

# 2018 State of the Staffing Professional

A joint study conducted by Inavero, CareerBuilder, and ASA

September 20, 2018



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# Survey Methodology

**Background:** CareerBuilder, Inavero, and the American Staffing Association have partnered to publish the 2018 State of the Staffing Professional report.

**Objective:** Research identifies key trends and performance benchmarks for the staffing industry

- What are staffing professionals currently most worried about?
- How do staffing firm employees spend their time?
- How do staffing firms attract and retain top talent for their internal operations?

**Cohort:** The 2018 State of the Staffing Professional Report surveyed

- 681 internal staffing or recruiting firm employees completed the survey

The survey was fielded between August 15 and August 27, 2018.

# State of the Staffing Professional: tap into beliefs, concerns, and satisfaction of staffing industry professionals

## 681 Internal Staffing Firm Employees

- 44% are temporary or permanent placement recruiters
- 28% > 25 branch locations
- IT/Industrial/Clerical are most common types of staffed positions
- 26% of respondents are in leadership positions





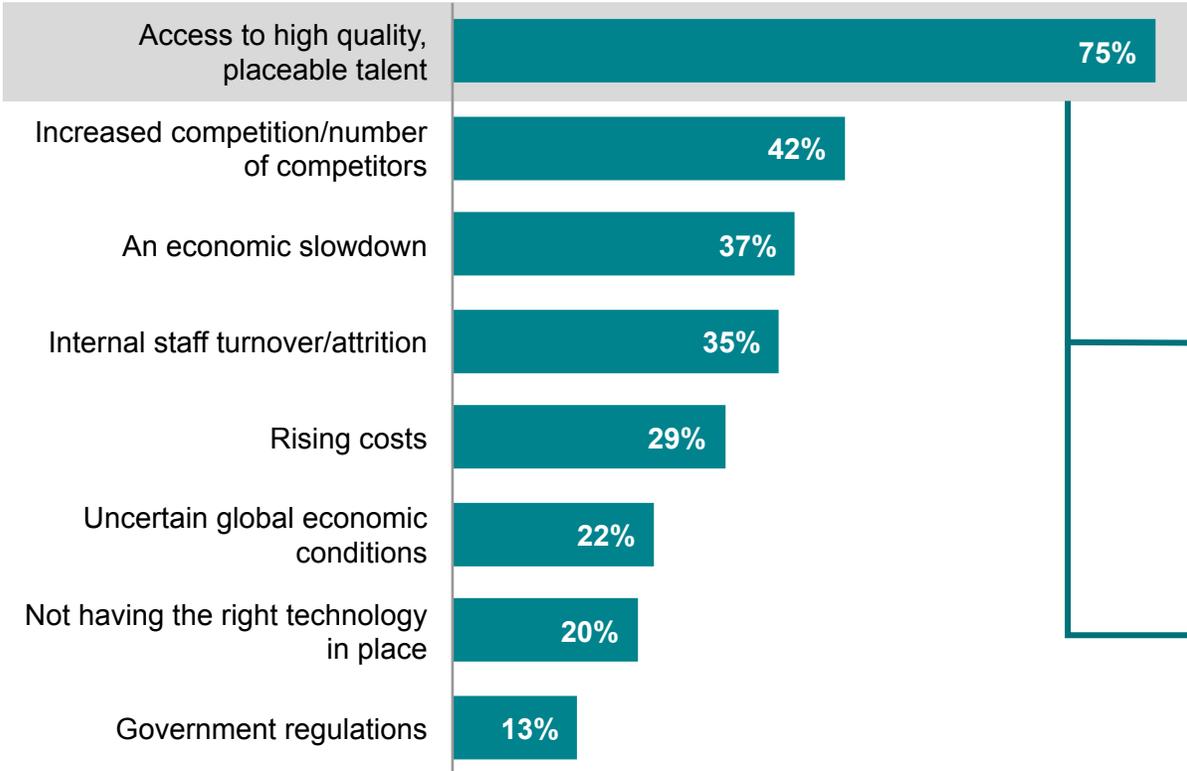
# Executive Summary

2018 State of the Staffing Professional Report

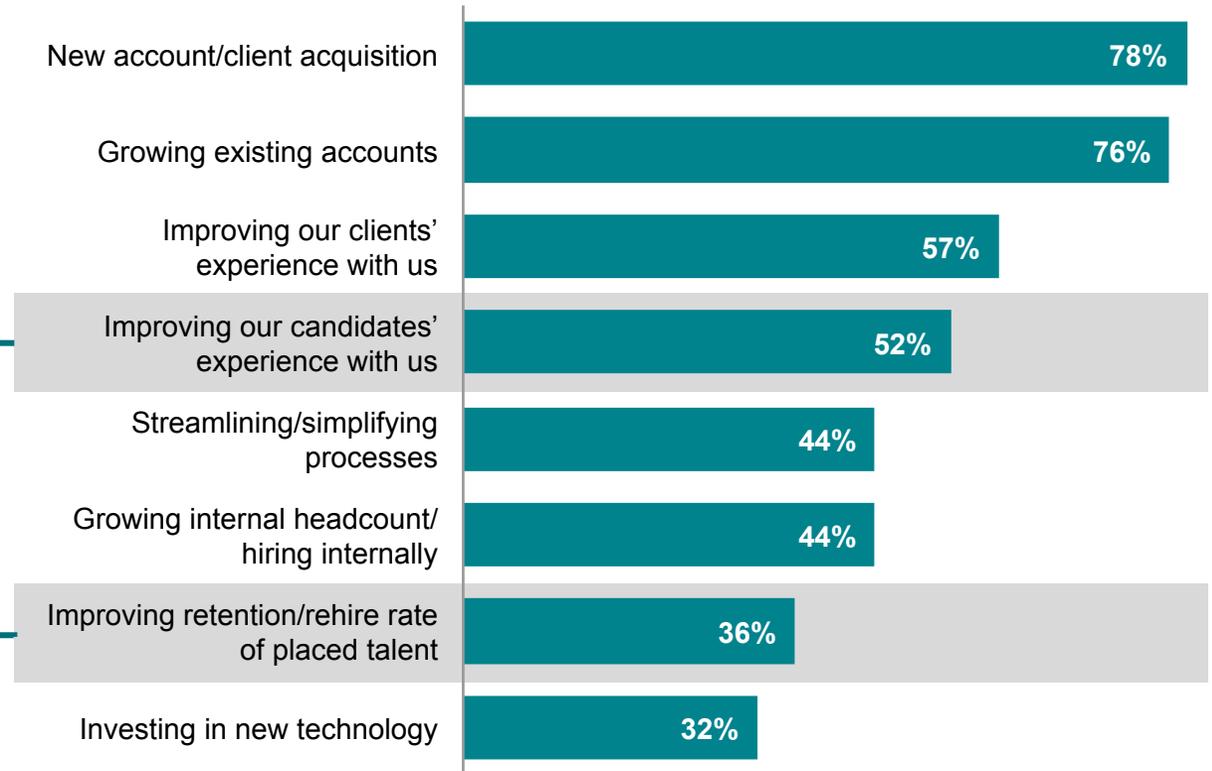
# What are staffing professionals currently most worried about?

Access to quality candidates tops list of threats, but addressing the issue is lower on leadership priority list

Leaders - Biggest threats facing staffing firms



Leaders - Biggest initiatives in the next year



# What are staffing professionals currently most worried about?

Leaders think technology will transform the industry, but some view it as a threat

**71%**

of leaders agree that the staffing industry will be transformed by technology and/or automation

**1 in 5**

leaders believe that not having the right technology in place is one of the largest threats to their firm

# What are staffing professionals currently most worried about?

Technology causes a variety of headaches at all levels, but the complaints differ by role

## Top complaints from LEADERS

29%	Outdated candidate data
27%	Lack of integration with other internal systems
27%	Slow systems
26%	Lacks a mobile app
25%	Poor searching capabilities

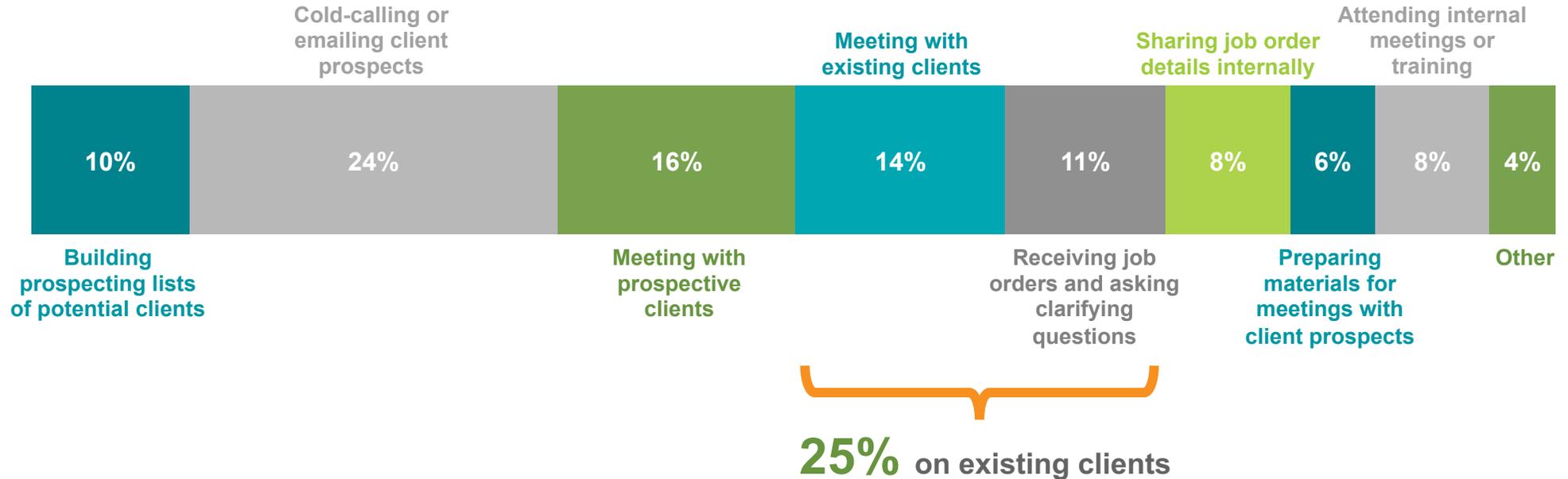
## Top complaints from FIELD

31%	System isn't used consistently
30%	Lack of integration with other internal systems
29%	Poor analytics/reporting
27%	Outdated candidate data
24%	Poor searching capabilities

# How do staffing professionals spend their time?

Account managers only spend a quarter of their day building relationships with existing clients

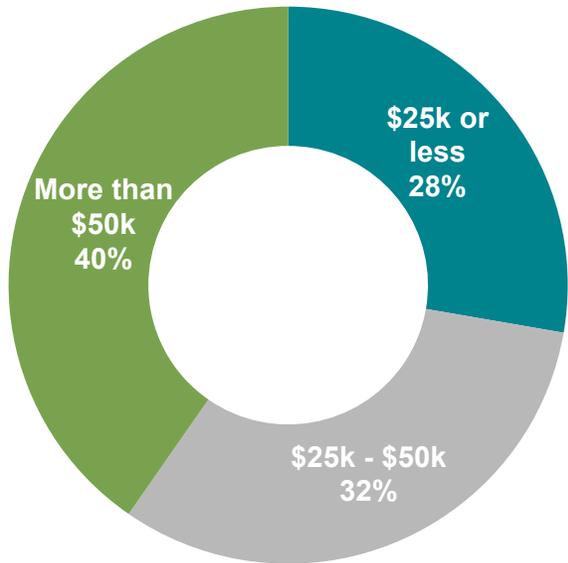
How does an account manager spend their day?



# What are staffing professionals currently most worried about?

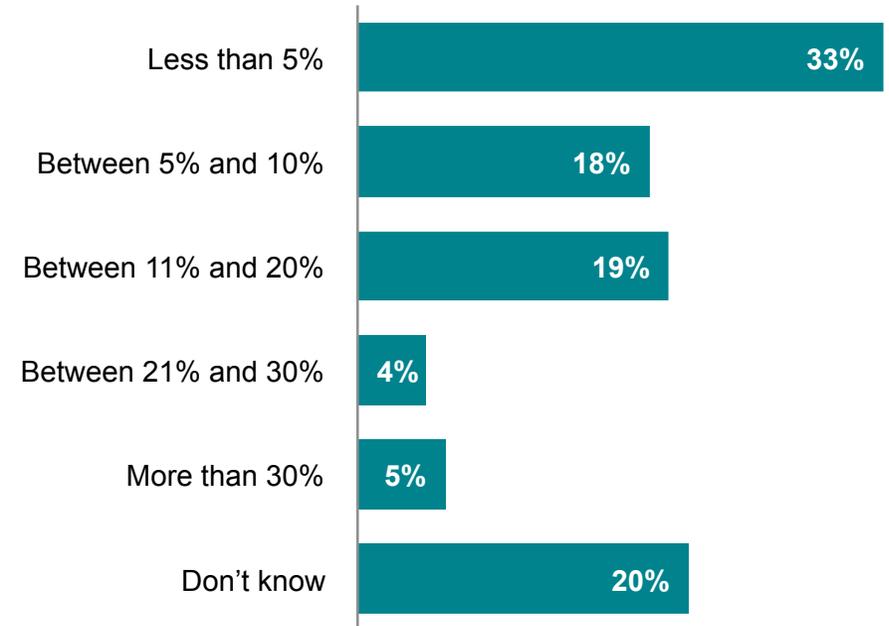
1 in 5 leaders do not know their client churn, while the rest likely underestimate it

Average client spend with staffing firm



**\$50k**  
Annual typical client spend reported by staffing firm leadership

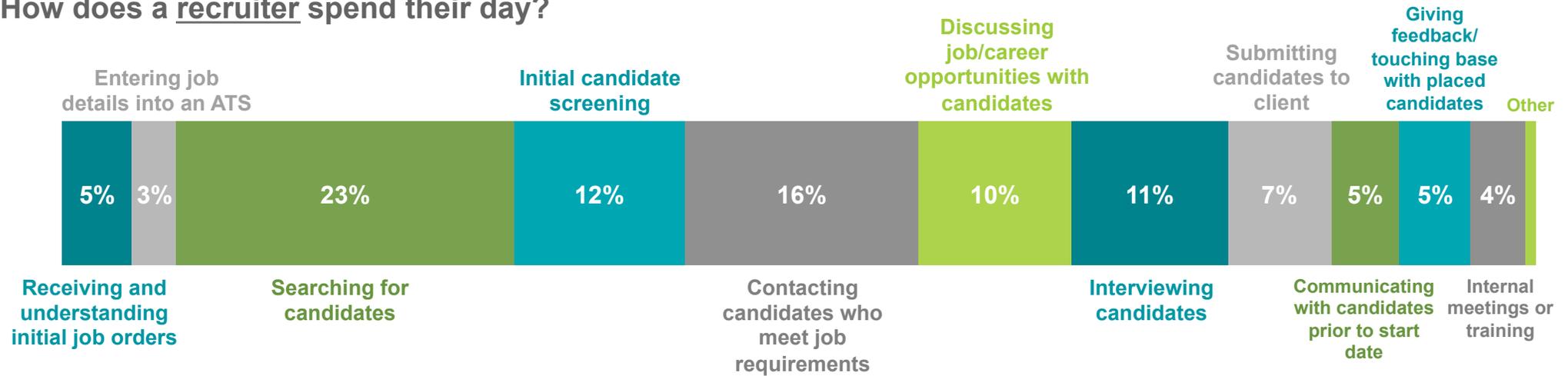
Annual client churn rate



# How do staffing professionals spend their time?

Recruiters, on average, spend more time searching for candidates than they do engaging with them

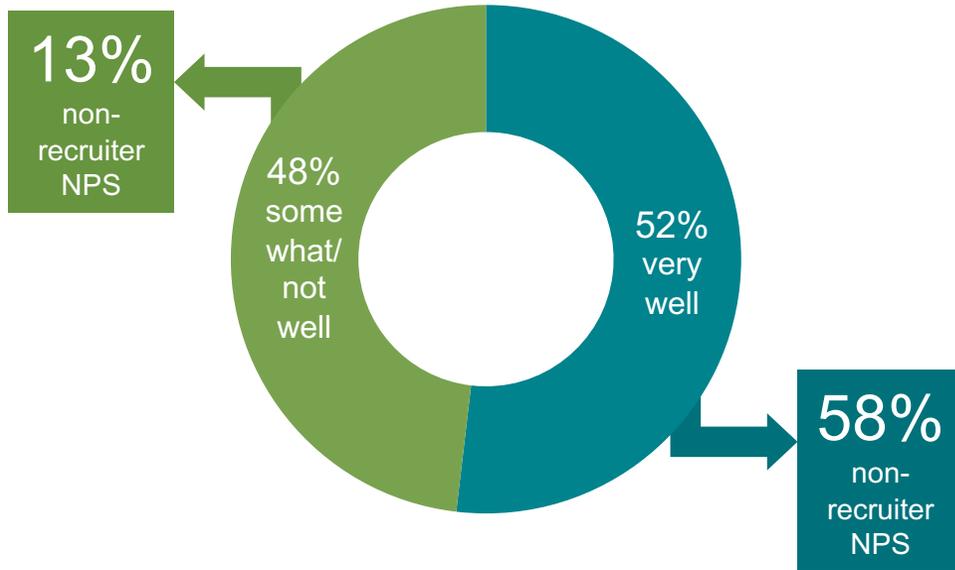
How does a recruiter spend their day?



