The Definitive Guide to Building a Better Workforce

Lessons from Best-in-Class Companies on Recruiting and Retaining Elite Talent
We talked to more than 500 C-Suite executives about their workforces.

If you want to know what today’s top companies are doing well—and what they could be doing better—you talk to the people who are running them.

So, we asked 536 C-Suite executives for their candid feedback on the types of talent they need, the skills that are most difficult to find, how they’re using contingent labor and progressive recruiting methods to enhance their workforces, employee retention techniques and more.

Then we took those answers and created this report to give you an in-depth look at the state of the U.S. workforce today, as well as advice on how you and your organization can better recruit, engage and retain your talent, including:

- What processes you should have in place
- What you need to measure
- Organizational changes you might want to make
- Technologies you should evaluate
Here’s what we discovered about Best-in-Class companies:

- **31%**: more likely than other companies to increase hiring in the coming year to help combat the skills gap. Page 6
- **37%**: less likely than other companies to have trouble sourcing enough qualified candidates. Page 12
- **44%**: more likely than other companies to increase the size of their temporary workforce in the next 12 to 24 months. Page 13
- **22%**: more likely than other companies to increase company training to ensure employees have the critical skills necessary for their roles. Page 18
- **40%**: more likely than other companies to invest in social media and social tools to strengthen their employer brand. Page 20
- **22%**: more likely than other companies to use social sourcing and pipelining for recruiting candidates. Page 22
- **45%**: more likely than other companies to share content and job postings across social media to recruit candidates. Page 24
- **17%**: more likely than other companies to identify gaps between current workforce skills and future business requirements. Page 29
What is a “Best-in-Class” company?

In our 2015 State of the U.S. Workforce survey, which surveyed only companies headquartered in the U.S., the following key performance indicators (KPIs) were used to distinguish the Best-in-Class from the Industry Average and Laggard organizations:

**Best-in-Class**
Top 20% of aggregate performance scorers
- 26.2% decrease in time to hire (Y-O-Y)
- 11.5% increase in revenue per FTE (Y-O-Y)
- 9.4% unwanted turnover rate in new hires’ first 12 months

**Industry Average**
Middle 50% of aggregate performance scorers
- 3.6% decrease in time to hire (Y-O-Y)
- 2.5% increase in revenue per FTE (Y-O-Y)
- 12.2% unwanted turnover rate in new hires’ first 12 months

**Laggard**
Bottom 30% of aggregate performance scorers
- 4.2% increase in time to hire (Y-O-Y)
- 1.0% decrease in revenue per FTE (Y-O-Y)
- 19.1% unwanted turnover rate in new hires’ first 12 months
We’re working in the age of the employee.
Employees have access to a wider variety of occupations and a greater number of jobs than ever. They can spend their entire careers remotely or locally. They can be employed by multiple employers simultaneously, be a contract employee working for a company for a set period of time, or have a full-time job. That doesn’t make becoming employed, sustaining a job, or growing in any career significantly easier, but having more flexibility than ever is a welcome change from previous eras.

What are today’s biggest HR challenges?

- **Shortages of required skills available in the labor pool**: 53%
- **Trouble sourcing enough qualified candidates**: 47%
- **Pressure to meet the company’s growth objectives**: 34%

Source: Aberdeen Group, December 2015
80% of All employers believe that the skills gap is real.

Companies of all shapes and sizes definitely agree on a central issue: the skills gap is very real. Even with today’s lowest unemployment rates in the U.S. since 2008, the skills gap is a hindrance for any organization looking to recruit employees.
What are the reasons for the skills gap?

Here’s what the organizations we polled had to say:

- Gap in wage expectations: 46%
- New/shifting technologies: 41%
- Employers not willing to pay enough to attract talent: 32%
- Job requirements that are above entry requirements: 27%
- Access to education: 21%

Companies say that the biggest reason for the skills gap is the gap in wage expectations between employees and employers. Compensation can be a particularly thorny issue for both parties. But the skills gap here centers on the workforce. Therein, the reluctance to pay would-be personnel the going rates for in-demand jobs, such as software engineering, healthcare and customer service professionals, is a sure method to push away talent, stymie future hiring and even damage the employer brand in the process.

