

# INDUSTRY BEST PRACTICES IN RECRUITING, REWARDING AND RETAINING TALENT

Presented by: Tiffany Wong, Manager  
Human Resources & Business Support division  
Robert Walters Hong Kong

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

ROBERT WALTERS

# Robert Walters: A Quick Introduction

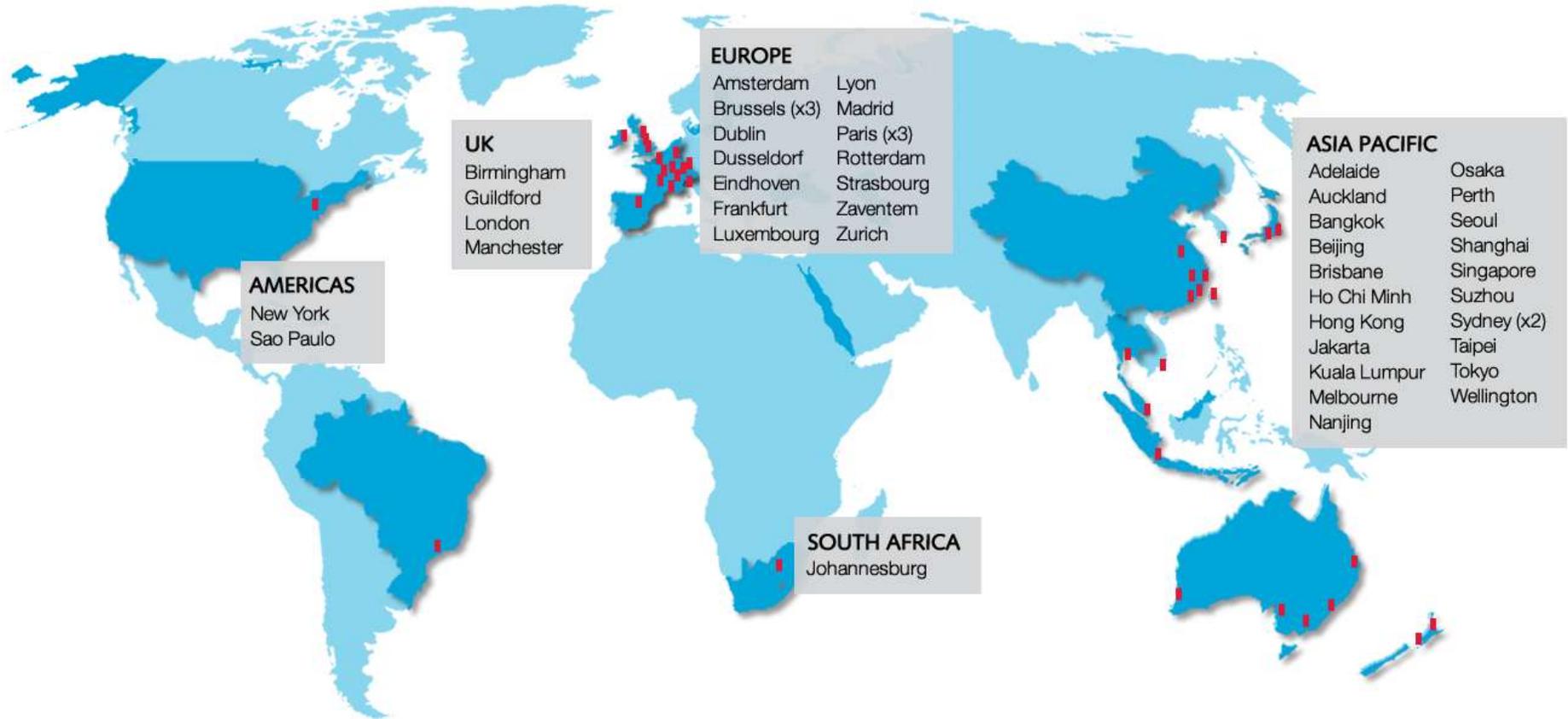
# About Robert Walters

- Established in 1985 by Robert Walters, Chief Executive
- Listed on the London Stock Exchange
- An award-winning business and one of the world's leading international professional recruitment consultancies, **with 47 offices in 23 countries**
- The HK office specialises in permanent and contract recruitment across these key disciplines:
  - **Accounting and Finance**
  - **Banking & Financial Services**
  - **Human Resources & Business Support**
