



ROBERT WALTERS WHITEPAPER

THE LAWS OF ATTRACTION
HOW TO CONNECT WITH THE BEST PROFESSIONALS

ROBERT WALTERS

FOREWORD

The Australian and New Zealand job markets are ever-changing. Over the last few years we've seen financial crises come and go, sectors boom, bust and recover, and a rising mobile global workforce. As the market has changed, so have the needs of organisations and in turn the wants of the increasingly savvy professional. A job is no longer a means to subsist, but a source of fulfilment and growth.

Finding and competing for top talent has always been a delicate balance. There is much talk about attraction and retention, and it all begins with the position brief. What does the role entail, what skills does a candidate need, and what can an organisation give them in return beyond a figure? If the brief isn't appealing to a professional, the process of finding the best talent will be flawed from the beginning.

Our research has shown us what attributes attract professionals to apply for a role and what organisations need to focus on in their recruitment campaigns to attract the best professional for the role. That is why I am pleased to present this whitepaper which looks at the top five laws of attraction when seeking out new talent for your organisation.



James Nicholson
Managing Director - ANZ

METHODOLOGY

This whitepaper is based on the findings of research undertaken by Robert Walters in June 2013. To conduct this research, Robert Walters surveyed over 1,700 job seekers and over 800 hiring managers across Australia and New Zealand.

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INTRODUCTION

This whitepaper has been created to help employers better understand what professionals are looking for in their next role and what attracts them to apply for new opportunities.

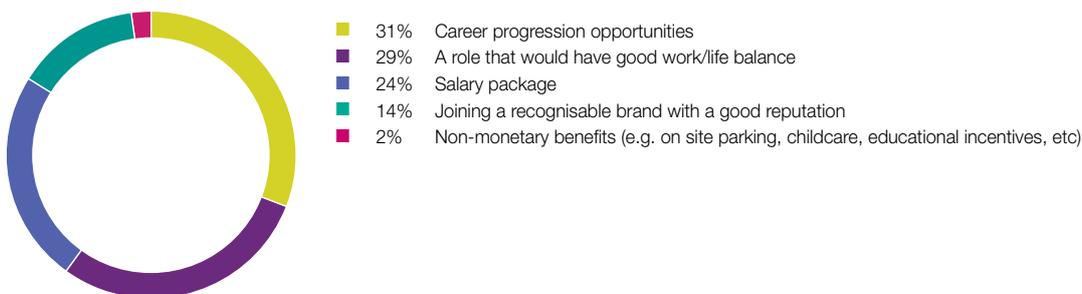
Specifically this whitepaper explores:

- What professionals look for in a new role
- Whether organisations recognise the strong selling points of a role
- What attributes of a role organisations should focus on promoting
- How professionals decide on a new role when there are competing offers

LAW OF ATTRACTION #1: CAREER PROGRESSION

31% of professionals cited career progression as the main attraction when looking for a new role, with 60% saying career progression is a very important part of job advertisements when looking at new opportunities. 70% of hiring managers believe career progression is very important to professionals, however only 34% recognise it as the most important element of their job advertisements.

Chart 1.0 - When searching for a new role the main attraction for professionals is:



Clear pathways to progression, access to training courses and internal mobility all ranked highly among professionals as desirable attributes in new opportunities.

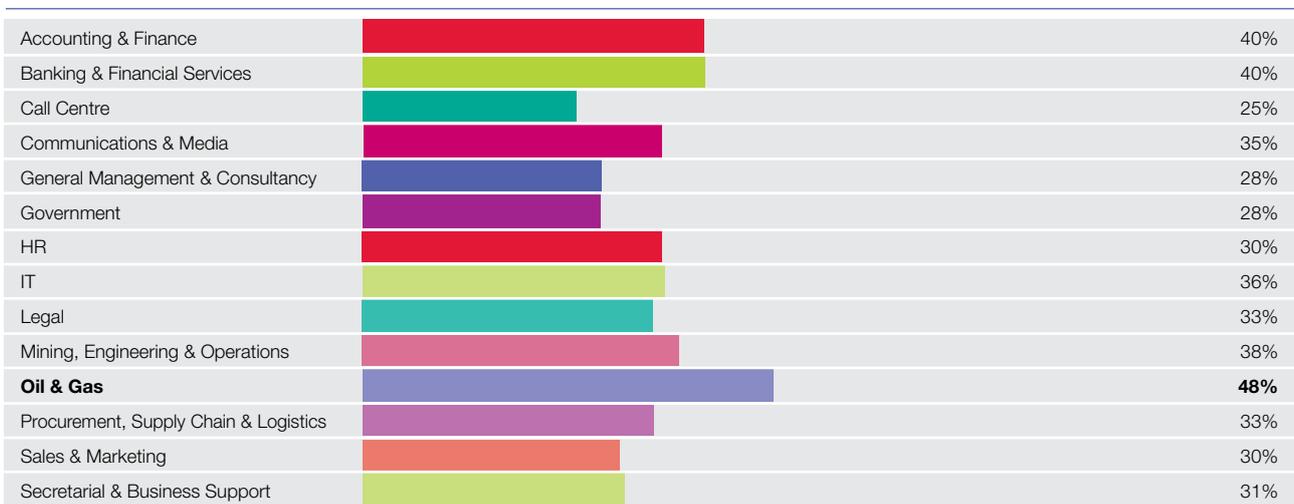
Key learning #1: Career progression is key

