Annual
HR & Workplace Trends
2015

2015

Greece

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preface

Dear client,

Welcome to the Randstad annual HR & Workplace Trends Survey report 2014-2015.

This report offers great insights into trends and developments impacting your business. The data has been collected from organizations in various industries, and was combined with salary statistics for the markets and geographic regions in which they operate, to present a comprehensive overview of what is going on.

From December 2014 to February 2015 our consultants interviewed 228 key decision makers and Human Resources executives across Greece. The report explores topics related to macro-economic developments, recruitment strategies, compensation and benefits, as well as trends and innovation in the workplace.

The employment market is ever-changing since it is connected to both the current volatility of the economic environment and demographic challenges. While organizations focus on their core business, they also need to plan for the future in order to strengthen their position in the market, remain successful and grasp opportunities when they arise. This report can assist you in taking those decisions.

The key findings of the survey can be found on pages 6– 11. From page 48 onwards you can catch up on how the current economy impacts the surveyed organizations and how salaries have evolved since last year. If you would like to discuss any of these topics in more depth, please reach out to your Randstad consultant.

At Randstad, we continue to provide the high-quality talent you need to impact your organization's bottom-line and drive its future success. In our business, relationships are key and we extend a sincere 'thank you' to everyone who participated in this year's survey.

Kind regards,

Leigh Ostergard
Managing Director
Randstad Hellas

contents

structure of the report

In this report you will find:

Key findings
Overview of the main findings identified through the results of the survey.

Company
Here you will find details about the companies that have participated in the survey.

Participant profile
This section provides detailed information about the decision makers that have answered the questions.

HR and challenges
In this chapter, details are described regarding current and future challenges that affect or will be affecting HR and the organization. In addition, a description on how companies deal with skill shortage and the kind of benefits they offer to their employees.

Attracting staff
Creates perspective on the sources and processes used to recruit and assess talent and explains whether companies are ready to hire temporary or permanent staff. Finally this chapter illustrates the reasons why organizations could fail to attract top talent.

Trends and innovation at the workplace
This chapter relates to changes and new implementations at the workplace and recruitment process.

Economic impact and outlook
Provides information on how the current economic situation has an impact on the organizations' initiatives and their future perspectives.

Salaries
In this section, minimum, maximum and median salaries will be shown for each standardized function in the questionnaire.

key findings

I. General

This annual HR and Workplace Trends report presents the results of interviews among 228 key decision makers in Greek organizations. The respondents participated in the surveys through in-depth face to face interviews or online surveys. Fieldwork took place from December 2014 until February 2015.

Organizations from many industries are represented in this report for Greece (with largest proportion coming from Manufacturing/Industry sector). The majority of respondents generate a turnover of up to €50 million in Greece. One out of three being part of a >500 million euro organization globally, indicating that they are a multinational or are associated with one.

Zeroing in on the participant profiles, we observe that most of them work in an HR department, mostly as "departmental manager". Approx half of all participants act as the primary decision maker in their organizations when it comes to recruitment. Most participants have worked in their current organization for a period of more than 10 years. One third of them found their current job through professional contacts or referrals.

To keep up with current trends in business, most participants frequently rely on newspapers or trade journals, professional networking sites such as LinkedIn or web based sources such as blogs. Compared to last year, fewer participants use social networking sites such as Facebook, Twitter, etc. to stay tuned on the latest business trends.

1

II. HR and challenges

The top 3 most important challenges for Human Resources in 2015 in Greek organizations have been identified as: increasing performance & productivity, retaining top performers and creating (or maintaining) a good working environment. Most organizations rate their ability to meet these challenges fairly high.

When it comes to managers, most participants believe that they should be able to motivate and inspire others, to build trusted relationships and to innovate and drive creativity. These key leadership assets are all highly prioritized in the organizations, especially relationship-building.

Another important HR challenge for 2015 relates to dealing with skill shortages. Indeed, 28 percent of interviewed organizations expect having to deal with them in the coming year. These participants will try to address them mostly by offering education and training programs to better allow their current employees to fill the skill gaps. Other measures that will be taken to attract and retain top talent include improvements of salary and benefits.

If people leave their organization to pursue a career elsewhere, the top reasons given for their departure simply relate to the fact that they have received a better offer elsewhere. Many employees also leave their employer because they want to gain access to more career improvement opportunities or because they are planning a career switch.

III. Attracting staff

The main reasons why Greek organizations would fail to attract top talent include the industry being less appealing, uncompetitive salaries or ongoing talent shortages.

To find and recruit talent, most organizations rely on employee referrals, or (even if this is a clearly lower proportion) recruitment and search firms or job boards. Ranked by effectiveness, employee referrals are also most often listed in first place. Social media, such as Facebook and Twitter are rarely used in recruiting in the Greek organizations.

Staff turnover in the Greek organizations is less than 5% for most of the surveyed organisations. Almost half of all participants estimates job turnover to be highest among employees with more than 5 years of seniority within their company.

More than half of the surveyed Greek organizations are planning to hire more permanent staff in 2015. When it comes to temporary (interim) staff, this proportion is clearly lower (26%). Most permanent vacancies will be found in Sales, Engineering and Production departments.

The most common practices during hiring processes in Greek organizations include personal and CV interviews, followed at large distance by competence based interviews. Only few organizations perform criminal checks, drug screenings or credit/degree verifications.

IV. Trends and innovation at the workplace

The different generations in workforce planning entails a great challenge for HR management. As a result, organizations have to try different & innovative recruitment methods and have to implement unique working policies for the different generations at the workplace today to ensure engaged and motivated employees in the long run. Nonetheless, almost three quarters of participants indicate that they have not used "innovative" recruitment methods in Greece.

When it comes to workplace changes, organizations in Greece most often manage them by involving all people into the changes, by preparing their managers and supervisors and by informing early and often. In other words, a changing workplace is influenced and directed throughout all levels of an organization, with focus on good communication.

In the last three years, changes that have already taken place in many of the surveyed organizations most often include the addition of extra duties to existing jobs, an increase of internal career opportunities or the creation of a better work atmosphere (in line with one of the most important HR challenges for the coming year). Changes in the way of working most frequently include process and skill reconfiguration or the implementation of "learning organizations", in which people equally learn and teach.

Only 30 percent of organizations claim that they are prepared for a 3-generation work planning. These companies have set specific working policies for each generation of workers. The most frequent element of the working policy for the younger group, Generation Y, is creating job variation, while Generation X workers especially gain access to individual career development plans. The oldest generation at work today, Generation baby boom, can partake in work gatherings to keep them engaged.

V. Economic impact and outlook

The current economic climate in Greece has a diverse impact on the surveyed organizations. Business has improved for almost half of all companies, while a decrease was identified in over 20% of them.

Likewise, the economic situation in Greece both resulted in recruitment and layoffs in the interviewed organizations (in comparable proportions than last year). Most recruitment occurred in Sales, Accounting/Finance and IT/Technology departments. Layoffs mainly took place in Sales departments.

Greek organizations seem generally fairly optimistic when looking to the future. Almost half of them believe their sales volume (revenue) will increase by up to 6% in 2015 and a tenth even estimates an increase of more than 15% in the coming year.

Overall forecasts for 2015 are good in the surveyed organizations. A fairly low proportion expects having to deal with skill shortages and estimations of sales development in the next year are strong.

company profile

"This report covers results from local to multinational organizations in Greece from many different industries."

2

This section shows an overview of the organizations that took part in the survey. It provides information about the size of the company, the industry it is operating in, the number of employees within the organization and per department.

Figure 2.1 Which industry best describes your company's business?

13% 6%	**11%** 9%	**8%** 12%		
1. Manufacturing, Industry	2. Retail, Distribution	3. Healthcare, Medical, Pharmaceutical		

	2015	2014		**2015**	2014
4. Computer, Software Services, Internet	8%	8%	11. Engineering	3%	2%
5. Energy	6%	5%	12. Telecommunications	3%	5%
6. Financial Services	5%	9%	13. Construction, Retail Estate, Property Management	2%	1%
7. Transportation, Logistics	5%	3%	14. FMCG	2%	8%
8. Services B2B	4%	3%	15. Advertising, Marketing, PR	1%	2%
9. Food Services, Food Industry	4%	5%	16. Government, Public, Non Profit	0%	2%
10. Entertainment, Hospitality	4%	1%	17. Other	21%	21%

The largest proportion of interviewed organizations belong to the Manufacturing/ Industry sector (13%), followed by Retail/Distribution (11%) as shown in fig. 2.1.

Figure 2.2 Company size (sales revenue) in Greece

2015	2014		
69%	54%		€ 0 - € 50 million
21%	29%		€ 50 - € 500 million
4%	5%		> € 500 million
6%	12%		No answer

Figure 2.3 Company size overall worldwide

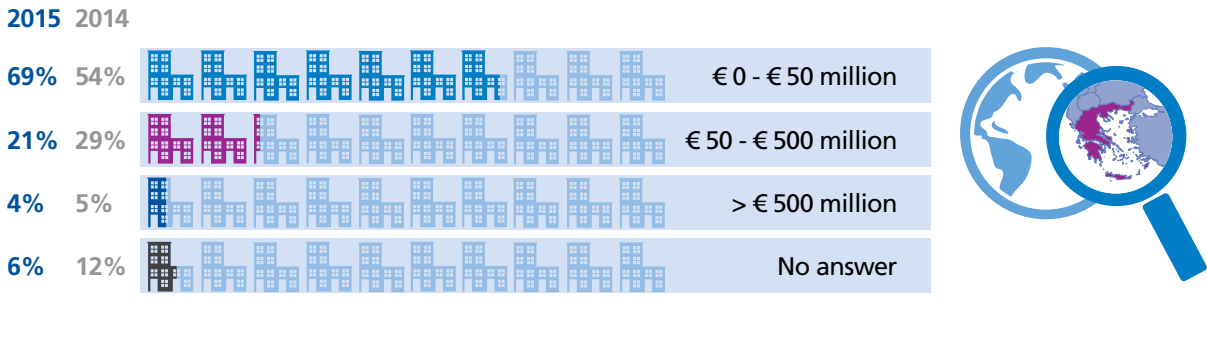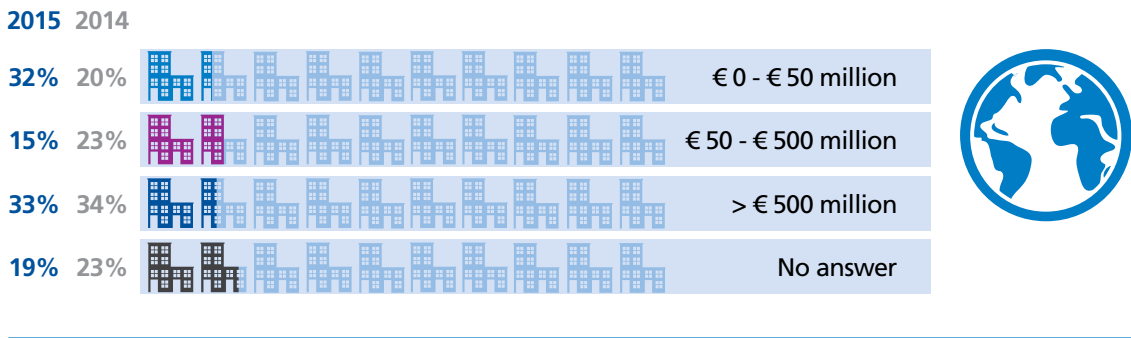| 2015	2014		
32%	20%		€ 0 - € 50 million
15%	23%		€ 50 - € 500 million
33%	34%		> € 500 million
19%	23%		No answer

69 percent of the organizations generate a turnover (sales revenue) of up to €50 million in Greece. Just over one out of five is positioned between €51 million and €500 million in Greece. When looking at the overall size (globally) of the surveyed organizations, we see that one out of three is part of a > €500 million organization, which implies that they belong to (or are part of) a multinational company or are associated with one (as illustrated in fig. 2.2 and 2.3).

Over half of all interviewed companies operate a workforce of up to 100 employees. Almost one third have 101 up to 1,000 people working in them (fig. 2.4).

When looking in more detail at the number of employees per department within each organization, we learn that smaller departments are clearly the most common (with up to 10 employees). Finance & Administration and Sales & Marketing are more frequently somewhat larger (up to 50 employees). The departments in this survey are rather rarely occupied by more than 50 people (fig. 2.5).

Figure 2.4 Number of employees in company in Greece

	2015	2014
<100	62%	58%
101-1,000	31%	34%
> 1,000	6%	7%

Figure 2.5 Number of employees per department

	2015	2014
Finance & Administration		
No employees in this department	7%	4%
> 50 employees	7%	7%
11-50 employees	28%	29%
<= 10 employees	59%	60%
IT & Technology		
No employees in this department	26%	20%
> 50 employees	6%	7%
11-50 employees	11%	11%
<= 10 employees	57%	62%
Engineering		
No employees in this department	54%	50%
> 50 employees	8%	10%
11-50 employees	17%	14%
<= 10 employees	22%	26%
Sales & Marketing		
No employees in this department	13%	9%
> 50 employees	12%	17%
11-50 employees	33%	33%
<= 10 employees	42%	41%

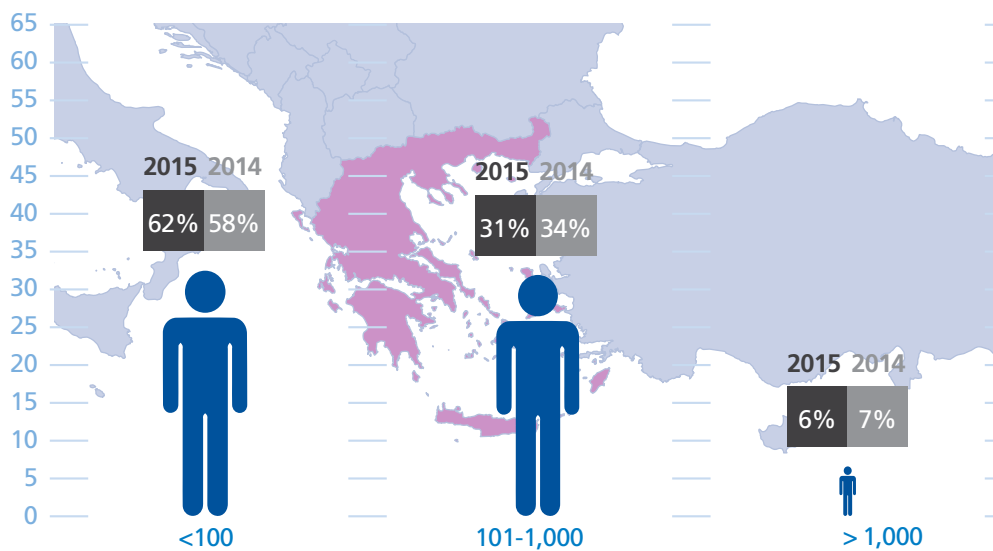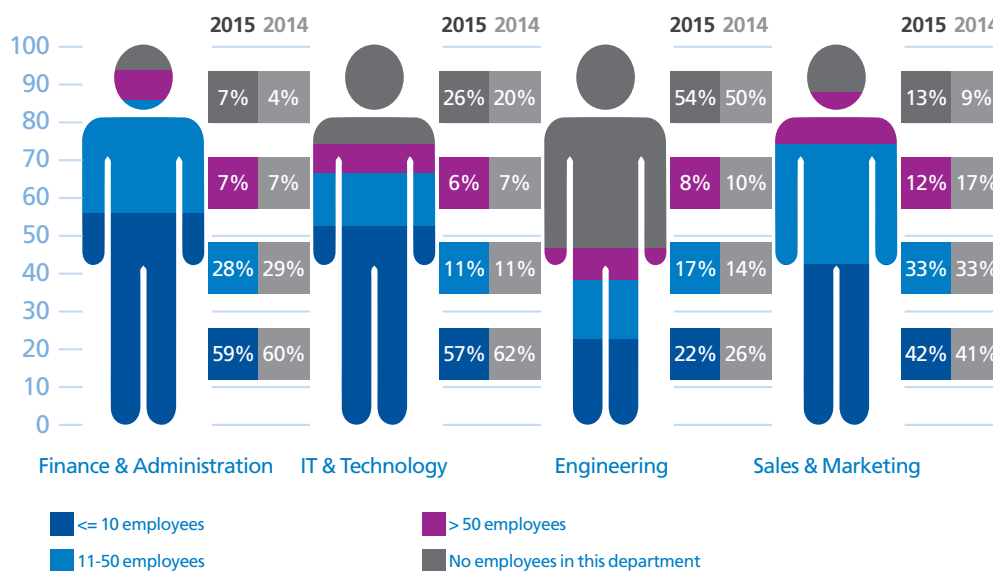Legend:
- <= 10 employees
- 11-50 employees
- > 50 employees
- No employees in this department

participant profile

3

"Most participants who took part in this survey are "departmental managers" who work in a Human Resources department. Find out more on how they found their current role and what resources they use to stay informed about the latest business trends in this chapter."