In contrast, the one-fifth of employers who don’t believe in the skills gap have their own explanations for why 80% of organizations struggle to recruit the right talent. For instance, one company indicated that such companies have done a poor job planning for the future, also known as strategic workforce planning: “Such companies have poorly managed their talent pool. Instead of thinking long term about hiring needs, they’ve responded to upswings and downturns in the market.” Another company indicated that organizations believe there’s a skills gap because, “There is too much rigidity in the perception that qualified candidates should have the capabilities and wherewithal to be successful as soon as they’re hired, and there’s less focus on learning and development to get to those levels.”

Definition: Skills Gap

The skills gap is the disparity between the essential work skills today’s employers need and the abilities of the current workforce.

76% of organizations use contingent labor to enhance their workforce and close talent gaps.
The Toughest Skills to Recruit for are Critical Thinking and Problem Solving.
There are many reasons why the skills gap persists, from the lack of soft skills to employees being over- or under-qualified. But employers in particular have identified specific skills that they feel employees lack, which makes the skills gap even bigger and more daunting than before.

For instance, the toughest skill to recruit new employees for is critical thinking and/or problem solving, followed by technical skills associated with the job, and then work ethic. It’s one thing to hire under-qualified employees, but it’s a whole other issue to teach new hires how to think critically or solve problems. Some would argue that such skills are impossible to teach—either you can or can’t think critically. However, savvy companies are the ones thinking of ways to help employees build that skill, from practicing and simulating situations that would require problem solving, to providing training specifically devoted to how to think more critically.

Where is the skills gap widest?

<table>
<thead>
<tr>
<th>Toughest skills to recruit for</th>
<th>All Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical thinking/problem solving</td>
<td>41%</td>
</tr>
<tr>
<td>Technical skill associated with the job</td>
<td>39%</td>
</tr>
<tr>
<td>Professionalism/work ethic</td>
<td>35%</td>
</tr>
<tr>
<td>Leadership</td>
<td>30%</td>
</tr>
<tr>
<td>Adaptability/managing multiple priorities</td>
<td>27%</td>
</tr>
</tbody>
</table>

Source: Aberdeen Group, December 2015

Where do Best-in-Class companies struggle?

Despite potential theories that top-performing companies have successfully overcome the skills gap, let alone don’t even think it exists, the struggle to hire effectively isn’t limited to Industry Average or Laggard companies. In fact, Best-in-Class companies struggle with finding individuals who are creative and innovative. They’re also 16% more likely to have difficulty finding individuals who are oriented toward teamwork and collaboration. That’s why it’s a necessity to have specific strategies for recruiting the right talent in order to be cohesive, connected and capable.
Finding talent is easier for Best-in-Class companies.
Best-in-Class companies are 37% less likely than other companies to have trouble sourcing enough qualified candidates.

Not all companies are struggling to overcome the dearth of appropriately skilled candidates necessary to run their organizations. Best-in-Class companies consistently make the necessary investments in their recruiting technology to ensure they can better market to passive candidates and attract interested applicants. To make matters slightly easier for organizations, previous roadblocks, such as large-scale layoffs and economic strife, aren’t as big of a factor for recruitment. But that doesn’t mean companies can sit on their laurels and hope they’re lucky enough to find the talent they need. Businesses have to adopt strategies that ensure they can source the talent necessary to succeed today.

What strategies are companies using to overcome the skills gap?

The above figure illustrates that companies are equally invested in strategies that allow them to improve their external sourcing capabilities (through the use of staffing firms), and identify gaps between current workforce skills and anticipated future business requirements. The former approach, more than any other strategy, allows organizations to double their recruitment efforts without needing to double their HR staff. This is especially helpful when a large percentage of an organization’s workforce is composed of contingent or temporary employees.
Best-in-Class companies are **44%** more likely to increase the size of their temporary workforce in the next 12 to 24 months.
Use contingent labor to enhance your workforce and close talent gaps.

There are multiple reasons why companies can be so confident for what future recruitment holds: from great current employees who supply reliable referrals, to a recognizable employer brand and identity, to plenty of internal resources (recruiters and money to invest).

