

randstad HR trends research

romania



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introduction



Be where the trends are!

With our first Randstad HR Trends research in Romania, Randstad confirms, once again, the company's commitment to be at the forefront of the way business is done in the HR services field, be it the highest level of understanding candidates' needs, or the pinnacle of refinement and professionalism regarding up to date consulting and solutions for employers.

To be where the trends are is a way we understand to do our work. It means that we are responsible for the market where we develop our business and for the entire society, as our role is to constantly search for the best ways in order to make two giants of the economy meet and work together: candidates and employers.

If there were doubts or just „gut feelings“ about what Romanian talents want and how companies perceive the war for top performers on the workforce „battlefield“ in 2018, now we have a very clear view and a strong basis on which to develop our HR business strategies. Yes, the expectations are high from both sides, yes, there are challenges but that is what makes us all evolve and that is why we are here: to understand what's best for each of them and support their thriving.

Mihaela Maranca

Country Manager, Randstad Romania

executive

summary.



executive summary.

- Over two-thirds of the surveyed companies (71%) plan to hire people for permanent positions and 47% plan to recruit people for temporary positions in 2018.
- Most of the new hiring is expected in the sales, production, and IT/technology departments.
- Employee referrals are considered the most efficient source to find the right people.
- The majority of the respondents (89%) are impacted by skill shortages. A lack of industry experience and soft skills (communication, team work, and team management) are the most common barriers faced by companies while finding the right people.
- Compared with the previous year, employee turnover is higher. Furthermore, according to the majority of the surveyed companies, it usually takes one to three months to fill a permanent position.



attracting

talent.



attracting talent

main findings.

- A competitive salary package is considered the most important factor in attracting top talent. It is closely followed by a good work-life balance and a high job security.
- “Soft” elements, such as an attractive value proposition, strong employer branding, and a clear and purposeful mission, are also ranked high and considered important by over 35% respondents.
- On the other hand, an uncompetitive salary package is considered the main reason for failing to attract the right talent. It is followed by poor leadership and a lack of career growth opportunities within a company.

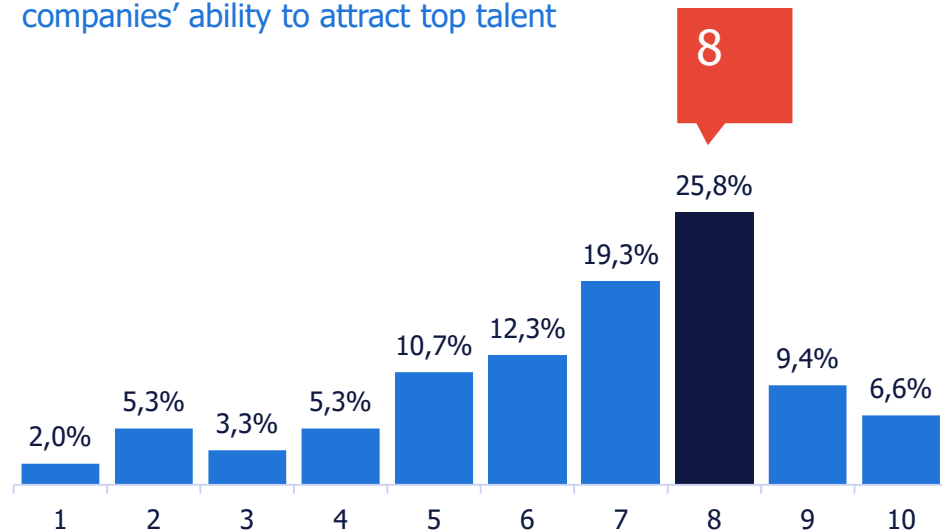


attracting top talent

key elements required for attracting top talent.

- A majority of the surveyed companies believe they can attract top talent, ranking themselves "8" on a scale from 1 to 10.

companies' ability to attract top talent



on a scale of 1 to 10, where 1 signifies "poor" and 10 signifies "excellent"



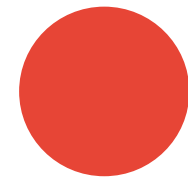
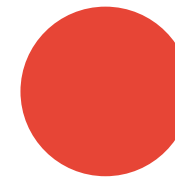
74%

employers said that offering a competitive salary package is important for attracting top talent. Over half of the respondents consider that offering an uncompetitive salary package is the main reason for failing to attract the right talent.



32%

employers said that poor leadership and 31% said that lack of career opportunities within a company are the main reasons for failing to attract top talent.



human capital

strategy.



human capital strategy

main findings.

- The top barriers faced by companies while finding the right people are lack of industry experience, soft skills, and specific educational skills, as well as insufficient work experience.
- The experience of using management tools and international experience are considered the least impactful factors.
- About 53% respondents address skill shortages by providing education and training programs to their employees. Almost 46% respondents tackle skill shortages by offering improved salary packages.
- The sales and production departments expect to hire the maximum number of candidates in 2018.



addressing skill shortages

only about 11% respondents consider that their companies are not impacted by skill shortages.



49%

respondents said that lack of experience is the main barrier faced while recruiting people.

89%

respondents said that their organisations are impacted by skill shortages.



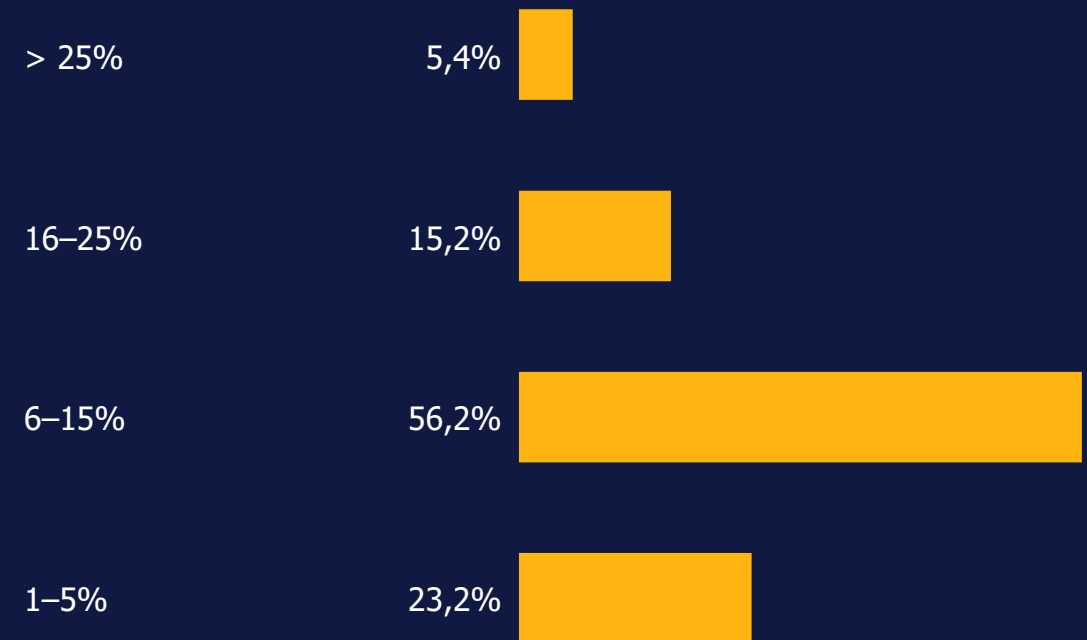
53%

said they address skill shortages by investing in their employees' education and training.

addressing skill shortages deep dive.

