

This month's "Spotlight" topic:
What Makes Emergent Employers Winners?

Job Growth Accelerates in February with 313,000 New Jobs Record-Low Unemployment Continues as Wage Growth Slows

JOB GROWTH: The economy expanded in February with job market expansion topping 300,000. When added to upward revisions for the previous two months that amounted to an additional 54,000 jobs, the three-month average reached 242,000 jobs.

TOP INDUSTRIES: Job gains in February were widespread and significant. In fact, job growth in construction and retail trade tripled, while professional and business services, manufacturing and financial activities logged twice as many new jobs in comparison to the prior month.

UNEMPLOYMENT: The unemployment rate continued unchanged at 4.1 percent—a rate it has sustained for the fifth month running and still at its lowest level in 17 years.

WAGES: The brisk pace of payroll increases seen at the beginning of the year, following tax cuts, slowed in February, with only a small month-over-month increase of four cents. That moved the average hourly earnings rate back to 2.6 percent on an annual basis.

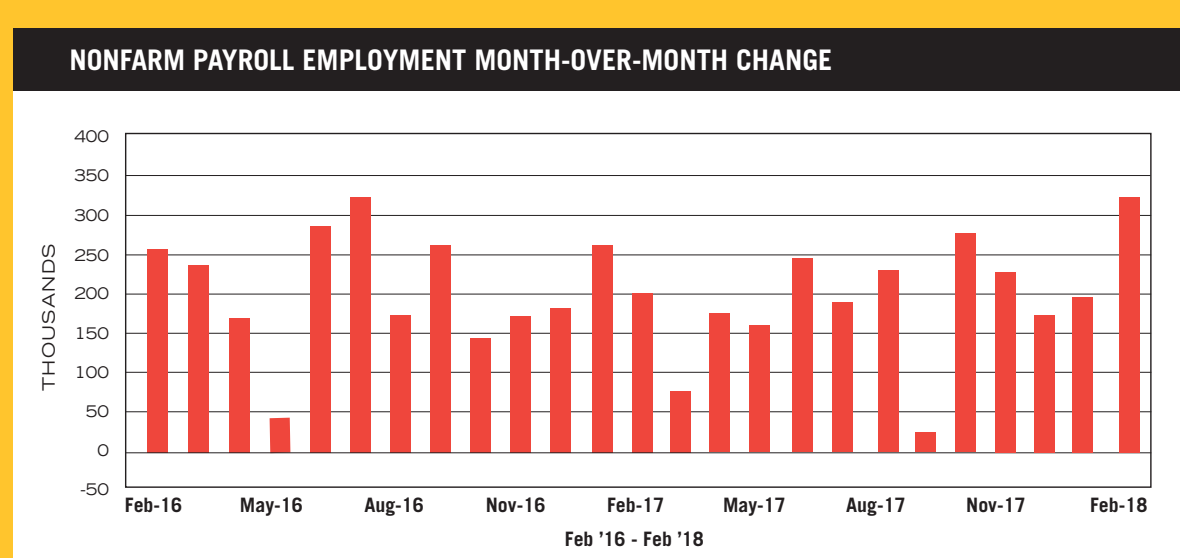
WORK WEEK: The average work week edged up in February, adding 0.1 hour and returning to the level at which it started 2018: 34.5 hours.

TEMPORARY JOB TRENDS: The temporary jobs sector had a strong month, adding 26,500 jobs in February 2018, the best month-over-month gain in 18 months. Although temp labor penetration has come close before, this is the first time it has exceeded three million, bumping up the total number of temp jobs to 3,021,700.

WHAT DOES IT ALL MEAN? Robust February job growth significantly exceeded expectations, while modest wage growth calmed inflationary fears. Perhaps the best news for the workforce? The labor participation rate got unstuck, as more people entered the workforce than exited. In the largest one-month increase in the labor pool since 1983 (outside of census hiring), more than 800,000 Americans joined the labor force. With the pace of hiring accelerating, continuing shortfalls between labor demand and supply challenge employers to get increasingly creative in how they find, engage and retain job candidates.

