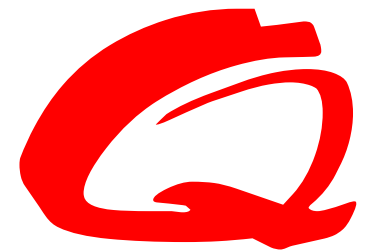




TALENT REPORT



QUALIFIED
STAFFING

WE GO TO WORK FOR YOU.®



BUILD

— YOUR —

team

From The President

Qualified Staffing recently celebrated 30 years in the staffing and recruiting industry. Over those years, we have witnessed just about every possible ebb and flow in the employment world. We believe constant learning and growth is crucial to providing the best service possible to our clients and our candidates. This report contains information that we have gathered both from our own proprietary data and research, as well as industry-leading experts. We hope you will find this information helpful.



Sincerely,
Doug Billot
President

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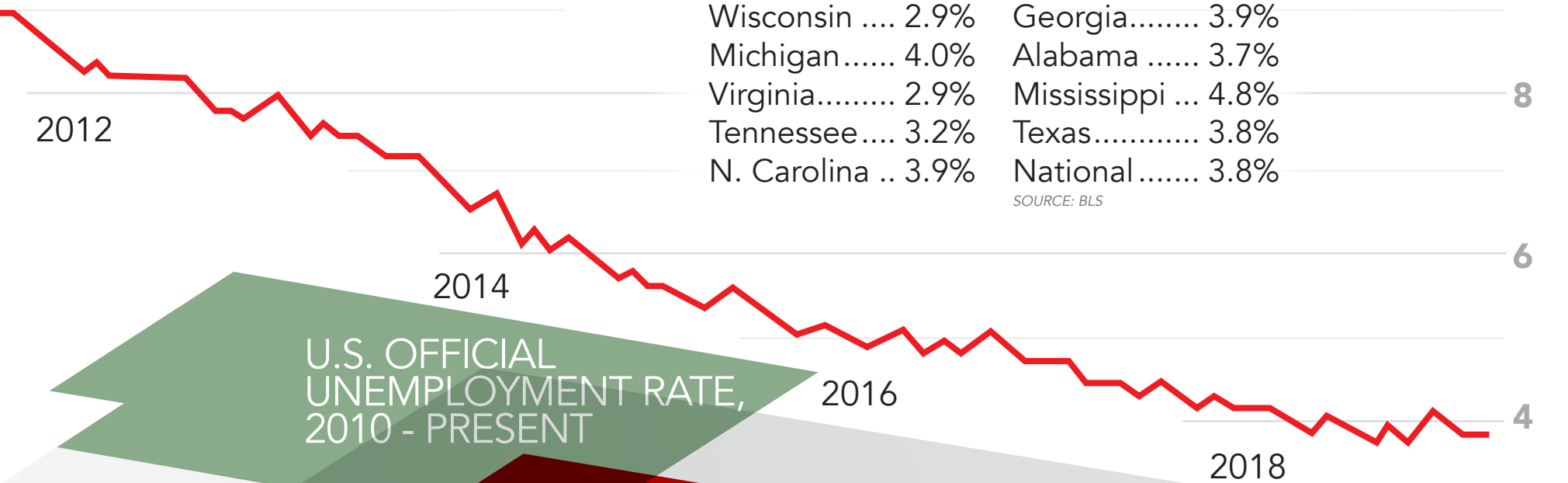
MARKET OVERVIEW

Are you feeling the crunch of a tight labor market? You're not alone. Employers nationwide are struggling to fill crucial roles within their organizations. This is true, regardless of the sector or the geographic region, whether on the factory floor or in the office. Workers have an ever-growing pool of job options. Competition among employers to attract the best talent will only intensify. Job seekers are now in the driver's seat. They have the power to steer away from "less desirable" jobs, and hold out for jobs with better pay, benefits, and flexible schedules. Even if the economy cools at some point in the next

few years, that might not make it any easier for employers. Baby Boomers are retiring en masse, leaving a talent gap in the workforce that could offset any economic downturn. For employers, this means higher wages and increased non-wage benefits as well as an increased understanding of a job seeker's broader career goals. Employers will have to offer more to win over candidates. A quicker temp-to-hire turnaround, as well as deciding quicker whether or not to hire a candidate are also critical human resource strategies.



OFFICIAL UNEMPLOYMENT RATES BY *"Qualified"* STATES



LABOR SHORTAGE? THERE IS STILL SOME *"Slack"*

With the official unemployment rate in the United States at historic lows, many believe we are experiencing both full employment and a labor shortage. Yet data indicates that even now there is "slack" in the labor market. The labor force participation rate was 67.1% in the year 2000. In March of 2019, it stood at 60.7%. This means that the percent of working age Americans involved in the workforce has been on the decline in recent decades. It also indicates that potential workers are out there, but companies will need to dig deeper than ever to find them.



Since the year 2000 the percent of working aged American adults participating the workforce has steadily declined. Lately, there are signs the trend is reverse.*

*Source: BLS



FACTORS **LIMITING** TALENT POOL:

- Skill mismatch (workers not trained for locally available jobs)
- Geographic mismatch (workers unwilling or unable to relocate)
- Discouraged workers who left the labor force during the "Great Recession"
- Prescription drug addiction

FACTORS **ADDING** TO TALENT POOL:

- Wages and benefits
- Sidelined workers returning to the labor force
- On-the-job training (workers are typically willing to train and learn new skills)
- Employee referral bonuses
- Lessening restrictions on job-seekers with criminal records (nearly 30% of American adults)
- Incorporating job training as part of rehabilitation for addicts and prisoners





Good to know:

75% OF ACTIVE JOB SEEKERS ARE VOLUNTARILY LOOKING FOR A NEW JOB AND CAN AFFORD TO BE SELECTIVE.
32% BEGIN A JOB SEARCH TO FIND BETTER PAY AND/OR BENEFITS.