As the key driver in the laws of attraction, career progression should be at the heart of your organisations attraction strategy. As a term, career progression can often be over used - what defines career progression and how important it is in the recruitment process is something we've asked organisations and professionals consistently.

Current and past research has shown that career progression is vital in creating a well rounded job offer that appeals to desired candidates, and if delivered on, it can also be the key to the successful retention of your employees.

In a challenging market, it's more important than ever to appeal to a candidate's requirements so that your job offer is more attractive than your competitors. A detailed explanation of the career progression on offer in a job advertisement is intrinsic to this. By understanding professionals' desire for career development, you're more likely to attract and retain a satisfied employee for a longer period.

Chart 2.0 - Proportion of professionals who look for career progression first when searching for a new role





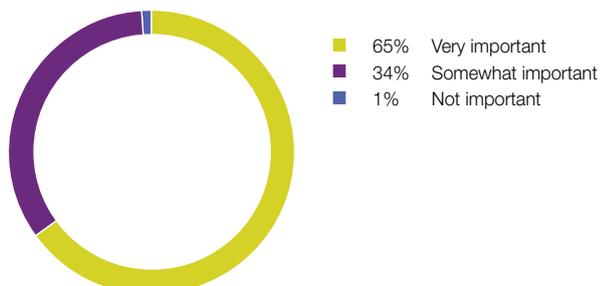
43%

43% of hiring managers believe when they write job ads they equally consider the needs of both the business and appealing to the professional

LAW OF ATTRACTION #2: WORK/LIFE BALANCE

The level of work/life balance available in new opportunities was the second most important attraction of a new job to a professional, with 29% citing it as the main attribute they look for when searching for new roles. Only 16% of hiring managers see work/life balance as the most important attribute in advertising a new role, with 55% believing it's very important to a job seeker.

Chart 3.0 - How important is the level of work/life balance in a role when looking at a new opportunity?



A further 65% of professionals said work/life balance was a very important consideration when looking at a new opportunity. The most important type of work/life balance to a professional was a good location, close to home or an easy commute, followed by flexible work hours and the ability to work from home.

Chart 4.0 - How important to you are the following in terms of work/life balance when looking for new opportunities?

	Very important	Somewhat important	Not important
Flexible work hours	49%	43%	7%
Ability to work from home	24%	47%	28%
On site/subsidised childcare	2%	13%	84%
Paid parental leave	12%	24%	63%
A good location, close to home or an easy commute	52%	42%	6%

