

2012 HR Beat:

A Survey on the Pulse of Today's Global Workforce



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Introduction

Every successful company knows the value of attracting and retaining the best talent. Extensive effort is put into creating job benefits and work environments that are compelling to employees and job hunters. But what really motivates job candidates and employees? Are there differences between genders, generations or countries?

The following report, commissioned by SuccessFactors, an SAP company, and conducted in September 2012, is based on an international survey of 1,533 hiring managers and HR professionals. The goal of the survey was to quantify which benefits matter most to employees and job candidates and examine differences in gender, age and region.

Executive Summary

- **Job candidates and employees ask for both financial and non-financial benefits**
 - 87% say job candidates have asked for benefits beyond what was offered
 - 79% report they have granted benefit requests from job candidates
 - Top requested benefits – higher pay at 57% and flexible working hours at 56%
 - Top granted benefits – training at 71% and flexible working hours at 63%
- **Men ask for money and women ask for flexibility**
 - 45% say male job candidates more likely to ask for higher pay
 - 39% say male employees more likely to ask for a promotion
 - 50% say female job candidates more likely to ask for flexible working hours
 - 51% say female employees more likely to ask for reduced work hours
- **Gen X is the most demanding age group**
 - 49% say Gen X candidates most likely to ask for higher job title
 - 44% say Gen X employees most likely to ask for a promotion
 - 40% say Millennial job candidates ask for training
 - Baby Boomers most likely to not ask for any additional benefits
- **Hiring managers have made big steps toward use of social media and texting, but have room to grow**
 - 51% have used social media or resume sites to identify job candidates
 - 39% have communicated with job candidates via social media, text or Skype
- **International hiring creates challenges**
 - 38% say they have delayed expansion into new markets
 - 28% say they have avoided expansion into new markets



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Definitions

This survey uses the following age group definitions:

“Millennials” – Less than 33 years of age

“Gen X” – Between 33 and 50 years of age

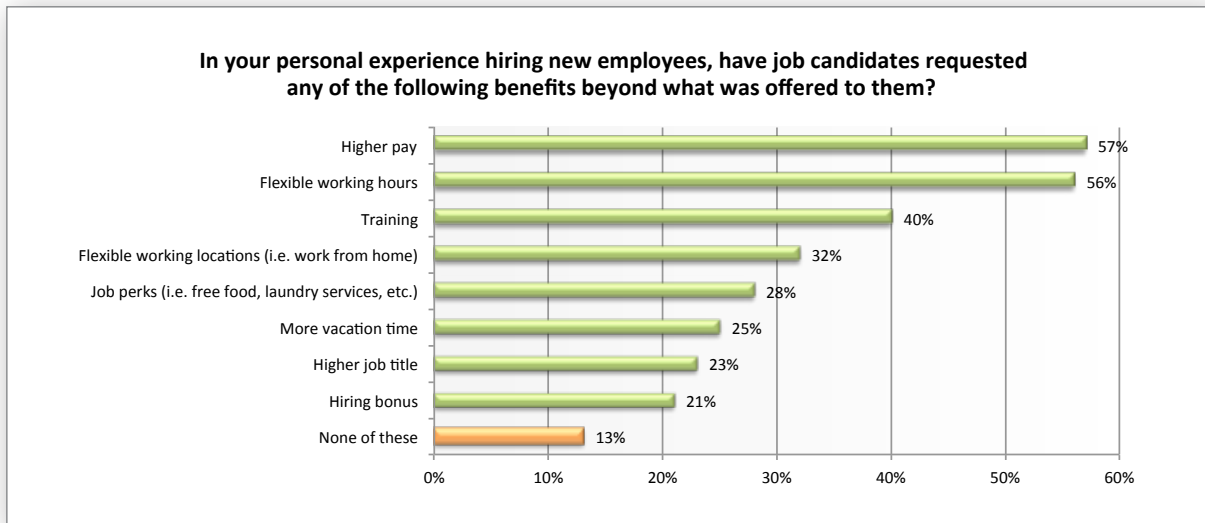
“Baby Boomers” – Over 50 years of age

Detailed Findings: Job Candidates

Job candidates request both financial and non-financial benefits

Participants were asked about the types of requests that they have personally received from job candidates. The majority (87%) indicated that candidates have made requests for benefits beyond the package that was offered to them.

It is not surprising that the most typical request was for higher pay (57%). However, many non-financial benefits were also requested including flexible working hours (56%), training (40%) and flexible working locations, such as working from home (32%). Participants reported that the benefits that were requested the least frequently by job candidates were a higher job title (23%) and hiring bonus (21%).



This high level of requests made by job candidates was common across all countries. Hiring managers in the United States were the least likely to receive a request for additional benefits from candidates (84%). Survey participants from France were the most likely to say they had received a request for increased benefits (91%).

The other similarity between countries was the frequency of requests for higher pay. Higher pay was one of the top two benefits requested by job candidates in each country included in this survey.

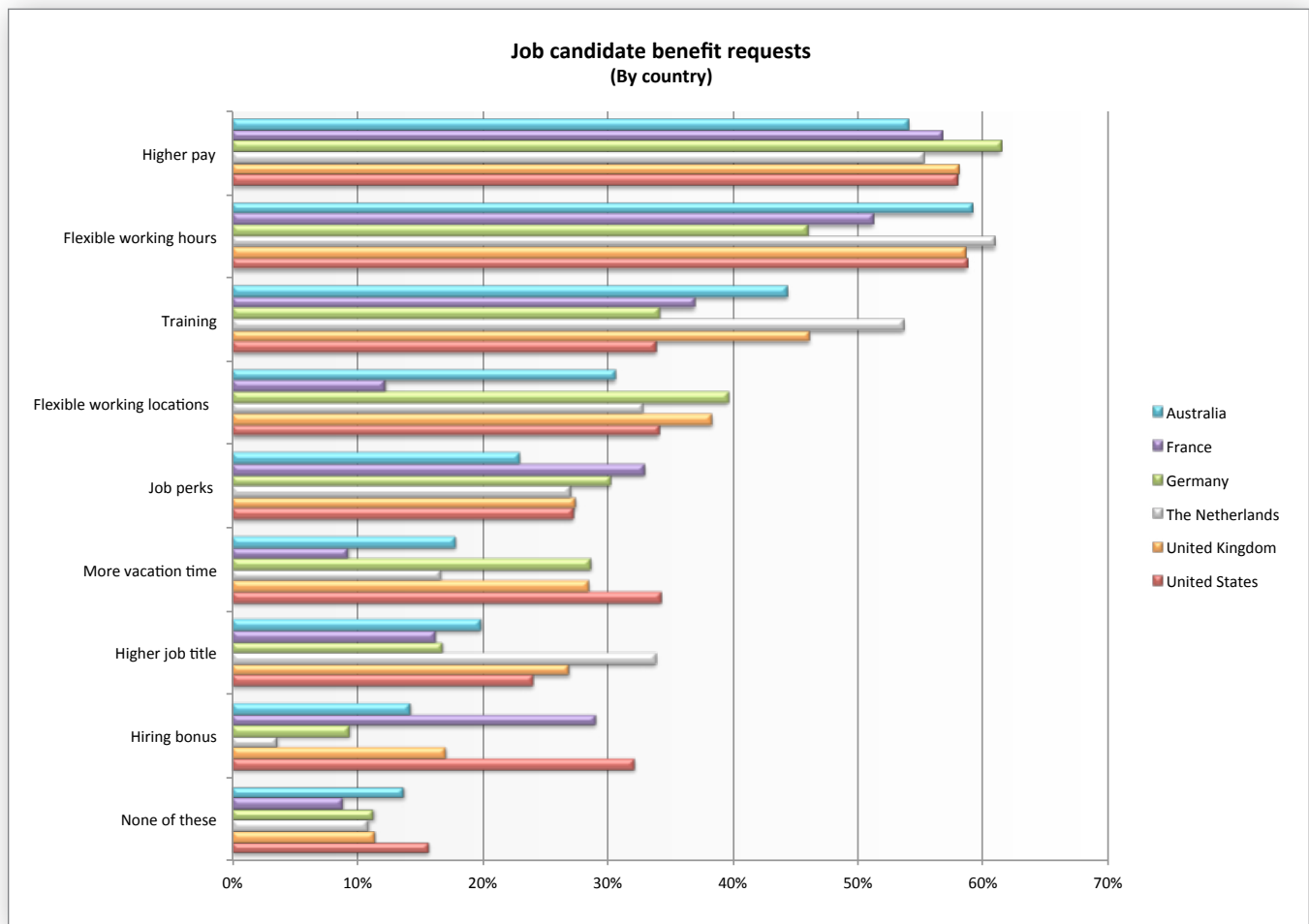
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Other types of benefits requested by job candidates varied more significantly between countries. Job candidates in the United States were the most likely to request vacation time (34%) or a hiring bonus (32%). Survey participants from Germany saw job candidates who were the most likely to ask for higher pay (61%) and flexible working locations (40%). Hiring managers in France reported the highest number of requests for job perks (33%), while those in the Netherlands were most likely to ask for flexible working hours (61%), training (54%) or a higher job title (34%). Job candidates in the United States and the United Kingdom did not top the list for any of these benefits.