Sources: U.S. Bureau of Labor Statistics (BLS), Steinberg Employment Research, The Wall Street Journal, CNBC, Staffing Industry Analysts, Reuters, The New York Times, Bloomberg, CNN/Money

CHART 1: EMPLOYMENT NUMBERS / SOURCE: BLS



February saw a spike in job growth of 313,000.



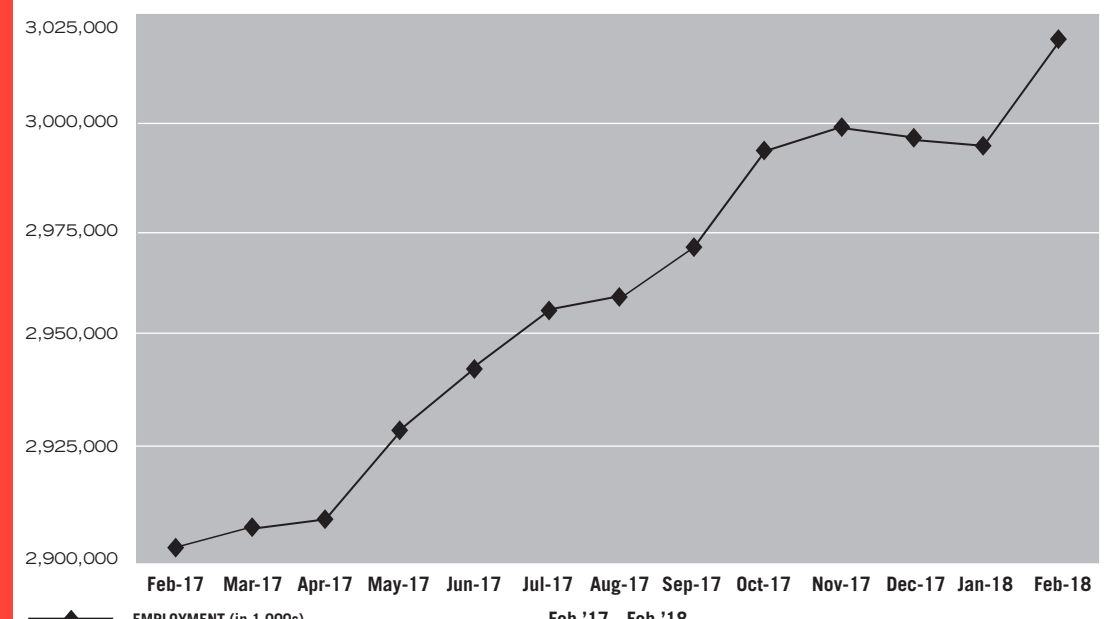
CHART 2: TOP INDUSTRIES / SOURCE: BLS

Positive momentum was seen across multiple sectors in February.



SECTOR GAINS	JOB INCREASE
Retail Trade	+50,300
Professional & Business Services	+50,000
Manufacturing	+31,000
Healthcare & Social Assistance	+29,100
Financial Activities	+28,000
Leisure & Hospitality	+16,000
Transportation & Warehousing	+15,400

CHART 3: TEMPORARY WORKFORCE / SOURCE: BLS & STEINBERG EMPLOYMENT RESEARCH



The temporary jobs sector had a strong showing in February with 26,500 new jobs.



What Makes Emergent Employers Winners?

Over the past two decades, the workplace has changed dramatically—from how work is done to where and by whom. Traditional 9-to-5 notions have been displaced by emergent practices. Today's more relaxed workplace features a diverse mix of traditional and contingent workers in fluid configurations, supported by technology, collaborating near and far. What else has changed? Employers have learned that by adopting emergent management practices, they can more effectively compete for talent, engage that talent, maximize productivity and build loyalty and brand commitment.