This chapter provides descriptive information about the interviewees. Their department, function and the number of staff members that are reporting to them are taken into account. Furthermore, this chapter provides information on how respondents found their current position, how they participate in recruitment processes and what networking sites they use.

Figure 3.1 Department

Total		2015	2014
■	Human Resources	53%	61%
■	Sales, Marketing	12%	11%
■	Finance	11%	8%
■	IT, Technology	1%	2%
■	Other	21%	17%
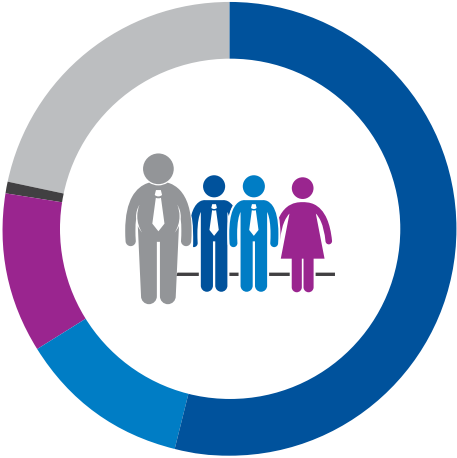
Figure 3.2 Job level title

Total		2015	2014
■	Management level	34%	34%
■	Director level	20%	20%
■	CEO, CFO, COO level	17%	17%
■	Supervisor level	17%	13%
■	Employee level	8%	10%
■	Vice President level	2%	1%
■	Other	3%	3%

Fig. 3.1 illustrates that just more than half of all respondents work in a Human Resources department. Next are participants from Sales & Marketing (12%) or Finance (11%) departments. Over one out of three has a level of "departmental manager" and one fifth holds a Director level (as shown in fig. 3.2).

The largest proportion of participants has worked in their current organization for a period of more than 10 years. The second largest group has a seniority of 2 to 6 years in their current company (fig. 3.3).

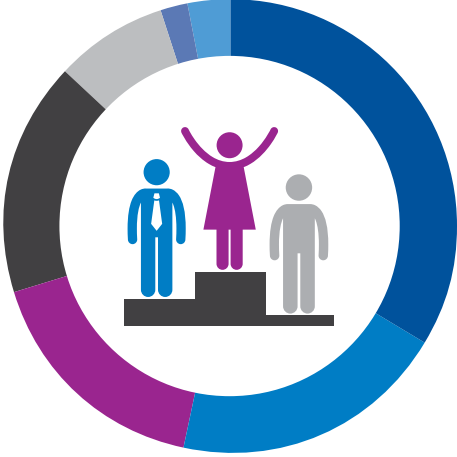Professional contacts or referrals helped one third of participants to find their current position (which is more than last year). 13 percent of respondents have found their current role through an internal promotion or via recruitment or search firms. Only few or no participants have used the company website or networking sites to look for their job (fig. 3.4).

Figure 3.3 Seniority in current company

Total	2015
■ More than 10 years	38%
■ 7 to 10 years	24%
■ 2 to 6 years	32%
■ Less than 2 years	7%
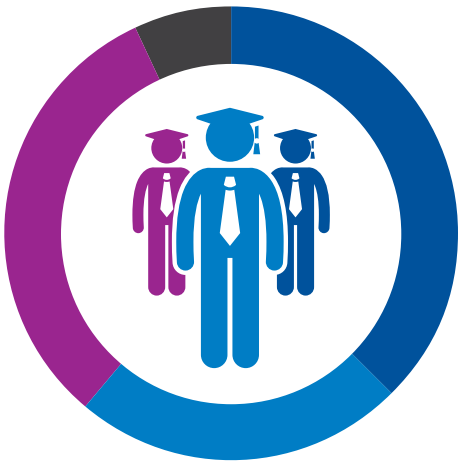
Figure 3.4 How did you find your current position?

Total	2015	2014
■ Professional contact, referral	33%	27%
■ Internal promotion	13%	16%
■ Recruitment or search firm	13%	11%
■ Job board	9%	7%
■ Print advertising	9%	9%
■ Internal recruiter	4%	3%
■ Company website, direct approach to company	2%	1%
■ Other professional or social networking site	1%	1%
■ LinkedIn	1%	NA
☐ Job fair	0%	1%
☐ Twitter	0%	1%
☐ Plaxo	0%	NA
■ Other	9%	10%
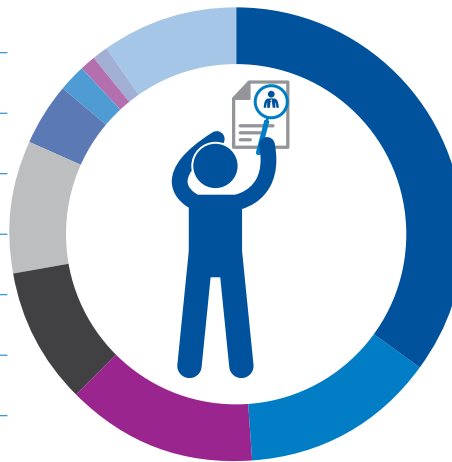
Figure 3.5 Direct or indirect reports

Total	2015	2015
	Directly	**Indirectly**
■ none	18%	19%
■ 1 to 4	38%	9%
■ 5 to 9	24%	8%
■ 10 to 19	6%	5%
■ more than 20	7%	25%
■ Not applicable	8%	34%
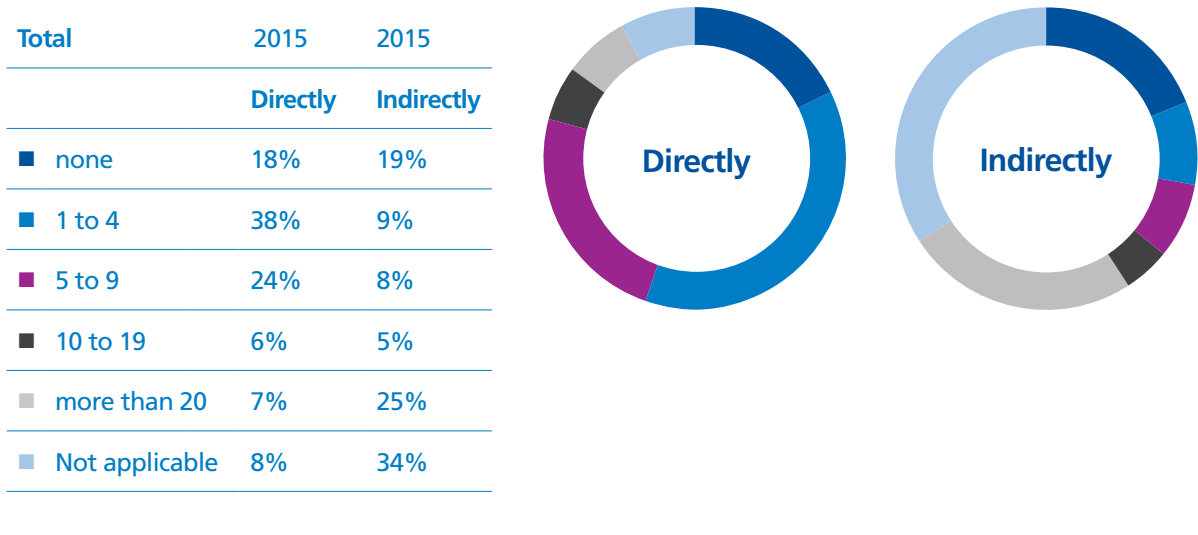
38 percent of participants have up to 4 people reporting to them directly. When it comes to indirect reports, this is obviously a much lower proportion (9%). One out of four has more than 20 people reporting to them indirectly as seen in fig. 3.5.

Fig. 3.6 illustrates that 47 percent of participants act as the primary decision maker in their organization when it comes to recruitment. A slightly lower proportion (41%) has a recommending role in the hiring process of their organizations.

Figure 3.6 Participation in hiring process

Total	2015
■ As primary decision maker	47%
■ Making recommendations	41%
■ Involved but without significant influence	12%
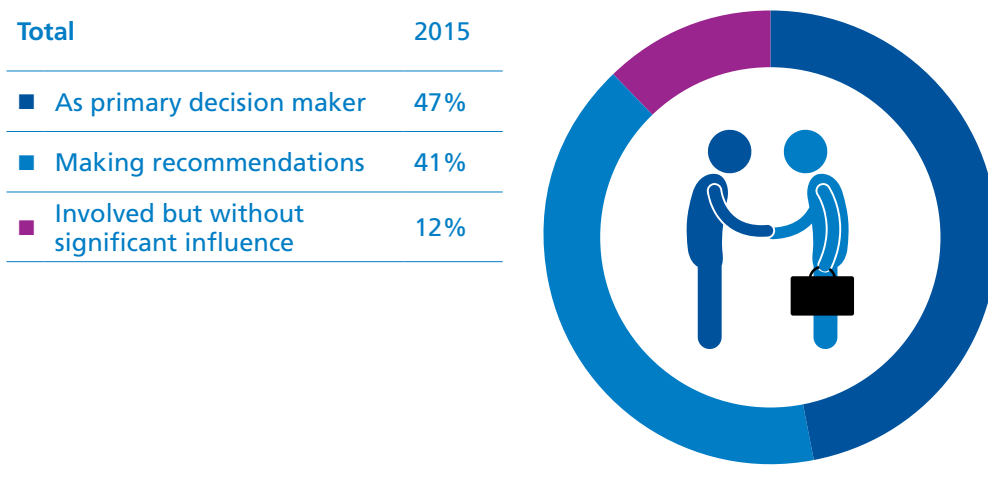
Figure 3.7 Most frequently used resources to keep current on trends in your business

		2015	2014			2015	2014
4.	Professional associations	59%	60%	8.	Social networking sites (Facebook, Twitter, …)	21%	27%
5.	Networking	49%	61%	9.	Other	2%	3%
6.	Educational seminars	43%	53%	10.	None	1%	1%
7.	Government tax authorities	31%	28%				
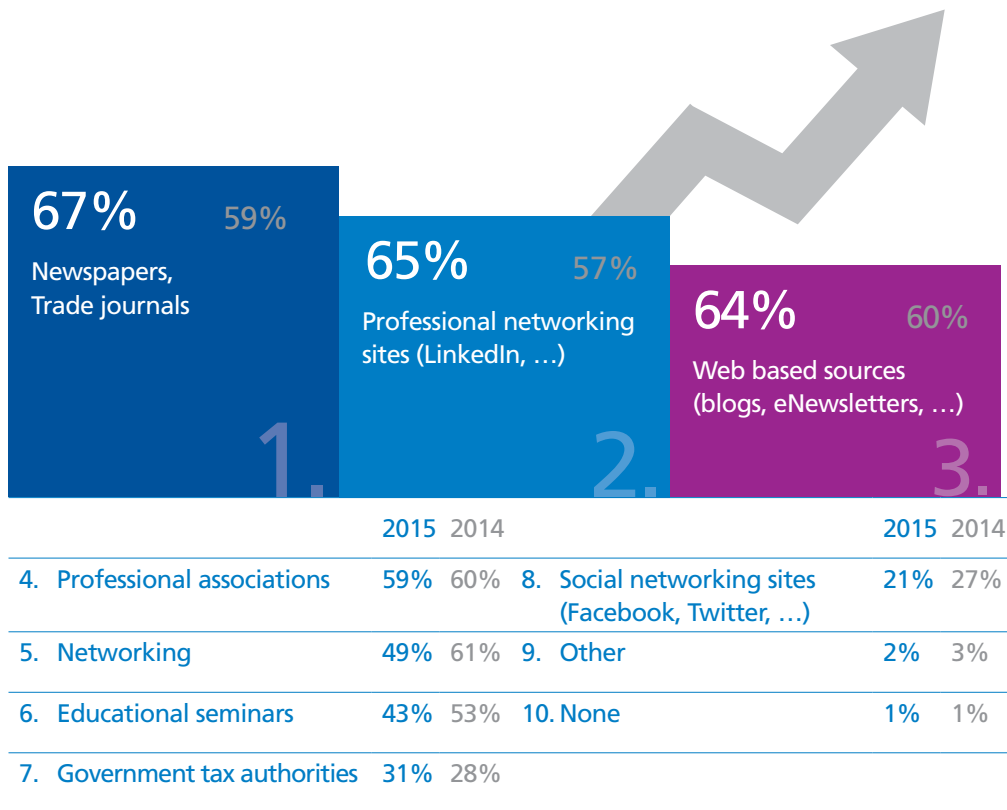
To keep current on latest business trends, most participants frequently use newspapers or trade journals (67%), professional networking sites such as LinkedIn (65%) or web based sources such as blogs, eNewsletters, etc. (64%). These three media are used slightly more frequently compared to last year. On the other hand, fewer participants use social networking sites such as Facebook, Twitter, etc. compared to last year to keep aware of the latest trends (21% versus 27% last year) (fig. 3.7).

Figure 3.8a Membership of networking sites

XING 1%
myspace 1%
other 2%
none 9%
Twitter 22%
Facebook 67%
LinkedIn 86%
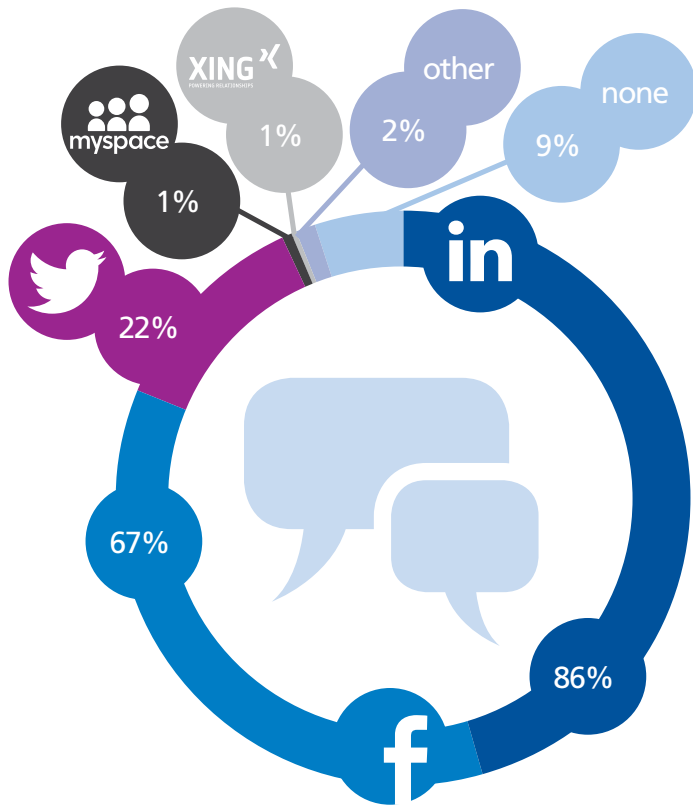
Although not always used as a means to stay tuned on latest business trends, the majority of all participants is a member of LinkedIn (86%). Facebook is next (67%), followed at a clear distance by Twitter (22%) as shown in fig. 3.8a. Most participants who subscribe to a networking site are interested in creating and expanding their network (83%), connecting with family and friends (56%) or job opportunities (55%). Only 36 percent use networking sites for recruiting purposes (fig. 3.8b).

Figure 3.8b Membership of networking sites - why?

