

# Up\*link<sup>®</sup>

The Peoplelink Online Newsletter

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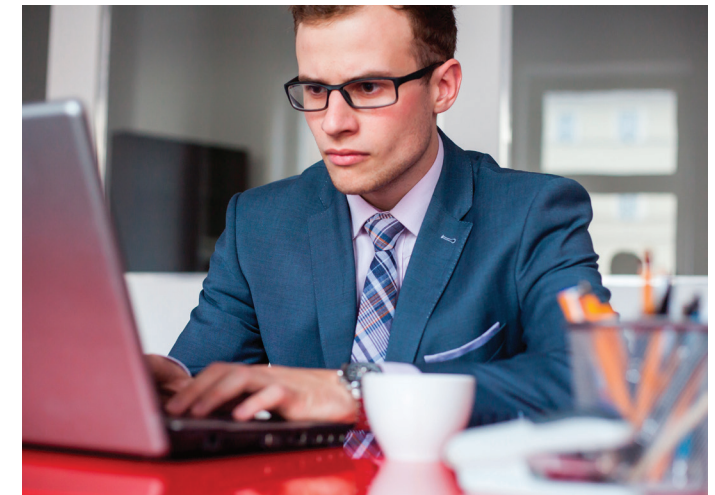


## LEARNING NEW THINGS MEANS GETTING UP FROM YOUR DESK

by Brad Power, HBR

You are now looking at a computer screen, consuming data. That's what all of us are doing these days, for more and more of our time, it seems. And as we have become completely inundated by data, managers have come to believe that the key to transforming their businesses can be found there, somewhere, on their computer screens – if only they could more effectively harness the information their enterprises churn out, and use it more creatively.

But while there's no question that the exponential growth in the volume, variety, and detail of data can help boost productivity, improve customer experiences, and enhance decision-making, it can also stifle managers, turning them into detached, desk-bound decipherers of information. At a time when newsfeeds are chronically cascading down, and inboxes are perpetually overflowing, the natural desire to try to keep up with the data deluge actually becomes an all-consuming distraction, causing us to miss fresh, sometimes crucial, ideas from the outside world – specifically, from other



companies.

Learning directly from other companies, live and in person, is a useful, yet underutilized and often completely overlooked form of research for finding ways to improve performance, whether you venture out to visit other firms or take the time to invite another organization inside your own. By taking the time to visit industry leaders – whether in the same industry or a different one – companies have the chance to see how other organizations do their work and approach problem-solving. Venturing out into the world gives companies the chance to see not just benchmarks of peers'

performance outcomes, but how they get their results in their unique context.

When GE Appliances set out to transform its operations and bring manufacturing back to the U.S., it sent a 16-member team to visit furniture manufacturer Herman Miller and auto supplier Autoliv to study their production and management systems. Based on these visits, the GE team developed nine guiding principles that shifted its focus from command-and-control to making work better for front-line operators who, as they had witnessed at Herman Miller and Autoliv, were fully capable

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# What Executives **VALUE** in Their CEOs

A CEO's reputation is a key part of a company's success. Few would disagree with that. But how about specifics? Weber Shandwick conducted new research with KRC Research, *The CEO Reputation Premium: Gaining Advantage in the Engagement Era*, among more than 1,750 executives in 19 markets worldwide.

They found that nearly one half of a company's corporate reputation (45%) is attributable to its CEO's reputation. Similarly, 44% of a company's market value is attributable to its CEO's reputation. Tellingly, one-half (50%) of the global executives surveyed report that they expect CEO reputation to matter even more over the next few years. Global executives also say that a positive CEO reputation attracts new employees (77%) and helps to retain them (70%).

Executives value a few key attributes more than others. Among them:

**1. HUMILITY.** Only one out of four CEOs in the study were described by their executives as being humble. Yet, highly regarded CEOs are nearly six times as likely as less highly regarded CEOs to be described as humble (34% vs. 6%, respectively). While there are still some well-known celebrity CEOs

out there, today's CEOs have to demonstrate their humility, not their celebrity, and make it clear that the company, not themselves, is their focus.

Humble CEOs motivate and empower those around them, share employees' values, and listen well. They use their reputations on behalf of all. They rely on their senior teams to validate strategy. They build cultures that are about the collective whole, not individual rising stars.

