



# Global Talent Market Quarterly

FOURTH QUARTER | 2011

**KELLY**

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# Global Economic Situation

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## GLOBAL ECONOMIC BRIEFING

The global economy looks to be on a moderate growth path in the last part of 2011. Future growth expectations are dependent upon an increase in consumer and business confidence, and an easing in fiscal and political discord in key markets including the US and Eurozone.

### AMERICAS

**Economic growth is expected to be sluggish but positive in the U.S. through 2012, fueling moderate economic activity in the region.**

#### Canada

After a mid-year lull, the Canadian economy is seeing positive momentum in the second half of 2011, boosted by strength in manufacturing. Slower growth is forecast for 2012.

#### U.S.

The economy has struggled to maintain its upward trajectory, but forecasts indicate modest growth in the second half of 2011. Political disagreements and global uncertainty continue to undermine the nation's growth prospects.

#### Latin America

Decelerating demand for exports will keep economic growth in check in 2012. Despite the slowdown, regional growth will remain in a healthy 3-4% range in the short term.

### EMEA

**Growth will be muted across EMEA as uncertainty over fiscal policies, social tensions, and structural issues continues.**

#### Eurozone

Despite an agreement on the debt crisis, economic uncertainty persists. In addition, weak consumer spending and tighter fiscal policies across the region are contributing to sub-1% growth forecasts and the risk of recession into 2012.

#### U.K.

The economy will continue to struggle in late 2011 due to high inflation, ongoing austerity measures, and regional slowdown concerns. Modest growth is expected in 2012.

#### Central and Eastern Europe

Economic activity is slowing in response to weaker global and Eurozone demand, but growth rates will remain among the strongest in the EMEA region in 2012.

#### Middle East and North Africa

Continued political and social turmoil is dampening growth in some markets, but oil exporting countries will continue to see strong economic activity in 2012.

### APAC

**The region's economies have rebounded from natural disasters in early 2011. Weakening export demand is a mounting concern.**

#### Japan

Post-earthquake reconstruction continues to drive growth in the second half of 2011, but as public spending tapers off in 2012, private consumption is expected to sustain the economy's momentum.

#### China

Slowing but still robust growth in the range of 8-9% is expected to continue in 2012. Potential weakness in export demand from advanced markets poses the biggest risk to China's economic health.

#### India

Despite rising inflation and a slowdown in the industrial sector, service sector resilience will keep growth rates near 8% in 2012.

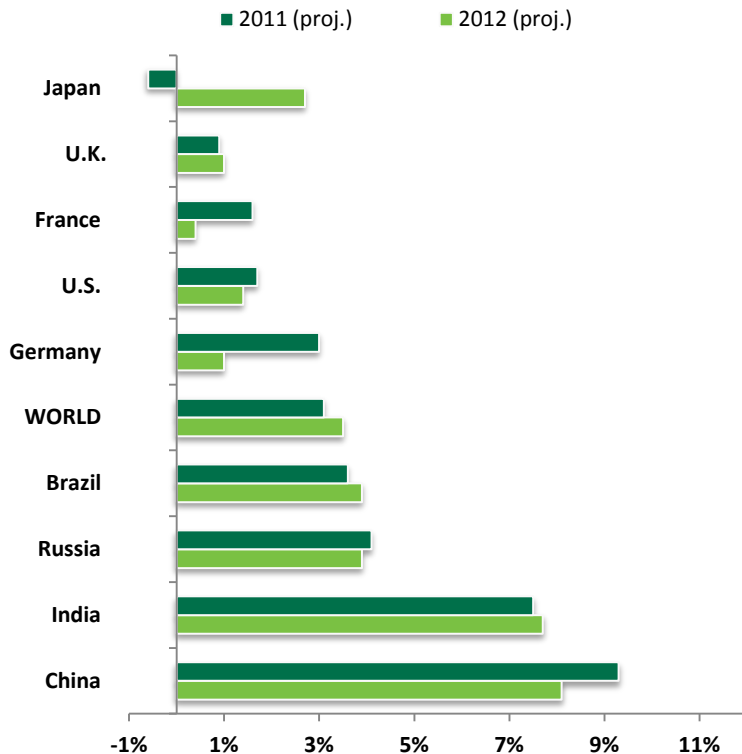
#### Australia

Modest economic activity is expected for the balance of 2011. The booming natural resources and mining sector will drive higher growth in 2012.

**ECONOMIC OUTLOOK**

Economic performance remains very uneven, with strong growth in emerging markets and weakness in the advanced economies, particularly the U.S. and Europe. A slight acceleration is expected in H2 2011 and in 2012 but ongoing downside risks make the growth outlook uncertain.

