

## Professional Experience

---

### U.S. Bureau of Labor Statistics, Business Research Advisory Council

#### *Executive Committee member*

*1998 to present*

*Washington, DC*

I have been an active member of the U.S. Bureau of Labor Statistic's (BLS) Business Research Advisory Group (BRAC) since 1998 having been initially invited and selected and then re-nominated for membership by two U.S. Secretaries of Labor; initially nominated by a Democratic administration and re-nominated by a Republican one. This user group, which is composed of approximately 40 of the nation's leading statisticians, is comprised of major data users of BLS statistics from many leading corporations including, but not limited to: General Motors, General Electric, Boeing, Manpower as well as leading business associations. BRAC members and BLS staff work together to ensure programs and statistical services meet the needs of the private business community.

- Serve on the Executive Committee (since 2001) that sets the meeting agendas, recruits additional members, as well as directs any other business of the organization; currently serve as vice-chair of the Committee on Employment and Unemployment Statistics (since 2001). In addition, I have or currently serving on the following committees: Productivity and Foreign Labor Statistics, Compensation and Working Conditions, Prices Indexes, and Occupational Safety and Health Statistics.

### Business consultant (self-employed)

*January 2003 to present*

*Alexandria, VA*

### Statistical/Research highlights

**Overview: As a communications professional/journalistic, I have the ability to take highly technical information and statistical data and “translate and interpret” to make them easy to understand by non-technical and often basically-skilled users. Take note of several comments by my references on the last page of this CV, including what an MIT economics professor said about me and my work, “combines mastery of technical detail with a flare for presentation that makes his work compelling to laypeople and informative to experts.”**

- Developed two “turnkey” tools that take obscure and raw government data and market statistics and transform them into a form and format for business people to easily comprehend and use to determine a variety of market trends, benchmark their operating practices against the market at the local level, and research other industries to market their products and services. Essentially, these products take highly technical statistics into an environment they were not being used via unique easy-to-use communication tools in order to strengthen the strategic planning and decision making processes.
  - ✓ The first tool compares the user company's performance to the overall market, calculates their market share in detail, automatically calculates several different operating matrices using that data, and presents all the data and results, including market share, all via easy-to-view charts and graphs. A further description, along with a web-based demo, which I also developed, can be found at: <http://www.brucesteinberg.net/prod01.htm>.

- ✓ The second product examines a variety of employment matrices in detail to help the end user determine how much employment activity is occurring by industry and facilitate the strategic planning process to help determine what industries have marketing potential. Its web-based demo that provides several examples of how the product can be used, along with a further description, can be viewed at: <http://www.brucesteinberg.net/prod02.htm>.
- Developed and continue to maintain a monthly index of information technology (IT) employment for a business association (National Association of Computer Consultant Business) that represents IT services and solution firms. The challenge was to create a statistical method to measure employment of IT workers since these workers can be found in virtually every sector. The solution involved extensive manipulation of data and statistics from several government programs and transforming it into a single, easy to follow index. Essentially, it consolidates published data from more than a dozen IT-related occupations who work in hundreds of different industries (which is only available on an annual basis), benchmark it to unpublished quarterly data from a different household survey, and use monthly employment data of selected industries from yet a third statistical program to come up with a monthly measurement of IT employment.
- Conducted all of the statistical research and co-authored (with a financial advisor) two business plans for potential investors considering major investments in certain business sectors. This project involved transforming market statistics and information to a form and format for quick understanding by potential investors.

*Additional activities/responsibilities:*

- Research, write, and publish monthly employment and temporary help services trends report.
- Consulting projects focus on specialized employment data, government labor and business statistics programs, development of specialized employment and economic indices, and benchmarking individual businesses to overall trends.
- Provide feature stories to business associations' official publications (National Association of Computer Consultant Businesses; [www.naccb.org](http://www.naccb.org)) as well as to other publishers (StaffDigest magazine; [www.staffdigest.com](http://www.staffdigest.com))
- Provide ongoing newsletter highlighting IT industry research and developments to business association for members to distribute to their clients/customers.

