



ROBERT WALTERS TAIWAN ANNUAL HR SEMINAR 2015

15 MAY 2015

AUSTRALIA BELGIUM BRAZIL CHINA FRANCE GERMANY HONG KONG INDONESIA
IRELAND JAPAN LUXEMBOURG MALAYSIA NETHERLANDS NEW ZEALAND SINGAPORE
SOUTH AFRICA SOUTH KOREA SPAIN SWITZERLAND TAIWAN THAILAND UAE
UNITED KINGDOM UNITED STATES VIETNAM

ROBERT WALTERS



USING CAREER PROGRESSION TO RECRUIT THE BEST PROFESSIONALS

Presented By: John Winter, Country Manager - Robert Walters Taiwan

AUSTRALIA BELGIUM BRAZIL CHINA FRANCE GERMANY HONG KONG INDONESIA
IRELAND JAPAN LUXEMBOURG MALAYSIA NETHERLANDS NEW ZEALAND SINGAPORE
SOUTH AFRICA SOUTH KOREA SPAIN SWITZERLAND TAIWAN THAILAND UAE
UNITED KINGDOM UNITED STATES VIETNAM

ROBERT WALTERS

AGENDA

- About Robert Walters
- Findings from Robert Walters Whitepaper - Using Career Progression To Recruit The Best Professionals
 - Career Progression In The Job Search And Interview Stage
 - Types Of Career Progression On Offer
 - Consequences Of A Lack Of Progression
 - Management Of Career Progression

