



INSIGHTS ON JOB SEEKERS IN TRANSITION

WHAT EVERY EMPLOYER NEEDS TO KNOW





TABLE OF CONTENTS

INTRODUCTION	3
WHY OUTPLACEMENT?	4
CAREER TRANSITION SERVICES	8
CAREER COACHING.....	9
RESUME SERVICES.....	10
JOB LEADS	11
JOB SEEKER BEHAVIOR	12
LANDING	14
CONCLUSIONS	18
PARTICIPANT PROFILES	20

INTRODUCTION

Today's organizations are all too familiar with layoffs. Companies of all sizes and across all industries have spent the last several years coping with the disturbing trend of continued layoffs—a trend that looks as though it will continue unabated into the foreseeable future. During each quarter of 2015, the average number of seasonally adjusted layoffs was approximately 1.7 million people. This number has remained nearly constant over the past several years, despite the fact that 8.7 million jobs have been created over the past eight years and unemployment is now at about 5 percent.

With mergers and acquisitions on the rise, as well as shifting political priorities (as seen with the cutting of US military forces over the past year), economic instability in certain markets (as seen in the oil and gas and technology industries), and predictable cyclical hiring and cutting in other industries, layoffs are and will continue to be an important part of the human resources discourse.

But layoffs are not the end of the conversation—they are the start of a conversation about how we will take care of our talent now and in the future, as well as protect our assets, like reputation and brand, during and after the difficult period of necessary transition.

The assets we, as human resources professionals, help protect include our talent—because talent is what makes our companies run. Employees are the spokespeople for our brand, and they often hold keys to both future hiring and customer/partner relations.

In order to assess how we, as employers and human resources professionals, could better serve our people if and when layoffs enter the conversation again, we decided to speak to the talent that had gone through the experience of a layoff. Our goal was to understand how they felt the events were handled and what outcomes they experienced.

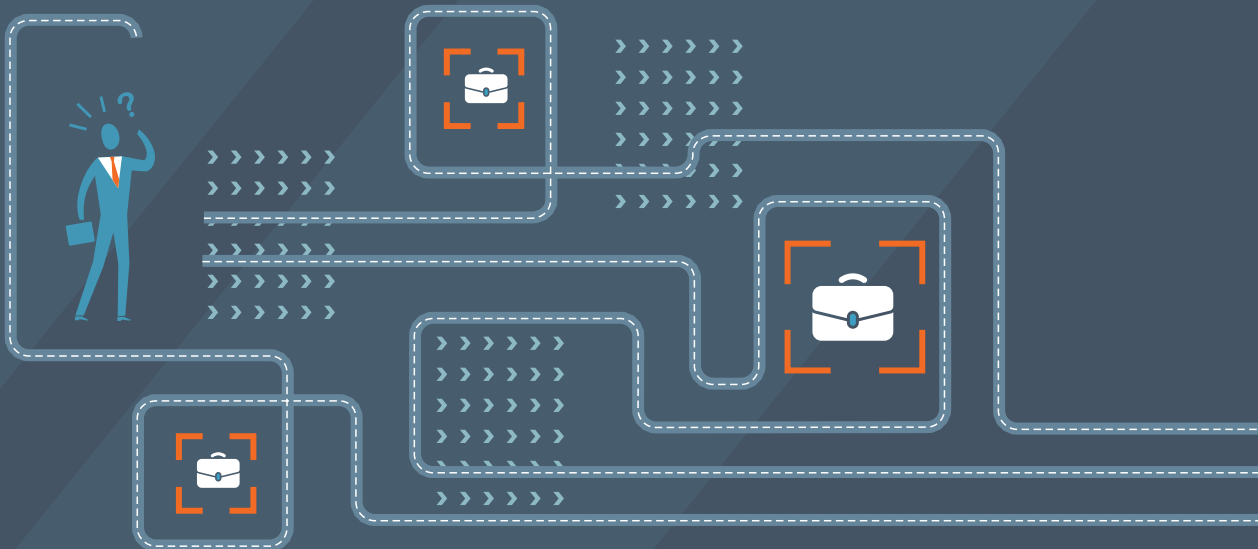
METHODOLOGY: Over the course of two months (November and December of 2015), RiseSmart conducted a survey in order to ascertain the sentiment, behaviors, and outcomes of workers who had been laid off. RiseSmart conducted a survey through an independent third party of over 7,400 people who had been laid off within one year of the survey in the US and Canada.

With this report on layoffs and job seeker behavior, we hope to share benchmarks, insights, and best practices that will better equip you to make more supportive and results-oriented decisions about your career transition solutions for the good of your transitioning employees and your organization as a whole.



CHAPTER ONE:

WHY OUTPLACEMENT?



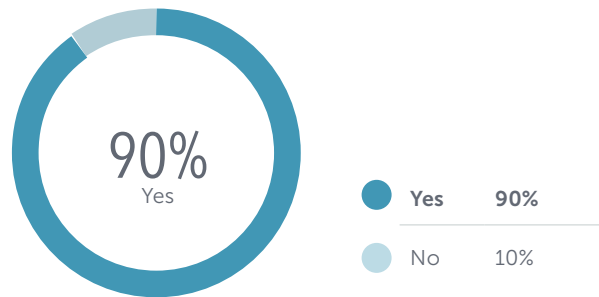
One of the most surprising facts to come out of this study surrounds the availability of outplacement to transitioning employees:

While most human resources professionals should be aware that this important transition benefit exists, many employers are missing the opportunity to offer career transition services to their employees—services that could improve outcomes for both their transitioning employees and their businesses.

