

# Supply Chain & Logistics

## 2013-2014 Employment Market Survey Report



Supply Chain & Logistics Executive Recruitment  
Business Performance Consulting

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# Key findings



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## Survey methodology

An on-line survey of approximately 10-15 minute duration was emailed to more than 40,000 people within the Supply Chain & Logistics Industry in Australia, Oceania, Africa, America, Asia, Europe, the Middle East and New Zealand in late 2013. 5,178 respondents completed the survey. NB: The results are purely indicative in terms of overall trends within the industry. Disclaimer: Logistics Executive has compiled this report using data from which, to the best knowledge of Logistics Executive, was accurate as at the date of the publication. Results published in this report are for the general interest of readers and the industry. All material is published with due care and in good faith, but no responsibility will be accepted for omissions, typographical, or other printing errors or situations that may have taken place after publication. Logistics Executive disclaims all responsibility for any harm or loss arising from use or otherwise of the information provided within the report. All rights reserved. No part of this publication may be reproduced without the prior permission of Logistics Executive.

# Employment market trends & predictions for 2014

## SOUTH EAST ASIA

Inflation and softening economic conditions leading to slower growth rates is ensuring employers are focusing heavily on localising workforces and managing labour costs. As a result, demand for talent continues to become an issue for most company in South East Asia in key sectors and functions. According to Aon Hewitt's recently released 2013 Total Compensation Measurement Survey employers in Asia Pacific have kept a close watch on both the inflation and growth rates, and were cautiously optimistic in determining salary increases in 2013 and projections for 2014. This is supported by the findings of Logistics Executive's EMS report.

### COMMENTS FROM ASIA

- Supply Chain talent is in demand despite the Asian region's aggressive approach to developing wider workforces and associated skills. Talent, particularly local talent continues to be urgently in need across the whole Supply Chain with growth sectors being Life Sciences/Pharmaceuticals, Utilities, Oil & Gas, Chemicals/Industrial and 3PL.
- Organisations are feeling the need to manage business cost in a slower economic environment this year. This is particularly evident in mature markets like Singapore, where a substantial part of operating business is managing the cost of employment.
- Work Visa Challenges becoming an increasing source of frustration for employers: the tightening of foreign labour requirements in Singapore is having an impact on cost as wages increase for localised staff and business increasingly compete for a narrower employment pool. This is driving negative candidate behaviour with most active candidates becoming increasingly fickle about the type of roles they would consider, travel distances, job titles and salaries. There is an increasing trend in Singapore to play off employers in order to gain greater salaries. Long-term impact is that many companies will look beyond Singapore as the cost of doing business and tight labour conditions make other SEA economies more attract.
- In Singapore, two of Asia Pacific's most mature markets (the other being Hong Kong) and financial hubs, employees have enjoyed average salary increases of 4.6%. In other Southeast Asian countries, increases hovered around 6-7% (6.2% in Malaysia, 7% in Thailand, and 9% in the Philippines). However, in Indonesia, the average salary increase reached 8.3%, due to its unprecedented and stable economic growth.
- One of the key factors influencing salary increase rates is inflation, as it ties with consumer prices and purchasing power. Vietnam is expected to end 2013 with an inflation rate of 9.3%, which is below its double-digit rate throughout much of the year. Vietnam is followed by India (8.4%), Indonesia (4.7%), Singapore (4.4%), Hong Kong (3.9%), the Philippines (3.4%), China (3.2%), Thailand (3.0%), South Korea (2.5%), Australia (2.2%), Taiwan (2.0%), Malaysia (1.9%), and Japan (0.2%).
- As Asian economies continue to rapidly expand and logistics activity increases this in turn is driving demand for trained, skilled and experienced professionals. Asia simply need to get a greater pool of talent that is better skilled and better equipped to manage the complexities of the supply chains. That applies across all markets in Asia.
- Training on the increase: demand for specialised training particularly in the areas of Supply Chain & Logistics is on the increase. Driving this is the skill shortages in localised workforces.
- There are several factors are driving skills shortages in developing and emerging regions in Asia. In many economies Supply Chain is a relatively new discipline, hence there are not many seasoned practitioners and with the Supply Chain function being increasingly in demand this is providing a tightening in the market that is having a significant impact on wages (inflation) and candidates expectations of incremental wage increases should they choose to more employers. Coming from a relatively low base means the growth curves are exponential.
- Another key factor is there are not enough youngsters choosing Supply Chain or Logistics as their chosen career path. The intake at the source is not enough to meet the increasing demand, we need more industry ambassadors and evangelists to promote the discipline and encourage young people to make conscious choice – and then nurture them to develop and grow within the sector.
- Cost of housing, education and employment visa challenges across Asia is having an impact on the ability and viability of importing talent. This is particularly the case in mature Asia markets like Singapore, Hong Kong, Shanghai, Japan and Taiwan.
- The top reasons cited by employees who voluntarily leave their employers are better jobs, better (higher) pay and better work/life balance.

The overall outlook for South East Asia is again cautiously optimistic, although infrastructural and financial investment will be limited, in view of continuing global economic uncertainty. Firms are still expected to grow revenues in spite of budget constraints, thus merit-based salary increases and variable pay will become more important than ever in attracting and retaining top performers, given the widespread 'talent crunch'.



Darryl Judd  
Chief Operating Officer- Global Operations  
Global Group  
Logistics Executive

# Employment market trends & predictions for 2014

## NORTH ASIA

### REBALANCE, RE-CONFIGURE & RESKILL – THE NEW NORMAL OF NORTH ASIA

**W**hilst North Asian economies growth rates have slowed, these market dynamics are more commonly being referred to as a market rebalance as opposed to slowed growth. This is largely due to China entering a period of economic shift as they evolve from an Infrastructure and Manufacturing based economy to a market of consumerism, services development and a thirst for innovation.

This is resulting in some key trends around employee turnover rates, new critical skills shortages, significant demand for more sophisticated processes within Human Resources Departments and the rapid development of Middle Management Executive Coaching. Whilst this is largely evident through China, we are seeing consistent trends in Hong Kong, Taiwan and to a smaller degree in Japan and South Korea.

### EMPLOYEE TURNOVER

The new normal is that it is no longer acceptable for candidates to change employers every 12 – 24 months. In addition, the days of automatic 30% salary increments are gone. We are now seeing the range of 10 – 15% being offered to candidates of exceptional calibre in critical hiring roles as opposed to the 5-10% range for candidates in more team oriented hires. This is reinforcing the slowdown in candidate attrition and is enabling organisations to reduce the feverish quantity driven hiring drives of the past and start to focus on more qualitative hiring. This is having a key impact on the second main trend we are seeing across China.

### NEW CRITICAL SKILLS SHORTAGES

Soft Skills are significantly lacking. Mc Kinsey has also shared an exhaustive report on this challenge and for China alone it is estimated by 2015 there will be 25 Million people short of the vocation skills that China alone needs – in turn creating a 250 Billion USD challenge. We are consistently seeing this within our Logistics Executive Global Consulting Practice where our leadership Team is heavily involved in consulting to numerous MNC and Large Asian Companies on Organisational Development and how we create the learning and development opportunities for our highly educated and driven North Asian talents to enable them to swiftly become the effective and efficient leaders.

