



N | A | S RECRUITMENT INNOVATION

Your 2022  
**HOLIDAY  
HIRING  
GUIDE**



## 2022 Holiday Hiring Guide



Attracting seasonal help for the holidays can be a challenge. If you find yourself struggling when it comes to hiring temporary employees, our Holiday Hiring Guide is the perfect tool for you.

Whether you're just looking for more coverage in your store this holiday season or you have a particular goal in mind, you should begin thinking about it fairly early on. Your goals could be general, such as better customer service, or you could have more specific goals, such as more associates available on the sales floor, faster checkout times or higher customer engagement.

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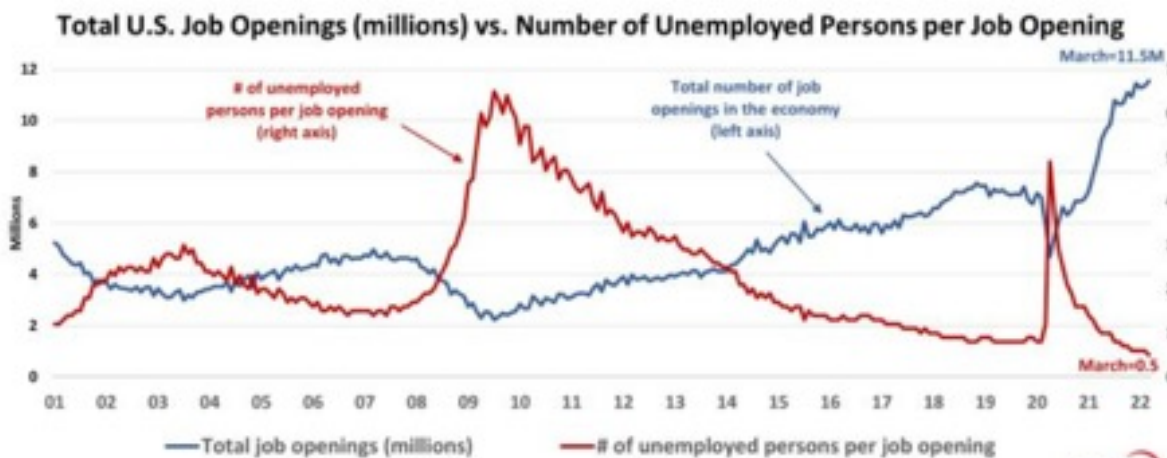
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# What is the current picture for holiday hiring?

The economy is clearly experiencing the tightest labor market since the 2000s. the number of unemployed people available to fill positions is trending steadily lower. As of March 2022, there were only 0.5 unemployed persons per job opening.



Sources: Bureau of Labor Statistics, National Restaurant Association; figures are seasonally adjusted and preliminary

*(National Restaurant Association, May 2022)*



# Who does the most holiday hiring?

When it comes to the retail trade, one of the major industries that leans on holiday hiring, the top 5 job titles in demand are Assistant Store Manager, Sales Associate, Retail Sales Associate, Cashier and Store Manager. As for the major companies advertising for such vacancies, the main market player is Amazon, followed by Walmart, Dollar General and Lowe's.

<input type="checkbox"/> Job Title	<input type="checkbox"/> Latest 30 Days Unique Postings
<input type="checkbox"/> Assistant Store Managers	6,436
<input type="checkbox"/> Sales Associates	6,209
<input type="checkbox"/> Retail Sales Associates	5,291
<input type="checkbox"/> Cashiers	4,625
<input type="checkbox"/> Store Managers	4,198

Job Postings Table report that shows top job titles in retail trade with the number of unique postings in the last 30 days, in decreasing order.

(EMSI, Apr 2022)

Job postings competition report showing a job postings overview in retail trade.

(EMSI, Apr 2022)

## Job Postings Overview

1.56M

Unique Postings (Mar 2022 - Apr 2022) ⓘ  
6.78M Total Postings

4 : 1

Posting Intensity (Mar 2022 - Apr 2022) ⓘ  
Regional Average: 3 : 1

There are 1.56M active job postings in retail trade, which is just a segment of seasonal hirings and a validation that we are still in a market with jobs outnumbering the available candidates.

It is interesting to note that the regional posting average for other occupations in different industries is 3:1, whereas the regional posting average in retail trade is 4:1, indicating that these organizations are struggling to fill positions and are trying to be more aggressive about their job posting strategy.

Company	Total/Unique (Mar 2022 - Apr 2022)	Posting Intensity	Unique Postings Trend (Mar 2022 - Apr 2022)
Amazon	590,366 / 109,050	5 : 1	
Walmart	328,147 / 99,351	3 : 1	
Dollar General	100,132 / 48,825	2 : 1	
Lowe's	171,928 / 41,758	4 : 1	
Walgreens Boots Alliance	273,337 / 39,308	7 : 1	
The Home Depot	481,182 / 32,474	15 : 1	
CVS Health	102,894 / 30,555	3 : 1	
Kroger	63,024 / 21,446	3 : 1	
Carvana	60,249 / 19,916	3 : 1	
Target	90,948 / 19,512	5 : 1	

Job postings competition report showing top-posting companies, number of vacancies, the intensity of postings and posting trends in retail trade.

