



FINDING THE RIGHT ROLE



EMPLOYEE TRENDS



JOB SECURITY

OVERSEAS OPPORTUNITIES



SALARY








# 2014 EMPLOYEE INTENTIONS REPORT

## AUSTRALIA 2014

# CONTENTS

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	EXECUTIVE OVERVIEW	3
	ATTRACTING NEW TALENT	4
	RETAINING TOP PERFORMERS	8
	IN THE WORKPLACE	10
	MARKET OUTLOOK	14

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CONTACT US	15
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# EXECUTIVE OVERVIEW

Slowing domestic economic conditions in Australia have continued to stifle business and consumer spending, and have an impact on hiring activity. However, lower interest rates, a weaker exchange rate and activity across the housing sector are expected to be key drivers for the economy in 2014, encouraging business and consumer confidence and creating some stability around financial conditions and the employment market.

Many respondents to the 2014 Michael Page Australia Employee Intentions Report are confident about the stability of current job market conditions, with 50% indicating the job market is between average and very strong. However, some have a less optimistic view of current recruitment conditions with 24% believing it is weak and 23% of the opinion it is very weak.

The majority of survey respondents (64%) indicate they are very likely to change roles over the coming year, as particular

skill sets continue to be in high demand among employers for professional talent. Some respondents (35%) will seek a new job opportunity either interstate or overseas in the coming 12 months.

Given the number of jobseekers that will most likely look for work in the coming year, it is critical that employers determine and implement talent management strategies to secure top performers within their business in 2014. Long-term job security is the primary factor in deciding to accept a new role this year for 29% of employees, while modest salary increases will also be a motivator for jobseekers. For most staff who will consider remaining in their current role, financial reward based on performance, including a salary increase or bonus, is a key factor.

To successfully attract and retain staff over the coming year, offering employee incentives in the workplace will be critical.

## EMPLOYEE CONFIDENCE IN THE CURRENT JOB MARKET



A third of respondents (33%) say a higher superannuation contribution is the benefit they would most like to be offered and 48% indicate flexible working arrangements is the option they would most like to receive from their employer to encourage work-life balance. This is particularly important with 34% of employees indicating they work an average of 40 to 45 hours per week, which is a little above the standard 38-hour week. Workplace diversity continues to be an important issue for employees in Australia, and 48% of survey respondents believe their company offers the same opportunity for women and men to progress their career.

With a softer economic climate, jobseekers are increasingly focused on a role that offers job security, with 41% of employees surveyed nominating job security as their primary

concern over the coming year. This sentiment is translating into uncertainty around the outlook for hiring activity in 2014, with 34% of employees indicating the job market will stay the same over the next 12 months while 29% are of the opinion that it will improve.



**Long-term job security is the primary factor** in deciding to accept a new role this year, and is also the primary concern for surveyed professionals.

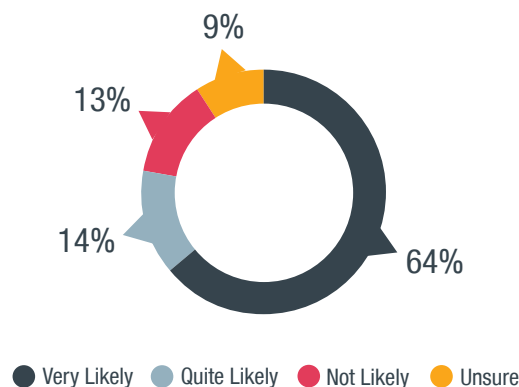
## METHODOLOGY

The 2014 Michael Page Employee Intentions Report is based on the online survey responses of employees in Australia. Participants represent a broad range of professional occupation groups and hold positions ranging from entry level to senior management. The scope of the report includes key employee insights into preferences for attraction and retention, salary expectations, benefits and work-life balance and their views on the predicted employment outlook.

# ATTRACTING NEW TALENT

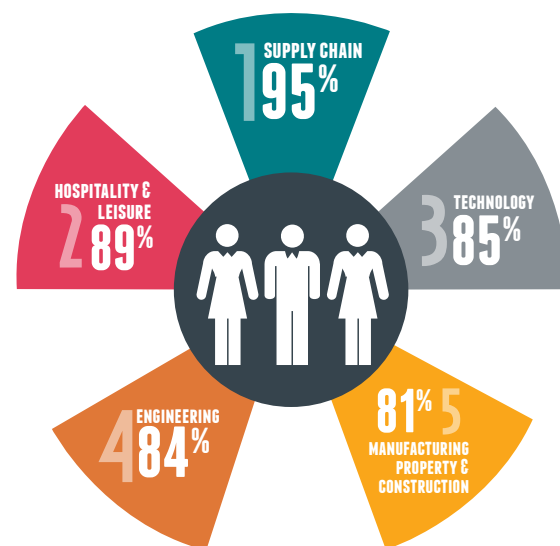
## EMPLOYEE ACTIVITY

### EMPLOYEE TURNOVER IN THE NEXT 12 MONTHS



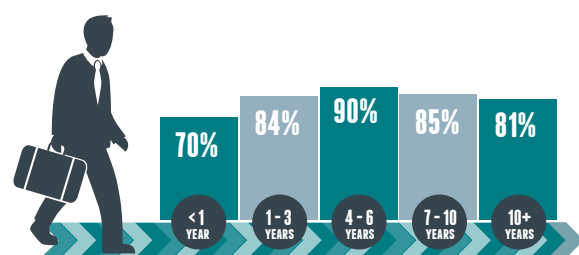
While economic conditions and business activity in Australia have slowed and recruitment activity has been impacted, jobseekers are reasonably optimistic about job opportunities in 2014. The majority of respondents to the 2014 Michael Page Australia Employee Intentions Report indicate they are very likely to change roles over the coming year (64%). This is an increase on the 52% of employees surveyed in 2012/13 who said they were very likely to change roles, reflecting a more confident outlook for job opportunities in 2014.

