



# Beyond Best Practices

From Gallagher Flynn Human Resource Services, LLC

January 2012

Gallagher Flynn  
Human Resource  
Services

We help  
companies fill key  
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For more  
information  
please contact:

Frank Sadowski,  
Partner, SPHR  
802-651-7216  
fsadowski@gfc.com

Our offices  
are located at:

55 Community  
Drive, Suite 401  
South Burlington,  
VT 05403

45 Lyme Road  
Hanover, NH 03755  
603-643-0043

Visit us on the web  
at  
www.gfc.com

## Despite High Unemployment Recruiting for High-Skilled Positions Remains Difficult



According to an article in December's *HR Magazine*, many companies are having a difficult time finding candidates to fill high-skilled jobs. According to a Towers Watson Survey of 218 companies, 59% of US companies are now having this problem, an increase from 52% in 2010. This trend has also been found by SHRM's *Jobs Outlook Survey Report*.

The problem is that in most industries the jobs being added require a mix of new skills or entirely new skill sets compared to those positions lost at the beginning of the recession.

Positions requiring engineers, technicians, medical personnel and scientists are the hardest to fill. Retaining these employees is also a problem, with 36% of companies reporting difficulty in that area, according to the Towers Watson survey.

The cause of this situation may be a new, or accelerating, dynamic. Companies reduced staff in the downturn and automated what they could. This required the remaining employees to expand their skill sets, often in unique combinations, and increase their productivity. At the same time, technological developments continue in many fields, but only those people directly involved with them in industry or in school would be gaining that knowledge at the same time. As a result of these two trends, someone with the right mix of skills who totally fits the needs of an individual company is going to be harder to find.

As the economy continues to improve, this problem is likely to increase as well. Couple that with the retirement of Baby Boomers, and the demand for people with science, math, engineering, and technology skills is likely to be much stronger than the available supply.

Source: SHRM

Did you know?

According to a survey by the National Business Group on Health Employers, **the average increase in the cost of health care benefits will be 7.2%.**



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## Staffing Management Trends:

The Society for Human Resource Management's Special Expertise Panel identified the following as trends to watch in 2012:

- **Retention attention.** Despite increases in companies' productivity and profits, there has not typically been increases in personnel, which places pressure on the importance of retention.
- **Battle over talent.** Recruiting activity has increased among companies trying to fill current openings.
- **Employee value proposition.** Younger workers are looking for more nonmonetary returns such as higher engagement, social impact and work/life fit.
- **Social media.** Increased use of social media for applicant pools has shifted recruiting strategies away from job boards.
- **Limiting commitments.** Full-time employees are being replaced by contingent workers, including interns, as companies look to keep labor costs low.
- **Branding.** Companies are placing an increased focus on candidate care and user experience for applicants.
- **Assessment.** Use of assessment tools has increased as companies search to hire the best talent from a larger pool of applicants.

Source: HR Magazine "HR Trendbook 2012"

## Benefits news:

Employee loyalty is dropping in the U.S. and worldwide according to Mercer's *What's Working* Survey report. The research conducted from the fourth quarter of 2010 through the second quarter of 2011 in different global regions - shows that the percentage of workers seriously considering leaving their organizations has risen since the start of the worldwide economic downturn. In the U.S., the increase was 9 points, from 23 percent in 2005 to 32% in 2011.

### Factors Influencing Motivation And Engagement at Work

Scores near 100 are of middle importance, scores above 100 are more important and scores below 100 are less important.

	Global	United States
Being treated with respect	119	123
Work/life balance	111	112
The type of work that you do	110	111
The quality of the people you work with	107	111
The quality of leadership in the organization	107	112
Base pay	106	104
Working in an environment where you can provide good service to others	104	112
Long-term career potential	92	91
Having flexible working arrangements	91	91
Learning and development opportunities	90	81
Benefits	90	106
Promotion opportunities	89	77
Incentive pay and bonuses	84	71

Key to colors: Over 100 Under 100



Source: *What's Working* survey report, Mercer, 2011.