At the other end of the spectrum, survey respondents from France indicated job candidates were the least demanding in several areas including flexible work locations (12%), more vacation time (9%) and higher job titles (16%). Job candidates in Australia were the least likely to ask for higher pay (54%) and job perks (23%). Job candidates in the Netherlands were the least likely to request a hiring bonus (4%), and those in Germany were less likely to ask for flexible working hours (46%). Participants from the United States reported the lowest level of requests for training (34%).

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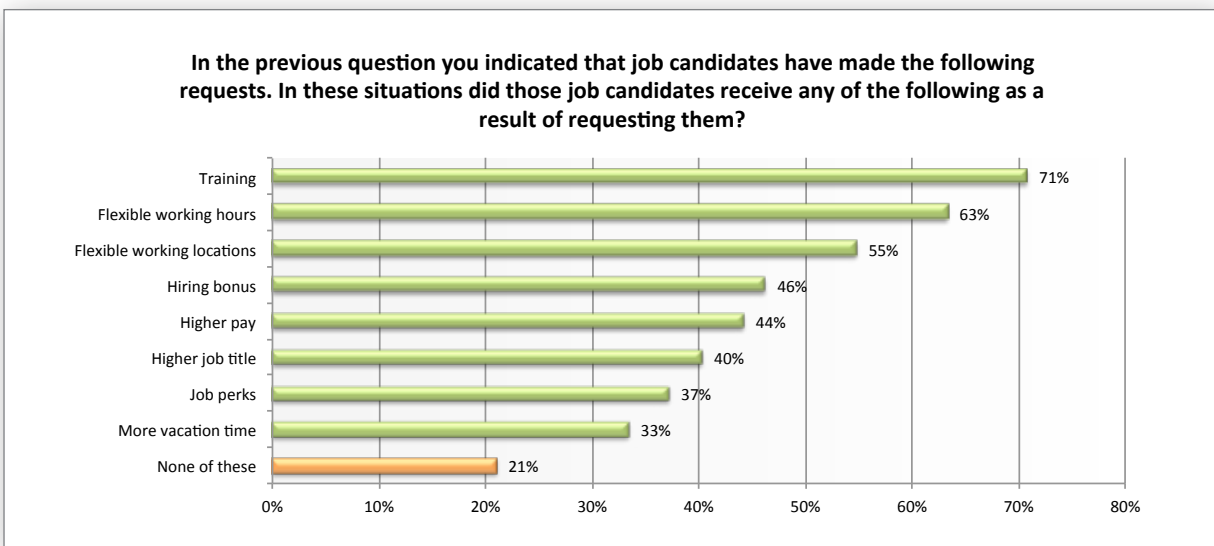


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Companies more likely to grant non-financial benefit requests

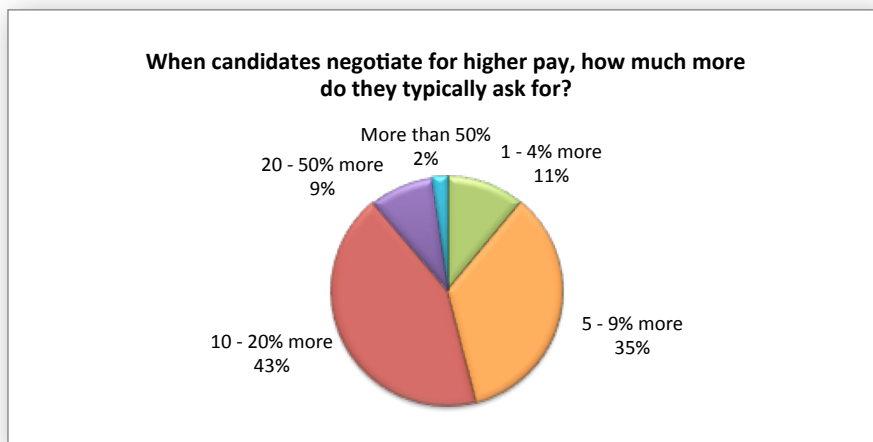
Requests for additional benefits were frequently granted by employers. The majority of participants (79%) did report that job candidates had received benefits that they had requested.

Non-financial benefits topped the list of requests that were granted, including training (71%), flexible working hours (63%) and flexible working locations (55%). Less than half reported that candidates had received financial benefits, such as a hiring bonus (46%) or higher pay (44%), after requesting them. The least likely request to be granted was more vacation time (33%).



Typical pay increase request between 5-20%

The hiring managers and HR professionals in this survey indicated that higher pay was the most requested additional benefit. The most typical salary increase requested by job candidates was between 5% and 20%.



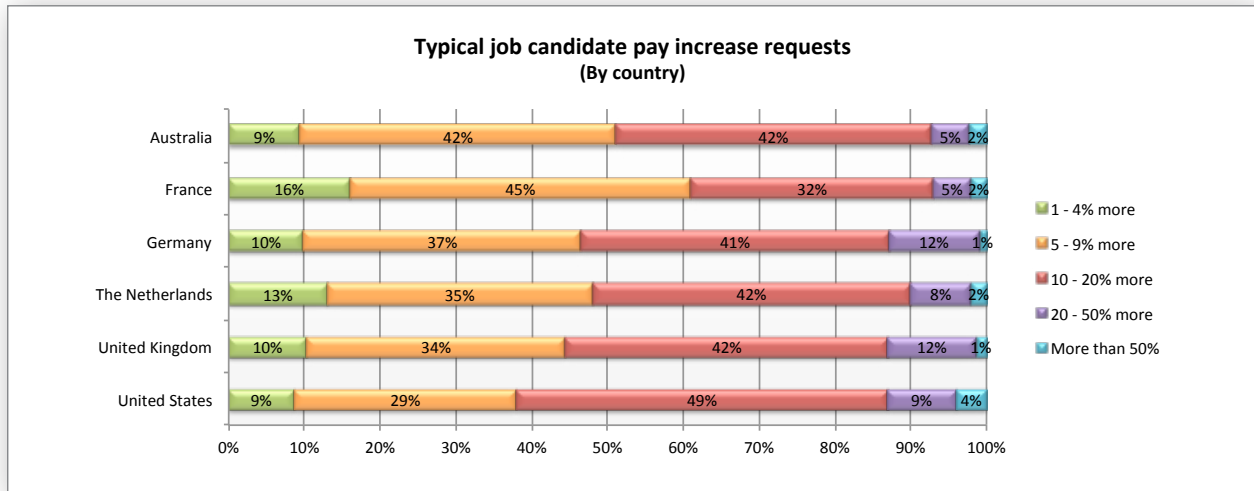
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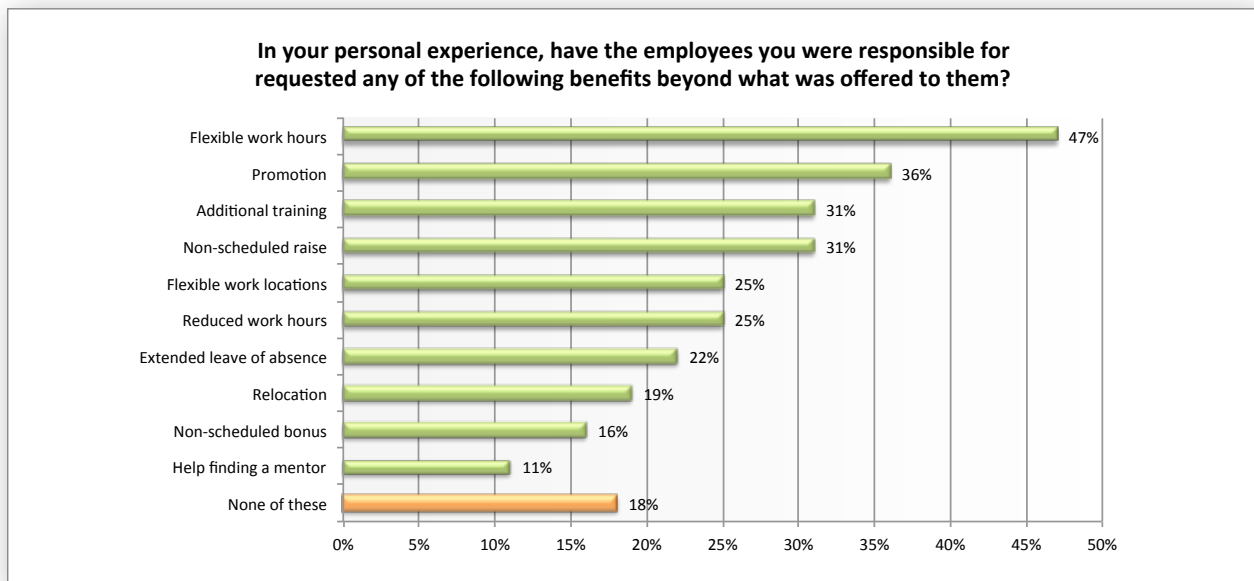
The amount of pay increase requested varies little between countries. Survey respondents from France indicated their job candidates are most likely to ask for only a small increase of 1 to 4% (16%), while American survey participants reported the highest percentage of job candidates that ask for an increase of more than half the offer made by the company (4%).