### TOP 5 PROFESSIONAL GROUPS LIKELY TO MOVE ROLES



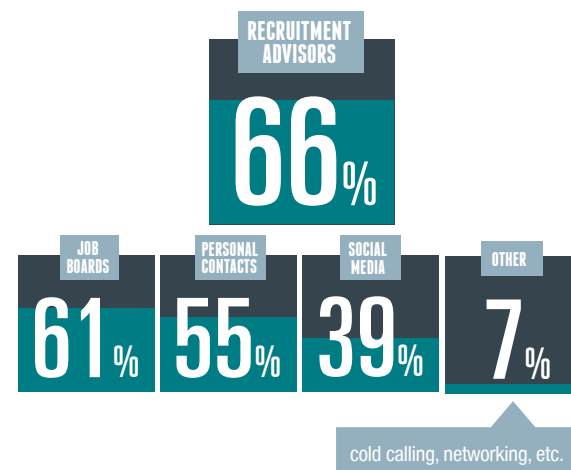
Employees working in the supply chain sector are the most likely to change roles in 2014, according to survey results (95%). This may be due to demand for this talent and the opportunities presented as businesses restructure teams to reduce costs or relocate manufacturing and distribution centres overseas.

### PROFESSIONALS MOST LIKELY TO MOVE ROLES (TIME IN CURRENT ROLE)



In terms of the amount of time employees have spent in their current role, some 90% of professionals who have worked between four to six years in the same position are the most likely to change roles in 2014. The probable reason for that is employees that were looking to change roles in past years may have held off due to uncertain market conditions. Employers looking to retain staff will need to be more focused on securing these individuals as market conditions stabilise and improve.

### COMBINATION OF CHANNELS MOST LIKELY TO BE USED FOR JOB SEARCH

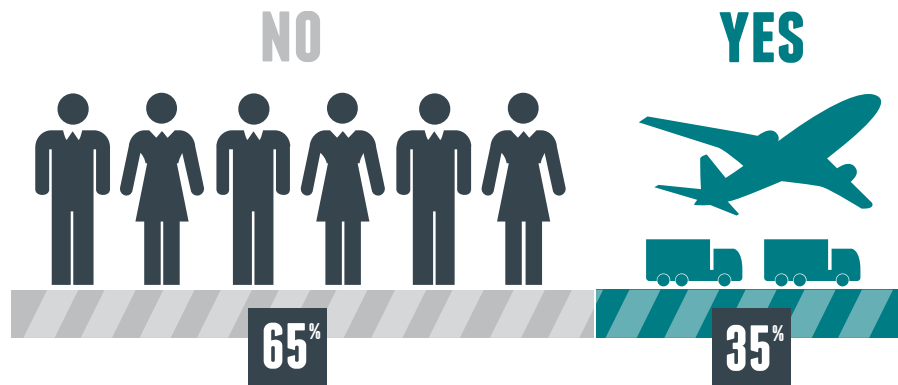


According to survey results, jobseekers will most likely use recruitment advisors (66%) or job boards (61%) for their job search in the coming year. For employers looking to source talent for their business, utilising these channels can help them connect with professionals actively seeking a new role.

# ATTRACTING NEW TALENT

## WORKING ABROAD

### JOBSEEKERS EXPECTED TO LOOK FOR CAREER OPPORTUNITIES OVERSEAS OR INTERSTATE WITHIN THE NEXT 12 MONTHS



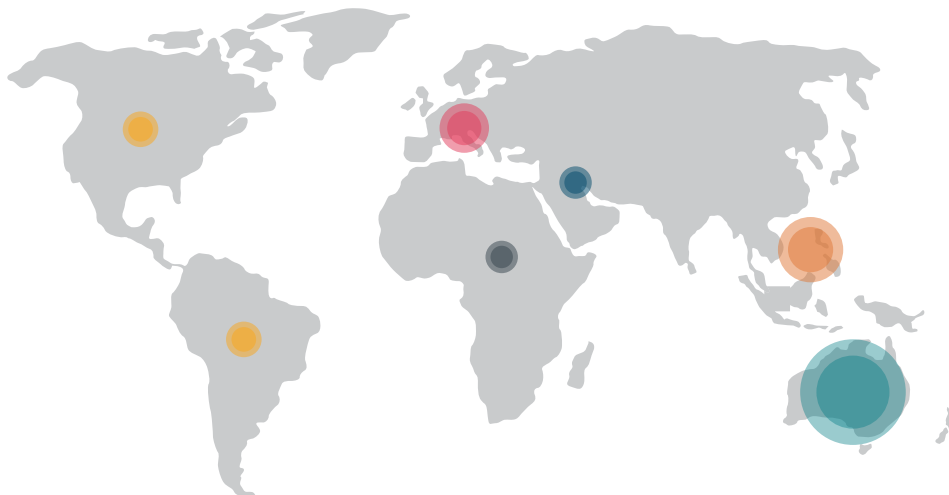
Around a third of respondents surveyed for the 2014 *Michael Page Australia Employee Intentions Report* said they expect to seek a new job opportunity either interstate or overseas in the coming 12 months (35%). Employees may be

more likely to consider work overseas while the course of the Australian economy remains uncertain, and may also extend their job search to other states in Australia to seek their desired job.

### WHERE JOBSEEKERS WILL LOOK FOR WORK

Of these jobseekers, 51% will look for a new role within another state in Australia. Further, 28% will look for work in the Asia Pacific region, most likely as multinational companies continue to focus on Asia, particularly Singapore and

Hong Kong, to establish their regional operations. Asia also offers professionals attractive living conditions and the opportunity to develop their career while remaining in the Asia Pacific region.