**Staffing Industry Analysts, Inc.**  
***Senior Editor and Research Director***  
*July 1998 to November 2002*  
*Los Altos, CA*

Staffing Industry Analysts provides business intelligence, market data, news, and analysis to the staffing sector including IT services. As the research director and senior editor, I supervised – both directly and through a middle manager – a group of about ten correspondents around the world.

**Statistical/Research highlights**

- Hired in 1998 to develop research division.
- Statistical projects include manipulation of large databases of highly technical business census data and make the data useful, presentable, understandable and relevant to a wide variety of low-skilled, non-technical audiences (for example, business managers) as well as highly educated audiences (for example, Wall Street analysts).

- Responsible for producing estimates of sub-sector growth and size. Inasmuch as there were no federal data regard specialty sub-sectors, this process involved conducting original research with industry members to develop reasonable estimates of sub-sector specialties that were consistent with existing federal census data on the larger sector.
- As managing editor of global newsletter, I reported monthly on macro economic developments/statistics in most European counties plus Japan and Australia. Although the Organisation for Economic Co-operation and Development (OECD) does an excellent job of harmonizing concepts (for example, the differences of how unemployment is reported by different counties), this on-going project involved regular contact with myriad national statistical offices for data and required an in-depth knowledge of the different national concepts and definitions.
- Conducted original statistical research included developing and supervising outside contractors to produce research on executive compensation data of all the sector's top executives at publicly listed companies; this involved converting various non-cash compensation vehicles such as: stock options, awards of restricted stock, and long-term incentive plans to monetary values. Some economists consider pricing options among the most mathematically complex area of financial accounting.
- Managing editor of the staffing industry's first, as well as its subsequent second edition two years later, "Source Book," which are 450+ page encyclopedias of information, articles and original research, which I either conducted or directed.

*Additional activities/responsibilities:*

- Established Washington D.C. bureau; covered industry-related legal, covered legislative and financial conferences and events; wrote feature and news stories including annual update and future growth estimates, conducted sector analysis and country overviews; developed news sources and worked with confidential sources; developed first statistical almanac/fact book on the industry.
- Extensive contact with both U.S. domestic and international business associations as well as labor unions regarding industry trends and development.
- Managing editor of *Global Staffing Industry Report*; produced weekly e-mail on breaking industry developments to draw new subscribers; followed and reported on international economic and employment trends and developments.

**American Staffing Association**

***Director of Research & Public Relations***

*May 1990 to June 1998*

*Alexandria, VA*

A trade association with a membership of more than 1,600 temporary help and staffing service companies that operate approximately 13,000 U.S. offices; provides members with legal and legislative advocacy, public relations, education, industry information, and member services.

**Statistical/Research highlights**

**Overview: Quarterly measurements of the performance of temporary help services, demographic profile of temporary workforce, public opinion of temporary work, congressional & general opinion of the industry, research designed to focus legislative/regulatory and public relations activities, extensive interaction with academic and financial services communities.**

- During my eight-year tenure with this organization, the federal government revised the industrial classification system and the companies represented were no longer tracked via a unique code so the association contracted with two outside contractors, which I supervised, to develop, gather and maintain a variety of employment and related data (revenues, sectors served, etc.) on an ongoing basis.