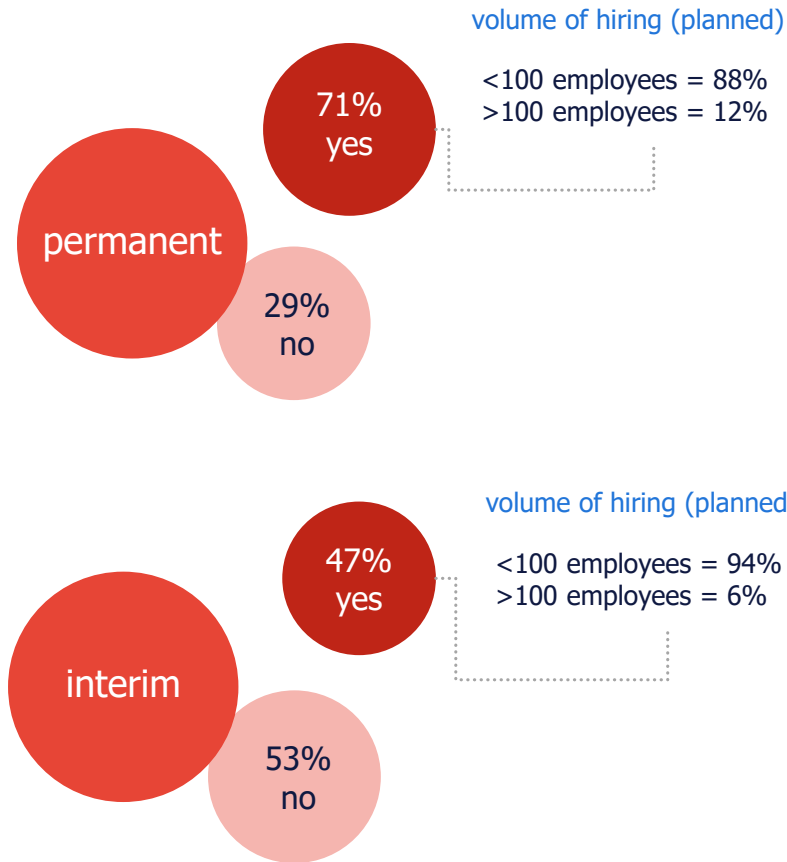
- Over half of the respondents consider offering education and training programs to address the problem of skills shortage.
- Most of the respondents that are willing to increase the salary package in order to attract talent are ready to offer up to 15% higher salary.
- Companies in the computer/software services/internet sector are the most willing to offer a better salary package, followed by companies in b2b & manufacturing.

how much more will you be willing to pay to retain or attract talent?



recruitment plans of the surveyed companies

71% respondents plan to hire people for permanent positions in 2018.



34%

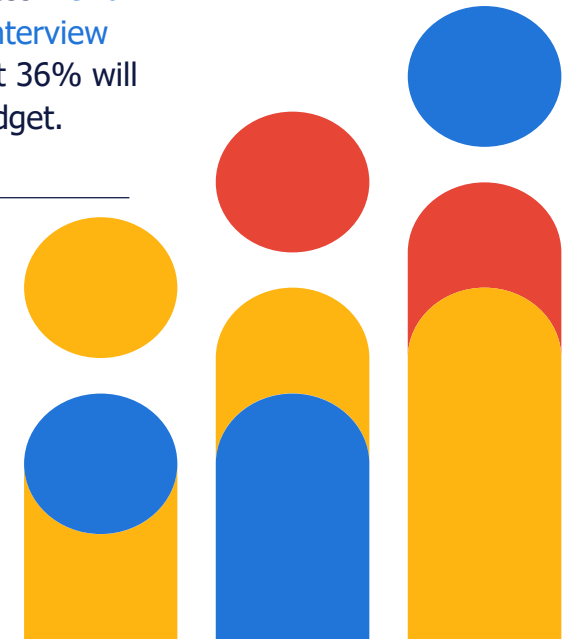
companies have active plans to hire people aged below 25. Only 28% companies seek students. About 25% of respondents do not have active plans to attract any other specific age groups.

19%

companies plan to outsource payroll tasks and 17% are thinking to outsource candidate sourcing while 32% do not plan to outsource any of their HR tasks.

22%

companies will allocate additional budget for a relocation package, to attract candidates. 19% will cover the interview costs and about 36% will not allocate budget.



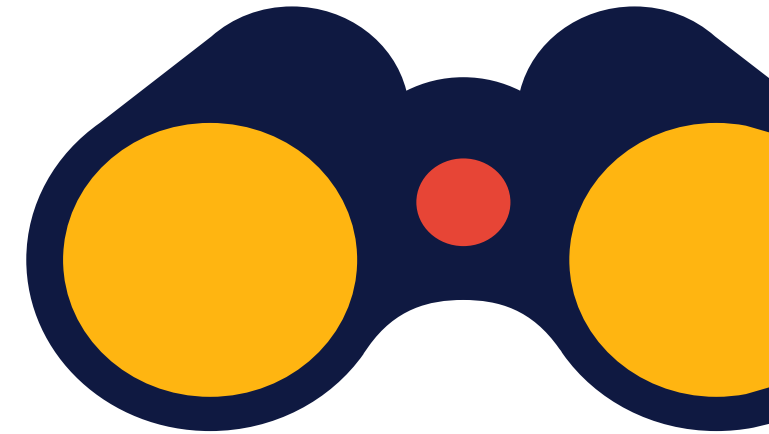
hiring plans by department.



the total is more than 100% because more than one answer is possible.



- In 2018, an increase in headcount is expected in the sales, production and IT/technology departments.



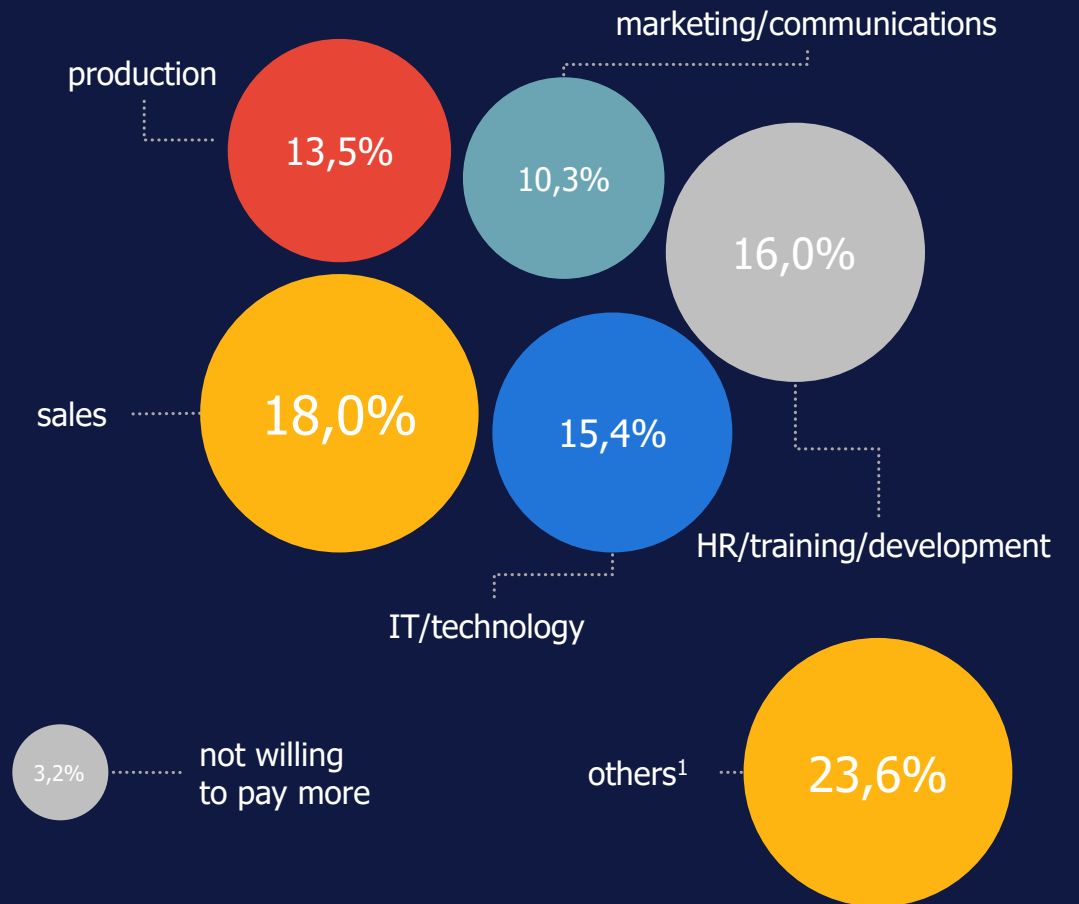
25%

respondents said that the main reason for hiring people in 2018 is the national/international growth of their companies.

human capital strategy deep dive.

