

INSIGHTS ON
JOB SEEKERS
IN TRANSITION

WHAT EVERY EMPLOYER
NEEDS TO KNOW





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INTRODUCTION

Trust and transparency between organizations and their workforces are the hallmarks of best of breed companies. Taking care of every employee is no longer just the right thing to do. Today, organizations of all sizes are fighting the war for talent, and those that earn the employees' trust and provide the best benefits at every stage of the employment journey are the ones staying competitive and profitable.

An organization's ability to recruit the best talent begins well before an open position is posted. An increasing majority of today's job seekers are looking to join organizations that have built reputations from the inside out and are willing to wait for the right fit—even if they have no other offers on the table. In today's employee relationship economy, how you treat your employees and what those employees share online today greatly influences how well you can recruit tomorrow.

We studied individuals across all ages, all levels of employment and across various industries in the United States and Canada to uncover a multitude of reasons why every employer needs to care about their own employees in transition. With this report, we aim to assess how leaders of human resources departments, and the companies they serve, can improve the results of essential workforce reduction and restructuring events and establish an employer brand to help them recruit, hire, and retain the best and brightest in the market.

When seeking employment, most survey respondents stated they look to join only those organizations that have a track record of acting in good faith and putting company values into practice, no matter the circumstance. Employees in every industry expressed the same negative sentiments for employers who didn't handle the layoff notification process well, or failed to care for all employees before, during, and after a workforce restructuring event. The results were clear: Employees who did not receive support after an involuntary separation were more likely to post negative sentiments on social media sites and did not recommend the company and its products to friends and colleagues.

Most importantly, this study revealed the need for employers to clearly communicate the benefits available to employees, not only when they are in the hiring phase, but throughout their employment.

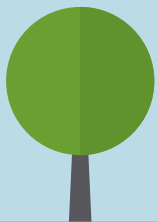
METHODOLOGY: We conducted a survey of over 1,000 workers in the U.S. and Canada who had been affected—one way or the other—by a layoff. The survey was designed to ascertain the sentiment, behaviors, and outcomes for those employees who had been laid off, or who had been in a company where layoffs occurred.

While the study revealed the positive effects of providing necessary support and following the best practices of conducting a compassionate layoff, it also uncovered some areas for improvement. We heard from workers who were not satisfied with the manner in which layoffs were handled and disgruntled by the lack of aid and empathy they were given upon separation. For those companies that hope to attract the highest-caliber workers, maintain and strengthen employee engagement, reduce workforce turnover, and maintain a stellar reputation among customers, prospects, and future employees, the message is clear: Don't skimp on career transition support for your departing employees, and don't forget to support those who remain.



CHAPTER ONE:

THE IMPORTANCE OF TRANSPARENCY FOR ALL EMPLOYEES



Our findings in this survey demonstrate the importance of establishing trust and clear communication with all employees at every phase of their engagement with your organization, regardless of title or position. When organizations only focus on members of their management and executive teams, they risk alienating a large portion of their workforce and risk long-term damage to the employer brand.

When seeking employment, most respondents stated they look to join only those organizations that have a track record of acting in good faith and putting company values into practice, no matter the circumstance.

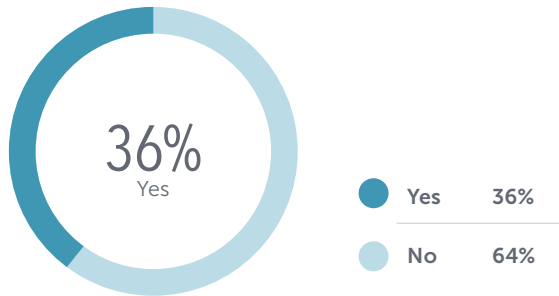
In this survey, we discovered that although organizations may offer fair benefits and severance packages, many employees are not aware—or don't understand—the value of all the benefits available. To those employees who aren't aware of the benefits available, it may appear that the company is not living out its core values in a material way.

THE IMPORTANCE OF FAIRNESS

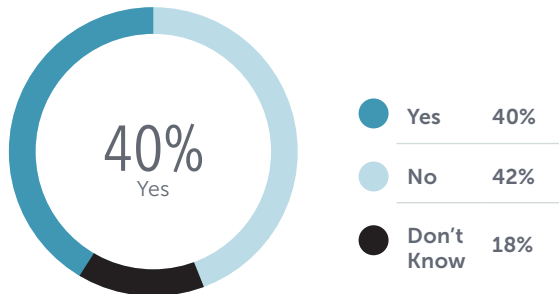
One reason for the lack of knowledge about benefits such as severance and other important employee benefits is that organizations don't always provide all benefits and severance packages to every employee. In our [Guide to Severance & Workforce Transition*](#), we found that a majority of employers only extend outplacement to managerial and professional-level employees. This study shows that only 36% of those who had experienced a layoff were given outplacement and that a mere 40% of those never laid off were aware of outplacement services being offered by their employer.

* info.risesmart.com/hubfs/Assets/2017-Guide-to-Severance-3b.pdf

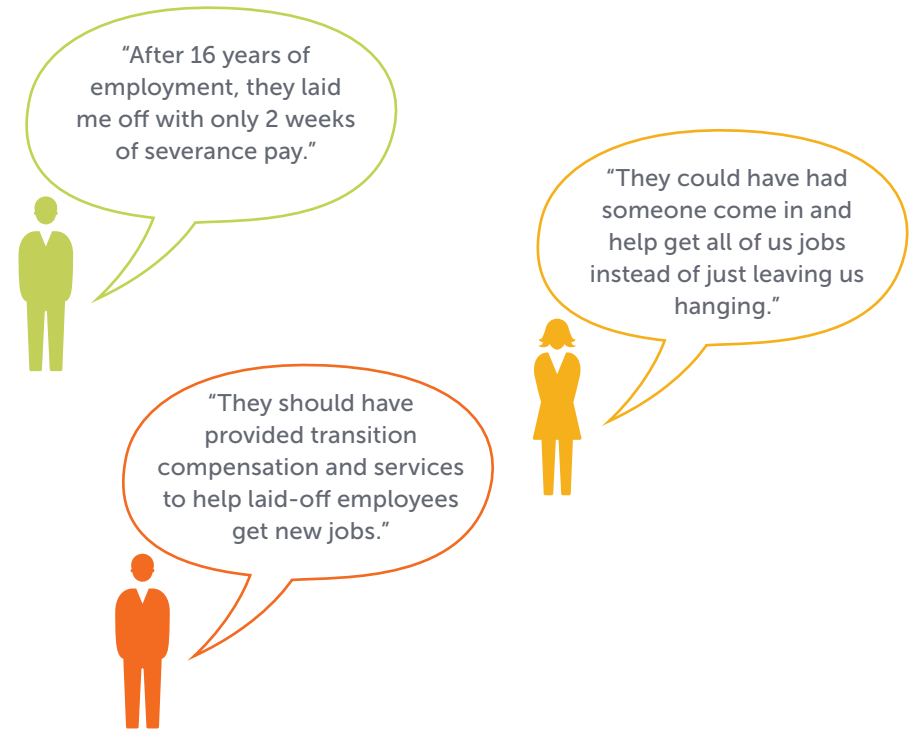
When you were laid off, did the company offer you outplacement services?



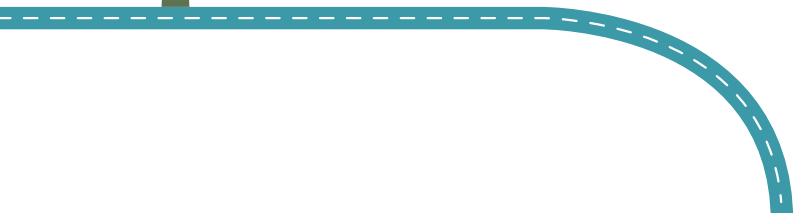
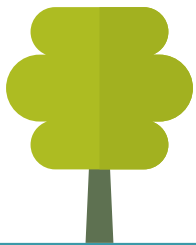
If you were working at a company where layoffs occurred, were outplacement services offered to those employees who were involuntarily separated?



Comments given by individuals who had experienced a layoff reflect a general sense of discontent with former employers who did not offer career transition services to all employees. These organizations have a greater risk of being mentioned negatively in social media and on employer review sites, such as Glassdoor, and risk long-term damage to the employer brand.



Even in the best economy, organizations use layoffs and downsizing as means to meet corporate goals, manage redundancies after an acquisition or merger, and to keep up with a shifting economy and marketplace. While 38% of our respondents had been impacted by a layoff more than five years ago (during some of the worst economic times in the U.S.), 62% of our respondents had been laid off within the last five years—a time of economic growth. Chances are, those employees are now customers, competitors, or possibly return employees. How their exit was handled at the time of the reduction in force has already made an impact on your business, whether you realize it or not.

