hr trends research 2019

randstad romania

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content

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 2019, 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.

- Over four in five companies (84%) plan to hire people for permanent positions and 55% plan to recruit people for temporary positions in 2019.

- Most of the new hiring is expected to be made within the sales, IT/technology or HR departments.

- Employee referrals are considered the most efficient source to hire new employees, while the second one is considered to be job boards.

- The lack of soft skills (communication, teamwork, and team management) and industry experience are the most common barriers faced by companies when trying to find the right people.

- More than 30% of the respondents consider that in 2019 the employee turnover will be higher. Furthermore, according to 56% of the surveyed companies, it takes more time to find the right talent in 2019, compared with 2018.
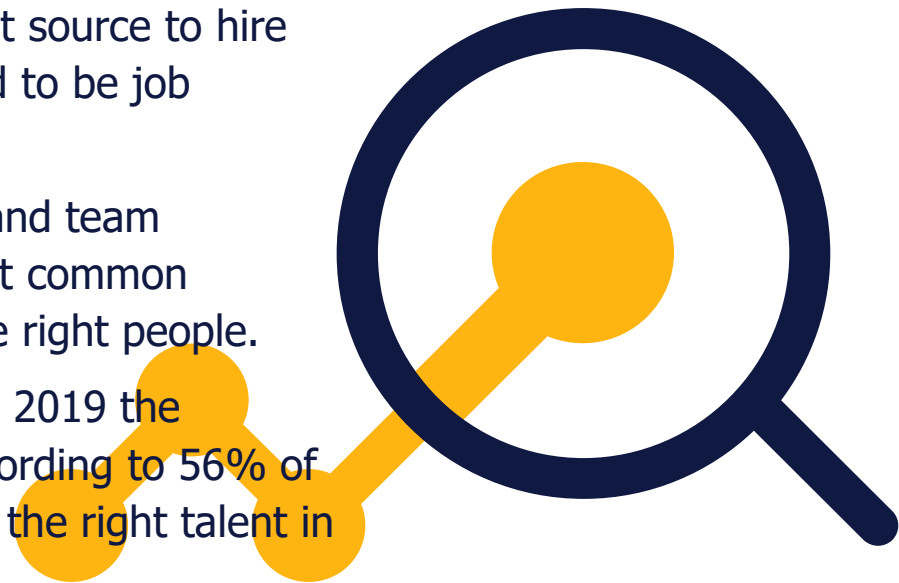
talent

# attraction.

attracting top talent

companies' ability to attract top talent declined as compared with previous year.

Similarly to the previous year, the companies consider that offering a very competitive salary package along with good work-life balance opportunities are important elements in attracting top talent.

High job security is also in top 3 key elements that the companies are using in order to attract new talent this year.

Companies' capability of attracting top talent registered a decline as compared with last year.

companies' ability to attract top talent

2018: 8 (27%)
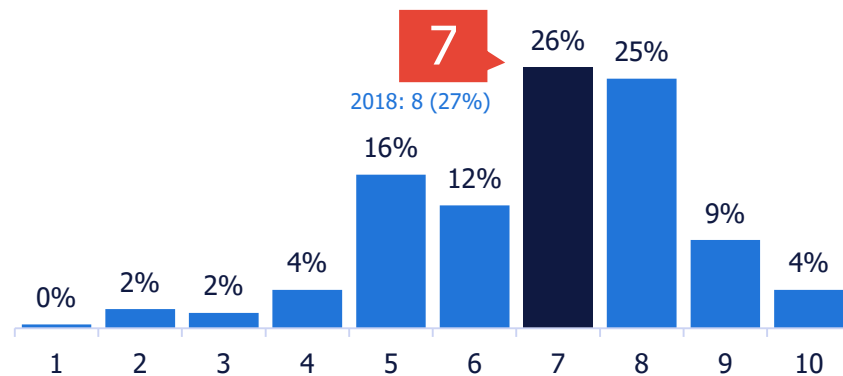
on a scale of 1 to 10, where 1 signifies "poor" and 10 signifies "excellent"

key elements to attract top talent

	2018	2019
a very competitive salary package	82,4%	76,7%
flexible work policies / good work-life balance	61,9%	67,8%
high job security	60,7%	46,5%
a very attractive employee value proposition	41,0%	43,0%
strong employer branding	39,3%	41,5%
a clear and purposeful mission	38,9%	34,1%
good international opportunities	30,3%	21,3%
other	2,5%	0,8%

the total is more than 100% because more than one answer is possible.
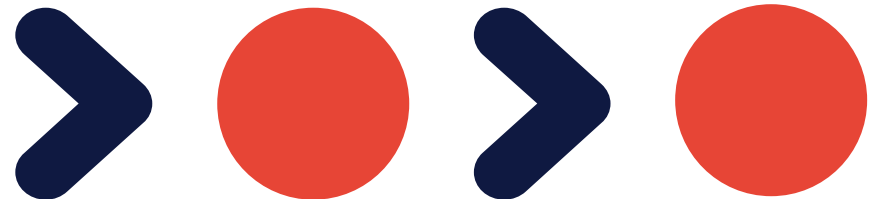
reasons for failing to attract the right talent.

	2018	2019
uncompetitive salary and/or benefits	61,9%	60,5%
ongoing talent shortages	30,7%	38,8%
lack of flexible work options	25,4%	32,9%
poor reputation of organization	33,6%	32,6%
lack of internal career opportunities	36,1%	31,0%
unappealing work environment	24,6%	29,8%
ineffective recruitment strategies	32,0%	26,7%
poor leadership	36,1%	26,4%
industry is less appealing	23,8%	21,7%
lack of corporate direction, vision or purpose	23,4%	20,5%
lack of opportunities for creativity	19,3%	12,0%
lack of corporate social responsibility	11,1%	6,2%
other	4,5%	1,9%

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

The companies are aware that uncompetitive salary or benefits and the ongoing talent shortage in the market are the main reasons for limiting their ability to attract talent.

