

KELLY GLOBAL WORKFORCE INDEX™



EXECUTIVE INSIGHTS

EXPLORING TODAY'S WORLD OF WORK

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01

Imagine you have a candidate in front of you.

This person is hard to read, quite unresponsive, doesn't have a career path that aligns with the position you are trying to fill, and may have even misrepresented him or herself throughout the interview process. Would you make the hire? Chances are, you wouldn't.

Now flip the tables: if your own organization were to put forth a similar impression—illusive, uncommunicative, and potentially even unsatisfactory—would you expect applicants to flock to your open opportunities? While not long ago, the answer might have been “yes,” times have drastically changed and workers now expect future and current employers to adhere to a new playbook: one that puts their own wants and needs front and center.

This modern-day worker is a member of what we call the **Empowered Workforce**. Spanning across gender, generations, regions, and industries, this group embodies contemporary thinking and trends, and is leading the way for the changes that are currently taking place in today's workplace.

So what are the driving forces behind this workforce—and furthermore, what do they want from your company? We examined the *2014 Kelly Global Workforce Index (KGWI)* to pull together a comprehensive look at this group and their expectations for employment, ultimately providing you with the best ways to attract and retain this top-notch class of empowered individuals.

02

To better understand the motivations behind the Empowered Workforce, and how employers can best act and react to worker expectations, Kelly® developed the KGWI: an annual global survey that is the largest study of its kind. This year, we collected feedback from nearly 230,000 workers across 31 countries, three generations, and a multitude of industries and occupations.

GLOBAL TOTAL

Nearly **230,000** respondents (229,794)

REGIONAL BREAKOUT

Survey respondents span across three global regions:

The Americas: 59%
(Brazil, Canada, Mexico, Puerto Rico, and United States)

EMEA (Europe, Middle East, Africa): 31%
(Belgium, Denmark, France, Germany, Hungary, Ireland, Italy, Luxembourg, Netherlands, Norway, Poland, Portugal, Russia, Sweden, Switzerland, and United Kingdom)

APAC (Asia-Pacific): 9%
(Australia, China, Hong Kong, India, Indonesia, Malaysia, New Zealand, Singapore, and Thailand)

GENERATIONAL BREAKOUT

Survey respondents span across three generations:

Gen Y (1980 – 1995): 44%

Gen X (1965 – 1979): 35%

Baby Boomers (1946 – 1964): 20%

GENDER BREAKOUT

Male: 46%

Female: 54%

EMPLOYMENT STATUS BREAKOUT

Employed full-time: 44%

Employed part-time: 11%

Temporary/casual/contract work: 16%

Unemployed: 14%

Looking for work: 15%

Retired: 1%

PROFESSION BREAKOUT

Professional/technical:

- Education
- Engineering
- Finance and Accounting
- Healthcare
- Information Technology
- Law
- Marketing
- Math
- Sales
- Science
- Security Clearance
- Other

Non-professional/technical:

- Administrative
- Call Center/Customer Service
- Light Industrial
- Other

INDUSTRY BREAKOUT

- Automotive
- Business Services
- Central/Local Government
- Chemicals/Petrochemicals
- Education
- Energy
- Financial Services and Insurance
- Food and Beverage
- High Tech: Internet Services, Software Development
- High Tech: Manufacturing (Electronics, Semiconductors)
- Hospitality/Travel/Leisure
- Life Sciences (Pharmaceutical, Medical Device, Biomedical)
- Oil & Gas
- Retail
- Transport/Distribution
- Utilities
- Other

03

What does today's Empowered Workforce look like? We examined this group and found there were eight common mindsets that personified the Empowered Workforce—cluing us in on their needs, wants, and goals for current and future employment.

DYNAMIC

When it comes to their prospects for employment, the Empowered Workforce is an active group, always keeping an eye out for the “next thing.” And they don’t just think about making career changes: they act, with **64%** of workers spending at least one hour per week networking and establishing resources for new job opportunities. What’s more, these actions don’t necessarily signal dissatisfaction with a current employer, as **nearly half (47%)** of employees admit they actively look for better career opportunities even when they are happy with their current job—with **39%** of those employees looking on a daily basis.

CONNECTED

Being plugged into groups and networks is simply a way of our times, and the employment process is no exception. When it comes to interacting with their professional peers, the Empowered Workforce is always connected, with **71%** of this workforce tapping into social media as their primary form of networking. And because technology is always on, so is the Empowered Workforce—with **41%** of this group admitting to devoting three or more hours per week to networking activities.

