

# Staffing

## Staffing Plans for 2021

(survey year)	Add Staff	Reduce Staff	Keep Staff the Same	I Don't Know
2021	40%	2%	46%	11%
2020	39%	2%	51%	9%
2019	32%	4%	56%	8%
2018	29%	5%	60%	6%
2017	32%	6%	55%	8%
2016	30%	6%	58%	7%
2015	29%	7%	59%	5%
2014	27%	6%	59%	9%
2013	24%	7%	63%	7%
2012	22%	9%	63%	7%
2011	13%	8%	69%	10%
2010	19%	5%	67%	10%
2009 (planned)	-19%	-12%	-59%	-10%
actual	8%	48%	44%	N/A

## How many people do you employ during peak season?



# Healthcare & other benefits

## Which benefits do you currently offer your employees?

2021	Full-Time	Part-Time
401(k)	38%	4%
Pension	8%	1%
Annual Bonus	46%	22%
Health Insurance	50%	6%
Dental Insurance	35%	3%
Life Insurance	28%	3%
Sick Leave	46%	11%
Disability	26%	5%
Paid Vacation	65%	12%
Paid Holidays	60%	17%
*Other	8%	5%

2011	Full-Time	Part-Time
401(k)	33%	9%
Pension	6%	0%
Annual Bonus	38%	21%
Health Insurance	57%	3%
Dental Insurance	27%	2%
Life Insurance	23%	3%
Sick Leave	30%	5%
Disability	23%	2%
Paid Vacation	68%	9%
Paid Holidays	60%	12%
*Other	N/A	N/A

## Which benefits do your employees consider the most important/valuable?

401(k)	23%
Pension	5%
Annual Bonus	32%
Health Insurance	44%
Dental Insurance	15%
Life Insurance	6%
Sick Leave	22%
Disability	6%
Paid Vacation	47%
Paid Holidays	35%
*Other	6%

\*Other includes: Retirement plan, health care stipend, discounts and free products, health insurance assistance, tuition reimbursement, sales bonuses, flex time, vision insurance, overtime pay, meals, health spending account, gift cards, "rain/snow pay" (lost wages because of weather), profit sharing, Simple IRA, YMCA membership, annual bonus, cell phone reimbursement, help with housing/commuting costs, "field trips" to public gardens, consistent employment/advancement opportunities, paid time off for birthday, pay raises

# Candidate Suggestions

By Bob Zahra

Here are a few suggestions for candidates as our industry enters into what we hope will be a post-pandemic phase. There are obviously innumerable employment opportunities, not only in the traditional sectors, but in new and expanding industry niches.

■ **Be on guard against complacency.** It can appear as if opportunities are limitless and will go on forever, and there's no need to act quickly. But this is probably a cyclical phase and the wise move may be to seize the opportunity, especially in an industry whose very best jobs fill quickly and may be filled for decades before reopening.

■ **Keep in mind some wise advice.** Yogi Berra is "smarter than the average bear." Rudyard Kipling advised to "keep your head when all about you are losing theirs." Be decent. Be respectful. Be multi-media, not just text alone. Return phone calls and emails. Don't disappear. Zoom. Teams. Volunteer for the hard job. It's the person that works hard and smart who gets noticed. Stay late when it's smart to stay late. If you want to break out of the pack, do what you say you're going to do. To get ahead, consider working at least part of Saturday.

■ **Need a role model? How about Queen Elizabeth II?** Gets up every day and goes to work. During World War II, over the strenuous objections of her family, a young Elizabeth Windsor enlisted in the ATS, where she learned to deconstruct, repair and rebuild engines. Her WWII contribution is treasured. At least as of this writing, Queen Elizabeth still gets up every day and goes to work.

■ **Find yourself drifting into mindless, social media chatter? Remember the words of P. J. O'Rourke:** "Whose bright idea was it to put every idiot in the world in touch with every other idiot?"

■ **Cheerfulness doesn't come easily to everyone, but it's a choice.** Not unlike a positive attitude. In many cases, you can choose your reaction to the day's events—you can *WILL* your reaction to the day's events.

We live in a time where it's easier to sell a house than to buy a house and we live in a society that rewards prudent risk. In the world of career advancement, if one is risk-averse, it's easier to do nothing and to endure the consequences. Much is said about remembering to be fair to your current employer and to any future employer, but don't forget to be fair to yourself and to your family, and to take care of your career in the same way you attend to your health.

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