



CAREER PROGRESSION IS KEY

What Workers Want Report 2019

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CAREER PROGRESSION IS KEY ENCOURAGE AND SUPPORT YOUR WORKFORCE

Our brand new report, *What Workers Want*, provides insight into the priorities of employees today. It focuses on the factors and nuances that influence their career-related decisions. The purpose of the report is for employers to use it as a guide in building effective recruitment and retention strategies.

The *What Workers Want* report allows us all to explore the drivers of employee career behaviour, and specifically the importance of four key factors - career progression, flexibility, attraction of candidates and benefits - that are pivotal in the decision about whether to stay in a current job or whether to accept a new one. Understanding how these four factors are prioritised can give employers a competitive edge in the employment market.

This is particularly essential in today's somewhat challenging employment climate. In a number of sectors, the competition for specialised employees is intense and employees appear to be dissatisfied in their current roles. We are still faced with a situation where professionals in sectors such as IT, life sciences and engineering are in high demand and often receive multiple job offers on a regular basis.

For this reason, it is relevant to address the importance of an active participation in the labour market. Additionally, employers should consider what they offer potential and current employees. Our survey results show that while pay is important, factors such as pension plans and clear career progression opportunities are key to a successful attraction and retention program. Only one employer can offer the highest pay, so organisations need to rely on other aspects when keeping existing employees and securing new ones.



Morten Andersen
Business Director, Hays Denmark

ABOUT US

Our passion is to help people develop their careers, and to help employers grow their organisations with the right people.

Our expertise

With over 11,000 employees working from more than 250 offices across 34 countries, we fill more than 1,000 jobs every working day. We recruit for permanent and temporary roles for organisations of all sizes and locations.

Competition for skills is intense in many of the industries we recruit for and our geographic reach and market-leading database enable our consultants at Hays Denmark to search over four million candidates globally. This gives employers access to the widest possible talent pool and increases our chances of finding the right match for your organisation.

We are the most followed recruitment company on LinkedIn™ with more than 2.6 million followers and our access to this network is unrivalled.

Our services

Hays offers extensive recruitment services for you, your organisation and your career.

We are the experts in recruiting qualified, professional and skilled people across a wide range of specialised industries and professions. We operate across the private and public sectors, dealing in permanent positions, contract roles and temporary assignments.

At Hays, we believe the right job can transform a person's life and the right person can transform a business. We're passionate about connecting our candidates with the right job for them.

250+

Offices

1,000

Jobs filled every working day

11,000

Employees worldwide

ABOUT THE REPORT

Hays Denmark's new What Workers Want report is centred around the factors that influence an employee's decision about whether to stay in a job or accept a new role.

The four factors - career progression, flexibility, attraction of candidates and benefits - were identified in peoples' decision-making processes. By asking respondents to weight each of these factors according to the importance they attribute to them, we gathered insight into where employers should be focusing their efforts. We then compared employees' expectations to the workplace experiences that employers currently offer.

This has allowed us to provide a unique, in-depth understanding of the motivational factors of professionals, enabling organisations to significantly enhance their recruitment strategy and better retain valuable talent.

Methodology

From November to December, we sent our survey directly to more than 5,000 contacts from the Hays Denmark database and shared it via our online platforms. This meant that the survey responses were not only limited to current job seekers, allowing us to gain the perspective of employees along with employers. The survey was completed by hiring managers, HR professionals and employees and all levels from a variety of organisation types and sizes across the public and private sectors.

Key indicators



Pay

Would prefer a higher base salary with no additional bonus, to a lower base salary with overall higher earning potential, including a bonus



Work-life balance

Find that they have a good or excellent work-life balance



Cultural fit

Found it quite or very important to hire people that are a good fit with an organisation's culture



