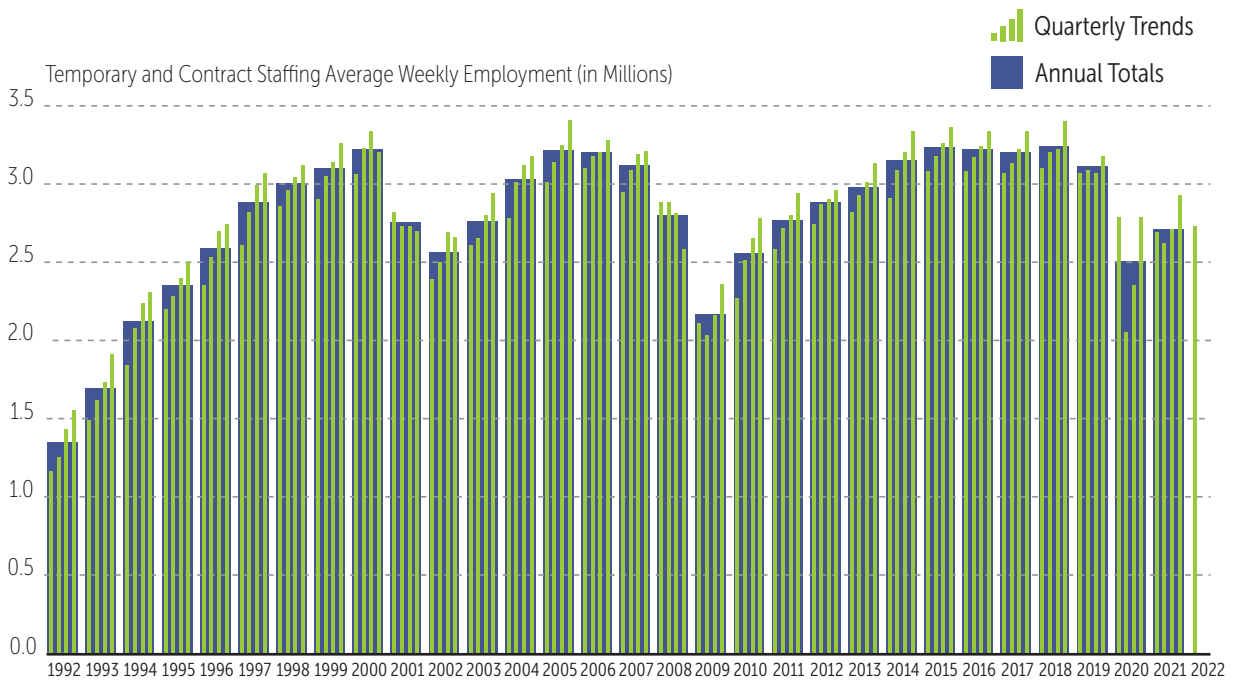
Historically, staffing employment has served as a coincident economic indicator, although government data are reported less frequently and are constantly revised. Because the ASA Staffing Index measures weekly changes in staffing employment, it bears watching as a near real-time indicator of current economic conditions—especially during times of expansion for the labor market and economy. Follow the weekly trends at americanstaffing.net/index.

NOTES:



AVERAGE WEEKLY STAFFING EMPLOYMENT

U.S. STAFFING JOBS REMAIN STIFLED AS PANDEMIC WEARS ON



Source: American Staffing Association, Staffing Employment and Sales Survey

Trends:

After the low of 2.16 million temporary and contract employees per week in 2009, it took six years for the staffing industry to fully recover the one million jobs lost during the 18 months of the Great Recession. In 2020, U.S. staffing companies employed an average of 2.5 million temporary and contract workers per week, down 19.4% from 3.1 million in 2019 due to the Covid-19 pandemic. In 2021, employment in the industry continued to make up lost ground from the dip in 2020, averaging 2.74 million employees, increasing 9.52% from the previous year. While still below the weekly average of 3.1 million workers before the pandemic in 2019, it represents a marked improvement over the 2.5 million recorded in 2020. Staffing employment increased 1.6% in the first quarter of 2022 compared with the same period in 2021, marking the third-highest reading since the pandemic recession in the second quarter of 2020.

Takeaways:

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 results of the ASA Staffing Employment and Sales Survey to glean projections, 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.

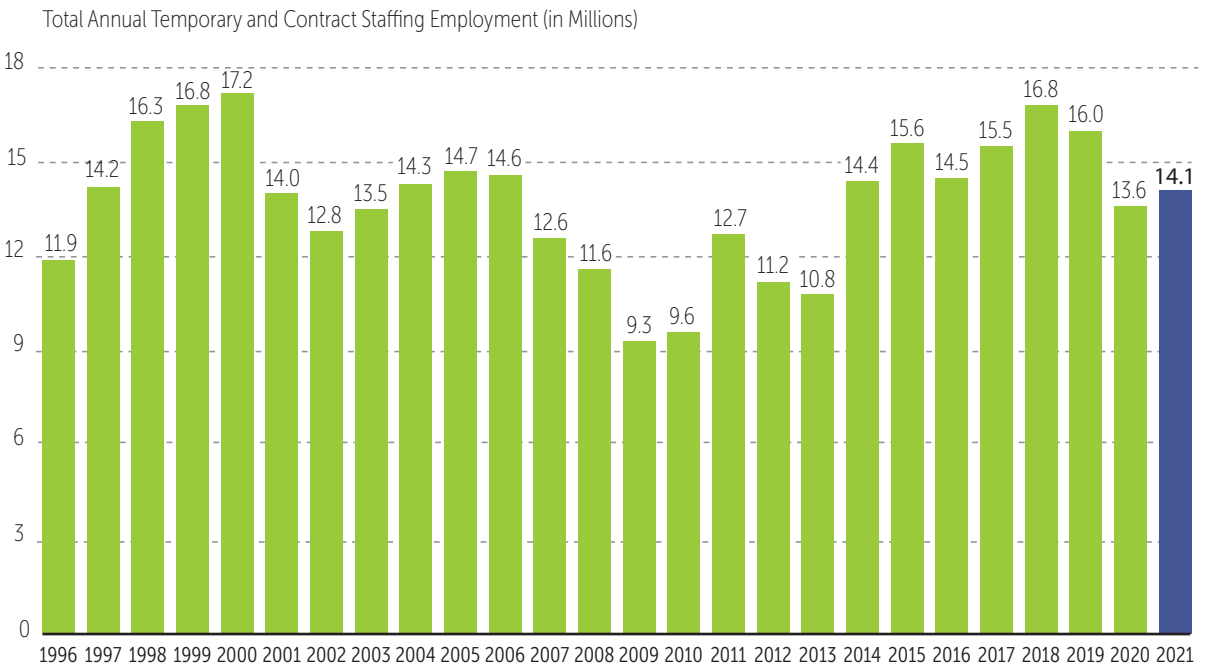
NOTES:





ANNUAL STAFFING EMPLOYMENT

STAFFING JOBS COMING BACK AFTER PANDEMIC



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. Continuing to climb back after the Covid-19 pandemic, U.S. staffing companies hired a total of 14.1 million temporary and contract workers in 2021, up from the 13.6 recorded in 2020.

Takeaways:

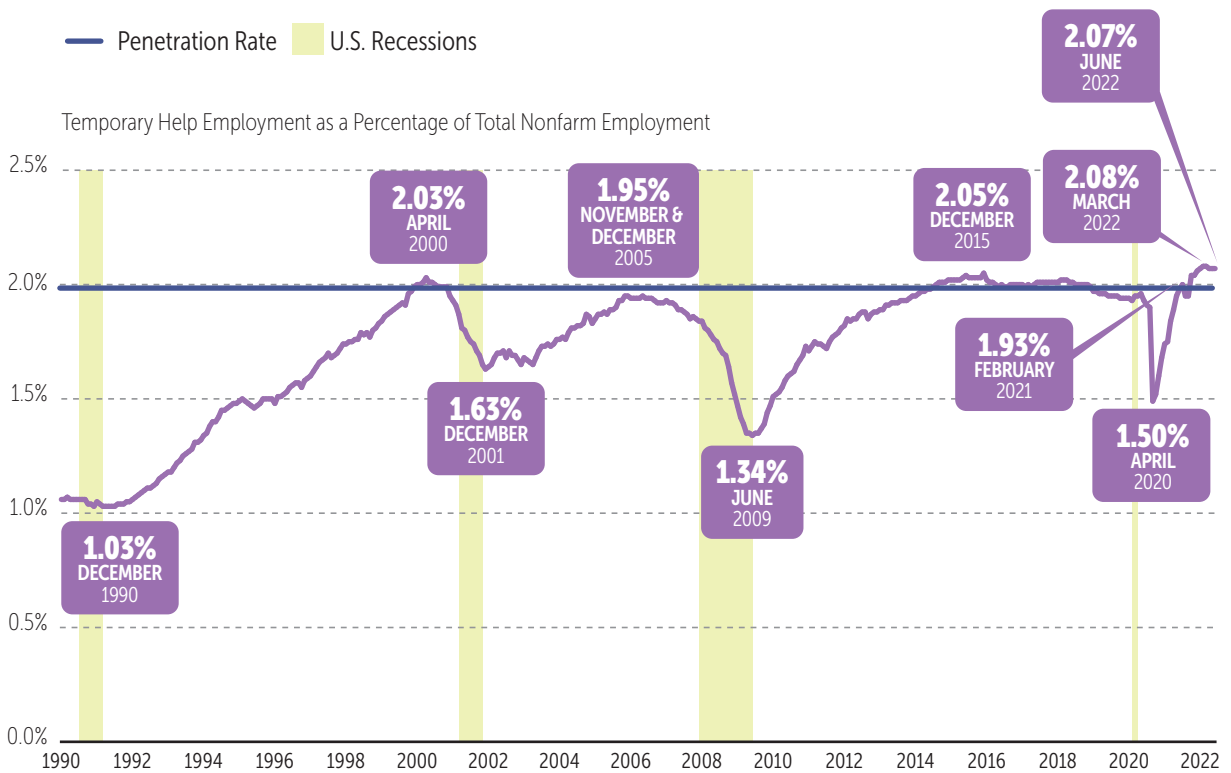
While recovery continues from the Covid-19 slowdown of 2020, demand for talent is steady, yet sourcing is stiffer than ever. With tight labor markets nationwide, staffing companies must continue to re-evaluate their recruiting strategies and ensure they have the systems and processes in place to continue servicing client demand amid a unique new pandemic-induced landscape.

NOTES:



STAFFING PENETRATION RATE

STAFFING PENETRATION RATE RIDING ABOVE 2% FOR NINE STRAIGHT MONTHS



Source: U.S. Bureau of Labor Statistics

Trends:

Until 2015, the staffing industry's longstanding peak penetration rate had been 2.03%, set in April 2000. (The penetration rate measures temporary help services employment as a percentage of the total nonfarm workforce.) The rate plunged to 1.63% during the recession that followed. Though it rebounded to 1.95% in November 2005, it fell again during the Great Recession to a low of 1.34%. Since reaching that low, the staffing penetration rate had been on an upward trend, setting a new record high of 2.05% in December 2015, then leveled at about 2% until diving to 1.50% in April 2020 during the Covid-19 pandemic. The rate has rebounded to above 2.0% once again, surpassing it nine straight months up to June 2022.

Takeaways:

The role the staffing industry plays in the U.S. economy continues to be vital, especially during the economic uncertainty of today and the employment recovery from the recession of 2020. The Great Shutdown was so unusual that economists and industry observers alike are still reserved in even speculating as to when the workforce may return to more traditional cycles. Staffing services offer flexibility in worker acquisition during uncertain times. As more employers confront pandemic challenges, including filling essential job openings, staffing companies have increased opportunities to partner with businesses to strategically source and deploy talent.

