



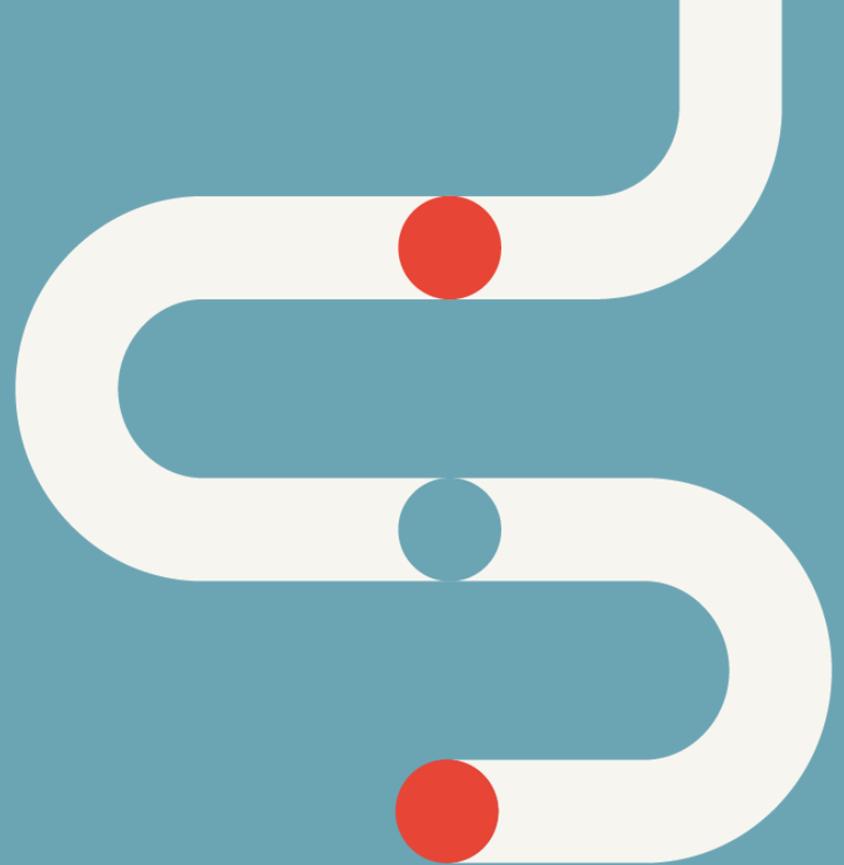
career mobility outlook.

a randstad risesmart
report.

q2 2021

table of contents.

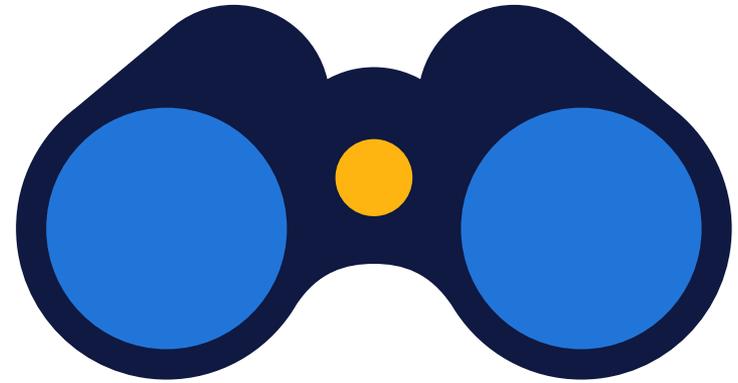
introduction & report highlights	3
economic sentiment & workforce trends	5
skills & internal mobility	9
respondent profile & sample size	15
learn more	17



introduction & report highlights.

The Randstad RiseSmart Career Mobility Outlook report provides insights from employers (HR professionals) and employees about their expectations on key aspects of the workplace, such as economic sentiment, recruitment trends, internal mobility, job transition behavior and in-demand skills.

The first edition of the report focused on the first quarter results, while the second edition presents a comparative analysis between the first and second quarter's market trends and insights among survey respondents.



report highlights.



92%

of employers surveyed are planning to hire in the next three months, showing a continued uptick in hiring (vs. 87% respondents in Q1).