# ATTRACTING NEW TALENT

## PREFERRED ATTRACTION STRATEGIES

### WHAT JOBSEEKERS ARE LOOKING FOR IN THEIR NEXT ROLE

With the number of jobseekers indicating they will look for work in the coming year, either within Australia or overseas, it is critical that employers develop and implement attraction strategies to secure top performers for their business. Most survey respondents to the *2014 Michael Page Australia Employee Intentions Report* indicated long-term job security as the primary factor when looking for a new role this year (29%).

This preference may be influenced by softer economic conditions and the subsequent impact on the employment market. Further, scope for career progression is ranked as the second most influential factor for professionals deciding to accept a new role (15%). Hiring employers should consider providing opportunities for career progression to attract talent.

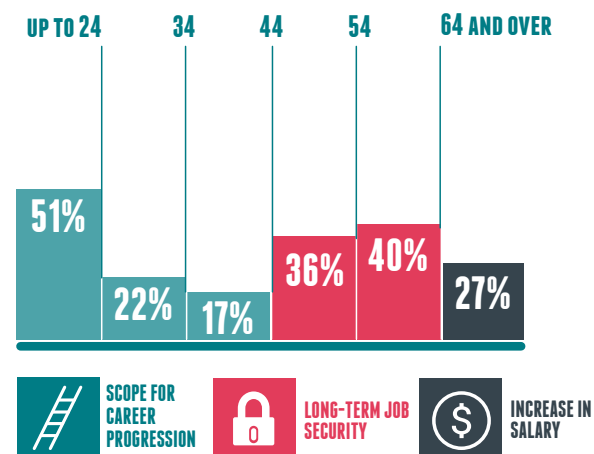


### TOP 5 PROFESSIONAL GROUPS MOST FOCUSED ON LONG-TERM JOB SECURITY



Professionals within the mining and resources sector are most focused on long-term job security when looking for a new role (41%). This may be due to a stabilising business environment and hiring activity following the end of the mining boom in 2012/13, which gave rise to a number of temporary and contract roles.

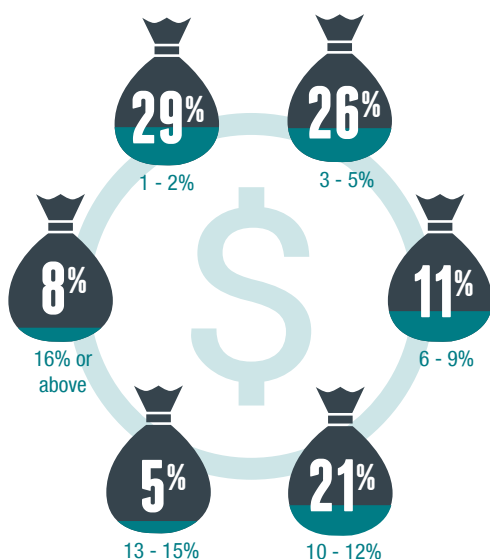
### TOP FACTOR JOBSEEKERS ARE LOOKING FOR IN THEIR NEXT ROLE (BY AGE)



Jobseekers aged 24 and below, and 25 through to 44, are most interested in scope for career progression when changing roles this year, reflecting the focus of professionals within these age ranges to establish their skills and experience. Most survey respondents aged between 45 and 64 are looking for long-term job security and those aged 65 or above are most focused on an increase in salary when accepting a new role.

# ATTRACTING NEW TALENT

## JOBSEEKER SALARY EXPECTATIONS



### SALARY EXPECTATIONS FOR JOB CHANGE

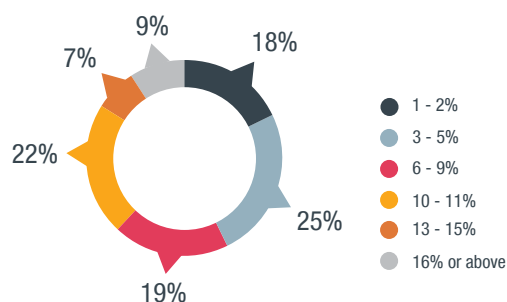
Remuneration is a pivotal factor influencing jobseekers to accept a new role and their expectations for an increased salary when changing roles can be significant. The salary increase that most respondents to the 2014 *Michael Page Australia Employee Intentions Report* expect when accepting a new role is 1-2% (29%), followed by 26% who would accept a new role with a 3-5% increase on their current base wage. In comparison, the salary increase expected by most employees surveyed for the 2012/13 report for a new role was 10-12% (25%). The more modest expectations jobseekers have for a salary increase when changing roles this year could be a reflection of their recognition of subdued economic conditions. Employers looking to secure staff for their company will need to implement a well-rounded retention strategy, rather than just awarding salary increases.

### NEGOTIATE SALARY WHEN OFFERED CURRENT ROLE



Half of the professionals surveyed negotiated on salary with their employer when offered their current role (50%), with most (25%) negotiating a 3-5% increase from the original offer, followed by 22% who managed to increase their

### PERCENTAGE INCREASE NEGOTIATED FROM ORIGINAL OFFER



remuneration by 10-12%. This is likely to be a reflection of surveyed employees who secured their current role in stronger domestic economic conditions.



### TOP 5 PROFESSIONAL GROUPS WHO NEGOTIATED SALARY WHEN OFFERED CURRENT ROLE

Surveyed jobseekers within sales, and hospitality and leisure were the top two professional groups who negotiated on salary when offered their current role, 77% and 75% respectively.

