

Global Workforce Trends **2018**



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As the global leader in talent solutions, we take pride in what we do, connecting great people to great opportunities, helping businesses win and careers soar. Today, with \$12.3 billion in revenues and 500+ global locations, Allegis Group and its network of specialized companies provide a full suite of complementary talent solutions that solves nearly every workforce challenge to empower business success while consistently delivering an unsurpassed quality experience.

Our companies include Aerotek; TEKsystems; Aston Carter; Allegis Global Solutions; Major, Lindsey & Africa; Allegis Partners; MarketSource; EASi; The Stamford Group; and Getting Hired.

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Introduction

Today's employers must contend with a perfect storm of talent supply and demand challenges. Unemployment rates hover near historic lows. New technologies raise the demand for new skills. Many older workers are retiring, and companies face new competitors in the race to acquire talent while retaining the workers they have.

For employers, embracing practices to address those challenges is essential. To promote a better understanding of the issues, Allegis Group developed its latest Global Workforce Trends report. The report draws on a broad array of industry data, extensive research, insight from workforce strategy experts, and findings from a global survey of nearly 700 talent acquisition stakeholders around the world. The result is a practical view of the trends that influence every employer's ability to acquire talent.

According to the Allegis Group survey, 80 percent of employers have experienced challenges with acquiring critical talent due to changing global labor markets. Those same respondents cited a number of factors contributing to such challenges. By far, the most influential factor is the economic environment (55 percent), followed by demographic shifts (32 percent), social factors, such as generational differences and pressures for social responsibility (31 percent), technology disrupters (27 percent), regulations (24 percent), and political volatility (10 percent).

To build a future-focused strategy, organizations must balance macroeconomic forces, the demand for skills, and changes in talent acquisition models. At the macroeconomic level, the global Gross Domestic Product (GDP) is growing at roughly 4.9 percent in emerging markets and 2.5 percent in advanced economies.¹ This economic growth is creating an increasing demand for skills and causing companies to get creative in their use of talent acquisition models. To keep up, organizations are adopting engagement models that cover all types of workers, from traditional employees to contractors, contingent workers, and freelancers.

In the Report

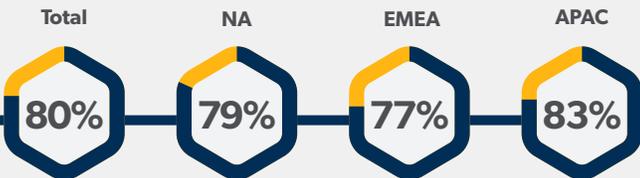
What follows is an overview of trends for select countries across North America (NA), and regions representing Europe, the Middle East, and Africa (EMEA), and Asia-Pacific (APAC). In each region, the research covers macroeconomic issues, industry trends, and the demands for skills. The report explores the impact of those factors and provides insight on best practices and strategic priorities that leading companies embrace to stay ahead.

Global Quick Facts

Allegis Group's 2018 Global Workforce Trends Survey reveals challenges for talent organizations around the world.

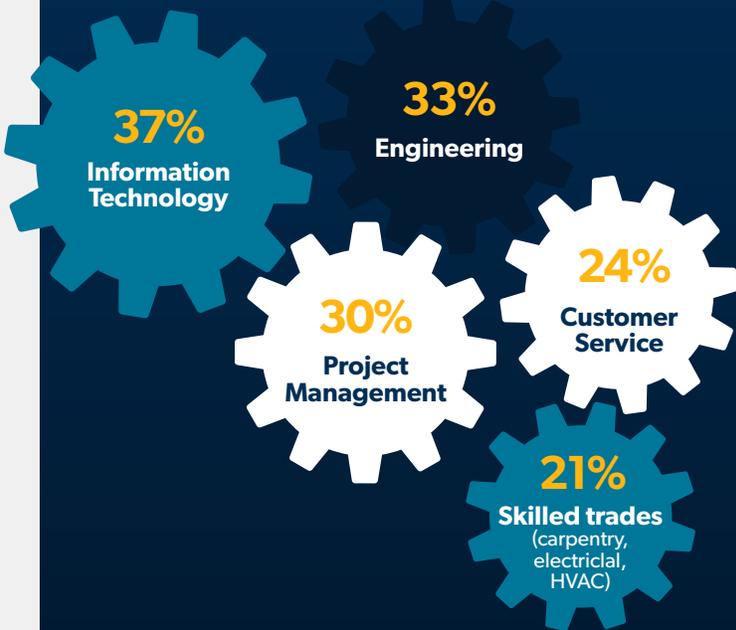
Changing markets create talent challenges for 80 percent of employers.

Percentage of respondents who agree that their organization has experienced challenges with acquiring critical talent due to changing global labor markets



IT and engineering lead the list of in-demand skills.

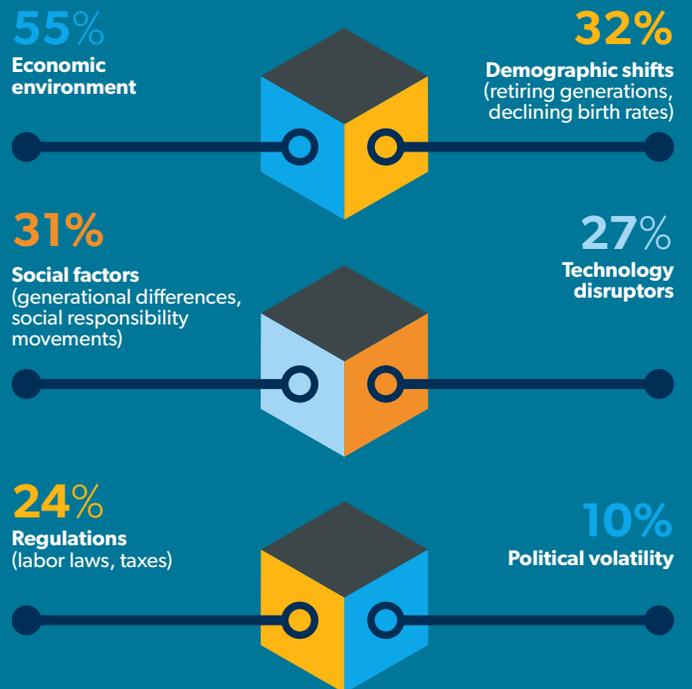
Percentage of total respondents citing skills as highly in-demand in their organizations (top five fields)*



Regional Highlights: EMEA (46 percent) and APAC's (52 percent) most in-demand skill was **IT** while **engineering** (39 percent) led the list in North America. Meanwhile, demand for **data/financial analysis** skills in APAC (30 percent) was twice that of North America's (14 percent), and **human resources** was significantly more in-demand within EMEA (27 percent) compared to North America (four percent) and APAC (11 percent).

Economics and demographic shifts have the largest impact on talent attraction and retention.

Percentage of total respondents citing top challenges impacting their ability to attract and retain talent*



Regional Highlights: Notably, **North American organizations** (19 percent) **were less impacted by regulations** (labor laws, taxes) than those in EMEA (32 percent) and APAC (28 percent).

*Respondents selected all that apply. Totals do not add to 100 percent.

North America



United States

The Numbers



4.1%

Pace of GDP growth year over year



155,965,000

Employed persons



2,534,000

Employed persons gain over previous year



3.9%

Unemployment rate



-.5%

Unemployment rate change year over year

Source: TradingEconomics.com, retrieved Q3 2018

Economic & Workforce Trends



Low unemployment, low labor force participation rate



High vacancy rates, number of job openings exceeds number of job seekers



Baby Boomer retirements and protectionist policies may limit workforce supply

The U.S. economy has significantly improved since the recession. Multiple markets in the U.S. are very competitive due to strong employment gains and resulting talent demand. This is especially true for job gains in banking and IT services.