Source: HR Magazine "HR Trendbook 2012"

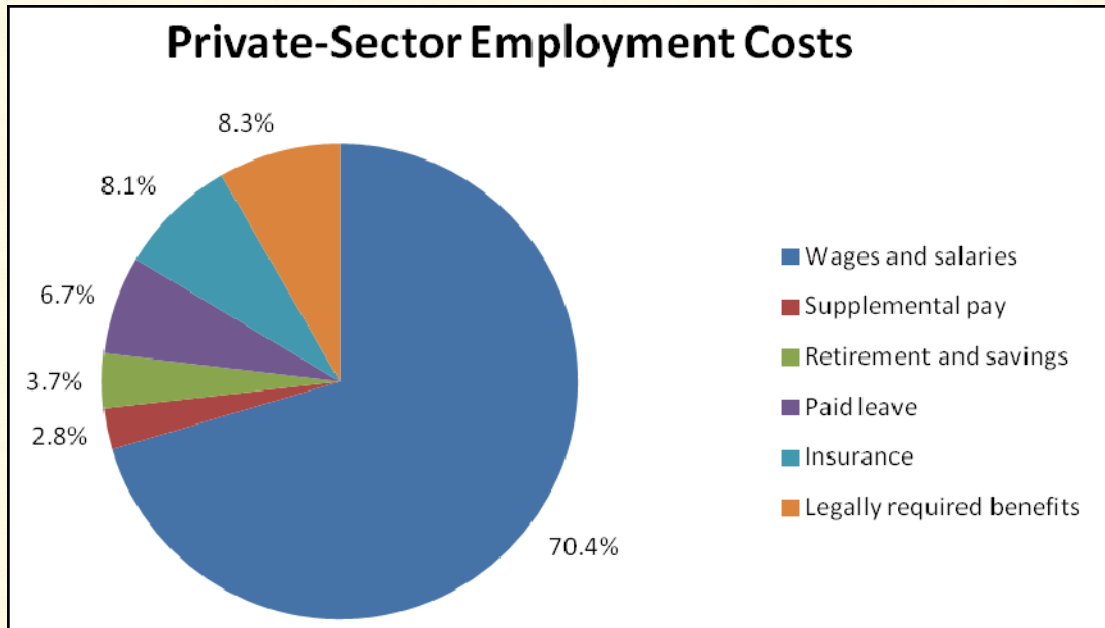


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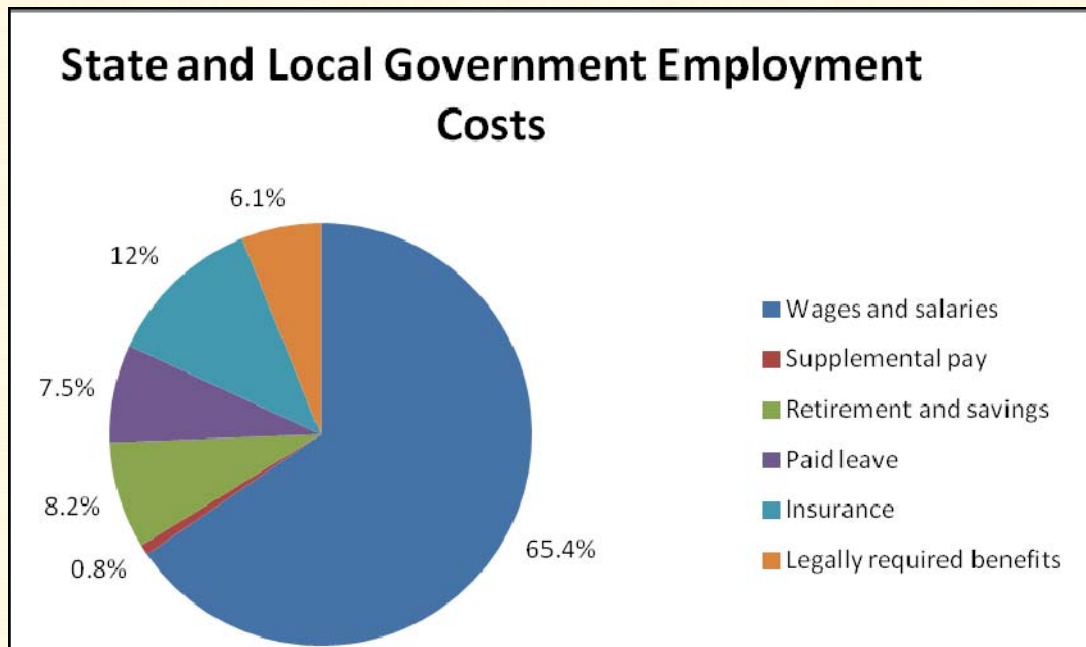
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## Workforce trends



On average, private-sector employers paid \$28.13 hourly in wages and benefits as of June 2011.



On average, state and local governments paid \$40.40 in wages and benefits as of June 2011.