Factors such as lack of opportunities to apply creativity and lack of CSR activities, are considered barriers by a relatively small share of respondents.

human capital

strategy.

expected sales volume in 2019

more than two in three respondents expect their company's sales volume to increase.

sales volume expectations

>15% growth
- 23%
- 16%

11-15% growth
- 13%
- 13%

7-10% growth
- 26%
- 30%

4-6% growth
- 19%
- 27%

1-3% growth
- 18%
- 14%

2019
2018

growth
70%
67% in 2018
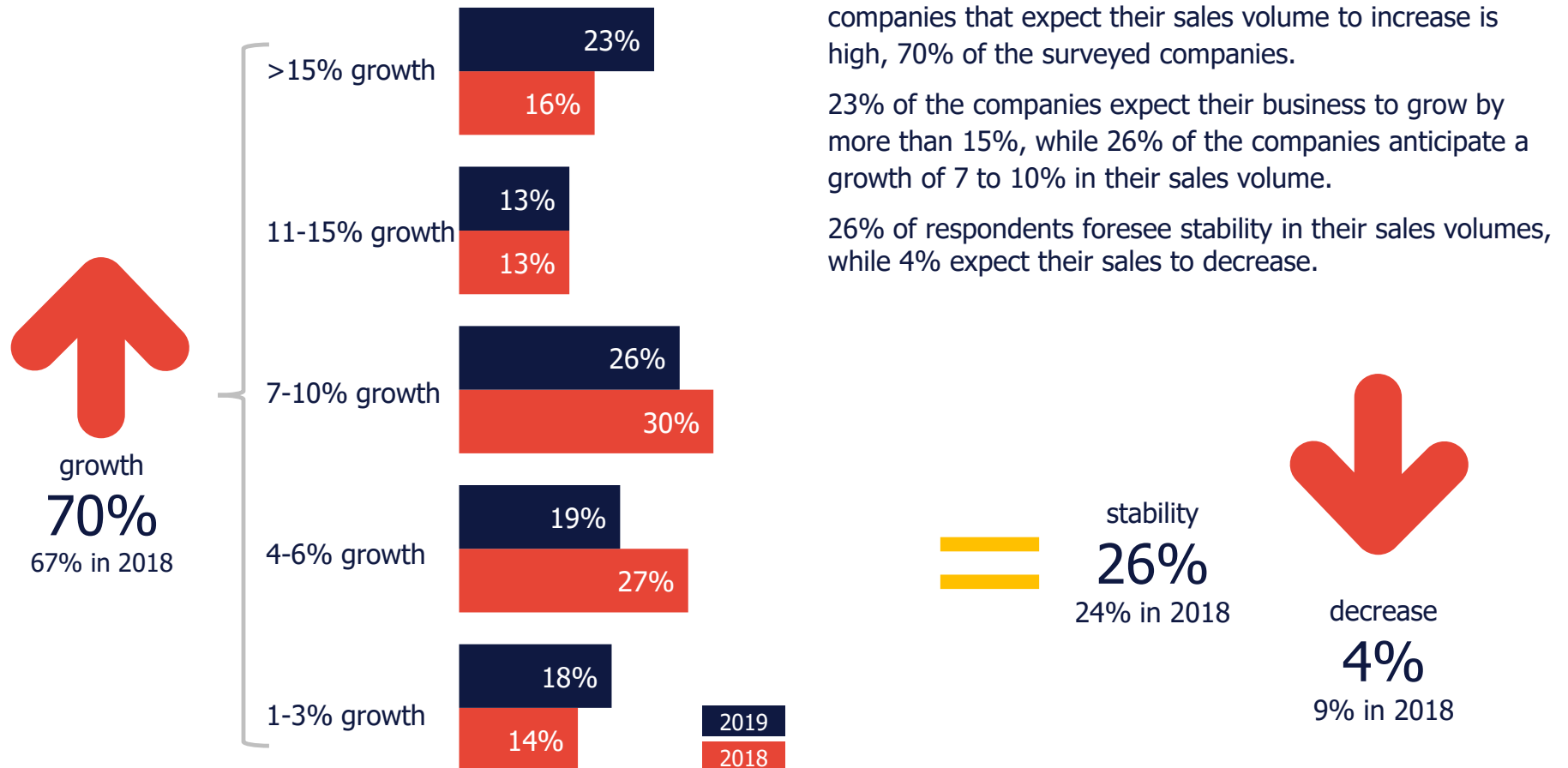
Following the trend from the previous year, the number of companies that expect their sales volume to increase is high, 70% of the surveyed companies.

23% of the companies expect their business to grow by more than 15%, while 26% of the companies anticipate a growth of 7 to 10% in their sales volume.

26% of respondents foresee stability in their sales volumes, while 4% expect their sales to decrease.

stability
26%
24% in 2018

decrease
4%
9% in 2018

hr challenges.

Similar to the previous year, retaining top performers continues to be the main HR challenge in 2019. This is followed by losing top talent to competitors.

Internal/external mobility and workplace inclusivity are considered minor challenges encountered by the companies this year.

major human resources challenges

	2018	2019
retaining top performers	57,4%	51,6%
avoid losing top talent to competitors	30,3%	41,9%
shortage of local talent	30,3%	41,5%
managing expectations on compensations package	39,8%	41,1%
increasing performance and productivity	43,4%	37,6%
attracting talent for the next phase of growth	37,3%	30,2%
developing talented leaders	29,9%	27,1%
managing internal change programs	8,6%	25,2%
employer branding	18,0%	21,7%
managing skill shortage	21,7%	21,7%
maintaining an open and flexible environment	21,3%	17,4%
keeping employees well informed	16,0%	15,5%
internal/external mobility	15,2%	9,3%
workplace inclusivity (e.g. diversity, etc.)	11,1%	8,1%
other	1,2%	1,6%
none of the above	5,3%	1,2%

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

addressing skill shortages

lack of soft skill reported as being the main impediment during recruitment process.

main impediments during recruitment process

	2018	2019
lack of soft skills	39,3%	55,0%
industry working experience	50,4%	51,2%
ethical issues (values, attitude, culture)	31,6%	31,8%
lack of foreign languages skills	31,6%	24,0%
specific educational skills	38,5%	23,3%
required years of working experience	38,5%	21,3%
management tools experience	13,9%	11,2%
international experience	8,2%	4,3%