INDEPENDENT

It wasn’t long ago that flexible work situations were rare, even unheard of, in certain fields. But in today’s workplace, they are steadily rising—in both supply and demand, as **43%** expressed interest in nontraditional or flexible employment opportunities (like freelance or project-based work). And it appears that many members of the Empowered Workforce are even willing to give a little in return for this perk, with **36%** of workers saying they would give up higher pay/career growth for a more flexible work schedule.

BALANCED

This group may be ambitious and driven, but that doesn’t mean they don’t value the good life. In fact, maintaining a work-life balance is of high importance to the Empowered Workforce, with **52%** of workers saying they would readily give up higher pay/career growth or advancement for a greater balance.

ENTREPRENEURIAL

Members of the Empowered Workforce aren’t about to let their fate lie in someone else’s hands. This take-charge group readily initiates opportunities for advancement, with **nearly one-third (32%)** of employees admitting that they have sought out training (and potentially paid for it themselves) in the past year to realize their own strengths. And it doesn’t end there: while starting a business isn’t the goal for every member of the Empowered Workforce, **40%** would readily give up higher pay/career growth or advancement for the opportunity to be a business owner or proprietor.

INNOVATIVE

Advancements in technology fuel our society—and apparently, our workplace as well. Innovation, which was not long ago a factor only prioritized by a small group of specialized industries, has now gone mainstream. In fact, when asked to consider their ideal work environment, **39%** replied that it would have a culture of innovation and creativity where the status quo is challenged, and **44%** said it would include exposure to the latest technologies and top-notch equipment.

OPTIMISTIC

We’ve come a long way from the hunker-down mentality brought on by the late 2000’s economic bust, and the Empowered Workforce has certainly embraced this shift when it comes to their own prospects for employment. When asked for their opinion, **54%** believed their skill-set/experience was in high demand in the marketplace. And when asked if they were to consider changing jobs, an impressive **70%** of workers thought they were in a good bargaining position to secure a similar or better position.

DRIVEN

The Empowered Workforce may expect a lot, but that doesn’t mean they aren’t willing to give a lot in return. After all, a satisfying and challenging career is of utmost importance to this group, and they aren’t afraid of rolling up their sleeves to achieve their goals—in fact, they revel in it! When asked to describe their ideal work environment, **nearly a quarter (21%)** said it would be competitive, with high-stake risks and rewards. What’s more, an impressive **75%** of workers said they were extremely likely to go above and beyond what was normally expected of them in their current positions in order to get the job done.

04

How does the evolution of today's modern workforce impact your own organization?

The simple answer: quite a lot. Through the 2014 KGWI, we examined the Empowered Workforce and their expectations for both the **acquisition** and **retention** phases of employment.

In the spirit of the times, the Empowered Workforce now expects employers to come to the table with the following nine key offers:



1 | TRANSPARENT COMMUNICATION: a company's level of responsiveness with both its candidates and employees



2 | STRONG REPUTATION: how well a company comes across in the face of the competition



3 | FLEXIBLE WORK ENVIRONMENT: a company's willingness to tailor the hiring and employment processes according to the expectations of the industry and individual



4 | SENSE OF COMMUNITY: the ways in which a company provides a social, collaborative environment for both potential and current hires



5 | PURPOSE: the degree to which a company fosters a sense of meaning among its workforce



6 | COMPREHENSIVE OFFER: the total package a company provides to its employees, including salary, benefits, and nontraditional perks



7 | OPPORTUNITIES FOR GROWTH: the ways in which a company supports career advancement as it relates to both positions and skills



8 | VISION: a company's commitment to forward-thinking



9 | VALUE AND APPRECIATION: the ways in which a company provides recognition to its workforce and instills a sense of value

ACQUISITION

To many, the application process can seem like an endless waiting game, continually checking inboxes and voicemails for a response. But keeping your applicants in the dark can severely tarnish an otherwise perfect employer brand image. Today's Empowered Workforce not only expects you to communicate with them both clearly and continually, but also in a timely manner.

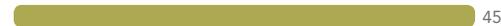
KEEP IN CONTACT

When asked about the most recent job for which he or she applied, 50% of candidates said they were "satisfied with the application process."



