



THE INTERNATIONAL RECRUITMENT MANUAL

A STUDY ON HOW TO RECRUIT EFFICIENTLY AND EFFECTIVELY
IN THE EUROPEAN LABOUR MARKET

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IN THE EUROPEAN LABOUR MARKET



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FOREWORD

At StepStone we have lived through the dizzy highs and survived the numbing lows of the past decade within the recruitment marketplace. The challenges we have seen include the marked peaks and troughs in the demand for talent as we moved into the 21st century - now giving way to a more solid and sustainable growth, the eastwards expansion of the EU and the globalization of business. All these trends have meant a huge increase in both the opportunities and the challenges the European Recruiter now faces.

The huge change in the ability of recruiters to access talent from an ever increasing variety of sources, cost effectively, quickly and innovatively and the unstoppable demand for new and untapped sources of talent are key trends in recruitment. In almost all cases these are enabled by the effective use of technology and the increasing importance of the web to attract, recruit and retain scarce talent.

If 10 years ago we had considered how we might hire, say, 25 Engineering workers from the Czech Republic, Poland or Germany and move them to either Belgium, the UK or Sweden, the task would probably have overwhelmed most recruiters, and would almost certainly have been handed over to external suppliers, yet today many recruiters feel increasingly confident enough to manage this process without comment.

But with these new possibilities comes a greater demand for real knowledge. The knowledge that enables the recruiting professional to gain real insight into this new more mobile individual, to identify what makes him or her 'tick', and to use this insight to make reasoned decisions – the effectiveness of which are measured through the use of available tools. We hope that this research, conducted with Intelligence Group, brings this process of gaining the necessary insight a step closer.

We believe passionately that talent is the new capital. It is having relationships with the right people in the right place at the right time that differentiates between truly inspiring and successful businesses, not necessarily the products, the customer service, the prices or even 'the people' – these are all consequences of having the right talent. The results from this research, the case studies and the practical recommendations given in this manual will assist you in attracting the right talent – regardless of boundaries.

So wherever your talent lies – happy hunting!



COLIN TENWICK
CEO OF STEPSTONE ASA

PREFACE

At the end of 2005 the progressively tight labour market in the Netherlands increased the demand for information about the international labour market and effective ways to reach and attract international mobile workers. This demand inspired both Intelligence Group and StepStone to join forces with the goal to set up an international research into the European labour market. The aim of this research was to provide recruiters and other HR professionals, who wish to recruit workers from outside their own country, insight into the European labour market based on facts. This manual displays the results from this research and gives practical advice how this knowledge may be implemented in an international recruitment strategy.

It shows why current employers active on the international labour market are looking for workers abroad and the barriers they face in doing so. Two approaches to international recruitment are introduced. In the first approach, the aim is to attract workers from abroad to come to you. This manual sheds light onto the mobile workforce willing to move abroad. Furthermore, it shows who is willing to move to a certain country, the reasons for this willingness, the most important aspects in a job for these workers and the methods they use when looking for a new job. The second approach involves moving (some) of your business abroad and attracting local workers. To help formulate a strategy for this approach the workforce in nine European countries is described. Important aspects like unemployment rate, popular sectors, most popular employers, desired aspects for a job, job seeking behaviour and preferred application method will be discussed. In the last chapter a checklist for an effective international recruitment campaign is given. Case studies are used to show how the information in this manual can be translated into an international recruitment strategy.

Acknowledgments

The research and this manual could not have been accomplished without our partner in this project: StepStone. Especially the efforts and comments of Piet Derriks and Monècha Odijk have been invaluable and highly appreciated. We would also like to thank our colleagues Maaïke Post and Anne-Britt Petri for their contributions to this manual, their advice and inspiration. Finally, a special thanks to ACA IT-Solutions for allowing us to use their recruitment campaign as a case study.

YUMI STAMET
GEERT-JAN WAASDORP
INTELLIGENCE GROUP

“THE WORLD IS MOVING AHEAD IN MORE INTEGRATED PRODUCT MARKETS OF GOODS AND SERVICES, IN CAPITAL MARKETS AND CROSS-BORDER INVESTMENTS, AND YET WE SEEM TO WANT TO HOLD UP A STOP-SIGN TO LABOR MOBILITY.”

DANIEL GRISWOLD

(DIRECTOR OF THE CATO INSTITUTE’S CENTER FOR TRADE POLICY STUDIES)

1. INTRODUCTION

1.1 Labour mobility in Europe

In 1986 the European Union signed the Single European Act. In this Act, it envisioned itself to be ‘an area without internal frontiers in which the free movement of goods, persons, services and capital is ensured’. Twenty years later, in the European Year of Workers’ Mobility, we may conclude that the progress towards free movement of goods and capital has been substantial, whereas the mobility of people between Member States has remained low. Approximately five percent of the EU’s resident population are non-nationals of the Member States in which they reside. Less than two percent of these non-nationals are EU nationals of other Member States. Annual mobility of EU nationals within the EU (across Member State borders) is less than 0.4 percent. In comparison, the mobility rate in the US exceeds this figure six times. In 2005, Vladimír Špidla, European Commissioner for Employment, Social Affairs and Equal Opportunities, described some of the reasons for low worker mobility in the EU. “There are still legal, administrative, and linguistic obstacles to worker mobility, coupled with lack of knowledge about available information and assistance, and many workers remain unconvinced about the advantages of working in another country and/or sector,” he said.

(SOURCE: EC.EUROPA.EU/EMPLOYMENT_SOCIAL/NEWS).

Not only do these figures pose a threat to the vision stated in 1986, but in March 2000, the EU agreed to make itself ‘the most competitive and dynamic knowledge-driven economy by 2010’. In a knowledge-driven economy, human capital is a key factor in enhancing competitiveness. Instead of mass-production today’s economy focuses on the flexible production of goods and services to fit every customer’s individual needs. This requires a flexible, educated and skilled workforce. With over 450 million citizens, the European Union represents one of the world’s largest single (labour) markets, but the low mobility rates suggest that the European job pool is not used adequately. This is emphasized by the fact that in an international survey by PricewaterhouseCoopers, nearly half of the firms participating agreed that ‘there is no skill shortage in Greater Europe – people are just in the wrong place’. This does not only concern EU policy makers, but recent developments have also made it an issue for businesses across Europe.

1.2 Recent developments

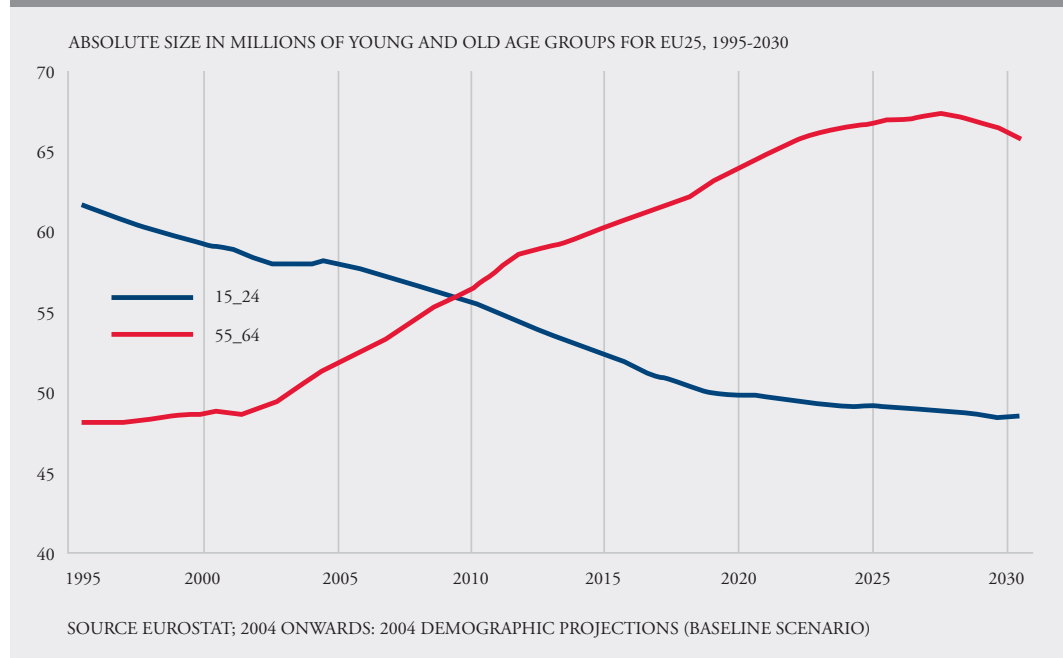
Economic developments

Recent economic growth has led to a tightening of the labour market. Certain regions are already facing skill shortages in specialized fields like IT and engineering. The transition to a knowledge-driven economy has increased the demand for highly skilled workers. Furthermore, the ongoing globalisation of the world economy has increased the demand for international skills among workers, e.g. the command of foreign languages and knowledge of foreign markets and cultures. For businesses to beat the competition and stay ahead, recruiting and retaining the right talent will become crucial.

Demographic developments

Demographic changes will tighten the labour market even further in the near future. Fertility rates in Europe are low and are expected to decrease even further. In the meantime, life expectancy continues to increase due to improved healthcare and general living conditions. The low fertility rate and the improved prospects for a healthy old age will change the labour market. Prognoses indicate that the EU's labour force will be reduced by 20 million by 2030. The flow of new entrants to the labour market may prove insufficient to replace retiring workers and the number of older workers will increase. This will not only affect labour supply but it will also influence the demand for certain skills. The demand for healthcare workers for example, will grow to provide for our aging society. These developments will not only affect the labour market, but will also put enormous pressure on economic growth and social security systems.

FIGURE 1.1 DEMOGRAPHIC PROJECTIONS FOR EU25, 1995-2030



Technological developments

Technological advancements have had a significant influence on the way we work and communicate with each other. The emergence of the Internet, e-mail and other IT applications has made it possible to share large amounts of information with people all over the world in mere seconds. Some might expect that these developments will reduce the need for mobility, but that is not the case. Technological change has increased the demand for highly skilled workers. To keep a competitive edge in a rapidly changing market, businesses need skilled workers who are not only able to develop and implement these technologies, but who are also able to facilitate the fast diffusion and consumption of knowledge. Several countries are already facing shortages in these fields.

IN AN INTERNATIONAL SURVEY BY PRICEWATERHOUSECOOPERS ONLY 18 PERCENT OF ALL BUSINESSES BELIEVED THAT ADVANCES IN TECHNOLOGY WOULD MEAN THAT THERE WOULD BE LESS NEED TO HAVE MOBILE STAFF. APPARENTLY, MOST COMPANIES THINK THAT ADVANCEMENTS IN IT WILL NOT REDUCE THE NEED FOR THE PHYSICAL PRESENCE OF WORKERS.



1.3 The research

Tapping into the European workforce will broaden the possibilities for recruiting the right talent and skills, but considering the current mobility rate, companies will have to make a real effort to attract employees from abroad. This inspired the research into the European labour market presented in this study, which aims to give companies and their recruiters practical information to assist them in determining their strategy for the international labour market. The research involved 2171 companies from eight different countries (Belgium, Denmark, Germany, Italy, the Netherlands, Norway, Sweden and United Kingdom). Their reasons for and experience with international recruitment were analysed. In addition, 20 998 workers from nine different countries (Belgium, Denmark, France, Germany, Italy, the Netherlands, Norway, Sweden and United Kingdom) were questioned about their preferences, motives and job seeking behaviour in the labour market and their willingness and motivations to work abroad.

These workers were recruited among the visitors to the international career portal StepStone (and Totaljobs in the UK) where they completed online questionnaires. The sample consists mainly of people with tertiary education (61%). More than half (56%) had a full-time job and 22 percent was not employed at the time they participated in this survey. The sample predominantly consisted of people aged between 25 and 44 (74%). Thus, the results will be mainly applicable for highly skilled professional workers in the international labour market.

This study contains the most important findings from this research, which have been translated into practical guidelines for your international recruitment strategy. The results from the employer questionnaire will be discussed first, followed by a presentation of two different international recruitment strategies. The first strategy focuses on attracting people from abroad. The second strategy is utilised when you choose to move some of your activities abroad and you have to find new employees in that new location. The practical implementation of these strategies depends on your reasons for international recruitment and the scope of your recruitment needs. The findings of the worker questionnaire will give you insight into the messages you need to send to attract foreign workers, the most effective way to reach the workers with suitable qualifications and the regional differences in preferences and motivations to work abroad. In closing, some general guidelines and practical suggestions are given for setting up an effective international recruitment campaign.

NOTE:

THE FOCUS OF OUR RESEARCH WAS MOBILITY IN THE INTERNATIONAL LABOUR MARKET. INTERNATIONAL MOBILITY OF WORKERS WITHIN THEIR OWN COMPANIES WAS NOT INCLUDED IN OUR RESEARCH.

THERE ARE NO FOREIGN LANDS.
IT IS THE TRAVELLER ONLY
WHO IS FOREIGN.

ROBERT LOUIS STEVENSON (1850-1894)

2. THE NEED FOR INTERNATIONAL RECRUITMENT

2.1 Why international recruitment?

Beside the economic and social reasons favouring international recruitment, many companies have their own internal reasons for recruiting internationally. In general, these reasons fall into the following categories:

- To uphold the international profile of the company and its business
- To enable growth (internationally)
- To obtain the desired skills and talents
- To meet a shortage in the local labour market
- To reduce costs

Some companies want to recruit foreigners to strengthen their international status. They believe their workforce should be as diverse as their clientele. Others recruit internationally to fill specific international positions in their local or foreign offices. The latter are generally filled by local workers. These workers are recruited for their knowledge of the home market and the local language. Some international institutions like Europol are forced to recruit internationally due to their internal regulations.

When a national company wishes to grow into an international company by moving part of its business to another country or by setting up a new business in another country, it may need to find local workers in the new location. TomTom (personal navigational systems) for example has experienced this need. Other companies may need to recruit internationally because their growth has accelerated their need for workers to the extent that their local labour market cannot meet their demand.

Acquiring employees with the right skills may also be a reason in itself for companies to look beyond their borders. Certain skills may be in such high demand that the national labour market becomes depleted. Recruiting these skills in other countries may resolve this shortage if the countries are not all equally affected. Healthcare institutions in certain western European countries are recruiting nursing staff in Eastern Europe because of local skill shortages. Certain skills may be less developed in some countries due to the educational system or lack of resources. Companies in these countries may have to look abroad to acquire these skills.

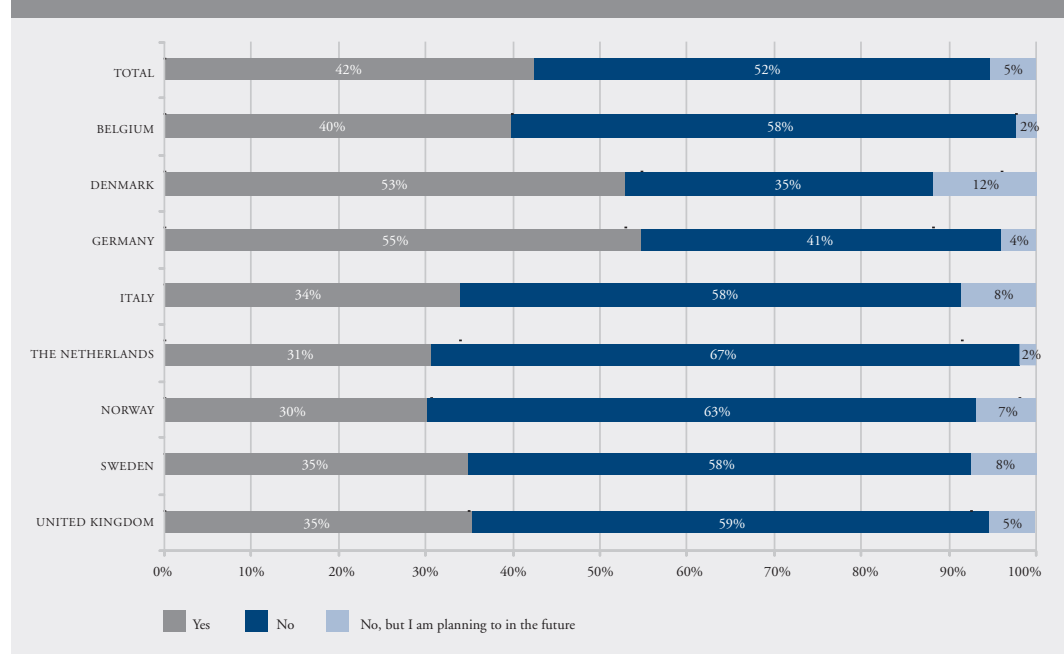
Some countries may face a general labour shortage. This will force companies to search for employees outside their own borders. They may require workers with specific skills as well as all kinds of workers. This may become a reality for many countries in the near future when the baby boom generation, born after WWII, reaches retirement age.

The acquisition of cheaper staff recruited internationally may assist a company's cost reduction strategies. A company may move some of its activities to a country with generally lower wage rates. Slovakia for example has become a popular destination for the automotive industry.