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

actions to address skill shortages

	2018	2019
education and training programs	57,4%	59,3%
improve salary	50,0%	55,4%
offer more flexible work options to employees	34,8%	39,9%
outsource business functions	6,6%	26,0%
increase use of externally hired contractors	15,2%	19,4%
hire talent from other countries	6,1%	13,2%
hire more part-time workers	10,7%	9,7%
my organisation is not impacted by skill shortages	12,3%	3,1%

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

recruitment intentions

84% of the respondents plan to hire permanent personnel during 2019.

temporary

| 2019 | yes, 55% | no, 45% |
| 2018 | yes, 47% | no, 53% |

permanent

| 2019 | yes, 84% | no, 16% |
| 2018 | yes, 71% | no, 29% |
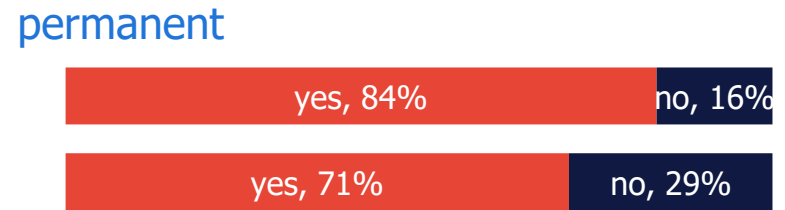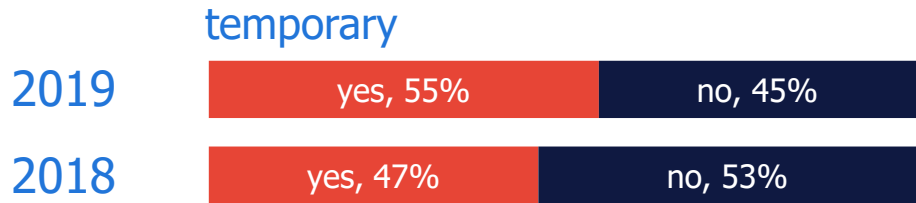
main reasons for new hires

	2018	2019
staff turnover	25,8%	53,6%
national / international growth	41,7%	48,4%
launch of new department / new product	31,1%	31,8%
investment plans	27,2%	22,6%
market (economy) growth	30,5%	21,9%
business diversification	25,8%	20,3%
need for new skills in the organisation	27,2%	20,8%
employee retirement	12,6%	2,6%
other	5,3%	1,6%

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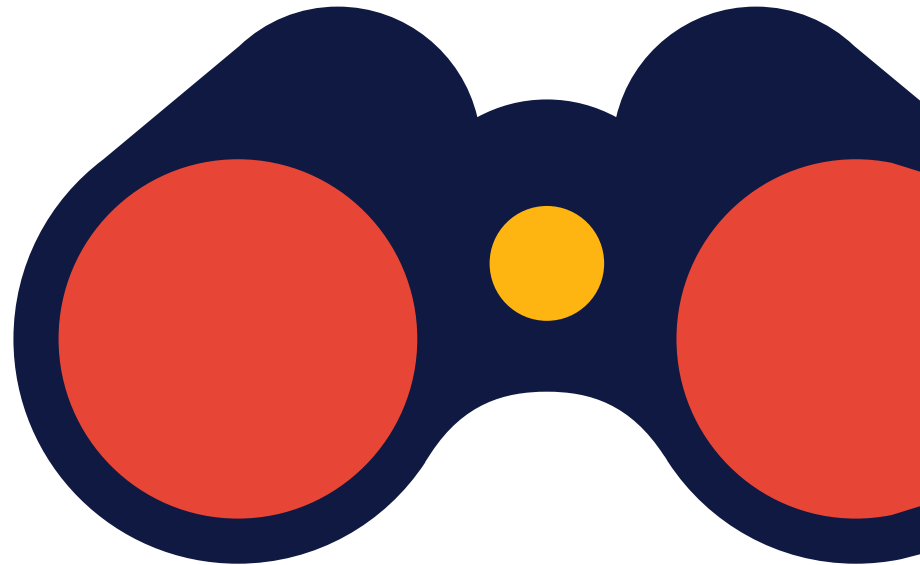
hiring plans.

by department.

department	2019	2018
sales	38%	40%
IT/technology	38%	36%
HR/training/development	25%	17%
marketing/communications	24%	22%
production	23%	38%
accounting/finance	18%	18%
engineering	17%	20%
procurement	11%	7%
legal	3%	4%

Legend: 2019 / 2018
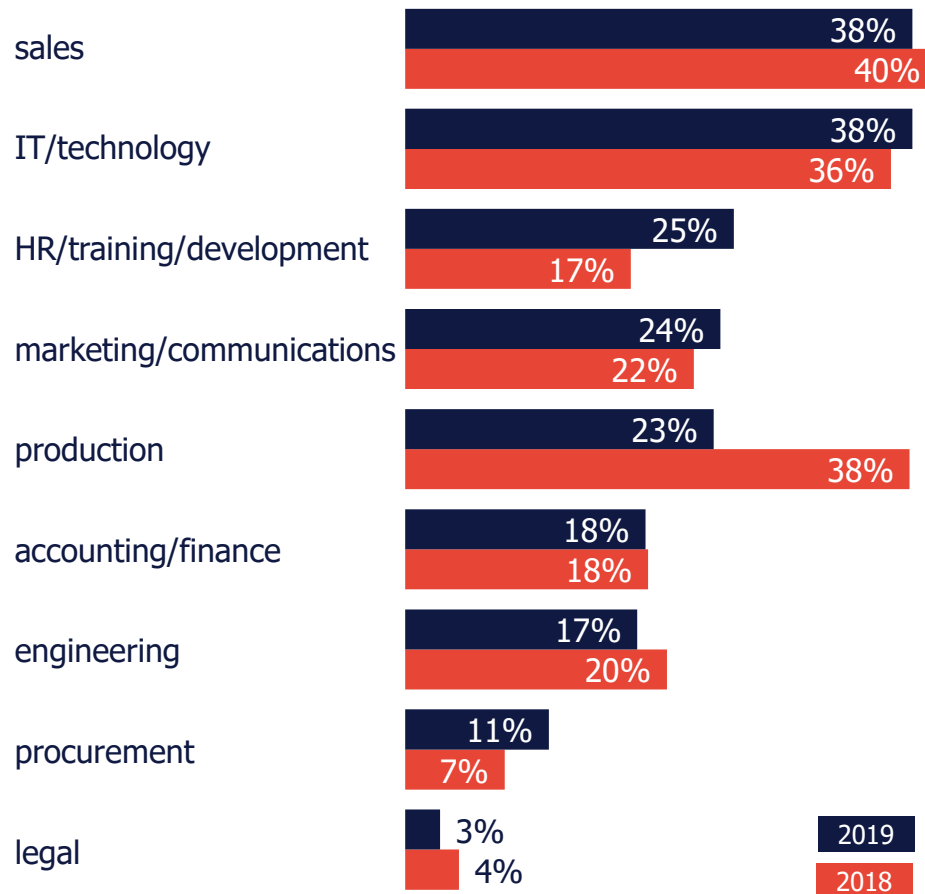
the total is more than 100% because more than one answer is possible.