Key Learning #2: Work/life balance - no longer a buzz word

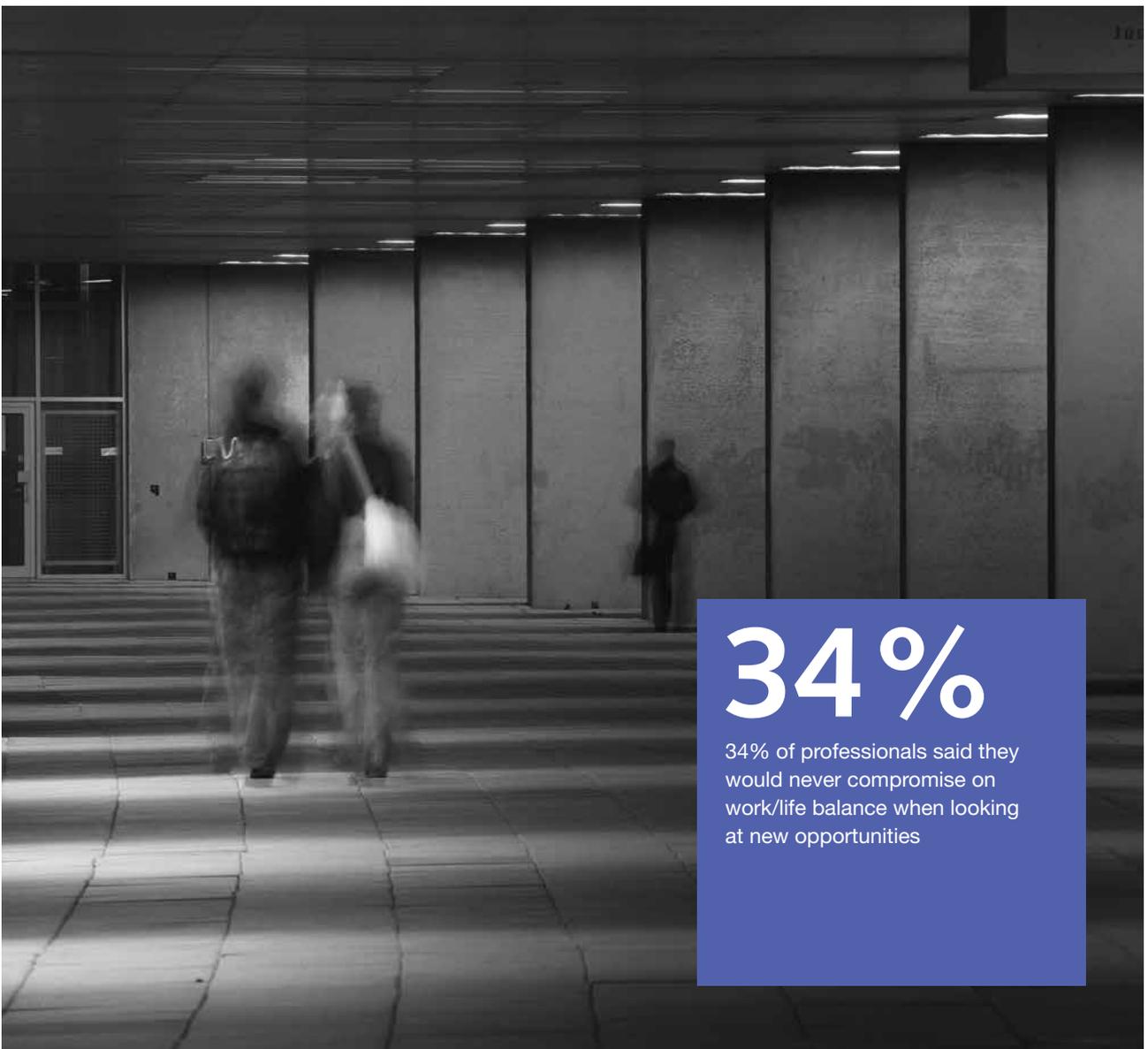
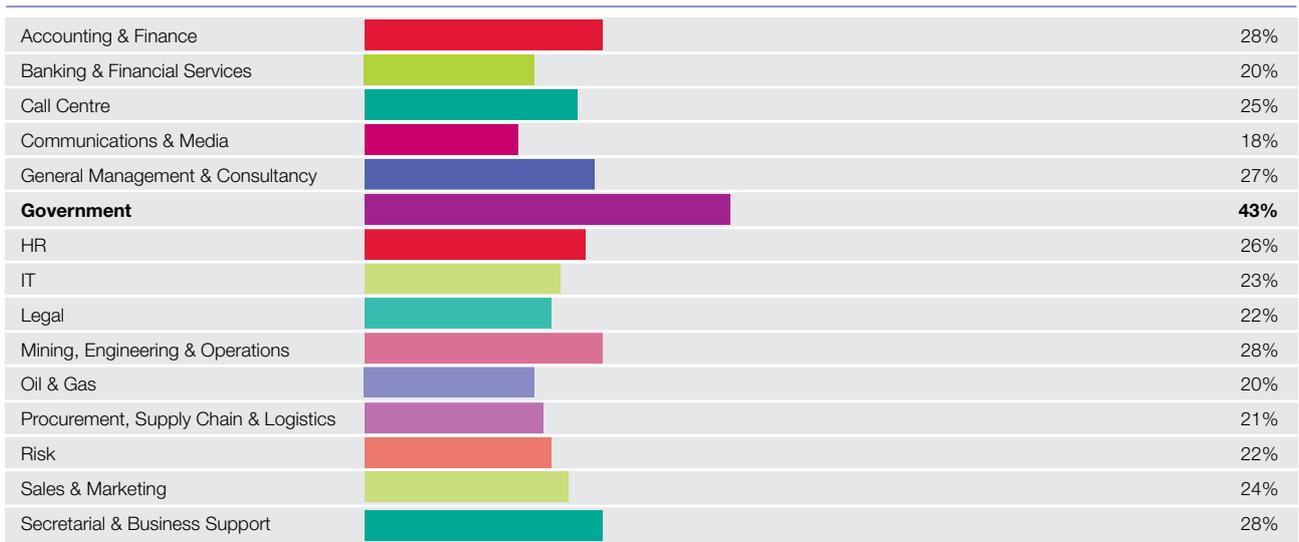
A common theme around defining work/life balance is the ability for an individual to successfully manage work and everything else that makes up their life. The balancing of needs, responsibilities, expectations and desires of ourselves, partners, families, friends and employers are key contributors to achieving balance.