- About 33% respondents said managing expectations on compensation and benefits package is one of the main HR challenges faced by their companies in 2018.
- The departments in which the respondents are willing to pay more to retain or attract talent are sales, HR/training/development, IT/technology, production, and marketing/communications.
- Employers are less likely to pay more to recruit people in the accounting/finance and legal departments.

top five departments in which respondents are willing to pay more to retain talent



¹others include engineering, procurement, accounting/finance and legal.



main challenges faced by respondents



36%

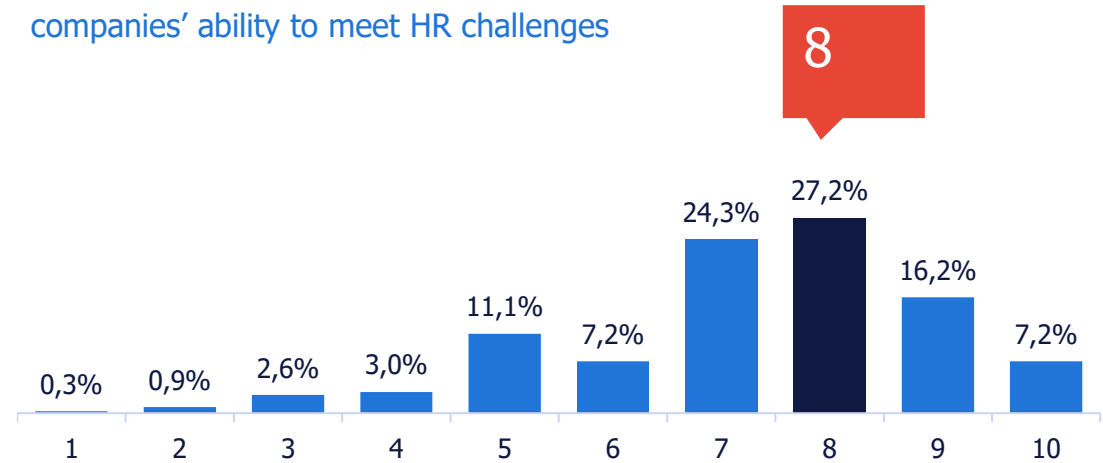
respondents said that talent attraction and retention will have the highest impact on the company's performance in 2018, followed by the economic situation in the country (34%).



51%

respondents said that retaining top performers is the main HR challenge in 2018, followed by increasing performance and productivity (39%).

companies' ability to meet HR challenges



on a scale of 1 to 10, where 1 signifies "poor" and 10 signifies "excellent"



recruitment

practices.



recruiting practices main findings.

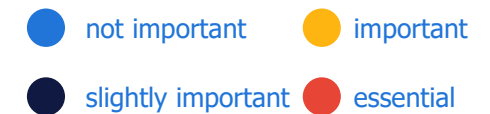
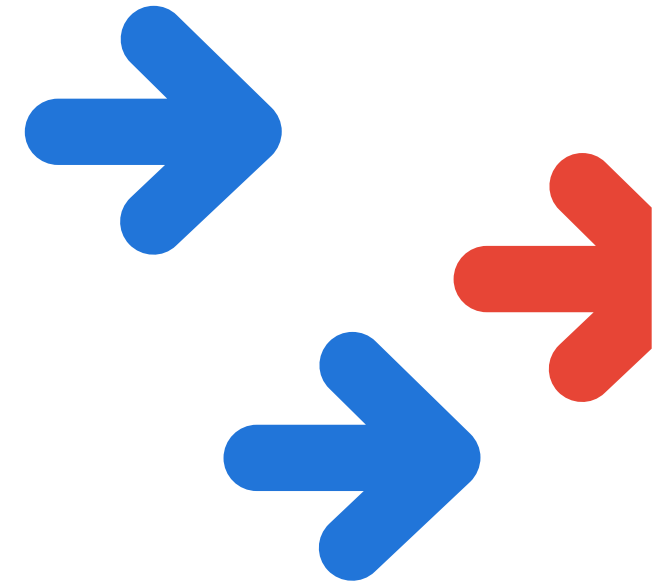
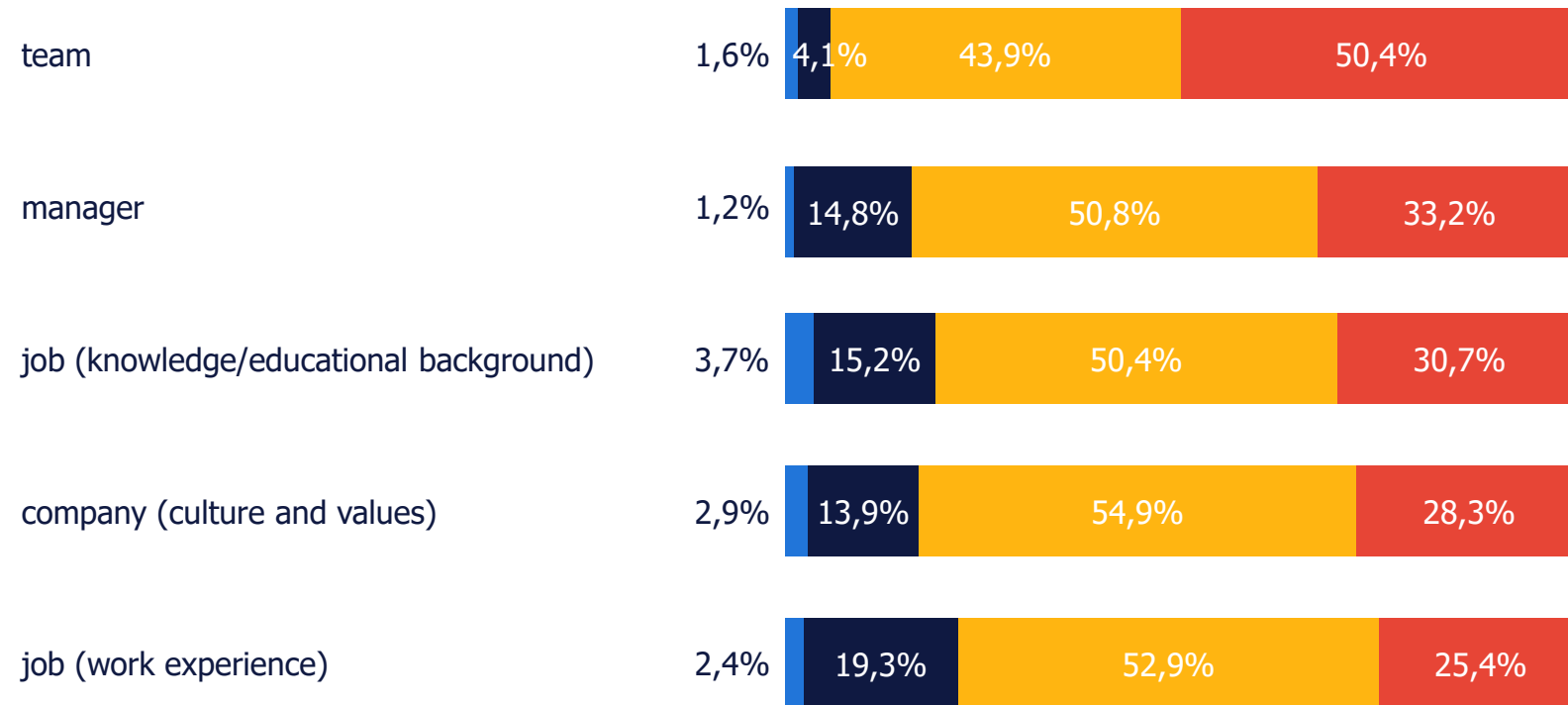
- Employers look for candidates who are a right fit for the team.
- About 55% respondents consider that finding a candidate that matches with the company's culture and values is important.
- The ability to adapt to business demands and strong analytical and problem solving skills are considered the most important skills for a manager.
- Employee referrals and face-to-face interviews are the most common practices used to recruit people.



importance of finding a candidate that match with...