Several macroeconomic factors point to a tight supply of talent. As of July 2018, the U.S. unemployment rate held at 3.9 percent, 0.1 percentage point away from its post-WW II record low. For college graduates, the rate is even lower at 2.2 percent.² Meanwhile, the U.S. has the lowest labor force participation rate for men of the nations studied in this report. That means many people in the U.S. are simply not looking for work, further reducing the potential supply of talent.³

On the demand side, job openings in the U.S. continue to set record highs. Openings have risen approximately 16 percent between 2017 and 2018, with roughly 190,000 jobs added each month. That rate is 20,000 more jobs per month than during the previous year, and the rate of job openings hit its record in early 2018.⁴ In fact, May 2018 marked the first time in U.S. history that the number of jobs exceeded the number of job seekers.⁵

*“Never before have we had an economy where the **number of open jobs exceeds the number of job seekers.**”*

—Alexander Acosta, U.S. Secretary of Labor⁶

Not surprisingly, the demand for workers with functional skills is strong at all levels. All key occupational groups staffed by both traditional employees and contingent means have seen their unemployment rates drop in the past year, and unemployment rates for administrative/clerical and light industrial skills have set their all-time lows. Likewise, business and finance saw a significant plunge in unemployment, and unemployment in management positions, thought to be one of the most affected by Baby Boomer retirements, is a mere 0.2 percentage points from its record low.⁷

Industries adding jobs in the U.S. were not limited to high-level technology roles. Healthcare added the most jobs (368,000) followed by manufacturing (327,000), construction (308,000), and hotels and restaurants (236,000). Notably, manufacturing overtime is nearing all-time highs last seen around 1993. Job openings are also at near-record levels for retail, with employment up by 723,000 for traditional retail

and up by 181,000 for non-store e-businesses. Meanwhile, employment in the arts and entertainment sector is up 460,000 since 2010, and restaurants are up a remarkable 2.6 million.⁸

Several factors will continue to shape the U.S. job market. First, the U.S. remains in the midst of Baby Boomer retirements, an issue it will have to face for at least three to five more years.⁹ At the same time, the current political landscape leans toward protectionist policies, with crackdowns on illegal immigration and strict enforcement of H1B (immigration) laws, which will further limit the supply of available talent.



Canada

The Numbers



2.3%

Pace of GDP growth year over year



18,682,000

Employed persons



223,000

Employed persons gain over previous year



5.8%

Unemployment rate



-.4%

Unemployment rate change year over year

Source: TradingEconomics.com, retrieved Q3 2018



U.S. Unemployment Rates by Skills Group

All skills groups are experiencing low unemployment rates. In historical context production workers are at **all-time lows** (shown in bold), indicating strong demand at all skill levels.

| Category | Historic Low* | Historic High* | 2018 | % Change (2017-2018) |
|---|---------------|----------------|--------------|----------------------|
| Production | 4.7 % | 16.3 % | 4.1 % | -1.0 % |
| Administrative & Clerical | 3.4 % | 9.4 % | 4.1 % | +0.1 % |
| Installation/ Maintenance & Repair | 1.7 % | 10.3 % | 2.2 % | -0.5 % |
| Business & Finance | 1.7 % | 6.8 % | 2.6 % | +0.6 % |
| IT | 1.4 % | 6.5 % | 1.9 % | -0.2 % |
| Engineering | 1.0 % | 9.6 % | 1.0 % | -1.2 % |
| Management | 1.4 % | 5.7 % | 1.9 % | 0 % |

*Based on available U.S. Bureau of Labor Statistics data since 1946
Source: bls.gov

Economic & Workforce Trends



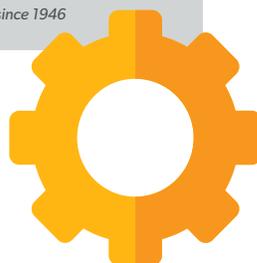
Low unemployment, rising wages



High vacancy rates in personal services, construction, and hospitality

Canada has roughly 400,000 job openings that it needs to fill. That figure is three percent of all jobs the country has, and a skills mismatch is to blame.¹⁰ Canada's unemployment rate is 5.8 percent, the lowest rate since 1976. Wages are rising to all-time highs,¹¹ and both low- and high-end skills are being heavily recruited across industries.

Outside of Calgary, all markets have unemployment rates below the national average and declining over the year. Strong employment gains in a market increase competition, especially for job gains in professional and technical services, which consume a large quantity of highly skilled talent in fields such as IT and engineering.



The industries adding the most jobs did not necessarily correspond with the ones with the highest skills shortage as reflected by vacancies. Instead, the data point to personal services, construction, and hospitality as the areas with the highest vacancy rates.¹² The net result, combining jobs added and vacancy rates, is that employers are competing for talent across skill sets and industries.

Highest Net Growth Industries in Canada 2017-2018



Manufacturing
+45,523 jobs



Trade
+43,424 jobs



Healthcare & Social Assistance
+43,246 jobs



Educational Services
+41,928 jobs



Professional, Scientific, & Technical Services
+40,854 jobs

Source: statcan.gc.ca



EMEA



United Kingdom

The Numbers



1.3%

Pace of GDP growth year over year



32,399,000

Employed persons



326,000

Employed persons gain over previous year



4.2%

Unemployment rate



-.2%

Unemployment rate change year over year

Source: TradingEconomics.com, retrieved Q3 2018

Economic & Workforce Trends



Brexit may limit immigration of workers and send businesses abroad, but no certainty yet



Low unemployment, high labor force participation



Continued demand for talent in IT, banking, and healthcare

The U.K. unemployment rate hovered near four percent at the midpoint of 2018, close to record lows from the mid-1970s. Unlike the U.S., where a record low participation rate further reduced unemployment figures, in the U.K., the labor force participation rate rose to its all-time high in February 2018 at 79 percent. That is 16 percentage points higher than in the U.S.¹³ Meanwhile, job vacancies remain at historic highs, but wage inflation has been mostly mild.

While overall employment growth has moderated, demand for talent remains strong. Meanwhile, the number of new workers into the talent supply is now half that of employment growth, leading to a significant shortage of workers.

From a skills standpoint, there is a healthy supply in certain areas but not across all fields. The U.K. has a strong supply of manager and director skills and average numbers of professionals, which makes it a good market for employers that require skilled talent, although competition is high. Service-based companies will also benefit from a healthy supply of administrative and clerical workers along with average numbers of sales and customer services workers.

Brexit remains the most significant factor in the U.K. labor supply landscape. It is not a certainty that jobs will leave the country, but many see it as a distinct possibility. Reduced immigration at a time when unemployment is low will affect industries dependent on that labor. In certain industries, such as finance and banking, IT, and others with a global scope, there is concern that companies will leave the U.K. in the future even as many companies are expanding their presence in the country today.¹⁴

If Brexit causes an exodus of skilled jobs, the benefit may go to attractive countries such as Germany, the Nordics, the Netherlands, and Poland; however, these countries already have very low unemployment rates (meaning a tight talent supply) and labor-friendly policies that would increase costs and reduce flexibility in hiring for employers.





France

The Numbers



1.7%

Pace of GDP growth year over year



28,070,000

Employed persons



323,000

Employed persons gain over previous year



9.2%

Unemployment rate



-1.3%

Unemployment rate change year over year

Source: TradingEconomics.com, retrieved Q3 2018

Economic & Workforce Trends



Changing regulations allow easier workforce reductions



Shortage of high-level skills



Brexit may send more businesses and workers to France, but uncertainty remains

While both high-skill and low-skill industries are expanding, France's unemployment rate remains elevated, particularly among associate professionals and technicians. The unemployment rate for people with a college degree is around five percent. Unemployment is far lower for the professional industries, which can make talent acquisition difficult. This fact is particularly true with the loss of high-level skills in France as many college educated people move to Switzerland, the U.S., the U.K., and Canada.¹⁵

The political and regulatory environment will continue to influence the French labor market. For example, new regulations brought about by Emmanuel Macron's presidency have triggered a series of mass layoffs by large companies no longer responsible for having to prove financial hardship as a means of cutting workers. It is not clear whether this increase in the labor supply and loosening of regulations will be enough to attract companies to the area, as the strong influence of labor unions still presents obstacles for businesses.

