



The Robert Half Professional Employment Report

Q2 2011

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About The Report

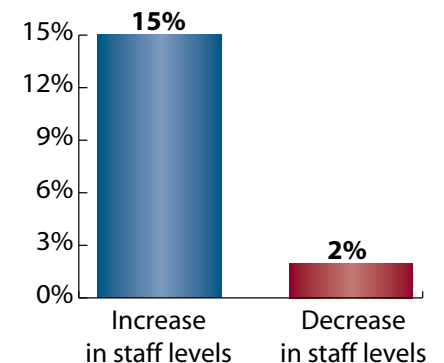
The Robert Half Professional Employment Report is the first quarterly hiring survey of its size and scope to focus exclusively on professional-level hiring. The results are based on telephone interviews with more than 1,000 executives throughout Canada to determine their hiring plans for the upcoming quarter. Among those surveyed were chief financial officers (CFOs), chief information officers (CIOs), senior human resources (HR) managers, lawyers, and advertising and marketing executives. Respondents offered their views on hiring plans within their respective fields and the challenge of finding skilled professionals. The survey also measured executives' confidence in their companies' prospects for growth in the second quarter of 2011. Robert Half has been reporting employment data through its Hiring Index program since 1992.

We hope the *Professional Employment Report* is useful and invite you to contact us for help with any of your staffing needs. For additional information, visit www.roberthalf.ca/per.

Key Findings

- A net 13 per cent of executives plan to add professional-level staff in the second quarter of 2011, up 10 points from the previous quarter's projections.
- Eighty-seven per cent of executives are at least somewhat confident in their organisations' ability to grow in the second quarter; 43 per cent are very confident.
- Forty-seven per cent of respondents said it is challenging to find skilled professionals today.
- Companies in the business services sector expect the most active hiring in the second quarter. A net 38 per cent of executives anticipate staff additions.
- The accounting and finance field saw a large rise in hiring, with a nine-point increase over last quarter's projections.

NATIONAL HIRING PROJECTIONS – SECOND QUARTER 2011



Source: More than 1,000 executives at Canadian companies



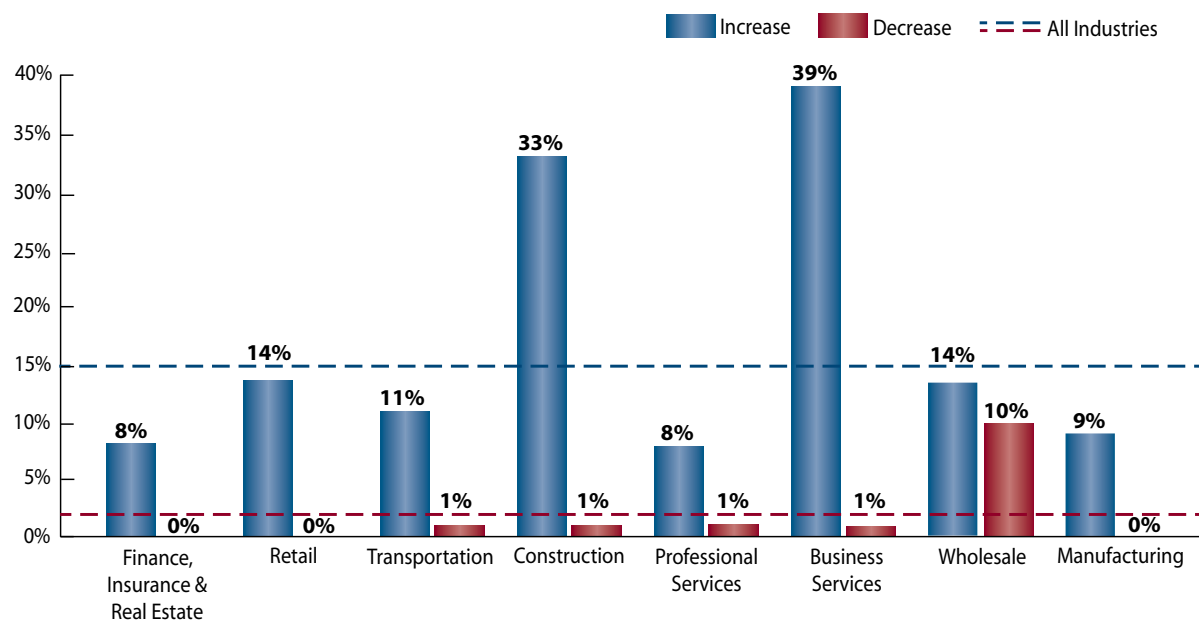
Professional-Level Hiring – By Industry

Top 5 Industries for Professional-Level Hiring

These industries show the highest projected net increase in hiring activity for the second quarter of 2011:

1. Business Services (+38%)
2. Construction (+32%)
3. Retail (+14%)
4. Transportation (+10%)
5. Manufacturing (+9%)

PROJECTED HIRING BY INDUSTRY – ALL PROFESSIONS



Source: More than 1,000 executives at Canadian companies

Executives in the business services industry expect the most active hiring of professional-level staff, with a net 38 per cent of hiring authorities planning to increase personnel levels. The construction industry ranked second, with a net 32 per cent of executives expecting to hire in the second quarter of 2011.



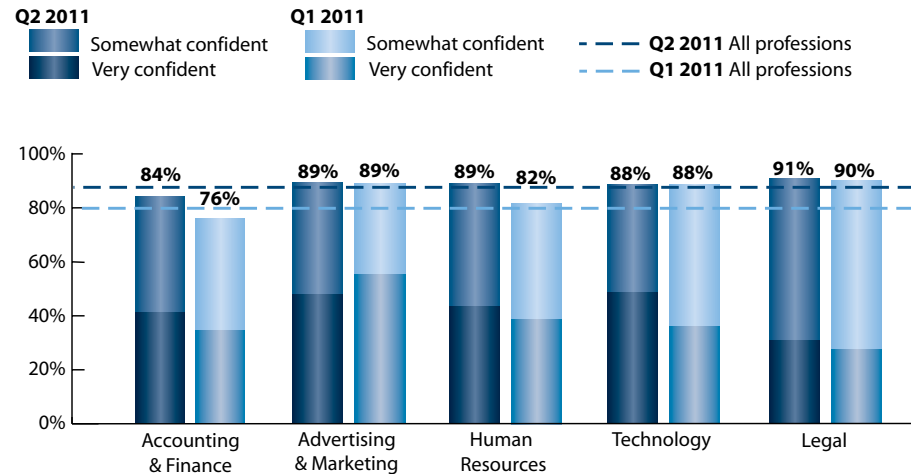
Confidence in Prospects for Business Growth

Challenge in Finding Skilled Professionals

- Forty-seven per cent of all executives interviewed said it is challenging to find skilled professionals today.
- This number rises to 56 per cent for the transportation industry and 55 per cent for the finance, insurance and real estate sector.
- Executives at companies with 100 to 499 employees report the greatest hiring difficulty, with 51 per cent of respondents saying it is somewhat or very challenging to locate skilled candidates.

Source: More than 900 executives at Canadian companies

CONFIDENCE SCALE



Source: 1,000 executives at Canadian companies

When asked to rate how confident they are in their companies' prospects for business growth in the second quarter of 2011, 87 per cent of executives said they are at least somewhat confident; 43 per cent are very confident. This compares to 80 per cent of respondents who said they were confident about growth prospects for the previous quarter.

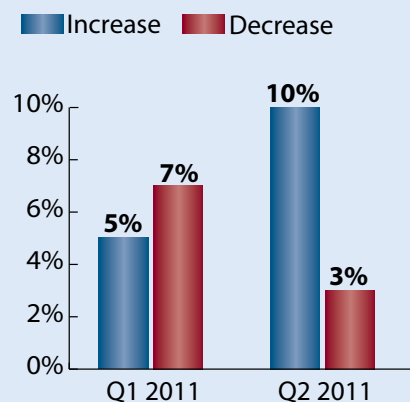
Lawyers expressed the greatest business confidence among all executives interviewed, with 91 per cent reporting they feel at least somewhat confident. CFOs reported the greatest quarter-over-quarter increase in business confidence. Eighty-four per cent of respondents said they are at least somewhat confident in growth prospects, eight points higher than the previous quarter's projections.



