

# Randstad Engagement Index

## Executive Summary

August 2012

### Career Outlook: Employees are ready to resume their careers. What are their plans and prospects?

Employees who have been committed to their employers, working hard, taking on more and getting by with less are now ready to resume their career plans. According to Randstad's latest quarterly Employee Engagement Index, almost 40 percent of employees plan to seek out a new position in the next six months. But with slower than expected job creation and recovery, more than half (58 percent) do not believe they would be able to find a new job today that they would like to accept. Perhaps because of this, employees are divided on their career outlook. Forty-two percent are optimistic and believe there are many opportunities for career growth. More than half (58 percent) are neutral, believing their careers have slowed and it will be harder to resume growth, or are pessimistic that they will ever be able to grow their careers again. Companies need to be ready to address employee concerns by developing engagement plans that encourage their current and future growth prospects.

#### Employee attitudes about the job market

Strongly/Somewhat agree



#### Perceived career outlook

Strongly/Somewhat agree



*Randstad's Engagement Index, taken quarterly by IPSOS, measures the attitudes and perceptions that impact U.S. employee engagement today. The findings represent employees' priorities, concerns, outlook and intent around both their current employer and future career plans. The study targets employees to help employers further understand and better engage their workforces.*



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# Employee engagement

## Best ways to engage the workforce

Randstad looks at six key attributes to measure employee engagement levels. When asked to rank the most important elements for engagement, employees prioritized feeling valued and recognized and enjoying going to work every day at the top. While employees ranked the most valuable attributes, there is a disconnect in what they actually experience on the job.

Employees indicate the attitudes they feel most towards their jobs are inspired to do their best and proud to work for their company or organization.

Attributes employees feel affect their attitudes toward their jobs

Strongly/Somewhat agree



Employees' attitudes toward their jobs

Strongly/Somewhat agree



## fast facts

- 54 percent of employees rank feeling their efforts are recognized and valued as one of the most important attributes that impact their attitudes towards their jobs
- Just 29 percent ranked feeling inspired to do their best, as an important attribute impacting their job, down 4 percent from last year
- 53 percent indicate enjoying going to work every day as very important
- 75 percent of employees say they are inspired to do their best followed by 73 percent indicating that they are proud to work for their organizations
- 62 percent of employees say that they trust the leaders of their company to make good decisions