38%

respondents are planning to make future hirings within the IT/technology or sales departments

23%

respondents are planning to hire new personnel for the production department, as compared with 37% respondents in 2018

76% said that are willing to pay more in order to retain or attract new talent

willingness to improve salaries

59% of respondents are willing to raise salaries between 6 and 15% to attract and retain talent.

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

- 59%
- 22%
- 4%
- 15%

■ 1% - 5%
■ 6% - 15%
■ 16% - 25%
■ > 25%
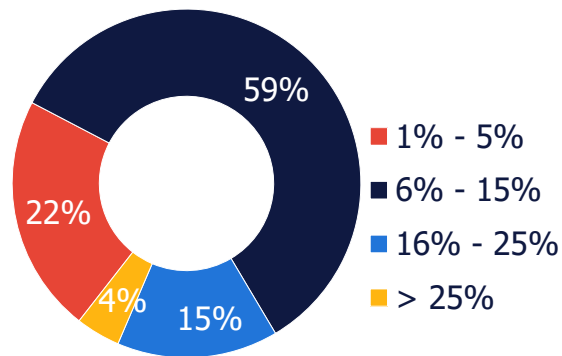
Most of the companies are prepared to increase the salaries offered in their company by maximum 15%, in order to attract & retain talent.

Top departments in which the respondents are willing to pay more in order to retain or attract talent are sales, IT/technology and HR, in line with the hiring plans.

departments in which respondents are willing to pay more in order to retain talent

department	%
sales	40%
IT/technology	39%
HR/training/development	20%
production	19%
marketing/communications	19%
engineering	18%
procurement	13%
accounting/finance	12%
legal	3%
other	9%
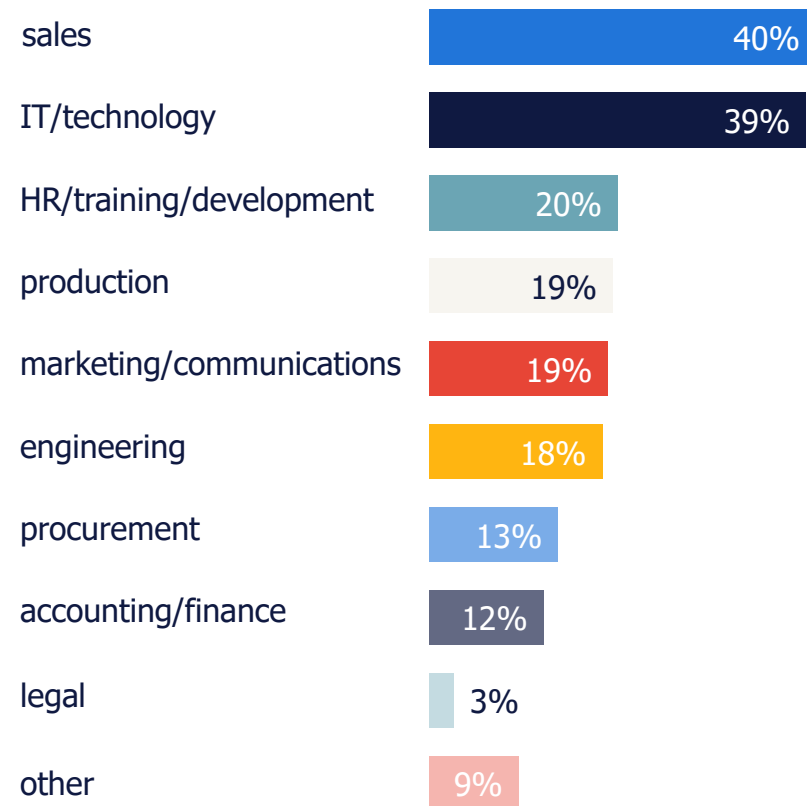
recruiting

practices.

leadership competencies for managers

being able to motivate and inspire the team is the most desired leadership skill for a manager.