1%
36%
83%
55%
56%
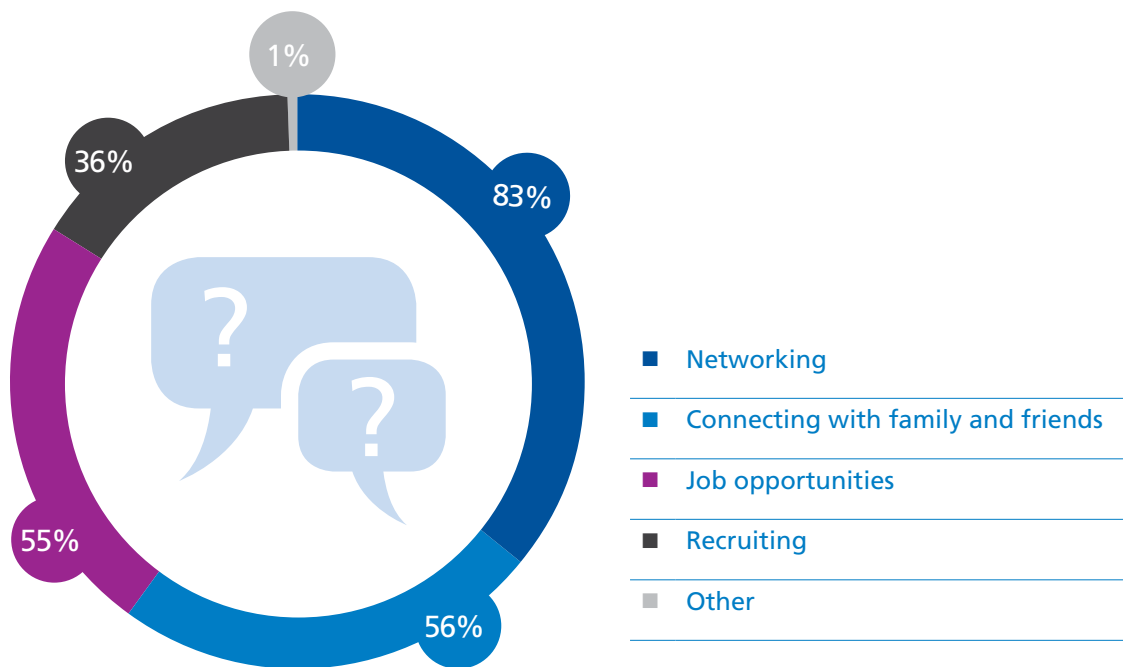
■ Networking
■ Connecting with family and friends
■ Job opportunities
■ Recruiting
■ Other

To stay in tuned with the latest trends in business in Greece, many participants use newspapers, trade journals or professional networking sites such as LinkedIn.

HR and challenges

"The most important challenges for HR in 2015 include increasing performance, retaining top performers and creating better work environments. Leaders should especially be able to adapt to motivate and play inspiring roles."

4

This chapter provides a detailed overview of some of the Human Resources challenges companies encounter in the current economic climate, such as skill shortages. Different topics are focused on: what are the most important leadership competencies for managers, what benefits are offered most to employees, what are the most frequent reasons for employees to leave their current employer and how will the participants tackle skill shortages in the future?

Figure 4.1a HR challenges your organization will face in 2015

Total	Total		low priority		mid priority		high priority	
Increasing performance & productivity	87%	77%	5%	5%	29%	21%	66%	74%
Retaining top performers	82%	69%	6%	8%	37%	36%	57%	56%
Creating and maintaining a good working environment	79%	71%	9%	11%	30%	28%	61%	61%
Attracting talent for next phase of growth	79%	59%	19%	25%	30%	31%	52%	44%
Managing salary expectations	75%	59%	27%	24%	49%	52%	24%	24%
Avoid losing top talent to competitors	71%	54%	30%	24%	34%	37%	37%	39%
Keeping employees well informed	71%	58%	17%	15%	39%	39%	44%	46%
Managing skill shortage	69%	53%	24%	22%	47%	47%	29%	31%
Internal/External mobility	65%	NA	43%	NA	39%	NA	18%	NA
Developing talented leaders	63%	64%	15%	15%	37%	37%	48%	48%
Managing internal change programs	62%	59%	32%	18%	36%	45%	32%	37%
Other	1%	1%						
None of the above	0%	NA						

Figures in grey are 2014, other colors are 2015

The top 3 challenges within HR for the coming year in Greek organizations are: increasing performance & productivity, retaining top performers and creating and maintaining a good working environment. All of these challenges are highly prioritized in the surveyed organizations. Also frequently indicated, but less frequently prioritized, are: to avoid losing talent to competitors, to manage internal change programs or internal/external mobility. Even though not highly prioritized in many organizations, 69 percent indicate that managing skill shortages will be an HR challenge for the coming year. This is clearly more than last year (53%) (fig. 4.1a).

Figure 4.1b Ability of your organization to meet these challenges

Total - on a scale from 1 to 10 (1 stands for "poor" - 10 stands for "excellent")

■ Percentage   ■ Score

1	2	3	4	5	6	7	8	9	10	NA
0%	0%	0%	2%	9%	15%	32%	34%	7%	0%	2%
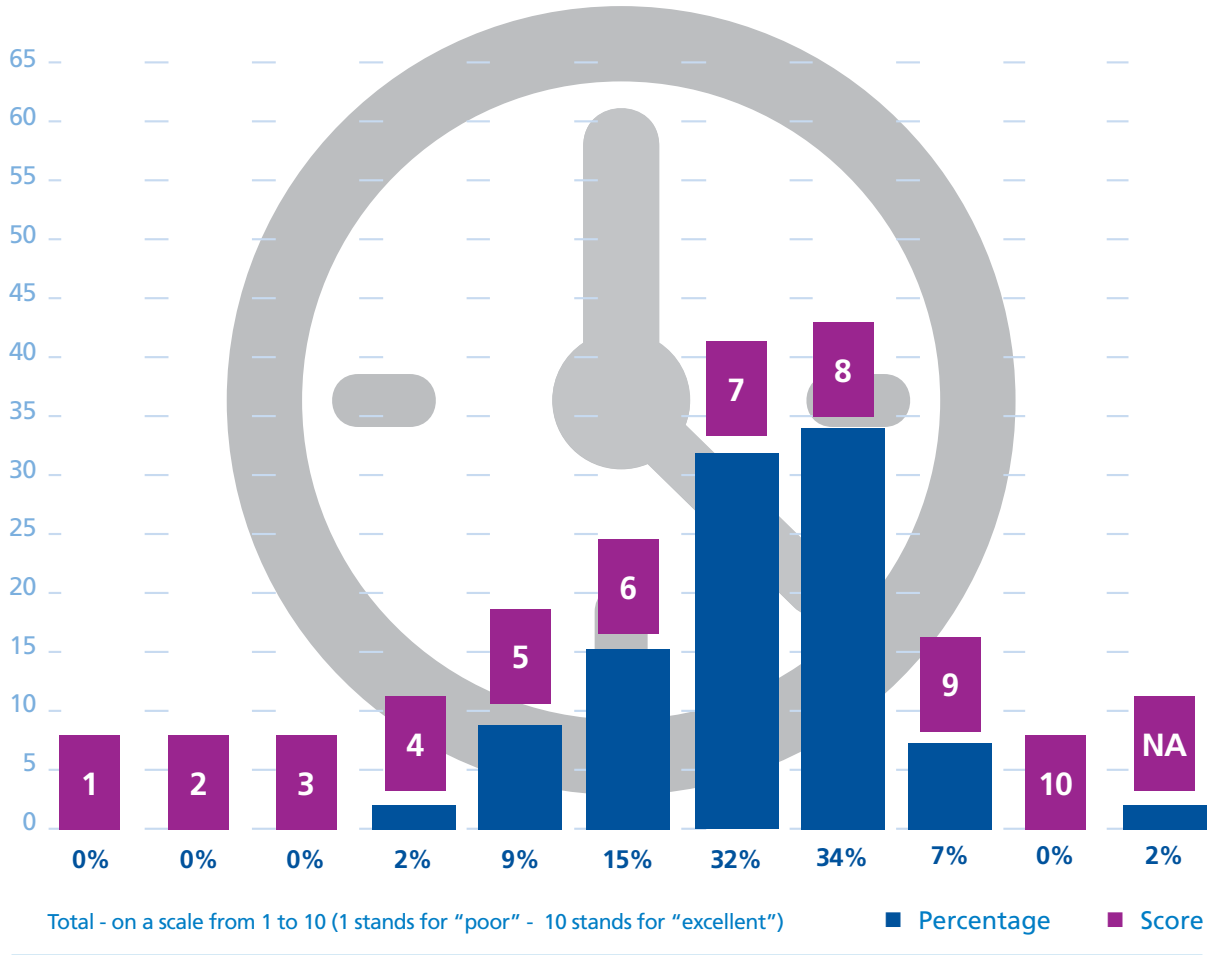
Fig. 4.1b illustrates the extent to which the organizations rate their ability to meet these Human Resources challenges. On average, most participants rate their ability to meet the challenges fairly high: 66% give a score of 7 or 8 out of 10, where 1 stands for "poorly able" and 10 stands for "excellently able".

Figure 4.2 The most important leadership competencies for managers

	Total		low		mid		high	
Ability to motivate and inspire others	98%	95%	10%	5%	45%	22%	45%	73%
Building trusted relationships	97%	91%	6%	3%	35%	31%	59%	66%
Ability to innovate and drive creativity	96%	91%	15%	10%	54%	45%	32%	45%
Adapting to changing business demands	95%	93%	5%	2%	43%	25%	53%	73%
Having a vision for the future	95%	89%	13%	7%	47%	41%	40%	52%
Having analytical and problem solving skills	95%	92%	2%	7%	50%	36%	48%	57%
Other	0%	1%						

Figures in grey are 2014, other colors are 2015

When it comes to their managers, most participants believe that they should be able to motivate and inspire others, to build trusted relationships (highly prioritized in most organizations) and to innovate and drive creativity (which less often receive high priority) (fig. 4.2).
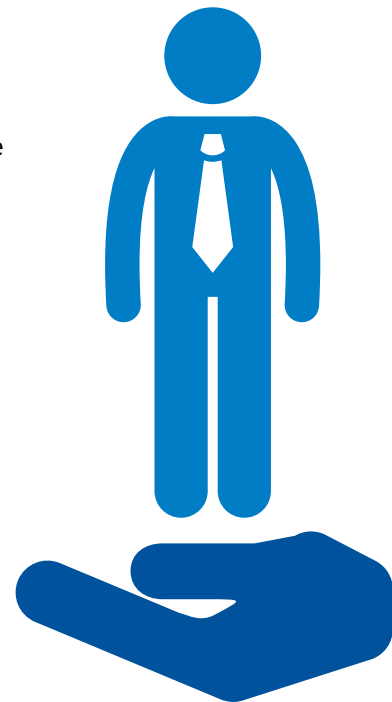
Figure 4.3a Do you expect skill shortages in 2015?

	2015
■ Yes	28%
■ No	53%
■ Don't know	17%
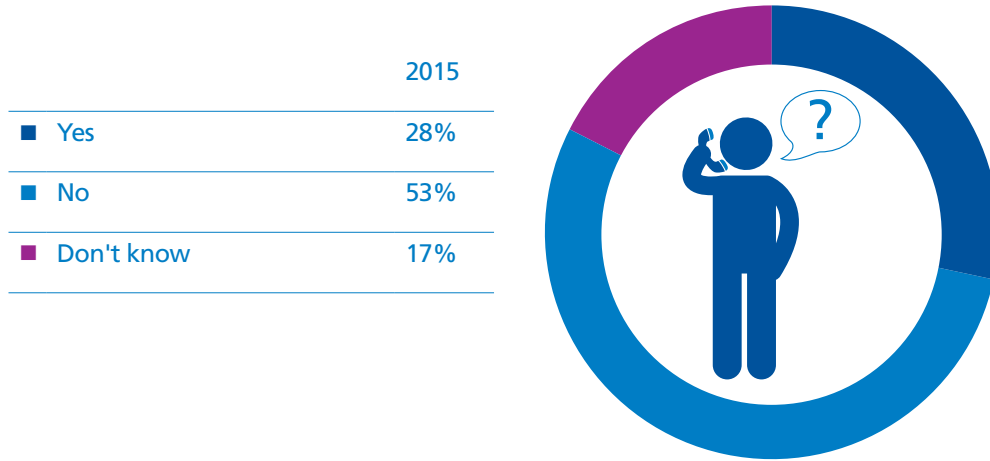
Figure 4.3b How will you address skill shortages in 2015?

Total	2015	2014
■ Education and training programs	69%	76%
■ Improve salary/benefits pack to retain and attract talent	33%	NA
■ Increase use of externally hired contractors	19%	21%
■ Outsource business functions	19%	31%
■ Offer more flexible work options	17%	19%
■ Hire talent from other countries	17%	5%
■ Hire more part-time workers	6%	17%
■ Other	13%	11%
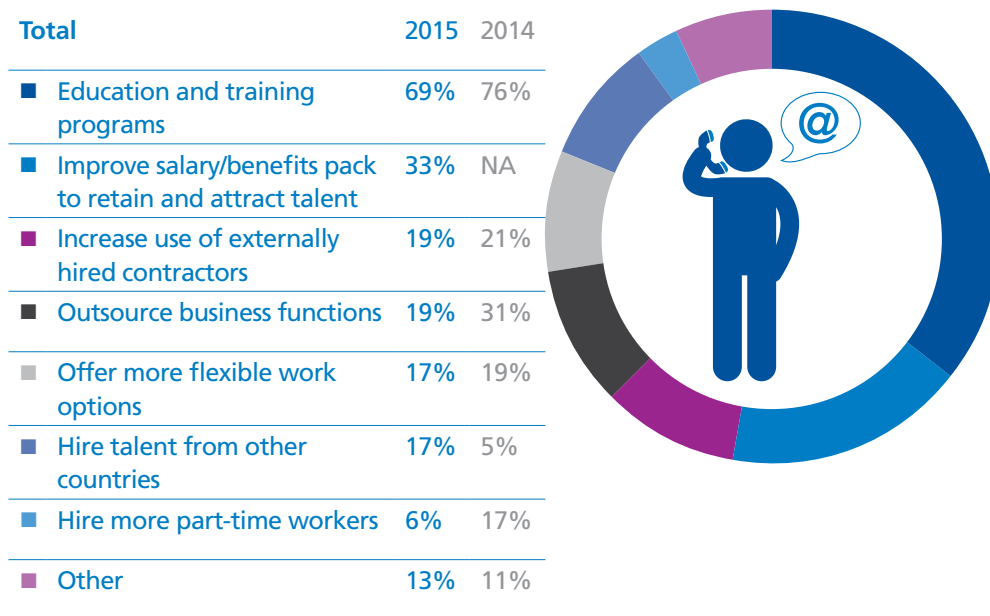
Despite that many organizations indicate that they will have a challenging time to manage skill shortage, only 28% actually expects shortages in skills in the coming year (fig. 4.3a).

The proportion of companies that expect skills shortages, will try to address them mostly by offering education and training programs (although somewhat less than last year) to better allow their current employees to fill the skills gap. One out of three is planning to improve the salary/benefits pack to attract and retain talent and to attract new people. Fewer organizations will take refuge to engage more part-time workers (fig. 4.3b).

Most Greek organizations currently offer diverse benefits to their employees, apart from a competitive salary (which is indicated by 53% of participants). Training and bonuses are offered most frequently, followed by career development and medical insurance (both 67%). Other types of insurances are offered less frequently: life insurance (46%) and disability insurance (32%) (fig. 4.4).

Figure 4.4 Benefits offered in your organization

	Benefit
86%	Training
72%	Bonuses
67%	Career development
67%	Medical insurance
53%	Competitive salary
46%	Life insurance
32%	Disability insurance
28%	Flexible working options
25%	Lunch subsidiary
19%	Pension plan
10%	Profit sharing
6%	No answer
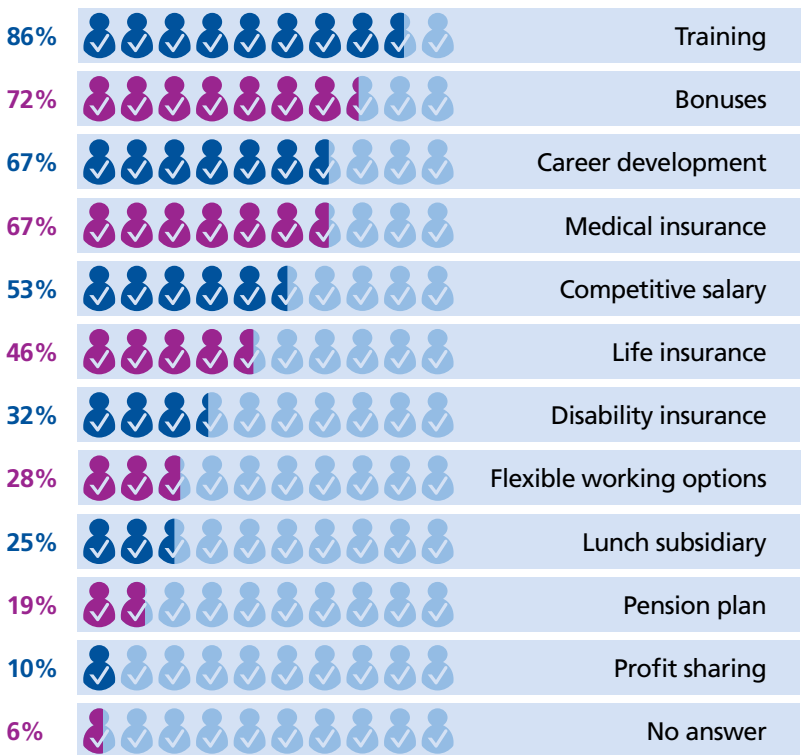
Figure 4.5 Top reasons for leaving

%	Reason
45%	Better offer elsewhere (better pay, conditions, …)
41%	More career improvement opportunities elsewhere
30%	Pursuing a different career path
20%	Workload is too heavy
19%	Relocation
8%	Lacking support from management
6%	Poor relationship with direct report
16%	No answer
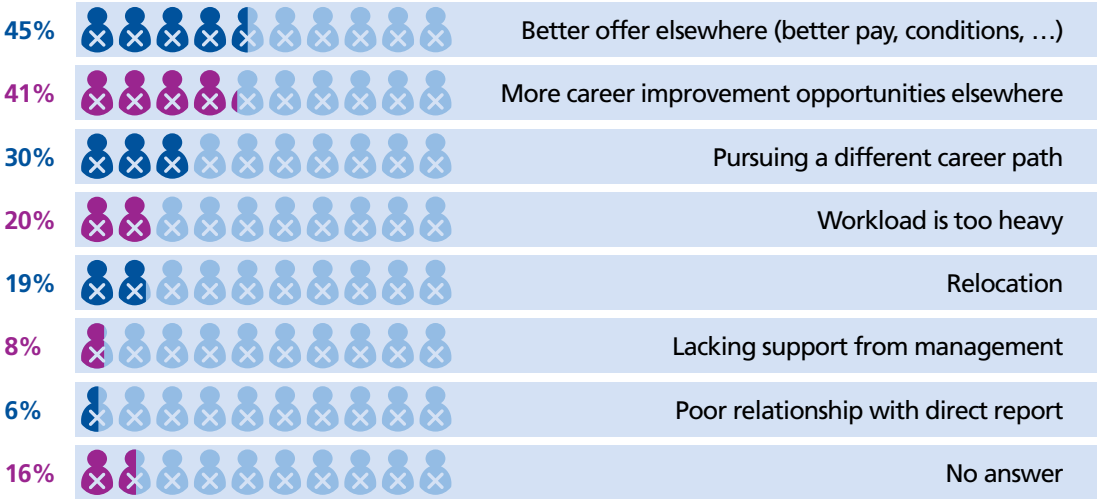
Despite the efforts made and benefits offered to retain top talent, it is not always possible to retain all employees and there is always some staff turnover. In the Greek organizations that were surveyed, the top reasons employees give for leaving their employer mostly relate to the fact that they have received a better offer elsewhere (when it comes to pay, conditions, etc.). Many employees also leave their company because they will get more career improvement opportunities elsewhere. Almost one out of three leaves their employer because they want to pursue a different career path (fig. 4.5).