Employment growth continues to exceed the number of new labor force entrants in France. Professional and technical services are driving the growth in employment along with IT and construction. Banking and finance, however, experienced softer demand through 2017.



employment



Germany

The Numbers



2.3%

Pace of GDP growth year over year



44,698,000

Employed persons



494,000

Employed persons gain over previous year



3.4%

Unemployment rate



-.3%

Unemployment rate change year over year

Source: TradingEconomics.com, retrieved Q3 2018

Economic & Workforce Trends



Shortage of high-level skills



Rising wages and cost of living

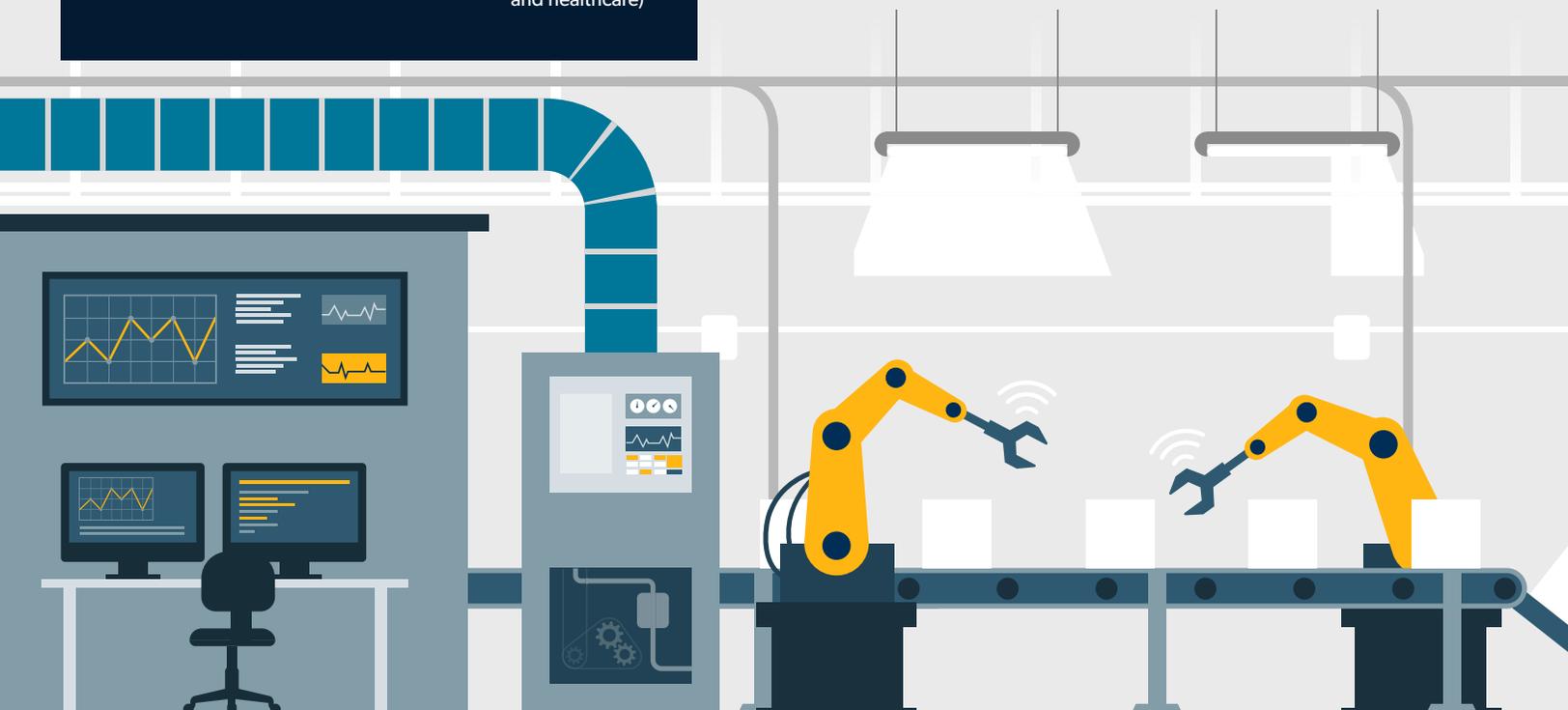


Growth across industries (notably IT, engineering, and healthcare)

Germany's macroeconomic picture indicates continued pressure on the talent supply. The unemployment rate dipped below four percent for the first time since the early 1980s, despite a clear upward trend in their labor force participation rate. Job vacancies have soared to near record levels hit in the early 1970s, while labor costs maintain an upward trend. At the same time, real wage growth has been almost flat as the Consumer Price Index had a particularly sharp increase in 2017 compared to recent years. In short, wages are rising, but so is the cost of living, leaving the real gain for the worker relatively flat.

Outside of banking and finance, every industry in Germany expanded throughout 2017. Given that Germany's labor pool continues to expand while unemployment drops, available workers are being employed at rapid rates. At the same time, some of the fastest growing industries are not high wage producers, which may explain why overall real wage growth is muted.

The demand for skills in Germany extends across several fields. Engineering leads the way and includes mechanical and automotive engineering professions, mechatronics, energy and electronics professions, metal and welding engineering, technical research and development, technical drawing, construction, and model-making. In the IT sector, there is a high demand for developers, programmers, and consultants. Other high-demand areas include nurses and doctors, energy and technology specialists, and skilled workers in the hotel or restaurant sector.





Netherlands

The Numbers



2.8%

Pace of GDP growth year over year



8,762,000

Employed persons



170,000

Employed persons gain over previous year



3.9%

Unemployment rate



-0.9%

Unemployment rate change year over year

Source: TradingEconomics.com, retrieved Q3 2018

Economic & Workforce Trends



Mixed growth across sectors



Average to above-average talent supply



Potential for talent acquisition challenges in skilled industries

The market for talent in the Netherlands is mixed. Growth in key industries has been varied, with professional and technical services driving employment growth while IT and banking and finance both declined on the year. Overall, labor force growth lags employment. As a result, unemployment continues to fall, leading to less availability of talent.

The Netherlands has above-average numbers of professionals, administrative, and customer service and sales workers. Meanwhile, there are only average numbers of managers and associate professionals. High demand in any skilled industry could lead to unpredictable difficulties acquiring talent.



Norway

The Numbers



0.3%

Pace of GDP growth year over year



2,686,000

Employed persons



48,000

Employed persons gain over previous year



3.8%

Unemployment rate



-0.5%

Unemployment rate change year over year

Source: TradingEconomics.com, retrieved Q3 2018

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Declining labor force numbers, a slight increase in employment



Overall adequate talent supply with potential talent acquisition challenges in select industries

Declining labor force numbers and growth in skilled industries make Norway a competitive market for acquiring talent. Employment saw a relatively small increase in 2017, while the number of new labor force entrants fell over the same period, causing a significant fall in unemployment.

Skilled industry growth is mixed. Banking and finance, and IT saw substantial increases in employment, but professional and technical services and administration remained flat. On the supply side, Norway has adequate numbers of managers and professionals, as well as sales/customer services workers. The supply of associate professionals and administrative and clerical workers is average to soft, which could cause some recruiting challenges in those fields.



Spain

The Numbers



2.7%

Pace of GDP growth year over year



19,344,000

Employed persons



1,295,000

Employed persons gain over previous year



15.3%

Unemployment rate



-5.9%

Unemployment rate change year over year

Source: TradingEconomics.com, retrieved Q3 2018

Economic & Workforce Trends



High unemployment



Shortage of skilled workers in certain fields

Unemployment is high in Spain at roughly 15 percent, but the availability of many critical skills remains low. Manufacturing is the most significant driver of growth, with IT and professional and technical services also making large gains while banking and finance saw a slight fall in the 2017 timeframe.¹⁶ Spain has below-average numbers of managers, professionals, and associate professionals. The market does have substantial numbers of administrative, clerical, and customer services and sales workers, along with a healthy supply of skilled trade workers and plant operatives. Employers seeking skilled talent may experience some sourcing difficulties due to a shortage of skilled workers.¹⁷

Navigating a Time of Uncertainty in the U.K. and EMEA

Oliver Wilkinson

Director of Customer & Market Insight
Allegis Group EMEA

Many global and regional trends are impacting the talent landscape in EMEA. Companies struggle to find people with emerging skill sets, particularly in high-demand science, technology, engineering, and mathematics (STEM) fields. They are challenged to attract talent into the business, and they're equally concerned with enduring issues of engagement and retention. These issues are all important, but they are magnified by the uncertainty borne of Brexit and its potential impact on the movement of businesses and workers between the U.K. and the European Union.

The Uncertainty of the Post-Brexit Future

There is a hard deadline for Brexit in March 2019, but organizations struggle to determine what they need to do about it today. Larger companies have contingency plans to relocate their operations (e.g., middle and back-office functions, and in some cases the entire business), but, in many cases, there is not enough certainty to finalize those plans and take action. Conversely, mainland Europe could benefit from an influx of businesses relocating and a possible wave of skilled workers seeking opportunity.

While more than two-thirds of financial services firms in London plan to hire new staff over the next year, and tech giants such as Google and Facebook have already announced their intentions to expand their operations in London, net migration to the UK is falling,¹⁸ and student visas are being restricted. So, businesses are still seeking talent despite the threat to the talent pool that Brexit poses.

Employers Need Strong Recruitment Functions to Navigate Uncertainty

For employers, Brexit uncertainty will place more emphasis on the need to commit to recruitment best practices. A strong employer brand is more critical than ever. The ability to attract and retain talent, deliver a great candidate experience, and create highly satisfied, loyal employees will be essential. And finally, using flexible engagement models will be critical as companies across industries reach out to employees, contractors, contingent workers, and freelancers to drive business growth and success.

