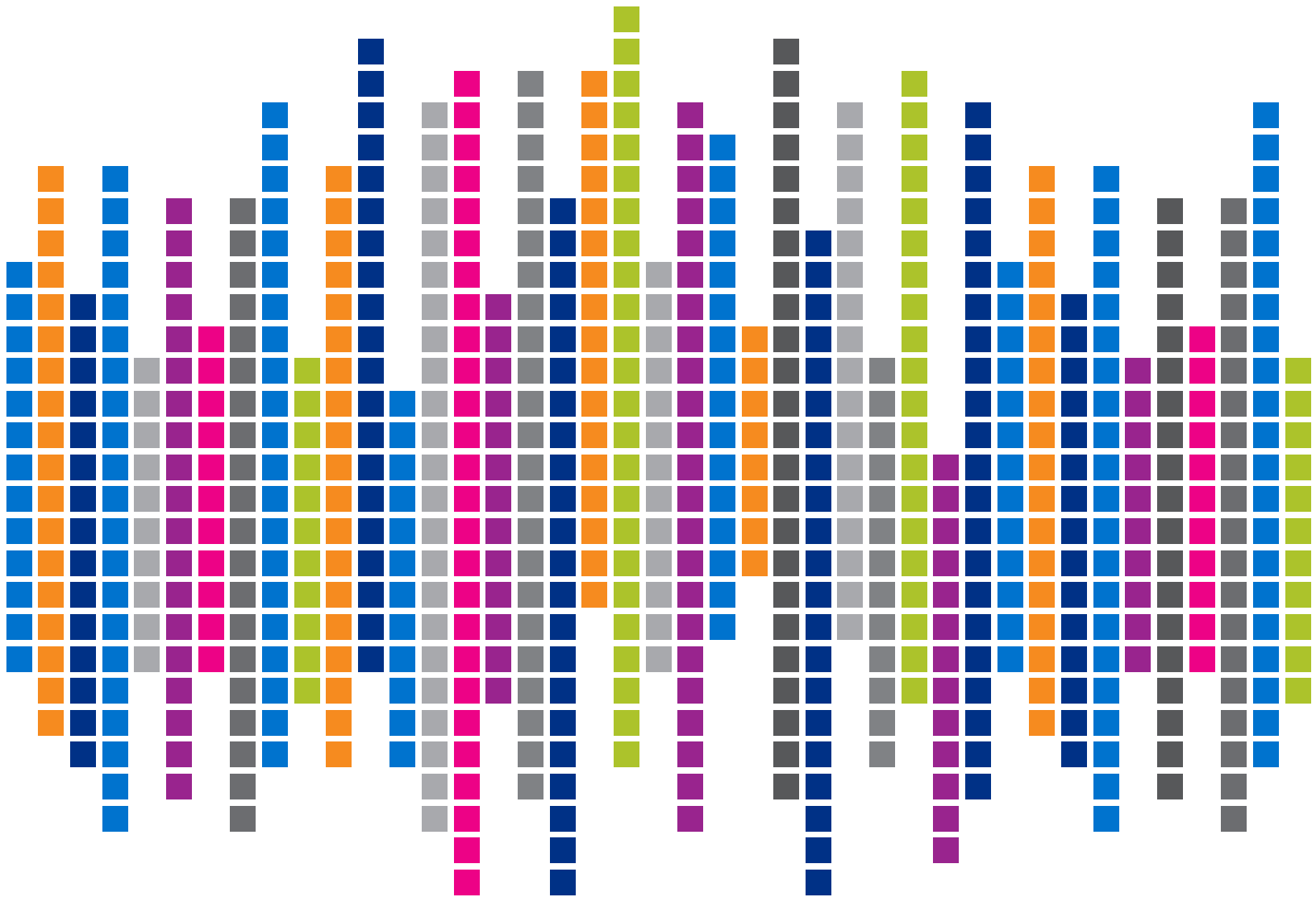


2015 workplace trends report



Welcome

to Randstad's 2015 Workplace Trends Report. This publication highlights the results of our proprietary workplace trends survey of 2,004 business leaders and professionals throughout the United States. This year we are pleased to include data for the 10 industry sectors we serve, including:

Engineering	ENG
Finance & Accounting	FA
Healthcare	HC
Human Resources	HR
Information Technology	IT
Legal	LEG
Manufacturing & Logistics	ML
Office & Administration	OA
Pharmaceutical	PH
Sales & Marketing	SM

Through the feedback provided by this broad sampling of hiring managers, we provide readers with a statistically valid overview of current U.S. business and employment trends, with a specific focus on talent hiring strategies, including a look at the ongoing skills shortage.

For every survey question, we spotlight the average (mean) response of all 2,004 survey participants, and for many questions we also offer industry-specific details so you can see how your peers, both within and outside of your industry, navigate issues affecting employee attraction, retention, compensation and more. Details on survey methodology are located at the end of this report.

We hope that you find the 2015 Workplace Trends Report a valuable tool and invite you to share it with your colleagues. We look forward to continuing our partnership with your organization and growing new client relationships in the year to come.

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2015 workplace trends report the talent reality

To introduce our 2015 Workplace Trends Report, we first take a look at some of our survey's key findings within the context of larger economic and business issues impacting talent acquisition and retention.

Economy on the mend

In a long-awaited turn of events, this year's report confirms a shift in the impact of the economy on the 2,004 executives and hiring managers who participated in our survey. For the first time since the 2008 economic meltdown, our survey shows more companies are concerned about marketplace competition than economic considerations.

This good-news result reinforces the notion that the United States truly has entered a phase of economic recovery and helps explain why companies across the country are dedicating significant expertise and resources to employ top talent with bottom-line impact.

Employees more confident

Just as employers are less preoccupied with economic challenges, employees also feel more assured that the employment turmoil of recent years is finally abating. For example, the end of fourth quarter 2014 saw the Randstad U.S. Employee Confidence Index (which tracks U.S. workers' perspectives around jobs and the economy) rise to a seven-year high of 60.0. The last time Randstad's Employee Confidence Index reached 60.0 or above (out of a potential score of 100) was pre-recession—in February 2007 when it attained 60.4.

The confluence of improved employer outlook and heightened employee confidence creates what we are this year calling "the talent reality." The reality of having fewer qualified workers for more open positions creates tough challenges and exciting opportunities for companies to build their brands and become employers of choice.

On the following pages, we further examine the trends and issues affecting American businesses and offer insight from your peers across the country and within your industry.

workplace highlights: engineering

Our 2015 Workplace Trends Report assesses a broad cross section of U.S. industries and presents valuable data for gauging big-picture business and hiring trends. To focus more closely on the engineering sector, we provide the analysis below to illuminate trends specific to the engineering profession.

Engineers benefit from economic upturn

At the close of fourth quarter 2014, the overall U.S. unemployment rate decreased to its lowest recorded level since the 2008 financial crisis. Declining unemployment and improved economic conditions have recharged confidence levels among U.S. employees and employers alike and positioned 2015 as a year for substantial growth and aggressive hiring levels, especially for engineering professionals.

Randstad's Engineering Employee Confidence Index found that at the end of 2014, engineers were highly confident in the overall economy, as well as their own personal employment situation. Of these professionals, approximately one-third (32%) said they would likely pursue new employment opportunities during 2015, and 63% stated they were confident in their ability to find a new position.

In addition, several industry trends are poised to alter the sheer volume of engineering jobs available in the marketplace. For example, developments related to automation, quality, sustainability, rapid technologies and next-shoring are all shaping the demand for engineering and related technical talent.

A closer look at the talent reality

Our 2015 Workplace Trends Report findings fall in line with the above trends, with just over half (52%) of engineering hiring managers noting that employee turnover is growing within their organizations. Even though their companies have retention incentives in place, the same number (52%) of engineering executives say they still struggle to retain top employees.

The race for talent stretches across the engineering spectrum, with strong hiring activity occurring in manufacturing, procurement and construction. According to recent research on the most in-demand engineering jobs, Randstad finds a particularly high need for electrical, mechanical and quality engineers.

Randstad also expects significant demand for manufacturing engineers and plant/facilities engineers as U.S. manufacturers return jobs to North America. This resurgence of domestic employment results from difficulties sourcing overseas talent, shrinking cost advantages to offshoring and the rapid speed-to-market expectations in today's technology-driven environment.

The maturing workforce

Also impacting the engineering landscape is the number of engineers expected to soon retire out of the workforce. According to research conducted by Consulting-Specifying Engineer Magazine, approximately one-half of engineers are 55 years of age or older, and nearly 20% exceed 65 years of age. As these professionals begin to retire in large numbers, the gap for qualified engineering talent will likely widen further.

Therefore, engineering hiring managers who typically prefer highly experienced candidates will need to recalibrate their applicant screening criteria. Instead of requiring 15–20 years’ tenure, managers will need to look more closely at candidates with 5–10 years of experience and give greater consideration as to how well individuals fit into the organization’s culture, how they approach working with clients and whether or not they have a strong safety mindset, in addition to technical and leadership skills.

Reliance on the flexible workforce

The competitive engineering talent market continues to rely on contingent employees who can meet immediate business needs on a more flexible basis or fill key roles during the hiring phase. In fact, 86% of engineering organizations in this year’s report use some level of temporary or contract workers, the highest level recorded out of all industries surveyed.

Another trend Randstad is watching is the impact of the Affordable Care Act on employees’ desire for flexible employment. Because U.S. workers now have access to medical coverage through the healthcare exchanges, they can effectively take their healthcare with them and more aggressively determine where and when they work.