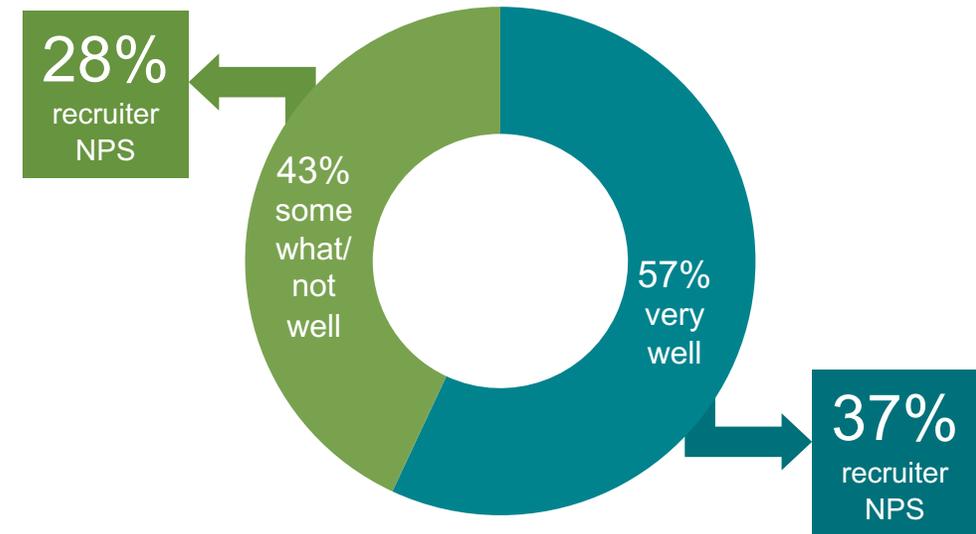
# What are staffing professionals currently most worried about?

Recruiters are not always getting to know the candidates they place, and it's impacting firm satisfaction

Non-Recruiters - How well do your firm's recruiters get to know the candidates they place?



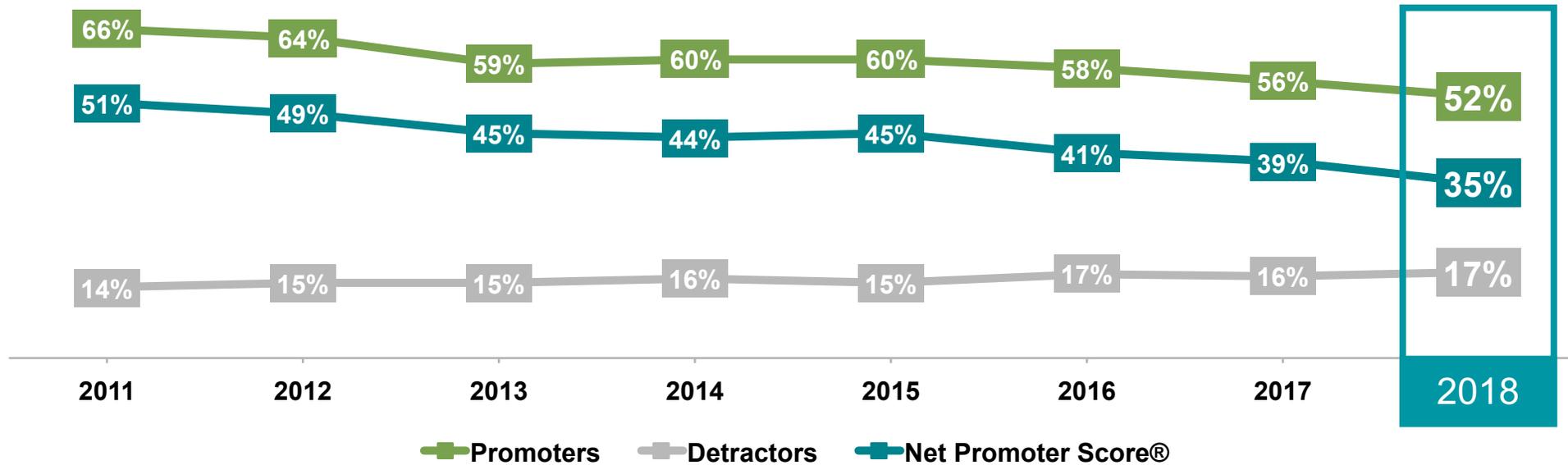
Recruiters - How well do you get to know the candidates you place?



# What are staffing professionals currently most worried about?

## Satisfaction of internal staff continues decline

Staffing Employees: Likelihood to Recommend Working for Current Staffing Firm

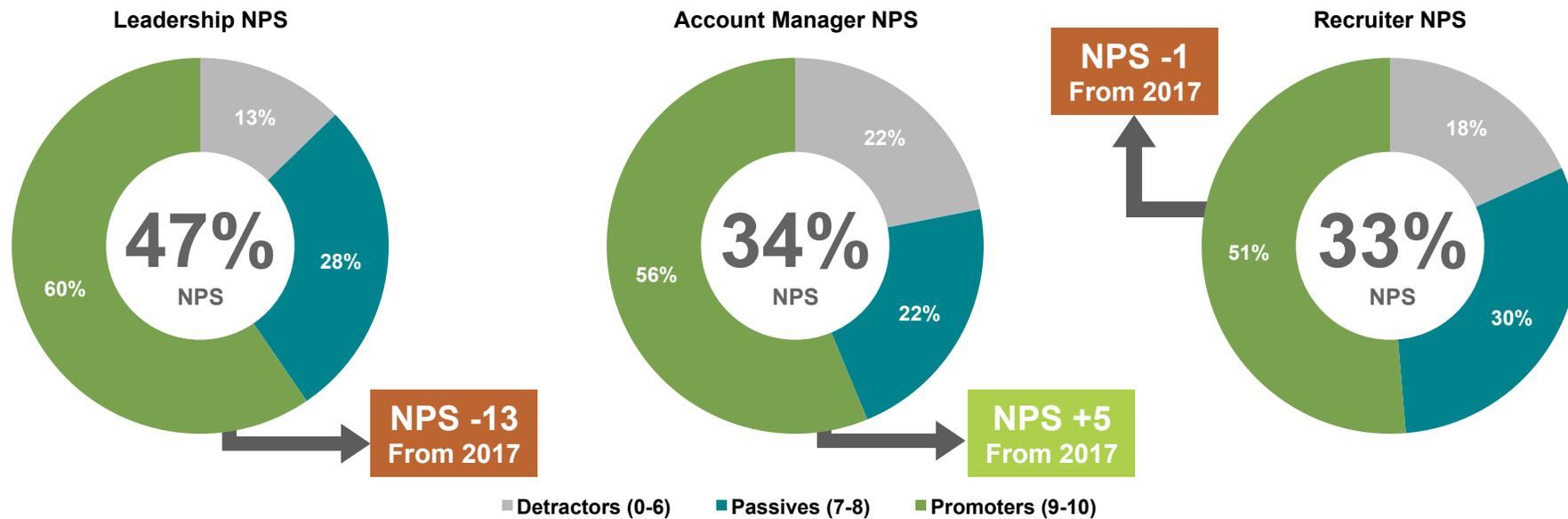


\*Refer to page 54 for NPS® methodology and background

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# What are staffing professionals currently most worried about?

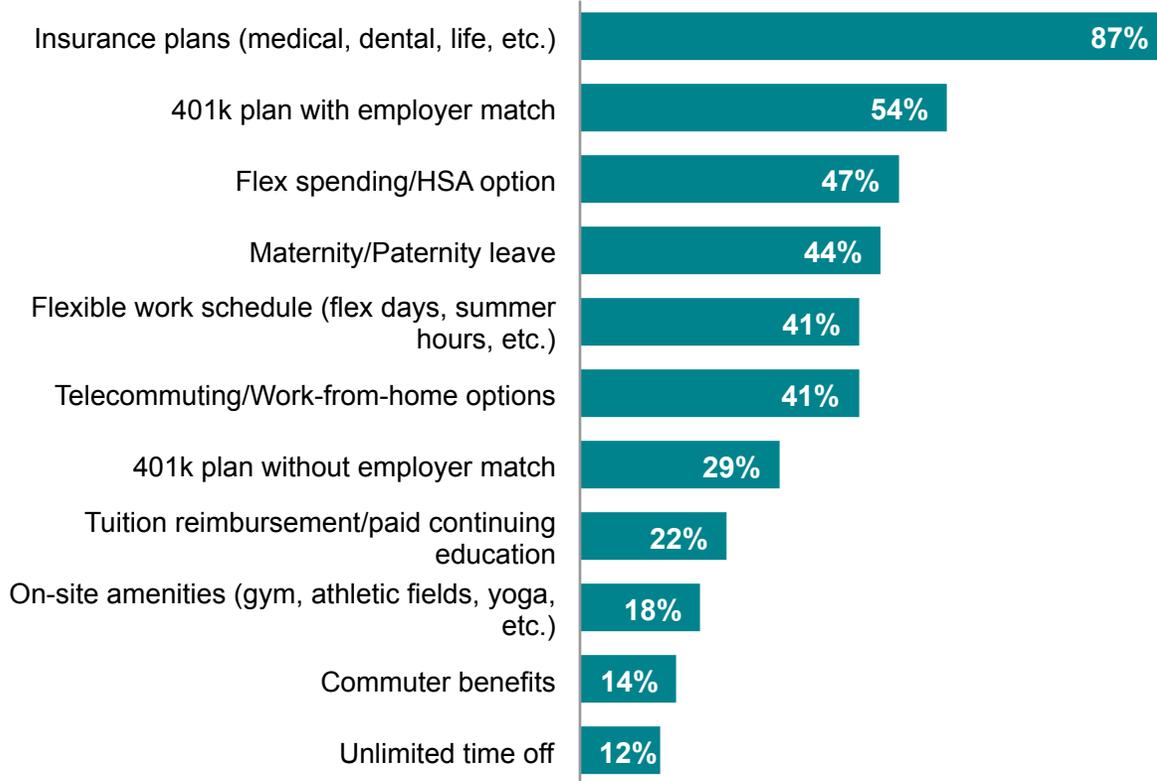
## Decline in staff satisfaction led by drop in leadership NPS



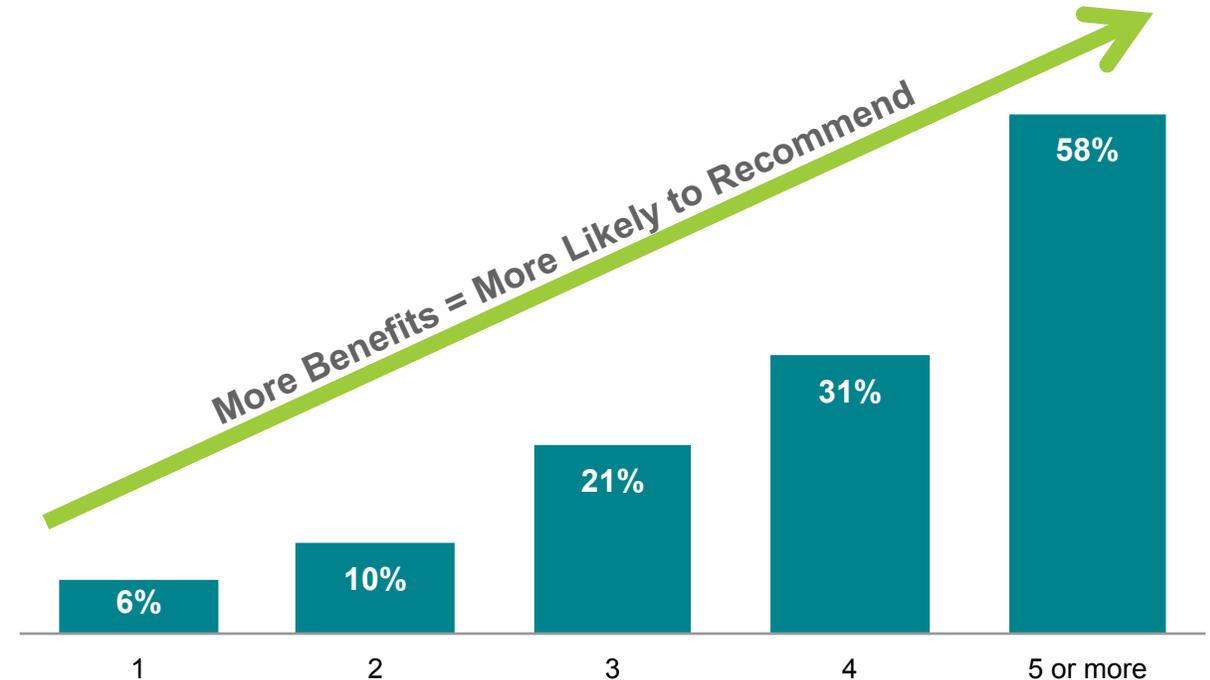
# How do staffing firms attract and retain top talent internally?

Most firms offer insurance, but satisfaction takes more than a single benefit offer

Common benefits offered by staffing firms



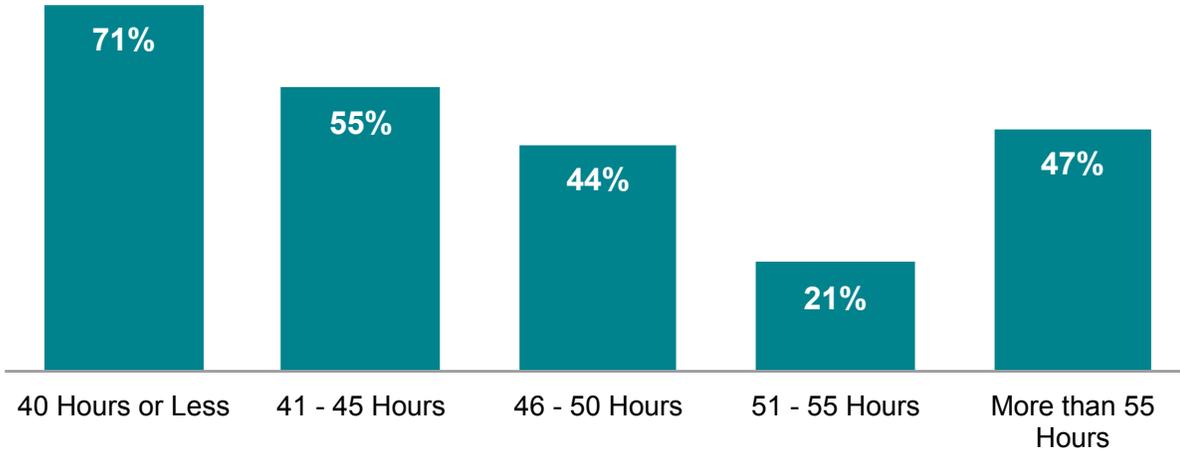
NPS by number of unique benefits received from staffing firm



# How do staffing firms attract and retain top talent internally?

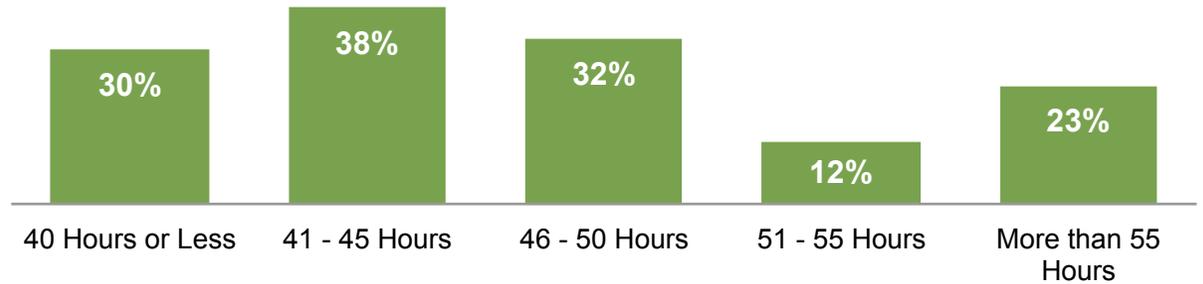
Staffing employees are working long weeks, NPS is lowest among those working 51-55 hours per week