# RETAINING TOP PERFORMERS

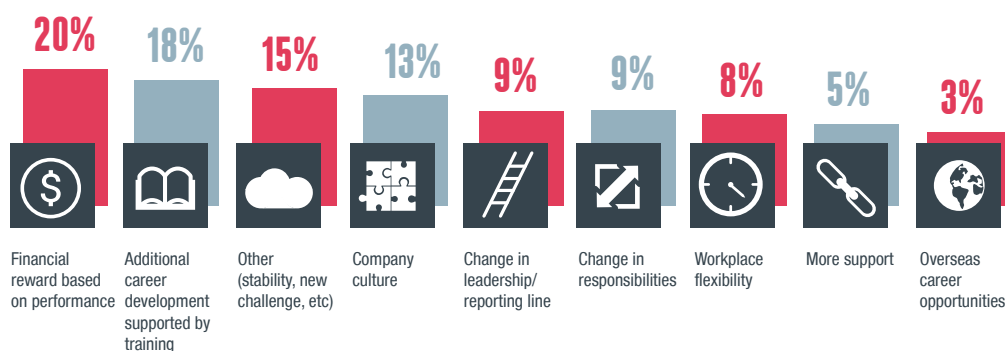
## PREFERRED RETENTION STRATEGIES

### WHAT WILL KEEP EMPLOYEES IN THEIR CURRENT ROLE



A fifth of employees surveyed indicated **financial reward based on performance**, including a salary increase or bonus, is a key factor in deciding to remain in their current role this year (20%).

With a stable professional employment market across Australia expected in 2014, it is important for employers to develop and implement retention strategies that will keep top performers from looking for new job opportunities. Interestingly, to be encouraged to remain in their current role, employees indicate they would prefer different incentives to those offered to attract them to a new position.

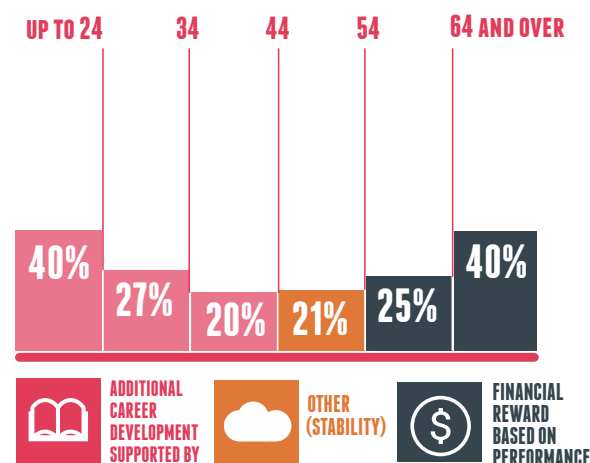


Employers that implement a well-rounded retention strategy **offering various incentives to employees** will have the best chance of retaining staff in the coming year.

A fifth of employees surveyed for the 2014 Michael Page Australia Employee Intentions Report indicated financial reward based on performance, including a salary increase or bonus, is a key factor in deciding to remain in their current role this year (20%). This is followed by additional career development supported by training (18%), a range of incentives like stability or a new challenge (15%) and company culture (13%).

### TOP FACTOR THAT WILL KEEP EMPLOYEES IN THEIR CURRENT ROLE (BY AGE)

Professionals aged 24 and below, and 25 through to 44, ranked additional career development supported by training as the most important factor in deciding to remain in their current role. Those aged between 45 and 54 cited a range of reasons, including job security, while employees aged 55 to 65 and above said they would most like to receive financial reward based on performance. With employees' different focuses, employers should look at implementing a range of retention strategies to help retain staff of all age groups.



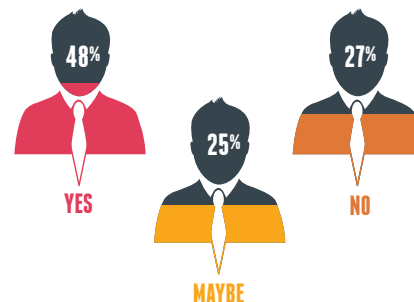


# RETAINING TOP PERFORMERS

## EMPLOYEE SALARY EXPECTATIONS

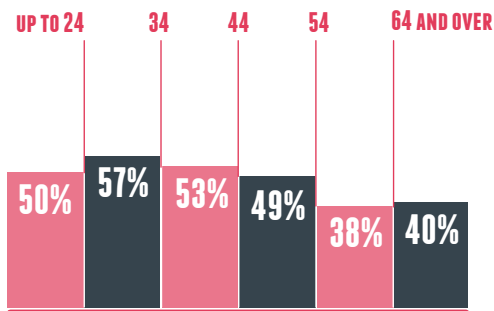
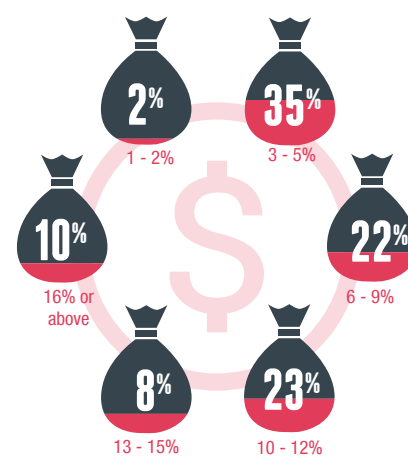
### EMPLOYEES ASKING FOR A SALARY INCREASE OVER THE NEXT 12 MONTHS

According to survey results, most respondents to the 2014 Michael Page Australia Employee Intentions Report indicated they would like to receive financial reward and therefore it is important for employers to incorporate salary increases to keep the best talent in their business over the coming year. Almost half of surveyed employees (48%) said they will ask their employer for a salary increase this year.



### WHAT EMPLOYEES WILL ASK FOR IN THEIR CURRENT ROLE

Some 35% of surveyed employees say they will ask for a 3-5% increase on their current base salary in the coming year. This is followed by 23% who plan to request a 10-12% rise and 22% who will ask for a 6-9% raise. According to the 2013/14 Michael Page Salary & Employment Forecast, 74% of surveyed employers said average salary increases of 3-5% would be awarded to staff, with 59% indicating wage increases will vary according to performance. Employers who recognise they need to pay competitive remuneration to secure top talent will have the best chance of retaining staff in the current employment market.