ability to motivate and inspire others
- 79%
- 54%

strong analytical and problem solving skills
- 66%
- 50%

ability to adapt to changing business demands
- 59%
- 54%

ability to build trusted relationships
- 52%
- 54%

vision for the future
- 47%
- 46%

ability to innovate and drive creativity
- 43%
- 42%

2019
2018

the total is more than 100% because more than one answer is possible.
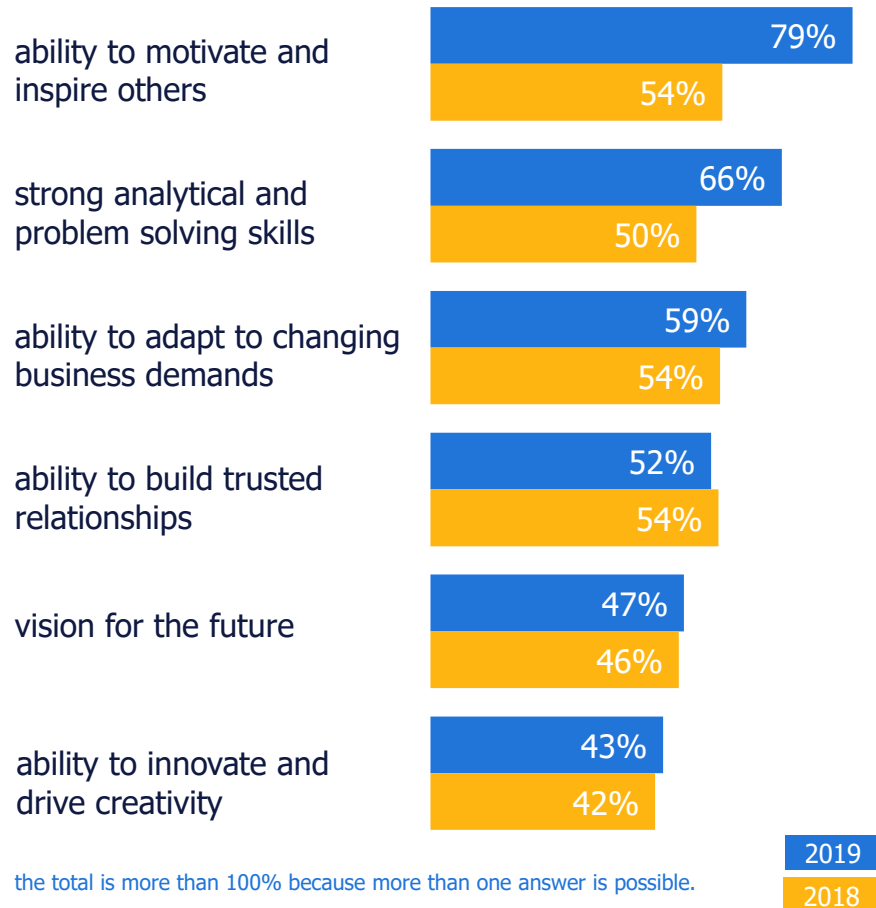
Almost four out of five respondents consider that a manager has to be able to motivate the team.

Having strong analytical and problem solving skills is a leadership competency that is considered more important in 2019, being selected by over 65% of respondents (compared to 50% during last year).

sources used to recruit talent

the most efficient method of recruitment remains the employee referrals, being selected by 72,5% of the respondents.

2019
2018

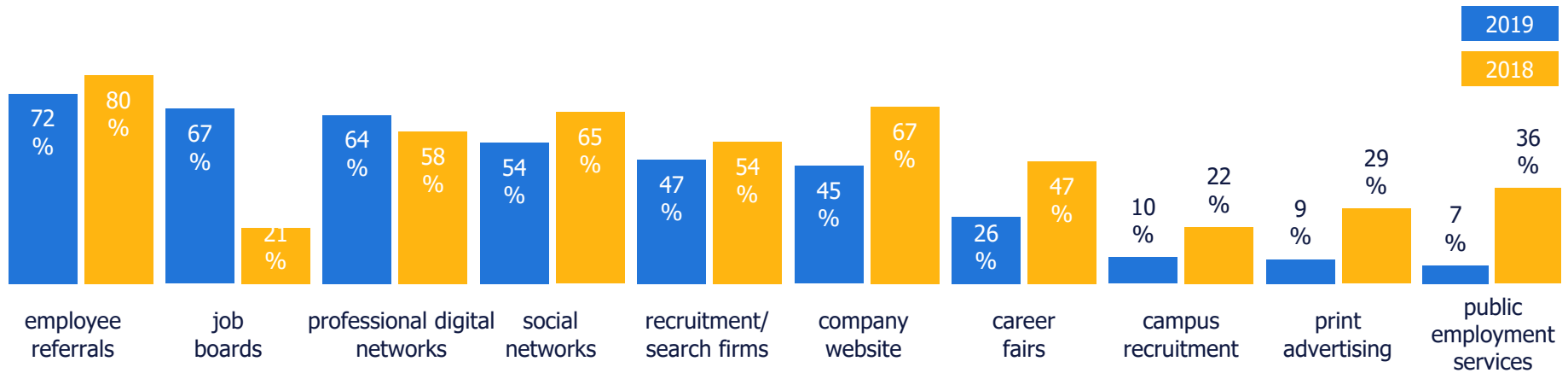|	2019	2018
employee referrals	72%	80%
job boards	67%	21%
professional digital networks	64%	58%
social networks	54%	65%
recruitment/ search firms	47%	54%
company website	45%	67%
career fairs	26%	47%
campus recruitment	10%	22%
print advertising	9%	29%
public employment services	7%	36%

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

67%
of respondents choose job boards for the recruitment process, as compared with 21% of the respondents, in 2018.

64%
of the respondents consider the professional digital networks as being the most efficient method of recruitment.

7%
of the respondents prefer public employment services as compared with 36% of respondents in the previous year.