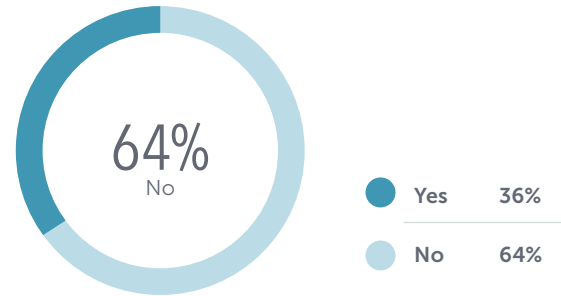


DO YOUR EMPLOYEES KNOW YOU CARE?

If you offer a range of benefits for your employees, find a way to educate them about all the great things you offer. Having benefits available isn't just a matter of being able to check the box that you have them. If your employees aren't aware of your offerings, how will they know how to rate you on Glassdoor, Yelp, and other review sites? In an age where talent retention is on everyone's mind, letting your employees know that you will take care of them, no matter what, is one more way to cement the relationship between you and your most valuable team members.

Instead of waiting until the time when you must conduct a layoff, consider educating your teams on benefits, such as outplacement and career transition services, during your annual benefits enrollment cycle. While it may seem out of place to have a conversation about exits to an employee who is just joining your organization, or is a current contributor, it's no less important than discussing disability and long-term illness benefits. Let's be honest—when a person is told they no longer have a job, they often don't hear anything else you're communicating. What if they knew you would take care of them before an event ever occurred and they would have access to career development, redeployment and career transition, and outplacement benefits?

Do you know what outplacement is?



**Employees who have been laid off or have been at a company where layoffs have occurred.*



LACK OF ENGAGEMENT RESULTS IN LACK OF BENEFITS TO EMPLOYERS

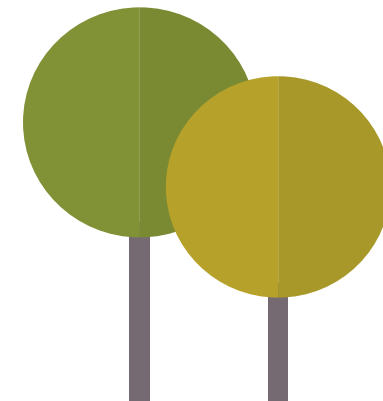
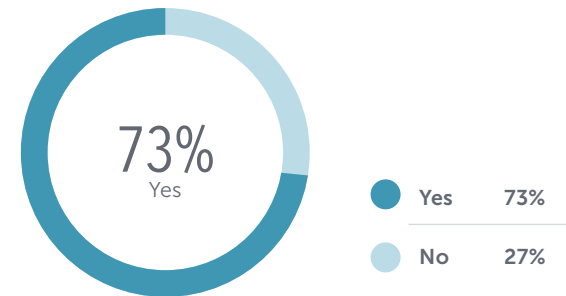
Our survey of people in a variety of industries and locations throughout the U.S. and Canada found that the majority of those employees who are offered outplacement use the services. While 73% is a good majority, the 27% who aren't aware of the services, or don't understand the benefits, are people who may leave with a negative view of your company. After all, if your employees aren't using the services you're providing, you can't realize the benefits of offering these services, including potentially lower tax liability, lower legal costs, and a better employer brand.



Knowing that one-third of employees who are offered outplacement and career transition services never use them is an opportunity for employers to do a better job of communicating these services to employees and encouraging them to participate. Some simple ways employers can improve participation in outplacement include:

- » Delivering the most up to date contact information for eligible employees to the outplacement provider—who will help educate impacted employees on your behalf
- » Clearly communicating the benefits available to each employee
- » Inviting a member of the outplacement services provider to be present during notifications

Did you use the outplacement services that were provided by your employer?





CHAPTER TWO: HR'S ROLE IN SMOOTH TRANSITIONS AND ONGOING PRODUCTIVITY



While HR leaders and their organizations may be aware of the benefits of offering outplacement, too often services are offered to simply “check the box” when workforce restructuring is necessary. Neglecting to insure that employees take advantage of these benefits and neglecting to understand all the services available through an outplacement provider, results in companies failing to realize the full ROI for outplacement services. Besides being the right thing to do when you have to let people go, there are many business benefits to partnering with a contemporary outplacement provider.

NOTIFICATION TRAINING AS AN IMPERATIVE

The advantages of partnering with a career transitions services provider prior to a layoff include benefiting from the best practices and expert knowledge from outplacement professionals. While some organizations have well-established HR teams who have been through reductions in force and corporate restructuring in the past, in most organizations the HR managers have not had much experience with these types of events. In addition, managers and those responsible for giving notification to employees often do not have the tools necessary to deliver notification without exposing the company to legal action and poor employee experiences—leading to damage to the employer brand.

Many of the comments from our survey participants revealed the prevalence of poor notification procedures and lack of preparation for managers tasked with the notification responsibility. When notifications are given without following best practices, impacted employees feel that the company doesn't care and are likely to echo those sentiments to peers, their friends and business contacts, and on their social media posts.

EMPLOYEES WHO DID NOT RECEIVE OUTPLACEMENT:

"The actual words my supervisor said were, 'Tough luck'. This was a week before Christmas."



"They need to update their managerial skills and have a heart. Management would not talk to me."



"The exit process was cowardly. We were assured layoffs were only rumors, then received an email weeks later instructing us not to show up for work."



"I received a one-line email that read, 'Congrats on your baby, I'm sorry to tell you we are terminating your position.'"



VERSUS THOSE WHO DID RECEIVE OUTPLACEMENT:

"It was a long heads-up, and that's all people can ask for."



"I had a good experience."



"We were able to end in a peaceful way."



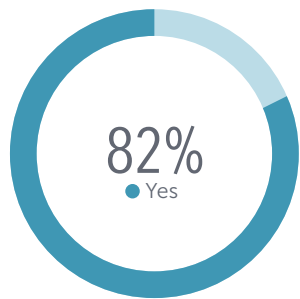
"It was a better experience than I ever expected."



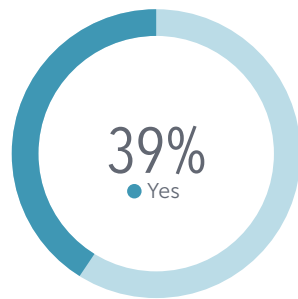
When asked, the majority of our survey respondents did not feel the exit process was managed well by their former employers. Our study clearly identifies a need for better training and preparation for those who will be delivering notifications. In addition to supporting your employees after a layoff, a contemporary outplacement provider supports your HR team with a plan for how notifications should be delivered and training for the managers who will deliver the notifications. Companies who don't have a formalized plan for messaging and notifications are putting themselves at risk for negative consequences following a layoff.

Do you feel your exit process was well-managed by your employer?

With outplacement



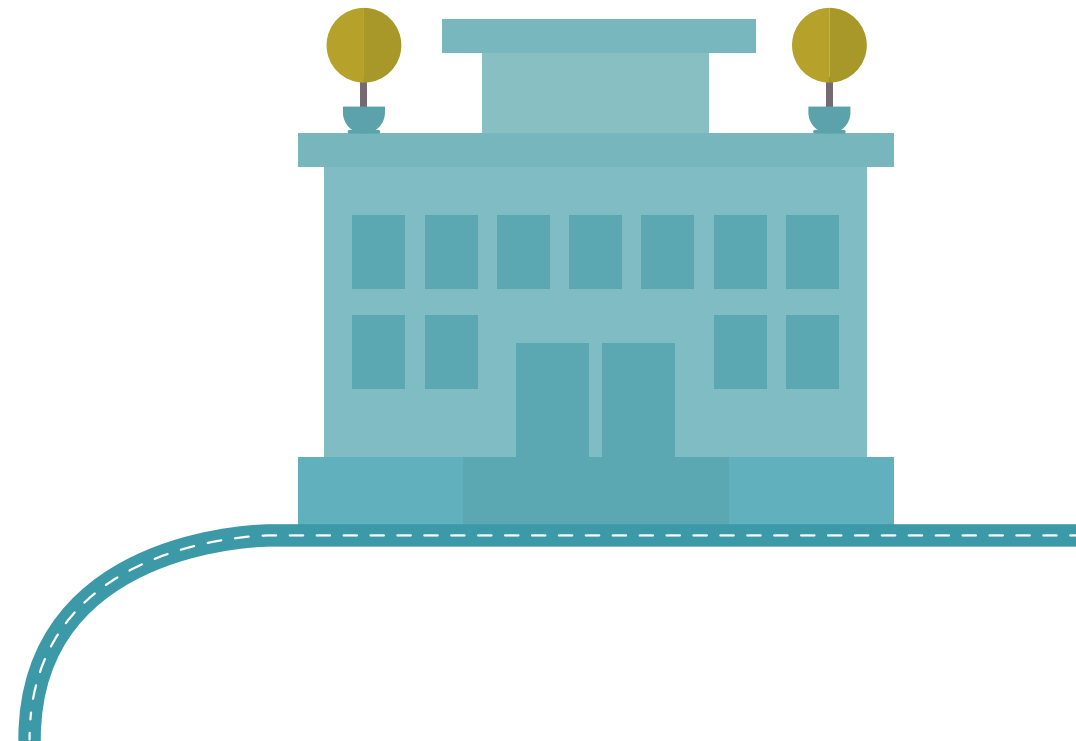
Without outplacement



EMPLOYEE SATISFACTION AS THE #1 BENEFIT

Job seekers derive several tangible and intangible benefits from career transition services. Below are the outcomes that were most helpful to them.