2.2 Why do employers recruit internationally?

Of the 2171 companies participating in our survey, 42 percent recruit internationally and five percent are planning to do so in the future. Companies in Denmark and Germany are the most active in the international labour market. Companies in the Netherlands and Norway are least likely to recruit internationally. The majority of the larger companies (250 employees or more) are looking abroad for new employees, but even among the smaller companies 35 percent or more are active in the international labour market.

FIGURE 2.1 DO YOU EVER RECRUIT INTERNATIONALLY?



Companies were asked what their expectations were concerning the development of their current staff levels. Those that expect their staff levels to increase up to ten percent or more in the next year are relatively more active in the international labour market in comparison to companies who expect less increase in their staff levels or even a reduction of staff. Apparently, expected extensive future growth in staff levels increases the need to recruit internationally.

Reasons for international recruitment

The most important reason for companies to recruit internationally is their international profile. Cheaper staff is the least important reason to recruit abroad. Many EU governments have restricted the immigration of workers from the new Eastern European members of the EU to prevent employers from attracting large amounts of cheaper staff from these countries at the expense of the national labour market. With only five percent of the companies looking for cheaper staff abroad this concern may prove to be less significant than expected.

TABLE 2.1 REASONS FOR INTERNATIONAL RECRUITMENT

WHAT ARE YOUR REASONS FOR RECRUITING INTERNATIONALLY?	
BECAUSE WE ARE AN INTERNATIONAL COMPANY	52%
TO SOURCE SPECIFIC SKILLS	41%
TO FILL INTERNATIONAL ROLES	40%
LOCAL SKILLS SHORTAGES	24%
LOCAL LABOUR SHORTAGE	20%
CHEAPER STAFF	5%

Other important reasons for international recruitment are to obtain appropriate skills, local skill shortages and labour shortages. The difference between the latter two is that a skills shortage makes it difficult to fill positions in some occupational areas, whereas a labour shortage affects the recruitment for practically all positions. These two factors may affect a whole region or nation. Skill shortages seem to be most problematic in the UK and Norway. Companies in the Netherlands and Norway are the most likely to recruit internationally because of local labour shortages. These two countries happen to have the lowest unemployment rates (SOURCE: EUROSTAT 2005). This indicates that they have effectively utilised their national labour force and are now experiencing general labour shortages.

National and international companies have different reasons for recruiting beyond their own borders. Shortages in their own country, for specific skills or in general, drives national companies to the international labour market. International companies are present in the international labour market mainly because of their international profiles and thus the international positions that they need to fill.

TABLE 2.2 REASONS FOR INTERNATIONAL RECRUITMENT BY TYPE OF COMPANY

INTERNATIONAL COMPANY		
TO FILL INTERNATIONAL ROLES		40%
TO SOURCE SPECIFIC SKILLS		34%
LOCAL SKILLS SHORTAGES		15%
LOCAL LABOUR SHORTAGE		13%
CHEAPER STAFF		4%
NATIONAL COMPANY		
TO SOURCE SPECIFIC SKILLS		48%
TO FILL INTERNATIONAL ROLES		39%
LOCAL SKILLS SHORTAGES		35%
LOCAL LABOUR SHORTAGE		27%
CHEAPER STAFF		7%

2.3 Who are employers trying to recruit?

2.3.1 NATIONALLY

Some positions are more difficult to fill than others. Table 2.3 shows the top three occupational areas that pose the biggest problems for recruiters and HR professionals in eight European countries. In general, Engineering & Technical, IT & Telecommunications and Sales & Purchasing positions seem to be the most difficult to fill. In the UK Marketing, Advertising and PR professionals are harder to find compared to Sales & Purchasing professionals. Engineering & Technical positions are the most sought after in Belgium, Germany, Denmark and the UK. Companies in Italy and the Netherlands are especially in need of IT & Telecommunications specialists. Norwegian and Swedish recruiters are mainly looking for Sales & Purchasing professionals.

TABLE 2.3 OCCUPATIONAL AREAS THAT ARE PARTICULARLY DIFFICULT TO FILL

COUNTRY	OCCUPATIONAL AREA	
BELGIUM	ENGINEERING/TECHNICAL PROFESSIONS	33%
	IT/TELECOMMUNICATIONS	32%
	SALES/RETAIL/PURCHASING	18%
DENMARK	ENGINEERING/TECHNICAL PROFESSIONS	28%
	SALES/RETAIL/PURCHASING	24%
	IT/TELECOMMUNICATIONS	24%
GERMANY	ENGINEERING/TECHNICAL PROFESSIONS	38%
	IT/TELECOMMUNICATIONS	25%
	SALES/RETAIL/PURCHASING	24%
ITALY	IT/TELECOMMUNICATIONS	30%
	SALES/RETAIL/PURCHASING	29%
	ENGINEERING/TECHNICAL PROFESSIONS	20%
THE NETHERLANDS	IT/TELECOMMUNICATIONS	33%
	ENGINEERING/TECHNICAL PROFESSIONS	25%
	SALES/RETAIL/PURCHASING	21%
NORWAY	SALES/RETAIL/PURCHASING	26%
	ENGINEERING/TECHNICAL PROFESSIONS	24%
	IT/TELECOMMUNICATIONS	12%
SWEDEN	SALES/RETAIL/PURCHASING	23%
	IT/TELECOMMUNICATIONS	23%
	ENGINEERING/TECHNICAL PROFESSIONS	21%
UNITED KINGDOM	ENGINEERING/TECHNICAL PROFESSIONS	28%
	MARKETING/ADVERTISING/PR	17%
	IT/TELECOMMUNICATIONS	16%

2.3.2 INTERNATIONALLY

More than 40 percent of the companies in our survey are already searching the international labour market trying to find workers with the right skills. They have an especially hard time finding people in the following occupational areas:

- Research, Development & Science
- Engineering & Technical Professions
- Banking & Financial Services
- Transport & Logistics
- IT & Telecommunications

Research, Development & Science positions require very specialized, highly skilled workers. In a knowledge driven economy, they are the pioneers needed to move ahead of the competition. Essentially, the labour market for these workers has always been more international. Many of these workers have already travelled abroad to obtain their knowledge/skills and meet with other specialists in their field. In search of further challenges and better facilities to broaden their knowledge, these workers are more inclined to move abroad than other workers, but they are scarce and in demand.

Engineering & Technical and IT & Telecommunication positions are also hard to fill, because in many countries the demand for workers with the right qualifications for these positions significantly exceeds the supply. The knowledge driven economy has led to an increasing demand for these workers, but the influx of new students in the educational fields necessary to acquire these skills has not kept pace with this demand. Consequently, many European regions are facing shortages in these fields.

Another occupational area that has become a problem for international recruiters is Banking & Financial services. The demand for banking and especially financial services has grown, mainly due to reforms in the financial sector (e.g. Sarbanes-Oxley) in the aftermath of the Enron-scandal. This has substantially increased the need for external and internal financial specialists in many Western countries.

It has also become more difficult to attract suitable applicants for Transport & Logistics positions. The recent growth of the European economy has increased the demand for Transport & Logistic services. In recent years, many companies have relocated their production facilities away from their own local consumer market. This has also contributed to the growth of the Transportation & Logistics sector. Competition in this sector has further increased due to the accession of the Eastern European countries to the EU. Finding the right workers for the right price has therefore become even more crucial.

The following occupational areas are less sought after by the companies that are already recruiting internationally:

- Marketing, Advertising & PR
- Sales, Retail & Purchasing
- Manufacturing & Manual Work
- Secretarial

Apparently, foreign workers are less desirable for these positions because there is definitely a demand for (some) of these skills.



2.4 Where are employers trying to recruit?

Companies prefer to recruit from neighbouring countries. This is understandable from a practical point of view. The distance the workers from surrounding countries will have to travel to work in another country will be less if they accept a position in a neighbouring country. In some cases, the new employee may even be able to commute between their home country and their work abroad. Companies in the UK have no particular preference regarding the country of origin of their foreign employees. Being separated from the main continent of Europe makes it almost impossible for foreign workers to commute from their home country to their work in the UK. The local language also causes fewer problems for British companies when attracting workers from many different countries, because English is the most widely spoken language in Europe.

TABLE 2.4 PREFERRED COUNTRIES FOR EMPLOYERS

FROM WHICH FOREIGN COUNTRIES DO YOU ALREADY RECRUIT OR WOULD YOU CONSIDER RECRUITING FROM IN THE FUTURE?

HOME COUNTRY	FIRST CHOICE	SECOND CHOICE	THIRD CHOICE
BELGIUM	FRANCE	THE NETHERLANDS	UNITED KINGDOM
DENMARK	SWEDEN	NORWAY	GERMANY
GERMANY	AUSTRIA	FRANCE	THE NETHERLANDS
ITALY	FRANCE	GERMANY	UNITED KINGDOM
THE NETHERLANDS	BELGIUM	GERMANY	UNITED KINGDOM
NORWAY	SWEDEN	DENMARK	GERMANY
SWEDEN	DENMARK	NORWAY	FINLAND
UNITED KINGDOM	ALL EUROPEAN COUNTRIES	ALL EEC MEMBERS	USA

Some companies may also believe the cultural differences between their home country and the surrounding countries will be smaller in comparison to countries further afield. The question is, is this really the case? To solve their recruitment needs some companies may underestimate the differences between their own culture and those of their neighbours. Because they expect fewer problems, they may also put less effort into helping these workers adjust, compared to workers from further abroad, but our research shows that cultural and language differences are the main barriers in international recruitment.

2.5 Barriers for employers

Companies that are already recruiting internationally were asked to choose the three biggest problems they face with international recruitment. Cultural and language differences appear to be the main barriers for employers, followed by legislation and difficulty in checking qualifications and references.

TABLE 2.5 BARRIERS IN INTERNATIONAL RECRUITMENT FOR EMPLOYERS

WHAT ARE YOUR BIGGEST PROBLEMS WITH INTERNATIONAL RECRUITMENT?			
	TOTAL	INTERNATIONAL COMPANY	NATIONAL COMPANY
CULTURAL AND LANGUAGE DIFFERENCES	43%	43%	44%
LEGISLATION	31%	34%	28%
DIFFICULTY IN CHECKING QUALIFICATIONS AND REFERENCES	26%	27%	26%
SPEED OF PROCESSES	22%	23%	20%
DIFFICULTY IN CONDUCTING INTERVIEWS	21%	21%	22%
COSTS	17%	18%	15%
DIFFERENT RECRUITMENT PRACTICES	17%	22%	11%
DIFFERING PAY LEVELS	16%	20%	12%
LACK OF KNOWLEDGE	10%	11%	9%
INTERNAL GUIDELINES	3%	4%	2%

Considering the fact that 20 different languages are spoken in the EU, which consists of 25 different countries, problems related to language and culture are no big surprise (see Box 1 on the next page). Barriers resulting from legislation substantiate the fact that the free movement of people is not yet ensured in Europe. Europe still lacks integrated employment legislation and differences in tax and benefit systems create problems in establishing the right (competitive) remuneration for foreign workers.

Differences in educational systems and language barriers cause difficulties in checking foreign applicants' qualifications. To correctly assess a foreign application a thorough understanding of the different educational levels in the applicant's country of origin is needed. With the signing of the Bologna agreement 40 countries have all agreed to adopt a system for higher education with two main cycles that will result in equivalents of a Bachelors and a Masters degree by 2010. Since 2005, all students who have graduated from a higher education institution in the signatory countries should receive a diploma supplement that states the individual graduate and the achieved qualification level. This should make it easier to compare and assess foreign qualifications. Still, prudence is in order, because some degrees from fake institutions like the University of St Moritz can be bought on the Internet at so called 'diploma mills' or 'degree mills'.

Language differences and inadequate knowledge of the foreign market complicate the assessment of references. Also, keep in mind that recruitment practices may differ in other countries. In Germany for example, it is very common to send a photograph with an application. In the Netherlands however this would be considered strange for most positions.

International companies perceive procedural aspects of international recruitment to be more of an obstacle compared to national companies. The reason for this may be found in the frequency with which a company hires abroad. International companies do this on a more regular basis. National companies recruit internationally when a specific situation (or position) makes it necessary to do so. They take these aspects in their stride because they perceive them to be unavoidable. International companies face these barriers repeatedly and have come to view them as structural obstacles to a regular procedure.

Companies in the Netherlands experience fewer cultural and language based barriers in comparison to other countries in our survey. This may be influenced by the well-known liberal social values this country upholds and the fact that three in four Dutch citizens speak English. Dutch and Belgian companies perceive legislation to be an important barrier. In Italy, the additional costs of recruiting internationally are perceived as an obstacle.

BOX 1: DIFFERENCES IN NON VERBAL COMMUNICATION



THIS HAND SIGN HAS DIFFERENT MEANINGS IN DIFFERENT COUNTRIES. IN NORTH AMERICA AND MOST OF EUROPE IT MEANS “OKAY” OR “EVERYTHING IS FINE”. IN GREECE AND TURKEY, IT’S A SEXUAL INSULT WHILE THE BELGIANS AND THE FRENCH MAY BE CALLING YOU STUPID OR INDICATING SOMETHING OR SOMEONE IS OF NO WORTH OR VALUE. IN ITALY, YOU MAY WANT TO EXPLAIN WHAT YOU ARE TRYING TO SAY SINCE THIS MAY MEAN “WHAT ARE YOU TALKING ABOUT?”

2.6 Strategies, choices and consequences

Basically, there are two main strategies in international recruitment. In the first strategy, a company tries to attract foreign workers to move to their home country. This strategy is called 'People to work'. The second strategy involves companies that relocate part (or all) of their activities to a different country. This is called 'Work to people'.

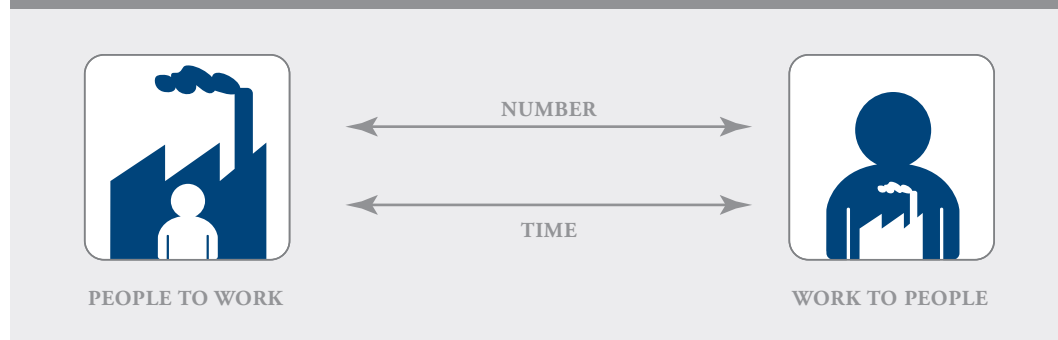
As discussed in the beginning of this chapter, there may be various reasons why you have to recruit internationally. To help you decide which strategy is appropriate for your company, Table 2.6 lists the reasons and how they may influence your decision to utilise one of these strategies.

TABLE 2.6 STRATEGIES AND REASONS FOR INTERNATIONAL RECRUITMENT

	PEOPLE TO WORK	WORK TO PEOPLE
INTERNATIONAL PROFILE	STRENGTHEN INTERNATIONAL PROFILE	FILL INTERNATIONAL POSITIONS IN FOREIGN COUNTRY
	FILL INTERNATIONAL POSITIONS IN HOME COUNTRY	MOVE BUSINESS TO OR OPEN BUSINESS IN A FOREIGN COUNTRY TO STRENGTHEN INTERNATIONAL PROFILE
GROWTH	LOCAL LABOUR MARKET CANNOT MEET GROWING DEMAND FOR WORKERS	EXPAND INTERNATIONAL ACTIVITIES IN A FOREIGN COUNTRY
	YOUR COMPANY HAS GROWN INTO AN INTERNATIONAL COMPANY	SETTING UP NEW BUSINESS IN A FOREIGN COUNTRY
TO OBTAIN SKILL/TALENT	ATTRACT FOREIGN WORKERS WITH CERTAIN SKILLS	MOVE (PART OF) YOUR ACTIVITIES TO BE CLOSER TO WORKERS WHO HAVE THE NECESSARY SKILLS
	SUPPLY OF CERTAIN SKILLS THAT ARE NOT AVAILABLE TO MEET THE GENERAL DEMAND IN YOUR OWN COUNTRY	
SHORTAGE IN LOCAL LABOUR MARKET	ATTRACT FOREIGN WORKERS TO COMPENSATE FOR LOCAL LABOUR SHORTAGE	MOVE (PART OF) YOUR ACTIVITIES BECAUSE OF LOCAL LABOUR SHORTAGE
COST REDUCTION	ATTRACT FOREIGN WORKERS BECAUSE THEY HAVE LESS DEMANDS THAN NATIVE WORKERS	MOVE (PART OF) YOUR ACTIVITIES BECAUSE THE SAME WORK CAN BE DONE BY LESS EXPENSIVE STAFF IN ANOTHER COUNTRY

Apart from these reasons two more factors should be considered - the number of workers needed and the period of time these workers will be needed.

FIGURE 2.2 THE INFLUENCE OF TIME AND NUMBER ON THE STRATEGIES IN INTERNATIONAL RECRUITMENT



Number

If the number of workers you want to recruit internationally is small, attracting them to come to you is probably the most cost effective course of action. As your need for foreign workers grows, moving (part of) your business to a region that can supply your demand for workers may be a better solution from a practical and financial point of view. On the other hand, in some cases you might decide to choose the Work to people strategy even though you only need a small number of people, for example when opening a new office in a new foreign market.