Development

Are looking for a new job due to lack of training and development opportunities



Ambition

Find that they are quite or very ambitious in their career goals



Flexible working

Make use of flexible working hours as a benefit in their current job

KEY FINDINGS

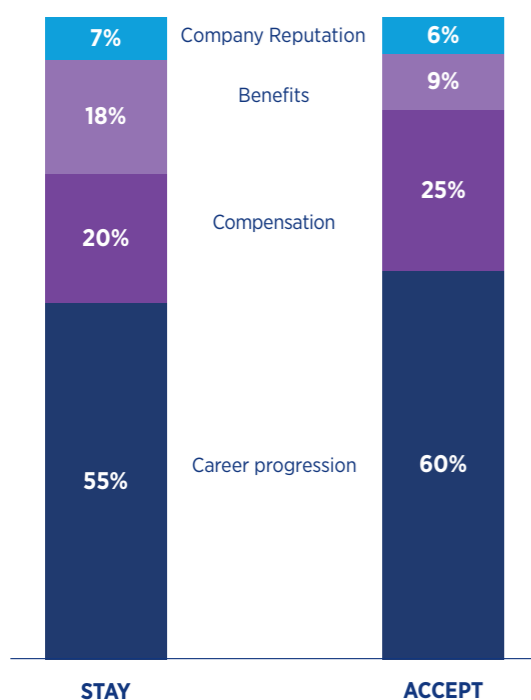


This report is focused around four key elements – career progression, flexibility, attraction of candidates and benefits – that workers factor into their decision-making process when considering whether to stay with an organisation or whether to accept a new job.

Overall, the findings show that there are few differences between what makes someone stay in a role and what attracts them into a new one. Results show that professionals are interested in the whole package that employers can offer them and that they are looking for companies that will invest in their development. Organisations should retain employees by reminding them of what is available to them in terms of benefits and training opportunities, and do so by implementing effective communication. This will potentially also prove beneficial when attracting potential employees by presenting them with the full employment package.

The chart below showcases how the key factors affect someone's decision to stay with their current employer or join a new one. Respondents were asked to weight the different elements according to how much importance they attributed to each of them.

How professionals decide whether to accept a new job vs. stay with their current organisation



Competitive pay is important, but one particular aspect can be a definitive factor

According to 37% of respondents, pay is the most important factor when considering a new opportunity, and they would require an 11-20% salary increase if they were to accept a job offer. Additionally, 55% find performance-related bonuses motivating, which also confirms that pay is a very important aspect. However, despite these bonuses being a motivating factor for many, employers should also consider the importance of setting and maintaining a competitive base salary. The survey showed that 65% of respondents would prefer to have a higher base salary with no bonus, and thus a lower total earnings potential, than a lower base salary with an additional bonus and therefore a higher earnings potential. This indicates that although pay is important to employees, most would prefer a safe base salary, rather than having to rely on bonuses.

Peoples' decision to stay in or leave their current job is also highly affected by one particular aspect of their benefits. Almost 60% of respondents would decline a job offer that offered a lower pension plan than their current one, even if all other requirements in terms of benefits, compensation and career progression were met.

Therefore, pay is generally an important factor, and it plays a large part in every worker's decision to either stay or leave their current job. Danish workers seem to find pensions a determining factor in their decision, which emphasises the importance of employers evaluating the overall package they are offering, rather than focusing on pay as an isolated aspect.

Training and development – Is it already on offer?

Almost two thirds of respondents (63%) believe that their place in the organisational hierarchy is the most important factor in their career status and almost 80% of respondents rate themselves as quite or very ambitious. Additionally, almost 90% find the opportunity for personal and/or professional development to be the most important factor in their career progression. All of the above aspects indicate the importance of employers meeting the needs and requirements of workers by offering training and development.

While 95% of employers claim to encourage employees to pursue training and development opportunities, almost 50% of employees are looking for another job because their current workplace is not offering enough, or sufficient, training opportunities.

In conclusion, these results indicate that employers need to re-evaluate how they communicate and promote training and development programs that are available for existing (and new) employees on an ongoing basis for attraction and retention purposes.

Globalisation has been a positive for many countries as well as multinational corporations, making it possible for both employers and employees to work from anywhere in the world. However, it is an important question that workers ask themselves when being offered a job opportunity, either in a different part of the country they currently live in or a completely different country.

This leads us to the topic of flexible work and working remotely. Almost 55% of respondents found flexible work options, such as working from home or adjusting time schedules, as the most important benefit, and more than 80% of employers believe that flexible work options are beneficial for both the employee and the organisation.