Wooing the generations

Employers on the talent hunt can gain an advantage by accommodating the preferences of today’s multigenerational workforce. When asked if they tailor retention programs to specific generations of workers, just less than one-half (45%) of engineering executives replied in the affirmative, suggesting an opportunity for many to fine-tune their workplace and benefits offerings.

This type of refinement can boost employee retention and is particularly important for attracting the youngest generation of workers (Generation Z, born 1994–2010), who have distinct inclinations related to workplace environment, means of communication and employee benefits.

By addressing generational and other employee preferences, organizations can improve their chance of becoming an “employer of choice” in today’s competitive talent market.

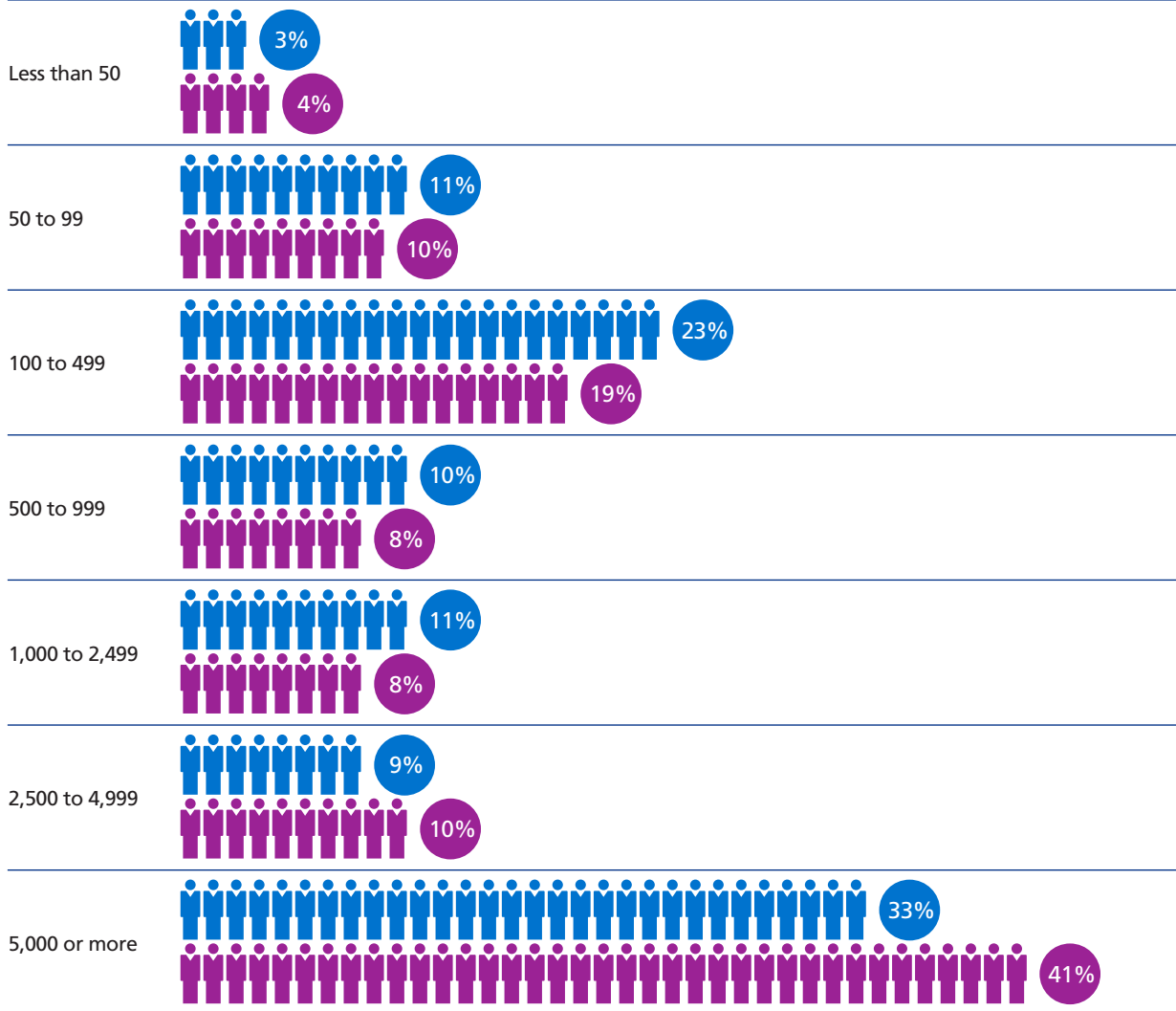
On the following pages we present more industry snapshots to help you gain a pulse on current trends and determine how your talent-related challenges and strategies align with those of your competitors.

participant profile

participant profile

Organization size by number of employees:

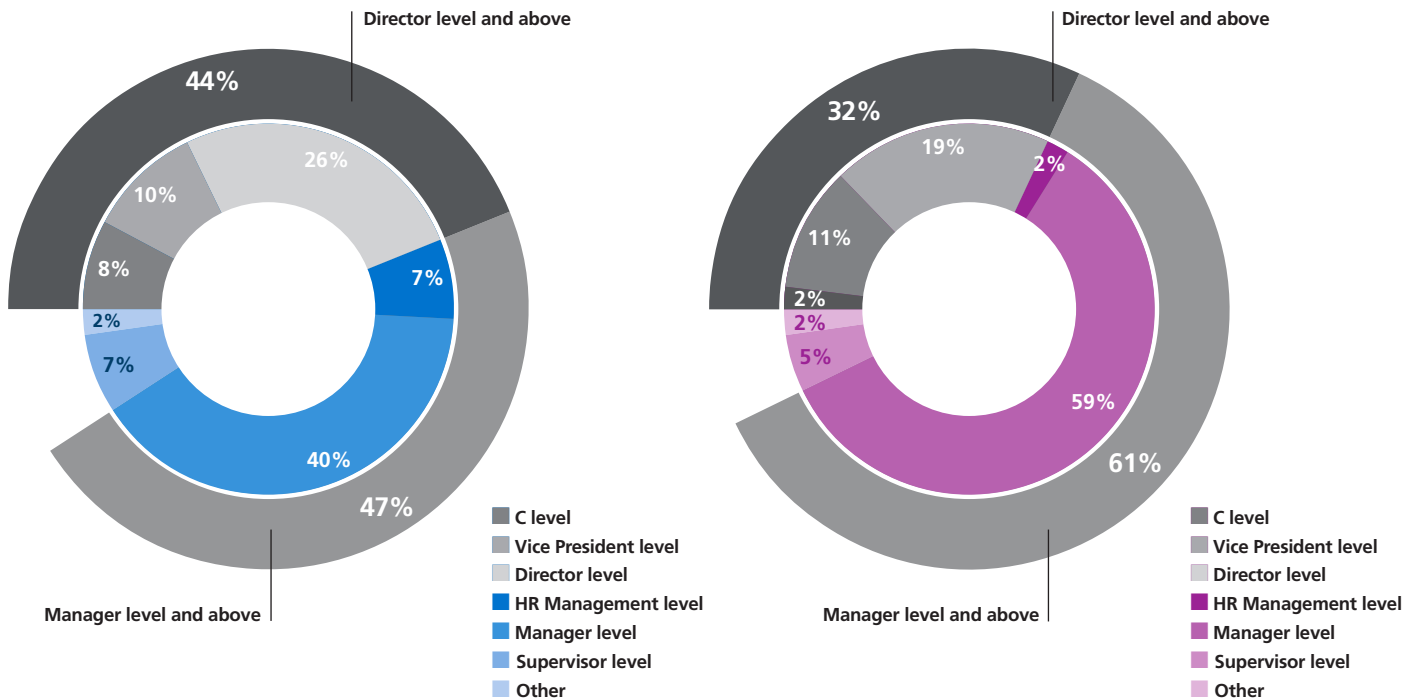
● All Industries ● Engineering



participant profile

Job levels:

● All Industries ● Engineering



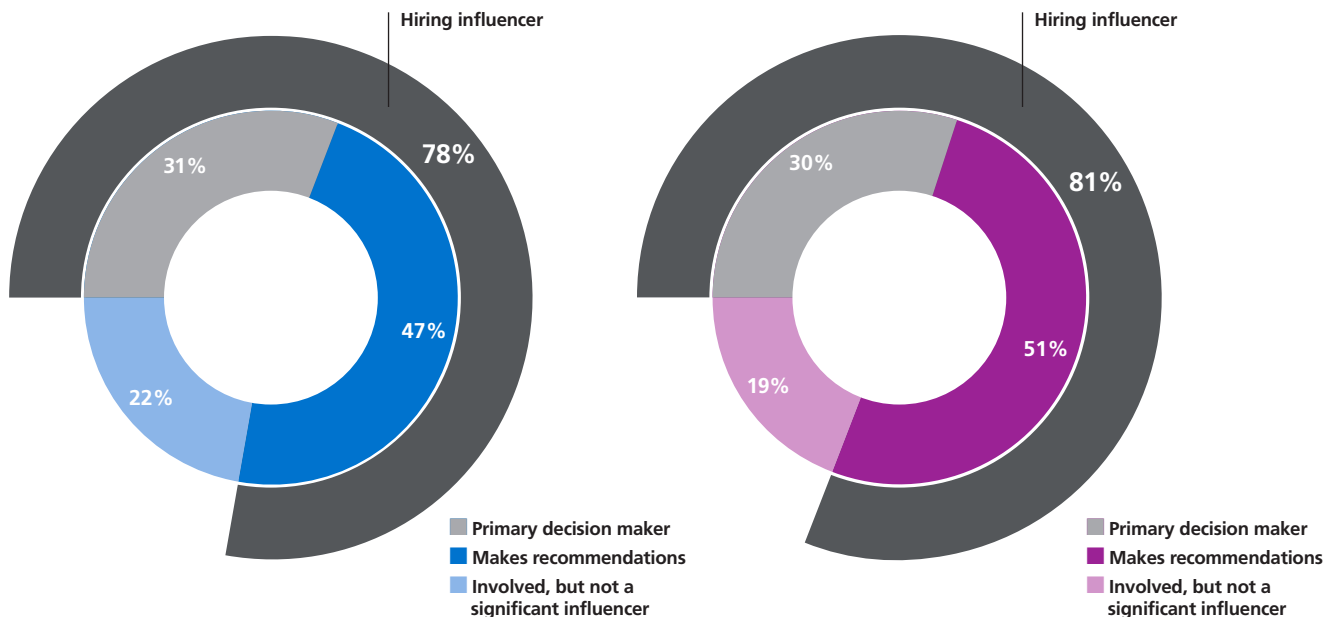
Survey participants hold the following academic degrees and certifications:

	BA/BS	MBA	MA/MS	HR	CPA	IT	JD	PE, MS Engineering	PhD	MS Accounting/Financial Taxation, CMA, CFA, CIA	Payroll, AP/AR	MD, MHA	PHR/SPHR	PMP	CP/CCLA	Other	None
ALL IND	65%	20%	14%	7%	6%	6%	6%	5%	4%	4%	1%	1%	1%	0%	7%	3%	
ENG	76%	19%	19%	1%	1%	2%	0%	38%	3%	1%	1%	1%	0%	0%	1%	9%	1%

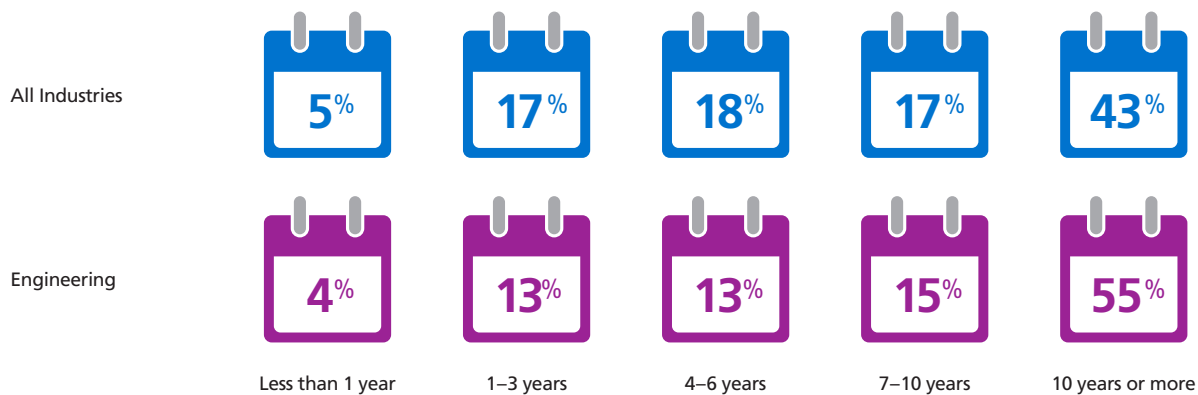
participant profile

How respondents participate in the hiring process:

● All Industries ● Engineering



Tenure with organization:

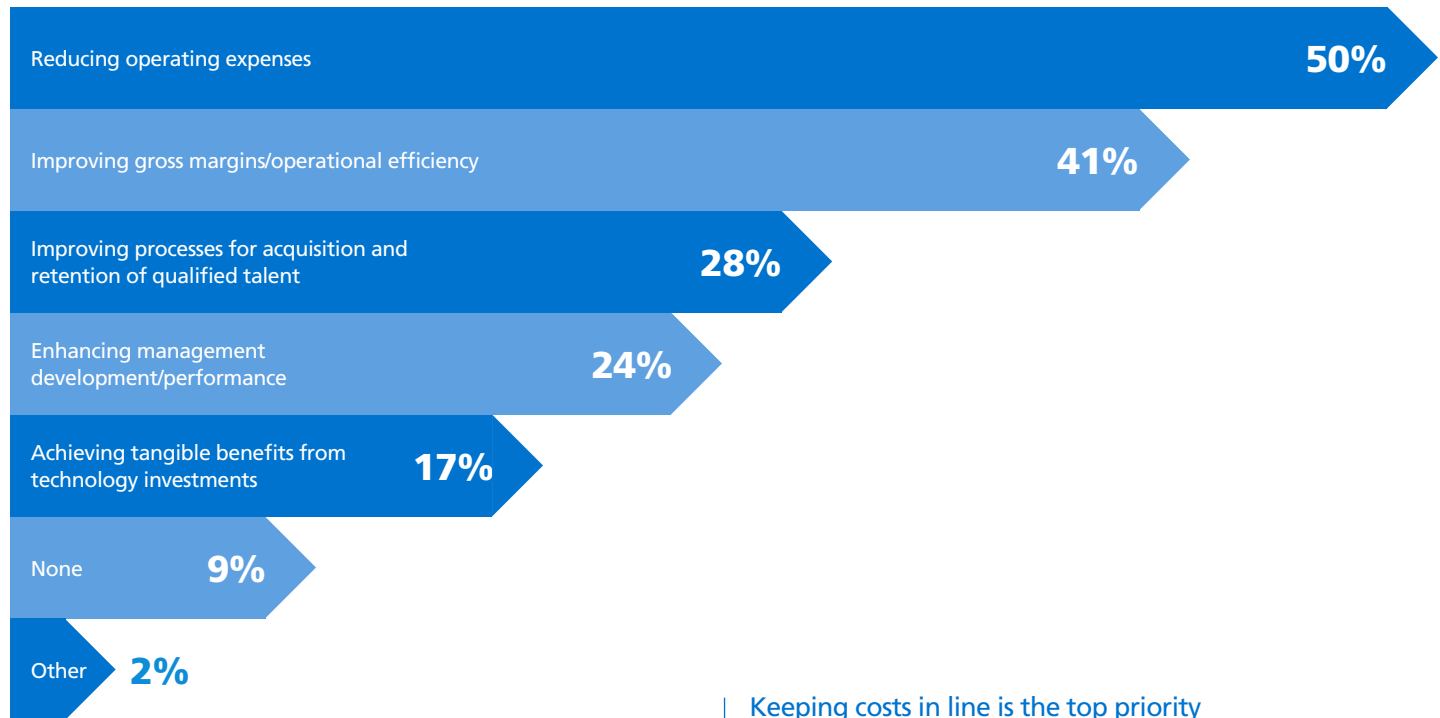


business landscape

business landscape

Over the past 12 months, which *internal* factors most challenged your company's ability to meet revenue or business performance targets?

● All Industries 2014 data



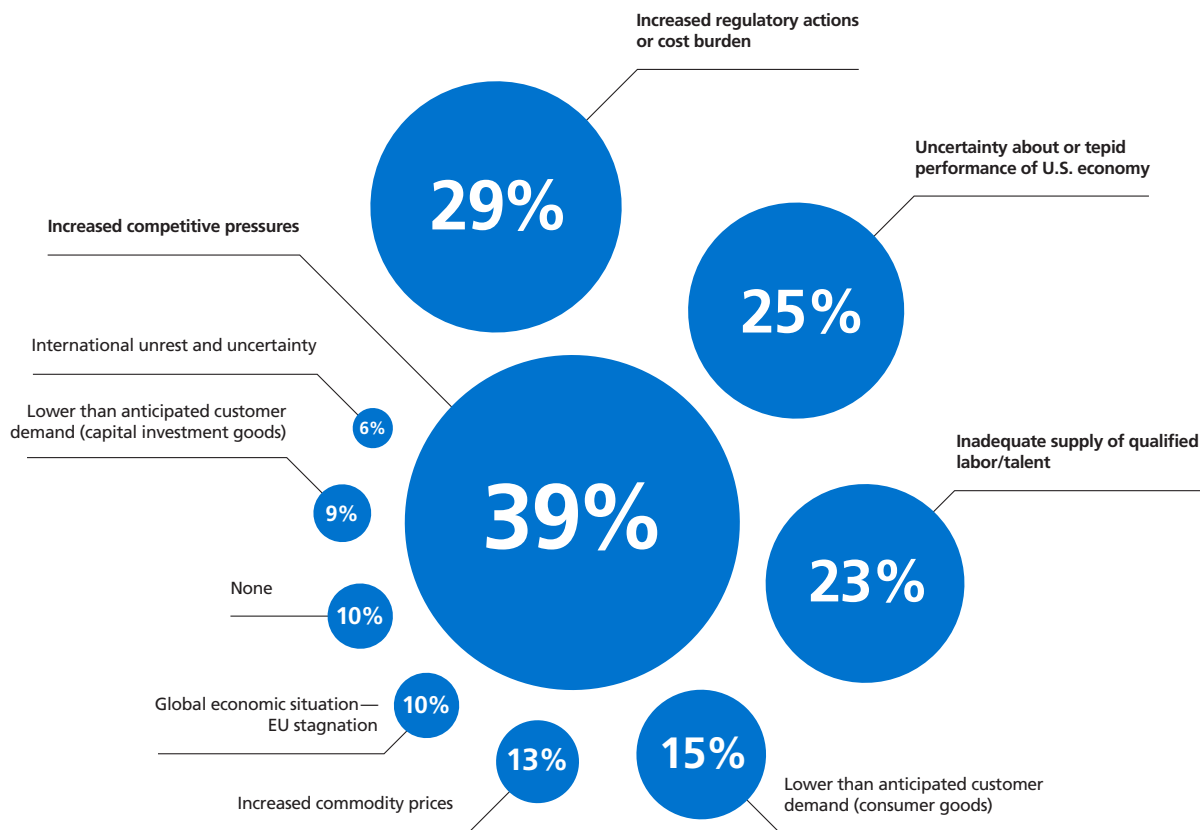
Keeping costs in line is the top priority

One-half of all respondents feel the need to curtail operating costs, which ranks as this year's top internal challenge. Next in importance is growing company margins through operational efficiency, followed by better talent acquisition/retention processes and improved management performance.

business landscape

Over the past 12 months, which *external* factors most challenged your company's ability to meet revenue or business performance targets?

