
BELOW THE SURFACE: EMERGING GLOBAL MOTIVATORS AND JOB SEARCH PREFERENCES

THE UK IN FOCUS



In today's competitive and challenging business environment, employers worldwide are seeking to strengthen their approach in identifying, attracting and retaining top talent.

Understanding the expectations and motivators of in-demand talent is the first step to success – learning how they search for jobs, what they look for in a prospective employer, and what motivates them to change roles.

Recognising the value of this insight, ManpowerGroup Solutions, the world's largest Recruitment Process Outsourcing (RPO) provider, surveyed nearly 4,500 job seekers from across the UK, United States, China, Australia and Mexico about their job search and career preferences.

While the results identified many similarities between the preferences of job seekers in each country, digging

below the surface has revealed noteworthy differences too. Learning and adjusting to these distinctions is crucial to developing more effective hiring and retention strategies.

With nearly 20% of respondents based in the UK, we've summarised some of the key factors employers should be aware of when attracting and retaining top talent in the British jobs market.



ManpowerGroup
Solutions™

Candidate Preferences in the UK

We asked UK job seekers to select the top three factors that were most relevant to their preferences/motivators in each of the below areas.

CAREER DECISIONS

TOP 8 considerations when making career decisions, in order of preferences:



1
Type of work



2
Geographic location



3
Benefits offered



4
Flexibility



5
Opportunity for advancement



6
Compensation



7
Industry



8
Brand/reputation of the company

Greatest career challenges:



36%
lack of access to quality jobs

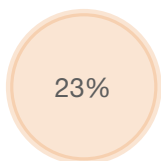
34%
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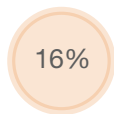
27%
lack of awareness of quality jobs

JOB SEARCHING

Top triggers to change roles:



Type of work



Benefits offered



Compensation

Preferred method of conducting a job search:



EMPLOYER BRAND

Most important aspects of an employer's brand:



84% – Employer / employee trust



71% – Organisation's reputation as an employer



62% – Transparency

Most credible sources of information about an employer's brand:



29% – Current employees of the company



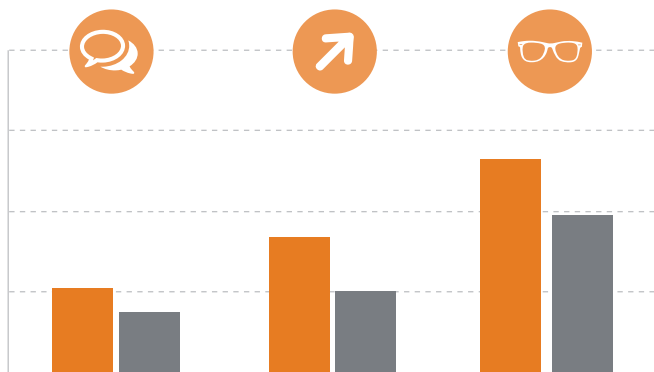
24% – Company website



11% – Employer review website

Generational and Gender Preferences in the UK

GEN Y VS. GEN X

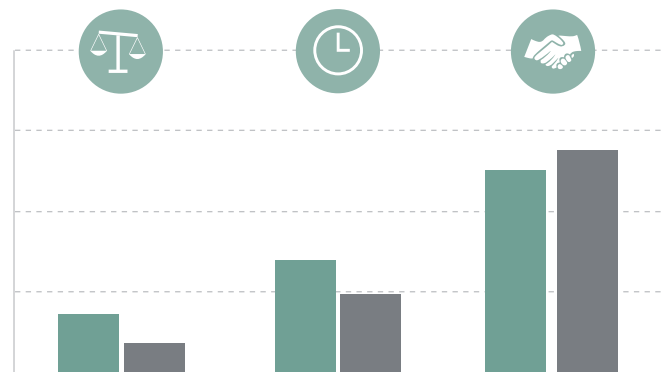


Over a quarter of Gen Y said a lack of **general 'soft' skills** was a challenge for them; only 18% of Gen X felt the same.

Nearly 40% of Gen Y said the **opportunity for advancement** was an important factor for them in how they make career decisions; that's compared to a quarter of Gen X.