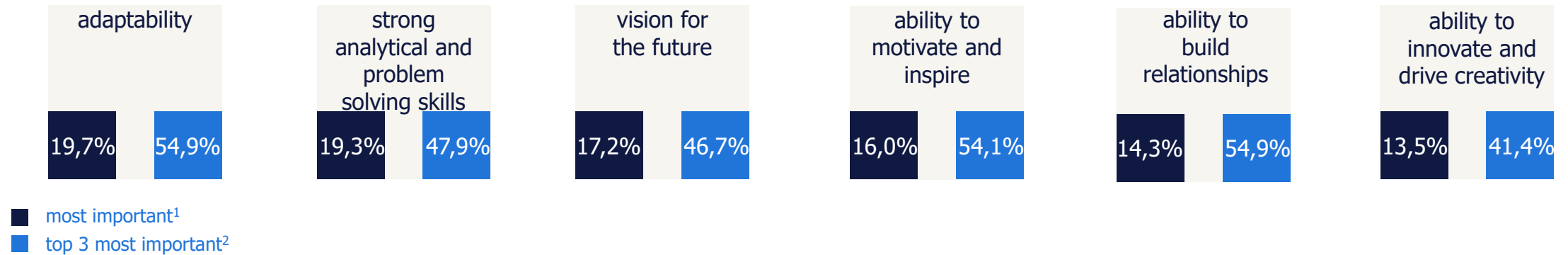
more than 50% respondents consider that matching a candidate with the team culture is essential.

what importance do you attach to the match between a candidate and...



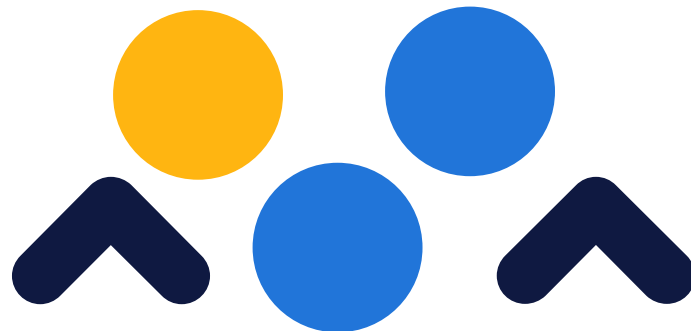
most important leadership competencies for managers

ability to adapt to changing business demands is the most desired leadership skill in a manager.



1. % = proportion of respondents who indicated this aspect as most important.
2. % = proportion of respondents who indicated this aspect within their top 3 (most important) aspects. The numbers do not add to 100% as respondents have the option to give more than one answer.

- In 2018, the ability to adapt to changing business demands is considered the most important leadership skill, followed by strong analytical and problem solving skills.



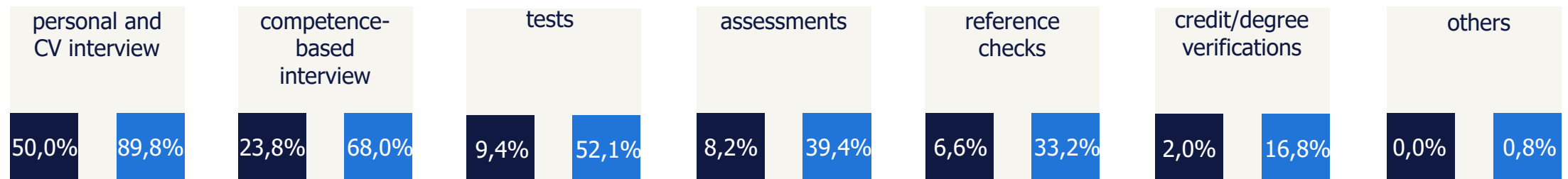
most effective sources and practices used to recruit talent

most effective sources



- most important¹
- top 3 most important²

most important practices



- most important¹
- top 3 most important²

1. % = proportion of respondents who indicated this aspect as most important.
 2. % = proportion of respondents who indicated this aspect within their top 3 (most important) aspects. The numbers do not add to 100% as respondents have the option to give more than one answer.

talent

retention.

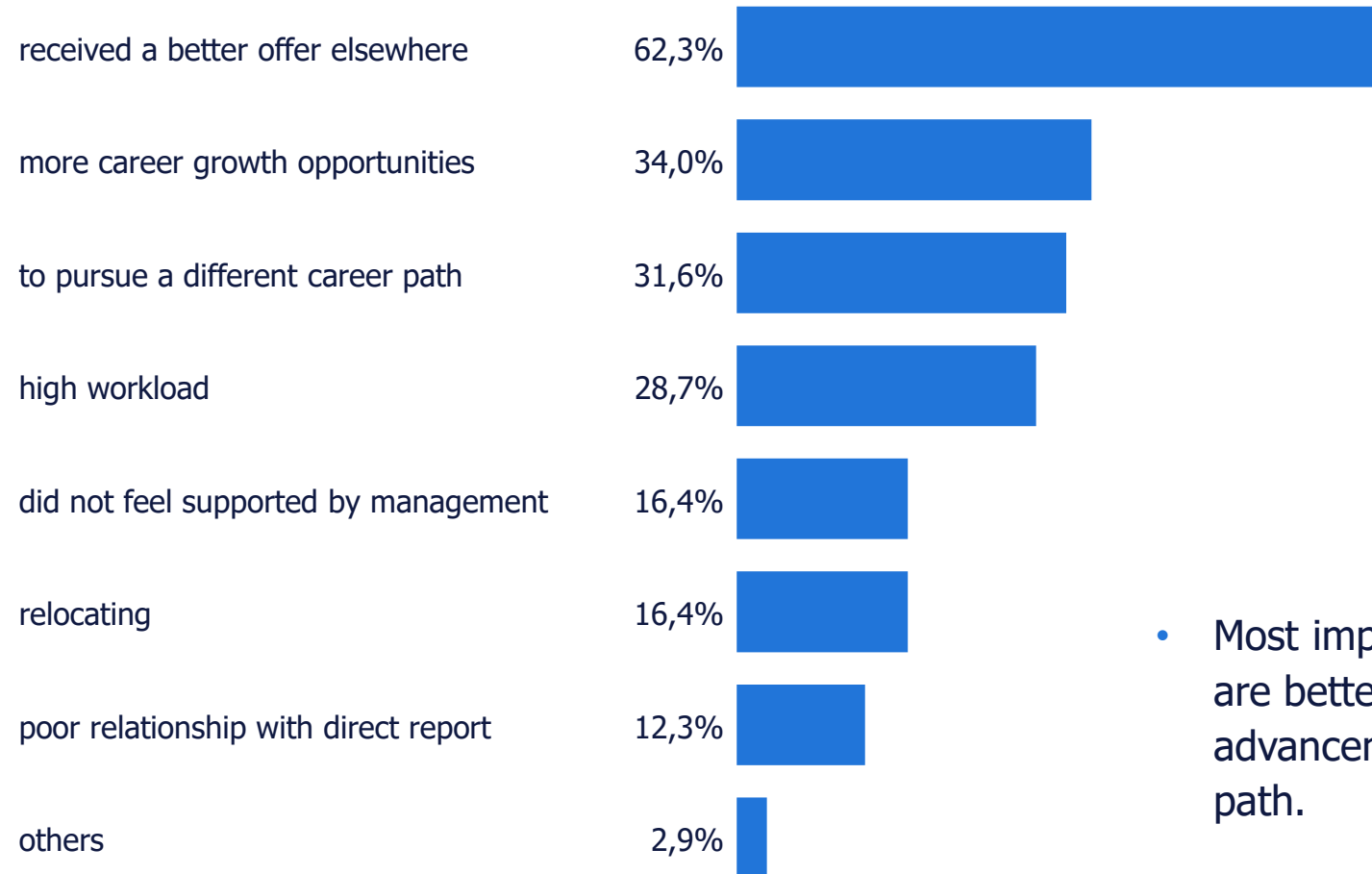


talent retention main findings.