● All Industries 2014 data



Top external challenge: recent history

2008–2013: **economic considerations**

2014: **competitive pressures**

Finally, it's *not* all about the economy

As a solid testimonial to the nation's recovering economy, eight out of 10 industries report "increased competition" as their top external challenge. This is a welcome change, given that the tumultuous U.S. economy held the spotlight for six years following the 2008 financial crisis. In fact, economic considerations consistently rated as a top business concern in various surveys we conducted from 2008 through 2013.*

*Trending is not directly comparable due to differences in question wording and research design.

business landscape

Top four *external* challenges by industry:

Industry Average											
	ALL AVG	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
Increased competitive pressures	39%	35%	42%	33%	35%	42%	33%	35%	29%	45%	58%
Increased regulatory actions or cost burden	29%	23%	33%	45%	25%	25%	25%			43%	23%
Uncertainty around or tepid performance of U.S. economy	25%	30%	28%	20%	27%	28%	28%				25%
Inadequate supply of qualified labor/talent	23%	28%	20%	32%	36%	19%	18%		18%	18%	
Uncertainty around or tepid performance of U.S. economy + Lower than anticipated customer demand (consumer goods)								29%			
Increased commodity prices								25%			
Increased regulatory actions or cost burden + Inadequate supply of qualified labor/talent								23%			
Increased regulatory actions or cost burden + Uncertainty around or tepid performance of U.S. economy									26%		
Global economic situation—EU stagnation										15%	
Lower than anticipated customer demand (capital investment goods)											20%
None									16%		

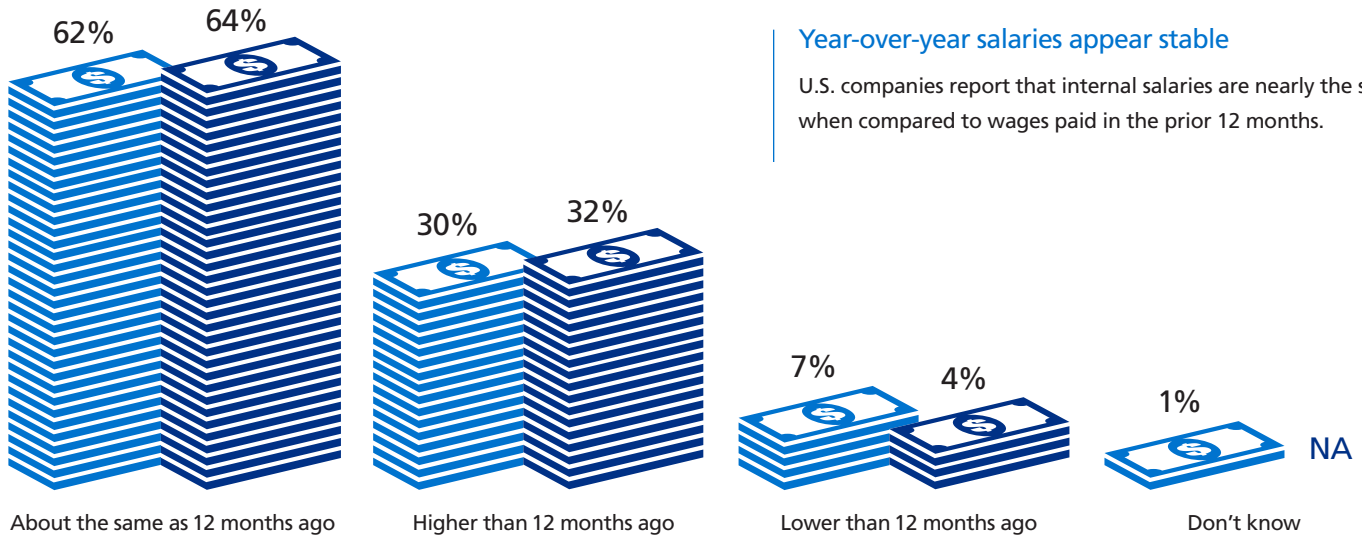
*Multiple categories listed received equal scoring.

salary trends

salary trends

Current company salaries compared to 12 months ago:

● All Industries 2014 data ● All Industries 2013 data



Industry Average

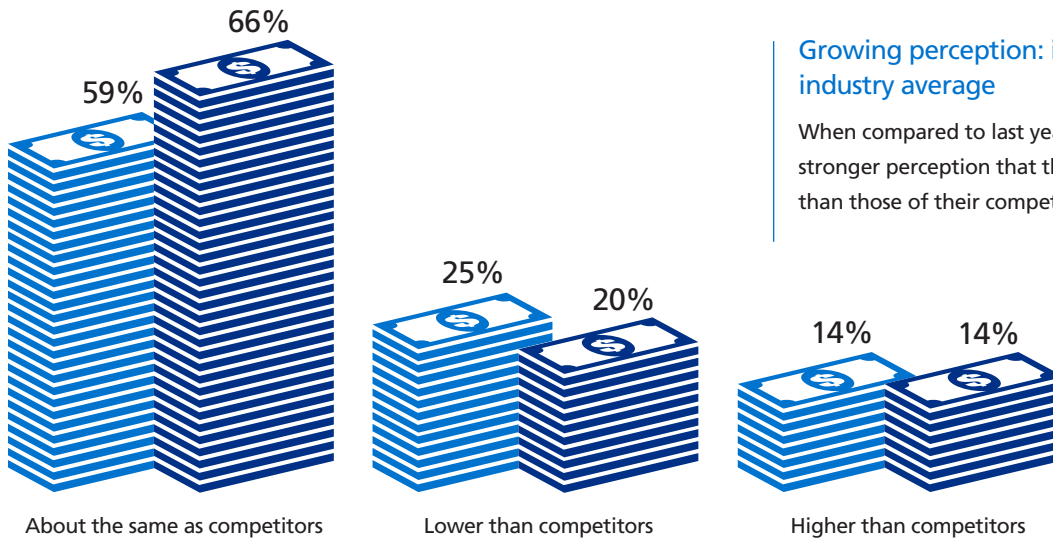
	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
About the same as 12 months ago	62%	53%	58%	63%	56%	67%	62%	61%	67%	60%	68%
Higher than 12 months ago	30%	36%	36%	26%	39%	25%	29%	32%	24%	33%	23%
Lower than 12 months ago	7%	10%	4%	10%	4%	6%	7%	6%	8%	5%	7%
Don't know	1%	1%	2%	1%	1%	2%	2%	1%	1%	2%	2%

salary trends

Current company salaries as compared to those of competitors:

● All Industries 2014 data

● All Industries 2013 data



Growing perception: internal pay is below industry average

When compared to last year, respondents this year have a stronger perception that their employers pay lower wages than those of their competitors.

Industry Average

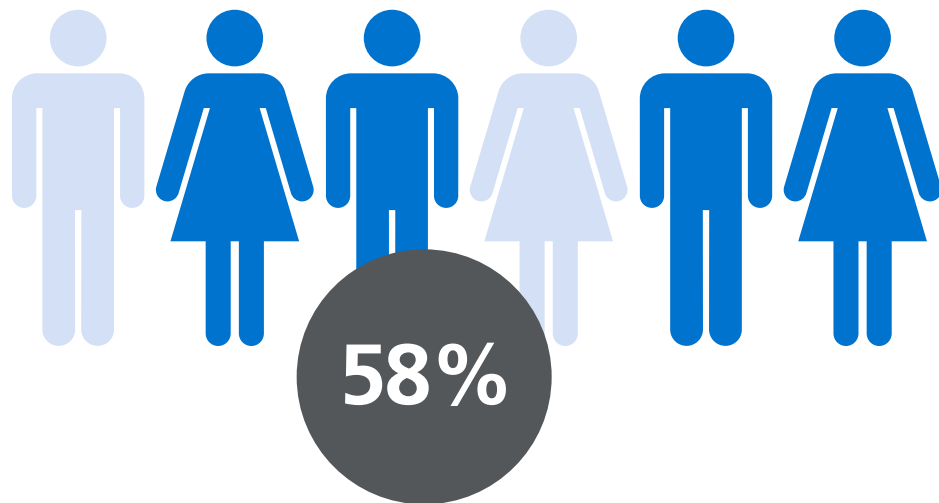
	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
About the same as competitors	59%	64%	62%	57%	60%	60%	55%	61%	53%	59%	60%
Lower than competitors	25%	24%	23%	24%	24%	20%	27%	24%	37%	24%	26%
Higher than competitors	14%	9%	12%	18%	14%	18%	15%	13%	9%	15%	11%
Don't know	2%	3%	3%	1%	2%	2%	3%	2%	1%	2%	3%

turnover and retention

turnover and retention

I am more concerned about turnover at my organization now than I was 12 months ago.