- These statistical programs were designed more than just replace the government’s cessation of data for the association’s sector, but, after identifying the requirements of our members to meet their informational and business needs, provide information to support the association’s legal and legislative agendas, as well as numerous financial analysts that followed the industry.
- Advised federal statistical agencies on sector business on practices and appropriateness for the ultimate development of new producer prices indexes for specific sectors and sub-sectors.
- Advised federal statistical agency on sector business practices to reinstate tracking sector through a in the then newly developed industrial classification system. Incidentally, efforts, which I lead, eventually proven successful for the government to reinstate gathering data unique for this sector.
- Several extensive statistical examinations of the demographics and motivations of temporary workers in order to assist members with recruiting and retention efforts. In addition, the questionnaires, which were tested for usability as well as the validity of the distribution method and population selected for study, were designed to gather specific data to provide to lawmakers and regulators at both the state and federal levels to support the association’s agenda.
- A time series of public opinion of the association’s sector through statistical surveys in order to identify public perceptions as well as misperceptions. I then conducted analyses of the results from the initial surveys to develop programs and practices to improve the image of the industry; statistical analysis of subsequent surveys indicated the whether the programs created from the initial statistical information were successful; I had P&L (profit and loss) responsibility for programs I developed that also contributed to revenue growth of association via the sales of program materials.
- A statistical survey of key congressional (federal legislators) committee members regarding sector’s true size, function and operating practices. Legislators elected for inclusion were those serving on committees that had jurisdiction over sector’s activities and business practices. Results from survey used to identify possible supporters as well as to design programs (oversaw a seminar/workshop conducted in congressional office building) and materials to educate legislators on key industry issues, which including presenting data from other statistical surveys I supervised.
- Designed and ran numerous “mini-statistical surveys” to gather information as needed for association marketing efforts, public relations programs, regulatory support or other information on an on-needed basis.

*Additional activities/responsibilities:*

- Legislative interface: Advised officials on industry trends and assist in creation of survey instruments for a variety of government entities – U.S. Bureau of Labor Statistics, U.S. Department of Labor (industry-related issues), Bureau of the Census. Assisted private think-tanks and advocacy groups develop common public affairs approaches.
- Public Relations: developed public relations strategy; primary spokesperson, highly-quoted source and contact for all news media regarding temporary help/staffing industry issues as well as general economic and employment trends; on-air presentation for industry viewpoints on radio and TV.
- Staff & Fiscal Management: managed outside PR counsel; prepared annual department budget; interviewed prospective and evaluated current department employees; evaluated outside vendors (market research, website developers, advertising and public relations firms, specialty advertising items, etc.)
- Publication management: created concept, copy writing, desktop layout, as well as printing management to final distribution for brochures, newsletters, collateral pieces, etc.
- Website development: produced the association’s first website and directed it through several generations of improvement.
- Program management: developed industry-wide business education partnership via internal 501 (c)(3) charitable foundation; full management of national “week.”

**Spherion Corp.**

***Manager of Corporate Communications***

*January 1987 to July 1989*

*Fort Lauderdale, FL*

Company's two operating divisions provided staffing services in temporary help (office support, law services, industrial workers, accounting personnel, etc.) and home health care and supplemental staffing to health care facilities.

- Complete public relations and internal communications for this then H&R Block, Inc. subsidiary (former name: Personnel Pool of America, Inc.): direct contact with trade, national and business media.
- Staff & Fiscal Management: Prepared annual departmental budget (\$150k); evaluated outside vendors (market research, advertising and public relations firms).
- Creative Direction: Layout and desktop publishing, printing management for newsletters and collateral sales materials.
- Writing: press releases/kits, promotional campaigns and collateral sales materials, company newsletter, annual report copy.

**Radice Corporation**

***Public Relations Assistant***

*January 1986 to November 1986*

*Fort Lauderdale, FL*

- Wrote press releases and public relations materials for numerous divisions of this NYSE-listed diversified real estate developer, correspondence and speeches for senior management; collateral sales programs and materials; various award entries.
- Special event creation and management.

**Ronald Levitt Public Relations**

***Account Supervisor***

*April 1981 to December 1985*

*Coral Gables, FL*

Full-service public relations agency; founder is former Florida Assistant Secretary of State; began as freelance writer, full-time account executive at six months, account supervisor at two years.

**Statistical/Research highlight**

- Conducted geographic and demographic research to support state applications for proposed savings and loan associations.

