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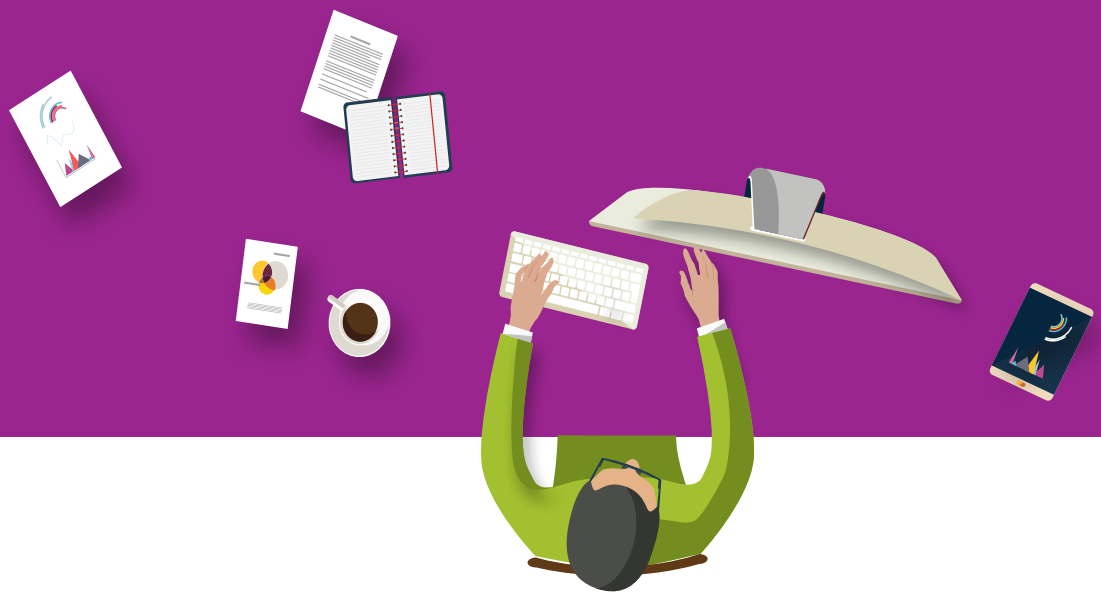
talent trends report - HR game changers



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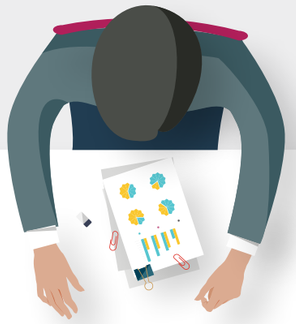
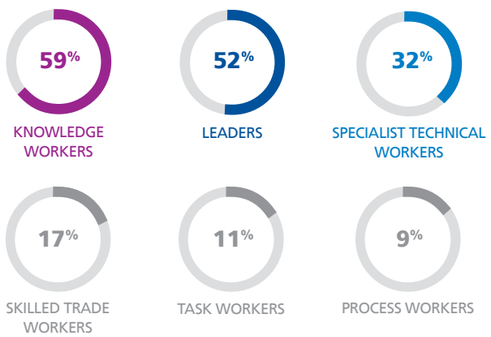
talent trends summary theme 1