42%

of employees (vs. 23% in Q1) indicate they are likely to move into a different role within their current company, while 38% (vs. 17% in Q1) confirm the same about external job opportunities, revealing an increase in employees' likelihood to switch jobs.



61%

of employees (vs. 51% in first quarter) surveyed have a positive outlook on their current manager's openness to internal mobility opportunities, while employers seem to be more optimistic about this matter (81% vs. 73% in first quarter).



economic sentiment &



workforce trends.

economic sentiment.

The overall economic perspective of both employers and employees seems to be improving on a quarterly basis, showing cautious optimism with a backdrop of volatility.

As seen within our first quarterly report, employers continue to be more optimistic about the overall US economic outlook (59%, vs. 39% for employees) over the next three months. Additionally, employers' confidence regarding their sector outlook showed a significant increase to almost 70% (vs. 30% in Q1).

When looking at the findings across industries, companies from the technology sector continue to be the most confident regarding the outlook of the US economy in the coming months: 45% (vs. 38% Q1) of employees and 78% (vs. 79% in Q1) of HR professionals in the tech space believe the economy will improve.

The employers most likely to have a negative perspective (67% vs. 17% in Q1) on the outlook of the US economy come from the retail sector. This might be due to the challenges the retail sector currently faces with filling open roles.

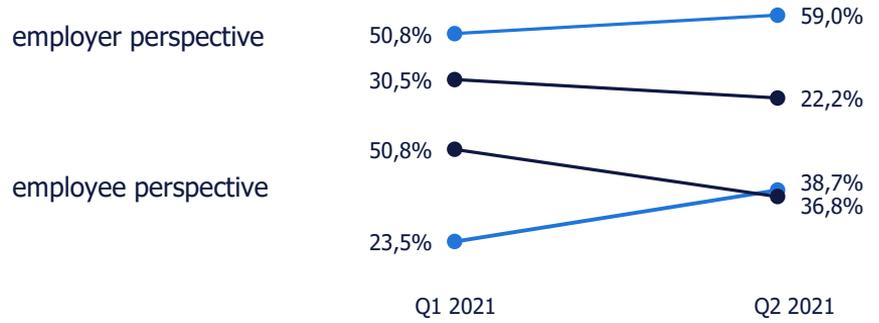
19%

of employers report a stable outlook for the US economy (vs. 25% for employees).

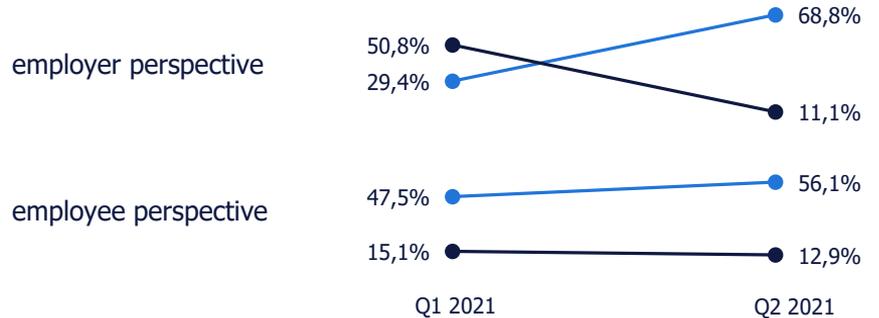
20%

of employers report a stable outlook for their sector (vs. 31% for employees).

overall outlook of the US economy



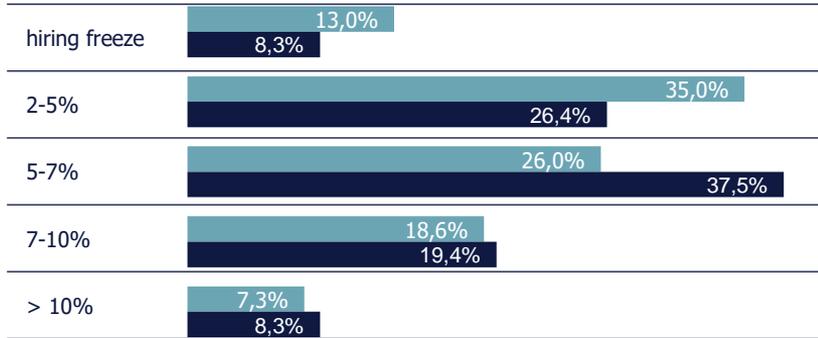
overall outlook in your sector



● positive
● negative

recruitment trends.

hiring trends as % of workforce



According to the latest [back-to-normal index](#), released by Moody's Analytics and CNN Business, the US economy was operating at almost 93% of the pre-pandemic level by the end of June, registering an increase from 85% registered at the end of March 2021, representing the economy's continued improvement to return to pre-pandemic level (100%).

