

# Latest Trends in Indian Talent Market 2019



# Executive Summary

We have been living in an increasingly globalised economy and at the same time, our times have remained turbulent. We witness trade spats among leading economies impacting lives in several other countries. Nations have taken aggressive stances to leave trade blocs or impose sanctions on others. Technology has become ubiquitous, internet is available to more people than safe drinking water; and at the same time, we see voices against internet due to the abuses. We have paradoxical situations in many walks of life. India continues its ascent on the global stage, the growth momentum keeps our economy ticking and at the same time, we have a unique situation of millennials joining the labour pool, companies trying to automate jobs and optimize their workforce. General outlook towards the labour market and economy is positive. Companies are looking for top talent to beat their competition and at the same time, candidates are doing their best to maximise their prospects. Hence, Talent Acquisition has emerged as a Board Room discussion topic. CIEL surveyed 135 executives across industry sectors to understand their perspectives of the talent market. We asked them about the challenges they face in attracting top talent and their talent strategies. We learnt about candidate behaviours such as what they negotiate while taking an offer, the push factors that operate on them and so on. Combined with our insights and experience, we have put together this edition of CIEL Works.

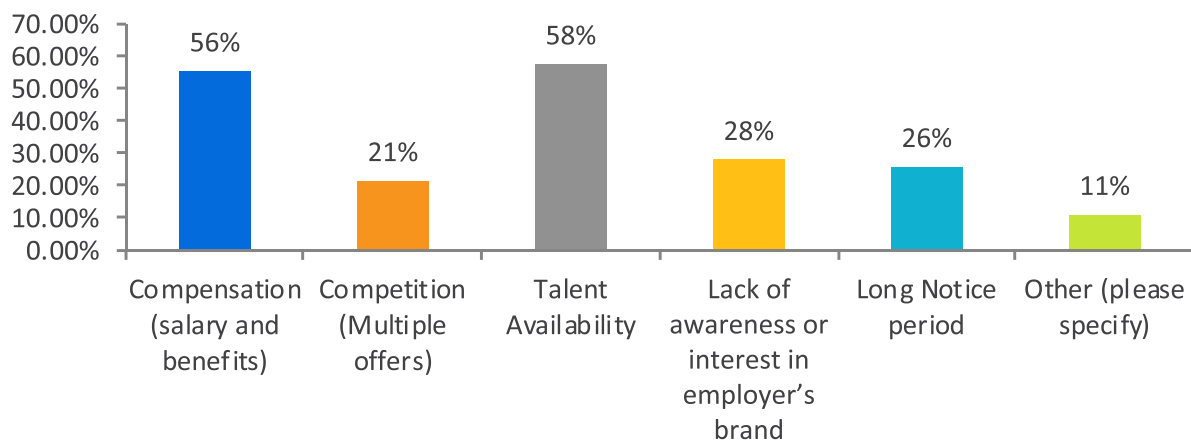
CIEL Works 2019 shows, talent availability is a major challenge for attracting talent to an employer brand. Great talent is hard to come by and hence, salaries and benefits have emerged as another big challenge. Companies have started using AI to automate repetitive tasks in recruiting. They are deploying their energies to strengthen their employer brand by the use of HR Tech Tools and making the workplace relevant for millennials who are a rising constituent of the workforce.

We believe, these insights about the talent landscape will help Business Leaders deal with the challenges in hiring top talent better and drive organizational growth.



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## Talent availability has emerged as the most important challenge in attracting Top Talent



### Challenges while attracting Top Talent

Recruitment activities have started picking up. Organizations are experiencing 2 challenges the most in attracting Top talent : *Availability and Compensation & Benefits*.

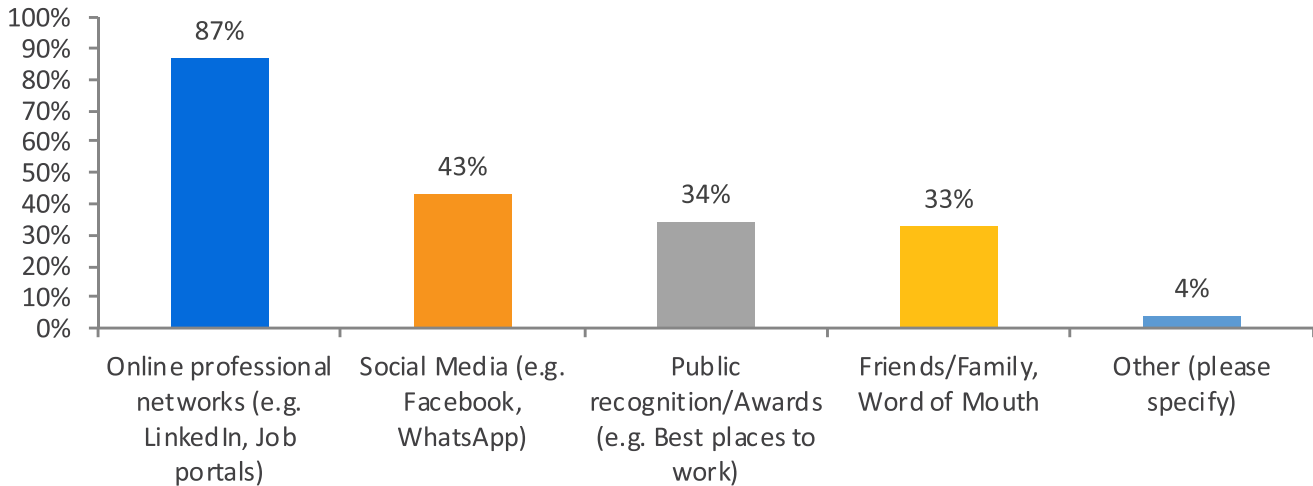
Since companies are unable to find great talent, salaries and benefits have naturally emerged as a big challenge.

Last year, 65% of the respondents mentioned *Salary and benefits* as the most important challenge vis-à-vis this year's score of 58%.

Like the last year, we continue to find *Employer brand, Notice period and Competing offers* as the other 3 significant challenges.