Leadership – NPS by hours worked



**50 hours**  
Average hours worked per week  
by staffing leadership

Field – NPS by hours worked



**46 hours**  
Average hours worked per week  
by staffing field employees

# How do staffing firms attract and retain top talent internally?

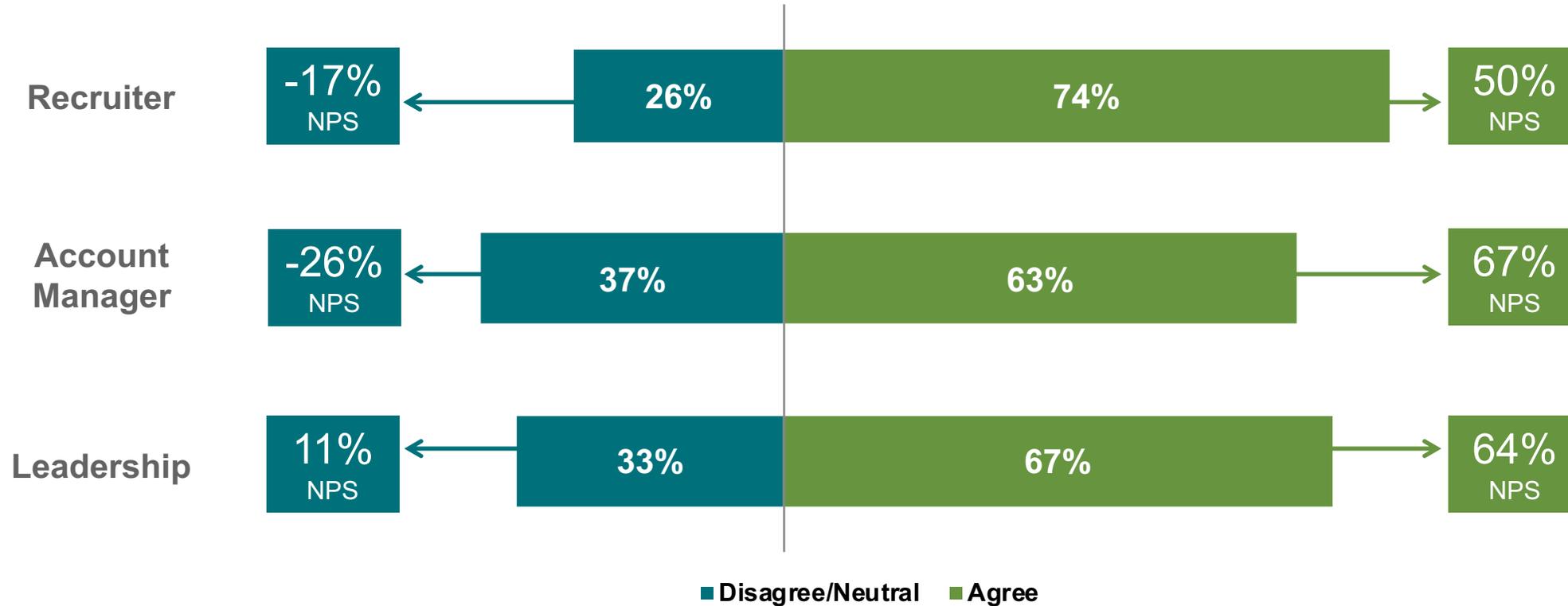
Manager feedback, coaching, and recognition have significant impacts on employee satisfaction

	Average Rating (out of 10)	Promoter Average	Detractor Average	Difference
My immediate manager is an extremely effective coach.	6.9	8.1	4.0	+4.1
I receive recognition when I do my job well.	7.1	8.2	4.4	+3.8
I receive feedback in a timely manner from my immediate manager on my performance.	7.0	8.1	4.4	+3.6

# How do staffing firms attract and retain top talent internally?

## Professional training lacks consistency, and it's impacting satisfaction

My staffing firm provides the training necessary for recruiters and salespeople to be successful





# Overall Results

2018 State of the Staffing Professional Report

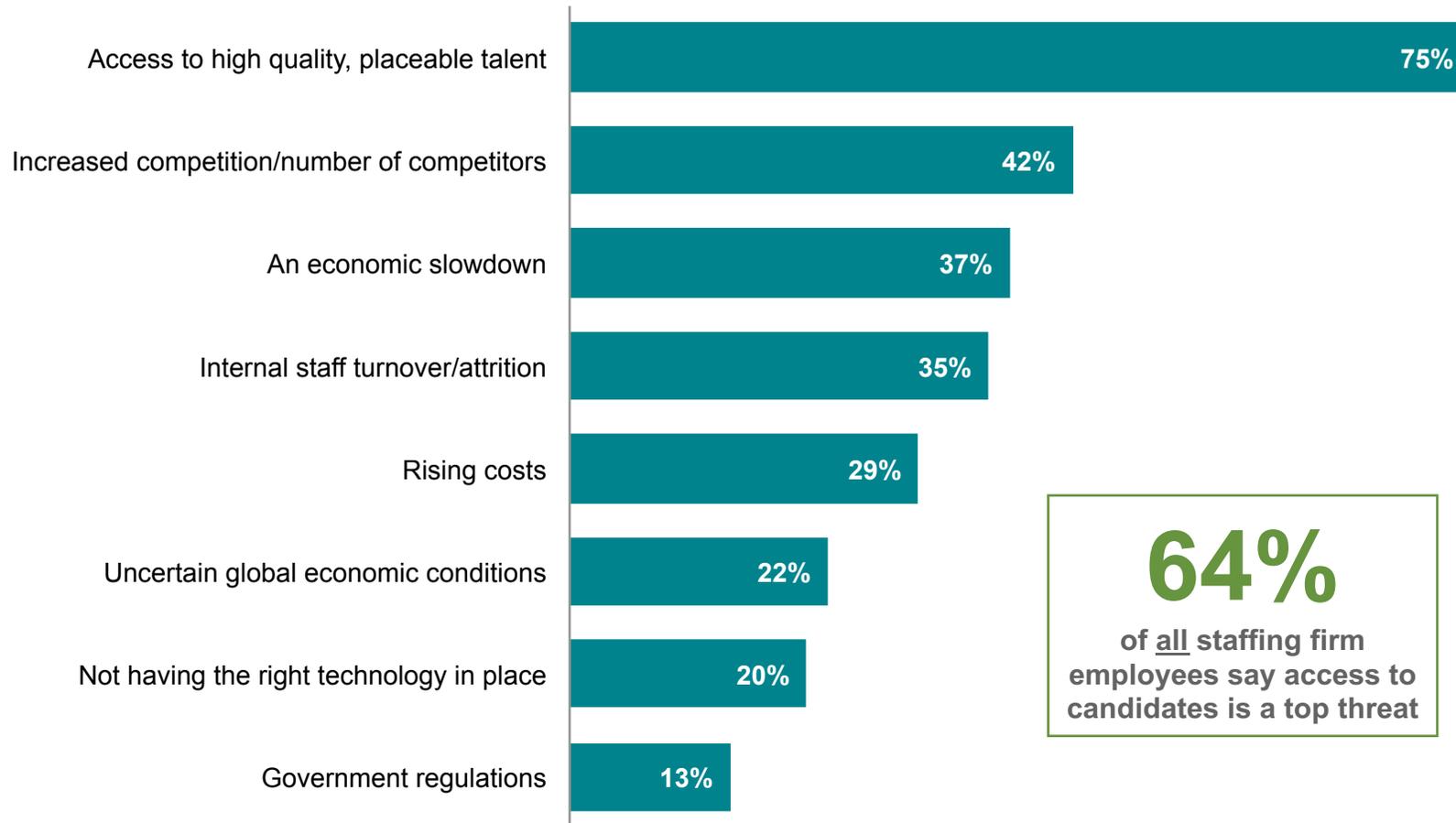


# Leadership - Threats & Initiatives

2018 State of the Staffing Professional Report

# Access to quality candidates is far and away the largest perceived threat for staffing firms, especially among leadership

Biggest threats facing staffing firms according to leadership



**64%**  
of all staffing firm  
employees say access to  
candidates is a top threat

## Access to quality candidates keeps many leaders up at night

There are many threats to staffing firms, but top-of-mind for many employees is access to quality, placeable candidates. Leadership is especially sensitive to this threat, with 3 in 4 listing it as a top concern. This is not surprising in a tight labor market, where having quality candidates becomes increasingly vital to staffing firm success. Increased competition, economic uncertainty, and attrition are causes of concern for many going forward.

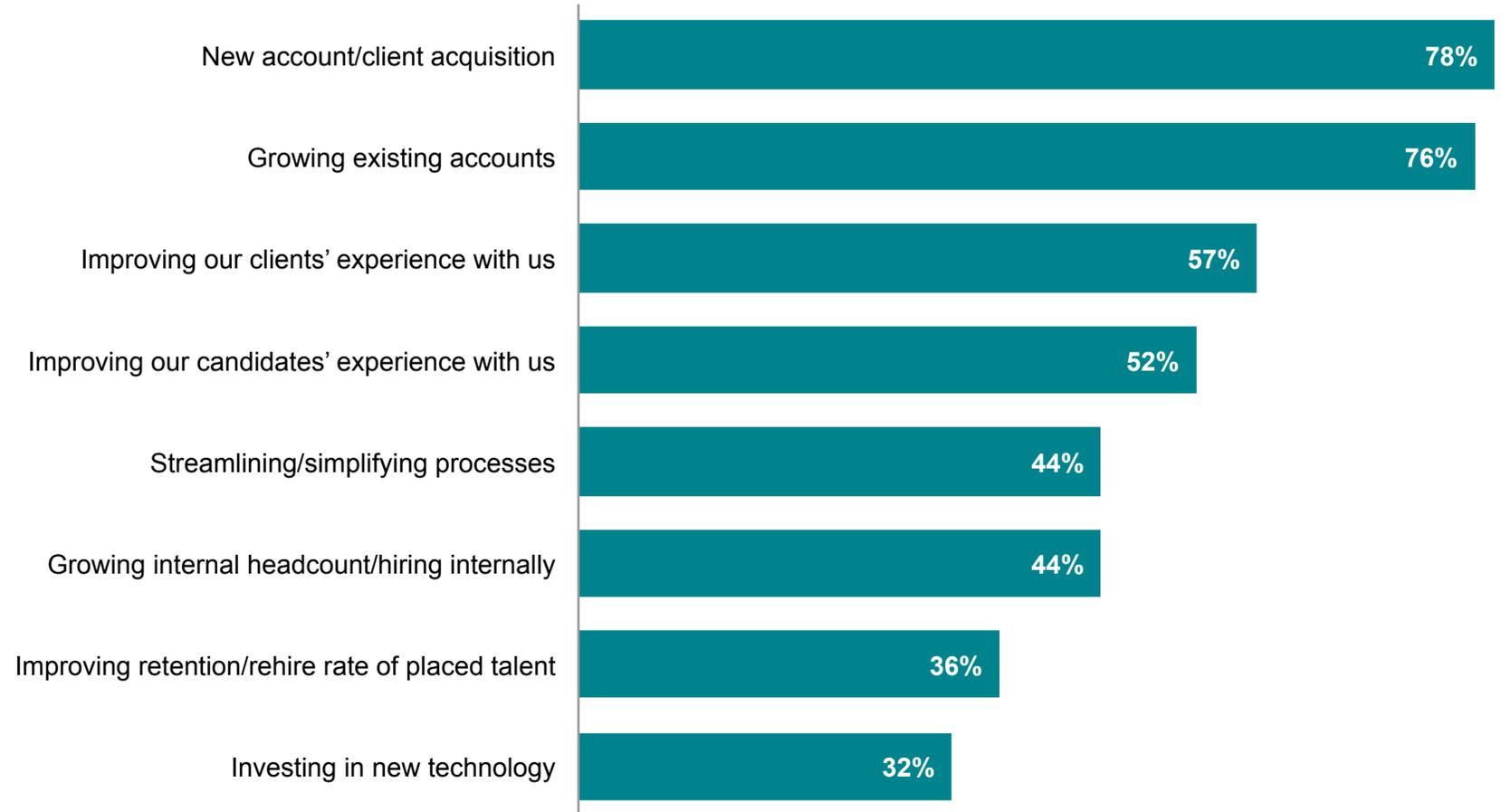
Q15. What are the biggest threats facing your firm in the next 12 months?

# Among leadership, account acquisition and expansion are top of mind going forward, only 1/2 are focused on improving candidate experience

## Adding and growing accounts is central to leadership strategy

Most staffing leadership teams are focused on account acquisition and growing existing accounts as top initiatives. Despite the fact that access to quality placeable candidates is the top threat to most firms, only half of leaders are focused on improving the candidate experience, and even fewer are focused on improving their rehire rate of placed candidates. This disconnect hurts a firm's ability to attract top talent and thus their bottom line.

Biggest initiatives at staffing firms according to leadership



Q16. What are the biggest initiatives your staffing firm will be focusing on in 2018?

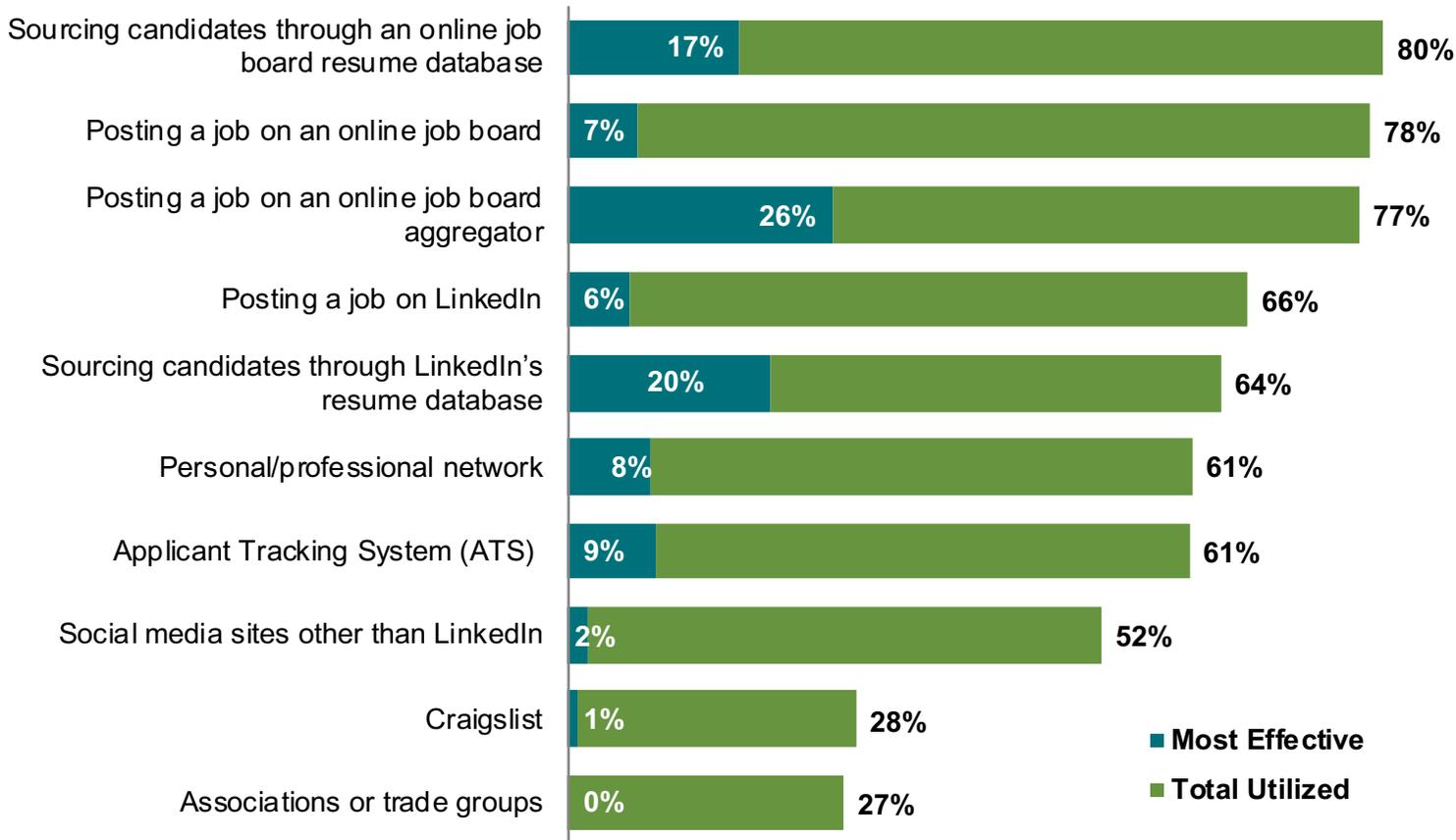


# Sourcing and Job Orders

2018 State of the Staffing Professional Report

# Staffing professionals rely on online job boards and resume databases to identify candidates

Sources used to identify job candidates and most effective sources used



## Job boards and resume databases are most effective according to staffing professionals

Over 4 in 5 staffing firm professionals now believe that online job boards are the most effective tool they have at their disposal to identify quality candidates. They utilize online job boards so much that their personal and professional networks are becoming a secondary consideration. This increased interest and reliance upon online sources also suggest a crowded marketplace – staffing firms will likely face growing competition when sourcing candidates from this channel.