**Real GDP Growth Rates (% Change)**



**Real GDP Growth Rates (% Change) Select Markets**

Country/ Region	2010 (est.)	2011 (proj.)	2012 (proj.)
<b>AMERICAS</b>			
Brazil	7.5%	3.6%	3.9%
Canada	3.2%	2.2%	1.9%
U.S.	3.0%	1.7%	1.4%
<b>EMEA</b>			
France	1.4%	1.6%	0.4%
Germany	3.6%	3.0%	1.0%
Italy	1.2%	0.6%	-0.2%
Russia	4.0%	4.1%	3.9%
U.K.	1.8%	0.9%	1.0%
Eurozone	1.7%	1.6%	0.3%
<b>APAC</b>			
Australia	2.7%	1.7%	3.2%
China	10.3%	9.3%	8.1%
India	8.8%	7.5%	7.7%
Japan	4.0%	-0.6%	2.7%
APAC	7.0%	4.7%	6.0%
WORLD	4.2%	3.1%	3.5%

Source: IHS Global Insight –Country Intelligence Reports (October 2011)

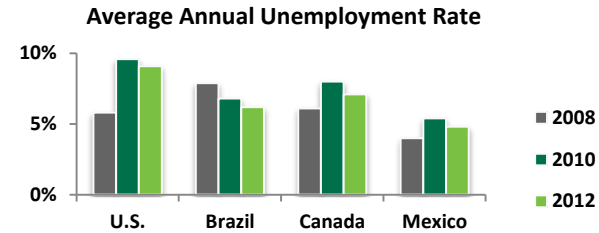


# Global Labor Market Update

FOURTH QUARTER | 2011

**GLOBAL LABOR MARKET UPDATE: AMERICAS**

U.S. employment gains remain moderate as global economic uncertainty continues to impact employer confidence; other regional labor markets such as Brazil and Canada show more resiliency.



**UNITED STATES**

Hiring continues on a subdued pace into the last half of 2011, as private company job creation makes up for public sector losses. While the latest labor market news is positive, hiring is likely to remain muted until the global economic picture becomes less uncertain.

Despite persistently high unemployment, U.S. firms still report difficulties in attracting and retaining top talent. Some employers are partnering with universities or the military to find qualified candidates, while others are focusing more effort on social media and technology-based recruiting tools.

**BRAZIL**

Brazil continues to see record low unemployment rates (at 6% for three straight months) and steady job creation. The tight labor market is also driving salary increases. Average earnings for Brazilian workers were up 0.5% month-over-month and 3.2% year-over-year in August.

While the labor market remains strong, increasing foreign competition has caused a lull in the country's industrial sector. The Brazilian government has launched a program called "A Bigger Brazil" that is intended to protect and promote its domestic industry.

**CANADA**

Canadian job creation exceeded expectations in September as the unemployment rate fell to a three-year low. Much of the employment growth during the month came in the public sector, particularly in education; rising self-employment also accounted for a significant portion of the country's job increases.

The oil and gas industry is expected to lead the nation in job growth over the next 20 years. Direct and indirect employment as a result of new oil sands investments is expected to grow from 75,000 jobs in 2010 to over 900,000 jobs in 2035.

**MEXICO**

Mexico's unemployment rate rose in August, and remains higher than before the economic crisis despite increases in formal private sector job creation. The underemployment rate, or people who reported having work but wanting more, also jumped in August.

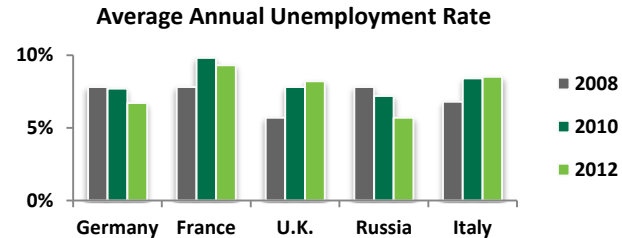
A bright spot in the Mexican economy has been the automotive sector. In the first nine months of 2011, auto production was up 15% over the prior year, and output remains on a record pace for the full year.

*"Canada's oil sands continue to create significant long-term, well-paid, skilled jobs. One of our industry's most pressing issues is in fact a lack of skilled people to fill the jobs we have today and foresee in the future."  
 — Dave Collyer, President, Canadian Association of Petroleum Producers*

Sources: IHS Global Insight –Country Intelligence Reports (October 2011); Mexico's August Unemployment 5.8% Vs 5.4% Year Ago, Wall Street Journal, 09.23.11; Brazil's Aug Unemployment Rate 6%, Flat Vs Jul, AE Brazil Newswire, 09.22.11; Lag in Industrial Sector Slows Brazil's Job Growth, BusinessWeek, 10.18.11; Mexican auto output up 14% from September 2010, MarketWatch, 10.12.11; Canada Talent Market Snapshot, Marketing Information, 10.11; Oil sands a Canadian job creator, CAPP, 09.22.11; Feeling the pinch, Calgary Herald, 10.15.11; US Talent Market Monthly, October 2011; Problems -- and Solutions: We asked HR executives: What's your biggest challenge? Wall Street Journal, 10.24.11

**GLOBAL LABOR MARKET UPDATE: EMEA**

The debt crisis and other factors are putting a damper on economic and labor market growth across much of the EMEA region. Austerity plans are limiting public sector employment, and firms remain hesitant to take on additional workers.