## 2 LinkedIn and Job sites are the most effective channels for Employer Branding



**Most effective channels while spreading brand awareness other than traditional media**

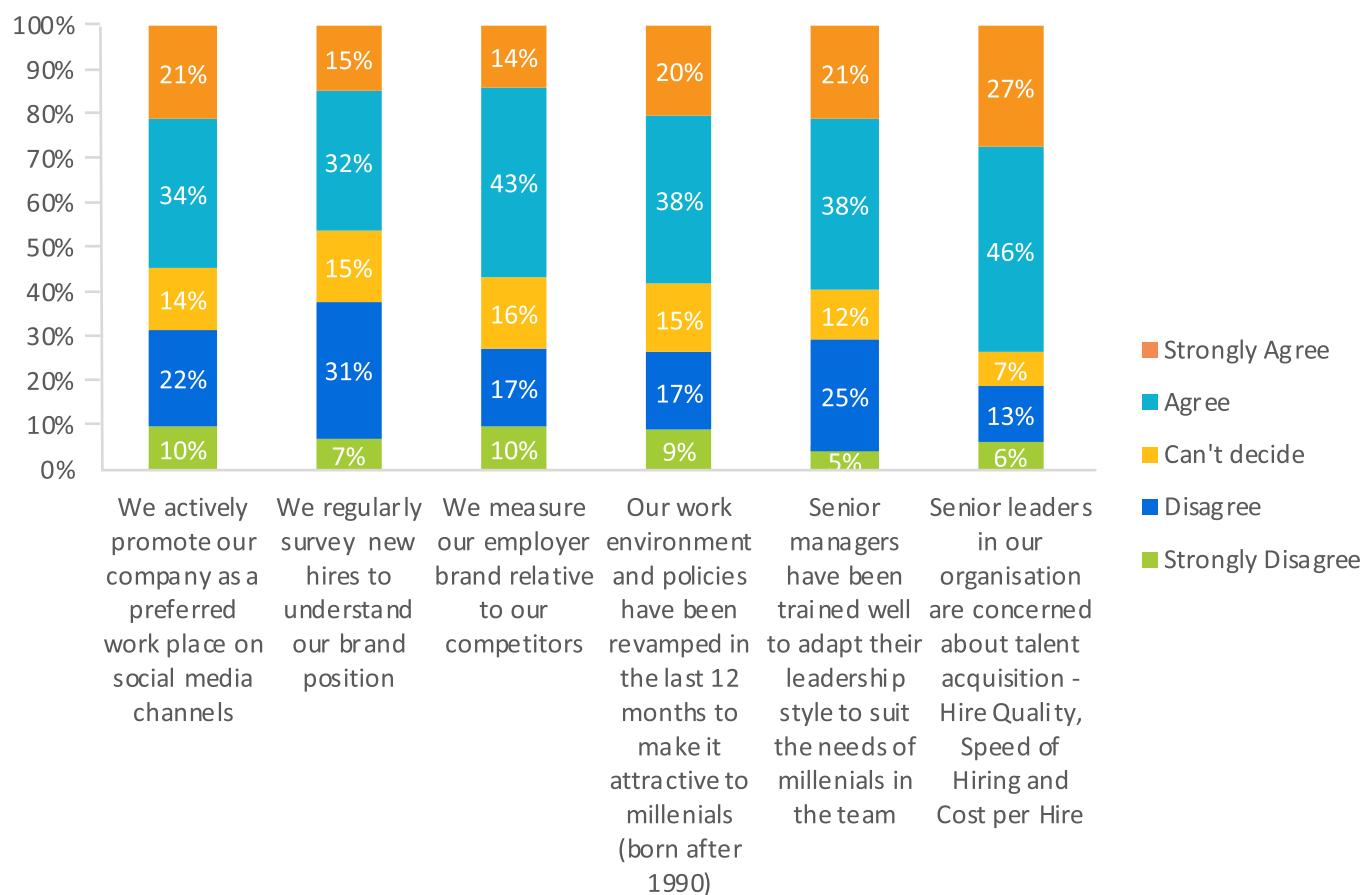
*Online platforms* rule the roost by a big margin over the other methods of employer branding. Recruiters need to invest on *social platforms* and *job portals* to communicate the employee value proposition.

In the last year's study, we saw similar trends.





## Hiring is a Board Room Topic and at the same time, Millennials are in focus



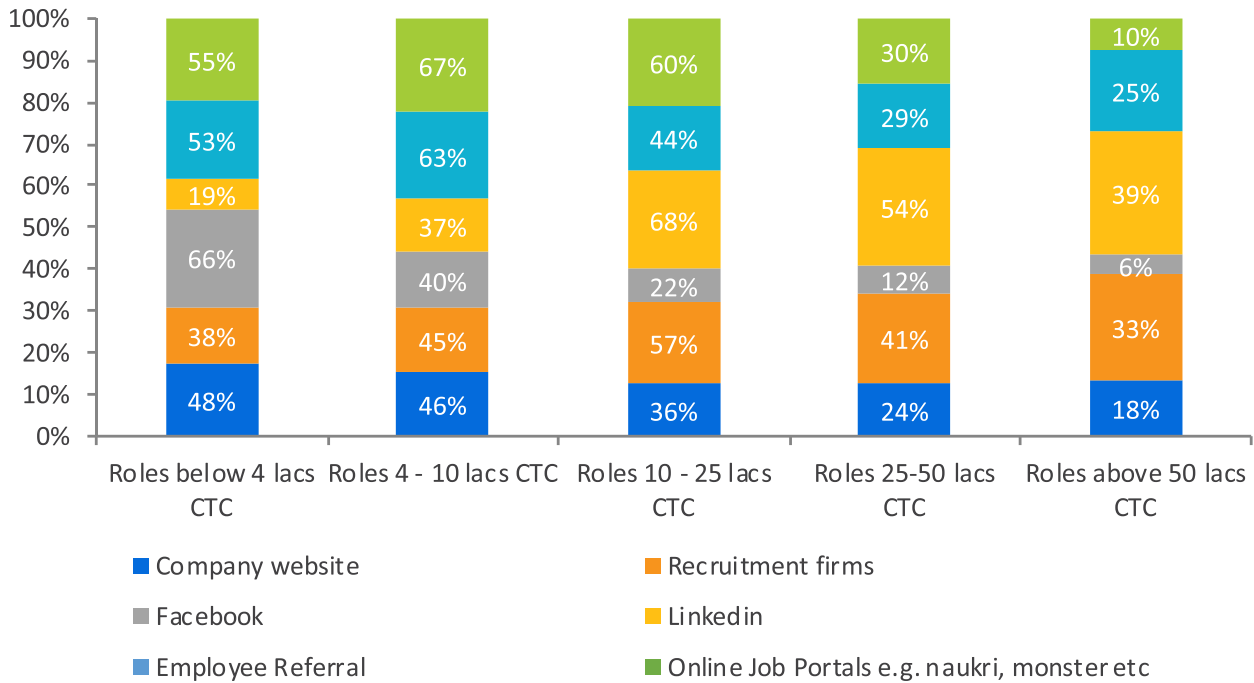
Most respondents (73%) say that *Senior Leaders are concerned about quality of hire, speed of hire and cost*. As Top talent is hard to come by, it is natural that the senior leaders are focusing on their talent acquisition process.

