



## Attract, develop & retain

According to a latest research report from Bersin by Deloitte, employers will be challenged to attract, retain and develop people in 2014. Organizations will need bold, innovative talent and human resources strategies to compete for skills amidst a global economy recovery. As retention concerns mount, organizations will focus on building a passionate, highly-engaged workforce.

According to Josh Bersin, Principal and Founder, Deloitte Consulting LLP, December 2013, "In 2014, businesses will find it increasingly difficult to attract, retain, and develop their people. Passion, engagement, development, and innovation will be key. Global economic growth will create a new level of competition for people, and 2014 will be the year of the employee."



## Top trends of 2014

Futurestep, a Korn Ferry, a company specializing in high-impact recruitment solutions, has revealed its predictions for the recruitment and talent management industry in 2014. Based on insights from 17 global experts, the list reflects trends that have emerged over the past 12 months and is likely to dominate over the coming year. Byrne Mulrooney, CEO of Futurestep is of the opinion that 2013 was a difficult year for many businesses, with the economy forcing many to reassess their spend in all divisions, including recruitment and talent management. It was a year that saw a focus on internal training - with the ageing workforce an



issue that divided industry opinion, and globalization a key aim. In technology, it was mobile that emerged as a clear frontrunner to take the industry into the future. And its technology as a whole that is setting the agenda in 2014 too, particularly in the areas of data and social media. We expect innovation within recruitment to gain greater momentum this year, widening its remit to drive change, improvement and forward thinking.

The trends that Futurestep believe will shape the recruitment and talent management industry globally in 2014 are:

- Business will start hiring for tomorrow - not just for today
- Mobile recruitment will finally take off
- Big data will drive real decision-making
- Smarter sourcing will win the day
- Expect more globalization - but more localization too
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## Working with the best

Glassdoor, a jobs and career community, has announced the winners of its sixth annual Employees' Choice Awards that honours the 50 Best Places to Work (recognizing employers with 1,000 or more employees).

This year's top 5 are Bain & Co., Twitter, LinkedIn, Eastman Chemical, and Facebook. Global consulting firm Bain, which also ranked first in 2012, has reclaimed the top spot from Facebook, which dropped out of the top three for the first time in four years. Second-ranked Twitter is brand-new to the Top 50, as are Disney and Chick-Fil-A. Costco Wholesale, which has a long-standing reputation for employee satisfaction, jumped from #46 on last year's list to #16 this year, the biggest climb of any company on this list.

The tech sector led the field with 22 companies on the list, including insurance software provider Guidewire, call center Software Company Interactive Intelligence, and Google. Healthcare companies diagnosed with a case of employee satisfaction are medical device-maker Stryker, the Mayo Clinic, biotech veteran Genentech, and Memorial Sloan-Kettering Cancer Center. Consumer products that earned employee loyalty are Procter & Gamble, Nike, and Nestle's Purina, where dogs are welcome at the company's corporate offices and there's an on-site dog park. High-flying travel companies on this year's list are Orbitz Worldwide, Southwest Airlines, and Hyatt Hotels. Old and new energy companies have workers fired up. On the list are Chevron, oil and gas equipment provider Cameron International, and SolarCity, which installs photovoltaic systems for homeowners and businesses. SolarCity's enterprise clients include Wal-Mart, the U.S. military, and cities and schools around the country. Chain restaurants that serve up worker satisfaction are Starbucks, Chick-Fil-A, and Texas Roadhouse. At a time when fast-food workers around the country are starting to organize strikes, Chick-Fil-A gets high marks for flexible hours and Sundays off. Starbucks' policy of granting benefits to both full and part-timers gets warm reviews from its baristas.



## Promising signs for global hiring

According to the Manpower Employment Outlook Survey, employers across the globe expect a cautious yet positive approach to hiring for the start of 2014, despite on-going economic uncertainty and disruption. Upticks in payrolls are anticipated by varying degrees, according to the first-quarter according to the survey.

This quarter's research of over 65,000 hiring managers across 42 countries and territories reveals that there are encouraging New Year signs for global labour market. Employers in 34 of 42 countries and territories expect to increase payrolls in the next three months, compared with 29 in Q4 2013. Employers in Taiwan, India, New Zealand, Colombia and Singapore report the most optimistic outlooks, while the weakest - and only negative - outlooks are reported in Italy, Ireland, Finland, Spain, Slovakia and Belgium. While Brazilian employers forecast their weakest hiring climate since the survey began in Q4 2009, but still expect favourable hiring.

As in the previous quarter, Europe's strongest hiring plans are reported in Turkey. Greek employers forecast the strongest hiring pace since Q4 2008, improving by six and 17 percentage points from Q4 2013 and Q1 2013, respectively.

