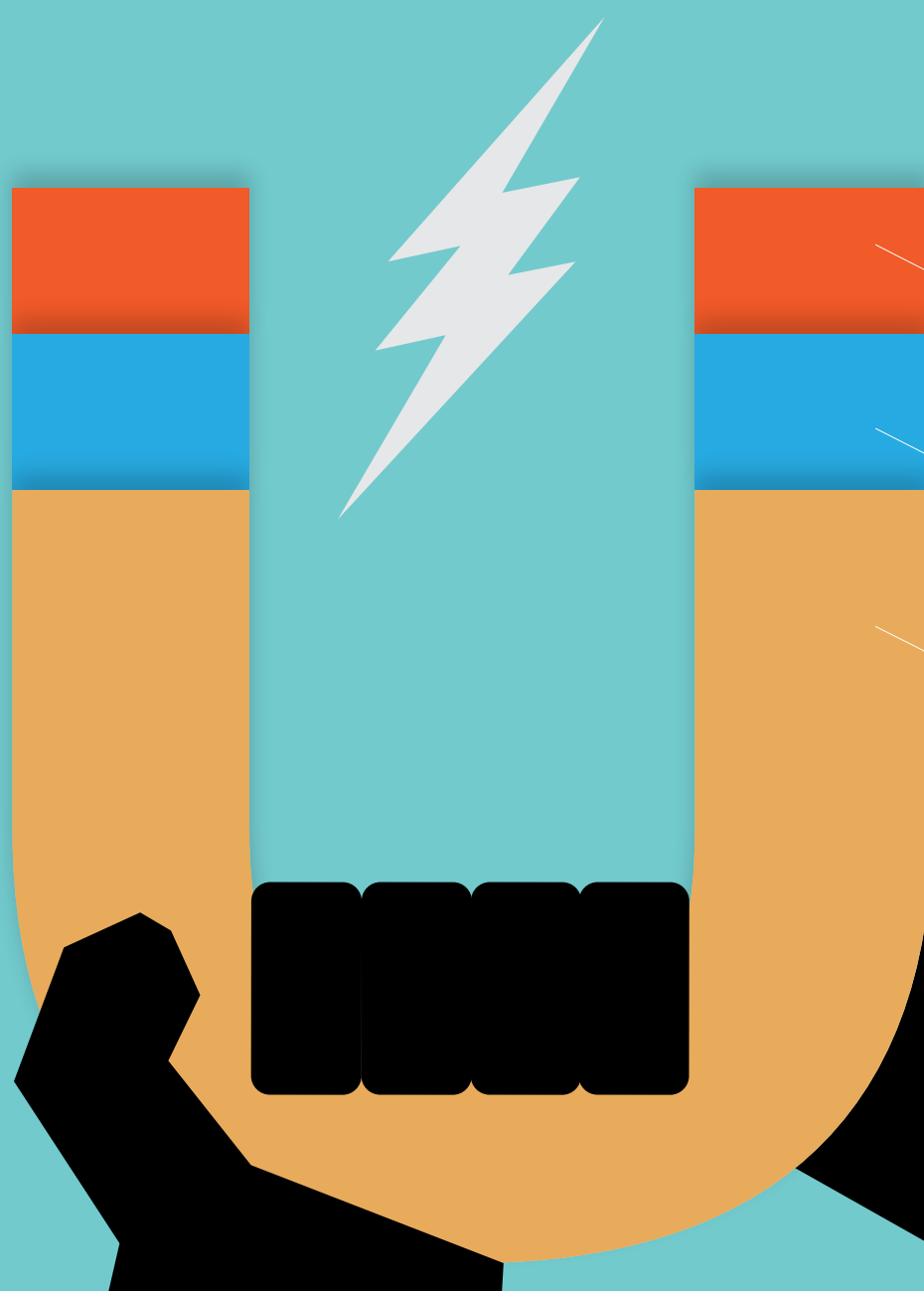


ENGAGING ACTIVE AND PASSIVE JOB SEEKERS





PREFERRED METHOD OF ENGAGEMENT (GLOBAL)

11%

LIKE TO PARTICIPATE IN
POTENTIAL EMPLOYERS'
ONLINE TALENT
COMMUNITIES

8%
EMEA

18%
APAC

12%

LIKE TO ENGAGE WITH
POTENTIAL EMPLOYERS
VIA THE COMPANY'S
SOCIAL MEDIA NETWORK

13%
EMEA

14%
APAC

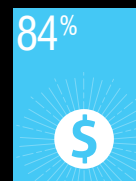
59%

LIKE PERIODIC CONTACT,
INCLUDING PHONE CALLS,
E-MAILS AND MESSAGES,
FROM POTENTIAL EMPLOYEES
ABOUT RELEVANT WORK
OPPORTUNITIES

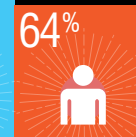
58%
EMEA

48%
APAC

THE TOP FOUR FACTORS THAT ATTRACT TALENT



Salary/benefits/
financial
incentives



Work/life
balance



Opportunity for
advancement



Training/
development
program

THE TOP 3 COUNTRIES WITH THE LEAST COMMITMENT TO CURRENT EMPLOYERS



SEARCHING FOR AND SECURING WORK



36% are more inclined to search for jobs via social media than through traditional methods (newspaper ads, online job boards, recruitment companies)

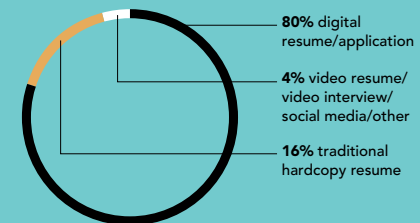


25% secured work via online job boards



17% have participated in an employers' online talent community, of which 72% cite access to job opportunities as the biggest attraction

JOB APPLICATIONS – THE PREFERRED METHOD



THE KELLY GLOBAL WORKFORCE INDEX 2014

The Kelly Global Workforce Index (KGWI) is an annual global survey revealing opinions about work and the workplace. Almost 230,000 people across the Americas, EMEA and APAC regions responded to the 2014 survey.

The topics covered in the 2014 KGWI survey include:

- Engaging Active and Passive Job Seekers
- Career Development
- The Candidate Experience from Hiring to Onboarding
- Worker Preferences and Workplace Agility

A total of 31 countries participated in the survey, utilizing 20 different languages. Results span workplace generations, as well as key industries and occupations.

This first installment, on the topic, Engaging Active and Passive Job Seekers, examines the nature of the contemporary job search process from a candidate’s perspective.

As well as those candidates that are openly looking for work, there are large numbers who are more covert in the way they approach the employment market. However, many employees have become disengaged from their work and this is adding to the challenge of identifying and enticing quality talent.

In the digital world, it has become easier for enterprises to identify these hidden candidates and to connect with them in conversations about work and careers.

The survey also looks at a wider range of non-financial factors that employees evaluate in any job choice decision and which for employers, can shift the balance in securing the best available talent.

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5	Engaging the Disengaged
8	Connection and Conversation
11	Enticing Talent
18	Social Media and Career Networking
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29	Online Job Boards – Candidate Preferences
33	Critical Factors in the Employment Decision
37	Conclusion: Right Platform – Right Target

Uncovering Hidden Talent

The task of securing the top talent for any given position is often daunting and can be hampered by the difficulty in identifying the best possible candidates from a wide range of sources.

What we know is that in addition to those who actively search for work, there is a significant portion that remains passive and 'hidden'.

However, these inactive jobseekers engage in a range of communications relating to work and community, and considerable effort goes into identifying the myriad ways their interest can be harnessed.

The explosion of digital communications and social media means that there are now numerous ways that candidates can signal their readiness for a change of career or a job offer.

Engaging the Disengaged

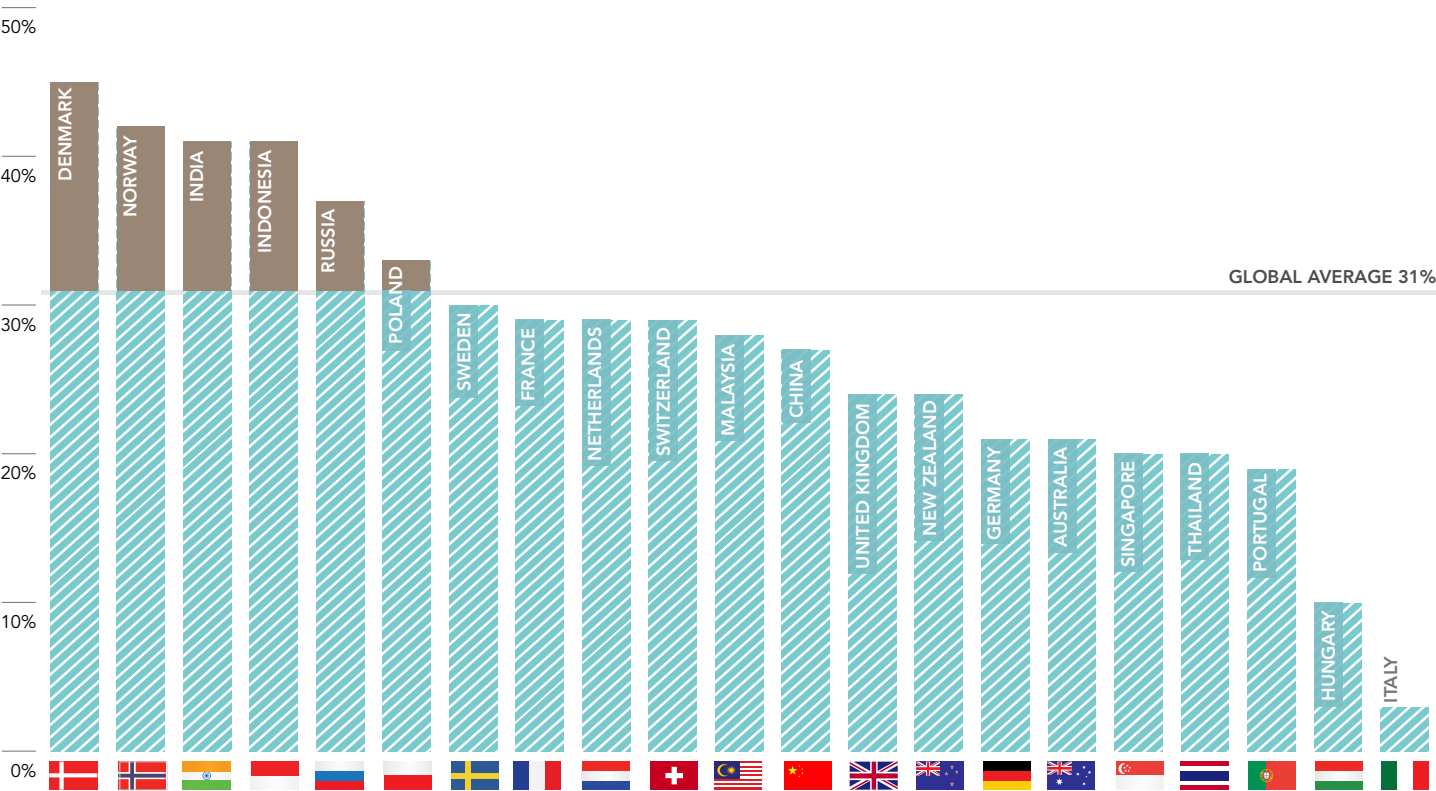
The current workforce is showing signs of 'disengagement' from employers, which has implications for workplace performance and productivity, but also for the way that employers connect with prospective talent.

Globally, less than a third (31%) are 'totally committed' to their current employer. While this level has remained consistent since 2012, it represents a sharp decline from 43% in 2010.

Across EMEA and APAC, the highest levels of engagement are in Denmark (45%), Norway (42%), India and Indonesia (both 41%).

The lowest levels of engagement are in Italy (3%), Hungary (10%), Portugal (19%), Thailand and Singapore (both 20%).