Over 11 million Australians and 2.3 million New Zealanders work, therefore it is important to understand that as much as some employers think or hope that they do, employees do not leave their lives at the door. Work is one part of an individual's life and in some cases a major part, considering the amount of awake hours spent travelling to, working and then travelling home from work.

Work/life balance policies provide work arrangements that accommodate changing family demographics and modern life, while helping businesses gain a competitive edge in an ever-changing work environment. Employees who are well balanced will be happier and more productive.

Having work/life balance policies on paper is not enough to make them work. Employers who recognise and put work/life balance into action for their employees through flexible working options will see the benefits of a more sustainable working culture.

Chart 4.0 - Proportion of professionals who look for work/life balance first when searching for a new role



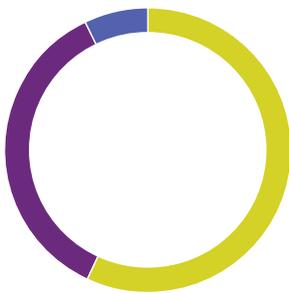
LAW OF ATTRACTION #3: SALARY PACKAGE

The third most important law of attraction to professionals when seeking new opportunities is a good salary package, with 24% citing it as their main consideration when searching for a new role. The majority of hiring managers, at 34%, will be willing to compromise on salary with a job seeker if they were a good fit for the role.

57% of professionals will aim for a salary higher than what they're currently paid, and 36% will look for something at the approximate same level as they're currently on. Only 7% say they don't pay much attention to the salary on offer when looking for new roles, preferring to focus on other aspects of the job.

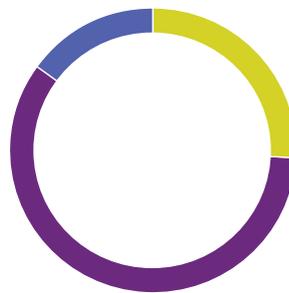
80% will be more likely to consider a role if the salary is disclosed in the ad, primarily as it helps to indicate the level of skill and experience required for the role. In contrast, 85% of hiring managers do not disclose the salary on offer in the ad, mainly because it may cause talented candidates to exclude themselves.

Chart 5.0 - When looking at the salaries on offer, do you aim for:



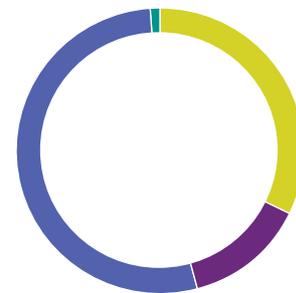
- 57% Something higher than what you are currently paid
- 36% Something at approximately the same level you are currently paid
- 7% I don't pay much attention to salary levels when looking at new opportunities

Chart 6.0 - Why are professionals more likely to consider a role if the salary is disclosed in the ad?



- 26% Salary is very important in deciding on whether to apply
- 59% Helps indicate the level of skill/experience required for the role
- 15% Assists in narrowing down a shortlist of roles

Chart 7.0 - Why don't hiring managers generally disclose the salary on offer in the ad?



- 35% The employer should be able to attract candidates without providing salary levels
- 13% It diminishes the employer bargaining power
- 51% It might cause talented candidates to exclude themselves
- 1% Candidates ignore salary levels anyway

Key learning #3: Disclose the salary in the job advertisement

Where possible the job ad should detail remuneration. Many job seekers are misled because of failure to disclose the salary level or accurately reflect the true range.