- More than half of the respondents believe that the current turnover rate in their companies is higher compared with the previous year. About 23% respondents said that the rate remained the same.
- About 50% respondents believe that it takes almost same time to find people for permanent positions, while 46% think it takes longer to find the right people, compared with the previous year.
- About 55% respondents find the right candidate for a permanent position in one to three months, while only 25% respondents fill in their open permanent positions in less than one month.



reasons why employees leave



the total is more than 100% because more than one answer is possible.

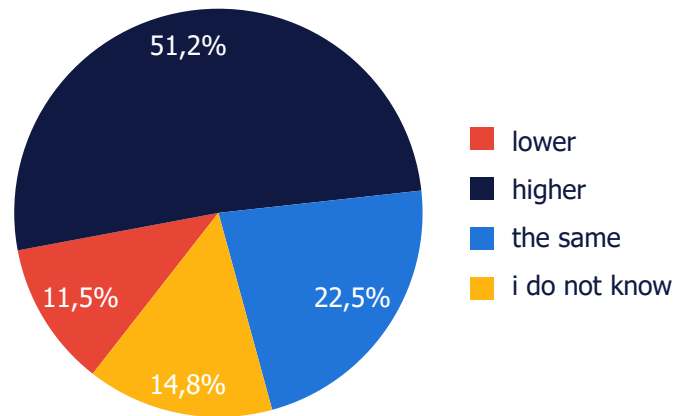


- Most important reasons for switching/leaving jobs are better offers, more opportunities for career advancement elsewhere or a change in career path.

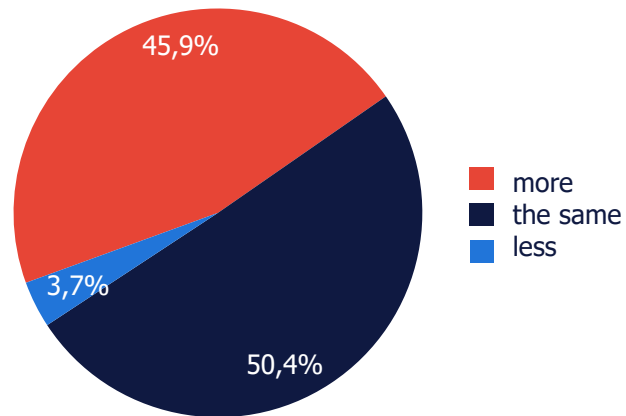
employee turnover

it usually takes one to three months for a company to fill a permanent position.

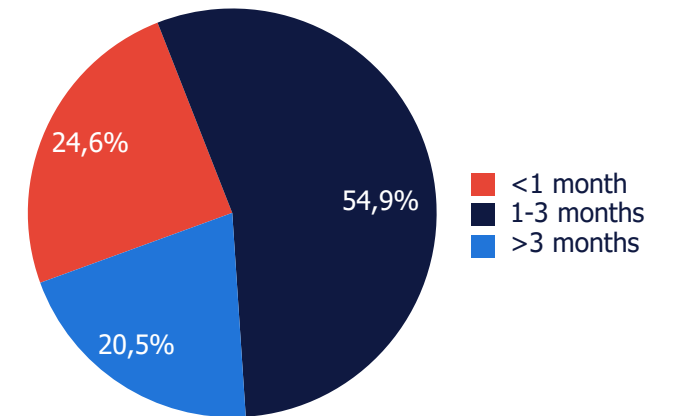
current turnover
(compared with the previous year)



time to find talent for permanent positions
(compared with the previous year)



time to fill a permanent position



talent retention benefits.

benefits considered to be most effective to retain talent

2018

70,5%

57,8%

54,5%

47,1%

46,7%

34,8%

34,4%

29,5%

29,1%

21,7%

20,5%

18,9%

18,4%

17,6%

1,2%

benefits offered by surveyed companies

2018

47,5%

53,3%

34,0%

42,6%

47,5%

26,6%

28,3%

48,8%

33,6%

16,8%

22,1%

26,2%

9,8%

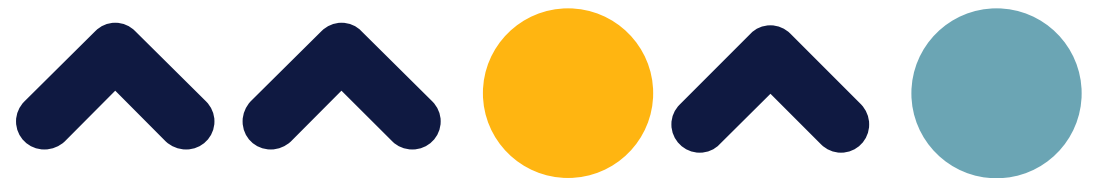
7,4%

3,3%

competitive salary	bonuses/individual performance bonuses
career development	flexible working hours
training	additional leave days
non-financial rewards/recognition	lunch subsidies
medical insurance/disability insurance	life insurance
health and wellness programs	paid parental leave/childcare benefits
pension plan	profit sharing
none of the above	

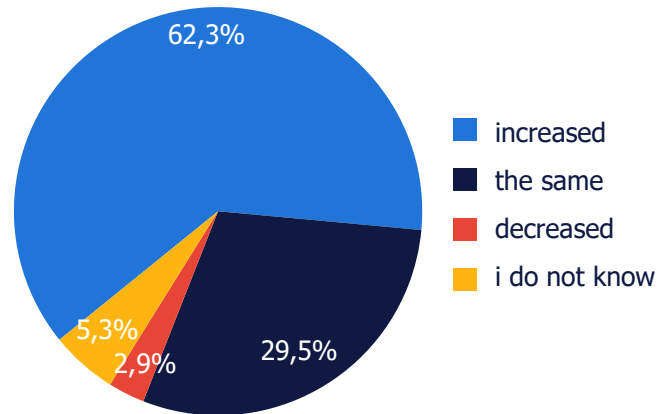
the total is more than 100% because more than one answer is possible.

- Retaining right people is essential for businesses. According to those surveyed, a competitive salary package and bonuses are the most effective benefits a company can offer to retain talent.
- Long-term benefits, such as pension plans and life insurance, are considered less important.
- Benefits provided by most companies are bonuses and lunch subsidies. Training and competitive salary ranked third and fourth, respectively.

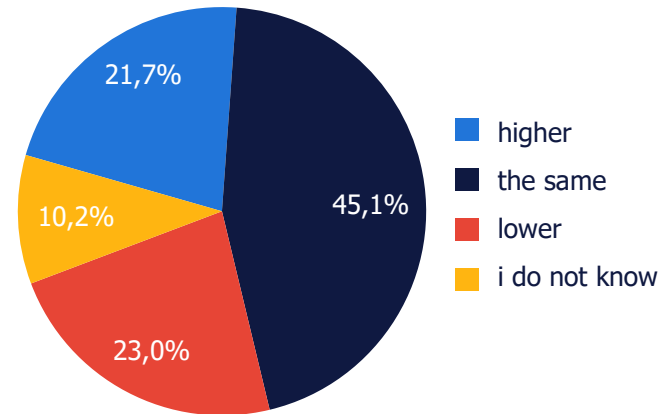


talent retention salaries.

salary comparison with the previous year



salary comparison with competitors



- Almost half of the respondents consider that their salaries are at par with those offered by their competitors. More than 20% respondents believe their salaries are higher than those offered by their competitors.



about



the research.