Factors that lead to satisfaction with the application process:

45% said "clear and regular communications regarding the status of an application (being considered or not considered a potential candidate)"

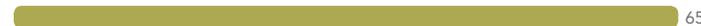


33% said "clear and regular communications regarding status following the interview"



Factors that lead to dissatisfaction with the application process:

65% said "lack of clear and regular communications regarding the status of an application (being considered or not considered a potential candidate)"



32% said "clear and regular communications regarding status following the interview"



MAKE IT A POSITIVE EXPERIENCE

When asked to "pick the one factor that is most influential in making the job application process a positive experience":

29% said "clear and regular communications regarding the status of an application (being considered or not considered a potential candidate)"



10% said "clear and regular communications regarding status following the interview"



DON'T KEEP THEM WAITING

When asked, "Once you have received confirmation that your application has been received, what is an acceptable time frame for receiving communication regarding the status?" respondents stated:

1 – 2 business days: 17%



3 – 5 business days: 52%



Within 2 weeks: 27%



Within 4 weeks: 2%



Other: 1%



RETENTION

Once their foot is through the door, transparent communication takes on additional meaning to the Empowered Workforce. This group expects employers to keep them in the loop—as it relates to themselves and their futures, and the company itself.

COMMUNICATING CAREER PATHS

For employees, transparent communication can sometimes take the form of having clear career paths available. But when asked if their employer “takes the time to communicate such paths efficiently,” respondents stated:

Yes: 29%


No: 36%


A simple conversation may be a good place to start. When asked, “Have you had a career development discussion with your employer within the last year?” respondents stated:

Yes: 38%


No: 62%


CORPORATE DIRECTION AND STRATEGY

The Empowered Workforce expects more than just communication as it relates to them. They also want you to “stay transparent as it relates to corporate direction and strategy,” although 44% gave their employer a low rating for such performance.



TRANSPARENT COMMUNICATION

KEY TAKEAWAY

Whether your organization has fifty employees or fifty offices, communicating with your potential and existing workforce is key to satisfaction—in every region, in every industry, and to every demographic. After all, communication itself has dramatically evolved in the past decade alone, with “always-on, instant reaction” now being the new normal, not the exception. But it doesn’t always take a lot to effectively embrace this mentality. Placing guidelines for your organization in terms of communication speed and frequency (how fast an applicant should expect a response, how often employees should receive performance feedback, etc.) will go a long way in keeping current and future hires content and in-the-know.

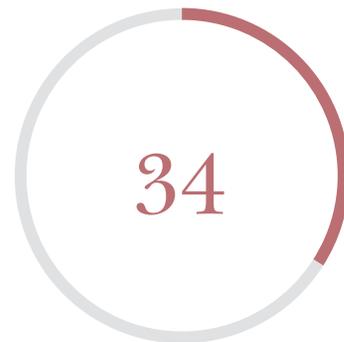
STRONG REPUTATION

ACQUISITION

With social technologies making the communication process faster and more transparent than ever before, employers are constantly and continually monitoring their brand image as it relates to their consumers and the competition. And the Empowered Workforce definitely appreciates those efforts, as its members are drawn to companies that project a strong reputation. But employers need to make sure their own acquisition process matches the standards they have for their brand, as the “face” shown has a huge impact on potential employees and their employment decisions.

WHAT'S YOUR REPUTATION?

When asked, “What makes an organization an attractive employer or would drive the decision to accept one job/position over another?” **more than a third (34%)** of candidates said “corporate reputation.”



SAVE THE BEST FOR LAST

Sometimes the last impression you make is the one that counts the most, so maintaining the right image during the interview phase is key. When thinking back to the most recent job for which they applied, **87%** of workers were “left with a favorable impression of the company (image, culture, management, philosophy, core values).”



RETENTION

After you have secured your talent, they not only become an integral part of your workforce, but they become an important part of your brand's voice. They have the ability to influence and impact the opinions of those around them, and those who may eventually join your team.

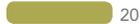
PUT YOUR BEST FOOT FORWARD—RIGHT AWAY

When asked, "Did your experience during the first 90 days of employment with your current employer positively impact your impression of the company (image, culture, management, core values, etc.)?" respondents stated:

Yes: **80%**



No: **20%**



COMPANY IMAGE

Despite image being important to the Empowered Workforce, only a little more than half would give their current company "accolades for maintaining a reputation as an employer of the best and brightest people":

53% rated their company **high**



47% rated their company **low**



GENERATIONS ON FIRST IMPRESSIONS

When it comes to favorable impressions made in the first 90 days, it appears certain generations are more receptive than others. The youngest demographic reported the most positive responses of all the generations—with **48%** feeling "definitely positive" about their employer after the first 90 days.



STRONG REPUTATION

KEY TAKEAWAY

Your company may do an excellent job when it comes to maintaining a stellar B2B or B2C brand image, but there's a third area that is important to cultivate: B2E, your business-to-employee relations. While a strong corporate reputation definitely helps attract the best of the Empowered Workforce, maintaining that same reputation throughout the acquisition process is crucial to actually securing those applicants. And with the Empowered Workforce being as active as they are, making sure those first 90 days of employment live up to your brand promise will keep your employees happy and retention high.