Supporting the perception that outplacement has both financial and branding benefits for employers, transitioning employees reported that they were able to find a new job and gain a higher salary or better benefits 47% of the time, no matter which outplacement service provider was used. When RiseSmart's career transition services are used, job seekers are able to find a new job 60% faster than the national average and enjoy the same or higher salary 83% of the time.



WHAT ABOUT THE EMPLOYEES WHO REMAIN?

Providing support to exiting employees, and communicating that you're offering that support, is key to the recovery of the existing organization. Many companies find that by internally promoting their outplacement offerings and clearly communicating the support they are providing to impacted employees not only lessens the layoff stigma, it also provides a level of comfort for those who remain and improves the time to return to productivity for the entire organization.

We recently conducted another survey to ask HR professionals what programs they have in place to take care of the employees who remain after a layoff. In the resulting Ebook, "[What About the Survivors—Taking Care of Employees Who Remain After a Layoff](#),"* we discovered that a large number of employers (43%) do not have a formalized plan for addressing the needs of remaining employees and managers post reduction in force. This is a missed opportunity. Our survey of individuals further amplifies the need to not only take care of exiting employees, but also the remaining employees who will ultimately help improve company morale and productivity. As part of the communications with remaining employees, it is important to help them understand what the company is doing to take care of their departing co-workers and friends.

Outplacement services not only positively impact those being laid off, the knowledge that former colleagues are being taken care of has a positive effect on those who must remain and return to productivity.

Here's how remaining employees ranked the services their colleagues received through outplacement:

- 1 Colleagues received good, relevant job leads
- 2 Coaching was beneficial
- 3 I feel more comfortable working for a company that takes care of its employees
- 4 Colleagues landed jobs with better salary and/or benefits
- 5 People found jobs quickly
- 6 Updated resumes and/or LinkedIn profiles got them more interviews
- 7 Remaining employees returned to productivity within 3 months



* info.risesmart.com/hubfs/Assets/pb-RS-Survivor-ebook.pdf



CHAPTER THREE:
THE IMPACT OF
EMPLOYEES IN
TRANSITION ON
THE EMPLOYER
BRAND

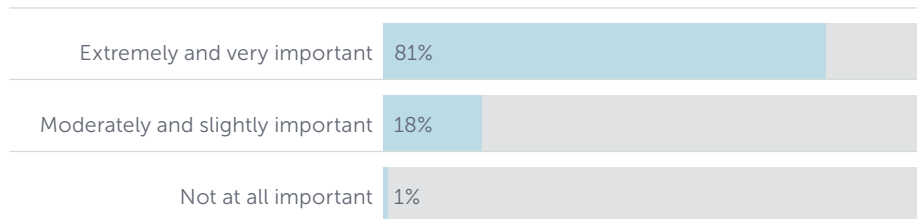


The need to take care of employees has never been more of an imperative for companies. Our study of individuals across the U.S. and Canada resulted in an overwhelming message from job seekers: "Company reputation matters."

When we asked, "How important is the reputation of the company you work for," a resounding 81% of those surveyed responded that it was either extremely important or very important.

Whether they've been impacted by workforce restructuring or not, individuals looking for employment know the importance of finding an employer that will fulfill their promise and make sure employees are taken care of at every stage of their association with a company, even upon their exit.

How important is the reputation of the company you work for?



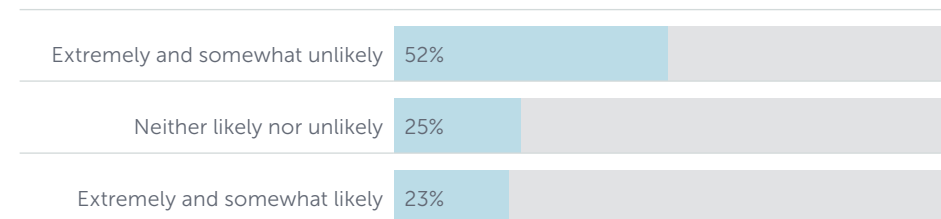
THE LASTING IMPACT OF A BAD REPUTATION

The damage that is done when layoffs are handled poorly, or when employees are not given the support they need to land a new job quickly, will have long-lasting impacts on your future ability to recruit and retain the best talent.

Even when faced with not working, a growing number of employees will choose to decline an offer from a company with a poor reputation. Gone are the days when employees feel happy to just have a job.

A majority of those surveyed (52%) reported that it was unlikely they would accept a job offer from a company with a bad reputation, even if it was the only job offer they received.

If you were offered only one job, and it was by a company with a bad reputation, how likely is it that you would accept that offer?



Even among those who may accept the job now, chances are these individuals would continue looking for that "best fit" scenario where they would feel secure and satisfied.



SOCIAL MEDIA

Social media has provided the string that keeps us all connected, regardless of our associations otherwise. While employer brand damage was possible before the proliferation of employer review sites, such as Glassdoor, the damage was minimal. Now, with a click of a button, disgruntled employees can tell the world every detail of how they were let go and what the employer did, or did not do, to make the transition easier.

Our survey data points to a small decrease in social media activity and a significant difference in the nature of the messages posted by those employees who were offered outplacement and career transition services versus those who were not.



WITH OUTPLACEMENT

14 % of those laid off with outplacement services posted an employer review on social media

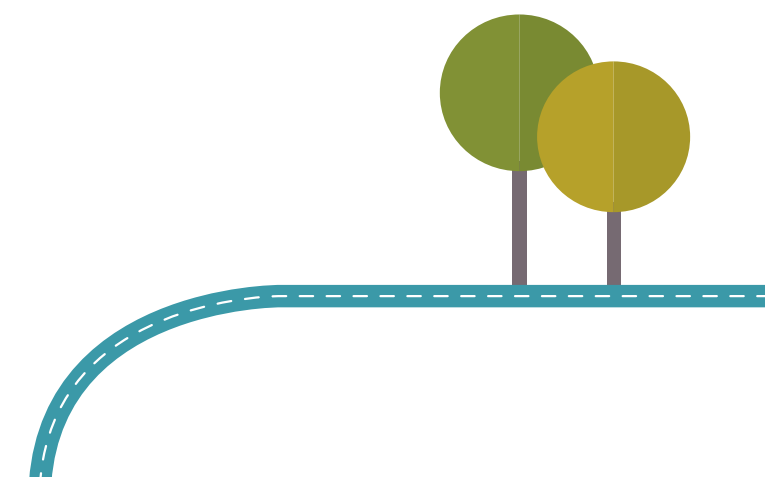
- » Those who did provide feedback characterized their feedback as neither positive nor negative, which indicates they gave fair, balanced feedback.



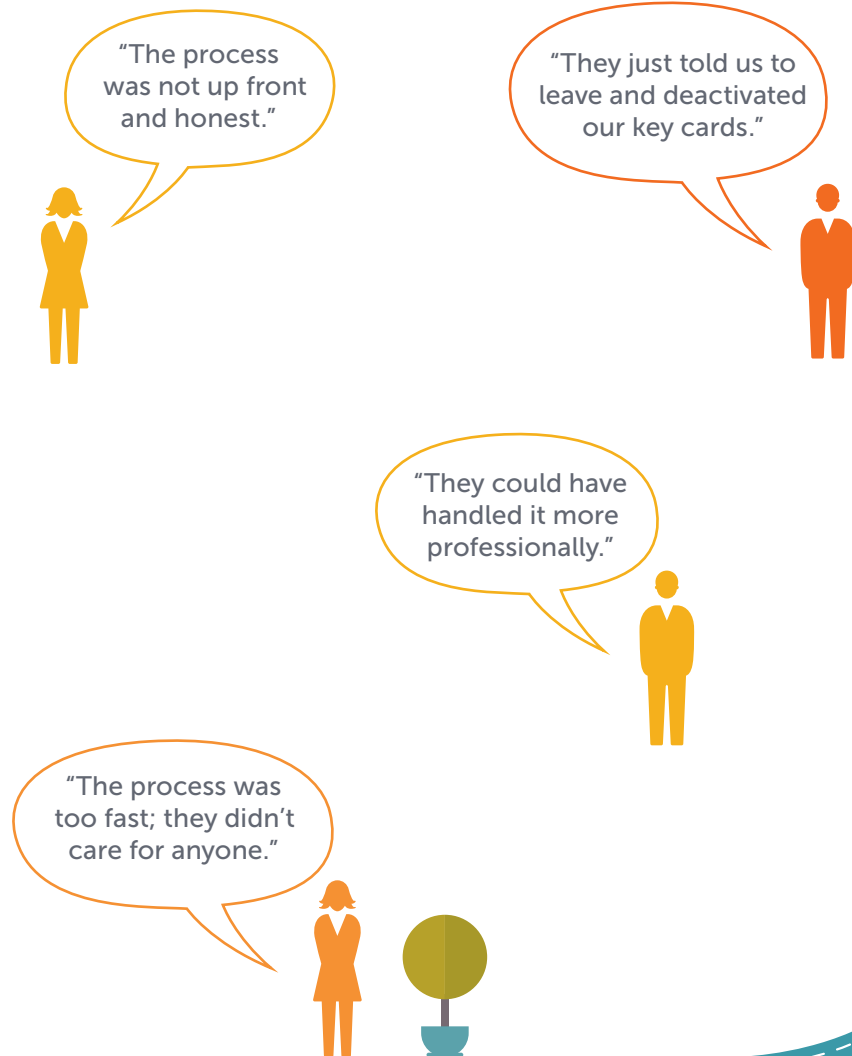
WITHOUT OUTPLACEMENT

16% of those laid off without outplacement services posted an employer review on social media

- » Those who did leave comments characterized their postings as more negative than positive.