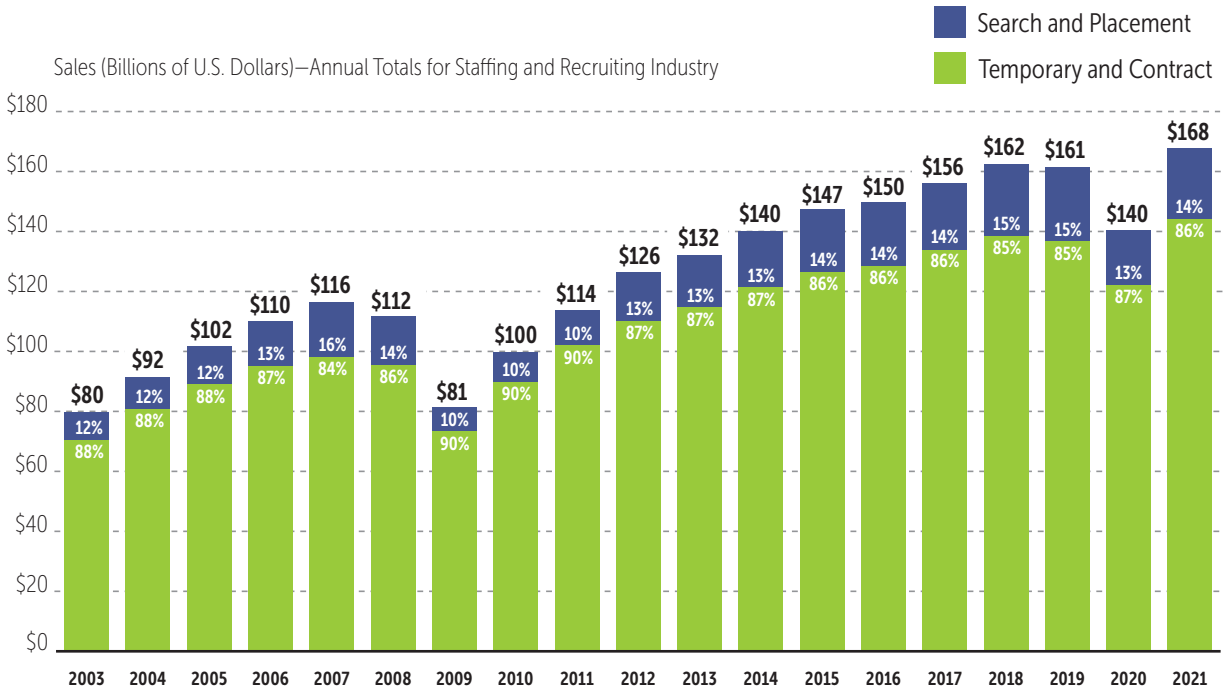


NOTES:



STAFFING AND RECRUITING INDUSTRY SALES

STAFFING AND RECRUITING SALES INCREASED 19.8% TO \$168 BILLION IN 2021



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

Trends:

Temporary and contract staffing sales totaled \$144.2 billion in 2021, according to the latest annual data from the ASA Staffing Employment and Sales Survey—an increase of 17.9% from 2020. Search and placement sales rose 32.0% in 2021, according to Staffing Industry Analysts, totaling \$23.4 billion in 2021.

Combining temporary and contract staffing with search and placement services, U.S. staffing industry sales totaled \$167.6 billion in 2021, 19.8% more than in 2020. This surpassed the total numbers in 2018 and 2019.

Takeaways:

Continuing with the rebounding economy post-Covid-19 pandemic, staffing and recruiting industry sales rose sharply in 2021—surpassing the record numbers posted before the pandemic. With stiff competition for qualified talent, the current economy presents significant opportunities for staffing companies to help clients meet their flexible and permanent workforce needs.

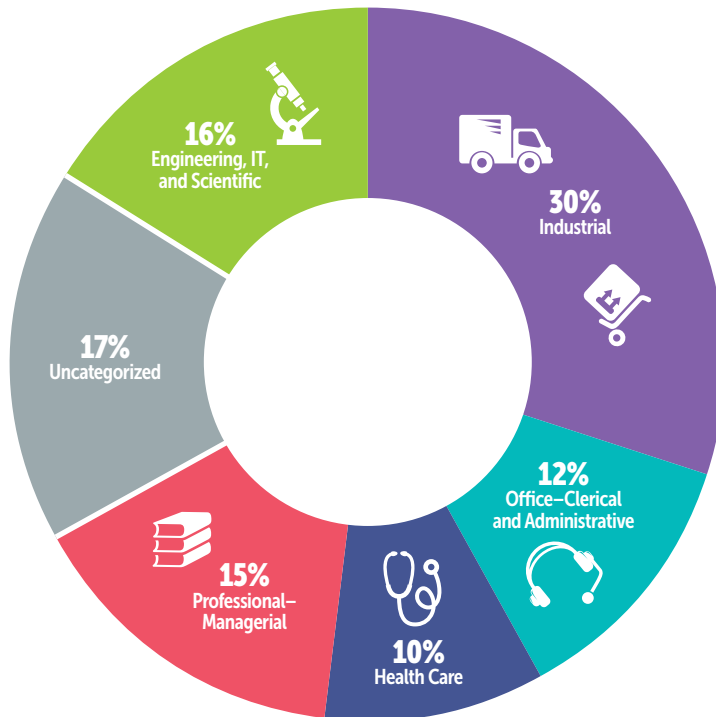


NOTES:

STAFFING SALES BY SECTOR

STAFFING COMPANIES SERVE ALL INDUSTRY SECTORS

Annual Sales (Percentage) by Sector—Temporary Help Services



Source: American Staffing Association, U.S. Census Bureau

Trends:

In the U.S. (according to prepandemic data), there are about 25,000 staffing and recruiting companies, which altogether operate around 49,000 offices. Approximately 56% of companies and 75% 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.