*(EMSI, Apr 2022)*

As for the major companies advertising for such vacancies, the main market player is Amazon, followed by Walmart, Dollar General and Lowe's.

This sums up 1.56M active job postings in retail trade as shown in snapshot 2, which is just a segment of seasonal hirings and a validation that we are still in a market with jobs outnumbering the available candidates.

# What does the holiday hiring pool look like?

A look into the current retail talent pool shows a 16K increase in resumes submitted/updated on Indeed since May 2022. These resumes consist of 80% of individuals who have completed high school, with 0-2 years of experience. One positive development is the rising number of teenagers entering the workforce.

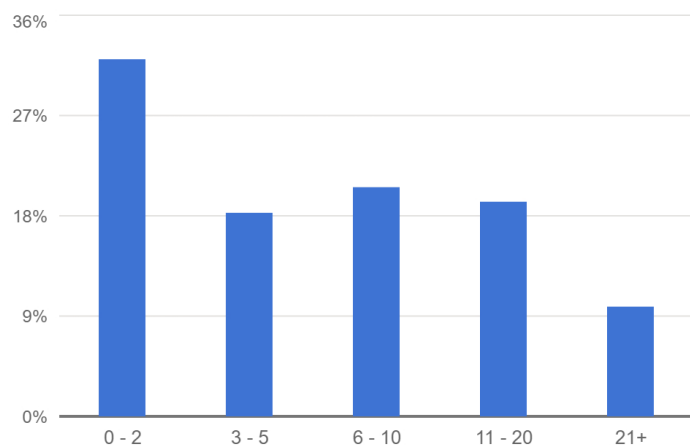
## Resumes added or updated <sup>13</sup>

**411,081**

↗ +16,140 since May 2022

Number of resumes added or updated in the last month.

## Reported years of experience <sup>14</sup>



According to BLS data, there were over 100,000 more teenagers in the labor force in April 2022 than there were in February 2020 before the pandemic began.

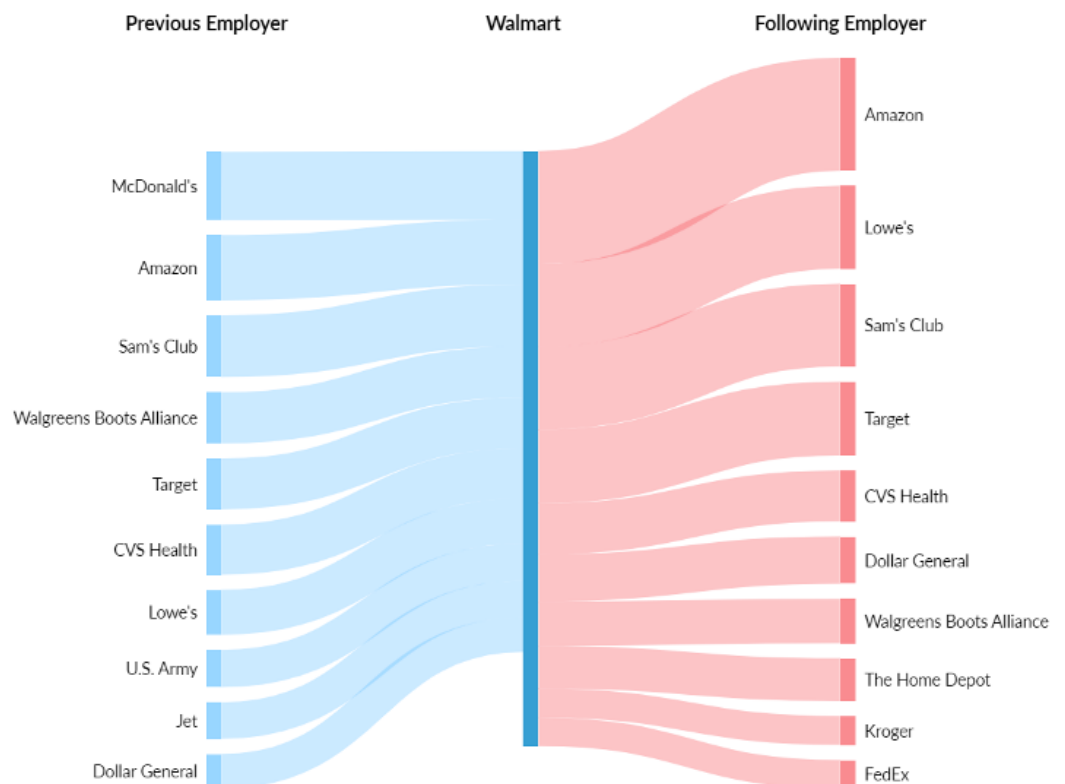
*(Indeed.com, June 2022)*

# Why should someone work at your company over a different company?

You'll face significantly tougher competition during the holiday season than you will during any other time of the year, so it's important to make an effort to stand out against your competition during this time of the year.