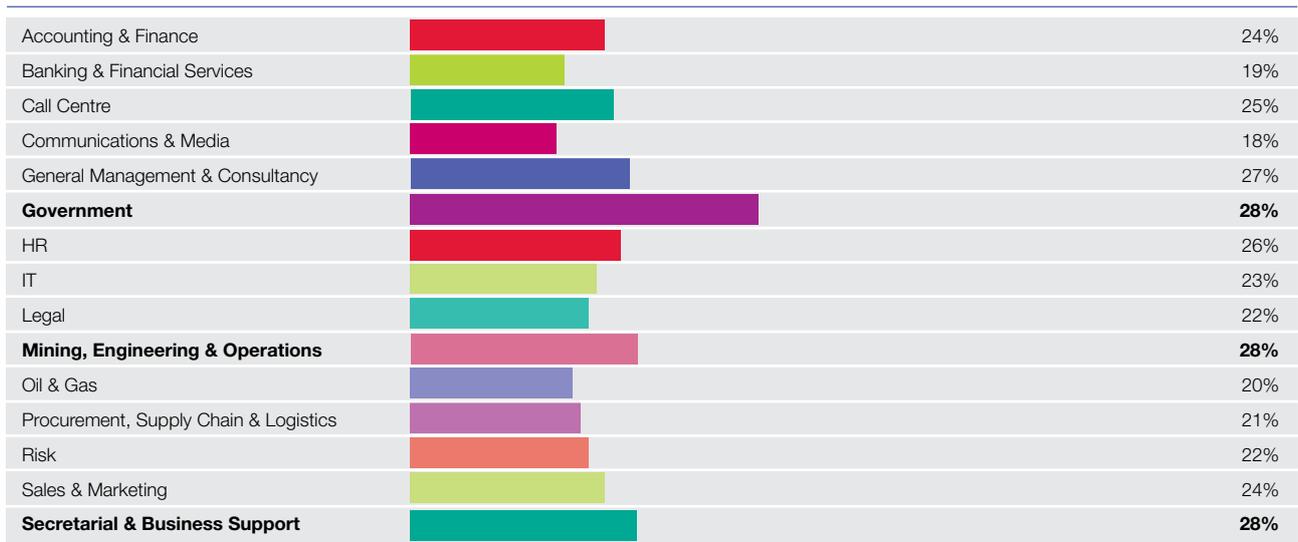
Ensure your ad isn't misleading and you'll not only allow the job seeker to make an informed decision about applying for the role, but you're also more likely to receive relevant, high quality applicants who can use the salary level to self select out. This may on the surface seem like a negative for the employer, however a job seeker will be in a good position to know if the salary is suited to their needs and abilities. Not displaying the salary can often result in a lengthier recruitment process as candidates may pull out during interview or offer stage when the salary is disclosed and does not meet their expectations.

Disclosing salary in job postings is a sensitive area for many companies and rightfully so, however it can ensure you are finding the right talent first time.

Key Learning #4: Salary helps determine worth, so make sure it's worthwhile

If you sell people short, you may not get good value for money. Before you post your job advertisements, it is vital that you take time to benchmark the salary against the market rate and other professionals in your company. If you miss out this essential step, you could find that you struggle to attract top talent. Alternatively, you may discover that you are unable to compete with your competitors due to high salary costs, which is when you really need to look at promoting the other four laws of attraction as the main attributes. Using available resources (such as the Robert Walters Global Salary Survey) to determine if the salary on offer is in-line with market rate will help to attract the right calibre of professional while remaining on budget.

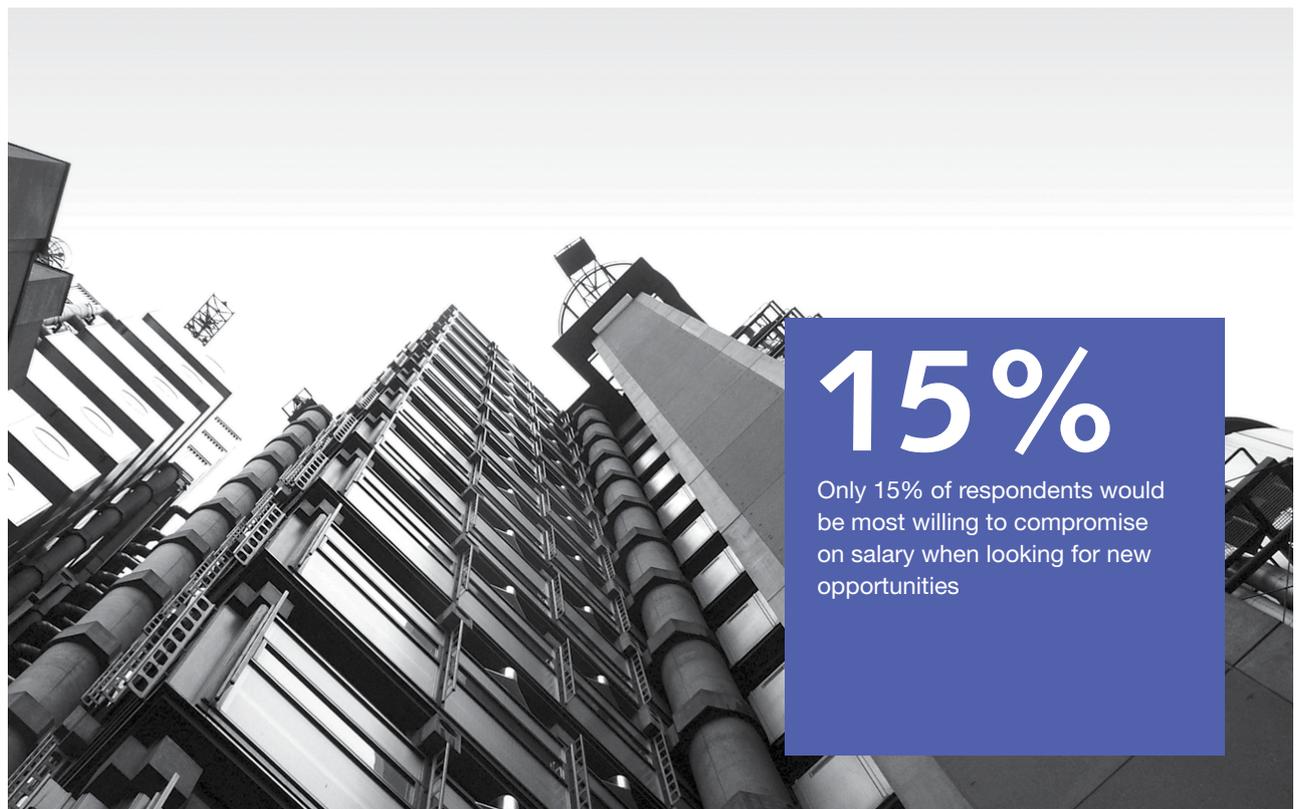
Chart 8.0 - Proportion of professionals who look for salary first when searching for a new role