Although managing skill shortages was indicated more often than last year as a challenge for HR, only a small proportion of participants expect that their organization will be impacted by skill shortages.

attracting staff

"Greek organizations are generally fairly optimistic when rating their own ability to attract the best people. Half of them are indeed planning to attract and recruit more permanent staff, especially in Sales and Engineering departments."

5

In this section focus lies on ways in which organizations recruit and attract talented staff. To create a broader background, details are shown on why organizations do not succeed in attracting top talent and how they rate their organization's turnover of staff. Forecasts are shown on the organizations' future hiring intentions and the most important practices used in recruitment processes.

In general, participants seem fairly optimistic when rating their organization's ability to attract top talent: 43% give a score of 8 or 9 out of 10, where 1 stands for "poor" and 10 stands for "excellent" (fig. 5.1a).

Figure 5.1a Ability to attract top talent

Score	1	2	3	4	5	6	7	8	9	10	NA
Percentage	0%	1%	2%	3%	8%	14%	24%	33%	10%	2%	2%

Total - on a scale from 1 to 10 (1 stands for "poor" - 10 stands for "excellent")

■ Percentage   ■ Score
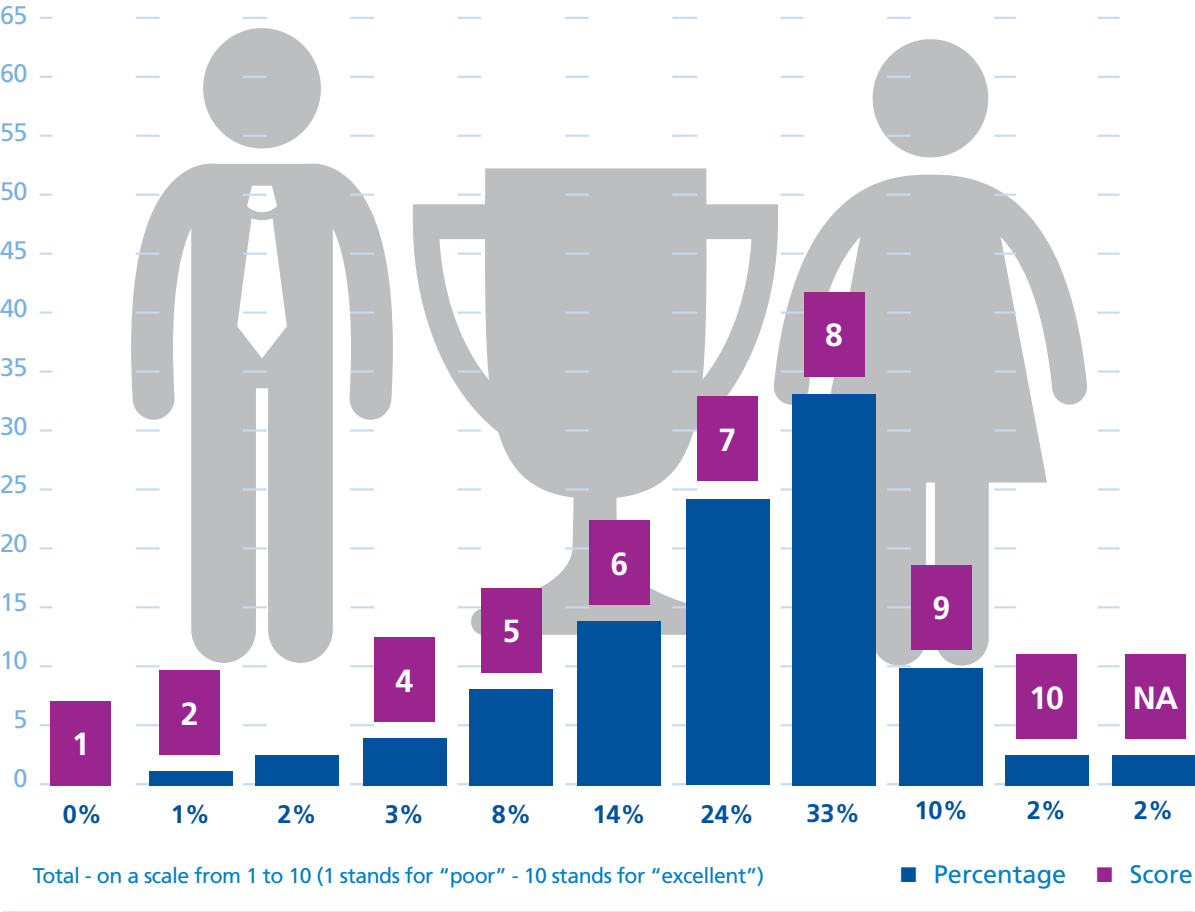
Figure 5.1b What could be reasons for your organization to fail to attract top talent?

	27%	28%
Industry is less appealing		

1.

	25%	39%
Uncompetitive salary and/or benefits		

2.

	25%	16%
Ongoing talent shortages		

3.

		2015	2014			2015	2014
4.	Poor reputation, weak employer brand	23%	15%	7.	Lacking flexible work options	5%	22%
5.	Lacking internal career opportunities	20%	14%	8.	Lacking corporate social responsibility	1%	2%
6.	Ineffective recruitment strategies	10%	11%	9.	Other	5%	7%
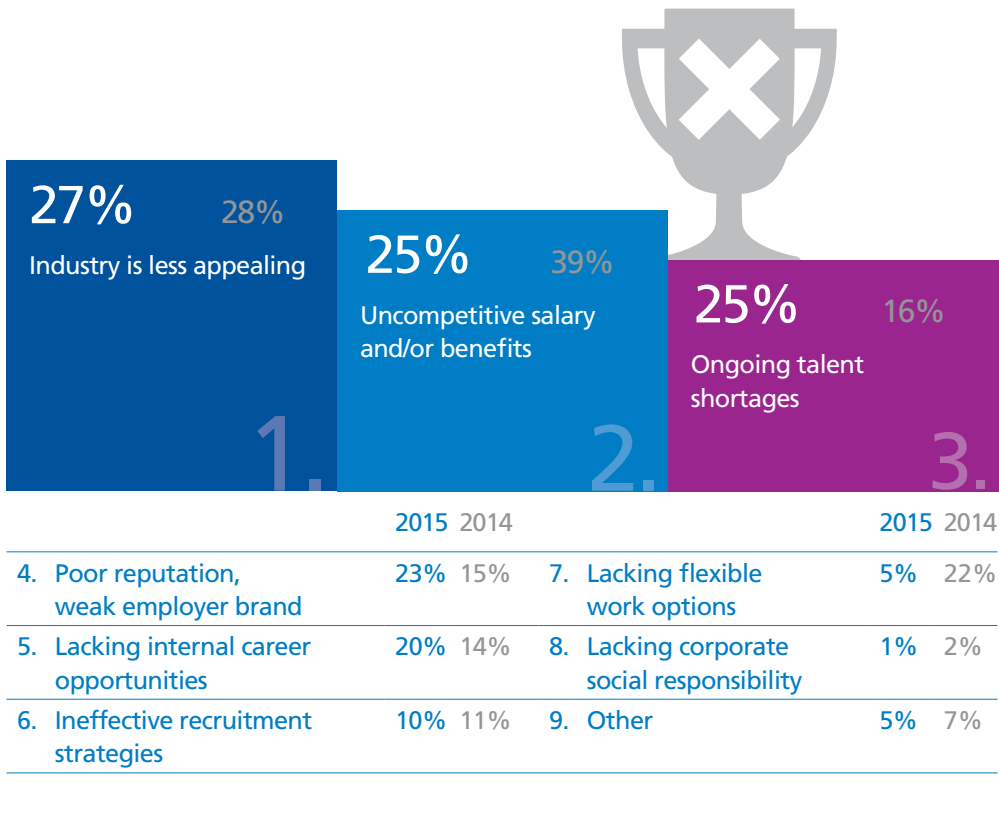
As illustrated in fig. 5.1b, the industry being less appealing is the main reason why Greek organizations fail to attract top talent (indicated by 27% of organizations). According to 25% of companies, they fail to attract top talent because of uncompetitive salary/ benefits or the ongoing talent shortages. 23 percent say a poor reputation or weak employer brand is the reason why they don't succeed in attracting the right talent for their vacancies.

Fig. 5.2 shows that the most used sources to recruit talent include employee referrals (78%), followed at some distance by recruitment or search firms (55%) and job boards (43%). Ranked by effectiveness, employee referrals are considered most effective in bringing usable results for 48% of the participants who make use of referrals. Facebook and Twitter are only rarely used to recruit talent.

Figure 5.2 What sources are primarily used when recruiting talent?

	Total	1st place	2nd place	3rd place
Employee referrals	78%	48%	30%	11%
Recruitment or search firms	55%	36%	27%	19%
Job boards	43%	33%	21%	29%
LinkedIn	38%	21%	24%	27%
Company website	31%	18%	38%	9%
Campus recruitment	29%	8%	14%	31%
Career fairs	19%	3%	19%	29%
Print advertising	18%	19%	30%	22%
Facebook, Twitter	6%	0%	0%	13%
Other	9%			

Current staff turnover in the surveyed Greek organizations is less than 5% for the majority of them (73%). No companies experience a very high staff turnover (more than 35%) (fig. 5.3).

Figure 5.3 Current company staff turnover (%)

Total	2015
■ < 5%	73%
■ 5 to 10%	18%
■ 11 to 25%	8%
■ 26 to 35%	2%
□ > 35%	0%
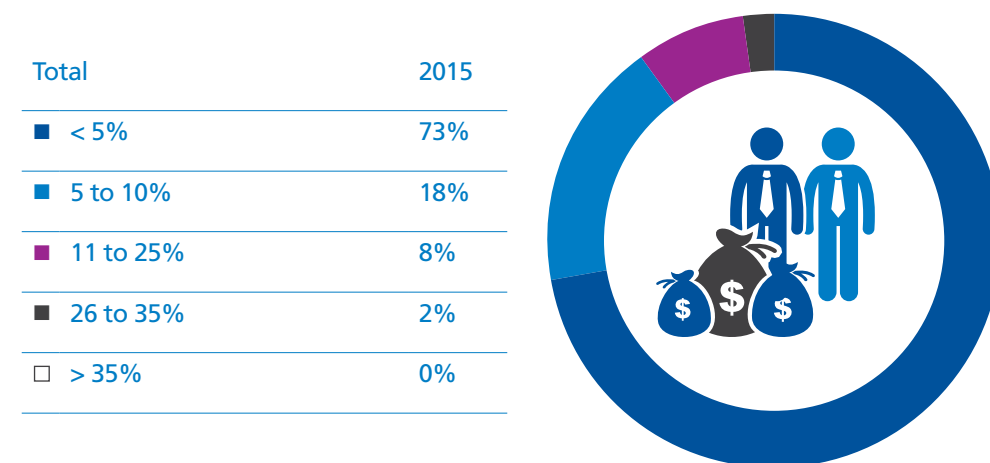
Figure 5.4 Estimated average job turnover within your organization

Total	2015	2014
■ < 1 year	6%	0%
■ 1 to 2 years	6%	3%
■ 2 to 3 years	9%	6%
■ 3 to 4 years	10%	14%
■ 4 to 5 years	12%	8%
■ > 5 years	46%	61%
■ Don't know	13%	8%
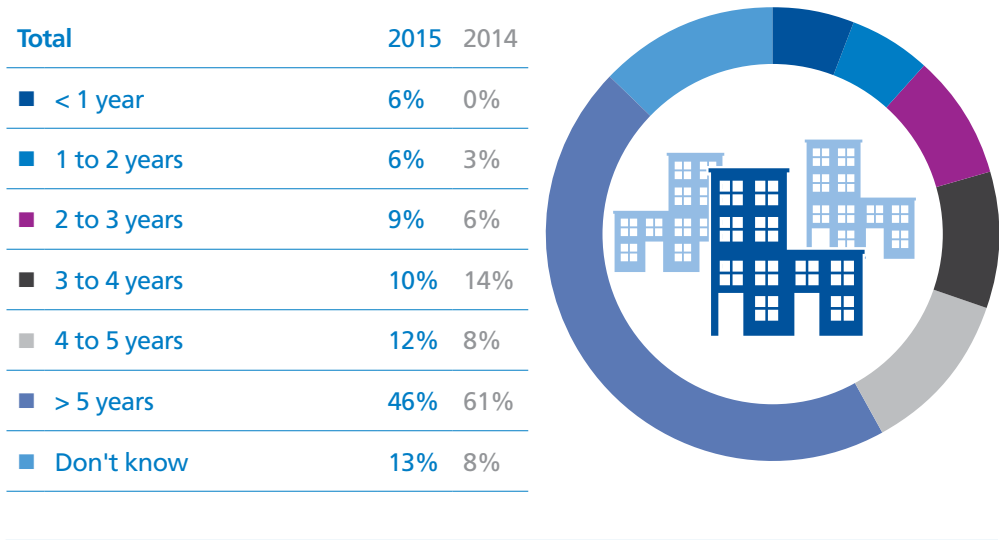
The average estimated job turnover (as illustrated in fig. 5.4) seems to be highest among employees with more than 5 years of seniority in their current organizations (46%). Just over one out of five (22%) employees leave their current organization after 3 to 5 years of seniority.

Fig. 5.5a shows that just more than half of the Greek organizations are planning to hire more permanent staff in 2015. When it comes to recruitment of temporary (interim) staff, this proportion is much lower at 26 percent. Most of the temporary positions will go to Production (30%), Engineering (27%) or Sales (24%) departments. The permanent vacancies will be found more in Sales (40%), Engineering (30%), Production (25%) or Accounting/Finance (21%) departments (fig. 5.5b).