How committed or 'engaged' do you feel with your current employer?
(% 'Totally Committed' by Country)



EMPLOYEE
PERCEPTION
OF VALUE TO
EMPLOYER

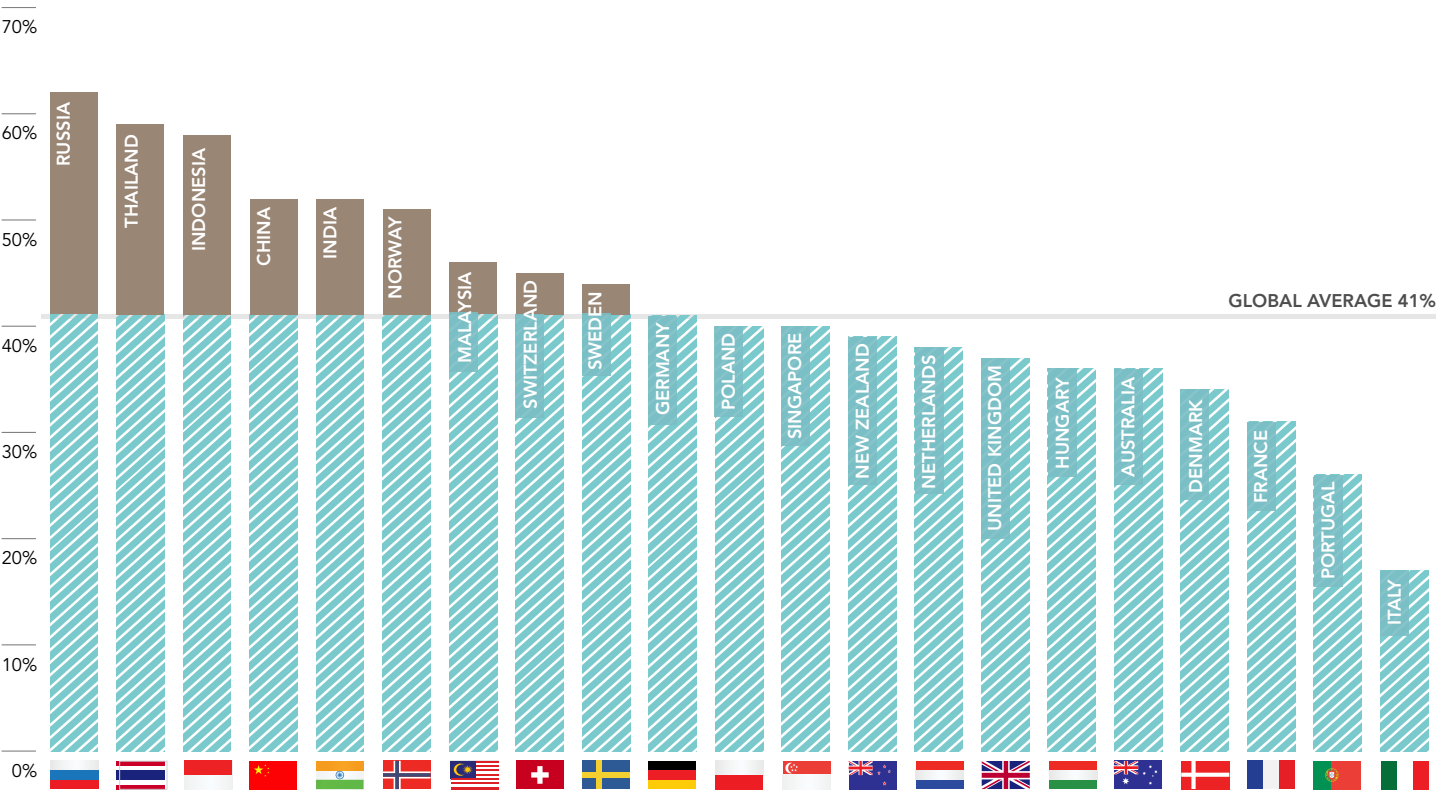
Closely tied to the notion of employee engagement is the issue of how ‘valued’ employees feel by their employers.

An employee’s perception about value, or worth, impacts on a host of workplace performance outcomes.

Globally, 41% of employees feel valued at work, representing a significant decline from 45% in 2013 and 44% in 2012.

Across EMEA and APAC, the highest levels are in Russia, Thailand and Indonesia, and the lowest in Italy, Portugal and France.

To what degree do you feel that you are valued by your current employer?
(% ‘Highly valued’ and ‘Valued’ by Country)



Connection and Conversation

Organisations invest in strategic approaches to help identify top talent in their industries. Investments in online job postings and the use of social media help to reach the broadest pool of job seekers. Targeting prospects with regular, personalised communications is also an effective technique to building an authentic connection with prospects.

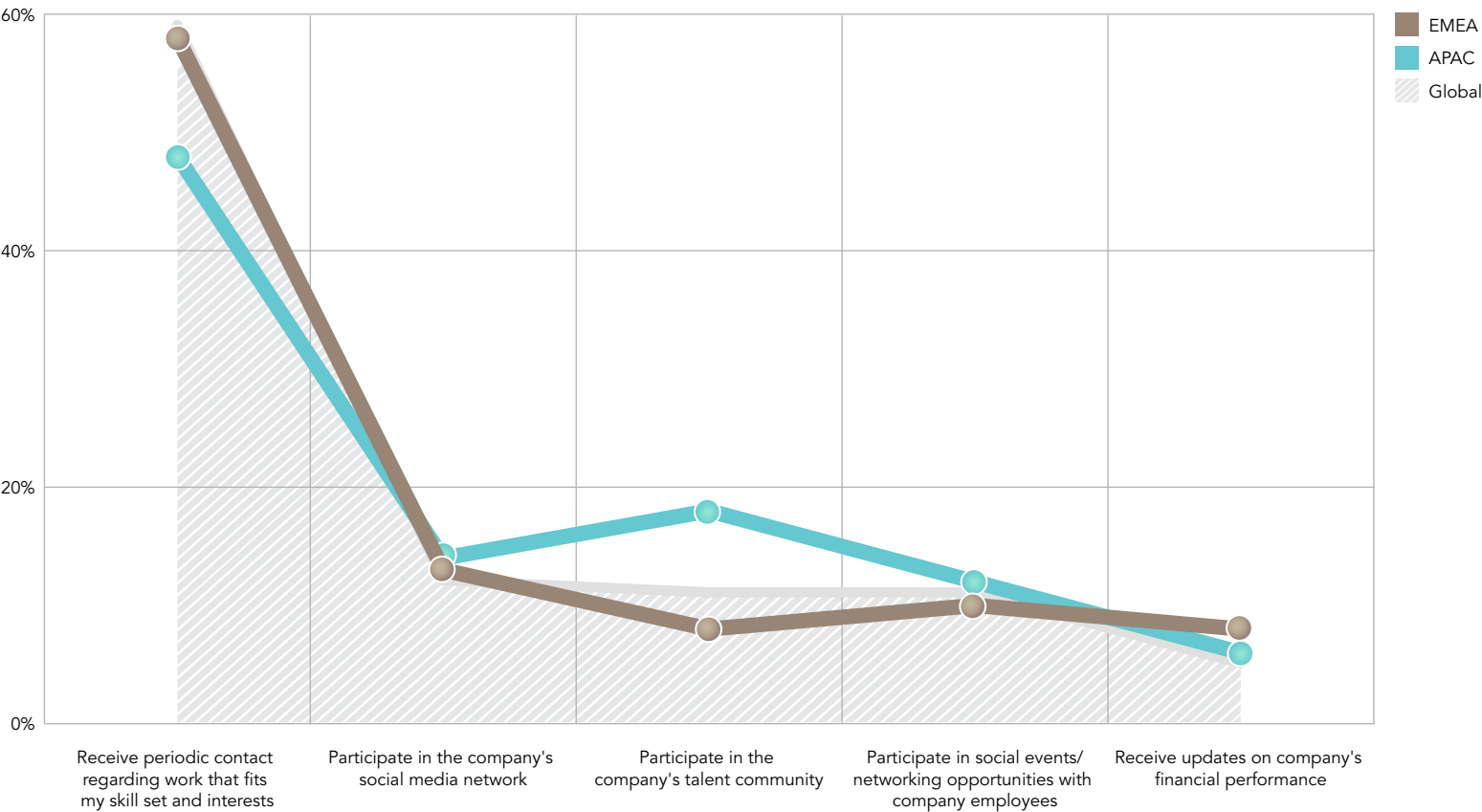
PREFERRED
METHOD OF
ENGAGEMENT

When candidates are asked about their preferences, the strongly favored method is for periodic contact¹ from employers about relevant work opportunities. This method is preferred in EMEA (58%) ahead of APAC (48%).

Participation in a firm’s social media network and its talent community is becoming more important, particularly in APAC where it is gathering momentum among candidates.

¹ Periodic contact refers to phone calls, e-mails and messages.

Which of the following best describes how you would like to be engaged by a prospective employer?
(% by Region)



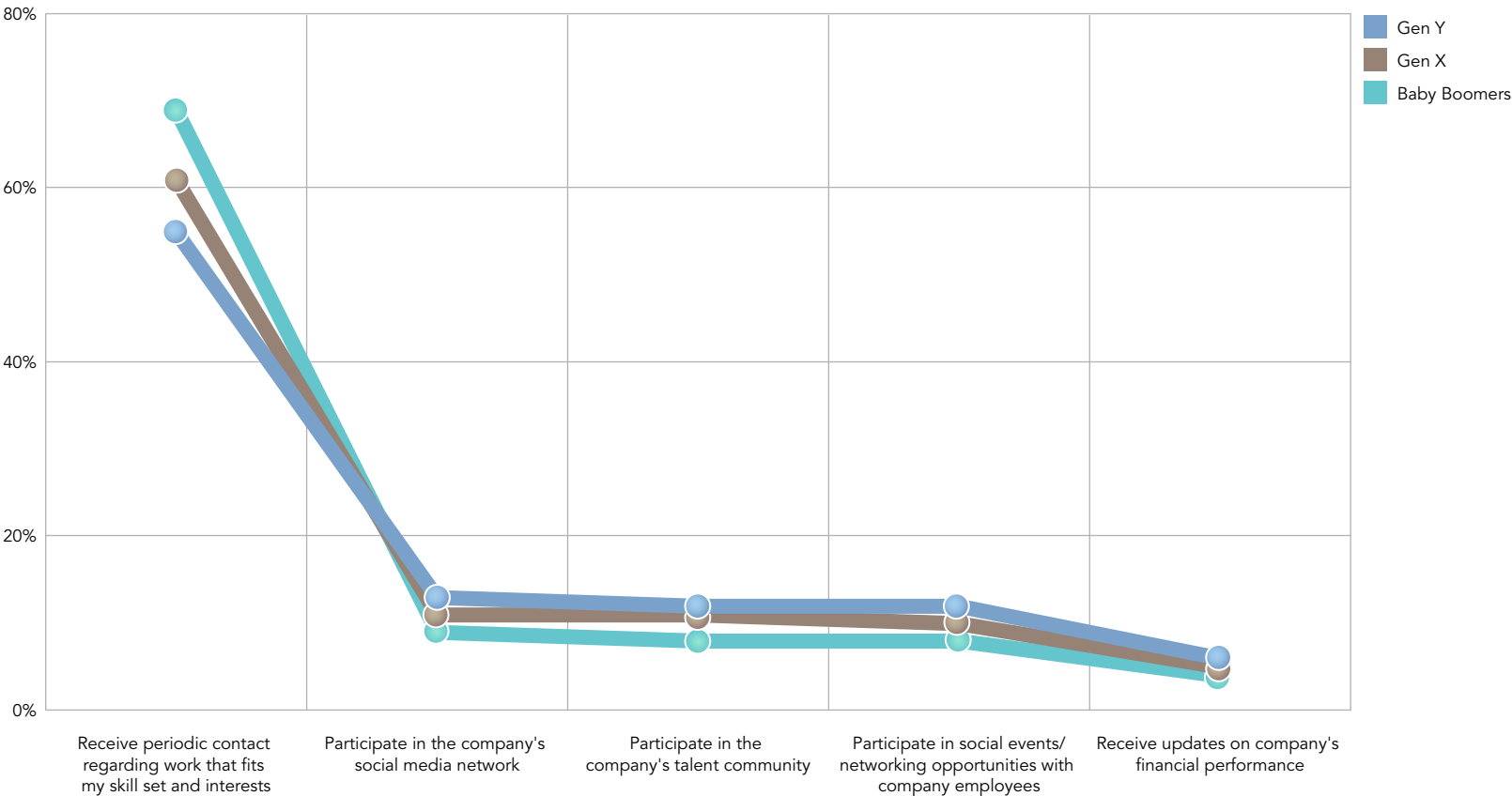
PREFERRED
METHOD OF
ENGAGEMENT

It is worth noting that among the generations, while the use by firms of periodic contact with candidates is preferred by all generational groups, there are other forms of engagement that some individuals find appealing.

For instance, participation in a company's social network is preferred by 13% of Gen Y and 11% of Gen X. Participation in a company's talent community is preferred by 12% of Gen Y and 11% of Gen X. Participation in social events and networking opportunities with company employees is preferred by 12% of Gen Y and 10% of Gen X.

Interest in participating in a company's social media network, talent community and social events are best viewed as second-tier approaches, and would be effective supporting strategies to connect with active and passive job seekers.

Which of the following best describes how you would like to be engaged by a prospective employer?
(% by Generation)



Enticing Talent

Online talent communities are still a relatively new technique in talent pool management but they hold appeal in certain markets and are gaining traction. This study focused on employer/company-specific talent pools. An online talent community is an interactive forum where individuals interact with company representatives and other community members. They will be informed about the business as well as hear about potential job opportunities.