**GERMANY**

The German labor market continues to show robust performance despite indications of a global economic slowdown. Unemployment fell to a record low again in September 2011, while job vacancies continue to increase. The outlook calls for continued stable employment growth into 2012.

Wage growth has also been brisk in Germany, as companies are issuing raises and higher bonus payments, and further reducing the number of people in short-time work. The highest wage growth in Q2 2011 came from the manufacturing industry, where wages improved by 7.0%.

**FRANCE**

The labor market remains fragile, as economic uncertainty is keeping hiring levels soft. Unemployment hit 9.1% in the second quarter and is forecast to rise again, signifying the government’s target rate of 9% unemployment by the end of 2011 will not be met.

According to France's quarterly business survey, demand for manufactured goods weakened sharply during the third quarter. Demand is also expected to contract in the fourth quarter of the year, giving rise to new worries about the short-term strength of the French economy and labor market.

**UNITED KINGDOM**

The UK labor market shows continuing weakness, as austerity measures are causing large job losses in the public sector, while concerns over the European debt crisis and slowing global growth have kept private company hiring in check.

Young people have been among the most severely affected by the slowdown in the UK labor market. Unemployment in the age 16-24 group is approaching 1 million, or more than 21%, and concern is growing that many youths will be out of work for an extended period given the persistently weak economy.

**RUSSIA**

The unemployment rate continues to recover quickly, falling to 6.1% in August compared to an average rate of 7.5% in Q1 2011. The Russian government expects the unemployment rate to drop below 6% through 2014.

Russian workers’ mobility has increased following the recession, as more employees relocate to pursue better jobs, higher pay, and improved living conditions.

**ITALY**

Italy’s unemployment rate is stable at around 8%. To help boost employment, the government pledged to ease hiring and firing rules as part of an austerity plan announced in August 2011.

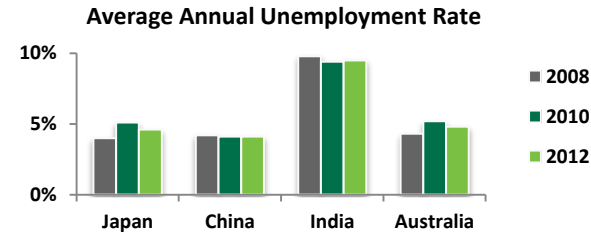
"Youth unemployment is like a dripping tap, costing tens of millions of pounds a week through benefits and lost productivity. And, just like a dripping tap, if we don't do something to fix it, it's likely to get much worse."

— Paul Brown, director of communications at UK youth charity The Prince's Trust

Sources: IHS Global Insight –Country Intelligence Reports (October 2011); Unemployment rate in Russia might drop to 5.8% by 2014, Russia & CIS Business and Financial Newswire, 09.22.11; White collar workers becoming more mobile, Moscow News, 10.19.11; Italy’s Jobless Rate Unchanged at 8 Percent as Economy Grows, Bloomberg, 08.31.11; U.K. Unemployment Hits 16-Year High, Wall Street Journal Europe, 10.13.11; Youth unemployment: The angry millions, The Independent, 10.11.11; France - Differing job creation forecasts for 2012, SIA Daily News, 10.07.11; German unemployment falls to record low in September, Agence France Presse, 09.29.11; Real wages in Germany grow 1.9% Y/Y in Q2, Frankfurter Allgemeine Zeitung, 09.22.11; French job picture dims, Wall Street Journal, 10.26.11

**GLOBAL LABOR MARKET UPDATE: APAC**

A slowdown in global demand has caused some moderation in the strong growth of APAC labor markets, but the region’s economies still show healthy job creation and an increasing trend towards recruiting foreign talent to address skilled labor shortages.



**CHINA**

The Chinese economy generated 9.9 million jobs in the first nine months of 2011, exceeding the government’s target of creating 9 million jobs for the year. The Chinese government will continue its efforts to boost employment by introducing favorable tax policies and providing financial support.

China’s largest-ever college graduating class, 6.6 million, hit the labor market in the summer of 2011. Concerns remain about the country’s ability to create enough high-quality positions to accommodate the growing number of educated workers.

**JAPAN**

Japan’s unemployment rate fell to 4.1%, hitting its lowest level in nearly three years, and job availability improved slightly in September 2011. The improved figures from September are particularly encouraging, as they are the first to include data from the regions hardest hit by the natural disaster in the spring.

Japanese companies are looking to alleviate a critical long-term challenge—a shrinking workforce—by hiring and promoting more women. Japanese women are also increasingly interested in job opportunities to help ease family economic concerns.