Detailed Findings: Employees

Employees most likely to ask for non-financial benefits

The hiring managers and HR professionals in the survey were asked about the types of requests for additional job benefits that they have personally received from employees. The majority (82%) indicated that employees had made requests for additional benefits beyond their existing package. This is slightly lower than the level of requests reported among job candidates (87%).



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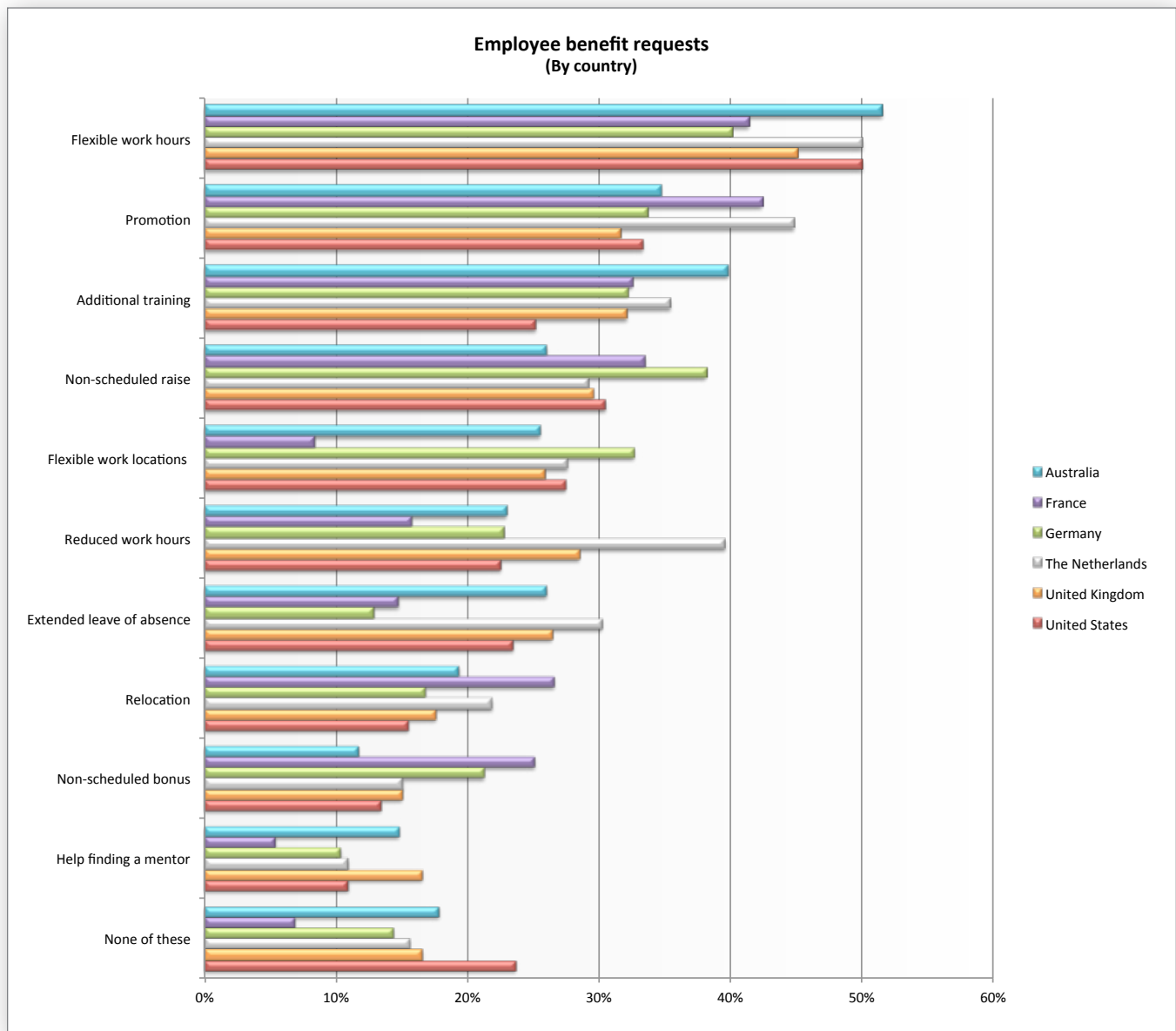
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Among employees, monetary requests took a clear back seat to non-financial benefits. The most common request among employees was flexible work hours (47%), followed by a promotion (36%). The least frequent request among employees included help finding a mentor (11%) and a non-scheduled bonus (16%).

Employees in all countries included in this survey frequently requested flexible work hours, promotions and training. Employees in France were the most likely to make a request of some kind (93%) with employees in the United States being the least likely to ask for these additional benefits (76%).



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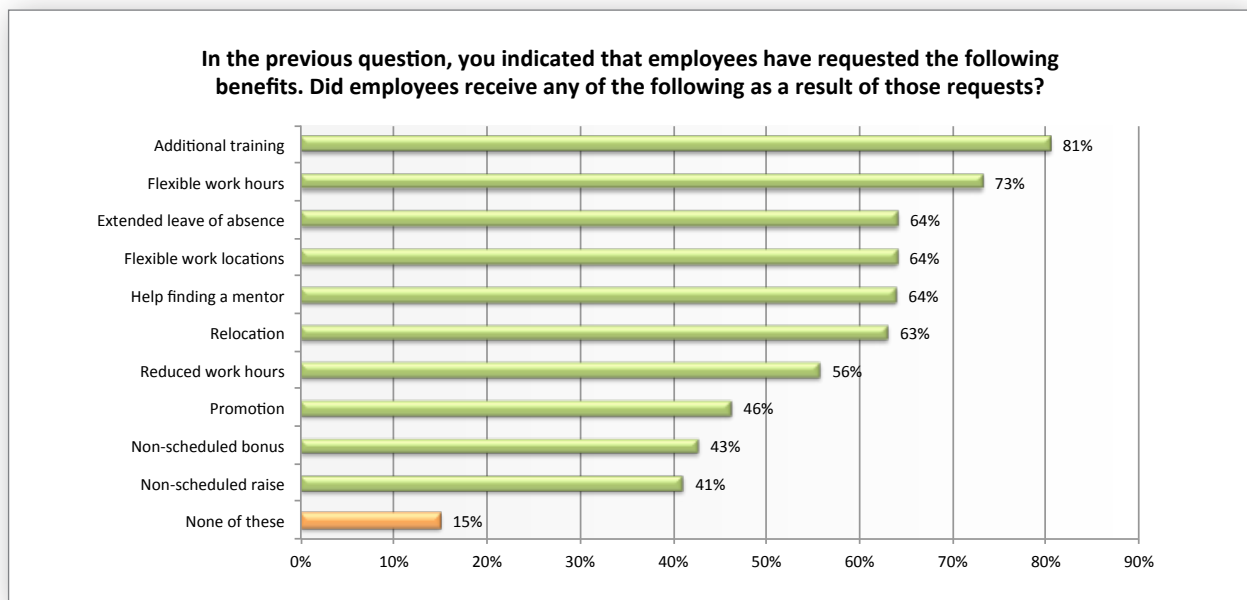
Employees in the Netherlands were the most likely to ask for a promotion (45%), reduced work hours (40%) and extended leave (30%). Employees in Germany were more likely than those in other countries to ask for a non-scheduled raise (38%) and flexible work locations, such as working from home (33%). Survey respondents from France indicated that employees were more interested in relocation (27%) and non-schedule bonuses (25%), while Australian hiring managers were more likely to report that employees requested additional training (40%) and flexible work hours (52%) than employees in other countries. Employees in the United Kingdom were the most likely to request help finding a mentor (17%).