Time

The amount of time you wish to hire workers should also be considered. If you need the foreign workers for only a short amount of time (e.g. seasonal workers), you can stay where you are and attract foreigners to come to you. Alternatively, you might move to a temporary location abroad and attract local workers. If your need for these workers stretches over a long period of time or even indefinitely, moving your business could be an attractive option.

The next two chapters will review the workers you wish to recruit under these two strategies. Which aspects are important to them when looking for a job? Where and how do they search for a job? What are the regional differences in their job seeking behaviour?

THE LOVE OF ONE'S COUNTRY
IS A SPLENDID THING.
BUT WHY SHOULD LOVE STOP
AT THE BORDER?

PABLO CASALS (1876 - 1973)

3. PEOPLE TO WORK

3.1 Meet Europe's mobile workforce

To effectively attract the mobile workforce, knowing who you are trying to recruit is essential. So let's meet Europe's mobile workforce.

Europe's mobile workforce consists mainly of men. Men (68%) are substantially more interested in working abroad compared to women (54%). The reason for this may be found in the different motives to work abroad for men and women. Women are more inclined to work in a foreign country because they want to experience different cultures, meet new people and take advantage of educational opportunities. They are more adventure driven and are less inclined to stay abroad for an extended period (more than two years). Men are more attracted to working abroad because it will enable them to work for a certain kind of employer such as a more trustworthy employer, a large company or a company with appealing products/services. They are more career driven than women and are more willing to sign up for a long or even indefinite stay abroad.

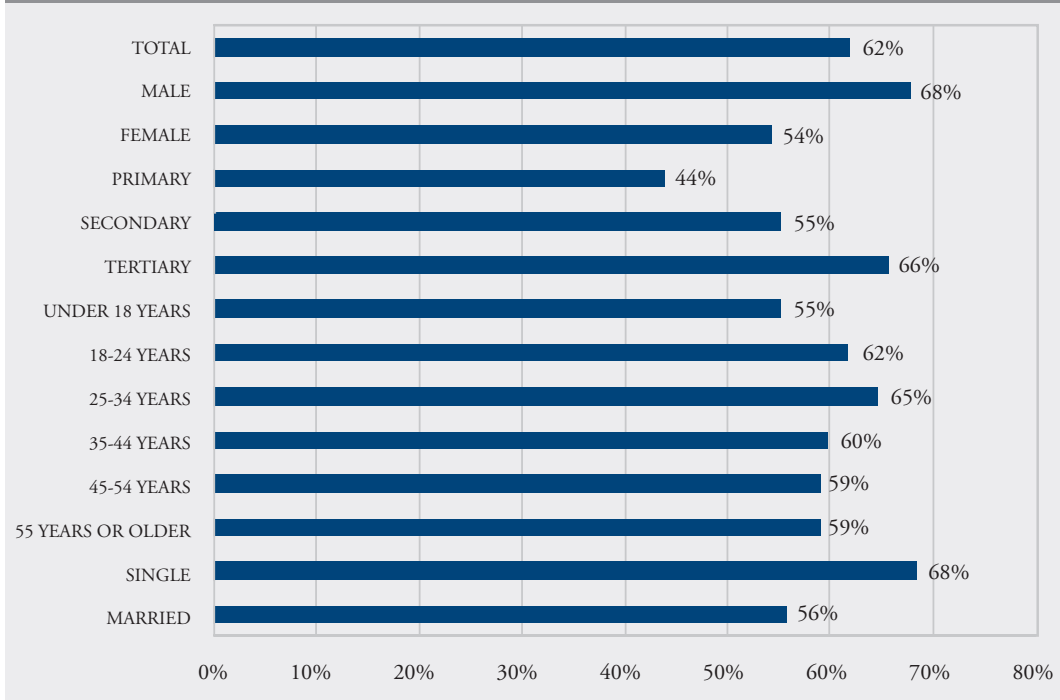
Moving abroad to seek adventure is something most people do when they have no attachments. As soon as women have a partner or start a family, packing up and moving to a foreign country just 'for the fun of it' may hold too many risks. Moving abroad to advance one's career is a risk people are more willing to take because there is a realistic chance it will improve their standard of living. Educational level also seems to affect the willingness to work abroad. People with tertiary education are keener to work in a foreign country. They are also the most sought after workers in the international labour market.

Young people also seem to be a little more inclined to work in a foreign country. This willingness drops a bit after the age of 35, but even among workers 35 and over, approximately 60 percent would consider a job in another country. Most employers who are hoping to attract foreign workers are looking for professionals with several years work experience. The willingness among these professionals is not discouraging at all, but it also emphasizes the need for a sound recruitment strategy to induce them to come to you. In comparison, only 55 percent of people under 18 are willing to work abroad. They want to try their luck in their national labour market first.

Single people are more inclined to move than those who are married. Married people also have to consider their spouses and any children they may have. Employment opportunities for their spouses, suitable housing for a family and requirements concerning their children's education are just some of the extra issues married people have to tackle when moving to another country.



FIGURE 3.1 CHARACTERISTICS OF THE MOBILE WORKFORCE IN EUROPE



The average willingness to consider a job in a foreign country is 62 percent. With 88 percent willing to work outside of the UK, the Britons are the most mobile workers in our survey, followed by the Swedes and the Germans. The Danes and the Dutch are the least mobile workers.

FIGURE 3.2 WILLINGNESS TO WORK ABROAD

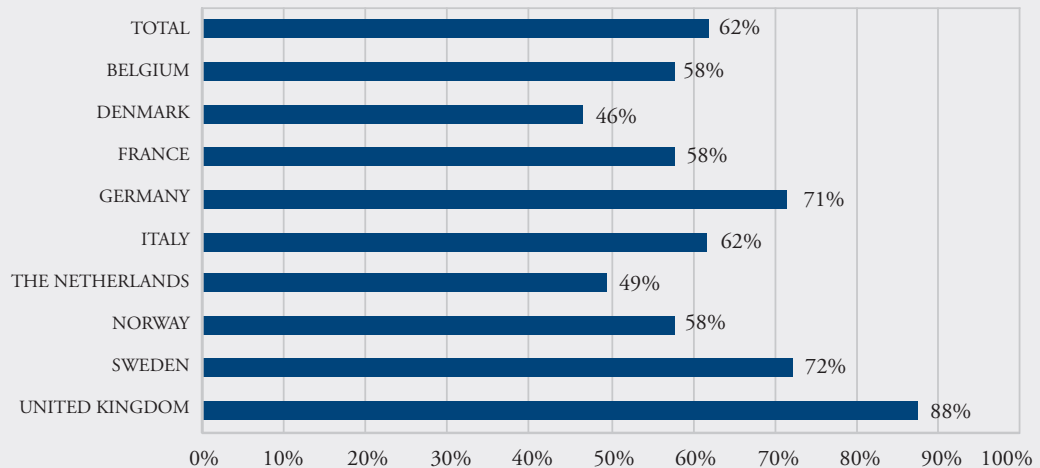
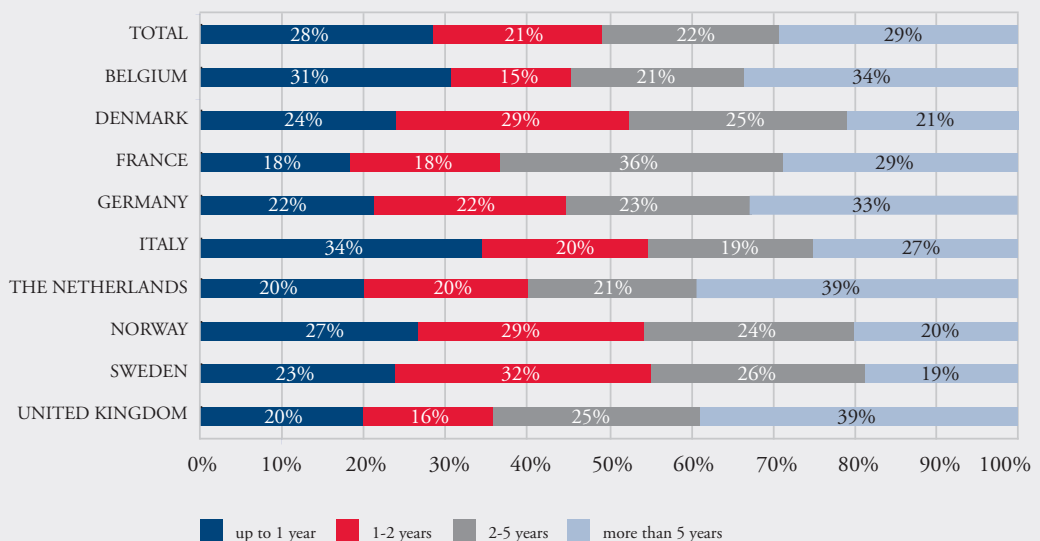
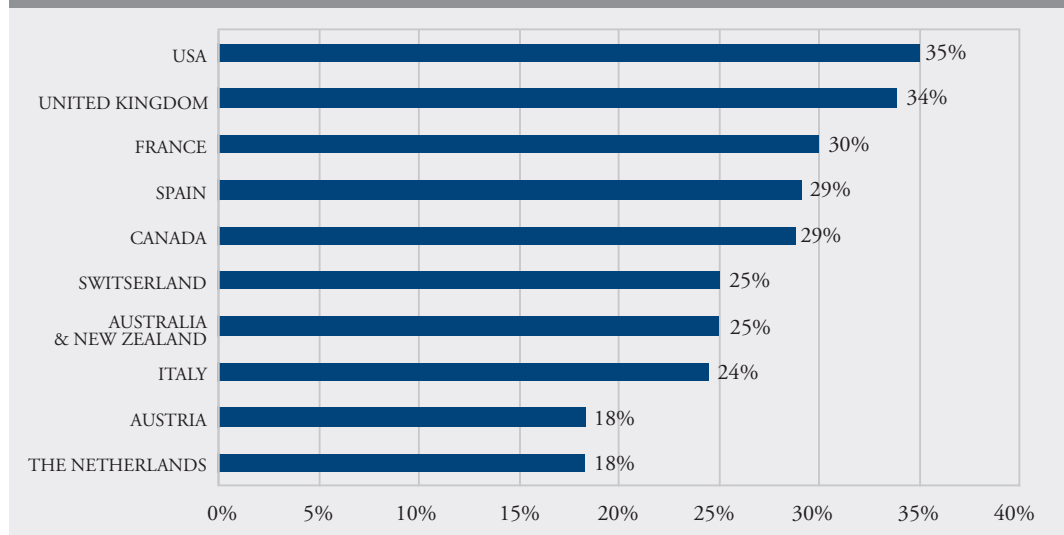


FIGURE 3.3 FOR HOW LONG WOULD YOU BE WILLING TO WORK ABROAD?



The Britons are not only the most willing to work abroad, they are also the most willing to stay abroad for an extensive period. Almost 40 percent would not mind working in another country for more than five years. The Dutch may not be the most inclined to work outside their own country but of those who are willing to do so 39 percent is prepared to leave the Netherlands for more than five years. Workers from the Nordic countries (Norway, Sweden and Denmark) are less keen on staying away that long. Most of them would like to return to their own country within two years.

FIGURE 3.4 POPULAR COUNTRIES TO WORK IN

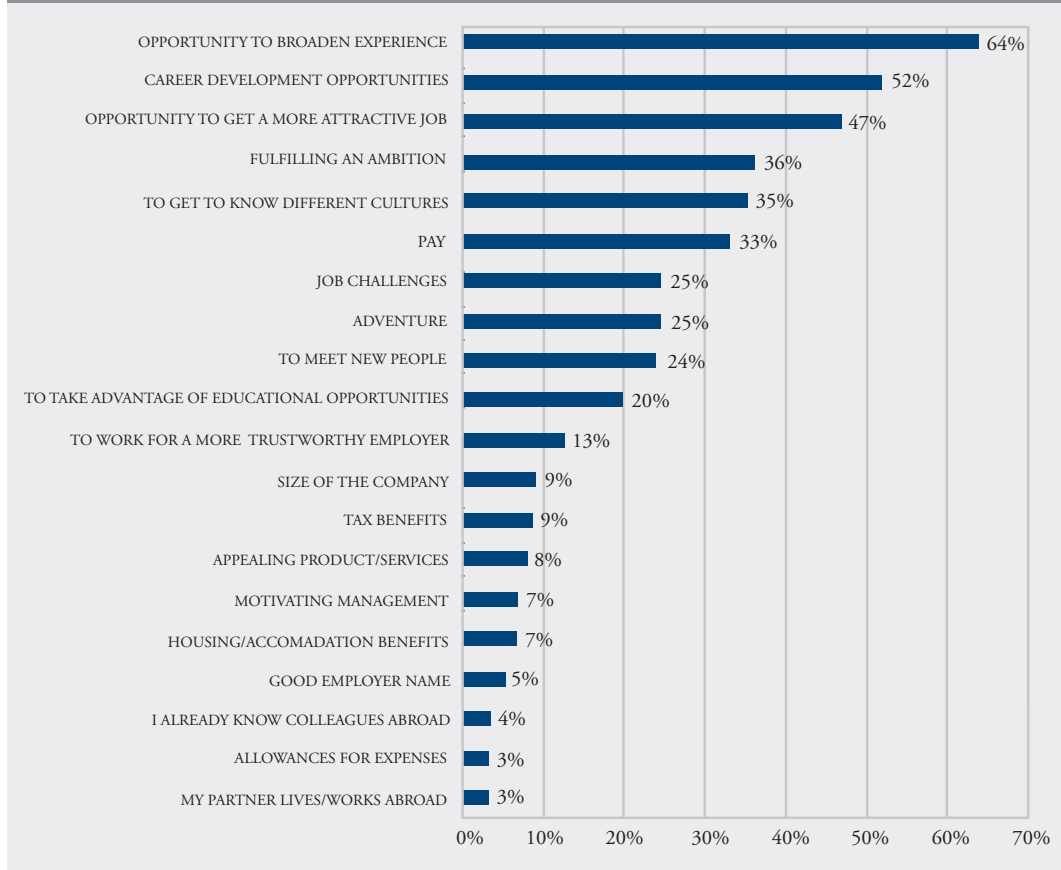


The USA and the UK are the most popular countries among those who would like to work in a foreign country. Language may play a key part in this. English is the most widely spoken (second) language in Europe. Eastern European countries like Belarus, Ukraine, Bulgaria and Slovakia are the least popular countries to work in.

When considering the reasons why people would like to work abroad, the most common reason is to broaden experience. Career development opportunities and the opportunity to get a more attractive job are also widely expressed. The latter are both career related issues. Other reasons are linked to the experience of living in another location, getting to know different cultures, adventure and meeting new people. Financial issues like better pay and certain benefits are factors that play some part in the decision to move abroad, but they are not primary reasons.

The reasons for the willingness to work abroad differ according to education level. The opportunity to broaden experience is the most important reason for all workers, but adventure and the opportunity to meet new people are more important to workers with primary education compared to those with secondary or tertiary education. These middle and higher educated workers are more career driven. Career development opportunities, job challenges and the opportunity to get a better job are more important to them than they are to workers with primary education.

FIGURE 3.5 REASONS FOR WORKING ABROAD



When looking to start or further a career in a new country, there are different ways to search for a job in the desired location. Figure 3.6 lists the most widely used search methods of those who would like to work in a foreign country. Job boards are clearly the most preferred method. The question is - which job board accommodates these internationally orientated job seekers? On most international job boards it is possible to search for jobs across Europe or even the globe but the results from these searches are varied. The supply of vacancies does not always meet expectations and many vacancies are presented in the language of the home country, which makes it difficult for international job seekers to even understand the job description. Job seekers who know exactly where they would like to work, may visit the website of an international job board in the country of their choice. Unfortunately, many of these job boards are in the local language. On the other hand, presenting a vacancy in the local language may also work as a pre-selection tool if it is necessary to speak or at least comprehend the local language. As a recruiter, you need to ensure that this is a conscious decision. If you would like to translate your vacancy into English for example, international job boards like StepStone offer translation services to help you place your vacancy in English.