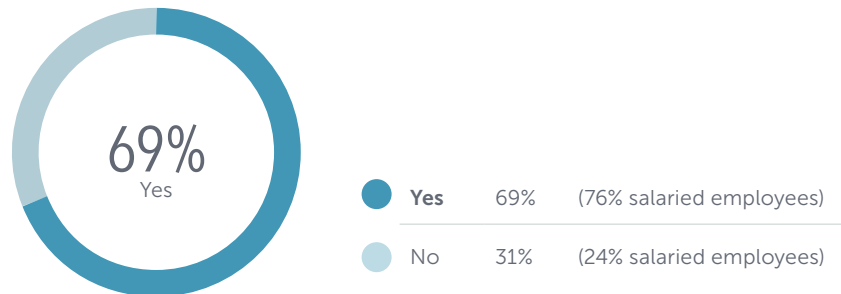
What is most interesting about this trend, however, is that of those employees who did receive outplacement, almost all of them (90 percent) opted to use it—and that number was consistent regardless of level or function. In addition, of those who did not receive outplacement, nearly 70 percent of all employees (and 76 percent of salaried, full-time employees) believed that they would have benefited from outplacement, and nearly 90 percent said that they would consider working with a career coach. (1.1) (1.2) (1.3)

Clearly, employees see the value of having transition support after a layoff, even if they aren't all receiving it. And the benefits of using outplacement are clear from the study as well: Of those who received outplacement, 72 percent landed a new job, whereas, of those who did not receive outplacement, only 29 percent landed a new job. (1.4)

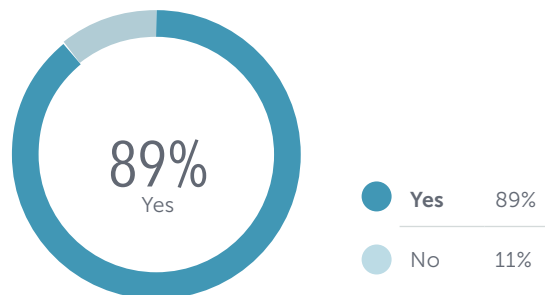
1.1 Did you use the outplacement offered to you?



1.2 Do you feel you would have benefited from outplacement?



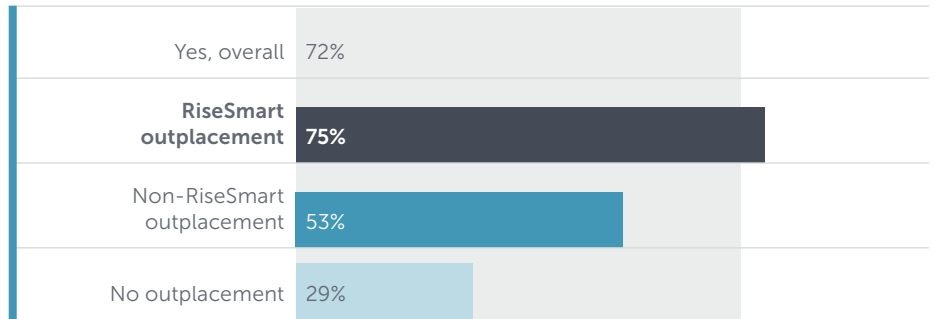
1.3 If it were complimentary, would you consider working with a career coach?



1.4: Did you land a new job with outplacement?



Landed a job



Did not land a job



Your employees are your brand ambassadors, even after they leave the company. And if they feel taken care of and supported during their period of transition, they are more likely to speak highly of your brand, recommend your products and services to others, and refer friends and family to your open positions. Helping employees land a new job through outplacement is an effective way to foster those positive feelings.

We found that employers provided outplacement most to their executive employees: 55 percent of executive-level respondents received outplacement after a layoff. But what about the wellbeing of the non-executive employee population?

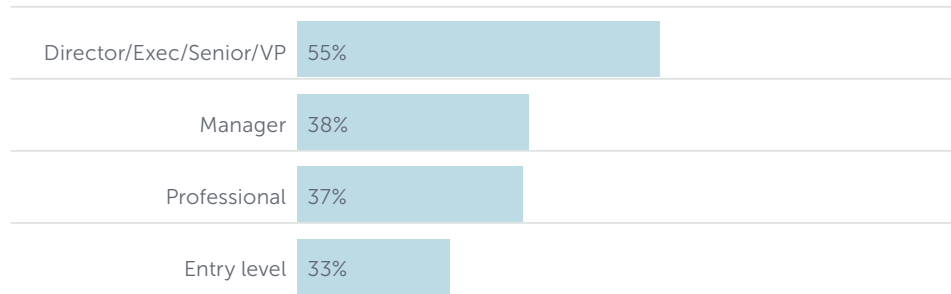
Only about 37 and 38 percent of employees at the professional and manager levels respectively received outplacement from their former employers, and only 33 percent of entry-level employees received outplacement. (1.5)

This shows that there is a good opportunity to consider offering outplacement to the non-executive employee population in order to give them the chance to get back to work quickly.

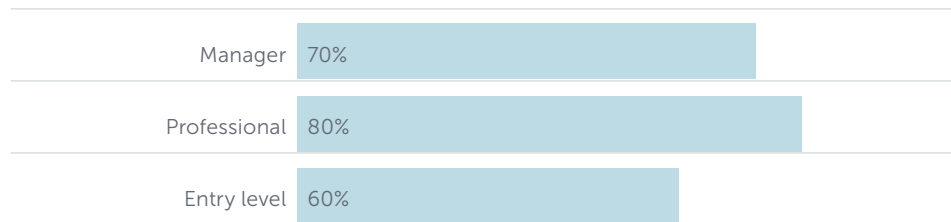
And the data bears this out; of those entry-level, professional, and managerial staff who received outplacement, 60, 80, and 70 percent landed new jobs respectively (1.6), compared to the 38, 34, and 30 percent that landed jobs without outplacement.

Landing a new job can take about six months on average, if not longer;* in that time, employees' savings and resolves can quickly dissipate. Give them the support they need to shorten the time between jobs and relieve the resulting financial and emotional burdens.