Employees in France were overall the least likely to request additional job benefits. In particular, French employees were less likely to ask for help finding a mentor (5%), reduced work hours (16%) and flexible work locations (8%). Employees in Germany made fewer requests for extended leave (13%) and flexible work hours (40%), while managers in the United States saw the lowest number of requests for training (25%) and relocation (16%). Employees in Australia were the least likely to ask for more money outside of usual review schedules either as a raise (26%) or a bonus (12%).

Employees most likely to receive non-financial benefits

Requests for additional benefits were frequently granted to employees who asked for them. Among those participants who cited receiving requests for specific benefits, 85% reported that some employees had received the benefits that they had requested. This is higher than requests granted among job candidates (79%).

Non-financial benefits clearly topped the list of requests that were granted, including training (81%) and flexible working hours (73%). Financial benefits including non-scheduled raises (43%) and non-scheduled bonuses (41%) were the least likely to be granted to employees.



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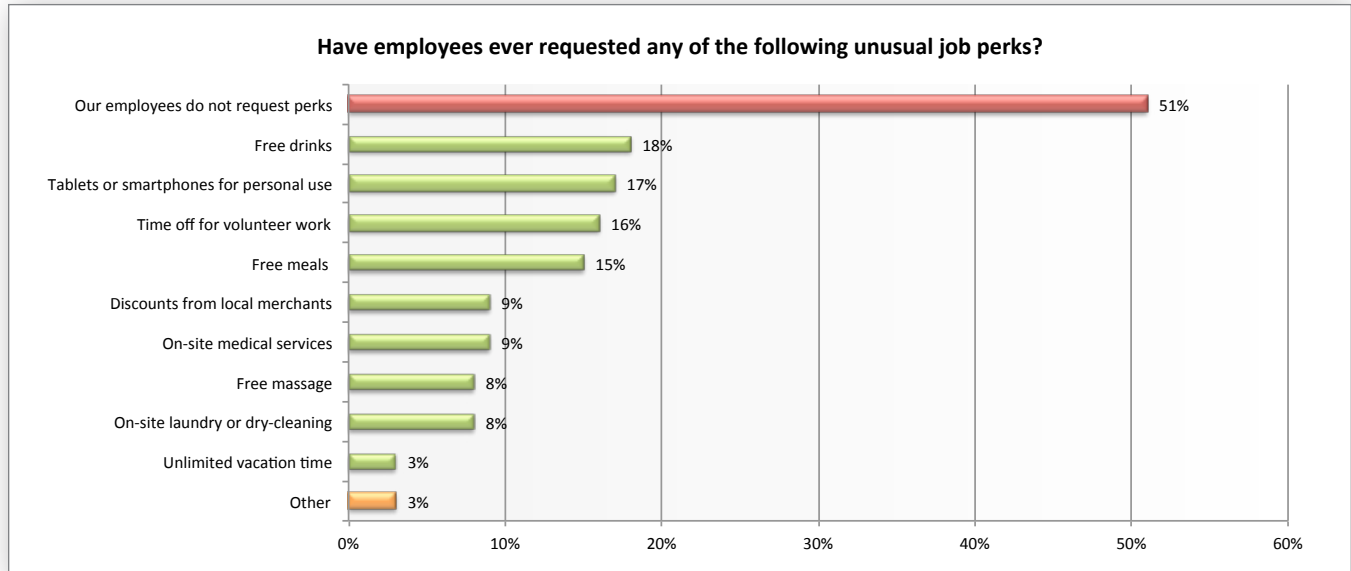
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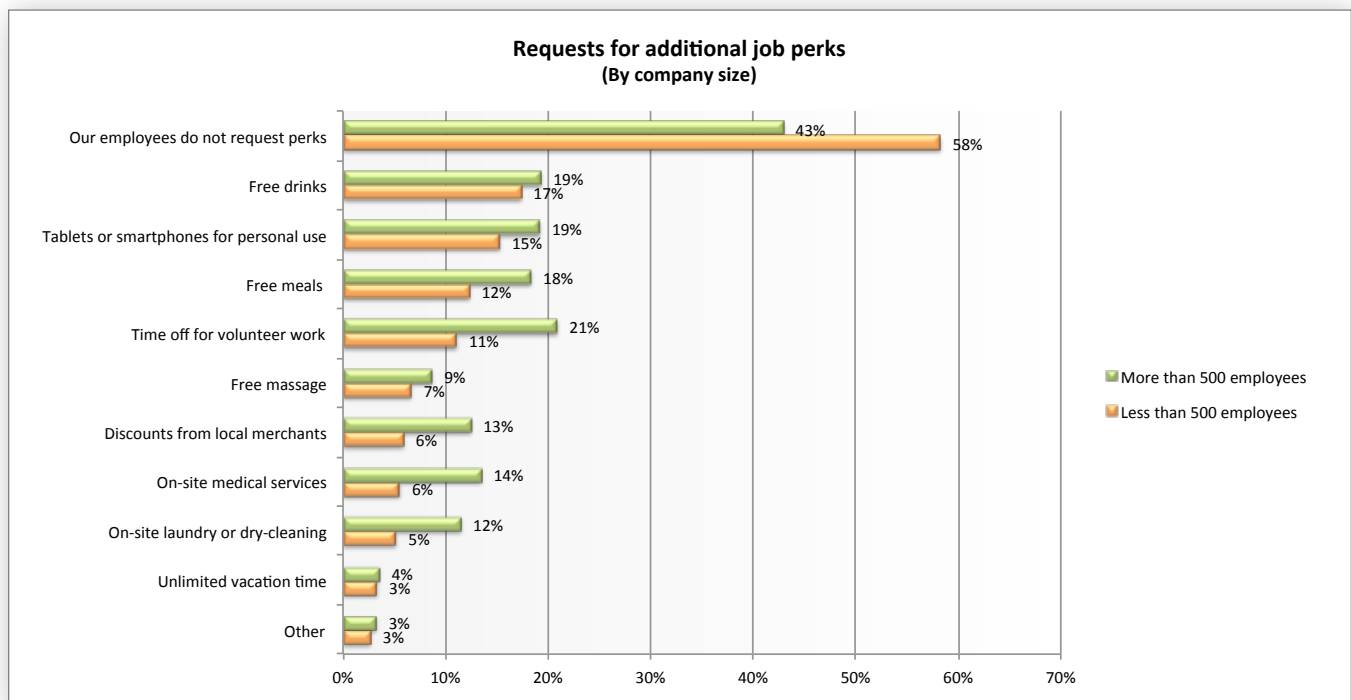
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Almost half say employees have requested additional job perks

Participants were presented with a list of possible job perks and asked if employees had requested any of these. They were also given the opportunity to mention other requests that had been made. Additional and uncommon job perks are often requested by employees.



Almost half (49%) of the hiring managers and HR professionals in this survey indicated that employees had made requests for additional job perks. Free drinks topped the list (18%), followed by mobile devices for personal use (17%) and time off for volunteer work (16%).



