Competition for Top Talent is Fierce. Consider This Your Game Plan.

A SNAPSHOT OF

COMPETITION FOR TALENT IN THE U.S.

Competition for Top Talent is Fierce. Consider This Your Game Plan.
The world of work is changing faster than ever.

With most employees open to a career move, recruiters and HR professionals are working harder than ever to attract and retain top talent. By offering competitive salary, benefits, and perks, employers are hoping to become the employer of choice. But is it enough?

This survey of 400 U.S. full-time employees explores what motivates people to leave a company, revealing the most important factors when it comes to happiness at work. The report discovers five key trends in competing for talent: industry preferences, company brand preferences, the gig economy, benefits, and nontraditional benefits and perks. While employers cannot always change or match the preferences of job seekers, the underlying reasons behind their motivations to work elsewhere may help employers identify tactics to retain the talent they already have and attract new talent. This report also compares the preferences of each generation and gender.

This glimpse into the mind of the employee sheds light on professionals' attitude when it comes to job satisfaction and job seeking evaluation.
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The Industries and Companies You’re Competing Against for Top Talent
WATCH OUT

Your Full-time Employees Might Be a Flight Risk—And Not Just Out of Your Company, Out of Your Industry Altogether

The amount of full-time employees who would consider changing industries.

Top 5 Industries Full-time Employees Would Consider Moving to:

1. Entertainment
2. Banking/finance
3. Consulting
4. Technology/software development
5. Communications

Top Industries Each Generation Would Consider Moving to:

- Millennials – Entertainment
- Gen X – Technology/software development
- Boomers – Communications
Software *Sings* to Millennial & Gen X

Almost 70% of Millennials Are Interested in Working in the Technology/Software Development Industry at Some Point in Their Career

of respondents who are not currently working in the technology/software development industry said they were interested in working in this industry during their career, **but millennials and Gen X were the most interested.**

<table>
<thead>
<tr>
<th>Gender Divide</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennials</td>
<td>68%</td>
<td></td>
</tr>
<tr>
<td>Gen X</td>
<td>63%</td>
<td>51%</td>
</tr>
<tr>
<td>Boomers</td>
<td>48%</td>
<td></td>
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</tbody>
</table>

**Top 2 Motivations** for Working in the Technology/Software Development Industry

- the industry is more innovative (46%)
- the industry offers more attractive nontraditional benefits and perks (41%)
Employment Brand Envy
The Companies That Are Most Attractive to U.S. Employees

When asked which company U.S. employees would most like to work for, big brands like Google, Walt Disney, and Facebook came up on top.
More Than Half of Full-time Employees Are Interested in Leaving Their Current Job to Join the Gig Economy

The gig economy refers to people in alternative work arrangements such as on-call work, temporary roles, freelancers, and independent contractors. Fifty-six percent of full-time employees said they would be interested in leaving their current job for a position in the gig economy while 63 percent of millennials said they are interested. More males are interested in this alternative to full-time work (63 percent) while only 48 percent of females said they would consider working “gigs” such as temporary, on-call, or freelance work.

Additionally, new research from prominent labor economists Lawrence Katz and Alan Krueger supports the increase in interest in joining the gig economy. The share of Americans working these atypical jobs has increased from 10.1 percent a decade ago to 15.8 percent as of late 2015. Nearly 40 percent of people in these jobs have a bachelor’s degree or higher.
Flex Work Hours and the Chance to Cash in Attracts U.S. Full-time Workers to the Gig Economy

 Asked among those interested in leaving their current job for a position in the gig economy:

For which of the following reasons would you be interested in leaving your current job for a position in the gig economy?

Responses

- 54% I would have more flexible hours
- 53% I could make more money
- 42% I could be my own boss
- 40% My assignments would be more interesting or varied
- 26% I could switch companies more easily
SECTION 2

What Would Motivate a Full-time Employee to Quit and Join Another Company?
The Competition for Talent is Fierce, with Many Employees Always Looking for the Next Best Thing

We asked full-time employed professionals in the U.S. about their current job seeking status and activity level. **Sixty-three percent of full-time employees are looking for a new job.** On average, people are spending four hours a month looking for a new job, which could include activities such as browsing online job listings or talking with someone about opportunities at another company.

Looking for New Jobs?

Generational Snapshot

The percent of people looking to move to another company varies across generations:

- **71%** Millennials
- **66%** Gen X
- **44%** Boomers
We asked respondents to identify the reasons that would make them consider leaving their current company. The vast majority of workers across all generations said they would consider leaving their current company, citing a broad range of reasons – the most popular of which was limited future growth opportunity. However, there are clearly other areas of improvement for employers to consider focusing on to both attract and retain the best talent.

Overall, **83 percent of employees** would consider leaving their current company for the following reasons:

- I have limited opportunities for future growth or promotion within my company **42%**
- Employee benefits are not generous or relevant enough **34%**
- I no longer believe in my company’s mission or values **22%**
- My company’s industry is declining **21%**
- I have an inflexible work schedule **19%**
- I do not get along with my manager **16%**
- I do not get along with my co-workers **12%**
- Other **5%**

**Generational Snapshot**

- **87% of Millennials**
- **81% of Gen X**
- **79% of Boomers**

With the top reason for leaving a company being limited opportunities for future growth or promotion within the company, it is extremely important for employers to build clear paths for career advancement and to communicate those options with current and prospective employees.
Adapting Your Benefits to Today’s Workforce Could Save You in the Talent Hunt

A great benefits package will attract people to come to your company, while a poor package could motivate them to stray. *Sixty-nine percent of full-time employees said they are not completely satisfied with the employee benefits they are currently offered.* The top reasons someone would consider leaving their current company vary across generations.