Next big trend is about *leading millennials at work*. As the workforce has an increasing number of millennials, many organizations are coaching their people in managerial roles to lead their teams effectively. Further, organizations are reviewing their policies and workplace norms for their relevance.

Focus on *employer branding and employee experience* continue to remain relevant. However, given the developments in external environment, boardrooms are focused on getting great talent on board and making their workplace attractive for millennials.

## 4

## One size doesn't fit all : channelize recruiting efforts based on the level of role to be filled



**Facebook** as a channel has emerged strongly this year vis-a-vis last year. This is most relevant for junior roles, particularly for hiring **freshers**.

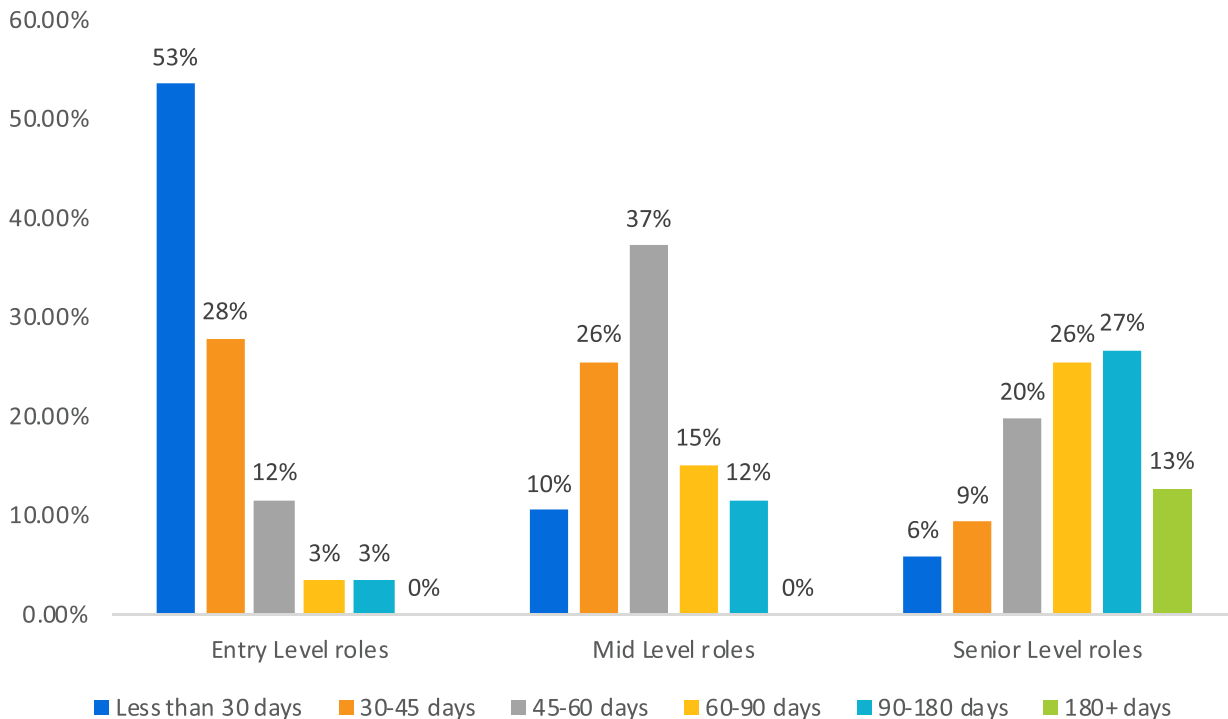
While **Employee Referral** works across all levels, they are most effectively used for hiring **junior roles**.

Top 3 channels used to recruit **junior roles** are : **Facebook, Job portals and Employee Referrals**.

**Recruitment Agencies** play a role in filling roles across all the levels in an organization. They are the most relevant channel while recruiting **mid-senior roles** (CTC between 25 and 50 lacs pa) and **senior roles** (CTC above 50 lacs pa)

**LinkedIn** has increased its significance as a channel for roles across the spectrum (CTC from 4 lacs pa) unlike the past years where they were relevant for mid to senior levels only.

## 5 Cycle Time to On-board a new joinee depends on the Level of Role to fill



*Senior roles* are typically filled in **60-180 days**, *Mid-Level roles* in **30-60 days** and Entry Level roles in **less than 45 days**.

