

# VON RUNDSTEDT



## HR TODAY RESEARCH SURVEY

Survey on the Swiss job market– results

April-August 2019

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# 1

# PARTICIPANTS

Duration:	April 2nd – August 9th 2019
Range:	All of Switzerland
Return:	1'548
Study Management:	von Rundstedt, in partnership with HR Today

## Function

HR manager	69%
Line manager	20%
Other	11%

## Business Sector

Manufacturing	16%
Banking & insurance	13%
Pharmaceutical & life sciences	12%
Business services	11%
Consumer goods & retail	08%
IT	06%
Other	34%

## Size of employer

Large companies	42%
Medium companies	35%
Small companies	23%

## Region of employer

All of Switzerland	34%
German-speaking Switzerland	49%
French-speaking Switzerland	13%
Ticino	04%

## HQ/Branch

Headquarter	61%
Branch	39%

# 2

## WINNERS ON THE JOB MARKET

### ATTRACTING, RETAINING AND DEVELOPING THE SKILLS OF PROFESSIONALS AND PEOPLE WITH KEY PROFILES

#### Criteria attracting employees

• Good working climate	3.7
• Responsibility & competences	3.6
• Autonomy in organising one's work	3.4
• Personal growth opportunities	3.4
• Flexible working hours	3.3
• Emotional appeal of the brand	3.1
• Career opportunities	3.1
• Interdisciplinary work & projects	3.0
• Home office	2.9
• High pay	2.6

#### Search strategy

• Job advertisements	3.5
• Personal networks	3.4
• Social Media	3.0
• Recruitment agencies/headhunters	2.5
• Analyses of competitors & direct approach	2.5
• Coop. with training institutions	2.5
• Talent communities	2.3

#### Involvement in recruitment

• Line manager	3.7
• Recruiting	3.5
• HR business partners	3.3
• Executives	3.2
• Employees	2.5

#### Measures for binding key persons

• Further training & development	3.2
• Focus on leadership & appreciation	3.0
• Participation in strategic projects	3.0
• Opportunities for greater prominence	2.9
• Mentoring	2.5
• Financial incentives & bonuses	2.5
• Talent Management Programme	2.4
• Creating individualised positions	2.3

#### Measures to promote internal mobility

• In-house job platforms/job	3.2
• In-house analyses of each employee's current situation	2.8
• Regular career talks	2.7
• Talent management programmes	2.3
• Mobility programmes	2.2
• In-house calls for tender	2.1
• External analyses of each employee's current situation	1.8
• In-house career events	1.7

#### Opportunities transparency workforce potential

• Regular bottom-up feedback	3.2
• Analyses of the current situation for all employees	2.7
• Succession & career planning	2.7
• Mentoring	2.3
• Assessments & employee audits	2.2
• Talent management platforms	2.0

#### Individual and flexible working conditions

• Yes	17%
• Fairly often	31%
• Not often	38%
• No	14%

#### Headhunter fee in % of the annual salary

• 0%	27%
• 1-15%	34%
• 15-35%	37%
• >35%	02%

#### Internal turnover rate

• <10%	65%
• 10-20%	28%
• 20-40%	06%
• >40%	01%

#### External turnover rate

• <10%	55%
• 10-20%	37%
• 20-40%	07%
• >40%	01%

#### Leadership development / Retention Training

• Yes	66%
• No	34%

# 2

## LOSERS OF THE JOB MARKET

### TRANSFORMATION AND INTEGRATION OF EMPLOYEES WITH OBSOLETE PROFILES

#### Instruments employability

• Regular bottom-up feedback	3.1
• Information on the strategy	2.8
• In-house analysis of the employee's current situation	2.7
• Open discussions/workshops	2.7
• Career coaching	2.0
• External analyses of the employee's current situation	1.8
• Online assessments	1.7
• Assessment centres	1.7
• Career platforms	1.7