LOOKING FOR A SALARY COMPARISON RESOURCE?

DOWNLOAD THE ROBERT WALTERS SALARY CHECKER MOBILE APP

The Robert Walters new salary checker app provides you with instant access to pay rates for contract and permanent professionals at all levels and across multiple disciplines/industries. The App also contains salary data for thousands of roles internationally, which allows you to compare salaries globally. The App is available as a free download for both iPhone and Android.



LAW OF ATTRACTION #4: JOINING A RECOGNISABLE BRAND WITH A GOOD REPUTATION

In fourth place, joining a recognisable brand with a good reputation was the main attraction for 14% of respondents. However, 80% of professionals said working for an organisation with a corporate culture that fit their values was very important, with 70% also saying strong leadership, and being a part of an organisation with a good reputation was very important to them. 58% of hiring managers say they communicate a good reputation and corporate culture in their job ads.

Chart 9.0 - How important are the following when looking at new opportunities?

	Very important	Somewhat important	Not important
Working for an organisation with a well known brand	28%	55%	16%
Working for an organisation with a good reputation	69%	29%	2%
Being in a role where there is strong leadership	70%	28%	2%
Working for an organisation with a good corporate culture which fits your values	80%	18%	2%

Key Learning #5: Think of candidates as your customers

Competition for talent is only getting fiercer, and it's becoming more evident that in order to attract the best talent, a company must consider its employer branding. Yet there are few companies that are as rigorous at branding themselves to candidates as they are at branding their products and services to their customers. A recognisable brand with a good reputation is an invaluable asset in such a competitive forum.

Employer brand should not be confused with a product or services brand. Although the two may be related in that they prescribe overarching facets of an organisation to stakeholders, they are certainly not interchangeable. Product and services branding refers to an organisation's persuasive marketing communications with its prospective customers. Employer branding, on the other hand, refers to the conversations (both real and implied) that an organisation has with its existing and potential employees about what it's like to work for them.

Think of candidates as your customers and consider what about your brand will appeal to them, and try to incorporate that into job descriptions and advertisements. Developing your brand for recruitment is of paramount importance if you want to be seen as an employer of choice. It captures and expresses what it's like to work for your organisation and can make the difference between attracting or losing talent.

Chart 10.0 - Proportion of professionals who look for a recognisable brand with a good reputation first when searching for a new role

Accounting & Finance	8%
Banking & Financial Services	18%
Call Centre	17%
Communications & Media	17%
General Management & Consultancy	18%
Government	0%
HR	17%
IT	11%
Legal	18%
Mining, Engineering & Operations	2%
Oil & Gas	8%
Procurement, Supply Chain & Logistics	18%
Risk	17%
Sales & Marketing	22%
Secretarial & Business Support	12%



23%

23% of professionals said they would never compromise on joining a company with a good reputation