Our experience is demonstrating that less than 20% of current mid managers across the North Asian region have had the opportunity to develop (formally and informally) let alone refine their true leadership skills development – largely due to continued and exhaustive growth that the region has experience. As a result we are seeing a returning demand for foreign senior mid management talent and a strong demand for the increase of transferring Asian Talent across within North Asia region – particularly Hong Kong and China.



# Employment market trends & predictions for 2014

## NORTH ASIA

### IT IS NO LONGER AN OPTION TO SIMPLY HIRE TALENT

Organisations must hire the RIGHT TALENT, develop them and RETAIN them. We are evidencing a critical demand from top organisational leadership to work with local and Regional Human Resources departments to create and implement the Human Resources, Talent and Learning and Development strategies that are in dire demand across the entire North Asia platform: particularly across the breadth of Supply Chain, procurement/sourcing, planning, operations, logistics and distribution functions. The challenge for HR is that there is so much to be done in managing the growth of all teams, doing performance appraisals and staying on top of Compensation and Benefits issues - that the expectation of deep diving into broader and more complex teams/functions such as the Supply Chain is often unrealistic.

The majority of search assignments that our Executive Search Practice has been involved in across North Asia in the past 12 months is directly linked to rebalancing approved headcounts and transforming this into teams of lower headcount, higher skill level, stronger efficiency and effectiveness and doing so whilst largely maintaining current total team salary budgets. No easy achievement, however it is critical to enabling organisations to handle the demands of the next chapter of North Asian growth.

In addition, there is massive swell in organisations creating and implementing effective Learning and Development Tools for their North Asian Talent. This will have a strong and effective influence on the HR department's ability to create efficient succession plans for their organisations and is a Key Factor to enable an organisation to develop the soft skills and leadership skills that the Market is demanding. Through our Internationally Accredited Training and Development Programs, we are seeing first hand how the right training is unlocking the capability of teams and providing them with the critical components to propel North Asian talent on their leadership evolution.

### EXECUTIVE COACHING

From Junior Mid Management. Linking in to the critical leadership skills shortage and in reinforcing right balancing of workforce capability and learning and development programs, it is no longer just MNC organisations who are providing Executive one on one coaching for their Senior Executive Leaders.

Our highly astute North Asian Talents are proactively seeking out their own International Executive Coaches to work with them individually on how they can address their own skill shortages. Talent taking this accountability for their own development and the comprehension that this is a critical investment in their future demonstrates the refreshing maturity and commercial acumen that our North Asian Talents have. This is being evidenced very heavily across the Senior Manager and Director level titled candidates and notably with some very astute and driven Manager levels.

Conversely, numerous MNC organisations that we are engaged with are for the first time in their Asian HR Budgets making the provision for this critical investment. Essentially, the Evolution and Development of North Asian Talent is a critical concern for all organisations and those organisations driven to stay in market leading positions and capitalise as North Asia economies embark on an exciting chapter will have the strongest yield.



Cassandra Lee  
General Manager - North Asia and Greater China  
Global Group  
Logistics Executive

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## MIDDLE EAST/AFRICA

The MEA Region continues to attract interest from investors around the world with significant growth and development in the emerging economies.

As with last year's survey the highest percentage of respondents (29.67%) are employed in the MEA Region.

### COMMENTS FROM THE MEA REGION

- Business is back on track and hiring is ongoing for most organisations in this region. A significant 65.76% of respondents said activities or growth in their business had increased in the past year, 18.10% indicated no change and only 16.15% signalled a decrease.

This was further supported by the 72.83% of respondents who said their organisations were currently hiring full time employees.

- A constant requirement remains for development of Supply Chain and Logistics solutions, related technology and infrastructure as well as suitably qualified talent to support the Supply Chain for the ever growing Mining and Resources, Chemicals/Industrial as well as FMCG, Healthcare and Retail sectors.
- Major infrastructure and construction projects are being announced on a regular basis across the GCC and much of North, East and West Africa.
- The ongoing drawdown of military operations in Afghanistan has had a major impact on the employment market leading to high levels of redundancies within Military & Government focused logistics providers and an excess of unemployed Logistics and Supply Chain specialists with experience in austere environments who are finding it difficult to gain the right opportunities with companies which focus on the private sector.
- The cost of living for expatriates is rapidly on the increase most notably for the Middle East in the UAE (Specifically Dubai & Abu Dhabi) and Qatar (Doha).
- Companies are still battling to find quality staff, 53.65% of employers acknowledged that it is becoming harder to source/hire quality staff to meet the demands of their business, this is compared to 26.24% who have seen no change in past 12 months and 20.12% who said it's getting easier.
- We are starting to see more double digit salary increases in the region, this year 30.45% of survey respondents in MEA indicated their salary had increased by more than 11% since their last salary review but the majority of people 44.4% received only 5% or less.
- 81.38% of employers said they would consider employing/sponsoring an overseas employee for areas of their business where there are skill shortages but obtaining visas/work permits was cited as the main challenge when hiring overseas candidates, followed by high financial expectations.

The MEA Region is where it's all happening right now, and in particular the UAE, Qatar, Saudi Arabia, Iraq and Africa are the places to keep a close eye on for new business opportunities.



Brian Cartwright  
Managing Director - Middle East & Africa  
Global Group  
Logistics Executive

# Employment market trends & predictions for 2014

## INDIA

India's economic growth rate has remained flat at about 5% and most market analysts expect this trend to continue. The country's Transportation, Logistics and Warehousing sectors have maintained steady momentum with many companies seeking efficiencies by making the transition from in-house Logistics to specialist Contract Logistics and 3PL service providers. This outsourcing trend has intensified already existing skills gaps within many principle companies and the industry generally.

Specialised managerial, interpersonal and analytical skills are increasingly in demand by the Indian Logistics industry, particularly in its nascent stages as it struggles to overcome critical infrastructure and organisational challenges.

At management and mid-tier levels, the lack of adequate infrastructure within the Transportation, Logistics and Warehousing sector in India has lead to problems of poor corporate organisational design, lack of leadership, disjointed skills alignment, and a lack of core processes required to achieve business objectives and development targets.

The Transportation, Logistics, Warehousing and Packaging Sector in India currently employs around 7.3 million people. Over 90% of this number are employed in the Road and Rail Transport sectors which are continuously seeking new talent. Talent shortages are most prevalent in the established logistics hubs including Mumbai, Kolkata and Chennai as well as emerging hubs of Gurgaon, Vizag, Nagpur, Indore, Jamshedpur, Anwar, Ahmedabad, Bangalore and Ambala, and Kochi.

Many MNC manufacturing companies commenced establishing manufacturing facilities in India from 2006 and this was paralleled by major MNC Logistics Industry and Private Equity players creating a surge in demand for skilled talent. The downturn caused by the GFC reduced the demand for talent but this beginning to ease and there are increasing signs of more bullish investment and recruitment activity.

The last 7-8 years has been typified by a shortage of industry professionals across a broad range of disciplines, many organisation seeking to resolve this issue by attracting staff from premier Institutions as Management Trainees, as well as head hunting in demand executives with transferable skills from Retail, FMCG, Banking and other Industries.