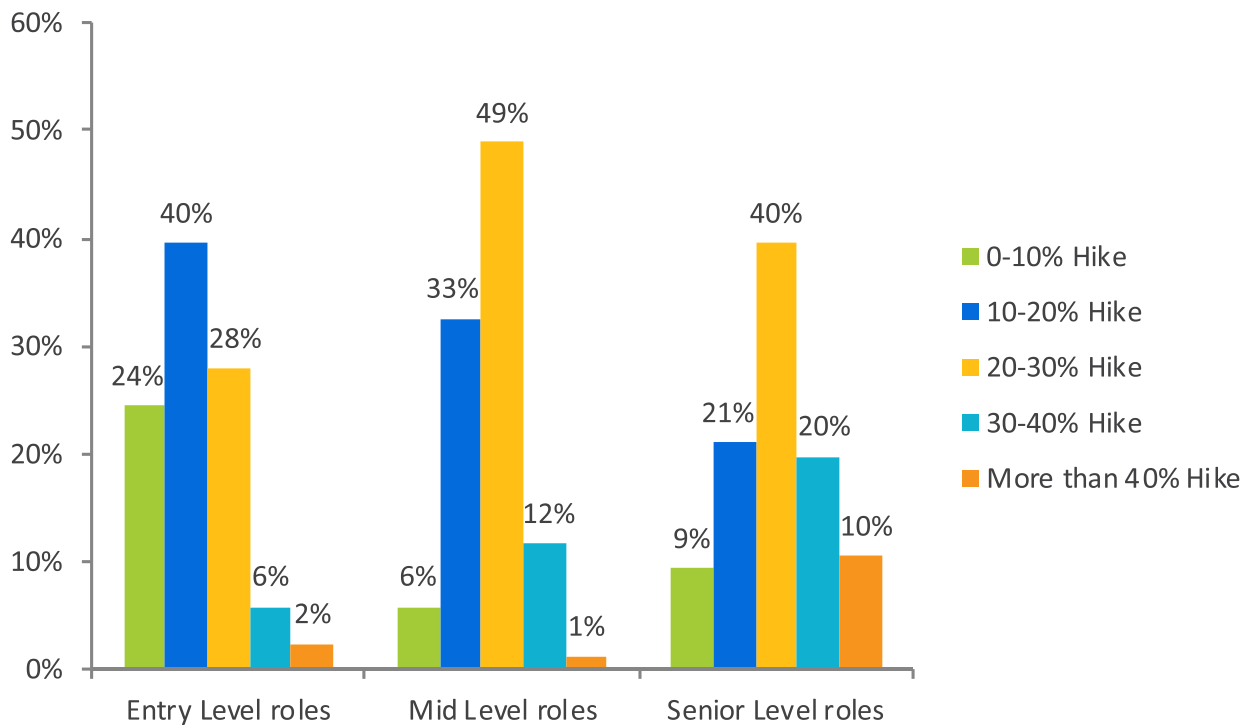
Above results are similar to what we found last year.

However, a significant portion of the respondents (47%) do not conform to these results.

This trend outlines the fact that many companies are not finding adequate number of candidates interested in them.

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## High Salary Expectations while taking up a new Job



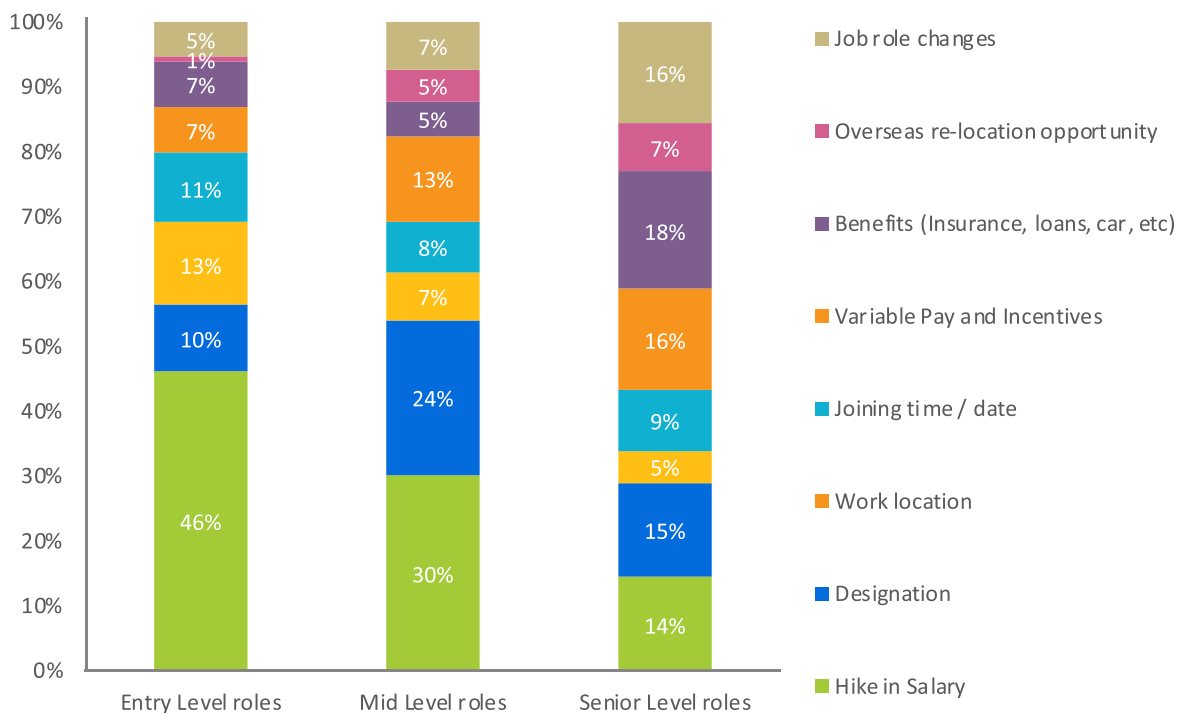
30% **Senior candidates** are expecting salary hikes north of 30% while taking up a new job. And 30% of them are fine with hikes below 20%. This shows polarisation in demand-supply situation of senior candidates. On one hand, we have a group of people who are keen to get on with a senior role without bothering too much of about salaries and benefits. And on the other, we have a group of people who know that they are in demand and are trying to maximize their rewards.

Nearly half of the candidates for **mid-level** roles look for a hike 20% to 30%. Last year, we found similar trend.

36% of candidates for **junior roles** are expecting salary hikes exceeding 20%. This points to the fact that talent availability is low and hence, candidates are trying to maximize the yield while changing a job.