Companies doing business in the U.K. and across the European Union are engaging talent solutions partners to address their workforce challenges. The balance of assignment-based workers and traditional permanent labor will continue to evolve, and the use of staffing, recruitment process outsourcing, and managed services provider solutions will continue to grow more strategic.

For an effective talent partner, filling a role for a client today is only part of the picture. There is a need for recruitment firms and companies to work closely together, to share expertise and challenges to be able to understand one another, and to work together to attract and retain talent. Working together to serve each other's interests will be far more impactful than working in a traditional client/services model in isolation of each other. The organizations that truly partner, that are honest about issues and challenges – those are the relationships that stand the best possible chance of success not only in attracting top talent, but in retaining top talent, too.

APAC



Australia

The Numbers



3.1%

Pace of GDP growth year over year



12,573,000

Employed persons



299,000

Employed persons gain over previous year



5.4%

Unemployment rate



-.2%

Unemployment rate change year over year

Source: TradingEconomics.com, retrieved Q3 2018

Economic & Workforce Trends



Dependence on exports to China



Recovering from softness in mining and manufacturing



Increasing vacancies and strengthening demand for workers

Recently, Australia hit a nine-month unemployment high as GDP growth remained sluggish. Nevertheless, the total number of employed persons is up approximately three percent since 2017, as Australia experiences record labor force participation¹⁹ — almost the opposite of the U.S. situation. At the same time, job vacancies are at all-time highs, with a particularly severe upswing in the past year.

A combination of trends is driving the economy and the demand for skills. Australia's struggling manufacturing industry, still affected by China's lower demand for commodities imports, contributed to the country's elevated unemployment rate. Seventeen percent of Australia's non-farm jobs are in manufacturing²⁰, a high number when compared to the U.S., where it is only 8.5% of all jobs.²¹ For the last year, the high-end professional services sector was the strongest performing industry in hiring.²² The three fields with the most job openings include administration and support (e.g., receptionists or lower-skilled office workers), retail, and healthcare.²³ Australia's other unique dependency is in oil and gas (mining), which was still struggling through 2017, although that may change given the sharp rebound in the U.S. in the past year.

A look at two main regions in Australia reveals differences in skills supply and demand. In Sydney and surrounding regions, employment growth surpassed labor force gains. While employment overall was up by over 86,000 jobs in 2017, this growth was fueled by healthcare and lower-skilled industries, such as construction, wholesale, and manufacturing. Most notable in this market is a shift in the professional and technical services industry (IT staffing and consulting), a previous market leader that leveled off. Administrative support and finance are also seeing lighter demand for workers.

In Western Australia, mining and manufacturing experienced a decline in demand for talent over the year, with momentum indicating little change is expected soon. This may be good news for hiring key skill sets in this region, as hiring competition seems to be light. Construction, professional, technical services, and media and telecom have added jobs at an accelerated pace, increasing the demand for talent in those areas. The supply of talent across Australia is feeling less pressure than in some other parts of the world. Almost half of Sydney's workforce is in highly skilled occupations. With the downturn in demand for skilled talent and contract labor, recruiting challenges should be light except in very niche roles. Western Australia finds strength in most types of skill sets including managers, professionals, trades workers, machine operators, and laborers. The supply of skills is promising for recruiting in the oil and gas sector, especially given the lack of hiring in the market.



China

The Numbers



6.7%

Pace of GDP growth year over year



777,640,000

Employed persons



3,700,000

Employed persons gain over previous year



3.9%

Unemployment rate



-.1%

Unemployment rate change year over year

Source: TradingEconomics.com, retrieved Q3 2018

Economic & Workforce Trends



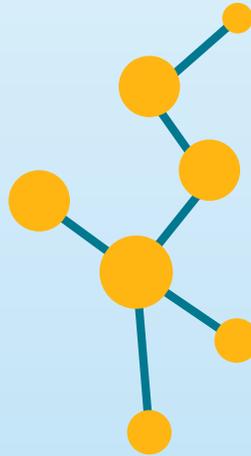
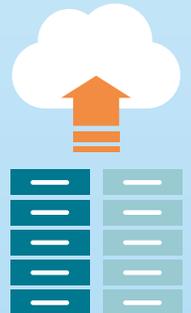
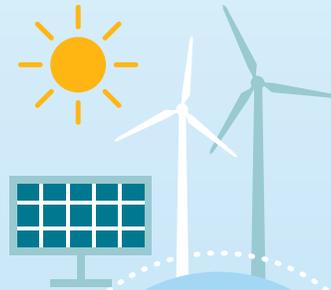
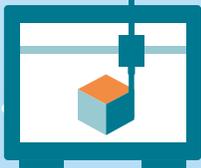
Limited movement of workers from rural to urban opportunities



Skills not aligned to a shift from manufacturing to a services economy

In China, the demand for skills has shifted dramatically over the past several years as the government has sought to move from a manufacturing focus to a more services-driven economy with an IT focus. Unfortunately, the worker population does not have the number of people with the right skills to support that shift. As a result, nearly every industry struggles with the demand for talent in China.

Since 2013, when the country began shifting toward an IT services focus, the percentage of manufacturing work as part of the total workforce picture has leveled off and begun to drop. And, in 2018, China's unemployment rate fell into record-breaking territory at roughly 3.9 percent.²⁴ The job growth that caused this drop in unemployment is being driven by the services sector, which impacts IT and other skilled labor, though many workers still are employed by state-owned enterprises.



Overall, recent industry employment data is elusive and subject to debate, but employment numbers indicate that the demand for skilled workers is likely to continue over the coming year. Roughly six percent of China's 777 million strong workforce is considered "highly skilled." The shortage of skilled workers is expected to be approximately three million in 2020, and will rise to 4.5 million by 2025.²⁵

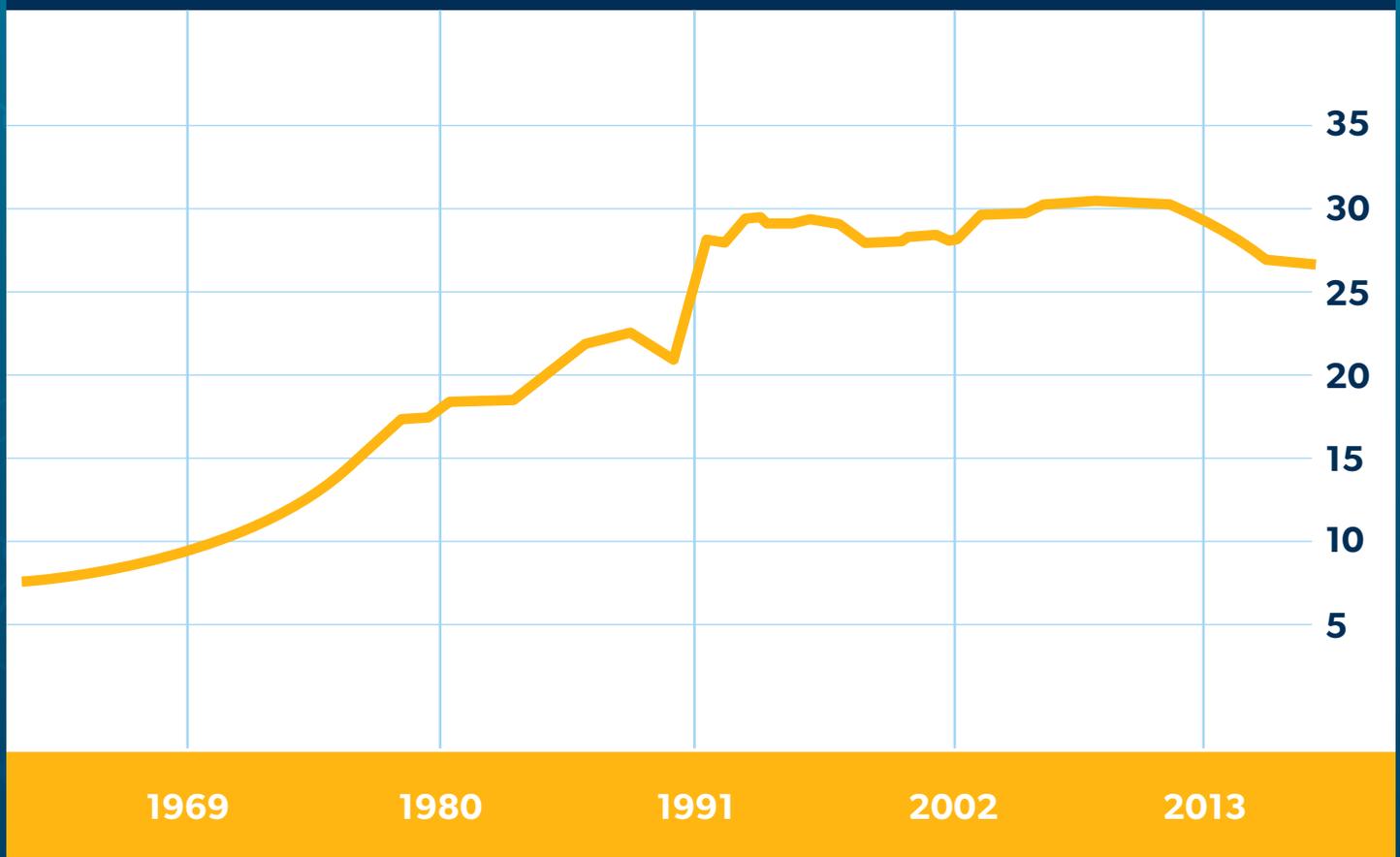
A labor shortage in China is being felt acutely in large coastal cities as many workers stay in their provinces where they can find work. Contributing to this lack of movement is the "hukou" policy that requires households to register their residences in defined rural or urban areas. Implemented in 1958 to prevent mass migrations and civil unrest, the policy