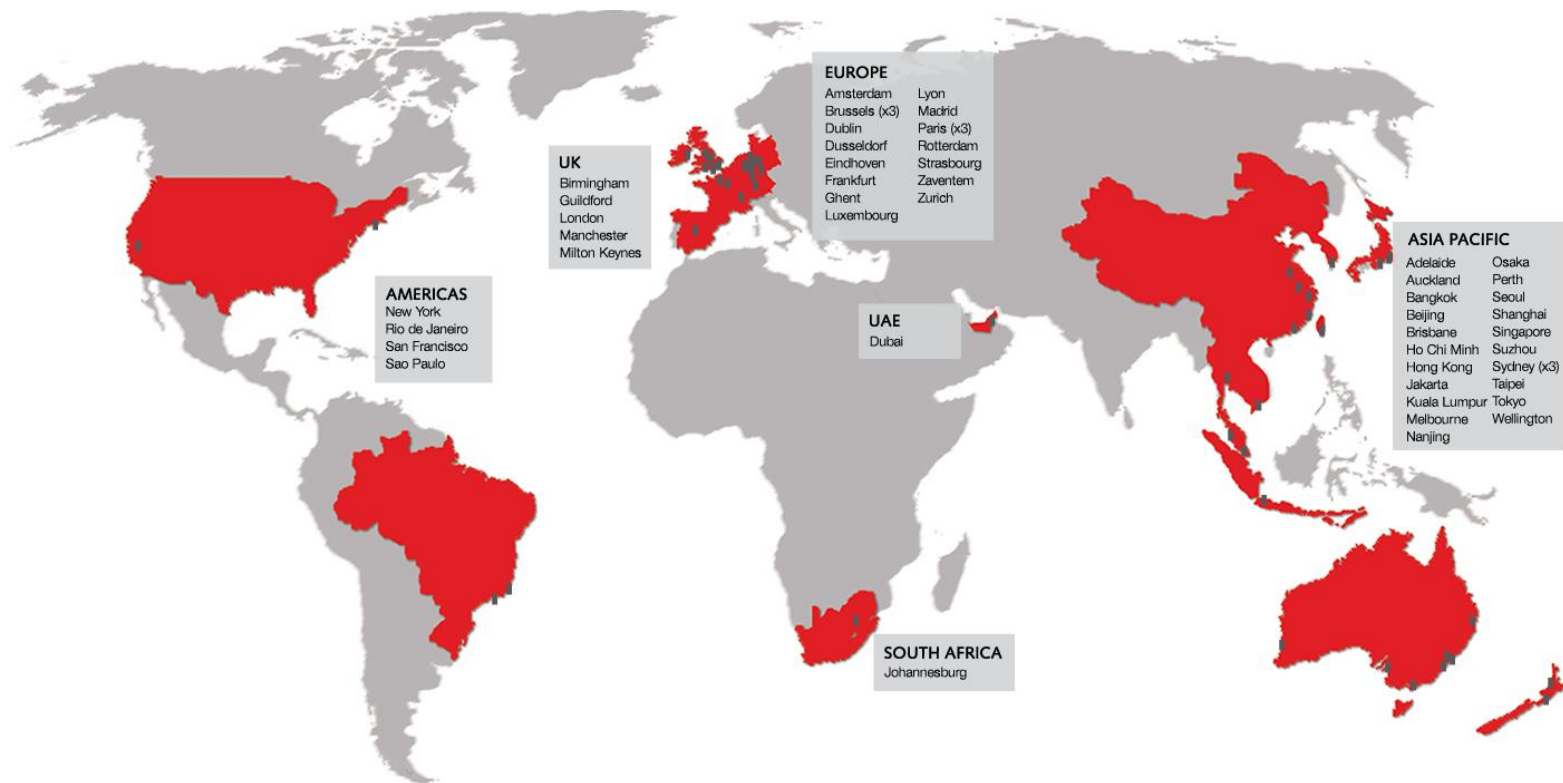


ABOUT ROBERT WALTERS

ROBERT WALTERS

OUR GLOBAL PRESENCE

International professional recruitment consultancy with offices spanning 24 countries and regions





ABOUT ROBERT WALTERS TAIWAN

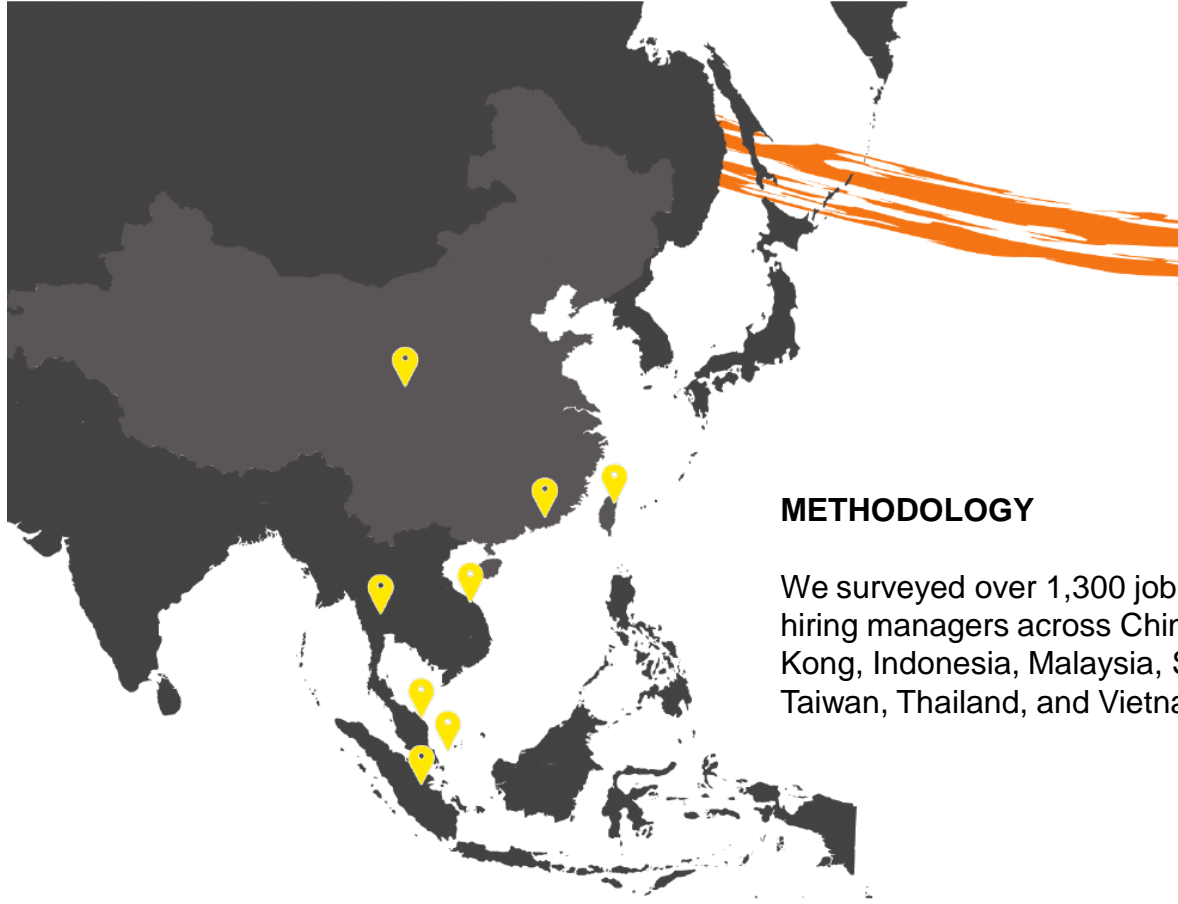
- Recruiting in Taiwan for nearly 10 years
- Office in Taipei for four years
- Currently one of our fastest growing offices regionally
- Our specialist areas:
 - Accounting & Finance
 - Banking & Financial Services
 - Information Technology
 - Sales & Marketing