## 7 While discussing an Offer with a potential hire, focus varies based on the Level of role hired



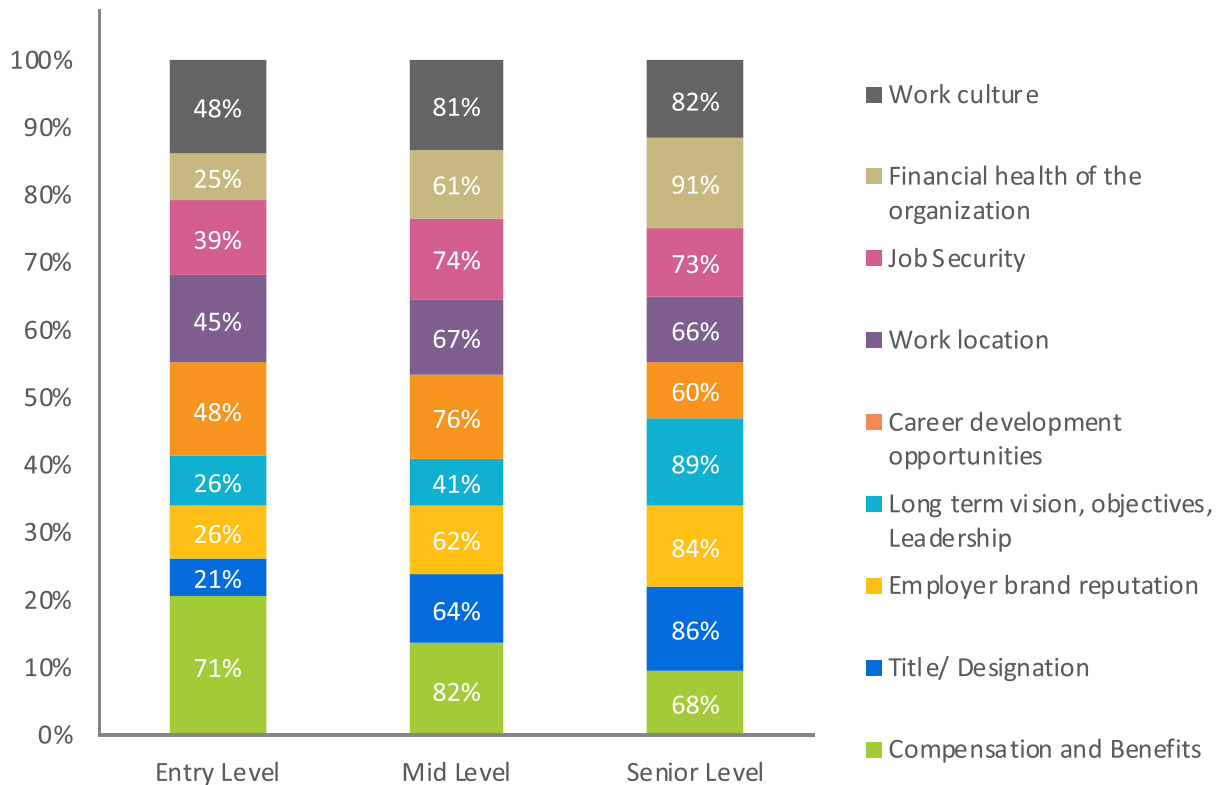
Candidates at **entry level** roles are most concerned about *salaries* followed by *work location* and *designation*. This is similar to what we found last year except the point that salaries have become more important with respect to the other 2 factors. This points to the fact that we have millennials in this group having an optimistic outlook of the job market.

Candidates in **mid-level** roles are concerned about *salaries*, *designation* and *variable pay*. Clearly, they are seeking growth and corresponding financial rewards.

For **senior level** roles, candidates are interested in a number of factors : *salaries*, *benefits*, *variable pay*, *designation* and *job role*. While negotiating an offer with a potential candidate for a senior role, we have to focus on all the 5 aspects.



## 8 Deep Dive reveals Horses for Courses

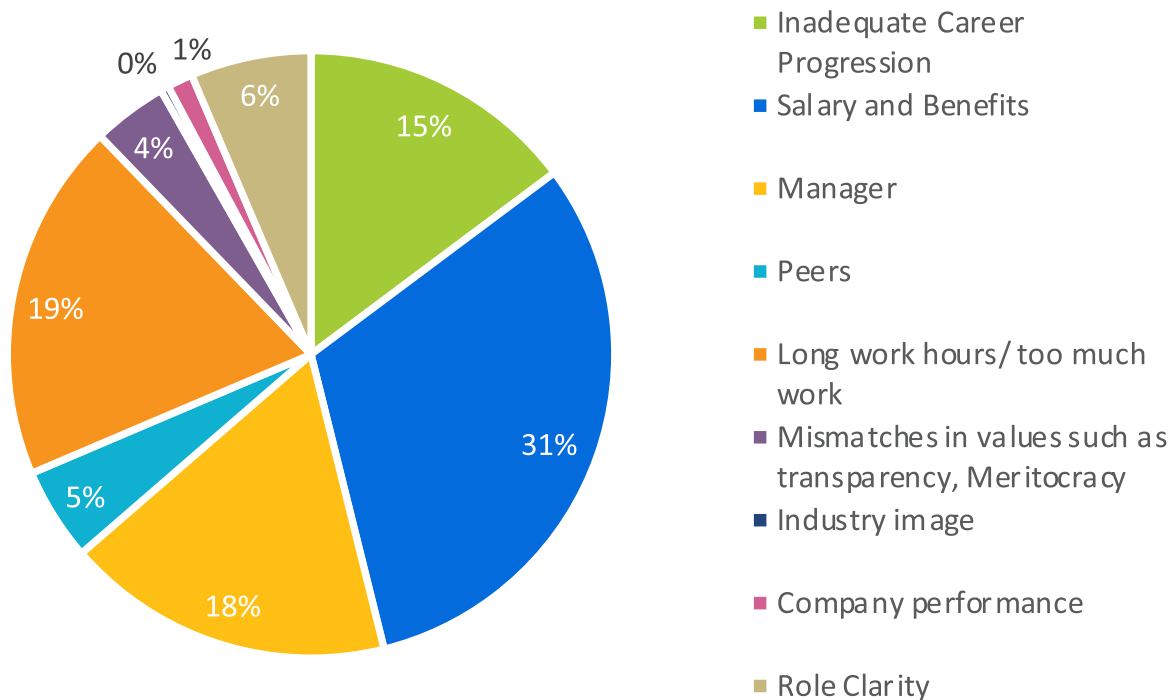


While someone takes up an **entry level** role, the points of discussion have to be *Comp & Ben* (61%). *Work culture*, *work location* and *career development* are the 3 next important factors to discuss. The least significant factor is long term vision and leadership.