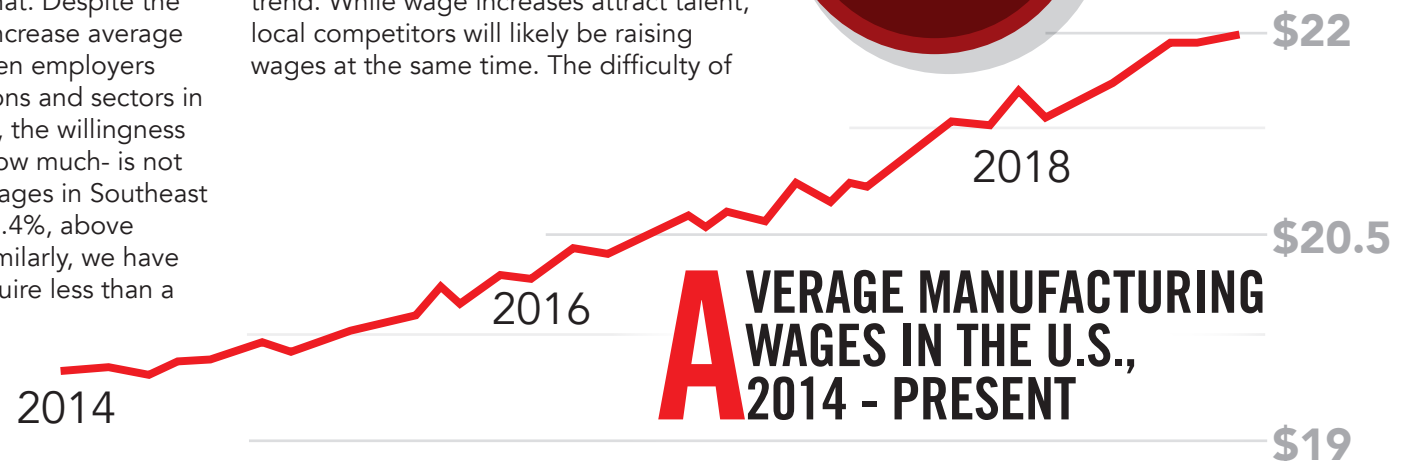
THE WAGES GAME: EMPLOYERS HOLD-THE-LINE, BUT JOB SEEKERS HOLD THE CHIPS

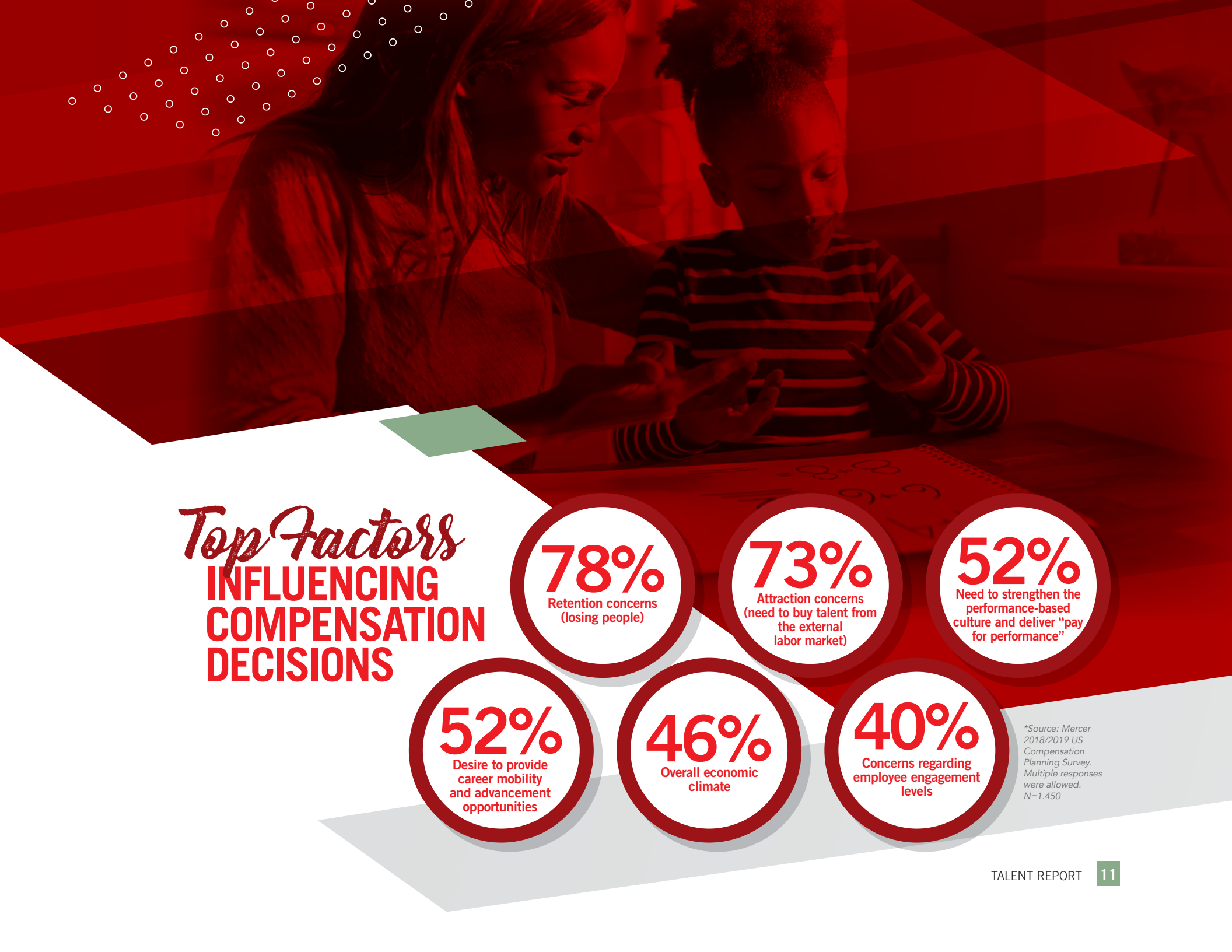
Employers in many sectors are still reluctant to raise wages across the board. A report by the Federal Reserve ("The Beige Book") states that many of the country's manufacturers are adopting a hold-the-line approach. However, it's a job-seekers market, they know their advantage, and are not afraid to bargain. In our view, employers wanting to snag the best talent and remain competitive will have to offer a higher hourly wage or salary. It's as simple as that. Despite the modest national wage increase average for last year, we have seen employers raising wages in all regions and sectors in which we staff. However, the willingness to raise wages and by how much- is not uniform. For instance, wages in Southeast Michigan increased by 3.4%, above the national average. Similarly, we have seen some jobs that require less than a