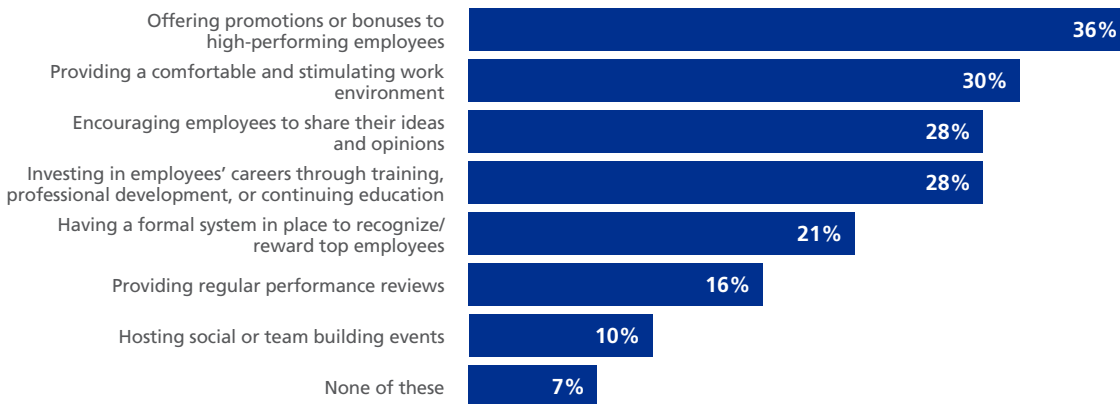
# Employee engagement

## Employee perspective: What companies can do to engage workers

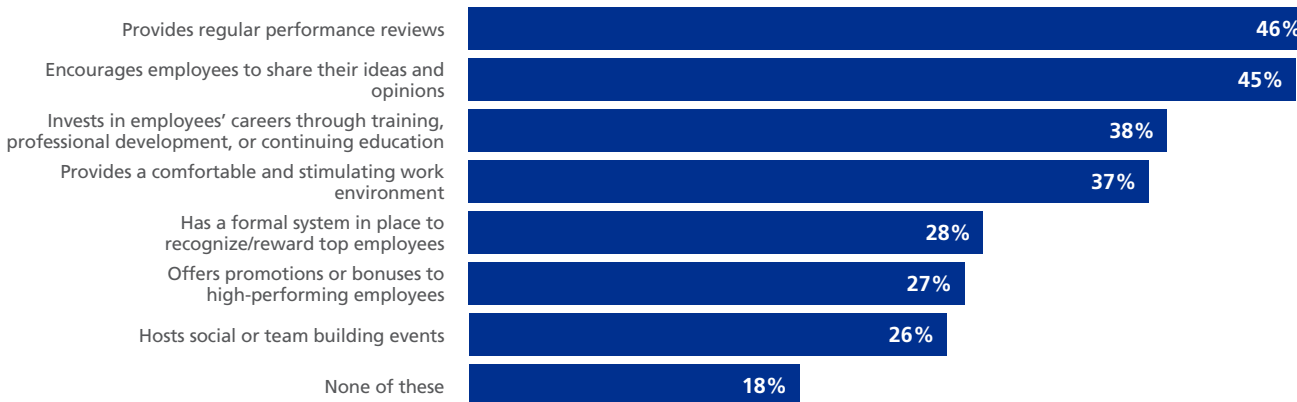
When asked about the most effective ways to keep employees engaged, workers are most likely to select offering promotions or bonuses to high performing employees just above providing a comfortable and stimulating work environment. Regular performance reviews or hosting social or team building events rank lower on the list.

Most employees say their employers provide regular performance reviews and encourage them to share ideas and opinions to keep them engaged.

*Employees rate effectiveness of employers' engagement activities*



*Most common activities employers use to engage employees*



## fast facts

- Offering promotions or bonuses to high performing employees ranks the highest for effective engagement tools (36 percent)
- Employees rank providing a comfortable and stimulating work environment (30 percent), encouraging employees to share ideas and opinions (28 percent), and investing in employees' careers through training and professional development (28 percent) as the most effective engagement tools
- Slightly more than one quarter of employees say their employers offer promotions or bonuses to high performers (27 percent)
- Nearly one-in-five report their employers do not make any efforts to engage workers

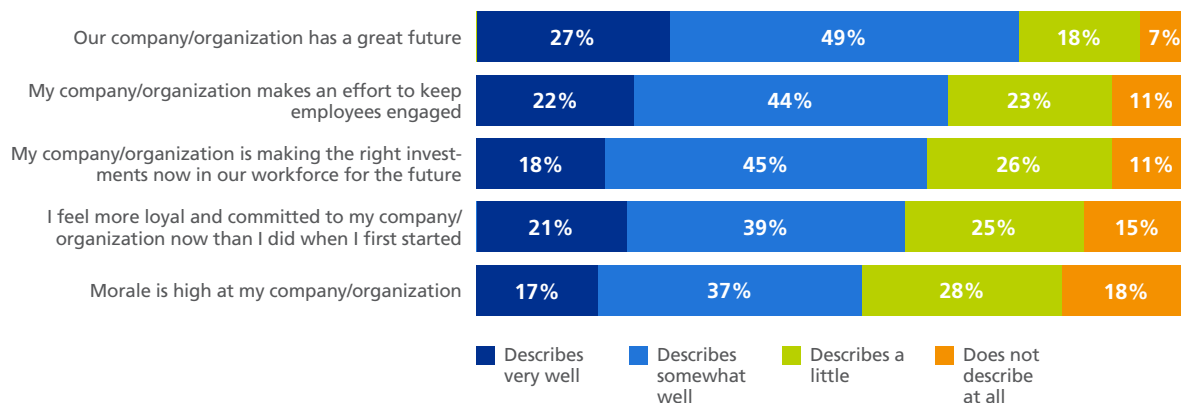


# Retention

## Employees committed and willing to grow if opportunities exist

While more than a quarter of employees are ready and waiting for greener pastures, a majority are committed and optimistic about their company's future and their career prospects. Most employees (61 percent) expect to grow their career with their current employer. Just over a third of employees plan to seek a new position within their current company or organization, indicating employees' loyal intentions will grow with their current companies if opportunities for advancement exist.