  - **Information Technology**
  - **Legal**
  - **Sales & Marketing**
  - **Supply Chain, Procurement & Logistics**



# Geographical Coverage

Sourcing the best talent globally



# Regional Overview

## 2012 Regional Overview

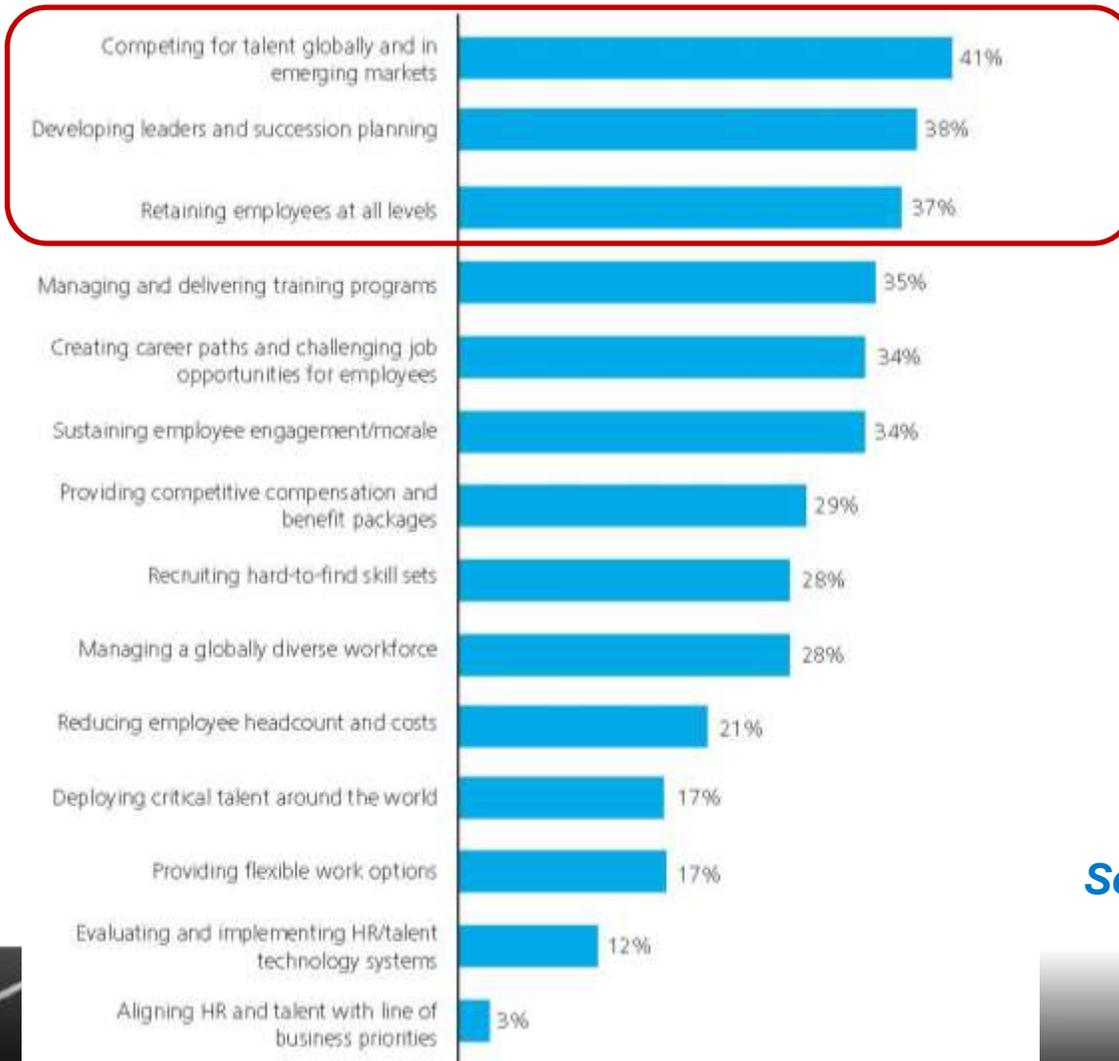
- Asia's growth will stall however prospects of revenue growth within businesses remains optimistic
- Asia's outlook will depend on China's soft landing, domestic demand cycles and government stimulus packages
- Operating costs as well as skill shortages will be at the forefront of business leaders minds
- More than 50% of CEO's in Asia are looking to increase their headcount in 2012
- Industries such as pharma, life sciences, technology, industrial manufacturing and automotive will have the widest skill gaps