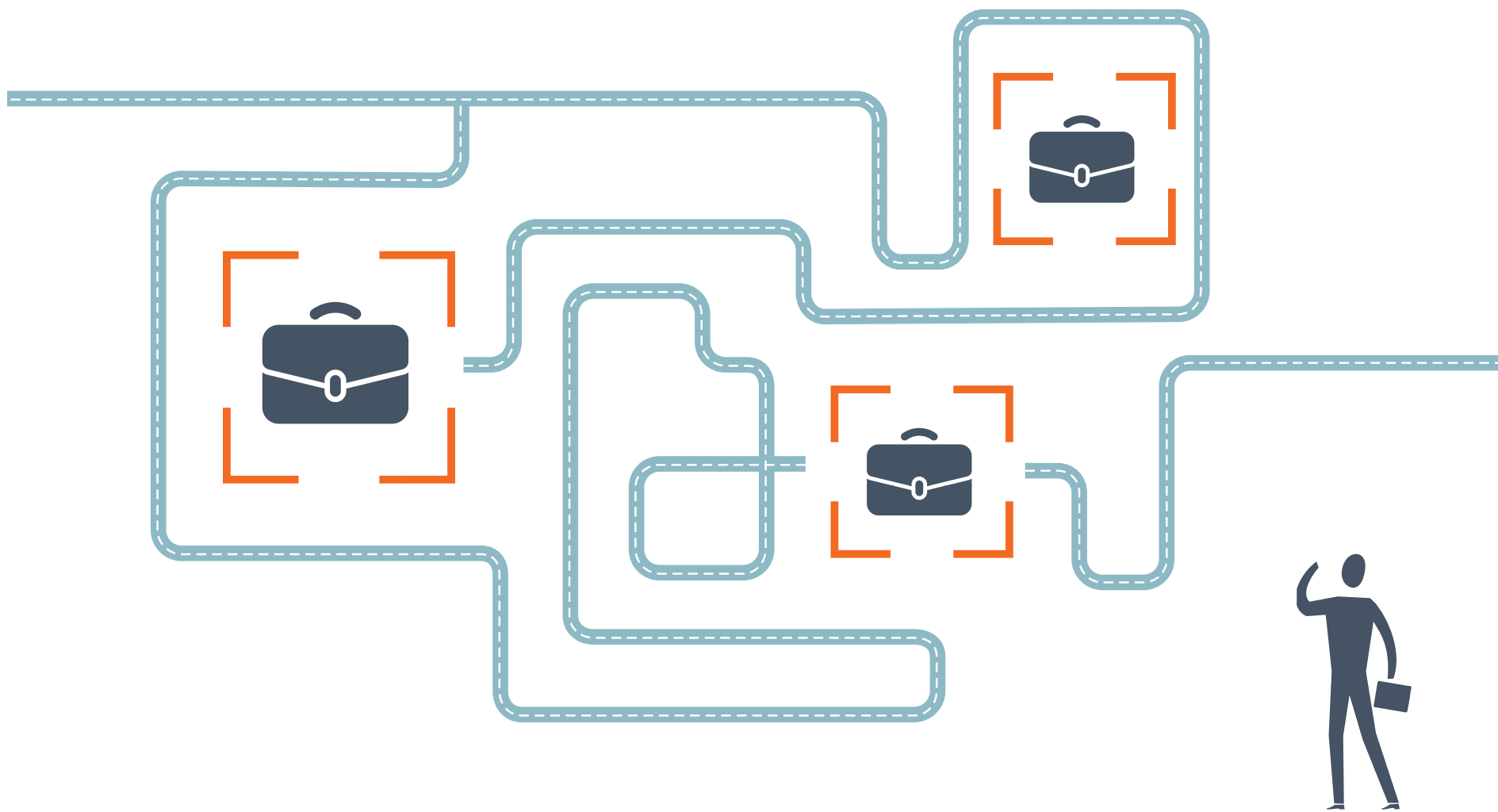
1.5: Percent who did receive outplacement from former employer by level



1.6: Landing rates with outplacement by employee level :

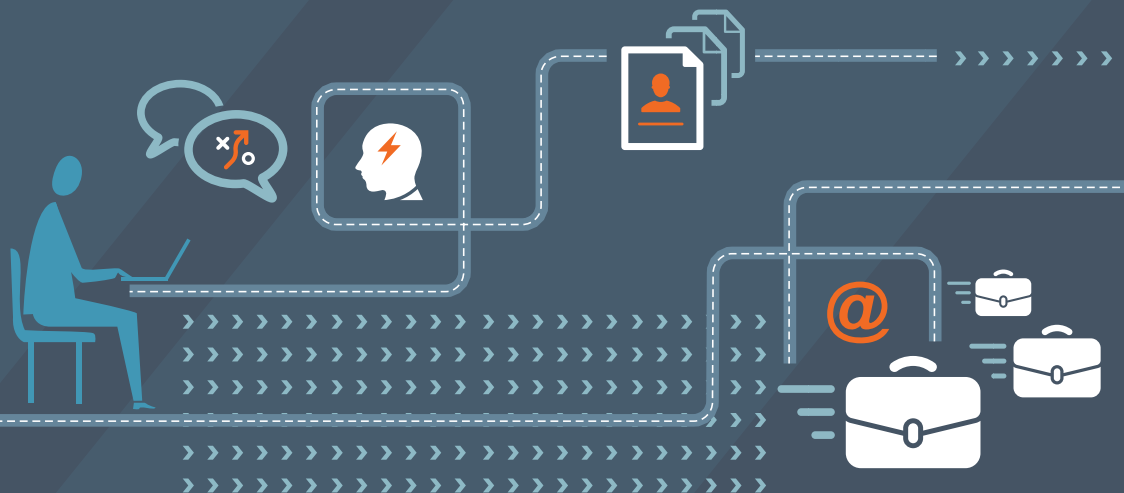


*The average period of unemployment is 29 weeks as of February 2016, according to the US Bureau of Labor Statistics.