● All Industries 2014 data



Industry Average

ALL IND 58%

ENG 60%

FA 59%

HC 63%

HR 52%

IT 63%

LEG 59%

ML 58%

OA 51%

PH 61%

SM 60%

Turnover remains a concern

A solid majority of executives reveal growing concern about employee departures at their organization, with 58% saying they are more concerned than they were a year ago.

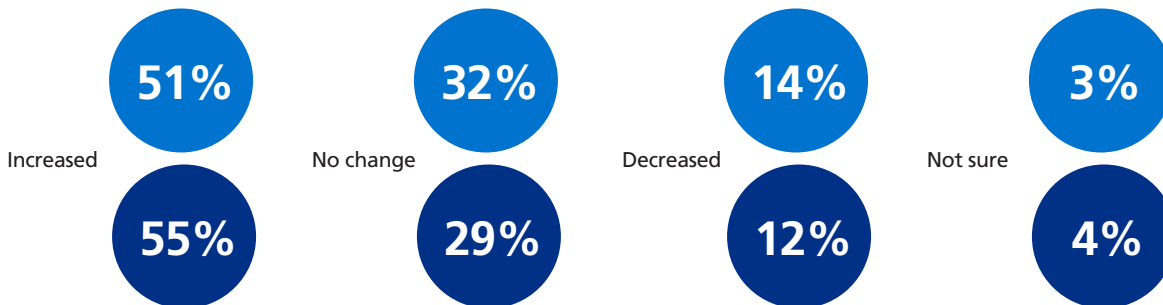
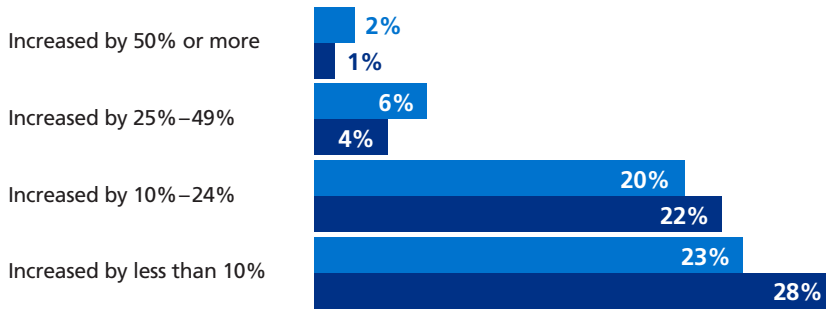
However, our data (next page) shows that fewer companies actually experienced increased turnover rates in 2014 vs. 2013, with 51% of organizations reporting rising turnover in 2014, whereas 55% reported the same the year prior.

More companies reported no change in turnover in 2014 (32% vs. 29% in 2013), and slightly more have seen a decline in the number of people leaving the organization (14% vs. 12% in 2013).

turnover and retention

How have turnover rates changed at your company over the past year?

● All Industries 2014 data ● All Industries 2013 data

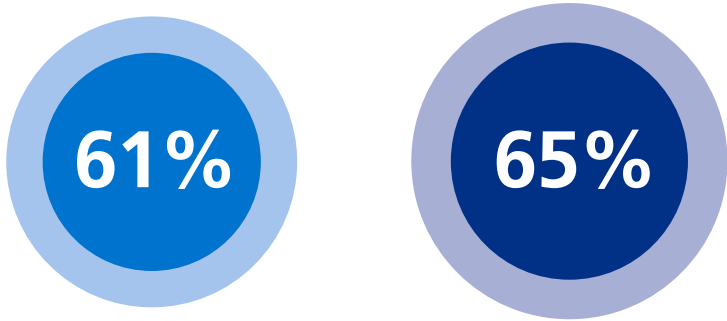


Industry Average

	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
Increased	51%	52%	50%	52%	46%	53%	49%	49%	45%	52%	57%
No change	32%	32%	32%	30%	37%	32%	33%	31%	36%	29%	29%
Decreased	14%	15%	14%	18%	16%	11%	14%	18%	16%	13%	10%

turnover and retention

My organization has incentives and programs in place to help retain top talent.

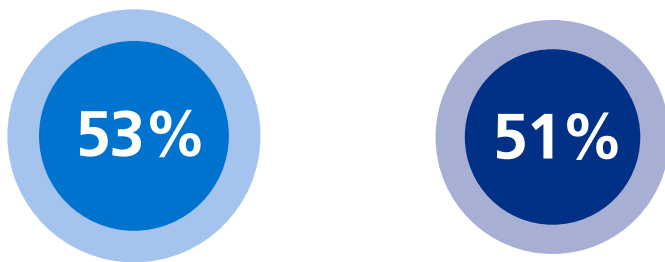


● All Industries 2014 data ● All Industries 2013 data

Keeping top talent on board remains a challenge

Even though a majority (61%) of employers proactively work to reduce turnover through strategic retention programs, more than half (53%) say it's still difficult to keep the highest performers on board.

My organization has incentives and programs in place to retain top talent but struggles to keep our best people from leaving.



Industry Average

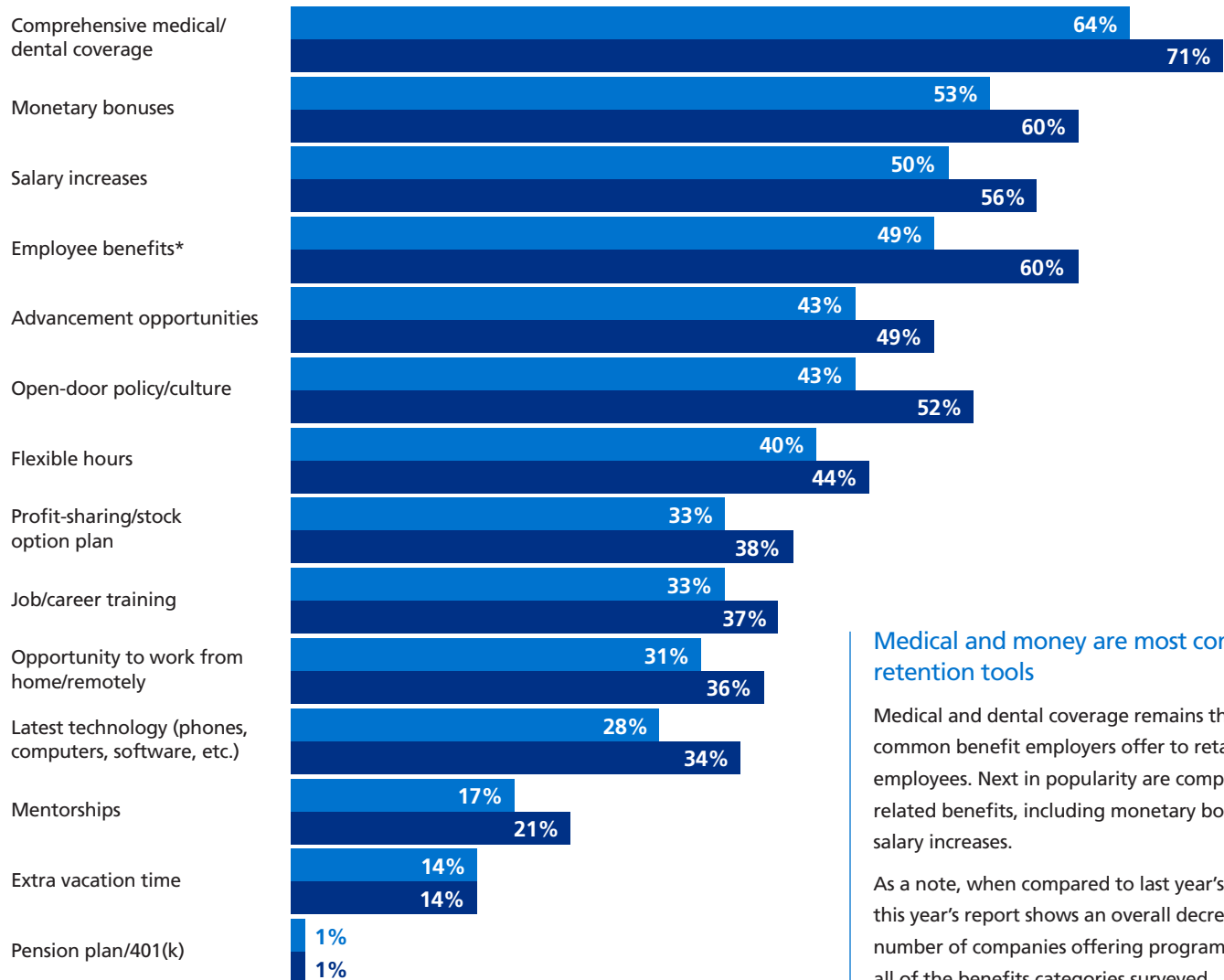
% strongly/somewhat agree	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
My organization has incentives and programs in place to help retain top talent.	61%	60%	56%	65%	61%	60%	66%	60%	55%	70%	56%
My organization has incentives and programs in place to retain top talent but struggles to keep our best people from leaving.	53%	52%	48%	64%	48%	60%	60%	53%	47%	57%	47%

turnover and retention

Does your company offer the following benefits to retain talent?