Three in 10 temporary staffing sales dollars are from the industrial sector (30%), according to the latest Census product line data. The remaining sales come from engineering, information technology, and scientific sector; office-clerical and administrative assignments; health care placements, professional-managerial positions, and other staffing services.

Takeaways:

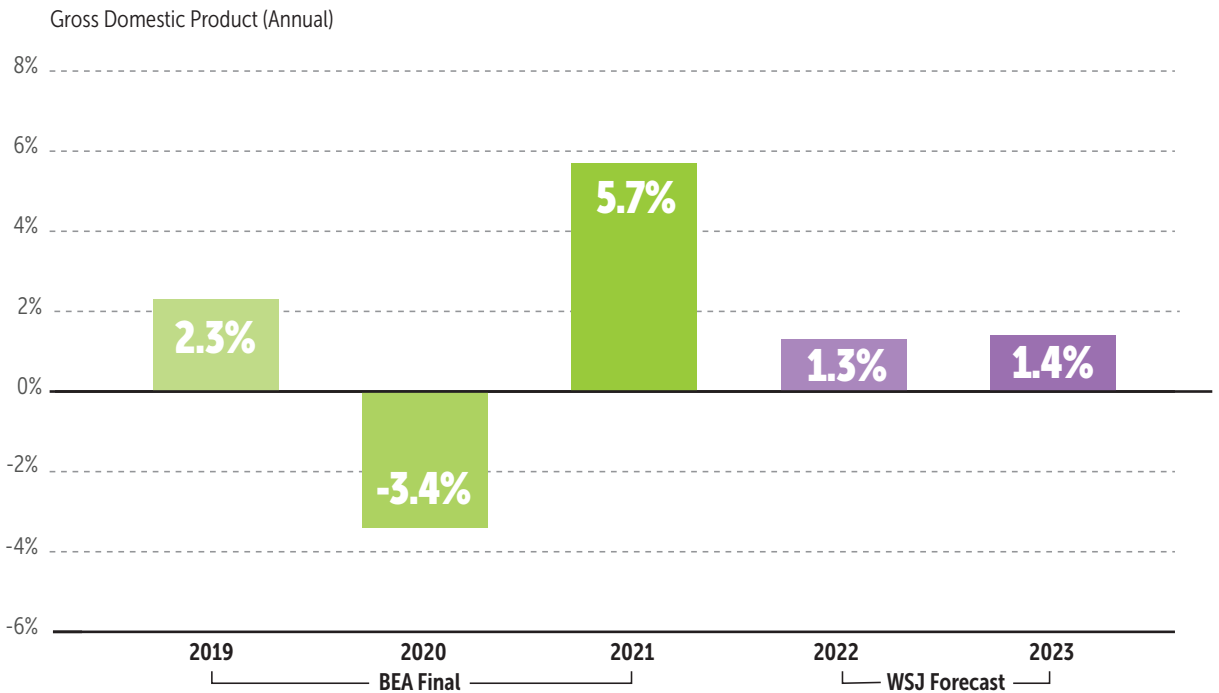
The staffing, recruiting, and workforce solutions industry makes a vital contribution to the U.S. economy and provides job and career opportunities for about 14 million employees per year while servicing businesses across virtually all industries.

NOTES:



FORECASTING ECONOMIC GROWTH

GDP GROWTH EXPECTED TO SLOW IN THE COMING YEARS



Source: U.S. Bureau of Economic Analysis, Wall Street Journal Economic Forecasting Survey



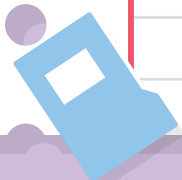
Trends:

Economic activity has been erratic over the past three years, driven by the Covid-19 pandemic, various supply chain issues, and the war in Europe. The annual gross domestic product growth rate for 2019 was 2.3%, slowing to -3.4% in 2020 before skyrocketing back to 5.7% as the economy opened up following the easing of pandemic lockdowns in 2021. The fear of a slowdown given record high inflation, continued supply-chain issues, the war in Europe, and the threat of recession prompted *Wall Street Journal* economists to forecast much slower GDP growth over the next two years. The job market, though expected to take a downturn many times in 2022, has actually continued to outperform expectations—leaving many to wonder what will happen with that market or with overall job numbers in the next few months.

Takeaways:

Measuring and forecasting GDP is a precarious endeavor. When the economy is advancing, staffing industry growth outpaces GDP. Historically, including times of recession, temporary and contract staffing employment has been a coincident economic indicator of GDP. Rather than rely on uncertain forecasts, and government estimates that may be delayed and seemingly are endlessly revised, follow the weekly ASA Staffing Index—it provides a near real-time barometer of current economic conditions. Visit americanstaffing.net/index.

NOTES:



EXPECTED SALES GROWTH

STAFFING COMPANIES STILL ANTICIPATE GROWTH DESPITE THE VOLATILE MARKET

Projected 2021–22 Change in Revenue by Company Sales Category



Source: American Staffing Association, Staffing Employment and Sales Survey

Trends:

Staffing companies provide their outlook on future sales in the quarterly ASA Staffing Employment & Sales Survey. Overall, U.S. staffing agencies expect their 2022 revenue to exceed 2021 by 11.5%, with medium-sized companies (based on sales volume) exhibiting the highest confidence in their outlook (+18.9%). Smaller staffing firms are less optimistic and said they anticipated a 5.5% increase in revenue at year end.

