

CAROCP MARKET WATCH

(A Monthly Trends & Forecasting Report)
March 31, 2004

WHAT'S IN STORE FOR 2004

- A recent study of employment trends in 70 industries found a major structural change in the labor market: temporary layoffs in a recession increasingly are becoming permanent job eliminations. Many of those jobs are being outsourced overseas to cheaper labor markets.
- Full-time jobs no longer confer as much financial security as they once did. One in five Americans who finds a new job must settle for a lower salary. This is an all-time record.
- The economy's growing again, and we're spending more but jobs and wages aren't keeping pace.
- Companies continue to cut retirement benefits and scale back health coverage or increase its cost to employees. Many workers no longer can afford or are ineligible for employer-sponsored health insurance.
- Many new college graduates have decided to postpone job-seeking which explains the surge in unpaid internships, graduate school applications and public-service programs such as the Peace Corps. [Parade](#), March 14, 2004

WHO'S HIRING—AND WHO'S NOT

Jobs added or eliminated over the previous year, in thousands:

ADDED	ELIMINATED
TEMPORARY HELP	MANUFACTURING
+197.6	-462.0
HEALTH CARE	DEPARTMENT STORES
193.0	-56.0
RESTAURANTS & BARS	TELECOMMUNICATIONS
+163.1	-52.4
CONSTRUCTION	HOTELS & OTHER LODGING
+123.0	-46.4
BUILDING & GARDENING SUPPLY STORES	AIR TRANSPORTATION
+50.5	-46.1

[Business Week](#), March 22, 2004

HIRING WILL RECOVER GRADUALLY

Companies are saying they intend to pick up the hiring pace, but they haven't done so yet. Job growth is expected to total about 1.5 million this year, half the 3 million or so jobs created each year from 1994 through 2000. Returning to annual job growth of around 3 million is unlikely because of structural changes in the global economy. China, India and other foreign economies are luring jobs not only in manufacturing but also in information technology. KiplingerForecasts.com, March 5, 2004

THE FUTURE OF WORK

Changes in the economy have made some jobs more valuable and secure while others have been replaced by software or handed over to a lower paid worker abroad. Research by economists at MIT and Harvard Universities concludes that the key factor is whether a job can be "routinized" or broken down into repeatable steps that vary little from day to day. Jobs that will pay well in the future will be ones that are hard to reduce to a recipe. These nonroutine jobs require flexibility, creativity, lifelong learning, face-to-face interactions with others and do not necessarily require an advanced degree.

Viewed through the lens of routine versus nonroutine work, "secure" jobs would be constantly varying occupations (manager, entrepreneur, artist) or jobs requiring lots of people skills (teaching, lending, sales). Some jobs that are highly compensated today could soon be routinized by powerful computers, advanced software and speedy communications.

The future of Information technology sector is being split in two. Routine tech jobs such as programming are vulnerable to outsourcing or automation. The demand is for people who combine with technical skills with industry-specific skills and people skills. The ability to work with others, change direction quickly and understand the business is critical. The days of being only a nerd are over. [Business Week](http://BusinessWeek), March 22, 2004

EMPLOYMENT A DECADE FROM NOW

A new Bureau of Labor Statistics (BLS) report on employment growth over the next decade indicates that the fastest rising category of jobs is in the computer and health fields. Demand for medical assistants is expected to rise to 59 percent by 2012. The positions with the largest absolute growth also tend to be the highest paying. The top two jobs are registered nurses and post-secondary teachers which both pay in the top 25 percent. [Growth Strategies](http://GrowthStrategies), March, 2004

GOOD NEWS FOR CURRENT JOB SEEKERS!

Job seekers should consider putting in extra effort in the next few months as the second quarter is when companies hire the most workers according to a careerbuilder.com survey of 230 hiring managers. [Orange County Register](http://OrangeCountyRegister), March 29, 2004

WHAT COLOR IS MY CHEESE

Business books have had a bumpy ride in the years since the Internet bubble burst. But as the stock market and the economy improve, the outlook for business books is brightening. Look for 2004's highly anticipated business titles:

- March [Trump: How to Get Rich](#), Donald Trump
- April [Monster Careers: How to Land the Job of Your Life](#), Jeffrey Taylor (founder of Monster.com)
- May [Free Prize Inside: The Next Big Marketing Ideas](#), Seth Godin
- June [Millionaire Women Next Door](#), Thomas Stanley
- July [Flying High](#), James Wyndbrandt, (JetBlue's success)
- Aug. [The Rising Tide: Why Tax Cuts Are Key to Prosperity and Freedom](#), Lawrence Kudlow
- Oct. [Confronting Reality: Master the New Model for Success](#), Larry Bossidy, former CEO of Honeywell, and Ram Charan

[The Wall Street Journal](#), March 22, 2004

CHANGING CONSUMER MARKET

A key word for successful marketers in the years ahead is "convenience." It's very important that businesses and investors keep it firmly in mind when mapping a course for the future. Not doing so could prove costly. Demographic trends and changing lifestyles are putting a premium on consumers' time. So people want and need convenience to get the most out their crowded schedules. [Kiplinger Letter - What's Ahead for 2004](#), March 2004

MOVE UP BY NOT GOING BY THE BOOK

Getting ahead often requires looking beyond your job description. It is an obvious principle that many miss as they get bogged down in the minutiae of their stated responsibilities. It is in this undefined gray area that one can make an impact—by doing the unexpected. Although there are risks involved, here are tips on how to take more responsibility without stepping out too far:

- [Do your job first](#). Even accomplishments will be viewed negatively if you aren't fulfilling your basic job requirements.
- [Seek permission to do more](#). The way to expand your "implied permission" is to add value (degree, leadership role, etc.) and to bring other key people along for the ride. Using implied permission can be more powerful than getting explicit permission because fewer people understand it.
- [Don't play politics](#). It is important to gauge how much permission you have so others don't see you as grandstanding or meddling in other people's affairs.
- [Step in during a crisis](#). One of the best ways to get noticed is to perform well under pressure.

[Orange County Register](#), March 8, 2004

I'M OKAY—YOU'RE NOT!

Here's one person's humorous take on judging team members' behavior more harshly than your own. Isn't it funny. . .

- When someone else takes a long time to do something, he's slow. When I take a long time, I'm thorough.
- When someone else skips a task, he's lazy. When I skip one, I'm busy.
- When someone else takes on a duty without being told, he's overstepping his bounds. When I go ahead and do something without being told, I have initiative.
- When someone else overlooks a few rules, he's irresponsible. When I let a few rules slide, I'm doing my own thing.
- When someone else states his opinion strongly, he's bull-headed. When I state my opinion strongly, I'm firm.

Team Management Briefing, Preview Issue, 2004

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