THE CAREERBUILDER RECRUITMENT GUIDEBOOK

FEATURING THE 2014 Q1 U.S. JOB FORECAST

careerbuilder®
EMPOWERING EMPLOYMENT

FROM THE DESK OF ERIC GILPIN

GREETINGS,

As we look forward to the beginning of 2014, I invite you to explore some of the staffing industry trends we will see in the New Year. For one thing, temporary staffing in the United States will continue to permeate employers' growth strategies. Our research indicates that 42 percent of employers plan to hire temporary and contract workers in 2014 – an increase of two percent since last year and 14 percent since 2009.

We will also see an increased use of automation and cloud technologies as more companies leverage these solutions to organize their workforces, facilitate processes and achieve integration across multiple platforms. The use of data is also set to grow. More companies will start relying on internal metrics – such as source of candidates, supply of candidates, candidate satisfaction and mobile traffic – to set benchmarks, measure performance, determine where to invest resources and inform our recruitment strategies.

Another thing to look forward to in the coming year is the increase in mobile job seeker traffic. CareerBuilder site traffic is now 41 percent mobile, underscoring the prevalence of mobile usage among candidates. As the adoption of mobile usage grows among candidates far and wide, staffing firms must work to align their own recruiting strategies and engage more mobile candidates at a faster rate than their competitors.

Last but not least, there will be a renewed focus on job seekers and their behaviors. In today's competitive labor market, understanding the factors that affect and influence candidate behavior across sectors is crucial to our ability to attract and engage top talent.

CareerBuilder is committed to providing the best and most comprehensive research and solutions, so our clients can stay one step ahead. As always, thank you for your continued business and support.

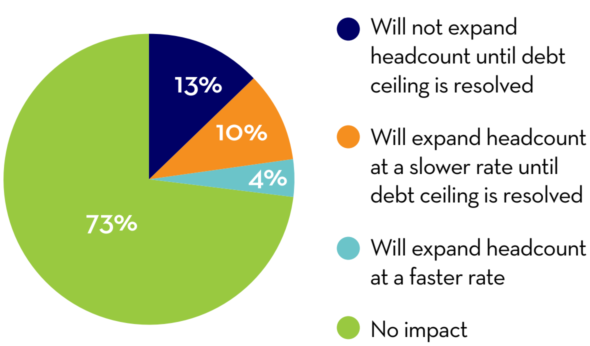
ERIC GILPIN
PRESIDENT, STAFFING & RECRUITING GROUP
CareerBuilder
Gilpin@careerbuilder.com

INSIDE THIS ISSUE

2014 U.S. Job Forecast

Caution remains a staple in recruitment plans. CareerBuilder's annual forecast shows that debt issues in Washington may continue to play a part in impeding a more accelerated jobs recovery. Twenty-four percent of companies reported that they will add full-time, permanent employees in 2014, down two percentage points from 2013. Nearly one in four employers (23 percent) said they will hire at a slower rate or will not expand headcount at all until the debt ceiling is resolved in the first quarter.

HOW WILL DEBT CEILING NEGOTIATIONS IN Q1 2014 IMPACT YOUR HIRING ACTIVITY?



The general sentiment shared by employers whom CareerBuilder talks to every day is that there will be a better job market in 2014. What we saw in our survey was reluctance from some employers to commit to adding jobs until the outcomes of debt negotiations and other issues affecting economic expansion are clearer. As these stories play out and employers find their footing in the New Year, there is greater potential for the average monthly job creation in 2014 to exceed that of 2013."

MATT FERGUSON, CEO of CareerBuilder and co-author of *The Talent Equation*

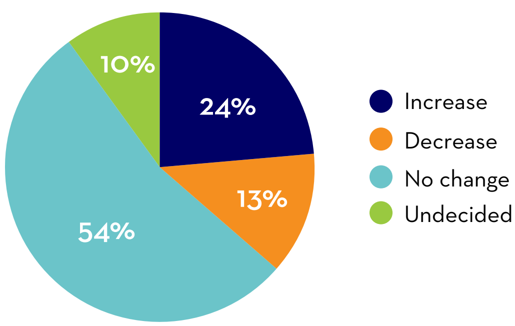
The national survey was conducted online by Harris Interactive© from November 6 to December 2, 2013, and included a representative sample of 2,201 hiring managers and human resource professionals across industries and company sizes.

Totals may not equal 100 percent due to rounding or the ability to choose more than one response.

FULL-TIME, PERMANENT HIRING

While 24 percent of employers expect to hire full-time, permanent staff – down from 26 percent last year – one in ten are still undecided about their recruitment plans. Thirteen percent plan to decrease staff levels – up from 9 percent last year – while 54 percent anticipate no change.

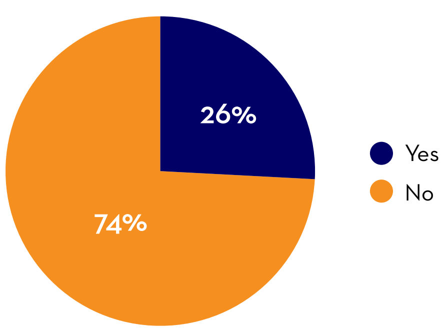
DOES YOUR COMPANY, AT YOUR LOCATION, PLAN TO INCREASE, DECREASE OR MAKE NO CHANGE TO ITS NUMBER OF FULL-TIME, PERMANENT EMPLOYEES IN ALL OF 2014 COMPARED TO 2013?



WHERE ARE THEY HIRING?

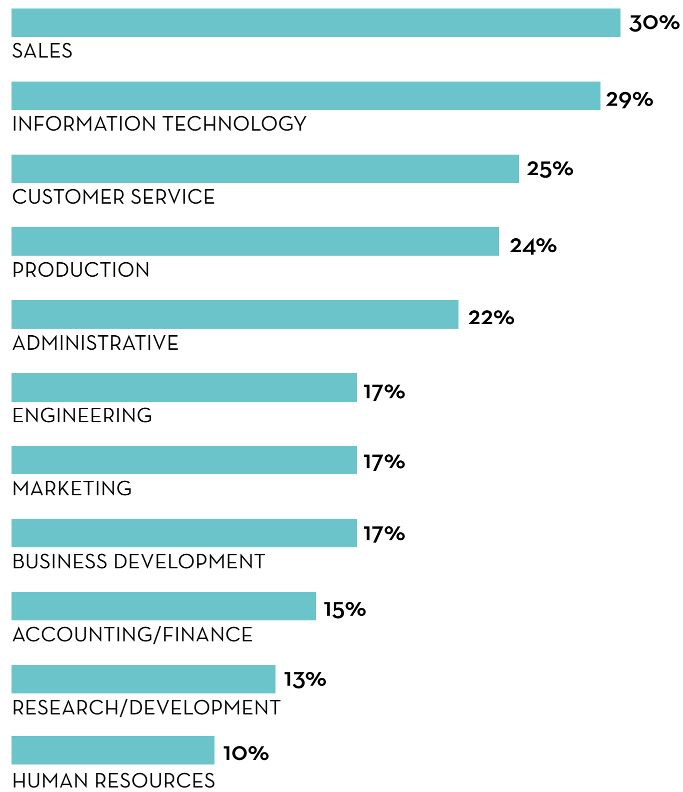
Hiring for STEM (science, technology, engineering and math) occupations is expected to take center stage with more than one in four employers (26 percent) planning to create jobs in these areas over the next 12 months.

ARE YOU HIRING FOR STEM-RELATED OCCUPATIONS IN 2014 (SCIENCE, TECHNOLOGY, MATH AND ENGINEERING)?



Looking at functions across an organization, the top two positions companies plan to hire for in the New Year – Sales and Information Technology – are also where employers expect to provide the biggest salary increases.