**INDIA**

Hiring activity is expected to moderate through the end of 2011, as global economic uncertainty is causing a slight slowdown in the country’s job market.

A growing number of foreign workers, primarily professionals from the US and Europe, are still looking to India for jobs. Hiring of expatriates has increased an estimated 15-20% in 2011. There are currently as many as 40,000 expat professionals working in various industries in India, particularly in the banking and financial services, automobile, pharmaceutical, energy and retail sectors.

**AUSTRALIA**

The labor market has cooled somewhat in 2011 in the wake of softer global and regional demand, but employment trends are stable and optimistic headed into 2012.

Skills shortages are growing throughout the Australian economy. In a survey of 300 Australian businesses, 61% of respondents reported skills shortages in 2011, up from 51% the previous year. Many firms say they prefer to train Australian employees in order to meet future skill needs, but some are sponsoring foreign workers in order to fill the gaps.

"There will be a heavy reliance on bringing people in from overseas. Even with the training of Australians, we have expectations that [importing foreign workers] will continue to grow."

— Karen Waller, Head of Migration, KPMG Australia

Sources: IHS Global Insight –Country Intelligence Reports (October 2011); Labour shortages grow by 10%, retirement of baby boomers a challenge for SMEs, SmartCompany.au, 10.10.11; India Inc’s hiring outlook for Oct-Dec quarter takes a beating, India Times, 10.14.11; Booming economy: India Inc expats’ hiring up 20% this year, India Times, 10.10.11; Japan Jobless Rate Falls to 4.3 Pct in Aug, Jiji Press, 09.29.11; Firms Turning to Women for Growth, Nikkei Report, 08.27.11; China exceeds employment target, Economic Times, 10.25.11; Amid China boom, job search for many grads goes bust, Reuters, 09.13.11; Japan’s jobless rate drops to lowest in three years, DPA, 10.28.11

## LEGISLATIVE UPDATE

A desire to boost domestic worker participation is driving employment legislation in Singapore and Saudi Arabia, while easing restrictions for employers is the impetus for changes to the labor code in Hungary and Spain. In the US, the “hot button” issue of classification of independent contractors illustrates the dichotomy between the desire for flexibility and the need for regulation.

### UNITED STATES

The IRS has launched a limited amnesty program that will enable employers to resolve past worker classification issues. In addition, proposed legislation would create stricter record-keeping requirements for companies that hire independent contractors.

### ARGENTINA

Effective September 2011, the minimum wage increased by 25%.

### SPAIN

The government is temporarily lifting the restrictions requiring employers to offer permanent positions to workers with two or more fixed-term contracts.

### HUNGARY

Reduced unemployment benefits and introduced employer-friendly amendments to the labor code, including looser provisions for overtime work and compensation, and more restrictions on vacation time and childcare leave.

### FRANCE

Employers with 50 or more employees must have a gender equality action plan or collective agreement in place by January 1, 2012.

### THAILAND

Reviewing plans to institute a national minimum wage. Currently there are more than 30 minimum wages that vary by city.

### SAUDI ARABIA

By the end of November 2011, employers must comply with laws that mandate quotas of Saudi workers or face punitive measures.

### RUSSIA

Government is considering plans to eliminate labor books, the mandatory method of employment documentation and benefit verification for all workers.

### INDIA

Approved a national manufacturing policy that aims to increase production capabilities, improve manufacturing infrastructure, and create 100 million additional jobs.

### CHINA

As of October 2011, foreign employees who work in China must enroll in the social insurance system.

### SINGAPORE

Tightening eligibility requirements for expatriates seeking professional employment visas as of January 2012.



# U.S. Labor Market Overview

FOURTH QUARTER | 2011

**U.S. EMPLOYMENT CONDITIONS**

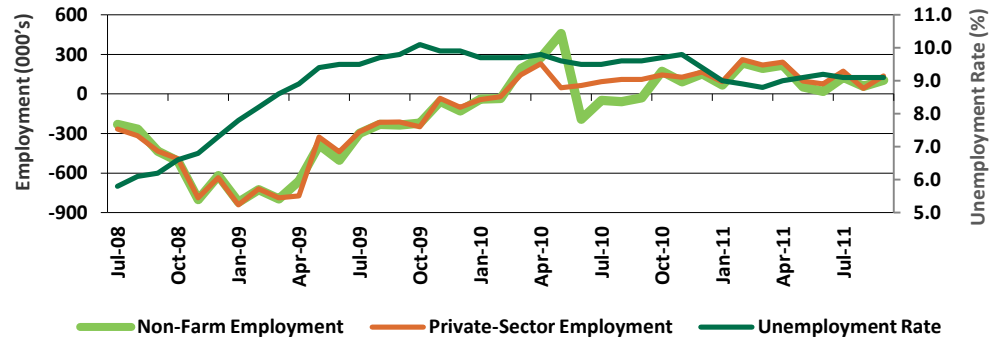
**PAYROLLS RISE, BUT UNEMPLOYMENT REMAINS STUBBORNLY HIGH**

U.S. employers hired 103,000 new workers in September, slightly ahead of analysts' modest growth expectations. Hiring totals for July and August were revised up by a combined 99,000 jobs, another encouraging sign that is helping ease concerns about the threat of a double-dip recession.

