

T H E   E M P L O Y E E   S U R V E Y  
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*Attitudes to employment in the maritime sector*

JULY 2010

CONDUCTED BY:

CORACLE ONLINE LTD

HALCYON RECRUITMENT LTD



## About this report

### Welcome to the Employee Survey 2010

The research for the employee survey 2010 was conducted during June and July 2010. The objective of the research was to understand what is important to employees in their current positions and to ascertain what factors are likely to influence them when considering a career move.

Given the ongoing economic uncertainty and the unavoidable changes in the maritime industry over the last 2-3 years, we also investigated areas such as salary increases, bonus payments, preferences with respect to benefits packages, redundancies and job changes.

As well as analysing the overall results, we have also looked at sector specific responses in order to offer insights about our audience.

## About Coracle

Coracle are specialist providers of professional development services including eLearning, podcasting, social media and online networking tools and iPhone / BlackBerry app development.

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## About Halcyon Recruitment

Halcyon Recruitment specialise in international shore based maritime recruitment, offering a distinctively focused, personable, confidential and tailored service of the highest calibre.. Their expertise encompasses graduate and entry level shipping jobs through to senior management and top executive roles. Areas of business include the trading, chartering, broking, operations, technical, P&I, legal, HSQE and liner sectors.

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## Overview

Firstly, from all of us at Halcyon and Coracle, we would like to thank you for taking part in our survey and for taking the time to review the results.

Last year's survey received a very positive response from the global shipping community and it has been extremely interesting to build upon that and to compare results to the 2009 survey.

We wanted to see if employees are changing the way they perceive the employment market....

the answer is that they are!

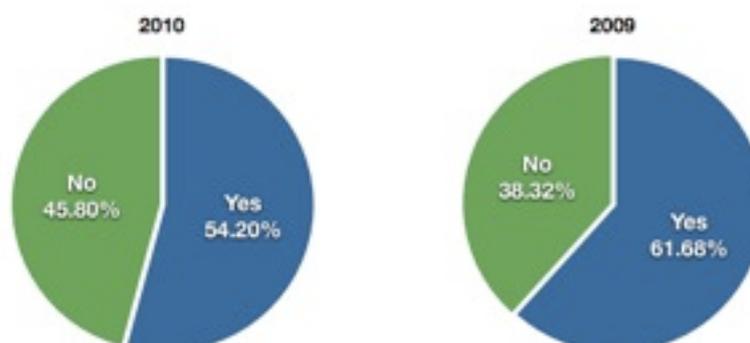
Although for many, 2008 was the year that the markets changed dramatically, it perhaps took longer than one might have expected for this to lodge in the psyche of employees.

This is understandable when we consider that in a very short space of time we went from an *employee driven* industry (where salary increases were at record levels), to an *employer driven* recruitment market (with a focus on restructuring and reorganization and intense pressure on bottom line results).

As a result, salary and benefits featured heavily in the 2009 survey as areas where our respondents were looking for improvements: this year there has been a dramatic shift towards promotion and training.

Job security remains a concern, although confidence has grown since last year, with 54% of our respondents expressing concern over their current position compared to 61% last year. Within this, **respondents working within the liner sector were the most concerned** (67% expressed concern) with the legal/P&I/insurance sector expressing the least concern at 38%.

### Are you concerned about your current position given the current economic climate?



We asked which aspects of current jobs provide the most satisfaction and whilst there were some sector specific variations (as you can see on the following pages), an employee's relationship with their line manager came in first place (68% ranked this as the most satisfactory element of their present employment), followed by employer reputation (67% ranked this second) and job security (55% ranked this third).

## How do you feel about the following aspects of your current job



Promotion prospects (or the lack thereof) featured as providing the most dissatisfaction (42% ranked this highest), followed by benefits (37% ranked this second) and training (37% ranked this third).

With respect to training, 51% of respondents indicated that they do not receive any training as part of their job.

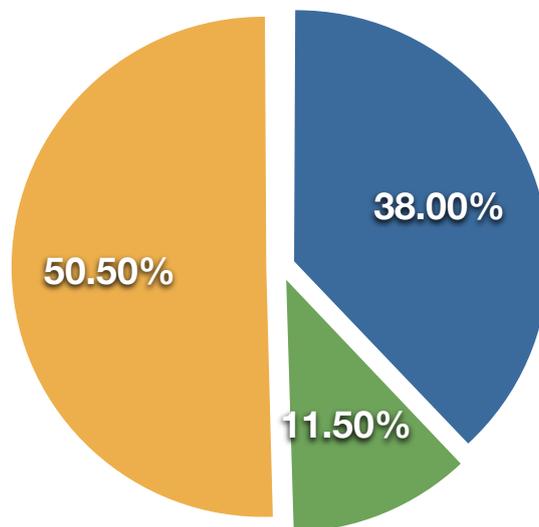
When considering a career move, 63% of respondents indicated that promotion prospects was their most important consideration, followed by an employer's reputation, and then the relationship they perceived they would have with their new line manager, with work life balance very close behind.