As economic recovery continued during the second quarter, with financial market indices recovering from the losses experienced in 2020, hiring trends continued to increase as well, with only 8% of employers indicating they do not plan to hire in the next three months (vs. 13% in Q1). This slight uptick in employers actively hiring may also be attributed to the supply and demand tensions employers are currently facing in the recruitment market.

The following sectors plan to hire the most employees (more than 10% of their workforce) in the coming months: manufacturing (19%), followed by professional services (14%) and financial services (9%).

On the other hand, the airline industry continues to be negatively affected by the COVID-19 travel restrictions and regulations in place, with employers surveyed from the industry indicating no hiring plans in the immediate future.

92%

of HR professionals surveyed plan to hire in the next three months (vs. 87% in Q1).

94%

of companies with an international presence plan to increase their workforce in the next three months (vs. 89% in Q1).



Q1 2021

Q2 2021

job transition behavior.

While employees were hesitant to make a switch from their current job during the first quarter, largely due to the uncertainty surrounding the COVID-19 crisis, in the second quarter, their perspective changed.

From a sector perspective, employees from the technology sector (73%) and financial services sector (57%) are the most likely to make internal job moves in the next three months.

Around 32% of employees (vs. 10% in Q1) from large companies (>50,000 employees) indicate they are likely to make an external job change. Additionally, over 38% employees (vs. 14% Q1) from smaller companies (<1,000 employees) are likely to change their current employer.

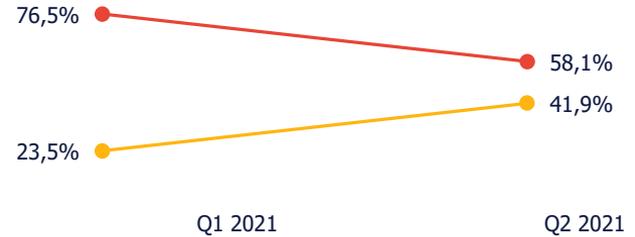
As the survey findings show, about 40% of employees are likely to move to a new role externally in the coming months, but the number of employees considering making a career move is much higher. According to [data from Monster](#), 95% of US workers are considering changing jobs this year in what is being called the 'Great Resignation.' Given this, it's critical for employers to offer continued opportunities for career growth and have a proactive employee retention strategy in place.

42%

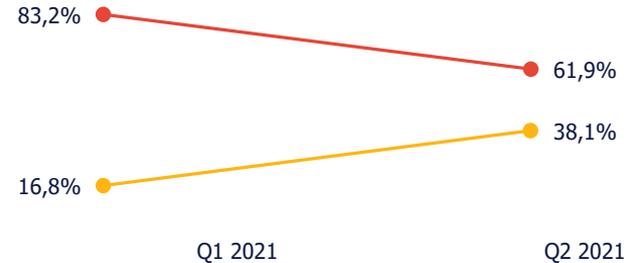
of employees (vs. 23% in Q1) indicate they are likely to move into a different role within their current company, while **38%** (vs. 17% in Q1) confirm the same about external job opportunities.