This is a nascent trend that will undoubtedly continue to grow. Global media coverage of humble CEOs has spiked 200% in the past year and mentions have risen 70% in a Google search.

**2. VISIBILITY.** While it's important to be humble, a successful CEO can't be a wallflower. A hefty 81% of global executives believe that for a company to be highly regarded it is important for CEOs to have a visible public profile. In addition, admired CEOs are four times more likely to be skilled at engaging the public than those with less admired status (50% vs. 13%, respectively). When engaging the public, CEOs are the purveyors of the company's narrative. It is this narrative that must stand out amidst the

informational deluge that besets the public. The CEO therefore must attend to the clarion call, standing up and standing out so as to tell the company's story. Given the glut of competing information bombarding society, however, standing up and standing out is no easy task. It is immensely difficult to get the story of one's company not only heard, but also recalled and shared. All of which leads to the next finding.

### **3. PERSUASIVENESS.**

The CEO must convey the company narrative and satisfy the marketplace's demand for content and transparency through both traditional methods of storytelling (such as media interviews) and newly developed digital channels. Which of the many communications channels are most important? The majority of global executives (82%) believe speaking engagements to be most beneficial when engaging external stakeholders. Industry-specific speaking engagements are more important than non-industry ones. Other important external CEO activities are building relationships with the media, using the company website strategically, and identifying compelling thought leadership platforms. Social media participation is also viewed favorably. A full 43% of respondents deem using social

media a worthwhile CEO activity to demonstrate the company's forward-looking ideas and clear vision for the future and, of course, to elucidate the company story.

Along with public visibility and engagement, however, comes some risk. When asked whether CEO visibility positively or negatively impacts company reputation overall, an equal number said it improves reputation (41%) as said it can either improve or harm reputation (41%). Just 10% said visibility serves only to harm a company's reputation. So the smart CEO takes advantage of the positives but is wary of the negatives. Global executives today are luckier than ever — a rich ecosystem of channels exists to promote the company's business strategy, greater purpose, and company story. Customers are ready to engage with the CEO, and conferences with receptive audiences are exploding.

CEOs now generally accept what has long been apparent: like it or not, they are public figures. By virtue of digital communications we all have in some sense or another gone public. It is just that some of us, CEOs in particular, are more public than others. There is no turning back. It's time to embrace engagement — but in a most humble way. ☺

# LEARNING NEW THINGS MEANS GETTING UP FROM YOUR DESK

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of solving complex problems with limited interference from management.

The most innovative ideas often come from crossing boundaries, and spending time at smart companies outside of your own industry. Christie Clinic, one of the largest physician-owned, multi-specialty group medical practices in Illinois, also visited Autoliv. What could a health care provider possibly learn from a manufacturing plant? For Christie Clinic's then-CEO, Alan Gleghorn, the level of frontline engagement he observed was inspiring: Autoliv receives 60,000 ideas a year from 800 employees. As a result, he restructured Christie Clinic, splitting its 850 employees into 70 small work groups or "daily huddle cells" with 6 to 30 people in each to create an


environment for everyone to connect with each other and to improve their work for patients. Last year management received over a thousand improvement ideas per month from the work cells versus 10 to 15 ideas per month from rapid improvement events previously. The company hopes to reach 2,000 a month next year.

There are also plenty of reasons to encourage such visits from other companies: It can help you find future employees. It allows the frontline staff who serve as tour guides to hone their communication and presentation skills. It shows off what you can do. It's well-known that Toyota hosts visits for the many organizations interested in seeing its advanced manufacturing systems in action. Toyota's plants have large visitor centers with

exhibits explaining the Toyota Production System. Mario Lozoya, Director, Government Relations and External Affairs at Toyota's plant in Texas, told me that the tours are primarily for the community in which they operate, to let them know about the positive effects the plant creates: that advanced manufacturing is friendly, clean, and highly automated; that they use recycled water; that they hire a diverse workforce. If a company or private organization takes the tour, they are fine with that, too. Toyota is willing to be an open book because they know how hard it is to copy them.