For a **mid-level** role, we need to discuss 2 important factors : *work culture* and *Comp & Ben*. *Career development* and *job security* are the 2 next important factors for the prospective candidates. Title, work location, employer brand reputation and financial health are the next set of factors in their mind.

Senior level candidates are concerned about many aspects. Top 5 factors are : *financial health of the company*, *job title*, *long term vision*, *employer brand reputation* and *work culture*.

## Push Factors for people in Entry Level Roles : Growth, Long work hours and Manager

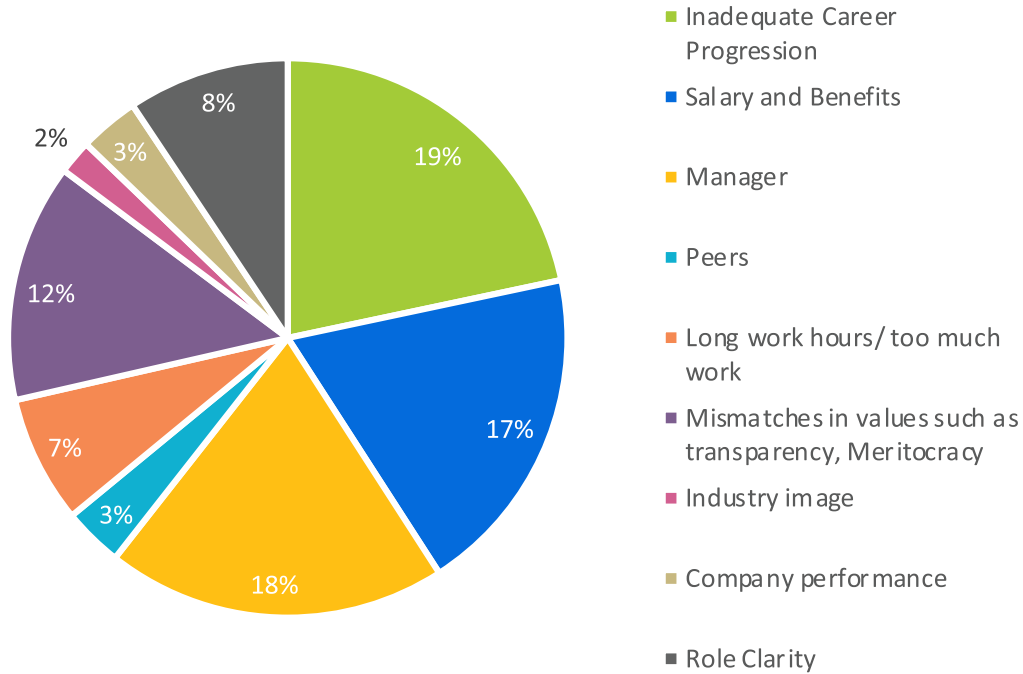


Entry level professionals come across many opportunities. The top reasons for them to look for a job change are: **Comp & Ben, Long work hours / too much work, Manager** and **Career Progression**. Long work hours has emerged as a significant push factor in the study. This reflects a change in outlook towards work life. The change is being led by an increasing population of millennials in the workforce who want to deploy energies and time on their areas of interest other than what they do for a living.

Salaries and benefits being at the top is not a surprise given the finding that availability of top talent is a challenge. Career progression having emerged as a key push factor is not a surprise because it reflects the ambition of our workforce and at the same time, their optimism and confidence in the economy.

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## Push Factors for people in Mid Level Roles : Career Progression, Comp & Ben, Manager followed by mismatches in values

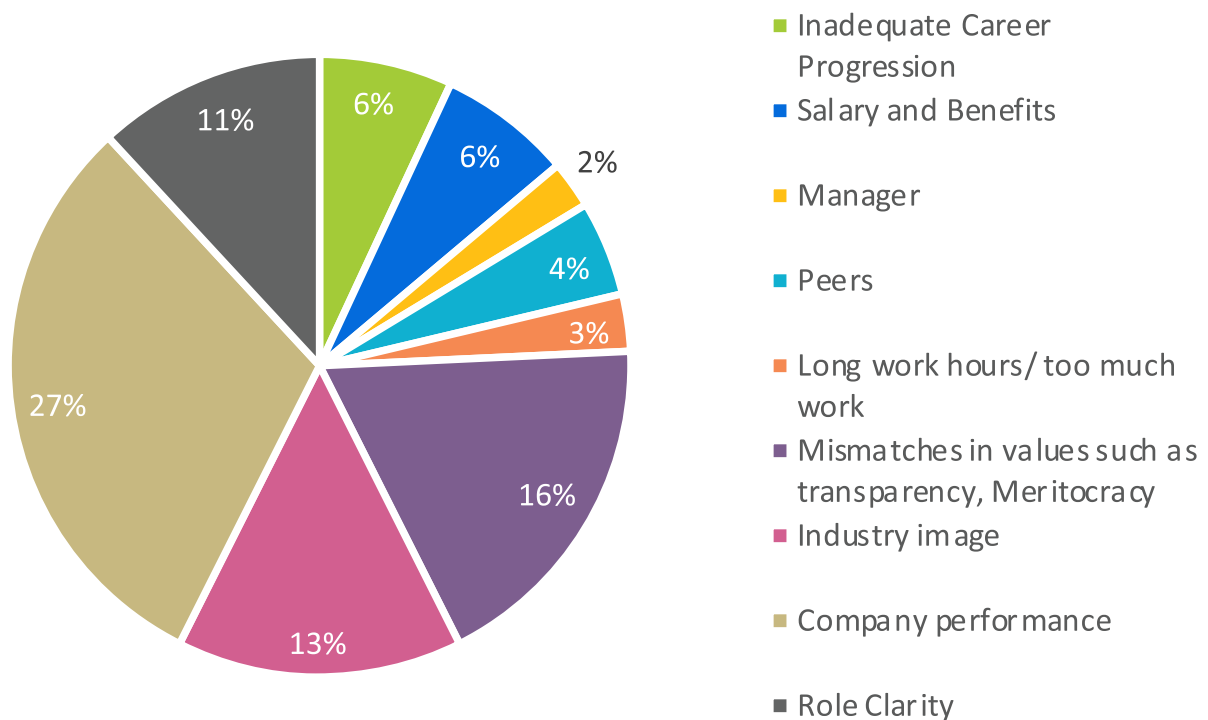


**Career Progression** comes as the most important factor because people in the mid-level of an organization are most concerned about the relevance of their career and earning potential in the future. Their priority in favour of this factor over salaries shows, they are thinking for the long-term.

