



SPECIAL REPORT: THE DEMAND FOR SKILLED TALENT

Volume 19 | Q1/Q2 2020

THE STATE
OF HIRING

EMPLOYERS: BE PREPARED TO NEGOTIATE FOR TOP TALENT

The low national unemployment rate is giving workers increased confidence to explore career moves. More professionals are leaving their jobs for greener pastures, and skilled talent is getting even harder to find. The research in this report shows the difficulties managers face and provides insight into how organizations can adapt their staffing strategies to thrive in this challenging market.



LOW UNEMPLOYMENT, HIGH JOB OPENINGS¹

National unemployment rate: **Under 4%**
Unemployment rate for college grads: **Near 2%**
Open jobs: **Near 7 million**



CANDIDATES EXPECT TO NEGOTIATE

43% of workers rejected or lost interest in a job offer when the company wasn't willing to negotiate details beyond salary, such as job title, professional development, and perks and benefits.²

COMPANIES FLEXIBLE ON JOB OFFERS

63% of financial executives are willing to negotiate salary with job candidates. They will also negotiate professional development and training reimbursement (52%), benefits (47%), and remote work or scheduling arrangements (45%).³



HIRING CHALLENGES PERSIST

Industry leaders who report difficulty finding skilled candidates for professional-level roles:⁴

- 90%** Accounting and finance
- 87%** Legal
- 86%** Technology
- 86%** Marketing and advertising

¹ The Employment Situation — December 2019, U.S. Bureau of Labor Statistics (BLS), Jan. 10, 2020; Job Openings and Labor Turnover — November 2019, BLS, Jan. 17, 2020

² Survey: 2 in 5 Workers Lose Interest in Job Offer if Employer Won't Negotiate Beyond Salary, Robert Half, Nov. 7, 2019

³ Ibid

⁴ Robert Half surveys of more than 4,400 hiring decision makers in the United States, Fall 2019

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WHAT EMPLOYERS NEED TO KNOW ABOUT RETENTION⁵

43% of workers **plan to look for a new job** by mid-2020.

43% of workers say the one thing that would convince them to stay at their current job is **more money**.

81% of senior managers are concerned about their company's **ability to retain valued employees**.

46% of employers cite **increasing communication with staff** as their top retention strategy.

41% of employers are **improving recognition programs** and **providing professional development** for their employees as part of their retention strategy.

AVOID ONBOARDING MISTAKES

Workers recall the reasons a new job started on the wrong foot.⁶

39% Technology not properly set up

24% Necessary supplies not provided

21% Not introduced to coworkers



WARNING SIGNS OF WORKER BURNOUT

Nearly all (**96%**) senior managers said their employees are experiencing some degree of burnout. And **91%** of workers said they are at least somewhat burned out.⁷

Workers' 5 Greatest Burnout Factors⁸

1. Constant interruptions
2. Career stagnation
3. Unmanageable workload
4. Toxic culture
5. Dated technology

3 Tips to Help Staff Avoid Burnout

1. Consider bringing in temporary or project professionals to help alleviate heavy workloads.
2. Provide professional development and mentoring programs to help workers advance in their career and stay motivated.
3. Offer ways for employees to avoid excessive work interruptions, such as remote work options, or encourage them to set specific hours each day to respond to colleagues' questions and requests.

EMPLOYEES WHO VOLUNTARILY LEFT THEIR JOBS⁹



⁵ Show Them the Money: 43% of Workers to Look for a New Job in Next 12 Months, Robert Half, Aug. 8, 2019

⁶ Survey: 6 in 10 Workers Met With Mishaps When Starting a New Job, Accountemps, Nov. 18, 2019

⁷ Survey: 96% of Managers Say Their Staff Are Experiencing Some Degree of Burnout, Accountemps, Aug. 20, 2019

⁸ Ibid

⁹ Job Openings and Labor Turnover reports — November 2017 - November 2019, BLS. Figures are seasonally adjusted. P = Preliminary

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POSITIONS IN TOP DEMAND Q4 2019 unemployment rates for select positions are shown in bold¹⁰

