



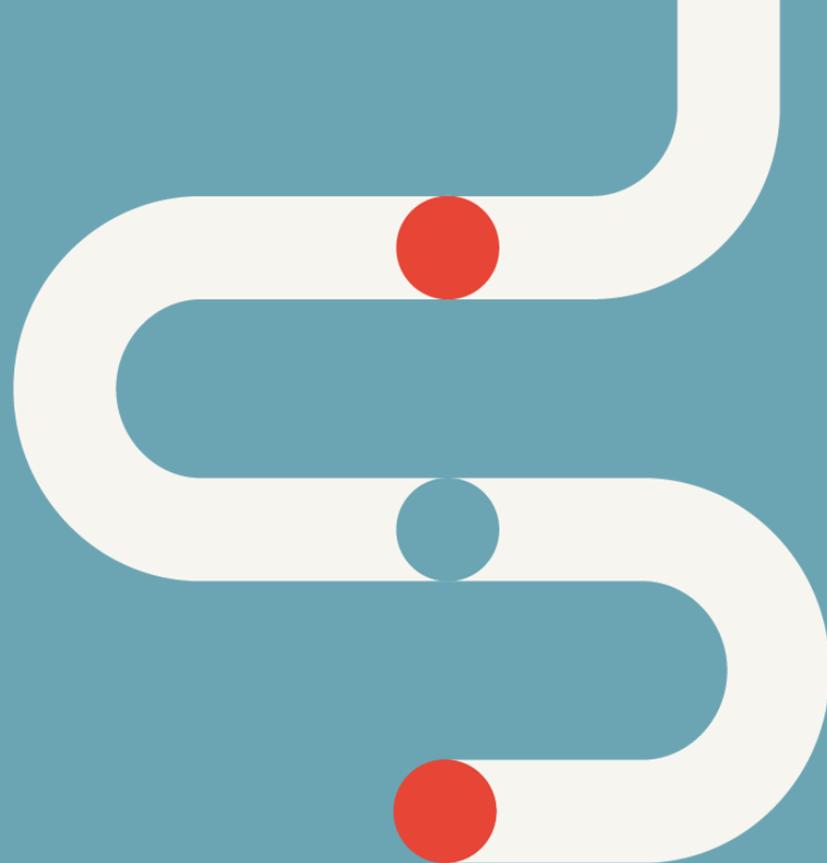
career mobility outlook.  
a randstad risesmart report.

q1 2021

april 2021

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# introduction & report highlights.

The first edition of the Career Mobility Outlook report brings perspectives from employers (HR professionals) and employees about their outlook on crucial aspects of the workplace over the next three months, including: economic sentiment, recruitment trends, internal mobility, job transition behavior and in-demand skills.

## key findings:

**87%**

of employers surveyed are planning to hire in the next three months, which is a positive sign of labor market recovery.

**only 23%**

of employees indicate they are likely or very likely to move into a different role within their current company, while 17% indicate the same about external job opportunities.

**52%**

of employees 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 (73%).

economic sentiment &



workforce trends.

# economic sentiment.

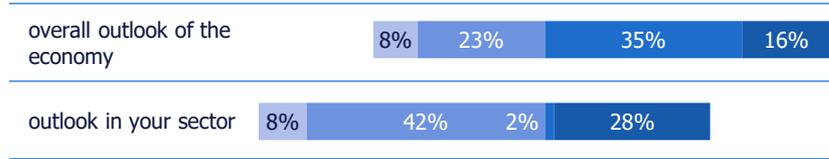
When looking at the overall economic sentiment of employers versus employees, the survey shows some notable positive developments. Employers are more optimistic about the overall US economic outlook (51%, versus 24% for employees) for the next three months, but employees seem to be more confident about their sector outlook (47%, compared with 30% for employers).

Additionally, employees believe that the coming months will not bring notable changes to the US economy or their specific sectors (stable outlook).

There are some differences in viewpoint based on company size. Employers (HR respondents) at smaller companies and those with a local presence have the highest negative outlook on the economy (47% and 42%, respectively), while employees at large companies are wary of the future (60%).

From a sector perspective, technology companies have the highest confidence levels in what the future might bring: 42% of employees and 79% of tech HR professionals believe the economy will improve.

## employer perspective



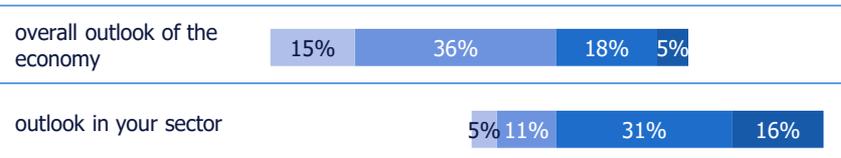
18%

of employers believe in a stable outlook for the US economy (vs. 26% for employees).