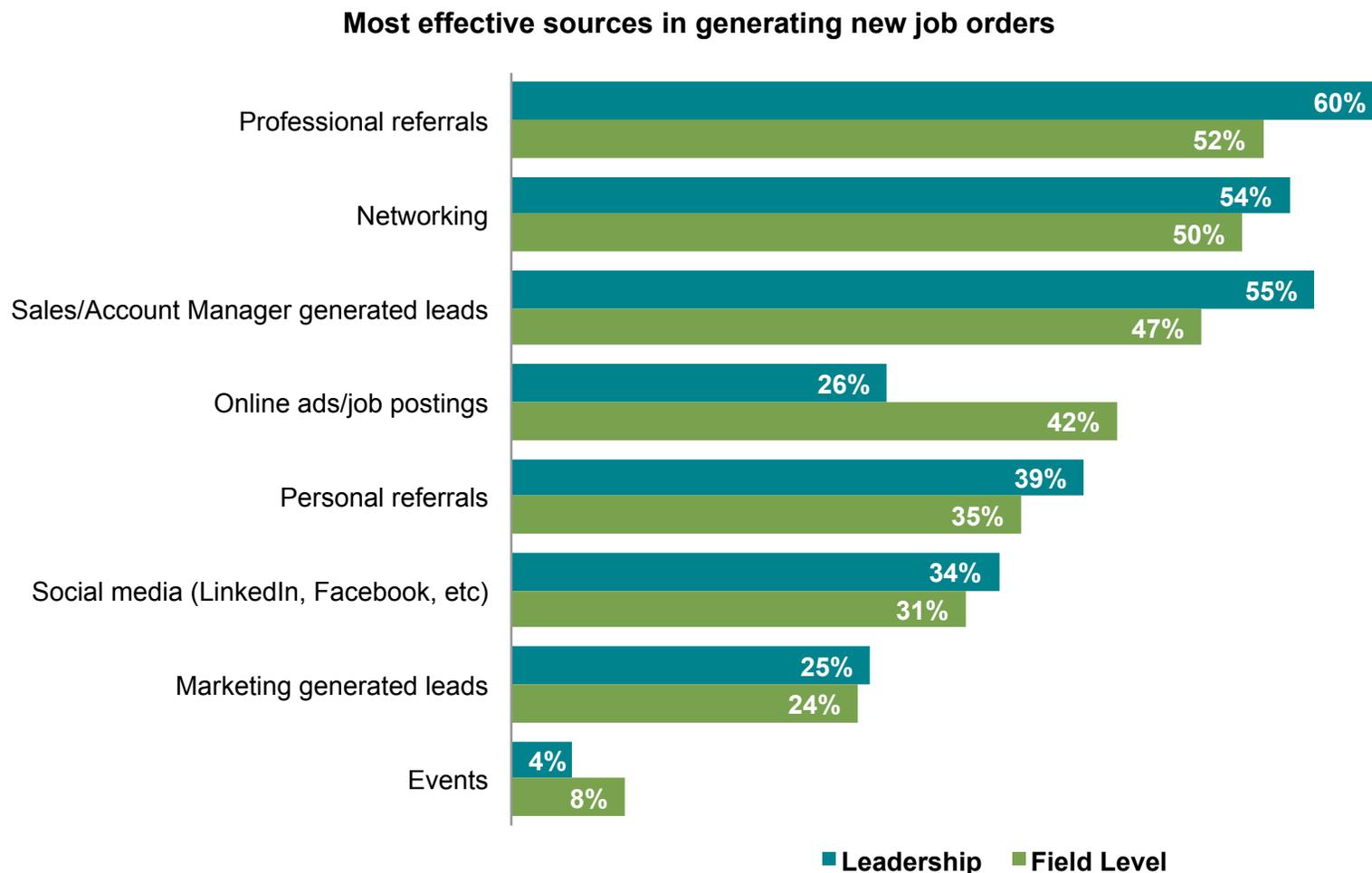
Q8. Which of the following resources do you use to identify potential job candidates?

Q9. Of the following resources you use to identify potential job candidates, which would you say is the most effective in sourcing top talent?

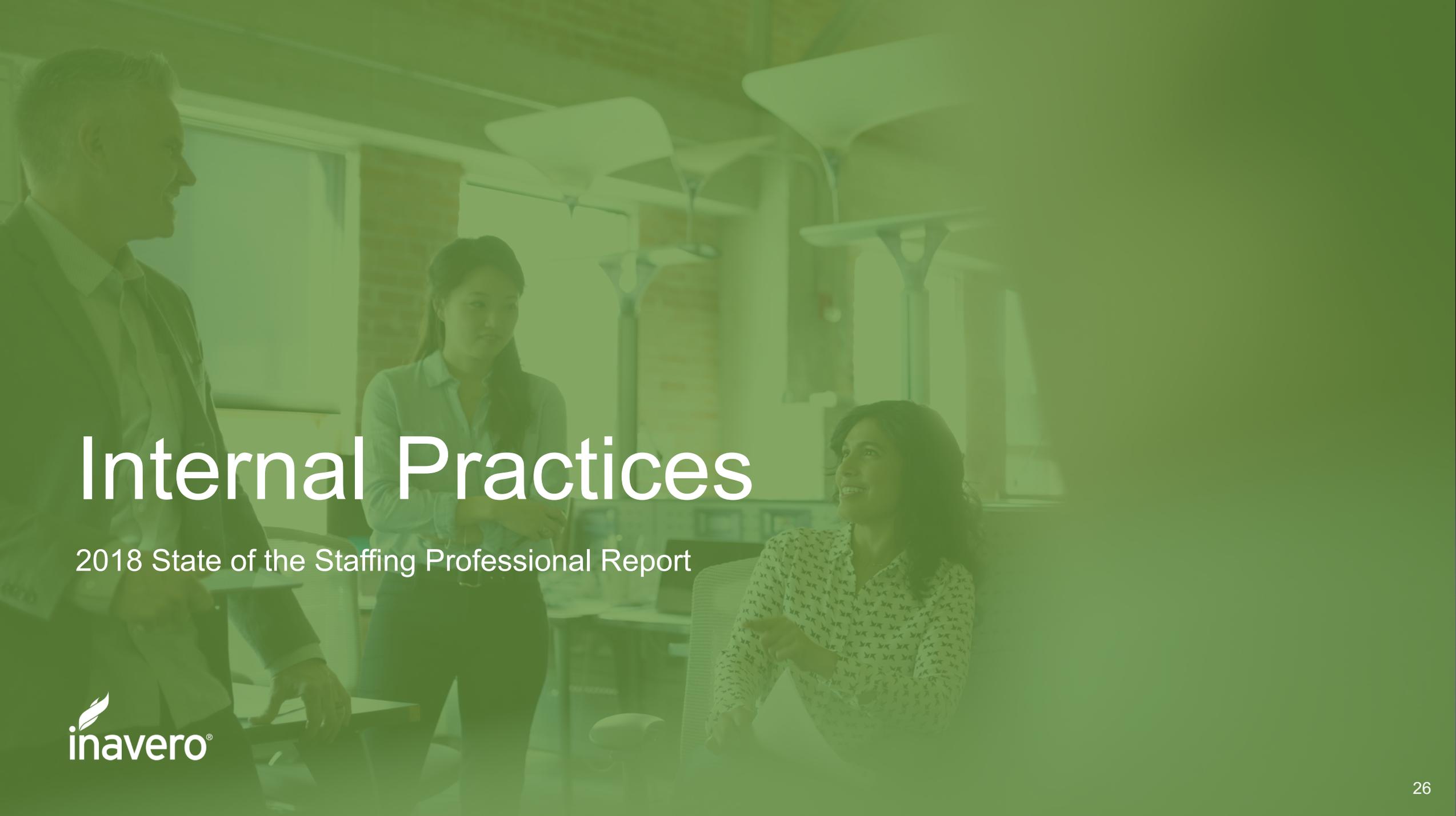
# Referrals, networking, and Sales/AM leads top list of most effective sources of job orders (ranked by leadership over online ads/job postings)

## Job leads remain largely generated via referrals and networking

It comes as no surprise that staffing professionals identify referrals and networking as the top sources for generating new job orders. Interestingly, when compared to leadership, field-level employees are much more likely to rank online ads/job postings as an effective source of job orders. This gap demonstrates a misunderstanding from staffing leaders about strategies that can impact the field's ability to generate new job orders, and suggests that leaders should look into increasing their firm's online presence.



Q14. Of the following sources, which 3 are most effective in generating new job orders?

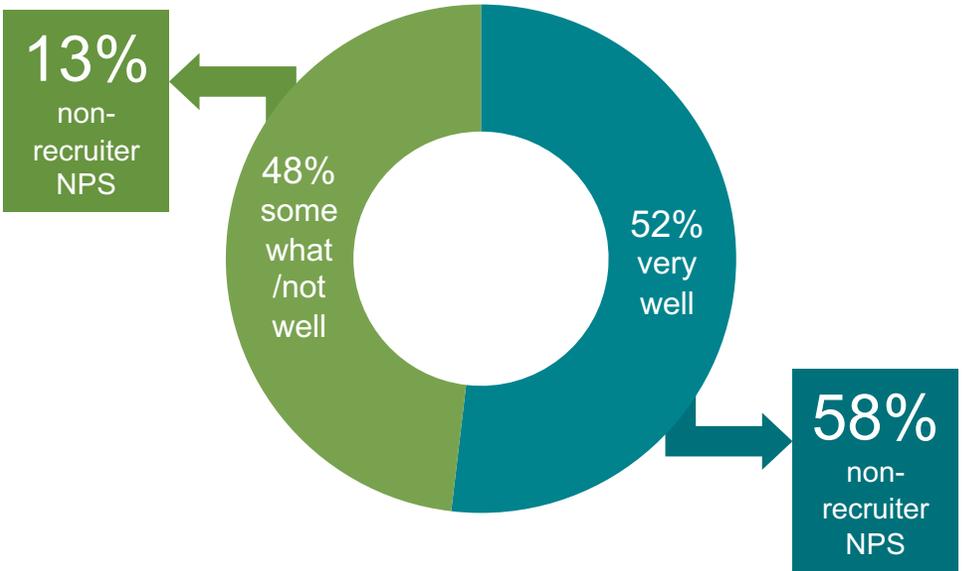


# Internal Practices

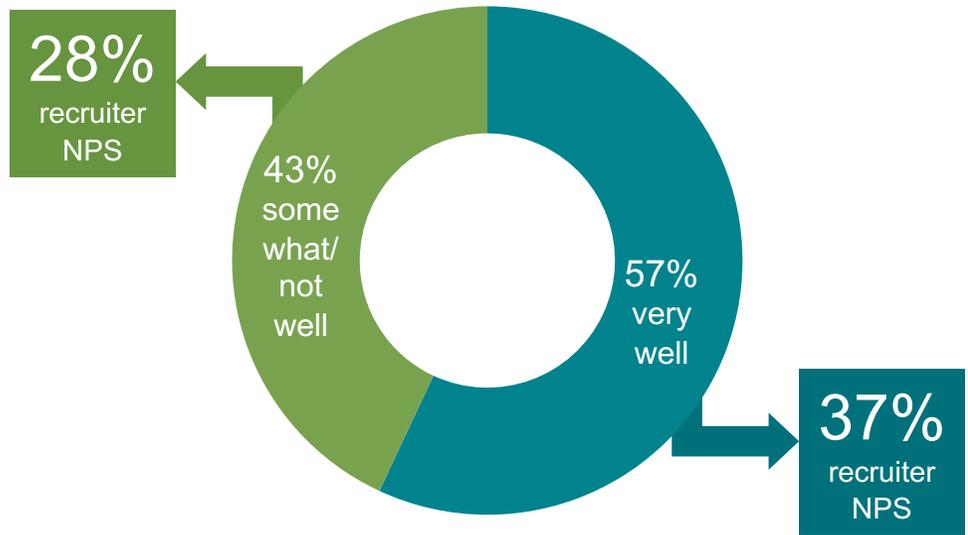
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# Internal staffing employee satisfaction increases when recruiters work to get to know the candidates they place

Non-Recruiters - How well do your firm's recruiters get to know the candidates they place?



Recruiters - How well do you get to know the candidates you place?



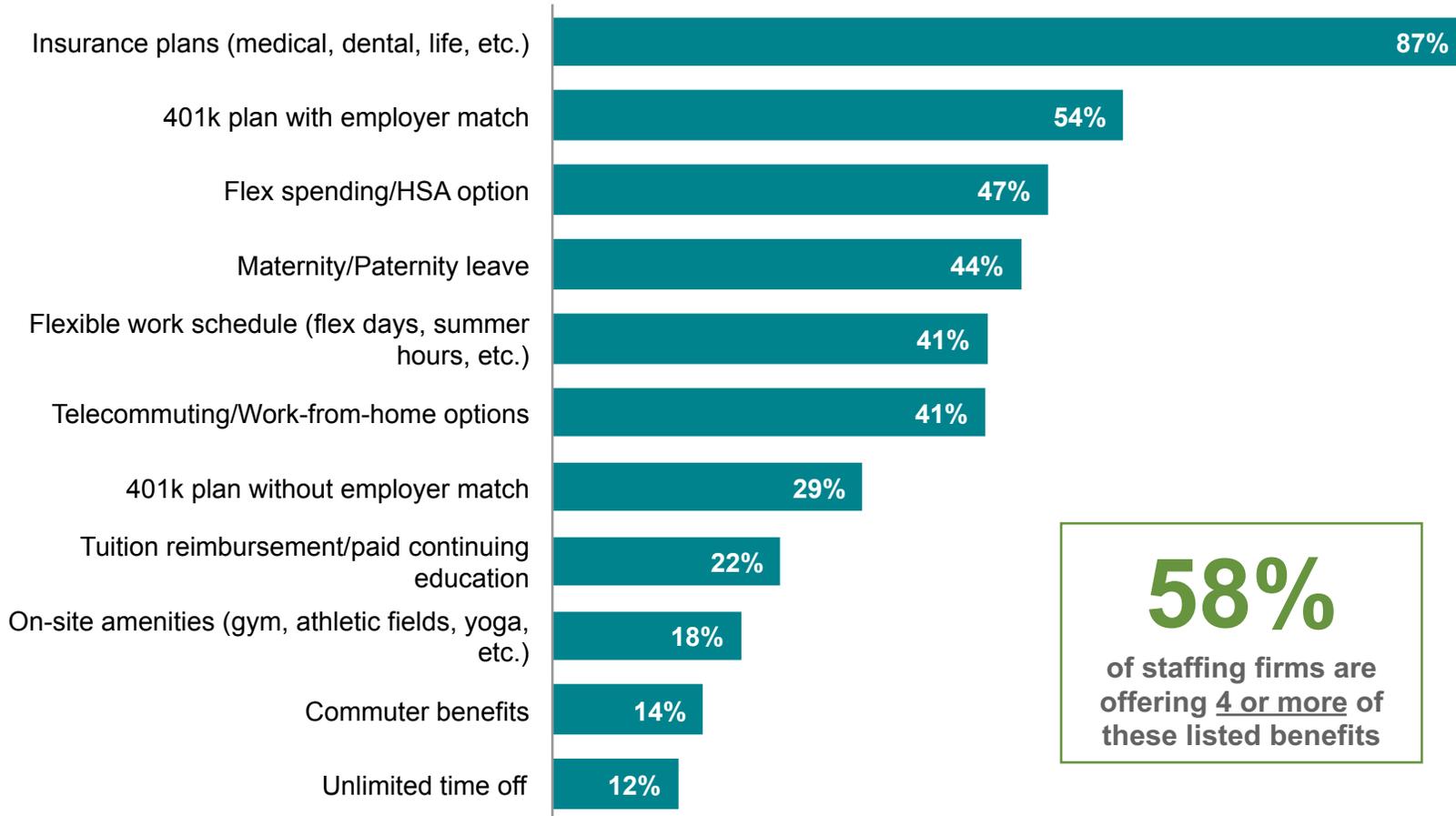
**Getting to know candidates can impact employee satisfaction**

The staffing industry has a poor reputation when it comes to treating candidates as expendable. Not only does candidate satisfaction improve when recruiters get to know them very well, internal staffing employee satisfaction similarly increases across the board. This impact is especially evident with non-recruiters: when they believe their firm's recruiters get to know the candidates they place, they are very likely to recommend their firm.

Q6. How well do you feel your firm's recruiters get to know the candidates they place? [Non-Recruiters Only]  
Q7. In general, how well do you get to know the candidates you place? [Recruiters Only]

# Most staffing firms currently offer insurance plans, just over 1/2 offer 401k plan with company match

Benefits offered by staffing firms



**58%**  
of staffing firms are offering 4 or more of these listed benefits

## Nearly all firms offer insurance, most offer multiple benefits

When it comes to benefits, staffing employees are increasing their expectations in a job seeker’s market. Insurance plans, for example, are almost always offered by staffing firms, making it more of a table stakes offer than a differentiator. Because most staffing firms offer multiple benefits to their employees, attracting and retaining top talent becomes increasingly difficult without these selling points.

Q29. Which of the following benefits does your staffing firm currently offer?

# When compared to recruiters, account managers are more likely to be dissatisfied with the training they receive from their staffing firm

My staffing firm provides the training necessary for recruiters and salespeople to be successful



My staffing firm provides the training necessary for recruiters and salespeople to be successful



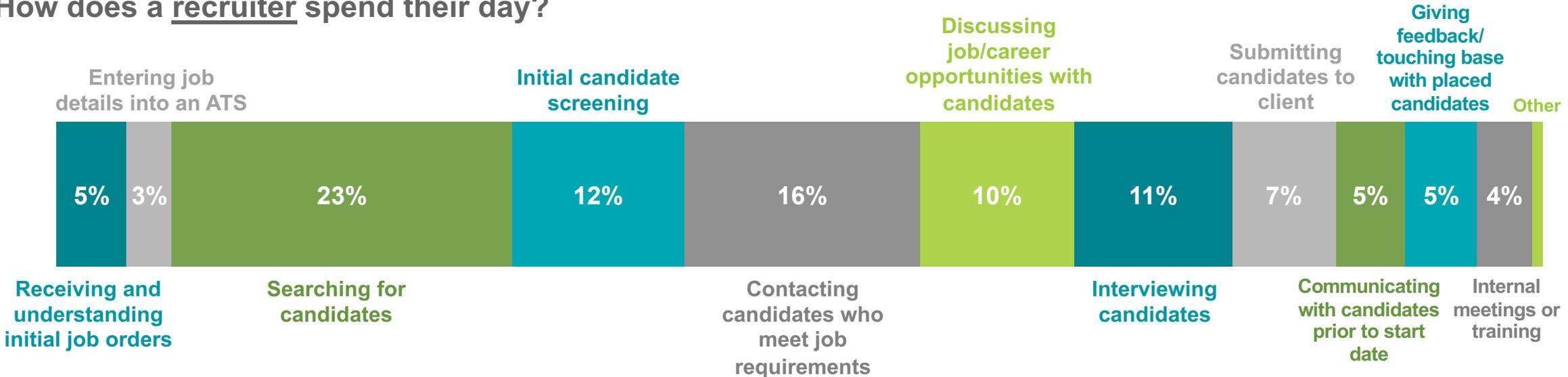
**Many staffing professionals do not feel they receive adequate training**

Recruiters are generally the most satisfied with the professional training they receive to be successful at their organization, while account managers feel they could be getting more. In addition, a significant portion of staffing leaders do not fully agree their firms do enough to train their employees to be successful, indicating that these issues are known and understood at the C-level, even as staffing firms continue to struggle to provide adequate resources to their employees.