### AGE OF PROFESSIONALS MOST LIKELY TO ASK FOR A SALARY INCREASE OVER THE NEXT 12 MONTHS

Employees between the ages of 25 and 34 (57%) are most likely to ask their current employer for a wage rise in 2014. These individuals are typically more confident than professionals in other age groups in their ability to secure a similar role with a higher salary in another organisation, and are more likely to discuss the possibility of a wage rise with their current employer first.



### TOP 5 PROFESSIONAL GROUPS MOST LIKELY TO ASK FOR A SALARY INCREASE OVER THE NEXT 12 MONTHS

Hospitality and leisure sector professionals (75%) are the most likely to ask their employer for a salary increase in the coming 12 months, followed by sales professionals (68%).

# IN THE WORKPLACE

## PREFERRED EMPLOYEE BENEFITS

### COMBINATION OF BENEFITS EMPLOYEES WOULD LIKE TO BE OFFERED

Offering employee benefits as part of a talent management strategy is key to successfully attracting and retaining staff.

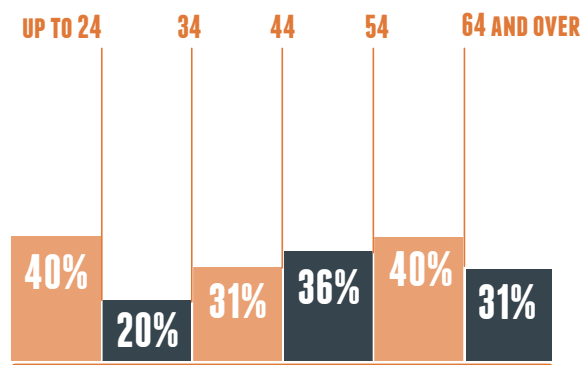
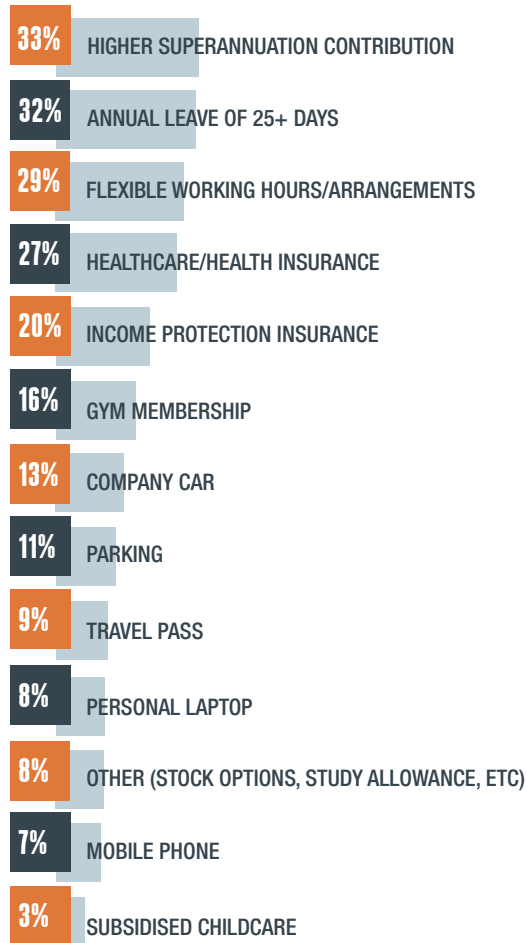


A third of survey respondents in the 2014 Michael Page Australia Employee Intentions Report said a **higher superannuation contribution is the benefit** they would most like to be offered from their employer (33%).

This preference is related to securing finances for retirement, given softer economic conditions and a focus on financial and job security.



**Annual leave of 25 days or more** is the second highest ranked benefit survey respondents would like to receive from their employer (32%).