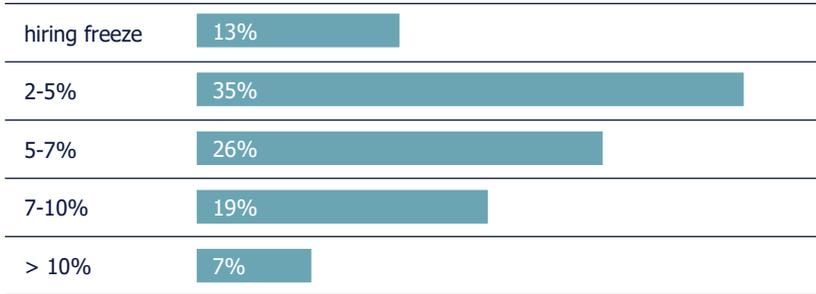
20%

of employers believe in a stable outlook for their sector (vs. 37% for employees).

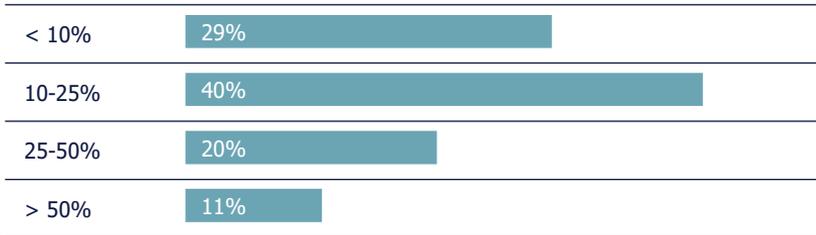
## employee perspective



### hiring trends as % of workforce



### positions filled through internal mobility (current employees)



87%

of employers surveyed are planning to hire in the next three months, which is a positive sign of labor market recovery.

## recruitment trends.

While many organizations had to implement layoffs, furloughs or reductions in force over the past year, our survey shows hiring is picking back up, with only 13% of employers indicating they will be in a hiring freeze in the next three months.

With continued uncertainty in the travel sector expected in the year ahead, the only industry that indicted no hiring plans for the next three months is the airline industry.

On the other hand, the industries that plan to hire the most employees (more than 10% of their workforce) include telecommunications (27%), retail (17%) and technology sectors (13%).

Regarding positions filled through internal mobility (current employees), 71% of companies surveyed plan to tap into internal hires for at least 10% of open roles. However, only 31% of organizations plan to fill more than one quarter of their open roles through internal mobility.

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.



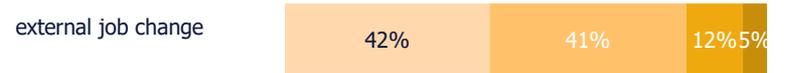
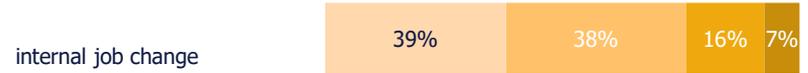
# job transition behavior.

The uncertainty surrounding the COVID-19 crisis continues to influence career mobility trends, revealing a hesitation for employees to make a switch from their current job, either internally or externally.

When looking at the findings across industries, employees from the hospitality sector (50%) and the technology sector (46%) indicate they are most likely to make internal job moves in the next three months.

Over 90% of the respondents at large companies (>50,000 employees) are unlikely to make an external job change, followed by employees (86%) from smaller companies (<1,000 employees).