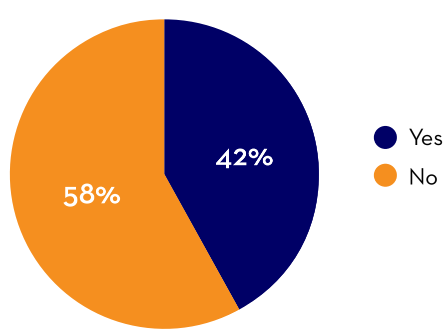
HIRING MANAGERS PLAN TO RECRUIT FULL-TIME, PERMANENT EMPLOYEES FOR:



TEMPORARY AND CONTRACT HIRING

Temporary workers are accounting for a larger share of the employee base within organizations. Forty-two percent of employers plan to hire temporary or contract workers in 2014, up from 40 percent last year. Of these employers, 43 percent plan to transition some temporary employees into full-time, permanent members of their staff.

IS YOUR COMPANY, AT YOUR LOCATION, HIRING TEMPORARY OR CONTRACT WORKERS IN 2014?



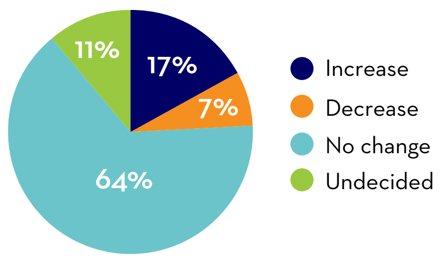
Totals may not equal 100 percent due to rounding or the ability to choose more than one response.

FIVE TRENDS TO WATCH IN THE NEW YEAR

1 PART-TIME HIRING ON THE RISE

Seventeen percent of employers expect to recruit part-time workers over the next 12 months, up three percentage points over last year. While various factors will influence this trend, 12 percent of all employers stated that they will likely hire more part-time workers in 2014 due to the Affordable Care Act.

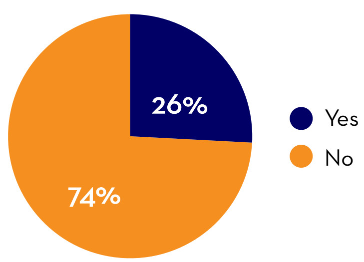
DOES YOUR COMPANY, AT YOUR LOCATION, PLAN TO INCREASE, DECREASE OR MAKE NO CHANGES TO ITS NUMBER OF PART-TIME WORKERS IN 2014?



2 MORE COMPANIES "ONSHORING" JOBS

One of the most popular imports of the New Year just may be previously lost jobs. Twenty-three percent of companies who offshore jobs said they brought some of those jobs back to the U.S. in 2013; 26 percent plan to do so in 2014.

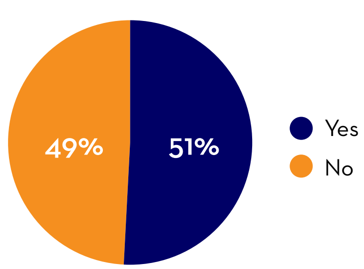
DOES YOUR COMPANY PLAN TO BRING SOME OFFSHORED JOBS BACK TO THE U.S. IN 2014?



3 SKILLS GAP WIDENING

Looking at a subset of human resource managers, half (51 percent) said they currently have positions for which they can't find qualified candidates. Forty-six percent say these positions go unfilled for three months or longer.

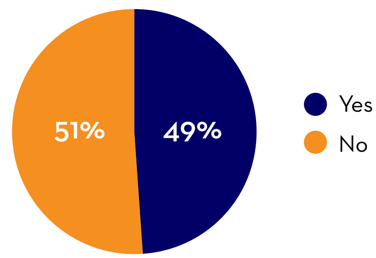
DO YOU CURRENTLY HAVE OPEN POSITIONS FOR WHICH YOU CAN'T FIND QUALIFIED CANDIDATES?



4 COMPANIES BUILDING THE PERFECT EMPLOYEE INSTEAD OF WAITING FOR ONE

In light of the skills gap, nearly half (49 percent) of employers plan to train people who don't have experience in their industry or field and hire them in 2014, up 10 percentage points over last year. Twenty-six percent of employers are sending current employees back to school to get an advanced degree – and picking up all or part of the cost.

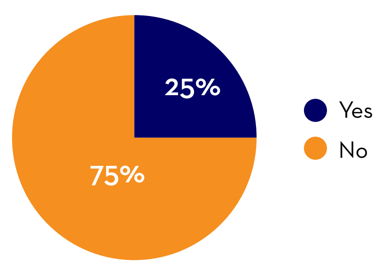
IS YOUR COMPANY PLANNING TO TRAIN WORKERS WHO DON'T HAVE EXPERIENCE IN YOUR PARTICULAR INDUSTRY OR FIELD AND HIRE THEM WITHIN YOUR ORGANIZATION IN 2014?



5 COMPANIES LOOKING FOR RECRUITS IN HIGH SCHOOLS

More companies are making efforts to connect with future generations of workers to establish a constant pipeline of job candidates. Twenty-seven percent of hiring managers have promoted careers at their firms to high school students or, in some cases, even younger; 25 percent plan to do so in 2014.

DO YOU PLAN TO PROMOTE CAREERS AT YOUR ORGANIZATION TO HIGH SCHOOL STUDENTS OR YOUNGER IN 2014?



Totals may not equal 100 percent due to rounding or the ability to choose more than one response.

SMALL BUSINESS HIRING

Nearly two in five (39 percent) small businesses with 250 or fewer employees reported that they are still struggling to recover from the last recession. Like their larger counterparts, small businesses are also staying cautious as they assess market potential in the year ahead.

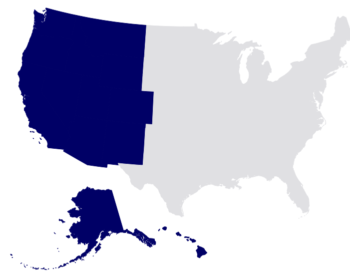
50 OR FEWER EMPLOYEES | 19 percent plan to add full-time, permanent staff in 2014, the same as last year; 9 percent plan to reduce headcount, up from 6 percent last year.

250 OR FEWER EMPLOYEES | 22 percent plan to add full-time, permanent staff in 2014, down from 24 percent in 2013; 9 percent plan to reduce headcount, up from 7 percent last year.

500 OR FEWER EMPLOYEES | 23 percent plan to add full-time, permanent staff in 2014, down from 24 percent in 2013; 10 percent plan to reduce headcount, up from 7 percent last year.

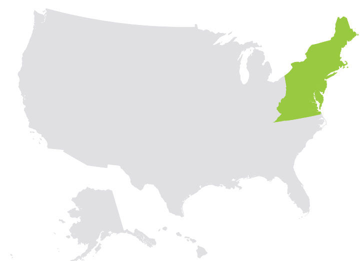
HIRING BY REGION

While the West continues to lead the other regions in hiring plans, the Northeast was the only region that saw a year-over-year increase in the number of employers expecting to add full-time, permanent staff. The South reported the biggest year-over-year decline (5 percentage points) in employers adding full-time, permanent headcount while the Midwest has the largest number of employers expecting to downsize staffs.



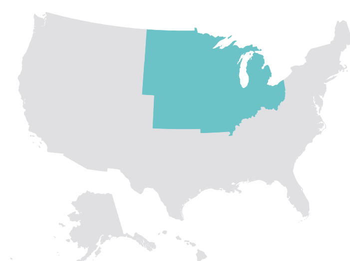
WEST

26 percent plan to add full-time, permanent staff in 2014, down from 28 percent in 2013; 11 percent plan to reduce headcount, up from 9 percent last year.