ACCOUNTING AND FINANCE	TECHNOLOGY	CREATIVE AND MARKETING
<p>1.5% Accounting clerks Accounting managers Accounts payable specialists Accounts receivable clerks</p> <p>1.5% Bookkeepers Business analysts Business systems analysts Compliance analysts</p> <p>1.5% Controllers</p> <p>3.2% Financial analysts</p> <p>1.5% Financial managers</p> <p>1.4% Information technology auditors</p> <p>1.4% Internal auditors Payroll managers</p> <p>1.4% Senior accountants</p> <p>1.4% Staff accountants</p>	<p>Business intelligence analysts Cloud architects Cloud systems engineers Data scientists</p> <p>0.6% Database administrators DevOps engineers</p> <p>1.5% Full-stack developers</p> <p>3.5% Help desk and desktop support professionals IoT specialists</p> <p>1.5% Mobile and software developers Network administrators Network architects Programmer analysts</p> <p>2.4% Security professionals (cloud, data, information, network, systems) Systems administrators</p>	<p>Content strategists</p> <p>0.8% Copy editors</p> <p>2.7% Copywriters</p> <p>3.0% Digital marketing managers Digital strategists</p> <p>3.0% Email marketing specialists Front-end web developers</p> <p>2.9% Hybrid designers</p> <p>3.0% Marketing analytics managers Project managers</p> <p>3.0% Search engine optimization (SEO) and search engine marketing (SEM) specialists Social media managers Technical writers</p> <p>2.9% User interface (UI) designers</p> <p>2.9% User experience (UX) designers</p>
LEGAL	ADMINISTRATIVE AND OFFICE SUPPORT	HEALTHCARE
<p>Compliance analysts Data privacy specialists</p> <p>0.6% In-house counsel Litigation support/eDiscovery managers</p> <p>0.6% Midlevel associates</p> <p>1.8% Paralegals/legal assistants</p>	<p>2.2% Administrative assistants Customer service representatives</p> <p>2.2% Executive assistants HR assistants</p> <p>2.4% Office managers Receptionists</p> <p>2.2% Senior administrative assistants</p>	<p>3.3% Claims examiners/analysts Coding professionals Electronic medical records specialists</p> <p>1.4% Insurance verification/authorization clerks Medical collections specialists Medical services/enrollment managers Revenue cycle analysts</p>

¹⁰ Current Population Statistics, BLS, Jan. 10, 2020. Percentages reflect unemployment rates for select positions that are at or below the national unemployment rate for Q4 2019.

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6 REVEALING INTERVIEW QUESTIONS FOR HIRING MANAGERS

The interview is one of the most important steps in the hiring process. Don't wing it. Here are six questions that will give you greater insight into job candidates.

1. Can you tell me about a time when you had a disagreement with a boss or colleague and how you handled the situation?

This is one of the best questions to ask an interviewee to understand their conflict resolution skills. Pay attention to their tone when describing the situation or other people to get a sense of their emotional intelligence in the workplace.

2. How would your coworkers describe you?

This question can help predict how they will work with the other members of your team. Look for candidates who will complement — not clash with — the personalities of your current staff members and who will be a good fit with your company culture.

3. Where do you see yourself in five years?

This question is commonly asked in interviews — and for good reason. A candidate who has professional drive and career aspirations is valuable. Look for someone who has clear career goals and consider mentioning how your organization can help them achieve those objectives.

4. Can you give me an example of how you handled a business challenge in your most recent role?

Use this question to get a sense of an interviewee's critical thinking and analytical skills. How they describe the situation can be telling. Did they struggle or did they come up with an action plan and see it through?

5. What's your ideal work environment?

Ask this question to gauge what candidates feel is important for job satisfaction. Do they prefer to work as part of a team or more independently? Do they thrive in a company that fosters innovation, promotes learning or sets a tone of risk-taking?

6. What's one fact about you that's not on your resume or LinkedIn profile?

This question may reveal more about the interviewee's personality, character strengths and motivations. It can help you understand not just what a candidate has done, but why.

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