ACQUISITION

Flexible work arrangements might not be a perfect pairing with everyone, but many members of the Empowered Workforce are interested in exploring such opportunities—and not only those that allow them to work from home. Maintaining independence, whether it's through temporary or freelancer positions, is a widely coveted option for many modern-day candidates.

NONTRADITIONAL EMPLOYMENT

Healthcare availability aside, **43%** of workers would consider “nontraditional or flexible employment, such as working as a freelancer, temporary employee, contract employee, or independent contractor.”

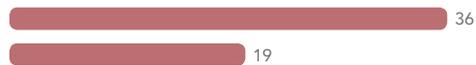


RETENTION

Workplace perks come in many shapes and forms, and a flexible work environment is definitely one of them—and one that’s highly valued, at that. When it comes to nontraditional situations, such as design-your-own or work-from-home schedules, the Empowered Workforce is ready to take that on and make it work, sometimes even giving up higher salaries, career growth, or even their current position to do so.

MONEY ISN'T ALL THAT MATTERS

Our survey shows **36%** of employees would be “willing to give up higher pay/career growth or advancement for a more flexible work schedule.” And **19%** said the “lack of flexible work arrangements” would even cause them to consider leaving their current job.



VALUING FLEXIBILITY

When asked what their “ideal work environment would include,” **54%** of respondents stated “flexible work opportunities—including work-from-home or design-your-own work schedules.”



Despite flexible work arrangements being high on the priority list for the Empowered Workforce, it appears that only half of employers are getting it right. When asked to rate their employer when it comes to “offering flexible work arrangements”:

50% rated their company high



50% rated their company low



GENERATIONAL PREFERENCES

A flexible work environment may be an extremely popular perk in young, fast-paced industries, like high tech, but that doesn’t mean they aren’t coveted by other generations. In fact, we found that the older the demographic, the more likely they were to place value on such opportunities, stating it would drive them “to accept one job over another”:



FLEXIBLE WORK ENVIRONMENT

KEY TAKEAWAY

Technology has enabled us to do anything, anywhere, and the Empowered Workforce is ready to do what it takes to prove it when it comes to his or her own workload and career. And while each industry and profession has its own parameters for what constitutes a flexible work opportunity, employing some flexibility on the subject—and the willingness to be creative and experiment with such situations, even treating it as an incentive—is a surefire way to build loyalty and contentment among your future and current employees.

ACQUISITION

Society is more social than ever before, and the Empowered Workforce readily embraces that spirit when it comes to their own prospects for employment. In fact, the opportunity to connect with others as they navigate the acquisition process holds high value to this group, even if they don't always get the opportunity to do so.

PUT YOUR OWN PEOPLE IN THE ACQUISITION PROCESS

When asked, "Which of the following make an organization an attractive employer or would drive your decision to accept one job/position over another?" respondents stated:

Corporate culture: **34%**
 34

Opportunity to work with colleagues who are recognized as knowledge leaders and from whom you can learn: **46%**
 46

TALENT COMMUNITIES

When asked, "Have you had any experience participating in an employer's online talent community?" respondents stated:

Yes: **17%**

 17

No: **83%**

 83

Of those who haven't yet participated in an online talent community, **40%** indicated they were "somewhat or very interested" in doing so.

 40

Of those who have participated in an online talent community, **more than a third (36%)** of candidates said their favorite factor was "learning what it is like to work for a given company from current and former employees."

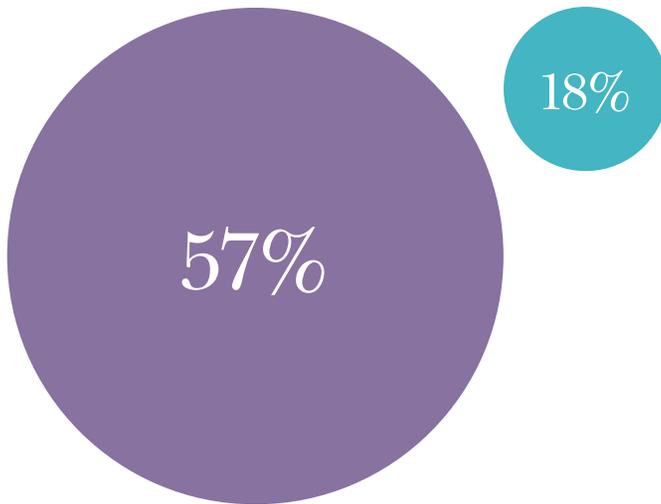
 36

RETENTION

Once your workforce becomes settled into their respective routines, it's sometimes easy for them to lose contact with those around them. But keeping the Empowered Workforce connected and collaborating impacts not only the quality of work, but also the quality of your workforce—improving all-around satisfaction and morale.