does not extend certain benefits to migrants, keeping much-needed workers from moving to the cities that urgently need their skills. Adding to the labor issues is a population that has been limited by one-child policies. Those policies have been relaxed slightly, but their effect on the population remains.

The job vacancy situation has been steady, with cited openings holding at approximately 4.5 million (compared to 6.5 million in the U.S.). The real vacancy figure may be higher because the survey behind the data only represents around half of the cities in China.²⁶

China Manufacturing Work as a Percent of the Total

After steadily rising since 1980, **China's manufacturing sector has seen growth level off**, resting around 26 percent of the total economy.



Source: tradingeconomics.com



Japan

The Numbers



1.0%

Pace of GDP growth year over year



66,320,000

Employed persons



870,000

Employed persons gain over previous year



2.4%

Unemployment rate



-.4%

Unemployment rate change year over year

Source: TradingEconomics.com, retrieved Q3 2018

Economic & Workforce Trends



Slow GDP growth



Aging population



Slowly rising wages and costs



In Japan, the economy is struggling with anemic GDP growth and several quarters of actual declines in the past several years. Usually, sluggish GDP growth coincides with increasing unemployment. With both low unemployment and low productivity, however, economic data indicates that the country may need more workers to strengthen the economy. Japan's aging population has been a high-profile story for several years, but in early 2018, the pace of demographic change has accelerated, with deaths outnumbering births by an average of 1,000 per day.²⁷

The unemployment rate is the lowest in more than 10 years, and continued to decline over the past year. Steady and robust job creation in highly skilled industries is fueling a large portion of new job growth. Professional and technical services, the largest consumer of IT skill sets, added 20,000 jobs from 2016 to 2017, signaling strong competition in the market. Top hiring companies in a 2017 review included Amazon (491 postings), PricewaterhouseCoopers (328 postings), and KDDI (229 postings).

With such an urgent talent shortage, Japan is now beginning to see rises in wages. In the 2017 to 2018 period, the country saw wages rise by 2.4 percent, with monthly pay marking the highest climbs since 1998. In real terms, however, the actual cost of wages have not kept up with rising food and oil prices, so the trend toward higher labor costs will likely continue.²⁸

Rising wages in Japan usually are driven by manufacturers, but non-manufacturers have taken the lead this year for the first time since 1997, increasing pay by 2.8 percent — their biggest hike in 21 years. Logistics providers and service industry players, in particular, are working harder to attract employees. The logistics sector enacted an average pay raise of 3.4 percent, the highest across all industries. The industry is struggling to keep pace with the surge in demand for e-commerce shipments.²⁹

Retail and manufacturing industries are also seeing rising wages in Japan. Department stores and supermarkets raised wages by 2.5 percent. Manufacturers boosted pay by an average of 2.3 percent, but Toyota Motor, which likely posted a record net profit for the fiscal year ending in March, has agreed to a 3.3 percent pay raise. Many big electronics makers such as Hitachi and Panasonic are offering just 1,500 yen more in base pay this year. Sony, which is not part of industrywide negotiations with unions, decided on a five percent increase in yearly pay as the company hopes to attract experts in artificial intelligence (AI) and other technologies to boost its competitiveness.

These trends toward higher wages reflect strong demand for skills by employers across all industries in Japan. Many companies are switching from a seniority-based wage structure and raising starting salaries. Competition for workers is particularly fierce in the technology sector. Job postings for data scientists have quadrupled over one year. Companies from China and elsewhere also are luring Japanese graduates away with generous offers. Some companies are focusing on seniors to overcome labor shortages. West Japan Railway and farm equipment maker Kubota are including post-retirement hires 60 and older in their pay increases. Honda Motor pushed back its retirement age last year and raised pay for senior employees.³⁰

Japan: Jobs in Sector (in 1,000s)

Similar to last year, much of the job growth in Japan came from lower-skilled industries, but nearly all sectors hired.

| | 2018 | % Change YOY |
|--|-------|--------------|
| Hotels & Restaurants | 414 | 44 |
| Services Not Elsewhere Classified | 437 | 29 |
| Agriculture & Forestry | 222 | 20 |
| Medical, Healthcare, & Welfare | 825 | 13 |
| Construction | 504 | 12 |
| Information & Communications | 230 | 12 |
| Wholesale & Retail Trade | 1,078 | 12 |
| Scientific Research, Professional, & Technical Services | 238 | 2 |
| Manufacturing | 1,053 | 0 |
| Living-Related and Personal Services & Amusement Services | 238 | -11 |

Data published Q2, 2018
Source: stat.go.jp/english/index.html



India

The Numbers



7.7%

Pace of GDP growth year over year



Unavailable

Employed persons



Unavailable

Employed persons gain over previous year



3.5%

Unemployment rate



No change

Unemployment rate change year over year

Source: TradingEconomics.com, retrieved Q3 2018

Economic & Workforce Trends



Young population



A need for upskilling/training



Large workforce (by numbers)



Demand outpaces supply of critical skills

Long viewed as a source of IT talent to fill in workforce gaps experienced by other countries, India is experiencing its own skills shortage. In terms of sheer numbers of workers, however, the country is strong, and India is predicted to lead the addition of workers to the APAC economy over the next 10 years.³¹ At the same time, India's reported unemployment rate remains extremely low, hovering around 3.5 percent.³² It is important to note, however, that the rate is infrequently issued and does not capture lower-end, informal laborers.

Demand for IT skills has long been a force in India's economic picture as a thriving IT outsourcing industry facilitated the growth of a highly skilled portion of the workforce. That level of skill lent itself to other industries as well, including manufacturing, healthcare, and legal outsourcing.

The nature of work is evolving in India as the skilled portion of the workforce is stretched thin, and the country struggles to keep pace in educating its workforce for newer innovations in artificial intelligence (AI) and analytics. According to one report, India is expected to add 270,000 IT jobs in 2018. Digital technologies, AI, and robotics are cited as areas for growth.³³

*By 2022, the country is estimated to have 600 million workers, with **nine percent of that number employed in jobs that are nonexistent today**.*³⁴

Standing in the way of a thriving Indian economy is a need to upskill its workforce to meet new technology demands. Less than five percent of the workforce has received formal skills training (compared to approximately 50 percent in other developed nations). In a country where roughly 70 percent of the population lives in rural areas,³⁵ higher levels of formal education can be difficult for many workers to attain. Also, a large number of Indian professionals emigrate to take jobs in foreign countries. In essence, the struggles of countries like the U.S., the Eurozone nations, and Japan to fill IT vacancies using less expensive Indian workers is causing a labor shortage in India itself.

To address the need for new skills,³⁶ India's government has launched some programs to promote education, including the Skill India initiative, which aims to train 400 million people by 2022. Since its inception in 2015, Skill India has trained more than 11.7 million people.³⁷ In India, companies are likely to take a growing role in the training and upskilling of their own workforces, but they will be challenged to keep those workers from emigrating elsewhere for better opportunities.