bachelor's degree skyrocket by as much as 10%. This aligns with research conducted by the Conference Board, which found that employers are having a harder time than ever filling blue-collar roles when compared to white-collar roles. So will raising wages help solve your talent shortage problem? It certainly helps. We have found that for employers who have raised wages, the situation has generally improved. Entry-level manufacturing is one area, in particular, we have seen this trend. While wage increases attract talent, local competitors will likely be raising wages at the same time. The difficulty of

attracting talent in these sectors without raising pay is pronounced, and we predict these employers will find it increasingly difficult without offering better pay.

WE WILL DO A
COMPLIMENTARY
WAGE STUDY FOR
YOUR COMPANY!
CONTACT US AT
Q-STAFFING.COM





Top Factors INFLUENCING COMPENSATION DECISIONS

78%

Retention concerns
(losing people)

73%

Attraction concerns
(need to buy talent from
the external
labor market)

52%

Need to strengthen the
performance-based
culture and deliver “pay
for performance”

52%

Desire to provide
career mobility
and advancement
opportunities

46%

Overall economic
climate

40%

Concerns regarding
employee engagement
levels

*Source: Mercer
2018/2019 US
Compensation
Planning Survey.
Multiple responses
were allowed.
N=1,450



Working with **HUNDREDS OF EMPLOYERS ACROSS THE COUNTRY, WE HAVE OBSERVED THESE WAGE TRENDS**

- Employers in manufacturing and assembly have been the most willing to increase wages, but there are still stragglers.
- Employers looking to fill office and admin positions have been somewhat reluctant to raise wages and struggle to fill open roles.
- Employers who have increased their wages have gained the upper hand in attracting and retaining talent.
- Employers who have not been willing to consider wage increases struggle to attract candidates and experience high turnover.

In the news...

Walmart recently announced it was expanding its truck driver fleet and raising the pay. By a lot. According to the company, their truck drivers will earn \$90,000 in 2019. According to the U.S. Department of Labor, the median annual pay for heavy and tractor-trailer truck drivers in 2018 was \$43,680



Good to know:

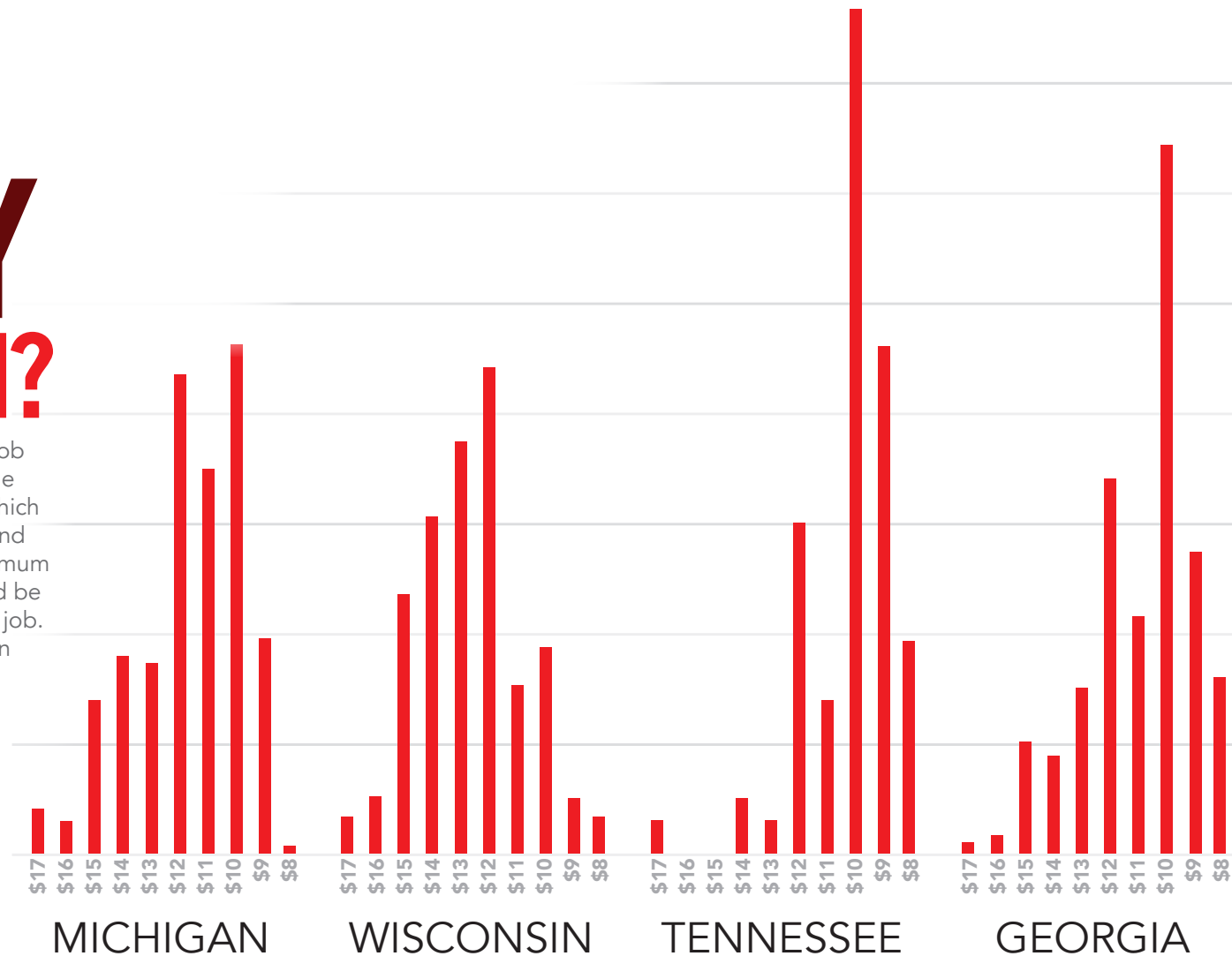
JOB SEEKERS RANK SALARY AS THE MOST IMPORTANT FACTOR WHEN SEARCHING FOR A NEW JOB. NEARLY ONE-THIRD (31%) FOCUS ON SALARY ABOVE OTHER ASPECTS OF A JOB OFFER.