This trend has enhanced the quality of Human Resources and remuneration levels considerably across the Industry verticals.

Whilst many small and medium companies were forced out of business or acquired by conglomerates during the GFC, there is now a gradual resurgence of business activity and strengthened hiring intentions across Logistics, Ports, Terminals & CFS, Freight Forwarding, 3PL, Road Transport, Rail, shipping and Express Logistics organisations.

Many organisations stepped up their search in mid 2013 for human resource with industry specific expertise and knowledge and early 2104 has witnessed increased hiring momentum. We expect that the industry will continue to pick up through to mid year, stabilising by end of 2014. There is a significant trend toward salary rationalisation with more emphasis on variable/performance reward as a key component.

There is a significant move toward hiring professionals who have had formal education and training in Supply Chain & Logistics Management. This trend will encourage growth in the Education, Training & Development space, which in turn will create jobs for professionals of the Supply Chain & Logistics industry to support these private and public sector Education and Training institutions.



L.R. Sridhar  
Managing Director - India & Subcontinent  
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# Employment market trends & predictions for 2014

## AUSTRALIA

This year's Australian Survey results reveal a relatively solid level of business confidence in Australia, a surprise result given a softening of some economic indicators and expected GDP growth of between two and three percent. The confidence at the time of the survey is attributed mainly to the economic stability expected following the 2013 federal election. The Australian economy continues to diversify from the decline in manufacturing over the last 15 years and the tapering off of the mining and resources boom of the last 10 years. The resilient supply chain and logistics sectors continue to innovate and re-align with the dynamics of the wider economy they underpin.

Eighty three percent of Australian businesses expect robust or similar business activity this year, just a small decline on last year's 86 percent.

A majority (60.85 percent) of Australian executives say their business experienced stable or increased staff levels over the last twelve months, a 10 percent decline on last year. Reflecting this pattern, respondents predicting stable or increased staff levels in the coming year fell from 76.38 percent to 73.38 percent.

Although fewer Australians predict increasing staff levels, the survey shows they think it's become slightly easier to recruit new staff. Over the last 12 months 48.14 percent of Australians say they found it a challenge to hire the right people compared to 64.3 percent last year.

37.6 percent 28.6 percent found it easier to recruit last year, a significant improvement from the 28.6 percent in last year's survey. These results suggest ongoing skills shortages most employers face are being gradually offset by the redeployment of talent from the resources sector in Western Australia, South Australia and Queensland.

In particular, vocations such as Transport, S&OP, Business Development, Distribution Center Management and Commercial Management are being affected, with professionals returning to FMGG, Retail and other downstream Supply Chain roles in the Eastern states from resource and support related industry roles.

While this year's survey has identified significant confidence among Australia's industry executives the key question is whether employers are developing their executive teams and employee group well enough to lead future growth.

Flatter organisational structures and fewer management rungs on the corporate ladder make the job of keeping ambitious employees satisfied and motivated harder than ever. Career management has become more complex for today's leaders and their employees alike. Companies face the challenge of keeping their employees engaged and motivated, without having to resort to unrealistic incentives or remuneration packages they can't afford.

Australian respondents in this year's Survey indicated the main reason they tended to leave their last company due to the inability to advance in their career. Falling in importance from 16 percent last year to 12.63 percent, 'Better Money' ranked the second most common reason and 'Employer Values' ranked third; increasing in significance to 11.87 percent this year from 10.65 percent in 2012. These numbers provide strong evidence that employers must focus on career advancement as a key talent retention strategy. Given these factors it is pertinent to note there's still a significant gap in educational levels between Australian and overseas supply chain industry professionals.

This year's survey shows 82.2 percent of local respondents hold either post or under graduate degrees or other tertiary level qualifications, a slight increase from 78.9 percent last year. However global results confirm the ongoing lag of about 10 percent since 2008, with 94.28 percent of overseas counterparts this year holding tertiary qualifications. Training and Development has been a hot topic of conversation across the Australian Supply Chain and Logistics landscape over the last 12 months.

Interestingly, in Australia, satisfaction levels for training offered or undertaken is just 46.22 percent, and alarmingly only 36.7 percent had even been offered executive coaching. This contrasts starkly with the 82.46 percent who say they would be interested in such a development opportunity if it were offered. In terms of the types of training and development preferred, Australian respondents also assert they most value onsite workshop sessions (42.88 percent) followed by professional mentoring (28.98 percent).

Significantly, the data identifies companies fall short of satisfying the training and development needs of employee with just 32.75 percent stating their organisation offers on-site workshops and even fewer, 14.41 percent offering professional mentoring

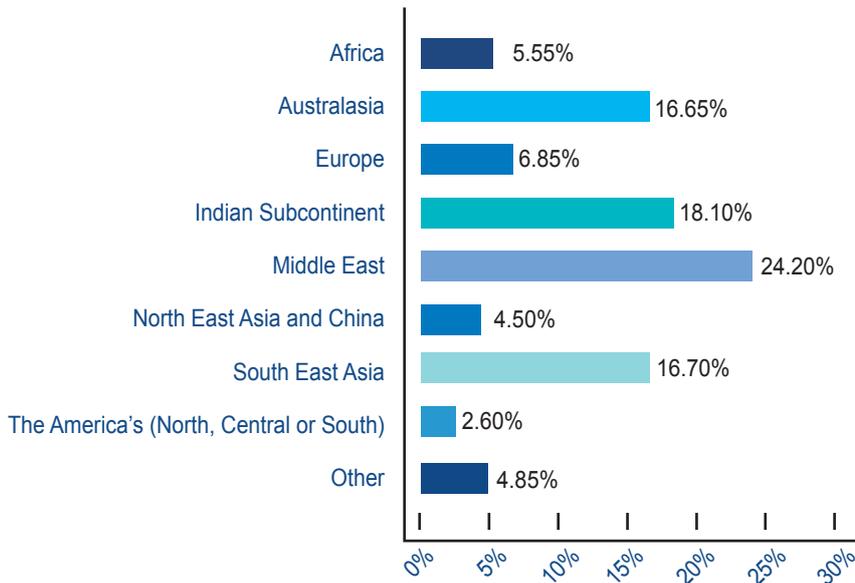
This year's Survey identifies a major gap between the demand by employees for Career Development and the satisfaction level of what employers are providing which has clear implications for employee motivation and retention. We expect the importance of demand for training and development to be a major driver in organisational engagement strategy during the next 12 months.



Kim Winter  
Chief Executive Officer  
Global Group  
Logistics Executive

## Survey demographic

In which region of the world are you employed in?



### OVERALL FINDINGS

- 24.20% of the total respondents indicated that they are employed in Middle East.
- 18.10% of the total respondents indicated that they are employed in the Indian Subcontinent.
- 16.70% of the total respondents indicated that they are employed in South East Asia.
- 16.65% of the total respondents indicated that they are employed in Australasia.

### COMPARISON TO PREVIOUS YEARS

The 2012-13 demographics were:

- 18.35% of the total respondents indicated that they are employed in the Middle East.
- 14.03% of the total respondents indicated that they are employed in the Indian Subcontinent.
- 14.92% of the total respondents indicated that they are employed in South East Asia.
- 25.26% of the total respondents indicated that they are employed in Australasia.