APAC Employers Position for a Challenging Talent Landscape

Alfonso Nunez

*Managing Director, Business Development and Client Solutions
Allegis Global Solutions, an Allegis Group company*

In helping employers across the APAC region address their talent needs, I've seen how companies struggle to meet expectations of growth and success amid a highly challenging environment for acquiring talent. Two main issues will continue to shape the way companies work across the region. They include the intense pressure on the talent supply and the sheer diversity of countries, populations, and cultures across the area. Companies recognize the issues and are taking new approaches to address them.

Challenges: Tight Supply, Heavy Demand, and Limited Mobility

APAC countries face a shortage of skilled and experienced talent, particularly in technology-related fields. The demand far outstrips supply partly because of the departure of highly skilled workers to better opportunities in Europe and the United States. At the same time, companies in those regions still rely on APAC labor for labor arbitrage.

Adding to the challenge are issues of movement in a widely diverse region. Differences in cultures and languages can make it difficult to bring workers into a needed location. For example, in Australia, India, Singapore, Malaysia, and Hong Kong, English is in common use as a first or second language, whereas its use in China and Japan is less prevalent. Conversely, the supply of talent outside the country who speak Mandarin, Cantonese, and Japanese is limited.

Employers Embrace New Priorities

Spurred by workforce supply challenges, employers in the region are compelled to embrace priorities that they may not have emphasized in the past. First, a growing portion of the corporate population is now comprised of contract or non-permanent labor. The second notable push is the effort by companies to develop their own talent. Instead of trying to poach others' workers, many companies are implementing return-to-work and other diversity-led strategies to increase their access to the labor pool, as well as investing more heavily in training and upskilling their existing workers.

The Role of the Talent Solutions Partner

When it comes to engaging a talent solutions partner, employers in the APAC region often need more than just transactional support to fill individual roles. Instead, companies are looking for a talent partner to help find quality candidates for the right jobs in the right labor engagement model, as well as a sense of predictability in a chaotic market through talent pooling.

Talent availability changes. New demands for skills arise, and economic and geopolitical factors continue to influence the movement of talent. An effective talent partner needs to provide market insight on these trends and into the business' hiring patterns, as well as the advice on how to address these challenges effectively to remain competitive. That's why the role of a talent advisor is not just important to hiring and engaging talent but also to the survival and growth of the business itself.



Evolving Models for Talent Acquisition

Given the talent shortages across North America, and the EMEA and APAC regions, companies are feeling the pressure to improve their ability to secure the workforce they need, and employers will continue to engage talent solutions partners to better acquire and manage talent across all work models. Talent acquisition solutions providers offer several approaches to help companies address the challenges, with solutions ranging from staffing services to managed services provider (MSP) solutions, recruitment process outsourcing (RPO), and integrated talent solutions. The demand for these solutions has grown, and will continue to expand, with global and regional implications.

Staffing: Strength in APAC and EMEA

The market for staffing solutions is expanding and maturing as employers look to staffing providers to tap into the non-permanent workforce and address talent needs that vary over time. The staffing industry generated an estimated global revenue of \$461 billion in 2017, with the largest portion of that activity taking place in the U.S., Japan, and in the U.K. Steady growth in demand will continue, with a projected seven percent rise in revenue in 2018, and notable strength in parts of Europe and APAC.³⁸

There are two main contributors to the demand for staffing solutions. First, the services are increasingly being adopted in markets where they have not been as widely accepted in the past. Notably, as the economies in China

and India continue to develop, staffing is being used as a solution for addressing talent shortages in those countries. The other contributor to staffing growth is a changing regulatory landscape in EMEA. Germany is tightening its labor policies, and Italy is undergoing policy reform. Both countries are expected to experience growth in staffing, with Italy growing by a projected 16 percent and Germany by seven percent. France is also increasingly using the staffing model as the practice becomes more accepted and talent scarcity creates more demand for solutions beyond traditional permanent employee models.³⁹

MSP: Growth in Immature Markets

For companies committed to a more strategic approach to managing their talent, MSP solutions provide an effective resource. The MSP manages all staffing spend by an enterprise under a single model for governance. This is important because without the MSP model, multiple hiring managers in multiple locations use different staffing agencies to meet their needs, often paying widely differing rates for the same talent and delivering an inconsistent candidate experience for the worker. The MSP enables consistency in engagement, quality, and cost, typically yielding significant savings and a more strategic talent acquisition capability for the employer.

The MSP market size has continued to grow in recent years, with studies collecting data from prior-year records on revenue, growth trends, and areas of development. The most recent estimates tracked an 11 percent growth in 2016, slowing slightly from an earlier pace in 13 percent. The U.S., the U.K., and Australia represent the largest users of MSP, but a significant portion (25 percent) of MSPs covers multiple geographic regions. Today, the growth trend is likely to continue although the rate of expansion remains to be seen. Key industries utilizing MSP are financial services, IT, and healthcare.⁴⁰



RPO: Steady Demand Globally and a Growing Sophistication of Solutions

RPO solutions give companies the advantage of a dedicated talent acquisition resource that leverages technology and applies best practices that may be difficult or impractical to develop and implement in-house. In addition, companies see value in the ability of an RPO solution to scale to meet changing talent demand, and, in more mature solutions, to provide strategic guidance and shared ownership of outcomes.

Global RPO value has been estimated at roughly \$5 billion in 2017, and is expected to grow at an average rate of 14.4 percent through 2025.⁴¹ Moving forward, the growth of RPO will hinge on the leading providers and their global capabilities, as well as their ability to serve niche markets and secure the recruiting talent to apply best practices in a highly competitive environment.





Best Practices: Rising to the Challenge of a Changing Workforce

As the research reveals, every country is influenced by unique trends related to its economy, resources, skills, policies, and culture, but employers in every region have one challenge in common: talent scarcity. Even when unemployment figures eventually rise from their historic lows, as they are likely to do, companies will still face heavy competition for workers with the critical skills they need most.

That competition is not limited to industry rivals who traditionally poach workers or lure prospective candidates away; it will also include different career choices. These choices may range from working for a company in another industry to moving to a new location or remote working for another company overseas. It may include the option of contracting or freelancing — an entrepreneurial approach to career advancement. Or, very simply, another company may approach an employee with better career options — more pay, a chance to pursue a desired path, learn new skills, or any number of logical priorities.

With the prospect of such a wide-ranging set of options at play for current and potential future workers, forward-looking companies are assessing their talent acquisition practices with a view toward breaking the traditional, employer-first mold for talent acquisition and management. The goal is to provide the most compelling option for any worker to remain onboard and grow their skills and value as a part of the organization. Achieving that level of performance in attracting and retaining critical talent requires a commitment to three priorities: improving vision into the workforce supply, boosting talent acquisition effectiveness, and protecting the critical talent in the organization.

Survey Reveals Progress to be Made in Honing Talent Strategies

Allegis Group's survey⁴² results show that companies have not mastered the essentials to success for today's talent market, with one-third to one-quarter of organizations falling short in key practices. Of the talent acquisition stakeholders surveyed, the percentage agreeing with the following statements is as follows:

74% of employers know the true market value of skills they need to hire.

71% of companies are very effective at using the best talent engagement model mix to get work done.

68% take into account the labor market prior to determining how and where they plan to fill positions.

65% agree that their organization has strong visibility into global labor market supply and demand.

and yet:

65% have had to adjust a business strategy because they could not secure the right talent in a specific function or geographic area.

Sharpen Your Vision into the Workforce Supply

Data analytics play an important role in all facets of business, and talent acquisition is no exception. New technologies enable employers to bring together data from disparate sources and use that information to make informed decisions about everything from compensation, the best geographies for available skills, timelines, and what type of work model is best for a role.

The challenge is that incomplete data can lead to missed opportunities or ineffective strategies. For example, a company may have visibility into the marketplace for external talent and use that information to hone the pay rate for a role to achieve a desired recruiting result. At the same time, without a view of its talent supply, that organization may have missed a current employee or contractor who would have been a better fit, with none of the costs or time requirements of an external recruiting effort. To be truly effective, a company's view into the workforce supply must encompass both available known workers and a view into the external market for talent.