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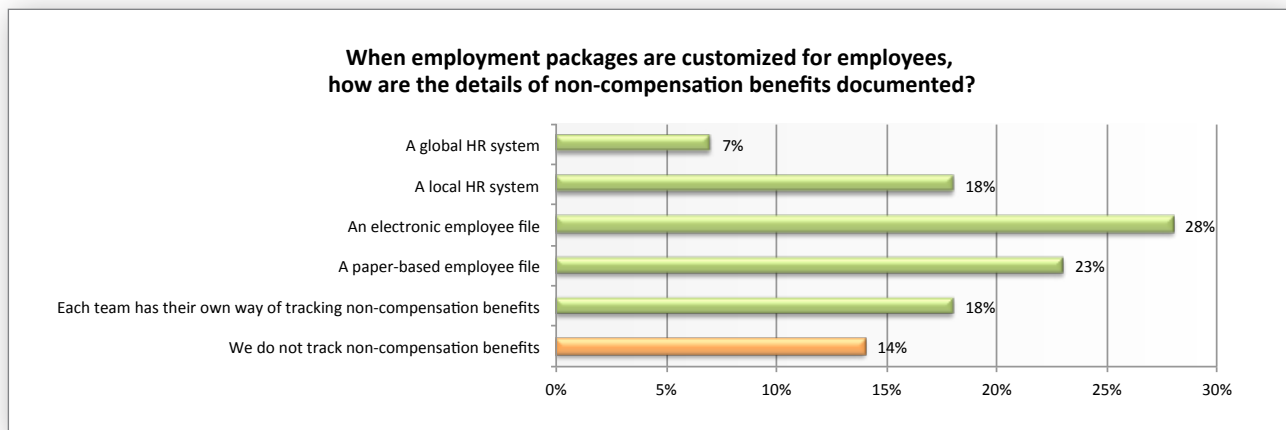
Participants took the time to document other unusual requests. Frequently mentioned were childcare, transportation, tickets to sporting events and pet privileges. Among the most unusual requests mentioned were employees from the United Kingdom who wanted to be excused from team-building events, and the managers from Germany whose employees asked for fresh fruit at the office.

A notable difference was reported in the frequency of job perks by employees of different company sizes. Workers at companies with more than 500 employees were much more likely to make requests for additional job perks (57%). This compares to smaller companies (less than 500 employees) where only 42% say employees have made requests for unusual job perks.

Companies lack consistency in tracking non-compensation benefits

While this study shows that employees are asking for non-financial benefits, and employers are granting them, there is bad news. Benefits not directly related to financial compensation are not tracked consistently by employers.

Participants that indicated they do customize employee packages with benefits outside of traditional salary, bonus and vacation days were asked how those arrangements were documented. Only 7% of those track those special arrangements in a global HR system and only 18% track them in a local HR system. A remarkable 14% report that they simply don't track these benefits in any way, while 18% say that each team has a different approach.



Detailed Findings: Gender and Generational Differences

Participants who indicated that they had received requests from job candidates were asked what type of individual was mostly likely to ask for those benefits. They were asked about gender as well as age group for each benefit they indicated personal experience with.

If a participant had not previously indicated that they had received a request, they were not asked this question. Participants were given the opportunity to decline to answer these questions if they had not had experience with multiple generations or different genders. The data in this section represents only the input of those participants who had personal experience with specific types of requests from both men and women and a variety of age groups.

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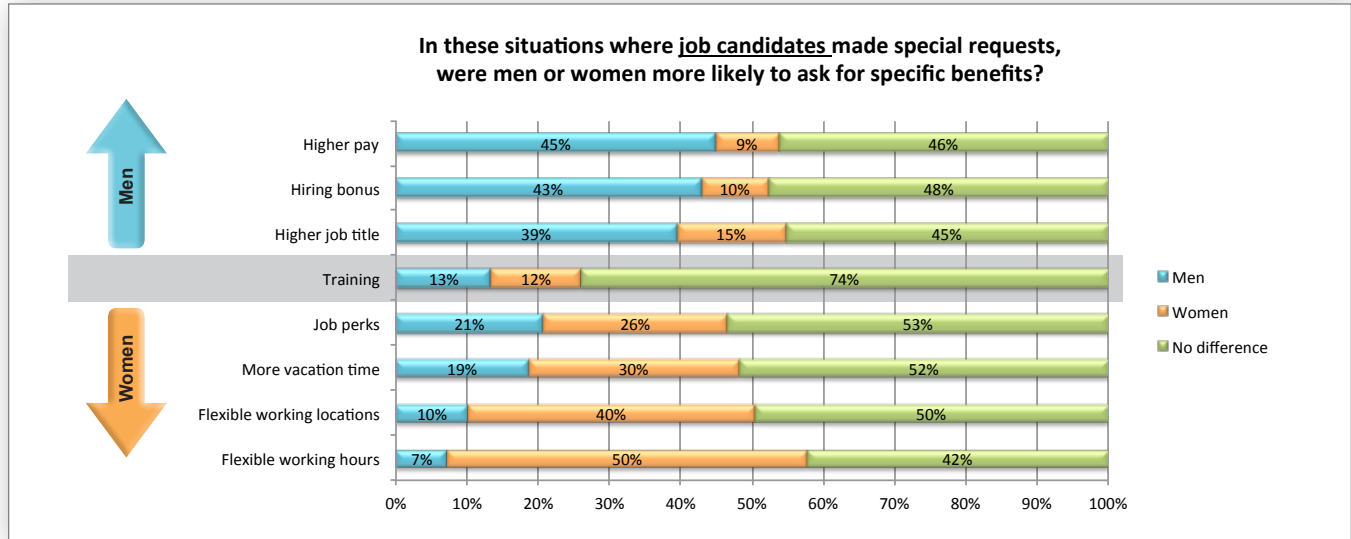
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Male candidates want money, female candidates want flexibility

When asked about gender differences in asking for job benefits, the most common response from participants was that there was no difference between men and women in the likelihood they would ask for a particular benefit. This was the case for each of the benefits asked about in this survey, among both employees and job candidates.



When differences were reported between genders, requests fall very much along expected stereotypes. Survey participants who did see a difference between the requests made by men and women reported that male job candidates are more likely to ask for higher pay (45%), a hiring bonus (43%) or a higher job title (39%). Male employees are more likely to request a promotion (39%) or a non-scheduled raise (36%).



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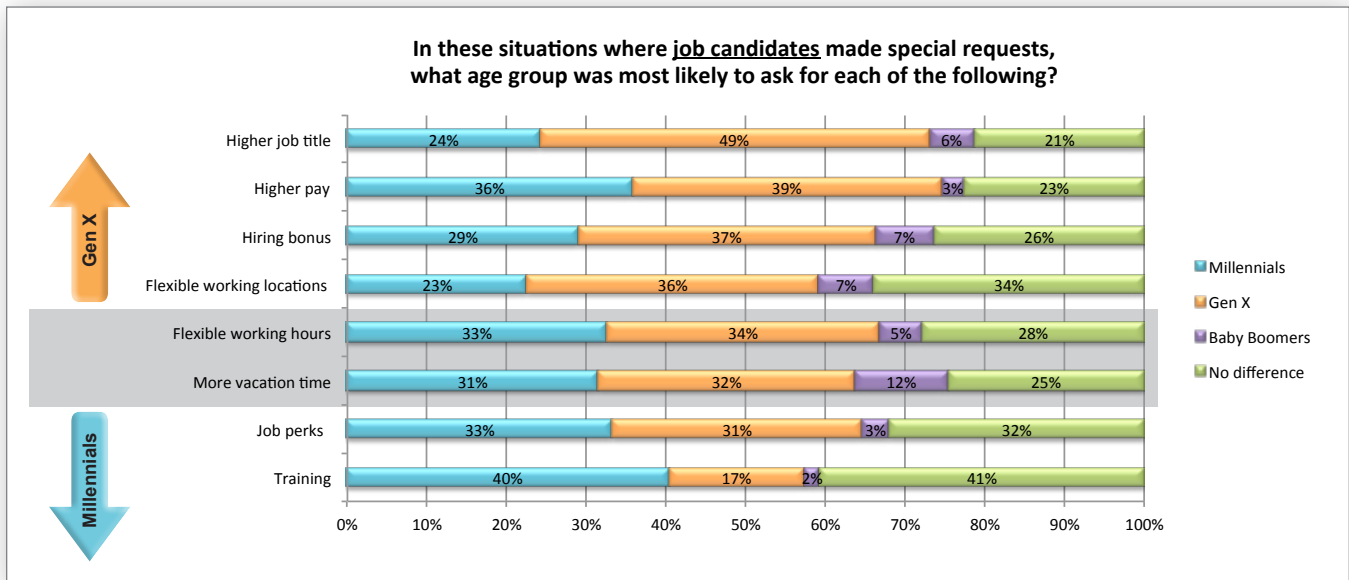