Q32a. My staffing firm provides the training necessary for recruiters and salespeople to be successful.  
 Q32b. My staffing firm provides the training necessary to get the most out of the technology investments we make.

# Recruiters spend ½ their day searching, screening, and reaching out to candidates who match requirements

How does a recruiter spend their day?



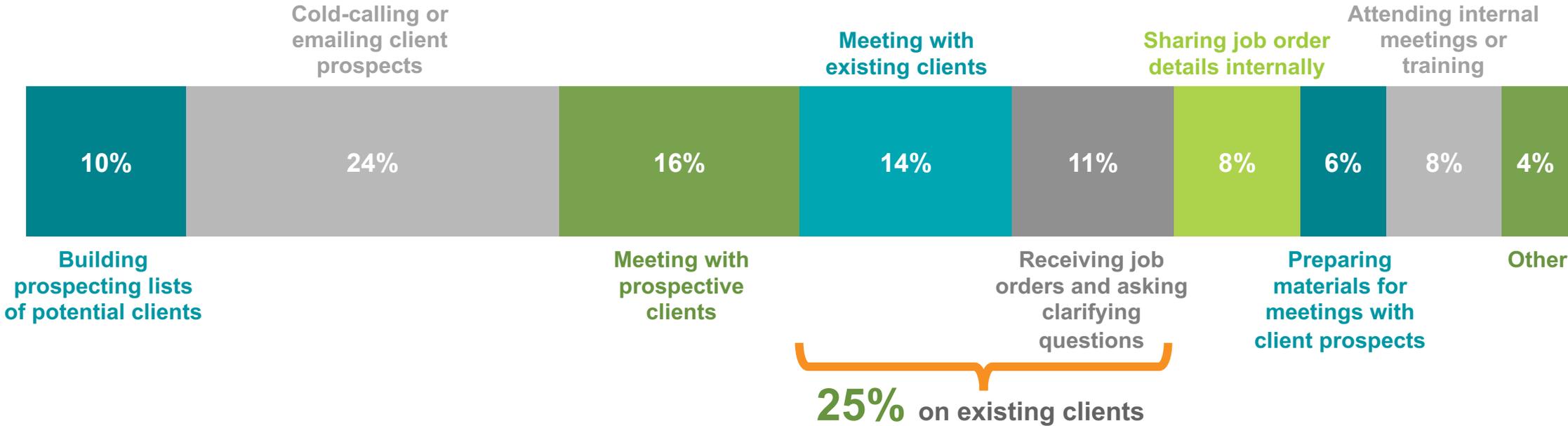
**Recruiters spend nearly ¼ of their day searching for candidates**

As expected, staffing firm recruiters spend most of their time searching, screening, contacting, and meeting with candidates. A potential point of concern is that recruiters only spend 5% of their overall time giving feedback and touching base with already-placed candidates. Spending so little time with placed candidates may further the negative stereotype that the staffing firm relationship ends once a candidate is placed.

Q11. What percentage of your day would you estimate is spent doing each of the following? [Recruiters Only]

# Account managers spend over 1/2 of their day prospecting and meeting with potential clients, around a 1/4 of their day managing existing accounts

How does an account manager spend their day?



**Account managers spend much of their day prospecting**

Not surprisingly, account managers spend a large portion of their day prospecting and meeting with potential clients. Account managers only spend about a quarter of their time interacting and managing existing clients. Although a primary function of any account manager’s job is to generate new job orders, it is important to consider whether limited time spent with existing clients contributes to lower client satisfaction and account retention issues.

Q12. What percentage of your day would you estimate is spent doing each of the following? [Account Managers Only]



# Technology Utilization

2018 State of the Staffing Professional Report

# Frustrations with firm technology are many and varied; leadership is most frustrated with inconsistencies while field is more impacted by poor data

Biggest frustrations with the staffing firm's current technology	Leadership	Field Level
System isn't used consistently	31%*	21%
Lack of integration with other internal systems	30%	27%
Poor analytics/reporting	29%	16%
Outdated candidate data	27%	29%
Poor searching capabilities	24%	25%
Lack of training to properly use the systems	22%	14%
Lacks key features/functions we need	22%	15%
Slow systems	21%	27%
Lacks a mobile app	21%	26%
Too many different programs/need streamlining	21%	17%
Lacks automation capabilities	21%	16%
The systems are unreliable/too much downtime/glitches	14%	16%
Limited system configurability	14%	11%
The systems are hard to use/understand	13%	9%
It's not easy for different teams to collaborate during the hiring process	10%	11%
Incorrect candidate data	9%	18%
Limited access to the information I need	7%	10%
Lack of support/no one to answer questions	7%	8%

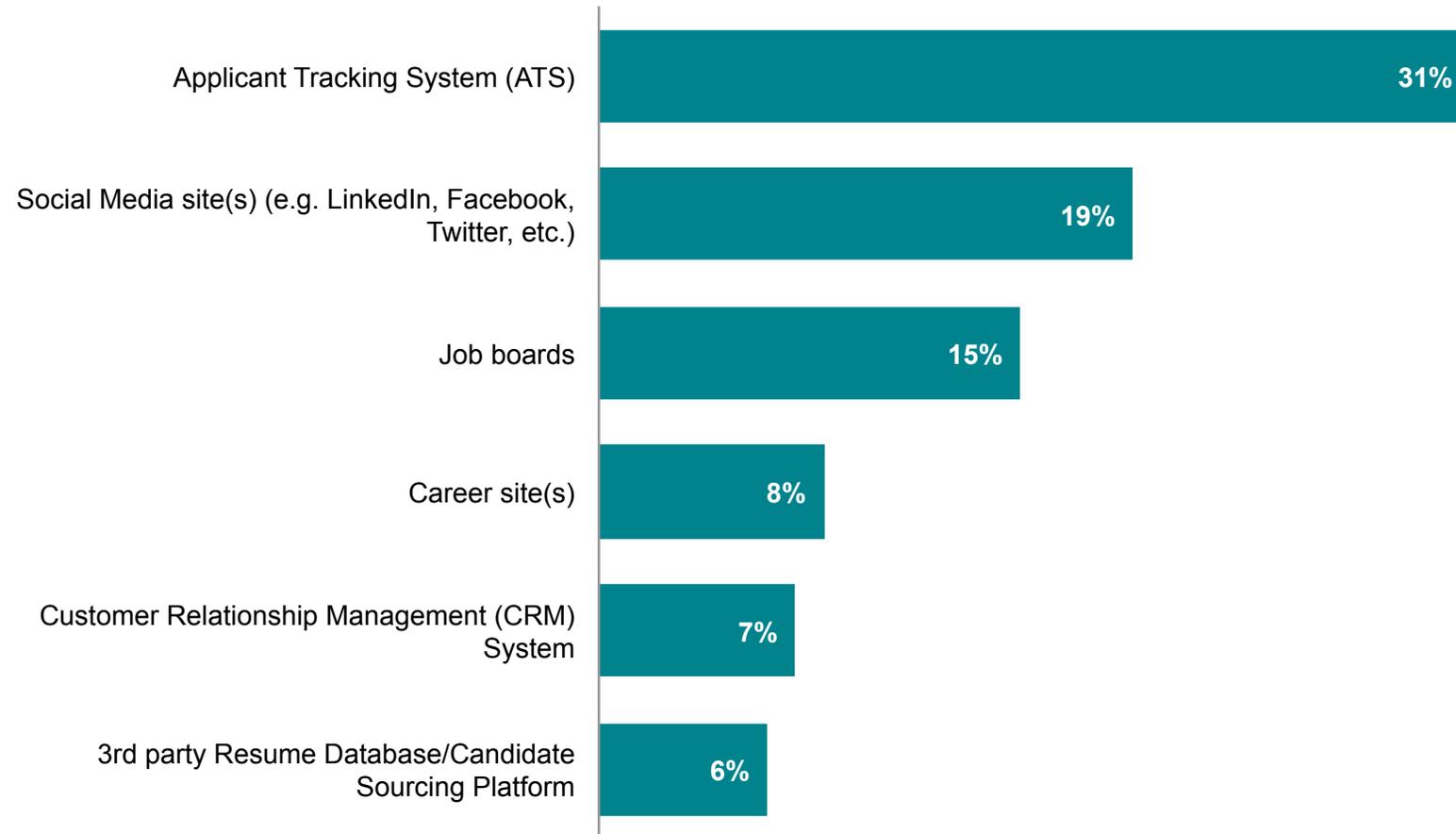
\*Shaded cells indicate findings that are significantly higher than the other audience  
Q21. What are your biggest frustrations with the current technology at your firm?

## Inconsistencies, lack of integration, and slow systems lead complaints around technology

Both leadership and field level employees are frustrated by problems that most hinder their ability to do their job. For leaders, that means lack of consistency, poor analytics/reporting, and lack of training. For field employees, those problems are slow systems and poor candidate data. While fixing every complaint about firm technology may be a tall order, prioritizing based on job function will help staffing firms solve their largest technology issues.

# Applicant Tracking Systems are viewed as the most valuable technology, leadership views job boards as very valuable (compared to field employees)

Most valuable technology used by staffing firms



## Staffing firms often view ATS as their most valuable technology

Applicant Tracking Systems (ATS) are commonly used among staffing firms and are ranked as the most important technology by both leadership and field employees. However, a difference in opinion occurs around the importance of job boards, where field level employees place much less value than staffing firm leaders. Staffing leaders should address this disconnect when strategizing on how best to focus their efforts.

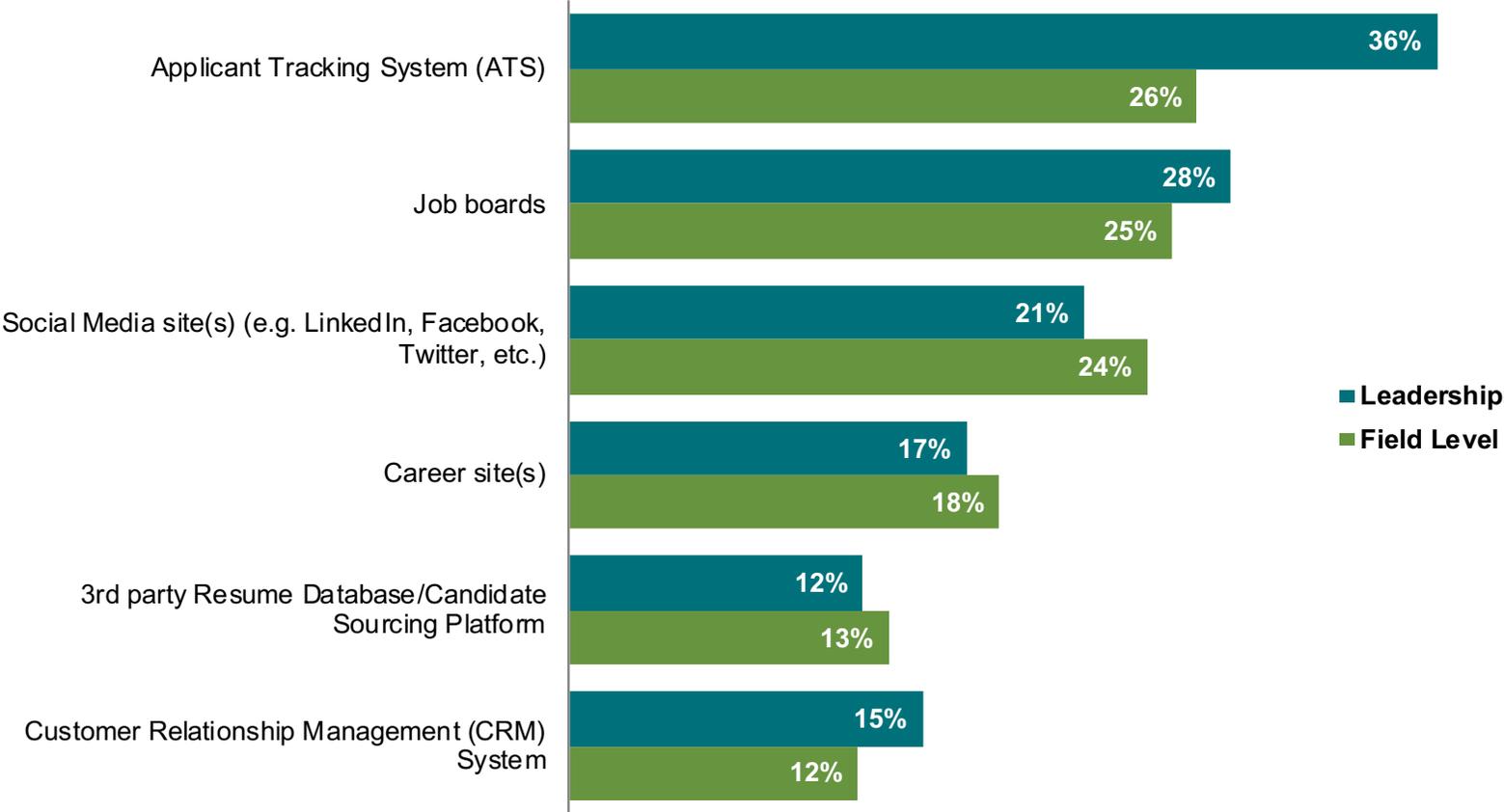
Q23. Of the types of technology your firm currently utilizes, which do you think delivers the most value to the firm, relative to its cost?

# Leadership believes ATS technology is the most in need of improvement, field employees also highlight social media for desired improvement

## Leadership wants improvement to the firm's ATS technology

Both staffing firm field employees and leadership believe ATS technologies are most in need of improvement, but leadership significantly more so. Employees in the field are also focused on the firm's social media sites and career sites (more so than leadership), likely because they use them much more in their daily function to attract job orders and candidates. Staffing firms must understand these opposing viewpoints when deciding where to spend resources.

Technology most in need of improvement to increase value



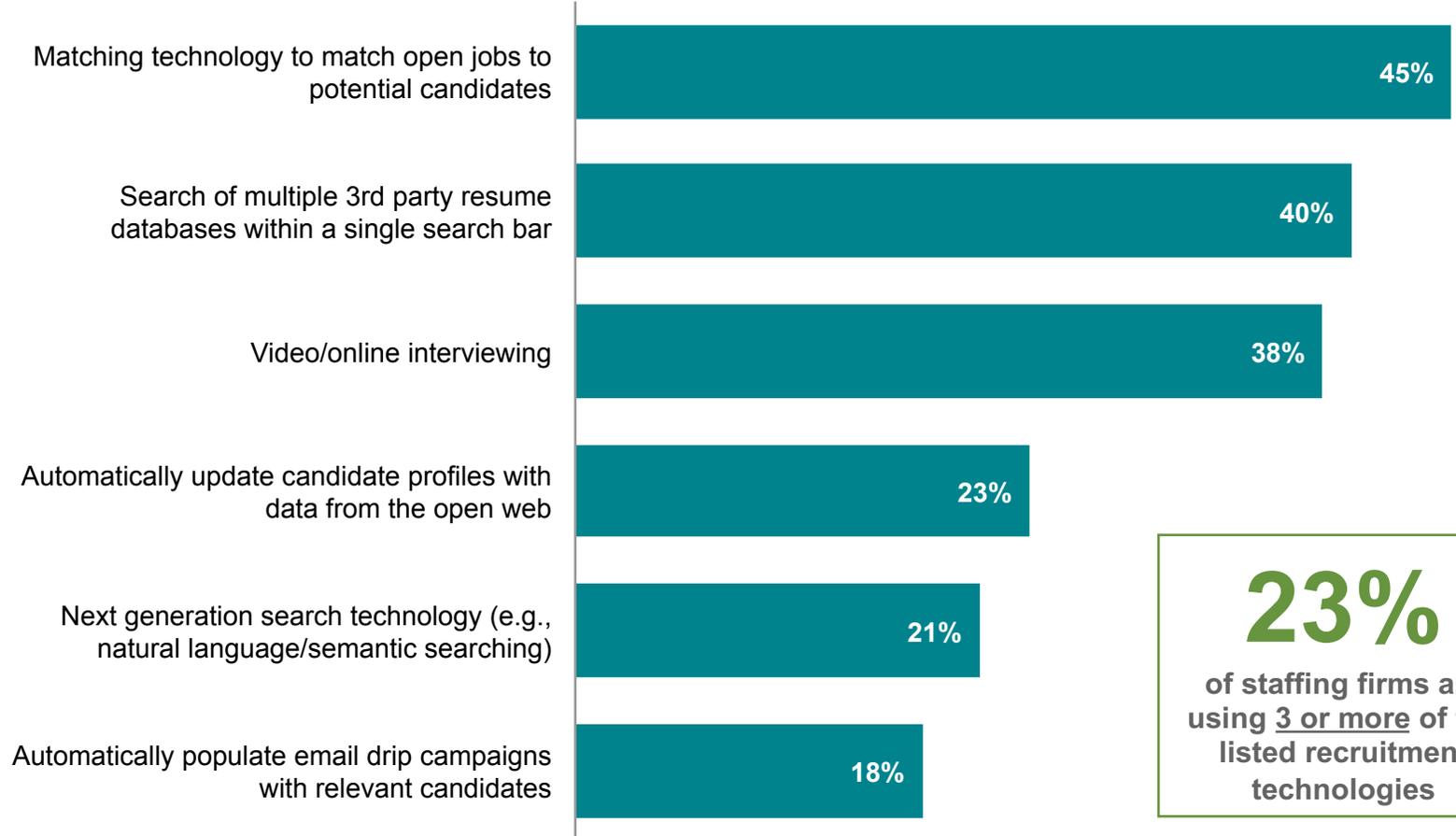
Q24. Of the types of technology your firm currently utilizes, which do you think need improvement in order to increase the value to your firm?