CHAPTER TWO: CAREER TRANSITION SERVICES



While the concept of outplacement and career transition support is the same across the board, the programs and services available to transitioning employees can vary. Outplacement itself does not guarantee a transitioning employee a job; however, the more personalized and all-inclusive the programs, the better the chance an employee has to position themselves to land a new job.

CAREER COACHING

A good coach can make or break a job search; from helping participants decide on a direction for their job search and future career path to developing networking and interviewing skills and providing emotional support, coaches help employees stay on track with and succeed in their job searches.

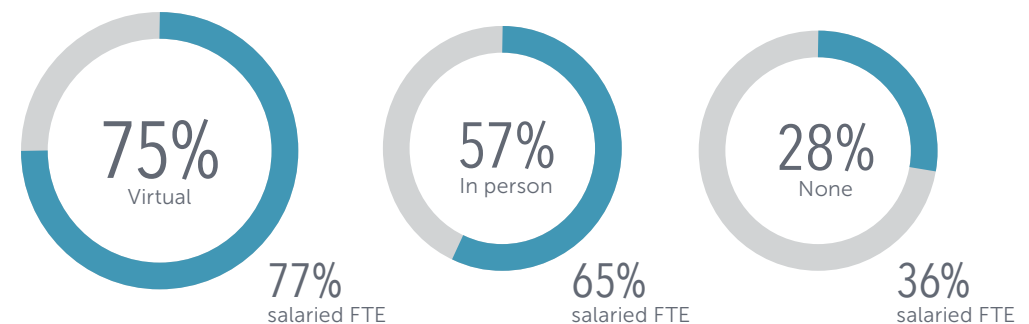
Outplacement firms have traditionally provided coaching in person, whether 1:1 or in groups. But virtual coaching, which allows outplacement providers to match participants with the best possible coach and not just the nearest, is on the rise.

While career transition coaching has traditionally been delivered in person, whether 1:1 or in groups, this study uncovered a surprising fact: Virtual coaching (1:1 coaching delivered over the phone) was actually more effective than in-person coaching for helping participants land a new job.

Virtual coaching is also more beneficial for today's job seekers, who frequently carry out job search activities online, at non-traditional hours, and at home or on the go (instead of in offices). By eliminating the need for face-to-face interaction, outplacement providers can devote resources that once paid overhead costs on office space to investing in improving technology, methodology, and delivery of services.

Without coaching, only 28 percent of all participants (and 36 percent of the full-time, salaried population) landed—less than half the rate of those who received virtual coaching and still lagging behind those who received in-person coaching. This suggests that a coach can make a large difference in employees' chances of landing a new role. (2.1)

2.1 Landing rates by coaching type:



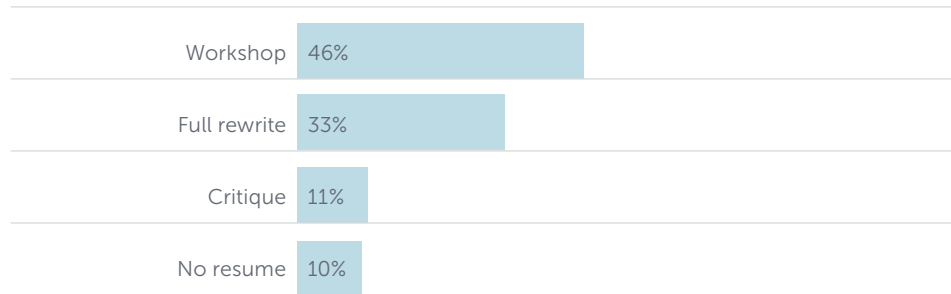
Virtual coaching is more effective than in-person coaching, saves on costs, and allows more employees to take advantage of outplacement services anytime, anywhere.

RESUME SERVICES

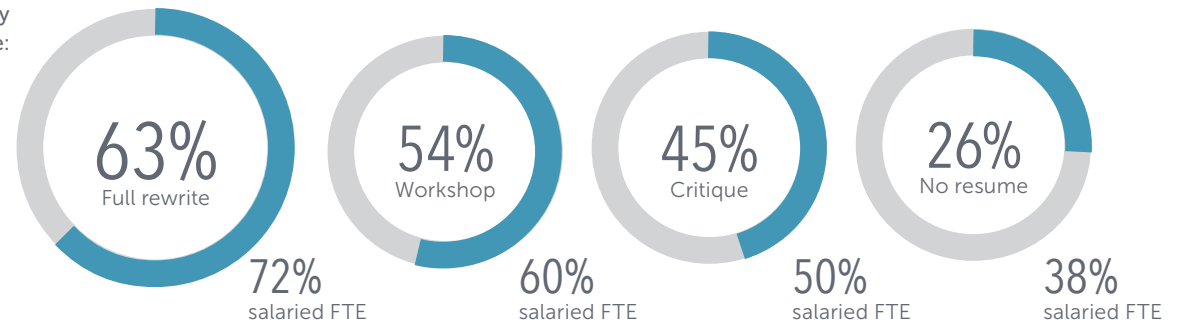
One of the most basic ways an employee can prepare for and succeed in the transition is with a unique, well-written resume—which is not necessarily a skill that workers have had the chance to develop on the job. This is borne out by the numbers: When provided with no resume support whatsoever (10 percent of respondents), only 26 percent landed a new job. Provided with a resume critique by a coach or resume writer (11 percent of respondents), only 45 percent landed a job.

Prospects improved when participants were provided with a resume workshop (46 percent of respondents): 54 percent (and 60 percent of full-time, salaried employees) landed a new job. But the best way to set employees up for landing was to provide a full resume rewrite by a resume writer (33 percent). When a resume writer provided a personalized, well-written resume, 63 percent (and 72 percent of full-time, salaried employees) landed a new job. (2.2-2.3) Resume rewrites and resume workshops were, fortunately, the most common services provided.

2.2: What resume service was provided?