*Additional activities/responsibilities:*

- Creative direction for print, TV and radio ads, supervised outside vendors providing same; hands-on production of membership directories, newsletters, press kits for general corporate and specialized client campaigns.
- Media buying for all media with complete budgeting, production and traffic. Largest campaign: two-week, \$250,000 mixed media buy on state-wide level.
- Wrote press releases, feature material, ad copy for all media outlets (print, TV and radio), brochures, newsletters and collateral materials for a variety of clients.

## Education

---

Master of Arts (awarded 8/13/77)  
Texas State University  
San Marcos, TX 78666  
Dates of attendance: 9/76 - 8/77  
Major: Theatre Management  
Minor: Speech Communication

Bachelor of Fine Arts (awarded 3/18/76)  
Florida International University  
Miami, FL 33199  
Dates of attendance: 9/74 - 3/76  
Major: Theatre  
Minor: not applicable

### Statistical/Research highlight

My work with statistics goes back to my primary research conducted for my Masters' thesis. Although I was a theatre management major, my thesis was an empirical study of the communication networks at a regional theatre company.

- In order to map the various communication networks, developed a cross-sectional survey that consisted of interviewing and administering a questionnaire, which I designed, for the subjects to identify the persons to whom he talks and the function and importance of that communication. The statistical analysis was extensive and involved converting responses to numerical values to discover the communication network roles, identify those who were central to a specific network, and the density of the networks.

**References**

Additional comments about my work can be found at: <http://www.brucesteinberg.net/testimonial.htm>

<p><b>Peter Auer</b>          Head of Labour Market Policy Team          Employment Strategy Department          International Labour Office          Geneva, Switzerland          + 41 22 799 7471  <a href="mailto:auer@ilo.org">auer@ilo.org</a></p>	<p><i>If you want to know what is happening in the U.S. labour market, ask Bruce Steinberg. ... <b>So far I have not seen similarly good sources anywhere else in the world.</b></i></p>
<p><b>David Autor</b>          Associate Professor          Department of Economics          Massachusetts Institute of Technology (MIT)          Cambridge, MA          617.258.7698  <a href="mailto:dautor@mit.edu">dautor@mit.edu</a>  <a href="http://web.mit.edu/dautor/www">http://web.mit.edu/dautor/www</a></p>	<p><i>Bruce is an expert writer, researcher and communicator. <b>He combines mastery of technical detail with a flare for presentation that makes his work compelling to laypeople and informative to experts.</b></i></p>
<p><b>John Bowmer</b>          former (retired) Chairman, Adecco SA          Atherton, CA          650.328.5205          650.575.4495 (cell)  <a href="mailto:John.Bowmer@sbcglobal.net">John.Bowmer@sbcglobal.net</a></p>	<p><i>I have always found <b>your reports and analyses perspicacious, incisive and very comprehensive.</b> You have the best grasp of all the various government statistics and reports – hence your work is the best I know.</i></p>
<p><b>Theresa Daly</b>          Pine Grove, CA          County Administrative Officer          Amador County, CA          (former Executive Editor          Staffing Industry Analysts, Inc.)          209.223.6470 or 209.257.1934  <a href="mailto:tdaly@co.amador.ca.us">tdaly@co.amador.ca.us</a></p>	<p><i>Bruce has an amazing <b>ability to distill highly complex concepts into easily digestible bites.</b> He is adept at adjusting his message to fit any audience.</i></p>

**Jeffrey M. Silber**  
 Managing Director  
 BMO Capital Markets (investment bank)  
 New York, NY  
 212.885.4063  
[jeff.silber@bmo.com](mailto:jeff.silber@bmo.com)

**Daniel G. Sullivan**  
 Senior Economist/VP Research  
 Federal Reserve Bank of Chicago  
 312.322.5790  
[Daniel.Sullivan@chi.frb.org](mailto:Daniel.Sullivan@chi.frb.org)  
[http://www.chicagofed.org/economic\\_research\\_and\\_data/economists\\_preview.cfm?autID=26](http://www.chicagofed.org/economic_research_and_data/economists_preview.cfm?autID=26)