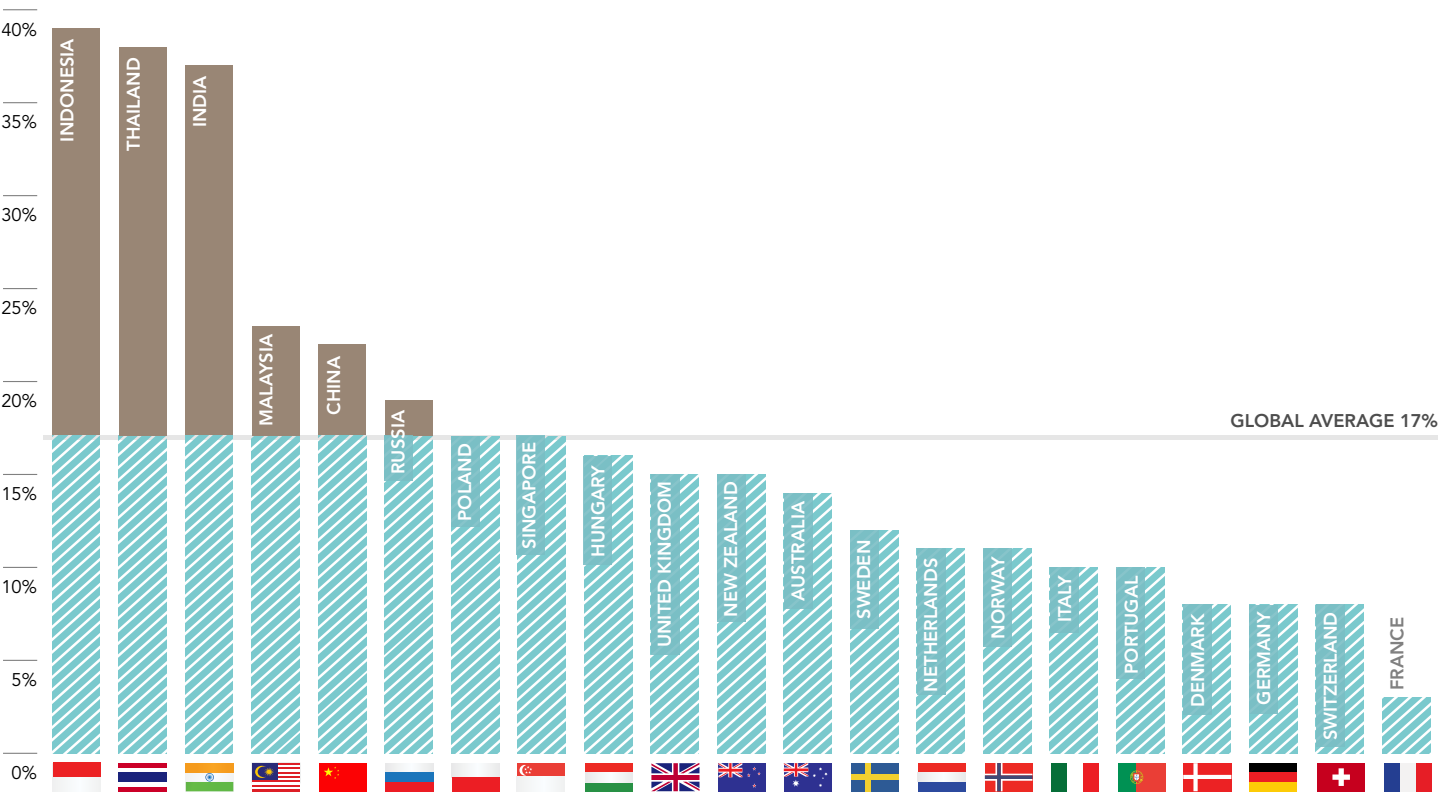
EXPERIENCE IN
ONLINE TALENT
COMMUNITIES

Globally, 17% of workers say they have participated in employers' online talent communities.

The APAC region has some of the highest rates of direct experience with talent communities, particularly in Indonesia, Thailand and India.

Participation by countries in EMEA, on the other hand, is generally below the global average, with the highest rates in Russia, Poland and Hungary.

Have you had any experience participating in an employer's online talent community?
(% 'Yes' by Country)



EXPERIENCE IN
ONLINE TALENT
COMMUNITIES

While online talent communities are still to be widely adopted across the broader workforce, they are gathering pace, and it's no surprise that the early adopters are the more tech-savvy, with approximately a quarter of those in the High Tech: Internet Services/Software Development sector involved.

There are also relatively high levels of experience in Business Services, and Energy.

There is slower uptake among Utilities and Education.

Have you had any experience participating in an employer's online talent community?
(% 'Yes' by Industry)



High Tech: Internet Services/Software Development (25%)



Business Services (21%)



Energy (21%)



High Tech: Manufacturing (20%)



Automotive (19%)



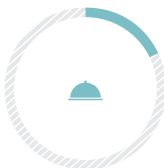
Oil/Gas (19%)



Financial Services & Insurance (19%)



Retail (19%)



Hospitality/Travel/Leisure (18%)



Government (17%)



Food & Beverage (17%)



Transport & Distribution (17%)



Chemical/Petrochemical (16%)



Life Sciences (15%)



Education (13%)



Utilities (12%)

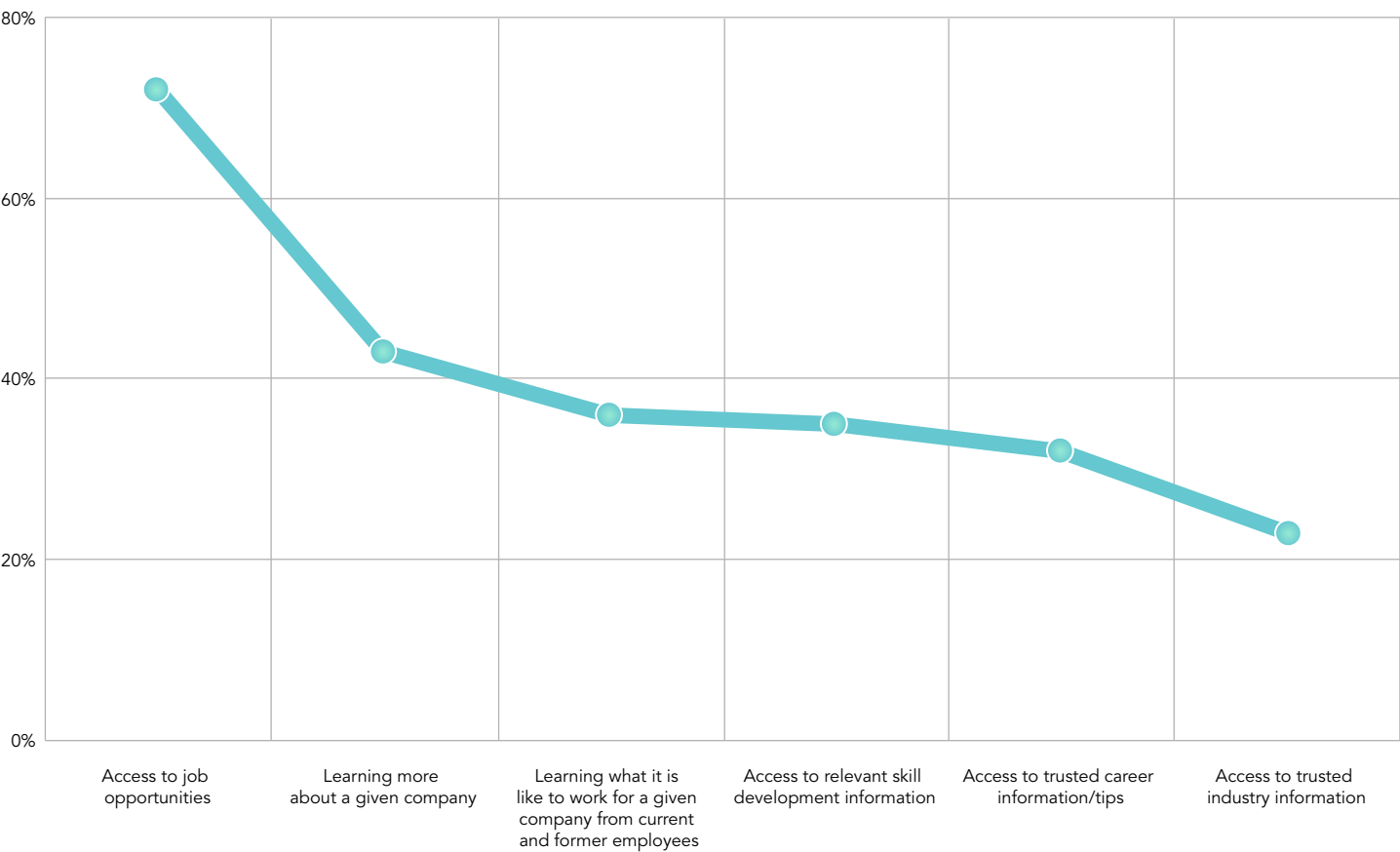
ADVANTAGES OF
ONLINE TALENT
COMMUNITIES

The advantages of online talent communities among those who have participated (17 per cent globally) largely centre on access to jobs, cited by almost three-quarters (72%).

There is also an attraction to the close connection that is engendered with those possessing knowledge and expertise of the business, something that is not always easily accessible to outsiders.

A total of 43% say they like learning more about a given company, 36% like to get that information from current and former employees, and 35% like the access to relevant information on skills development.

If 'Yes' to the previous question*, what do you like most about participating in an online talent community?
(% Globally, multiple responses allowed)



* Have you had any experience participating in an employer's online talent community?

LEVEL OF
INTEREST IN
ONLINE TALENT
COMMUNITIES

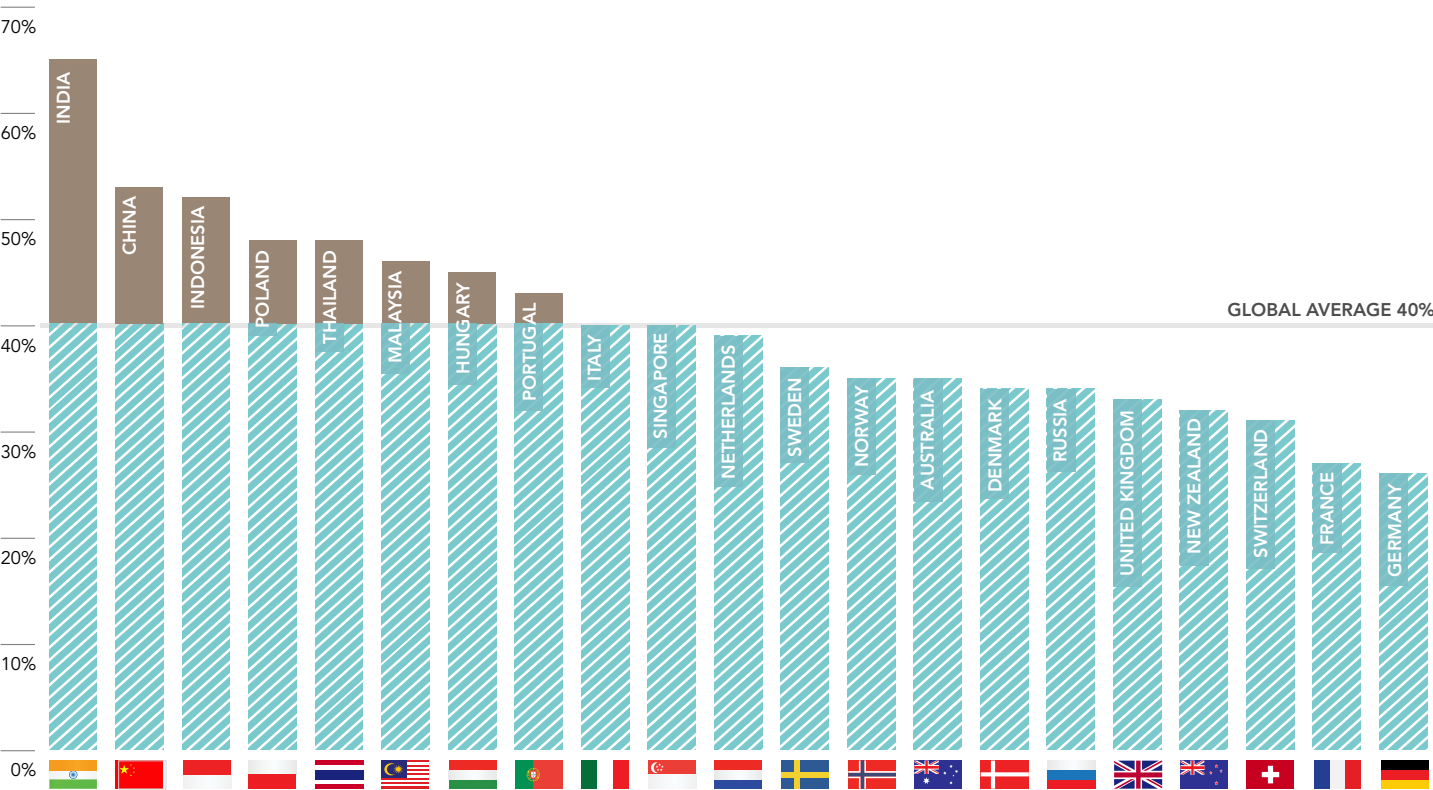
There is a high degree of interest among candidates in becoming involved in online talent communities.

Globally, among the 83% who have no experience of online talent communities, 40% say they are either “very interested” or “interested” in becoming involved.

The highest level of interest is in APAC countries, particularly India, China and Indonesia – all above 50%.

In countries in EMEA, the highest levels of interest are in Poland, Hungary and Portugal.