the shifting workplace

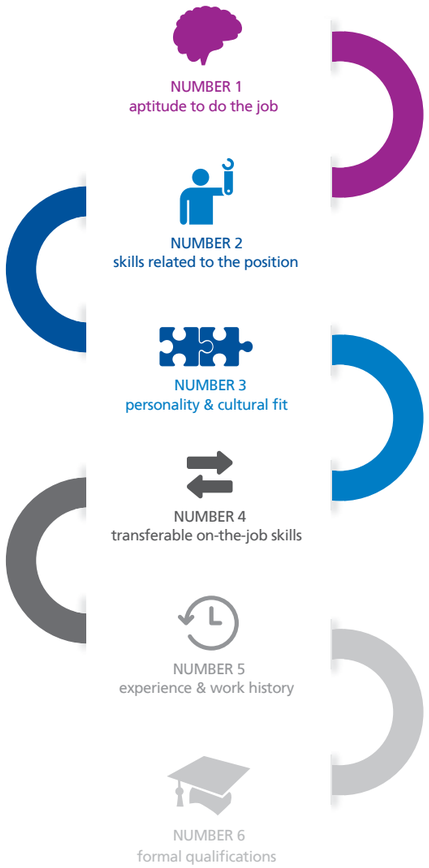


1 Which of the following categories of workers will your organization need most in the next five years?

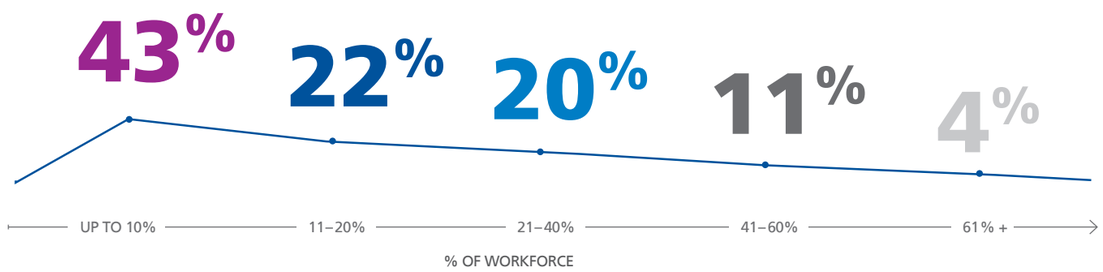
2 Which of the following categories of workers do you intend to hire in the next 12 months



3 What are the most important criteria you consider when assessing talent?



4 What percentage of your workforce is currently contingent (ie. non-permanent employees)?



5 During workforce planning, which of the following employee populations do you consider when reviewing your talent acquisition strategy?

47% THE TOTAL WORKFORCE
of permanent (traditional) employees, contractors, temporary staff, and statement of work (SOW) consultants

28% PERMANENT & CONTINGENT
Permanent (traditional) employees, contractors and temporary staff

25% PERMANENT ONLY
Permanent (traditional) employees only

6 What do HR leaders think will shape the future of work in the next 5 to 10 years?

79% KEEPING PACE WITH RAPIDLY EVOLVING TECHNOLOGY to enhance workforce productivity and performance will be a challenge

78% ATTRACTING INCREASINGLY MOBILE TALENT means organizations will need to create greater flexible working options

43% GROWING TALENT SCARCITY will increase the need to completely outsource talent sourcing and attraction

78% ANALYZING INTERNAL AND EXTERNAL EMPLOYEE DATA (talent analytics) will play a critical role in sourcing and retaining talent

70% MANAGING A MULTI-GENERATIONAL WORKFORCE is one of the biggest challenges we face

76% MAINTAINING A COMPETITIVE WORKFORCE OF THE FUTURE will see the percentage mix of contingent workers higher than today

54% EMPLOYING MORE WOMEN IN LEADERSHIP ROLES will be a critical success factor for organizations

LEADERS
Enterprising, multi-skilled professionals who can lead organizational change, development, and innovation

KNOWLEDGE WORKERS
Skilled professionals with hard-to-duplicate expertise such as salespeople, accountants, analysts, and digital marketers

SPECIALIST TECHNICAL WORKERS
Use specialist training to perform their work such as nurses, teachers, computer programmers, and technicians

SKILLED TRADE WORKERS
Workers with specific trade qualifications such as electricians, plumbers, and mechanics

TASK WORKERS
Make use of information but do not create ideas/knowledge such as call center operators, administration assistants, and accounts clerks

PROCESS WORKERS
Require no specific skills or training, including laborers, machinists, and production line workers

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talent trends summary themes 2 & 3

the new war for talent
unrelenting technology innovation

1 Do you feel the term "war for talent" still accurately reflects today's business and talent environment?

76% SAY YES

24% SAY NO

2 What does the term "war for talent" mean to you?

35% A MINDSET emphasizing the importance of talent to business strategy and organization success

33% THE BUSINESS CRITICAL need to engage and retain talent

25% THE COMPETITIVE LANDSCAPE for recruiting the best and brightest talent

3 What categories of workers do you intend to hire in the next 12 months?

KNOWLEDGE WORKERS	LEADERS	SPECIALIST TECHNICAL WORKERS	SKILLED TRADE WORKERS	TASK WORKERS	PROCESS WORKERS
59%	52%	32%	17%	11%	9%

4 How do you rate your organization's ability to attract top talent?

EXCELLENT	GOOD	AVERAGE	POOR
12%	62%	25%	1%

5

79% of HR leaders say keeping pace with rapidly evolving technology to enhance workforce productivity and performance will be a challenge