Of course, organizations that gather ideas from employees or from visits still face the challenge of experimenting with the best of those ideas and putting them into practice, and must overcome

"not invented here" syndrome. Arrogance, pride, insularity, or a feeling that "we're different" can stop individuals and organizations from learning from others. And it can be challenging to find like-minded companies, open to having another company come into their home turf. Nevertheless, visits remain a rich, and often untapped, resource for coming up with the next insight or breakthrough, and they aren't dependent upon parsing through figures on a spreadsheet or on deciphering confusing data visualizations of the latest economic statistics.

Not that there's anything wrong with that. You just need to get out sometimes and get ideas and energy directly from the source – from other people and companies. 



## That's Where Peoplelink comes in.

Since 1987, we've been making history by bringing together great employees and employers throughout the country.

### How do we do it?

- By hiring the best internal staff.
- By implementing the best processes.
- By working harder to deliver outstanding results.

**It is through this three-fold approach to staffing, that we can truly help you achieve success.**



*For more information, call Jeannine Victor at 574.232.5400 x 261.*



## To Persuade Others, Give Them Options

by Steve Martin, HBR

There are an abundance of techniques used to influence others. But researchers have found that the most successful tactics gain their persuasive power from just a few simple human motivations.

One of these is the desire to make effective decisions efficiently. This may not be surprising, but you can significantly enhance your persuasive power by triggering it with small changes in your approach.

When making a choice we strive to achieve the best outcome—anything less can mean a waste of our time, effort, and resources. But in today's crazy, information-overloaded world, we also need to balance the quality of our choices with the time it takes to make them. Understanding the mental shortcuts that we all rely on to speed up the decision-making process reveals some useful ways to persuade others that your option or proposal is the most effective and efficient one.

One of these mental shortcuts is to use comparisons to evaluate a choice, rather than judging one option in isolation. We will often make a conscious effort to

do this intentionally. Trying to determine if a vendor's quote is fair? Get some other bids. Trying to decide whether you can reach your sales goals by the end of the quarter? Compare your current performance to the last period. The underlying psychological principle at play here is perceptual contrast—and it can also be an unconscious process rather than an intentional one. We'll perceive a \$35 bottle of wine very differently based on



whether we are offered a \$15 house wine or a \$60 bottle first, regardless of whether we actively register those differences.

Understanding perceptual contrast can be helpful in contexts beyond pricing decisions as well.

For example, if you are presenting a business plan for a new product to your board, first review the products you've decided not to pursue. This isn't to mean that you should invent lousy alternatives to your great idea so that your idea appears more impressive, but rather is meant to give your audience the benefit of the same legitimate comparisons that you've been able to consider.

You may fear that doing this opens up the risk of your board homing in on one of your alternatives instead. While this is certainly a possibility, it shouldn't really be thought of as a risk. First, because the options you present first are indeed legitimate, if your audience chooses them there is still some benefit to the choice (and maybe more than you knew!). Second, you gain a reputation as

someone who supports open decision-making, rather than

someone who deliberately sweeps alternative options under the rug in an attempt to always get their own way. Additionally, the inclusion of legitimate comparisons provides you with a great opportunity to lead further meaningful conversations.

Beyond legitimate comparisons there are many other ways to trigger the "effective and efficient decisions" motivator. Providing testimonials, for example, shows that if those similar to your audience are making a specific choice then it's probably a good one for them to make too. Likewise, signaling the progress you've already made towards achieving a goal can persuade others to join you, since it's usually more effective and efficient to hitch aboard programs that have already started than go to the effort of starting from scratch.

Regardless of whether you want to persuade an individual or a whole group, understanding how to trigger this deeply seated motivation can give you the power to convince your audience that the choice you're offering is the right one.

# Meet **HOLLY LEICHTMAN** »

## Staffing Specialist

### South Bend OPS



» **How long have you been in the staffing business?**

8 years

» **What was your first job?**

**What do you remember most about it?** Receptionist at a psychiatrist office. What I remember most about it is the relationships built with the patients and listening to NPR all day long.

» **Who was the worst boss you ever had and why?**

I've been pretty lucky, I've enjoyed every boss I've worked with.

» **What motivates you each day to sell and service your clients?** Knowing that if we take care of them, they will continue to call us with future orders. It's also very rewarding when we

are able to find them great employees!

» **What are some of your long-term goals?** I always want to continue to learn as much as I can and build better relationships with clients.