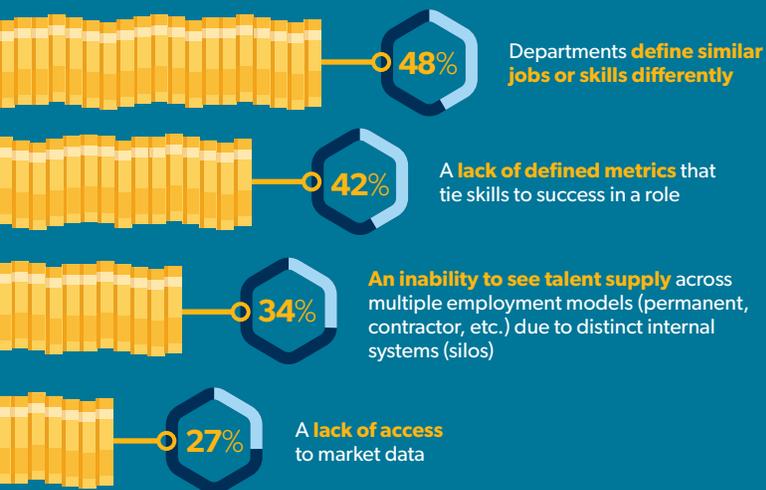
Visibility into Available Known Talent

Historically, hiring managers have had limited insight into the availability of talent who fit a given set of job requirements. Information about current employees, contractors, contingent workers, and freelancers who have worked for or are known to the organization is distributed across many silos of information — whether in HR, a departmental database, or the systems of a staffing or talent solutions partner. By bringing data into one environment, innovative technologies can provide the hiring manager or talent solutions partner with access to a complete universe of data, connecting the employer to the best possible talent for a role, whether a current employee, contingent worker, contractor, or prospect in a candidate database.



Why is it Difficult to Decide What to Pay?

According to a 2018 global Allegis Group survey of talent acquisition stakeholders,⁴³ companies face several common challenges when it comes to determining pay for talent. These include:



Visibility into the External Market

Combined with a view to all known workers and prospects, organizations can now use solutions to gain detailed knowledge of the external market for talent. A complete solution analyzes job descriptions, provides information on the talent supply by location, and delivers insight on compensation or bill rates by skills for the location. The result is a view into the external market for talent that can provide an objective basis for determining where to hire or engage talent, the costs associated with that talent, and the potential timelines for acquiring the right worker.

Data and Analysis Insight: Turning Market Data into Intelligent Talent Strategy Decisions

Ron Hetrick

Director, Labor Market Business Intelligence
Allegis Group

We often hear about the importance of data in making talent acquisition decisions. However, data alone means nothing unless it can be interpreted and acted upon to achieve the desired result. With the right technologies and competencies, companies can apply talent supply and demand data to make intelligent decisions about how much to pay for talent in specific locations. For most organizations, this level of data-empowerment is difficult or impractical to build in-house, so our data science and industry analytics toolset provides a much-needed resource to help inform their strategies. At its most basic level, there are three ingredients to an effective, data-driven talent strategy. They include:

The Data Itself: The ability to capture data about talent placements, locations, and bill rates is important. In developing our data science and industry analytics toolset, we recognized that meaningful detail requires harnessing our internal data through our network of companies and then using external data such as Bureau of Labor Statistics information to provide perspective and reconcile the trends we are seeing. Bringing the information together is the beginning of the story.

Specialized Expertise and Context: The next step is to apply specialized data science expertise to put the data together in a way that provides context and informs decisions about where to look for talent and what to pay. In the case of our workforce supply and demand tool, for example, listing a single average bill rate for a given role in a location may not be enough for a decision-maker to feel good about potentially increasing their rate to be more competitive. Instead, by combining bill rates with numbers of people engaged at those rates for a given time, a visualization can be developed that reveals the real range of rates across the market. Generally, the visualization will be a curve representing a bill range, with low, high, and optimal median levels. The talent decision-maker can then see where they sit and use this information to make an informed decision about how high or how low they are willing to go on a proposed rate.

Advisory Partnership: The establishment of our industry analysis tools provides an objective set of data that enables our talent advisors to deliver informed input regarding strategies: how much to bill a client, how much to pay a contract worker, and where to look for talent. While the data sets and tools are the basis for informed strategies, it is the talent advisor who can interpret that information in light of a company's unique needs and knowledge of roles, requirements, and culture. There is nothing more important to any data tool than an experienced talent advisor to apply that information to the current needs and demands of the client. That's a key value in any talent solutions partnership and one that makes both the human and technology side of the equation a critical part of the value we provide.

Strengthen Your Talent Acquisition Capability

Competition defines all aspects of talent management in a market where demand outstrips supply for certain critical skills. Employers not only find themselves struggling to identify the people they need; they are also struggling to appeal to those people over the many other career options available. To overcome the challenges of talent acquisition, companies are getting creative about every aspect of the recruiting process, from rethinking strategy and technology to evolving the role of the recruiter. Flexibility, job requirements, automation, and recruiter specialization are all factors in the competitive equation.

Adapt to Flexible Work Models

In the past, organizations often made workforce decisions based on “how things are always done.” If a certain role was filled by a permanent employee, then any vacancy would be addressed by the hiring manager and HR organization searching for a new employee. If certain activities were traditionally performed by contingent workers or contractors, then the hiring manager would turn to procurement to help them secure flexible workers as needed. Today, companies realize that a more flexible approach to planning can help yield faster results and quality talent at a time when contractors or flexible workers may make up a significant portion of the workforce in certain fields.

Several considerations go into determining which model is best for a given talent need. What is the availability of potential full-time employees compared to flexible workers? Is the job strategic to the company’s core business? How well is the company positioned to manage the role? By taking time to consider worker options in light of these questions, employers can open themselves to a larger supply of potential talent. To answer these questions effectively, organizations need a view into the talent supply, and they depend on collaboration between HR and procurement, two areas of the business that have traditionally made decisions independently of each other.

Prioritize Job Requirements

In the past, companies often assumed they had upper hand in the employer-candidate relationship when it was common to have many qualified applicants for a given position. As a result, including many requirements in a job description was seen as a way of ensuring that only the most qualified people applied for the role. Today, companies realize that repositioning their focus to take an equal footing in the relationship is an important step to competing for the critical talent they need.





The adjustment to a better employer-candidate relationship begins with the job description and requirements. Instead of being inflexible in the job requirements, employers can focus on streamlining requirements and highlighting the skills and competencies that truly reflect the needs of the role or assignment. For example, does the “years of experience” need apply to every potential candidate? Often, the requirement is based on an arbitrary hiring manager decision and may prevent qualified workers from applying. Is remote working and flexible scheduling an option? By rethinking onsite and working-hours requirements, organizations open themselves to a larger supply of potential employees.

Build Digital Capabilities

In an environment of talent scarcity, employers are applying technology to achieve several critical improvements in recruiting capability. Through sourcing solutions, such as machine intelligence and automation provider HiringSolved, they can automate the process of matching jobs to candidates, as well as mining social networks to build potential candidate pools quickly and effectively while integrating with applicant tracking systems (ATS), candidate relationship management (CRM) systems, and HR platforms. Other examples of automation include resume review solution Avrio, and AI chatbot communication and scheduling solutions such as Olivia. These AI applications take up the manual, administrative tasks that have consumed talent acquisition time and resources in the past.

Together, the collection of largely AI-driven technologies now available to talent organizations can free the recruiter to build deeper relationships with the workers they seek. Those applications can improve the candidate experience by eliminating the communications gaps that have traditionally left candidates unsure of their status or the next steps in the process. Likewise, CRM platforms can automate interaction with candidates and drive communications and marketing across social media channels, helping to support the employer brand message and improve access and interactions in a complex digital online environment. Rather than replacing human effort in the recruiting process, these innovations give human recruiters the enhanced capabilities needed to do a job that grows increasingly demanding as they work in a highly competitive market for talent.



Rx for Talent Partnership: Broad Capabilities Covering all Talent Types and Delivery Models

Andy Hilger

President, Allegis Group

People grow comfortable doing things the way they've always been done. That's true for any aspect of business, and talent acquisition is no exception. Unfortunately, filling talent gaps by hiring the same type of worker or using the same staffing or search strategy used in the past is no longer enough. Rigid or out-of-date approaches to talent acquisition can put a company at a deep disadvantage. We see it every day. In fact, many clients turn to our companies for help to advance beyond outdated talent strategies and compete for the people they need.

We have seen the market shift and needs evolve. As a result, our network of companies provides the complete range of capabilities to inform and support a strategy that uses a combination of a permanent employee, contractor, or outsourced service to achieve the desired result. For any organization looking to get more strategic in solving long-standing challenges in getting work done, there are several ingredients to a productive partnership.

An Outcome-Based Strategy

A strategic approach to talent starts with a clear view of the outcomes a client seeks. Once goals are agreed upon, the talent partner and the client can build a path toward meeting them by leveraging the right delivery models and skills. Not surprisingly, our clients are asking us to take on more outcome-based work so we can grow with them and provide a flexible range of solutions to reach those objectives.