COMMENTS FROM THOSE WITHOUT OUTPLACEMENT:



VERSUS THOSE WITH OUTPLACEMENT:

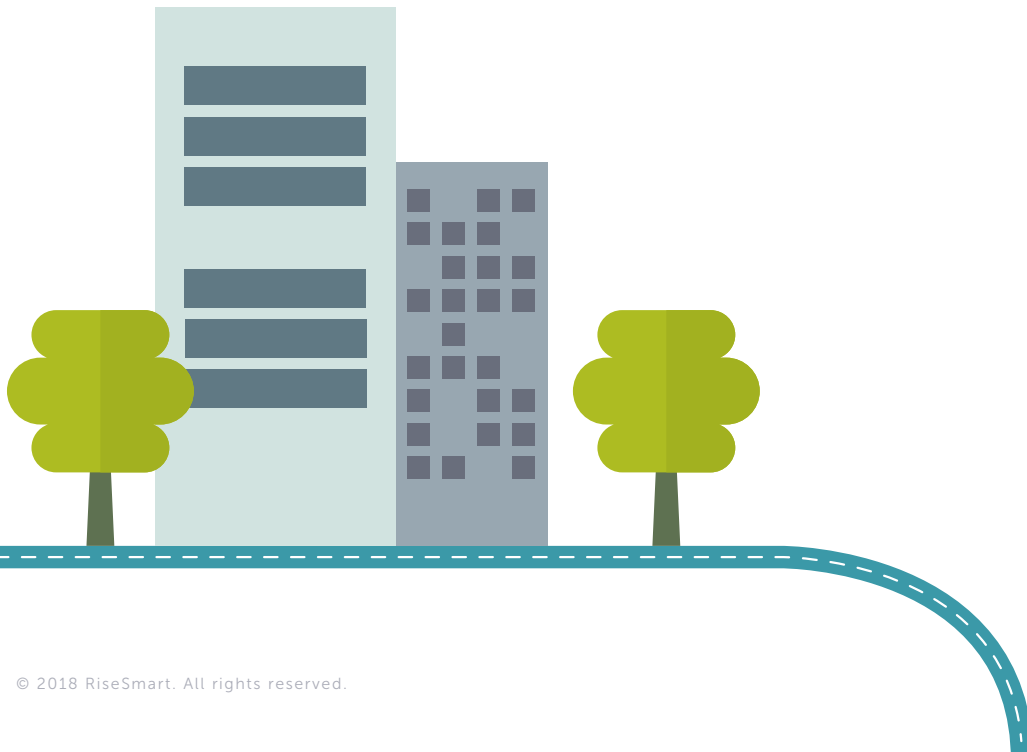


When negative comments, such as those expressed by individuals who were laid off without outplacement, show up on social media, employers have little recourse as their responses sound like they're justifying poor behavior. Individual feedback may be improved by collecting alumni sentiment data from the outplacement provider to determine which parts of the process can be improved in the future. By delivering anonymous feedback from employees and measuring their overall sentiment, RiseSmart arms organizations with the information they need to improve processes in the future. Even when the news is hard to hear, and your organization has room to improve, it's better to hear negative comments directly from employees through alumni sentiment feedback, rather than read them on Glassdoor. In addition, employees who are allowed to voice their concerns, and know they will be listened to, are far less likely to find other, more public ways, to express those same thoughts.

GATHER ALUMNI SENTIMENT

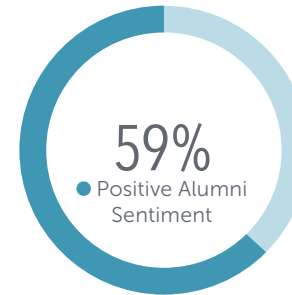
Through our study, we found the many ways in which a company's reputation can impact its future growth and success, including the ability to recruit and retain talent, develop brand ambassadors, and attract and retain customers.

Even though employees are the ones impacted by the layoff, those who received outplacement services were much more likely to retain a positive alumni sentiment of the company (59%) than those who did not receive any career transition services. The effects of alumni sentiment can be felt not only in social media where impacted employees discuss their experiences, but in the morale and productivity of those who remain at the company. Nearly half (49%) of those who remained after a layoff reported that their peers who were laid off talked to them about the experiences with the layoff and their subsequent job search efforts. Their impressions of the company tended to be less positive if the company did not offer outplacement to every impacted employee, further solidifying the need to take care of all employees—regardless of position or time at the company.

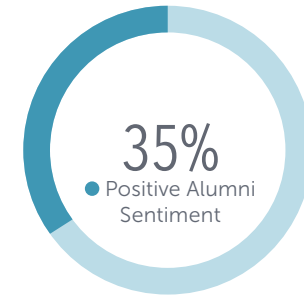


How do you feel about the company that laid you off now?

With outplacement

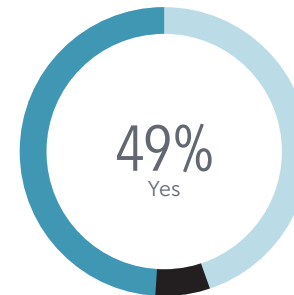


Without outplacement



**Full-time, salaried professionals*

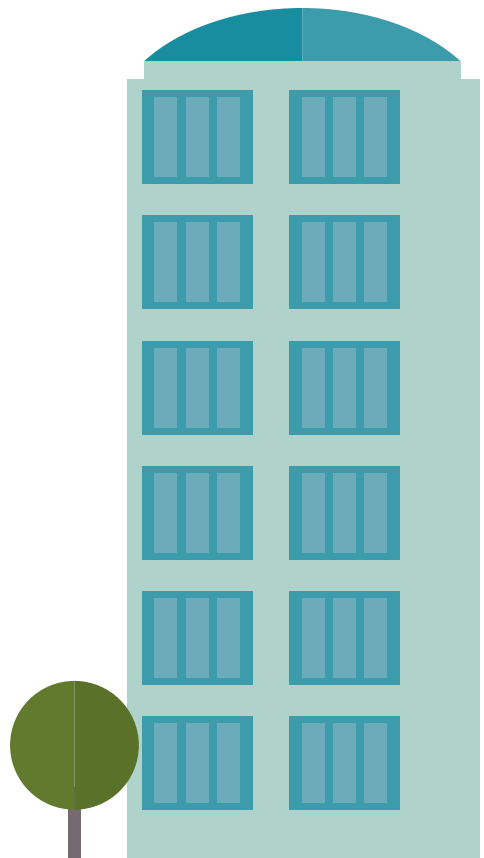
Did exiting employees talk to you and other remaining employees about their job search experiences after being laid off?



- Yes 49%
- No 42%
- Not Sure 9%

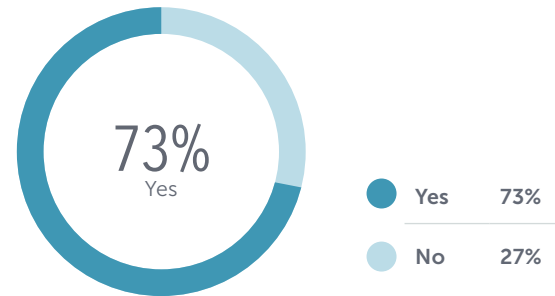
BOOMERANG EMPLOYEES

In the past few years, as a result of the growing talent shortage and changes in HR policies about rehiring employees, a new phenomenon has taken hold: the boomerang employee. These people are returning to past employers after some time away from the company, and returning with additional industry knowledge, skills, and experience from other organizations. Providing an employee experience that makes individuals want to return is the hallmark of a company with a strong employer brand. In our study, we discovered a direct correlation between employees who are laid off and offered career transition services and those who would be willing to return to and work for a former employer.

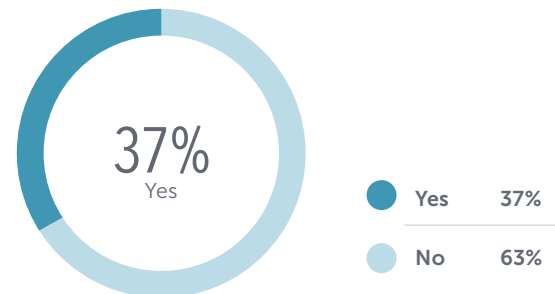


If the right position opened up, would you consider returning to your former employer?