63% of Gen Y said a **clear vision/mission** is an important area of an employer's brand to consider; less than half of Gen X said the same.

MALE VS. FEMALE



17% of females said they faced a **gender bias** in the workplace; just 8% of males agreed.

Over one-third of women said **flexibility** is an important factor in how they make career decisions; less than one-quarter of men said this was important to them.

Nearly two-thirds of men said **transparency** was one of the most important aspects of an employer's brand; 59% of females agreed.

Comparing UK Candidate Preferences to the Rest of the World



Type of work is the most powerful motivator for UK candidates to switch jobs.

In all other countries we surveyed, aside from Australia, compensation is rated as more important – recruiters should bear in mind that *what* a candidate is expected to do can be more important than how much they're paid for doing it.

Just 18% of UK candidates use social media to gain information about companies and opportunities.

That's compared to 43% of candidates in China and 44% in Mexico – job seekers in these countries may be looking for alternative sources of information as employers' websites contain less information about their organisations when compared to their UK counterparts.

Less than 20% of UK candidates knew the compensation of a role before they applied.

This is compared to a global average of 36% - earlier and fuller disclosure may increase hiring efficiency, as candidates can self-select out of the process if one of their primary motivators for job switching isn't met.

Seven keys to attracting and retaining talent

ManpowerGroup Solutions' research results reveal a number of best practice strategies to attract and retain the strongest talent. Each strategy places the candidate at the centre of the process:



Be Candidate Driven

Align your hiring processes with the unique preferences of your candidate market – this includes tailoring the message by country and customising the technology to the generation.



Be Transparent About Compensation

Differentiate your company's employer value proposition from the next by being transparent about compensation and other important motivators - like type of work and opportunity for advancement.



Improve Onboarding for Gen Y Hires

Get new hires up to speed, set expectations and clearly identify the path for advancement; otherwise, capable new hires may defect to companies promising a shorter, clearer pathway or higher compensation levels.



Be Aware of New Technology

Candidate usage and preferences for technology in the job search process may lag behind the industry buzz, yet we can expect these to evolve as Gen Yers become more dominant in the workforce.



Good Recruiting Practices Outweigh Self-Reliance

Candidates best respond to recruiters and hiring managers when the opportunities they're being presented with are customised and tailored to their interests - effective recruiters become experts in these nuances.



Don't Abandon Traditional Outreach Strategies

Job boards and social media are prevalent and widely used around the world, but there's no need to abandon traditional attraction strategies – ensuring you continue to reach people with limited access to technology.



Build a Talent Pipeline

While a talent pool can be stagnant, a talent pipeline is fluid and active. A pipeline is a conduit to an ever-changing mix of qualified potential hires, allowing you to engage with tens of thousands of candidates on a continuous basis.

“Human Resource professionals who dig below the surface and resist the impulse to take a one-size-fits-all approach to talent recruitment and retention will have the competitive advantage in today's global marketplace.”

JAMES HICK

Managing Director, ManpowerGroup Solutions UK

ABOUT THE RESEARCH

Overall, the job seekers surveyed were 18-65 years old and currently in the workforce (not retired or homemakers). In total there were 4,479 respondents from the UK (18.6%), US (28.8%), China (17.7%), Australia (17.6%) and Mexico (17.4%). They represented a cross-section of age, income, employment status (i.e. full-time, part-time, contract), career level and industry. With respect to career level, experienced non-managers accounted for the largest group at 33 percent followed by managers (26 percent), entry-level employees (9 percent), students (8 percent), executives (5 percent) and senior-level executives (4 percent).

Download the global research report:

manpowergroupsolutions.co.uk/belowthesurface

ABOUT MANPOWERGROUP SOLUTIONS

ManpowerGroup Solutions is a global leader in outsourcing services for large-scale recruiting and workforce-intensive initiatives. Our offerings include Recruitment Process Outsourcing, TAPFIN-Managed Service Provider, and Talent Based Outsourcing. Facing increasingly complex challenges, our clients rely upon our innovative workforce models and outsourcing solutions to deliver measurable results and business success.