» **What makes Peoplelink unique, from your perspective?** Peoplelink values the relationship with both the client and the employee. I often hear from employees that they have had a much better overall experience with Peoplelink vs a competitor. We get a lot of great candidates from referrals and word of mouth because of this.

» **What makes you successful as a Staffing Specialist?** I am able to build relationships with our clients and understand what they are looking

for in an employee. I strive to make sure they are getting candidates that fit well with their needs and culture.

» **What is the best advice you could give to other Peoplelink staff members?** Be honest with employees and clients.

» **What is your favorite movie?** Pitch Perfect. **Book?** Nicholas Sparks -The Guardian. **Drink?** I love water, but Summer Shandy is a close second.

» **If you could have any car you want, what would it be?** All white, 4-door Jeep Wrangler.

» **What is your home city? What is the greatest feature about your home city?** South Bend, IN. I'm a huge Notre Dame fan, so I would have to say the University of Notre Dame.

» **How do you unwind when you're not at the office?** I watch a lot of Netflix.

» **What do people like most (least) about you?** Most - That I'm always happy and smiling. Least - I'm too indecisive. ☹️



Always do your best.  
What you plant now,  
you will harvest later.

*-Og Mandino*

# The Recruiting Industry in 2015

Source: 4th Annual Report 2015 Global Recruiting Trends, LinkedIn

Hiring volumes and budgets heat up for the first time in four years. With the continued gap between budgets and hiring, doing more with less is more important now than ever before. Competition and compensation continue to be the top obstacles for attracting talent. Organizations small and large face unique challenges in recruiting, and therefore must play to their own competitive advantages. Broader technology advancements have also begun to disrupt the talent industry, setting the stage for a dynamic and exciting future for recruiting.

Advancement	Implication for Recruiting
Social Media	The accessibility and connectedness of professionals online has made talent more accessible than ever.
Digital Marketing	With digital marketing tools, organizations can now segment and target talent with relevant jobs and messages at massive scale.
Mobile	With the rise of mobile device usage, candidates now research and apply for work in a mobile-optimized format.
Machine Learning	Adaptive algorithms match jobs with professionals based on profile demographics and real-time behavioral feedback.
"Big Data" Analytics	As data storage and processing become cheaper, talent acquisition leaders can become strategic advisors to the business by arming themselves with data.

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# The Recruiting Industry in 2015

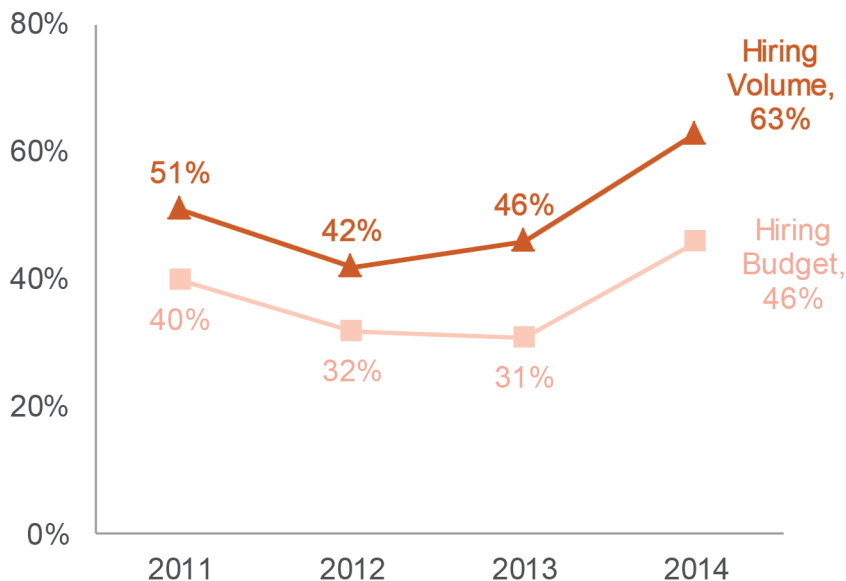
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## Organizational pressure

### Hiring volume and budgets heat up

Global hiring volumes and budgets heat up for the first time in four years. As the gap widens between hiring volume and budgets in 2015, recruiting leaders must do more with less and invest wisely.

% Leaders With Volume or Budget Increase



“Considering only full and part-time professional employees, how do you expect the hiring volume across your organization to change this year?”