Employee attitudes about their organization's future



## fast facts

- Three quarters (76 percent) of employees believe that their company has a great future
- 66 percent of employees believe that their company makes an effort to keep them engaged
- Most employees, 60 percent, feel more loyal and committed to their company than when they first started
- 54 percent of employees believe morale is high at their company
- 63 percent believe that their company is making the right investments now in the workforce for the future
- 37 percent of employees plan to seek another position in their current company within the next 6 months

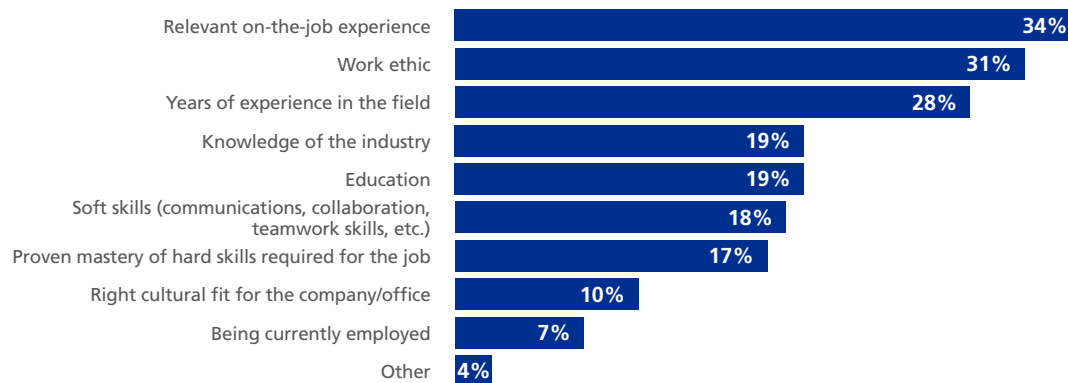
# Workplace skills

## Flexibility and adaptability: Top skills to grow careers

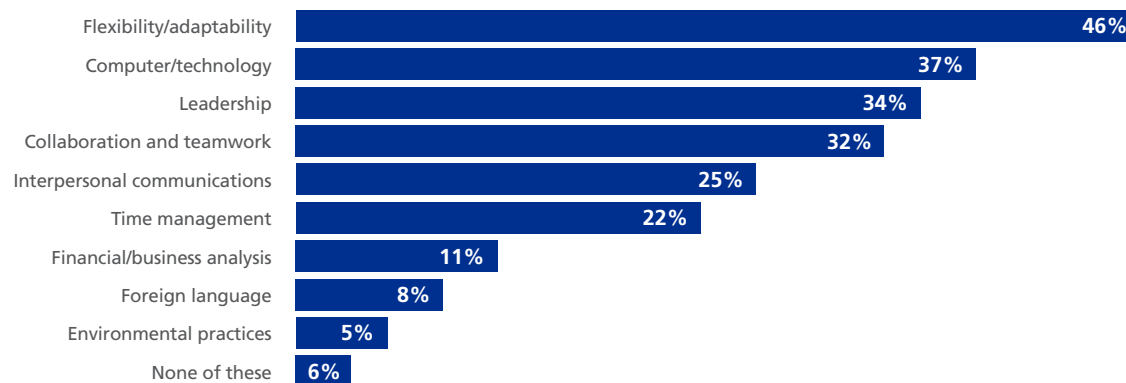
As the skills gap continues to widen and many employers are struggling to find the right talent, the question of what are the skills necessary to land a job is on more and more employee and employer minds. To gain insights into answering this question, Randstad asked employees to weigh in on the top skills that they believe employers are looking for and top skills needed to grow their careers.