Figure 5.5a Increase headcount in 2015 (absolute)

Total

	Interim positions	Permanent positions
■ Yes	26%	52%
■ No	74%	48%
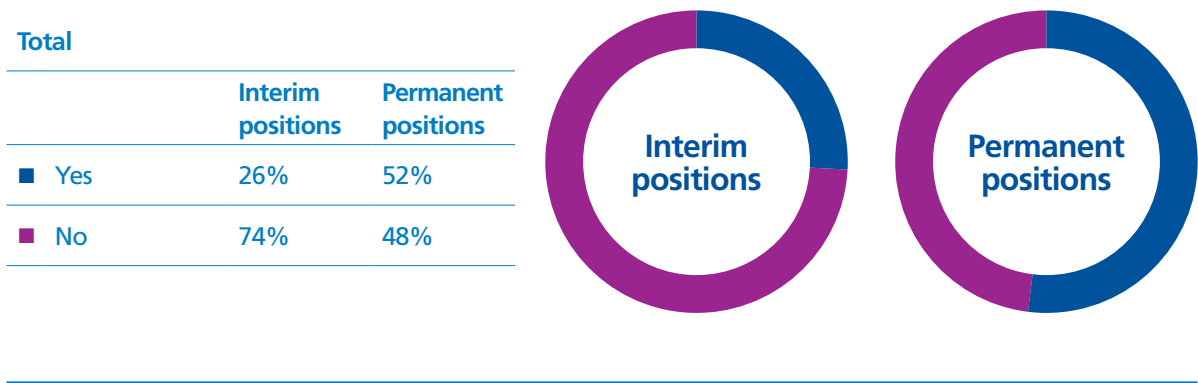
Figure 5.5b In which departments will your company increase headcount in 2015? (%)

		Interim positions	Permanent positions
■	Accounting, Finance	9%	21%
■	HR, Training, Development	9%	7%
■	IT, Technology	12%	19%
■	Legal	3%	0%
■	Marketing, Communica-tions	3%	11%
■	Sales	24%	40%
■	Engineering	27%	30%
■	Procurement	3%	5%
■	Production	30%	25%
■	Other	27%	14%
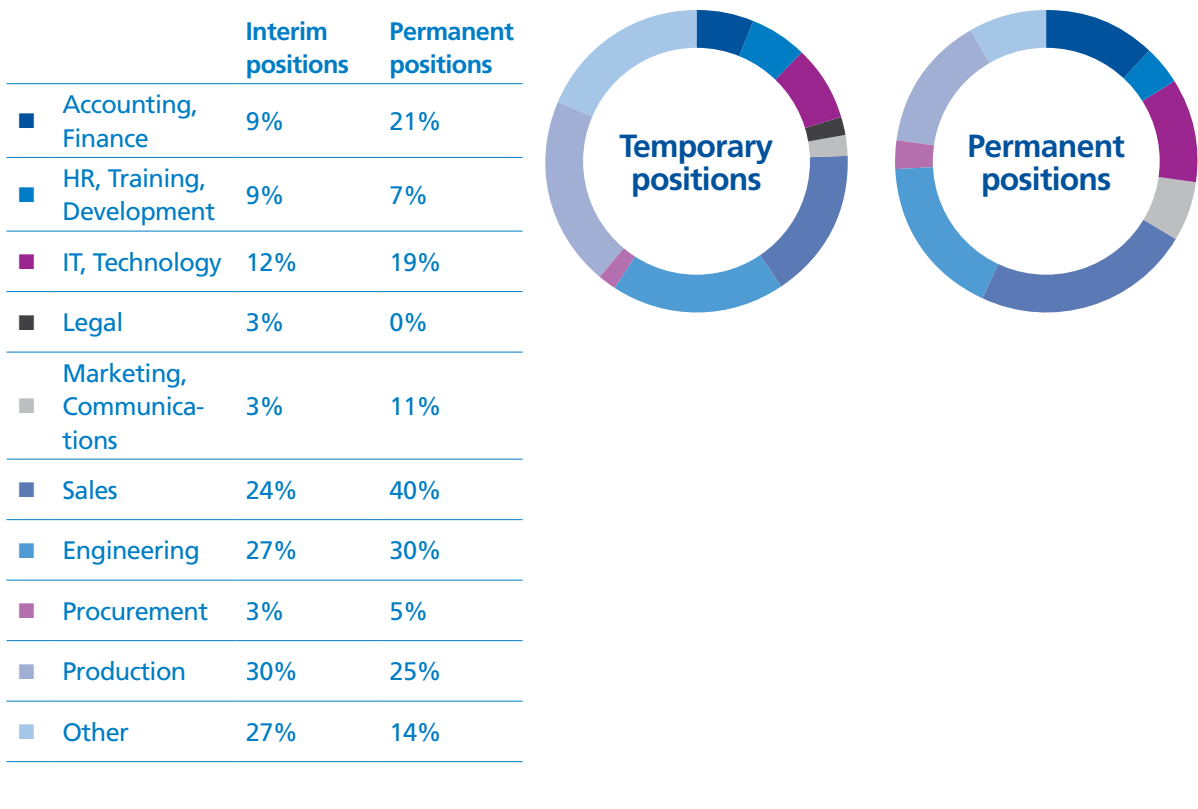
Figure 5.6a Time to find the right talent for permanent positions vs. last year

Total	2015
■ More than last year	24%
■ Less than last year	23%
■ About the same as last year	53%
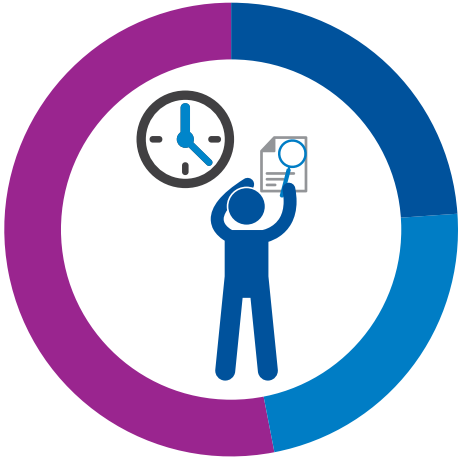
Figure 5.6b Time to fill a permanent position (average)

Total	2015
■ 1 month or less	25%
■ 1 to 3 months	67%
■ More than 3 months	9%

Shown in fig. 5.6a is the time it took organizations to find the right candidates for permanent positions compared to last year. In most organizations this takes about the same time as last year (53%), 24 percent indicate that it takes them longer and 23 percent that it consumes less time that last year.

On average, a period of 1 to 3 months is required to fill a permanent vacancy (for 67% of participants). One out of four succeeds in finding the right talent in
1 month or less (fig. 5.6b).

During the hiring process of the Greek organizations, personal and CV interviews are by far the most important practice, followed at large distance by competence based interviews. Reference checks, tests and assessments are also completed, but rarely as the most important practice. Only few organizations perform criminal checks, drug screenings or credit/degree verifications (fig. 5.7).

Figure 5.7 Most important practices in hiring process

Total	1st place	2nd place	3rd place
Personal and CV interviews	62%	18%	7%
Competence based interviews	27%	45%	8%
Tests	4%	9%	21%
Reference checks	1%	15%	41%
Credit, Degree verifications	1%	2%	7%
Criminal checks, Drug screenings	0%	2%	4%
Assessments	4%	10%	13%

changes and innovation at the workplace

6
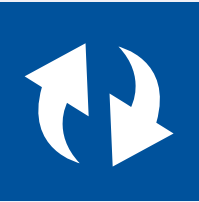
"Only few Greek organizations have used so-called "innovative" recruitment methods in the past year. When it comes to workplace changes, Greek organizations focus on involving all people and frequent communication. This chapter reveals more about how workplace changes are handled when taking into account diffe-rent generations of workers."

In current times, the workforce consists of different generations. Baby boomers are starting to retire and their outflow is still greater than the inflow of young talent. This represents a great challenge for HR management. This chapter gives a brief overview of new trends and resources organizations use to deal with different generations. Also different ways to manage workplace changes along with employees are illustrated.

No less than 73 percent of all interviewees (slightly more than last year) indicate that they did not use innovative recruitment methods in Greece. The proportion of participants who used innovative recruitment methods mainly used social and/or professional networks (fig. 6.1).

Figure 6.1 Which innovative recruitment methods have you used?

17% 20%
Social networks
1.

15% 14%
Professional networks
2.

2% 4%
Hosting a free lunch to chat with potential candidates
3.

		2015	2014			2015	2014
4.	Holding a contest	2%	3%	9. X-Box or gaming advertising		0%	1%
5.	Video resumes	2%	1%	8. The use of Bluetooth		0%	1%
6.	Virtual career fairs	1%	2%	9. Other		3%	1%
7.	"Speed dating" version of recruitment	1%	1%	10. I did not use innovative recruitment methods		73%	69%

Figure 6.2 How do you manage changes at the workplace?

59%	55%
Involving people into the change	
1.	

58%	60%
Preparing managers and supervisors	
2.	

57%	56%
Informing early and often	
3.	

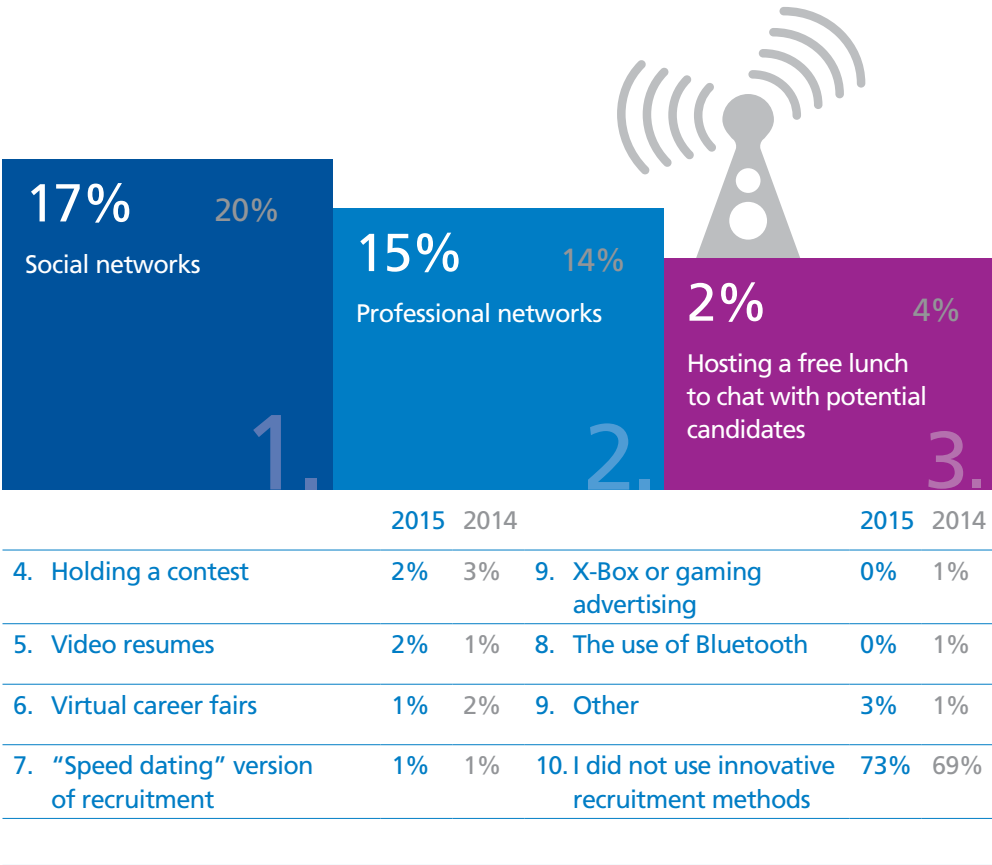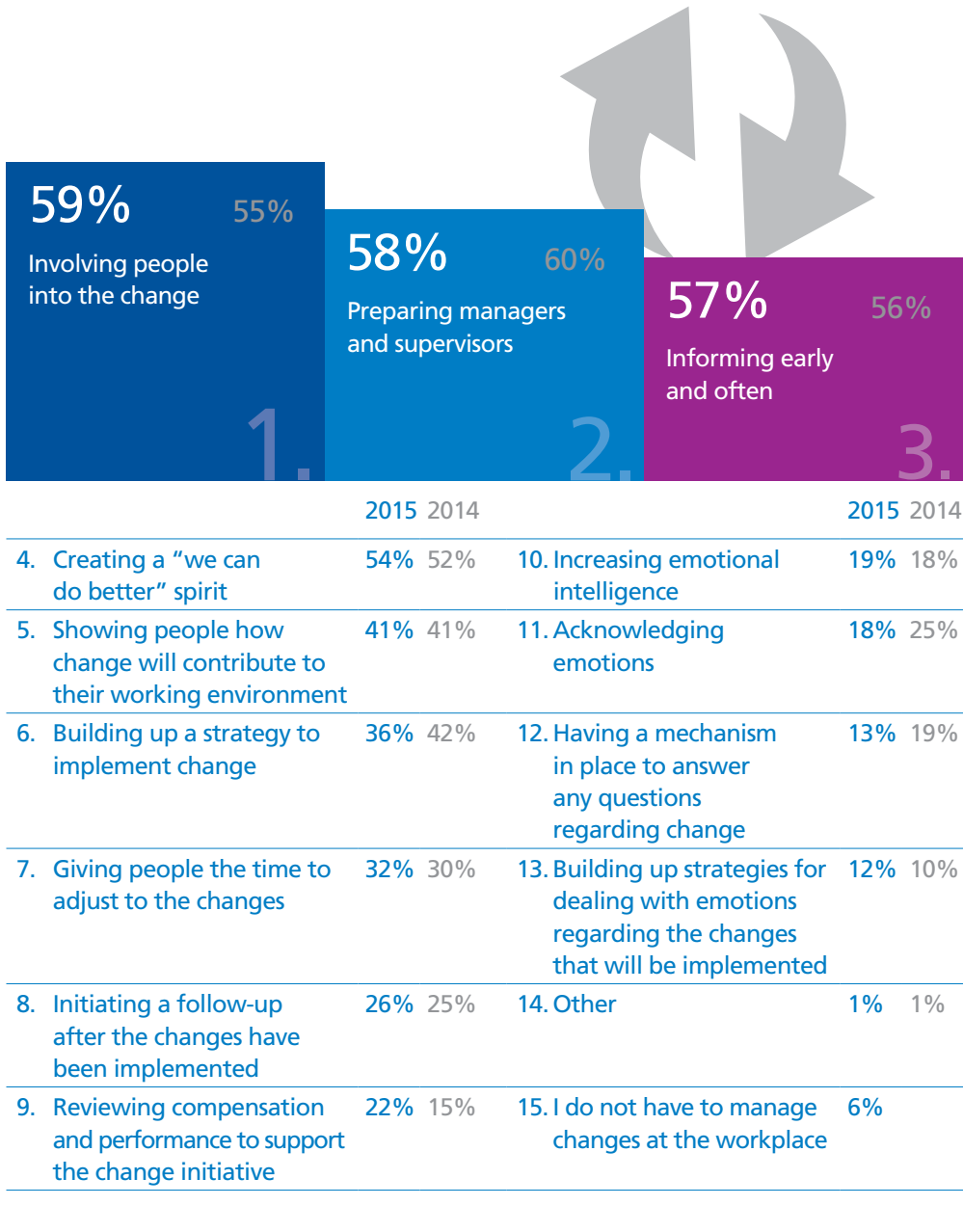|	2015	2014		2015	2014
4. Creating a "we can do better" spirit	54%	52%	10. Increasing emotional intelligence	19%	18%
5. Showing people how change will contribute to their working environment	41%	41%	11. Acknowledging emotions	18%	25%
6. Building up a strategy to implement change	36%	42%	12. Having a mechanism in place to answer any questions regarding change	13%	19%
7. Giving people the time to adjust to the changes	32%	30%	13. Building up strategies for dealing with emotions regarding the changes that will be implemented	12%	10%
8. Initiating a follow-up after the changes have been implemented	26%	25%	14. Other	1%	1%
9. Reviewing compensation and performance to support the change initiative	22%	15%	15. I do not have to manage changes at the workplace	6%	

Having to take into account different generations of workforce, in changing market situations, also implies changes in the workplace. To manage organizational changes, many respondents indicate that they prefer to involve all people into the change, but also want to prepare their managers & supervisors and inform early and often. In other words, workplace changes in Greek organizations are influenced and directed throughout all levels of the organization, with focus on good communication. Nonetheless, people's emotions regarding changes are taken into account clearly less frequently, since less than 20% acknowledged emotions or take actions to increase emotional intelligence (fig. 6.2).

In the last 3 years, concrete workplace changes that are already implemented by
the interviewed organizations, include the addition of new duties to existing jobs
(69%), increased internal career opportunities (36%) or the creation
of a better work atmosphere (35%). 15 percent has explored alternative options to
offer different wages and benefits, which is more than last year (fig. 6.3).

**Figure 6.3 Have any of the following aspects been implemented as a change
in the workplace within the last 3 years?**

69%	64%
New duties added to existing jobs	

36%	36%
More internal career opportunities	

35%	31%
Nicer work atmosphere, environment	

	2015	2014		2015	2014
4. Different ways of training and education	27%	29%	9. Possibility for home working	17%	20%
5. Better working conditions	27%	26%	10. Different wages and benefits based on alternative options	15%	9%
6. Flexible working hours	24%	22%	11. Other	1%	1%
7. New styles of leadership	24%	20%	12. None	5%	7%
8. More international career opportunities or international exchange	19%	24%			

Figure 6.4 Has your organization implemented any of the below new ways of working?