## employee movement in next three months



### 87%

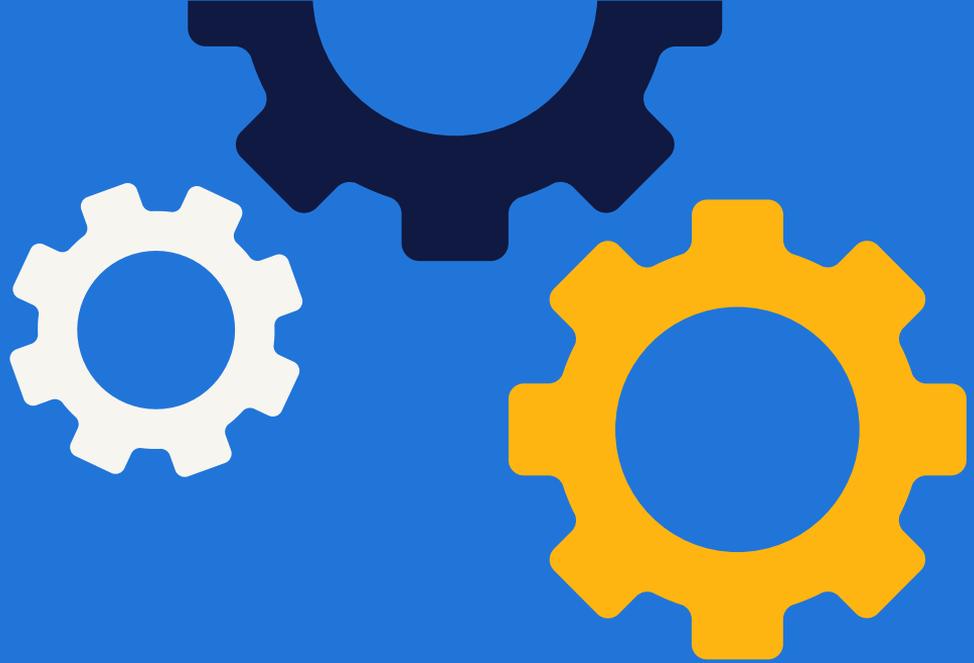
of employers surveyed are planning to hire in the next three months, which is a positive sign of labor market recovery.

### only 23%

of employees indicate they are likely or very likely to move into a different role within their current company, while 17% indicate the same about external job opportunities.

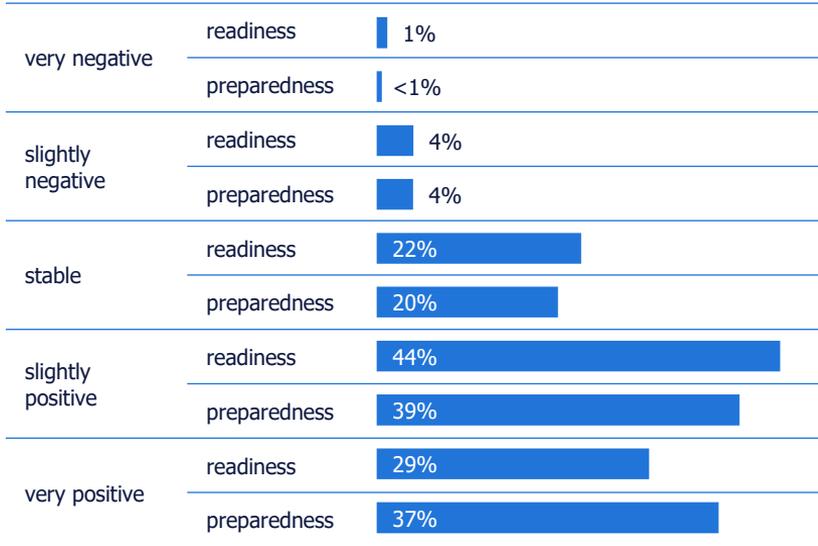


skills &



internal mobility.

## employee readiness vs. preparedness



76%

of surveyed employees have a positive outlook on their preparedness (skills and capabilities) to perform their jobs well in the next three months. This aligns with employers, as 73% of employers have a positive outlook on employees' readiness to meet current and evolving business needs.

readiness = employer perception  
preparedness = employee perception

## employee skills: readiness vs. preparedness.

The global pandemic brought on unforeseen disruption, presenting an urgent need for organizations to reskill and upskill their workforces, and for employees to evolve their skill sets.

Over 86% of employers surveyed from the manufacturing sector, followed by technology (82%) and financial services (75%) sectors, confirm they have a positive outlook when it comes to the skills readiness of their current workforce.

Additionally, over 92% of the employees in the technology sector, followed by financial services (88%) and healthcare sectors (75%) have a positive outlook that their skills and capabilities will align with current and evolving business needs in the coming months.

While employers and employees agree that they're equipped with the skills need for rapidly changing business demands, it's important to take a continuous approach to employee skilling. Ensuring employees have an always-learning mindset will help drive business agility and support individuals' long-term employability as the world of work evolves.