FIGURE 3.6 METHODS FOR FINDING A JOB ABROAD

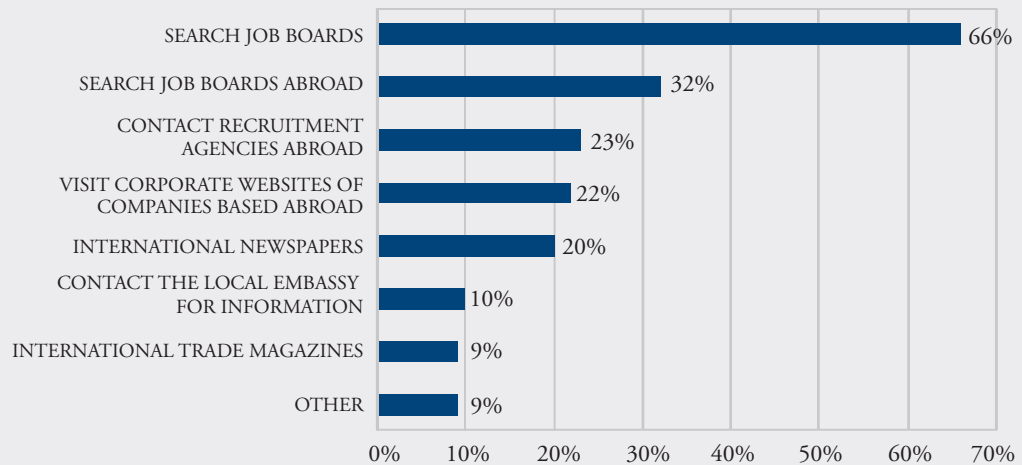


Figure 3.6 further highlights the importance of the Internet for international job seekers with the corporate website in fourth position. Of all the workers interested in working in a foreign country 22 percent would visit corporate websites of the companies they would like to work for. This percentage actually downplays the real importance of a corporate website because in most cases international job seekers have no specific preference for the foreign company they want to work for. Therefore, they would not visit a corporate website in their initial search but 84 percent of the workers in our survey would visit the corporate website of a potential employer when looking for a job. Many job seekers will visit a company's website when they have seen an interesting job opportunity, on a job board for example. Therefore, it is obviously essential to have an attractive and inviting recruitment website. Especially for international job seekers, your website may be their very first introduction to your company.

Other methods for finding a position abroad mentioned in our survey are one's personal network and current employer. People would rather be sent abroad by their current employer than building a new career with a new company.

3.2 Who is willing to come to you?

Now you have met the mobile worker in general, but who is willing to come to you? This section will discuss the workers who are willing to move to a specific country. First, the nine participating countries will be discussed in alphabetical order starting with Belgium and ending with the UK. Subsequently another important region will be introduced, the USA.

The differences between people who are willing to move to a certain country and the mobile workforce in general are small, but these differences shed light on the distinguishing factors that induce people to work in a certain country. You can take advantage of these factors by communicating them on your website and in your vacancies. Box 2 explains the different aspects that are used to characterize the people who would like to go to a certain country for a new job.

Box 2: ASPECTS USED TO CHARACTERISE PEOPLE WILLING TO GO TO ANOTHER COUNTRY FOR A NEW JOB

DEMOGRAPHIC PROFILE:	DEMOGRAPHIC ASPECTS: SEX, AGE, EDUCATION LEVEL, WORK EXPERIENCE.
OCCUPATIONAL PROFILE:	THE THREE MAIN OCCUPATIONAL AREAS OF PEOPLE WILLING TO MOVE TO A CERTAIN COUNTRY.
MAIN COUNTRIES OF ORIGIN:	THE MAIN COUNTRY OR COUNTRIES OF ORIGIN OF THE PEOPLE WILLING TO MOVE TO A CERTAIN COUNTRY.
OTHER PREFERRED DESTINATIONS:	OTHER COUNTRIES THESE PEOPLE WOULD CONSIDER WHEN LOOKING FOR A JOB ABROAD. THESE COUNTRIES CAN BE SEEN AS THE COMPETITION IN THE INTERNATIONAL LABOUR MARKET.
DURATION:	PREFERENCES IN THE DURATION OF STAYING ABROAD.
IMPORTANT REASONS FOR MOBILITY:	IMPORTANT REASONS FOR THE WILLINGNESS TO WORK ABROAD FOR THE PEOPLE WILLING TO MOVE TO A CERTAIN COUNTRY. CONSIDERING THE FACT THAT THEY ARE WILLING TO GO TO THE COUNTRY IN QUESTION, THEY PROBABLY EXPECT TO FIND THESE ASPECTS IN THIS COUNTRY.
IMPORTANT ASPECTS OF A NEW JOB:	IMPORTANT ASPECTS OF A NEW JOB, REGARDLESS OF WHETHER IT IS ABROAD OR IN THE COUNTRY OF ORIGIN.
DISTINGUISHING ASPECTS OF A NEW JOB:	DISTINGUISHING ASPECTS OF A NEW JOB REGARDLESS OF WHETHER IT IS ABROAD OR IN THE COUNTRY OF ORIGIN.
SEARCH METHOD:	PREFERENCES IN THE METHOD OF LOOKING FOR A JOB ABROAD.
VISIT CORPORATE WEBSITE:	PERCENTAGE OF PEOPLE WHO WOULD VISIT THE CORPORATE WEBSITE OF A POTENTIAL EMPLOYER, E.G. AFTER THEY HAVE SEEN AN INTERESTING JOB OFFER.

AMSTERDAM
284 m.

BRUSSELS (MELSBROEK)

288 m.

463 km

ZURICH

(KLOTE

938

508 m.

ROME

(CIAM

16

1025 m.

LONDON AIR

86 m.

PARIS

BELGIUM

Language seems to play an important part in the decision to go to Belgium. This may be concluded from the fact that the Dutch and the French are the most inclined to move to Belgium for a new job. Dutch and French are official languages in Belgium.

Other countries these foreign workers may consider are France, the UK, Switzerland, the Netherlands and Luxembourg. These workers are predominantly male and have a higher education. Compared to the average mobile worker, people who would like to go to Belgium would like to stay there for two years or more. Short-term stays up to one year are less attractive to these workers.

Belgian employers seem to be the most important reason for foreigners to come to Belgium. These workers are not looking for adventure or tax benefits, but for large companies with interesting products and services that can offer them attractive and challenging jobs. Belgian companies should present their vacant positions as interesting jobs that will challenge the employee to reach new heights in their professional career. Ensure that you specify these challenges.

TABLE 3.1 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO BELGIUM

DEMOGRAPHIC PROFILE	MALE (68%)
	25-34 YEARS (44%)
	TERTIARY EDUCATION (78%)
	9 YEARS OR MORE WORK EXPERIENCE (45%)
OCCUPATIONAL PROFILE	IT & TELECOMMUNICATIONS (14%)
	SALES & PURCHASING (12%)
	ENGINEERING & TECHNICAL JOBS (10%)
MAIN COUNTRIES OF ORIGIN	THE NETHERLANDS
	FRANCE
OTHER PREFERRED DESTINATIONS	FRANCE
	UK
	SWITZERLAND
	THE NETHERLANDS
	LUXEMBOURG
DURATION	UP TO 1 YEAR (17%)
	1-2 YEARS (20%)
	2-5 YEARS (28%)
	MORE THAN 5 YEARS (35%)

TABLE 3.1 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO BELGIUM

IMPORTANT REASONS FOR MOBILITY	APPEALING PRODUCTS/SERVICES
	OPPORTUNITY TO GET A MORE ATTRACTIVE JOB
	SIZE OF THE COMPANY
	JOB CHALLENGES
IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE
DISTINGUISHING ASPECTS OF A NEW JOB	1. ABILITY TO MAKE AN IMPACT
	2. MORE RESPONSIBILITY
	3. CORPORATE CULTURE
SEARCH METHOD	SEARCH JOB BOARDS (75%)
	SEARCH JOB BOARDS ABROAD (37%)
	CONTACT RECRUITMENT AGENCIES ABROAD (26%)
	VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD (25%)
	INTERNATIONAL NEWSPAPERS (23%)
	INTERNATIONAL TRADE MAGAZINES (11%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (9%)
VISIT CORPORATE WEBSITES	85%

A new job should also offer these workers personal development opportunities, a competitive salary and a congenial working environment. All mobile workers value these conditions. They are basic requirements for considering a new job. However, the workers who are interested in moving to Belgium are especially looking for positions in which they can make an impact, have more responsibility and which offer them a pleasant working environment. An appealing corporate culture is therefore not only a basic requirement but should also be a distinguishing aspect of a job abroad. Foreign workers need to feel welcome and accepted within the company that will be the basis for their new life.

The best way to contact these foreign workers is through job boards, because 75 percent of the workers willing to go to Belgium use them to search for a new job. This percentage is high compared to the average mobile worker, as is the percentage of people using foreign job boards. Another important recruitment tool is your corporate website. Eighty-five percent of these workers will visit your website if they consider you to be a potential employer. Make sure your website catches their attention and entices them to apply.

DENMARK

People willing to move to Denmark to start a new job are predominantly male and have a higher education. Almost half has nine years or more work experience. They are mostly from the countries surrounding Denmark - Sweden, Norway and Germany. Recruiters in Denmark also tend to search in these countries when looking for foreign workers. The workers who would like to work in Denmark would also consider jobs in English speaking countries like the UK, USA and Canada and in Norway and the Netherlands. The latter two may be attractive to these workers because they have a strong and stable economy like Denmark. Most of the mobile workers willing to go to Denmark would like to stay there for two years or more. Compared to the average mobile worker they are less keen on positions for a period of one year or less.

TABLE 3.2 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO DENMARK

DEMOGRAPHIC PROFILE	MALE (68%)
	25-34 YEARS (42%)
	TERTIARY EDUCATION (75%)
	9 YEARS OR MORE WORK EXPERIENCE (48%)
OCCUPATIONAL PROFILE	IT & TELECOMMUNICATIONS (15%)
	SALES & PURCHASING (11%)
	ENGINEERING & TECHNICAL JOBS (11%)
MAIN COUNTRIES OF ORIGIN	SWEDEN
	NORWAY
	GERMANY
OTHER PREFERRED DESTINATIONS	UK
	NORWAY
	CANADA
	USA
	THE NETHERLANDS
DURATION	UP TO 1 YEAR (19%)
	1-2 YEARS (23%)
	2-5 YEARS (27%)
	MORE THAN 5 YEARS (31%)
IMPORTANT REASONS FOR MOBILITY	OPPORTUNITY TO GET A MORE ATTRACTIVE JOB
	APPEALING PRODUCTS/SERVICES
	TO WORK FOR A MORE TRUSTWORTHY EMPLOYER
	TO MEET NEW PEOPLE
	ADVENTURE

TABLE 3.2 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO DENMARK

IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE
DISTINGUISHING ASPECTS OF A NEW JOB	1. ABILITY TO MAKE AN IMPACT
	2. CORPORATE CULTURE
	3. MORE RESPONSIBILITY
SEARCH METHOD	SEARCH JOB BOARDS (73%)
	SEARCH JOB BOARDS ABROAD (34%)
	VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD (24%)
	CONTACT RECRUITMENT AGENCIES ABROAD (21%)
	INTERNATIONAL NEWSPAPERS (20%)
	INTERNATIONAL TRADE MAGAZINES (10%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (9%)
VISIT CORPORATE WEBSITES	86%

The reasons for wanting to work in Denmark seem to fall into two categories. In the first category, we find adventure and the opportunity to meet new people. Appealing employers with secure and attractive jobs and interesting products and services are in the second category of reasons why people want to come to Denmark. Secure jobs will be the most attractive for people from countries with a less stable economy, like Sweden and Germany. Attractive jobs with employers who have appealing products and services will mainly attract foreign workers who are looking for a challenging job in an interesting market. By emphasizing these elements, you may appeal to both the need for adventure and the need for attractive jobs and thereby motivate these workers to apply for your vacancy.

For these workers to come to you, your job position should at least offer personal development opportunities and good pay. Your company culture should also appeal to them if you want them to accept your job offer. This is even more important to them compared to the mobile worker in general, because they will not only have to adjust to a new work environment but also to a new social environment. Other aspects the people who want to go to Denmark are especially looking for are the ability to make an impact and more responsibility. If your company can offer this and you are able to communicate this to them, these foreign workers will be more inclined to come to you.

Job boards seem to be the most effective way to communicate with these workers. Over 70 percent of the people who are willing to come to Denmark would use a job board when searching for a job in a foreign country. Another effective medium is your own corporate website. Less than a quarter may look at corporate websites in their initial search, but 86 percent will visit the website of a potential employer at some time during the search for a new job. This is the ideal place to acquaint these potential applicants with your company and career possibilities.

FRANCE

Most people who would like to work in France are males with a higher education that come from neighbouring countries. Other countries they would consider are English speaking countries like the UK, the USA and Canada, and two neighbouring countries, Spain and Switzerland.

TABLE 3.3 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO FRANCE

DEMOGRAPHIC PROFILE	MALE (61%)
	25-34 YEARS (47%)
	TERTIARY EDUCATION (75%)
	9 YEARS OR MORE WORK EXPERIENCE (40%)
OCCUPATIONAL PROFILE	IT & TELECOMMUNICATIONS (14%)
	SALES & PURCHASING (12%)
	ENGINEERING & TECHNICAL JOBS (10%)
MAIN COUNTRIES OF ORIGIN	BELGIUM
	ITALY
	GERMANY
OTHER PREFERRED DESTINATIONS	SPAIN
	UK
	USA
	SWITZERLAND
	CANADA
DURATION	UP TO 1 YEAR (26%)
	1-2 YEARS (21%)
	2-5 YEARS (25%)
	MORE THAN 5 YEARS (29%)
IMPORTANT REASONS FOR MOBILITY	SIZE OF THE COMPANY
IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE

TABLE 3.3 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO FRANCE

DISTINGUISHING ASPECTS OF A NEW JOB	1. MORE RESPONSIBILITY
	2. BETTER BENEFITS
	3. CORPORATE CULTURE
SEARCH METHOD	SEARCH JOB BOARDS (68%)
	SEARCH JOB BOARDS ABROAD (39%)
	CONTACT RECRUITMENT AGENCIES ABROAD (29%)
	VISIT CORPORATE WEBSITES OF COMPANIES
	BASED ABROAD (27%)
	INTERNATIONAL NEWSPAPERS (24%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (13%)
	INTERNATIONAL TRADE MAGAZINES (10%)
VISIT CORPORATE WEBSITES	85%

Workers willing to go to France are attracted to large (French) companies. Possibly, they even know exactly which specific companies they want to work for.

As with all mobile workers, these people value personal development, a good salary and an appealing corporate culture. These aspects need to be present before they will even consider your job offer. Compared to the average mobile worker, those who would like to work in France are specifically looking for a job with responsibility and good benefits. Corporate culture is also more important to them. They need to feel welcome and accepted because they will have to adjust to many new things in their day-to-day lives.

Job boards are the most widely used method utilised by these workers when they look for a job abroad. However, compared to the mobile worker in general, people willing to go to France are more inclined to use foreign job boards, corporate websites and foreign recruitment agencies. Foreign job boards and recruitment agencies may be popular because of the language difficulties foreign workers may encounter in France when looking for a new job. The popularity of corporate websites may be explained by the assumption that workers who want to go to France know exactly which company they want to work for.

Of the workers who are interested in coming to France, 85 percent will go to your website if they consider your company to be an interesting potential employer. Therefore, you should make your website attractive to these workers by giving them a comprehensive and distinct description of your corporate culture and their career opportunities.

GERMANY

Germany mainly tends to attract highly educated men. Compared to the average mobile worker, workers with an engineering or technical background are more inclined to go to Germany. They may be drawn to Germany because it has some of the best-known brands in this field, like Siemens and Bosch, and a very prominent automotive industry. The Dutch, Danes and Swedes are the most likely to move to Germany for a new job. Workers willing to go to Germany are also interested in moving to the UK, France, the USA, Spain and Switzerland. When they accept a position abroad, these workers would rather stay for a longer period (two years or more).

TABLE 3.4 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO GERMANY

DEMOGRAPHIC PROFILE	MALE (70%)
	25-34 YEARS (48%)
	TERTIARY EDUCATION (78%)
	9 YEARS OR MORE WORK EXPERIENCE (42%)
OCCUPATIONAL PROFILE	IT & TELECOMMUNICATIONS (14%)
	SALES & PURCHASING (13%)
	ENGINEERING & TECHNICAL JOBS (13%)
MAIN COUNTRIES OF ORIGIN	THE NETHERLANDS
	DENMARK
	SWEDEN
OTHER PREFERRED DESTINATIONS	UK
	FRANCE
	USA
	SPAIN
	SWITZERLAND
DURATION	UP TO 1 YEAR (23%)
	1-2 YEARS (20%)
	2-5 YEARS (26%)
	MORE THAN 5 YEARS (31%)
IMPORTANT REASONS FOR MOBILITY	FULFILLING AN AMBITION
	SIZE OF THE COMPANY
	APPEALING PRODUCTS/SERVICES

TABLE 3.4 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO GERMANY

IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE
DISTINGUISHING ASPECTS OF A NEW JOB	1. MORE RESPONSIBILITY
	2. CORPORATE CULTURE
	3. PERSONAL DEVELOPMENT
SEARCH METHOD	SEARCH JOB BOARDS (69%)
	SEARCH JOB BOARDS ABROAD (33%)
	CONTACT RECRUITMENT AGENCIES ABROAD (28%)
	VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD (22%)
	INTERNATIONAL NEWSPAPERS (21%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (11%)
	INTERNATIONAL TRADE MAGAZINES (10%)
VISIT CORPORATE WEBSITES	86%

The reasons for going to Germany are solely career related. Workers want to fulfil an ambition by working for a large company with appealing products and services. Possibly, certain lines of business, like the automotive industry, or even specific companies are the main attraction in Germany for foreigners. German companies hoping to entice foreign workers should promote themselves and their line of business. The positions they hope to fill should at least offer good personal development opportunities and a decent salary. The corporate culture should also appeal to them before they will even consider you as a potential employer. These conditions are the same for all mobile workers. Compared to the mobile worker in general, those who would like to go to Germany are particularly keen on more responsibility, an appealing corporate culture and personal development opportunities. Emphasizing these elements in your vacancy will make your job offer even more attractive for potential applicants.