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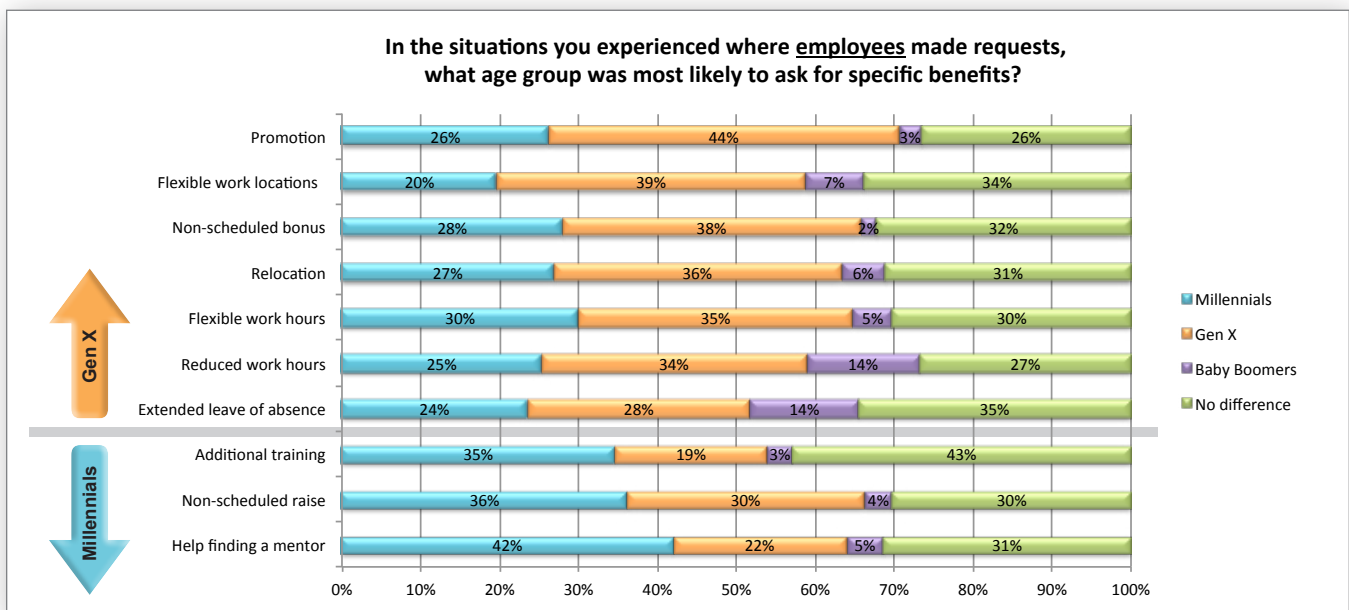
Female job candidates were reported as more likely to ask for flexible working hours (50%) and flexible working locations (40%). Female employees were more likely to request flexible work hours (50%) or reduced work hours (51%).

Gen X demands the most job benefits

Survey participants were much more likely to report differences between different generations. Gen X, those who are between the ages of 33 and 50, was cited as the most demanding generation among both job candidates and employees.



Survey participants who saw a difference between generations reported that job candidates from Gen X were most likely to ask for a higher job title (49%), higher pay (39%), a hiring bonus (37%) and flexible working locations (36%). Gen X employees were the ones most likely to ask for a promotion (44%), flexible work locations (39%), non-scheduled bonus (38%), relocation (36%) and flexible work hours (35%).



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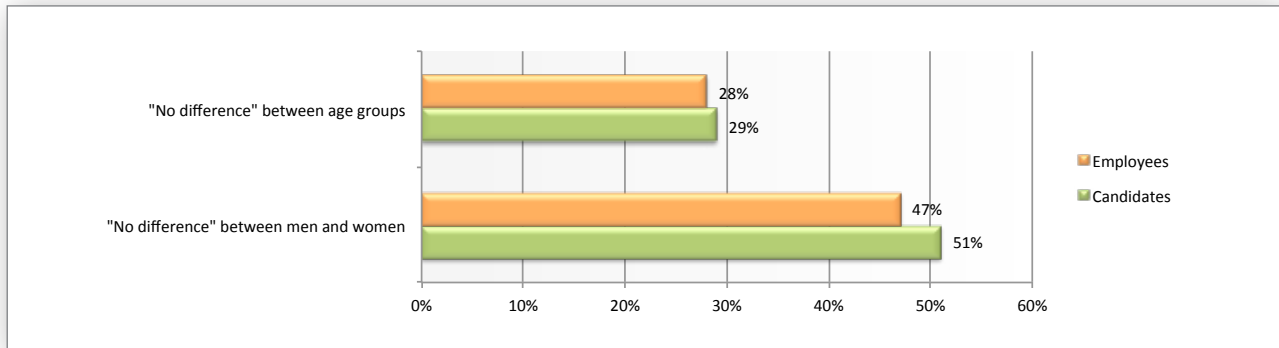


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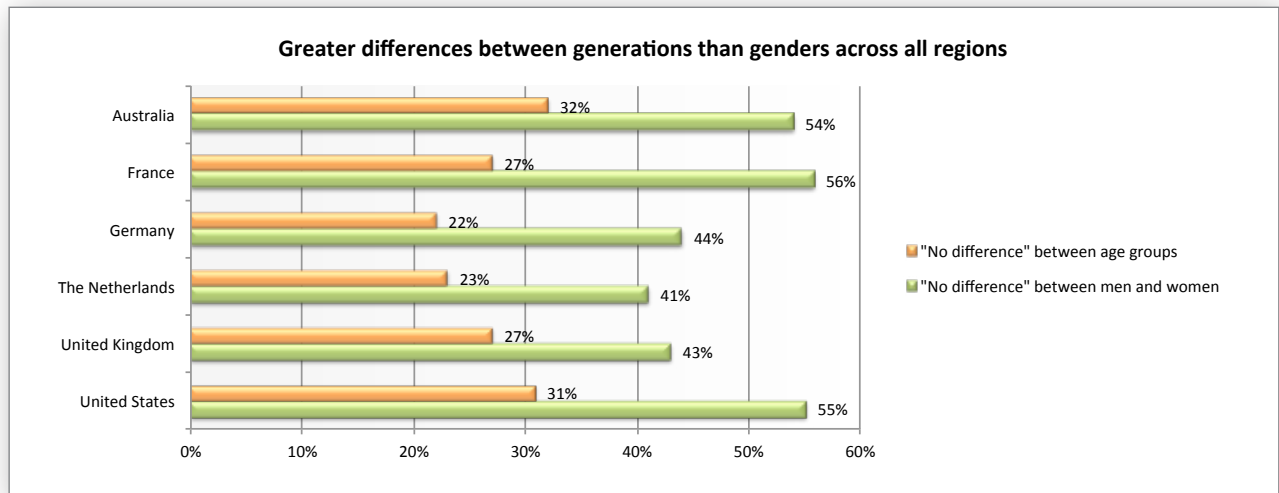
The Millennials were much less demanding, although job candidates were more likely to ask for training (40%), and employees were more likely to ask for help finding a mentor (42%). Baby Boomers, both as job candidates and employees, were the generation that was least likely to request any additional job benefits.

More difference between generations than between genders

For all benefits indicated, participants were asked which gender and which age group were more likely to ask for that benefit or if there was no difference. Participants indicated very clearly that when it comes to job benefit requests, there is a much greater difference between age groups than there is between men and women. Almost half of participants indicated that there is no difference between male and female employee requests (47%), and more than half indicated there is no difference between male and female job candidates (51%). By contrast, only 28% and 29% (employees and job candidates respectively) indicated there was no difference between age groups on the same questions.



While there was some variance in the extent to which different regions reported differences, participants from all countries consistently characterized the generations as being more different than genders in terms of the types of benefits requested.