If no experience with online talent communities, how interested would you be in participating?
(% ‘Very Interested’ and ‘Interested’ by Country)

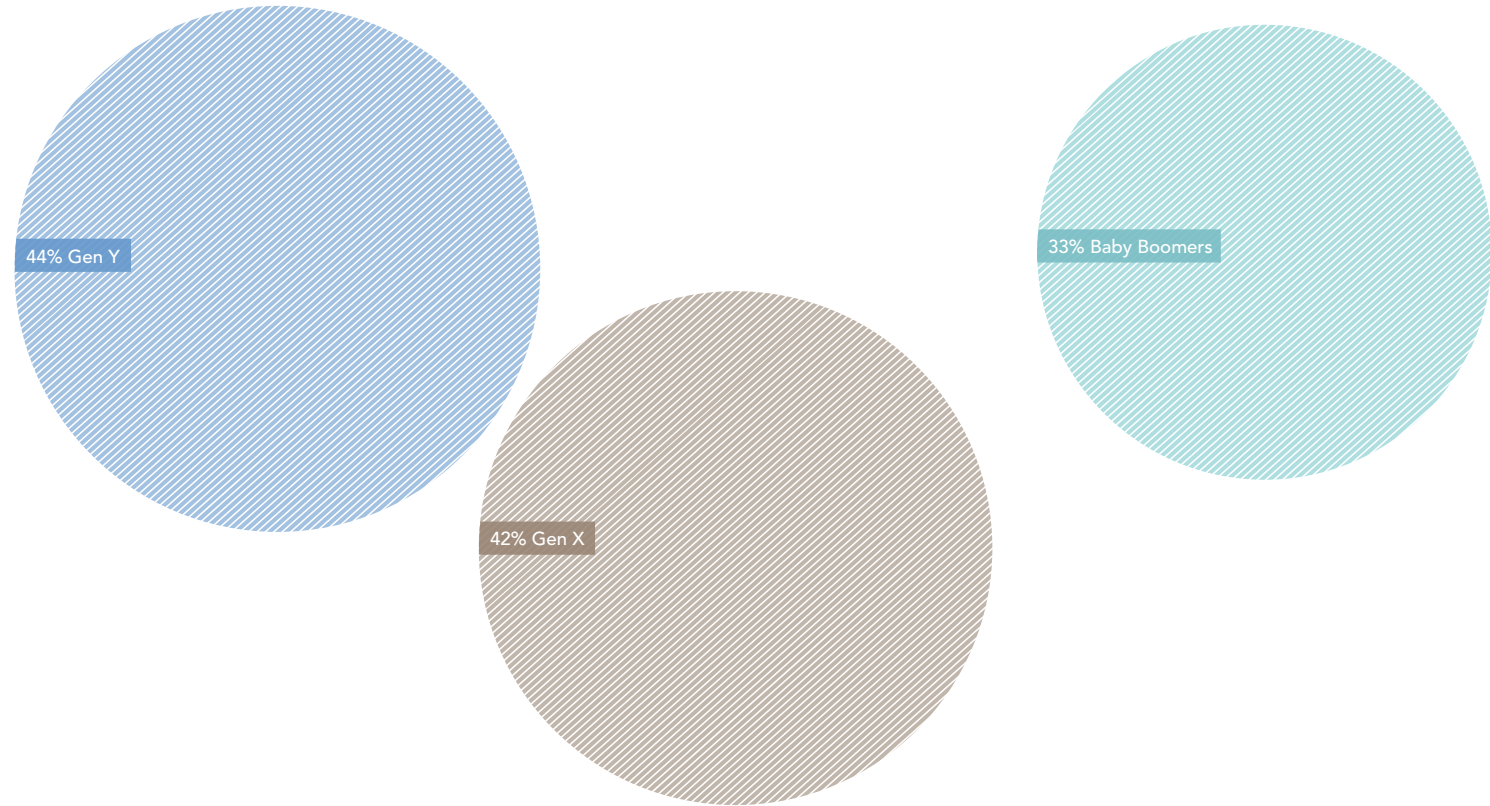


LEVEL OF INTEREST IN ONLINE TALENT COMMUNITIES

Interest in online talent communities is highest among Gen Y. Of those with no experience with talent communities (83% globally), 44% of Gen Y express a desire to become involved.

A total of 42% of Gen X are similarly interested in being involved and even one-third of Baby Boomers want to take part, suggesting a fertile area for employers who are seeking to gain exposure to prospective employees.

If no experience with online talent communities, how interested would you be in participating?
(% 'Very Interested' and 'Interested' by Generation, globally)



LEVEL OF INTEREST
IN ONLINE TALENT
COMMUNITIES

Among those who have not had direct experience with online talent communities (83% globally), there are high rates of interest across certain industry sectors.

This includes Business Services, High Tech: Internet Services/Software Development, Government, Oil/Gas, Energy and Financial Services & Insurance

The lowest levels of interest are in Education (30%) and Utilities (37%).

If no experience with online talent communities, how interested would you be in participating?
(% 'Very Interested' and 'Interested' by Industry)



Business Services (48%)



High Tech: Internet Services/Software Development (48%)



Government (45%)



Oil/Gas (44%)



Energy (44%)



Financial Services & Insurance (44%)



Food & Beverage (43%)



Hospitality/Travel/Leisure (43%)



Retail (43%)



Automotive (42%)



Life Sciences (41%)



High Tech: Manufacturing (41%)



Chemical/Petrochemical (39%)



Transport & Distribution (39%)



Utilities (37%)



Education (30%)

Social Media and Career Networking

Social media has become an integral part of career decisions and job selection. But the use of social media in career and employment decisions is highly dependent on geography.

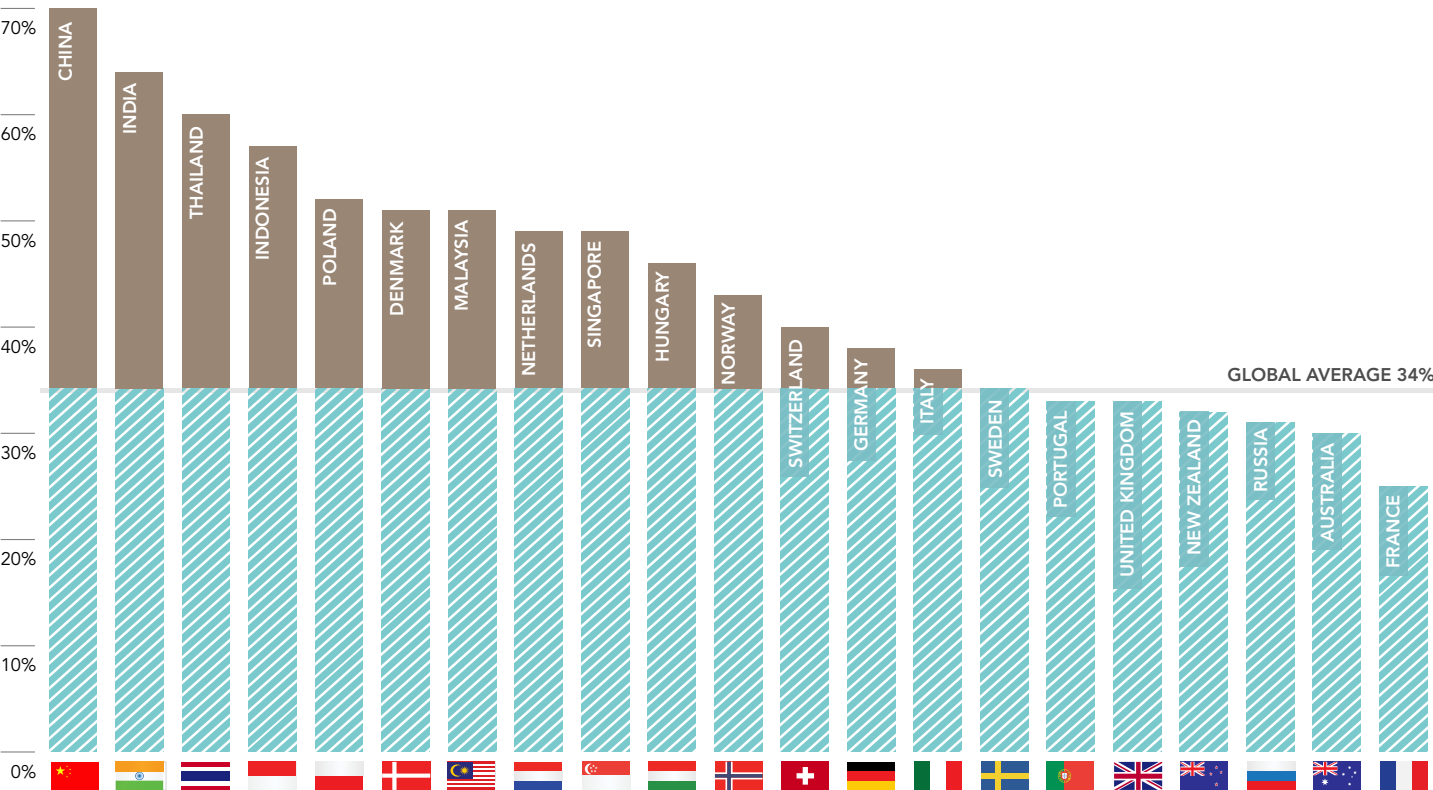
USE OF SOCIAL
MEDIA NETWORKS
IN EMPLOYMENT
DECISIONS

While approximately one-third (34%) of respondents globally rely on social media in their job and career decisions, this varies markedly across the EMEA and APAC regions.

In APAC, China (70%), India (64%), Thailand (60%) and Indonesia (57%) have rates significantly above the global average.

In EMEA, the leaders are Poland (52%), Denmark (51%), Netherlands (49%) and Hungary (46%).

Do you use your social media network when making career/employment decisions?
(% 'Yes' by Country)



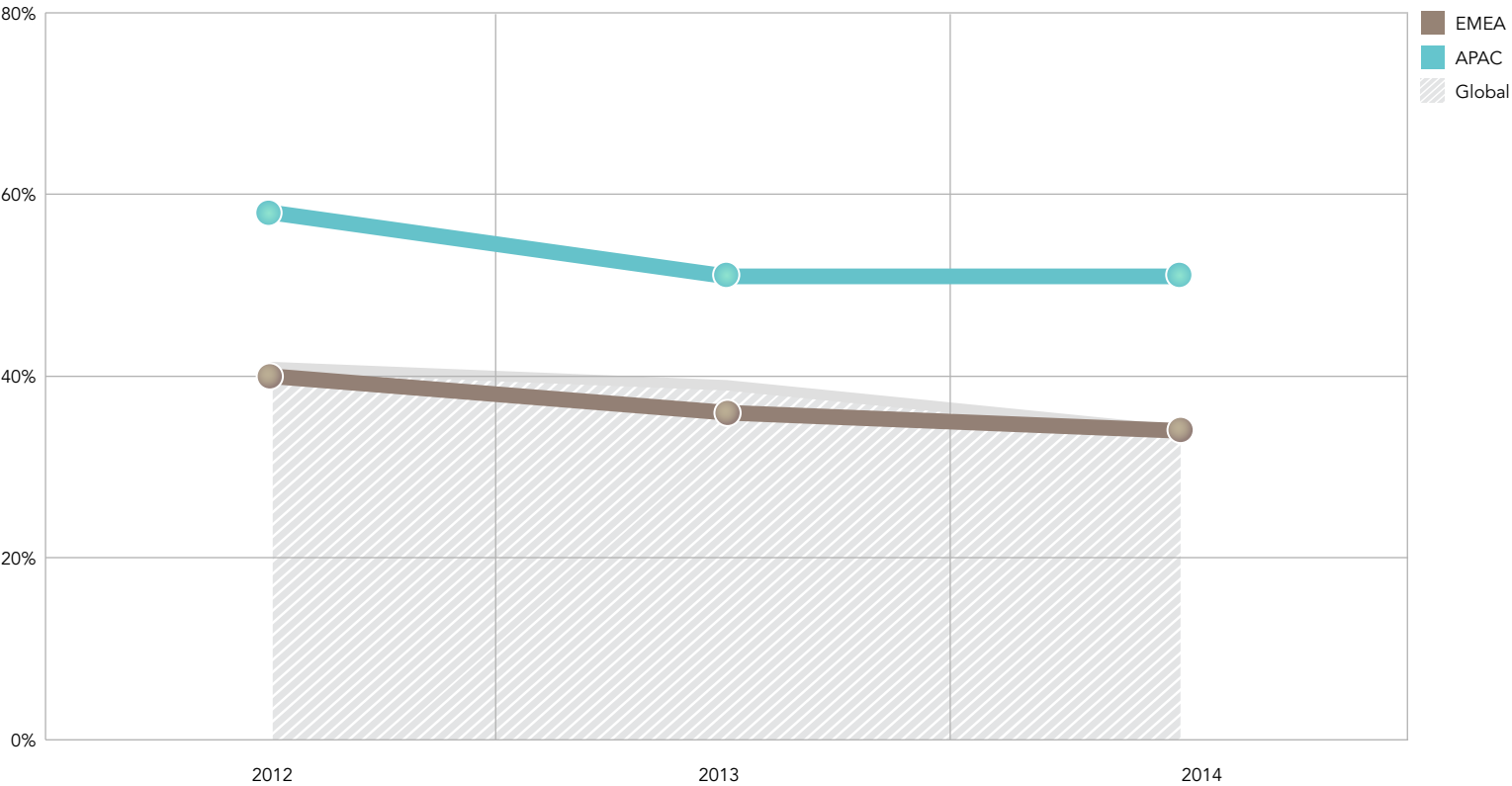
USE OF SOCIAL
MEDIA NETWORKS
IN EMPLOYMENT
DECISIONS

The trend in the use of social media networks for career/employment decisions appears to have tapered off in the past three years.

Globally the number using their social media networks for employment and career decisions has fallen from 41% in 2012 to 39% in 2013 and 34% in 2014.

In APAC, the number has fallen from 58% in 2012 to 51% in 2014, while in EMEA, the rate has fallen from 40% to 34% over the three-year period.