## Industry type

Which industry are you employed in?

### OVERALL FINDINGS

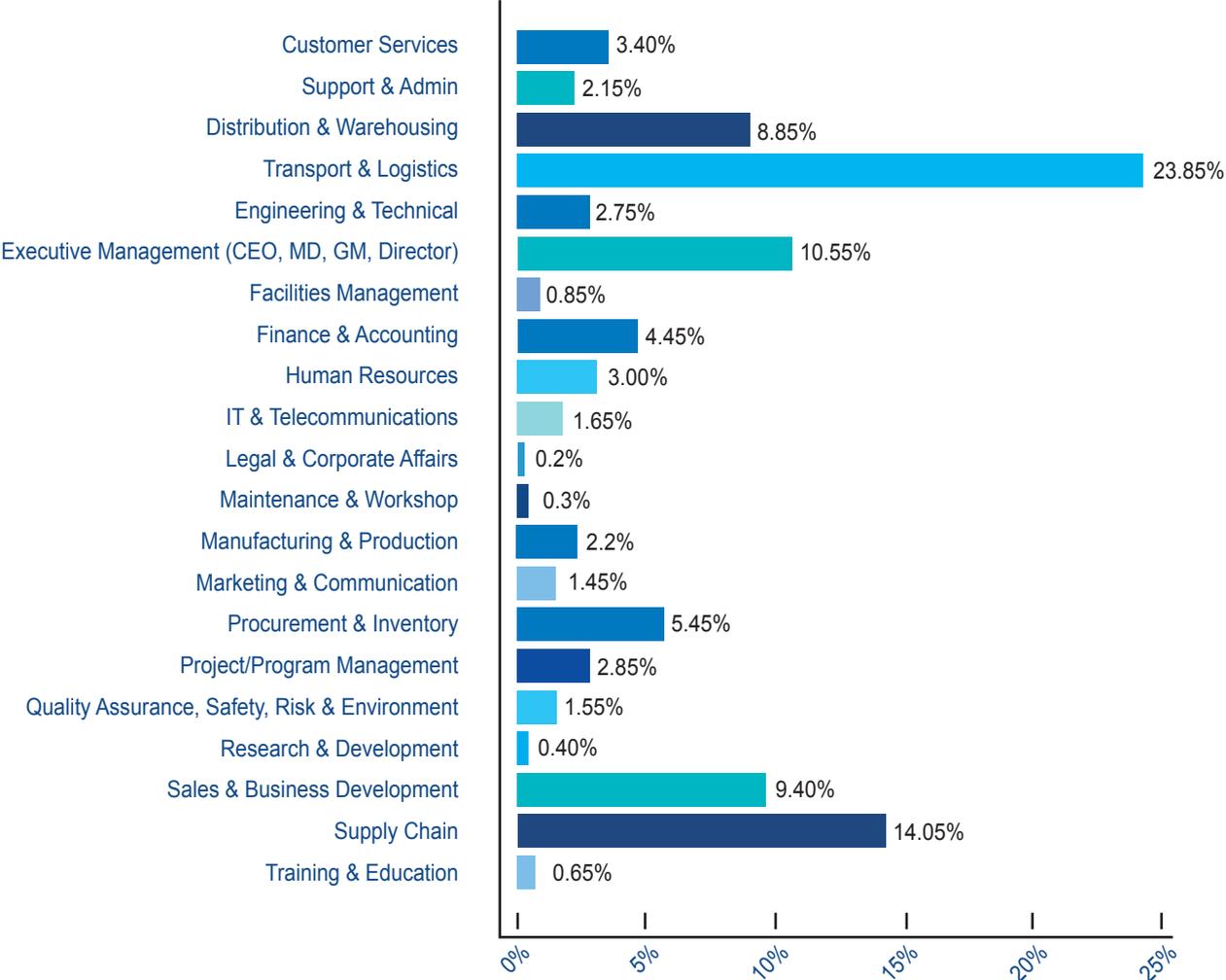
Of the 40 industry type options in the survey, the top 4 were:

- 15.75% of the total respondents are employed in the 3PL, 4PL, Logistics or Warehousing sector.
- 7.45% of the total respondents are employed in the Manufacturing & Industrial sector.
- 6.45% of the total respondents are employed within the Freight Forwarding and Customs sector.
- 5.20% of the total respondents are employed in the Shipping & Ports sector.



# Roles & positions

Please select the function that primarily best describes what you do?



**OVERALL FINDINGS**

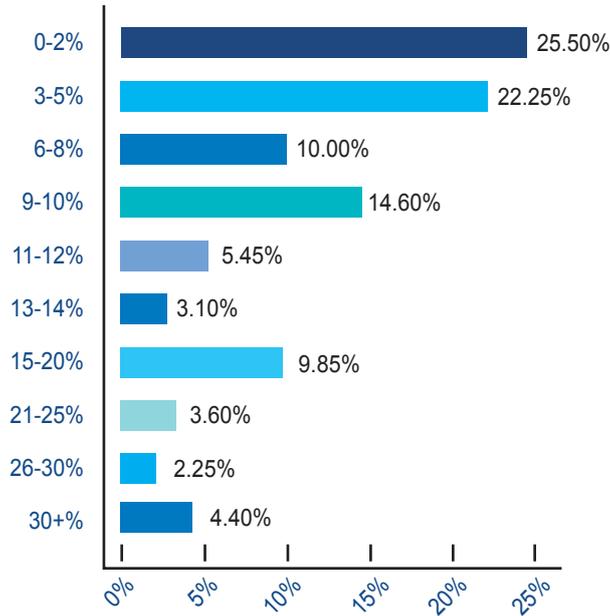
- Transport and Logistics continues to be the number one function in which people in this industry are employed in the last six surveys.
- The top four functions that describe the respondents are Transport and Logistics at 23.85%, 14.05% employed in a Supply Chain role, 10.55% in Executive Management (CEO, MD, GM, Director).and 9.40% in Sales and Business Development.

**COMPARISON TO PREVIOUS YEARS**  
 In the 2012-2013 report 23.21% of the total respondents indicated that they were employed in a Transport and Logistics role. The results for the last four years have been comparable for all of the key roles.



# Salary and wages

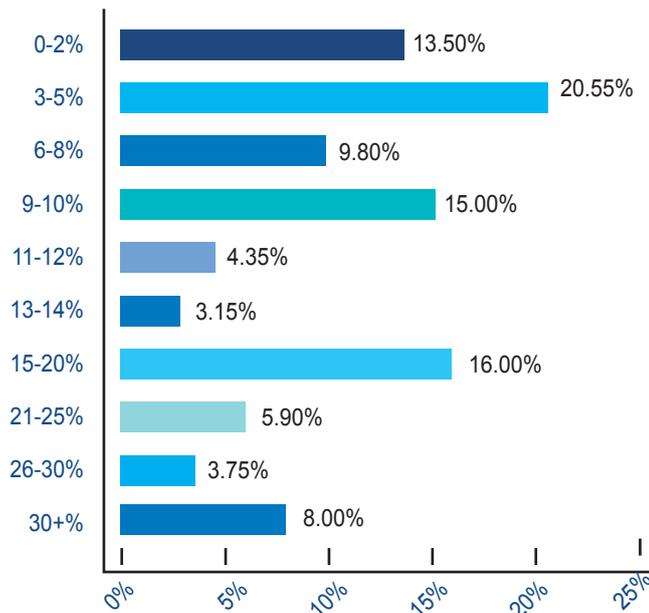
In your last review, by approximately what percentage did your salary increase?