Shared Accountability

The solution partner should have the breadth of capability to share in the accountability for the work to be done. That high-value relationship is built on goals that are measurable, with the understanding that the partners have a stake in achieving those results in collaboration with the client.

Specialization and Insight

Great partnership requires a level of specialization and insight that is not always practical to develop in-house. A good partner understands where to find the right talent, what to pay, and which proven methodologies apply to deliver on desired outcomes. To gain this level of intelligence, the partner must have an accurate grasp of the labor market, and a finger on its pulse as the balance of supply and demand changes across locations and industries.

Moving Forward

The core of our company is about creating an exceptional human experience because that will ultimately determine how well we serve our clients and candidates, and how well they do in pursuing their vision. We are making significant investments in technology and other innovations to enhance that human experience.

Protect Your Critical Talent

Finally, as many employers scramble to boost recruiting capabilities, another often-overlooked priority has become more critical than ever. That issue is the need to retain the talent an organization has on hand.

Often, the most valuable employees with rare skills are the most urgent flight risk for employers as competitors try to lure them away or they move to pursue new career development opportunities. Many facets of the employee experience contribute to improved retention. Two areas of increasing importance, particularly as Millennial and Gen Z workers seek to mature their careers and expand their capabilities, are creative career paths and an emphasis on learning and development.

Career Path Flexibility

To protect the talent they have, employers can take a number of measures to not only reduce the loss of workers but also to boost the knowledge and skills within the organization. First, employers can provide career path options to fit the individual needs and expectations of their employees. While this seems logical, historically, employees have been forced into pre-determined career paths, with promotions that lead from contributor to expert, manager, and leadership. In many cases, a highly skilled worker may not desire a management or leadership destination but instead want to broaden their skills, switch to new fields, or gain new experiences through work at new locations and participation in desired projects. Employers can accommodate this type of priority if the culture and the perspective of an employer's manager and corporate leadership actively encourages and promotes employee mobility.

Training and Development

A commitment to continuous skills development is essential for a growing company in a global business environment where innovation in technologies and processes occurs rapidly. Great employees understand the importance of continuous learning for their careers, and leading employers recognize the value of facilitating that education.

Support for employee learning outside the organization can include time and funding for attendance at college and university programs. It can include in-house classroom instruction, e-learning programs, and even micro-learning resources that provide immediate help for developing small-scale, tactical skills. In most cases, giving employees control over their development, whether for learning new skills to add to their current job or to take a new career path, are effective means of boosting engagement and retention — an essential need given the cost of acquiring and training new talent.

Retention as a Business Priority

Support for employee development can be one of the most effective means of protecting an organization from the adverse effects of global talent scarcity. While the costs of employee development are significant, they are typically much lower than the costs of acquiring new talent. Looking ahead, employers are likely to embrace learning and development, career path support, and innovations to enhance the employee experience as more than a nice-to-have initiative. Instead, the commitment will be a priority that helps companies achieve increased control over their supply of vital skills.



Allegis Group Perspective: **Three Measures to Retain Great Talent**

Rachel Russell

*Global Head of Corporate Strategy
Allegis Group*

Several employee relationship pitfalls can cause a worker to leave an organization. The worker may feel that their career priorities are not being addressed, so they seek opportunities that better reflect their needs (i.e., remote working, more exciting projects, or more desirable benefits). They may leave because they feel they're at a career dead end with few new contacts or too little training. Or, they may grow out of touch due to a lack of communication and seek another opportunity where they feel more connected. Our experience at Allegis Group has taught us that each of these three types of issues can be mitigated if the employer invests the time and effort to improve the employee relationship.

First, develop relationships that treat employees as individuals. A highly competent employee, for example, may want autonomy and desire to avoid travel. That person may only be interested in receiving a merit increase and being left alone. In the same department, there may be another employee in a similar role who values travel and interaction with colleagues and will not feel successful unless she earns a new title every two years. These are two entirely different sets of priorities, but the organizations that learn about and address the unique needs of both individuals will have an advantage in keeping them onboard.

Second, empower workers to develop the networks and skills to advance their careers. In our company, we will reimburse employees for work-related lunches and encourage employees to network at the organization's expense. We've seen how an individual can build a network and use that network to move to a new career level or direction that she would otherwise achieve only by leaving for another employer. Along with networking, an investment in worker training has a tremendous influence on retention. The employer must make education a priority and accept the investment of time and budget that is needed to provide training to its workers. The returns, in terms of improved skill sets and employee engagement, make the investment well worth the effort.

Third, make an active effort to close communication gaps. To prevent those gaps when we place our talent within client organizations, we make communication with the candidates placed a part of the recruiter's daily process. We support that capability with our automated customer engagement solution to reach out to our talent at predetermined touch points, based on data that tells us when a worker is likely to start looking for their next job. Likewise, we have a front-end "welcome journey" to walk the candidate through the onboarding process, with a feedback system that enables us to track their satisfaction with the job. In every case, communication is being made part of a systematic, repeatable process that is key to keeping our talent engaged and available to meet our clients' needs.

Together, individual relationships, empowerment for career development, and consistent communication all play a role in keeping great talent connected and engaged with their work. Through stronger employee relationships and reduced attrition, organizations can position themselves to gain an advantage at a time when critical talent is a main driver of business success.





Moving Forward: Succeeding in World of Talent Scarcity

Looking ahead, the trends in employment rates, job vacancies, and economic growth point to continued challenges for employers across all regions as they seek the critical talent to drive strategic business growth. In light of these challenges, a growing number of employers are re-examining their strategies for acquiring, engaging, and retaining workers.

Every aspect of talent acquisition and management will continue to be imperative. From employer brand to diversity and inclusion, sourcing and recruiting, employee experience, use of technology, and overall access and visibility to the workforce supply, the elements of talent success require an increasing level of expertise and specialized attention. Talent solutions providers will continue to play a vital role in bringing expertise and attention to these areas as companies realize the strategic value that an innovative, dedicated partner can provide.

Meanwhile, the proverbial war for talent will continue. Across North America, as well as the EMEA and APAC regions, the push for business growth and need for workers with critical skills will keep the pressure on companies to embrace creative solutions to meeting talent needs. The winners will be the employers that take on a strategic, global view of their talent needs and talent supply, across all skills types and employment models, strengthen their talent acquisition capability, and focus on retaining the critical talent currently in their workforce. These priorities will not only shape talent acquisition but also the health and success of the business itself.



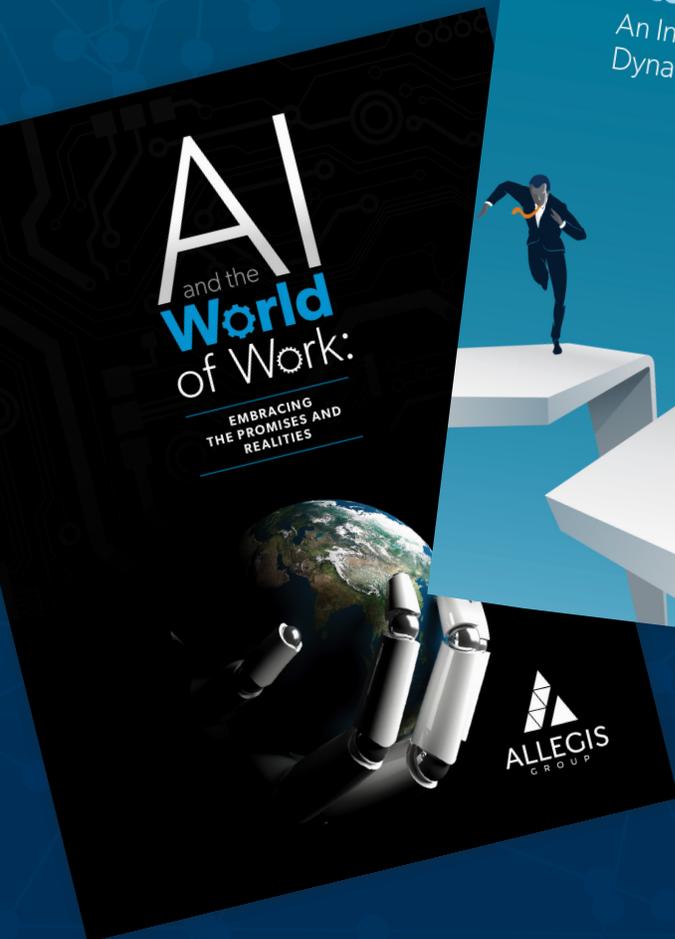
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