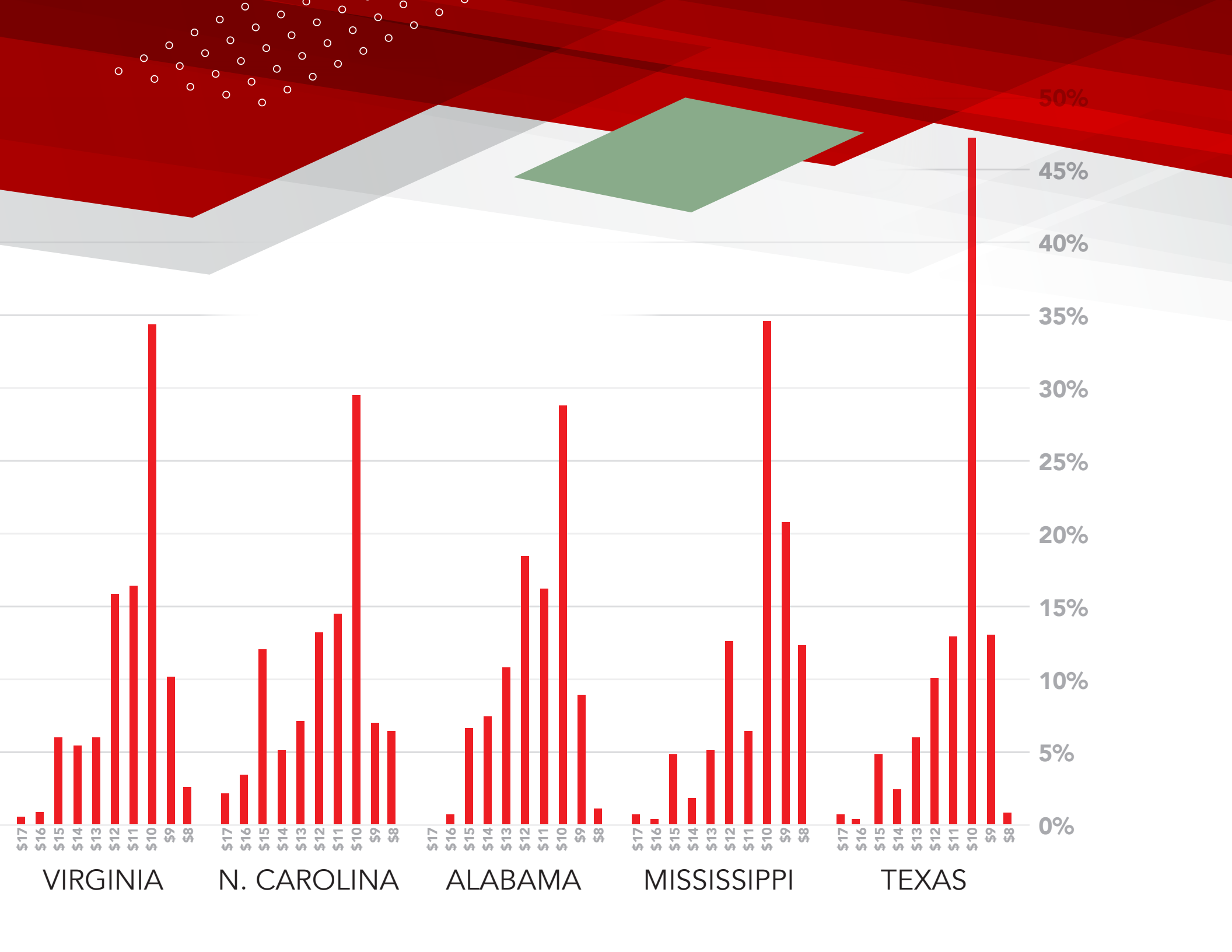
If your wages fall into the bottom 10th percentile, your talent pool is reduced to 1.3% of the workforce

<i>WAGE PERCENTILE</i>	<i>% OF TALENT POOL</i>
25 TH PERCENTILE	2.35%
50 TH PERCENTILE	19%
75 TH PERCENTILE	56%
90 TH PERCENTILE	67%

HOW MUCH MONEY IS ENOUGH?

We surveyed job seekers in the regions in which we staff to find out the minimum hourly wage workers would be willing to accept for a new job. Here are the results, broken down by state.







CASH IS KING

but not EVERYTHING

In this competitive labor climate, higher wages are not the only chip on the bargaining table. More and more workers are getting specific about non-wage benefits. This might include health care, paid time off, tuition assistance, flexible hours, and the ability to work remotely. Federal Reserve research indicates that more employers in every region of the US are offering more non-wage benefits as part of employment packages. Half of districts in the country reported raises in the form of bonuses, relocation assistance, vacation time, and flexible work arrangements.

We also see a trend in enhanced non-wage benefits. Similar to wages, the trend is not uniform by region or sector. In administrative roles we find the most

important non-wage benefits are flex-time and the ability to work remotely. In the manufacturing sector, job-seekers still prefer a higher wage to more benefits, but we see employers increasingly incorporating perks and extras in job packages for new hires.

POPULAR NON-WAGE BENEFITS WE SEE BEING OFFERED IN QUALIFIED STAFFING REGIONS

- Bonuses for picking up extra shifts, working weekends, and having perfect attendance.
- Paid breaks, uniforms provided, shoe allowance
- Flexibility for administration roles, offering part-time/full-time option. Flexible hours desired by more candidates.
- Flex time and ability to work remote.