**OVERALL FINDINGS**

- 72.35% of the total respondents only received modest pay rises in 2013 of 10% or less. The survey showed that 20.10% of the total respondents reported an increase in the order of 15% or greater; this suggests a strengthening in demand for talent and improving economic conditions across the surveyed regions.

In your next review by approximately what percentage do you expect your salary to increase?

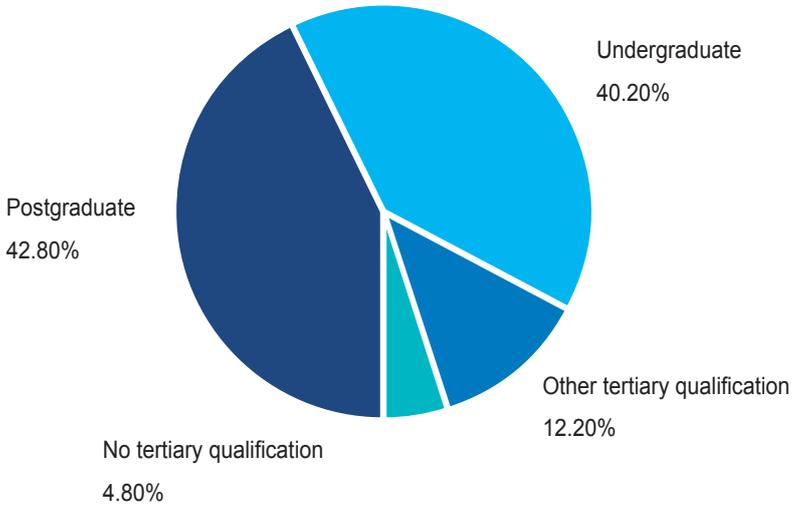


**OVERALL FINDINGS**

- 65.90% of the total respondents expect an increase of 6% or more, indicating many organisations will face continued wage pressure in 2014.

# Education & qualifications

What is the level of the highest qualification that you have completed?



**OVERALL FINDINGS**

- 42.80% of the total respondents have a Postgraduate Degree, including a Masters or a Doctorate.
- 40.20% of the total respondents have an Undergraduate Degree.

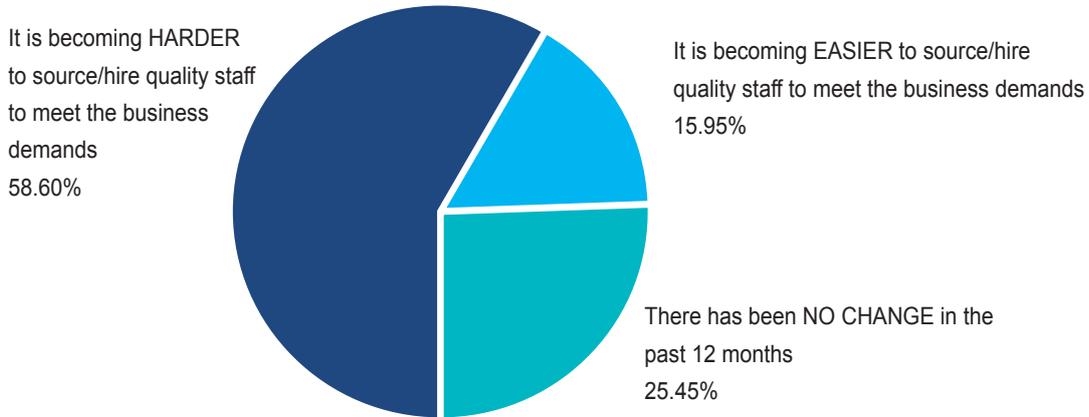


**COMPARISON TO PREVIOUS YEARS**

This year the proportion of respondents holding Postgraduate Degrees mirrored last year's result. Those holding Undergraduate Degrees declined slightly and those who have other tertiary qualifications increased, suggesting a trend towards bespoke and in-house educational qualifications.

# Business activities & company growth

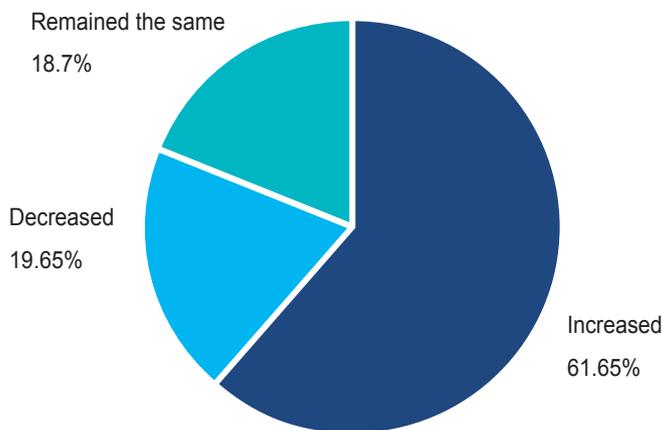
## Business & Hiring Experiences over the past 12 months



### OVERALL FINDINGS

- 58.60% of the total respondents are finding it harder to source and hire quality staff to meet business demand. This is a decrease of 1.90% on the 2012-2013 results.

## What change in your company's activities or growth this financial year did you see compared to last year?



### Overall findings

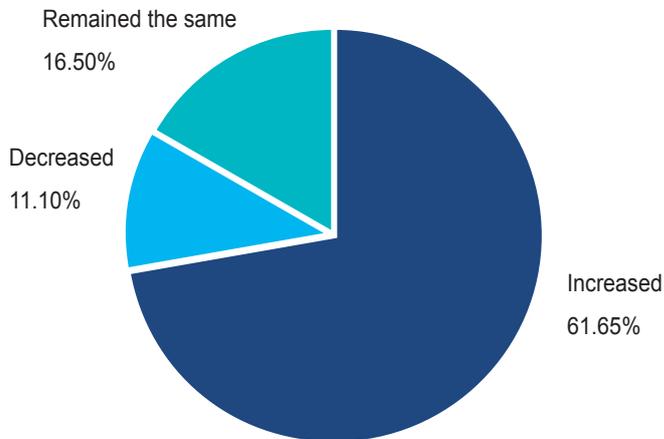
- 61.65% of the total respondents indicated that they believe that their company's growth increased in the last financial year.

### COMPARISON TO THE 2012-2013 RESULTS

- The 2013-2014 survey shows a slight decrease in the growth of company's activities. In the 2012-2013 report 67.87% of the total respondents indicated that business activities and growth had increased. In 2010 it was 64.60%.

# Business activities & company growth

What are your expectations of your company's activities or growth next financial year compared to this year?