Hiring Trends – Accounting & Finance

HIRING PROJECTIONS

Percentage of CFOs who plan to increase or decrease staff levels during the second quarter:



Source: 270 CFOs at Canadian companies

Top Industries

These industries show the highest projected net increase in hiring among CFOs surveyed:

- Business Services (+38%)
- Construction (+21%)
- Wholesale (+20%)

Percentages reflect the net increase

Overview

Most CFOs remain optimistic about business prospects. In fact, 84 per cent of executives interviewed said they are somewhat or very confident in their companies' growth potential in the coming months. Ten per cent of CFOs expect to add staff in the second quarter, and 3 per cent anticipate staff reductions. The net 7 per cent hiring increase is nine points above the previous quarter's projections. However, finding finance professionals with the requisite expertise remains rather difficult. Forty-six per cent of respondents indicated it is challenging for them to locate skilled professionals today. Forty-three per cent of CFOs said they are concerned about losing financial professionals to other job opportunities.

Many firms continue to take a cautious approach to hiring, yet recognize their teams are at capacity and need help for the business to grow. As a result, some employers are adding staff to manage increased business volume and prepare for growth opportunities. Companies also are working with project professionals to maintain productivity and evaluate potential full-time hires.

Top Positions in Demand

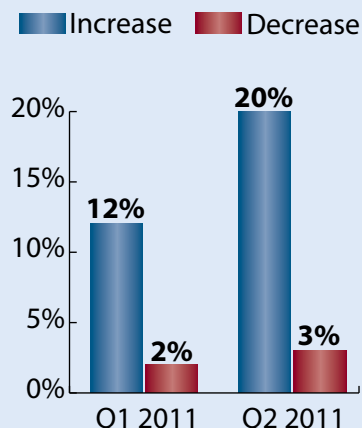
- **Staff and senior accountants** – Firms are recruiting professionals who can manage ongoing accounting needs, such as preparing financial statements, maintaining the general ledger and performing account analyses. Employers prefer experienced candidates who can contribute immediately.
- **Senior financial analysts** – Businesses depend on these professionals for their expertise in evaluating financial plans, forecasts and budgets, and identifying ways to improve profitability. Senior financial analysts are needed to assess borrowing structures to ensure competitive funding costs and also are valued for their ability to communicate their analyses to management.
- **Business systems analysts** – These professionals are in demand as companies seek to maximize their current systems and implement new enterprise resource planning packages and related software initiatives, many of which were put on hold in recent years.
- **Controllers** – Corporations depend on these professionals to not only manage the accountants and supervisors who prepare the financial statements, maintain the general ledger and perform account analyses, but also to ensure the management reporting and budgeting functions are completed accurately and in a timely manner.



Hiring Trends – Technology

HIRING PROJECTIONS

Percentage of CIOs who plan to increase or decrease staff levels during the second quarter:



Source: 270 CIOs at Canadian companies

Top Industries

These industries show the highest projected net increase in hiring among CIOs surveyed:

- Business Services (+28%)
- Professional Services (+28%)
- Finance, Insurance and Real Estate (+25%)

Percentages reflect the net increase

Overview

Confidence in company growth prospects continues to remain high among IT executives surveyed. Eighty-eight per cent of CIOs polled expressed optimism about their organisations' ability to expand in the next three months. Forty-one per cent of CIOs are confident about their companies' likelihood to invest in IT projects in the second quarter of 2011.

Technology hiring projections are trending upward: 20 per cent of CIOs said they plan to increase hiring in the second quarter of 2011, and 3 per cent expect to reduce staff. The net 17 per cent increase in anticipated hiring activity is seven points above the previous quarter's forecast and four points above the national average projected for all professions.

Technology executives see their departments playing a key role in the growth plans of their companies. Tasked with supporting network, operating system and web development needs, many firms are augmenting their IT teams. While demand for technology workers remains high, 39 per cent of technology executives said they find it challenging to locate skilled IT professionals; 44 per cent are concerned about losing top-performing IT professionals to other job opportunities.