Good to know:

AMONG THOSE SEEKING A NEW JOB, FLEXIBILITY IS SLIGHTLY MORE APPEALING THAN TRADITIONAL BENEFITS SUCH AS HEALTH INSURANCE. OVERALL, **11% OF JOB SEEKERS SAY FLEXIBILITY IS THE MOST IMPORTANT ELEMENT OF A JOB OFFER.**

non-wage BENEFITS NATIONWIDE, DECEMBER 2018 (BLS)



BENEFITS AS PERCENT OF TOTAL HOURLY COMPENSATION COSTS:



AS GOOGLE GOES, SO GOES THE NATION?

Google recently announced that by 2022, benefits such as paid leave and healthcare would be offered to their temporary and contract workers. The company will also make it mandatory that outside companies doing business with Google provide healthcare, a \$15 minimum wage, 12 weeks of paid parental leave, a minimum of eight days sick leave, and \$5,000 per year tuition reimbursement to their temporary and contract employees.

With more options out there for workers, more temporary and contract worker arrangements are being reassessed to align more closely with what is offered to full-time employees. Both Uber and Lyft recently filed for IPO's to take their ride-sharing companies public, and both are known for their disputes with the thousands of drivers, all of which are classified as independent contractors. In their public disclosure statements, both listed the prospect of having to define their drivers as full time employees as presenting a risk to future profitability.

KEEPING EMPLOYEES *Means* KEEPING THEM ENGAGED

1

FEEDBACK

Today's worker craves feedback. Studies show that meeting with management regularly drastically improves engagement. A once-a-year performance review and rating won't cut it. Providing more frequent and targeted feedback- such as regular one-on-one sessions with line managers, can do wonders for worker satisfaction.

2

GROWTH

People often leave jobs not because they want to be "job hoppers," but because they don't feel they have training and growth opportunities. Growth depends on workers having the proper tools within the organization to both enhance their current skills and job performance, and have a basis for future self-improvement.



3

PURPOSE

Workers want to matter and to be part of something bigger than themselves, both at work and socially. A worker should be able to not only explain how they go about their job, but WHY they do it. Their daily tasks and responsibilities should be part of a larger mission.

4

ENGAGEMENT

According to Gallup, only 29% are actively engaged at work. Employers must face the reality that improving employee engagement is a must. Engaged employees are more productive, more profitable, happier, and less likely to jump ship.

We Recommend:

EMPLOYEE RECOGNITION, ATTENDANCE INCENTIVES, SHIFT PREMIUMS, SAFETY CONTESTS, PROMOTE FROM WITHIN WHERE POSSIBLE, HOLIDAY EVENTS, TEAM BUILDING ACTIVITIES, SMOKING CESSATION PROGRAMS

EMPLOYEE VALUES THE KEY TO RETENTION? UNDERSTANDING YOUR EMPLOYEE

If we asked you to name your best employee and answer the question, Is he or she happy and satisfied with their job? How would you answer? Your knee-jerk reaction might be "Yes! So-and-so couldn't be happier. They come to work on time, never lack a smile, and do the job 110%. What more could they want?" The truth might be: a lot. In fact, a worker who is happy on the surface may be secretly pining for something more. It's like that time your star employee surprised you with a two week notice. Maybe you even gave them a counter-offer and they still left. If so, you might have an employee engagement problem. Sure, your workers may seem engaged to you, but that doesn't mean they feel engaged, connected, part of the team, or that the company's goals are their goals, too. If employee engagement seems like a "soft" problem compared to wages and benefits, consider the cost of losing an employee and finding another.

HOW MUCH IS HIRING AND EMPLOYEE TURN-OVER COSTING YOU?

According to the Society for Human Resource Management, the average cost to hire an employee is \$4,129, with around 42 days to fill a position. According to Glassdoor, the average company in the United States spends about \$4,000 to hire a new employee, taking up to 52 days to fill a position.

Cost of turn-over estimates vary. The cost of an entry-level position turning over can be between 30 and 50 percent of salary; mid-level at 125 percent of salary; and senior executive over 200 percent of salary.

THE MAIN COSTS IN EMPLOYEE TURNOVER INCLUDE:

HIRING COSTS – job postings, reviewing resumes, screening applicants, interviews

HR COSTS – exit interviews, processing of termination, removal from payroll and benefits, etc.

COVERING THE OPEN POSITION – overtime costs and/or lost production

TRAINING OF NEW EMPLOYEES – time spent by asking supervision questions, lower initial production

TOP REASONS WHY EMPLOYEES LEAVE THEIR JOBS

1 LACK OF MANAGEMENT RECOGNITION OF JOB PERFORMANCE

2 LACK OF CONTRIBUTION OF THEIR WORK TO THE ORGANIZATION'S BUSINESS GOALS

3 BORED AND UNCHALLENGED BY THE WORK ITSELF

4 RELATIONSHIPS WITH COWORKERS



Good to know:
NEARLY 1 IN 5 JOB SEEKERS
(18%) WANT MORE
PROFESSIONAL DEVELOPMENT
OPPORTUNITIES IN A NEW ROLE.

DON'T ASSUME ENGAGEMENT

THIS IS A TRUE STORY, BUT THE NAMES HAVE BEEN CHANGED.

John was the boss' "right hand man" and a "top producer." He was part of a small team that had a big role in the company. Here and there, his teammates would leave for greener pastures, and John was always the first person to knock on his supervisor's door, offering to fill the gaps until a replacement could be found. He learned a lot and became indispensable. John told himself and others that he never wanted to leave. And when the time came for his boss to be promoted, John got her old job. No interview. No questions asked. It was simply assumed that he was the man for the job. Two years later and to the shock of most of the company, John submitted his resignation.

On paper, John should have been a lifer. But over time, John's engagement was taken for granted. After all, he worked hard, loved to joke and laugh, and made friends with most people in the company. But in reality, he began growing less engaged not long after his promotion. He could no longer see what was next for him, and nobody took the time to help him plot out his future at the company. His job became mundane. Where he used to find continual growth opportunities, he only could see stagnation and long hours with no sign of future return.

He wanted to talk about it, but didn't feel as though he could. After all, he'd been given so much opportunity in the past.