2.3: Landing rates by resume service type:



JOB LEADS

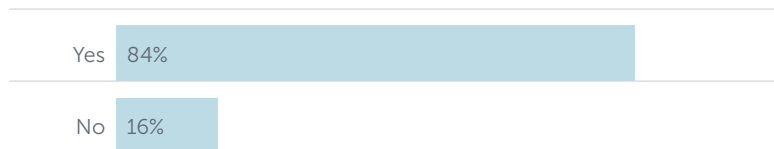
Sourcing jobs takes time—and sourcing the right jobs takes even longer. Most outplacement providers give participants access to some kind of “job leads,” although the types of leads vary. Some providers give participants access to a single job board, like Indeed, within their platform, while others, like RiseSmart, provide more complex and nuanced tools, like a semantic search engine, which aggregates and ranks jobs from multiple search engines at once. Having an outplacement firm at least provide a way to quickly access and aggregate relevant leads can help participants discover the right roles for which to apply. At least 84 percent of participants received some kind of job leads from their outplacement providers, and 73 percent of those who received job leads landed, as opposed to the 26 percent who landed without. (2.4)



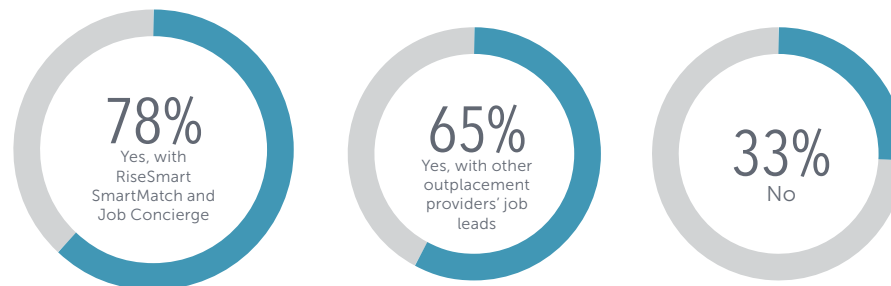
“The job opportunities were spot on from the start, and there were even more when I provided a list of the search terms I was using on my own. The team found jobs I wasn’t finding anywhere, so I really appreciate the work they did on my behalf.”

– Rose G., RiseSmart participant

2.4 Were you offered job leads?



Landing rates of salaried FTE with job leads:





CHAPTER THREE:

JOB SEEKER BEHAVIOR



average time job seekers reported spending on their job search

On average, job seekers reported spending about 19 hours a week on their job search, whether or not they used outplacement—but, as we saw in the previous section, those 19 hours yielded much better results in terms of landing rates for those who used outplacement.

Of note, only about seven percent of job seekers reported treating their job search like a full-time job. Less than 20 percent spent more than 30 hours per week on the search. (3.1) These numbers were fairly consistent whether or not employees received outplacement; however, the landing rates suggest that, no matter how much time one puts into the job search, what matters is where that person focuses their attention and energy.

Job seekers reported spending the most time actually searching and applying for jobs online and the least time networking with cold contacts (having 1:1 conversations with people they did not have a previous connection with, going

to networking events or groups, cold calling companies and key contacts, and attending job fairs).

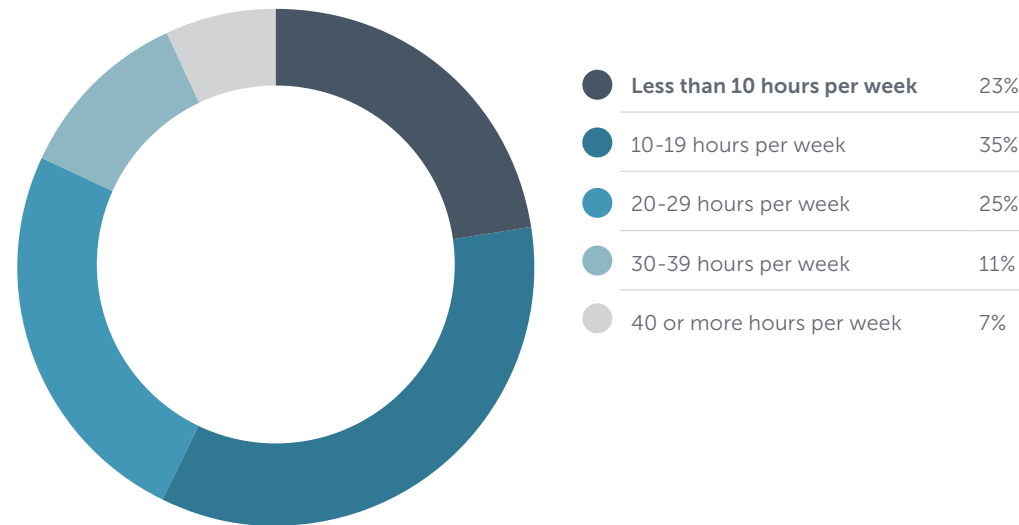
It follows, then, that 48 percent of interviews came from online job applications. However, even though job seekers spent slightly less time networking, a full 33 percent of interviews came from networking, and 28 percent of the networking-achieved interviews came from people job seekers did not already know. (3.2)

We asked job seekers about the areas on which they were most focused during the job search. For both those who did and did not receive outplacement, finding the right role understandably ranked near the top. Where the groups differed, however, may give us insight into where job seekers felt supported or unsupported in their search:

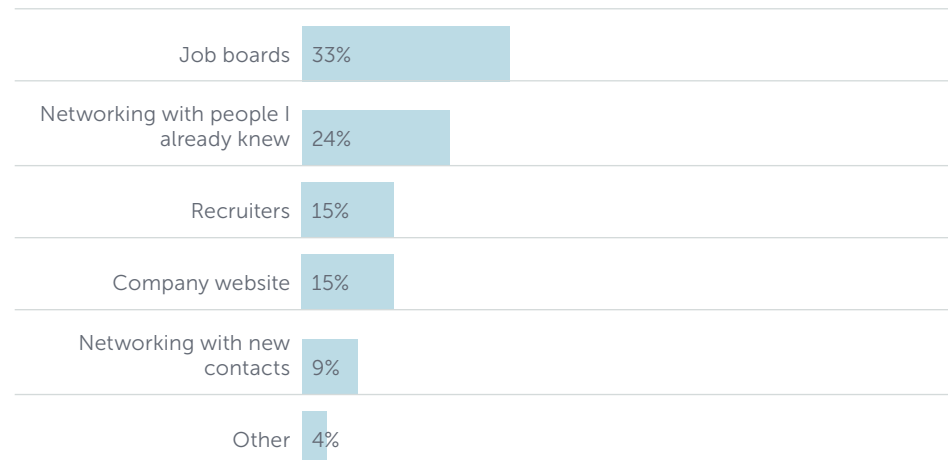
- » Job seekers without outplacement focused on writing new resumes and cover letters, worrying about the competitive job market. These job seekers were focused on tailoring themselves to fit open positions, most likely ready to accept the first job that came along.
- » Job seekers with outplacement, on the other hand, appeared more secure in their ability to communicate their accomplishments and experience. While they, too, were looking for the right role in open positions, they were more likely to focus on targeting the companies they wanted to work for and aim for their desired salary range.

This may signify that job seekers without outplacement spend more time focused on just landing a job, whereas those with outplacement are looking to land the *right* job.

3.1: On average, how many hours per week did job seekers spend on their search?



3.2: Where did the majority of your interviews come from?





CHAPTER FOUR: LANDING



When it came to actually landing a job, 43 percent of jobs were landed through networking. It is interesting to note that fewer interviews were garnered through networking than through cold online applications, yet more jobs were actually landed as a result of networking. This is important to keep in mind when evaluating outplacement solutions, so you can provide your transitioning employees with services that will focus on empowering transitioning employees to network more often. (4.1)

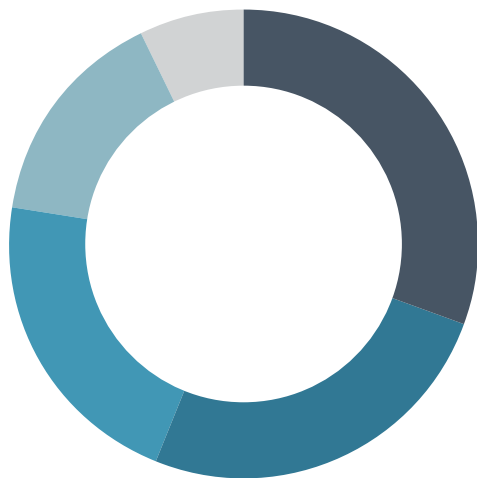
For job seekers, other than simply “landing a job” or “needing a paycheck,” the top three contributing factors in taking a job were: in order from most to least important, company culture and reputation, flexibility and work/life balance, and salary. (4.2)

4.1: How did you find the job you accepted?



Referral from someone I knew	32%
Job board/online job posting	25%
Recruiter	12%
I networked my way into the company	11%
Company website	10%
Other	10%

4.2: What was the most important contributing factor for accepting your offer?



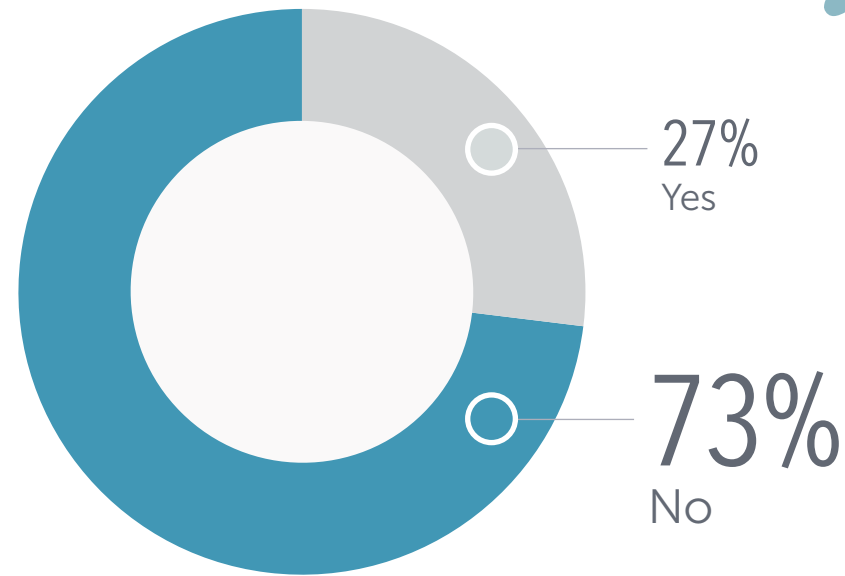
Company culture/reputation	30%
Flexibility/work-life balance	25%
Salary	21%
Career growth	15%
Manager	7%

.....
 Company culture and flexibility were nearly tied in importance.

A full 73 percent of employees said that they would not take a job offered by a company with a bad reputation. This is important to keep in mind for your own organization as you consider layoffs: How will your support for your transitioning employees affect the way they, their former coworkers, and their friends and family talk about your organization? (4.3)