Almost 70 percent of the workers interested in moving to Germany use job boards when looking for a new job. However, compared to the average mobile worker those who are keen on going to Germany would rather contact a recruitment agency in Germany. Posting your vacancy on a job board will reach most foreign workers but recruitment agencies may be useful as well. At least make sure your corporate website sends out the right image and message to these foreign workers because 86 percent will visit your website if they consider you to be a potential employer. This visit may be their first introduction to your company and first impressions can be decisive in their choice of employer.

ITALY

Workers willing to go to Italy are predominantly males with a higher education. Germans seem to be the workers who are most attracted to Italy. Compared to the average mobile worker, those who would like to go to Italy are more interested in short-term positions for one year or less. These workers would also consider jobs in Spain, the UK, France, the USA and Switzerland. What motivates these people who want to go to Italy are the large Italian companies. As with France, it seems as though these workers are attracted to specific Italian companies.

TABLE 3.5 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO ITALY

DEMOGRAPHIC PROFILE	MALE (64%)
	25-34 YEARS (49%)
	TERTIARY EDUCATION (68%)
	9 YEARS OR MORE WORK EXPERIENCE (40%)
OCCUPATIONAL PROFILE	IT & TELECOMMUNICATIONS (15%)
	SALES & PURCHASING (13%)
	ENGINEERING & TECHNICAL JOBS (10%)
MAIN COUNTRIES OF ORIGIN	GERMANY
OTHER PREFERRED DESTINATIONS	SPAIN
	UK
	FRANCE
	USA
	SWITZERLAND
DURATION	UP TO 1 YEAR (32%)
	1-2 YEARS (19%)
	2-5 YEARS (22%)
	MORE THAN 5 YEARS (27%)
IMPORTANT REASONS FOR MOBILITY	SIZE OF THE COMPANY
IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE

TABLE 3.5 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO ITALY

DISTINGUISHING ASPECTS OF A NEW JOB	1. BETTER BENEFITS
	2. MORE RESPONSIBILITY
	3. ABILITY TO MAKE AN IMPACT
SEARCH METHOD	SEARCH JOB BOARDS (68%)
	SEARCH JOB BOARDS ABROAD (30%)
	CONTACT RECRUITMENT AGENCIES ABROAD (25%)
	INTERNATIONAL NEWSPAPERS (21%)
	VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD (19%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (12%)
	INTERNATIONAL TRADE MAGAZINES (9%)
VISIT CORPORATE WEBSITES	85%

Personal development, a good salary and an appealing corporate culture are important aspects for all mobile workers. Those willing to go to Italy are especially keen on better benefits, more responsibility and the potential for making an impact.

The most effective way to make contact with these workers seems to be via the job boards. However, compared to the mobile worker in general, people who want to go to Italy are more inclined to use recruitment agencies. You will reach most workers by placing your vacancy on a job board but you may also call on recruitment agencies to fill the difficult positions. Even though only a small percentage of the foreign workers will visit corporate websites in their initial search for a job abroad, you should make sure your website is as attractive as possible. In our survey, 85 percent of the workers who were willing to move to Italy, would visit the corporate website of a potential employer. This is an ideal opportunity to introduce them to your career opportunities.

THE NETHERLANDS

Men with a higher education are the most likely to go to the Netherlands for a new job. Compared to the average mobile worker these people are more likely to have an engineering or technical background. The Netherlands is especially popular among Belgians and Germans. Apart from the fact that these are neighbouring countries, their popularity may also be influenced by fewer language related difficulties. Many Belgians speak Dutch as their native language and Dutch speakers understand German because of the similarities between the Germanic languages. The main competitors for the Netherlands in the international labour market are the UK, France, Switzerland, the USA and Spain.

TABLE 3.6 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO THE NETHERLANDS

DEMOGRAPHIC PROFILE	MALE (70%)
	25-34 YEARS (48%)
	TERTIARY EDUCATION (78%)
	9 YEARS OR MORE WORK EXPERIENCE (42%)
OCCUPATIONAL PROFILE	IT & TELECOMMUNICATIONS (14%)
	SALES & PURCHASING (13%)
	ENGINEERING & TECHNICAL JOBS (13%)
MAIN COUNTRIES OF ORIGIN	GERMANY
	BELGIUM
OTHER PREFERRED DESTINATIONS	UK
	FRANCE
	SWITZERLAND
	USA
	SPAIN
DURATION	UP TO 1 YEAR (21%)
	1-2 YEARS (21%)
	2-5 YEARS (26%)
	MORE THAN 5 YEARS (33%)
IMPORTANT REASONS FOR MOBILITY	TO WORK FOR A MORE TRUSTWORTHY EMPLOYER
	OPPORTUNITY TO GET A MORE ATTRACTIVE JOB
	JOB CHALLENGES

TABLE 3.6 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO THE NETHERLANDS

IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE
DISTINGUISHING ASPECTS OF A NEW JOB	1. ABILITY TO MAKE AN IMPACT
	2. MORE RESPONSIBILITY
	3. CORPORATE CULTURE
SEARCH METHOD	SEARCH JOB BOARDS (78%)
	SEARCH JOB BOARDS ABROAD (37%)
	VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD (26%)
	CONTACT RECRUITMENT AGENCIES ABROAD (24%)
	INTERNATIONAL NEWSPAPERS (21%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (10%)
	INTERNATIONAL TRADE MAGAZINES (9%)
VISIT CORPORATE WEBSITES	86%

Those who would like to go to the Netherlands are less interested in short-term positions of one year or less and are more inclined to stay for longer than five years. These workers expect to find secure, attractive and challenging jobs in the Netherlands. The Dutch economy is relatively strong and stable. It also has a small number of very large international companies that attract many foreign workers.

Workers willing to go to the Netherlands are looking for a well-paid job with opportunities for personal development. The company culture also needs to be appealing. These elements are important for all mobile workers. Compared to the mobile worker in general, the people who are interested in working in the Netherlands place greater emphasis on the ability to make an impact, responsibility and corporate culture. This indicates that this group is very ambitious. It also emphasizes the importance of an appealing corporate culture. A clear and distinct description of your corporate culture will enable potential applicants to assess if there is a match between your corporate culture and their own internal values.

The Internet is the best way to reach these workers. They use the Internet to search for a job more often than the average mobile worker. Furthermore, 86 percent indicated that they would visit the corporate website of a potential employer. Therefore, your corporate website should be as enticing as possible to attract these foreign workers.

NORWAY

Compared to the general mobile worker, those that would like to go to Norway are predominantly male and are more likely to have an engineering or technical occupation. They mainly come from two geographically close countries, Sweden and Germany. Norway has a strong and stable economy, whereas Sweden and Germany have a distinctly higher unemployment rate, less employment growth and a lower Gross Domestic Product (GDP). This may explain why people from these countries are more willing to come to Norway. Denmark for example is also close to Norway but has a more stable economy compared to Sweden and Germany.

The workers who are interested in working in Norway are also interested in working in the UK, Denmark, Canada, the USA and Sweden. Norway seems to be competing with her neighbouring countries and North America in the international labour market.

Most of those who are willing to come to Norway would like to stay more than five years. Compared to the general mobile worker, they are less inclined to stay for one year or less. Long-term or even permanent positions may therefore be easier to fill with foreign workers.

TABLE 3.7 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO NORWAY

DEMOGRAPHIC PROFILE	MALE (68%)
	25-34 YEARS (46%)
	TERTIARY EDUCATION (74%)
	9 YEARS OR MORE WORK EXPERIENCE (46%)
OCCUPATIONAL PROFILE	IT & TELECOMMUNICATIONS (17%)
	ENGINEERING & TECHNICAL JOBS (12%)
	SALES & PURCHASING (10%)
MAIN COUNTRIES OF ORIGIN	SWEDEN
	GERMANY
OTHER PREFERRED DESTINATIONS	UNITED KINGDOM
	DENMARK
	CANADA
	USA
	SWEDEN
DURATION	UP TO 1 YEAR (18%)
	1-2 YEARS (24%)
	2-5 YEARS (26%)
	MORE THAN 5 YEARS (31%)
IMPORTANT REASONS FOR MOBILITY	ADVENTURE
	TO GET TO KNOW DIFFERENT CULTURES
	OPPORTUNITY TO GET A MORE ATTRACTIVE JOB
	TO MEET NEW PEOPLE

TABLE 3.7 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO NORWAY

IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE
DISTINGUISHING ASPECTS OF A NEW JOB	1. ABILITY TO MAKE AN IMPACT
	2. MORE RESPONSIBILITY
	3. CORPORATE CULTURE
SEARCH METHOD	SEARCH JOB BOARDS (72%)
	SEARCH JOB BOARDS ABROAD (32%)
	VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD (27%)
	CONTACT RECRUITMENT AGENCIES ABROAD (21%)
	INTERNATIONAL NEWSPAPERS (20%)
	INTERNATIONAL TRADE MAGAZINES (10%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (9%)
VISIT CORPORATE WEBSITES	86%

The main reason why people would like to work in Norway is the adventure of going to another country and getting to know new people and cultures. The second reason is more work related. People are looking for more attractive job opportunities and hope to find them in Norway. Presenting their companies as employers with attractive jobs and promoting Norway and their own region will strengthen the position of Norwegian employers in the international labour market.

In general, when looking for a new job the three most important aspects are personal development, salary and corporate culture. This means that people are willing to change their jobs if their personal development and income are ensured or improved and the corporate culture appeals to them. These three aspects are highly valued by all mobile workers. Aspects that are more important to the people who are willing to go to Norway compared to the average mobile worker are the ability to make an impact, more responsibility and corporate culture. The first two aspects indicate the ambitious nature of these workers. The latter emphasizes the fact that the corporate culture has to be appealing, especially if the worker comes from a foreign country. A new company will not only provide new business relationships but it will also be the main source of social interaction. Thus, it is important to ensure that you provide a distinct description of your corporate culture. This will enable foreign workers to assess if they would feel at home in your company.

Job boards seem to be the most effective way of reaching mobile workers who are keen to come to Norway. If they are looking for a job abroad, 72 percent will use a job board and 32 percent will use a foreign job board. In general, mobile workers willing to go to Norway are more inclined to visit the corporate website of a company abroad when they are looking for a job in a foreign country. Furthermore, 86 percent of these workers will visit the corporate website of a potential employer, if for example they have found a vacancy on a job board. A Norwegian company hoping to attract international applicants should make their website as attractive and inviting as possible.

SWEDEN

The mobile worker who is willing to go to Sweden is predominantly male and highly educated. Most have an IT or Telecommunications background. The main suppliers of mobile workers to Sweden are the surrounding countries, Norway, Denmark and Germany. Swedish employers also tend to recruit from neighbouring countries. Sweden's main competitors in the international labour market are its neighbouring countries with the strongest economies, Norway and Denmark, and the UK, Switzerland and Canada.

People who want to work in Sweden are mostly looking for long-term positions of two years or more. Compared to the average mobile worker, those willing to come to Sweden are less inclined to accept a position for only one year or less.

TABLE 3.8 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO SWEDEN

DEMOGRAPHIC PROFILE	MALE (70%)
	25-34 YEARS (47%)
	TERTIARY EDUCATION (73%)
	9 YEARS OR MORE WORK EXPERIENCE (41%)
OCCUPATIONAL PROFILE	IT & TELECOMMUNICATIONS (17%)
	ENGINEERING & TECHNICAL JOBS (12%)
	SALES & PURCHASING (12%)
MAIN COUNTRIES OF ORIGIN	NORWAY
	DENMARK
	GERMANY
OTHER PREFERRED DESTINATIONS	UNITED KINGDOM
	NORWAY
	SWITZERLAND
	CANADA
	DENMARK
DURATION	UP TO 1 YEAR (18%)
	1-2 YEARS (22%)
	2-5 YEARS (27%)
	MORE THAN 5 YEARS (33%)
IMPORTANT REASONS FOR MOBILITY	TO WORK FOR A MORE TRUSTWORTHY EMPLOYER
	OPPORTUNITY TO GET A MORE ATTRACTIVE JOB
	TO GET TO KNOW DIFFERENT CULTURES
	ADVENTURE

TABLE 3.8 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO SWEDEN

IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE
DISTINGUISHING ASPECTS OF A NEW JOB	1. ABILITY TO MAKE AN IMPACT
	2. MORE RESPONSIBILITY
	3. CORPORATE CULTURE
SEARCH METHOD	SEARCH JOB BOARDS (76%)
	SEARCH JOB BOARDS ABROAD (32%)
	VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD (25%)
	CONTACT RECRUITMENT AGENCIES ABROAD (24%)
	INTERNATIONAL NEWSPAPERS (21%)
	INTERNATIONAL TRADE MAGAZINES (10%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (10%)
VISIT CORPORATE WEBSITES	88%

The main reasons for wanting to work in Sweden are job related. People who want to come to Sweden are looking for a secure and attractive job. Swedish companies hoping to attract workers from abroad should present themselves as stable companies with good job security and attractive positions. Other reasons for coming to Sweden are the adventure of living in another country and to experience new cultures.

Important aspects when looking for a new job in general are personal development and corporate culture. Especially for a foreign employee a welcoming and stimulating corporate culture will positively influence the transition from their old job to their new working environment. The importance of corporate culture for those who are keen to go to Sweden is emphasised by the fact that it is also a distinguishing aspect in the search for a new job for this group. The other two distinguishing aspects show that these are ambitious workers, who want a responsible position in which they can make a difference. Stating the responsibilities and importance of a job in the job description will enhance the attractiveness of your vacancy for these workers.

Before you can interest these workers in your vacancies, you first need to know how to reach them. Of the workers interested in working in Sweden 76 percent can be found on job boards in their home country. The Internet seems to be the best way to contact these workers because apart from a national job board they visit foreign job boards and corporate websites when searching for a job abroad. Optimising your corporate website is a very important step in attracting foreign workers. Not only will 25 percent of these workers visit your website in their initial search but our survey indicates that 88 percent of these workers will visit the corporate website of a potential employer when contemplating a new job. Since your website may very well be the first introduction to your company for foreign workers, this is the ideal place for presenting yourself as an employer of choice with attractive jobs and benefits.

UNITED KINGDOM

Compared to the average mobile worker, workers willing to go to the UK are slightly more likely to be female, younger and less experienced. This group also contains more people with tertiary education compared to the mobile worker in general. Mobile workers from every country in our survey would like to go to the UK. Other English speaking countries like the USA, Canada, Australia and New Zealand are popular among the workers who would like to work in the UK as are France and Spain. The tenure of a specific position should not be a problem in international recruitment for companies in the UK because the workers willing to go to the UK are equally divided between the different tenure durations.

These workers want to go to the UK to boost their careers. They are predominantly looking for career development opportunities. Improving one's English will certainly assist the development of an international career as will studying at one of the internationally renowned educational institutions in the UK. Emphasizing the career and educational opportunities in your company will definitely attract these ambitious workers.

TABLE 3.9 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO THE UNITED KINGDOM

DEMOGRAPHIC PROFILE	MALE (59%)
	25-34 YEARS (51%)
	TERTIARY EDUCATION (76%)
	9 YEARS OR MORE WORK EXPERIENCE (37%)
OCCUPATIONAL PROFILE	IT & TELECOMMUNICATIONS (15%)
	SALES & PURCHASING (12%)
	ENGINEERING & TECHNICAL JOBS (9%)
MAIN COUNTRIES OF ORIGIN	SWEDEN
	DENMARK
	NORWAY
	ITALY
	GERMANY
	FRANCE
	THE NETHERLANDS
	BELGIUM
OTHER PREFERRED DESTINATIONS	USA
	CANADA
	SPAIN
	FRANCE
	AUSTRALIA & NEW ZEALAND
DURATION	UP TO 1 YEAR (24%)
	1-2 YEARS (25%)
	2-5 YEARS (26%)
	MORE THAN 5 YEARS (25%)

TABLE 3.9 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO THE UNITED KINGDOM

IMPORTANT REASONS FOR MOBILITY	CAREER DEVELOPMENT OPPORTUNITIES
	TO TAKE ADVANTAGE OF EDUCATIONAL OPPORTUNITIES
	TO GET TO KNOW DIFFERENT CULTURES
IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE
DISTINGUISHING ASPECTS OF A NEW JOB	1. ABILITY TO MAKE AN IMPACT
	2. MORE RESPONSIBILITY
	3. CORPORATE CULTURE
SEARCH METHOD	SEARCH JOB BOARDS (71%)
	SEARCH JOB BOARDS ABROAD (34%)
	VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD (25%)
	CONTACT RECRUITMENT AGENCIES ABROAD (24%)
	INTERNATIONAL NEWSPAPERS (21%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (11%)
	INTERNATIONAL TRADE MAGAZINES (9%)
VISIT CORPORATE WEBSITES	86%

Other important aspects you should mention when presenting your vacancies are all personal development opportunities, the salary and a comprehensive description of your corporate culture. Foreign workers should feel especially welcome and accepted in your company because they may feel unsettled in a new country without their friends and family to support them. Compared to the average mobile worker these people are even more motivated to make an impact and take on responsibility. To attract these workers to your company ensure that you emphasize the importance of a job and the responsibilities that go with it. These ambitious careerists will not easily ignore these positive aspects of a position.