# Nearly 1/2 of staffing firms utilize matching technology to match potential candidates to open jobs

## Matching technology is becoming more common, few are using automatic email drip campaigns

When it comes to technology utilized during the recruitment process, almost half of staffing firms use matching technology to match potential candidates to open jobs, while less than one in five are utilize automatically populated email drip campaigns. Nearly a quarter of firms use at least 3 advanced technologies in the recruitment process, meaning those that don't are already falling behind competition.

Technology used in the recruiting process

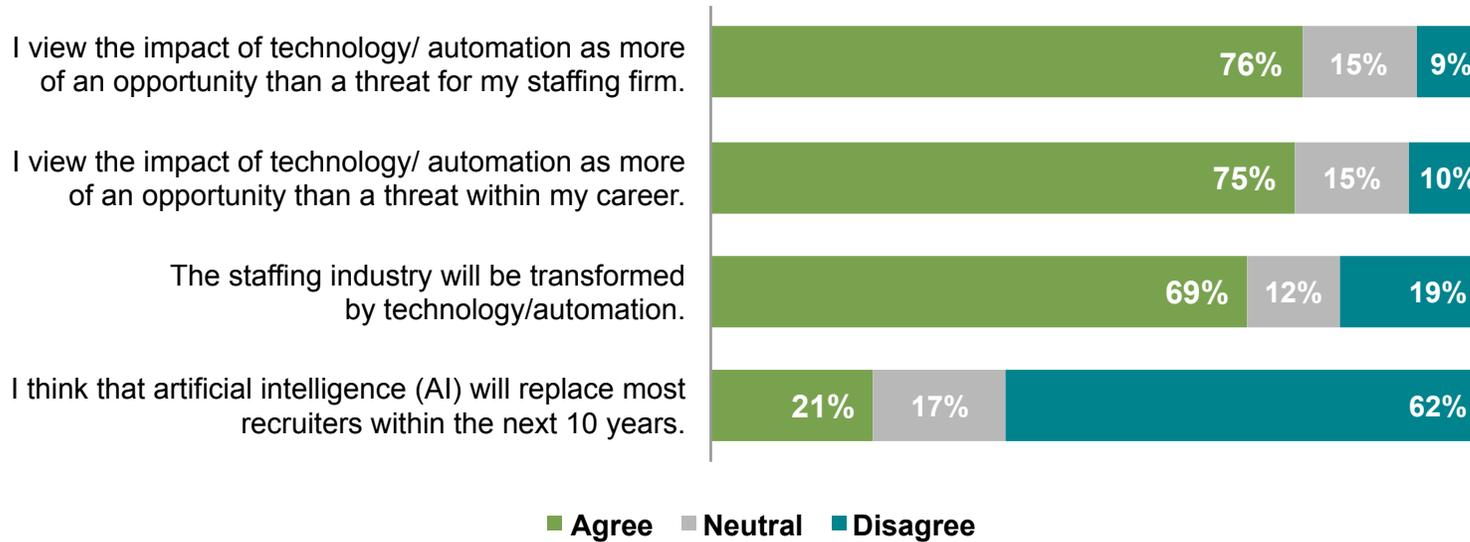


**23%**  
of staffing firms are using 3 or more of the listed recruitment technologies

Q25. Which of the following technologies/methods, if any, is your organization currently using in the recruitment process?

# Most employees believe the industry will be transformed by technology, most view this as an opportunity rather than a threat

Level of agreement with statements about the impact of technology



**21%**  
of recruiters believe that AI will replace most recruiters in the next 10 years

**48%**  
of leadership strongly agree technology is more of an opportunity than a threat to their firm, compared to 33% of field level.

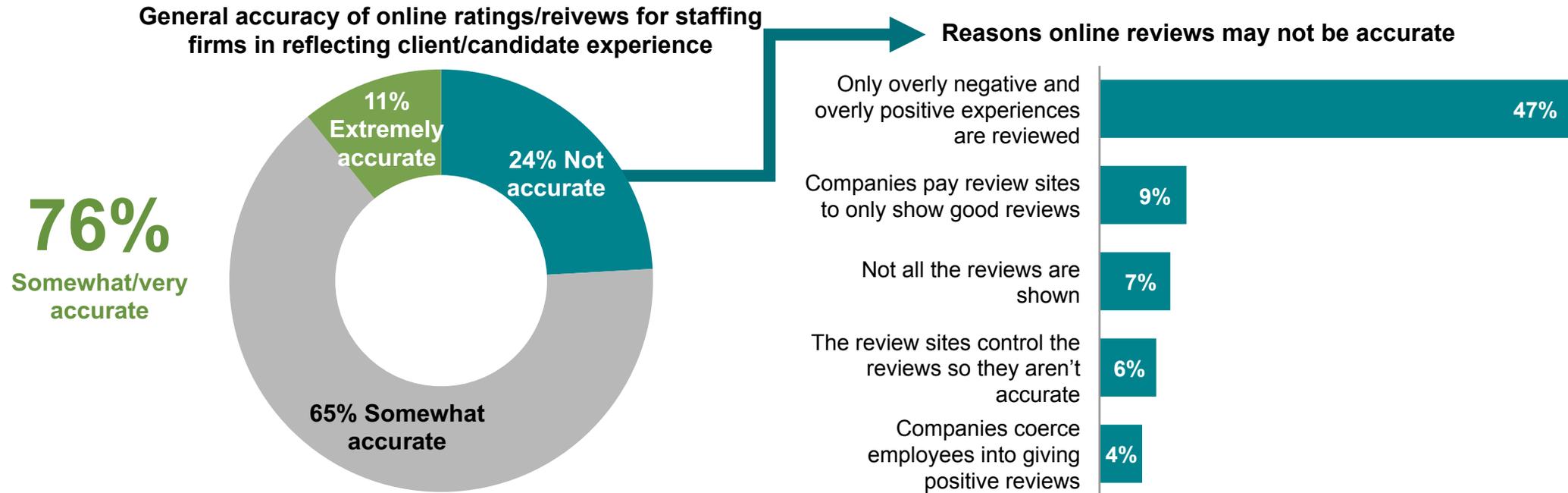
**26%**  
of Millennials believe that AI will replace most recruiters in 10 years, vs. 10% of Baby Boomer employees.

**Staffing firms will be transformed by technology**

While few staffing employees believe artificial intelligence (AI) will claim most recruiter jobs within the next decade, most believe the industry will be fundamentally transformed by technology and automation. Three in four view this change as more of an opportunity than a threat to both their firms and their career. Employees are certainly bracing for impact, and firms must be ready to seize the opportunities many employees see in technology.

Q26. To what extent do you agree or disagree with the following statements regarding the impacts of technology on your staffing firm?

# 3 in 4 employees believe online reviews about staffing firms are accurate, with concerns about only overly positive or negative experiences being shared



**Most believe online reviews accurately reflect experience**

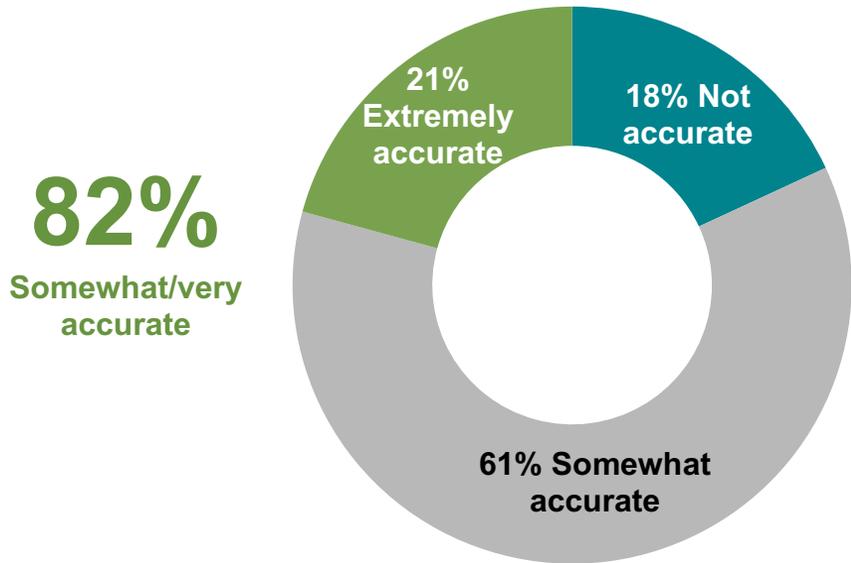
Three in four staffing firm employees believe that online ratings and reviews accurately reflect the client or candidate experience working with a firm. A small minority see reviews as flawed for reasons such as only extreme experiences being shared. While this may be true in some cases, the fact that a large majority believe reviews to be an accurate depiction of firm quality means firms must work hard to manage their online reputation.

Q17. Overall, how accurately do you think online ratings/reviews for staffing firms reflect the experience clients and candidates have?

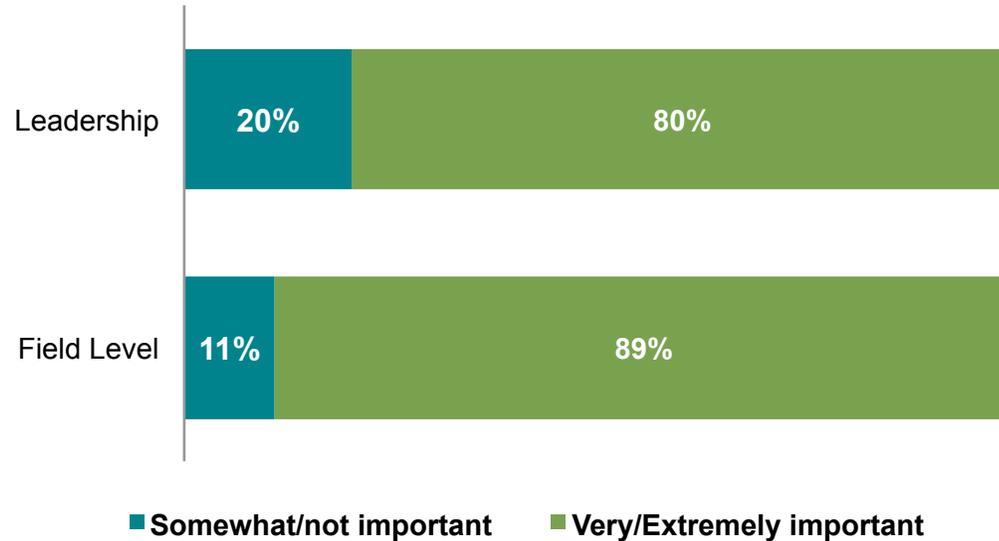
Q18. What is the main reason you do not think online reviews are accurate?

# Most believe that online reviews of their own firm are accurate, leadership is less likely to view strong online reputation as important

Accuracy of your firm's online ratings/reivews in reflecting client/candidate experience



Importance of strong online reputation



**Leadership is less likely to see the value in online reputation**

A higher proportion of staffing firm employees think their own firm’s ratings are accurate (82%) than think so of staffing firm ratings in general (76%). Most employees also view strong online reputation as important, but field level employees even more so than staffing leadership. This is likely the result of field employees dealing with the ramifications of online reputation (both good and bad) on a daily basis with clients and candidates.

Q19. How accurately do current online ratings/reviews for your firm reflect the experience your clients and candidates have?

Q20. How important do you think it is for your staffing firm to have a strong online reputation?

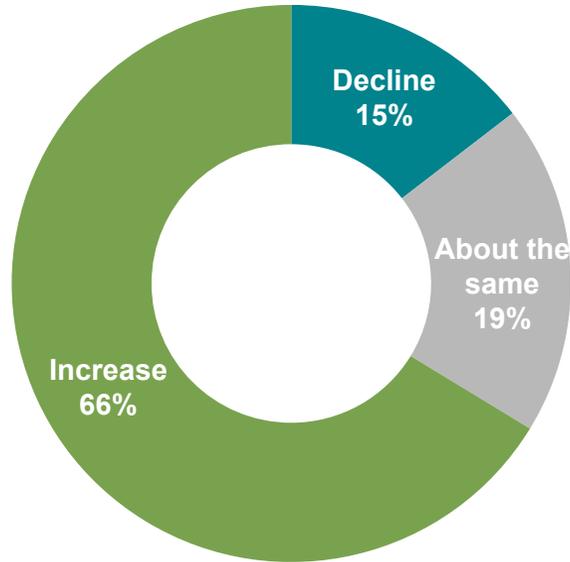


# Financial & Operational

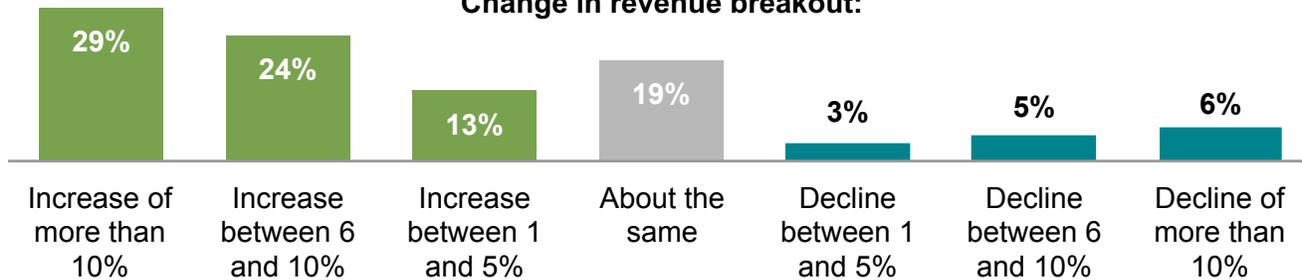
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# Most leaders report an increase in revenue in the past year, 1 in 3 report stagnant or declining revenue

Change in revenue over past 12 months



Change in revenue breakout:



## Most firms report increasing revenues over the past year

Two in three staffing leaders report an increase in revenue at their firm in the past year, and those that do are nearly twice as likely to recommend their firm as those that report decreasing revenues. Of those that report an increase in revenue, three in ten report an increase in revenue of more than 10% in the past year. The results mirror positive financial trends for the industry as a whole.

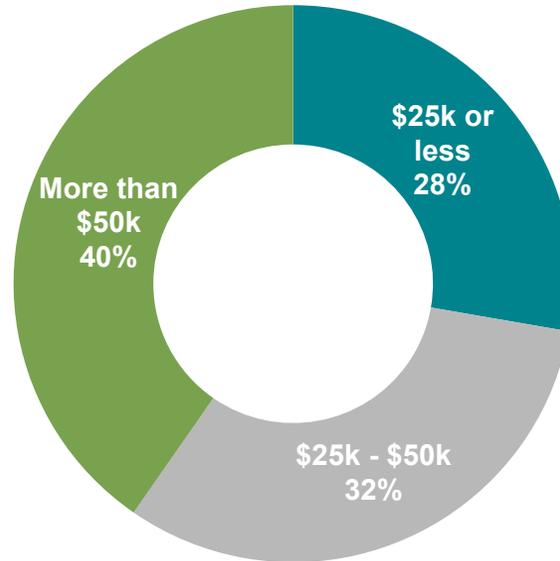
Q36. Which of the following best represents your staffing firm's change in revenue compared to 12 months ago?