“How has your organization's budget for recruiting solutions changed from last year?”

# 39%

of global CXOs believe that overall staffing levels are increasing, according to a Sept 2014 LinkedIn Economic Confidence Outlook study. Potential weakness of executive confidence in the Euro-zone could lead to shifting hiring priorities for European companies.

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## The Recruiting Industry in 2015

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### Organizational priorities: Sourcing is most important although small & large companies differ

#### Sourcing and quality of hire are top priorities

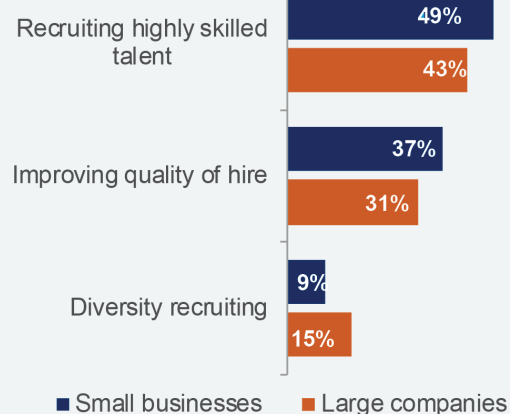
Sourcing highly skilled talent is the lynchpin of any successful recruiting organization. Improving quality of hire is the second highest priority for recruiting leaders worldwide.



*"Think about your talent acquisition organization's top priorities for 2014. Which of the following choices would you consider to be the most important areas of interest for your organization?"*

#### Small and large companies differ

Small companies are more likely to prioritize recruiting skilled talent and improving quality of hire. Large companies are more likely to prioritize diversity recruiting. We define small businesses as organizations with 500 or fewer people.



*"Think about your talent acquisition organization's top priorities for 2014. Which of the following choices would you consider to be the most important areas of interest for your organization?"*

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## The Recruiting Industry in 2015

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### Competitive threats: Biggest obstacles to landing talent in 2015 are competition and compensation

#### Competition and compensation are top obstacles to hiring

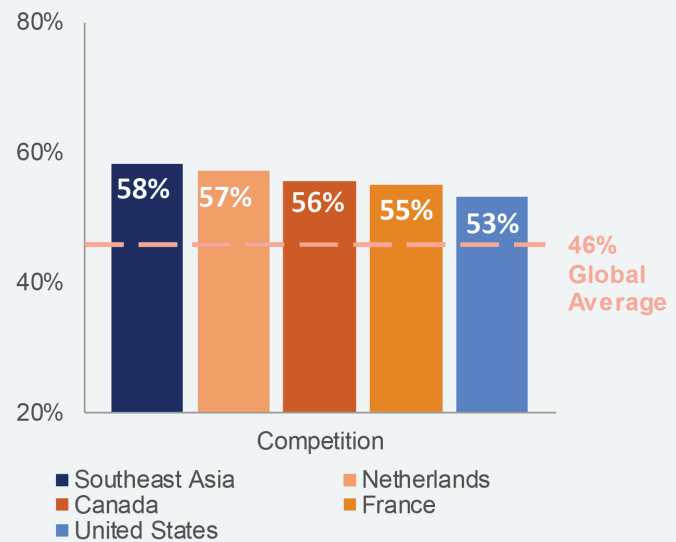
Companies must plan ahead to overcome competition and compensation when hiring top talent in 2015.



"What are your company's biggest obstacles to attracting the best talent?"

#### Competition is a major challenge in these 5 countries

To win the war for talent companies in these 5 countries must work hard to overcome competition.



"What are your company's biggest obstacles to attracting the best talent?"