internal job change



external job change

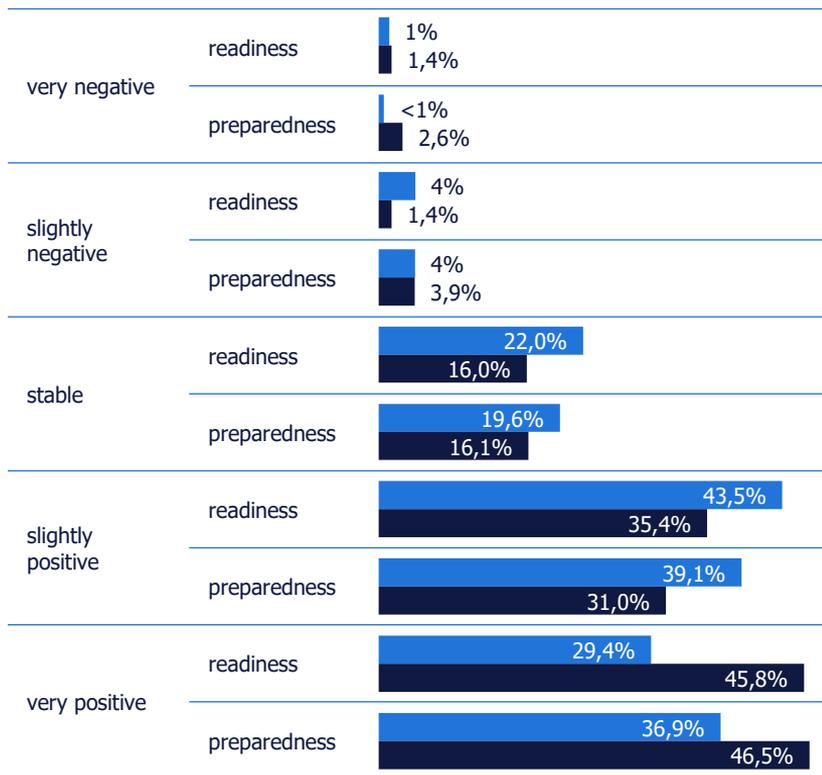


skills &



internal mobility.

employee readiness vs. preparedness



employee skills: readiness vs. preparedness.

An organization's ability to encourage an always-learning mindset among employees, along with prioritizing career development initiatives, enables the business to quickly adapt and respond to the ever-evolving world of work. However, the Randstad Workmonitor survey found that 40% of workers globally are struggling to learn the skills required in this new digital age.

According to our latest survey, over 91% of employers surveyed from the financial services sector, followed by professional services (86%) and healthcare (86%) sectors, confirm they have a positive perspective when it comes to the skills readiness of their current workforce.

Also, over 85% of the employees in the healthcare sector, followed by retail (80%) and financial services (76%) believe that their skills and capabilities will align with current and evolving business needs in the coming months.

81%

of employers have a positive or very positive perspective about their employees having the right set of skills.

77%

of employees have a positive or very positive perspective that have the right skills for rapidly changing business demands.



Q1 2021

Q2 2021

readiness = employer perception
preparedness = employee perception

availability of skilling opportunities.

[Gartner's 2021 HR Priorities Survey](#) found that 68% of HR leaders cited building critical skills and competencies as being their number one priority this year.

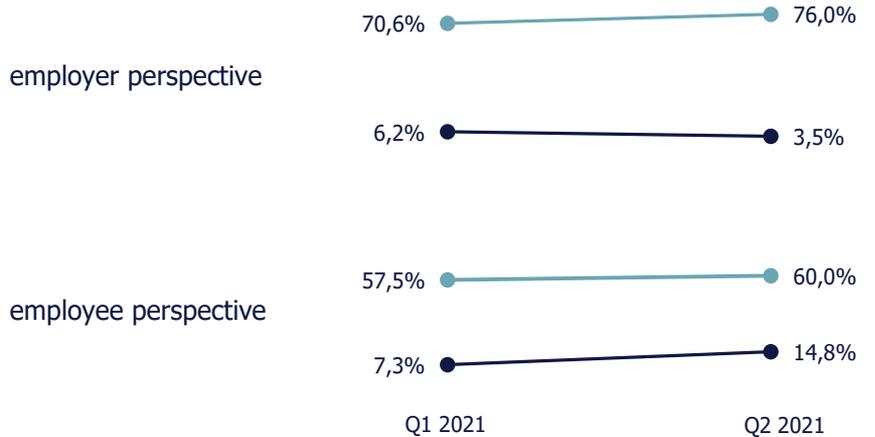
Additionally, our ['Skilling Today' survey](#) found that while 72% of organizations make skilling opportunities continuously available for career development, 39% offered skilling and training opportunities to some, but not all, employees.

On a quarterly basis, the overall employee and employer perspectives regarding the availability of skilling and career development opportunities at their current organization has marginally improved. As was the case in the first quarter, HR professionals are more confident (76% vs. 60% employees) about internal career exploration and skills availability.