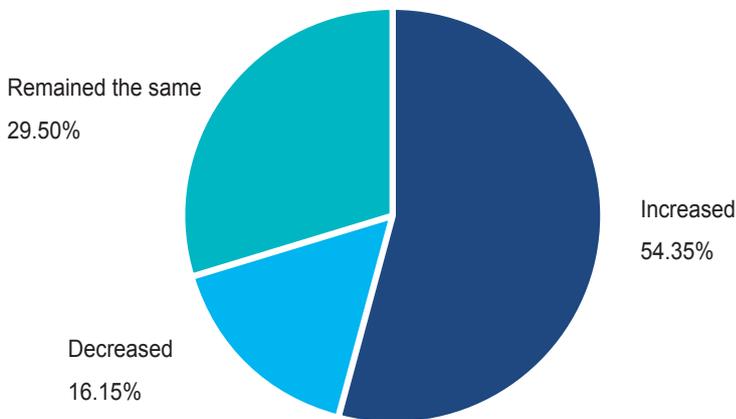
### Overall findings

- 61.65% of the total respondents indicated that they believe that their company's activities or growth will increase in the next financial year.
- This shows a significant decrease in expectation of growth from this year's survey vs. the 2012-2013 results.

### COMPARISON TO PREVIOUS RESULTS

- In the 2012-2013 report 80.29% of the total respondents indicated that they believe that their company's activities or growth would increase in the next financial year.

In the next financial year what do you forecast that the staff levels of your company will be?



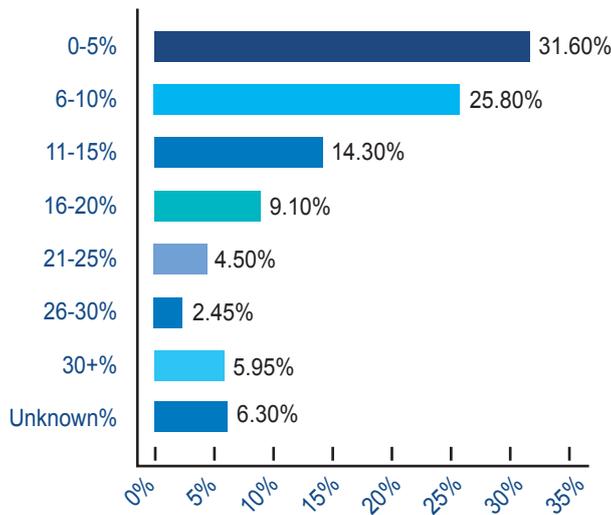
### OVERALL FINDINGS

- 54.35% of the total respondents forecast that their staff levels will increase in the next financial year.



# Business activities & company growth

What do you understand to be your company's staff turnover by percentage?



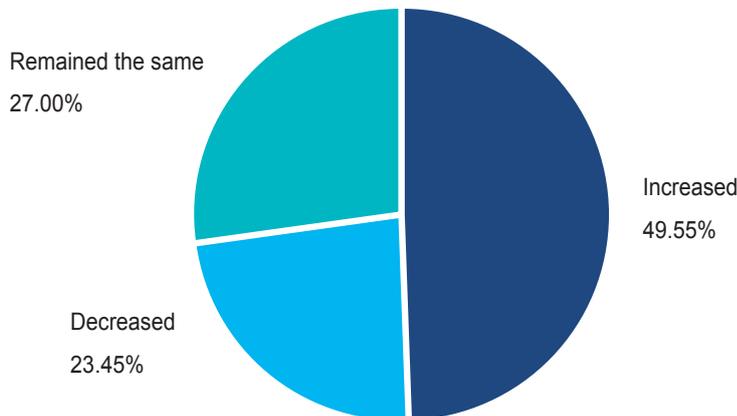
### Overall findings

- 31.60% of the total respondents believe that staff turnover is less than 5%.
- 25.80% of the total respondents believe that staff turnover is as much as 10%.

### COMPARISON TO THE 2012-2013 RESULTS

The 2011-2012 survey results were consistent with those of 2012-2013, with the vast majority of respondents indicating that staff turnover was less than 5%.

In the current financial year did the staff levels of your company increase, decrease or remain the same?



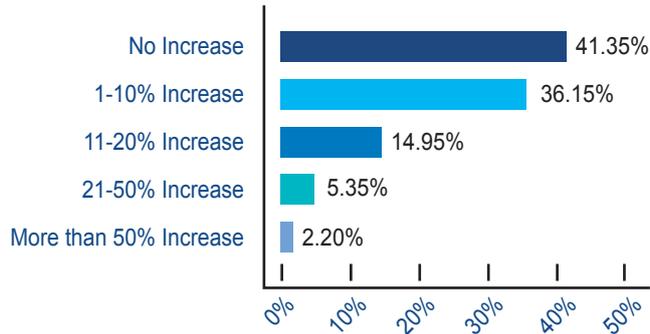
### OVERALL FINDINGS

- 49.55% of the total companies indicated that their staff levels increased in the current financial year.



# Business activities & company growth

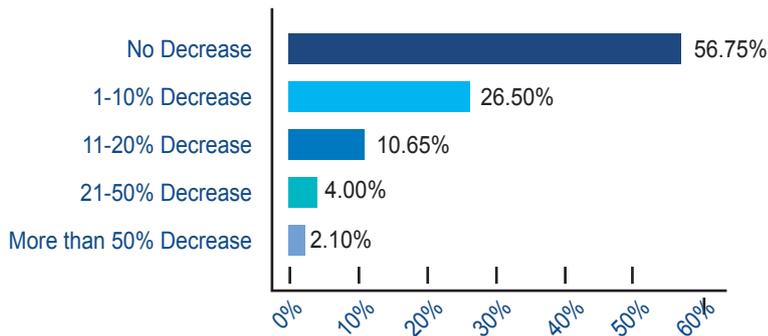
In the past 12 months, do you believe your organisation increased its level of employees?



### OVERALL FINDINGS

- 58.65% of the total respondents indicated that they expected their organisation to increase staff levels in 2014.

In the past 12 months, do you believe your organisation decreased its level of employees?

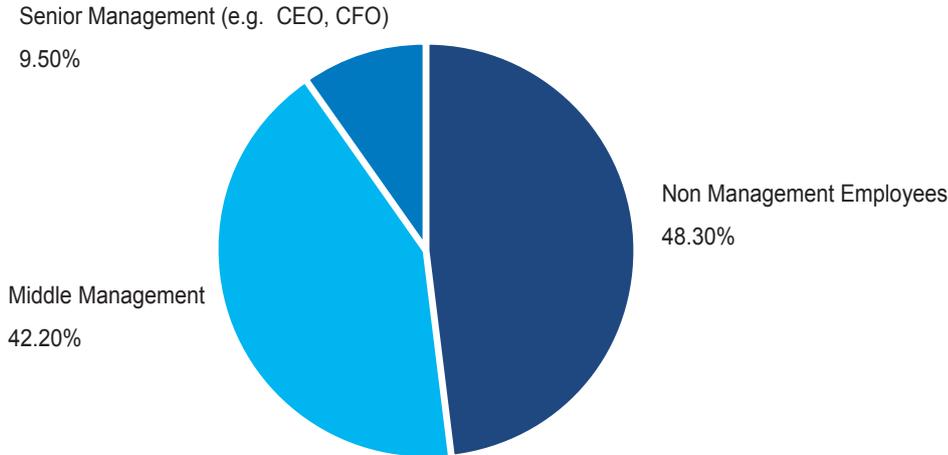


### OVERALL FINDINGS

- 43.25% of the total respondents indicated that they expected their organisation to decrease staff levels in 2014.