### Reasons Employees Would Consider Leaving Their Current Company

<table>
<thead>
<tr>
<th>Benefits Provided</th>
<th>Millennial (Ages 18-35)</th>
<th>Gen X (Ages 36-51)</th>
<th>Boomer (Ages 52-70)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher salary</td>
<td>84%</td>
<td>91%</td>
<td>88%</td>
</tr>
<tr>
<td>Better retirement plan such as higher 401(k) contributions</td>
<td>46%</td>
<td>52%</td>
<td>60%</td>
</tr>
<tr>
<td>Better health insurance, such as lower deductibles or monthly premiums</td>
<td>47%</td>
<td>44%</td>
<td>67%</td>
</tr>
<tr>
<td>More flexible work schedule, such as working remotely</td>
<td>41%</td>
<td>43%</td>
<td>34%</td>
</tr>
<tr>
<td>More vacation time</td>
<td>39%</td>
<td>41%</td>
<td>30%</td>
</tr>
<tr>
<td>More non-traditional employee benefits</td>
<td>23%</td>
<td>18%</td>
<td>17%</td>
</tr>
<tr>
<td>More paid parental leave</td>
<td>20%</td>
<td>10%</td>
<td>4%</td>
</tr>
</tbody>
</table>

*Percent of each generation that chose these factors as a top three reason to leave their current company.*
Full-time Employees Want Paid Leave for Both Parents and Temporary Part-Time Hours After Returning to Work

If you were planning to have a child in the next year, which of the following employee benefits would be most important to you?

- **66%** Paid parental leave for both mothers and fathers
- **49%** Ability to work part-time hours temporarily after returning to work
- **37%** On-site child care
- **27%** Cash stipend for new parent-related expenses
- **9%** Counseling sessions on re-entering the workforce after having the child
- **8%** Fertility assistance benefits, such as paying to freeze eggs or sperm
- **3%** Other
Overall, 92% of Full-Time Employees Agree That Companies Offering Nontraditional Benefits Are More Likely to Recruit Top-Tier Talent

Nontraditional employee benefits such as tuition reimbursement or a free on-site cafeteria are the latest trend in recruiting young talent, but the majority of every generation agrees companies offering nontraditional benefits makes an employer an attractive place to work for top-tier talent.

Who agrees?

94% 92% 86%

Millennials Gen X Boomers
Perk Up the Job Hunt: Full-Time Employees Reveal the Nontraditional Benefits and Perks They Want, Including On-site Massages and Pet Insurance

If you are looking for some inspiration on which nontraditional benefits to offer at your company, check out this list of responses.

If you could have any nontraditional employee benefit from your company today that you don’t already have, what would it be?

Financial Planning
- Profit-sharing
- Employer-provided credit counseling or financial literacy services
- Employer-provided loans or savings accounts
- Student loan reimbursements for both employees and the children of employees
- Performance-based pay

Perks
- On-site video games
- The ability to bring my pet to work
- A company car
- A free designated parking space
- Pet insurance
- Cybersecurity insurance

Flexibility and Work-life Balance
- The ability to pick my own hours, as long as I get my work done
- Comp time, meaning additional vacation days based on the number of extra hours worked
- The ability to work only four days per week, such as working longer hours for another day off
- A paid sabbatical
- Child adoption benefits

Health and Wellness
- Nap time
- On-site massages
- A “mental health day” allowance
Fostering a Friendly Office Culture Might Be a Useful Retention Tool
55% of Full-Time Employees Have Put Off Job Hunting Because They Didn’t Want to Leave Their Co-Workers

Have you ever, even once, put off looking for a new job specifically because you didn’t want to leave your co-workers? Meaning, because you felt they were talented or they had become your friends.

55% Yes.
45% No.

Company culture matters, especially to millennials.

66% Millennials
55% Gen X
38% Boomers
SECTION 3

Employer Takeaways
What This All Means for Employers

These survey results reveal the impact of a business’ reputation and its ability to go beyond dollar signs to provide the most attractive “package” when competing for the same talent. Based on the data collected, here are recommendations on how employers should use this knowledge to change their recruitment strategies.

Listen to Your Employees
Conduct an anonymous survey of your employees to learn what they are happy with and disappointed about in their current job. Use the results to look for areas of strength and weakness in your organization and identify where you can improve.

Revamp Your “Selling” Tactics
Don’t sell a position on compensation alone; while salary is most important to all job seekers regardless of generation you also need to appeal to their other highly ranked motives such as strong benefits and opportunities for advancement. For example, the ability to have a flexible work schedule and more vacation time are attractive for millennials and Gen Xers while boomers care more about retirement plans and health insurance benefits.

Advertise Your Employment Brand
A well-articulated employment brand helps job seekers understand if they’re a good fit for the company. In order to influence people on why your company is a great place to work you need to communicate how you stand out from the competition. Include pictures and videos on your career site so applicants get a glimpse into what it’s like to work for your company.

Use Talent Pools to Warm and Attract Passive Candidates
With so many full-time employees looking for their next big career move, employers need to develop proactive recruitment tactics. Build talent pipelines and keep passive candidates interested in working for your company. By using a recruitment marketing tool, you can send candidates company updates, job postings, and views into what it’s like to work for your company.
Methodology

This iCIMS survey was conducted by Wakefield Research among 400 U.S. adults ages 18+ employed full-time between June 2nd and June 9th, 2016, using an email invitation and an online survey.

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