Bringing all this up now would only make

him seem ungrateful. So he quietly began his job search. He found a job in a new industry where he could learn and grow with a significant pay increase. His current company considered a counter-offer, but that almost seemed insulting. If they really believed John was worth paying more to keep, shouldn't they have paid him accordingly all along?

The biggest kicker of all? John loved the company and the people he worked with. He considered his team family and shed few tears with them on his last day. He didn't truly want to leave. But he also felt as though he couldn't stay under the circumstances.

WHAT WOULD HAVE MADE THE DIFFERENCE?

1 | REGULAR, OPEN COMMUNICATION WITHOUT FEAR OF RETRIBUTION

Half of John's battle was the fact that he'd gone above and beyond for so long that it became the expectation. That was okay until there was no longer a promise of future reward for this activity. Before, when he put in long hours and worked weekends, he knew he was setting himself up for future gains. Now, he was expected to keep up the breakneck pace without

any real hope of advancement. He was burning out, but he didn't feel that talking about it with his boss would be well received.

2 | GROWTH AND LEARNING OPPORTUNITIES

A planned career path to help him see what was next and how to get there.


3 | MONEY
Pay increases or bonuses after good performance reviews.

4 | RECOGNITION
Recognition for achievements and dedication to the company's goals.

A black and white photograph of a middle-aged man with a beard and glasses, wearing a white t-shirt and overalls, working on a car engine. He is holding a tablet computer in his gloved hands. The background is a workshop setting. A large red graphic element with a dotted pattern is in the top right corner.

On-the-job **TRAINING AND APPRENTICESHIPS GROWING**

A recent American Staffing Association survey revealed that a majority of American adults see apprenticeships as a better path to a full-time job than a traditional four-year-degree. This follows the trend of many Millennials forgoing college in order to enter the workforce directly after high-school. Apprenticeships are not just for trade professions. Industries as diverse cybersecurity, food, engineering, healthcare, and insurance, among others, are developing new and novel on-the-job training programs to attract potential workers and deal with the skilled labor shortage. Many of these programs are a combination of classroom learning



and on-the-job training. The Trump administration is also actively promoting apprenticeships. For companies considering using this option to develop their talent pipeline, the Department of Labor (DOL) offers a planning toolkit on their website.

In working with job candidates in our regions, we have found that while many workers are unwilling or unable to relocate for a job, they are willing to learn new skills in order to fill a job role. On the other hand, many employers would rather hire someone with the right experience or not hire at all. For companies open to on-the-job training programs, they open themselves to a larger talent pool.

TRAINING RED FLAGS:

- Employers with less than 100 employees offer an average of 24 minutes of management training per year.
- 74% of workers believe lack of training prevents them from realizing their full work potential.
- Studies show that training opportunities influence up to 70% of decisions regarding whether or not to stay at a company.

Sources: US Bureau of Labor Statistics, Middlesex University for Work Based Learning

THE YOUNG AND THE RESTLESS: WHAT TO MAKE OF MILLENNIALS AND GEN Z

The work landscape is evolving as more Baby Boomers retire and are replaced with Millennials and Gen Z (those born between 1981 and the mid-2000's). Millennials are holding off on starting families, opening up a longer window of personal freedom. The stigma is that this new crop of young workers is less patient, less satisfied, more idealistic, and more demanding than the prior generations. They want a purpose, not just a paycheck.

So what must employers know in order to attract and retain the best young talent? With no shortage of opportunities out there, young workers can better match their day-job with their personal interests and desires, as well as hold out for better offers. Employers stuck to a traditional recruiting approach may have to consider new strategies. If a company sees work-life balance as detrimental to the bottom line, they may have some trouble. Employers who work with young employees to strike a balance between new-age values and

age-old tradition will be better poised to build better teams. The reality is that most young workers are not asking companies to create a video game arcade and amusement park out of the workplace. In fact, the majority of workers want a solid foundation upon which to learn and grow. This means mentorship, growth opportunities, and flexibility.






Millennial Stats

Did you know Millennial turnover costs the U.S. economy an estimated \$30.5 billion annually? That said, it comes as no surprise that when asked what the “right” amount of time is to stay in a single job role, about two-thirds of Millennials said less than two years, and one quarter said less than 12 months. It’s estimated as many as 84% of Millennials would be classified as not engaged in their workplace. Does this spell doom and gloom for employers? Not necessarily. Let’s take a look at what else Millennials are telling us:

- 44% of Millennials say they are more likely to be engaged when their manager holds regular meetings with them. However only 21% meet with their manager on a weekly basis.
- Millennials, who say they have a great workplace, are 59 times more likely to strongly endorse their company to friends and family.
- Employers whose managers show sincere interest in Millennials as people are eight times as agile and see a seven-fold increase in innovation.
- Millennials, who believe their company has a high-trust culture, are more than 22 times more likely to want to work there for a long time.



Sources: Gallup, Deloitte, Gartner, Manpower Group Research, Great Place to Work Research .



UNDERSTANDING THE GENERATIONS

BABY BOOMERS 1946-1964

Prefer face-to-face and telephone communication

Willing to learn new things, but not as tech oriented.

Willing to work long hours. Work is their identity.

GENERATION X 1965-1980

Email and/or voicemail is preferred.

Have adapted to many tech advancements in their working years.

Thrive on getting results at work.

MILLENNIALS 1981-1996

Prefer text and email communication.

First generation to grow up with the internet.

Crave feedback. Need to know they're headed in the right direction at work.

GEN Z 1997-2012

Social media is a main source of communication. Face-to-face skills are lacking.

Smart phones essential to daily life.

Validation through social media. Use social media to drive change.



AUTOMATION IN HIRING AND *Job-Seeking*

LABOR SHORTAGE AND AUTOMATION

In the area of workforce development, employers are turning more and more to automation. This trend is not only to save costs over the long term, but to make up for a lack of qualified talent. Employers who never before considered automation are now taking a second look. Manufacturing processes that require human input will be modernized and lead to increased worker safety. According to research by the Brookings Institute, between 42-48% of the nation's jobs could feasibly be performed by automation. The Midwest and South regions have the most jobs that have the potential for automation.