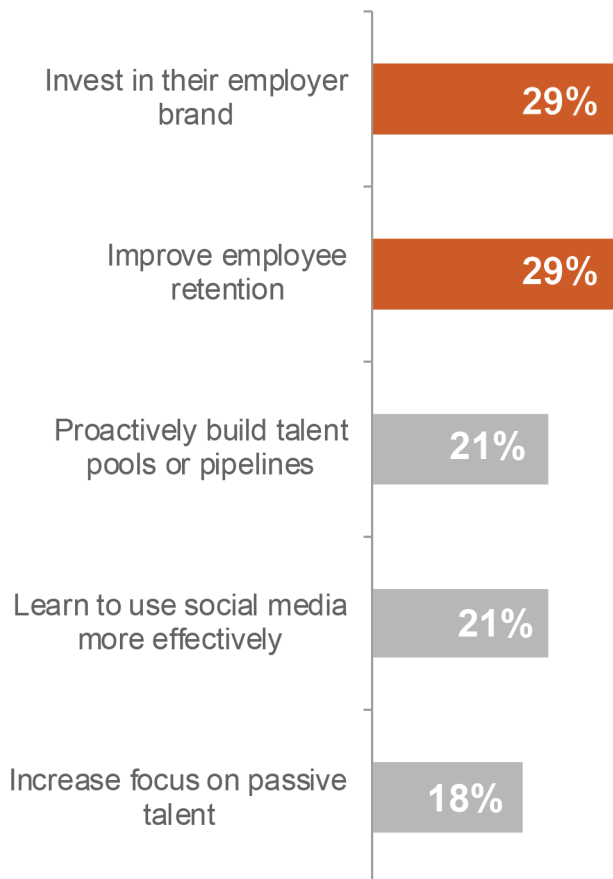
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## The Recruiting Industry in 2015

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### Competitive threats

**Employer brand and retention are top competitive threats globally**



*"What are the things that your competitors have done or may plan on doing that would make you most nervous?"*

## 4 years

*Is the average length of time an employee stays at one company, according to Aug 2014 LinkedIn data.*

## 56%

*of global talent leaders say employer brand is a top priority for their company.*



Lisa Kondrat – ReChaco Manager, Megan Smith – ReChaco Tech,  
Jason Bringedahl – ReChaco Lead

Peoplelink is pleased to announce that Megan Smith has been chosen as our March *Shining Star* employee. Megan is a Customer Service Representative with Wolverine World Wide. She reports to the Rockford, Michigan branch.

Megan has worked at Wolverine World Wide for nearly a year. Her responsibilities include helping customers with returns and their concerns as well as repairing shoes. As reported by her Supervisor, Lisa

Kondrat, Megan is extremely talented and open to learning. She has cross trained to do office work and work on the production floor.

While on the job, Megan enjoys repairing shoes. In her free time, she enjoys arts and crafts, hiking, and music festivals.

Congratulations to Megan for being Peoplelink's March *Shining Star* employee!

Find your shining star! Contact Peoplelink at 574.232.5400.

# HR News

## Weird applicants: Beer, singing telegrams and a cockatoo

By Tim Gould, HR Morning

There's simply no end to the crazy stuff people will do or say when they're trying to nail down a job.

Here is the latest list of bizarre applicant behaviors comes from, of all places, **the Reader's Digest**:

We ask prospective job applicants at our business to fill out a questionnaire. For the line 'Choose one word to summarize your strongest professional attribute,' one woman wrote, 'I'm very good at following instructions.'

An individual applied for a customer-service job, and when asked what he might not like about the job, he said, 'Dealing with people.'

I had somebody list their prison time as a job. And an exotic dancer who called herself a 'customer service representative.'

Applicant put up posters of himself in the company parking lot.

The candidate arrived in a catsuit.

Applicant announced his candidacy with a singing telegram.

Candidate specified that his availability was limited because Friday, Saturday, and Sunday was 'drinking time.'

Candidate explained an arrest by stating, 'We stole a pig, but it was a really small pig.'

Advertising is a tough business. Which may be why one prospective adman wrote a cover letter boasting, 'I am getting to my



goal, slowly but surly.'

A job applicant came in for an interview with a cockatoo on his shoulder.

A guy who forgot dark socks to wear with his suit colored in his ankles with a black felt-tip marker.

The candidate told the interviewer he was fired from his last job for beating up his boss.

An applicant said she was a 'people person,' not a 'numbers person,' in her interview for an accounting position.

A candidate complained that she was hot. She then said 'Excuse me' and removed her socks. After placing them on the desk, she continued as if everything was normal.

Applicant rented a billboard, which the hiring manager could see from his office, listing his qualifications.

I swear this is true: Someone threw his beer can in the outside trash can before coming into the reception area.

## Employee handbooks: Is yours keeping pace with the times?

By Tim Gould, HR Morning

It's an easy task to overlook. But keeping your employee manual up to date is crucial in today's ever-shifting maze of workplace rules and regs.