# Leaders report \$50k in annual spend per client on average; 1 in 5 leaders do not know their annual client churn rate, the rest likely underestimate churn

## The average client value if lost during the year has a significant financial impact

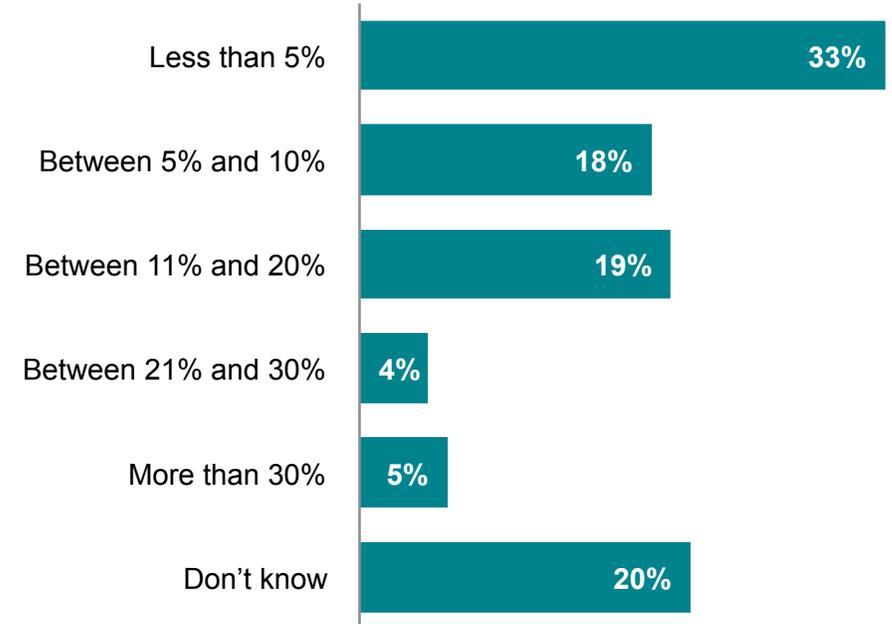
Staffing leaders report that, on average, clients spend \$50k with their firm on an annual basis. Additionally, nearly one in three report a remarkably low client churn rate of 5% or less. Given that a sizeable portion do not even know their attrition rate, and given Inavero's industry experience, these churn numbers are likely lower than reality. These figures represent real dollar amounts the average firm is missing out on when they do not address attrition issues.

Average client spend with staffing firm



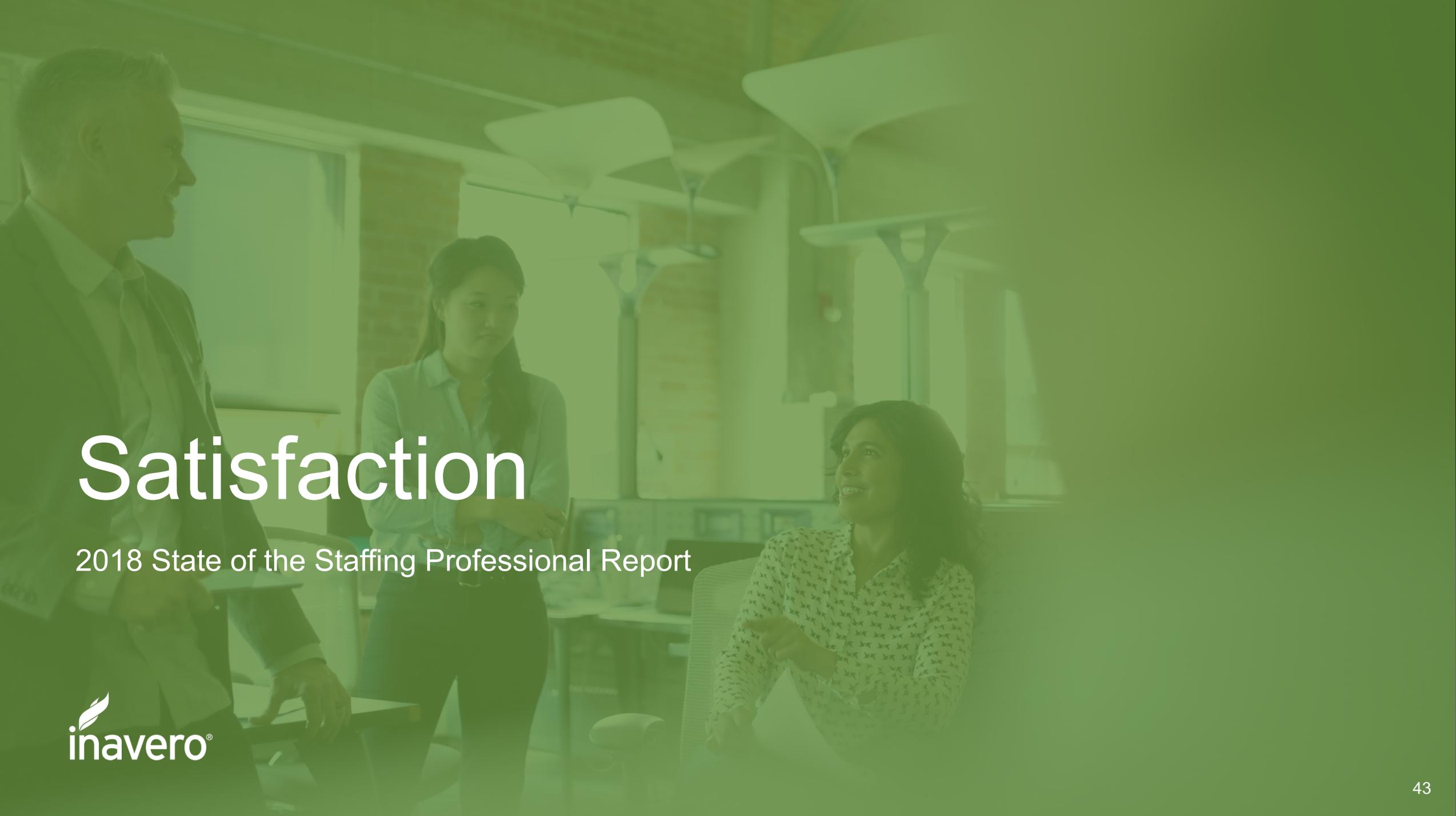
**\$50k**  
Annual typical client spend reported by staffing firm leadership

Annual client churn rate



Q37. What is the average amount that a new client spends with your firm in the first year?

Q38. What is your approximate annual client churn rate?

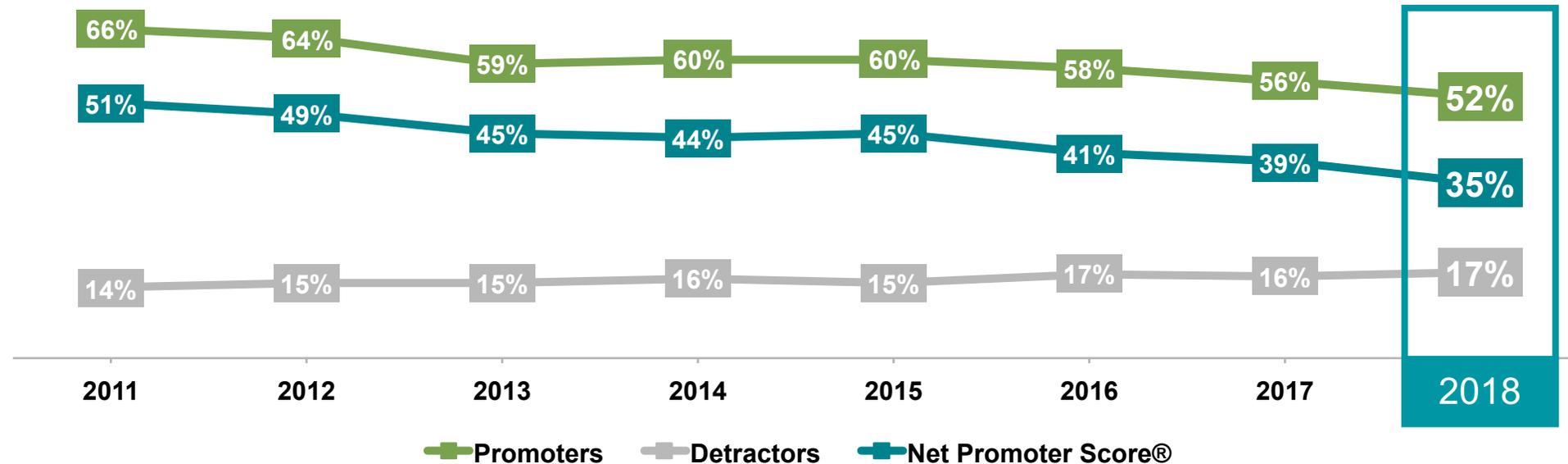


# Satisfaction

2018 State of the Staffing Professional Report

# Internal staffing employee NPS® is down 5 points to 35%, continuing a steady trend of declining satisfaction since 2011

Staffing Employees: Likelihood to Recommend Working for Current Staffing Firm

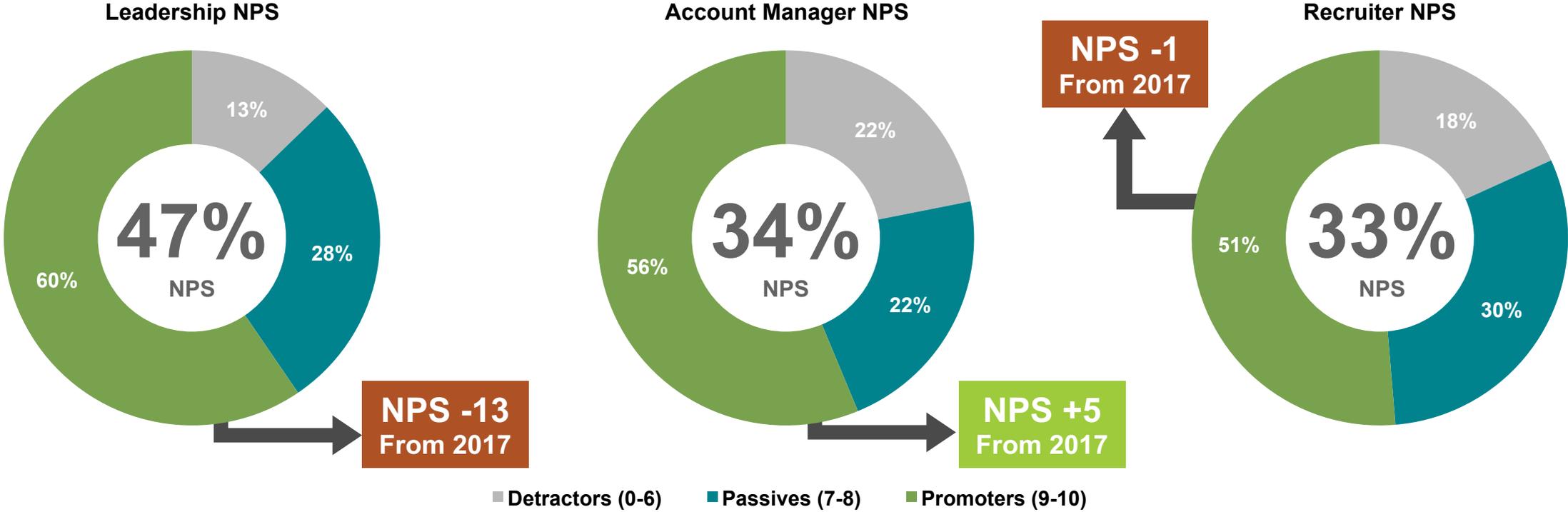


**Staffing professionals are less satisfied than ever**

Internal staffing firm employees report the lowest recorded NPS yet, with a 2018 NPS® of 35%. This is down 4 points year-over-year, and down 16 points since 2011. Just over half of employees are now promoters of their firm. This ongoing trend is indicative of a deep problem among staffing firms – how do staffing firms attract and retain top internal talent when job dissatisfaction continues to increase in the industry?

Q27. How likely would you be to recommend your current staffing firm as a good place to work as an internal employee to a friend or colleague?

# Leaders report the highest NPS at 47%, account managers and recruiters report similar satisfaction levels



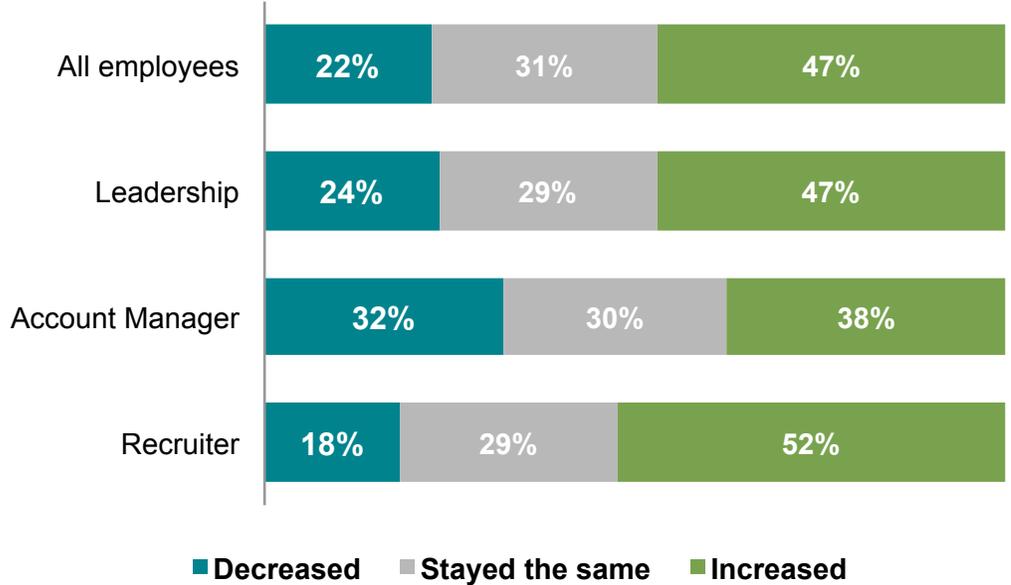
**Leaders are much more likely to recommend their firm than the field**

Satisfaction among leaders is down 13 points from 2017, but still significantly higher than amongst field-level employees. Both account managers and recruiters report similar NPS levels, with slightly more account managers identifying as detractors of their firm. This disconnect between satisfaction levels amongst leaders and other employees is a key reason for the concern around higher turnover amongst recruiters and account managers at many staffing firms.

Q27. How likely would you be to recommend your current staffing firm as a good place to work as an internal employee to a friend or colleague?

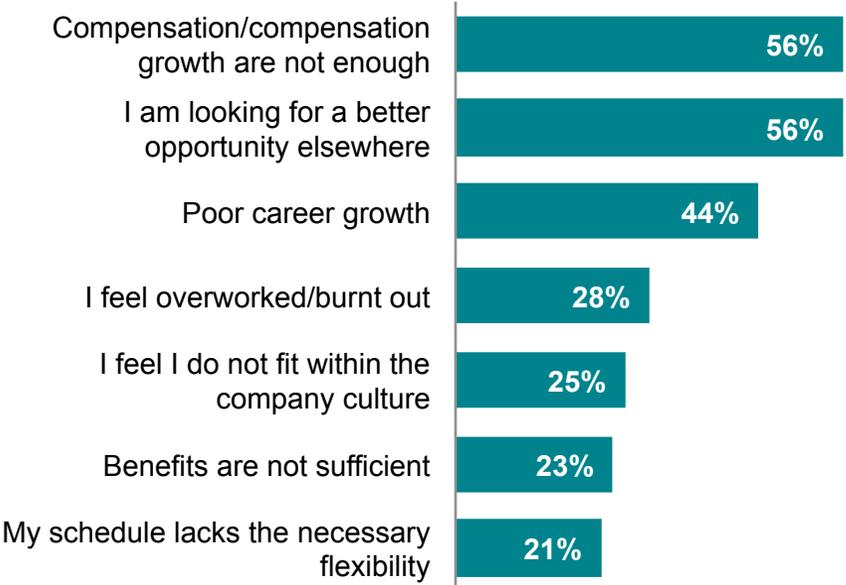
# Nearly 1/2 are more satisfied with their firm compared to last year, and many who leave their firm do so for increased growth opportunities

Change in satisfaction with staffing firm over past year



**12%**  
of employees plan on leaving their firm in the next year

Top reasons for leaving staffing firm



**Employees often leave for better career growth**

While nearly half of employees are more satisfied with their firm today than they were a year ago, over one in five employees have become less satisfied during that span. Among those employees actively planning to leave their firm in the next 12 months, many do so for increased financial and career growth opportunities. In order to retain top internal talent, staffing firms must ensure that employees are provided ample opportunities to advance their career.

Q28. How has your satisfaction working at your staffing firm changed over the past 12 months?  
 Q30. Do you plan on leaving your staffing firm within the next 12 months?  
 Q31. Why do you plan on leaving your staffing firm within the next 12 months?

# The largest differences between promoters and detractors are pride in the firm and optimism for the upcoming year

## Promoters are have much more pride in their firm and are more optimistic

When ranking “drivers” of NPS, it helps to look at the difference in average rating between promoters and detractors. For staffing employees, the largest differences occur in pride in working for the firm, optimism about the next year, and being given training and opportunities to grow professionally. An employee with higher ratings in these areas is much more likely to be a promoter and thus a strong firm advocate.

	Average Rating	Promoter Average	Detractor Average	Difference
I am proud to work for my firm.	8.0	9.3	4.5	+4.8
I am optimistic about what the next year has in store for me working at my staffing firm.	7.2	8.5	4.1	+4.4
I am given the training opportunities I need to improve and grow professionally.	6.7	8.0	3.6	+4.4
My immediate manager is an extremely effective coach.	6.9	8.1	4.0	+4.1
There are opportunities for advancement for me within my staffing firm.	6.1	7.4	3.3	+4.1
I receive recognition when I do my job well.	7.1	8.2	4.4	+3.8
I receive feedback in a timely manner from my immediate manager on my performance.	7.0	8.1	4.4	+3.6

Q33-Q35. Please rate your level of agreement with each of the following statements utilizing the scale below.