Organizations will do a lot of good for themselves if they focus on development of their mid-level executives and create challenging opportunities for them within so that they can deliver greater business impact. Leaders need to lead such programmes hands-on to demonstrate their commitment to career progression of their mid-level managers.

Interpersonal relationships, collaborative work, recognition and empathy of the **manager** play an important role in making the day satisfying or otherwise. This becomes the next most important push factor for someone to look for greener pastures outside the company.

## Push Factors for people in Senior Level Roles: Company performance and mismatches in values

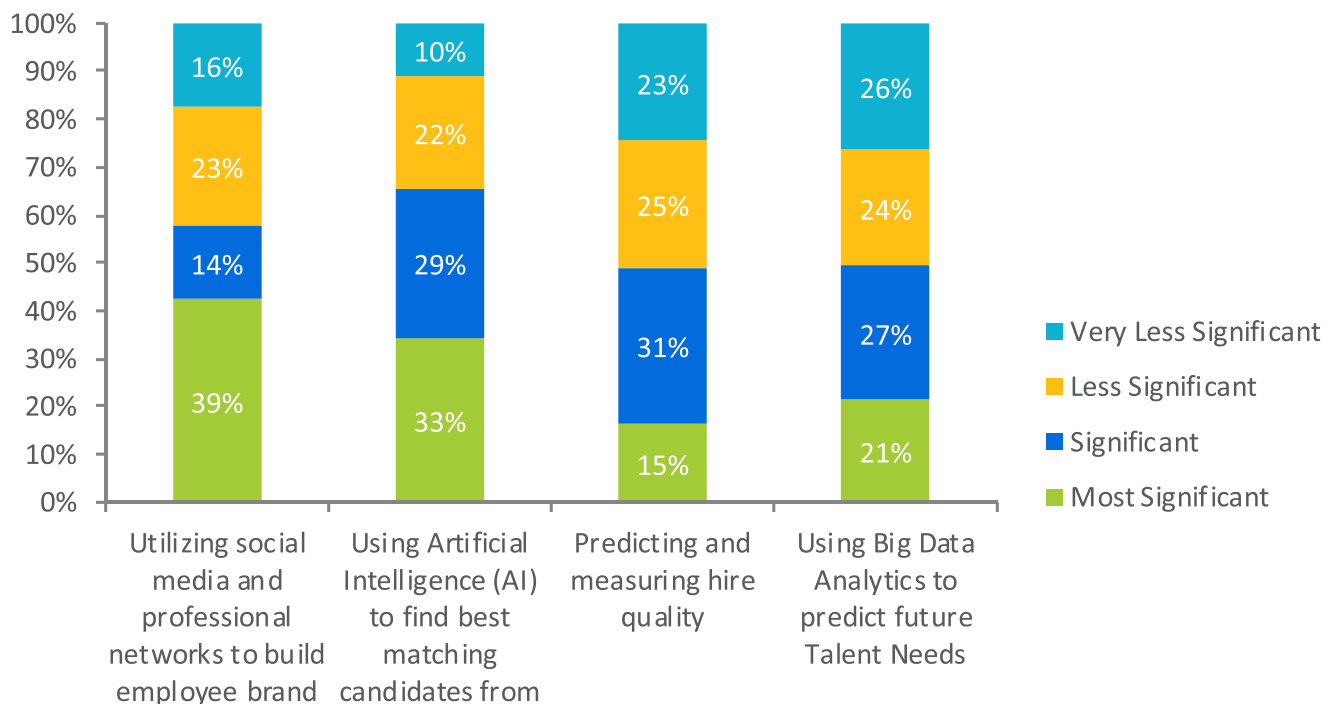


Professionals in senior roles are typically in a phase of their life to build a legacy, leave their mark on an organization or the industry sector. Hence, their priorities in life and expectations from their employer are very different from the people in junior and mid-level roles.

They expect the **company track record and performance** to be in the positive direction so that they can contribute in furthering the journey. Secondly, they expect a match between their personal beliefs and the **company's values**. These two determine their motivation and hence, tenure in the organization.

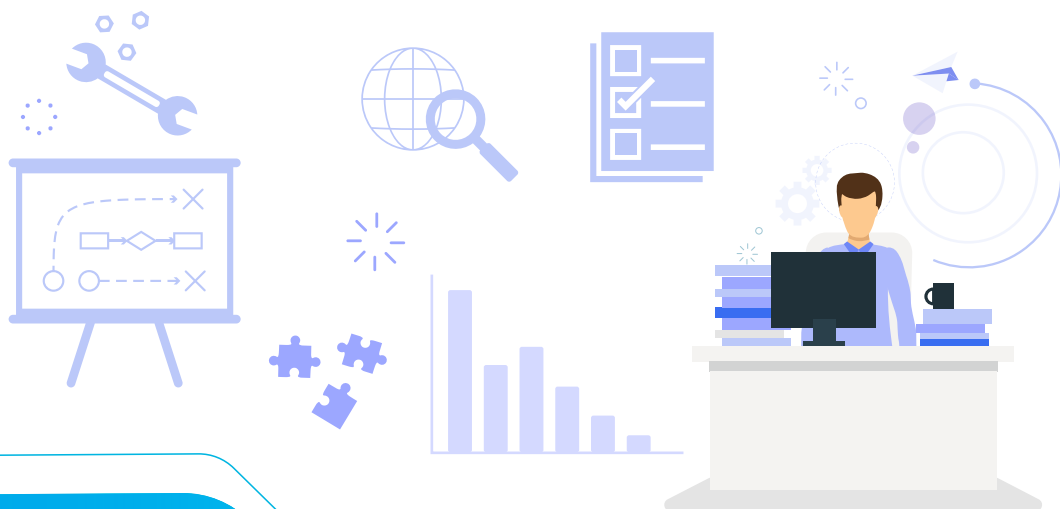
It is important to make deeper assessment of the candidates at the time of recruiting senior roles and provide them a realistic preview of the role before they are offered.