THE FUTURE OF JOB SEEKING COULD BE...

A study by the LaSalle Network says that among 5,000 professionals the staffing firm surveyed, the top three ways job seekers are looking for employment are online with job boards (like LinkedIn, Indeed and Glassdoor), recruiters, and networking. While traditional methods still dominate, newer methods involving Artificial Intelligence (AI) technology are emerging. AI is promising to change the way job seekers look for jobs, and the way companies sort through resumes and applicants to find the best one for open slots. Start-ups in this space are writing complex algorithms that can help people match their interests and strengths to available job listings. On the other end, AI is giving employers the ability to sort through resumes in much more in-depth and intelligent ways, separating the wheat from the chaff.



ONLINE *Reputation* & SOCIAL MEDIA

YOUR ONLINE REPUTATION MATTERS

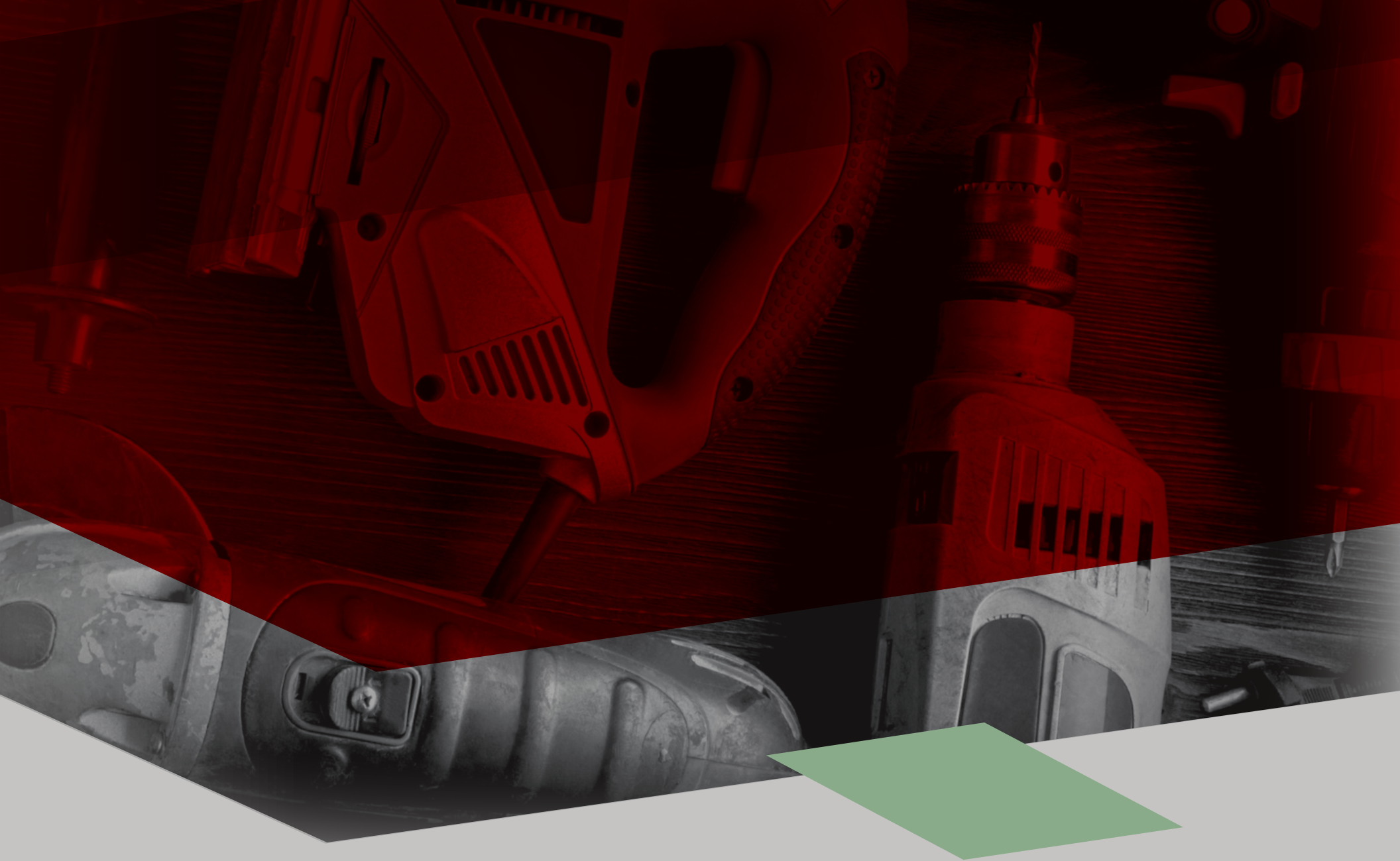
For many years, job seekers were told that employers were increasingly looking at their online presence as a filtering mechanism to deny candidates a job. Pictures on your Facebook with a beer in one hand and a cigarette in the other? Better scrub it. Now the script has flipped, and it is the employers who have to worry about their online reputations. A recent CareerArc poll found that only 1 in 5 job seekers would apply to a company with a bad online reputation (i.e. a one or two star rating). Employer review websites such as Glassdoor, which allow current and former employees to anonymously rate and comment on their work experiences, are consequential when future applicants decide whether or not to work for a company.

SOCIAL MEDIA IN THE WORKPLACE: BAN IT OR EMBRACE IT?

Social media gets a bad rap for being the ultimate workplace distraction and procrastination tool. This is why more than half of US companies ban its use in the workplace. However, research shows there can actually be some benefits to social media. A Harvard Business Review study found that 82% of employees think that social media can improve work relationships and 60% believe social media support decision-making processes. Because of this, a majority of workers connect with colleagues on social media, even during work hours.

2019 FEDERAL AND STATES *Legal Outlook*

Employers need to keep their eye on national and state laws that impact hiring and employment. Sometimes it can seem daunting to sort it all out. At the federal level, nothing groundbreaking related to hiring and employment passed Congress in 2018. The laws and regulations that will matter most to employers are typically at the state and local level. While each state and locality will differ, new laws often follow a domino effect. That's why it's important to not only look at current laws in your state, but to other states as clues as to what the future trends could be. State and municipal laws that are "trending" include those related to diversity, pay equality, pay transparency, minimum-wage, and sick leave or family time.





