

10 *for* 2010

Manpower Shares
What's Next in the
World of Work

New decade.
New challenges.
New rules.
Are you ready?



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New decade. New challenges. New rules. Are you ready? The world of work is moving fast and you need to stay on pace. As the global employment services leader, Manpower is in the middle of it all. We observe, study, and influence the changing world of work every day. We want to share what we've learned to help you succeed this year and beyond.

You go to work every day wondering what will happen next. Save yourself some time. Manpower has identified 10 hot topics impacting the world of work in 2010. Here's what you need to know.

1 Employee Engagement & Retention – As we climb out of the recession, employees who were once content just to have a job will be looking for the next best thing.

According to a Right Management survey on employee engagement, 60% of employees intend to leave their jobs and an additional one-in-four are networking and updating their resume. Most companies are unprepared for this turnover spike. How are you going to keep your top employees? Increasing employee retention starts with one basic idea: Think like your employees. Discover what's important to them and be creative in meeting their needs. Communicate your total rewards package to your employees. Help them understand and value their pay and benefits. Provide advancement and training opportunities when possible. Employees want to be valued and appreciated for their work. They also want to be treated fairly. Voluntary turnover is coming – will your best people be leaving? Companies that understand the importance of employee retention have a competitive advantage. What is your retention plan?

2 Knowledge Management – Are you letting critical information walk out the door?

Spurred by the huge numbers of baby boomers nearing retirement and the projected increase in employee turnover, companies need to create and practice knowledge transfer programs before it's too late. Knowledge management involves organizing, creating, capturing, and sharing knowledge to ensure it's available for future users. This is more than an email on someone's last day. It needs to be a mandated process and mindset to address the fact that a huge body of knowledge resides in each employee, and sometimes articulating that information is difficult. This isn't just a problem as baby boomers exit the workplace; it is an issue that impacts your company anytime an employee leaves. Make it a goal to develop a platform for knowledge capture that continually identifies, transfers, and sustains the information held by employees with critical knowledge.

3 Virtualization of Work – Today's wired world offers almost limitless workforce solutions.

Concepts such as remote workers, outsourced project teams, telecommuting and virtual workspaces are becoming commonplace. Companies and workers alike are embracing virtual work arrangements because it makes sense. Virtual work opens up new labor sources, global teams, increased technology options, better employee retention, fluid project management, and almost limitless collaboration. A connected and collaborative workforce, enhanced by virtualization, can accelerate your company's success by increasing productivity, improving customer service and driving business growth and innovation. The workplace is no longer limited by geographic or building boundaries. What does your workforce need to look like to remain dynamic and competitive? Start by working with senior management to outline and define your company's potential for virtual work options.

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4 **Social Media Explosion** – Companies are jumping on the social media bandwagon and starting to give people what they want.

What do they want? Information. Personalization. Interaction. Individualization. And they want it now. While many companies have a presence on sites like Facebook and Twitter, others are fully immersed in social media practices and are starting to see results in the form of increased revenues, customer satisfaction and brand awareness. The social sites are all about building relationships. Companies have been doing that for years and should be good at it, but the rules have changed. The individual rules now. Your company needs to provide custom information, answers, feedback and advice on the spot. The pace is fast, and you have to be ready. There is no time for old posts, no posts, or outdated information. While the vibe is a bit more casual, your company still has to deliver valuable information in real time. Social media is here to stay and should be integrated into all aspects of your business plan - from recruiting and marketing to operations and sales. Find ways to connect the business value of social media to enhance your company's performance.

5 **Diversity** – The workforce is undergoing a significant demographic transformation.

The demand for bilingual employees is rising. There continues to be a large growth in the number of women and people of color in the workforce. It's time to redefine diversity. Diversity is about talent. Are you inclusive? Do employees at all levels of your organization feel valued and engaged? Clearly articulating how diversity is linked to your business success and the practices you have in place to assure all employees feel engaged is critical. Do you have a business based diversity strategy that links to your clients and the communities where you live and work? You need commitment from all levels of your organization. Your leaders need to demonstrate their commitment and employees need to actively participate in enhancing your work culture to be more inclusive. Are you considered an employer of choice for women and people of color? Would your employees recommend your organization? When you exhibit good diversity practices, there are benefits. Your brand health grows, you are recognized as a socially responsible employer, and you will attract the best candidates. The world is a diverse place...is your workforce?