Takeaways:

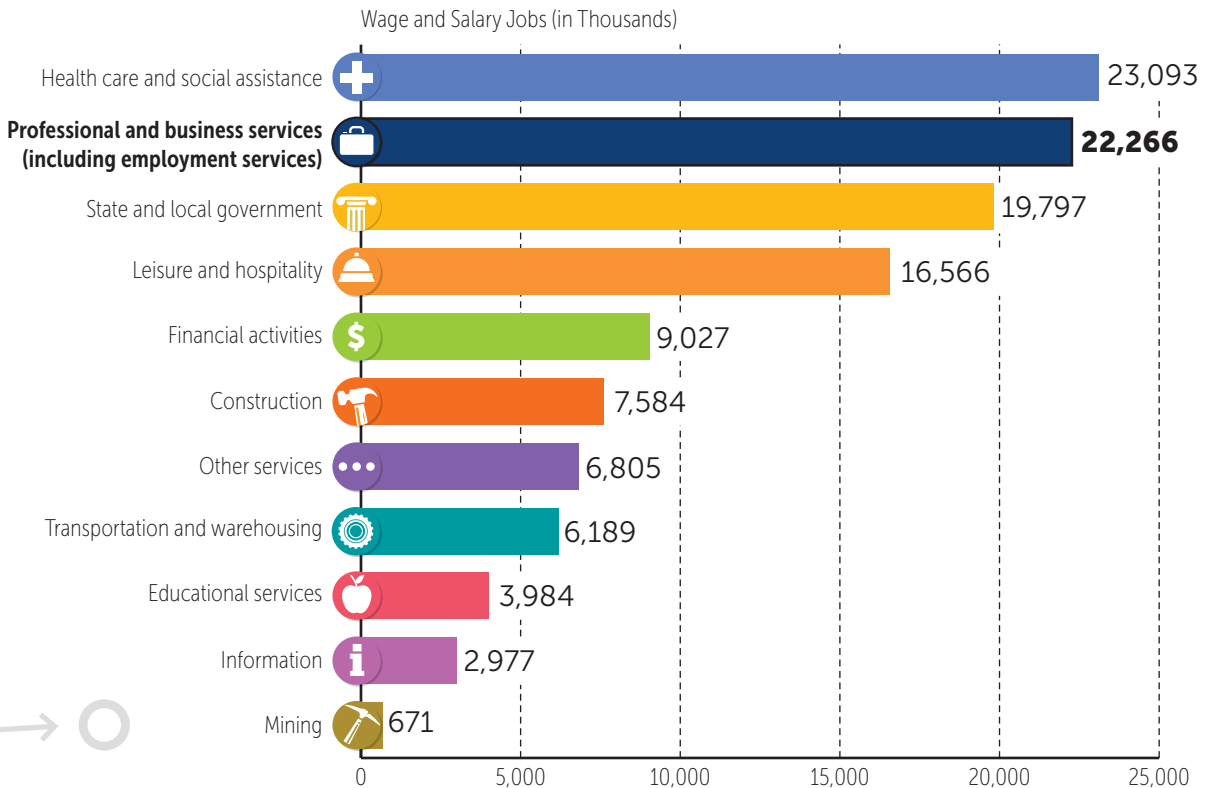
In 2022, these data are particularly useful as the staffing industry looks back at pandemic-affected 2020 and begins strategic planning for the coming years. The economy is volatile, given inflation, the war in Europe, and supply-chain issues; talk of recession had been increasing as the year progressed. Overall, the staffing industry projects low double-digit increases in sales in 2022, which appears to be in line with government employment metrics and with a job market that continues to excel.

NOTES:



EMPLOYMENT GROWTH BY INDUSTRY

PROJECTED 2030 JOBS FOR GROWING SECTORS



Source: U.S. Bureau of Labor Statistics

Trends:

After losing a significant number of jobs to the pandemic in 2020, service-providing sectors are still projected to add 11.3 million jobs by 2030—reaching 134.1 million, according to the U.S. Bureau of Labor Statistics. This increase represents about 95% of all new jobs anticipated to be created over the next two decades. The health care and social assistance sector will drive nearly three in 10 of the additional jobs, and the professional and business services sector (including employment services) is expected to see continued growth.

Takeaways:

The projection of 134.1 million jobs in service-providing sectors expected by BLS by 2030 is down slightly from the prepandemic projection of 136.8 million jobs. However, this new projection includes jobs lost during the pandemic—with the Great Shutdown now past, staffing companies have an opportunity to help millions of U.S. job seekers find work.





NOTES:



SECTOR GROWTH FACTORS

TOP SECTORS AND GROWTH FACTORS



SECTOR	ANNUAL GROWTH RATE	2030 JOBS ('000s)	JOBS ADDED 2020-30 ('000s)	GROWTH FACTORS
 Health care and social assistance	1.6%	23,093	3,316	Aging population, longer life expectancies, and growing rates of chronic conditions
 Professional and business services (including employment services)	1.0%	22,266	2,020	Continued demand for computer systems design, consulting, and staffing services
 Leisure and hospitality	2.2%	16,566	3,240	Recovery from the pandemic-era closure of restaurants, hotels, and in-person establishments

Source: U.S. Bureau of Labor Statistics

Trends:

Health care and social assistance, and professional and business services, remain the two industry sectors expected to grow the fastest over the next decade due to an aging population with longer life expectancies increasing the number of chronic health conditions and due to continued demand for computer systems design, consulting, and staffing services. The leisure and hospitality sector is also expected to add jobs at a rapid pace as the public seeks to resume recreational and in-person activities.

Takeaways:

This postpandemic period is a rare opportunity for staffing companies, as businesses are desperate to hire to keep up with renewed demand in almost all markets. There will continue to be temporary, contract, and permanent employment opportunities for job seekers in the coming years, even as the economy adapts to a changing workforce and new workplace policies and procedures.