COLLABORATION WORKS

When asked to describe their ideal workplace, **57%** of respondents replied with “a highly collaborative work environment” vs. only **18%** who prefer “highly individualized work with limited opportunities to collaborate with others.”



SENSE OF COMMUNITY

KEY TAKEAWAY

Make sure to foster community among your workforce. Giving people the chance to interact and connect—whether it's through online talent pools geared at those who want to work for you, or simply providing your existing workforce with the chance to collaborate—will build a sense of commitment and camaraderie that's sure to pay off.

ACQUISITION

When trying to attract the Empowered Workforce, there are many factors that require your attention: such as being in the right place at the right time, putting together a solid offer, and even the nature of the acquisition process itself. But there are other, more subtle pieces to the puzzle—ones that stem from a much more altruistic place.

ALIGNING VALUES

When asked, “Which of the following make an organization an attractive employer or would drive your decision to accept one job/position over another?” respondents stated:

DERIVE MORE SENSE OF
MEANING FROM WORK:

28%

CORPORATE VALUES THAT
MATCH YOUR OWN:

34%

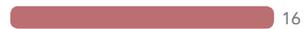
RETENTION

Providing a sense of meaning to your employees actually takes on meaning of its own, with the Empowered Workforce being finely attuned to such efforts. This group not only wants to feel fulfilled by their own work, but also looks forward to the chance to do good for others.

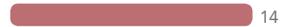
CAREER CHANGES

Self-focused factors, like larger salaries and better titles, aren't the only forces driving the Empowered Workforce to leave their current positions. When asked what would motivate them "to make a change," respondents stated:

Derive more sense of meaning from work: **16%**



Corporate values: **14%**



DERIVING MEANING FROM WORK

When asked to what degree their current work provides them with a "sense of meaning," significantly more of the Empowered Workforce responded favorably (**38%**) than those who did not (**25%**).

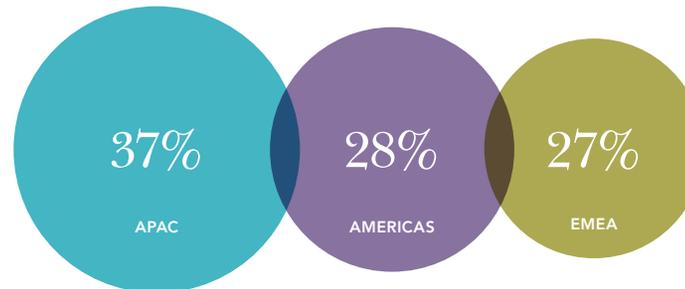


According to results, **29%** said they were "very, or somewhat likely" to give up higher pay/career growth for the opportunity for more socially conscious work.



MONEY VS. SOCIAL CONSCIOUSNESS

Turns out, how much you are willing to put others before yourself might have a lot to do with cultural values. When asked how likely they would be to "give up higher pay/advancement for the opportunity for more socially conscious work," responses varied according to each region:



PURPOSE

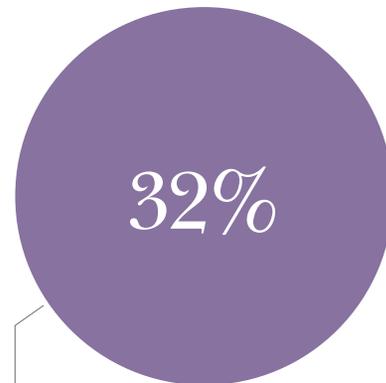
KEY TAKEAWAY

While every field is different when it comes to the output of doing good and improving the state of society around us, don't forget to highlight how your organization contributes to such forward movements. Showcasing how your own talent gives to the greater good will actually do some good of its own, instilling a sense of much-valued meaning among your future and current workforce.

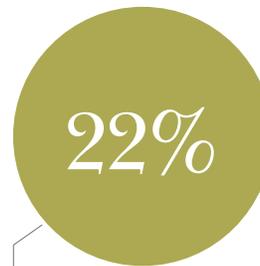
ACQUISITION

Being such active, take-charge types, the Empowered Workforce knows what they are worth in today's marketplace—and they expect you to know the same. And while they understand that employers can't always offer the moon when it comes to salary, this group does want you to acknowledge and make a fair offer, potentially even factoring in other perks as well.