Private employers again accounted for all of September's job growth, as government payrolls continue to shrink in response to rising budget deficits. Government payrolls fell 34,000 over the month and have shed nearly 300,000 jobs since last September.

The nation's jobless rate held at 9.1% for a third consecutive month in September, however, and will not see any significant improvement until the economy can consistently create a minimum of 150,000 jobs a month.

**U.S. MONTHLY EMPLOYMENT CHANGE AND UNEMPLOYMENT RATE**



**EMPLOYMENT OVERVIEW**

	SEPT	AUG	JULY	JUNE	MAY
Total non-farm employment growth	103K	57K	127K	20K	53K
Private employment growth	137K	42K	173K	75K	99K
Unemployment rate	9.1%	9.1%	9.1%	9.2%	9.1%

**EMPLOYERS REMAIN HESITANT TO HIRE**

The current 'jobless recovery' has now dragged on for more than two years, with employment growth averaging just 95,000 jobs per month since the start of 2010. Job creation in 2011 has finally eclipsed the 1 million mark, surpassing the modest hiring totals achieved last year, and the U.S. is on track to add 1.4 million workers by the end of the year. At this pace, total U.S. employment will finish the year more than 6 million jobs below the pre-recessionary peak.

**U.S. LABOR MARKET - SUPPLY AND DEMAND**

**THE U.S. SUPPLY/DEMAND GAP WIDENS**

There were more than 3.5 unemployed workers for every online advertised vacancy in the U.S. in October, as the number of online job ads continues to decrease and unemployment remains high. Nationally, there are nearly 10 million more unemployed workers than advertised job vacancies.

**DEMAND LEVELS VARY BY REGION – LARGEST GAP IN THE WEST**

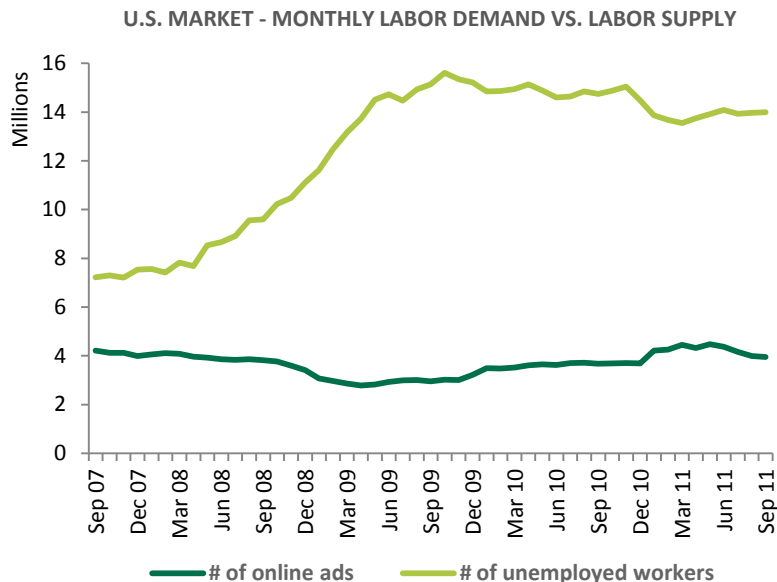
An uptick in demand for jobs in the Northeast and South regions was offset by larger declines in vacancies in the Midwest and West. In the West, there are more than 4 unemployed workers for each vacancy advertised.

**HEALTHCARE, SCI/TECH WORKERS STILL IN HIGH DEMAND**

The number of advertised vacancies for healthcare practitioners and computer and math occupations continues to outnumber job seekers by more than two to one. The life, physical and social sciences category also shows job demand outstripping supply.

**CONSTRUCTION WORKERS CONTINUE TO SUFFER**

An estimated 1.4 million construction workers remain out of work as of September. While job posting volumes have risen nearly 50% in the past year, there remains nearly 19 unemployed construction workers for every online advertised vacancy.



“We have no clear sign that demand is picking up. The drop of 513,000 in demand over the last seven months has largely offset the gain of 763,000 in early 2011.”  
 — June Shelp, Vice President, The Conference Board, October 2011

Source: The Conference Board Help Wanted OnLine® (HWOL), 10.31.11.



**LABOR MARKET SPOTLIGHT**

**U.S. MANUFACTURING INDUSTRY FACES A SKILLS GAP**

According to a new report, two-thirds of U.S. manufacturers are facing a moderate to severe shortage of available, qualified workers, and 56% expect the shortage to grow worse in the next three to five years.