## 2012 Regional Overview (cont'd)

- Banks are likely to face difficulties in hiring compliance / risk professionals, private & corporate bankers – largely due to talent shortage and also candidates are less likely to move due to the uncertain economy
- Recruitment market will become more active in the 2<sup>nd</sup> half of 2012
- Salary increases in general will range between 0-3% for FS and 3-5% for commercial companies

# Talent attraction & management

## What are your organisation's most pressing talent concerns today?



*Source: Deloitte Talent Edge 2020 Survey*

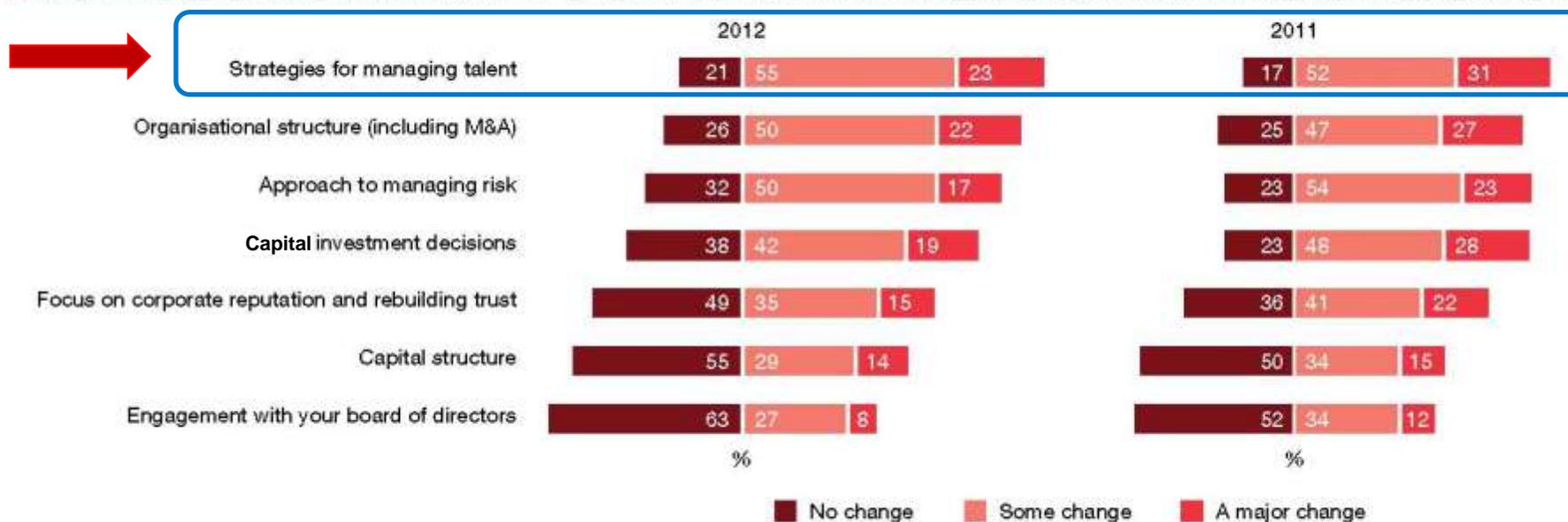
***“60% of companies do not have a talent strategy – but believe talent is critical to success.”***