Employees in the manufacturing sector have the most positive outlook on the availability of skilling and career development opportunities in the next three months, at their current organization (100%), followed by those from the technology (73%) and hospitality sectors (67%).

As for the employer perspective, HR professionals from the financial services sector (87%), followed by technology and manufacturing sectors (81%) have the most positive outlook when it comes to availability of internal skilling and career development opportunities for their workforce.

availability of skilling and career development



60%

of employees surveyed have a positive perspective toward the availability of skilling and career development at their current organization (vs. 58% in Q1).

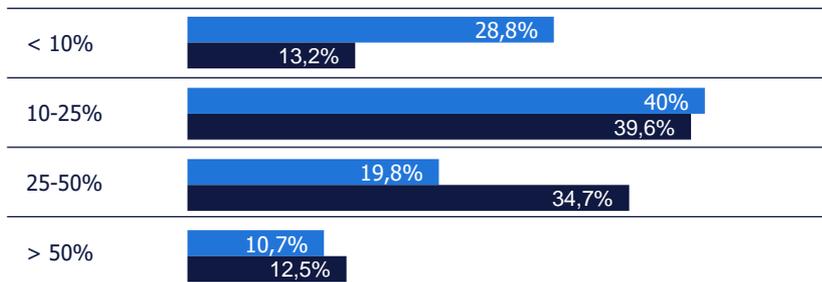
76%

of employers confirm offering skilling and career development opportunities to their employees (vs. 71% in Q1).

This relatively small quarterly differences likely indicates that there is continued room for improvement when it comes to offering skilling opportunities to all employees.



positions filled through internal mobility (current employees)



87%

of employers surveyed believe that at least 10% of current open jobs at their organization can be filled through internal mobility (vs. 71% respondents Q1).

internal hiring trends.

According to the latest [NABE Business Conditions Survey](#), the employment rate during the second quarter improved in the US and the outlook for the coming months remains strong, with companies projecting an increase in their workforce. As more companies look to hire, there will be increased competition for qualified talent. Forward-thinking organizations understand the importance of embracing internal mobility, rather than competing for outside talent.

The [Randstad RiseSmart '2021 guide to severance & workforce transition.'](#) found that 88% of organizations encourage their employees to apply for other roles internally.

Our latest career mobility outlook survey data also shows that companies' preference for positions filled through internal mobility (current employees) is on the rise, with 35% (vs. 20% in Q1) of surveyed companies planning to use internal hiring for at least 25 to 50% of open positions. The industries mostly likely to fill roles through internal mobility include manufacturing (50%), healthcare (43%) and financial services (39%).

In addition to avoiding competing for outside talent, internal mobility can offer organizations a variety of benefits, including lower recruitment and onboarding costs, reduced times to fill open positions, faster time to productivity for new hires, higher retention and improved employee engagement.



■ Q1 2021

■ Q2 2021

	negative		positive	
	Q1 2021	Q2 2021	Q1 2021	Q2 2021
managers openness to internal mobility				
employer perspective	7.9%	4.2%	73.4%	80.6%
employee perspective	10.6%	11%	51.4%	60.6%
availability of internal mobility opportunities				
employer perspective	6.2%	4.2%	61.6%	77.1%
employee perspective	13.4%	16.1%	50.3%	52.3%

~81%

of HR professionals surveyed believe that current managers are open to internal mobility initiatives (vs. 73% in Q1).

over 60%

of employees have a positive outlook on their manager's openness to internal mobility (vs. 51% in Q1).

internal mobility opportunities.

Given the 'Great Resignation,' organizations are urgently seeking new ways to retain and engage current employees and one way to keep your top talent on board is by offering internal growth and mobility opportunities. In fact, a [study from Prudential Financial](#) found that of employees who are considering leaving their current companies this year, 'mobility opportunities' rank as a top factor that would encourage them to stay.

Adoption of internal mobility opportunities continues to grow, with 81% of employers showing a positive perspective toward the availability of internal mobility opportunities at their current organization over the next three months (vs. 73% in Q1), while almost 61% of employees confirm the same (vs. 51% in Q1).

Around 94% of employers from the manufacturing sector, followed by the healthcare (86%) and professional services (83%) sectors have a positive perspective on the availability of internal mobility opportunities within their companies.