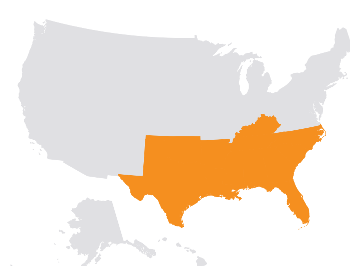
NORTHEAST

24 percent plan to add full-time, permanent staff in 2014, up slightly from 23 percent in 2013; 13 percent plan to reduce headcount, up from 10 percent last year.



MIDWEST

24 percent plan to add full-time, permanent staff in 2014, on par with 2013; 15 percent plan to reduce headcount, up from 10 percent last year.



SOUTH

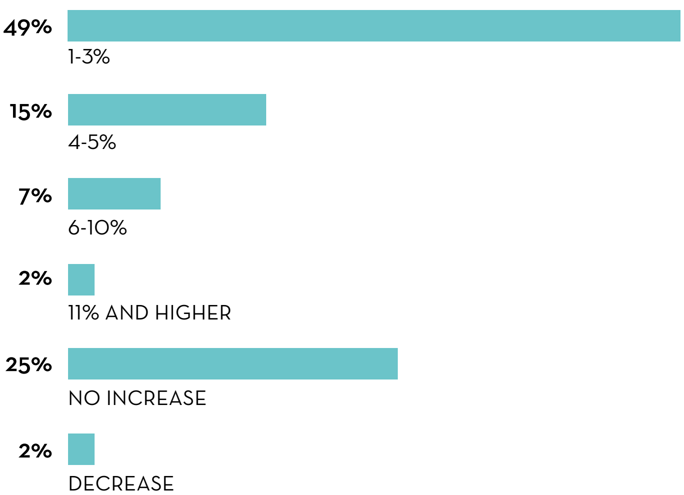
22 percent plan to add full-time, permanent staff in 2014, down from 27 percent in 2013; 12 percent plan to reduce headcount, up from 9 percent last year.

COMPENSATION IN 2014

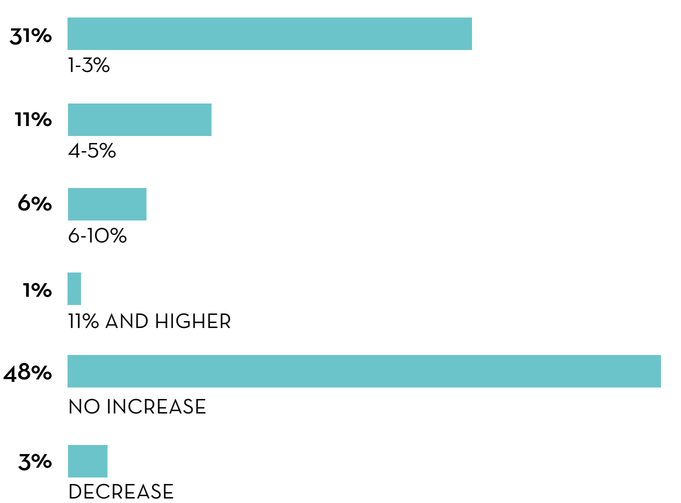
Compensation is becoming more competitive for specialized labor with 26 percent of employers planning to raise starting salaries for high-skill roles in 2014.

Looking across positions within an organization, 73 percent of employers plan to increase compensation for existing employees – on par with last year – while 49 percent will offer higher starting salaries for new employees – up from 47 percent last year. Most increases will be 3 percent or less.

WHAT WILL BE THE AVERAGE INCREASE IN SALARIES FOR EXISTING EMPLOYEES AT YOUR COMPANY, AT YOUR LOCATION, IN 2014 COMPARED TO 2013?



WHAT WILL BE THE AVERAGE INCREASE IN SALARIES ON INITIAL JOB OFFERS FOR NEW EMPLOYEES, AT YOUR LOCATION, IN 2014 COMPARED TO 2013?

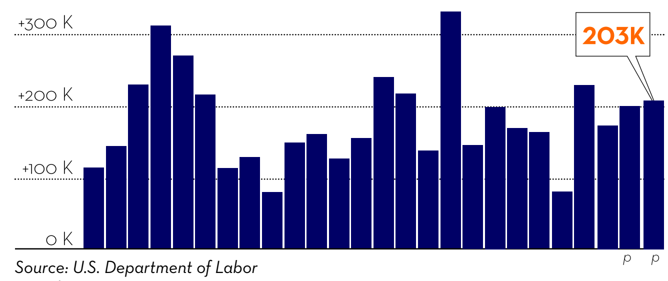


SPOTLIGHT

KEY ECONOMIC INDICATORS

EMPLOYMENT SITUATION UPDATE FROM BUREAU OF LABOR STATISTICS

Total Nonfarm Payroll Employment (Month-over-Month)
October 2011 - November 2013



Source: U.S. Department of Labor
p: preliminary

Many indicators monitor both the pace of recovery and the health of the staffing industry. This page provides a snapshot of some of the indicators available to educate you and plan for the future.

FOR MORE INFORMATION on payroll employment and government data, visit the Bureau of Labor Statistics at www.bls.gov.

STAFFING INDUSTRY STATISTICS

Get more details on TechServe Alliance's IT Employment Index at **www.techservealliance.org**.

Find the latest report from the American Staffing Association's weekly Staffing Index at **www.americanstaffing.net.**

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

Q1 2014

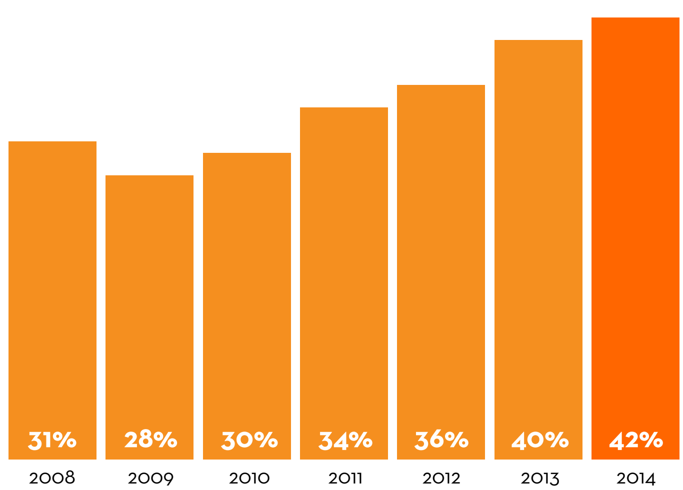
STAFFING & RECRUITING PULSE SURVEY

In Q4 2013, CareerBuilder surveyed more than 400 staffing industry executives and professionals from across the nation to assess the state of the industry. The results of this survey contain the insight necessary to determine where you stand among your competitors, make smarter business decisions and serve both clients and candidates better. The following pages provide key findings from the research conducted in November 2013. If you would like to participate in future research efforts, contact us at staffing@careerbuilder.com.

GROWTH/SPEED OF BUSINESS

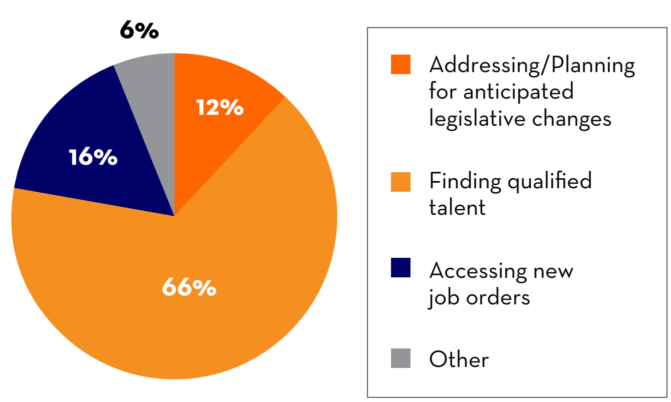
Looking ahead to Q1 2014, CareerBuilder's research reveals that as market demand for skilled labor increases, more companies are turning to staffing & recruiting companies and temporary workers to help meet increased market demands. 42 percent of employers plan to hire temporary and contract workers in 2014, up 2 percent since last year and up 14 percent since 2009.