This sums up 1.56M active job postings in retail trade, which is just a segment of seasonal hirings and a validation that we are still in a market with jobs outnumbering the available candidates.

*(EMSI, Apr 2022)*



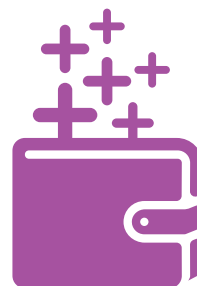
In this chart, we notice recent employee drains from Walmart to Amazon. This is due to a few factors, which we'll cover on the next page.

## Amazon is posting jobs at a higher intensity than Walmart and other retailers.

Amazon has a posting Intensity of 4:1, meaning that for every 4 postings there is 1 unique job posting. On the other hand, Walmart has a job posting intensity of 3:1. On Glassdoor, Amazon has 79,827 more recently posted open jobs than Walmart.

## Amazon offers better benefits, culture and career advancement opportunities.

Amazon scored higher than Walmart in 9 areas: overall rating, career opportunities, compensation & benefits, work-life balance, senior management, culture & values, CEO approval, the percentage that recommend the company to a friend and positive business outlook (Glassdoor, 2022).



### BOTTOM LINE:

Your company values and culture must be in check. Your offerings should be as competitive as possible. And your messaging must be clear and communicate why you are the best choice for a holiday role. This will ensure that you can attract and retain employees, not only during the holiday season, but year-round.

# How important is company culture for holiday hires?

If a holiday employee doesn't like the culture of the company they're working for, they are less likely to return as a permanent hire and more likely to post bad reviews about the company and their experience, resulting in a negative impact on the company's employer reputation.

- About 86% of potential workers say that they **wouldn't even consider** applying to a company with a bad reputation.
- In addition, they are **24% more likely to quit** their jobs than employees that fit in their company's culture.

**This is why company culture is crucial for temporary hires and one of the main factors that make the selected employees more invested in their job.**



## What benefits will you offer to your new holiday hires?

Benefits are something you should consider, as you'll be competing with a multitude of other companies to fill roles. As time goes on, more and more companies are offering benefits and incentives to part-time and seasonal employees, so this is something to think about.

Some benefits we've seen include paid time off, profit sharing, gift cards and cash bonuses for starting employment. Many organizations have also gone way beyond those simple benefits to solve two problems with one solution: getting people in the door and keeping them employed for the duration.

## Do holiday hires have the potential to become full-time employees?

There is a good chance they do. **UPS reported that nearly 138,000 of its current US employees started in seasonal positions.** While some companies find that they require more employees after the holidays are over, others may just need coverage for the holiday season. Which are you?

Some candidates may just be looking to supplement their current job or only work during the holidays, while others will be open to a full-time role. It is also important that you think about what metrics you will use to decide who will be hired full-time if you choose to go that route.

Seasonal hires are the best candidates for full-time hires since they are trained to meet the same standards as permanent hires, according to David Levenberg, Senior VP at Andrews International (SHRM, 2017).

# When will you begin your holiday hiring?

All companies will be competing for the same group of employees at the same time, so it may be beneficial to begin your hiring process earlier than you have in the past. However, even if you start listing job openings earlier than other companies, your success in finding suitable employees isn't guaranteed. Your level of success will depend heavily upon the benefits you may offer, the skills you're looking for in an employee and your company's culture, among other factors.

According to Harver, most of the major retailers are advertising their seasonal roles as early as July. It matters when you begin holiday hiring – and also how fast or slow your process is. If you hire too slowly, candidates may drop off or accept other offers. Many seasonal jobs at Amazon don't even require traditional interviews or a resume. Yet, hiring too quickly might also come with some difficulties and increase your risk of bad hires. The best advice is to find the right balance – do enough screening to weed out potentially bad hires while streamlining as much as possible to increase the hiring pace without sacrificing quality.