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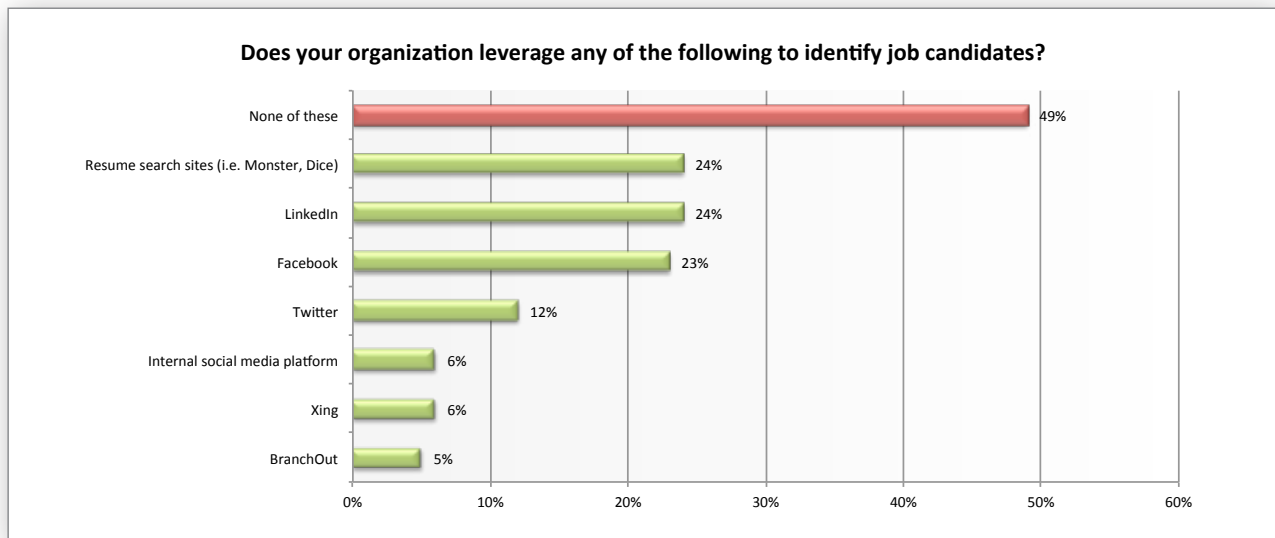
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Detailed Findings: Use of Social Media, Mobile and Internet for Hiring Only half use social media or resume search sites to identify job candidates

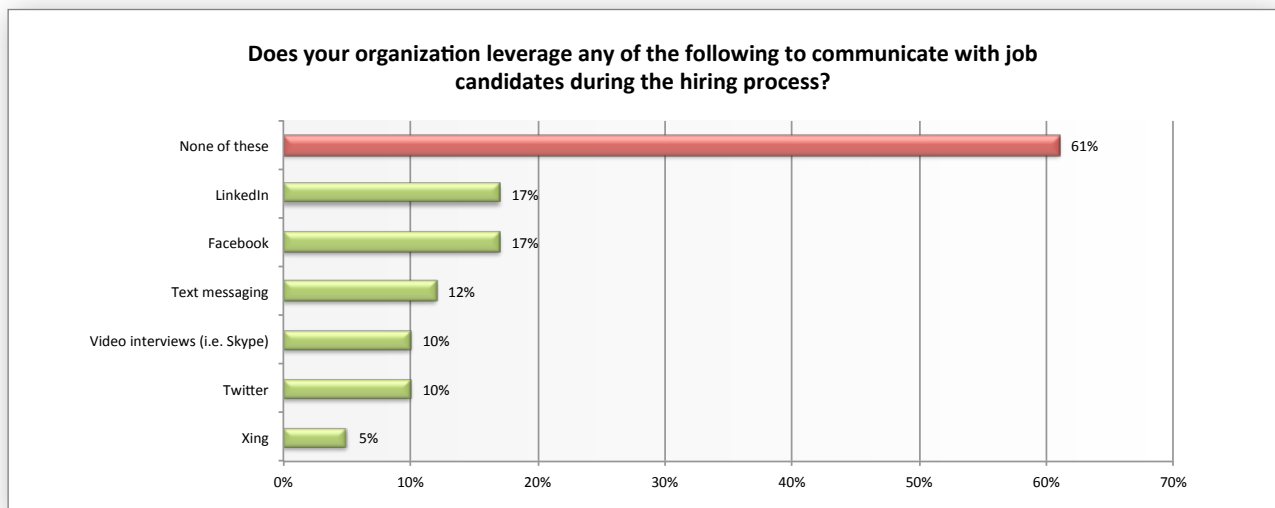
The use of social media and resume search sites to identify job candidates has dramatically changed the way job candidates are found. In spite of this, only half of hiring managers and HR professionals (51%) report that they use social media or job sites to identify job candidates.



Significant differences were seen in the way regions use social media and resume search sites to identify job candidates. Survey participants from the United States were most likely to use Facebook (29%). Respondents from the Netherlands were most likely to use LinkedIn (32%) and Twitter (19%), and those from Germany were the most active users of Xing (22%) and resume search sites (37%).

Social media, text and Skype used to communicate with candidates

Hiring managers and HR professionals are using social media, mobile and internet to communicate with job candidates. Over one-third (39%) use social media, text or Skype during the hiring process once candidates are identified.



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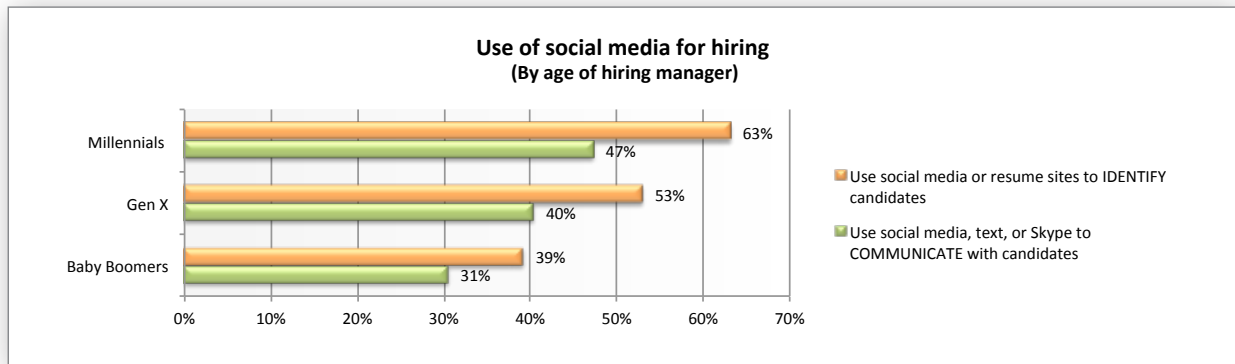