## Talent Market Trends : near future



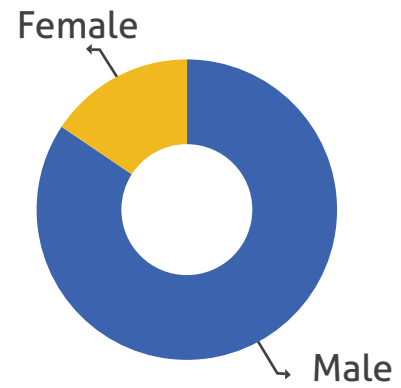
Clear trends are visible that **AI** will be used to find best-matching candidates from **online databases**. Secondly, use of **social networks** to build employer brand and attract candidates to job posts is seen as a clear trend.

Organizations could work with their **recruitment teams** (*outsourced or in-house*) to drive their digital strategy to build **employer brand** and deploy the best practices to draw top talent towards them.

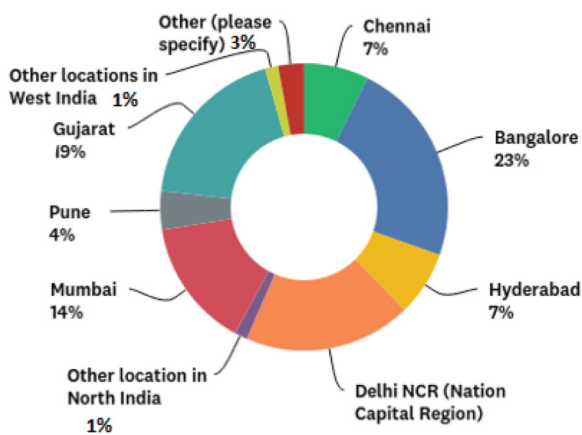




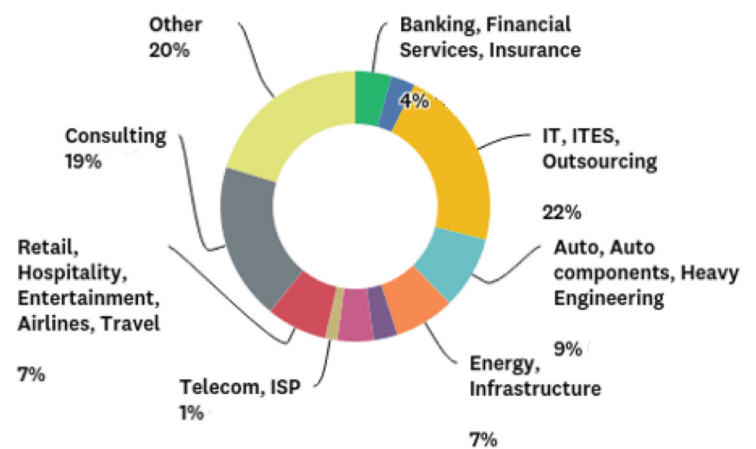
# Respondent Profile



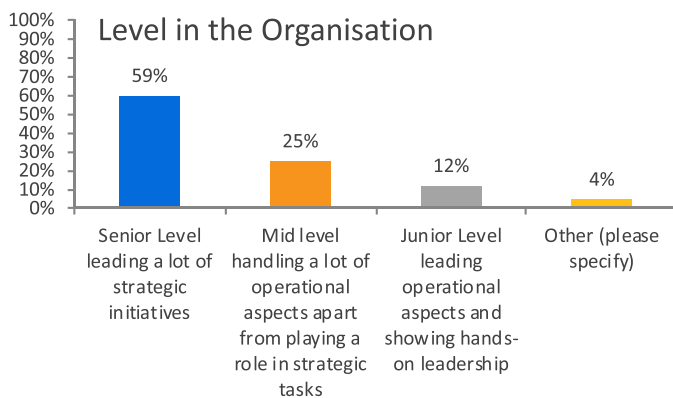
## Location



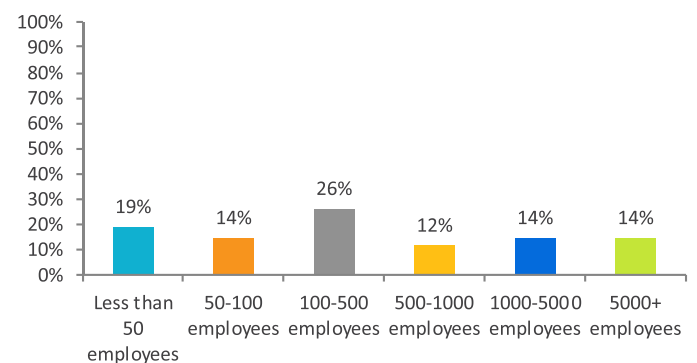
## Industry Sector



## Level in the Organisation



## Size of Organisation



# About CIEL HR

CIEL started in 2015 by the Founders of Ma Foi which had grown to be the largest HR services company in India and had operations in 14 countries in the world. It marks the return of HR visionaries to the HR Services industry, powered by technology and analytics. With a rich experience of 27 years of the founding team, CIEL offers Recruitment Services and HR Consulting Services to companies in India and Middle East. CIEL services talent needs of more than 1200 clients and has placed more than 15,000 professionals already in a short span of time. Leveraging new technologies such as machine learning, CIEL is at the forefront of the industry in introducing innovative practices. CIEL finds talent for Manufacturing, Energy, Infrastructure, IT & Outsourcing, Financial Services, Consumer Products, Pharma and Services sectors. With a pan-India presence in 34 locations, CIEL has international presence in Dubai.

Ciel is a French word meaning 'sky'. For us, it's the peak of excellence that we strive to achieve as we fulfil your talent needs and meet career aspirations of candidates.