practices in the hiring process

face to face interviews remain the most used practice for recruiting.
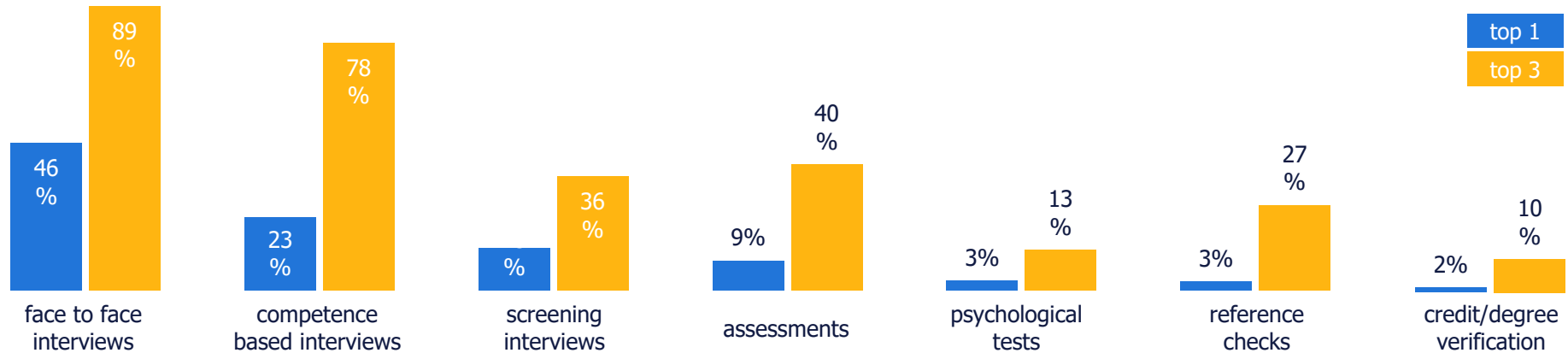
top 1 = proportion of respondents who indicated this aspect as most important
top 3 = proportion of respondents who indicated this aspect within their top three most important. It does not add to 100% because more than one answer is possible.

46%

of the respondents selected face to face interviews as the main method of recruitment, while almost 90% of respondents consider it in their top 3 preferred practices.

9%

of the respondents consider the assessments practice as being the most important practice of recruitment, while for 40% of respondents is in their top 3.

talent

retention.

reasons why employees leave the company

receiving a better offer elsewhere is the main reason why employees leave.

received a better offer elsewhere
73%
65%

more opportunities for career improvement elsewhere
40%
36%

to pursue a different career path
27%
29%

workload is too heavy
26%
32%

relocating
20%
17%

no work-life balance*
17%

no support from the management
15%
17%

poor relationship with direct report
14%
13%

limited to no leadership direction or vision*
11%

lack of corporate reputation and trust*
5%

2019
2018

the total is more than 100% because more than one answer is possible.
*options not displayed in the 2018 survey

employee turnover evolution

2019 expected turnover (compared to last year)

23%   31%   46%

- more
- the same
- less
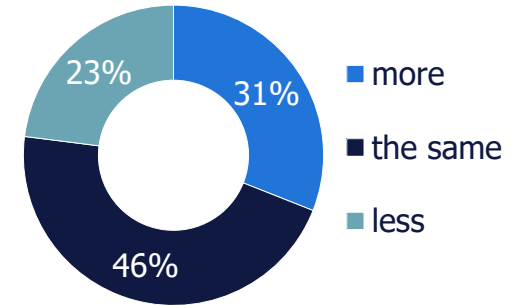
time to find the right talent (compared to last year)

40%   4%   56%
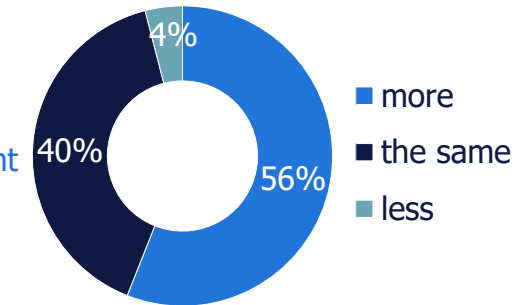
- more
- the same
- less

Almost half of the respondents consider that the employee turnover will be the same as in 2018, while 31% of the respondents consider that employee turnover will increase.

56% of the respondents believe that in 2019 it will take more time to find the right talent, as compared with 2018.

salaries.

benefits.

evolution of salaries in the past year

- increased — 74%
- the same — 25%
- decreased — 1%

salaries compared to competitors

- higher — 19%
- the same — 52%
- lower — 29%

The salary increased in 74% of the companies the past 12 months.

Half of the respondents consider that the salaries offered in their companies are in line with those offered by their competitors while 19% of respondents consider that salaries offered by their company are higher.

The interviewed companies consider that the most effective way to retain talent is by offering a financial incentives, selected by the great majority of participants. This is followed by career development opportunities which is also the most often benefit offered by companies.

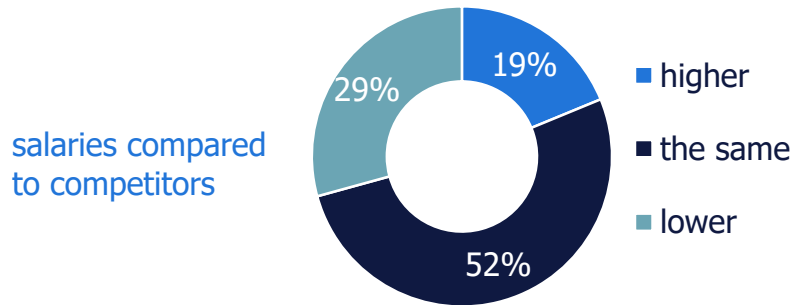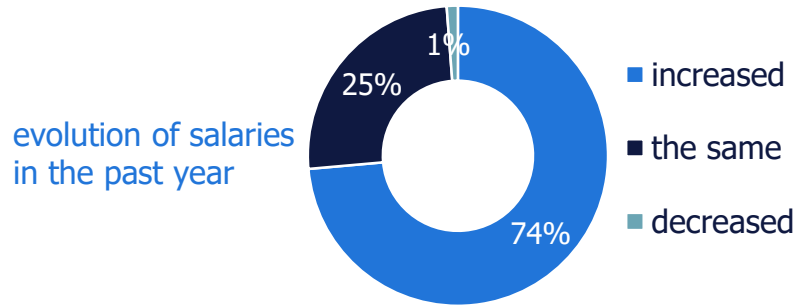| most effective benefits to retain talent		benefits offered by participating companies
79,8%	competitive salary	55,9%
77,1%	individual performance bonuses	64,9%
70,2%	career development	57,5%
70,2%	flexible working options	50,8%
67,1%	training	60,5%
54,7%	additional leave days	40,3%
52,7%	non-financial rewards/recognition	47,4%
51,9%	lunch subsidies	54,1%
50,4%	health and wellness programs	35,8%
44,6%	medical insurance	43,3%
31,0%	childcare benefits	17,5%
29,8%	life insurance	23,1%
24,4%	pension plan	16,4%
20,9%	profit sharing	10,1%

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

about

the research.

respondent profile

by sector.

