

Different Breeds of Workers

- In 2012, the workforce is 24% emergent, 49% migrating and 27% traditional.
- Emergent workers are highly educated: 34% have a college degree, 22% have a graduate degree.
- The median age of emergent workers is 44 years old.
- Nearly half (48%) of emergent employees works 41+ hours per week.
- Emergent and Traditional workers have varying definitions and values about the workplace:

VALUES	TRADITIONAL Worker	EMERGENT Worker
Career Management	Company's Responsibility	Employee's Responsibility
Promotion	Tenure	Merit
Retention	Security	Growth
Management Style	Paternalistic	Peer
Organization Chart	Respect	Ignore
Changing Jobs	Fear	Advancement

Workers Have Inherent Desire for Efficiency and Innovation

- 93% of workers today prefer a job that allows them to think creatively.
- 89% of workers prefer a job that allows them to think of new and better ways to do things.
- 92% of workers strongly agree that employees should seek their own career development opportunities, wherever they might be.

Work/Life Balance

- The overwhelming majority (87%) of workers say the most important priority in their career is maintaining work/life balance, yet 28% of workers are not at all/not very satisfied with the balance.
- Time and flexibility are extremely/very important to 65% of all workers, but only 39% says they are very satisfied with their time and flexibility.

Retention

- Compensation is the second most important retention factor for workers, but only 29% are very satisfied with their current level of compensation.
- Management climate is ranked as the top retention driver after benefits and compensation, but only 36% of workers are very satisfied.

EMPLOYERS' VIEW	EMPLOYEES' VIEW
1. Supervisor Relationship	1. Benefits
2. Culture & Work Environment	2. Financial Compensation
3. Management Climate	3. Management Climate
4. Benefits	4. Time & Flexibility
5. Financial Compensation	5. Growth & Earnings Potential
6. Time & Flexibility	6. Culture & Work Environment
7. Training & Development	7. Supervisor Relationship
8. Growth & Earnings Potential	8. Training & Development

For more information on the Emerging Workforce® Study or to schedule your own briefing, please call your local Spherion office or e-mail EmergingWorkforce@spherion.com.