Do you use your social media network when making career/employment decisions?
(% 'Yes' by Region)



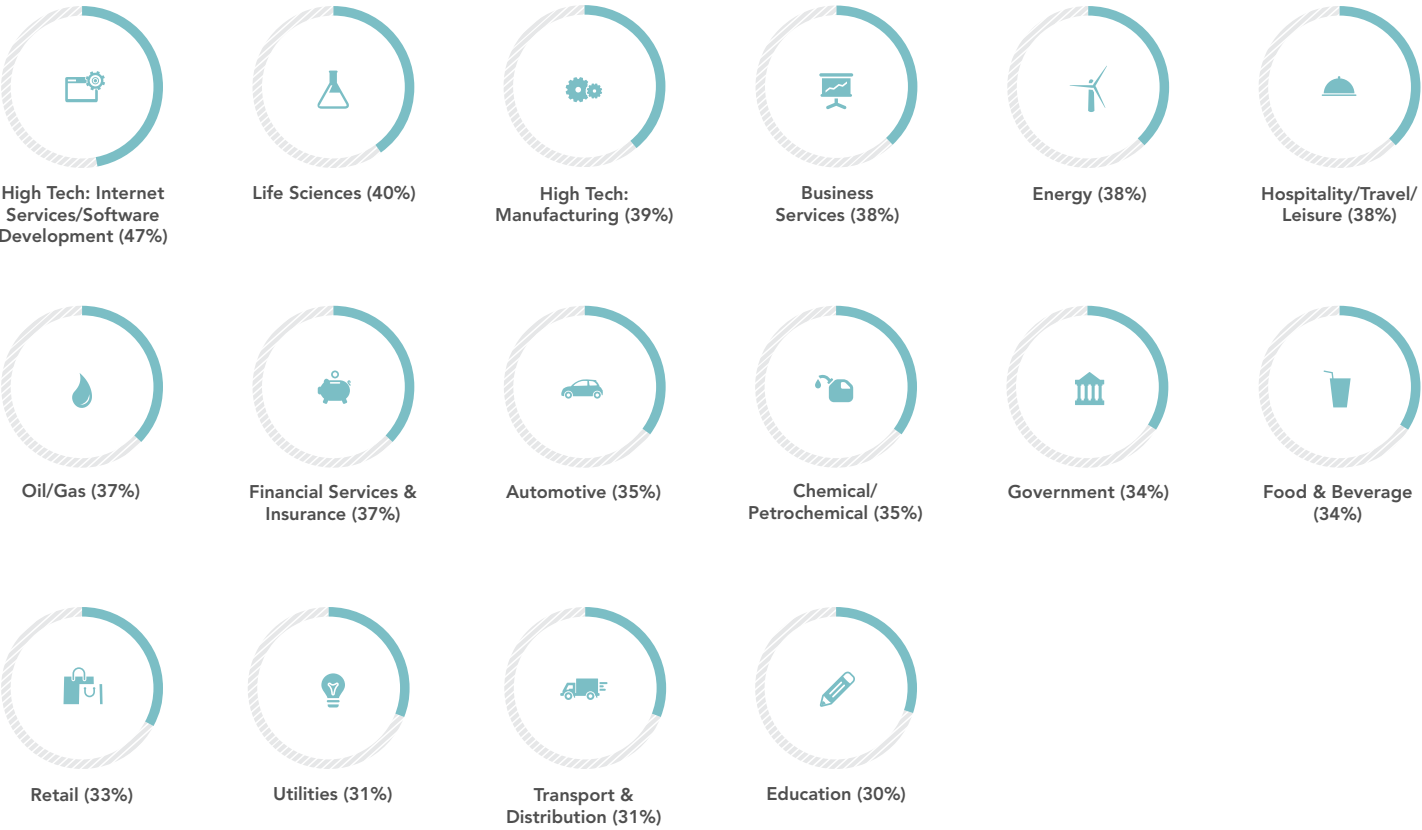
USE OF SOCIAL
MEDIA NETWORKS
IN EMPLOYMENT
DECISIONS

The use of social media networks for employment and career decision-making is not uniform across industries. There is a wide divergence from almost half that use these platforms in more leading edge areas to less than a third at the other extreme.

Those most likely to be using social media networks in their employment and career decisions are: High Tech: Internet Services/Software Development, Life Sciences, High Tech: Manufacturing, Business Services, Energy, and Hospitality/Travel/Leisure. Those least likely are involved in Education, Transport/Distribution, and Utilities.

Across the board, those engaged in Professional/Technical occupations are more likely (38%) to use social media in their career engagement than those in Non-Professional/Technical areas (29%).

Do you use your social media network when making career/employment decisions?
(% 'Yes' by Industry)



PREFERENCE FOR
SOCIAL MEDIA AS A
JOB SEARCH TOOL

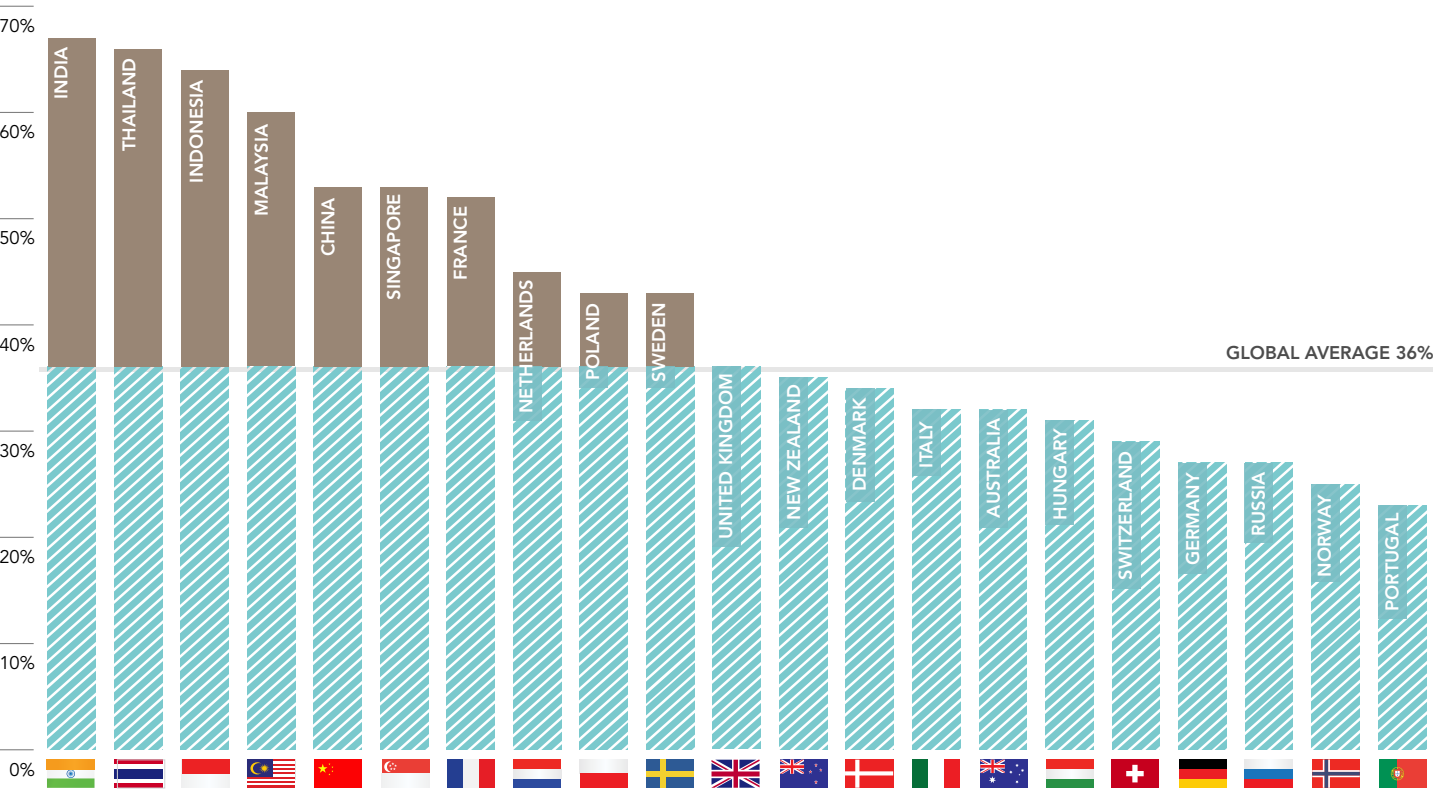
The spread of social media across the community has also been reflected in the recruitment field, especially over a period when traditional print advertising has been on the decline.

Globally, more than one-third (36%) say they are now more inclined to search for jobs via social media than through traditional means such as newspaper advertisements, online job boards or recruitment companies.

In the fast growing economies of APAC, social media holds sway over other forms of job search, led by India, Thailand, Indonesia, Malaysia, China and Singapore – all with more than 50% opting for social media.

In EMEA, there is moderate take-up in France, Netherlands, Poland and Sweden.

Would you be more inclined to search for jobs via social media than traditional methods?
(% 'Yes' by Country)



* "traditional methods" includes newspaper advertisements, online job boards or recruitment companies.

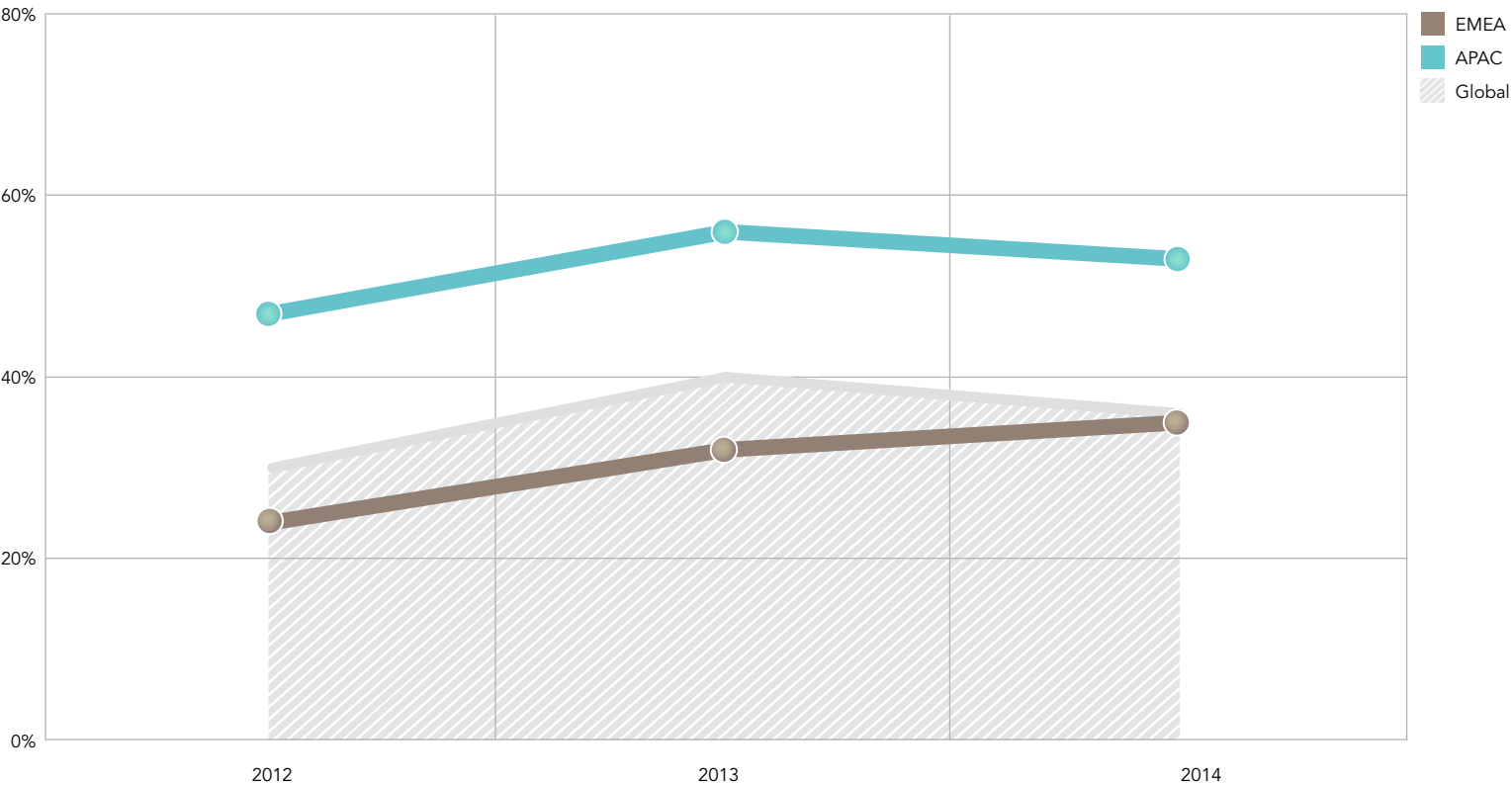
PREFERENCE FOR
SOCIAL MEDIA AS A
JOB SEARCH TOOL

Just as the use of social media in career-related decisions has waned somewhat in recent years, the role of social media as a job search device has also tapered globally between 2013 and 2014.

In APAC, the number preferring social media networks over traditional recruitment methods jumped sharply from 47% in 2012 to 56% in 2013, but has now dipped slightly to 53% in the latest survey.

However, EMEA displays a pattern of consistently increasing social media preference between 2012 and 2014.