SALARY RANGE AWARENESS



Of those that were left with a favorable impression of their most recent application process, **32%** of candidates said "awareness of salary range" contributed to their satisfaction.



Of those that were left with an unfavorable impression of their most recent application process, **22%** said "lack of awareness of salary range" contributed to their dissatisfaction.

BEING AN ATTRACTIVE EMPLOYER

When asked, "Which of the following make an organization an attractive employer or would drive your decision to accept one job/position over another?" respondents stated:

Salary, benefits, or other financial incentives: **84%**
(most common response)



Nontraditional perks and benefits: **24%**



RETENTION

We go to work for the money, right? Well, yes, but that's not the entire story. While actual dollar compensation is an integral part of the job package for the Empowered Workforce, other factors—even ones that aren't monetary in nature—do hold value, ultimately impacting their and your bottom line.

THE WEIGHT OF SALARY

When asked, "What factors would cause you to leave your organization or change jobs or careers?" the number one factor across all demographics was "salary, benefits, and other financial incentives" (60%).



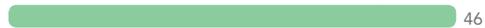
COMPETITIVE COMPENSATION

Despite its importance to the Empowered Workforce, it appears that employers who understand the true value behind the dollar are pretty equal in number with those who don't. When asked to rate their current employer's performance when it came to "providing competitive compensation":

54% of respondents rated their company high



46% of respondents rated their company low



NONTRADITIONAL PERKS

When asked to rate their employer's performance when it came to "providing nontraditional perks (athletic facility on-site, cafeteria-style amenities) and innovative benefits aimed at increasing employees' ease of life outside working hours," most employers simply missed the mark:

32% rated their company high

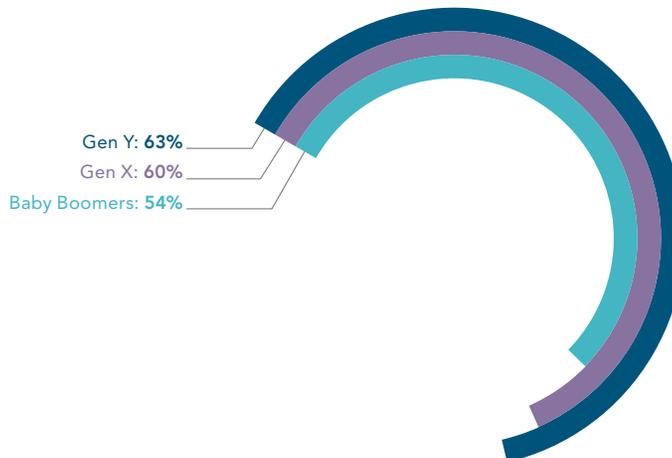


68% rated their company low



WHAT WILL KEEP THE YOUNGEST GENERATION WITH YOU?

While many of them said "opportunities for advancement," the number one reason such employees would leave a job is due to "salary and financial incentives." In fact, the younger the generation, the more likely they are to jump ship for that very reason:



COMPREHENSIVE OFFER

KEY TAKEAWAY

When it comes down to it, every employer has to stick to a salary budget—and that reality isn't lost on the Empowered Workforce. Even still, know what (and whom) you are working with, and make sure your employees know you are spending time weighing the fairness of their compensation. And for those employers who might not be able to hit the numbers as high as they would like, try to offer nontraditional perks instead.

OPPORTUNITIES FOR GROWTH

ACQUISITION

When the Empowered Workforce is on the hunt for their next career, they aren't just thinking about the short term. Turns out—despite their tendency to be an active group when it comes to job movement—future opportunities for career advancement and for skill growth (both factors that would keep them committed for the long term) actually weigh quite heavily on their employment decisions.

ACCEPTING POSITIONS WITH OPPORTUNITIES

When asked, "Which of the following make an organization an attractive employer or would drive your decision to accept one job/position over another?" respondents stated:



RETENTION

While growth opportunities are of extreme importance to the Empowered Workforce, it doesn't appear that many members of this group have employers that meet their expectations and needs. In fact, more workers were unhappy with their current employer's performance in such areas than those that were satisfied—perhaps setting up a “chicken-and-egg” situation for why this group always has an eye out for other opportunities.

THE ABILITY TO ADVANCE

No matter how you look at it, the ability to advance and grow is one of the biggest factors to keeping the Empowered Workforce content and fulfilled. When asked, “What factor(s) would be most likely to cause you to leave your organization or change jobs or careers?” respondents stated:



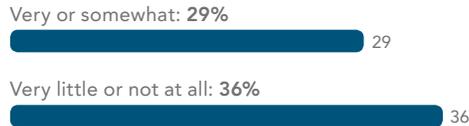
WHAT CAUSES THEM TO STAY?