*(Corporate Research Forum  
Talent – The Top Table Discussion, 2011)*

# Talent Remains Priority No. 1 for CEOs

Figure 4: Talent remains priority no. 1 for CEOs

Q: To what extent do you anticipate changes at your company in any of the following areas over the next 12 months?



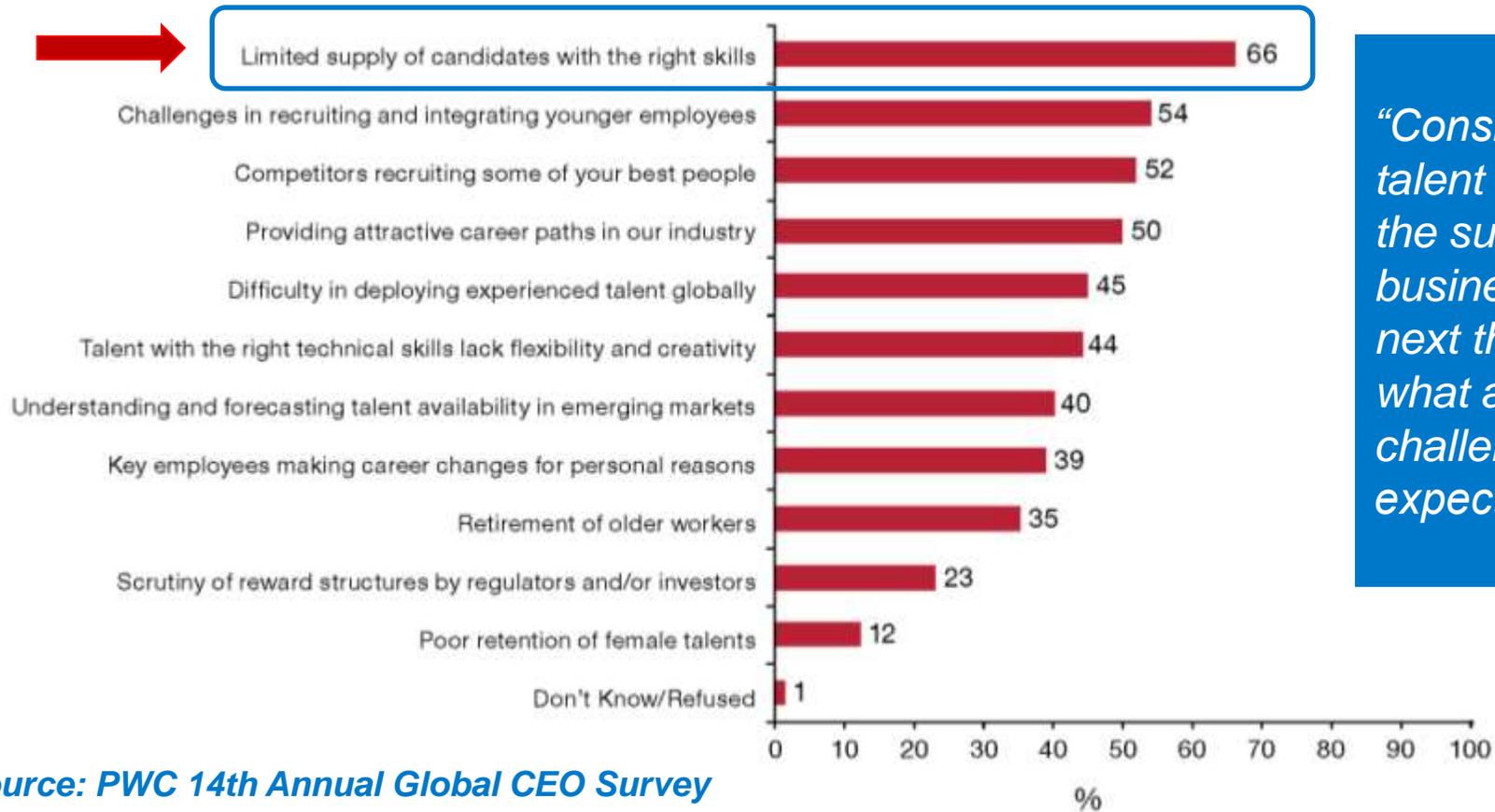
Base: All respondents 2012 (1,258); 2011 (1,201)  
 Source: PwC 15th Annual Global CEO Survey 2012