Employee laid off with outplacement:

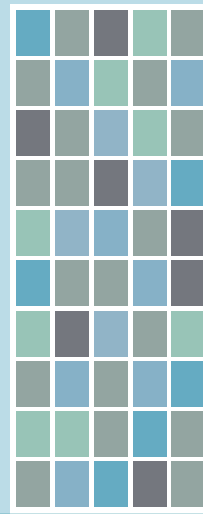
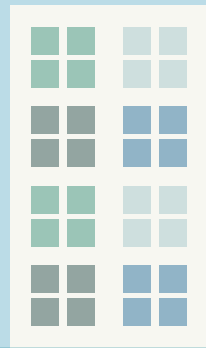
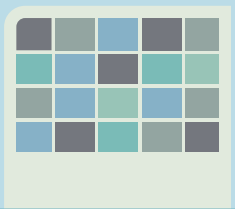


Employee laid off without outplacement:



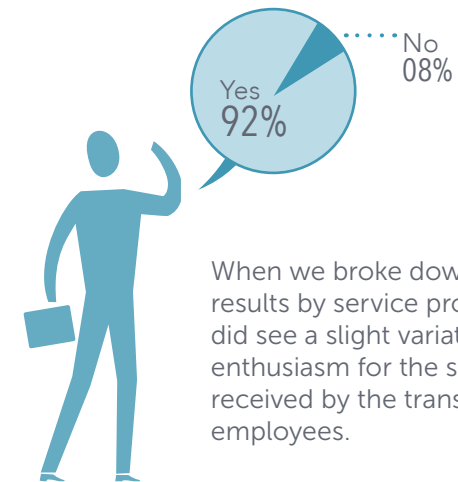


CHAPTER FOUR: GETTING IT RIGHT: CHOOSING A CAREER TRANSITIONS PARTNER



While our study revealed a strong connection between offering career transition services and protecting employer brands, it also gave us some insight into the importance of choosing and offering the right kind of services.

Do you feel the outplacement services provided were beneficial?



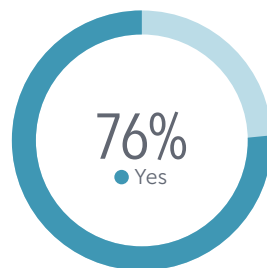
When we broke down the results by service provider, we did see a slight variation in the enthusiasm for the services received by the transitioning employees.

Do you feel the outplacement services provided were beneficial?

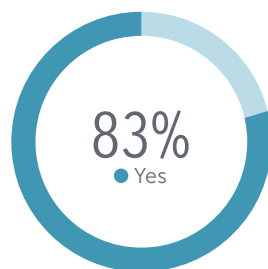
RiseSmart



Lee Hecht Harrison



Right Management



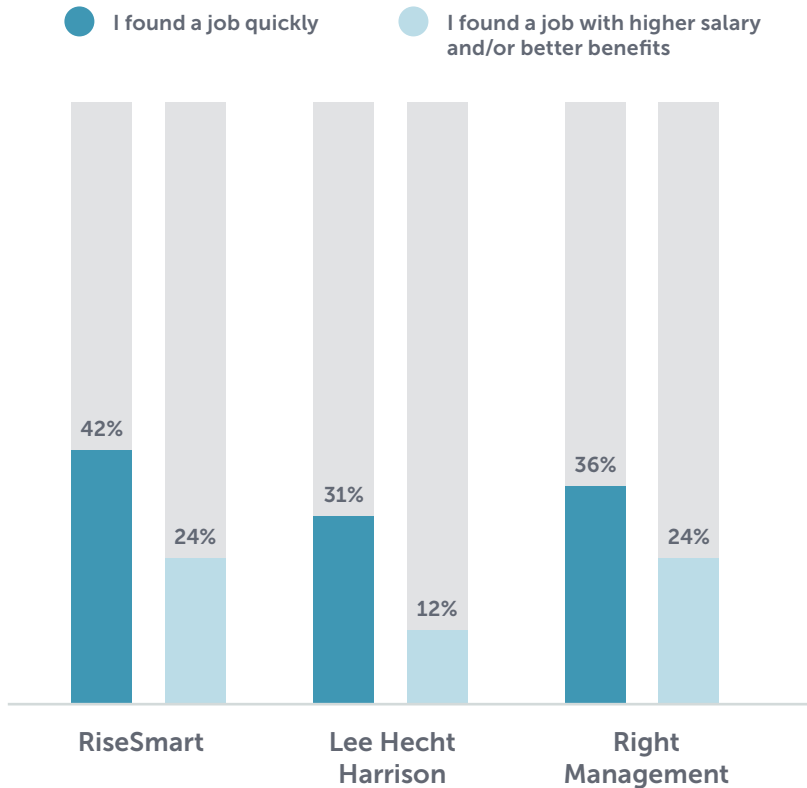
THE BENEFITS OF CONTEMPORARY OUTPLACEMENT FOR EMPLOYEES

Not surprisingly, the biggest benefit of outplacement to those impacted by a layoff is the ability to find a new job quickly. In fact, the majority of respondents found their landing rate to be the most important benefit of their outplacement services. In addition, respondents noted that finding a job with a higher salary and/or better benefits was at the top of their list for benefits derived from using an outplacement services provider. Other benefits included quality coaching, relevant job leads, and help with a resume and digital profile.

Top 5 ways in which outplacement services were found to be beneficial:

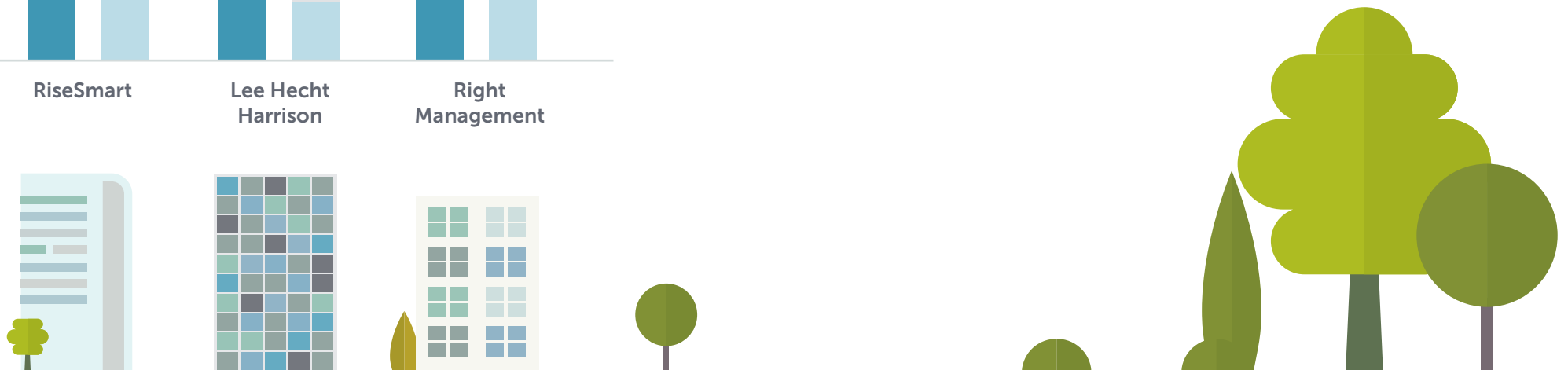
- 1 I found a job quickly
- 2 I found a job with a higher salary and/or better benefits
- 3 The coaching was valuable
- 4 My coach was knowledgeable of my industry
- 5 I got good, relevant job leads

Choosing your provider carefully is also reflected in the respondents' feedback as to finding a job quickly and achieving a higher salary and better benefits:



THE NEED TO REPLACE LEGACY OUTPLACEMENT SOLUTIONS

Transitioning employees forced to work with older, established providers with outdated business models did not get the value or desired results from the coaching services, job lead sourcing, or resume help. Too many reported that they did better on their own and that the resources they were given to find a job today were written for yesterday's job seeker. This may result in reduced ROI for the outplacement spend. With the employer brand at stake, it's more important than ever to look at the results of your outplacement investment including your employee satisfaction ratings. If you aren't getting the results you want, it might be time to partner with an outplacement provider who can help you reach your goals.



Among the established outplacement providers with outdated business models, high percentages of transitioning employees found services not to be beneficial. For example, 29% and 25% of transitioning employees told us that coaching services of Lee Hecht Harrison and Right Management (respectively) were not helpful. In addition, 29% of Lee Hecht Harrison participants and 13% of Right Management participants felt that resource materials were out of date. A third of respondents using LHH and Right Management also felt that they were able to land a better job on their own. Job seekers who received services from RiseSmart reported a 100% approval rating of RiseSmart's coaching, job leads, resume writing, and resource materials.

The top ways job seekers felt the outplacement services they received were NOT beneficial.