In the 2009 survey, salary and benefits were clear leaders as the key motivators when considering a career move, yet this year benefits didn't appear once as a major motivating factor, but did feature as being a source of great dissatisfaction.

It was to be anticipated that employees would, at some point, have to accept that the time of inflated salary increases and large bonuses are behind us: it seems that time has come for most people.

To support these trends it is interesting to note that that 51% of respondents have not had a pay rise in the last 12 months and 12% of respondents have seen a decrease in their annual salary.

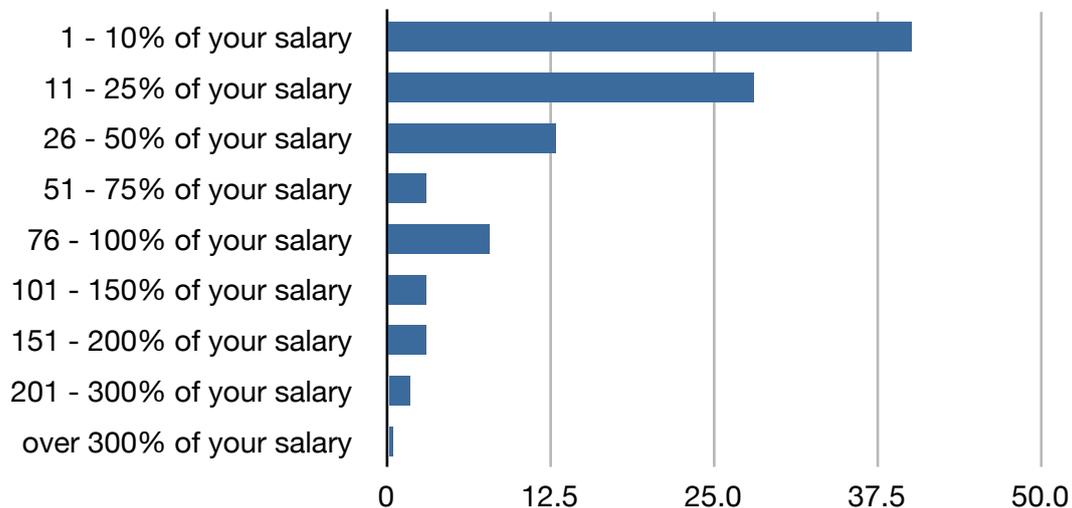
### In the last 12 months, has your salary...



● Gone Up   ● Gone Down   ● Remained the Same

52% of participants did not receive any bonus within the last year and, of those that did the majority (40%) stated that it was worth between 1 and 10% of their annual salary. 91% of bonuses were paid in cash.