# Detractors are more likely to feel overwhelmed by their work, while schedule flexibility does not result in promoters as much as other aspects

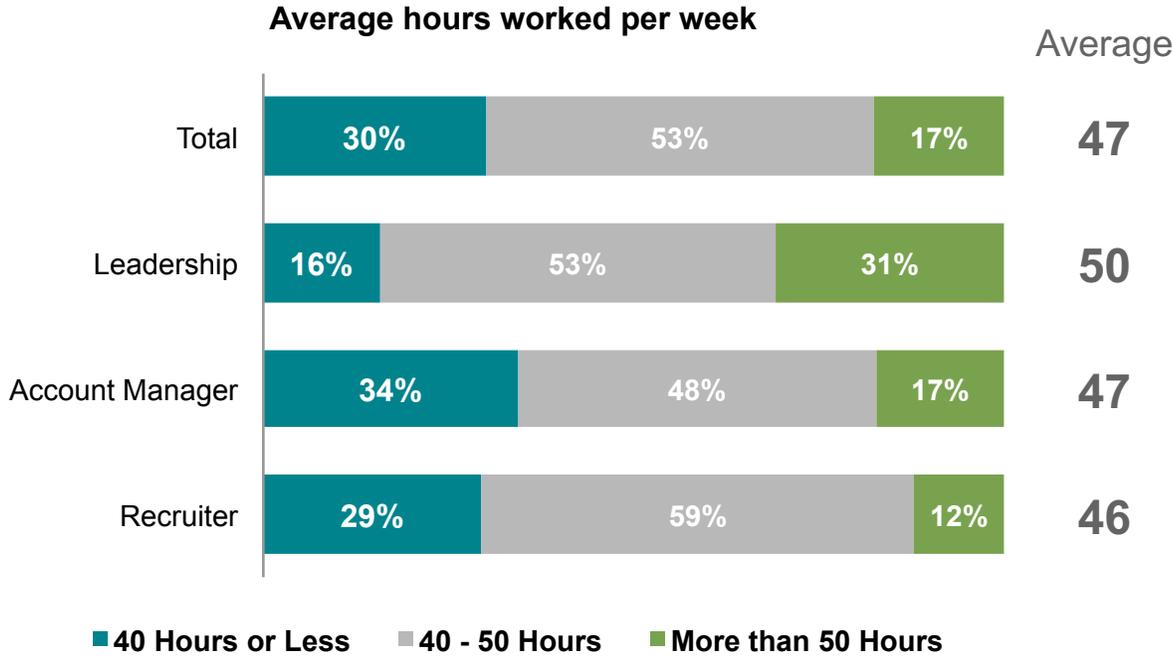
## Detractors feel more overwhelmed with their workload

Work schedule flexibility and enjoying working with colleagues, while important, result in the smallest differences in ratings between promoters and detractors. This means that these aspects of employment do not speak to employees as effectively as other areas like strong benefits, career advancement, and fair compensation. These aspects should be looked at as secondary drivers of NPS, after elements like pride and optimism.

	Average Rating	Promoter Average	Detractor Average	Difference
The benefits offered to me by my company meet my needs.	6.4	7.5	3.9	+3.5
Taking everything into consideration, I made advancements in my career last year working for my staffing firm.	6.4	7.5	4.1	+3.4
I am paid fairly compared to people who do similar work at other companies.	6.4	7.4	4.1	+3.3
I enjoy working with my colleagues.	8.2	9.1	6.1	+2.9
My work schedule allows sufficient flexibility to meet my personal/family needs.	7.4	8.2	5.6	+2.6
I routinely feel overwhelmed by the amount of work I have to complete.	4.7	4.3	5.2	-0.9

Q33-Q35. Please rate your level of agreement with each of the following statements utilizing the scale below.

# Employees work an average of 47 hours per week while leaders work slightly more; those that work more hours are more overwhelmed by their work



**Internal staffing firm employees are working long weeks**

The average staffing employee works 47 hours per week, and the longer they work, the more likely they are to agree that they feel overwhelmed with the amount of work they are expected to do. Leaders work an even longer week on average, clocking in at 50 hours on average. Longer hours lead to less happy employees, and staffing firms risk increased dissatisfaction and turnover when long work weeks become expected.

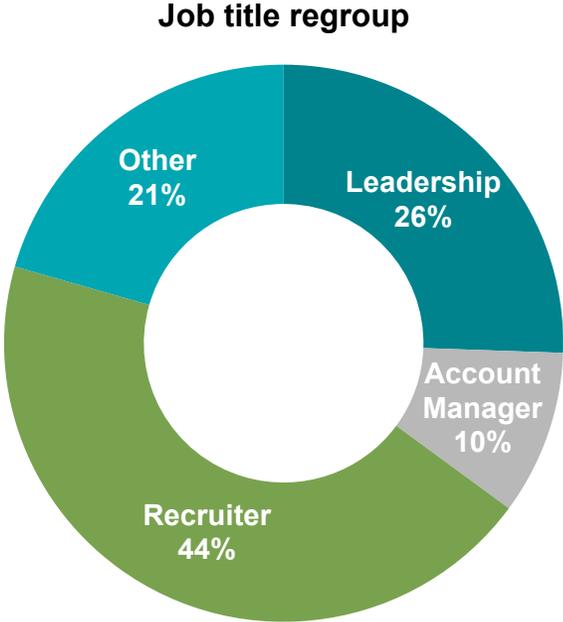
Q13. How many hours would you estimate you work in a normal week?



# Respondent Characteristics

2018 State of the Staffing Professional Report

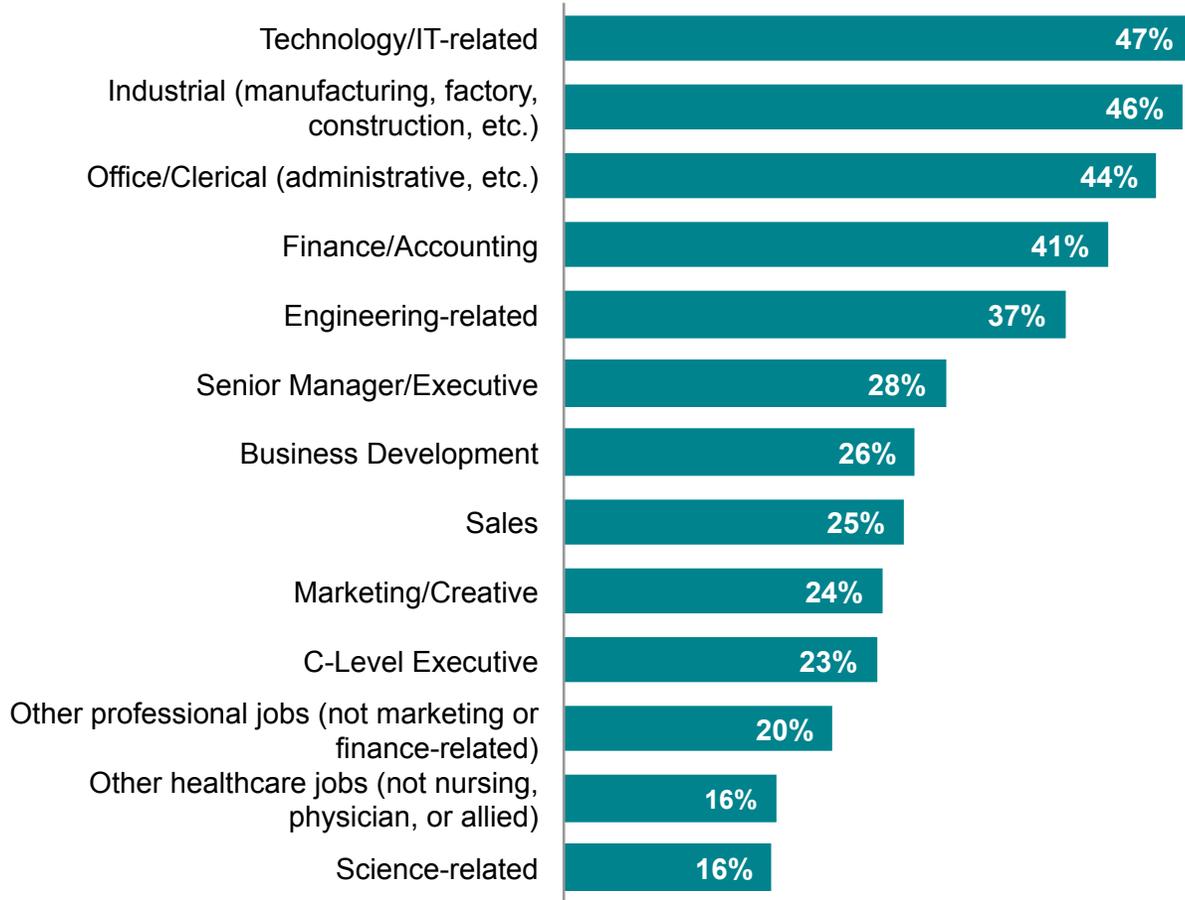
# Respondent characteristics - job title



Q1. Which of the following best describes your current job within a staffing or recruiting firm?

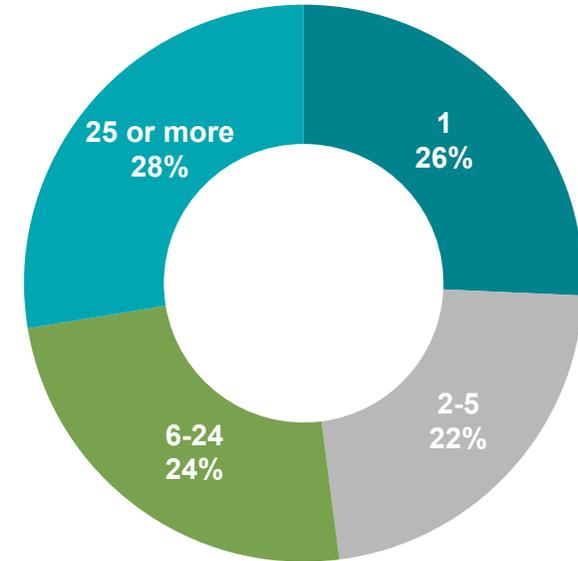
# Respondent characteristics - type of jobs filled, number of branches

Types of positions filled



\*only top results shown

Number of branches firm operates in US

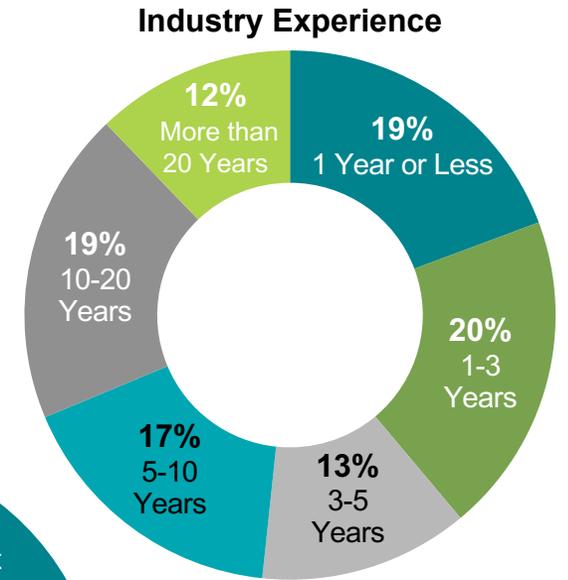
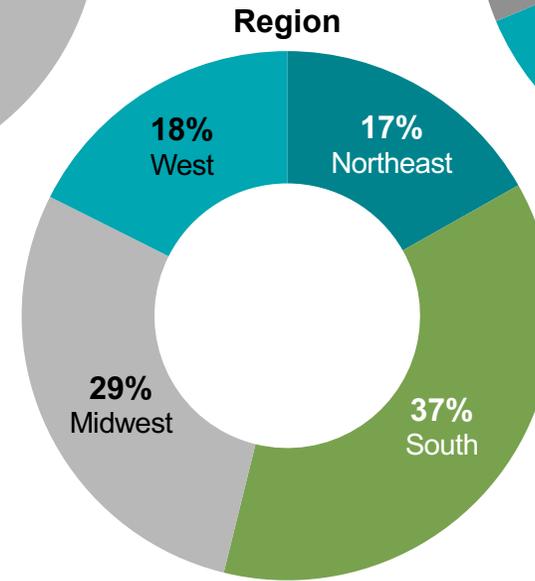
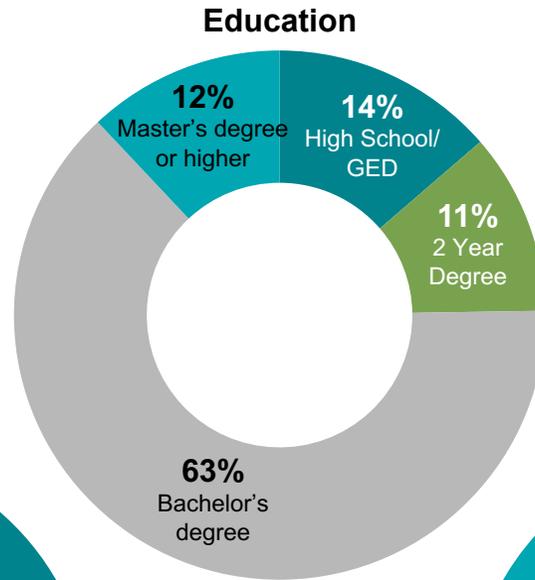
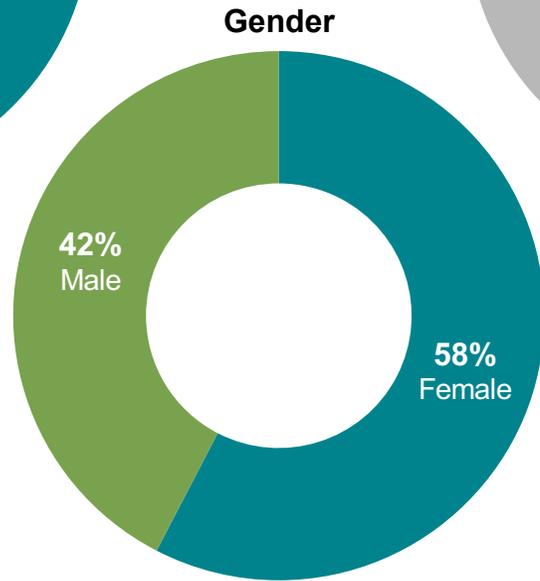
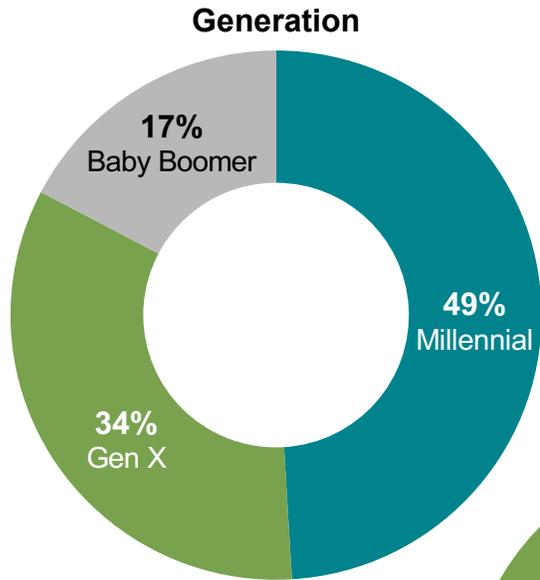


Q2. Which of the following best describes the types of positions your staffing firm fills?

Q3. How many physical branches does your firm operate in the US?



# Respondent characteristics - demographics



Q39. What is your age? Q40. What is your gender? Q42. What is the highest level of education you've had the opportunity to complete?  
 Q43. How many years of experience do you have in the staffing industry?  
 Q41. Please provide the zip code or postal code of your primary employment location.

# Appendix

2018 State of the Staffing Professional Report

# Net Promoter Score® Background

**WHAT**  
is a Net Promoter Score?

A Net Promoter Score (NPS®) is an easily understandable metric based on likelihood to recommend using a company, product or service to a friend or colleague

**WHY**  
use a Net Promoter Score?

Staffing firms see a direct correlation between: Net Promoter Score, customer retention, & revenue growth

**HOW**  
do we calculate Net Promoter Score?

Detractors                      Passives      Promoters

0 1 2 3 4 5 6 7 8 9 10

**% Promoters** — **% Detractors** = **NPS**

Promoters: Your firm’s *strongest allies*; most likely to promote your firm to others

Detractors: Clients at risk of switching firms

# Organizers of this Study



## CareerBuilder

CareerBuilder is a global leader in human capital solutions with a mission of empowering employment across the globe. CareerBuilder places data-driven decision-making at the heart of the services they provide to staffing firms, and has participated in leading research for the staffing industry for more than a decade.



## Inavero

Inavero is a global leader in human capital management research. The firm powers satisfaction and thought leadership studies for hundreds of top firms within the space and leverages more than 300,000 survey responses annually to provide insight into the millions who work in the gig economy and the companies who hire them.



American Staffing  
Association

## American Staffing Association

The American Staffing Association (ASA) is a national trade association dedicated to promoting and protecting the interests of the U.S. staffing, recruiting, and workforce solutions industry across all sectors through advocacy, research, education, and the promotion of high standards of legal, ethical, and professional practices.

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