6 What are the top 3 reasons why organizations are succeeding in attracting top talent?

61% #1 Strong reputation of organization and employer brand

11% #2 Industry has strong appeal

12% #3 Competitive salary and benefits

7 In 2015…

54% of employers will invest in their careers website

38% will invest in Recruitment events

8 To what extent is your organization currently focused on employer branding, compared to 5 years ago?

A GREAT DEAL MORE	A LITTLE MORE	NEITHER MORE NOR LESS	A LITTLE LESS	A GREAT DEAL LESS	DON'T KNOW
38%	31%	22%	5%	3%	1%

9 What are the top 5 employer brand activities organizations will invest in over the next 12–24 months?

CAREERS WEBSITE	RECRUITMENT EVENTS	UPSKILLING RECRUITMENT TEAMS ON EMPLOYER BRANDING	GLOBAL EMPLOYER VALUE (EVP)	NETWORKING EVENTS
54%	38%	34%	31%	30%

10 How are you currently using online social and professional networks to attract talent?

To promote our employer brand	To advertise or broadcast jobs	To directly contact professionals who may not be actively job seeking	To screen job applicants	To build a talent pipeline through active engagement with potential candidates	To create professional networking groups for thought leadership	Are not using online social and professional networks to attract talent
56%	51%	59%	54%	45%	29%	14%

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talent trends summary themes 4 & 5

roadmap to HR transformation the evolution of new strategic talent solutions

1 What proportion of total strategic planning time does your organization's leadership team devote to future workforce planning on an annual basis?

say approximately 10–20% of their time is spent on future workforce planning

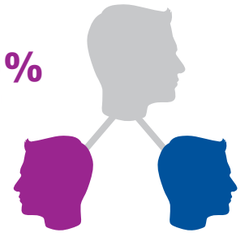
21% say less than 10%
13% say about 30–40%
2% don't know
5% say about 50%
3% say more than 50%

2 How far ahead do you typically plan your workforce?

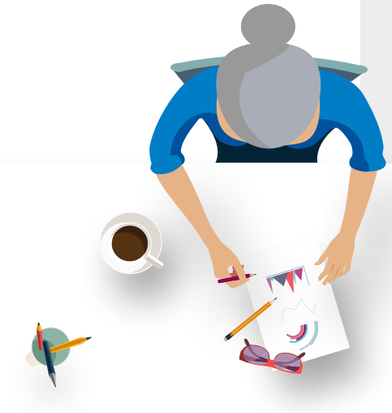
- LESS THAN 12 MONTHS IN ADVANCE **41%**
- APPROXIMATELY 12 MONTHS IN ADVANCE **44%**
- **12%** 12 MONTHS–2 YEARS IN ADVANCE
- **2%** 2–5 YEARS IN ADVANCE
- **0%** MORE THAN 5 YEARS IN ADVANCE

3 Do you hire middle and senior management from the external marketplace more often than you did five years ago?

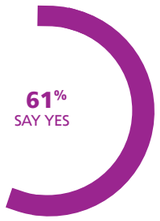
62% SAY YES



38% SAY NO



4 Does your organization use talent and workforce analytics as part of its talent strategy and workforce planning process?



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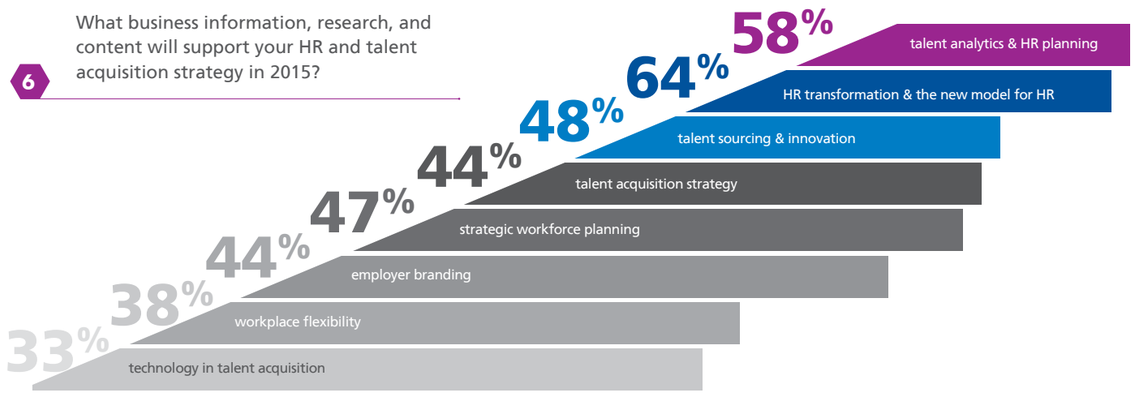
6 What business information, research, and content will support your HR and talent acquisition strategy in 2015?