The survey, conducted by The Manufacturing Institute and Deloitte, indicates that as many as 600,000 manufacturing jobs are going unfilled in the U.S., despite a nationwide unemployment rate that hovers above 9%.

**GREATEST DEMAND FOR SKILLED PRODUCTION WORKERS**

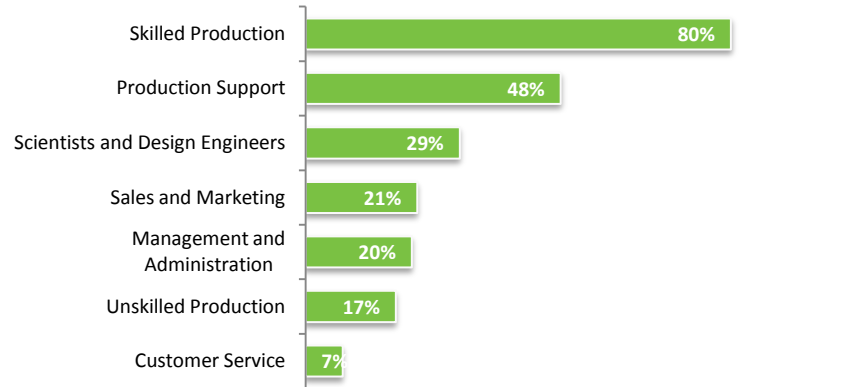
Shortages in skilled production roles – machinists, operators, craft workers, distributors, technicians, and more – are having a significant impact on manufacturers’ current ability to expand operations, drive innovation, and improve productivity. And 80% of respondents indicate that skilled production jobs will be the hardest group to fill in the job market in the next 3 to 5 years

**SKILLED, FLEXIBLE WORKFORCE IS KEY TO FUTURE SUCCESS**

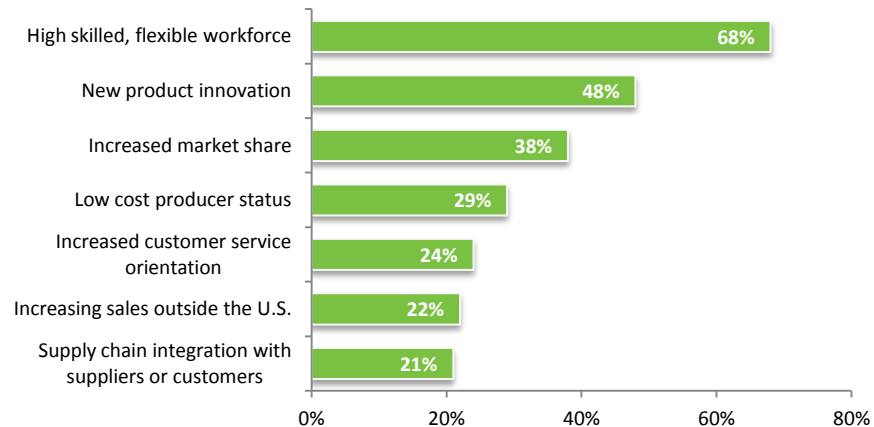
Respondents indicate that access to a highly skilled, flexible workforce is the most important factor in their effectiveness over the next 3 to 5 years, ranked above factors such as new product innovation and increased market share.

While most manufacturers have some tools in place to address these challenges, some are depending on outdated, informal methods to address the rapidly changing talent gap. Leading companies say it’s crucial to develop an innovative workforce plan, create a talent pipeline, and engage employees – both current and future – in order to remain competitive.

**IN WHICH WORKFORCE SEGMENTS DO YOU ANTICIPATE THE GREATEST HIRING CHALLENGES DURING THE NEXT 3-5 YEARS?**



**WHICH OF THE FOLLOWING WILL BE MOST IMPORTANT TO YOUR COMPANY'S FUTURE BUSINESS SUCCESS DURING THE NEXT 3-5 YEARS?**



Source: Boiling point? The skills gap in U.S. manufacturing, Deloitte/ The Manufacturing Institute, 2011.



# Workforce Solutions Industry Insight

FOURTH QUARTER | 2011

**GLOBAL RPO REPORT**

The Global RPO Report 2011 was prepared by Kelly Outsourcing and Consulting Group (KellyOCG®) in partnership with Human Resource Outsourcing Association (HROA), HR.com and HR Executive magazine. The Global RPO Report provides a glimpse into key labor trends that are impacting businesses, particularly focusing on their workforce needs and the challenges they face in attracting and retaining talent in the new economy.