The Randstad 2019 HR trends and salary report presents data gathered from Romanian companies operating in a variety of industries.

The most represented sectors are IT/technology, industrial/manufacturing, financial services/insurance and advertising/marketing/PR, together covering 46,3% of the sample.

Organizations employing more than 500 people represent 7,1% of the sample.

Almost half of respondents work in the HR department. Also, 77,3% of the respondents have a decisional or recommending role in recruitment process.

21,4%
IT/technology

17,6% in 2018

9,7%
industrial/
manufacturing

12,7% in 2018

8,6%
financial
services/insurance

6,6% in 2018

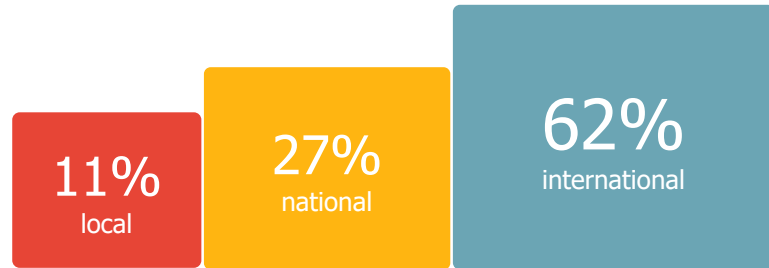|	2018	2019
advertising/marketing/PR	3,7%	6,6%
retail & distribution	8,2%	6,6%
transportation & logistics	4,5%	5,1%
business services	14,3%	3,5%
construction	5,7%	3,5%
entertainment/hospitality/tourism	2,0%	3,5%
automotive**	-	3,1%
telecom	2,5%	3,1%
engineering	5,7%	2,7%
healthcare/medical	2,5%	2,7%
FMCG	3,7%	2,3%
pharmaceutical/chemical	1,6%	1,6%
oil & gas**	-	1,2%
other	8,7%	15,1%*

*other includes 'food industry' (1,2% in 2018 and 0,4% in 2019)
**options not displayed in the 2018 survey

respondent profile

by the size of the company.

11% local

27% national

62% international

number of employees

	2019	2018
>1,000	30%	16%
501 – 1,000	7%	7%
251 – 500	14%	9%
101 – 250	13%	12%
51 – 100	13%	7%
<50	24%	49%
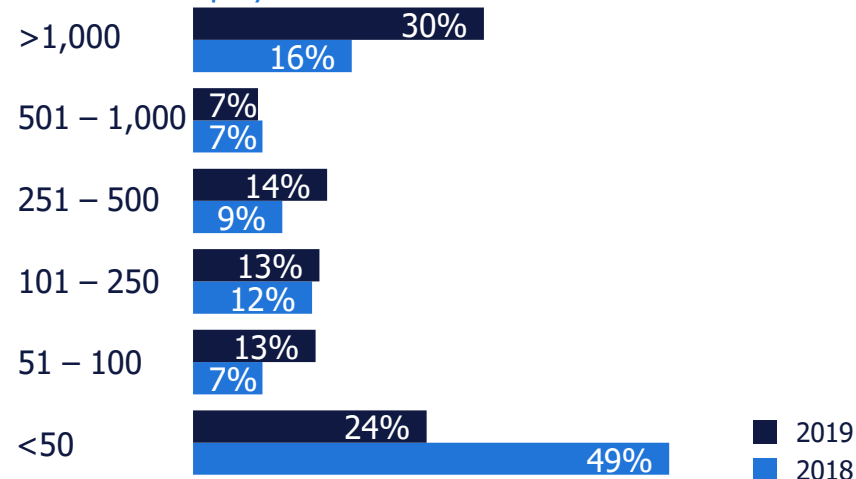
■ 2019
■ 2018

by participant's job level.

department

	2018	2019
human resources	27,7%	49,6%
general management	27,3%	20,2%
sales/marketing	9,6%	10,5%
IT/technology	10,8%	5,8%
finance	8,4%	3,9%
procurement	2,8%	2,3%
engineering	7,2%	1,6%
other	6,0%	6,2%

participant's role in the hiring process

	2018	2019
I am the primary decision maker	44%	41%
I make recommendations	39%	36%
I am involved in the process but with no significant influence	11%	12%
I am not involved in the recruitment process	6%	11%

■ 2019
■ 2018
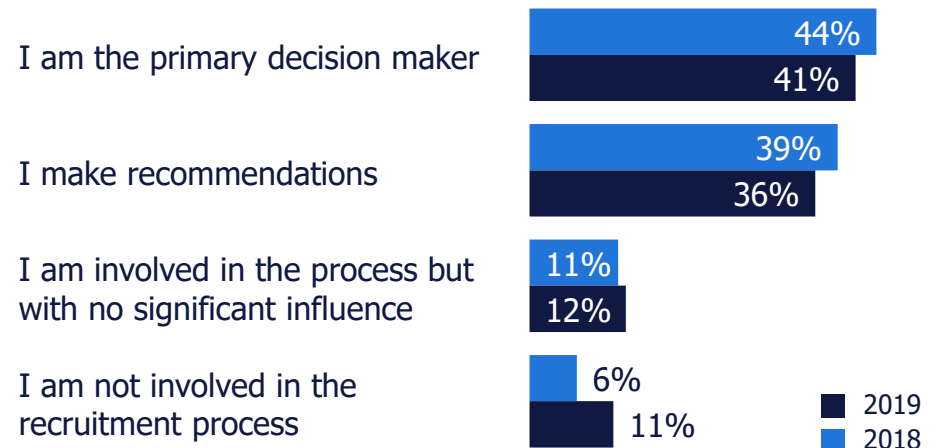
salary

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, insurance, HR, pharma, legal, finance & accounting, technology, engineering, logistics and client services sectors.