# Business activities & company growth

At what level(s) is your organisation hiring?



**OVERALL FINDINGS**

- 48.30% of the total respondents believe that their organisation is hiring Non Management level employees.
- 42.20% of the total respondents believe that their organisation will be hiring middle management in 2014.

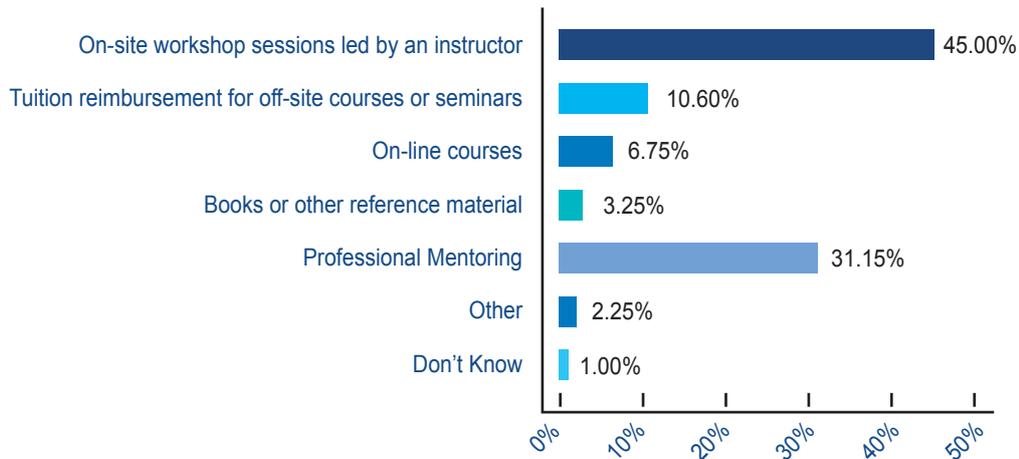


**COMPARISON TO PREVIOUS YEARS**

- 47.82% of the total respondents in 2012 believed that their organisation would be hiring Non Management level employees.
- 42.66% of the total respondents believed that in 2013 their organisation would be hiring middle management.

# Training & Career Development

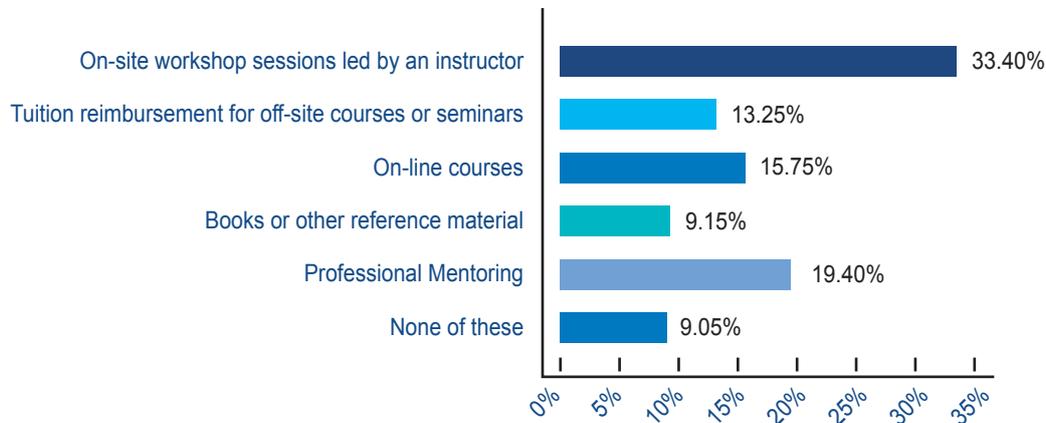
Which of the following types of training do you value most?



## OVERALL FINDINGS

- 45.00% of the total respondents indicated that on-site workshops led by an instructor are the most valuable.
- 31.15% of the total respondents indicated that professional mentoring is also extremely valuable.

Which of the following types of training, if any, does your company offer employees?

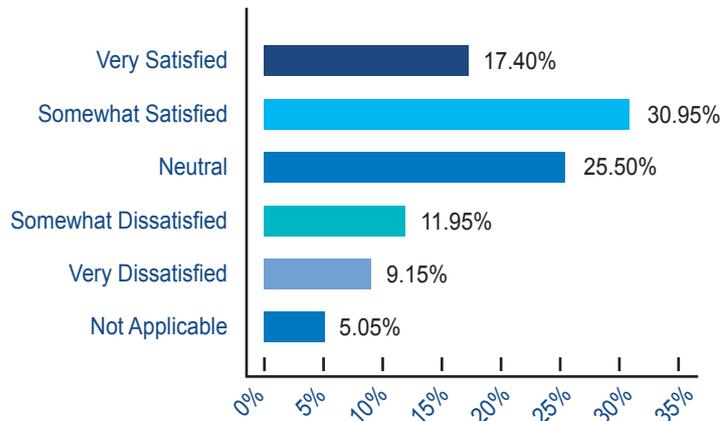


## OVERALL FINDINGS

- 33.40% of the total respondents indicated that on-site workshops are offered by their employer.
- 19.40% of the total respondents indicated that professional mentoring is also offered.

# Training & Career Development

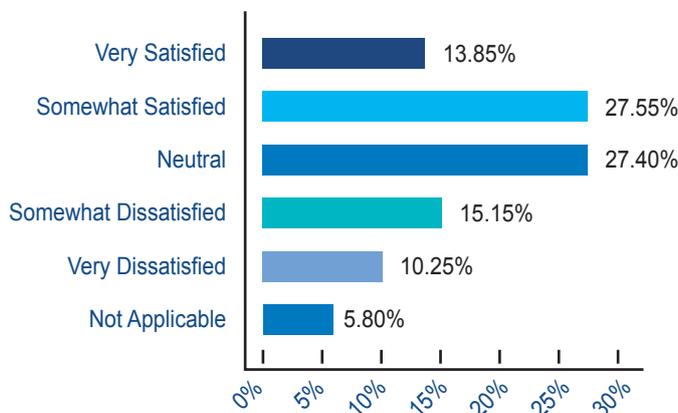
Supervisor's efforts to identify your strengths and weaknesses.



### OVERALL FINDINGS

- 30.95% of the total respondents indicated that they were somewhat satisfied with their supervisors efforts to identify their strengths and weaknesses.
- Whereas 25.50% wished to remain neutral.

What was the quality of orientation and training that you received for your current position?