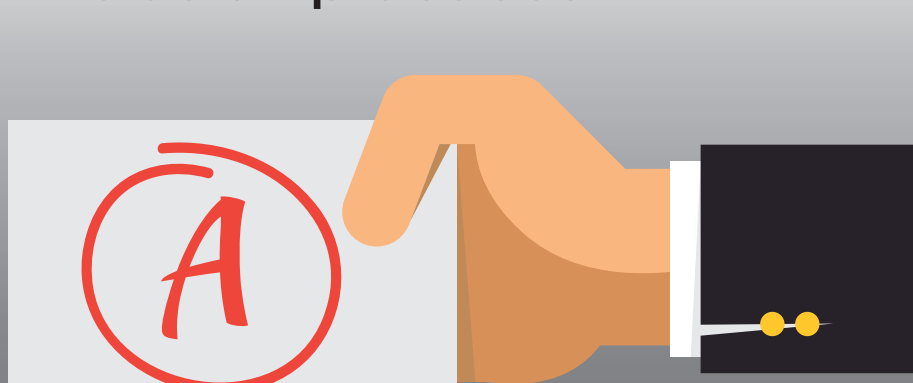
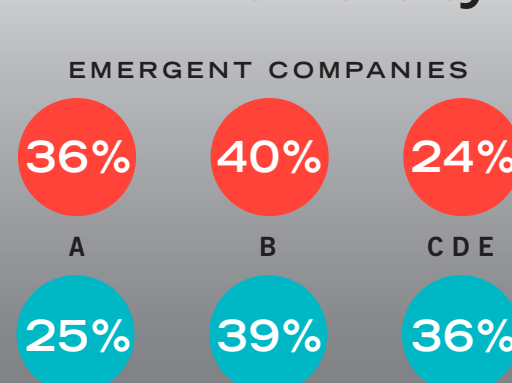
Through two decades of research, the Emerging Workforce® Study, commissioned by Spherion, has examined the changing workplace, from the perspectives of both employee and employer. Study findings show that emergent companies excel in every aspect of the talent lifecycle. For example:

- On average, 20 percent more likely to tailor recruitment methods and utilize social media in recruiting
- More frequently measure and achieve higher engagement levels
- More successful at building and promoting their employer brand
- Acknowledge the importance of work/life balance in retaining employees and are nearly 4X more likely to offer formal work/life balance programs than companies overall
- More enthusiastically promote career and financial growth
- Reward workers for performance and contributions
- Regularly survey employees to determine retention drivers
- Utilize an integrated hiring strategy to leverage "supplied" versus "employed" talent

Not surprisingly, emergent employers are attractive to 100 percent of the workforce, while the best workers tend to shy away from organizations that continue to promote more restrictive, traditional policies. A shift from a traditional to an emergent management style can have dramatic and positive impact on job satisfaction, trust, loyalty and, ultimately, retention.

CHART 4: EMERGENT EMPLOYERS & DIVERSITY / SOURCE: 2017 SPHERION EMERGING WORKFORCE STUDY

Emergent employers score higher marks for their diversity and inclusion practices



51% of EMERGENT companies say they are extremely or very diverse

41% of TRADITIONAL companies say they are extremely or very diverse

CHART 5: EMERGENT EMPLOYERS & CONTINGENT WORKERS / SOURCE: 2017 SPHERION EMERGING WORKFORCE STUDY

Emergent employers see more positive benefits to utilizing contingent workers

A single, integrated hiring strategy leads to higher workforce quality

Contingent workforce flexibility makes us nimble during economic ups and downs

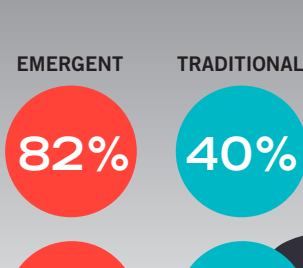


CHART 6: EMERGENT EMPLOYERS & HR OUTCOMES / SOURCE: 2017 SPHERION EMERGING WORKFORCE STUDY

Emergent practices drive better HR outcomes



	EMERGENT	TRADITIONAL
Satisfaction	86%	63%
Productivity	84%	58%
Engagement	83%	61%
Retention	80%	66%
Recruitment	81%	47%