# availability of skilling opportunities.

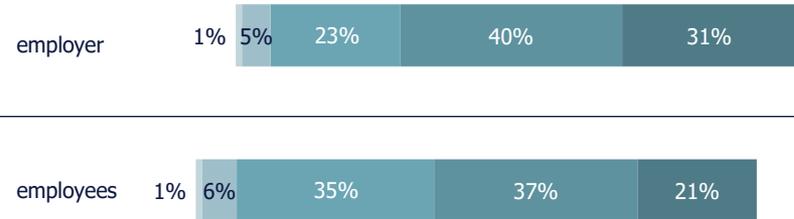
When looking at how different industries approach skilling, employees in the technology sector have the most positive outlook on the availability of skilling and career development opportunities at their current organization in the next three months (81%), followed by individuals from the manufacturing (60%) and professional services sectors (56%).

On the employer side, HR professionals from the manufacturing sector (80%), followed by technology (76%) and financial services (56%) sectors have the most positive outlook when it comes to availability of internal skilling and career development opportunities for their workforce.

It's important for organizations to offer all employees equal access to skilling and career development initiatives – and ensure employees are aware of skilling opportunities available to them. This can result in increased employee engagement and retention, which will reduce long-term recruitment and onboarding costs.

Additionally, organizations with fully inclusive skilling opportunities can discover untapped talent and develop future leaders who might have otherwise been overlooked for growth opportunities, leading to a more inclusive and agile workforce.

## availability of skilling and career development

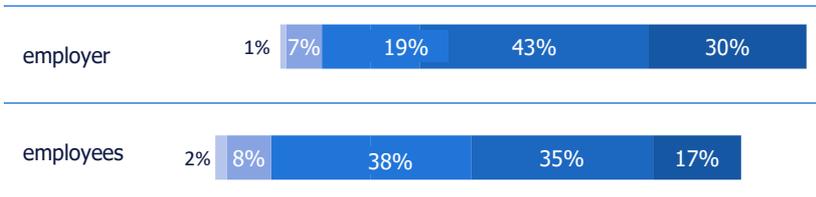


# 71%

of employers (HR professionals) surveyed have a positive perception of skilling and career development opportunities available at their organizations in the next three months, while only 58% of employees surveyed indicate the same, showing a noticeable disconnect.



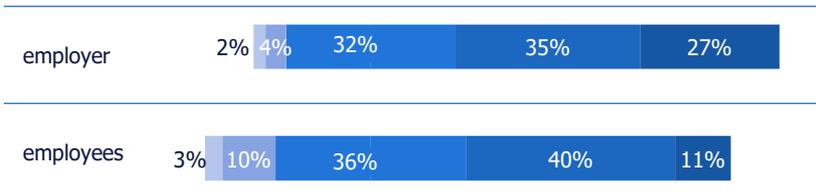
## managers openness to internal mobility



# 52%

of employees 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 (73%).

## availability of internal mobility opportunities



# internal mobility opportunities.

Employers seem to be more optimistic about the availability of internal mobility opportunities at their current organization over the next three months (62%), compared with employees (51%).

Over 87% of employers from the manufacturing sector, followed by the technology (76%) and healthcare (69%) sectors, confirm availability of internal mobility opportunities.

Employees from sectors such as technology (70%), manufacturing (60%) and professional services (55%) indicate they have the most positive outlook on their manager's openness to internal mobility opportunities.

Overall, only about half (52%) of employees have a positive outlook on their manager's openness to internal mobility and the same is true when it comes to availability of internal mobility opportunities at their organizations in the coming months (51%).

To enable true internal mobility and business agility, it's important to create a culture that encourages talent sharing across all levels and departments at an organization. This includes setting expectations with managers that their teams are impermanent and helping them recognize the value of making talent visible and mobile throughout the organization.

# skills in demand.

Employers and employees have different perspectives about which skills will be in demand in the coming months, creating a slight disconnect between organizations' and employees' needs.

Both employers and employees agree that technical skills are in demand, but employers show even stronger demand for these skills (34% versus 24%), as they find them crucial for future business success. We can observe a similar trend for social skills (coordination, persuasion, negotiation, or service orientation) – 19% versus 10%.

On the employee side, basic skills (reading, writing, speaking, critical thinking, or active learning – 16%) or resource management skills (time management, management of financial, material, and personnel resources – 14%) seem to be of more interest than they are to employers.

Organizations can take more proactive steps to ensure employee skills align with business needs. According to '[Skilling Today: a Randstad RiseSmart Global Survey](#),' only nine percent of HR leaders surveyed are confident employees can guide their own learning journeys effectively.

To drive results and improve ROI of skilling initiatives, organizations can offer employees strategic guidance that includes a combination of technology such as job market data and courses, along with human guidance from a career coach.