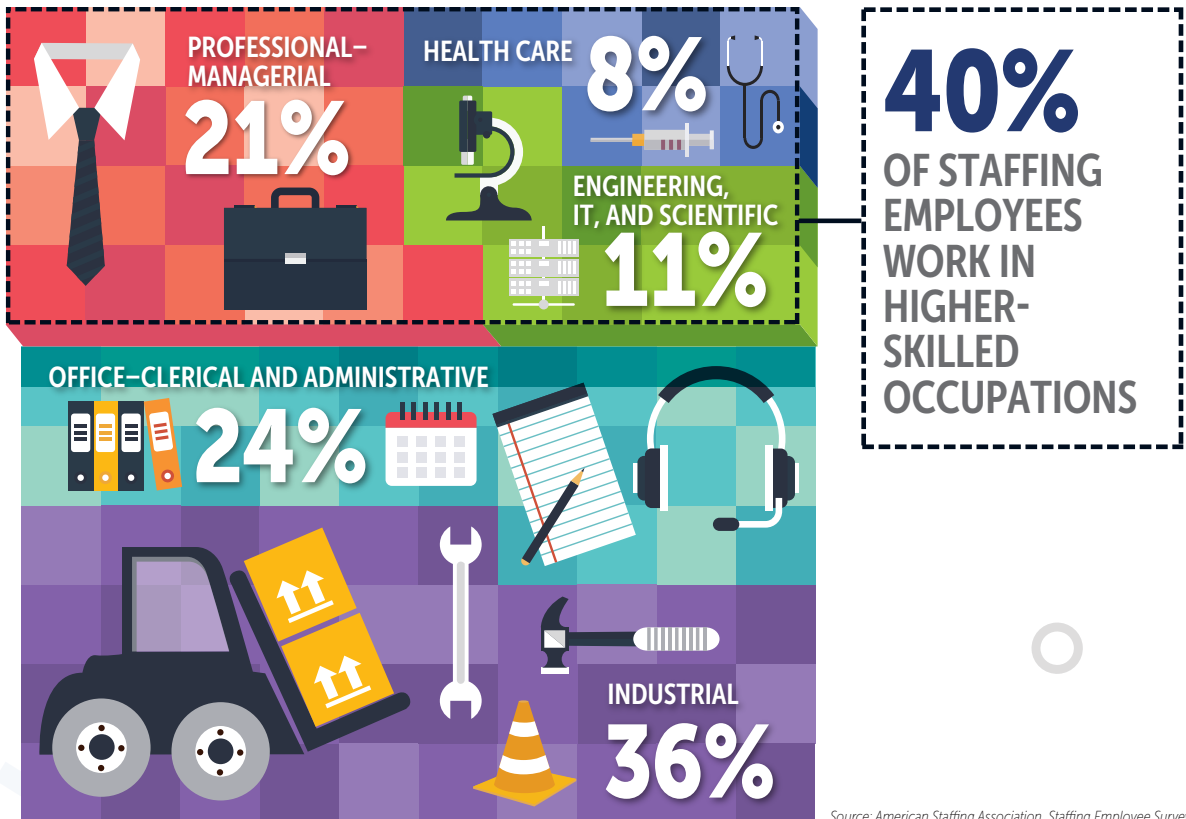
NOTES:



OCCUPATIONAL DISTRIBUTION OF STAFFING EMPLOYEES

STAFFING ASSIGNMENTS SPAN VIRTUALLY ALL OCCUPATIONS

Temporary and Contract Employees by Sector (Percentage)



Trends:

Temporary and contract staffing employees work in a broad array of jobs, from day laborer to nurse practitioner to chief executive officer. 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 more than 8,200 temporary and contract workers in the U.S. Four in 10 (40%) are assigned to jobs that require higher education and skills in the professional–managerial; engineering, information technology, and scientific; and health care sectors. The other six in 10 work in the industrial and office-administrative sectors.

Takeaways:

The data that illustrate the diversity of staffing employees among industry sectors also can make a compelling point during sales meetings with prospective clients, who often are not familiar with the wide range of markets the industry serves. Get more staffing employee stats in the article “Who Staffing Employees Really Are” in the September–October 2019 issue of *Staffing Success*.

NOTES:

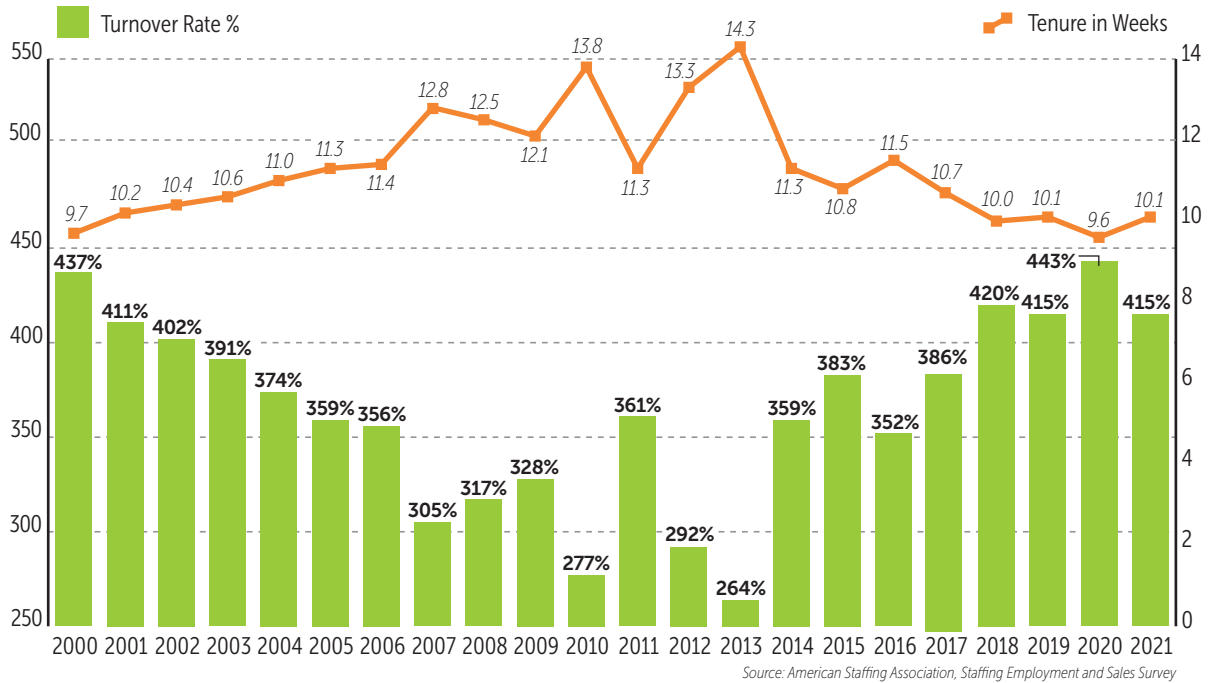


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STAFFING EMPLOYEE TURNOVER AND TENURE

STAFFING EMPLOYEE TURNOVER EDGED DOWN
IN 2021 WHILE TENURE INCREASED



Trends:

The turnover rate for temporary and contract employees decreased to 415% in 2021—down from 443% in 2020, but even with the rate in 2019. The average tenure for staffing employment edged slightly up to 10.1 weeks in 2021 from 9.6 weeks in 2020. 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.