While highly competitive fields do tend to attract highly competitive people, they aren't the only areas in which employers need to make sure there are opportunities to climb the ladder—corporate or otherwise. In every single industry surveyed by the KGWI, **more than 50%** indicated “opportunities for advancement” made an organization an attractive employer.

MAKING ROOM TO GROW

But there's more than a slight disconnect between the Empowered Workforce and their employers when it comes to this factor, with more employees indicating dissatisfaction with their current opportunities for growth.

When asked, “To what degree do you have clear career path options available with your current employer?” respondents stated:



When asked, “What is your overall level of satisfaction with the career development resources offered by your current employer?” respondents stated:



When asked to “rate your current employer when it comes to their performance: opportunity to move to different roles/continuous opportunities to advance your career”:



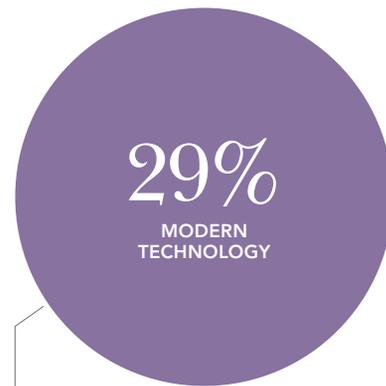
OPPORTUNITIES FOR GROWTH

KEY TAKEAWAY

The ability to move and grow—and be in charge of one's own movement and growth—is definitely a sign of our times, and the Empowered Workforce needs to know they can impact their own destinies. Whether it's career advancement, chances to learn new skills, or even opportunities to change locales, make sure your future and current employees know what they are able to work toward at your company. And get ready for them to achieve those milestones, because they likely will!

ACQUISITION

One of the major goals of technological advancement is to make an easier and happier existence for all, and that concept comes through in full force when it comes to the acquisition of Empowered Workforce talent. This group readily expresses themselves through modern forms of communication, and they appreciate employers who allow them to do so when it comes to the interview process.



Coming across as an ahead-of-the-curve company could be a make-or-break way to secure top talent. When asked what factor(s) would drive their decision to accept one position over another, **29%** of candidates said “exposure to the latest technologies.”

And making sure you meet the demands of the modern day acquisition process is a good first step when it comes to portraying that image. When asked, “What one factor is most influential in making the job application process a positive experience?” the most common response (**38%**) was “ease of submitting a résumé electronically using various devices (tablet, laptop, mobile phone, etc.).”



RETENTION

The concept of “Vision” continues to evolve once the Empowered Workforce is in your door and at their seats. While they still seek access to the latest and greatest technologies, this group also wants to know that there is a human push behind such innovation, and that the corporate culture they are pouring themselves into cultivates forward-thinking as much as they do.

WHAT MAKES AN IDEAL WORK ENVIRONMENT?

When asked what their “ideal work environment would include,” respondents stated:

Culture of innovation and creativity where the status quo is challenged: **39%**



Exposure to the latest technologies and top-notch equipment: **44%**



LACK OF TECHNOLOGY

But top-notch technology isn't as prevalent as the Empowered Workforce would like it to be, with more personnel giving their employers low ratings than high when it comes to accessing this highly coveted resource:

52% rated their employer **low**



48% rated their employer **high**



TECHNOLOGY ISN'T ONLY IMPORTANT TO THE TECHIES

While those in the high tech industry were the most likely to respond that their ideal work environment included “exposure to the latest and greatest equipment” (**54%**), a surprising number of workers in other fields also indicated its importance, with no specific industry (even those that aren't traditionally associated with technological advancement) dipping below **35%**.



VISION

KEY TAKEAWAY

The Empowered Workforce wants to know they are part of a forward, modern movement in the world of work. After all, technology is ubiquitous in our everyday lives, and it's only natural that it would be just as prevalent in the workplace as well. And while not every industry is at the forefront of the latest and greatest technological advances, employers in every field can make sure they stay modern by investing resources into current technology and methods. It will likely pay off—not only in an employer's brand and company morale, but also in production-level.

VALUE AND APPRECIATION

ACQUISITION

Is it possible to appreciate employees before they actually work for you? Of course it is. As it turns out, it doesn't take much effort to do so. During the interview process, applicants want to know you value them—not only as a potential addition to your workforce, but as a person as well.