The Internet seems to be the best way to reach this group of workers. Searching on job boards and corporate websites are their preferred methods for finding a job abroad. Your corporate website is not only important in the initial search for a new job but it is even more important to hold the attention of those who have taken an interest in your company after finding your vacancy on a job board. A total of 86 percent of the workers who would like to come to the UK would access the corporate website of a potential employer. An ambitious 'look and feel', a good description of your corporate culture and the career opportunities for foreign workers should define your website if you want to attract Europe's mobile workforce.

USA

Mobile workers from all the countries in our survey are willing to go to the USA. Other popular countries for those who would like to work in the USA are Canada, the UK, Australia, Spain and France. Ambition and adventure are the main two reasons for wanting to go to the USA. Those who want to go there are looking for an employer that offers them good career development opportunities. Mention these opportunities in your vacancy and describe them in detail on your corporate website. This will make your offer more enticing for this group.

TABLE 3.10 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO THE USA

DEMOGRAPHIC PROFILE	MALE (65%)
	25-34 YEARS (50%)
	TERTIARY EDUCATION (74%)
	9 YEARS OR MORE WORK EXPERIENCE (40%)
OCCUPATIONAL PROFILE	IT & TELECOMMUNICATIONS (15%)
	SALES & PURCHASING (13%)
	ENGINEERING & TECHNICAL JOBS (9%)
MAIN COUNTRIES OF ORIGIN	SWEDEN
	DENMARK
	NORWAY
	GERMANY
	ITALY
	UK
	FRANCE
	THE NETHERLANDS
OTHER PREFERRED DESTINATIONS	BELGIUM
	CANADA
	UK
	AUSTRALIA & NEW ZEALAND
	SPAIN
DURATION	FRANCE
	UP TO 1 YEAR (20%)
	1-2 YEARS (24%)
	2-5 YEARS (27%)
	MORE THAN 5 YEARS (29%)

TABLE 3.10 CHARACTERISTICS OF THOSE WHO ARE WILLING TO GO TO THE USA

IMPORTANT REASONS FOR MOBILITY	CAREER DEVELOPMENT OPPORTUNITIES ADVENTURE
IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT 2. SALARY 3. CORPORATE CULTURE
DISTINGUISHING ASPECTS OF A NEW JOB	1. MORE RESPONSIBILITY 2. ABILITY TO MAKE AN IMPACT 3. CORPORATE CULTURE
SEARCH METHOD	SEARCH JOB BOARDS (72%) SEARCH JOB BOARDS ABROAD (34%) CONTACT RECRUITMENT AGENCIES ABROAD (24%) VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD (24%) INTERNATIONAL NEWSPAPERS (21%) CONTACT THE LOCAL EMBASSY FOR INFORMATION (10%) INTERNATIONAL TRADE MAGAZINES (9%)

As with all mobile workers, those willing to go to the USA would like their new job to offer them personal development, a good salary and a pleasant working environment. Compared to the mobile worker in general, these people are particularly keen on finding an important responsible job in a company with an appealing corporate culture. A clear and distinctive description of the importance of a job will make your employment offer even more attractive for potential applicants.

Job boards appear to be the best way to reach the workers willing to come to the USA. Even though only 24 percent will visit a corporate website in their initial search, 86 percent will access the corporate website if they consider you to be a potential employer. Your website can therefore play a key part in attracting foreign workers.



LONDON

PARIS

3.3 How to fill difficult positions with foreign workers

In Chapter Two five occupational areas were identified in which companies already active in the international labour market were struggling to fill vacant positions. In this section, the mobile workers in these five areas will be discussed. Questions like how mobile are these workers, where would they like to go and what are their reasons for wanting to work abroad, will be answered.

RESEARCH, DEVELOPMENT & SCIENCE

Popular countries for Research, Development & Science workers (R&D workers) are the USA, the UK, Canada, France and Spain. Most (66%) are willing to move to another country. The job offered should at least give them the opportunity to broaden their experience and establish a career. It should also be attractive, match their ambitions and offer a good salary. They distinguish themselves from other mobile workers by the fact that educational opportunities are even more important to them. Emphasising educational opportunities will make a job more attractive to R&D workers.

As with all mobile workers, mobile R&D workers value personal development, a good salary and a pleasant working environment when looking for a new job. Their desire for more responsible positions set them apart from other mobile workers. A company that is able to provide attractive positions that enable R&D workers to follow their ambitions will have a head start in the international labour market.

TABLE 3.11 CHARACTERISTICS OF MOBILE RESEARCH, DEVELOPMENT & SCIENCE WORKERS

WILLINGNESS TO WORK ABROAD	66%
PREFERRED DESTINATIONS	USA UK CANADA FRANCE SPAIN
REASONS FOR WILLINGNESS TO WORK ABROAD	OPPORTUNITY TO BROADEN EXPERIENCE CAREER DEVELOPMENT OPPORTUNITIES OPPORTUNITY TO GET A MORE ATTRACTIVE JOB FULFILLING AN AMBITION PAY
DISTINGUISHING REASONS TO WORK ABROAD	TO TAKE ADVANTAGE OF EDUCATIONAL OPPORTUNITIES
IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT 2. SALARY 3. CORPORATE CULTURE

TABLE 3.11 CHARACTERISTICS OF MOBILE RESEARCH, DEVELOPMENT & SCIENCE WORKERS

DISTINGUISHING ASPECTS OF A NEW JOB	MORE RESPONSIBILITY
SEARCH METHOD	SEARCH JOB BOARDS (65%)
	SEARCH JOB BOARDS ABROAD (32%)
	CONTACT RECRUITMENT AGENCIES ABROAD (27%)
	VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD (24%)
	INTERNATIONAL NEWSPAPERS (16%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (10%)
	INTERNATIONAL TRADE MAGAZINES (10%)
VISIT CORPORATE WEBSITES	87%

Apart from offering these positions, the ability to communicate that you have them on offer is just as important. Job boards seem to be the best way to reach these workers because 65 percent utilise them when looking for a new job. Compared to the average mobile worker, R&D workers are more inclined to contact recruitment agencies. Your corporate website should also appeal to these workers because 87 percent of them will access the corporate website of a potential employer.

ENGINEERING & TECHNICAL PROFESSIONS

Engineering & Technical workers have a high tendency (70%) to work abroad. Most would like to go to English speaking countries like the USA, the UK and Canada or large European nations like France and Spain. These workers are motivated to go abroad by ambition, good salary prospects and companies with interesting products and services.

Companies trying to recruit these workers should especially emphasize the career opportunities they offer because this aspect is not only important to mobile workers in general, but is even more important to mobile Engineering & Technical professionals. This job should also come with an interesting salary in order to convince these workers to leave their country to come to you. A comprehensive description of a company's product and services is very important to Engineers & Technical professionals because this will significantly influence the nature of the work and projects in the available position.

TABLE 3.12 CHARACTERISTICS OF MOBILE ENGINEERING & TECHNICAL WORKERS

WILLINGNESS TO WORK ABROAD	70%
PREFERRED DESTINATIONS	USA
	UK
	CANADA
	FRANCE
	SPAIN
REASONS FOR WILLINGNESS TO WORK ABROAD	OPPORTUNITY TO BROADEN EXPERIENCE
	CAREER DEVELOPMENT OPPORTUNITIES
	OPPORTUNITY TO GET A MORE ATTRACTIVE JOB
	PAY
	FULFILLING AN AMBITION
DISTINGUISHING REASONS TO WORK ABROAD	CAREER DEVELOPMENT OPPORTUNITIES
	PAY
	APPEALING PRODUCTS/SERVICES
IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE
DISTINGUISHING ASPECTS OF A NEW JOB	MORE RESPONSIBILITY
SEARCH METHOD	SEARCH JOB BOARDS (69%)
	SEARCH JOB BOARDS ABROAD (28%)
	CONTACT RECRUITMENT AGENCIES ABROAD (24%)
	INTERNATIONAL NEWSPAPERS (23%)
	VISIT CORPORATE WEBSITES OF COMPANIES
	BASED ABROAD (17%)
	INTERNATIONAL TRADE MAGAZINES (11%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (10%)
VISIT CORPORATE WEBSITES	85%

In general, a new job should offer personal development opportunities, a competitive salary and a stimulating work environment. For mobile Engineering & Technical professionals additional responsibility is more important in a new job compared to the average mobile worker. Describing the importance of a job and the responsibilities that go with it will further entice these workers to consider your offer.

Job boards seem to be the most effective way to reach the mobile Engineering & Technical workers. When looking for a job abroad, 65 percent will use a job board and 28 percent will use a foreign job board. Even though only 17 percent will visit the corporate website of a company abroad in their initial search, many (85%) will visit your corporate website when they have found an interesting vacancy on a job board. Companies hoping to attract international applicants for engineering and technical positions should make their websites as attractive and inviting as possible.

BANKING & FINANCIAL SERVICES

With 64 percent of the Banking & Financial professionals willing to work abroad, this group is moderately mobile. The most attractive countries are the USA, the UK, Canada, Switzerland and France. As with the R&D workers and the Engineering & Technical professionals, these workers are motivated by ambition. They would like to work in a foreign country because it will broaden their experience and their career opportunities. They hope to find a more attractive job with better pay. Compared to the average mobile worker they are especially looking for large companies with a good reputation, motivating management and good career opportunities. These aspects should be emphasised to attract Banking & Financial specialists from abroad.

TABLE 3.13 CHARACTERISTICS OF MOBILE BANKING & FINANCIAL WORKERS

WILLINGNESS TO WORK ABROAD	64%
PREFERRED DESTINATIONS	USA UK SWITZERLAND CANADA FRANCE
REASONS FOR WILLINGNESS TO WORK ABROAD	OPPORTUNITY TO BROADEN EXPERIENCE CAREER DEVELOPMENT OPPORTUNITIES OPPORTUNITY TO GET A MORE ATTRACTIVE JOB PAY FULFILLING AN AMBITION
DISTINGUISHING REASONS TO WORK ABROAD	GOOD EMPLOYER NAME SIZE OF THE COMPANY MOTIVATING MANAGEMENT CAREER DEVELOPMENT OPPORTUNITIES

TABLE 3.13 CHARACTERISTICS OF MOBILE BANKING & FINANCIAL WORKERS

IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE
DISTINGUISHING ASPECTS OF A NEW JOB	ABILITY TO MAKE AN IMPACT
	MORE RESPONSIBILITY
SEARCH METHOD	SEARCH JOB BOARDS (66%)
	SEARCH JOB BOARDS ABROAD (29%)
	CONTACT RECRUITMENT AGENCIES ABROAD (23%)
	VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD (20%)
	INTERNATIONAL NEWSPAPERS (17%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (10%)
VISIT CORPORATE WEBSITES	INTERNATIONAL TRADE MAGAZINES (7%)
	81%

Their new job should also offer personal development opportunities, a competitive salary and a suitable working environment. These conditions are valued by all mobile workers. They can be viewed as basic requirements for considering a new job. Next to these aspects Banking & Financial professionals are especially interested in positions that offer them the ability to make an impact and more responsibility. This shows them to be ambitious. The internet seems to be the best way to reach this group of workers. Searching on job boards is their preferred method for finding a job abroad. Your corporate website may not be overly important in their initial search for a new job, but 81 percent of the Banking & Financial professionals would access the corporate website of a potential employer. An attractive website with a good description of your company and the career opportunities will help you to attract these workers.

TRANSPORT & LOGISTICS

What distinguishes mobile Transport & Logistic workers from the average mobile worker is their need for challenge in a job. Popular countries and important reasons for their willingness to work abroad are practically the same for them as for the previous three occupational areas, but Transport & Logistic professional have a greater need for challenge in the job. This aspect should be emphasized to attract these workers.

TABLE 3.14 CHARACTERISTICS OF MOBILE TRANSPORT & LOGISTICS WORKERS

WILLINGNESS TO WORK ABROAD	65%
PREFERRED DESTINATIONS	USA
	UK
	CANADA
	SPAIN
	FRANCE
REASONS FOR WILLINGNESS TO WORK ABROAD	OPPORTUNITY TO BROADEN EXPERIENCE
	CAREER DEVELOPMENT OPPORTUNITIES
	OPPORTUNITY TO GET A MORE ATTRACTIVE JOB
	PAY
	FULFILLING AN AMBITION
DISTINGUISHING REASONS TO WORK ABROAD	JOB CHALLENGES
IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE
DISTINGUISHING ASPECTS OF A NEW JOB	MORE RESPONSIBILITY
	BETTER BENEFITS
SEARCH METHOD	SEARCH JOB BOARDS (63%)
	SEARCH JOB BOARDS ABROAD (30%)
	VISIT CORPORATE WEBSITES OF COMPANIES
	BASED ABROAD (24%)
	CONTACT RECRUITMENT AGENCIES ABROAD (23%)
	INTERNATIONAL NEWSPAPERS (19%)
	INTERNATIONAL TRADE MAGAZINES (11%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (10%)
VISIT CORPORATE WEBSITES	78%

The three basic requirements in a new job also apply to these workers. Compared to the mobile worker in general, Transport & Logistics professionals are more tempted by responsibility and better benefits. This is what they look for when searching for a new job.

In general most of them use job boards in this search but when they are interested in a certain employer 78 percent of these workers will also visit the corporate website. Therefore, you should make your website attractive to these workers by providing a comprehensive description of career opportunities, responsibilities and the challenges in the jobs you are offering.



IT & TELECOMMUNICATIONS

Just like the Banking & Financial professionals, IT & Telecommunications workers (ICT workers) are moderately mobile. English speaking countries like the USA, the UK and Canada are popular among these workers as are Switzerland and France. Ambition and good financial prospects are the main reasons for wanting to work abroad. They expect to broaden their experience and hope to find good career opportunities, attractive jobs and better pay. What sets them apart from the average mobile worker are the importance of pay and tax benefits - these have a significant effect on their willingness to move to a foreign country. ICT specialists are in high demand and they know it. They know that they are highly valued in the international labour market and they want to be paid accordingly.

TABLE 3.15 CHARACTERISTICS OF MOBILE IT & TELECOMMUNICATIONS WORKERS

WILLINGNESS TO WORK ABROAD	64%
PREFERRED DESTINATIONS	USA
	UK
	CANADA
	SWITZERLAND
	FRANCE
REASONS FOR WILLINGNESS TO WORK ABROAD	OPPORTUNITY TO BROADEN EXPERIENCE
	CAREER DEVELOPMENT OPPORTUNITIES
	OPPORTUNITY TO GET A MORE ATTRACTIVE JOB
	PAY
	FULFILLING AN AMBITION
DISTINGUISHING REASONS TO WORK ABROAD	PAY
	TAX BENEFITS
IMPORTANT ASPECTS OF A NEW JOB	1. PERSONAL DEVELOPMENT
	2. SALARY
	3. CORPORATE CULTURE
DISTINGUISHING ASPECTS OF A NEW JOB	MORE RESPONSIBILITY

TABLE 3.15 CHARACTERISTICS OF MOBILE IT & TELECOMMUNICATIONS WORKERS

SEARCH METHOD	SEARCH JOB BOARDS (72%)
	SEARCH JOB BOARDS ABROAD (31%)
	CONTACT RECRUITMENT AGENCIES ABROAD (21%)
	INTERNATIONAL NEWSPAPERS (21%)
	VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD (20%)
	CONTACT THE LOCAL EMBASSY FOR INFORMATION (7%)
	INTERNATIONAL TRADE MAGAZINES (6%)
VISIT CORPORATE WEBSITE	88%

Any new job, in the home country or abroad, should at least offer these workers personal development opportunities and good pay. The company culture should also be appealing. All mobile workers look for these aspects of a job. ICT workers in particular also want a new job to hold more responsibility. If your company can offer this, these workers will be more inclined to accept your job offer.

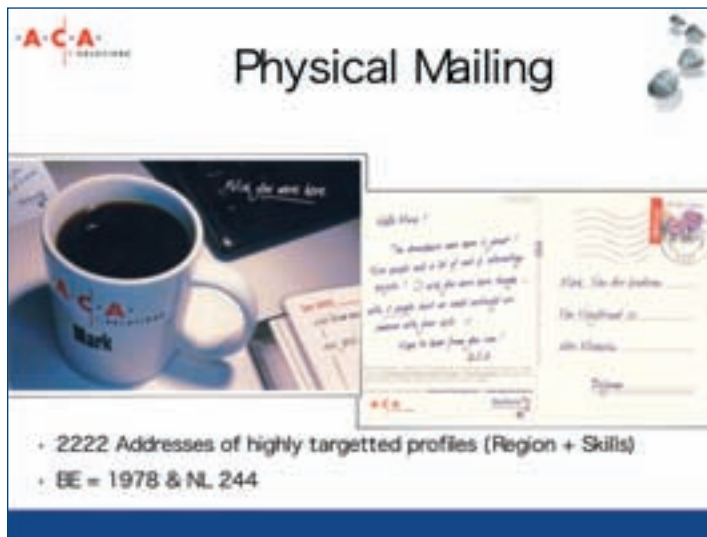
Job boards seem to be the most effective way to communicate with these workers, but do not underestimate the importance of your corporate website. Eighty-eight percent of the mobile ICT workers will visit your website if they are considering you as a potential employer. Therefore, your corporate website should be as enticing as possible to attract foreign ICT workers.