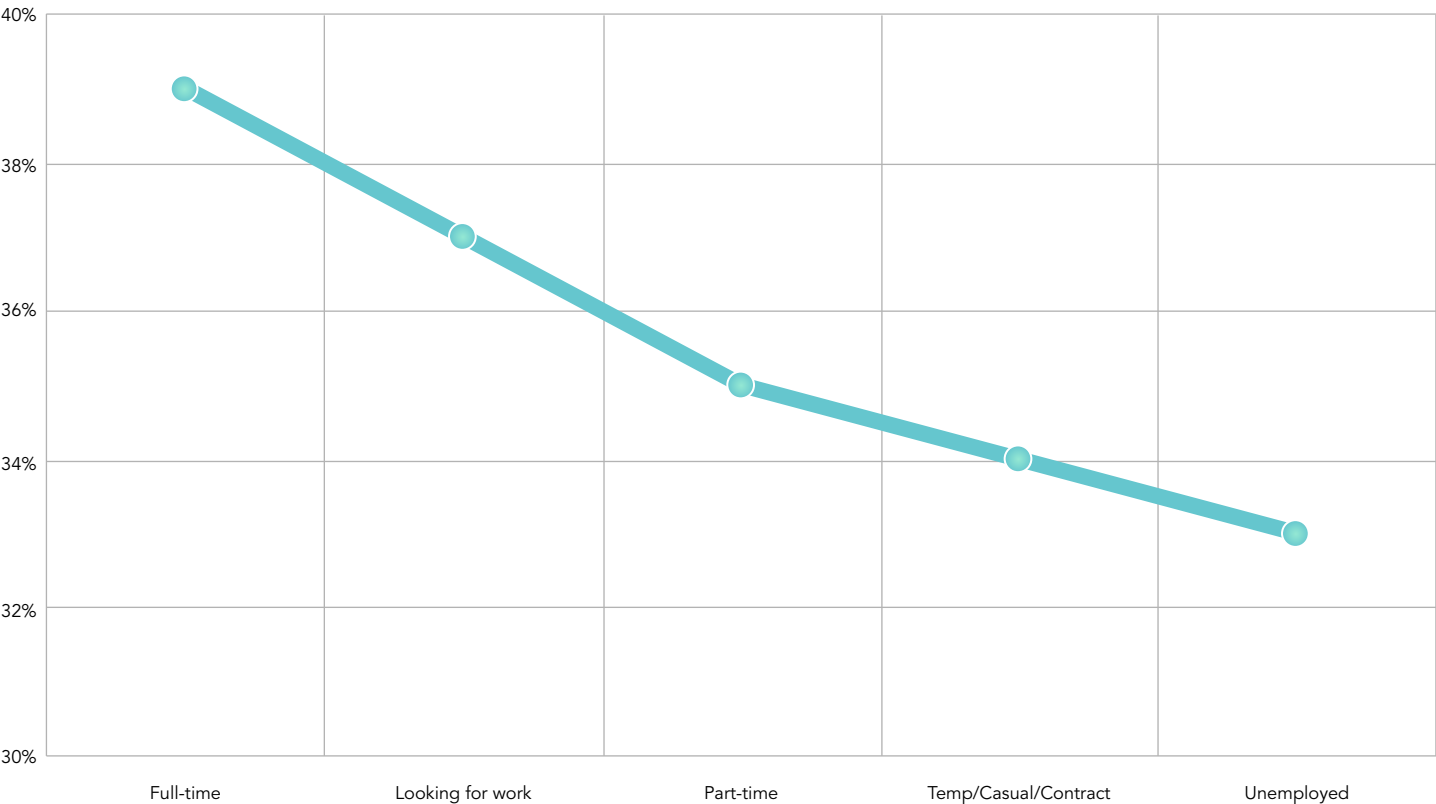
Would you be more inclined to search for jobs via social media than traditional methods?
(% 'Yes' by Region)



PREFERENCE FOR
SOCIAL MEDIA AS A
JOB SEARCH TOOL

The inclination to adopt social media as a job search tool registers most strongly among full-time employees (39%), and those looking for work (37%). Those who are unemployed are slightly less likely to use social media (33%).

Would you be more inclined to search for jobs via social media than traditional methods?
(% 'Yes' by Employment Status)



Job Applications – Digital, Virtual or Traditional?

The act of applying for work has changed markedly with the advent of online communications.

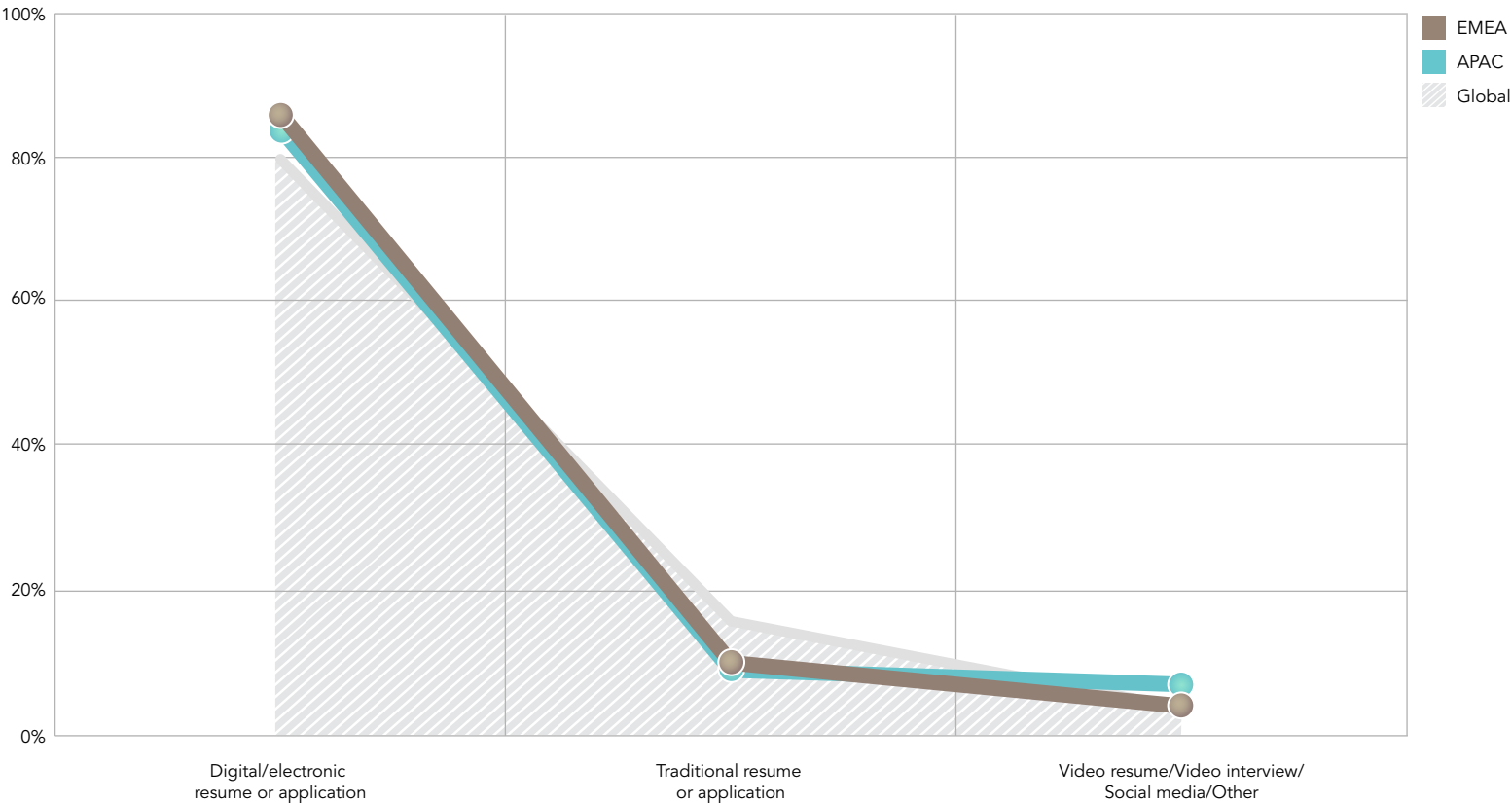
PREFERRED
WAY TO APPLY
FOR A JOB

The use of digital/electronic resumes is now the norm, with 80% globally nominating it as their preferred means of applying for a job, well ahead of the traditional hard copy application preferred by 16%.

But there is also a limit, even in the emerging world of virtual and social media platforms. Just 4% globally opt for some of the alternative means of applying for a job including social media and video applications.

The preference for digital/electronic applications in EMEA (86%) and APAC (84%) is slightly higher than the global average.

What is your most preferred way to apply for a job?
(% by Region)



MOST COMMON
METHOD OF
SECURING WORK

While the preferred way to search for work is changing, the actual way that people secure work is also evolving.

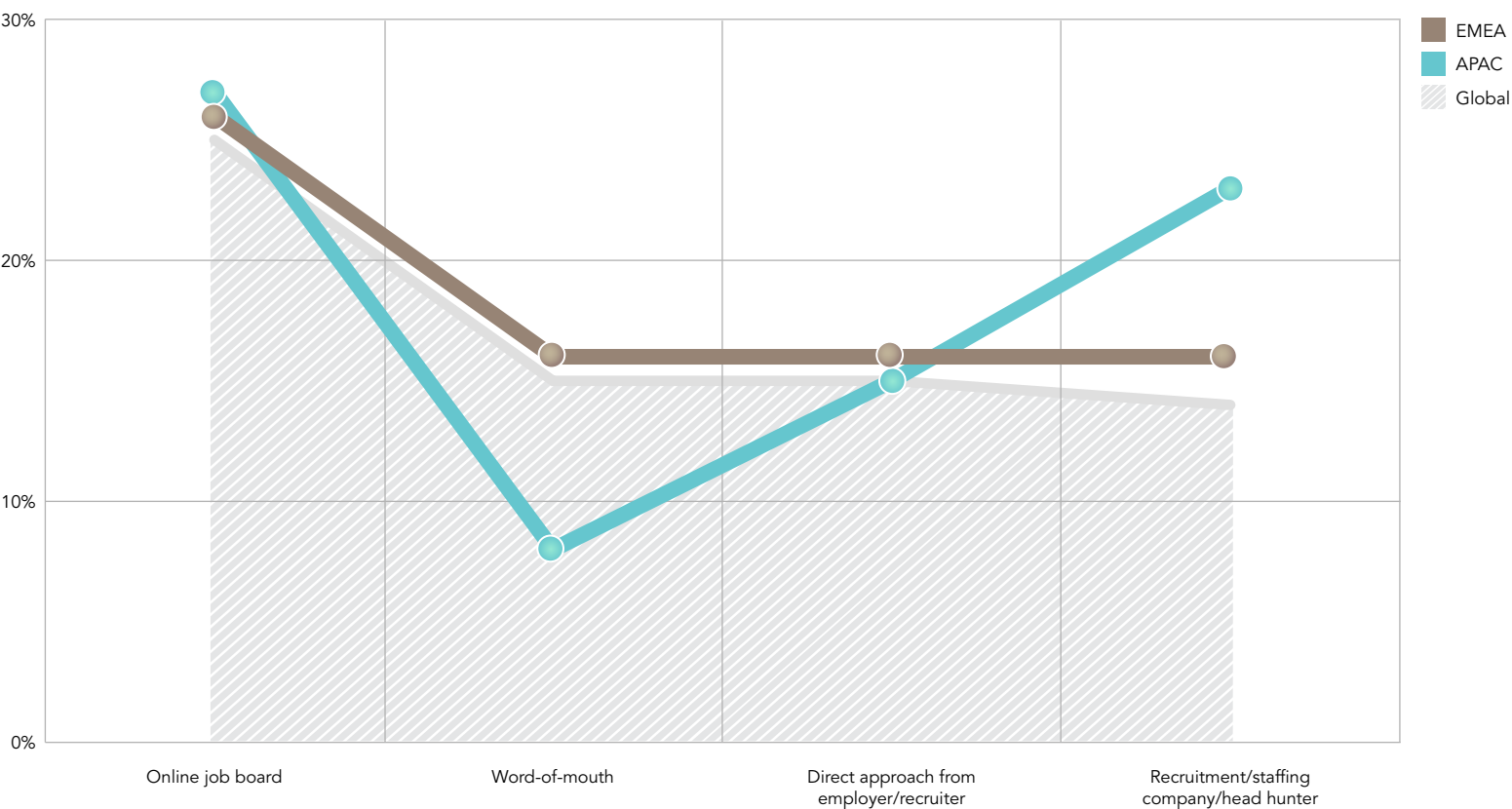
The uptake of digital and electronic communications has seen online job boards become the most popular way of securing work.

One quarter of respondents globally secured their most recent job via online job boards, with a higher rate of 27% in APAC.

Another notable feature is that while the use of recruitment/staffing companies and headhunters was used by just 14% globally, it is much more widespread in APAC at 23%.

The use of ‘word-of-mouth’ as a means of securing work is only approximately half as common in APAC as it is elsewhere around the globe.

How did you secure your most recent job?
(% top four methods by Region)



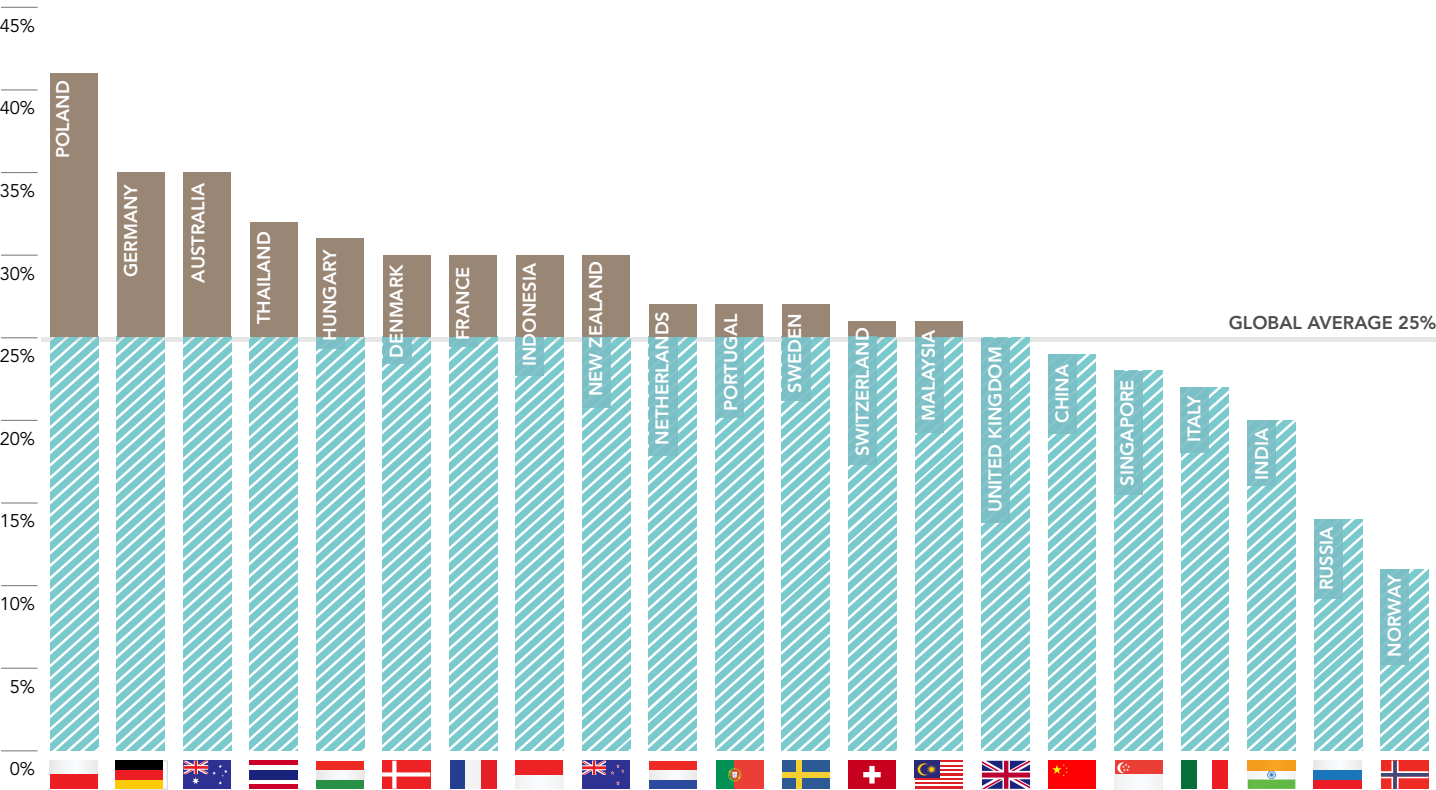
USE OF ONLINE
JOB BOARDS TO
SECURE WORK

The adoption of online job boards as a job search tool varies considerably across individual countries in the EMEA and APAC regions.