USING CAREER PROGRESSION TO RECRUIT THE BEST PROFESSIONAL

ROBERT WALTERS

ABOUT THE REPORT

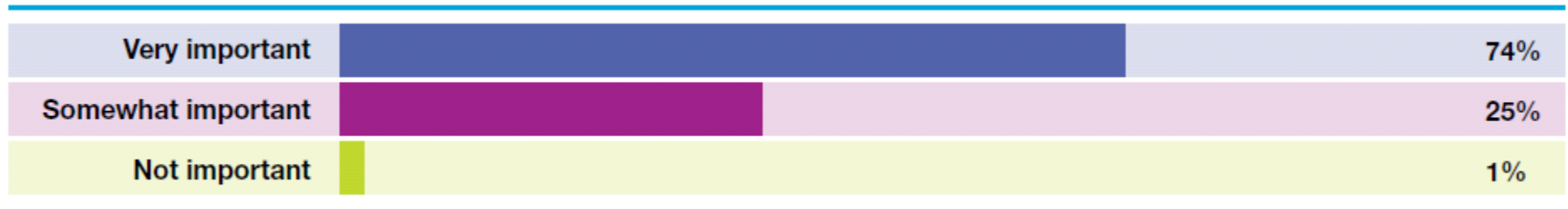


METHODOLOGY

We surveyed over 1,300 job seekers and hiring managers across China, Hong Kong, Indonesia, Malaysia, Singapore, Taiwan, Thailand, and Vietnam

CAREER PROGRESSION IN THE JOB SEARCH AND INTERVIEW STAGE

How professionals rate career progression when considering new job opportunities:



- When we asked hiring managers how important they think career progression was:
 - 86% said it was very important
 - 14% said it was somewhat important
- When professionals search for new job opportunities:
 - 63% actively sought job advertisements that clearly promoted career progression
 - 85% asked specifically about career progression during the interview process



KEY LEARNING - CAREER PROGRESSION IN THE JOB SEARCH AND INTERVIEW STAGE

- Recognise career progression is a major tool in attraction
- Make the first impression count
 - 96% of organisations believed career progression was a major drawcard in job advertisements for professionals
 - Only 47% of clients address career progression in their job adverts

TYPES OF CAREER PROGRESSION ON OFFER

What type of career progression do professionals value most when they are considering a job opportunity?



- 33% Expanded portfolio and work experience
- 26% Internal mobility (locally or internationally)
- 23% Education and training
- 18% Set pathway to promotion

78%

of organisations offered career progression in the form of international mobility among their global offices



KEY LEARNING - TYPES OF CAREER PROGRESSION ON OFFER

- It does not always have to mean a promotion
- Offer an expanded portfolio
 - Allow professionals to be challenged and acquire a new skill set through increased responsibility
 - Greater exposure to the business - engaging with more senior people or meeting people from a different part of the business that can influence their career
- Education and training
 - Does it challenge, offer a new skill set and expand someone's thinking?

CONSEQUENCES OF A LACK OF PROGRESSION

How long would professionals stay in a role if they felt there was not any more career progression available?



- 12% Less than a year
- 54% 1 - 2 years
- 30% 3 - 5 years
- 4% 5+ years

80%

of professionals have previously left a role due to the lack of career progression

KEY LEARNING - CONSEQUENCES OF A LACK OF PROGRESSION

- Accept that you will lose professionals
 - For many roles, it is better to lose someone who is not engaged and nurture new talent
- If there is no progression, 36% of candidates would need more money to stay
 - Short-term solution
 - Candidates will still not feel engaged - increasingly less value
 - Statistics show that candidates will leave in one year

MANAGEMENT OF CAREER PROGRESSION

- When professionals were asked if they believed organisations follow through with the career progression they advertised for the role:
 - 54% said “mostly”
 - 10% said “always”
 - 36% said “not at all”
- When hiring managers were asked if they believed the progression they offered was of a good standard and on par with other organisations:



KEY LEARNING - MANAGEMENT OF CAREER PROGRESSION

- Do not overpromise on career progression
 - This begins at the interview process
- Set standards, launch development programmes and be consistent
 - Development planning - personal and professional
 - Clear communication and re-evaluation of goals
 - Performance feedback
 - Internal mobility - are all internal opportunities being considered for top performers or are they being blocked by line managers?



CONCLUSION

- Career progression is perhaps the number one major attraction and retention tool for motivated professionals
- Key to top talent retention is providing professionals development opportunities and movement within the business
- The best professionals are only drawn to join organisations which offer and deliver clear career progression. Most candidates without it will leave within the first two years
- It is imperative you communicate career progression throughout the recruitment process as well as deliver on promised career progression opportunities
- Constructive feedback during the whole process is also essential in benchmarking and assessing professionals on their abilities and personal progress



QUESTIONS?

ROBERT WALTERS