LEGAL TRENDS

STATE

- In 2019, 14 states have increased their minimum wage, ranging from \$8.55 per hour in Ohio to \$12 per hour in Massachusetts. Some Qualified regions are included in the seven states that have no minimum-wage law or a minimum wage below the federal minimum wage: Alabama, Georgia, Mississippi, and Tennessee. In these states, the federal minimum wage applies.
- State and municipal laws requiring for paid sick time or family leave are getting stricter. Before, only businesses with 50 or more employees were subject to regulations, but now smaller companies are often required to provide it.
- The trend towards marijuana legalization is causing some employers to reconsider their use of marijuana testing in hiring and firing. Some states have legalized only medical use, others have legalized recreational use, while remaining states are considering similar measures. Marijuana remains illegal at the federal level.

FEDERAL

- The Fair Labor Standards Act has been amended to prohibit employers from keeping any portion of an employee's tips.
- The 2017 tax cut eliminated some important deductions- employer paid relocation expenses, employer paid transportation fringe benefits, business deduction for entertainment expense, and business expense deduction for NDA's in connection with sexual harassment claims.
- The debate between worker classification will continue. New legislation, regulatory requirements, and lawsuits could force employers that rely heavily on "independent contractors" to formally classify full-time workers as employees.
- Employers can also expect increased U.S. Immigration and Customs Enforcement activity and U.S. Citizenship and Immigration Services (USCIS) policy initiatives.





2019 LAWS IN QUALIFIED STAFFING *Regions*

NORTH

- Racine, Wisconsin adopted a new ordinance that expands the city's anti-discrimination ordinance to include gender identity. The ordinance also provides definitions for terms such as "gay," "gender identity," and "LGBTQ" to better protect those groups against discrimination in the city.
- Ongoing fight between Wisconsin governor and legislature over minimum wage (at the time of this writing)
- Since April 2018, Wisconsin local governments may not prohibit employers from soliciting the salary history of prospective employees.

MIDWEST

- The Michigan Paid Medical Leave Act requires all private employers with one or more employees to provide paid sick and safe leave. Also in Michigan, The Improved Workforce Opportunity Wage Act raises the minimum wage in yearly steps until January 1, 2023, and each subsequent January 1, when the minimum wage is increased based on inflation. These laws may be subject to amendment during the ongoing legislative session.
- Since June 2018, Michigan has prohibited salary history bans in the state. Local governments may not regulate the information that employers must request, require, or exclude on an application for employment or during the interview process.

MID-ATLANTIC

- Effective April 2, 2019, State agencies in Virginia may not request pay history information from applicants and may not rely upon previously obtained prior salary information in setting pay.

SOUTH

- Effective Feb 18, 2019, the city of Atlanta will not ask for salary history on its employment applications, in verbal interviews or in employment screenings.

MARIJUANA SPECIFIC

JURISDICTIONS THAT ALLOW RECREATIONAL AND MEDICAL MARIJUANA USE: Alaska, California, Colorado, the District of Columbia, Maine, Massachusetts, Michigan, Nevada, Oregon, Washington, and Vermont.

STATES THAT ALLOW MEDICAL MARIJUANA: Arizona, Arkansas, Connecticut, Delaware, Florida, Hawaii, Illinois, Louisiana, Missouri, Montana, Maryland, Minnesota, New Jersey, New York, New Hampshire, New Mexico, North Dakota, Oklahoma, Ohio, Pennsylvania, Rhode Island, and West Virginia.

STATES THAT ALLOW CBD/LOW-THC MEDICAL USE: Alabama, Georgia, Indiana, Iowa, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee, Texas, Virginia, Wisconsin, and Wyoming.

STATES THAT BAN RECREATIONAL OR MEDICAL ACCESS TO MARIJUANA PRODUCTS IN ANY FORM: Idaho, Kansas, Nebraska, and South Dakota.

FEDERAL LAW DOES NOT PROTECT MEDICAL MARIJUANA USERS WHO TEST POSITIVE IN THE WORKPLACE, BUT SOME STATE LAWS DO. Arizona, Arkansas, Connecticut, Delaware, Illinois, Maine, Minnesota, Oklahoma, Pennsylvania, Rhode Island, and West Virginia.

OTHER STATES IMPOSE RESTRICTIONS ON AN EMPLOYER'S ABILITY TO RESCIND A JOB OFFER OR TERMINATE EMPLOYMENT FOR A POSITIVE MARIJUANA TEST, INCLUDING Nevada, New York, and Massachusetts.



QUALIFIED
STAFFING

WE GO TO WORK FOR YOU.®

Our MISSION

Our mission is to empower people to be successful by placing them in the right position with the right client. We do this every day, relentlessly, by building trusted relationships with our employees and clients. When people succeed, families and communities thrive.

Why Qualified Staffing? **NATIONAL FOOTPRINT & RESOURCES**

- OVER 30 LOCATIONS
- DOZENS OF ONSITES
- WE CAN BE ANYWHERE YOU ARE
- LOCAL DECISION MAKING





WE ARE TRUE STAFFING EXPERTS.

- Our managers have an average of 10 years experience, OSHA and American Staffing Association certifications.

OUR CLIENTS STAY WITH US.

- Many of our clients have been with us for more than 10 years.

WE OFFER TRUE EMPLOYEE BENEFITS.

- We offer our employees the same benefits as our company president. This is virtually unheard of in the staffing industry.

WE HAVE SAFETY AND RETURN TO WORK PROGRAMS.

- We have programs in place to reduce worker injuries and time off.

WE ARE LOCALLY FOCUSED WITH NATIONAL RESOURCES.

- We have the flexibility of a local branch with the resources of a national company. We have 30 offices across nine states.

OUR CORE *Values*

**BE HONEST. ■
BE COMMITTED
TO EXCELLENCE. ■
BE THE SOLUTION. ■
BE A TEAM PLAYER. ■
BE CONSIDERATE. ■**