### AGE OF EMPLOYEES THAT WOULD LIKE TO BE OFFERED HIGHER SUPERANNUATION CONTRIBUTION

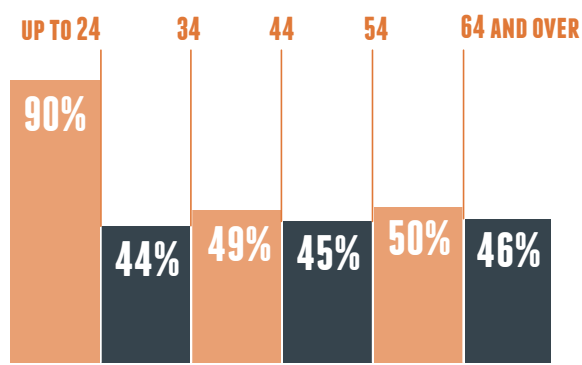
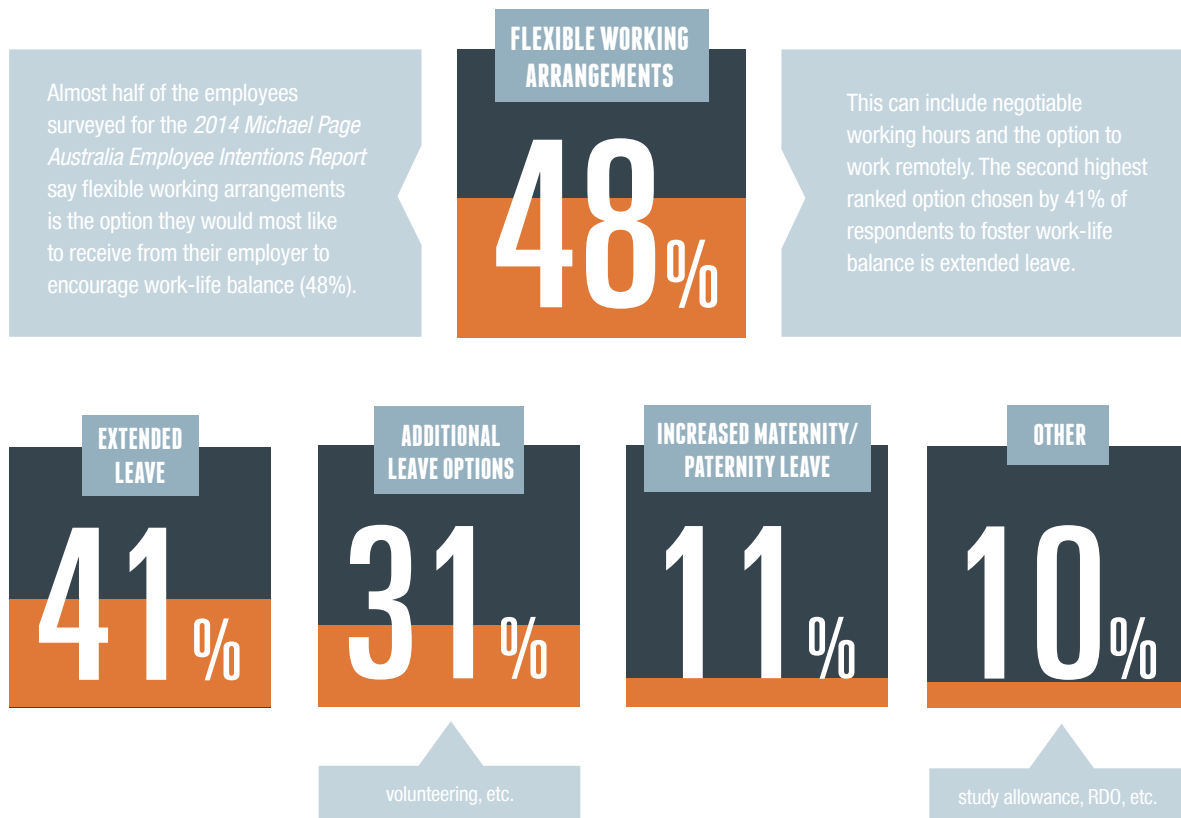
Professionals aged 24 and below (40%) and between 55 and 64 (40%) are most focused on receiving a higher superannuation contribution from their employer in the coming year. The difference in these age groups suggests that concern for financial stability during retirement is evident no matter the age of the professional. Employers who can offer this are likely to be most successful in retaining staff this year.

# IN THE WORKPLACE

## PREFERRED WORK-LIFE BALANCE OPTIONS

### COMBINATION OF WORK-LIFE BALANCE OPTIONS EMPLOYEES WOULD LIKE TO BE OFFERED

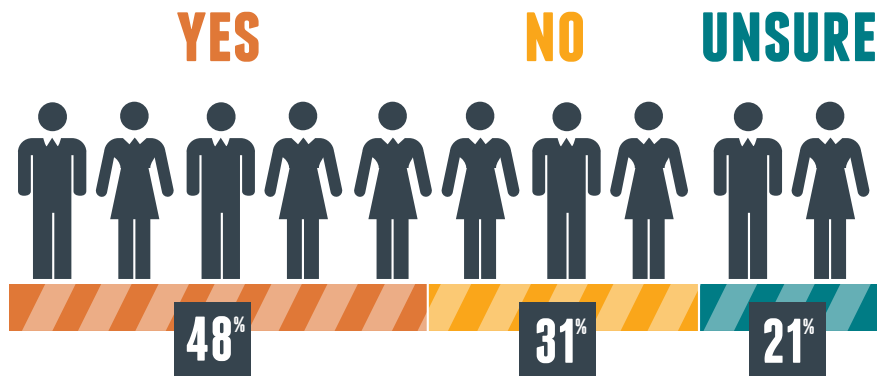
Giving employees the opportunity to balance work with personal priorities is essential for employers to attract and retain staff.



### AGE OF EMPLOYEES THAT WOULD LIKE TO BE OFFERED FLEXIBLE WORKING ARRANGEMENTS

The vast majority of professionals aged 24 and below are the most interested in receiving flexible working arrangements (90%). The fact that so many respondents in this younger age bracket are focused on flexible working arrangements is interesting and may signify their understanding that non-financial benefits, such as this, are more likely to be offered by employers than monetary benefits, given current uncertainty around domestic economic conditions.

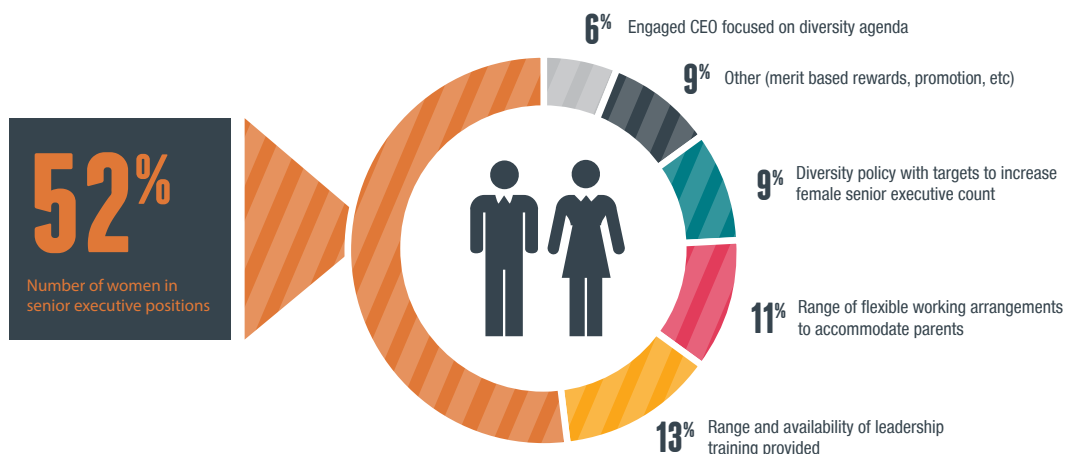
### WORKPLACE OFFERS SAME OPPORTUNITY FOR WOMEN AND MEN TO PROGRESS TO SENIOR/EXECUTIVE LEVEL POSITIONS



Diversity, and gender diversity in particular, continues to be a prominent issue in the Australian workplace. For employers focused on attracting and retaining top talent in 2014, implementing a gender diversity initiative is increasingly important as employers value the maturity and experience often seen in employees returning to the workforce after a period focused on family commitments.