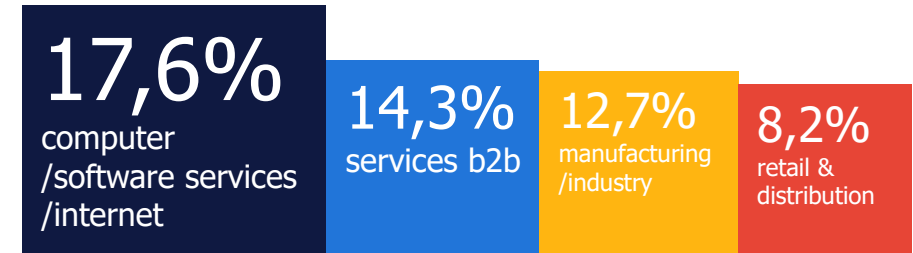
participant profiles summary.

- The Randstad 2018 HR trends report presents data gathered from Romanian companies.
- The computer/software services/internet, and services b2b, manufacturing/industry, and retail and distribution sectors, together make up more than 52% of the sample.
- About 48% of the surveyed companies have fewer than 50 employees. Organisations with more than 1.000 people represent 16% of the sample.
- About 28% respondents work in the HR department; most of them work as managers/supervisors with a decisive or important role in the recruitment process.



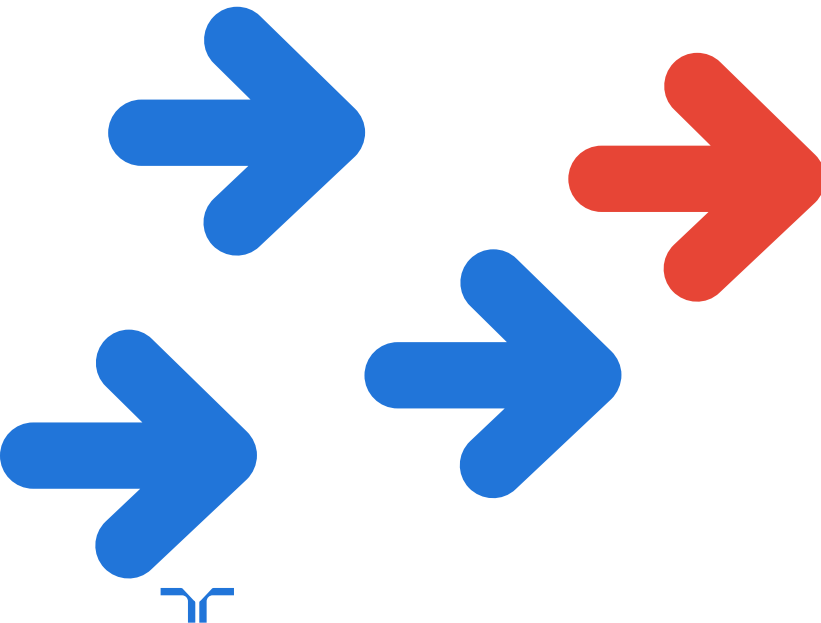
respondent profiles by sector.

- The most represented sectors in the sample are computer/software services/internet, and services b2b, followed by the manufacturing/industry and retail and distribution sectors.

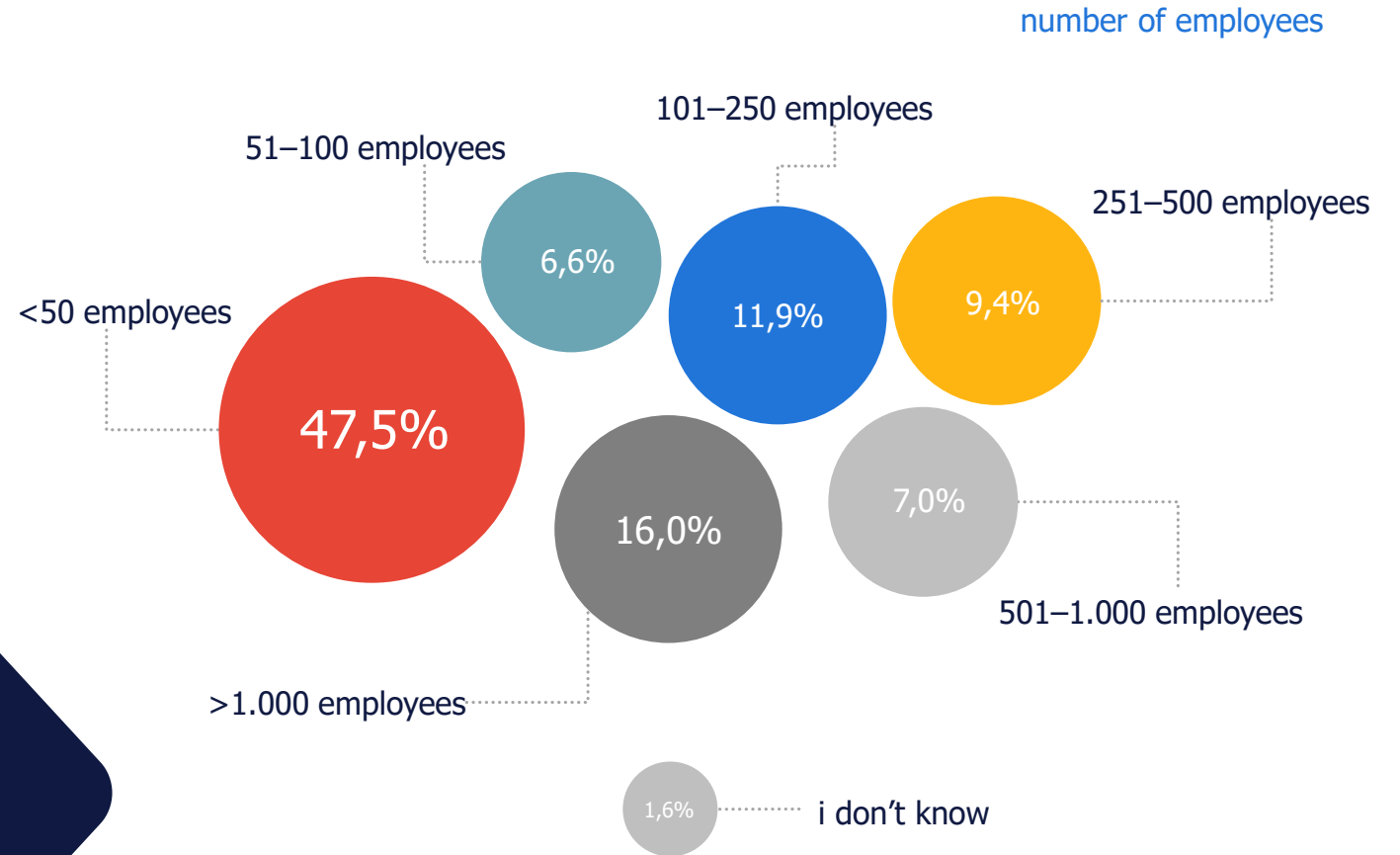
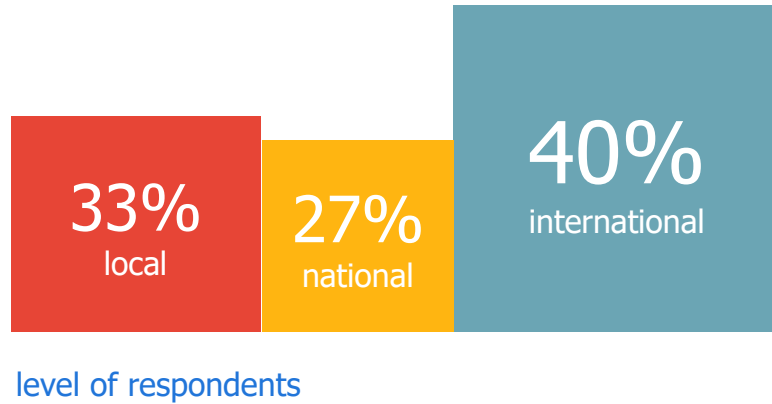


respondents distribution by sector

	2018
financial services/banking & insurance	6,6%
engineering	5,7%
construction/real estate/property management	5,7%
government/public/nonprofit	5,7%
transportation/logistics	4,5%
advertising, marketing, PR	3,7%
FMCG	3,7%
telecommunications	2,5%
healthcare/medical	2,5%
entertainment/hospitality/tourism	2,0%
pharmaceutical/chemicals	1,6%
food Services/food industry	1,2%
energy	0,0%
others	1,8%



respondent profiles by company size.