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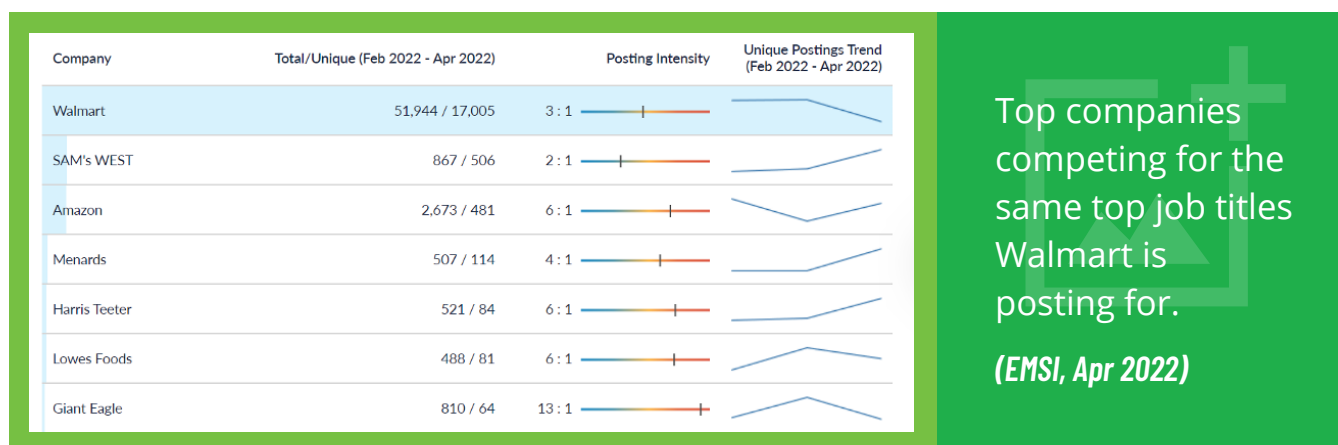
## Observe the Unique Job Posting trend between March and April 2022:

You may notice that some organizations have an increasing curve whereas others have a decreasing curve. This could indicate that organizations with a decrease in their postings in this period might have advertised for the seasonal hires before March or will be posting more vacancies after April.

# What challenges can you expect to face during this process?

## Competition

The biggest obstacle is competing with other companies to find your perfect holiday employees. Companies that participate in holiday hiring are generally in the retail space, so everyone is on the lookout for the same type of employee. Not only that, but some companies are starting to offer benefits and incentives to their part-time and seasonal employees.



## Inefficient processes

If you hire at scale only during the holidays, you might not have the necessary volume hiring processes and tools in place. If you rely on outdated, manual recruitment processes that are time-consuming for all involved, you'll miss out not just on the top talent, but any talent.

## Lack of expertise

Many retail organizations have multiple stores, and for each of those stores, recruitment is handled by the in-store manager. This person is often not a recruitment expert and does not have any formal recruitment training. This can lead to inconsistencies in hiring across the organization, poor quality employees and high turnover rates.

## Low awareness

If your ideal candidates don't know you're hiring for the holiday season, they won't apply. If you've yet to put into place even a basic seasonal hiring strategy, you could be too late to snap up much talent.

# How do you reach holiday hires?

At NAS, we have worked on many holiday hiring campaigns for our clients and we've found it best to use the following:

- **Custom Landing Pages**

Landing pages allow candidates to apply easily and provide contact info quickly. This strategy is also great as it builds a database of seasonal candidates to reach out to in preparation for next year's hiring blitz.

- **Digital Media Campaigns**

Reach your targeted audience with search, digital and retargeting ad campaigns. **We can target widely and drive to the landing page. Retargeting candidates who visit your page is a highly effective way to increase applications.**

[Digital search case study](#)

[Retargeting case study](#)

- **Texting / Email Campaigns**

Through NAS Connect, we can support unique messaging to drive traffic, increase applies and have immediate communication through texting capabilities to easily reach your audience.

- **Social Media**

While on its own it has a lower CPA, social media, coupled with digital ad campaigns, creates mass awareness and drives traffic.

- **Programmatic**

Programmatic media buying allows you to purchase online job ads for holiday roles in real-time, based on preset rules and targeted on a pay-per-click or pay-per-application basis. This creates greater efficiency, more flexibility and better control of your budget.

[Programmatic case study](#)

**Let all elements work together by regularly sending out communications to your audience to engage and re-engage them. Then, launch digital campaigns to reach new audiences and foster awareness. This will help you find the most success in holiday hiring.**

## What's your next step?

At the end of the day, you have the same general goals as other companies – to live up to customers' expectations and take care of them to the best of your ability. Also remember, it is okay if you need to reach out to an agency like NAS Recruitment Innovation that can help you throughout this process. It is also important to pay attention to how your holiday hiring goes this year, so you can learn for the future. What things can you change for next year? What methods worked the best? **NAS is happy to look over your current strategies and hiring goals and help you with a complimentary consultation.**

**If you're interested in learning more about holiday hiring strategies, contact NAS today.**

**CONTACT NAS**



### References:

[Economic Modelling](#)

[Glassdoor](#)

[Harver](#)

[Indeed](#)

[Jobble](#)

[Money](#)

[National Restaurant Association](#)

[SHRM](#)



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