	39%	39%
	Process and skill reconfiguration	

33% 32%
An environment in which employees equally learn and teach (learning organization)

32% 31%
Broader and more embedded collaboration

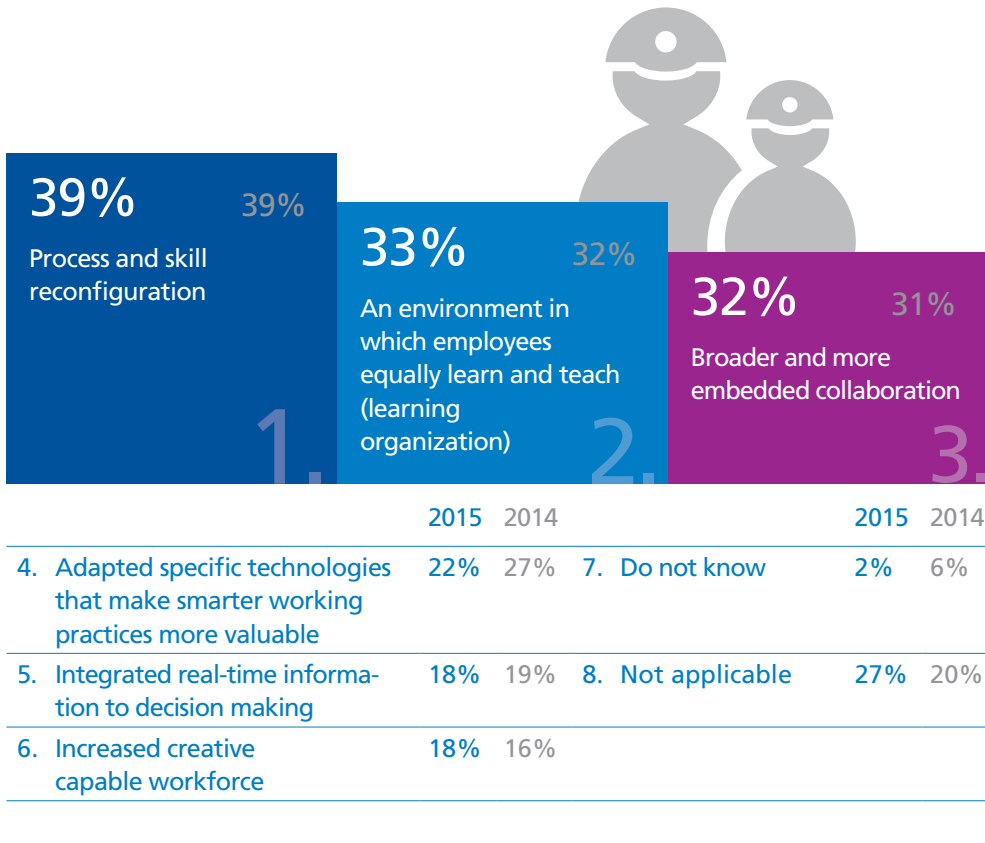|	2015	2014		2015	2014
4. Adapted specific technologies that make smarter working practices more valuable	22%	27%	7. Do not know	2%	6%
5. Integrated real-time information to decision making	18%	19%	8. Not applicable	27%	20%
6. Increased creative capable workforce	18%	16%			

Fig. 6.4 illustrates that the most common new ways of working implemented by Greek organizations include a process and skill reconfiguration (39%), the implementation of "learning organizations", i.e. environments in which people equally learn and teach professional skills to their co-workers or a broader and more embedded collaboration (32%).

Only 30 percent of all respondents indicate that they are prepared to handle a workforce consisting of three generations, as shown in fig. 6.5.

Figure 6.5 Is your organization prepared for a 3 generation work planning?

Total	2015	2014
■ Yes	30%	31%
■ No	29%	35%
■ No answer	41%	34%
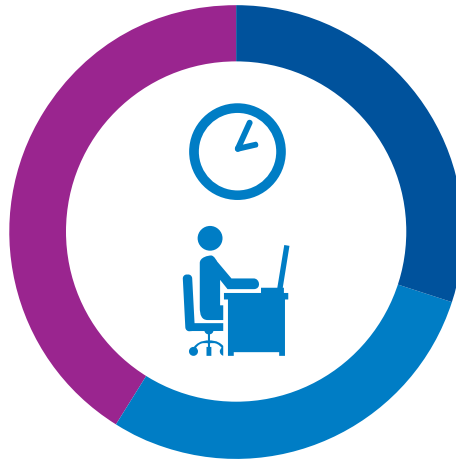
Not that many Greek
organizations are prepared
to handle a multiple
generation workforce planning.
The working policies that
are defined reveal different
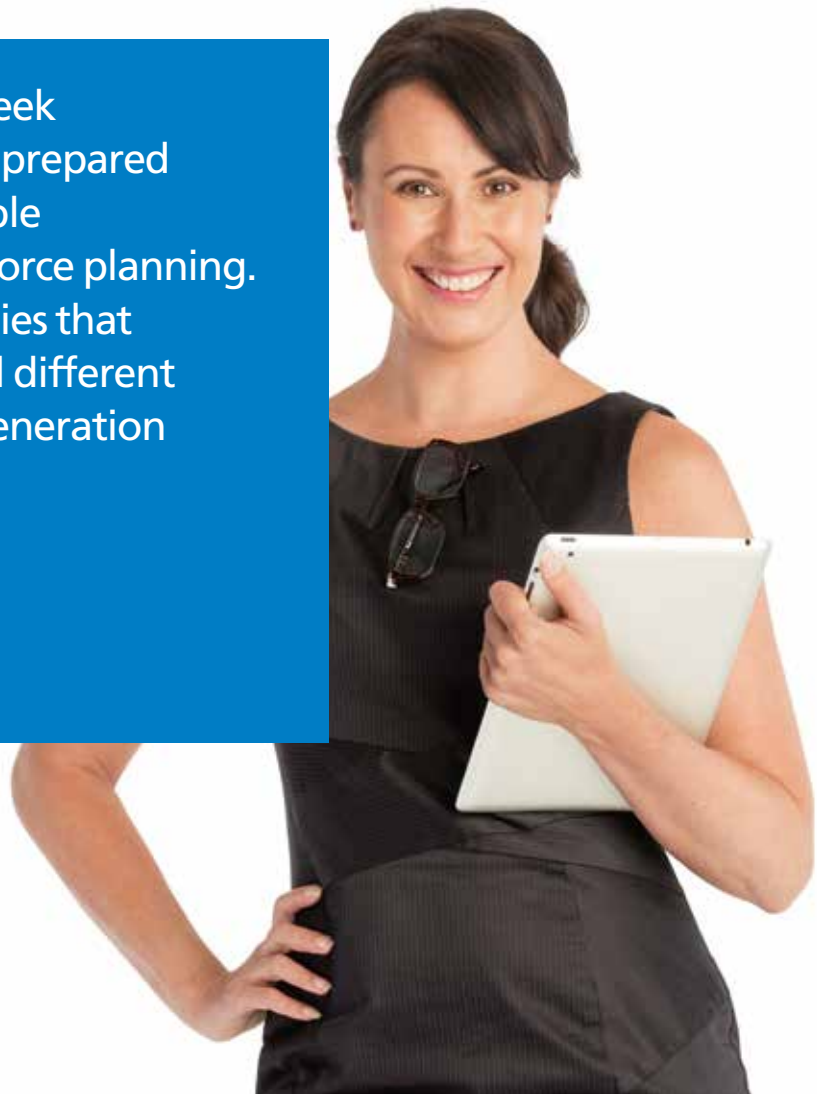approaches per generation
at work today.

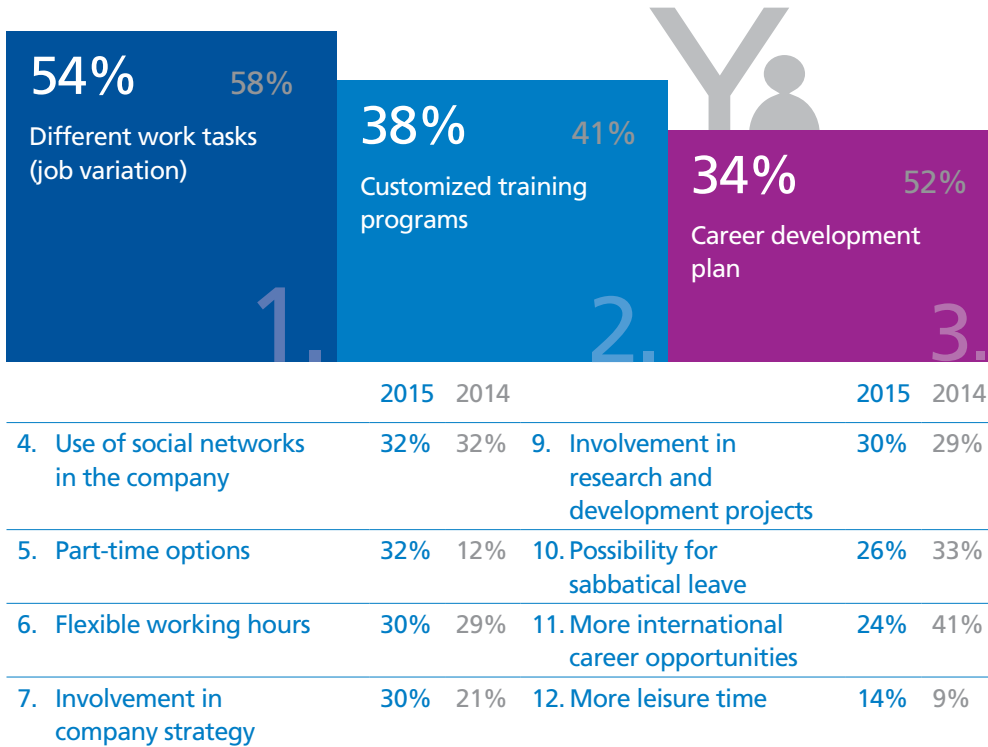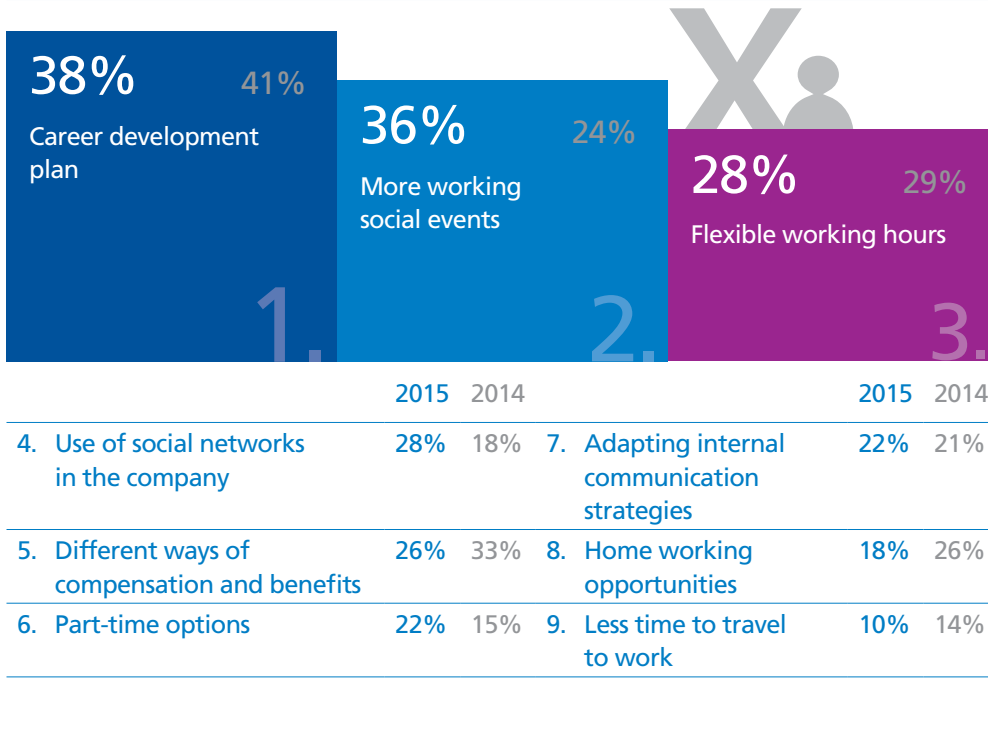**Figure 6.6 Generation Y working policy (born 1981-1999)**

54% 58% Different work tasks (job variation) 1.	**38%** 41% Customized training programs 2.	**34%** 52% Career development plan 3.

		2015	2014			2015	2014
4.	Use of social networks in the company	32%	32%	9.	Involvement in research and development projects	30%	29%
5.	Part-time options	32%	12%	10.	Possibility for sabbatical leave	26%	33%
6.	Flexible working hours	30%	29%	11.	More international career opportunities	24%	41%
7.	Involvement in company strategy	30%	21%	12.	More leisure time	14%	9%

Figure 6.7 Generation X working policy (born 1965-1981)

38% 41% Career development plan 1.	**36%** 24% More working social events 2.	**28%** 29% Flexible working hours 3.

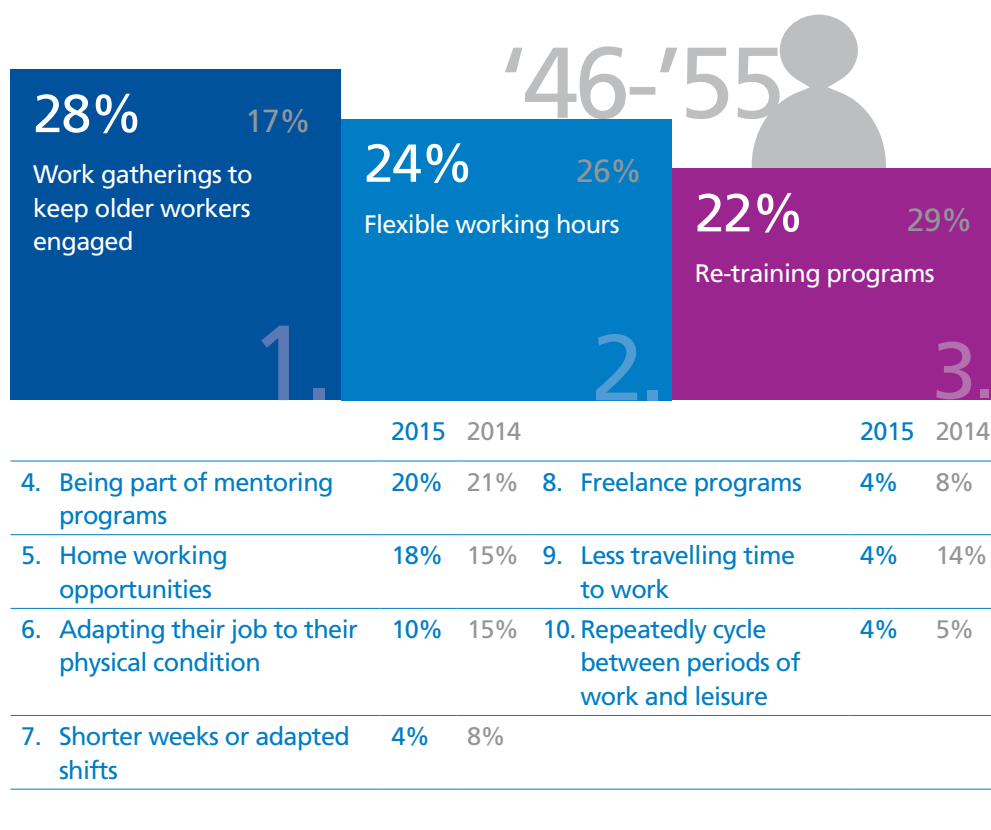|		2015	2014			2015	2014
4.	Use of social networks in the company	28%	18%	7.	Adapting internal communication strategies	22%	21%
5.	Different ways of compensation and benefits	26%	33%	8.	Home working opportunities	18%	26%
6.	Part-time options	22%	15%	9.	Less time to travel to work	10%	14%

In fig. 6.6, 6.7 and 6.8 we have identified the chosen policies for each of the three generations in workforce planning today, as indicated by the proportion of companies who are prepared for this kind of workforce planning.

The working policy for the younger group, Generation Y, mainly includes creating job variation (54%), but also customized training programs directed specifically at this group of employees. In line, 34% also offers career development plans to these younger people. Nonetheless, this is a clearly lower proportion compared to last year (52%).

The working policy for the next group of workers, Generation X, mainly includes: career development plans (38%) or more working social events (even more than last year: 36% versus 24%). Generation X employees are also offered more flexible working hours and are taught about the use of social networks within the company (much more than last year: 28% today versus 18% last year).