Most employees rank relevant on-the-job experience as the most important skill along with work ethic and years of experience in the field. As competition for highly skilled jobs, in particular, heats up, employees recognize employers are looking for very specific skills. To continue to grow their careers, employees indicate that flexibility and adaptability, IT knowledge and skills, and leadership qualities are the most important.

*Employees' perceived importance of job skills to employers*



*Employees' impressions of importance of skills to growing their careers*



## fast facts

- Employees rank on-the-job experience the highest among skills important to employers
- Work ethic (31 percent) and years of experience in the field (28 percent) rank second and third among top skills employees believe are important to employers
- Only 7 percent think that being currently employed matters a great deal to potential employers
- Employees rank flexibility and adaptability as the most important skills needed to grow careers with computer/technology skills ranking second
- Just over a quarter of employees, 26 percent, would stay in their current field if they could start their careers over
- Employees interested in switching careers ranked technology and healthcare among the top two fields

# Women@Work

## Women positive, optimistic on job outlook

Women report very positive attitudes towards their jobs and are less likely than their male counterparts to seek out a new position in the next six months. When it comes to employee engagement, women overall are more likely to believe raises and bonuses are an effective employee engagement tool.

Women also believe that the most important skills to grow their careers are flexibility and adaptability, collaboration and teamwork, and interpersonal communications.

### Attitudes toward their jobs

Strongly/Somewhat agree



### Effectiveness of employers' activities to keep employees engaged

Strongly/Somewhat agree



### Likelihood of seeking, considering or accepting a new job in the next 6 months

Strongly/Somewhat agree



## fast facts

- 63 percent of women today feel that their efforts are valued and recognized (compared to 68 percent of men)
- 68 percent of women report enjoying going to work each day and 75 percent of women feel inspired to do their best
- Just 41 percent of women would give consideration to a job offer at a new company versus 45 percent of men
- Just 38 percent of women feel left behind in their careers compared to 43 percent of men



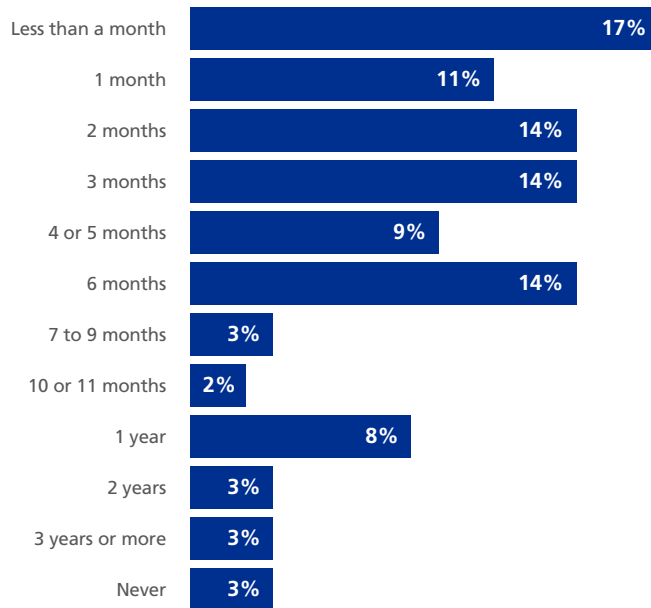
# Job search

## Timeline for finding a new job

When asked how long it would take to find a new job if they were to lose theirs today, most employees believe it would take three months or less to find a new job. While almost one in five believe it would take less than a month, an equal number believe it would take a year or more to find a new job, if ever.

Timeline for finding a new job

Strongly/Somewhat agree



### Randstad Engagement Index Methodology

The Randstad Engagement Index is comprised of findings from quarterly waves of research targeting employees and annual surveys of employers. The fifth wave was conducted June 28 - July 18, 2012. A national sample of 3,251 adults aged 18 and older who are currently employed full time from Ipsos' U.S. online panel were interviewed online.

Weighting was used to balance demographics and ensure samples reflect the U.S. population of working adults.

Employees and employers were surveyed to compare notable differences in perceptions and attitudes. Multiple waves of research allow for trending and to track changes in perceptions and attitudes over time. Research into employee attitudes and perceptions will be conducted quarterly. Research into employer attitudes and perceptions will be conducted on an annual basis.



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