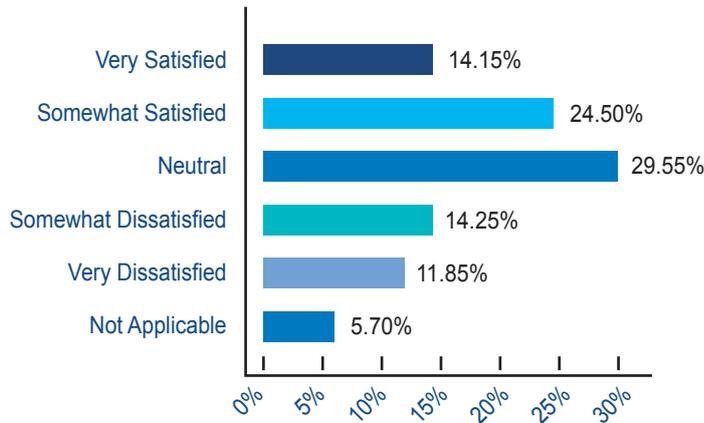
### OVERALL FINDINGS

- 27.55% of the total respondents indicated that they were somewhat satisfied with the quality of orientation and training they received for their current position.
- Whereas 27.40% wished to remain neutral.



# Training & Career Development

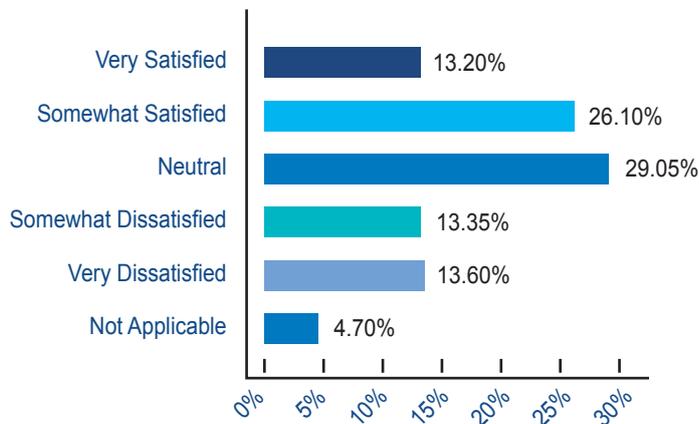
What mentoring are you currently receiving from your senior peers?



### OVERALL FINDINGS

- 24.50% of the total respondents indicated that they are somewhat satisfied with the mentoring they are currently receiving from their senior peers.
- 11.85% were very dissatisfied.

What is the current performance appraisal process?

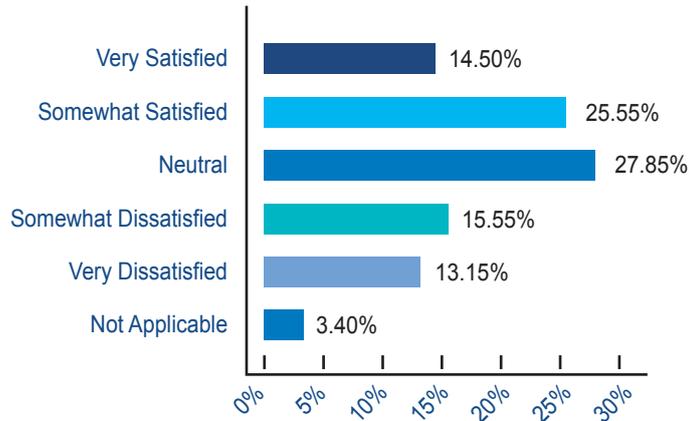


**OVERALL FINDINGS**

- 26.10% of the total respondents indicated that they are somewhat satisfied with their current performance appraisal process.

# Training & Career Development

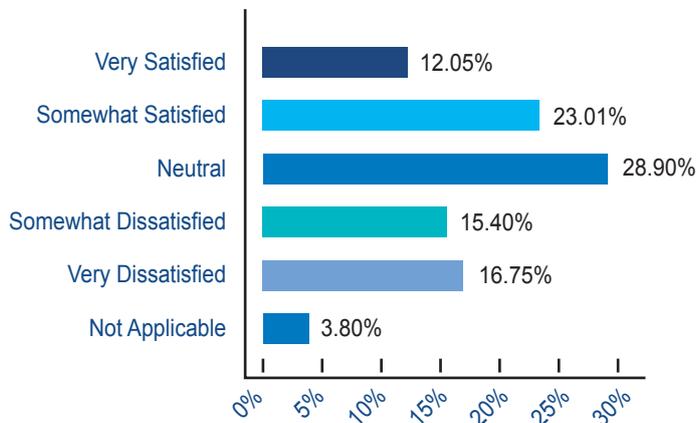
## Professional learning and growth opportunities



### OVERALL FINDINGS

- 14.50% of the total respondents indicated that they were very satisfied with the professional learning and growth opportunities available to them. 27.85% wished to remain neutral.

## Career Advancement Opportunities



### OVERALL FINDINGS

- 28.90% of the total respondents indicated that they wished to remain neutral about available career advancement opportunities.
- 23.01% indicated they were somewhat satisfied with the opportunities.

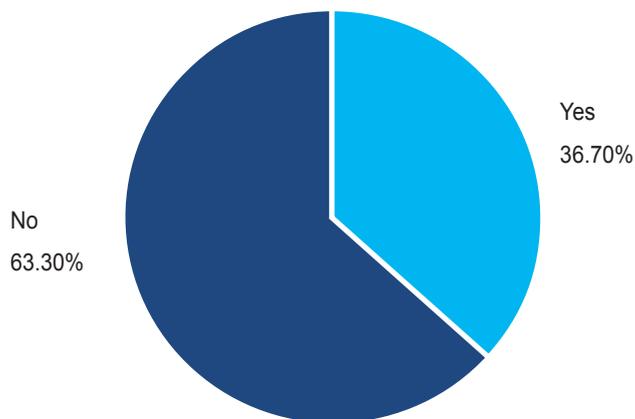
What do you see as the three training and career development areas that are most important to you over the next two years?

### OVERALL FINDINGS

- 44.88% of the total respondents indicated that Technical/Professional development was the most important.
- Followed closely by 43.45% who were interested in management development.
- 40.44% of the total respondents were interested in leadership development.

## Training & Career Development

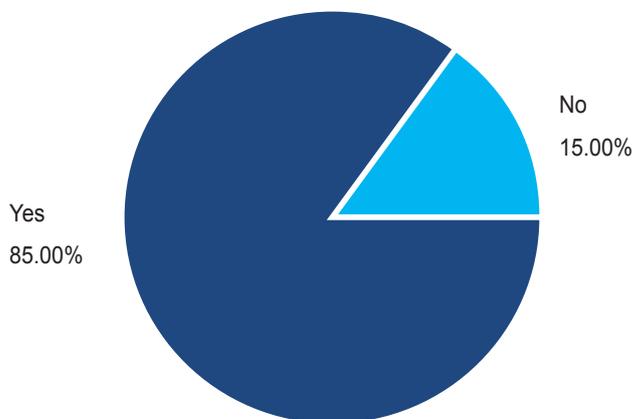
Have you ever been offered or undertaken executive coaching in your career?



### OVERALL FINDINGS

- 63.30% of the total respondents indicated that they have never been offered executive coaching in their career.

If no, would this be of interest to you?



### OVERALL FINDINGS

- 85.00% of the total respondents indicated that executive coaching would be of interest to them if offered.



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