Source: PwC 15<sup>th</sup> Annual Global CEO Survey 2012

***“66% of CEOs say that a lack of the right skills is their biggest talent challenge.”***

*(PWC, 14<sup>th</sup> Annual Global CEO Survey, 2011)*

## Talent Attraction: CEOs' Biggest Challenge



*“Considering the talent required for the success of your business over the next three years, what are the key challenges you expect to face?”*

Source: PWC 14th Annual Global CEO Survey

**Why hire?**

## Reasons...

- Replacements for turnover
- Current or future business expansion
- Upskilling the calibre of talent because top talent has become available
- Learning from other firms
- Increasing the capability of your firm by adding new skill sets

## When to begin

- Reactive - begin recruiting when an opening occurs
- Proactive - begin before an opening occurs

**How can you attract talent?**

## Recruiting

- Strength of your brand
- Referrals – internal & external sources
- Targeted advertising using a mix of relevant media
- Networking and alumni
- Use current staff to determine the profile of the ideal candidate and assist with the interviewing process
- Use reputable headhunters

## Becoming an Employer of Choice

- Demonstrate a real commitment to continuous learning
- Preferred employers are meritocracies. Pay and promotions are tightly linked performance, and rigorous appraisal systems consistently make people aware of where they stand
- Allow people to take risks but also celebrate those who do. And they don't shoot those who try but fail
- Understand that what is good for society is also good for business
- Keep your hiring standards tight. Make candidates work hard to join the ranks by meeting strict criteria that center around intelligence and previous experience and by undergoing an arduous interview process
- Preferred companies are profitable and growing

**How can you reward talent?**

## Reward Strategies

- Fair compensation plans & benefit packages
- Good bonuses for good performance
- Longer term incentive plans like options
- Flexibility such as flexi-time or working from home
- Empowerment
- Promote from within
- Innovative incentive programs

## Examples of Innovative Incentive Programs

- **Flex Dollars** - Employees can use it to claim for a variety of health expenses, ranging from mundane dental check-ups to even health equipment purchases)
- **Free Vouchers** - Some companies give-away free movie tickets, dinner coupons, spa treats and other lifestyle vouchers for jobs well done
- **Drinks & Snacks** - Many companies provide refrigerators full of coffee soda and snacks. Microsoft rolls-out free pizza every night at 6:00 PM. Google has elaborate free snack stations and restaurants spread across its Googleplex and provides 2 free meals to its staff every day
- **Comp Time/Flex Time** - Staff are allowed to take a few weeks off after a major project.
- **Onsite / Time Saving Services** - Doggie day care, child/elderly care, laundry/dry cleaning/ grocery pick-up and delivery, massage therapist or physiotherapist
- **International experience programs** that allow employees work up to 2 years at office locations around the world

**How can you retain talent?**

*“The very definition of **human capital** is that it walks out the door every evening, and exits permanently with an employee who leaves a company.”*