According to almost half of employees surveyed for the *2014 Michael Page Australia Employee Intentions Report*, their workplace offers the same opportunity for men and women to progress to senior or executive level positions (48%). While this is positive, almost a third (31%) disagree and 21% are unsure.

### WORKPLACE STRATEGIES THAT DEMONSTRATE OPPORTUNITIES FOR MEN AND WOMEN TO PROGRESS TO SENIOR/EXECUTIVE LEVEL POSITIONS



For 52% of surveyed employees, the number of women currently in senior or executive level positions in their company is the main reason they believe their workplace offers the same opportunity for career growth for men and women.

Employees may be able to conclude that the number of female colleagues in a senior or executive role is a result of business support for career progression.

# IN THE WORKPLACE

## WORKING HOURS

### AVERAGE WEEKLY WORKING HOURS



LESS THAN 37.5 HOURS



37.5 - 40 HOURS



40 - 45 HOURS

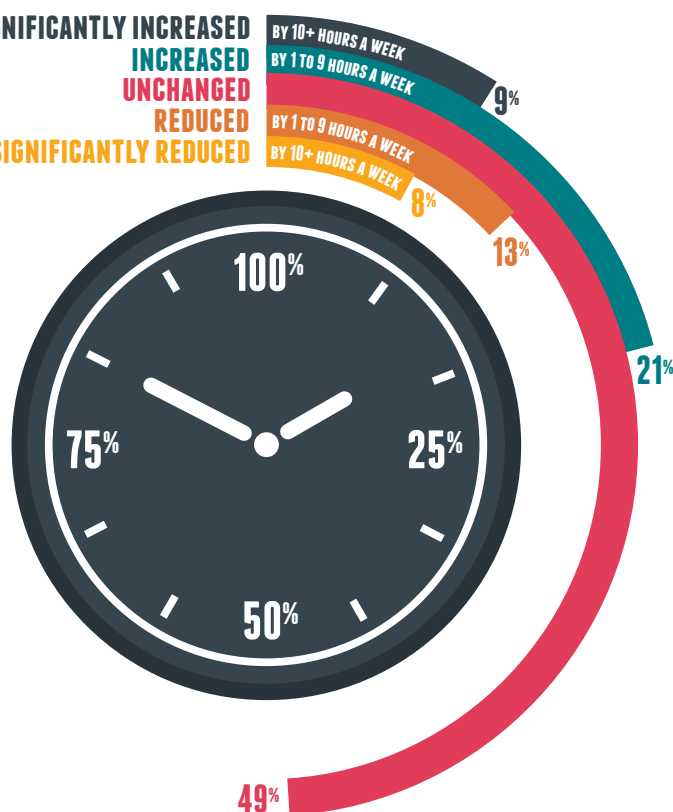


50 HOURS OR MORE

With jobseekers actively looking for work this year, there may be a period when teams will have to cover workload during the recruitment and replacement period. It is essential for employers to pay attention to how many hours these employees are working and offer them due recognition to keep them engaged in their current role.

Some 34% of employees surveyed for the 2014 Michael Page Australia Employee Intentions Report say they work an average of 40 to 45 hours per week, which is a little above the standard 38-hour week. Some 32% of respondents say they work 37.5 to 40 hours per week on average.

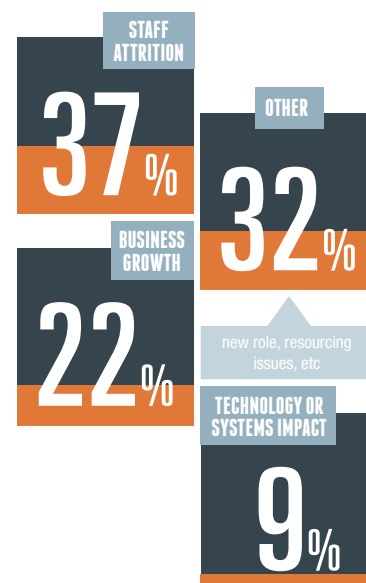
**SIGNIFICANTLY INCREASED**  
**INCREASED**  
**UNCHANGED**  
**REDUCED**  
**SIGNIFICANTLY REDUCED**



### CHANGE IN AVERAGE WEEKLY WORKING HOURS OVER THE LAST 12 MONTHS

For almost half of surveyed employees, average weekly working hours have remained unchanged over the last 12 months (49%). However, just over a fifth of professionals say their average weekly working hours increased by one to nine hours per week (21%). Some 37% of surveyed employees attribute the increase in working hours to staff attrition.