PERCENTAGE OF EMPLOYERS THAT PLAN TO HIRE TEMPORARY OR CONTRACT WORKERS, 2008-2014

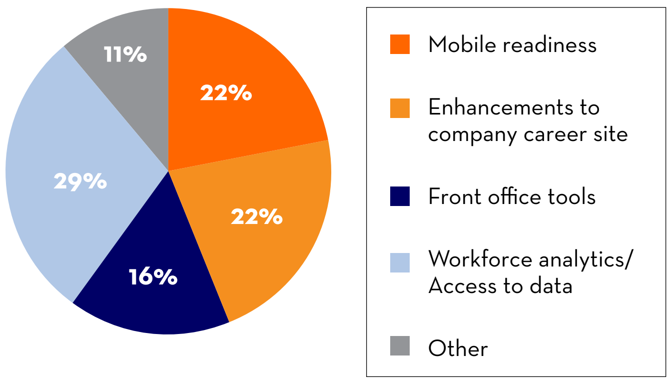


The increased focus on temporary staffing and contingent labor also indicates a developing opportunity for staffing firms to grow their own businesses and increase their brand awareness. However, staffing firms continue to face a unique set of challenges. Sixty-six percent of respondents say their biggest challenge in 2014 will be finding qualified talent. To help tackle this challenge, employers are investing additional resources into workforce analytics and access to data (29 percent), mobile readiness (22 percent) and enhancing the company career site (22 percent) as a part of a larger recruitment strategy.

WHAT IS THE BIGGEST CHALLENGE YOUR FIRM FACES GOING INTO 2014?

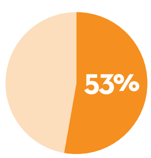


WHERE DO YOU PLAN TO INVEST ADDITIONAL RESOURCES INTO YOUR RECRUITMENT STRATEGY FOR 2014?



OPEN JOB ORDERS

On average, what percentage of candidates placed in Q3, 2013 were in temporary positions? [Looking only at respondents who identified their firm as specializing in both temporary and direct hire placements.]



Fifty-three percent of candidates placed were in temporary positions.

How did your average number of open job orders change from Q2, 2013 to Q3, 2013?

For 65 percent of respondents, their average number of open job orders increased from Q2, 2013 to Q3, 2013; 72 percent said the same in the previous quarter.

Of those who saw an increase, 49 percent of job orders increased by more than 15 percent; 47 percent said the same in the previous quarter.

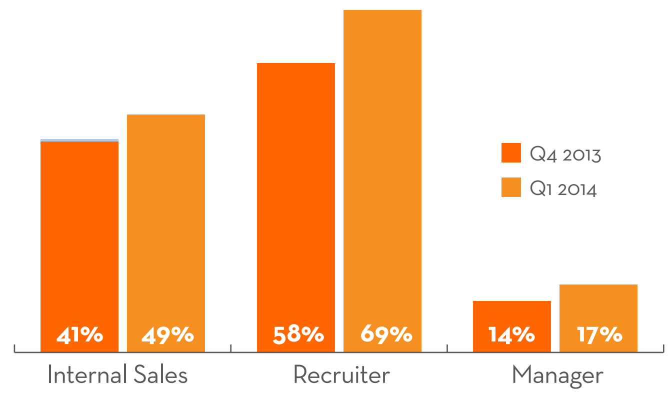
How do you anticipate your average number of open job orders to change from Q4, 2013 to Q1, 2014?

Fifty-eight percent of respondents anticipate their average number of open job orders to increase; 73 percent said the same in the previous quarter.

Of those anticipating an increase, 67 percent anticipate the number of job orders will increase by more than 10 percent (up from 58 percent in the previous quarter).

INTERNAL HIRING BY JOB TYPE

In Q4, 2013, does your company plan to increase, decrease or make no change to its number of full-time internal sales, recruiter and managerial talent?



Internal Sales – Thirty-nine percent aren't planning any changes.
Recruiter – Forty percent aren't planning any changes.
Manager – Seventy percent aren't planning any changes.

"The biggest challenge in 2014 is finding qualified talent... It is time for clients to start looking at candidates who have transferable skills and not necessarily candidates who are going to fit in a box."

"The industry seems to have slowed down considerably in the past six weeks due to concerns about changes in health insurance, or Obamacare. Companies are holding off hiring until the dust settles on this matter."

"The market is beginning to shift from an 'employers' market to a 'candidates' market."

RECRUITMENT PROCESS

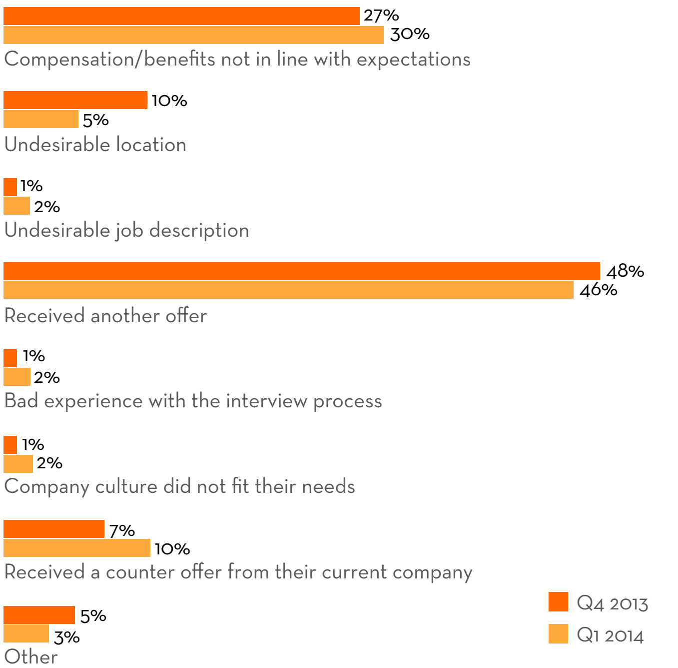
OFFER ACCEPTANCE/DECLINE

How often do candidates decline an offer?

Eighty percent of respondents indicate that candidates decline offers less than 10 percent of the time.

Eighty-two percent of respondents said the same last quarter.

When they do decline an offer, what is the most common reason a candidate provides?

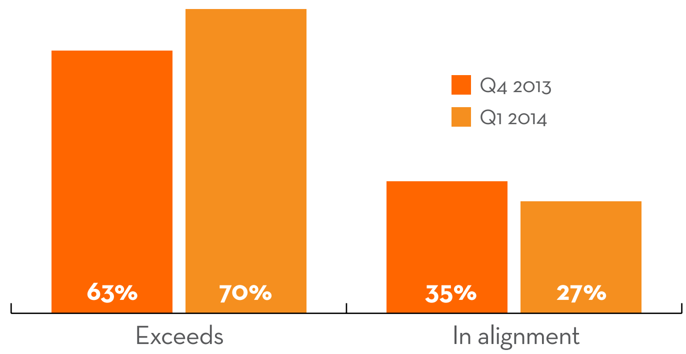


“Feedback cycles are too long. Candidates are not available 30-plus days after they have been presented. Finding ways to move faster on qualified talent is important to successfully fill open requisitions.”