**SKILLS SHORTAGES LEAD TO HIRING CHALLENGES**

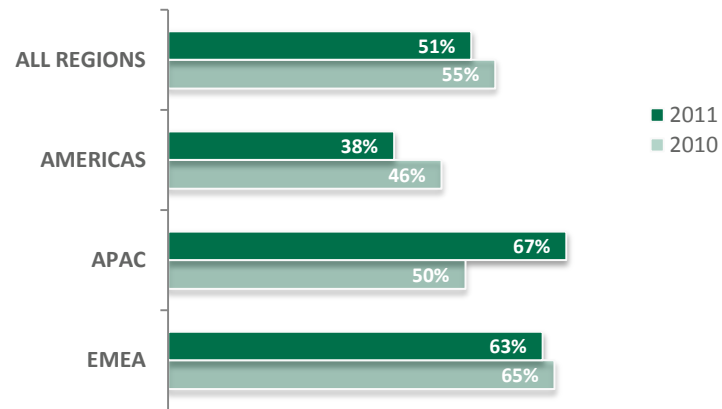
The report shows the issue of skills shortages remains an enduring problem, in spite of high levels of unemployment across many economies.

More than half of respondents (51%) say they are still experiencing difficulties in recruiting staff in 2011, a slight improvement from 2010.

The biggest improvement has been in the Americas, where the share of businesses experiencing recruiting difficulties fell from 46% to 38%. There was also an improvement in EMEA. But in APAC, the share of businesses with recruiting difficulties rose from 50% to 67%.

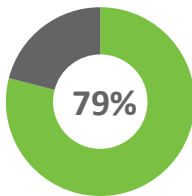
When asked the reasons for hiring difficulties, the overwhelming factor, cited by 79%, was a shortage of skilled staff. Other factors, such as uncompetitive salary, location, and recruitment processes are all significant, but secondary to the talent shortage.

**DIFFICULTIES RECRUITING STAFF (% YES)**

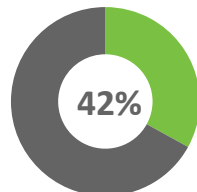


**REASONS FOR HIRING PROBLEMS (2011)**

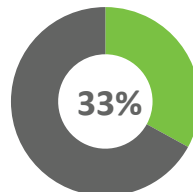
Shortage of Skilled Staff



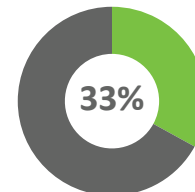
Salary Uncompetitive



Location Undesirable



Recruitment Processes



**GLOBAL RPO REPORT**

The Global RPO Report also shines a light on latest developments in the area of recruitment process outsourcing (RPO) and reveals where businesses are headed in adopting innovative solutions to meet their growing recruiting challenges.

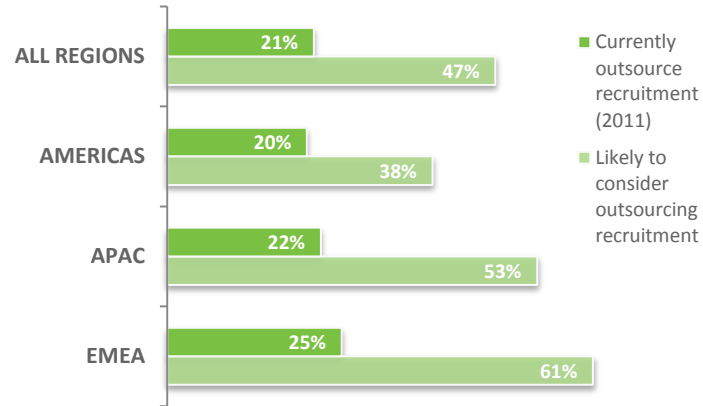
**THE CHANGING LANDSCAPE OF RECRUITMENT**

More than one-in-five respondents (21%) say they outsource their recruitment or hiring process, with adoption in the EMEA and APAC regions slightly higher than in the Americas.

Nearly half of all respondents say they would consider outsourcing recruitment processes, with the greatest likelihood in EMEA, where 61% would consider such an option, compared with 53% in APAC, and 38% in the Americas.

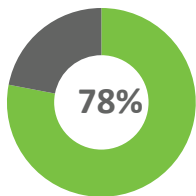
Businesses are looking to RPO to help them address the issue of efficiently and effectively attracting skilled talent. When considering RPO, respondents rate their key expectations as faster time to hire and lower cost of recruitment. In selecting an RPO partner, the top three criteria are recruiter quality, cost, and industry knowledge.