#### Alternatives for employees with the risk of termination

• Change in employment terms	2.8
• Change in work conditions	2.7
• Internal redeployment opportunities	2.7
• Early retirement (over 58)	2.5
• Possible employment with suppliers, customers or "friendly" companies	1.9

#### Obstacles to the implementation of arc-shaped careers

• Lower pay	2.7
• Demotion in the hierarchy	2.6
• Motivation & commitment on the part of the person affected	2.6
• Agility & mobility	2.6
• Loss of prestige & esteem in the company	2.6
• Loss of prestige & esteem in private life	2.5
• Reduction of responsibility & competencies	2.5
• Reintegration in a new team	2.2

#### Targeted investment by employers

• Professional agility	62%
• Personal agility	39%
• Resilience	35%

#### Workforce planning/competency management

• Yes	48%
• No	52%

#### Check of employability

• Yes	33%
• No	67%

#### Function-independent further training

• Yes	76%
• No	24%

#### Offers for employees who have been terminated

• External outplacement services	55%
• In-house career coaching's & advice	42%
• Special help for difficult profiles & older employees (over 50)	50%

#### Concept to support over 50

• Yes	19%
• No	81%

#### Acceptance & support arc-shaped careers

• Yes	18%
• Fairly often	31%
• Not often	30%
• No	21%

#### Concrete implementation arc-shaped careers

• Yes	14%
• Fairly easily	31%
• Not easily	36%
• No	19%

#### Termination rate for persons over 50

• <10%	83%
• 10-30%	11%
• 30-50%	04%
• >50%	02%

#### Fatigue & stress

• <10%	40%
• 10-30%	40%
• 30-50%	16%
• >50%	04%

#### Sings of burn-out

• <1%	44%
• 1-5%	43%
• 5-10%	09%
• >10%	04%

# 3

## SWISS JOB MARKET

### STATEMENTS

- Employees over 50 face discrimination 72%
- A shortage of skilled professionals is a serious problem 85%
- Companies invest too little in the development of their employees 82%
- Increasing demands on agility are having a negative effect on people's health 64%
- Employers are looking for perfect profiles, and that makes life difficult for job seekers 82%
- Automation of recruitment in application platforms is leading to poorer quality in recruitment 63%
- Work testimonials are not worth the effort put into them 60%
- **Obtaining informal reference information is morally acceptable 31%**
- People with generalist profiles have a very hard time in today's working world 57%
- Opportunities for career changers are becoming scarcer and scarcer 64%
- When filling a position it is critically important to find someone with experience in that sector 68%
- **The new requirement to register job vacancies is a good thing 40%**
- Protection against dismissal for employees over 50 would be counterproductive 73%
- **Restriction of foreign recruitment protects Swiss employees 44%**

# 4

## KEY MESSAGES

1. Employers focus on climate, tasks and flexibility (not home office and salary) in the talent battle
2. Job advertisements in high, but still strongly recruited via personal networks
3. Still few strategic partnerships (talent communities, training centers) in recruitment
4. Strong involvement of management in recruiting key profiles (but not employees)
5. Internal job transparency, but not targeted concepts and approaches for internal mobility
6. Analyses of the employee's current situation are primarily made in-house, hardly externally (despite the relevance of the external market)
7. Great confidence in the work of managers in development and retention
8. Hesitation in individualising working conditions (legal barriers)
9. Internal versus external turnover rate relatively small, less internal mobility
10. Employability through transparency and management discussions, little concept and method available
11. Investment strongly in technical agility and further training, much less in personal agility and resilience
12. High sensitivity and will to support for employee's over 50, but hardly concepts and instruments available
13. Moral dilemma regarding informal references: it is illegal but morally acceptable
14. Regulatory intervention in labour immigration is ineffective or counterproductive
15. Application platforms to increase efficiency, even though they reduce quality
16. Career change difficult due to zero gap and industry belief
17. Agility affects a large proportion of employees and can be detrimental to their health

VON RUNDSTEDT

*Promoting talent.*