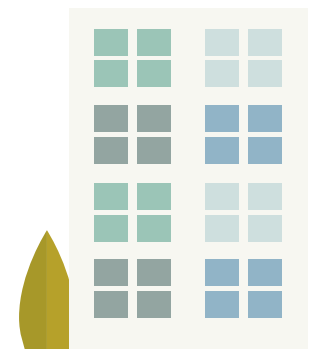
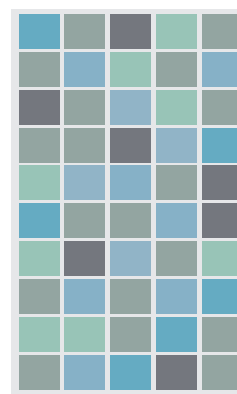
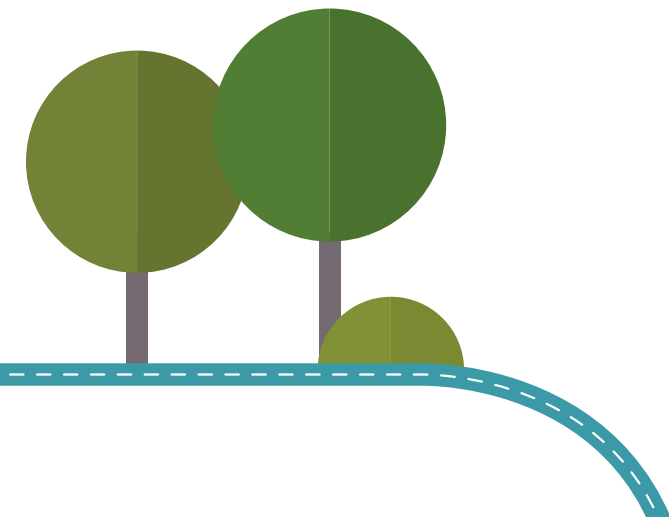
★ Job seekers were 100% satisfied with RiseSmart's outplacement services



29%	29%
14%	14%
0%	14%



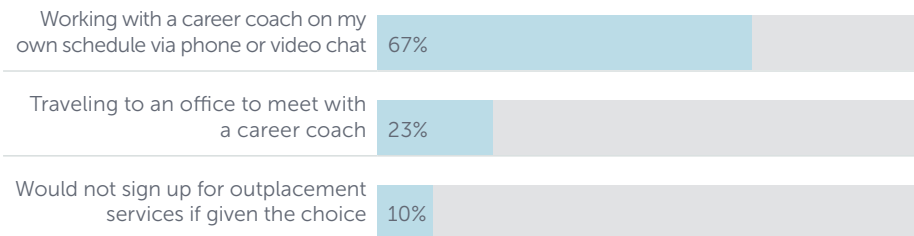
25%	25%
13%	13%
37%	0%



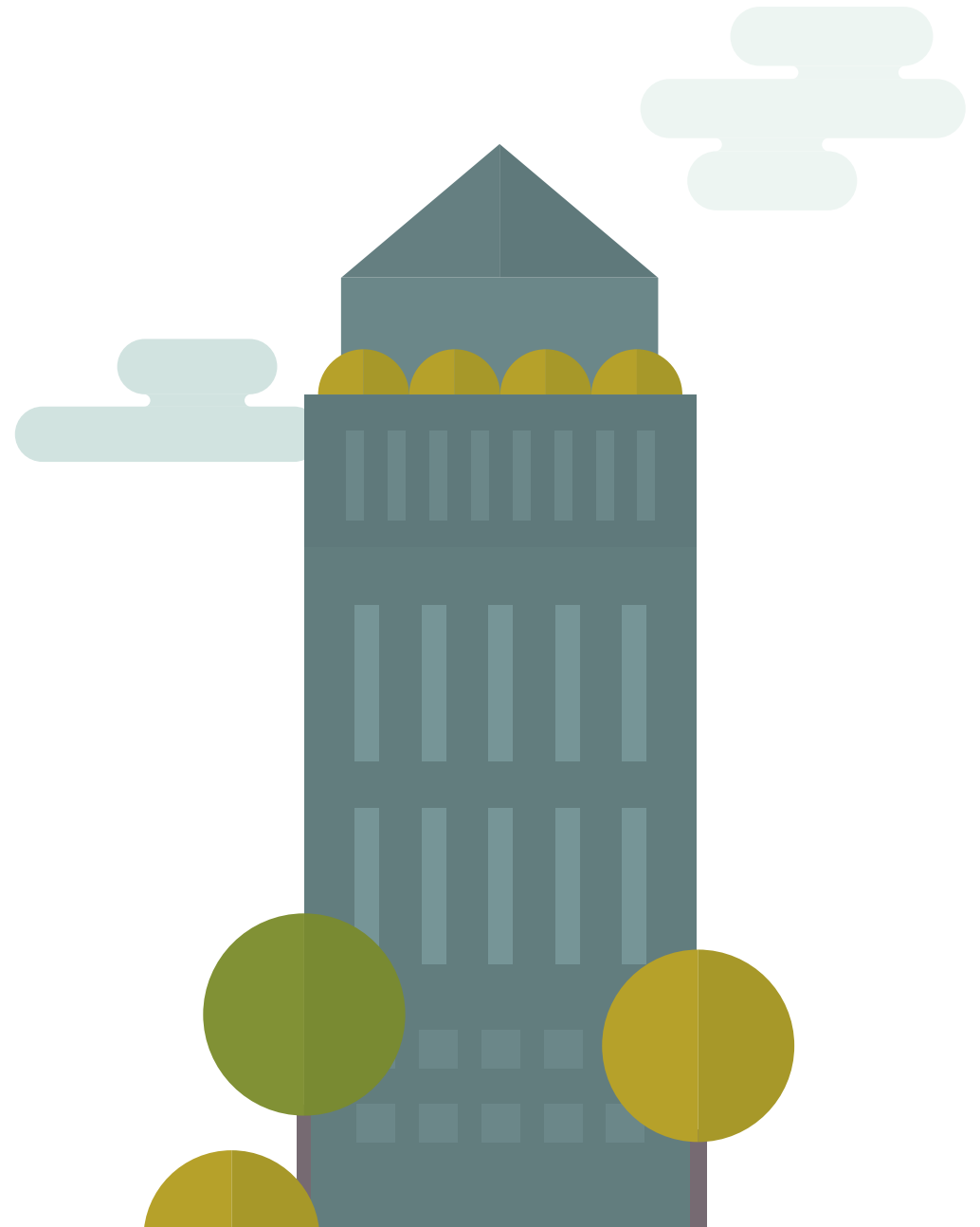
EVERYONE NEEDS A COACH

What surprised us most was the prevalent dissatisfaction with the coaching experience among those who received outplacement services from legacy outplacement providers. While we may not know on an individual level how the coaching model failed, we did find that the majority of people who have received outplacement and career transition services in the past would choose to meet with a career coach over the phone or virtually via chat. Since many of the outplacement providers with outdated business models still deliver coaching from brick and mortar locations where program participants must drive to meet with career coaches either one-on-one or in groups, we feel there may be a strong correlation between satisfaction with the coaching experience and the ability to be matched to a coach familiar with your industry, but not necessarily in your same geographic location.

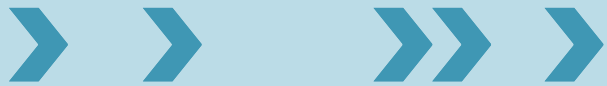
Which type of outplacement services would you more likely sign up for if given a choice in the future?



The stakes have never been higher for employers. Recent trends including the war for talent, and the growing importance of an exceptional employer brand have caused companies to raise the bar on every type of service they provide their employees—career transition services are no different. It's no longer enough to just have a service provider in place, now employers must ensure that the services they offer their employees are valuable, effective, and result in high levels of employee satisfaction.



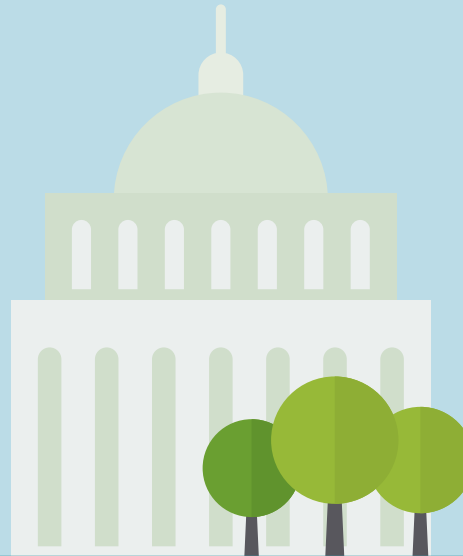




CHAPTER FIVE:

THE REAL VALUE OF OUTPLACEMENT

- NETWORKING AND
JOB OPPORTUNITY
SOURCING
- RESUME WRITING
- CAREER COACHING



Many organizations offer outplacement services to employees who are impacted after a layoff as a way to safeguard themselves against legal liability, protect the employer brand, and save money due to heightened unemployment tax rates. More and more, these same companies are looking for ways to do the right thing and live their corporate values.

