



Emerging Workforce® Study

Emerging Strategies for the Evolving Workforce

The 2016 Emerging Workforce® Study is here!

The Emerging Workforce Study by Spherion® examines issues and trends impacting the American workplace. The 2016 study not only captures current attitudes, from the unique perspective of both employers and employees, it builds on nearly 20 years of research, with accumulated input from more than 200,000 workers and well over one thousand employers.

What can you learn from the Emerging Workforce Study?

The 2016 Emerging Workforce Study reveals insights to help employers make more strategic HR decisions that enhance their ability to attract, engage and retain the employees critical to business success. For example:

- Discover the key factors impacting candidate attraction and effective channels to recruit top performers across multiple generations.
- Learn how a company's mission and employment brand influence different worker perspectives.
- Find out how generational expectations can influence employee engagement and retention.
- Uncover skills gaps and how to bridge them.
- Gain insights into leadership development and succession planning for Gens Y and Z.
- Understand how to stay relevant in today's shifting job market by adopting attributes of emerging companies.

What issues are explored in the 2016 Emerging Workforce Study?

This year's study reveals a number of emerging issues that indicate a shift in power across the American workplace. As the job market improves, employees believe they have more leverage to improve their situation against employers facing talent recruitment and retention challenges. This power struggle has impacted worker and company attitudes towards many of the components that define today's workplace, including wages, diversity and inclusion, skills gaps, retention risks, recruiting and hiring headaches, workforce flexibility and work/life integration.

When and how was the research conducted?

The 2016 Emerging Workforce Study was conducted online within the United States between February and March 2016 by Research Now Group, Inc., on behalf of Spherion. It consisted of two distinct components to represent both employers and employees:

- 416 human resource managers, with results weighted as needed to reflect the composition of U.S. companies, based on company revenue
- 2,810 employed adults, with results weighted as needed for age, sex, race/ethnicity, education, region and household income to represent the target population

How is the Emerging Workforce Study different from other types of workplace research?

When the Emerging Workforce Study was initially conducted in 1997, it launched a revolutionary way of tracking two very different types of workers—Emergent and Traditional—distinguished by divergent workplace values and expectations. The Emerging Workforce Study serves as a guide to the resulting implications for those who employ them.

How can I learn more about the Emerging Workforce Study?

The best way to understand the full implications of the Emerging Workforce Study is to attend a presentation of the research findings. Your Spherion representative can provide information on upcoming events. In the meantime, additional background on the study can be found at spherion.com/ews/.

ABOUT SPHERION

Spherion Staffing Services is a leading recruiting and staffing provider that specializes in placing professional, administrative, clerical, customer service and light industrial candidates into temporary and full-time opportunities. Founded more than 70 years ago, Spherion is an industry pioneer that has sourced, screened and placed millions of job candidates in virtually every industry through a network of offices across the U.S. Each local office is individually owned and operated by a team of staffing specialists who know the community and offer a strong network of talent to support local employers.