But a major reason for top organizations’ confidence is that they use contingent labor, either in addition to their full-time workforce, or to supplant it.

The use of contingent labor allows organizations to be more successful overall; notably, 76% of organizations use contingent labor to enhance their workforce and close talent gaps.

While 59% of organizations use contingent labor/temporary workers year round to supplement their workforce. Best-in-Class companies are 7% more likely than other companies to use contingent labor year round. Top performers are truly invested in how contingent labor can have an ongoing impact on the business. In fact, Best-in-Class companies are 44% more likely than other companies to increase the size of their temporary workforce in the next 12 to 24 months.

59% of organizations use contingent labor/temporary workers year round to supplement their workforce.
Contingent labor is becoming a permanent strategy.

Organizations across the board, from Best-in-Class through Laggards, use contingent labor for a variety of roles.
Set the recruiting bar high.

Best-in-Class organizations are 55% more likely to set performance expectations for recruiters and hold them accountable.
In turn, recruiters can focus on what they do best: interacting with candidates and establishing strong relationships. With such opportunities to focus on their specialization, businesses can establish clearer metrics for recruiters, such as employee retention and hiring manager satisfaction. Smart companies do just that; in fact, per a recent study by Aberdeen Group, Best-in-Class organizations are 55% more likely than other companies to set performance expectations for recruiters and hold them accountable. However, sometimes organizations don’t have the ability to bring in new employees who have the necessary skills to meet current, let alone future, demands of the organization and the market. That’s why it’s important to establish strong learning and development initiatives to enable current employees to become more capable, adept and knowledgeable.
Best-in-Class companies are 22% more likely than other companies to increase company training to ensure employees have the critical skills necessary for their roles.
Best-in-Class companies are thoroughly invested in their current workforce—whether contingent, temporary or permanent—as they’ve deemed their employees to be invaluable for the ongoing success of the business and are less likely to outsource their workforce because of that. Notably, Best-in-Class companies are 88% less likely than other companies, on a year-over-year basis, to shift their focus to outside of the U.S. to address their shortages in the talent pool. Top-performing companies are more consistently invested in technologies, resources and services that allow them to combat the shortages of critical talent and qualified candidates. Comparatively, average and laggard organizations are heavily focused on improving candidate relationship management.
Best-in-Class companies are **40%** more likely than other companies to invest in social media and social tools to strengthen their employer brand.
Companies can no longer wait for candidates to come to them—they need to truly plan ahead if they want to compete with other organizations for talent.
With a majority of organizations indicating that their biggest pressure driving their recruiting and talent management efforts is the shortage of required skills available in the labor pool, it’s more necessary than ever to double efforts to appropriately source and pipeline candidates. In fact, top-performing companies understand just how valuable the practice of sourcing and pipelining candidates is for their ongoing success. Such sourcing and pipelining includes the usage of social networks, job boards, talent communities and more. These companies prioritize their social and online usage for recruitment.

Particularly, Best-in-Class companies are 22% more likely than other companies to use social sourcing and pipelining for recruiting candidates. They understand that top talent doesn’t necessarily come to them anymore; they need to go out and find them.

Best-in-Class companies are **22%** more likely to use social sourcing and pipelining for recruiting candidates.
Stay connected to candidates to stay competitive.
Top employers are the ones that offer incredible employee experiences, great opportunities for development, attractive benefits and more. They are competing with organizations that might not offer all of those benefits but might offer other intangibles that employees want: great connection with their jobs, higher salary, quality technology or remote work options. That’s why it’s important to stay connected with candidates however possible to better understand what they want and need.

Best-in-Class companies grasp just how important that connectivity is; in fact, they are 45% more likely than other companies to share content and job postings across social media to recruit candidates. Top performers take their social presence a step further by tapping into other online resources, such as search engine optimization, search engine marketing, and other advertisements. In that vein, Best-in-Class companies are 16% more likely than other companies to post ads, content and openings online to recruit candidates.

Best-in-Class companies are 45% more likely than other companies to share content and job postings across social media to recruit candidates.