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25% PERMANENT ONLY Permanent (traditional) employees only

6 How does talent analytics data inform your talent strategy?

78% MORE EFFICIENT WORKFORCE PLANNING

69% ACCURATE MAPPING & ADDRESSING OF SKILLS GAPS

66% ABILITY TO CLEARLY IDENTIFY HIGH-POTENTIAL EMPLOYEES FOR DEVELOPMENT

65% BETTER ALIGNMENT OF PEOPLE AND COMPANY STRATEGY

52% INCREASED VISIBILITY OF TALENT RETENTION

53% REMUNERATION AND BENEFITS MORE CLOSELY LINKED TO EMPLOYEE PERFORMANCE

33% DEEPER ACCESS TO THE EXTERNAL TALENT POOL

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about the Randstad talent trends report - HR game changers

The Randstad Talent Trends Report stems from the opinions and feedback of 350 HR and talent acquisition leaders. Provided here is insight into the survey respondents and the countries, industries, and companies they represent.

about Randstad India

Randstad India offers the broadest HR services portfolio ranging from Staffing, Search & Selection to Recruitment Process Outsourcing (RPO). The organization has a vast network of offices across the country to be within the reach of clients, candidates and flexi workers. The company, previously called MaFoi is a leader in the HR services industry in India for the past 23 years and became part of Randstad through its global acquisition of Vedior in 2008. Randstad is the global #2 HR services provider active in 39 countries across the globe. Randstad India continues to focus on developing customized and innovative HR services, leveraging on its unique strengths of geographical presence and end-to-end capability across all HR service functions.

For more information: www.randstad.in

about Randstad

Randstad specializes in solutions in the field of flexible work and human resources services. Our services range from regular temporary staffing and permanent placements to inhouse, professionals, search & selection, and HR Solutions. The Randstad Group is one of the leading HR services providers in the world, with top-three positions in Argentina, Belgium & Luxembourg, Canada, Chile, France, Germany, Greece, India, Mexico, the Netherlands, Poland, Portugal, Spain, Switzerland, the UK, and the United States as well as major positions in Australia and Japan. In 2014, Randstad had approximately 29,000 corporate employees and around 4,400 branches and inhouse locations in 39 countries around the world. Randstad generated revenue of € 17.2 billion in 2014. Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands. Randstad Holding nv is listed on the NYSE Euronext Amsterdam, where options for stocks in Randstad are also traded.

For more information: www.randstad.com

1 In what capacity are you currently responsible for recruitment or HR management in your organization?

- **45%** HEAD OF HR
- **24%** HR MANAGER/HR PROFESSIONAL
- **14%** HEAD OF TALENT ACQUISITION
- **9%** DEPARTMENT DIRECTOR/LINE MANAGER
- **6%** OTHER
- **2%** CEO/MANAGING DIRECTOR

2 Respondents by gender

- **44%** FEMALE
- **56%** MALE

3 Industry sector representation of respondents

- **17%** MANUFACTURING
- **17%** IT & TELECOMMS
- **15%** FINANCIAL SERVICES
- **12%** CONSTRUCTION, PROPERTY & ENGINEERING
- **9%** PROFESSIONAL SERVICES
- **7%** HEALTHCARE & LIFE SCIENCES
- **5%** TRANSPORT & LOGISTICS
- **4%** HOSPITALITY & TOURISM
- **4%** ENERGY & UTILITIES
- **4%** RETAIL
- **4%** OTHER
- **2%** GOVERNMENT & PUBLIC SECTOR

4 Respondents by generation

- **1%** GENERATION Z: born since 2000
- **22%** GENERATION Y: born 1980–2000
- **56%** GENERATION X: born 1965–1979
- **20%** BABY BOOMERS: born 1946–1964
- **1%** THE TRADITIONALISTS: born prior to 1946

5 Organization size by employees

- **20%** < 500 EMPLOYEES
- **18%** 501–1000
- **33%** 1001–5000
- **12%** 5001–10,000
- **17%** 10,001+

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