On the employee side, the industries most likely to show a positive perception toward availability of internal mobility opportunities include technology (59%) and healthcare sectors (57%).



skills in demand.

The disconnect between employers' and employees' views on in-demand and top skills we observed in the first quarter continued the same trend in Q2 2021.

Most in-demand skills for both employers and employees are basic skills (reading, writing, speaking, critical thinking, or active learning), but employees consider them more important than employees (75% vs. 60%).

When it comes to social skills, problem-solving skills, technical skills, and resource management skills, employers chose them higher than employees. The most considerable disconnect is with problem-solving and technical skills. The number of HR respondents choosing them as in-demand is twice the number of employees choosing them as top skills (12% vs. 6%; 13% vs. 5%, respectively).

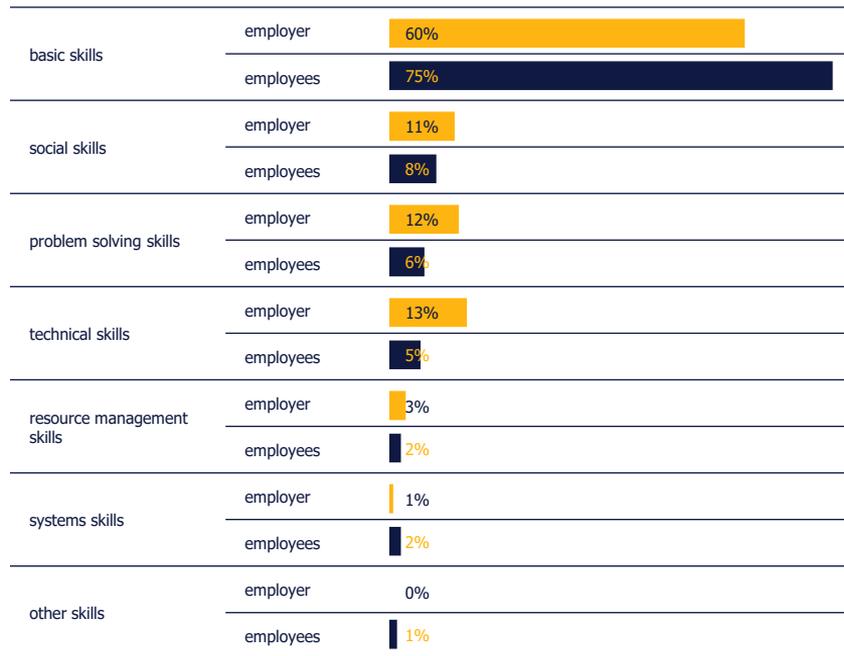
22%

of financial services hiring managers consider problem-solving skills as the most in-demand skill (after basic skills). Other sectors where this skill is important are professional services (21%) and retail (17%).

14%

of employees from the healthcare and technology sectors agree that most in demand skills are technical skills.

skills in demand



For the second edition of the survey, we've included a new question to better understand what are the most in-demand skills categories, (while using a new skills taxonomy).

For the purpose of the survey, we've used the [OECD skills matrix](#).

employer = most in-demand skills at your company
employee = top skills you need to succeed now and, in the future,



respondent profile



& sample size.

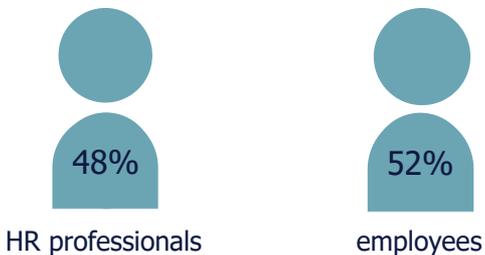
respondent profile & sample size.

by industry

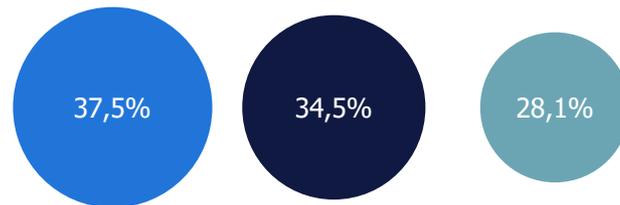
technology	16%
financial services	15%
professional services	14%
retail	9%
healthcare	7%
manufacturing	6%
hospitality	3%
other	30%

sectors with less than 3% of respondents: telecommunications, media & entertainment, automotive, energy, pharma/bio, oil & gas, airlines.