“The time from client interviews to client commitment and/or onboarding of resource is increasing, thus leaving the candidates in the job market for extended periods of time and unavailable once the client does commit to them.”

COMPENSATION

When applicants are considering a job, how do their salary expectations align with the employer’s offer?



Seventy percent of respondents say job candidates’ salary expectations exceed the employers’ offers (up from 63 percent in the previous quarter).

Twenty-seven percent say salary expectations are in alignment (down from 35 in the previous quarter).

“Our clients are opting to pay a little more than the market dictates in order to get a better candidate for a longer term.”

“Employers want to keep paying the same rates that came out in 2009, when the economy tanked. The masses, however, see the economy is rising and expect a better pay rate.”

NEW CANDIDATE BEHAVIOR STUDY SHOWS EMPLOYERS

WHAT JOB SEEKERS WANT

What do job candidates really look for in a potential employer? What attracts them to certain jobs and companies more than others? A new study from CareerBuilder answers these questions along with other key insights into the minds of today's candidates. The new Candidate Behavior Study, a survey of 5,518 job seekers and 2,775 hiring managers nationwide, highlights the disconnect between what candidates expect during the job search process and what employers deliver. This year's study uncovered the following insights.

1 IF YOU'RE NOT MOBILE, YOU'RE NOT TRULY ACCESSIBLE.

Nearly 2 in 5 employers (39 percent) have jobs that stay open four months or longer due to the inability to find people with appropriate skills. Mobile job search is growing at an accelerated rate, and employers who aren't mobile-optimized are missing out on key talent they need to find quickly.

- At least half of job seekers with mobile devices spend three hours or more looking for jobs via those devices every week (49 percent on smart phones and 59 percent on tablets).
- Sixty-five percent of workers who search for jobs via mobile devices will leave a web site if it is not mobile-optimized; 40 percent walk away with a more negative opinion of the company.

2 REPUTATION CAN CARRY MORE WEIGHT THAN MONEY.

When job seekers were asked if they would consider a salary that is 5 percent less than their lowest acceptable salary, a significant number said they would depending on the company's image and applicant experience.

- Sixty-eight percent said they would accept a lower salary if the employer created a great impression through the hiring process; however, 29 percent of job seekers say employers don't do a good job of reinforcing why their companies are a good place to work.
- Job seekers also said they would accept a lower salary if the company had exceptionally positive reviews online (67 percent) or if the company had a lot of positive press recently (65 percent).

3 JOB SEEKERS SAY AN EMPLOYMENT BRAND IS A MUST-HAVE.

Only 38 percent of employers believe their company has a clearly defined employment brand, which is bad news for the other 62 percent.

- Nearly half (46 percent) of workers said a company's employment brand plays a very big role in their decision to apply for a job within the organization; another 45 percent say it plays somewhat of a role.

4 UNRESPONSIVENESS CAN HAVE A RIPPLE EFFECT.

An earlier CareerBuilder study shows that job seekers who don't hear back after applying to an employer are more likely to stop buying products or services from the company. How much are employers at risk?

- Sixty-two percent of job seekers don't feel the companies they have applied to have been responsive.
- Meanwhile, 56 percent of employers admitted that they don't respond to all candidates or acknowledge receipt of their applications, and 33 percent said they don't follow up with candidates they interviewed to let them know they didn't get the job.

5 FLEXIBILITY IS THE NEW NORM.

Job seekers are placing a heavier emphasis on a company's ability to provide a good work/life balance when considering a job offer.

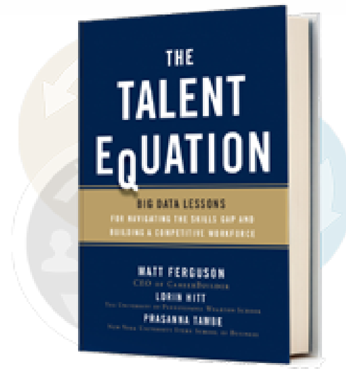
- Seventy-two percent of workers said it's important that a company offers flexible schedules when they are deciding whether to take a position.
- Forty-four percent indicated that telecommuting options are important.

WANT TO LEARN MORE? VISIT WWW.CAREERBUILDER.COM/CANDIDATEBEHAVIOR FOR MORE KEY FINDINGS FROM CAREERBUILDER'S NEW CANDIDATE BEHAVIOR STUDY.

THE TALENT EQUATION

A NEW BOOK ON BIG DATA AND HR FROM THE CEO OF CAREERBUILDER AND PROFESSORS AT TOP U.S. BUSINESS SCHOOLS

Authors explore how leading companies are using big data to overhaul human resources functions, navigate the skills gap and build a competitive workforce



DOES YOUR BUSINESS HAVE WHAT IT TAKES TO HIRE AND KEEP THE BEST TALENT?

In the wake of the biggest shock to the labor market since the Great Depression, companies are confronting important questions regarding skill shortages, retention of top talent, and the most effective composition of their workforce. The Talent Equation – a new book by Matt Ferguson (CEO of CareerBuilder), Lorin Hitt (Wharton School, University of Pennsylvania) and Prasanna Tambe (Stern School, New York University) – explores the potential for big data to transform human resources and investigates some of the most important issues affecting the labor market and workforce management today.

"EVEN WITH MORE THAN 11 MILLION AMERICANS LOOKING FOR WORK, 45 PERCENT OF HUMAN RESOURCES MANAGERS SAY THEY CAN'T FIND QUALIFIED CANDIDATES..."

"Even with more than 11 million Americans looking for work, 45 percent of human resources managers say they can't find qualified candidates for their open positions," said Matt Ferguson. "This book is written for professionals who know more can be done to address this economic quandary. Whether they're executives implementing HR strategies on a daily basis, hiring managers wondering where their next star employee will come from, or job seekers coping with a challenging market, we hope readers of The Talent Equation come away with a better sense of how data analytics and other tactics can positively change recruiting and workforce management."

NAVIGATING THE SKILLS GAP

Research from the book shows 8 in 10 employers express concern over an emerging skills gap, but interestingly, only 4 in 10 say their company is doing anything to alleviate it. The Talent Equation explains how companies can attract skilled labor in a competitive talent market, including:

- Using labor supply and demand data to better understand the skills of available workers in various markets
- Raising wages to improve applicant pools and signal labor markets to address skill shortages
- Empowering employment by training and reskilling job candidates with potential

This book explores these issues and broader human capital strategies with HR and talent acquisition executives from leading brands.

BIG DATA RESEARCH

The Talent Equation introduces an original, landmark big data study of more than 2,700 employers and 33 million resumes in which the authors analyze relationships between a company's market performance, education attainment, and employee tenure. For some job functions, hiring more workers with college degrees significantly affects the bottom line. For instance:

- A 10 percent increase in customer service workers with college degrees is associated with about $26,000 higher value added per employee.
- A 10 percent increase in sales workers with college degrees is associated with about $31,000 higher value added per employee.

The implications of these large-scale exercises encourage business leaders to adopt data analysis into their everyday human capital strategy. "At every stage of the employee life cycle, a big data approach to HR can help companies make smarter decisions about their workforce," said Lorin Hitt. "Prior work of ours shows that when companies adopt data-driven decision making, they seem to have higher corporate performance."

"COMPANIES HAVE TO ASK: DO WE HAVE THE RIGHT TOOLS IN PLACE, THE RIGHT DATA, AND THE RIGHT PEOPLE TO CREATE THE MOST RIGOROUS HUMAN CAPITAL ANALYTICS STRATEGY?"

However, many HR departments are not yet prepared to flip the big data switch, according to the authors. Surveys show data analytics is not a specialty of most HR professionals, and the McKinsey Global Institute predicts that in just six years the U.S. may be short up to 1.5 million data analysts and business managers capable of putting complex information to use.