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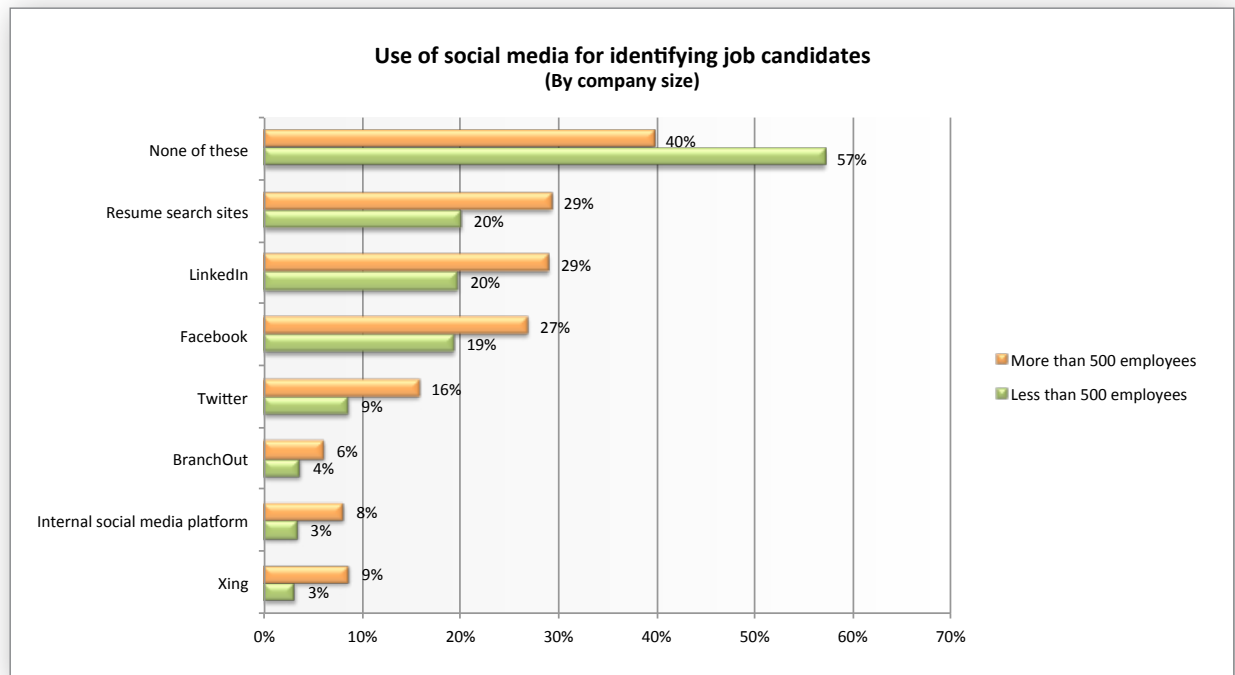
When it comes to communicating with candidates, hiring managers and HR professionals in the Netherlands text the most (17%); those in Australia use video interviews and Skype most frequently (16%); respondents from Germany are the heaviest users of Xing (18%); and survey participants from the United States use more LinkedIn (23%), Facebook (22%) and Twitter (14%) than other regions.

Use of social media varies by age of hiring manager and company size

The most dramatic differences in the use of social media are seen as we look at the age of the hiring manager. Millennials are much more likely to use social media to identify and communicate with job candidates and Baby Boomers are the least likely.



Another significant difference in the use of social media for hiring is seen in the size of the employer. Hiring managers and HR professionals at smaller companies (less than 500 employees) are much less likely to use social media (43%) compared to their peers at companies with more than 500 employees (60%).





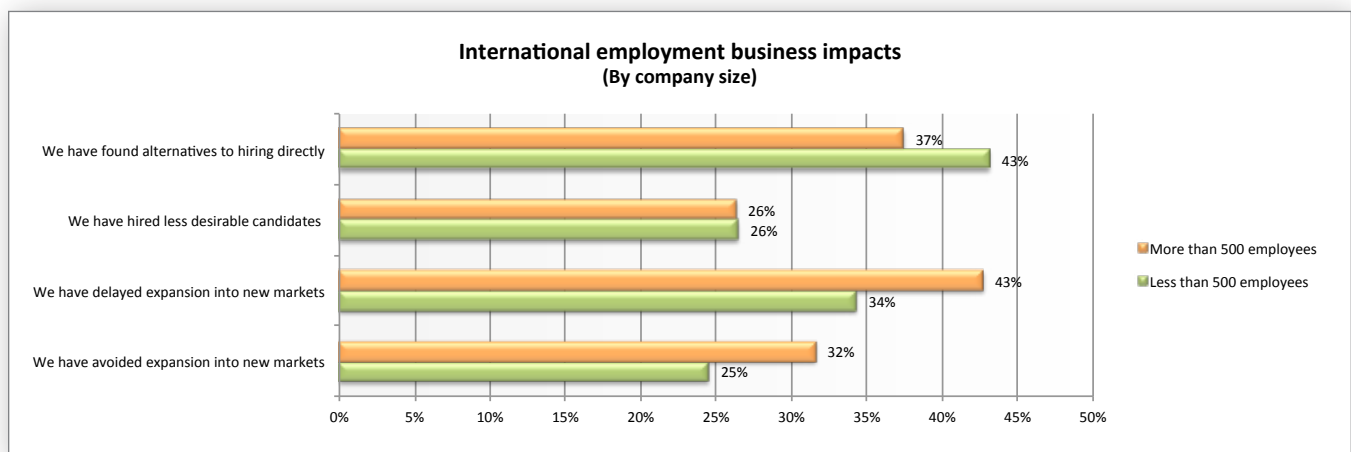
Detailed Findings: International Hiring

International hiring challenges have broad business impacts

Participants who worked at companies that have international operations or have evaluated international operations were asked about challenges associated with operating in multiple countries. Companies reported several things that impacted their international business plans including the need to find alternatives to hiring directly (38%), delaying expansion into new markets (38%), avoiding expansion into new markets (28%) and hiring less desirable candidates (25%).



Hiring managers and HR professionals in smaller companies exhibited a more creative approach to the challenges of international hiring. They were more likely to find alternatives to hiring (43% compared to 37% at large companies) and less likely to delay or avoid expansion into new markets.



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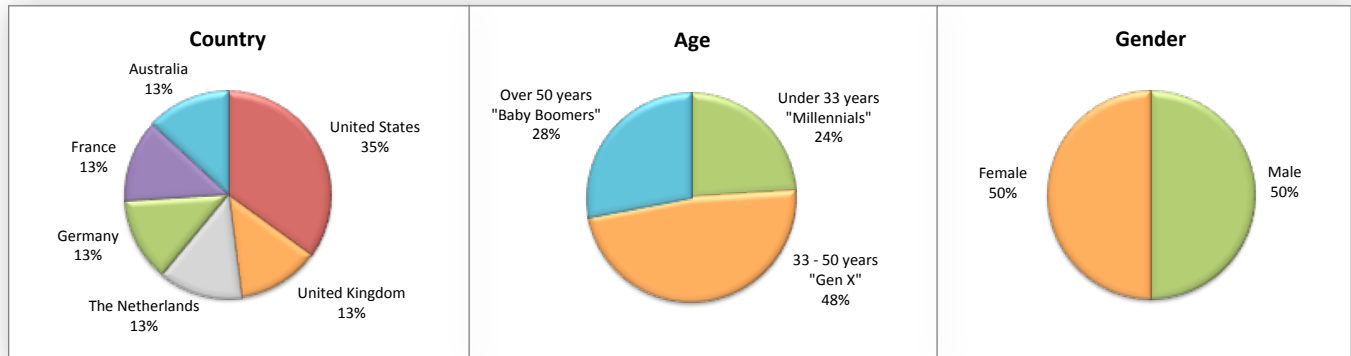
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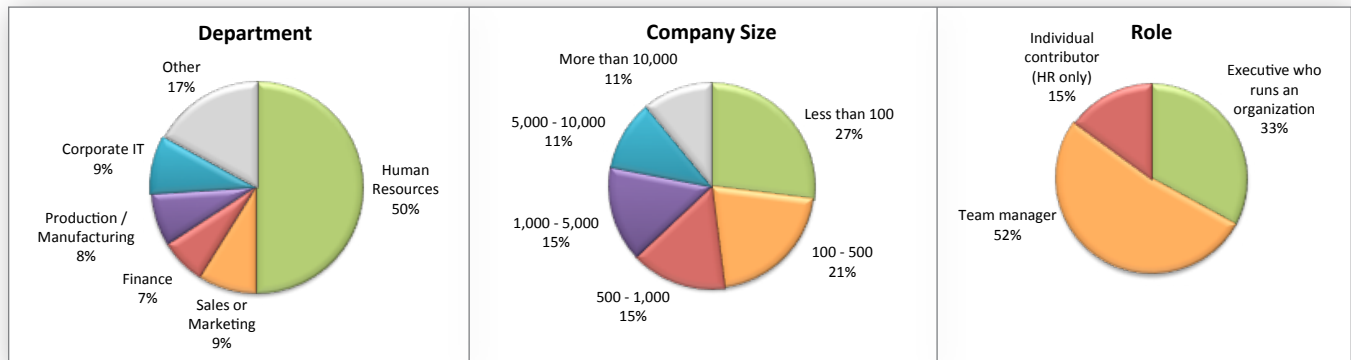
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Survey Methodology

In September 2012, independent databases of hiring managers and HR professionals were invited to complete an online survey. A total of 1,533 professionals in the United States, Western Europe and Australia completed the survey.



The hiring managers and IT professionals who completed this survey represented a range of generations, genders and countries. Survey participants also represented a range of company sizes, departments, and roles in hiring.



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