For those companies who have established a culture of caring for and making an investment in their employees, finding the right outplacement provider has taken on greater importance. Employees recognize the difference between services that are designed to serve the employer and programs designed with the transitioning employee in mind.

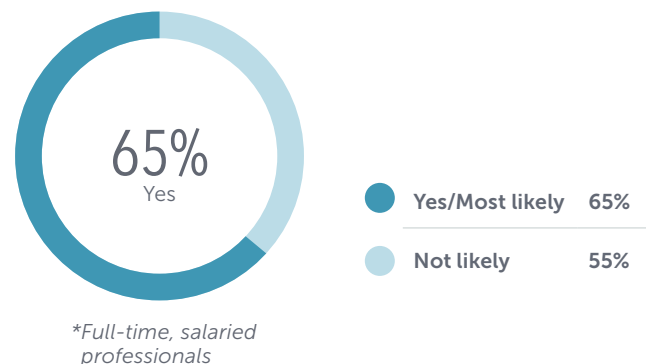
EMPLOYEES WOULD MAKE THE INVESTMENT IN CAREER TRANSITION SUPPORT

As recruiting processes become more automated and companies narrow their parameters for the candidates they'll invite to an interview, employees in transition have recognized the need for expert advice and support. To find out the degree to which employees value the career transition support they receive upon exiting a company, we asked if they would pay for those services themselves.

Surprisingly, we found that a significant percentage of those surveyed would opt to pay for a career coach, a resume writer, and access to expertly sourced job leads. Although we asked about each of these services separately, we found that, across the board, approximately 62% of full time, salaried professionals would most likely pay for career transition services themselves.

NETWORKING AND JOB OPPORTUNITIES

Would you consider paying for a recruitment agency to source and deliver job leads?

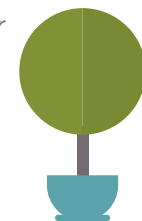


For most job seekers, the actual task of looking through job leads is time consuming and frustrating. While the proliferation of sites offering job listings promises the job seeker a plethora of job opportunities, sorting through open positions and matching job descriptions to individual skills, experiences, and desires can be a full-time job.

In addition to lists of job leads, job seekers need advice and tools to network effectively. With the support of a dedicated career coach, the right technology, and pre-written phone and email scripts, even the shiest job seeker can learn to use their professional networks to identify new opportunities.

Every outplacement provider offers some form of job leads to the transitioning employees they serve. In our last Insights on "Job Seekers in Transition Survey," we discovered that those individuals who received qualified job leads through RiseSmart's SmartMatch Engine and Job Concierge service were more likely to land a job.

(Landing rate by job lead type: 78% of those who received job leads through RiseSmart's SmartMatch™ and Job concierge were able to land a new job, compared to 65% of those who received job leads from other outplacement providers and 33% of those who had to find job leads on their own.)

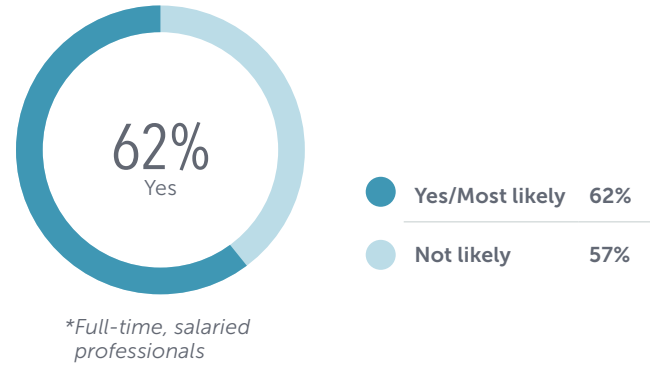


Knowing the importance of qualified job leads, we asked people how much value they placed on getting pre-screened and qualified job opportunities. We found that individuals understand the value of relevant job leads and would seek them out, even if they were not offered by their employers.



PROFESSIONAL RESUME SERVICES

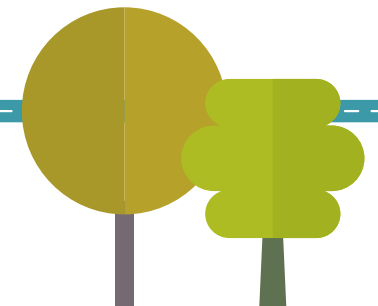
If it wasn't offered for free, would you pay for a professional resume service when you look for a job again?




Today's recruiters only look at a resume for a few seconds before deciding to save it or trash it. Job seekers understand the need for a resume that will rise to the top and make it through the initial screening process modern ATS systems provide.

In our survey of job seekers two years ago, we found that landing rates were considerably greater for those candidates who had a professionally written resume than those who may have only attended a workshop or received a resume critique.


(Landing rates by resume service type for salaried FTE: 72% of respondents who received a full rewrite were able to land a new job, versus 60% who only attended a workshop, 50% who received a resume critique, and 38% who wrote their own resume.)




Knowing the importance of a well-written resume, we asked respondents about their willingness to pay for these services on their own, if they aren't provided by the employer. What we heard was not surprising. Individuals recognize the need for a resume that resonates with what recruiters are looking for.





"Styles and expectations tend to change over the years, so I would want to make sure that my idea of a resume is consistent with the norms today."



"A career change may be in my future, and I would be likely to use a professional paid resume service at that time."



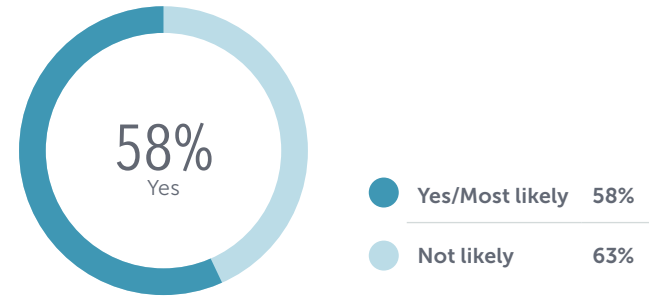
"I am hoping I do not ever need to write a resume again. If I do, I would consider a service so that I could get unbiased eyes on it and make it pop for today's culture."



Considering the perception among employees of the importance of a professionally-written resume, providing career transition support that includes a dedicated resume writer should be a primary consideration for HR leaders looking to make sure their organizations are taking care of employees in the best possible way following a layoff or restructuring event.

CAREER COACHING

Would you consider paying for a career coach to help you create a personal brand and prepare for job interviews?

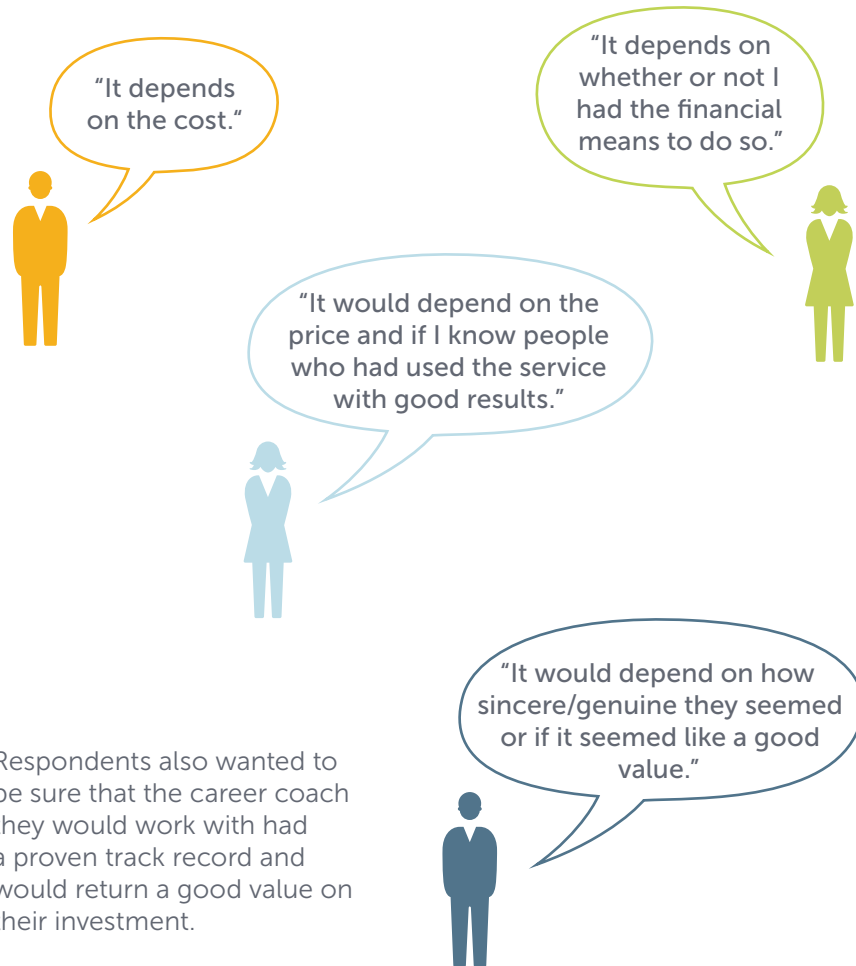


**Full-time, salaried professionals*

Two years ago, we surveyed individuals who had been laid off to discover their preferences and behaviors following a lay off. At that time, we discovered that virtual coaching is more effective for helping employees land than in-person coaching as it allows employees to take advantage of outplacement services anytime, and anywhere.