6 **Talent Mismatch** – As we emerge from the recession, we will face another challenge: finding the right talent.

Manpower's 2009 Talent Shortage Survey revealed that the global talent crunch remains a pressing issue for employers worldwide. Despite the global recession and the weakest employment outlook in decades, employers are nonetheless facing a shortage of talent in critical areas. Even as companies have reduced hiring, they're still looking to fill critical positions and having trouble finding people with the right combination of skills and experience. With unemployment at or near record levels in many countries, positions in the skilled trades, sales, technical work and engineering remain the most difficult for employers to fill globally, according to Manpower's survey of nearly 39,000 employers in 33 countries. Finding top talent is always challenging. The skills companies require are changing faster than the labor pool and faster than our educational system. Companies must focus on building their brand to appeal to the best talent with scarce and critical skills. Think about creative sources and programs to fill those difficult positions, such as rehiring retirees, aligning with a specialized recruiting network on a social media site, developing training and mentoring programs, or outsourcing some of your hiring to an expert.

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7 **Corporate Social Responsibility (CSR)** – Good business means doing good for others.

CSR is no longer a buzzword or a passing fad. It is not an add-on that is nice to talk about. It is a core part of how you conduct business. It is a movement and a commitment toward making the world a better place. Companies need to continue to build and expand their CSR projects and programs. Then, you need to tell that story. Integrate CSR into your business strategy and make it a part of your everyday work. CSR should touch every person in your organization. Make sure your business leaders are involved. Everyone in your company should contribute and exhibit the same values. Building a reputation as a responsible business sets you apart. People and organizations alike are attracted to and want to work with companies that demonstrate care and commitment to the community, people and the environment. Make a business case for more CSR programs whenever possible. Your brand will appreciate it.

8 **Workforce Optimization** – You need the best people working for you to produce the best results.

Do you have employees who aren't filling the bill? Conduct a workforce checkup to evaluate your workforce strength. Your workforce should look different than in years past. There are many more options to meet your workforce needs. Find ways to make your workforce dynamic – able to flex with your changing requirements. Ways to accomplish organizational agility includes rehiring retirees, hiring contract workers, outsourcing functions or projects and expanding your virtual workforce. You can also offer options to your current, valued employees such as schedule flexibility, telecommuting and shortened workweeks. Cut out the extra layers in your company and invest in employees who bring new capabilities or innovation to the table. Keep your labor options open.

9 **Green Practices** – Do people think green when they think of your company?

Do you have green workplace practices? A greener workplace can mean a softer ecological footprint, a healthier and more productive place to work and a positive impact on the bottom line. The green actions you take send a compelling message to your employees, clients, vendors, potential employees and the public that you are implementing programs and making changes that will protect our planet and future. Do you have people dedicated to green initiatives? Many experts believe that we are just at the beginning of job growth in this area. In fact, according to the American Solar Energy Society, the number of U.S. jobs related to energy efficiency and conservation will reach 40 million by 2030. The green jobs sector is growing faster than any other job category. When you start to go green, don't stop. There are a number of important reasons your company should implement green practices, such as preserving natural resources, setting a positive example for employees and gaining a competitive advantage by differentiating yourself as a green company. Make green practices the foundation for your business decisions and people will start to notice. So will the environment.

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10 **Recruiting Agility** – Resumes don't rule the recruiting world anymore.

Sure, they are still needed, but more innovative and networked recruiting methods are bringing home the gold. Do you have a recruiting plan, recruiters or a recruiting partner that reflect the new world of work? Old recruiting tools are out. New tools and tactics such as social media, virtual interviewing, virtual recruiters, ramped up career pages and company profiles are in. Even referral programs are seeing a rebirth, thanks to all the connections from social media sites. Give yours a tune up. Companies are also focusing on their brand as a catalyst for recruiting success. Your brand needs to be healthy in order to attract top talent. What do candidates think of when your company is mentioned? Work on promoting your company's culture, values and commitment to social and environmental causes to appeal to both potential clients and candidates.

The topics listed above are already impacting the workplace.

Chances are someone in your company is already talking about one or more of these trends. It's time to pick your focus and take action now. Identify your company's top priorities. Engage your business leaders. Determine how you will measure success.

Then, get ready to do it all again. More changes, new trends, and workplace transformations are coming soon, and that's good news. As long as you stay ready.

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