In turn, top companies are abandoning more traditional recruitment techniques. Notably, Best-in-Class companies are 12% less likely than other companies to use flyers, posters and street signs to recruit candidates; in addition, they are 17% less likely than other companies to make use of virtual job fairs. Such decisions to transition away from more archaic recruitment marketing tactics are especially important today; 39% of employers stated that it is “difficult to very difficult” to fill open requisitions in a timely and effective way. That’s why, in conjunction with the present-day skills gap, top performers escalate their recruiting initiatives to stay current and competitive.

For example, Best-in-Class companies are 31% more likely than other companies to increase hiring in the coming year to help combat the skills gap. Such a commitment requires companies to commit additional effort, time and resources; however, doing so can pay off dividends by helping overcome the skills gap and the competition.
Use innovative tactics to recruit for hard-to-fill roles.
Increasing hiring is a great plan, but execution, especially for hard-to-fill roles, is a bit more complicated. IT, customer service and general labor workers (e.g., machine operators, production workers, janitorial, etc.) are roles that are increasingly harder to fill. There’s more of a demand for IT roles—from software engineers, to data analysts—than any other role in the U.S., as well as the world. IT professionals in particular encompass such a wide variety of skills, backgrounds and experiences that recruiting them is more difficult than ever.

To complicate matters even further, specific positions and roles that are on the rise are simultaneously even harder to hire for because of candidates’ perceptions of the roles, the expected salaries or their locations. For instance, there will be 3.4 million manufacturing job openings in the next decade, but younger employees consider such jobs labor-intensive, dirty or inaccessible, and thus unappealing. Moreover, the cities candidates tend to gravitate to—San Francisco, Boston and New York aren’t necessarily where manufacturers are setting up, which can be a hurdle for attracting the right talent for such openings.

There will be 3.4 million manufacturing job openings in the next decade.
Planning ahead can really pay off for an organization, especially a company focusing on hiring in manufacturing, IT, customer service or nursing. For instance, some innovative companies establish apprenticeships for individuals before they’re ready to be actually hired. That way they can build relevant skill sets and experiences and be even better contributors to the original organization or even another company. Other smart businesses work on building employer brand and loyalty with individuals from a much younger age by offering internships on a yearly basis to build interest in a space and commitment to a brand. Such tactics are especially important for recruiting labor workers, especially since 2.7 million Baby Boomer laborers are predicted to retire over the next decade. It’s imperative that manufacturers, factories and other in-demand industries commit the necessary resources to ensure they can successfully recruit and grow in the future.

Plan now to recruit your future workforce.

2.7 million Baby Boomer laborers are predicted to retire over the next decade.
Despite the recruiting challenges that are upon us—and those that lie ahead—there’s good news: organizations are more confident than ever about recruiting the employees they need to be successful. In fact, 79% of employers are confident they have the resources already—or know what to do in order to secure the talent they need—to successfully run their organizations moving forward. Impressively, almost 9 in 10 Best-in-Class companies believe they are ready for the road ahead. Moreover, they’re 16% more confident than other companies that they have the resources necessary to secure the talent they need to successfully run their organizations.
Best-in-Class companies are 17% more likely to identify gaps between current workforce skills and future business requirements.
Use strategic workforce planning to determine future hiring needs.
Has your organization conducted a strategic workforce planning assessment?

- **35.9%** Yes, within the last year
- **18.8%** Yes, within the last 1-2 years
- **8.0%** Yes, within the last 3-5 years
- **3.5%** Yes, but it was more that 5 years ago
- **33.8%** No

**Source:** Aberdeen Group, December 2015

**Definition: Strategic Workforce Planning (SWP)**

Strategic workforce planning (SWP) is an internal initiative designed to ensure that talent management efforts run tandem with business goals. SWP usually takes the form of an assessment and is often sponsored by the executive team, HR and the board of directors (as applicable).

SWP assessments can do wonders for figuring out which areas within the company need the most support and/or attention in order to stay competitive and effective. Case in point, Best-in-Class companies are 17% more likely than other companies to identify gaps between current workforce skills and future business requirements. They can also help figure out—based on your organization’s internal needs and available resources (spatially, physically or financially)—whether contingent, part-time, or full-time labor, or a combination of the three, would be best for the organization.