LAW OF ATTRACTION #5: NON-MONETARY BENEFITS

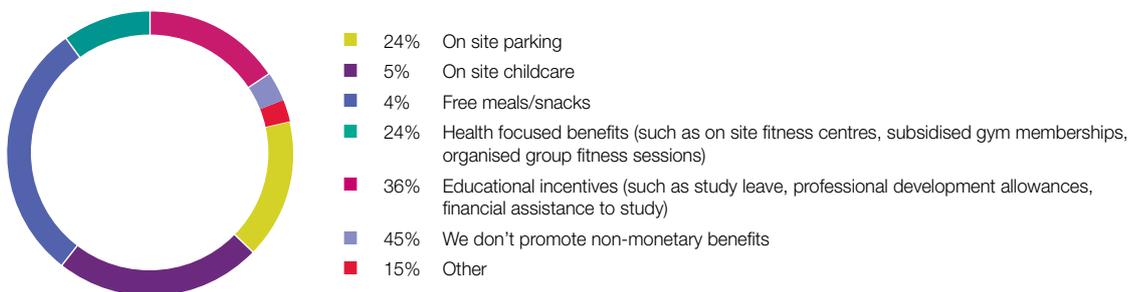
Although only 2% of respondents cited non-monetary benefits as the main attraction they look for when searching for a new role, these still have a part to play in the job search. 42% of professionals cite educational incentives as very important, with 48% citing health focused benefits as moderately important.

Chart 11.0 - What non-monetary benefits are important to professionals looking at new opportunities?

	Very important	Somewhat important	Not important
On site parking	24%	40%	36%
On site childcare	2%	10%	88%
Free meals/snacks	2%	18%	80%
Health focused benefits (such as on site fitness centres, subsidised gym memberships, organised group fitness sessions)	17%	48%	35%
Educational incentives (such as study leave, professional development allowances, financial assistance to study)	42%	42%	15%

However, 57% admit non-monetary benefits would be the attribute they'd be most willing to compromise on when looking at new opportunities. Similarly, 45% of hiring managers admit they do not promote non-monetary benefits within the job ad.

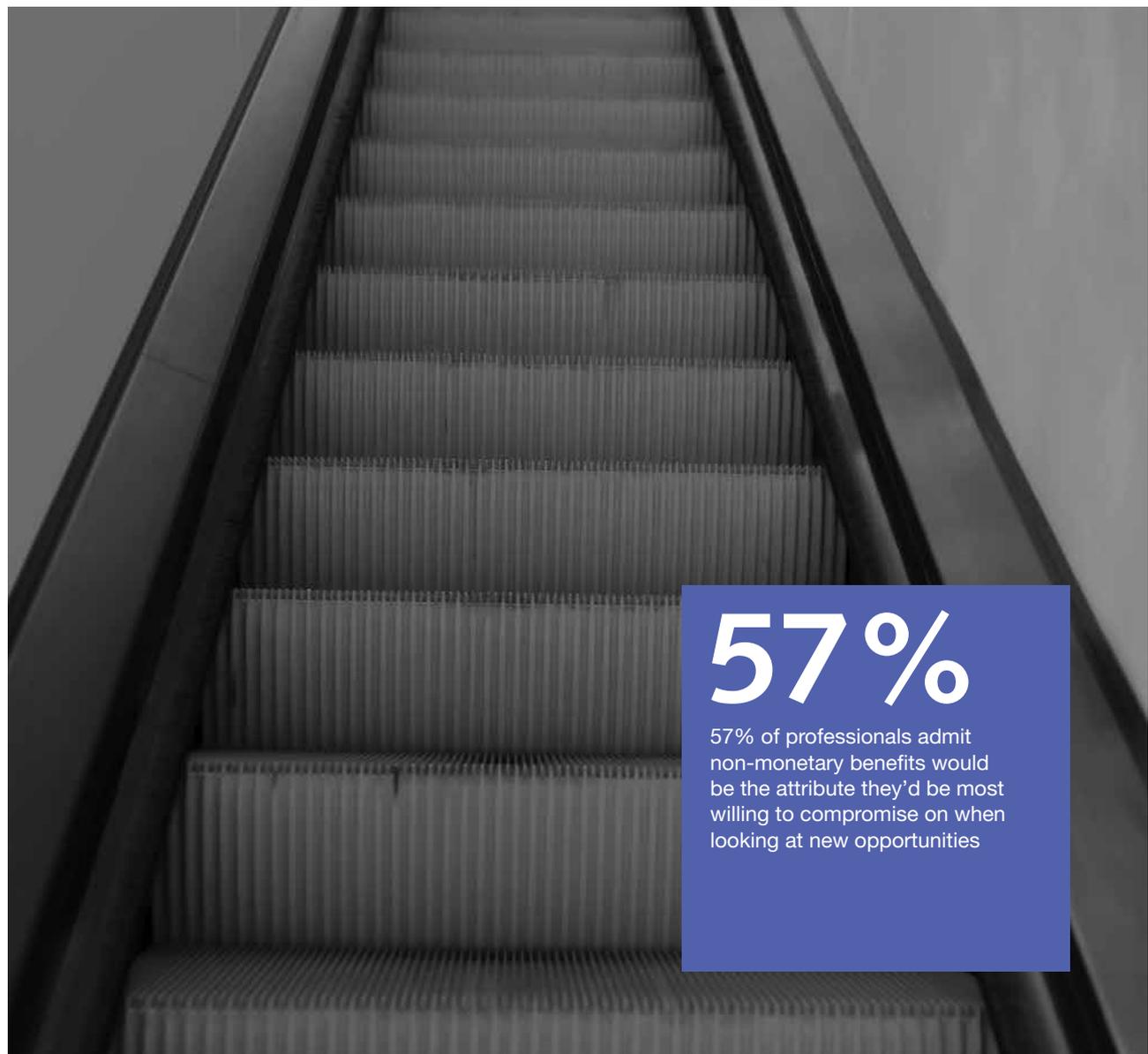
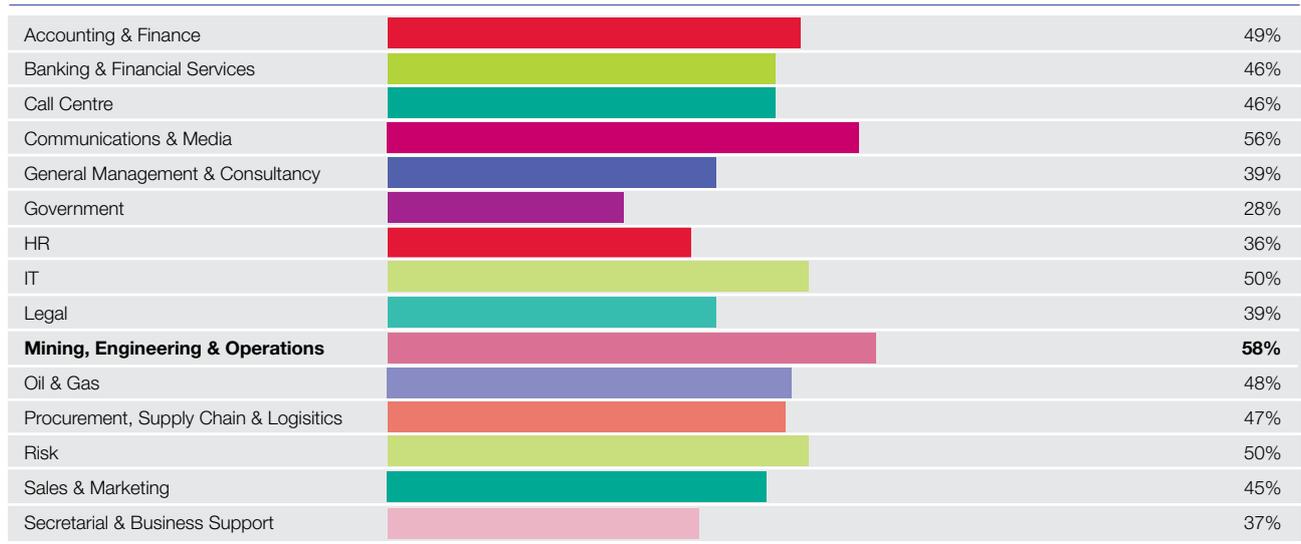
Chart 12.0 - What non-monetary benefits do hiring managers offer when advertising new opportunities?