● All Industries 2014 data ● All Industries 2013 data

Percent who say "Yes"



*Tuition reimbursement, gym membership, transportation benefits, etc.

Medical and money are most common retention tools

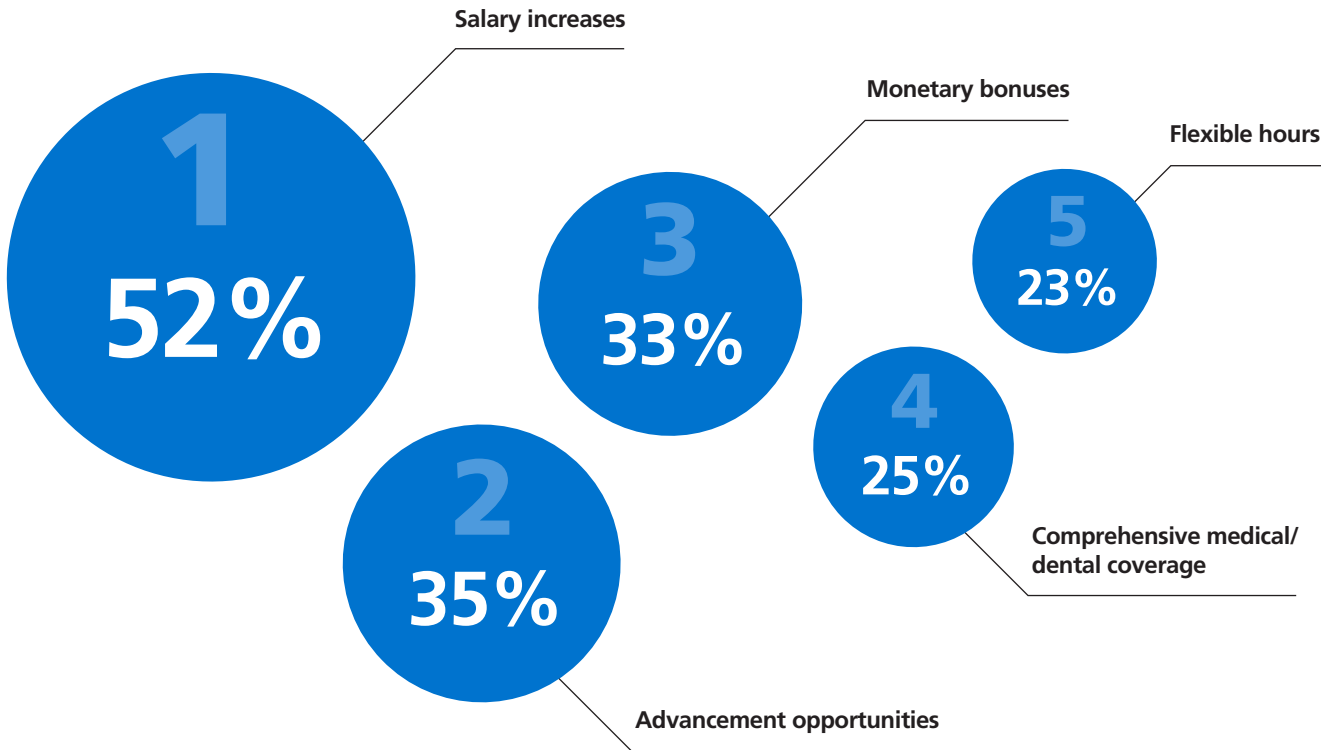
Medical and dental coverage remains the most common benefit employers offer to retain employees. Next in popularity are compensation-related benefits, including monetary bonuses and salary increases.

As a note, when compared to last year's report, this year's report shows an overall decrease in the number of companies offering programs in nearly all of the benefits categories surveyed.

turnover and retention

Which benefits do you believe most effectively decrease turnover rates?

● All Industries 2014 data



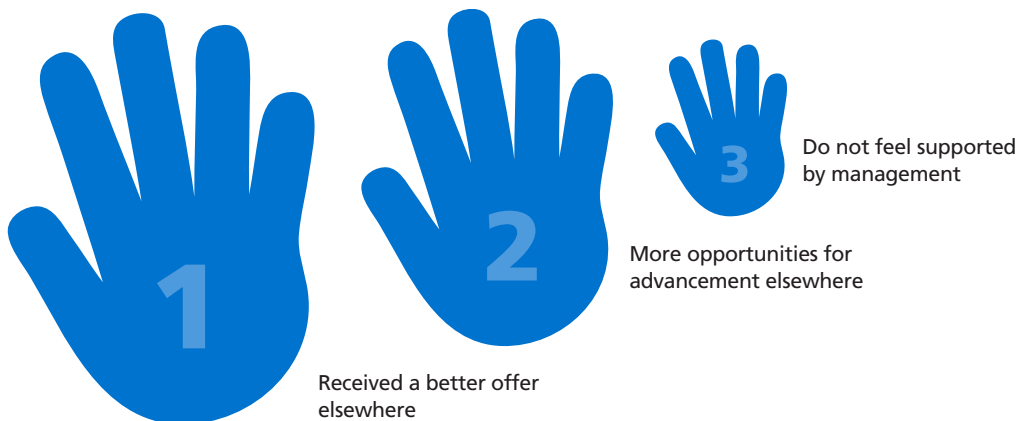
Money gets the votes

Similar to last year, a majority of respondents (52%) think that a larger paycheck is critical to keeping employees on the job. Approximately one-third of hiring managers feel that providing opportunities for career advancement and rewarding employees with monetary bonuses are also highly effective.

Interestingly, while comprehensive medical benefits are the most popular benefit offered, only 25% of executives feel that medical coverage is a highly effective retention tool.

turnover and retention

Most common reasons employees give for leaving their job:



● All Industries 2014 data

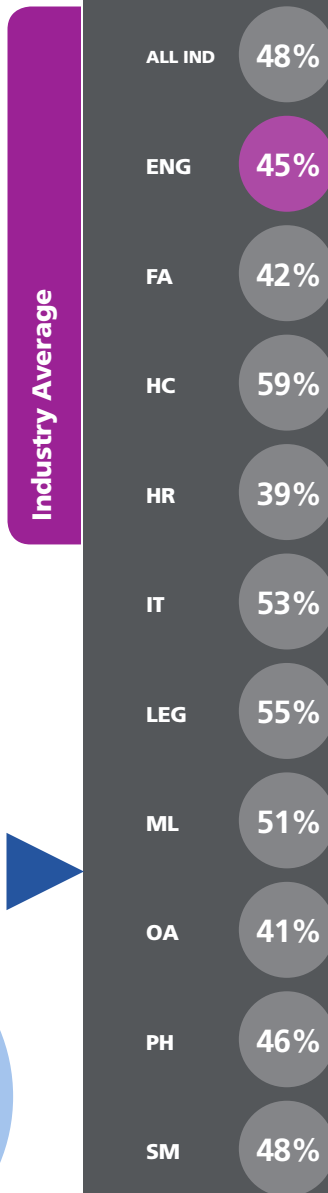
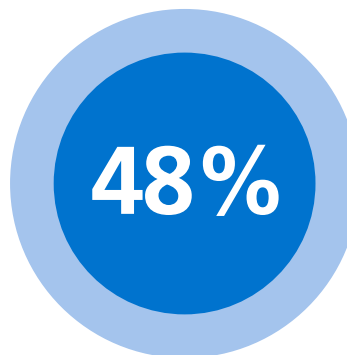
The talent competition

The ingredients of “better” often indicate increased salary, but when employees change jobs, many factors can play into their calculation of better, such as career growth, sought-after benefits, a shorter commute, remote work arrangements or an improved supervisory relationship.

My company makes an effort to tailor retention programs to the specific needs/preferences of different generations of workers.

Opportunity: target generational differences

Companies looking to reduce turnover may have an opportunity to impact worker satisfaction through retention programs that address employees’ generational preferences. Our survey shows that on average only 48% of organizations take advantage of this retention strategy.



skills and talent shortages

skills and talent shortages

Talking about the skills gap:

% strongly/somewhat agree

● All Industries 2014 data

There is a skills shortage within my profession.

55%

Our business is negatively impacted by the skills shortage.

59%

When positions become available, we struggle to find talented people who are right for the job.

69%

Skills in question

More than half (55%) of all executives believe their line of work exhibits a skills deficit, and well over half (59%) say the lack of qualified talent is detrimental to their company. Even more (69%) report their organizations have a hard time recruiting and hiring candidates who are the right match for available positions.

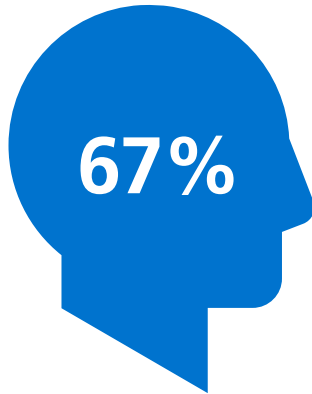
Industry Average

% strongly/somewhat agree	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
There is a skills shortage within my profession.	55%	67%	50%	61%	46%	59%	42%	64%	56%	59%	48%
Our business is negatively impacted by the skills shortage.	59%	67%	55%	60%	57%	63%	54%	66%	53%	57%	56%
When positions become available, we struggle to find talented people who are right for the job.	69%	77%	67%	70%	67%	68%	66%	76%	68%	69%	67%

skills and talent shortages

Is your company below headcount?