*(Nobel Prize Winning Economist – Gary S. Becker )*

## Top Retention Incentives (insights from the 2011 Deloitte's “Best Companies to Work For” Survey)

- Promotion/job advancement opportunities
- Additional Compensation
- Additional Bonuses
- Boosting employee support
- Recognition from managers

*Employees who were most committed to their organisations gave **57% more effort** and were **87% less likely to resign** than employees who consider themselves disengaged.*

Source: Corporate Executive Board, 'The Role of Employee Engagement in the Return to Growth', Bloomberg Businessweek (August 2010)

## Primary Retention Strategies

- Compensation
- Opportunities for promotion
- Benefits
- A great team and manager
- An excellent culture and values
- Bonus and stock option opportunities
- Challenge, growth, and learning opportunities
- The firm's employment brand and image

## Other Popular Retention Strategies

- Employee engagement
- Corporate culture
- Employer Branding
- Training
- Work-life balance
- Talent management
- Strong management structures
- Clear corporate directions and communications

# Most Effective Retention Strategies By Generation

Most effective retention initiatives by generation: Executives vs. employees

Ranking	Millennials (ages 31 and under)		Generation X (ages 32–47)		Baby Boomers (ages 48–65)	
	Executives	Employees	Executives	Employees	Executives	Employees
1	Company culture (21%)	Promotion/job advancement (41%)	Additional bonuses or financial incentives (21%)	Promotion/job advancement (64%)	Additional benefits (26%)	Promotion/job advancement (50%)
2	Flexible work arrangements (20%)	Additional compensation (40%)	Additional compensation (19%)	Additional bonuses or financial incentives (41%)	Additional bonuses or financial incentives (23%)	Support and recognition from managers (43%)
3	New training programs or support and recognition from managers (19% tie)	Additional bonuses or financial incentives (33%)	Strong leadership (19%)	Additional compensation (33%)	Additional compensation or strong leadership/organizational support (21% tie)	Additional compensation (42%)

Source: Deloitte, "Talent Edge 2020 – Building the recovery together" (April 2011).

## Six Truths About Employee Turnover

1. Turnover Happens
2. Some Turnover Can be Desirable
3. Turnover is Costly
4. More Money is NOT Always the Answer
5. Management Holds the Key to Keeping Talent
6. Reducing Turnover Starts with Commitment

F. Leigh Branham  
VP and director of professional services  
Right Management Consultants

# Choosing Your Recruitment Partner

## When Using A Search Firm

- Do your research and choose a reputable firm – we are not all the same
- Use only one or a very limited number – retains control for the client and keeps them incentivised
- Give a clear brief and treat them as a partner rather than a potential threat – we are here to help
- Understand their processes – how do they find, interview and select the right candidates for you
- You tend to get what you pay for – cheap is not best
- Give plenty of feedback – ensure the search goes smoothly
- Listen to their advice

## Why Work With Robert Walters?

- **Our brand:** Robert Walters is a truly global brand and widely recognised as the leading recruitment consultancy in Asia
- **Our global network:** enables us to provide both local and international recruitment solutions to our unrivalled client and candidate base
- **Non-commission model:** Unlike many of our competitors, our consultants do not operate on a commission basis, bringing greater value and service quality to our clients and candidates
- **Knowledge & experience:** Our consultants are specialists in their fields
- **Client relationships:** We place the utmost importance on understanding our clients' cultures and resourcing strategies

## Market-leading & Innovative Research

- We provide clients with the very latest thought leadership to aid the recruitment process. From the most comprehensive Global Salary Survey to the first Salary Checker iPhone App, we are consistently at the forefront of the recruitment market.