Need an example? Consider this: Paid sick leave tops the list of emerging issues most commonly addressed in employee handbooks, with an impressive 79.4% of respondents addressing this new legal trend in their hand-

books, according to a new survey of HR pros.

Data privacy is the second most common issue addressed (67.2%) and social media is a close third (64.2%).

Pretty big difference from just five or 10 years ago, right?

Respondents find that keeping their handbooks current with an evolving workplace and workforce (41%) is the most challenging aspect, and keeping it current with the law at a close second (35.6%). A distant third (11%) is getting employees to comply with handbook policies. Addressing state requirements is the top challenge for a mere 3.4%.

## OTHER ISSUES BEGIN TO EMERGE

Other issues are just starting to rear their heads: Wearable technology, such as so-called smart watches, isn't yet making its way into handbooks in any significant way, with only 4.1% of respondents indicating they have incorporated this budding technology into their handbooks. Medical marijuana, now legal in nearly half of the states, yet still against federal law, is a challenging issue for workplaces — but only 6.4% of respondents have explicitly addressed it in their handbooks. Bring your own device (BYOD) policies are addressed by 14.5% of handbooks; Lesbian/Gay/Bisexual/Transgender (LGBT) protection by 17.2%; and e-cigarettes by 20.6%.

Of the 521 individuals surveyed, 91.9% report having an employee handbook. Those with handbooks are generally diligent about

keeping them updated, with 78% reporting updates within the last two years; 14.2% within three to five years; 3% within six to nine years; 2.1% within 10 or more years; and 2.8% unsure when updates were last made.

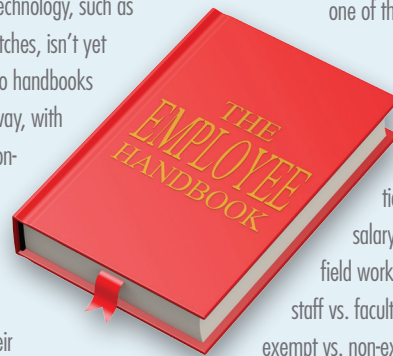
Sector plays a significant role in whether an employer has a handbook. 92.6% of the private sector reports having a handbook, while that figure is 86.1% for the public sector and 94.9% for nonprofits.

By far the majority (58.5%) of employee handbooks are prepared in-house by HR with review by a lawyer; 18.8% prepare handbooks in-house without review by a lawyer. Roughly one in five of the respondents produce multiple handbooks for various employee groups, generally for one of the following categories:

seasonal employees  
vs. permanent employees,  
corporate vs. localities by state, hourly vs. salary, union vs. non-union,  
field workers vs. office workers,  
staff vs. faculty vs. administration,  
exempt vs. non-exempt, and manager vs. employee.

Handbooks continue to be distributed primarily via print (64.5%), although intranet is a close second at 55.3% and email at 28.2%.

The maintenance of the handbook falls squarely on HR's shoulders, with 83.4% of respondents reporting that in-house HR is responsible for updating their handbooks, distantly followed by in-house legal (3.7%), outside law firms (1.4%), and outside consultants (2.5%).



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## Can prescription meds alone trigger FMLA protections?

By Christian Schappel, HR Morning

An employee misses work without warning for a week. His reasoning? He was just diagnosed with high blood pressure, was put on prescription medication and his doctor told him to schedule a follow-up (which he didn't do). Can you fire him for unexcused absences, or do they count as FMLA leave?

Answer: You can fire him for unexcused absences, said the U.S. Court of Appeals for the 8th Circuit.

It ruled in an FMLA interference lawsuit brought by Kendrick Johnson against his former employer U.S. Steel Tubular Products Inc. that the medical scenario outlined above didn't trigger FMLA protections.

Why? Because Johnson didn't have a serious health condition, which must involve inpatient care or continuing treatment by a healthcare provider, according to the FMLA.

But doesn't a regimen of prescription drugs count as continuing treatment, you may wonder? Only if the patient receives direct treatment from a healthcare provider two or more times — or the prescription regimen is performed "under the supervision of the health care provider."

The appellate court found none of those to be the case with Johnson, so his lawsuit was thrown out.

What exactly went down?