Takeaways:

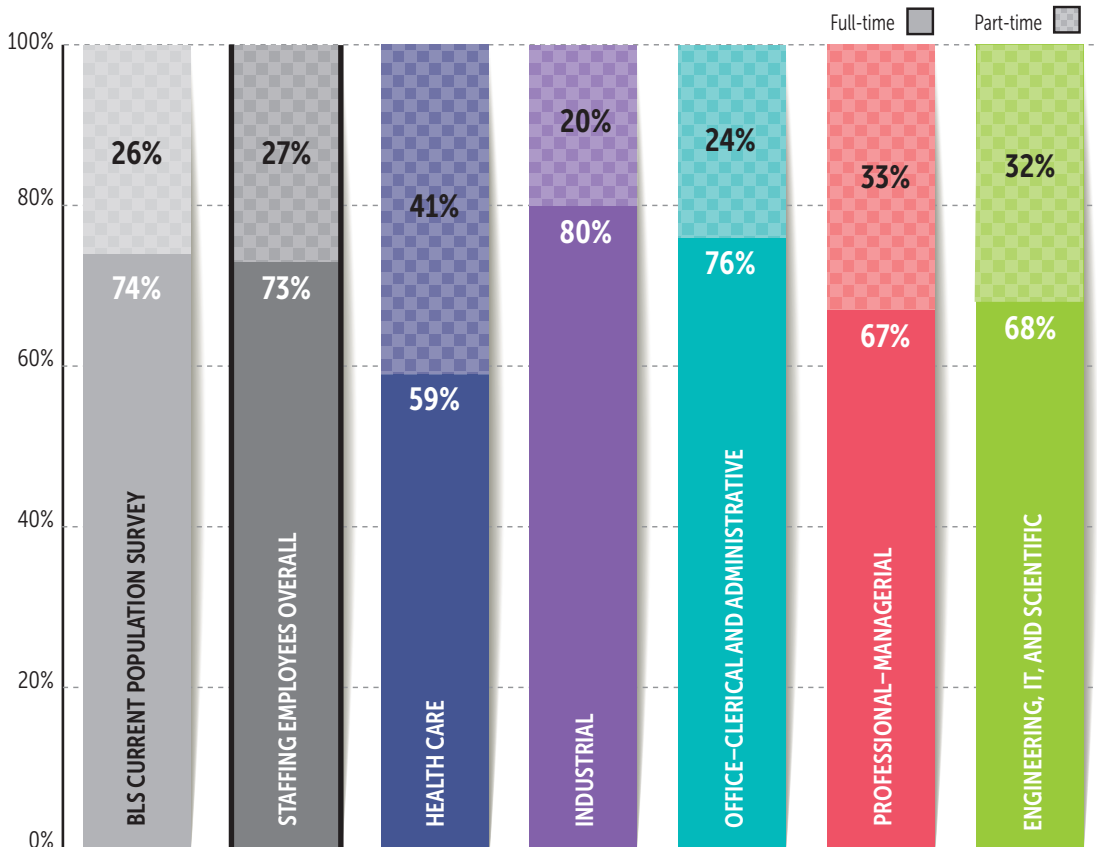
Employee turnover is an important statistic for staffing firms—it reflects how often staffing companies need to hire new employees. A high turnover rate means that employees average a shorter tenure; when the turnover rate decreases, it means that average employee tenure is longer. The lower the turnover rate, the lower the cost of recruiting, new-hire administrative expenses, training, and any other outlays associated with replacing employees. See examples and use the interactive calculator at americanstaffing.net/turnover.

NOTES:



STAFFING EMPLOYMENT STATUS

A MAJORITY OF STAFFING EMPLOYEES WORK FULL TIME



Source: American Staffing Association, Staffing Employee Survey

Trends:

Before the 2020 pandemic, nearly three-quarters (73%) of staffing employees worked full time (35 or more hours per week) and 74% of adults in the U.S. reported working permanent, full-time jobs, according to the U.S. Bureau of Labor Statistics Current Population Survey. Within the staffing industry, more temporary and contract employees on assignment in the industrial sector work full time (80%) than those in other sectors, and fewer (59%) in the health care sector—which ties with their more prevalent desire for schedule flexibility.

Takeaways:

Permanent jobs often are perceived to be synonymous with full-time positions, and temporary work is often viewed as only part-time in nature. But this is far from the reality—and the proof lies in the latest ASA Staffing Employee Survey results. Generally, staffing employees are about as likely to work full time on assignment as are all adult workers. Get more survey details in the article “Who Staffing Employees Really Are” in the September–October 2019 issue of *Staffing Success*.