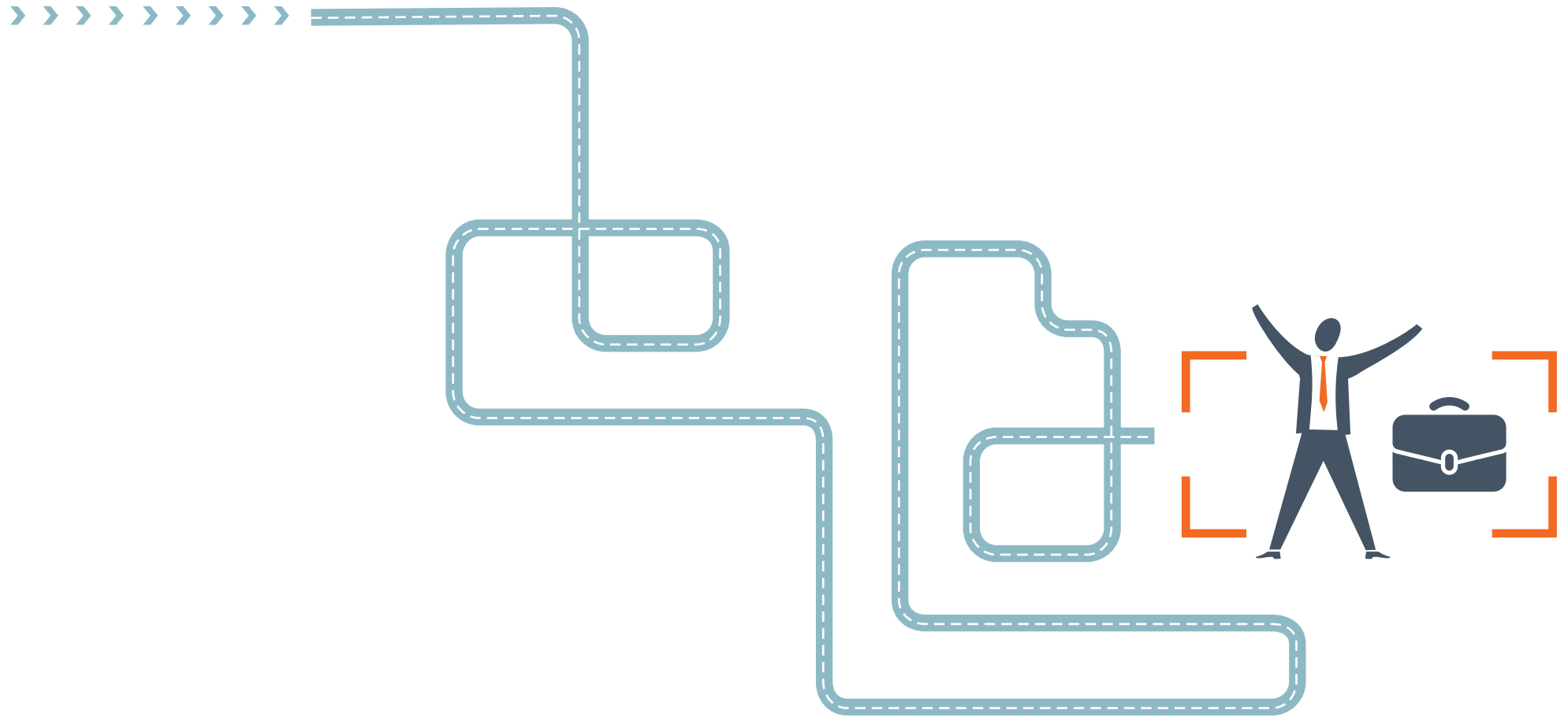
When it came to landing and accepting a job, employees who received outplacement were more likely to negotiate salary and bonuses, which could also be a contributing factor for faster landing times. Even if transitioning employees do find a job, if they feel like they will not benefit from taking it, they may choose to pass and consider searching. A good outplacement program will coach employees through negotiations to ensure that they will receive fair compensation and feel comfortable accepting a job on their terms.

4.3: Would you have accepted a job offer with a company with bad reputation?



53% | of job seekers negotiated their salary

14% | of job seekers negotiated a bonus



CONCLUSIONS

With more layoffs on the horizon as a result of our still unstable economy, it is important for employers to understand how they can provide for their employees, as well as protect their brands in the name of future hiring. In the following section, you will find takeaways and best practices that you can begin applying to your own organization's situation as you proactively prepare to navigate the landscape of a layoff.



- » Employees who received outplacement were more likely to land a new job.
 - » Executives were more likely to receive outplacement, but employees at all levels who received outplacement as an option were highly likely to use it—and of those at all levels who did not receive outplacement, a majority saw the value in transition support. Make sure that your outplacement solution and offerings can scale to support your employees at all levels during their transitions.
 - » Job seekers who received coaching were about twice as likely to land a job, and the majority of those who did not receive coaching still saw the value in it.
 - » Virtual coaching was 32 percent more effective in helping employees land a new job than in-person coaching of any kind. Yet employers still often opt for in-person coaching because it is the “way things have always been done.” In-person coaching is not only less effective, but it is also more costly and limited due to the need for office space and local coaches. Consider an outplacement provider that offers virtual coaching, in order to receive more value and return on your investment.
 - » Job seekers were more likely to land a new job when their resume was completely rewritten by a resume writer. Seek outplacement solutions that allow you to offer this service, as opposed to a resume critique or workshop, in order to help more employees land.
- » Employees were more likely to spend time on job applications over networking, and while that may have generated more interviews, they were more likely to land a job that came through networking. Therefore, it’s important to look for an outplacement provider that places an emphasis on networking in their transition methodology.
 - » Job seekers who feel supported are more likely to focus on looking for a job that provides them with a good salary as opposed to those who are just looking to land the first job offer they get. Providing them with a coach who can work with the job seeker on negotiation will improve your former employees’ quality of life in the event that they are presented with a job but less than amenable compensation.
 - » How you take care of your employees when they are laid off matters. Job seekers care about your company’s reputation—and that reputation may be at stake if your affected employees do not feel supported after being laid off. Make sure to offer outplacement as a way to show your employees that you have their best interests at heart, despite the business conditions that are causing you to separate.