### With regards to your bonus, was it:

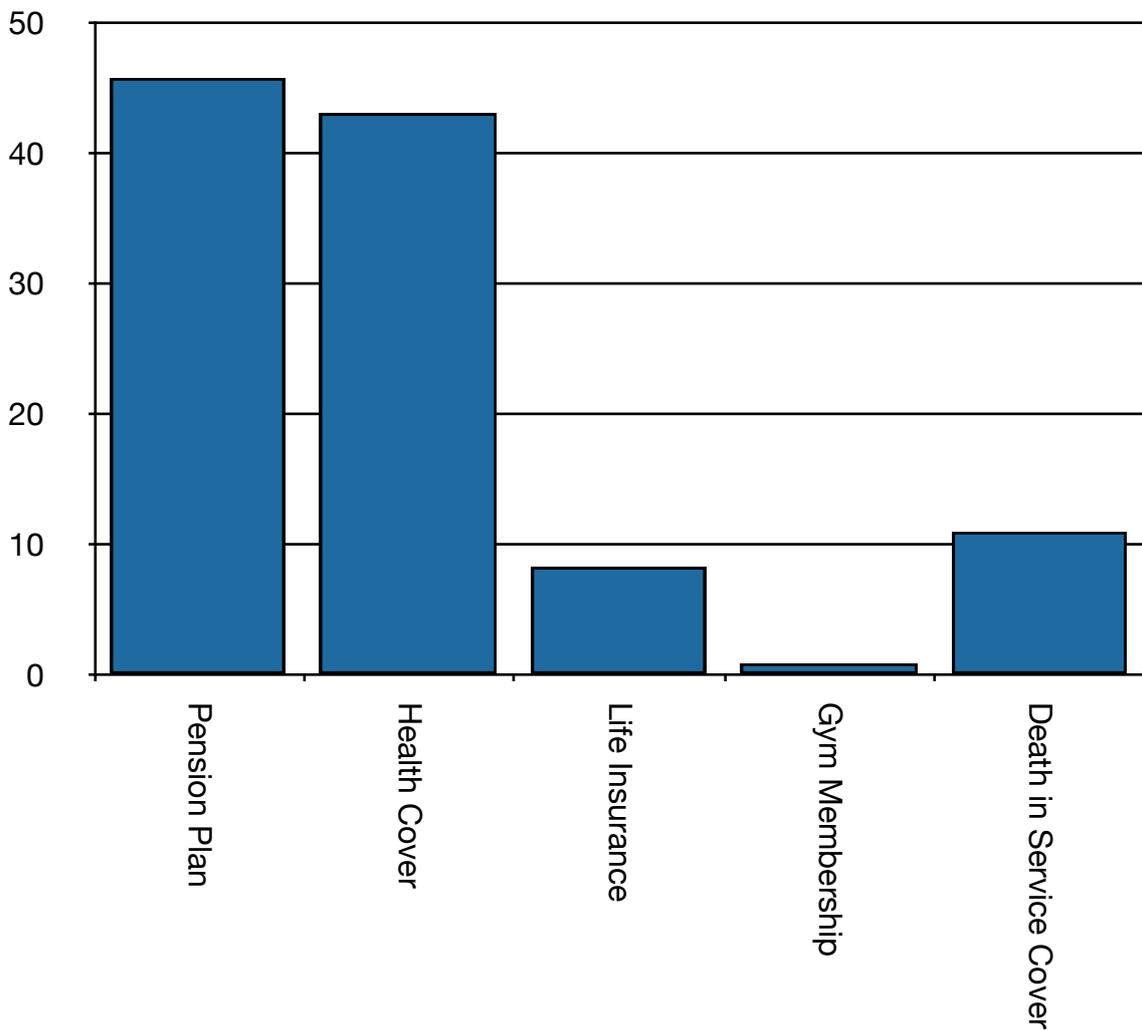


48% of respondents indicated that redundancies have been made within their organisation over the last 12 months, although many (9%) were unsure of the actual numbers involved. 4% of respondents worked for companies where over 50 jobs had been cut.

In the 2009 survey 'communication from employers' featured in the top three 'most happy' category for the majority of sectors, but this year we have seen that slide and even start appearing as an area providing a substantial amount of dissatisfaction for employees. We believe it is important to take note of this as strong communication with employees is essential in maintaining a cohesive approach to the business. If employees are left uncertain of their company's future, or indeed their own, this can quickly lead to low morale and people looking for new jobs, a direct contrast to what is a vital element in achieving business objectives.

Benefits have again featured heavily this year, so we asked respondents to rate potential benefits in terms of importance. Pension featured as the most important although private healthcare came in a very close second. While benefits may not be top of the list in reasons to consider a new job this year, it is clearly an area that holds considerable weight and importance.

### When it comes to benefits, which is the most important?



## Summary

The Employee Survey 2010 demonstrates a substantial shift in employees thinking from 2009.

Whilst we know that salary and benefits will always be a core element in retaining and attracting employees, the overall mindset is now firmly on the future.

It seems that we all appreciate that the tough times are here to stay and, as a whole, are looking to the future for career development and personal growth in order to move forwards, rather than our previous approach which was largely to go where the money was.

From an employers perspective, succession planning is pivotal in achieving long term objectives and if communication can be improved (as our results indicate may be required) and that communication also incorporates promotion and training opportunities, next year's results should be equally as interesting.

## **Brokers/Charterers/Traders**

Ranking highest in terms of satisfaction were relationship with their manager (81% voted this first), employers reputation (73% voted this second) and in third place was their employers communication about the business (59% ranked this third).

Scoring lowest were training opportunities (35% marked this as the area of their current job they are least happy with), benefits (34% ranked this 2<sup>nd</sup>) and salary (33% ranked this third).

When considering a change of job, employers reputation was seen to be the most critical element with 68% voting this first, closely followed by the importance of having a solid relationship with the line manager (67% voted this second) with work life balance being seen as the third most important element with 62% of respondents in this category placing this in third place.