The countries with the largest percentage of respondents securing their most recent job via an online job board are Poland, Germany, Australia, Thailand and Hungary, all above 30%.

Norway, Russia and India are all well below the global average of 25%.

How did you secure your most recent job?
(% answering 'online job board' by Country, APAC & EMEA)



Online Jobs Boards – Candidate Preferences

In the quest to compete for the best and brightest talent, employers use a number of techniques to engage and converse with job seekers and build interest in their organisations. Online job boards have become a favored tool for candidates to seek work.

PREFERRED
ONLINE JOB
BOARDS

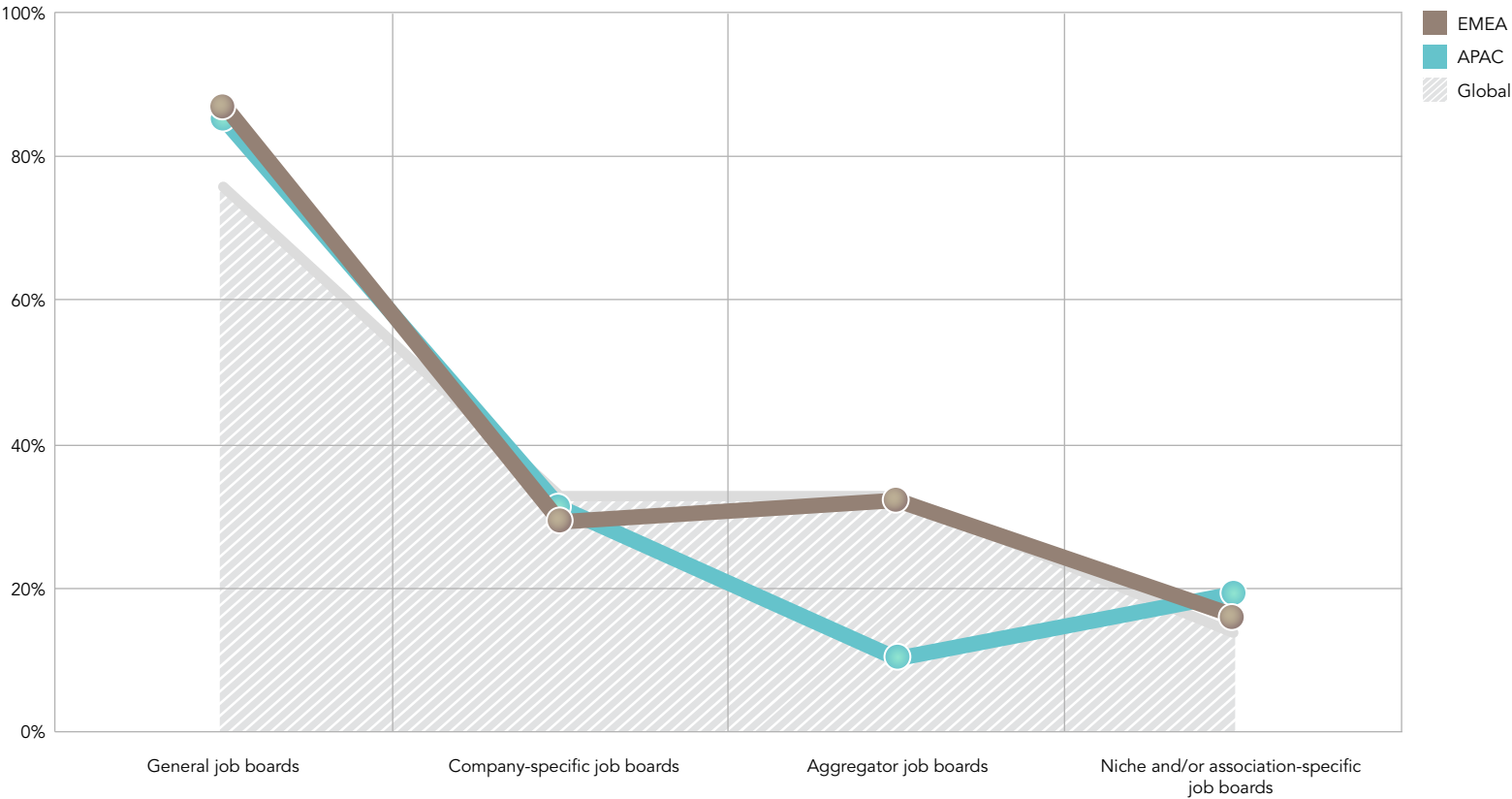
The preferred among all respondents are general job boards that cater to a broad range of positions and industries. Globally, 76% prefer these, with EMEA (87%) and APAC (85%), well ahead of the global average.

Aggregator job boards, which gather a host of information and place it on a single site, are preferred by one-third globally, by 32% in EMEA, but only 10% in APAC.

Company-specific job boards also have a relatively strong following with one-third globally preferring this targeted approach to job search.

Niche and/or association-specific job boards are preferred by 14% globally but with a stronger (19%) following in APAC.

Which of the following types of online job boards do you most prefer for searching job opportunities and/or evaluating the marketplace?
(% by Region, multiple responses allowed)



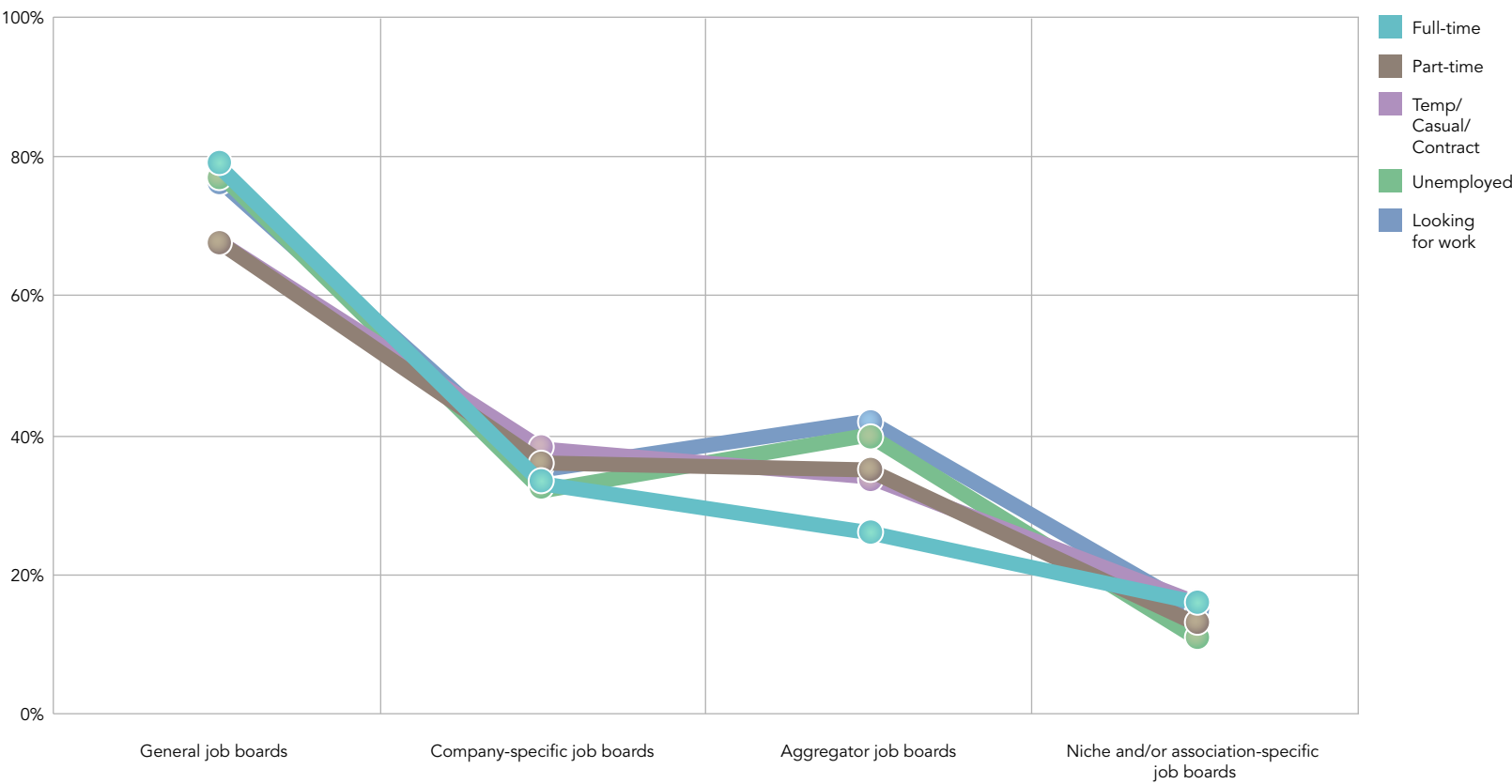
PREFERRED
ONLINE JOB
BOARDS

The choice of online jobs boards varies according to the employment status of the individual – whether full-time, part-time, temporary/casual/contract, and those unemployed or looking for work.

All categories of respondents prefer general job boards but they are more popular with full-time, the unemployed and those looking for work than they are with part-time and temporary/casual/contract employees.

Aggregator job boards, with their one-stop-shop features, are most popular with those looking for work and those unemployed.

Which of the following types of online job boards do you most prefer for searching job opportunities and/or evaluating the marketplace?
(% by Employment Status, globally, multiple responses allowed)



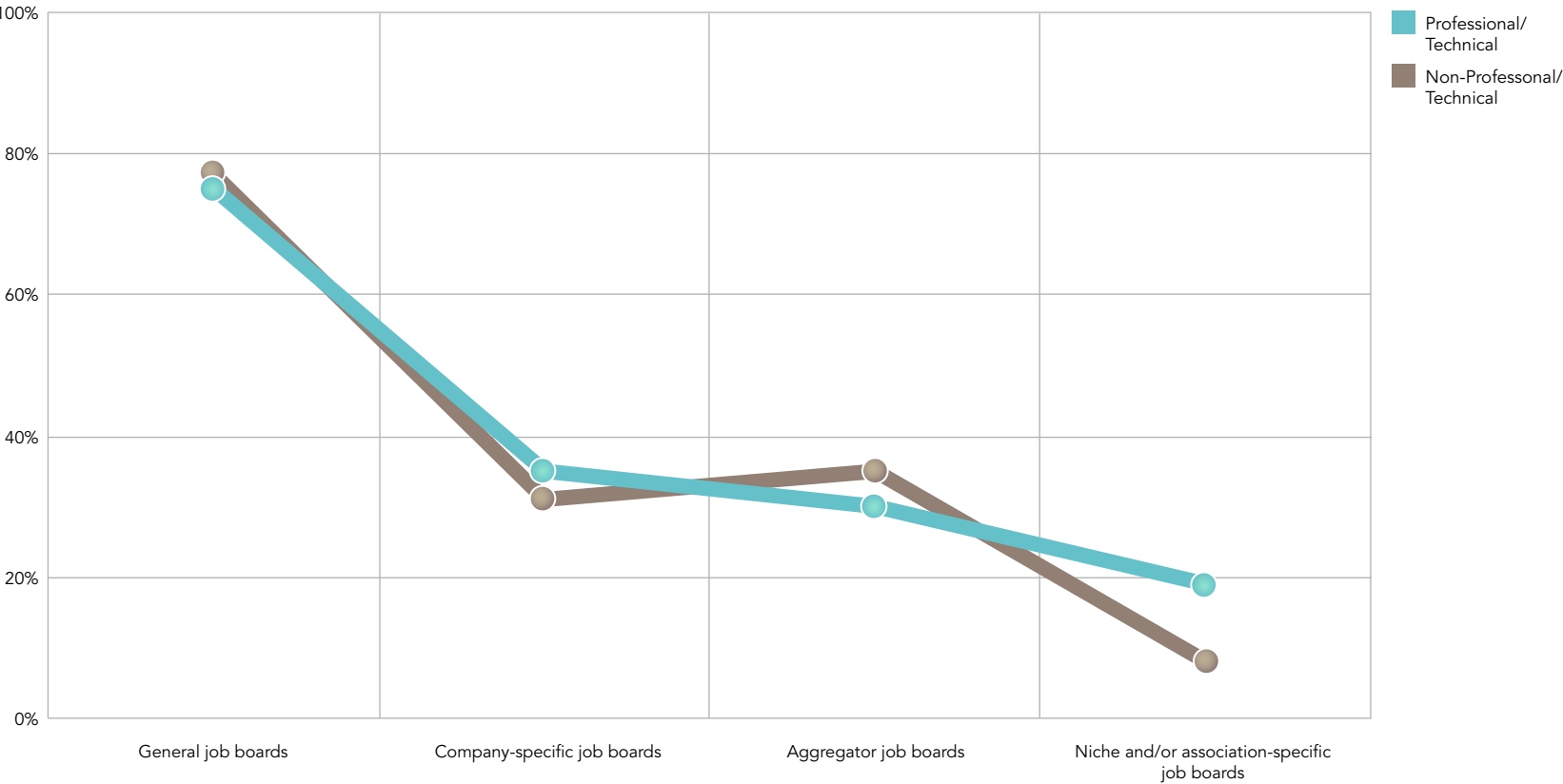
PREFERRED
ONLINE JOB
BOARDS

There are some important distinctions between the way that employees in the Professional/Technical category (Education, Engineering, Finance/Accounting, Healthcare, IT, Law, Math, Marketing, Sales, Science, and Security Clearance) go about scouring the jobs market compared with those in Non-Professional/Technical areas (Administrative/Office Clerical, Call centre/Customer Service, and Light Industrial).