"Companies have to ask: Do we have the right tools in place, the right data, and the right people to create the most rigorous human capital analytics strategy?" said Prasanna Tambe. "Those are significant considerations that may take time to weigh fully. The conversation around how best to use big data in HR is going to be with us for a while."

THE CHANGING WORKFORCE

The launch of The Talent Equation coincides with a new report from CareerBuilder and Economic Modeling Specialists Intl. (EMSI) on the projected fastest-growing occupations in the U.S. from 2013 to 2017. (See page 14 for additional details). The five-year projections identify many of the key labor market realities laid out in the book:

- The U.S. workforce is projected to grow 4.4 percent from 2013 through 2017. The strongest growth is often found in occupations that support the health care and energy industries, or occupations related to information technology.
- At 5 percent, high-wage occupations ($21.14 per hour and above) are expected to grow faster than low-wage ($13.83 and below) and medium-wage ($13.84-$21.13) occupations (4.7 percent and 3.3 percent respectively).
- 75 percent of the 165 occupations expected to lose jobs nationally are in the middle-wage category.
- Occupations requiring college degrees are growing significantly faster than those that do not. Associate degree and master's degree occupations are each projected to grow 8 percent, while jobs requiring short-term, on-the job training trail at 4 percent. Bachelor's degree jobs are projected to grow 6 percent.

ABOUT THE AUTHORS

Matt Ferguson is the president and CEO of CareerBuilder, the global leader in human capital solutions. Under his leadership, CareerBuilder skyrocketed to the No. 1 position in the online recruitment industry within five years. Ferguson has appeared on CNBC's "Squawk Box," ABC's "World News," "CBS Evening News," Bloomberg TV, and "TODAY" on NBC, among others. He was named to Crain's Chicago Business "40 Under 40" list and ranked among the top 10 highest rated CEOs on Glassdoor.com.

Lorin M. Hitt is a professor of operations and information management at the University of Pennsylvania, Wharton School. He is currently a member of the Information Strategy and Economics Group and a Senior Fellow of the Wharton Financial Institutions Center. Hitt's work has appeared in a variety of academic journals, including the Quarterly Journal of Economics, the Journal of Economic Perspectives, and Information Systems Research.

Prasanna Tambe is an assistant professor of information, operations, and management sciences at the New York University Stern School of Business. Tambe's research has been published in Management Science, Information Systems Research and Information Economics and Policy, and has been mentioned in press outlets including CNBC, The Wall Street Journal, and Forbes.

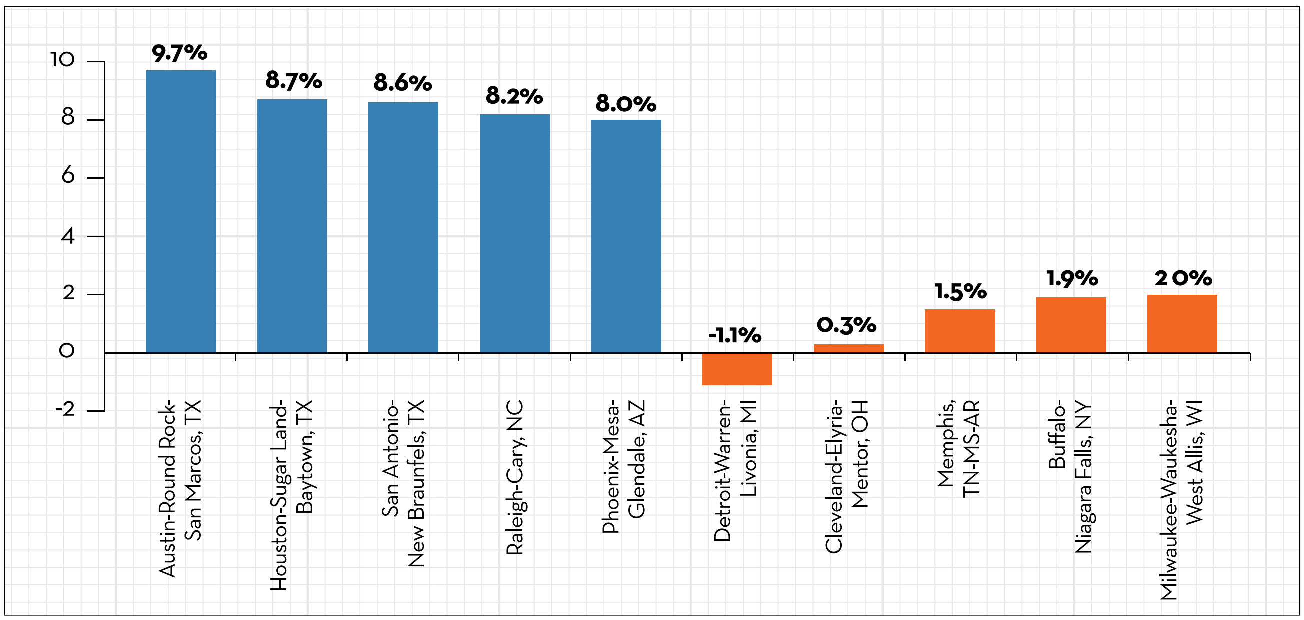
FOR ADDITIONAL INFORMATION, VISIT: HTTP://THETALENTEQUATIONBOOK.COM

THE JOBS AND METROS ON THE RISE

A NEW REPORT ON AMERICA'S JOB OUTLOOK BY WAGE LEVEL

As Baby Boomers get older and require more health care attention, the demand for home health aides and personal care aides is increasing. These occupations are the only ones increasing in demand, however. Recent findings indicate that market research analysts and marketing specialists are among the top jobs with the highest projected growth in the next five years. Consider the table below:

TOP AND BOTTOM METROS BY OVERALL PROJECTED JOB GROWTH (2013-2017)



As this chart indicates, the highest projected growth is in Texas – specifically, the cities of Austin, Houston and San Antonio – as well as Raleigh, N.C. and Phoenix, Ariz. These findings come from a new report (PDF) from CareerBuilder and Economic Modeling Specialists Intl. (EMSI) that explores the job outlook by wage level and education from 2013 to 2017 for the U.S. and the nation's largest 52 metropolitan areas.

MID-WAGE JOBS: HOLLOWING OUT

One of the big takeaways of the report is the finding that 75 percent of the 165 occupations expected to lose jobs nationally are in the mid-wage category (median wages of $13.83 to $21.13 an hour, per the National Employment Law Project). In Milwaukee, Wis. for example, only 1.6 percent of new jobs from 2013 to 2017 are expected to fall in the mid-wage range. Chicago, Ill. and Rochester, N.Y. are in similar positions.

Also of note: Only two of the 20 projected fastest-growing occupations that typically require a bachelor's degree (see chart below) are mid-wage: mental health counselors (with median wages of $19.26 per hour and an expected growth of 12 percent) and athletic trainers (with median wages of $20.39 per hour and 11 percent projected growth).