3.4 Case study ACA: Wish you were here

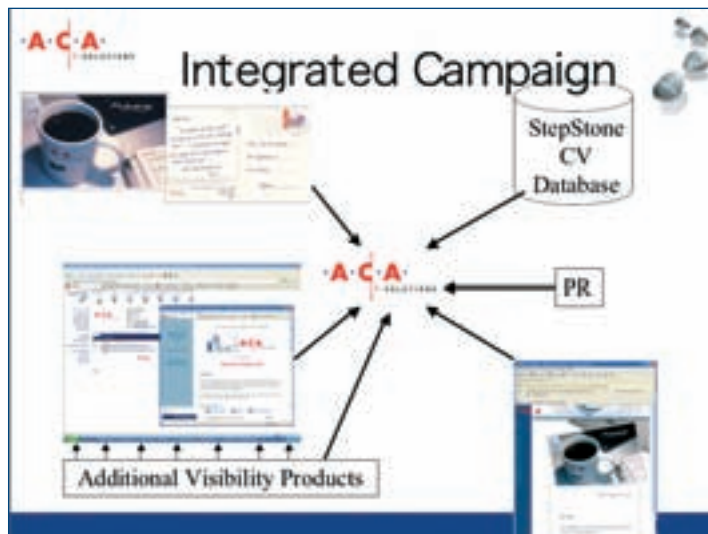
In Chapter 5, a checklist and a fictional case study will illustrate how to effectively recruit your target group by utilising what you know about them. The following case study is a real life example of how a targeted campaign can help you attract one of the scarcest target groups, ICT workers especially Java specialists.

ACA-IT Solutions is a leading IT consulting firm in Belgium. In 2005, the company needed to urgently expand its team of experienced Java developers - one of the most difficult and competitive recruiting assignments. Following costly but ineffective advertising in specialised publications the company turned to StepStone, who created an integrated campaign designed to ensure the best possible results for ACA.

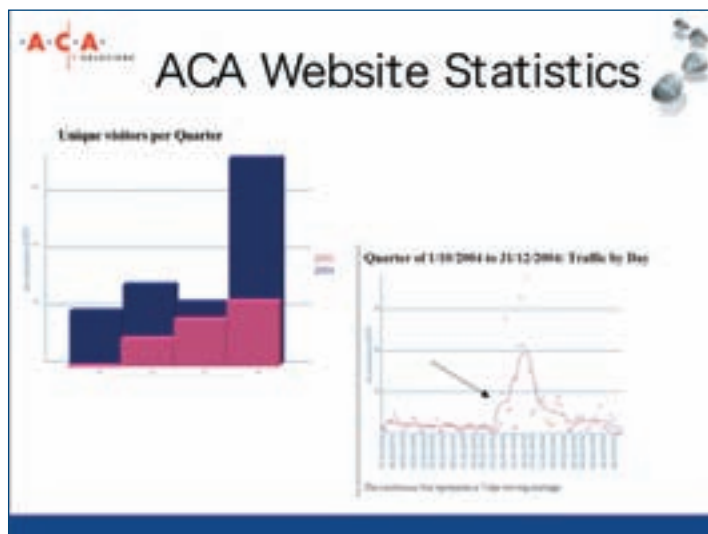
StepStone built a highly targeted list of the e-mail and physical addresses of potential candidates across Belgium and the Netherlands, which included over 2 000 skilled developers, few if any of whom would have been actively searching for a new position. Each received a personalized postcard to attract interest, which invited them to visit the StepStone site where the vacancies were being heavily promoted.



ACA's requirements were also promoted through targeted job agent mailings, on third party websites and through newspaper advertising and PR to raise awareness and interest.



The e-mail campaign generated 790 online visits, an incredible response rate of over 30%, converting to 270 job applications. These lead to 48 first interviews, 8 second interviews and 5 short-listed candidates. Two offers were made and immediately accepted; a further four candidates were hired in a follow-up campaign. A difficult assignment completed quickly and successfully.



WHEN YOU TRAVEL, REMEMBER
THAT A FOREIGN COUNTRY IS NOT
DESIGNED TO MAKE YOU COMFORTABLE.
IT IS DESIGNED TO MAKE ITS OWN
PEOPLE COMFORTABLE.

CLIFTON PAUL FADIMAN (1904-1999)

4. WORK TO PEOPLE

4.1 The workforce in nine different countries

Expanding your recruitment from the national to the international labour pool provides many possibilities. To recognise and take advantage of these possibilities effectively, you need to know and understand the layout of the international labour market, especially if you wish to recruit foreign workers in their own country. Unlike the mobile foreign worker coming to you, these workers do not expect you to be different from any other employer in their home country. You have to play by their rules. This chapter will give you a glimpse of the national workforce in the nine countries in our survey. Box 3 explains the aspects researched in these countries, that characterise their national workforce. This overview will follow the same sequence as the previous chapter, starting with Belgium and working down to the UK.

BOX 3: ASPECTS USED TO CHARACTERISE THE NATIONAL WORKFORCE IN A COUNTRY

UNEMPLOYMENT RATE:	PERCENTAGE OF THE WORKFORCE NOT EMPLOYED IN 2005. (SOURCE: EUROSTAT)
TOP 5 SECTORS TO WORK IN:	THE FIVE MOST POPULAR SECTORS IN WHICH TO WORK.
IMPORTANT ASPECTS OF A NEW JOB:	THE FIVE MOST IMPORTANT ASPECTS OF A NEW JOB.
DISTINGUISHING ASPECTS OF A NEW JOB:	THE ASPECTS THAT ARE VALUED MORE BY A NATIONAL WORKFORCE COMPARED TO THE TOTAL WORKFORCE IN OUR SAMPLE.
SEARCH METHOD:	PREFERRED METHOD WHEN LOOKING FOR A NEW JOB.
METHOD OF APPLICATION:	PREFERENCE IN APPLICATION METHOD.
EMPLOYERS OF CHOICE:	OUR SURVEY INVESTIGATED WHICH EMPLOYERS PEOPLE FAVOUR THE MOST. THE TOP 10 FOR EACH COUNTRY ARE DISPLAYED.

BELGIUM

Belgium had an overall unemployment rate of 8.4 percent in 2005, but there is a great regional difference in unemployment in Belgium. It is more than twice as high in the French speaking part of the country (Wallonia), than in the Dutch speaking region of Flanders.

TABLE 4.1 CHARACTERISTICS OF THE BELGIAN WORKFORCE

UNEMPLOYMENT RATE	8.4%
TOP 5 SECTORS IN WHICH TO WORK	PUBLIC SERVICES MARKETING, ADVERTISING & PR RECRUITMENT & SELECTION IT & TELECOMMUNICATIONS BANKING, FINANCE & INSURANCE
IMPORTANT ASPECTS OF A NEW JOB	SALARY PERSONAL DEVELOPMENT CORPORATE CULTURE FLEXIBLE WORKING HOURS COMPETENT BOSS
DISTINGUISHING ASPECTS OF A NEW JOB	MORE HOLIDAYS BETTER BENEFITS FLEXIBLE WORKING HOURS
SEARCH METHOD	ONLINE JOB BOARD (78%) COMPANY WEBSITE (55%) NEWSPAPER (48%) RECRUITMENT AGENCY (39%) PERSONAL NETWORK (31%)
METHOD OF APPLICATION	EMAIL (55%) ONLINE APPLICATION FORM (22%) POSTAL APPLICATION (20%)

TABLE 4.1 CHARACTERISTICS OF THE BELGIAN WORKFORCE

EMPLOYERS OF CHOICE	GLAXOSMITHKLINE
	BELGACOM
	FORTIS
	JANSSENS PHARMACEUTICA
	ELECTRABEL
	COCA-COLA
	MICROSOFT
	TOTAL
	ING
	PROXIMUS

Belgium was one of the first European countries that was caught up in the fever of the Industrial Revolution, but nowadays it has developed into a service-orientated economy. This is reflected in the top five most popular sectors in which to work: Public services, Commercially related services, Human Resource services, Financial services and IT & Telecommunications (consultancy) services. These five are the growing sectors in the Belgian economy with the largest job growth.

The Belgians have always been famous for their strong work ethic, but a good work/life balance is also very important to them. Flexible working hours are more important to them compared to the average worker when looking for a new job, as are more holidays. Salary and better benefits are also important to the Belgians. The importance of personal development, corporate culture and a competent boss shows that Belgians wish to work in a stimulating environment.

When looking for a new job, Belgium workers will turn to the Internet. Online job boards and company websites are the main channels for finding a new job, with personal networks being less popular.

More than half of all applications are sent by email and around 20 percent of Belgian workers apply through online application forms or by sending an application through the postal service.

GlaxoSmithKline is the number one employer for Belgian workers. This company has based its leading vaccine R&D and production unit in Belgium and employs nearly 4000 workers. The second position in the top ten is held by Belgacom, Belgium's leading telecom operator. Fortis, in third position, has merged with several Belgian banks and insurance companies over the years. Four other companies in the top ten are also (partly) Belgian (Janssens Pharmaceutica, Electrabel, Total and Proximus).

DENMARK

Denmark has one of the lowest unemployment rates of all the nine countries in our survey. The labour force participation rate in Denmark is also one of the highest in Europe. This is mainly due to the high female participation rate. Denmark's social services system provides women with generous paid parental leave and good childcare facilities. Furthermore, men in Denmark tend to participate actively in household tasks and child rearing.

TABLE 4.2 CHARACTERISTICS OF THE DANISH WORKFORCE

UNEMPLOYMENT RATE	4.8%
TOP 5 SECTORS IN WHICH TO WORK	IT & TELECOMMUNICATIONS MARKETING, ADVERTISING & PR PRODUCTION & CRAFTSMANSHIP PUBLIC SERVICES EDUCATION
IMPORTANT ASPECTS OF A NEW JOB	PERSONAL DEVELOPMENT SALARY COMPETENT BOSS CORPORATE CULTURE OFFICE LOCATION
DISTINGUISHING ASPECTS OF A NEW JOB	COMPETENT BOSS OFFICE LOCATION FLEXIBLE WORKING HOURS CORPORATE CULTURE
SEARCH METHOD	ONLINE JOB BOARD (85%) PERSONAL NETWORK (48%) COMPANY WEBSITE (44%) NEWSPAPER (42%) RECRUITMENT AGENCY (33%)
METHOD OF APPLICATION	EMAIL (67%) POSTAL APPLICATION (23%) ONLINE APPLICATION FORM (6%)

TABLE 4.2 CHARACTERISTICS OF THE DANISH WORKFORCE

EMPLOYERS OF CHOICE	NOVO NORDISK
	MICROSOFT
	IBM
	H&M
	SIEMENS
	HEWLETT PACKARD
	ORACLE
	MERCEDES
	GOOGLE
	CISCO

The most popular sector for Danish workers is the IT & Telecommunications sector. Compared to the other countries in our survey, the Production & Craftsmanship sector is especially popular in Denmark. It is the first non-agricultural sector that was established. It now produces world renowned products like Velux, Lego, and incorporates world famous interior design and furniture companies (Fritz Hansen, Louis Poulsen etc.).

For most workers, personal development, salary and a corporate culture are among the five most important aspects of a new job for Danes. Two other important aspects, for Danish workers are: a competent boss and office location. In Denmark, leadership style is characterised by involvement. Authoritarian managers are not what the Danish would call competent bosses. Office location in Denmark is an issue because of the geography of the country which consists of the Jutland peninsula and over 400 islands with the capital and economic heart, Copenhagen, in the easternmost part of the country. Some islands are connected to one another by bridges, but in many cases, the crossover has to be made by ferry. This increases commuting time substantially and makes working and living on different islands undesirable.

Danish workers are more likely to use an online job board if they wish to find a new job, compared to the average European worker. Company websites are less popular among Danes in comparison to the average. Email is the preferred method for most Danes for submitting their applications. With 67 percent against an average of 59 percent, this method is more popular in Denmark than in other countries. Online application forms are used less frequently by Danish workers who favour postal applications.

The most popular employer in Denmark is one of the large international Danish companies, Novo Nordisk (pharmaceuticals). IT related companies such as, Microsoft, IBM, Hewlett Packard, Oracle, Google and Cisco, are also very popular. The Øresund region (Copenhagen) holds the largest IT cluster in Scandinavia

(SOURCE: USATODAY.COM).

FRANCE

Together with Germany, France has one of the highest unemployment rates in Western Europe. The unemployment rate in France has been high ever since the 1970s. Strict workforce regulations cause employers to be very cautious when hiring new personnel. Attempts to remove or weaken labour market legislation have been met with fierce opposition, forcing the French government to withdraw its plans.

The French have the shortest work week, legally set at 35 hours, whereas in most European countries, 40-hour workweeks are standard.

TABLE 4.3 CHARACTERISTICS OF THE FRENCH WORKFORCE

UNEMPLOYMENT RATE	9.5%
TOP 5 SECTORS IN WHICH TO WORK	IT & TELECOMMUNICATIONS MARKETING, ADVERTISING & PR FINANCE, ADMINISTRATION & ACCOUNTING BANKING, FINANCE & INSURANCE MEDIA & INFORMATION
IMPORTANT ASPECTS OF A NEW JOB	PERSONAL DEVELOPMENT SALARY CORPORATE CULTURE MORE RESPONSIBILITY COMPETENT BOSS
DISTINGUISHING ASPECTS OF A NEW JOB	MORE RESPONSIBILITY
SEARCH METHOD	ONLINE JOB BOARD (68%) COMPANY WEBSITE (59%) PERSONAL NETWORK (42%) RECRUITMENT AGENCY (40%) NEWSPAPER (26%)
METHOD OF APPLICATION	EMAIL (61%) ONLINE APPLICATION FORM (19%) POSTAL APPLICATION (18%)

TABLE 4.3 CHARACTERISTICS OF THE FRENCH WORKFORCE

EMPLOYERS OF CHOICE	L'ORÉAL
	TOTAL
	LVMH
	EADS
	RENAULT
	SANOFI AVENTIS
	NESTLÉ
	GENERAL ELECTRIC
	SNCF
	PSA

IT & Telecommunications is the most popular sector for French workers. Banking and Finance sectors are also popular, as are the Media & Information and Marketing, Advertising & PR sectors. The French seem to be less categorical in their preference for particular work sectors, as 27 percent indicated that they would be willing to work in all sectors. This percentage is twice as high as the average. The continuing high unemployment rate seems to have made the French less fussy in their choice of job.

The first three aspects that are important to French workers in a new job are similar to those of the average worker: personal development, salary and corporate culture. They distinguish themselves from other European workers in their need for more responsibility in a new job. Business in France is dictated by a strong hierarchy; therefore, more responsibility is an important part of a successful career move.

Online job boards and company websites are the most prominent methods for French workers when looking for a new job. Compared to the average European worker, the French clearly prefer company websites.

Newspapers are less popular ways to search for a new job.

Most applications are sent by email in France and fewer than twenty percent of the applicants use an online application form or postal application. The length of the application letter is surprisingly short, often no more than 10 lines.

French workers have a strong preference for French employers. Eight companies in the top ten favourite employers in France are companies of French origin. Only Nestlé (Swiss) and General Electric (American) are not originally French.

GERMANY

The unemployment rate in Germany is among the highest of the West European countries. The German economy is the largest economy in Europe, but it is highly dependent on exports and is therefore very vulnerable to external factors. Furthermore, the reunification of East and West Germany has put enormous pressure on the German economy.

TABLE 4.4 CHARACTERISTICS OF THE GERMAN WORKFORCE

UNEMPLOYMENT RATE	9.5%
TOP 5 SECTORS IN WHICH TO WORK	IT & TELECOMMUNICATIONS PUBLIC SERVICE MEDIA & INFORMATION EDUCATION FINANCE, ADMINISTRATION & ACCOUNTING
IMPORTANT ASPECTS OF A NEW JOB	PERSONAL DEVELOPMENT CORPORATE CULTURE A COMPANY WITH A SOUND FINANCIAL STANDING ABILITY TO MAKE AN IMPACT SALARY
DISTINGUISHING ASPECTS OF A NEW JOB	ABILITY TO MAKE AN IMPACT A COMPANY WITH A SOUND FINANCIAL STANDING COMPETENT BOSS OFFICE LOCATION CORPORATE CULTURE MORE RESPONSIBILITY
SEARCH METHOD	ONLINE JOB BOARD (93%) NEWSPAPER (63%) COMPANY WEBSITE (56%) PERSONAL NETWORK (42%) MAGAZINE/TRADE MAGAZINE (27%)
METHOD OF APPLICATION	EMAIL (46%) POSTAL APPLICATION (40%) ONLINE APPLICATION FORM (13%)

TABLE 4.4 CHARACTERISTICS OF THE GERMAN WORKFORCE

EMPLOYERS OF CHOICE	SIEMENS
	BMW
	DAIMLER-CHRYSLER
	PORSCHE AG
	BOSCH
	LUFTHANSA
	AUDI
	AIRBUS
	IBM
	SAP

The most popular sector in Germany is the IT & Telecommunications sector. Germany has some large multinational companies in this sector such as Siemens, SAP and Deutsche Telekom. Compared to other countries, the Media & Information sector and the Finance, Administration & Accounting sector are especially popular in Germany. There is a strong Media sector with large public and private television stations and international best-selling papers and magazines such as Bild and Der Spiegel. The finance sector is one of the strongest in Germany, even though it has seen a recent trend of mergers and acquisitions.