Not every organization knows how to employ contingent labor to help overcome their current skills gap and recruiting needs. But there are methods to help figure that out, and using strategic workforce planning (SWP) to determine future hiring needs is a great start. While it might take substantial time to begin, it can pay dividends for the vitality of an organization. Despite that, only 36% of organizations have conducted SWP assessments in the past year. What's more, another 19% have conducted an assessment within the last one to two years.
No matter what kind of employee is chosen—contingent, part-time or full-time—it’s imperative to determine if each one will actually be a good fit for the organization. That’s where measuring quality is paramount. Doing so can come at two different phases: pre- and post-hire. Before the hire, pre-hire assessments can be utilized to measure individual qualities and compare them to success profiles of current employees. For instance, per Aberdeen’s report Talent Acquisition Takes a Village and It All Starts with Collaboration (November 2015), Best-in-Class companies are 62% more likely than other companies to use relevant talent data (e.g., employee profiles, development plans, and assessment results) during the hiring process. Doing so enables organizations to better understand whether an employee will truly fit within the organization, and if he or she has the skills and abilities necessary to be successful internally.

When measuring the quality of hire after employment, it’s all about understanding organizational fit. In fact, businesses are 35% more likely to consider the metric of organizational fit to be more valuable to measure the quality of hire than the next most valuable metric (retention rate) through the first year of employment. Furthermore, almost half (46%) of all organizations indicated that organizational fit is the most valuable metric for determining the quality of hire. This is where it truly pays off to take the most effective steps to identify, recruit and hire the right talent for the vital roles in your organization. But for the organizations that successfully recruit the specific talent who don’t lack the inherent skills needed for the future, the next big step is to ensure the highest rate of employee retention possible.

46% of all organizations indicated that organizational fit is the most valuable metric for determining the quality of hire.
Employees of Best-in-Class companies are 2.5 times more likely to commit to their employers because they are challenged and intrigued by their work, compared to having a competitive salary.
A best practice for ongoing success revolves around retaining hard-won talent.
Just as it’s significantly easier and more cost effective to retain current customers instead of finding new ones, the cost-benefit analysis of retaining employees versus finding new ones is staggering. Furthermore, the Society for Human Resource Management (SHRM) estimates that it can cost up to five times an employee’s annual salary to replace a bad hire.

Sure, retaining employees is obviously not the same as retaining customers. But a big part of employee retention, like customer retention, is about being supportive, friendly and caring. That can take a variety of forms, from offering great benefits, to providing opportunities for internal and professional development. Smart companies are the ones that do just that.

Increase training.

Best-in-Class companies are 22% more likely than other companies to increase company training for critical skill areas. By increasing training, employees can build on their current skills and abilities, become better contributors, and grow in the process. Such a tactic is especially helpful for organizations that hire contingent or temporary workers that only have a short ramp or onboarding period, but are expected to perform effectively soon after joining.

Provide challenging work.

It’s stressful to try and hire all the right employees, especially in areas that have extensive openings but not enough talent to fill the gaps. To help avoid such complicated matters, it’s helpful to understand why employees voluntarily leave organizations.

Why do employees voluntarily leave their companies?
- Poor relationship with their manager: 48%
- Inability to foresee a future in the company: 40%

Why do employees stay with their employers?
- They are challenged and intrigued by their work: 57%
- Strong relationships with their colleagues: 36%
- They perceive work to be valuable to the growth of the company: 32%

Turns out, a competitive salary doesn’t even crack the top three reasons why employees remain with their companies. In fact, a recent study shows that employees of Best-in-Class companies are 2.5 times more likely to commit to their employers because they are challenged and intrigued by their work, compared to having a competitive salary.

If employee retention is the goal, then it’s imperative to prioritize making their work challenging, intriguing and finding ways to relate each employee’s job with the ongoing success of the business.
Offer access to learning content.
Enticing employees to stay committed to their work can also include other tactics, such as learning and development. Case in point, Best-in-Class companies are 26% more likely than other companies to provide employees with regular, easy access to learning resources. By offering access to learning content from single sign-on platforms, collaboration resources and mobile devices, whether at work, on the go or at home, organizations empower their employees to learn when it works best for their busy, complex schedules.