## skills in demand

basic skills	employer	5%
	employees	16%
social skills	employer	19%
	employees	10%
problem solving skills	employer	2%
	employees	4%
technical skills	employer	34%
	employees	22%
resource management skills	employer	8%
	employees	14%
other skills	employer	31%
	employees	34%

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

open ended answers have been mapped to the [OECD skills matrix](#).



# respondent profile



& sample size.

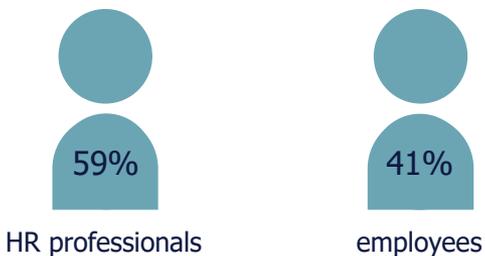
# respondent profile and sample size.

## by industry

technology	18%
healthcare	9%
financial services	9%
manufacturing	7%
professional services	7%
retail	6%
hospitality	4%
telecommunication	4%
other	31%

sectors with less than 4% of respondents: pharma/bio, media entertainment (1%), automotive (1%), energy (1%), oil & gas (1%), airlines (< 1%).

## by respondent type

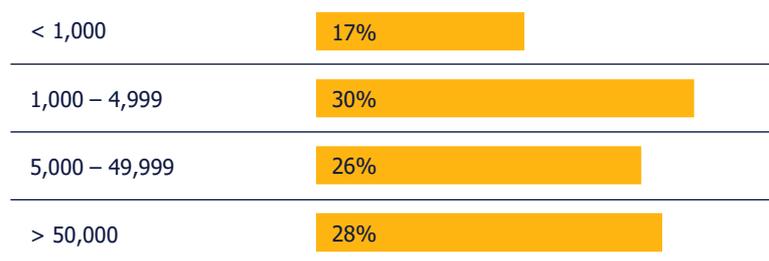


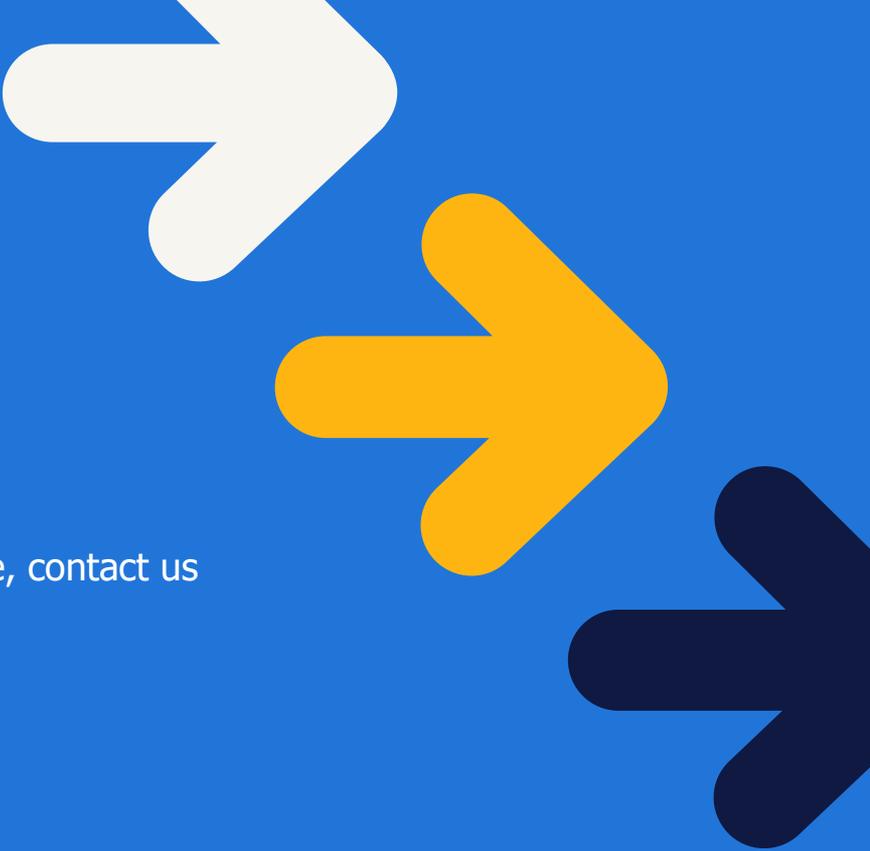
## by location



● local US presence ● national US presence ● international presence

## by company size





# get in touch.

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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](http://www.randstadrisemart.com).



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