20 FASTEST-GROWING OCCUPATIONS REQUIRING BACHELOR'S OR HIGHER*

DESCRIPTION	2013 JOBS	2017 JOBS	CHANGE	% CHANGE	MED. HOURLY EARNINGS	EDUCATION LEVEL
Biomedical Engineers	21,273	26,076	4,803	23%	$41.66	Bachelor's
Interpreters & Translators	70,490	81,563	11,073	16%	$22.39	Bachelor's
Meeting, Convention, & Event Planners	87,337	100,429	13,092	15%	$22.56	Bachelor's
Med. Scientists, Non-Epidemiologists	100,742	115,936	15,194	15%	$36.95	Doctoral
Market Research Analysts & Marketing Specialists	438,851	499,740	60,889	14%	$29.10	Bachelor's
Petroleum Engineers	40,853	46,369	5,516	14%	$63.67	Bachelor's
Biochemists & Biophysicists	28,536	32,225	3,689	13%	$39.36	Doctoral
Audiologists	12,914	14,586	1,672	13%	$33.48	First professional
Physical Therapists	208,096	235,802	27,706	13%	$37.93	First professional
Marriage & Family Therapists	42,238	47,743	5,505	13%	$22.35	Master's
Health Educators	58,626	65,676	7,050	12%	$24.15	Bachelor's
Mental Health Counselors	131,331	147,117	15,786	12%	$19.26	Master's
Healthcare Social Workers	152,383	170,104	17,721	12%	$24.19	Master's
Occupational Therapists	113,478	126,801	13,323	12%	$36.55	Master's
Athletic Trainers	21,593	23,933	2,340	11%	$20.39	Bachelor's
Training & Development Specialists	231,960	256,355	24,395	11%	$27.14	Bachelor's
Logisticians	128,825	142,502	13,677	11%	$35.08	Bachelor's
Database Administrators	119,833	133,089	13,256	11%	$37.39	Bachelor's
Geoscientists, Except Hydrologists & Geographers	39,114	43,380	4,266	11%	$46.53	Bachelor's
Software Developers, Systems Software	420,109	468,400	48,291	11%	$47.64	Bachelor's

At least 1,000 jobs added

At the same time, there are very strong mid-wage, mid-skill occupations in the education and training sweet spot of community and technical colleges, and several states fostering these jobs over the last few years.

According to the report, a select group of large metros are also fostering medium-wage jobs. Just over 10 metros with populations of one million people or more – most notably Las Vegas, Nev. driven by hospitality and tourism – are projected to eclipse the national share of new mid-wage jobs through 2017. EMSI projections indicate 34 percent of new jobs in Las Vegas will be mid-wage, followed by Phoenix, Salt Lake City, Utah and Boston, Mass.

These growing or rebounding mid-wage jobs are most prevalent in the manufacturing, construction, health care, energy and transportation industries. In addition, technology is projected to continue to curtail job opportunities in office and administrative roles. Meanwhile, offshoring and automation have also led to the hollowing out of mid-wage jobs in other sectors such as textiles, lower skilled manufacturing and information.

HIGH-WAGE JOBS: COMING BACK?

The rate of high-wage job creation is projected to increase over the next five years, with jobs that pay a median wage of $21.13 and up accounting for 40 percent of all new jobs through 2017. The demand for high-wage labor, however, typically corresponds with subsequent demand for low-wage labor in the service sector. The creation of good-paying jobs cannot exist without some multiplying effect in other occupations, including low-wage occupations.

When it comes to which metros are expected to see the largest share of high-wage growth, Washington, D.C. tops the list, at 58 percent, while Seattle, Wash. (54 percent), Boston (50 percent), and Baltimore, Md. (50 percent) follow closely behind. Each one of these cities has seen explosive job growth in technology, higher education and/or finance.

Metros in the Southwest and Southern California, meanwhile, are projected to have the lowest share of high-wage growth: Tucson, Ariz. (25 percent), Riverside-San Bernardino, Calif. (26 percent), Las Vegas. (26 percent) and Los Angeles, Calif. (28 percent).

MSA NAME	SHARE OF NEW JOBS, HIGH WAGE
Highest	
Washington-Arlington-Alexandria, DC-VA-MD-WV	58%
Seattle-Tacoma-Bellevue, WA	54%
Boston-Cambridge-Quincy, MA-NH	50%
Baltimore-Towson, MD	50%
Kansas City, MO-KS	49%
Lowest	
Tucson, AZ	25%
Riverside-San Bernardino-Ontario, CA	26%
Las Vegas-Paradise, NV	26%
Los Angeles-Long Beach-Santa Ana, CA	28%
Orlando-Kissimmee-Sanford, FL	29%

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LOW-WAGE JOBS: A NATURAL COROLLARY TO HIGH-WAGE GROWTH

The same metros that are projected to see the highest rates of high-wage job growth are also expected to see significant low-wage growth. For these and other metros, low-wage growth is a natural corollary to high-wage growth; the more well-paying sectors a region has, the more service-based, low-wage sectors will follow. But low-wage growth is a troubling signal for metros where bottom-tier jobs make up the preponderance of employment growth.

Metros with the largest share of low-wage growth are typically ones that have struggled most post-recession. This includes Milwaukee, the leader in this category, with 60.3 percent of projected new jobs in the low-wage category, as well as Riverside, Calif. (58 percent), Los Angeles (57 percent) and Rochester (55 percent). On the flip side, metros with the smallest share of low-wage growth have done well in the recovery, including Washington, D.C. (with 21 percent growth), Seattle (22 percent) and Boston (25 percent).

A Note on EMSI's Projections
EMSI projects employment data 10 years out by first creating short-, mid- and long-term trends for every industry and county based on historical data. These are extrapolated into the future and adjusted to prevent extreme projected growth or decline. Initial projections are then adjusted using national industry projections (from the Bureau of Labor Statistics), as well as state and sub-state regional projections provided by individual states for wage-and-salary workers.
It's important to note that EMSI projections are basically past trends extrapolated into the future, which are also informed by official federal and state projections (which in turn are informed by both statistical models and expert opinion). EMSI projections are not "forecasts" or "predictions." Also, because the BLS publishes employment projections biennially and states projections are on varying schedules, projections may not reflect trends seen in the most recent years of data.

About EMSI
Economic Modeling Specialists Intl. (EMSI) is a CareerBuilder company that provides industry-leading employment data and economic analysis via web tools and custom reports. EMSI has produced more than 1,200 comprehensive impact analyses for colleges and universities in the U.S. and internationally, and our web tools – Analyst and Career Coach – are used by thousands of professionals in higher education, workforce and economic development, and the private sector.

CAREERBUILDER STAFFING & RECRUITING GROUP

2014 CONTENT OFFERINGS

CareerBuilder is pleased to present its 2014 content offerings. Each 45-minute session includes 10 minutes for audience questions. Interested in having a leader from the Staffing & Recruiting Group speak at your event? Contact Natalia Vidmar at 773-527-2975 or natalia.vidmar@careerbuilder.com.

EMPOWERING PERFORMANCE WITH LABOR MARKET INTELLIGENCE

Harnessing big data can create transparency, provide more accurate information, allow precise segmentation, improve decision-making and enhance future innovation. This session will review techniques and tools on how to use big data – specifically as it pertains to the labor market and the recruiting industry – to develop a strategic workforce plan and drive your organization toward future success. In this session, you'll hear true stories of companies that are actively using data to grow their business and achieve higher margins.

AREYOU PREPARED FOR 2014? 5 EMERGING TRENDS

What staffing trends will define the year ahead? As the economy continues to strengthen, employers are relying on temporary workers to fulfill their business needs – and they're turning to staffing and recruiting firms for help. This session will review five recruiting trends staffing firms should be aware of – and how to leverage these trends for continued success in the coming year. Participants will learn about emerging trends in recruitment technology, marketing, the candidate experience, proactive sourcing and proving the return on investment.

PROCESS IMPROVEMENTS: GETTINGMORE OUT OF YOUR HIRING PROCESS

Whether we want to admit it or not, the world around us is shifting: Clients' needs are changing and candidate behavior is getting increasingly complex. During this session, we'll discuss the changes that are affecting the staffing industry and how staffing firms can align their current recruitment process to compete in the face of a new recruiting landscape. We will also address common complaints around Applicant Tracking Systems and look at practical solutions to these problems, as well as new ways to get the best return on the investment from your current system.