The days of solely relying on in-person, formal training sessions are gone. What’s more, Best-in-Class companies are 2.6 times more likely to empower employees to access learning resources, technologies, and insights that are directly tied to their career goals. This allows them to grow faster and remain intrigued by their work and the company, all while staying committed to the organization as a whole.

Best-in-Class companies are 2.6 times more likely to empower employees to access learning resources, technologies and insights that are directly tied to their career goals.

Help future leaders fulfill their potential.

Best-in-Class companies are more likely (vs. other companies) to provide learning for particular high-potential employees:

- 44% more likely for emerging leaders
- 33% more likely for executives / senior leaders
- 22% more likely for mid-level managers
- 20% more likely for high potentials
- 18% more likely for front-line leaders

Focus on high potentials and high performers.

Another tactic to effectively retain employees is to put greater emphasis on their top contributors, such as high potentials and high performers. Companies that do so understand, more than others, that it’s more challenging than ever to replace high performers and high potentials. That’s why Best-in-Class companies are 51% more likely than other companies to have a process in place to identify high-potential employees.

High potentials are imperative to the ongoing success of the business, as they’re often the employees who will eventually be capable of taking on leadership roles as they grow and as particular high-level jobs become available. To get high potentials there, smart businesses provide and prioritize said employees with opportunities to learn. Best-in-Class businesses take whatever steps necessary to ensure they retain their hard-won talent; notably, they are more likely than other companies to provide formal learning to specific groups.
Seek and listen to employee feedback.

Other strategies for retaining employees can include giving employees a voice, as it will allow them to feel like they are part of something bigger. Actively advocating for and seeking out their feedback signals to employees that their ideas, knowledge and personal experiences are important to the company. For instance, a recent study showed that Best-in-Class companies are almost twice as likely as other companies to use formal recognition tools to support and recognize their employees’ efforts. Employee recognition and appreciation doesn’t have to be a formal system though. Instead, it can be peer-to-peer (P2P) or employee-to-employee recognition. Notably, Best-in-Class companies are 41% more likely than other companies to empower employees to recognize each other for great work. Recognition can also take the form of practices that focus on employees’ health, such as emotional, psychological and even financial well-being. Best-in-Class companies are 10% more likely than other companies to provide employees with a comprehensive approach to their well-being.

Implement employee recognition, ongoing benefits and wellness programs.

per Aberdeen Group’s Best Practice: Identify High Potentials Before You Lose Them! (August 2015), Best-in-Class companies are 2.4 times as likely than other companies to use employee feedback and perspectives to inform internal decision making.
Retain experienced employees.

In an effort to avoid having to replace all of the Baby Boomers at once, smart businesses also ensure they retain older employees. This segment of the workforce, according to some reports, increasingly feels alienated by the focus on younger employees. Such alienation can lead to dissatisfaction, disengagement, or even quitting or retiring. Older employees have a wealth of knowledge that could all of a sudden disappear, which would be devastating to a business. That’s one of the reasons why it’s so imperative to put specific effort into retaining more experienced employees. While, unfortunately, just 11% of companies are currently focused on designing programs to proactively retain older workers, it’s reassuring that Best-in-Class companies strive to retain such employees in whatever way possible. Specifically, top companies are pulling out additional stops to retain their older workers.

Methods for retaining older employees.

Best-in-Class companies are 38% more likely than other companies to increase training and cross-training efforts to help retain older workers. In doing so, such employees can better adapt to the changing work expectations and technologies to remain active, effective members of the team and workforce. In addition, top performers are twice as likely as other companies to provide older workers opportunities to serve as mentors.
5 lessons learned from Best-in-Class companies
1. **Identify gaps between current workforce skills and anticipated future business requirements.**

   This should be your first step, before even addressing the skills gap and the talent landscape. Ask managers, executives and even individual contributors to provide feedback about where the organization could benefit from more support. Such insight should also take into consideration the potential needs of the organization for tomorrow and beyond. Is the company looking to open new locations elsewhere? Is the organization thinking about making any acquisitions? Is a large percent of the workforce going to be retiring soon? These are all questions you need to ask yourselves to help determine future investments in talent and skills.

