

Profile of *Emergent*, *Migrating*, *Traditional* Workers

- In 2007, the workforce is 27% *emergent*, 48% *migrating*, and 35% *traditional*.
- *Emergent* workers are highly educated, with 17% receiving a graduate degree, and 31% earning a college degree
- The mean age of *emergent* workers is 44 years old and male to female ratio is 54%:46%
- The average *emergent* employee works 45.1 hours per week
- *Emergent* and *traditional* workers have varying definitions and attitudes towards loyalty, commitment, job change and job security:

Views on Loyalty & Job Change	Traditional	Emergent
An employer has a moral obligation to keep long-term employees as long as they meet the requirements in the job description	93%	50%
Loyalty is being willing to stay with an employer for the long haul	94%	46%
I prefer work that provides an opportunity for growth, even if it is stressful	53%	86%
An employer is responsible for providing a clear career development path for its employees	86%	53%
Loyalty is not related to how long you stay with employer, but to how big a contribution you are currently making	40%	78%
Changing jobs every few years is usually damaging to a person's long-term career advancement	72%	18%
Long-term career advancement depends on staying with an employer for a long time	77%	13%

- *Emergent* workers require different workplace characteristics and environment in order to remain happy and loyal to their employer:

Characteristics of an Attractive Work Environment	Traditional	Emerging
Clear directions on what I need to do from day to day	93%	53%
An employer who quickly weeds out employees who are not contributing at high levels	57%	80%
An employer who spends a lot of time working with lower performing employees to help them improve their performance	86%	53%
An employer who expects employees to pursue on-going training or educational experiences on their own	36%	70%

- Several key *emergent* traits and attitudes have become mainstream, adopted by the majority of workers regardless of classification in today's marketplace, along with a renewed desire for job security:

Mainstream Attitudes	Traditional	Emerging
Employees should seek their own career development opportunities wherever they might be	88%	96%
In order to keep their jobs, employees should be required to grow and improve their abilities to help the co. succeed	75%	86%
An employer who helps employees meet their family obligations through the use of flex-time, telecommuting, etc.	95%	94%

- In 2007, the Spherion[®] Emerging Workforce[®] Study further defined the 48% of migrating workers based upon biases towards *traditional* and *emergent* mindsets. It found 13% to be *emergent/migrating*, 14% *migrating* and 21% *traditional/migrating*.