Flexibility is the new black

Despite living in a globalised and, to a degree, highly flexible world, respondents seem to be less willing to relocate internationally, expecting a salary increase of 40% or more. 25% are neutral to relocating within the country they currently live in, where around 65% find themselves as highly likely to relocate within the region they currently live in. An important aspect for respondents in terms of relocating internationally or within the country is the benefits that companies offer employees' spouses. This was brought up by 15% of respondents independently as feedback for the topic of relocating.

The above results indicate that employees expect a higher level of flexibility from employers than employers necessarily expect from their employees, and that companies looking to attract workers to relocate need to factor in pay, flexibility and the employee's spouse.

Is your company the right fit?

Candidates base their decision on various factors. As described previously, pay, pension and benefits are all aspects that are considered, along with other topics. Flexibility is not just a matter of putting different working hours in your attendance report. It also affects culture in the workplace and thus candidates and employers alike must consider this as a determining factor for both parties. 90% of employers find cultural fit the most important aspect when evaluating a candidate.

Employers and employees seem to be on the same page in regards to cultural fit, however there seems to be different opinions on the topic of company reputation. Around 80% of employers claim to discuss this in interviews, however 45% of candidates found this to be the least important thing in their decision-making process. This suggests that employers might need to reconsider which topics are relevant for candidates when considering a job offer.

“Employees expect a higher level of flexibility from employers than employers necessarily do from employees.”

RECOMMENDATIONS

Using the information from this report, we have outlined some key recommendations for employers to consider. Following these will help employers better retain and attract the skilled professionals they need, and help them build their talent pipelines for the future.



CLEAR COMMUNICATION IS CRUCIAL IN RECRUITMENT AND RETENTION

Use interviews as two-way communication opportunities to gain insights

In interviews you have the chance to present what you can offer candidates in their potential future position. While employers state that they discuss aspects like benefits package, pay, company culture and reputation and career progression, far fewer candidates find this to be true.

To meet the needs of candidates, organisations could consider revising their interview structure and technique. Facilitate the training of hiring managers to improve recruitment and foster a two-way discussion in interviews.

Promote the total package from your online platforms through to your people managers

Employees are interested in everything that their job has to offer. This includes pay, career progression, culture and benefits. However, based on our findings, we have seen that there is a gap in employee awareness as to what is available to them. As an employer, ensure that information is easily accessible and communicated on a regular basis. Communicating benefits in various ways, from across your online platforms to regular communication with employees' managers, may be what gives you a competitive advantage in recruiting and retaining employees.

Employers should consider assessing their own hiring managers' knowledge of the organisation's benefits, in order to ensure that they can explain what is offered in detail.

This can act as a retention mechanism, creating an opportunity to re-engage middle management, and can also enable employees to be an organisation's ambassador, which is an important aspect in talent attraction.

Be proactive in employees' career progressions

All generations and seniority levels prioritise career progression and personal development. A key aspect of this is the recognition of main achievements. Thus, employers should consider an organisation's promotion criteria and rewards, as our findings show that there is a slight mismatch between an employee's and an employer's view on fair timing of promotions, with 40% of employees finding 1-2 years in a role suitable for a promotion but only 23% of employers believing this to be appropriate.

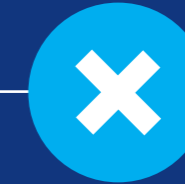
It might be worth considering how you recognise staff successes, as this may be a key aspect in retaining employees long-term. Make sure that managers can easily showcase achievements across the organisation and within their team. Use the milestones of staff members to emphasise the benefits that are available, such as training and professional development.

Employees want an employer who will invest in their learning and development, but the findings show that they are often hesitant to ask for it. Managers should use promotions as opportunities to demonstrate their commitment to their staff in terms of career progression and what is available to them.



WHAT TO FOCUS ON?

- 1 Promoting the total package
- 2 Investing in training options
- 3 Building a strong, supportive workplace culture
- 4 Offering recognition with promotions
- 5 Flexible benefits on offer



WHAT TO AVOID?

- 1 A sole focus on salary
- 2 Only offering in-house training
- 3 Screening based on qualifications alone
- 4 Promotions based primarily on seniority
- 5 Fixed benefits alone

If you are not sure how these findings could be applied to your organisation or want to discuss any of the insight raised within this report please speak to one of our recruiting experts. Visit hays.dk/all-offices to get in touch with a recruitment consultant.

CONTACT US

Visit hays.dk for more insights into recruitment, the market and HR trends.

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