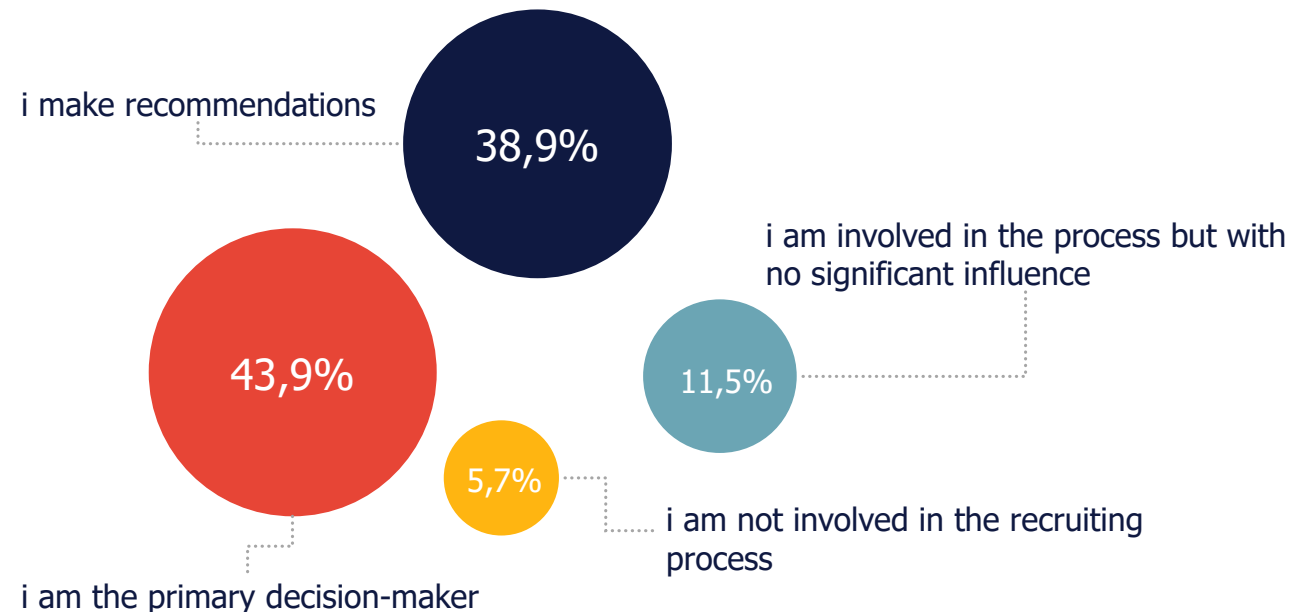


respondent profiles by job level.

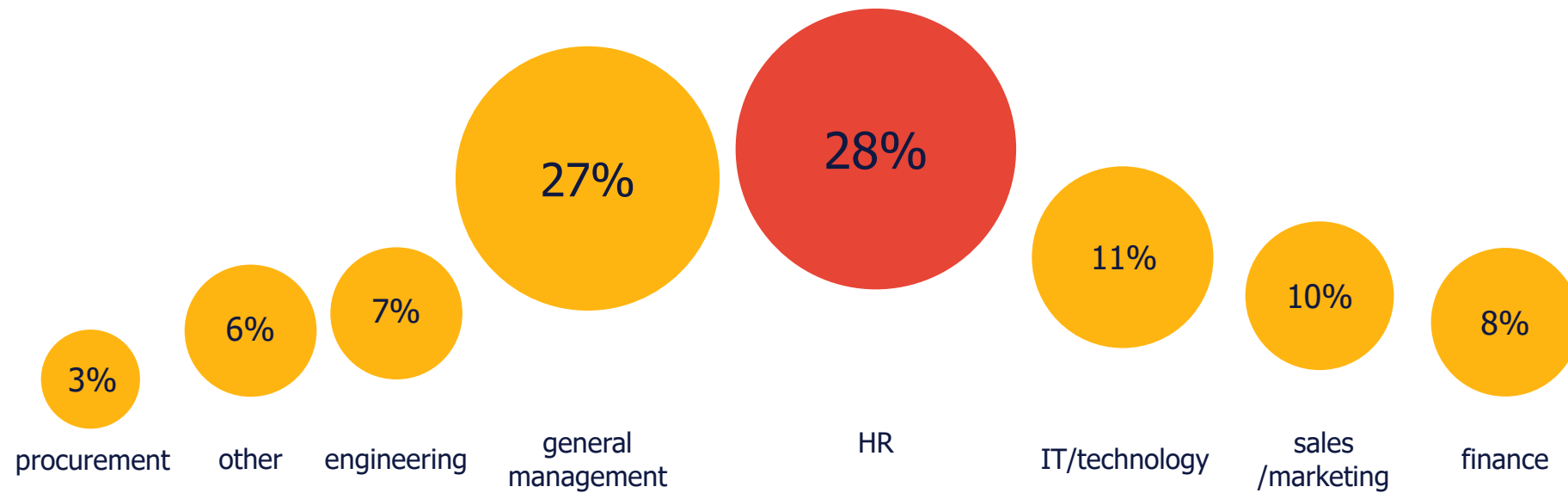
	2018
c-level executive	18,9%
director level	26,6%
supervisor/manager level	38,9%
technical level	10,3%
other	5,3%

- About 40% of the respondents work as department managers or supervisors.
- The majority of the respondents have a decisive or important role in the recruitment process; about 83% of the respondents are directly involved in the formulation of their companies' employment strategy.

Participants' role in the hiring process



respondent profiles by department.