NOTES:

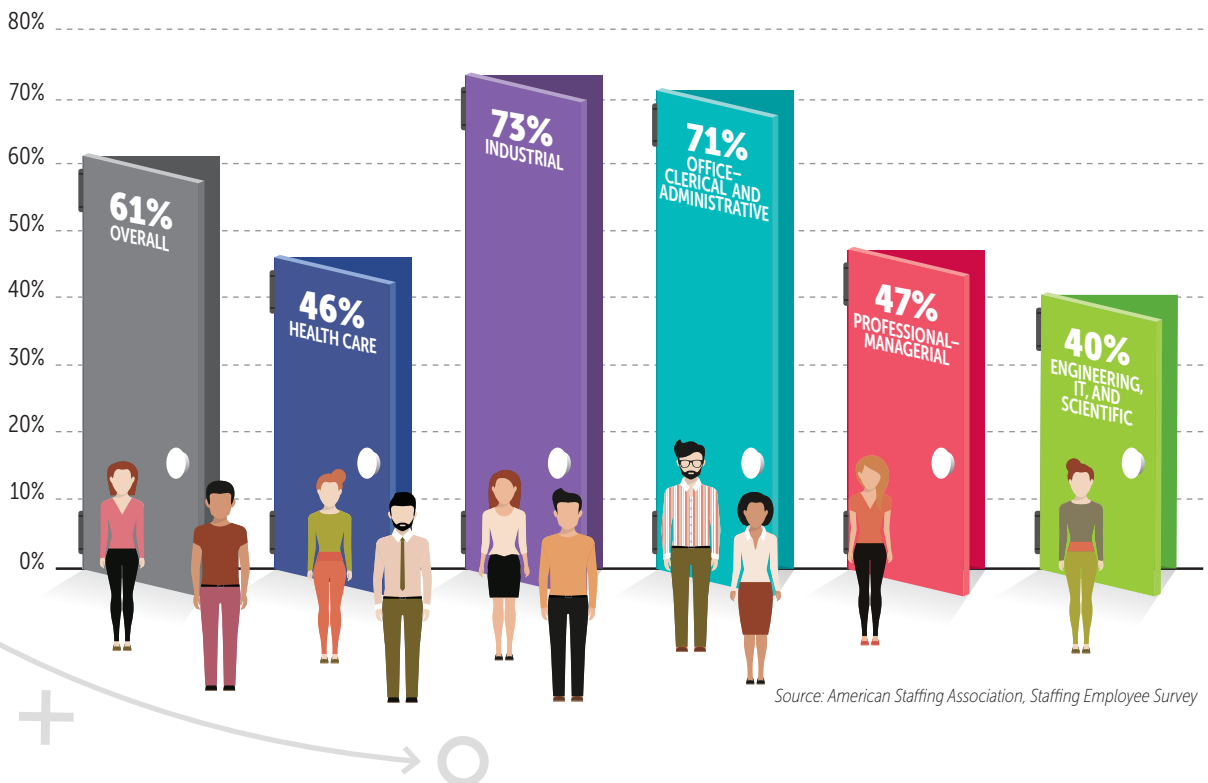


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KEY STAFFING DRIVER BY SECTOR

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



Trends:

Staffing employees have many motivations for selecting temporary and contract work. Six out of 10 (61%) choose staffing to fill the gap between jobs or as a way to help them gain access to and land a permanent job. These driving factors are strongest among those working in the industrial (73%) and office–administrative (71%) sectors.

Staffing employees are quite diverse, but they share a common belief—temporary and contract work is a means to fulfilling their employment goals.

Takeaways:

Setting the right tone in communications with job seekers is critical, especially during a time of record high job openings and scarce talent. The staffing industry is a bridge to permanent employment for millions of workers every year. Promote this fact with candidates and you'll be tapping into one of the main factors motivating job seekers to turn to the staffing industry. See the *New Language of Staffing Handbook* and related resources at americanstaffing.net/new-language.



NOTES:



STAFFING EMPLOYEE SATISFACTION

TEMPORARY EMPLOYEES ARE SATISFIED
WITH THEIR STAFFING COMPANY



Source: American Staffing Association, Staffing Employee Survey

Trends:

Whether temporary and contract employees are looking for permanent, full-time jobs or the flexibility to work part time, and no matter the sector they work in, nine out of 10 (92%) are satisfied with their staffing company. So it's not surprising that eight out of 10 (81%) say they would refer a family member or friend to work as a staffing employee.

Takeaways:

It is a job seeker's market with a record number of job openings. The high level of satisfaction temporary and contract workers have with their staffing agency is a prime equity that should be shared with prospective talent when recruiting. The more candidates know about the benefits of working with a staffing company, the more successful the staffing company can be throughout its recruiting and engagement efforts. Visit americanstaffing.net/new-language for ideas on how to effectively communicate with job seekers.

NOTES:



A series of horizontal blue lines on a white background, intended for taking 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.



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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, it would indicate that staffing employment had 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. >>>



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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, delineated “temporary help services” more clearly 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.



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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 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.

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



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A CLOSER LOOK AT ASA CORPORATE PARTNERS



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In 2007, the American Staffing Association introduced a comprehensive corporate partnership program. ASA now has multiyear corporate partnerships with five companies: Bullhorn, ClearlyRated, Essential StaffCARE, Monster, and World Wide Specialty.

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.



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 recruitment industry. More than 11,000 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 founder-led and employs more than 950 people globally. To learn more, visit bullhorn.com or follow @Bullhorn on Twitter.



ClearlyRated 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.

ClearlyRated is a leading provider of client and talent online feedback systems for the staffing industry, and administers the Best of Staffing competition to recognize the industry's top service performers.

The ClearlyRated Net Promoter Score survey package is designed to help staffing firms leverage client and candidate feedback in a way that protects existing revenue, nurtures a high-caliber talent pipeline, celebrates service wins, and powers your firm's growth. Visit clearlyrated.com/solutions to learn more.



Essential StaffCARE has been a sponsor of Staffing World, the ASA annual convention and expo, for 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.

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ASA corporate partner Monster is a global leader in connecting the right people to the right jobs. Every day, Monster aims to make every workplace happier and more productive by transforming the way employers find talent and candidates find careers. For 25 years, Monster has worked to transform the recruiting industry. 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 staffing services empower companies to recruit more efficiently and effectively than ever before. By delivering a comprehensive set of managing, matching, and advertising services, Monster offers custom staffing solutions for companies of all sizes. It also provides access to Monster's extensive database of candidates and the full support of a dedicated staffing sales team.



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