Johnson left his post one day at a U.S. Steel plant. He told his employee relations supervisor he was going to see a doctor because he had a major headache, a stiff neck and blurred vision.

He went to a nearby health clinic where he was treated by a physician assistant, who



diagnosed Johnson with high blood pressure. The physician assistant then prescribed blood pressure medication for Johnson and told him to schedule a follow-up appointment with his regular physician, which Johnson never did until well after his

termination (we'll get to that shortly).

From there, court documents seem to indicate Johnson was given a fairly generic note from the physician assistant that said Johnson couldn't return to work for the remainder of the week.

Johnson took the note to his employee relations supervisor, who told him the note was not sufficient. Johnson was then asked to obtain a second note. He returned to the clinic, but the assistant who treated him was busy, so he obtained a note signed by a paramedic instead.

Again, the U.S. Steel supervisor said this was insufficient and sent Johnson to obtain a third note. Johnson received a third note, but the clinic didn't give a more detailed explanation for his absence.

After missing several days of work, Johnson was suspended and later terminated.

Johnson then sued for FMLA interference.

U.S. Steel fought to get his cause thrown out on summary judgment.

### NO SERIOUS HEALTH CONDITION, NO FMLA PROTECTION

U.S. Steel claimed Johnson couldn't sue for FMLA interference because he never established that he had a serious health condition that triggered FMLA protections.

In reviewing the case, the court noted

that for Johnson's case to proceed, he had to show he either received inpatient care or continuing treatment by a healthcare provider.

Johnson claimed his prescription medication regimen and the request to follow up with his regular physician qualified as continuing treatment.

But the court ruled in favor of U.S. Steel Tubular Products and dismissed his case. It said none of that met the FMLA's standard for "continuing treatment" — which requires either direct treatment from a healthcare provider two or more times, or for a prescription regimen to be performed "under the supervision of the health care provider."

Had Johnson scheduled a follow-up appointment with his physician within 30 days of his visit to the health clinic, he may have had a case. But there was no evidence he did so. Johnson did eventually see his regular physician, but he could only say it was "shortly after" his termination. He offered no specific details about the timing of his follow up.

On top of that, the court said "Johnson stated that Stewart [the physician assistant] did not indicate a time period within which he should follow up with his regular doctor. He therefore has not shown that Stewart, his health care provider, determined that a second visit was necessary within thirty days, as the regulations require."

### 'BUT I DIDN'T GET AN FMLA NOTICE EITHER'

Johnson also tacked a claim onto his suit that U.S. Steel failed to abide by the FMLA's notice requirements. He said that at no point during this ordeal did he receive a notice of his rights and obligation under the FMLA.

The court had a brief response to this claim:

*Assuming this is true, Johnson must show that U.S. Steel's alleged failure to provide him with this information prejudiced him. Technical violations of the FMLA are not actionable unless they harm the employee. . . . Johnson has not demonstrated how any alleged technical violations could have prejudiced him if his*

*condition did not qualify him for FMLA leave in the first place.*

Case closed.

## ASA Skills Gap Index Identifies 167 Hard-to-Fill Jobs

February 04, 2015

The American Staffing Association's Skills Gap Index identified 167 hard-to-fill occupations in the U.S. for the 12 months ended December 2014, with the 10 most difficult being

1. Occupational therapists
2. Truck drivers, heavy and tractor-trailer
3. Psychiatrists
4. Occupational therapy assistants
5. Photographic process workers and processing machine operators
6. Physical therapists
7. Speech-language pathologists
8. Forest and conservation technicians
9. Internists, general
10. Merchandise displayers and window trimmers

"The ASA Skills Gap Index identifies areas of focus for use in the development of strategies to address the skills shortage in America," said Richard Wahlquist, ASA president and chief executive officer. "These data are an important resource for staffing firms as they partner with clients to source qualified talent and implement effective workforce solutions strategies."

The skills gap index was established by ASA, using the hiring indicator developed by ASA corporate partner CareerBuilder. It measures the level of difficulty (on a scale of one to 100) to recruit for a specific occupation based on demand, supply of active candidates, and total population working in it. The ASA Skills Gap Index concentrates on hiring indicator scores of 50 or less for hard-to-fill occupations, with a demand of 2,000 jobs or more. ASA will update the skills gap index quarterly.