**OUTSOURCING RECRUITMENT: CURRENT AND FUTURE**

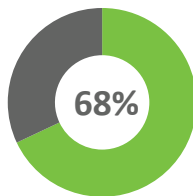


**TOP REASONS TO CONSIDER RPO (2011)**

Faster Time to Hire

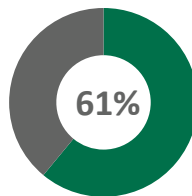


Lower Recruitment Cost

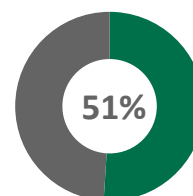


**TOP CRITERIA FOR SELECTING AN RPO PARTNER (2011)**

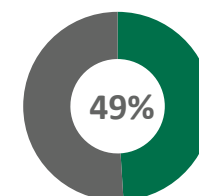
Recruiter Quality



Recruiter Cost



Industry Knowledge



**CONTINGENT LABOR MANAGEMENT TRENDS**

Staffing Industry Analysts surveyed the world's largest VMS (vendor management systems) and MSP (managed service providers) companies for its annual 2011 VMS and MSP Competitive Landscape report. The report reflects rapid growth in the adoption, sophistication and global reach of managed contingent workforce programs.

**MORE COMPANIES ARE USING VMS/MSP TO MANAGE CONTINGENT LABOR**

Staffing Industry Analysts' research shows that companies of all sizes, in just about every industry, are increasingly turning to MSP and VMS providers to manage their contingent workforce programs.

Total combined spend under management for VMS and MSP suppliers captured in the report grew from \$66 billion in 2009 to \$83.7 billion in 2010, a 27% increase.

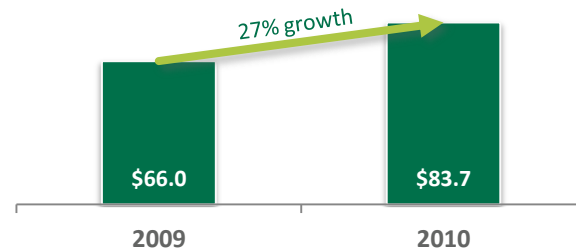
The penetration of MSP and VMS in the temporary staffing market continues to increase. Global VMS and MSP spend on temporary staffing services grew 28% and 23% in 2010, respectively, outpacing the growth in the global staffing market.

**VMS/MSP PROGRAMS GROWING IN REACH, SOPHISTICATION**

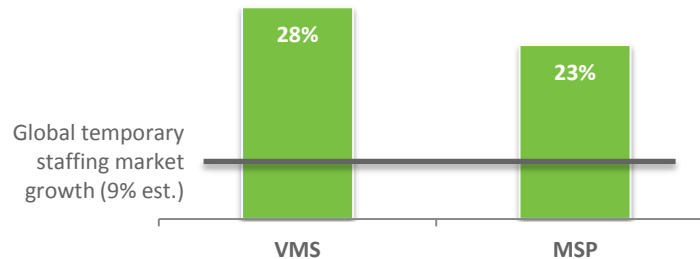
Companies are also expanding their contingent labor management programs to include not only temporary workers, but also more non-traditional labor categories, such as statement of work (SOW) project services and high end consulting engagements. VMS spend on statement of work services grew to \$28 billion in 2010, more than four times the MSP spend in this area.

VMS and MSP adoption is also spreading across the globe, gaining traction in the largest staffing markets in the world such as the U.S., Germany, the Netherlands and France, as well as in developing markets such as Brazil, India and China.

**VMS/MSP SPEND UNDER MANAGEMENT (IN \$B USD)**



**GROWTH IN TEMPORARY STAFFING SPEND VIA VMS/MSP (2009-2010)**



**KELLY WEBCAST SERIES**

Kelly, in partnership with other recognized experts, offers a webcast series to advance the discussion and thinking around current trends, strategies and issues impacting global talent management.

TITLE	PRESENTED BY:	DESCRIPTION
<b>MSP Program Essentials for Europe, Part 1: The What, Who, and Why of MSP</b>	Todd Palmer, Practice Lead, EMEA Contingent Workforce Outsourcing, KellyOCG  Jamie Liddell, Editor, Outsource Magazine	The first of a three-part series explaining the basics of MSP programs for European markets. Part 1 explains what an MSP can do for your company and why it's important.
<b>MSP Program Essentials for Europe, Part 2: Sourcing Models</b>	Todd Palmer, KellyOCG  Paul Vincent, Managing Director, Insight Sourcing Solutions	The second of a three-part series explaining the basics of MSP programs for European markets. Part 2 discusses the different sourcing models in use and how to integrate with MSP strategy. (November 2011)
<b>MSP Program Essentials for Europe, Part 3: Business Case and Readiness</b>	Todd Palmer, KellyOCG  Tony Barroco, Director, KellyOCG	The third of a three-part series explaining the basics of MSP programs for European markets. Part 3 articulates the business case for MSP and helps to determine your readiness. (December 2011)
<b>The New Workforce: Insights into the Free Agent Workstyle</b>	Teresa Carroll, SVP, Global Contingent Workforce Outsourcing, KellyOCG  Jocelyn Lincoln, VP, Recruitment Operations, Kelly Services	This webcast takes a closer look into the world of non-traditional work and offer insights into how companies are creatively tapping into this flexible workforce; how effectively they are leveraging the flexibility it offers; and what you can do to get started if you haven't yet developed a talent strategy that includes free agents

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