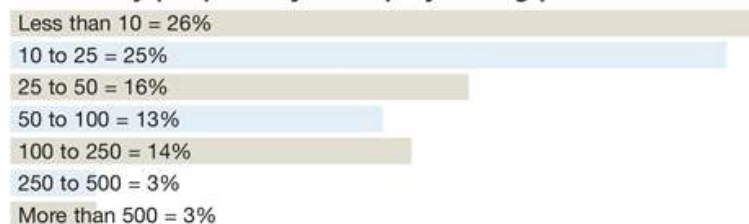


Staffing

Staffing Plans for 2020

(survey year)	Add Staff	Reduce Staff	Keep Staff the Same	I Don't Know
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
2008	10%	26%	59%	9%

How many people do you employ during peak season?



Healthcare & other benefits

Which benefits do you currently offer your employees?

2020	Full-Time	Part-Time
401(k)	36%	7%
Pension	5%	2%
Annual Bonus	46%	27%
Health Insurance	46%	7%
Dental Insurance	27%	3%
Life Insurance	22%	2%
Sick Leave	50%	23%
Disability	25%	8%
Paid Vacation	69%	15%
Paid Holidays	62%	24%
*Other	8%	4%

2010	Full-Time	Part-Time
401(k)	24%	1%
Pension	8%	1%
Annual Bonus	40%	9%
Health Insurance	41%	1%
Dental Insurance	18%	1%
Life Insurance	19%	1%
Sick Leave	29%	1%
Disability	16%	1%
Paid Vacation	57%	4%
Paid Holidays	52%	6%
*Other	N/A	N/A

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

401(k)	19%
Pension	4%
Annual Bonus	36%
Health Insurance	43%
Dental Insurance	11%
Life Insurance	3%
Sick Leave	30%
Disability	8%
Paid Vacation	55%
Paid Holidays	41%
*Other	5%

*Other includes: Simple IRA, holiday pay, seasonal bonus, health and wellness benefits, tuition assistance, work apparel, employee stock ownership plan, supplemental insurance like AFLAC, garden center discounts, retirement plan.

Three Suggestions

By Bob Zahra

1) For the career, horticulture industry employee: Prior to changing positions for a new opportunity, it's rare for a career industry employee to secure every advantage sought. In fact, if someone waits for the absolute perfect position, with every box checked, he or she never may change positions. This is something like the old adage: "If you wait until you have enough money to afford children, you never will have children."

There's a certain amount of career risk in every position accepted (including remaining static in a current position) and the taking of a measured amount of career risk is what propels careers. No risk, no career advancement.

2) For the hiring authority: If your company is attempting to fill an important position, and the position description is so broad that it accommodates either: an experienced industry person; someone from outside of the industry; or a recent industry graduate, it's time to tighten the position description because the target candidate for this search is too broad.

A recent graduate shouldn't be capable of performing the same function as a proven industry professional. In time, yes, but it takes time to become proven. The out-of-industry individual at the very least should have a background rich in perishability and seasonality. If each of these three candidates is acceptable at search inception, then the optimum candidate hasn't been adequately defined.

Instead of taking an overly broad, shotgun approach to identifying and recruiting the important employee your company requires, consider limiting your candidate search target to those who are optimal for the open position—a rifle shot approach. Flexibility during the search process is fine, but before the search is initiated, it's preferable to have a clear fix on the target.

3) For the hiring authority: Senior level, proven candidates are reflexively treated with deference by a company attempting to fill an executive level position. This level of respect isn't always accorded the mid-level candidate, although the mid-level candidate grows into the future executive and has many more years of exposure to the hiring authority, whether as a team member or a competitor.

Please consider not only the current value, but the future value of the mid-level employee as well. Going out of your way on behalf of your company to establish a positive first impression with a promising mid-level candidate can pay dividends for an entire career, even if the candidate isn't hired by your company.

Bob Zahra is an executive search consultant with Florasearch, Inc., a certified personnel consultant, and past chair of the National Association of Executive Recruiters. He can be reached at (407) 320-8177 or bzahra@florasearch.com. Visit www.florasearch.com.