CREATING FAVORABLE IMPRESSIONS

When asked what factor(s) gave candidates "a favorable impression of a company during the acquisition process," **42%** said the "level of communication and feedback received"—which was also listed as a factor that would drive their decision to accept one position over another.



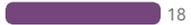
RETENTION

What makes someone feel valued? Is it a pat on the back, receiving some recognition, or is it something a little more—such as a gift or financial reward? For the Empowered Workforce, it's all of the above. Receiving recognition, whether verbal or monetary, goes a long way in instilling a sense of value and pride among this group. And because they are such strivers, having incentive programs in place for the Empowered Workforce to work toward also speaks in volume.

VIRTUE IN VALUE

When asked, "To what degree do you feel that you are valued by your current employer?" nearly the same number of employees replied at the high end and the low end of the spectrum:

18% felt they were **highly valued**



14% felt they were **not valued at all**



FEELING VALUED = FEELING COMMITTED

It might not come as a surprise to know that employees who feel valued at their workplace report higher levels of commitment to their employer. But the extent to which the Empowered Workforce reports such levels of satisfaction and engagement are extremely noteworthy. Of those who told us they felt valued at their place of work:

73% reported they felt "completely committed" to their employers vs. 2% who said they felt "completely uncommitted."



79% would "definitely be willing to go above and beyond what is currently expected in their current position" vs. 1% who said they would "definitely not be willing."



65% stated they are "more loyal" to their current employer than they were a year ago vs. 8% who said they are "less loyal."



A TOKEN OF APPRECIATION

Less than half of the Empowered Workforce gave their current employers high-performance ratings when it came to "recognition and reward programs":

42% rated their employer **high**



58% rated their employer **low**



RECOGNITION BY REGIONS

When asked, "Would you give your current employer a high rating when it comes to recognition and rewards programs?":

45% of respondents in the **Americas** said "yes"



36% of respondents in **EMEA** said "yes"



21% of respondents in the **Americas** reported feeling "highly valued" by their current employer



14% of respondents in **EMEA** reported feeling "highly valued" by their current employer



● Americas ● EMEA



VALUE AND APPRECIATION

KEY TAKEAWAY

The Empowered Workforce cares about their careers, and they want to know you care about them as well. Appreciating their time during the acquisition process with prompt and informative communication goes a long way. After all, the Empowered Workforce readily reacts and responds around the clock, and they notice when the efforts are returned. Once part of your company, appreciation remains at the forefront of maintaining employee contentment. Rewards and incentives, like bonuses and perks, keep the Empowered Workforce striving and satisfied. And don't forget: even nonmonetary recognition holds high value.

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Now that you've acclimated yourself to the Empowered Workforce and their expectations, here are a few key points to help you take action at your own organization, ultimately meeting the demands of the modern-day worker.

TRANSPARENT COMMUNICATION:

- Keep in continual contact with candidates.
- Set check-in guidelines for the acquisition process.
- Communicate your corporate strategy.
- Discuss paths for career development.

STRONG REPUTATION:

- Keep B2E (business-to-employee) relations front and center.
- Build brand ambassadors throughout your organization.
- Aim to impress during the first 90 days of employment.
- Showcase your own talent.

FLEXIBLE WORK ENVIRONMENT:

- Be flexible with flexibility.
- Tap into the power of a nontraditional workforce.

SENSE OF COMMUNITY:

- Build talent communities for those who want to work for you.
- Highlight the attractive points of your corporate culture.
- Cultivate collaboration among your workforce.

PURPOSE:

- Make sure there's meaning behind your workplace.
- Open up opportunities for your workforce to do good and give back.

COMPREHENSIVE OFFER:

- Know what your workforce is worth.
- Round out offers with nontraditional perks.

OPPORTUNITIES FOR GROWTH:

- Open up opportunities for advancement and internal movement.
- Support employee growth through skills training and development programs.
- Keep career path options clear and attainable.

VISION:

- Invest in technology.
- Cultivate creativity and innovation among your workforce.
- Express your commitments to forward-thinking.

VALUE AND APPRECIATION:

- Appreciate your applicants with courteous communication.
- Instill a sense of value among your existing workforce.
- Realize the retention power of recognition and rewards.

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To access additional resources and to view the KGWI in its entirety, visit kellyservices.com/KGWI today.

ABOUT THE KELLY GLOBAL WORKFORCE INDEX

The *Kelly Global Workforce Index (KGWI)* is an annual global survey revealing opinions about work and the workplace. Approximately 230,000 people across the Americas, EMEA, and APAC regions responded to the survey. The survey was conducted online by RDA Group® on behalf of Kelly Services®.

ABOUT KELLY SERVICES

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