PARTICIPANT PROFILES

0.1 Total Participants: 7,412

0.2 Country

United States	84%
Canada	16%

0.3 Age

18 to 24	6%
25 to 34	23%
35 to 44	25%
45 to 54	26%
55 to 64	19%
65 to 74	1%
75 or older	>1%

0.4: Level

Entry level	19%
Professional	45%
Manager	22%
Senior Manager	7%
Director	6%
Executive	32%
Vice President	2%

0.5 Employment Type

Part-time employee	11%
Contract employee	8%
Full-time, hourly employee	20%
Full-time, salaried employee	61%

0.6 Most Recent Salary Range

Less than \$35,000	19%
\$35,000-\$49,999	17%
\$50,000-\$74,999	23%
\$75,000-\$99,999	15%
\$100,000-\$149,999	16%
\$150,000 or more	9%

0.7 Education


Less than high school degree	1%
High school degree or equivalent (e.g., GED)	13%
Some college but no degree	19%
Associate degree	11%
Bachelor degree	36%
Graduate degree	19%

0.8 Industry

Information Technology	13%
Customer Service	8%
Healthcare	8%
Sales	8%
Computer Software	7%
Professional Services	6%
Construction/Manufacturing	5%
Accounting	4%
Banking/Financial Markets	4%
Education	4%
Finance	4%
Human Resources	4%
Wholesale/Retail	4%


Consumer Goods/Packaging	3%
Marketing	3%
Product Management	3%
Government Agency	2%
Media Entertainment/Travel	2%
Program/Project Management	2%
Science/Bio/Pharma	2%
Aerospace Defense	1%
Chemical/Utilities/Energy	1%
Digital Arts/Design	1%
Market Research	1%
Writing/Editing	1%

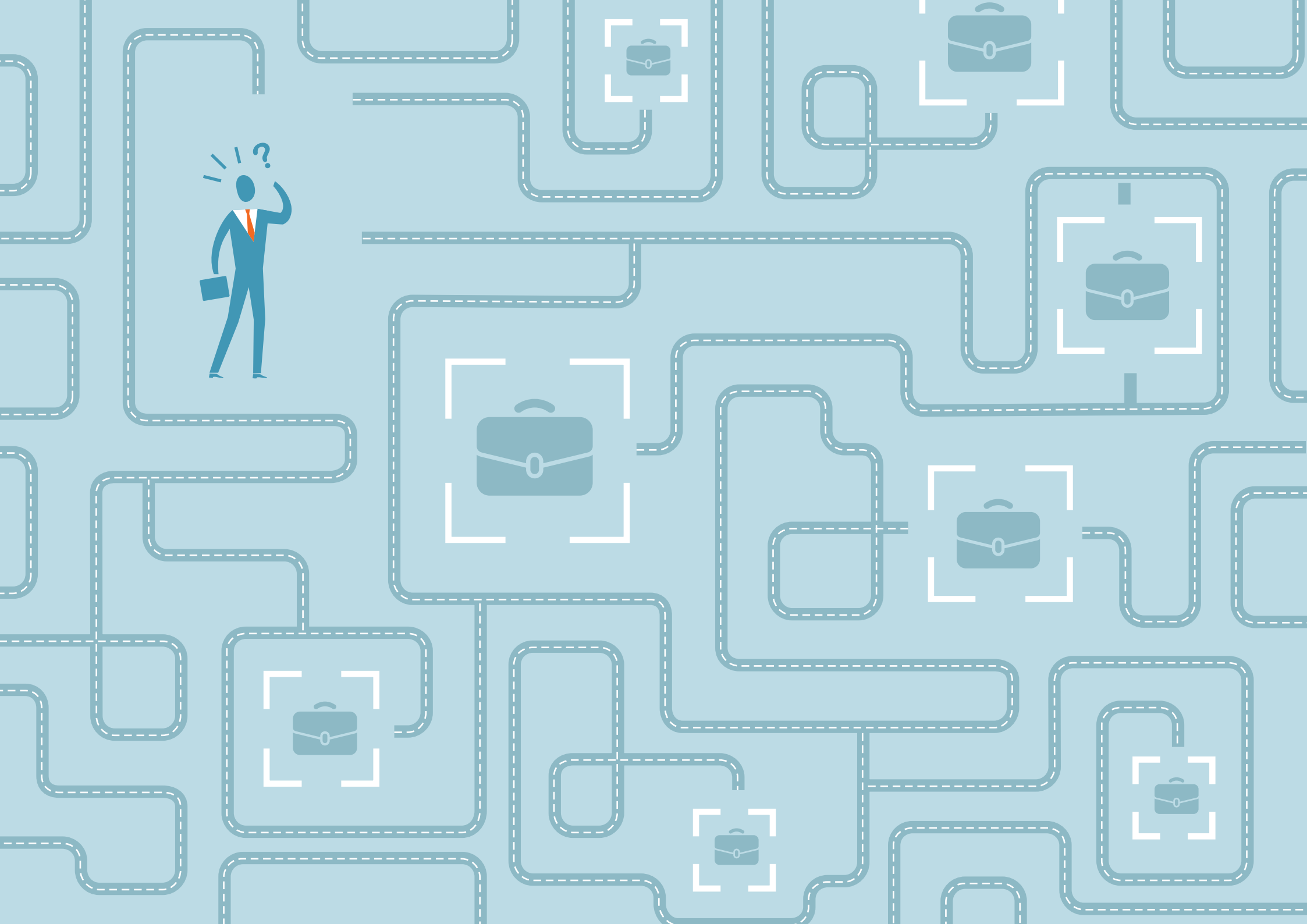
Ultimately, providing outplacement services sets your employees up for success—which is critical to their wellbeing and your company’s reputation (and future hiring). To learn more about outplacement services with RiseSmart, and for a comparison of how RiseSmart’s services stack up against other outplacement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



**FOR MORE
INFORMATION
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RiseSmart, a Randstad company, is a leading provider of career transition services that strengthen employer brands, improve retention, and re-engage talent. High-performing organizations in more than 40 industries rely on RiseSmart's outplacement solution to help former employees transition into new roles faster. Its innovative, results-driven approach has earned RiseSmart a wide range of awards and recognition and has helped make RiseSmart the nation's fastest-growing outplacement firm.



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Transitioning Talent. Changing Lives.