### MAIN REASON BEHIND INCREASED WORKING HOURS



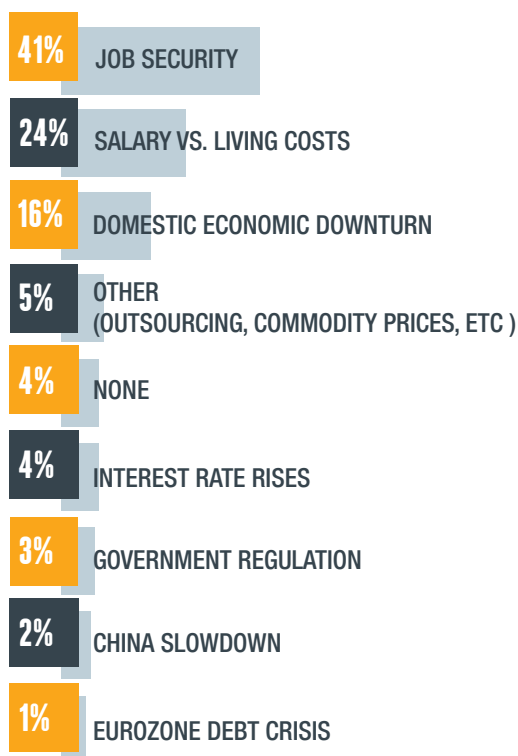
# MARKET OUTLOOK

## EMPLOYEE CONCERNS

### EMPLOYEE CONCERNS OVER THE NEXT 12 MONTHS



As softer domestic economic conditions impact on the business environment and hiring activity, jobseekers are **becoming increasingly focused** on a role that offers **job security** (41%).



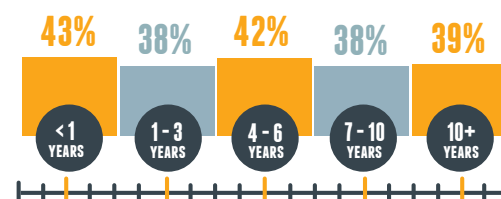
Some 41% of employees surveyed for the 2014 Page Personnel Australia Employee Intentions Report nominated job security as their primary concern over the coming year. This compares to 32% of surveyed employees who ranked job security as their primary concern in 2013.

### TOP 5 PROFESSIONAL GROUPS MOST CONCERNED ABOUT JOB SECURITY



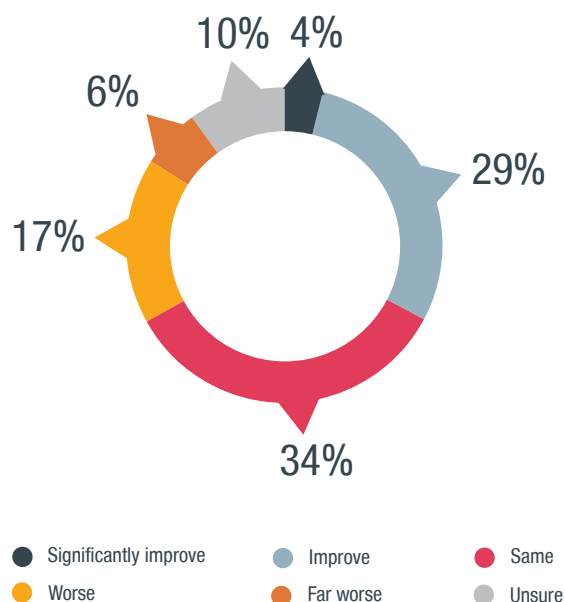
Employees in the mining and resources sector are most concerned about job security over the next 12 months (58%). This group of professionals is also the most focused on long-term job security when looking for a new role (41%), indicating they have a distinct focus on secure employment.

### PROFESSIONALS MOST CONCERNED ABOUT JOB SECURITY (TIME IN CURRENT ROLE)



Job security is the biggest concern over the next 12 months for professionals who have been in their current role for less than one year (43%), possibly due to uncertain market conditions and the potential repercussions it may have on their role because of their short tenure with a company. Individuals who have been in the same position for four to six years (42%) are also primarily concerned about job security, as typically these professionals hold mid-level roles, and many head offices are going through the process of delayering where middle management positions are being removed due to slowing economic conditions.

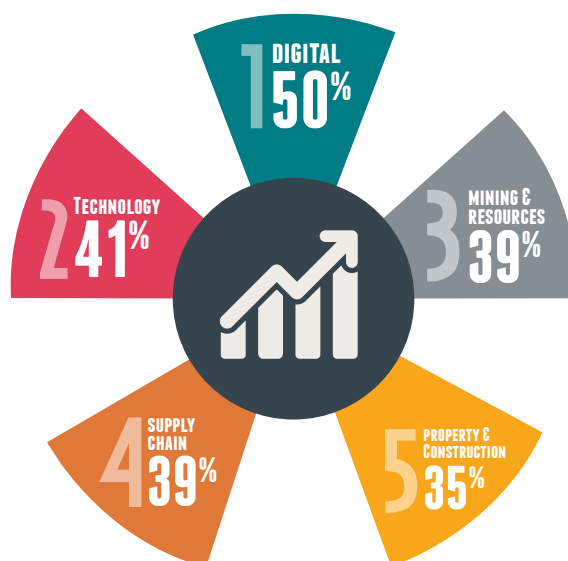
### EMPLOYEE OPTIMISM IN THE JOB MARKET OVER THE NEXT 12 MONTHS



As current domestic economic conditions are slow, this is influencing mixed opinions about Australia's job market among surveyed employees and translating into some uncertainty on the outlook for hiring activity in 2014. Some 34% of employees surveyed for the 2014 Michael Page Australia Employee Intentions Report indicate the job market will stay the same over the next 12 months, and 29% say the job market will improve. This compares with 52% of employees surveyed in 2013 who were of the opinion that the job market will stay the same and 27% who said it would improve.

### TOP 5 PROFESSIONAL GROUPS MOST OPTIMISTIC ABOUT THE JOB MARKET IN THE NEXT 12 MONTHS

Employees working in the digital space (50%) are the most optimistic professional group in terms of job market outlook for the coming year. This may be due to the growing requirement for their talent across all industry sectors within companies focused on developing their digital and online teams to cater to their digitally savvy customers.



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