● All Industries 2014 data



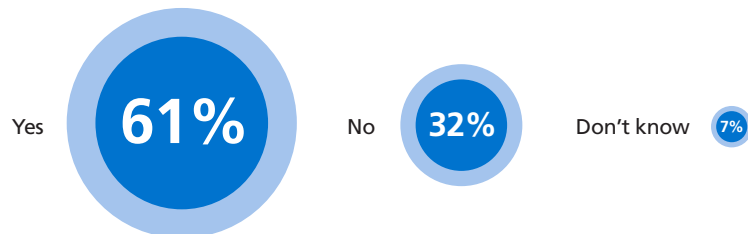
The majority of companies are not fully staffed

Approximately 2 in 3 (67%) organizations' staffing levels are below target, with the plurality (43%) reporting that headcount is off by 10% or less. However, nearly 1 in 5 (19%) says staffing levels are below target by 11% to 20%.

Industry Average

	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
Companies below headcount	67%	77%	62%	76%	60%	68%	61%	74%	64%	65%	69%

Do you utilize a skills assessment as part of your hiring process?



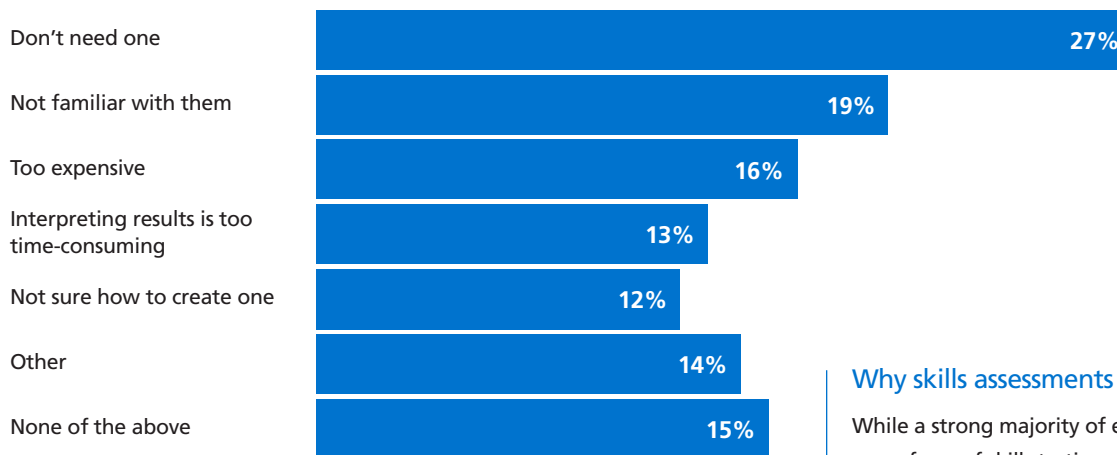
Industry Average

	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
Companies that use skills assessments	61%	63%	51%	76%	49%	64%	58%	68%	59%	60%	57%

skills and talent shortages

Why companies don't use skills assessments:

● All Industries 2014 data



Why skills assessments aren't used

While a strong majority of employers (61%) use some form of skills testing, companies cite a variety of reasons for not assessing skills. About one-fourth of respondents (27%) indicate a skills evaluation isn't necessary for the available position, while approximately 1 in 5 (19%) says they are not familiar with assessments for their field.

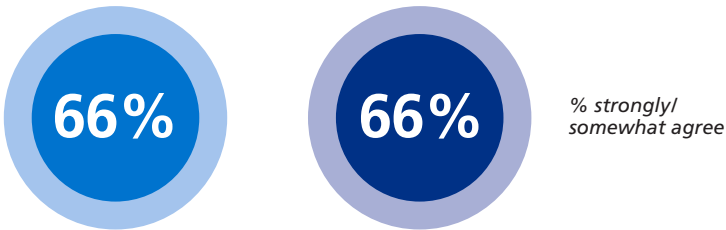
Industry Average

	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
Don't need one	27%	28%	34%	27%	32%	21%	23%	16%	23%	32%	24%
Not familiar with them	19%	30%	18%	17%	9%	20%	28%	29%	13%	18%	21%
Too expensive	16%	7%	11%	27%	26%	14%	11%	20%	21%	10%	14%
Interpreting results is too time-consuming	13%	7%	12%	15%	8%	23%	10%	18%	6%	15%	19%
Not sure how to create one	12%	18%	9%	10%	7%	11%	21%	20%	9%	8%	13%

skills and talent shortages

Compared to last year, it takes more time to find the right talent to fill positions.

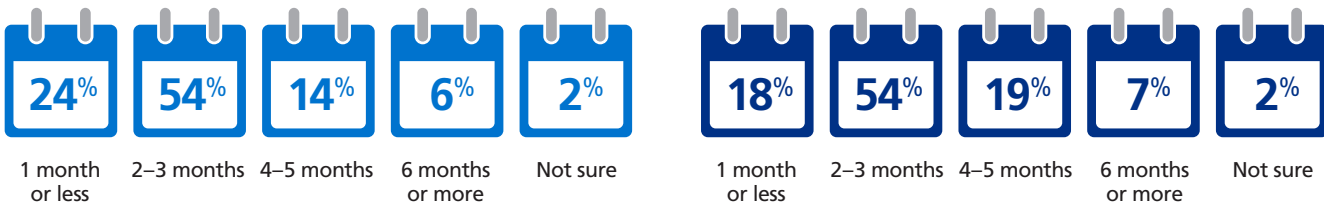
● All Industries 2014 data ● All Industries 2013 data



Hiring takes longer

Mirroring last year's results, well over half of all companies (66%) report that the process of locating and recruiting qualified talent continues to take longer than in the prior year.

On average, how long does it take to fill a position?



Hiring takes longer

Consistent with last year, over one-half of executives (54%) report it takes two to three months to bring a new employee on board. This year, however, more companies were able to get the job done in one month or less.

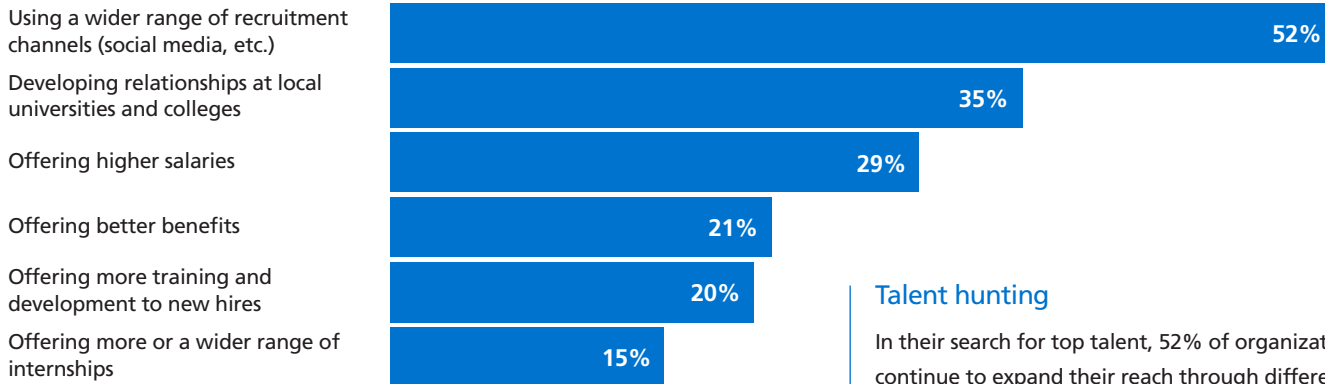
Industry Average

	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
1 month or less	24%	7%	24%	32%	40%	20%	20%	23%	32%	8%	29%
2-3 months	54%	60%	57%	50%	50%	56%	52%	58%	47%	57%	49%
4-5 months	14%	18%	10%	13%	6%	14%	16%	13%	11%	27%	14%
6 months or more	6%	13%	5%	5%	3%	8%	9%	5%	6%	6%	5%

skills and talent shortages

Which of the following measures has your organization taken to improve recruitment?

● All Industries 2014 data



Talent hunting

In their search for top talent, 52% of organizations continue to expand their reach through different channels such as social media, while about one-third (35%) focus on building college-level relationships. To a lesser extent, some companies (29%) build candidates' higher salary expectations into their recruiting strategy.

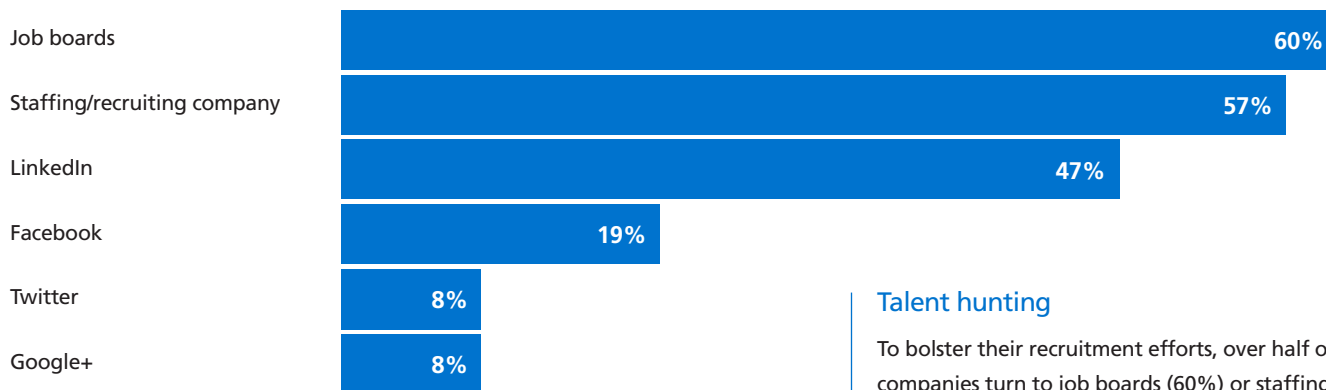
Industry Average

	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
Using a wider range of recruitment channels (e.g. social media, etc.)	52%	51%	49%	47%	72%	50%	42%	45%	51%	54%	56%
Developing relationships at local universities and colleges	35%	45%	32%	39%	46%	38%	28%	34%	28%	32%	27%
Offering higher salaries	29%	24%	30%	31%	26%	31%	35%	31%	22%	33%	24%
Offering better benefits	21%	14%	18%	30%	16%	25%	30%	21%	16%	17%	21%
Offering more training and development to new hires	20%	12%	15%	29%	21%	24%	19%	22%	17%	18%	19%
Offering more or a wider range of internships	15%	23%	12%	14%	15%	19%	18%	17%	9%	12%	15%

skills and talent shortages

Which of the following methods do you use to recruit talent?