technology

position	min.	max.
IT manager	14.000	17.000
IT project manager	13.700	17.000
IT team leader	13.700	17.000
IT security	11.900	15.300
web developer	10.000	15.000
BI / DWH	10.200	14.500
system engineer	11.000	13.600
telco/network engineer	9.400	12.800
ERP specialist	10.000	12.800
system administrator	9.700	12.000
IT business analyst	11.000	11.900
JAVA developer	10.000	11.900
IT sales	9.500	11.900
RPA developer	7.600	11.900
report / SQL	8.500	11.100
Oracle specialist	7.600	11.000
banking IT consultant	8.200	10.000
SAP specialist	7.700	9.500
technician / support level 3	8.000	9.000
technician / support level 2	7.000	8.500
IT consultant	6.400	8.500
functional tester	6.800	8.200
automation tester	6.500	7.600
IT support / helpdesk	6.800	7.600
technician / support level 1	6.000	7.500
database administrator	6.000	7.500
network specialist	6.500	7.400
database specialist	5.900	6.800
helpdesk operator	5.100	6.000

gross salary in RON

engineering

position	min.	max.
quality manager	9.500	10.500
safety and environment manager	9.000	10.000
production management	8.500	9.500
facility coordinator/manager	7.500	8.500
process engineer	6.000	7.000
sales engineer	6.000	7.000
civil engineer	6.000	7.000
safety and environment specialist	5.500	6.500
quality engineer	5.500	6.500
agricultural engineer	5.500	6.000
research/development	4.500	5.700
project engineer	4.500	5.500
product engineer	4.500	5.500
mechanical engineer	4.500	5.500
architect	4.000	5.000
transportation engineer	4.000	5.000
electrical engineer	4.000	5.000
shift supervisor	4.000	5.000
operational team leader	4.000	5.000
technical engineer	3.500	4.500
environmental engineer	3.500	4.500
chemist	3.500	4.000
other technical	2.800	3.700
production assistant	2.800	3.500
trainer	2.500	3.500

sales & marketing

position	min.	max.
marketing director	16.000	19.000
brand manager	11.000	15.000
marketing manager / director	9.500	13.700
sales manager / director	8.548	13.676
sales / commercial director	8.548	13.676
senior graphic designer	9.500	12.000
IT sales representative	7.700	12.000
key account manager	8.548	11.967
marketing product manager	8.500	11.200
national account manager	6.800	10.200
junior brand manager	9.500	10.000
PR	6.000	9.500
communication specialist	7.700	9.500
trade marketing executive	7.500	8.500
sales manager	7.000	8.000
marketing specialist	6.500	7.800
price and market analyst	7.000	7.700
sales engineer	5.983	7.700
store manager	6.496	7.692
digital marketing specialist	6.500	7.500
trade marketing	6.800	7.500
PPC specialist	6.000	7.200
export sales	5.641	7.200
marketing assistant	6.000	7.000
e-commerce specialist	6.000	7.000
pharma sales representative	4.600	6.900
sales associate	4.273	6.837
sales associate	5.128	6.837
media representative	6.000	6.800

gross salary in RON

position	min.	max.
marketing analyst	5.200	6.500
junior graphic designer	5.200	6.500
market research	5.900	6.500
sales representative	4.787	5.983
sales representative	4.787	5.983
telesales operator	3.409	5.128
sales assistant	3.409	5.128
merchandiser	3.228	4.273

finance & accounting

position	min	max.
F & A manager	17.093	17.093
controlling manager	15.384	15.384
senior controller	12.820	12.820
BSC - reporting	7.009	7.009
BSC - internal control	9.401	9.401
BSC - master data	8.548	8.548
BSC - audit	8.548	8.548
SSC - gl	5.812	5.812
BSC - pricing	7.692	7.692
credit controller	7.692	7.692
financial advisor	6.837	6.837
financial assistant	4.020	4.020
accountant	4.273	4.273
BSC - ap	4.103	4.103
BSC – ar / credit & collection	4.103	4.103

hr

position	min.	max.
HR director	15.384	20.512
HR manager	11.967	13.676
HR business partner	9.401	10.257
senior HR generalist	7.692	8.548
senior HR recruiter	7.692	8.033
payroll specialist	6.837	8.033
learning & development / training	6.837	7.692
HR controller	6.324	7.692
HR generalist	5.983	7.692
HR coordinator	6.496	7.180
compensation&benefits specialist	6.496	7.180
recruitment consultant	4.616	5.983
HR assistant	3.047	4.616
recruiter	4.103	4.444
researcher	3.228	3.760

other professionals

position	min.	max.
lawyer	5.983	8.548
legal administrator	5.128	8.548
jurist	4.616	7.692
medical doctor	11.111	22.222
nurse	5.128	8.548

gross salary in RON

logistics

position	min.	max.
logistics manager	6.500	7.500
logistics director	5.500	6.500
facilities manager	5.000	6.000
warehouse manager	5.000	6.000
economist	4.500	5.500
procurement specialist	4.000	5.000
logistics specialist	4.000	5.000
shipping agent	3.500	4.500
transportation	2.900	4.000
procurement assistant	3.000	4.000
logistics assistant	3.000	4.000
customs officer	2.800	3.500
dispatcher	2.500	3.200
forklift driver	2.200	3.200

gross salary in RON

client services

position	min.	max.
site manager	8.000	9.000
operations manager /director	7.500	8.500
customer service team leader	7.000	8.500
customer service manager	6.500	7.500
customer service agent (foreign language)	5.500	7.500
transition manager	5.000	6.000
IT Help Desk	4.000	5.000
telemarketing / telesales agent	3.500	4.500
collection specialist	3.500	4.500
customer service agent (Hungarian speaker)	3.500	4.500
customer service agent	3.500	4.000
dispatcher	2.500	3.200

business support

position	min.	max.
reporting assistant	4.787	5.983
administrator/data processing	4.616	5.641
procurement assistant	4.273	5.128
finance assistant	4.273	5.128
office manager	4.273	5.128
personal assistant	4.273	5.128
marketing assistant	3.932	4.787
logistics assistant	3.760	4.444
sales assistant	3.047	4.273
secretary	3.588	4.273
administrator/ data entry clerk	3.047	3.932
receptionist	3.047	3.588

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