General job boards are favored among both groups, but significantly more Professional/Technical workers than Non-Professional/Technical prefer company-specific job boards (35% versus 31%).

Niche job boards are more than twice as popular among Professional/Technical workers as Non-Professional/Technical (19% versus 8%).

Which of the following types of online job boards do you most prefer for searching job opportunities and/or evaluating the marketplace?
(% by Occupation type, multiple responses allowed)



Critical Factors in the Employment Decision

The process of engaging active and passive jobseekers through multi channel communications comprises a major element in any quest for talent. But it is only the first stage, and there are a range of further considerations which can prove compelling to candidates in securing work. The KGWI sought to identify these key factors that stand out in the minds of employees and candidates and which become critical for them in determining the likelihood of one employer over another. Financial benefits are pivotal but they are not the only factors that come into play, and they can be outweighed by a range of non-financial benefits.

WHAT MAKES
AN IDEAL
EMPLOYER?

When respondents are asked to identify the factors that influence their decision to accept one position over another, there are key elements that stand out. Not surprisingly, financial benefits are the prime consideration, with 84% of workers globally saying that these drive their decision to accept a given job. However, a total of 64% indicate that work-life balance would sway their decision. A total of 62% mention that opportunities for advancement would influence their employment decision, while 58% say training and/or development programs are the key factor that would influence their choice.

Also interesting are the factors least likely to sway an employment decision – considerations such as corporate goodwill, non-traditional perks or benefits, global opportunities, and equal opportunity or diversity considerations.

Which of the following make an organisation an attractive employer or would drive your decision to accept one job/position over another?
(%, multiple responses allowed)



Salary/benefits/
financial incentives
(84%)



Work/life
balance (64%)



Opportunity for
advancement (62%)



Training/development
programs (58%)



Opportunity to work
with knowledgeable
colleagues (46%)



Communication/
feedback received
during the
application (42%)



Flexible work
arrangements (42%)



Corporate
culture (34%)



Corporate
reputation (34%)



Environmentally
friendly/responsible
work practices (34%)



Corporate values that
match your own (34%)



Exposure to
technologies and
equipment (29%)



Derive more sense
of meaning from
work (28%)



Diversity/equal
opportunities record
(28%)



Global/international
opportunities (24%)



Non-traditional
perks/benefits (24%)



Corporate sovereignty/
goodwill (17%)

WHAT MAKES
AN IDEAL
EMPLOYER?

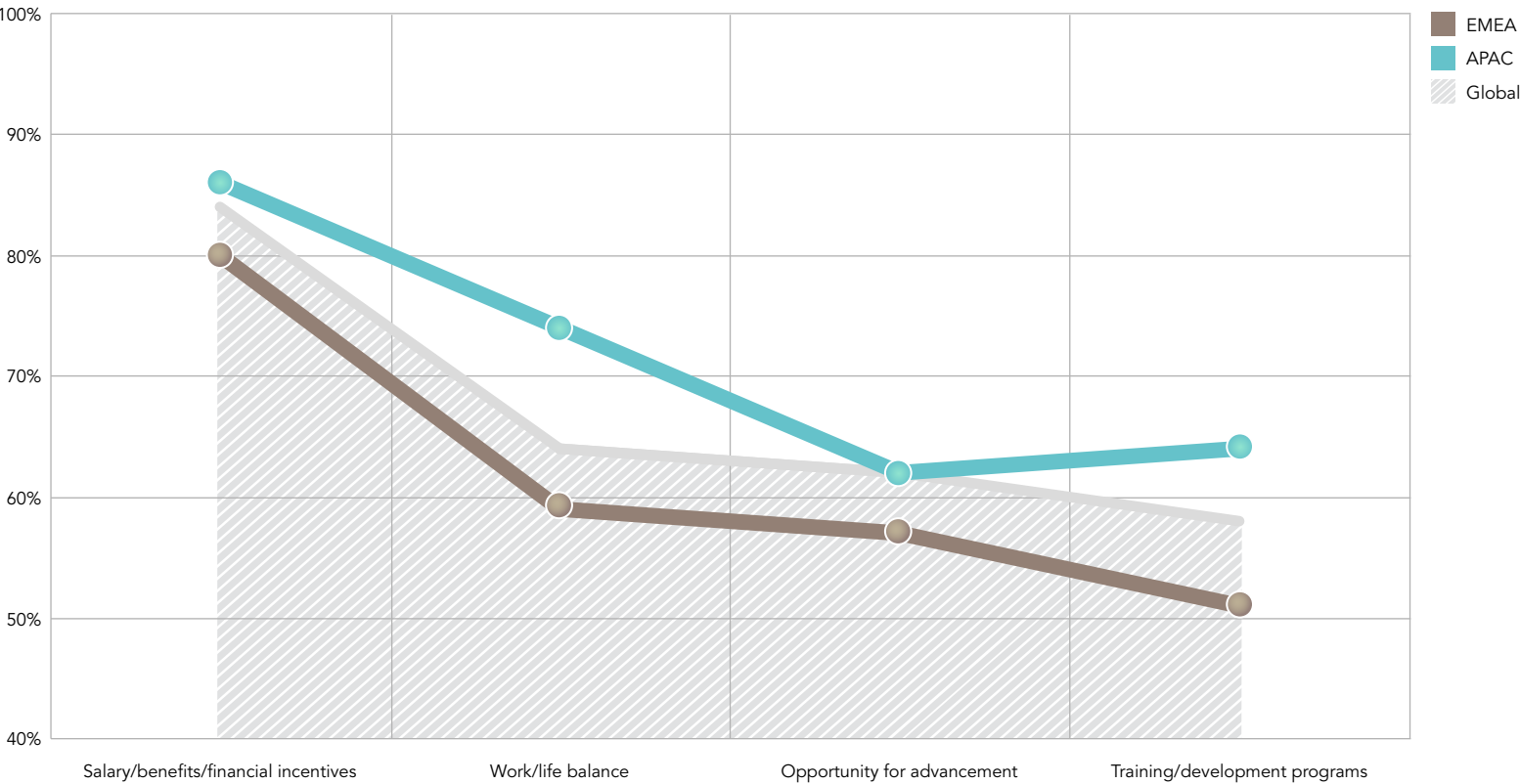
Looking at the top four factors that influence job choice, there are some key comparisons across the APAC and EMEA regions.

Those in APAC (86%) rate salary and benefits slightly higher than those in EMEA (80%).

Work-life balance is significantly more important in APAC (74%) than in EMEA (59%).

Workers in APAC (62%) are more likely to be influenced by advancement opportunities than those in EMEA (57%), while training and development programs are more important in APAC (64%) than in EMEA (51%).

Which of the following make an organisation an attractive employer or would drive your decision to accept one job/position over another?
(%, top four factors, multiple responses allowed)



WHAT MAKES
AN IDEAL
EMPLOYER?

Across a range of Professional/Technical occupations, the significance of some of the key factors in employment selection comes into sharper focus.

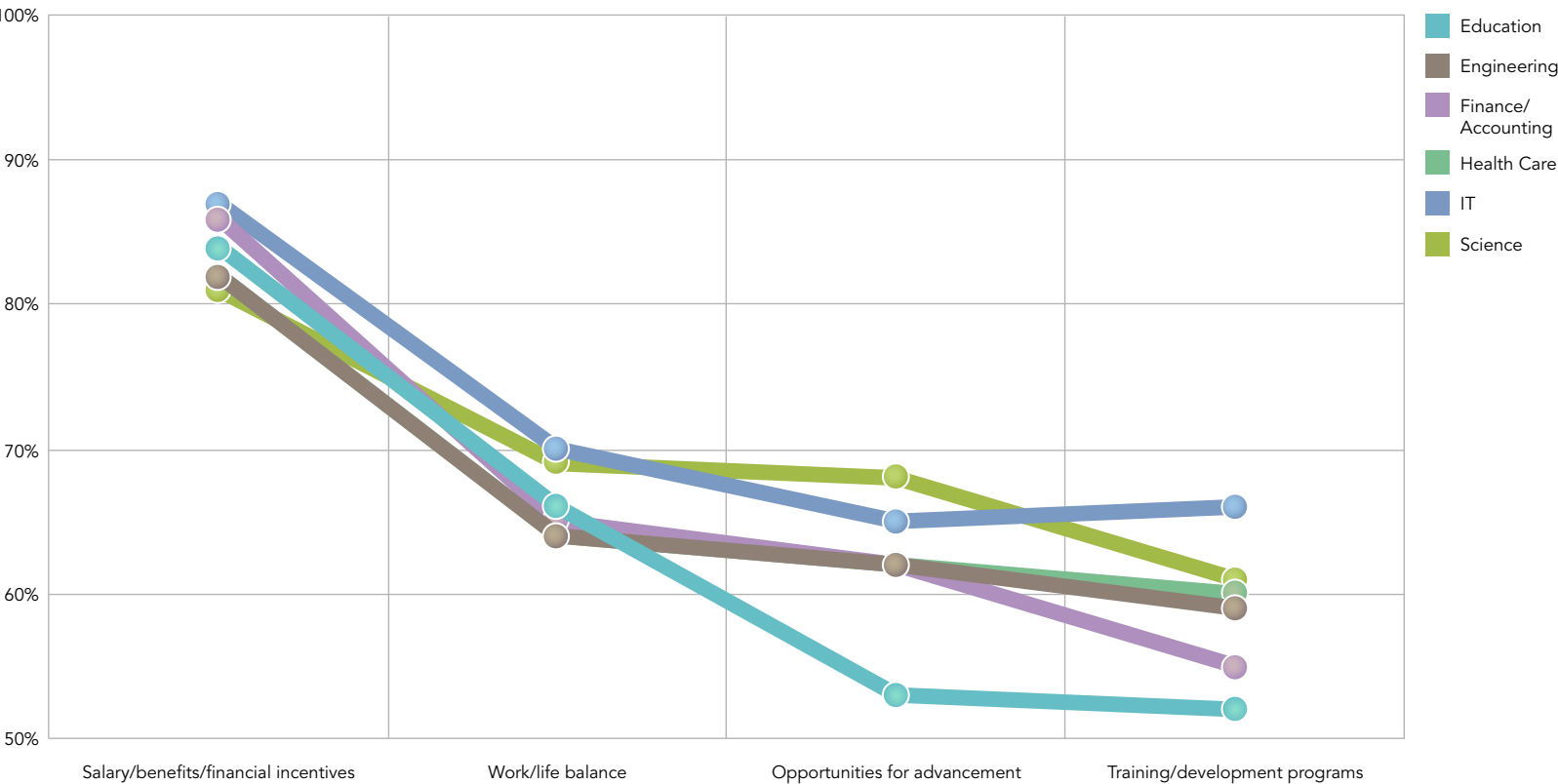
The issue of Salary/benefits/financial incentives is selected most frequently as the top factor by all the selected Professional/Technical occupations, with IT (87%) highest.

In regard to Work/life balance, significantly more IT and Science professionals selected this than other selected occupations.

Opportunities for advancement have low appeal in Education (53%) as opposed to Science (68%) and IT (65%).

Likewise, training and development have low appeal in Education (52%) but considerably higher in IT (66%) and Science (61%).

Which of the following make an organisation an attractive employer or would drive your decision to accept one job/position over another?
(% by select Professional/Technical occupations, multiple responses allowed)



Right Platform – Right Target

The issue of engaging employees and jobseekers in a conversation becomes important in any effort to identify and target the most compelling talent.

The forms of communication that elicit these conversations have changed over recent years and continue to evolve as employees flock to various platforms, and as employers vary the nature of their employment proposition.

What is clear is that any systematic effort in HR management needs to be aware of these developments and look to harness the most effective channels for the talent cohort in question.

Employees have moved en masse to online job boards as the preferred vehicle for hiring. They have also been quick to utilize social media in a variety of career and job-related discussions, although there appears to have been a softening in the most recent survey.

This may explain in part the increasing focus on online talent communities, where more informed discussions become possible with a network of current, past and potential employees of particular organisations. These platforms enable candidates to hone in on relevant matters that will directly sway their job decisions.

Employers will be taking a closer look at these networks as their popularity and usefulness grows.

Also important are the additional factors that come in to play when employees are deciding where to work.

Financial considerations remain paramount but increasingly employees are looking to the longer term and taking into account lifestyle and personal development issues. These can become the make-or-break factors in swaying candidates to one job over another.

ABOUT THE KELLY GLOBAL WORKFORCE INDEX

The *Kelly Global Workforce Index (KGWI)* is an annual global survey revealing opinions about work and the workplace. Approximately 230,000 people across the Americas, EMEA and APAC regions responded to the survey. The survey was conducted online by RDA Group on behalf of Kelly Services..

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