● All Industries 2014 data



Talent hunting

To bolster their recruitment efforts, over half of all companies turn to job boards (60%) or staffing/recruiting firms (57%). Of social media tools, LinkedIn has grown to become the top recruiting resource—used by 47% of respondents—and is significantly more popular than Facebook (19%).

Industry Average

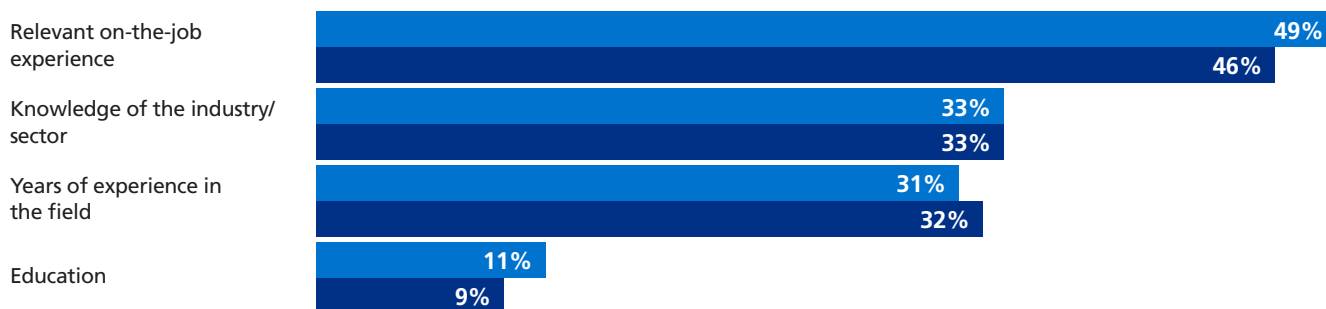
	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
Job boards	60%	57%	60%	56%	73%	63%	56%	61%	59%	55%	59%
Staffing/recruiting company	57%	57%	60%	47%	50%	64%	56%	69%	40%	72%	54%
LinkedIn	47%	54%	41%	41%	61%	51%	42%	39%	31%	59%	53%
Facebook	19%	17%	15%	32%	29%	20%	21%	11%	17%	8%	24%
Twitter	8%	10%	4%	10%	14%	10%	13%	3%	7%	3%	7%
Google +	8%	6%	4%	16%	9%	11%	11%	6%	6%	3%	9%

skills and talent shortages

Employers report that job candidates generally tend to be most lacking in the following areas:

● All Industries 2014 data ● All Industries 2013 data

Experience/knowledge



Team/organizational fit



Candidates need more on-the-job experience

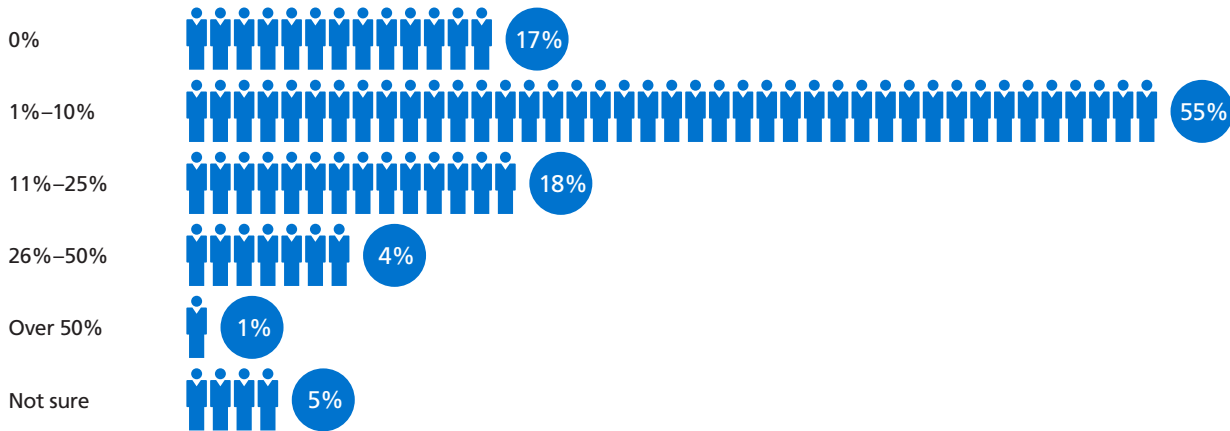
When taking a closer look at the skills shortage, nearly half of all employers (49%) find that candidates come to the table with less than optimal job experience. Approximately one-third of employers indicate a shortage of individuals offering desired industry knowledge and years of experience, and approximately 1 in 3 says candidates lack preferred soft skills and a strong work ethic.

workforce mix

workforce mix

What percentage of your workforce are temporary or contract employees?

● All Industries 2014 data



Temporary workers are integral to U.S. workforce

U.S. companies continue to derive value from the contingent workforce, with approximately 3 in 4 respondents (78%) reporting that their companies use some level of temporary or contract employees.

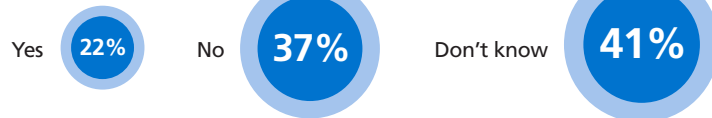
Industry Average

	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
0%	17%	10%	21%	18%	26%	10%	15%	17%	24%	10%	17%
1%–10%	55%	67%	56%	51%	57%	50%	51%	53%	55%	48%	58%
11%–25%	18%	16%	14%	18%	11%	24%	21%	21%	11%	27%	13%
26%–50%	4%	2%	2%	6%	4%	9%	5%	5%	3%	4%	4%
Over 50%	1%	1%	1%	4%	0%	2%	1%	1%	1%	1%	1%

workforce mix

Do you believe that the Affordable Care Act (ACA) will impact your company's workforce strategy/mix?

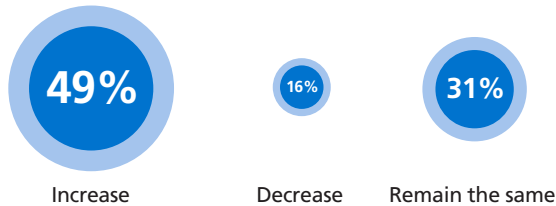
● All Industries 2014 data



Industry Average

	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
Yes	22%	15%	19%	43%	24%	20%	28%	20%	21%	14%	17%
No	37%	36%	40%	34%	44%	40%	43%	35%	30%	31%	31%
Don't know	41%	49%	41%	23%	32%	40%	29%	45%	49%	55%	52%

Would you say your new workforce strategy/mix will likely cause your use of temporary or contract workers to:



ACA impact to be determined

A plurality of respondents (41%) say they are unsure what effect the ACA will have on their companies' contingent workforce mix. Results will likely become more evident this year as the legislation takes effect. Of companies that do anticipate a workforce change, nearly half (49%) predict an increase in temporary or contract staffing levels.

Industry Average

	ALL IND	ENG	FA	HC	HR	IT	LEG	ML	OA	PH	SM
Increase	49%	61%	50%	48%	27%	67%	55%	50%	41%	52%	53%
Decrease	16%	13%	10%	20%	22%	15%	16%	5%	19%	14%	12%
Remain the same	31%	23%	37%	31%	43%	18%	27%	40%	40%	24%	26%

Randstad Workforce360 information to power your business

In addition to our annual Workplace Trends Report, Randstad provides clients with ongoing thought leadership that addresses the issues and trends shaping the world of work. Visit our Workforce360 knowledge center to find the latest economic indicators, HR trends and other topical information that can impact your recruiting, hiring and retention decisions. Throughout the year, Workforce360 provides sector-specific employment reports, relevant articles, infographics, study findings, white papers and more, including email notification when we release new studies or reports. We invite you to take a look at Workforce360 and share the site with your employees and business associates.

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About the survey

Throughout this report, the "All Industries" figures represent the findings from an Ipsos poll conducted from Sept. 26 to Oct. 7, 2014. For the survey, a sample of 2,004 hiring decision makers working in a variety of sectors was interviewed, including engineering, finance and accounting, healthcare, human resources, information technology, legal, manufacturing and logistics, office and administration, pharmaceutical, and sales and marketing. All sample surveys and polls may be subject to other sources of error including, but not limited to, coverage error and measurement error.

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