



1. The **Recruiting process** is changing
 - a. Sourcing is both separating from the selection process and transforming itself – why?
 - Technology
 - The Internet
 - Social media
 - Social Connections
 - Networks
 - b. Online applications create a barrier to top candidates – it’s time to consider the best use of technology such that it does not interfere with the candidate-recruiter-employer relationship
2. **The Recruiter** as we know it today will cease to exist
 - a. The profession is 30% to 50% smaller than it was 18 months ago
 - b. Buyers of Recruiting services are sourcing their own candidates via technology and Social Networks
 - c. The leverage is in niche/hard to fill positions where predatory/direct recruiting is required to tap into small candidate pools
 - d. Need to be proactive, influencing, technically savvy and adaptable to emerging work trends
 - e. The role of the Internal Recruiter is changing - HR Generalists are adding recruiting responsibilities to their job
3. The **Job Creation Index** - the job creation index is a factor, running at a negative number over the course of 2009
 - a. Structurally, a large percent of job losses during recessions reflect creative destruction: big companies who lay off workers in recessions downsize permanently. Jobs are not replaced at the same companies; the old jobs go away forever, and new jobs are created at the grass roots of the economy. We have to look to small business for continued job growth.
 - b. The process of job destruction (from big companies) and job creation (from small companies) are two sides of entrepreneurial “creative destruction.” The problem today is that we have the destruction without the creation.
 - c. Companies with less than 50 employees predominated in job creation during the great economic expansion that ended in 2007.
4. The **skills gap** —defined as “a significant gap between an organization’s skill needs and the current capabilities of its workforce”— is widening
 - a. Demographics - declining births, retiring baby boomers, global workforce
 - b. Shortage of skilled, educated workers in the U.S.
 - c. Decline in low skilled jobs during the recession create availability of workers with skills not needed to restart the economy; recessions accelerate the trend to eliminate low-wage, low-skills jobs and those jobs don’t come back
 - d. Business growth is in new markets where necessary skills are hard to find or are unknown
 - e. Technology is replacing current skills; new jobs require education and skill beyond that of many current candidates
 - f. Companies are ineffective at leveraging learning investments
5. **Job satisfaction** is at an all time low.
 - a. A recent study by the Conference Board research group says that only 45 percent of all workers are satisfied with their jobs. That is the lowest level ever recorded by the Conference since they began studying the issue back in 1987, when the survey showed that 61 percent of workers were satisfied with their jobs.
 - b. The youngest cohort (those currently under the age of 25) expresses the highest level of dissatisfaction ever recorded by the survey for that age group.



6. **Retention strategies** are required that bridge ideal candidates inside and outside of the organization
 - a. Traditional Employee-Employer "contract" does not exist
 - b. Employers must engage ideal candidates on a one-to-one basis, with the ability to offer roles or projects that continuously develop and challenge them
 - c. Employers must maintain long term connections with ideal candidates as these individuals manage their own rise, moving in and out of corporate positions with increased freedom
7. An **independent, networked workforce** will become the norm – employers (flexible) and employees (free agency) want options; the only thing keeping Dilbert in the cube is health insurance
 - a. Free Agent workforce (Contractor, Leased, Part-Time, Temporary or Project Based) is expanding; employers need to adapt internal regulations to respond and consider +/- impact on employer brand
 - b. Flexible work arrangements (i.e., Telecommute/Tele-work/Mass Career Customization)
 - c. Outsourcing/Consulting
 - d. Home-based Business
 - e. Multiple revenue streams
 - f. Entrepreneurs today are creating work environments for the future
 - g. 24/7 Culture (global; customer service)
 - h. Virtual with human connection – collaborate with others in virtual and local community
8. **Candidates** are smarter about who you are and what they want
 - a. Candidates are reluctant to accept the same conditions in which they worked – they are wary of empty promises and deferred compensation; Employment contracts will increase
 - b. Information is readily available – whether you've defined your company's brand or not, you have a brand and potential employees know what it is
 - c. Top performers will negotiate - salary transparency makes candidates smarter about the deal
9. **Talent management** takes a tumble
 - a. A buzzword three years ago, "talent management" dropped off the radar when companies made drastic cuts to their talent rosters
 - b. Many organizations continue to view talent as a cost and not an investment
 - c. Besides layoffs, many organizations eliminated classroom training entirely, opting to make all training online and just "push it out" to all employees.
 - d. Talent will shuffle as the economy recovers; retention of top talent will be tough if the company has not invested in their employees during the recession
10. **Training and collaboration** are being facilitated through virtual worlds and social networking tools
 - a. Internal portals will enable the use of these tools and they will replace classroom training and e-learning (i.e., IBM is making this shift now)
 - b. Social networking will spawn just-in-time mentor relationships across borders and time zones
 - c. Discrete, structured training is happening less often

Sources:

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