The oldest generation at work today, Generation baby boom, can partake in work gatherings to keep them engaged (28% versus 17% last year), are offered more flexible working hours (24%) or access to retraining programs (22% versus 29% last year).

Figure 6.8 Generation baby boomers working policy (born 1946-1964)

		2015	2014		2015	2014
4.	Being part of mentoring programs	20%	21%	8. Freelance programs	4%	8%
5.	Home working opportunities	18%	15%	9. Less travelling time to work	4%	14%
6.	Adapting their job to their physical condition	10%	15%	10. Repeatedly cycle between periods of work and leisure	4%	5%
7.	Shorter weeks or adapted shifts	4%	8%			

economic impact and outlook

> "The current economy in Greece has a diverse impact on the surveyed organizations, resulting in improved business clearly more frequently than last year. For 2015, the forecasts are also generally optimistic."

7

In this section, we will discuss the extent to which the current economy impacts and has impacted the surveyed organizations. Topics include perceptions of future and forth-coming growth, actions taken to deal with the current economic climate and the impact of the economic situation on Corporate and Social Responsibility Initiatives. We will also take a look at the extent to which recruitment or layoffs have occurred within the surveyed companies and how salaries have evolved compared to last year.

Fig. 7.1a shows that the current economy in Greece has had a diverse impact on the surveyed organizations. Almost half of organizations indicate that their business has improved or increased compared to last year. Almost one out of three states it has had little or no impact on them and 22 percent claims it has worsened or decreased. Compared to the results of last year, the business of more organizations has improved.

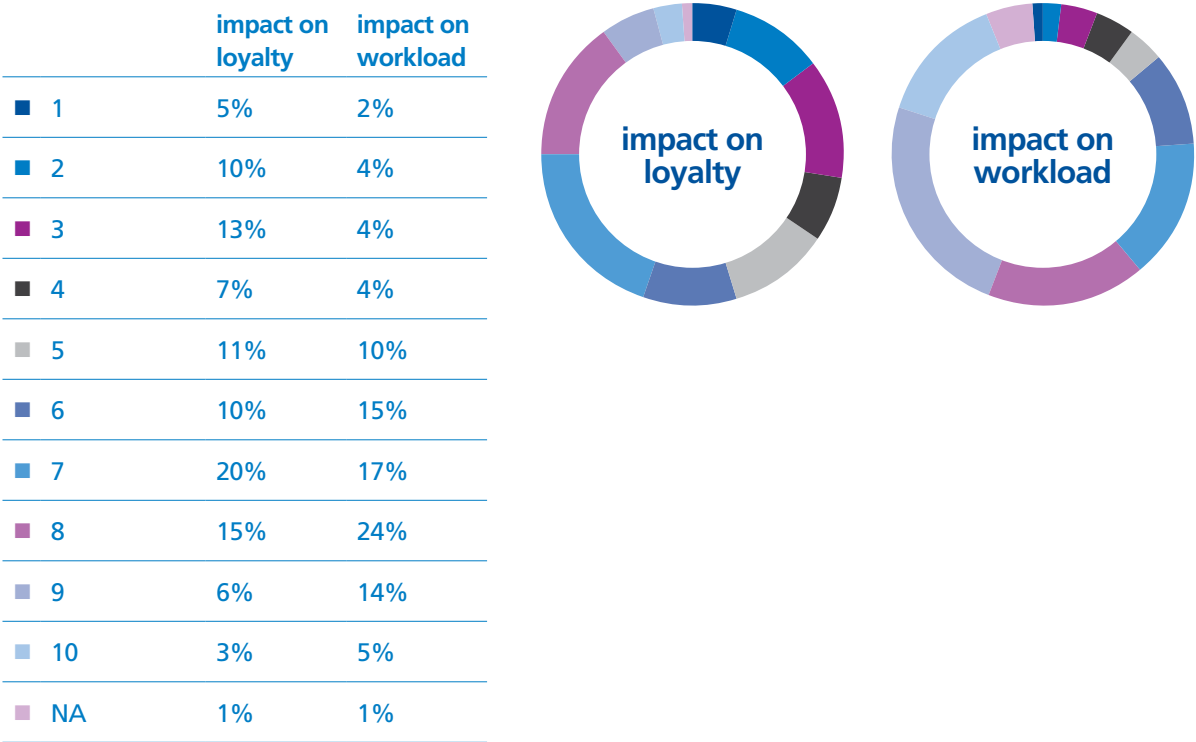**Figure 7.1a Impact of the economy on your organization (vs. last year)**

Total	2015	2014
■ Business has improved/increased	46%	32%
■ Business has worsened/decreased	22%	31%
■ It has had no or little impact	29%	30%
■ Not at all	1%	2%
■ Don't know	2%	5%

In fig. 7.1b illustrates to what extent the current economic climate in Greece impacted loyalty and workload within the surveyed organizations. When it comes to loyalty, the impact has generally been slightly lower, but still one out of three (35%) give a score of 7 or 8 out of 10, where 10 stands for "significant impact". Impact is overall higher when it comes to workload, since 38% of participants gives a score of 8 or 9 out of 10.

Figure 7.1b Impact of current economic climate on your organization

	impact on loyalty	impact on workload
1	5%	2%
2	10%	4%
3	13%	4%
4	7%	4%
5	11%	10%
6	10%	15%
7	20%	17%
8	15%	24%
9	6%	14%
10	3%	5%
NA	1%	1%

The economic situation in Greece both resulted in recruitment and layoffs in the interviewed organizations (in similar proportions compared to last year). Most recruitment occurred in Sales (45%), Accounting/Finance (26%) and IT/Technology (25%) departments. Layoffs were also mainly done in Sales (26%) departments (fig. 7.2).

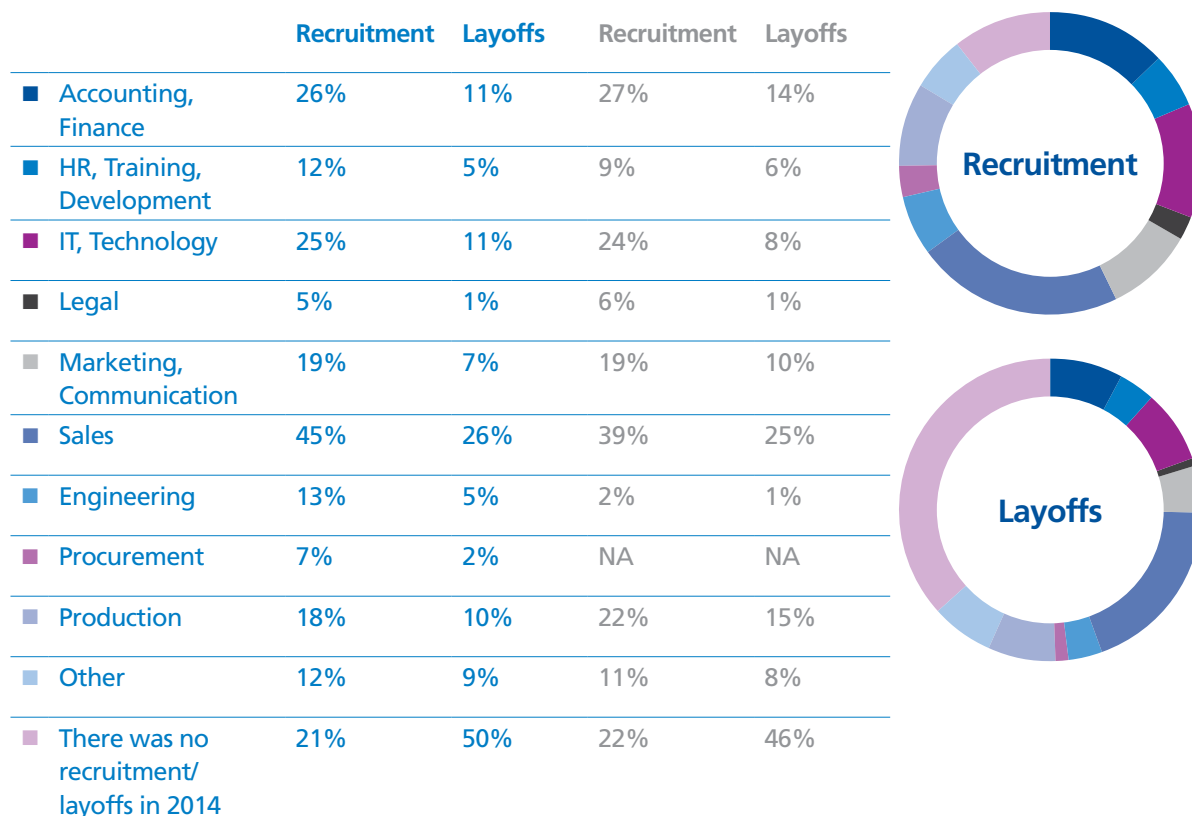**Figure 7.2 In which departments did you recruit or lay off people in 2014?**

	Recruitment	Layoffs	Recruitment	Layoffs
■ Accounting, Finance	26%	11%	27%	14%
■ HR, Training, Development	12%	5%	9%	6%
■ IT, Technology	25%	11%	24%	8%
■ Legal	5%	1%	6%	1%
■ Marketing, Communication	19%	7%	19%	10%
■ Sales	45%	26%	39%	25%
■ Engineering	13%	5%	2%	1%
■ Procurement	7%	2%	NA	NA
■ Production	18%	10%	22%	15%
■ Other	12%	9%	11%	8%
■ There was no recruitment/ layoffs in 2014	21%	50%	22%	46%

Figure 7.3 Opportunities resulting from the current economic situation

Total	2015	2014
Negotiating better terms with partners/others	58%	66%
Creating new partnerships	53%	51%
Encouraging employees to think differently	51%	56%
Targeting new customer segments	49%	42%
Improving products and/or services	43%	34%
Restructuring	39%	47%
Optimizing technologies	29%	32%
Other	1%	1%
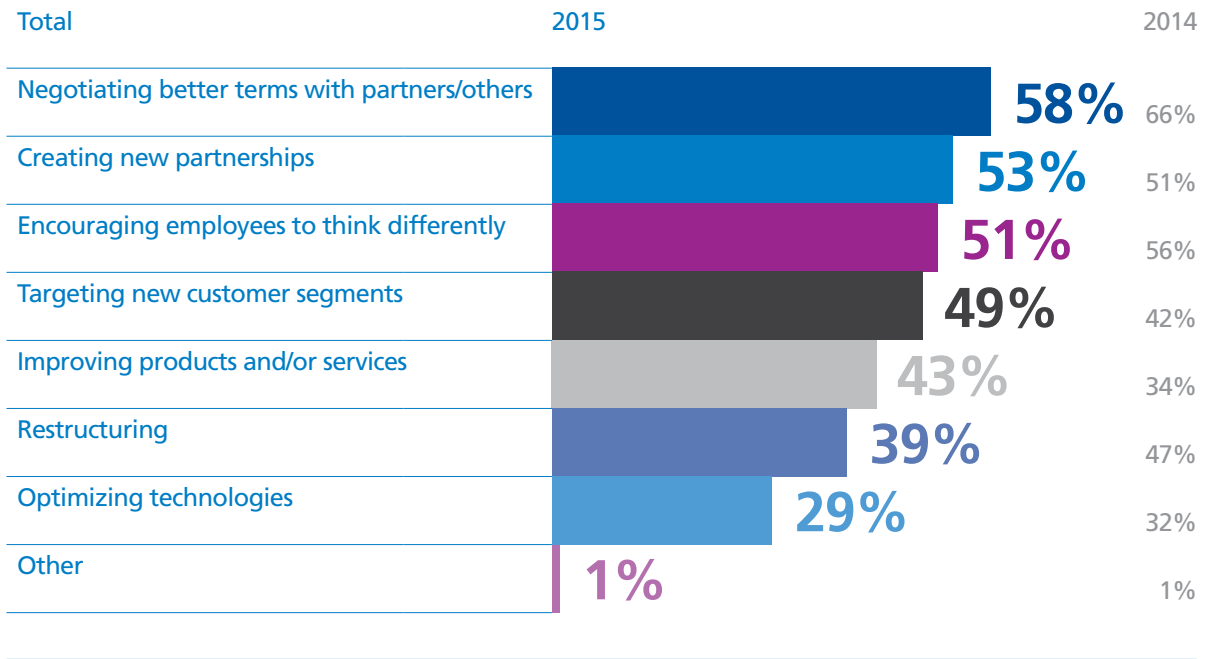
Figure 7.4 Impact of the economy on involvement in CSR initiatives

Total	2015	2014
All CSR initiatives have been put in action	19%	19%
Some CSR initiatives have been put in action	13%	14%
Some CSR initiatives have been put out of action	8%	7%
The economy has not impacted CSR initiatives	23%	16%
Do not know	11%	7%
Not applicable	20%	26%
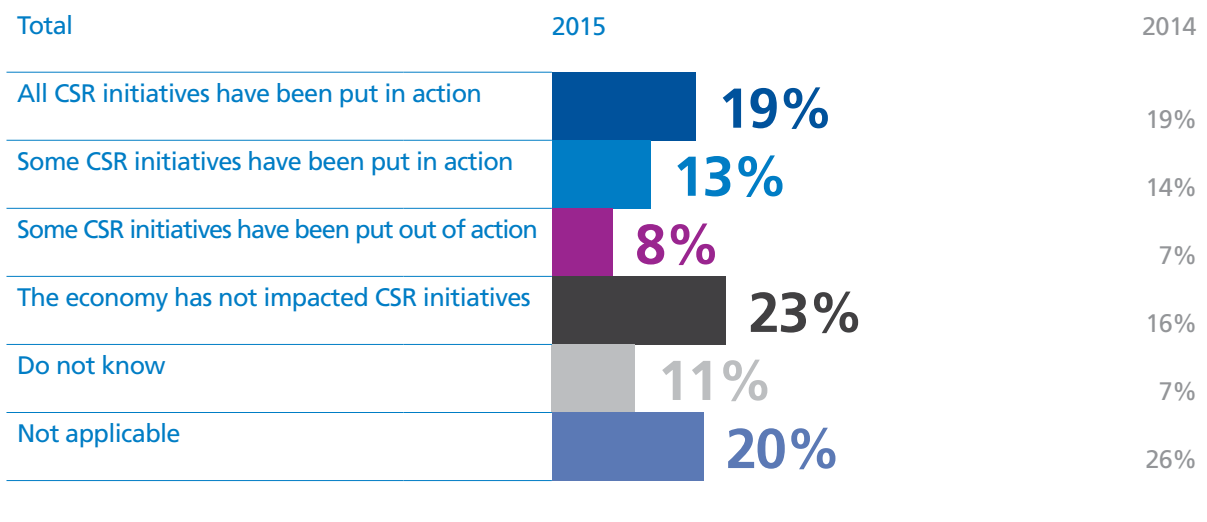
Fig. 7.3 shows that, as a result of the current economic situation in Greece, organizations were mainly able to negotiate better terms with their partners or others (58%, even though much less than last year: 66%), to create new partnerships (53%) or to encourage employees to think differently (51%). Fewer organizations (29%) took advantage of the economic situation to optimize their technologies.

As illustrated in fig. 7.4 almost one out of four organizations claim that the economy has not impacted their Corporate Social Responsibility (CSR) initiatives. Almost a fifth (19%) has put all initiatives into action.

Figure 7.5a Estimated development in sales volume (revenue) for 2015 (growth)

Total

0%	**6%**
1 to 4%	**24%**
4 to 6%	**24%**
7 to 10%	**12%**
11 to 15%	**8%**
> 15%	**10%**
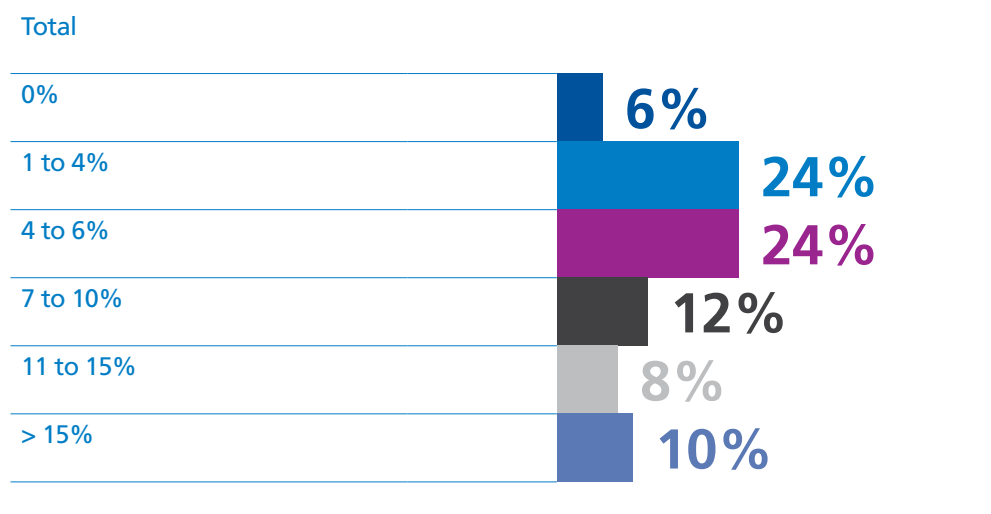
Greek organizations seem fairly optimistic when estimating the development of their sales volume (revenue) in 2015: almost half of them (48%) think this will increase by 1 up to 6%. One tenth even estimates an increase of more than 15% in the coming year (fig. 7.5a). Only few organizations expect a minor decrease in sales volume (-1 to -3%) in 2015 as illustrated in fig. 7.5b.