Compared to last year, the results with respect to existing job satisfaction are relatively similar but there has been a distinct change when it comes to considering a new job opportunity. Last year salary and benefits package were among the top three most important elements, replaced this year by the relationship with the line manager and work life balance.

## **Executive / Senior Management**

Ranking highest with respect to satisfaction in their current job, the Executive and Senior Management respondents placed relationship with their manager in first place (70% placed this first), employers reputation next (66% placed this second) followed by job security (64% placed this third).

Scoring lowest in terms of satisfaction were opportunities for promotion (38% scored this as least satisfactory), closely followed by provisions for training along with salary and benefits.

When considering a change of job, employers reputation ranked as the most important consideration with 70% of respondents placing this first, with management communication about personal contributions to the business in second place (60% placed this second) with promotion opportunities, relationship with line manager and work life balance tying in third place.

When comparing with last year's results, job security has replaced employers communication about personal performance as one of the top three most satisfactory elements in respondents present employment.

If looking at a new opportunity, last year's emphasis on considering salary and benefits in the top three requirements has been replaced by employer communication, promotion prospects and work life balance.

## **HSE and Technical**

Respondents from the HSE and Technical sectors were most happy with their employers' reputation (69% ranked this first), the relationship they have with their manager (55% ranked this second) and their perceived job security (51% ranked this third). They were least happy in their current positions with promotion prospects (49%), communication by management about their contribution to the business (40%) and more general employer communication (40%).

If considering a change in job, they rated the most important aspects as salary (63% placing this highest on the list), promotion prospects (62% ranking this second) and work/life balance (62% ranking this third).

When looking at these results against last year's, the results for aspects providing most satisfaction are unchanged but those providing least satisfaction have changed from training and benefits to communication related issues although promotion prospects also featured heavily in 2009. There has also been a shift in emphasis on considerations to be given for a career move with promotion prospects and work life balance replacing employer reputation and employer communication from last year's survey.

## **Insurance, Legal, P&I**

Within their current jobs in the Insurance, Legal and P&I sector, participants were most satisfied with their employers reputation (86% ranked this first), relationship with their manager (86% ranked this second) and employer communication about the business in general (73% ranked this third). They were least happy with promotion prospects (41%), followed by benefits (32% ranked this second) and work life balance (32% ranked this third).

When considering new jobs the most important factors were promotion opportunities, work life balance and employer reputation.

Compared with last year's results, elements providing most satisfaction remain unchanged but those providing least satisfaction have seen salary and training opportunities replaced by promotion and work life balance.

## **Vessel Operations**

Operations staff responded that in their current position they were most happy with their employer's reputation (66% ranked this first), the relationship with their manager (66% ranked this second) and their job security (55% ranked this third). They were less happy about training opportunities (44% ranked this first), promotion prospects (43% ranked this second) and benefits (36% ranked this third).

When considering a change in job they explained that the most important factors would be promotion prospects followed by employer reputation and the potential relationship with the line manager.

Upon comparing this with last year's results, factors providing the greatest satisfaction remain unchanged with promotion opportunities and benefits remaining high with respect to dissatisfaction and training opportunities replacing employer communication.

## **Liner Trades**

Employees in the liner trades are most happy with the reputation of their employer (65% ranked this first), followed by their relationship with their manager (60% ranked this second) and with job security and work life balance tying in third place. They are least happy about their current promotion prospects (75% ranked this first), training opportunities (65% ranked this second) with benefits and the way in which their employers communicated with them about their impact on the business tying in third place.

In considering a move in job, participants from this sector rated promotion prospects as the most important consideration followed by training opportunities and the potential relationship with the line manager.

When looking at the reasons for satisfaction in a role, training opportunities featured in the top three last year but has now become a major cause of dissatisfaction. A lack of perceived promotion prospects remains the number one cause for dissatisfaction however, increasing from 43% last year to 75% this year.

## **Other**

This category consists of a diverse group of participants including those in education, HR, admin, finance and crewing.

In terms of jobs satisfaction, relationship with line manager ranked highest (61% placed this first) followed by their employers reputation (56% ranked this second) and work life balance (46% ranked this third). Aspects providing the least job satisfaction were benefits (52% ranked this first), promotion prospects (46% ranked this second) and training opportunities (41% ranked this third).

When considering a new job, respondents indicated that work life balance is their main priority followed by relationship with their line manager and job security.

## Contact us...

Thank you for your time and interest in The Employee Survey 2010.

If you have any questions, please don't hesitate to contact us.

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