by respondent type

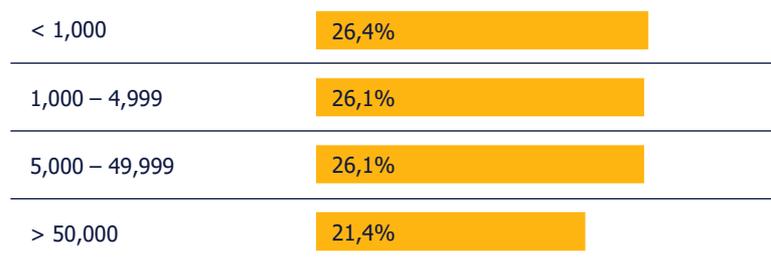


by location



● local US presence ● national US presence ● international presence

by company size



get in touch.

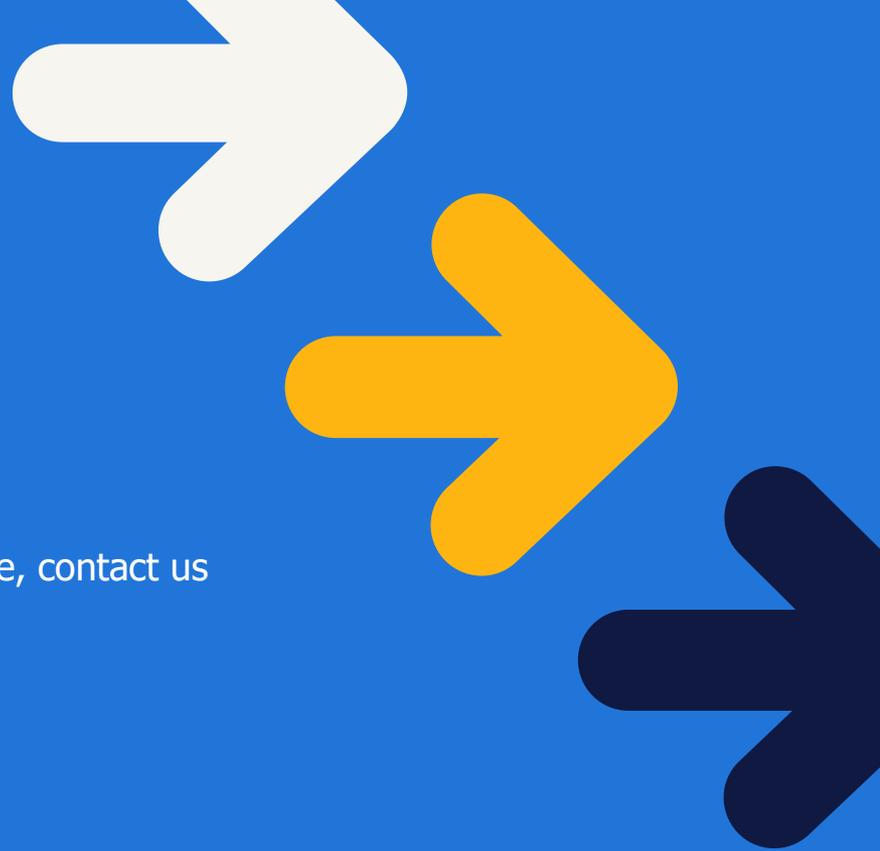
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about randstad risesmart.

Randstad RiseSmart is the fastest-growing outplacement and career mobility provider, and an operating company of Randstad N.V., a €20.7 billion global provider of flexible work and human resources services that helps nearly two million candidates find meaningful work every year. Our outplacement, career development, redeployment and contemporary tech-and-touch solutions strengthen employer brands, improve retention and re-engage talent. Employers hire us because we deliver superior outcomes through expert coaching, professional branding, contemporary resources and on-demand analytics. Today, we are a trusted human partner of successful companies in more than 40 industries.

Our passion and dedication to innovation, responsiveness and results have earned us extensive recognition and awards from organizations such as Bersin by Deloitte, Gartner Inc., the Brandon Hall Group and Fortune magazine. For more information, visit www.randstadrisemart.com.



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