Whitepapers



Asia Job Index



Market Updates



Salary Survey

# An Award-Winning Business



**THE RECRUITER AWARDS FOR EXCELLENCE 2010**  
BEST INTERNATIONAL RECRUITMENT CONSULTANCY AWARD



**WINNER - PREFERRED RECRUITMENT FIRMS**  
ROLES \$5,000 - \$10,000PM



**WINNER - PREFERRED RECRUITMENT FIRMS**  
ROLES \$5,000 - \$10,000PM / ACROSS ALL JOB FUNCTIONS  
**WINNER - PREFERRED RECRUITMENT FIRMS**  
ROLES \$5,000 - \$10,000PM / INDUSTRY - FINANCIAL SERVICES  
**WINNER - PREFERRED RECRUITMENT FIRMS**  
ROLES OVER \$10,000PM / ACROSS ALL JOB FUNCTIONS  
**WINNER - PREFERRED RECRUITMENT FIRMS**  
ROLES OVER \$10,000PM / HEADCOUNT - 51 TO 100  
**WINNER - PREFERRED RECRUITMENT FIRMS**  
ROLES OVER \$10,000PM / HEADCOUNT - OVER 500  
**WINNER - PREFERRED RECRUITMENT FIRMS**  
ROLES OVER \$10,000PM / INDUSTRY - FINANCIAL SERVICES



**WINNER - PREFERRED RECRUITMENT FIRMS**  
ROLES OVER \$58K MONTHLY



**BEST RECRUITMENT SERVICES COMPANY**  
ROLES OVER \$5180K PER ANNUM

## ASIAMONEY HEADHUNTERS POLL 2010

**ASIAMONEY HEADHUNTERS POLL 2010**  
BEST HEADHUNTING FIRM FOR BANKING  
MIDDLE/BACK OFFICE RECRUITMENT IN ASIA

## ASIAMONEY HEADHUNTERS POLL 2008

**ASIAMONEY HEADHUNTERS POLL 2008**  
BEST HEADHUNTING FIRM FOR BANKING  
MIDDLE/BACK OFFICE RECRUITMENT IN ASIA



**THE ASIAN BANKER SUPPORTING INDUSTRY AWARD**  
THE ASIAN BANKER ACHIEVEMENT AWARD FOR EXECUTIVE SEARCH  
TO THE COMMERCIAL BANKING INDUSTRY - MID LEVEL CATEGORY



**THE ASIAN BANKER SUPPORTING INDUSTRY AWARD**  
THE ASIAN BANKER ACHIEVEMENT AWARD FOR EXECUTIVE  
SEARCH TO THE COMMERCIAL BANKING INDUSTRY 2008



**THE ASIAN BANKER SUPPORTING INDUSTRY AWARD**  
THE ASIAN BANKER ACHIEVEMENT AWARD FOR EXECUTIVE  
SEARCH TO THE COMMERCIAL BANKING INDUSTRY 2007



**BRITISH BUSINESS AWARDS 2006**  
WINNER - FINANCIAL & PROFESSIONAL SERVICES CATEGORY

# Robert Walters Annual Global Salary Survey

# Global Salary Survey: Insight at Every Level

- The **Salary Survey 2012** is the **13th edition** of the annual survey
- Currently one of the **most comprehensive reviews** of global recruitment trends and salary levels available
- The **Robert Walters Salary Checker iPhone app** lets employees check whether their salary levels are on par with market rates
- Drawing on data from the Robert Walters Global Salary Survey, the Salary Checker App contains a database of salaries and contract rates by **role and sector**
- Free to download for iPhone, iPod Touch and iPad at the iTunes App store



# Robert Walters 2012 Annual Global Salary Survey

Official launch date: February 29



## Questions for Thoughts

## Talent Management: Critical Questions

- Do you know who is likely to leave the organisation in the next 12 months?
- Do you know who your top talent is?
- Do your line managers have people ready to take over critical roles?
- Do you know which roles are critical to your line managers?

## For More Information



Tiffany Wong, Manager  
Human Resources & Business Support  
Robert Walters Hong Kong  
T: 852 2103 5336  
E: [tiffany.wong@robertwalters.com.hk](mailto:tiffany.wong@robertwalters.com.hk)

**Thank you.**