2. **Invest in a variety of sourcing tools.**

   As organizations across the board are struggling to overcome the shortage of required skills available in the labor pool and source enough qualified candidates, savvy companies are increasing their time and financial investments in sourcing strategies. These can include investments in social technologies that allow recruiters and sourcers alike to effectively comb through a variety of online resources to find better-fitting candidates, as well as hiring staffing firms to help identify applicants that fit your needs.

3. **Utilize outside resources, namely staffing firms, to aid with your recruitment initiatives.**

   Once you provide staffing firms with specific insights about which roles you’re trying to fill, and the specific skills and experience needed to succeed in those roles, they can work on finding the right candidates. In turn, the use of staffing firms frees up recruiters to focus on what matters the most: having strong, ongoing relationships with candidates.

4. **Keep an active pipeline of appropriate candidates, even if there aren’t any openings.**

   No matter where your organization is today or where you plan to be in the future, it’s imperative to always have a pipeline of interested, appropriately fitting candidates that you can tap into when requisitions open up. That doesn’t mean you should string along applicants if there aren’t any openings. Instead, keep them abreast of jobs that might be of interest to them as they become available.

5. **Empower and support your employees from day one.**

   Once you’ve hired your employees, the organization should strive to keep them engaged, excited and committed to their roles, responsibilities and the business itself. To do that, be sure to:
   - Offer employees opportunities to develop their skills
   - Allow them to contribute to the bottom line
   - Ensure they feel like they are a part of something bigger
   - Keep them challenged and intrigued by their work
   - Show your appreciation for all of their hard work

Recruiting, managing and retaining a Best-in-Class workforce in today’s environment can be overwhelming. In spite of how difficult it seems on the surface, it is possible for companies to overcome the skills gap with time, commitment, and, most importantly, a plan for success based on optimizing the data and insights presented here.
Related research.

*Talent Acquisition Takes a Village and It All Starts with Collaboration*, November 2015

*The Art of Appreciation: Top-Tier Employee Recognition*, April 2015

*Best Practice: Identify High Potentials Before You Lose Them!*, August 2015

*Young and Talented but Lazy? Not So Fast - Millennials Are The Real Deal!*, February 2015


1 [www.bls.gov](http://www.bls.gov)

2 Natalie Walters, *The Most In-Demand Jobs Around the World*, 2015

3 Andy Brownfield, *Can factories sell millennials on the new manufacturing?*, 2015

4 Christopher Cannon, Patrick Clark, Jeremy Scott Diamond, and Laurie Meisler, *The Unlikely Cities That Will Power the U.S. Economy*, 2015

5 Andy Brownfield, *Can factories sell millennials on the new manufacturing?*, 2015

6 *Talent Acquisition Takes a Village and It All Starts with Collaboration*, November 2015


8 *Human Capital Trends (2015) - The Age of Transparency is Upon Us*, April 2015

9 Aberdeen Group's *Young and Talented but Lazy? Not So Fast, Millennials Are The Real Deal!*, February 2015

10 Aberdeen Group's *Best Practice: Identify High Potentials Before You Lose Them!*, August 2015

11 Aberdeen Group's *The Art of Appreciation: Top-Tier Employee Recognition*, April 2015

Adecco Staffing is the nation’s leading provider of recruiting and workforce solutions.

We partner with small and mid-sized businesses, as well as Fortune 500 companies across all major industries. We also offer job opportunities and advice to American workers at every stage of their careers. Adecco has more than 500 locations and, on any given day, connects 70,000+ workers to the best job opportunities across the country, making us one of America’s largest employers.

We leverage this position of leadership to help individuals continuously improve their position at work and in life. To be fulfilled, but never complacent. To set their sights higher and achieve more than they thought possible. Whether your goal is to change careers, or change the world, we want to help you find what you’re looking for and get more out of work.