Top Positions in Demand

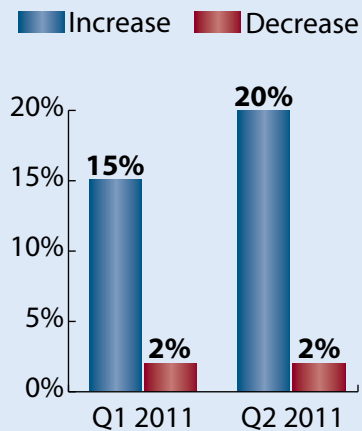
- **Network administrators** – More complex and demanding networks have increased the need for skilled network administrators. Those versed in cloud computing, Voice over Internet Protocol (VoIP) and Software as a Service (SaaS) are particularly in demand.
- **Applications developers and web developers** – Companies rely on developers to create and improve applications that help them acquire new customers, interact internally and perform other key functions. Professionals well-versed in interactive web functionality and social media are in high demand. In addition, IT workers with Microsoft Silverlight and SharePoint skills are especially sought.
- **Help desk and desktop support professionals** – Providing support to customers and end users remains indispensable. Relatively high turnover rates also contribute to an ongoing need for skilled support personnel. When growth and sales pick up, demand for support staff may quickly accelerate. Some firms are relying on project professionals to meet current support needs.



Hiring Trends – Advertising & Marketing

HIRING PROJECTIONS

Percentage of advertising and marketing executives who plan to increase or decrease staff during the second quarter:



Source: 50 advertising executives and 200 marketing executives at Canadian companies

Overview

In a competitive business environment, companies feel continued pressure to devise marketing strategies that attract and retain customers, and they seek talented creative professionals to help them with these efforts. A net 18 per cent of hiring managers surveyed plan to increase staffing levels in the second quarter of 2011, five points above the previous quarter's projections. Business confidence may be leading to hiring: 89 per cent of advertising and marketing executives surveyed said they are either very or somewhat confident in their firms' second-quarter growth prospects.

Professionals with experience in digital marketing and social media are especially sought, as organisations are investing greater resources to enhance their online and social media presence, while interacting with their target audience in meaningful ways.

Top Positions in Demand

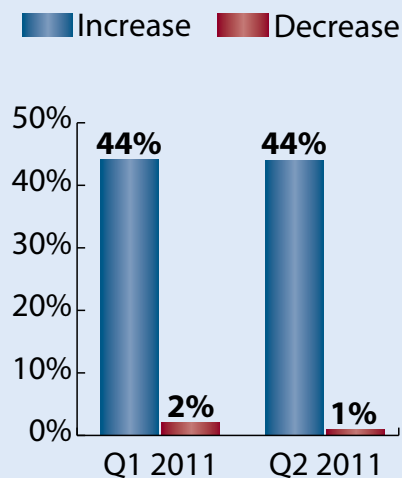
- **User experience (UX) designers** – A greater focus on developing positive online customer experiences is resulting in heightened demand for UX designers well-versed in balancing technical functionality and visual elements. In particular, employers seek individuals with proven expertise in creating innovative and impactful user interfaces.
- **Mobile apps designers/developers** – Strong demand for these individuals is driven by the growing number of smartphone and tablet users, and companies that are eager to develop applications and advertising that target this demographic.
- **Interactive project managers** – As companies strive to build more integrated campaigns that include print, online, broadcast and social media elements, they seek interactive project managers who can help plan, organise and execute multifaceted projects.
- **Web designers/developers** – Employers looking to build and enhance their online presence seek professionals with a mix of front- and back-end development skills, such as HTML, CSS and .NET, as well as an eye for design.



Hiring Trends – Legal

HIRING PROJECTIONS

Percentage of lawyers who plan to increase or decrease staff levels during the second quarter:



Source: 75 lawyers at law firms and 75 corporate lawyers in Canada

Overview

As business conditions continue to improve, law firms are continuing to build their teams to meet the current demand for their services, particularly those specializing in the hottest practice areas. A net 43 per cent of lawyers at law firms and corporations surveyed indicated they were likely to increase hiring in the second quarter of 2011. Most of the hiring is expected at law firms.

Among lawyers surveyed, 91 per cent said they are at least somewhat confident in their organisations' ability to expand in the second quarter. Those interviewed also acknowledged increasing difficulty in locating top candidates: 81 per cent said they thought it was somewhat or very challenging to find skilled legal professionals today, up 10 points from the previous quarter. Nearly half (48 per cent) of lawyers are concerned about losing top-performing legal professionals to other job opportunities in the next year.

Lawyers, law clerks, paralegals and legal support staff are in greatest demand at firms focusing on litigation and corporate law. These specialties will likely remain among the top practice areas, as lawyers surveyed cited them as areas offering the greatest number of job opportunities in 2011. In addition, intellectual property is continuing to expand in various markets.