Key Learning #6: Use non-monetary benefits for retention rather than attraction

Although non-monetary benefits may not be the strongest attraction tool, they cannot be discounted all together. They form a valuable part of the retention tool kit, and once a professional joins a company, the non-monetary benefits and culture will be the attributes that keeps them retained. A happy workplace is really crucial, as this very often drives productivity and improved financial results. It is important to remember the value of non-monetary benefits will differ for professionals based on their career stage and generation, so knowing the type of professional you want to attract will help you tailor such benefits to your desired candidate.

Chart 13.0 - Proportion of professionals who think educational incentives are the most important non-monetary benefit



57%

57% of professionals admit non-monetary benefits would be the attribute they'd be most willing to compromise on when looking at new opportunities

CONCLUSION

The job advertisement is the first impression a professional has of your company. What an opportunity can offer a potential job seeker all has to be contained in the job description and advertisement in a way that is informative, succinct, and attractive to the professionals you're looking to attract.

Although every organisation knows what it takes to write a job advertisement, the more complicated part is knowing what aspects of the role a job seeker finds most appealing and why. It is important prior to launching your recruitment campaign to ensure the role addresses these five laws of attraction.

The Law of Attraction simply states "like attracts like". Applying the laws of attraction to your job advertisements are simple – effectively address what job seekers are looking for and what your organisation is looking for, and you have a solid foundation for attracting the best professionals.

ABOUT THE ROBERT WALTERS SPOTLIGHT SERIES

This whitepaper is the eighth in the Robert Walters Spotlight Series. The Spotlight Series features a range of thought-leading whitepapers designed to help employers identify and address topical issues that could be affecting their recruitment process.



CONTACT US

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