UNDERSTANDING CANDIDATE BEHAVIOR: THE AGE OF THE CONSUMER CANDIDATE

Today's fragmented digital environment and "always on" mentality have transformed the recruitment landscape by blurring the line between candidates and consumers. Recruiting top talent in today's competitive hiring landscape requires understanding how candidates search for jobs, what compels them to apply and how to leverage this information for your own strategy. Looking at comprehensive candidate behavioral trends, this session will explore how today's candidate has evolved from job seeker to "purchaser" and discuss new ways to attract and engage this emerging group of consumer candidates.

HOW THE STAFFING INDUSTRY CAN HELP TIGHTEN THE SKILLS GAP

INTERVIEW WITH DONNA CARROLL, CDI CORPORATION

At companies across the United States, executives are facing a possible talent shortage as individuals with valuable technical experience and skills near retirement age. They are also dealing with the challenges of a generationally diverse workforce, the globalization of business and the shift from a "service" economy to a "knowledge" economy. So many organizations today are scrambling to find the right talent to fill critical positions. Though clients and business partners believe the STEM (Science, Technology, Engineering and Mathematics) skills gap is real, they have yet to develop a comprehensive plan that addresses their future workforce needs. As a valued partner to our clients, the staffing industry has an opportunity – and a responsibility – to help develop the workforce to bridge this gap.

What is the skills gap? How did we get here?

Most simply stated, the skills gap is a void between the skills required for jobs and the skills held by individuals looking for jobs. There are many theories as to why the gap exists and how big it might be, but one factor is the shift of the U.S. economy from service and industry to knowledge and education. In the future, there will be fewer jobs available in construction, manufacturing and hospitality and a greater need in science, engineering, technology and automation. Experts anticipate a rise in technology-based careers, but do not have people with the right education and skills to fill those positions.

As experienced technical experts leave the workforce for retirement, they take with them not only their technical expertise, but their management skills. In recent years, the U.S. has depended heavily on offshore solutions for technical expertise; however, countries such as India and China are expecting their own talent shortages. In order to combat this challenge, companies must identify ways to transfer the valuable knowledge held by an older generation of experienced workers while creating more robust programs to develop future leaders.

The skills gap and the changing workplace

In addition to labor shortages, our clients are facing another challenge in adapting to a different workplace. Gone are the days when all employees worked in the same office on the same project, at the same hours. Now, both older and younger workers want greater flexibility and more choices in how they work.

Many baby boomers are ready to give up the 9-to-5 hour work style, but don't want to step away completely from the workforce; therefore, employers much find opportunities for these workers to contribute to the organization with time left over for travel, hobbies and other downtime. Meanwhile, the younger generation is also demanding more flexible hours. This group values work/life balance and professional development opportunity.

This trend is changing work ethics and generation gaps in the workplace, as organization move away from the traditional nine-to-five model toward a more variable workforce environment. Staffing Industry Analysts predicts that by 2020, 50 percent of the workforce will be comprised of contract, temporary or freelance individuals. This shift, combined with the gap in technical positions, provides both a challenge and an opportunity for staffing companies.

How staffing companies can help

The staffing industry has a responsibility to find the right individuals to fill positions and help our clients achieve success. What do we do if there simply aren't enough people looking for technical positions?

To address the need for more skilled workers, we need to help build the talent base. Through education, outreach, training and development, we can create interest in these occupations and help prepare the workforce to step into these roles in the future.

For example, we can introduce these positions to students well before they graduate. Our participation in job fairs, career day opportunities and events such as week-long math and science camps will expose students to careers in technical industries and demonstrate the opportunities that exist in these fields. We can also help students with an aptitude for math and science understand what they can do with those skills when they graduate by exposing them to real-life examples of technology careers.

Furthermore, staffing organizations can help build the talent profiles of these skilled workers for the future. By partnering with local colleges and universities, we can create valuable internships with our clients. Students can earn necessary credit and training by helping to solve real-world business challenges. Companies also can consider scholarship programs, wherein they help students pay for the costs of training or higher education; in return, the student agrees to work for the company for a period after graduation.

Finally, staffing companies will soon be in the position of helping our contractors create and execute training and development plans. In a variable workplace environment, the employee needs to take control of his or her own development plan. Staffing companies who provide access to training and development opportunities can develop a better pool to meet future client needs.

Filling the positions

Creating the desire and developing the workplace is critical to tightening the talent gap. Staffing industries play an important role, not only in making sure companies make the right hire, but also in helping companies retain those employees. This may mean working with boomers who have many years of experience with one company adjust to the culture of another, or working with companies to adapt policies that will increase flexibility and virtual workplaces.

While the STEM skills gap presents a challenge to the staffing industry and to our clients, addressing it early and strategically will change the way we do business, and the staffing industry is well-positioned to help. A recent study conducted by Inavero found that only 20 percent of companies are planning for their future workforce needs in the next two years, and only 6 percent are planning for the next five years.

Now is not the time for staffing firms to sit back and wait for the skills gap to figure itself out. The companies who will be successful are the ones who are engaged in creating a pool of talent to help our clients solve their complex workforce challenges.

Donna Carroll is Vice President, Sales, Americas, for CDI Corporation's Professional Services Staffing business. To learn more about CDI, go to www.cdicorp.com.

WHERE WE'LL BE IN Q1 AND Q2

- American Staffing Association (ASA) Staffing Law Conference
- Association of Canadian Search, Employment and Staffing Services (ACSESS) Annual Conference
- CIETT World Employment Conference
- California Staffing Professionals (CSP) Annual Staffing & Recruiting Conference, Legislative Day
- Florida Staffing Association (FSA) Executive Retreat
- Georgia Association of Personnel Services (GAPS) Annual Conference
- HRO Today Forum
- Houston Area Association of Personnel Consultants (HAAPC) Awards Banquet
- Illinois Search & Staffing Association (ISSA) & Wisconsin Association of Staffing Services (WASS) Annual Midwest Conference
- Massachusetts Staffing Association (MSA) Golf Tournament & Gala
- Mid-Atlantic Staffing Association (MASA) Annual Conference
- Minnesota Recruiting & Staffing Association (MNRSA) Job Summit, Golf Classic
- New England Association of Personnel Services (NEAPS) Annual Conference
- New Jersey Staffing Alliance (NJSA) Executive Leadership Conference, Law Conference
- New York Staffing Association (NYSA) Super Seminar Day
- North Carolina Association of Staffing Professionals (NCASP) Annual Spring Conference
- Society for Human Resource Management (SHRM) Annual Conference & Exposition
- Staffing Industry Analysts (SIA) Executive Forum
- TechServe Alliance Board of Directors Meeting, Lobby Day
- Texas Association of Staffing (TAS) Annual Conference

SURVEY METHODOLOGY

This survey was conducted online within the U.S. by Harris Interactive© on behalf of CareerBuilder among 2,201 hiring managers and human resource professionals (employed full-time, not self-employed, non-government) between November 6 and December 2, 2013 (percentages for some questions are based on a subset, based on their responses to certain questions). With a pure probability sample of 2,201, one could say with a 95 percent probability that the overall results have a sampling error of +/- 2.09 percentage points. Sampling error for data from sub-samples is higher and varies.

ABOUT CAREERBUILDER®

CareerBuilder is the global leader in human capital solutions, helping companies target and attract great talent. Its online career site, CareerBuilder.com®, is the largest in the United States with more than 24 million unique visitors and 1 million jobs. CareerBuilder works with the world's top employers, providing everything from labor market intelligence to talent management software and other recruitment solutions. Owned by Gannett Co., Inc. (NYSE:GCI), Tribune Company and The McClatchy Company (NYSE:MNI), CareerBuilder and its subsidiaries operate in the United States, Europe, South America, Canada and Asia. For more information, visit www.careerbuilder.com.

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