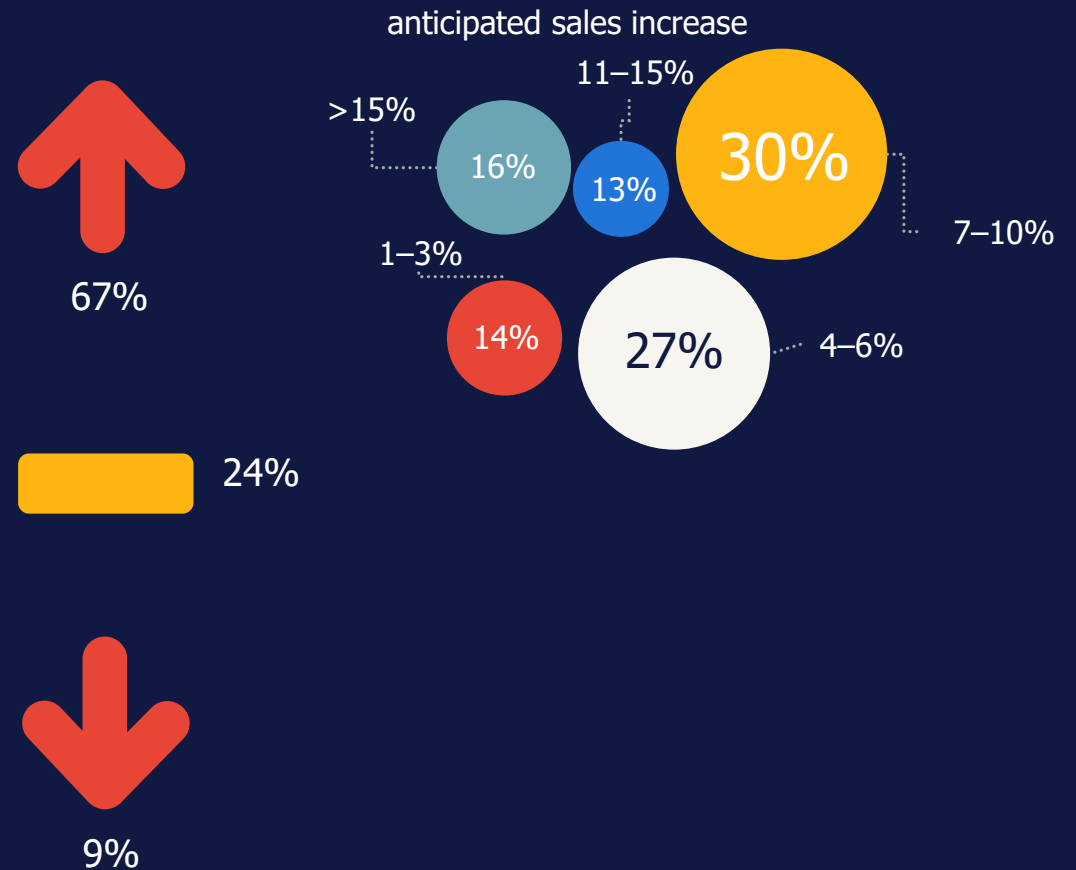


- 28% respondents work in their companies' human resources department.
- The general management department ranked second, with 27% respondents working in this department.



expected sales volume in 2018 deep dive.

- About 67% companies anticipate an increase in their sales; 30% of them expect an increase of 7–10%.
- Most companies that expect their sales volumes to increase are in the computer/software services/internet sector.
- About 24% respondents foresee stability in their sales, while 9% believe that their sales will decrease.



salary

report.

salary report

- The following slides present the band bottom and band top salaries for different job positions.
- The main positions listed are in the sales & marketing, business support, HR, pharma, legal, finance & accounting, technology, engineering, logistics and client services sectors.



sales & marketing

position	band bottom	band top
marketing product manager	1.900	2.600
PR	1.000	2.500
marketing assistant	850	1.600
marketing manager/director	3.600	5.700
price and market analyst	2.000	3.200
communication	2.400	2.800
media	2.100	2.900
graphic designer	2.400	3.100
brand marketing	1.600	2.300
junior brand manager	1.500	2.700
trade marketing	1.600	2.200
trade marketing executive	2.300	2.900
market research	1.500	2.100
sales manager/director	3.600	5.000
export sales	2.300	2.700
national account manager	2.500	4.000
sales associate	2.500	4.000
key account manager	1.600	5.000
telesales	750	1.600
sales representative	1.300	2.700
store manager	2.100	3.500

gross salary in EUR



sales & marketing

position	band bottom	band top
sales director	3.600	5.000
sales manager	2.700	3.800
economist	2.450	3.600
sales / commercial director	2.700	3.500
sales representative	2.300	3.500
merchandise	1.200	2.100
sales assistant	1.300	2.100
sales engineer	2.300	3.200
IT sales	2.500	3.200

gross salary in EUR

business support

position	band bottom	band top
HR assistant	750	1.100
reporting assistant	800	1.200
administrator/data entry clerk	1.200	1.700
procurement assistant	800	1.100
logistics assistant	930	1.250
finance assistant	1.000	1.400
marketing assistant	900	1.200
sales assistant	900	1.100
administrator/data processing	1.250	1.700
office manager	950	1.300
personal assistant	1.000	1.400
secretary	870	1.100
receptionist	700	900

gross salary in EUR



HR

position	band bottom	band top
recruiter	1.500	1.800
senior HR recruiter	1.400	1.900
HR director	4.300	5.700
senior HR generalist	1.300	1.800
researcher	1.100	1.550
recruitment consultant	1.250	1.750
HR coordinator	1.550	2.170
HR business partner	1.700	2.470
learning & development/training	1.390	1.850
payroll specialist	1.200	1.500
HR manager	2.850	4.300
compensation & benefits specialist	1.250	1.600
HR controller	1.500	2.200
HR generalist	1.400	1.850
recruitment consultant	1.100	1.600
HR assistant	950	1.100

gross salary in EUR



pharma

position	band bottom	band top
pharma sales representative	1.550	2.170
other	1.000	1.500
medical doctor	1.550	3.000
nurse	1.000	1.500

gross salary in EUR

legal

position	band bottom	band top
lawyer	1.500	2.300
legal administrator	1.400	1.900
jurist	1.250	1.900

gross salary in EUR



finance & accounting

position	band bottom	band top
senior controller	1.700	2.600
investment funds	1.200	1.900
F&A manager	2.800	5.500
credit controller	1.550	2.200
controlling manager	2.700	4.900
BSC - audit	1.550	2.500
BSC - internal control	1.600	5.000
BSC - AP	1.000	1.800
SSC - revenue and credit	950	1.800
BSC - AR/credit & collection	1.000	2.200
BSC - master data	750	1.800
SSC - GL	1.600	2.500
BSC - reporting	1.400	2.500
BSC - pricing	900	2.500
financial assistant	950	1.800
financial advisor	1.700	3.500

gross salary in EUR



technology

position	band bottom	band top
ITIL/IT outsourcing	1.200	1.800
IT business analyst	1.500	2.500
IT manager	1.500	3.000
BI/DWH/report/SQL	1.000	2.000
SAP specialist	1.300	1.800
oracle specialist	1.500	3.500
tester	1.000	2.000
telco/network engineer	1.000	2.000
developer	1.000	3.000
IT project manager	1.500	2.800
technician	1.000	1.500
system engineer	1.500	3.000
IT team leader	1.000	1.800
system administrator	1.000	2.000
web developer	1.000	2.500
IT security	1.500	3.000
IT consultant	1.000	1.500
database specialist	1.000	2.000
IT sales	1.000	2.000
helpdesk operator	800	1.200
IT support/helpdesk	1.000	1.800
ERP specialist	900	1.800
database administrator	1.000	1.800
network specialist	1.000	2.000

gross salary in EUR



engineering

position

	band bottom	band top
safety and environment specialist	1.500	2.800
project engineer/process engineer	1.000	1.500
other technical	1.000	1.500
quality engineer	900	1.500
production management	1.500	2.000
research/development	1.000	1.500
product engineer	1.000	1.500
technical engineer	1.000	1.500
agricultural engineer	800	1.000
sales engineer	1.000	2.000
facility coordinator/manager	1.500	2.500
chemist	1.000	1.200
quality manager	1.500	3.000
environmental engineer	1.000	1.500
civil engineer	1.500	2.000
architect	1.500	2.000
transportation engineer	1.000	1.500
mechanical engineer	1.000	1.500
electrical engineer	1.000	1.500

gross salary in EUR



logistics

position	band bottom	band top
logistics director	1.500	2.500
logistics manager	1.200	2.000
economist	1.000	1.500
facilities manager	1.200	2.000
dispatcher	600	800
customs officer	500	800
shipping agent	500	1.000
transportation	600	1.000
warehouse manager	1.000	1.200
procurement specialist	1.000	1.500
procurement assistant	800	1.200
logistics specialist	800	1.200
logistics assistant	800	1.000

gross salary in EUR



client services

position	band bottom	band top
customer service manager	2.700	3.600
customer service agent	1.200	1.900
operations manager/director	3.800	6.200
transition manager	2.500	3.500
site manager	3.800	6.500
telemarketing/telesales agent	1.200	1.900
dispatcher	1.000	1.700
foreign language speaker customer service agent	1.500	2.700
customer service team leader	2.300	3.200
collection specialist	1.200	1.800

gross salary in EUR



randstad

human forward.