Figure 7.5b Estimated development in sales volume (revenue) for 2015 (decrease)
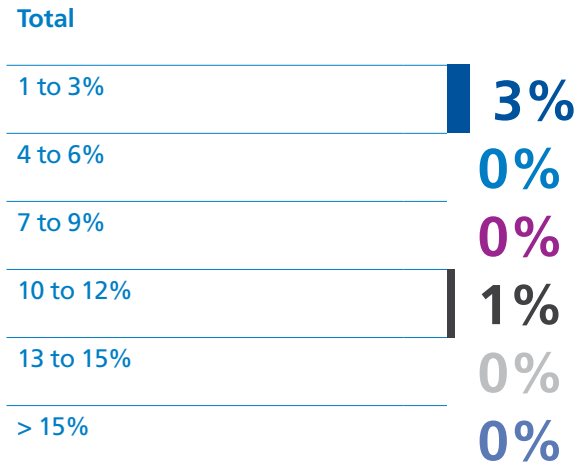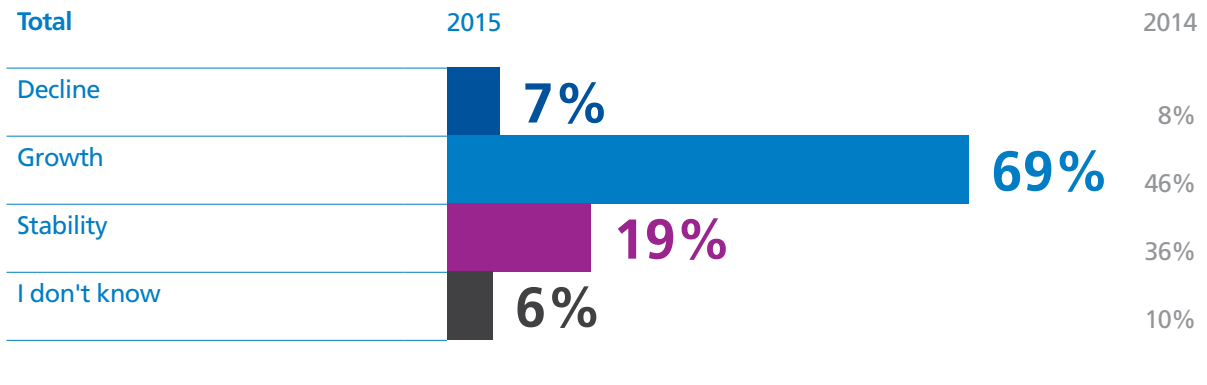
Total

1 to 3%	**3%**
4 to 6%	**0%**
7 to 9%	**0%**
10 to 12%	**1%**
13 to 15%	**0%**
> 15%	**0%**

Figure 7.6 Do you anticipate an economic growth or decline for your company in 2015?

Total	**2015**	**2014**
Decline	**7%**	8%
Growth	**69%**	46%
Stability	**19%**	36%
I don't know	**6%**	10%

In line with optimistic forecasts concerning sales revenue in 2015, the largest proportion of organizations (69%) also expects overall economic growth for their company in 2015. 19 percent expects stability and 7 percent anticipates economic decline for their company (fig. 7.6).

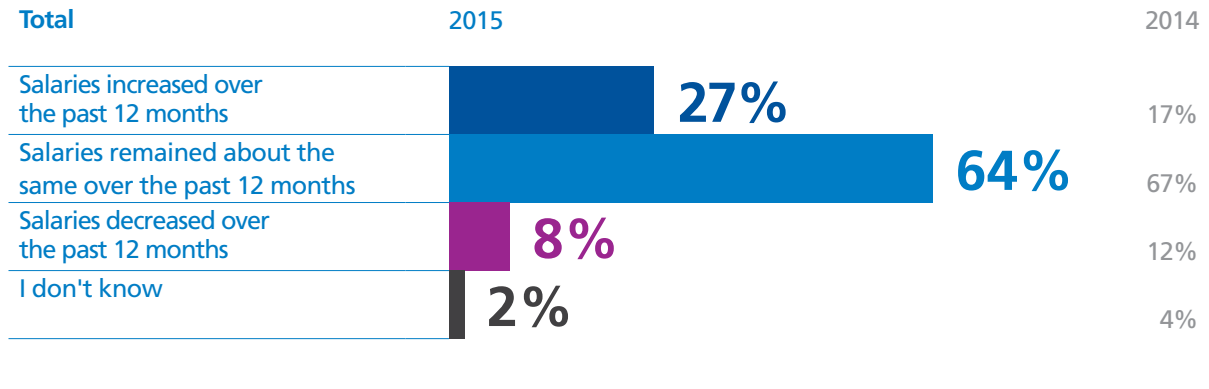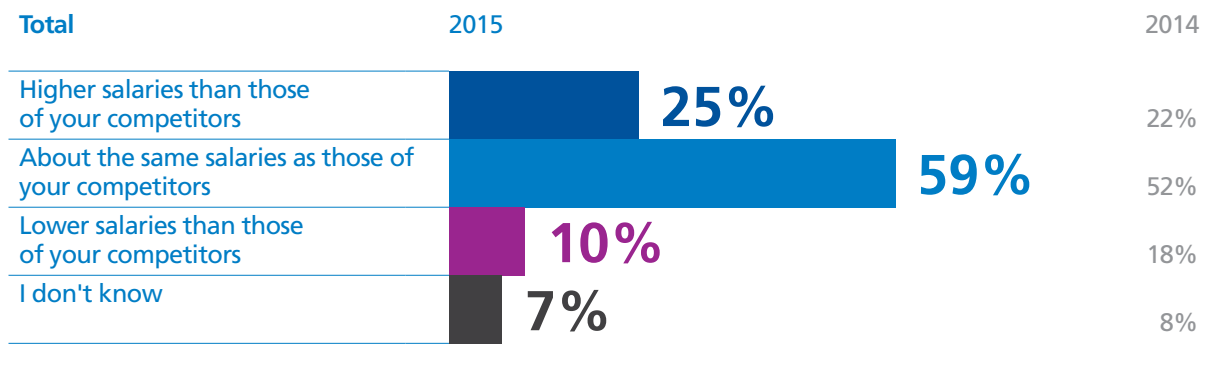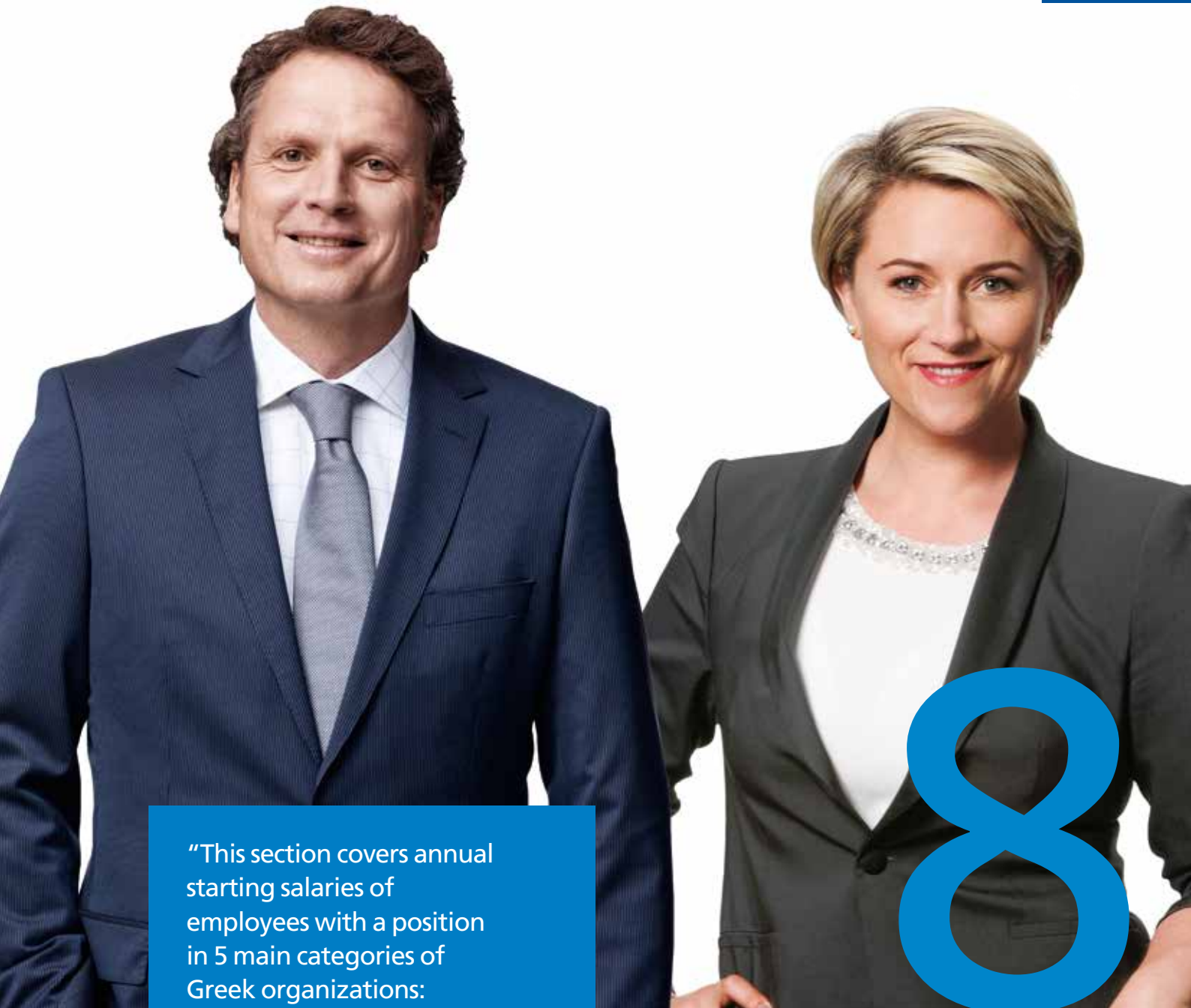**Figure 7.7 How did salaries in your organization evolve in the past twelve months?**

Total	2015	2014
Salaries increased over the past 12 months	**27%**	17%
Salaries remained about the same over the past 12 months	**64%**	67%
Salaries decreased over the past 12 months	**8%**	12%
I don't know	**2%**	4%

Fig. 7.7 shows that in most organizations, salaries have remained stable in the past 12 months and 27 percent of them indicate salaries have increased. According to 59%, their salaries are aligned with those among their competitors and one out of four claims that wages in their organization are higher compared to competing companies. One out of ten admits salaries are lower than with competitors (fig. 7.8).

Figure 7.8 How would you rate salaries in your organization compared to competitors?

Total	2015	2014
Higher salaries than those of your competitors	**25%**	22%
About the same salaries as those of your competitors	**59%**	52%
Lower salaries than those of your competitors	**10%**	18%
I don't know	**7%**	8%

salaries

8

"This section covers annual starting salaries of employees with a position in 5 main categories of Greek organizations: Finance & Accounting, Sales & Marketing, Engineering, IT and Business Support."

Job titles vary from one organization to another. Respondents were asked to provide starting wages for the different titles in the questionnaire that clearly match the functional responsibilities for the position in the company. This chapter gives an overview of the annual starting salaries for the given standardized positions in the Greek labor market.

Figure 8.1 Finance & Accounting

Job position	10th percentile	Median	90th percentile
Finance Clerk (Including: invoicing, accounts receivable and payable, GL, bookkeeping, etc.)	11	20	29
Credit & Risk Analyst	12	27	33
Accountant	16	23	35
Internal Auditor Officer (operational, financial, EDP)	18	34	48
Finance Controller	18	34	79
Budget & Reporting Manager	23	35	50
Controlling Manager	21	31	67
Business Controller	21	28	36
Finance Manager or Director (For example: CFO, Vice President of Finance, Director of Finance, Director of Audit, etc.)	47	76	105
Finance Analyst	12	27	41
Treasurer	14	48	62
Tax & Legal Accountant	20	27	37
Credit/Collections Manager	22	31	42
Credit Collector	12	24	36
HR Manager	22	40	63

Base salary only x 1.000 EUR
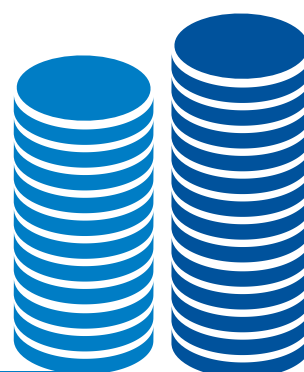
Figure 8.2 Business Support

Job position	10th percentile	Median	90th percentile
Junior HR (Including: HR Executive, HR generalist , etc.)	11	22	43
Senior HR (Including: HR Director, HR Manager, etc.)	20	27	40
Call Center Manager	22	28	39

Base salary only x 1.000 EUR
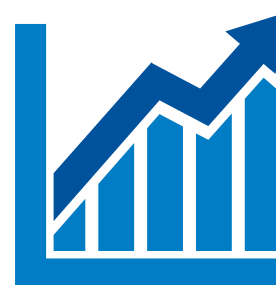
Fig. 8.3 Sales & Marketing

Job position	10th percentile	Median	90th percentile
Accounts Director	42	62	81
Brand Manager	18	25	50
Business Development Manager	20	46	76
Communications Manager	15	39	66
Graphic or Art Designer	14	19	40
Key Account Manager (Including: commercial, sales, representative)	19	29	42
Marketing & Communications Manager	23	41	57
Marketing & Trade Marketing Manager	24	44	68
Media & Web Manager	14	45	66
Merchandiser	11	14	32
Online Marketing Manager	14	20	47
Product Manager	19	41	52
Regional Sales Manager (Including: country manager, sales director, etc.)	24	60	99
Retail Sales Manager	12	36	48
Sales Analyst	14	23	45
Sales Director	31	64	101
Store Manager	14	20	51

Base salary only x 1.000 EUR

During the past 12 months, salaries remained stable or have increased in the surveyed organizations.

Fig. 8.4 Engineering

Job position	10th percentile	Median	90th percentile
Construction Manager	29	51	72
Buyer	20	32	48
Electrical Engineer	16	26	47
Engineering Director	25	51	69
Facilities Manager	23	41	48
Maintenance Engineer	18	26	44
Mechanical Engineer	19	32	49
Operations Manager	13	38	74
Other engineers	16	24	34
Planning Manager	21	31	38
Process Engineer	16	31	41
Production Manager	30	44	56
Project Engineer	28	30	51
Project Manager	28	41	67
Purchasing Director	30	39	67
Quality Engineer	19	31	55
Sales Technical Director	30	43	71
Sales technical Engineer	18	25	32

Base salary only x 1.000 EUR
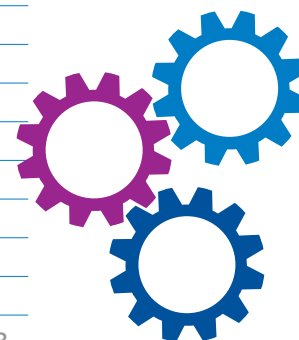
Fig. 8.5 IT

Job position	10th percentile	Median	90th percentile
Administrator (database, security, etc.)	14	23	44
Analyst (Including: Functional Analyst, Test Analyst, System Analyst, Business Analyst, Database Analyst, Information Analyst, etc.)	21	29	40
Architect (solutions, enterprice, etc.) Including: Architect, Applications architect, Enterprise architect, etc.	19	36	46
Developer (Including: .NET, software, Java, PHP, C, C++, etc.)	16	24	40
IT Consultant (Including: business intelligence, ERP, SAP, Siebel, Linux, Java, etc.)	14	30	42
IT Director (Including: CIO, Development Director, Commercial Director)	35	55	87
IT Support (Helpdesk)	14	19	33
Project & Service Manager	25	34	43
Security Engineer/officer	16	32	42
System Tester	12	22	24
Web Developer	14	22	31

Base salary only x 1.000 EUR

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