Top Practice Areas in Demand

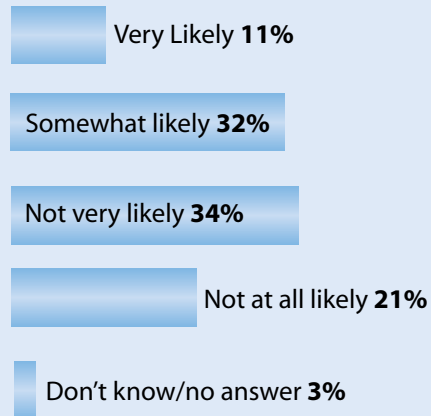
- **Litigation** – An increase in legal disputes and litigation has resulted in heightened demand for legal assistants, law clerks, paralegals and associates who can represent clients in areas such as labour relations and employment, insurance defence, intellectual property and commercial litigation.
- **Corporate law** – Lawyers with at least three years of general corporate legal experience and a focus on mergers and acquisitions are being recruited by law firms and corporations to help them meet legal requirements.
- **Intellectual property** – An increase in patent filings and applications is prompting law firms and corporations to hire IP lawyers, patent agents and paralegals with three to five years of experience.



Resumes: A Thing of the Past?

SPOTLIGHT

How likely is it that profiles on networking sites, such as LinkedIn and Facebook, will replace traditional resumes in the future?



Source: 150 HR managers in Canada.
Responses do not total 100% due to rounding.

Finding the Best Candidates in an Online World

Forty-three per cent of HR managers interviewed said it's at least somewhat likely that traditional resumes will eventually be replaced by profiles on social and business networking sites. For now, however, resumes remain the best tools for employers to pre-screen job candidates.

Here are five tips to help you find the best new hires, whether reviewing online profiles or resumes:

1. **Get the complete picture.** Resumes and the professional profiles an applicant provides should give a detailed history of that person's employment, education, credentials, skills, and industry or community activities. Incomplete or missing information could be a red flag.
2. **Ask for references.** Many job seekers request recommendations on sites such as LinkedIn, but it's best for employers to speak to a candidate's references directly and ask specific questions. You can use professional networking sites like LinkedIn, however, to learn if you have any contacts in common with the candidate. If so, you may want to tap your mutual acquaintances for additional insight.
3. **Seek out industry involvement.** The best candidates show passion for their field, often by publishing information and becoming involved in trade associations. Look for evidence of this on resumes and in professional profiles.
4. **Expect accuracy.** Don't discount the importance of proper grammar and spelling when reviewing all materials supplied by job candidates. Typos and other errors indicate a lack of attention to detail.
5. **Don't judge.** Not everyone is comfortable posting his or her profile online or is active on networking sites. Unless you are hiring for a position that requires social networking skills, don't discount a job candidate with an impressive resume just because he or she doesn't have a professional profile online.



About the Survey

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The quarterly *Robert Half Professional Employment Report* was developed by Robert Half and conducted by an independent research firm. The study is based on more than 1,000 telephone interviews with executives from a random sample of Canadian companies across a number of industries, including more than:

- 270 chief financial officers at companies with 20 or more employees
- 270 chief information officers at companies with 100 or more employees
- 150 senior human resources managers at companies with 20 or more employees
- 75 lawyers at law firms with 20 or more employees and 75 corporate lawyers at companies with 1,000 or more employees
- 50 advertising executives at companies with 20 or more employees and 200 marketing executives at companies with 100 or more employees

About Robert Half

Founded in 1948, Robert Half, the world's first and largest specialized staffing firm, is a recognized leader in professional staffing services. The company's specialized staffing divisions include Accountemps®, Robert Half® Finance & Accounting and Robert Half® Management Resources, for temporary, full-time and senior-level project professionals, respectively, in the fields of accounting and finance; OfficeTeam®, for highly skilled office and administrative support professionals; Robert Half® Technology, for project and full-time technology professionals; Robert Half® Legal, for project and full-time staffing of lawyers, law clerks, paralegals and legal support personnel; and The Creative Group®, for interactive, design and marketing professionals. Robert Half has staffing operations in more than 350 locations worldwide. For more information about the specialized staffing and recruitment divisions of Robert Half, visit roberthalf.ca, and follow us on Twitter at twitter.com/RobertHalf_CAN.