(Landing rates by coaching type: 75% of those receiving virtual coaching landed a new job versus 57% of those who received coaching in person and 28% of those we did not receive coaching of any type.)

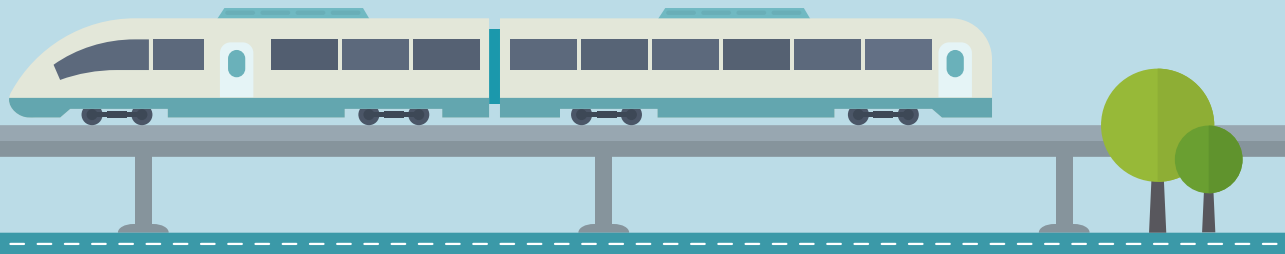
This year, our survey focused on the perceived value of career coaching based on an individual's willingness to pay for those services on their own. What we found was that people understand the intrinsic value of career coaching, but are cautious to agree to pay for the services themselves due to the financial impracticality for someone without an income.




The take-away for HR leaders and companies considering outplacement services is to make sure the career coaching model is designed with the participant in mind. Before you partner with an outplacement provider, ask to see results and make sure career coaches hold current certifications from International Coach Federation, and other recognized certifying organizations.



CONCLUSIONS


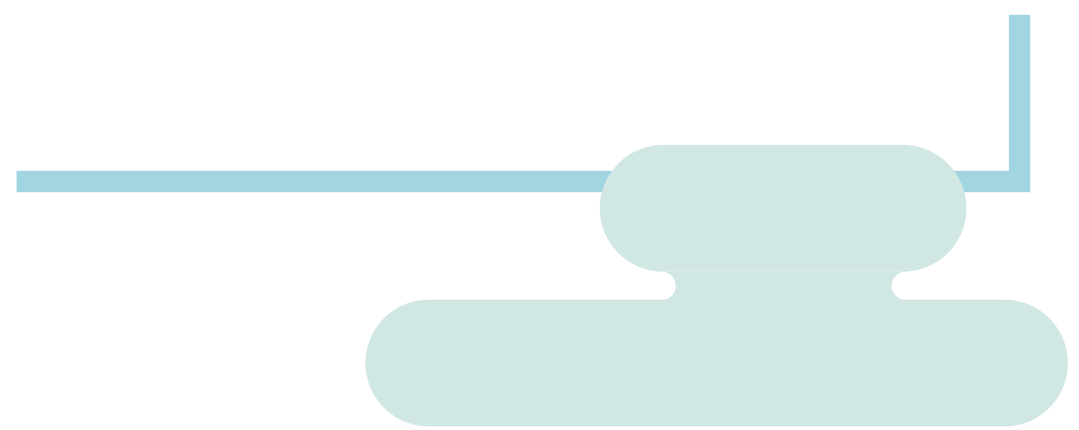


The job market remains competitive for employers hoping to attract the best talent. Trends such as the gig economy and the frequency of employees returning to a previous employer (boomeranging), makes a positive workplace culture a strategic concern for C-Suite executives. HR leaders hoping to be strategic partners and trendsetters in their own organizations are searching for innovative ways to improve retention and recruitment efforts.



The following key takeaways and best practices will help employers address the needs of employees at every stage of their career journeys, including the process of off-boarding and layoffs.

- » Today's employees expect career transition support, regardless of title or time at the organization.
 - » Employees go on to be your customers, competitors, or possibly return employees; building trust and transparency with your workforce is an investment in your future.
 - » Partner with an outplacement services company prior to conducting a layoff to gain the advantage of having expert advice for your HR department and appropriate training for your managers.
 - » Finding the career transition services that will best serve your HR team, as well as your transitioning employees, is imperative for organizations hoping to benefit from lower program costs, reduced unemployment tax claims, favorable risk mitigation, greater brand protection, and lower attrition.
 - » Before you partner with an outplacement provider, ask to see results and make sure career coaches hold current certifications from International Coach Federation and other recognized certifying organizations. Ask how many calls, on average, your employees will have with their assigned coach.
- 

- 
- » Employee satisfaction and positive sentiment are keys to protecting your brand online. Make sure you know how transitioning employees feel about your processes and make improvements before comments appear on Glassdoor.
 - » Encourage employees to take advantage of the benefits you offer, including outplacement, to preserve your employer brand and to establish positive long-term relationships.
 - » Provide notification and resiliency training for managers and resiliency training for those employees who remain after a layoff.
 - » Your company reputation is your key to attracting and retaining the best talent available. In today's war for talent, you can't afford to risk your company brand.
- 



PARTICIPANT PROFILES



Total Participants: 1,446

Country

United States	72%
Canada	28%

Age

18 to 24	11%
25 to 34	30%
35 to 44	26%
45 to 64	31%
65 to 74	2%
75 or older	<1%

Level

Entry level	25%
Professional	40%
Manager	23%
Senior Manager	4%
Director	4%
VP and Executive	4%

Employment Type

Full-time, salaried employee	55%
Full-time, hourly employee	36%
Part-time employee	4%
Contract employee	1%
Self-employed	4%

Most Recent Salary Range

Less than \$35,000	26%
\$35,000-\$49,999	25%
\$50,000-\$74,999	25%
\$75,000-\$99,999	13%
\$100,000-\$149,999	8%
\$150,000 or more	3%

Education

Less than high school degree	3%
High school degree or equivalent (e.g., GED)	18%
Some college but no degree	19%
Trade/Technical/Vocational training	8%
Associate degree	11%
Bachelor degree	28%
Graduate degree and above	13%

Industry

Accounting	4%
Aerospace & Defense	1%
Customer service	7%
Banking/Financial	5%
Chemical/Utilities/Energy	1%
Computer software	2%
Consulting	2%
Consumer goods/Packaging	2%
Construction/Manufacturing	10%
Digital art/Design	1%
Education	9%
Government agency	5%
Healthcare	10%

Human resources	1%
IT/Technical services	6%
Marketing	1%
Media and Entertainment	1%
Product management	1%
Program/Project management	1%
Professional services	5%
Retail	6%
Sales	4%
Science/Bio/Pharma	1%
Travel	1%
Wholesale/Retail	3%
Other	10%

Ultimately, providing outplacement services sets your employees up for success—which is critical to their wellbeing and your company’s reputation, profitability, and growth. To learn more about outplacement services with RiseSmart, and for a comparison of how RiseSmart’s services stack up against other outplacement services, contact us today.

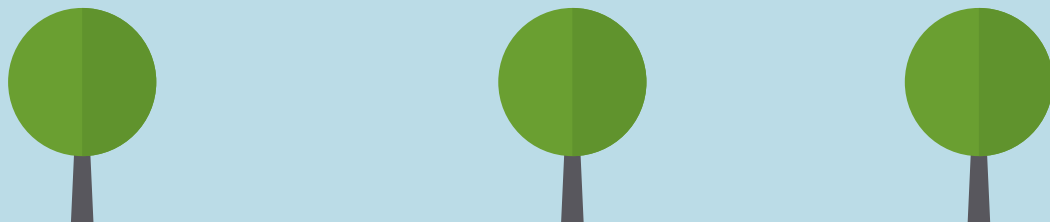
**FOR MORE
INFORMATION
CONTACT**

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www.risesmart.com | [@RiseSmart](https://twitter.com/RiseSmart)





RiseSmart, a Randstad company, is one of the largest contemporary career transition services for organizations in more than 40 industries and 80 countries. The first outplacement and redeployment provider to recognize, and respond to, the Employee Relationship Economy, RiseSmart's "beginning to beginning" approach combines dedicated career coaching and personal branding with patented technology and tools to support transitioning employees. RiseSmart partners with HR teams and provides onsite support, specialized training and secure reporting in a results-oriented approach. Founded in 2007, RiseSmart delivers landing rates exceeding 80 percent and time-to-placement 60 percent faster than national averages. The company has earned awards and recognition from more than a dozen organizations, including Bersin by Deloitte, Gartner Inc., the Brandon Hall Group and Fortune magazine. For more information, visit www.risesmart.com



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