A distinguishing aspect for the Germans when looking for a new job is to work for a company with a sound financial standing. Job security may be the main motive here. This may also explain why strong sectors are among the most popular. These sectors are also less vulnerable to external factors compared to sectors that rely heavily on exports such as the German car and machinery industry. Other important aspects of a new job are the three areas that all workers seem to find important (personal development, salary and corporate culture) and the ability to make an impact. Compared to other workers, Germans find more aspects of a job important. That is possibly why they have more distinguishing aspects. They seem to be more cautious and critical about their decision to leave their old job for a new challenge. This may be due to the high unemployment rate and the fact that they tend to be less prone to rash decision-making.

Online job boards and newspapers are the preferred methods for finding a job. On average, 77 percent of European workers would use an online job board and 47 percent would use a newspaper. In Germany, these percentages are much higher with 93 percent of the workers using online job boards and 63 percent using newspapers. It appears as if Germans wish to use their own judgement, because methods that require the help of others, such as personal networks or recruitment agencies are less popular. On the other hand, company websites and magazines, which one can use independently, are more popular.

In Germany, it is common practice to send grade lists, letters of reference and examples of previous work with the application letter and CV when applying for a new job. This explains why postal applications are still widely used in Germany. Sending this amount of information by email or attached to an online application form is less common and not always possible.

As seen previously, the IT & Telecommunications sector is very popular in Germany. This explains the first position of Siemens as the favourite employer and the positions of IBM and SAP in the top ten. On the other hand, the remainder of the top ten consists of car and machinery related companies. These are less popular and particularly less stable sectors, but these specific companies are the well-known German brands worldwide.

ITALY

The overall unemployment rate in Italy in 2005 was 7.7 percent. This figure hides a regional difference between the north and the south. Southern Italy faces a much higher unemployment rate than the north, with a substantial underground labour market that increases the official unemployment rate.

TABLE 4.5 CHARACTERISTICS OF THE ITALIAN WORKFORCE

UNEMPLOYMENT RATE	7.7%
TOP 5 SECTORS IN WHICH TO WORK	IT & TELECOMMUNICATIONS BANKING, FINANCE & INSURANCE PUBLIC SERVICES MARKETING, ADVERTISING & PR EDUCATION
IMPORTANT ASPECTS OF A NEW JOB	PERSONAL DEVELOPMENT SALARY CORPORATE CULTURE A COMPANY WITH A SOUND FINANCIAL STANDING MORE RESPONSIBILITY
DISTINGUISHING ASPECTS OF A NEW JOB	SALARY
SEARCH METHOD	ONLINE JOB BOARD (71%) PERSONAL NETWORK (67%) COMPANY WEBSITE (49%) NEWSPAPER (41%) RECRUITMENT AGENCY (40%)
METHOD OF APPLICATION	EMAIL (63%) ONLINE APPLICATION FORM (31%) POSTAL APPLICATION (4%)

TABLE 4.5 CHARACTERISTICS OF THE ITALIAN WORKFORCE

EMPLOYERS OF CHOICE	IBM
	MICROSOFT
	ENI
	TELECOM ITALIA
	ENEL
	VODAFONE
	MEDIASET
	BARILLA
	BMW
	FIAT

The IT & Telecommunications sector is the most popular sector in Italy, followed by Banking, Finance & Insurance. Public services, Marketing, Advertising & PR and Education complete the top five sectors. None of these sectors are more popular in Italy than in any other of the nine countries in the survey.

For the majority of Italian workers, personal development, salary and corporate culture are important aspects of a new job, with salary being even more important than for workers in other countries. The financial standing of a company and the amount of responsibility are also important to Italians when looking for a new job. Online job boards and the personal network are the most widely used methods in the search for a new job in Italy. Compared to the rest of Europe, one's personal network is more popular in Italy and newspapers less popular.

The majority of applications in Italy are submitted by email, and compared to workers in other countries Italians are also more inclined to use online application forms. With only four percent of the applications sent by post, the Internet clearly beats the traditional method in Italy.

The top ten most popular employers in Italy clearly demonstrate the popularity of the IT & Telecommunications sectors with four companies from this sector. The rest of the list consists of five Italian companies and one foreign company, BMW.

THE NETHERLANDS

The unemployment rate in the Netherlands is low. In the second half of 2006 signs of a general labour shortage are beginning to show. Labour market participation has therefore become a hot issue. The share of part-time employment in the overall employment rate in the Netherlands is the highest of all EU countries.

TABLE 4.6 CHARACTERISTICS OF THE DUTCH WORKFORCE

UNEMPLOYMENT RATE	4.7%
TOP 5 SECTORS IN WHICH TO WORK	PUBLIC SERVICES MARKETING, ADVERTISING & PR EDUCATION TRANSPORT & LOGISTICS HEALTHCARE & NURSING
IMPORTANT ASPECTS OF A NEW JOB	PERSONAL DEVELOPMENT SALARY CORPORATE CULTURE OFFICE LOCATION ABILITY TO MAKE AN IMPACT
DISTINGUISHING ASPECTS OF A NEW JOB	OFFICE LOCATION ABILITY TO MAKE AN IMPACT BETTER BENEFITS CORPORATE CULTURE
SEARCH METHOD	ONLINE JOB BOARD (89%) NEWSPAPER (54%) PERSONAL NETWORK (44%) RECRUITMENT AGENCY (44%) COMPANY WEBSITE (33%)
METHOD OF APPLICATION	EMAIL (61%) ONLINE APPLICATION FORM (18%) POSTAL APPLICATION (15%)

TABLE 4.6 CHARACTERISTICS OF THE DUTCH WORKFORCE

EMPLOYERS OF CHOICE	PHILIPS
	KLM
	SHELL
	HEINEKEN
	UNILEVER
	DHL
	COCA-COLA
	SIEMENS
	ING
	IBM

Public services and other mainly (semi) state-controlled sectors, such as Education and Healthcare & Nursing, are very popular in the Netherlands. These non-profit sectors are the largest employers. As one of the major gateways to Europe, with its central position and one of the world's largest harbours - the port of Rotterdam. Transport & Logistics is a very important sector in the Dutch economy. This explains why this sector appears in the top five most popular sectors in which to work.

The three most important aspects of a new job in the Netherlands, personal development, salary and corporate culture, are the same as for most job seekers in Europe. Office location and the ability to make an impact are also important for the Dutch. They value these elements more than other European workers. Better benefits and a pleasant corporate culture are also more important to them.

Online job boards and newspapers are the two methods used most to find a new job. The Dutch use them more often compared to the average European worker, just like recruitment agencies. Company websites are less important in the initial search, but 82 percent of the Dutch will visit the website of a potential employer, when for example, they have found an interesting vacancy on an online job board.

In the Netherlands, most applications are sent by email. Internet penetration in the Netherlands is very high and around 80 percent of the Dutch population has internet access at home. Companies that have to process a lot of applications may use online application forms to speed up the recruitment process.

The top five most popular employers in the Netherlands are all multinational Dutch-based companies.

The popularity of the Transport & Logistics sector is reflected in the sixth place position of DHL, an international express delivery company. Other multinational companies, such as Coca-Cola, Siemens, ING and IBM complete the top ten.

NORWAY

The unemployment rate in Norway was low in 2005 compared to the European average of 8.7 percent. It has dropped even further in the first six months of 2006.

TABLE 4.7 CHARACTERISTICS OF THE NORWEGIAN WORKFORCE

UNEMPLOYMENT RATE	4.6%
TOP 5 SECTORS IN WHICH TO WORK	IT & TELECOMMUNICATIONS FAST MOVING CONSUMER GOODS/DURABLES RECRUITMENT & SELECTION PUBLIC SERVICES EDUCATION
IMPORTANT ASPECTS OF A NEW JOB	PERSONAL DEVELOPMENT SALARY OFFICE LOCATION CORPORATE CULTURE ABILITY TO MAKE AN IMPACT
DISTINGUISHING ASPECTS OF A NEW JOB	OFFICE LOCATION ABILITY TO MAKE AN IMPACT COMPETENT BOSS A COMPANY WITH A GOOD REPUTATION
SEARCH METHOD	ONLINE JOB BOARD (85%) NEWSPAPER (58%) COMPANY WEBSITE (49%) PERSONAL NETWORK (42%) RECRUITMENT AGENCY (37%)
METHOD OF APPLICATION	EMAIL (64%) POSTAL APPLICATION (18%) ONLINE APPLICATION FORM (14%)

TABLE 4.7 CHARACTERISTICS OF THE NORWEGIAN WORKFORCE

EMPLOYERS OF CHOICE	STATOIL
	HYDRO
	IKEA
	MICROSOFT
	SHELL
	SAS
	MANPOWER
	PRICEWATERHOUSECOOPERS
	IBM
	HEWLETT PACKARD

The IT & Telecommunications sector is the most popular sector to work in. The Fast Moving Consumer Goods/Durables sector is very popular in Norway compared to other countries. Other sectors Norwegian workers would like to work in are Recruitment & Selection, Public services and Education.

For people to accept a new job, the job should meet certain requirements. These requirements may vary from person to person, but three aspects are basically important for all highly skilled workers who represent the majority of our sample. These three aspects are: personal development, salary and corporate culture. In other words, a new job should offer personal development opportunities, a good salary and a pleasant working environment. Other important aspects for Norwegians are office location and the ability to make an impact. These are also the most distinguishing aspects for Norwegians. The importance of office location may be explained by the size of the country. An ability to make an impact, together with the importance of a competent boss and a company with a good reputation shows that the Norwegian worker likes to be associated with his/her job and his/her employer. Strong employer branding on the corporate website enables you to convince these workers that you are the employer for whom they would want to work.

When looking for a new job, the majority of people will visit online job boards and search in newspapers for interesting vacancies. Compared to the average worker, Norwegians are less inclined to use their personal network to obtain a new job.

In Norway you may expect to receive most applications by email. Online application forms are less common in Norway compared to other countries.

Oil (and gas) companies are among the most popular employers in Norway, as are Scandinavian based companies such as IKEA and SAS. IT companies such as Microsoft, IBM and Hewlett Packard are also sought after. Manpower and PricewaterhouseCoopers complete the top ten most popular employers in Norway.

SWEDEN

The unemployment rate in Sweden is below the European average, but compared to its neighbouring countries of Norway and Denmark, the unemployment rate in Sweden is high. On the other hand, the percentage of people working 36 hours or more is relatively high as well in Sweden. Swedish women especially, are more likely to have a fulltime job. This may be due to the Swedish system that prescribes 18 months of maternity leave and offers high quality and relatively cheap childcare facilities.

TABLE 4.8 CHARACTERISTICS OF THE SWEDISH WORKFORCE

UNEMPLOYMENT RATE	7.8%
TOP 5 SECTORS IN WHICH TO WORK	IT & TELECOMMUNICATIONS MEDIA & INFORMATION MARKETING, ADVERTISING & PR EDUCATION PUBLIC SERVICES
IMPORTANT ASPECTS OF A NEW JOB	PERSONAL DEVELOPMENT SALARY CORPORATE CULTURE ABILITY TO MAKE AN IMPACT COMPETENT BOSS
DISTINGUISHING ASPECTS OF A NEW JOB	ABILITY TO MAKE AN IMPACT OFFICE LOCATION COMPETENT BOSS
SEARCH METHOD	ONLINE JOB BOARD (66%) COMPANY WEBSITE (55%) RECRUITMENT AGENCY (53%) PERSONAL NETWORK (53%) NEWSPAPER (43%)
METHOD OF APPLICATION	EMAIL (73%) ONLINE APPLICATION FORM (15%) POSTAL APPLICATION (8%)

TABLE 4.8 CHARACTERISTICS OF THE SWEDISH WORKFORCE

EMPLOYERS OF CHOICE

IKEA
ERICSSON
VOLVO
ASTRA ZENECA
SONY ERIKSSON
SAAB
MICROSOFT
TETRA PAK
H&M
NOVO NORDISK

The IT & Telecommunications sector is the most popular in which to work. In Sweden, it is even more popular compared to other countries. Sweden has a tradition in the production of high-end consumer products such as cars and telephones. IT and telecommunications play an important part in the production of these goods.

The Media & Information sector is also more popular in Sweden compared to the other countries in our survey. Almost 90 percent of all Swedes read at least one newspaper a day. Other popular sectors are Marketing, Advertising & PR, Education and Public services.

The three most important aspects of a new job in Sweden - personal development, salary and corporate culture, are in the top five list of every worker in our survey. What distinguishes the Swedes from other European workers in our survey, is the value they place on the ability to make an impact and of having a competent boss.

Office location is also more important for the Swedes, due to the size of the country.

Online job boards and company websites are the most widely used methods for searching for a new job, but recruitment agencies are especially popular compared to the other countries, whereas online job boards are less popular. Your vacancy is likely to reach the largest number of people on an online job board, but using a recruitment agency for more difficult positions may be effective as well.

The Swedes prefer to send you their application by email. They are more inclined to use this medium compared to the average European worker. The high Internet penetration in Sweden is partly responsible for this.

Online application forms and postal applications are less common in Sweden.

Swedes prefer to work for a Swedish company. Eight out of the ten most popular companies to work for in Sweden are large multinational Swedish-based companies. Only Microsoft (USA) and Novo Nordisk (Denmark) are not Swedish companies.

UNITED KINGDOM

Due to the fact that the questionnaire used in the UK did not contain all the questions asked in the other countries, this overview for the UK will not discuss the top five sectors and the top ten employers. The data for these lists were not available.

The unemployment rate in the UK was relatively low in 2005. But as unemployment in many other European countries is dropping, unemployment levels in the UK are rising. At the same time, the demand for labour is increasing as well, suggesting that the labour supply is rising. Immigration plays an important part in this, as the UK was one of the few countries that placed no immigration restrictions on the acceptance of ten East European countries into the EU.

TABLE 4.9 CHARACTERISTICS OF THE BRITISH WORKFORCE

UNEMPLOYMENT RATE	4.7%
TOP 5 SECTORS IN WHICH TO WORK	NOT AVAILABLE
IMPORTANT ASPECTS OF A NEW JOB	SALARY
	PERSONAL DEVELOPMENT
	A COMPANY WITH A GOOD REPUTATION
	ABILITY TO MAKE AN IMPACT
	MORE RESPONSIBILITY
DISTINGUISHING ASPECTS OF A NEW JOB	A COMPANY WITH A GOOD REPUTATION
	BETTER BENEFITS
SEARCH METHOD	ONLINE JOB BOARD (72%)
	RECRUITMENT AGENCY (42%)
	COMPANY WEBSITE (42%)
	NEWSPAPER (41%)
	PERSONAL NETWORK (24%)
METHOD OF APPLICATION	EMAIL (41%)
	ONLINE APPLICATION FORM (36%)
	POSTAL APPLICATION (19%)
EMPLOYERS OF CHOICE	NOT AVAILABLE

For Britons, salary is the most important aspect when looking for a new job, followed by personal development. Compared to the other countries in our survey, corporate culture is clearly less important in the UK. In all the other countries this aspect is in the top five most important aspects, but not so in the UK. The aspects that did make it to the top five show that Britons are careerists who want to work for a company with a good reputation, where they may make an impact and take more responsibility, compared to their previous job. This is further emphasised by the two distinguishing aspects for Britons. A company with a good reputation is very important to them and the importance of better benefits together with a first place position of salary, indicate that they want to make a real career move when they look for a new job.

Using a recruitment agency is slightly more common in the UK, whereas the other methods are less popular. Nevertheless, you will reach the majority of the workforce by placing your vacancies on an online job board. Online applications are common in the UK. Compared to other countries, many companies in the UK use online application forms. This makes it easier to process and compare large numbers of applications for different positions.



4.2 Case study

According to its growth strategy, a German pharmaceutical company wishes to set up a new R&D Business Unit in Europe and Italy appears to be the best location. For this new business venture, the German company plans to attract at least 50 R&D workers in the first six months. A German associate is sent to Italy in order to effect this unit, along with local partners.

BASIC ASSUMPTIONS:

REASON FOR INTERNATIONAL RECRUITMENT:

GROWTH

STRATEGY:

WORK TO PEOPLE

DURATION:

MORE THAN 10 YEARS

NUMBER:

AT LEAST 50

Before setting off for Italy, some questions have to be answered in order to come to the right strategy for attracting Italian R&D workers:

- 1 Is the number of R&D workers in Italy sufficient for the German company to meet its recruitment needs?
- 2 How can these Italian R&D workers be characterised?
- 3 What are the most important aspects of a new job for Italian R&D workers?
- 4 What kind of media do these workers use when looking for a new job?

Is the number of R&D workers in Italy sufficient for the German company to meet its recruitment needs?

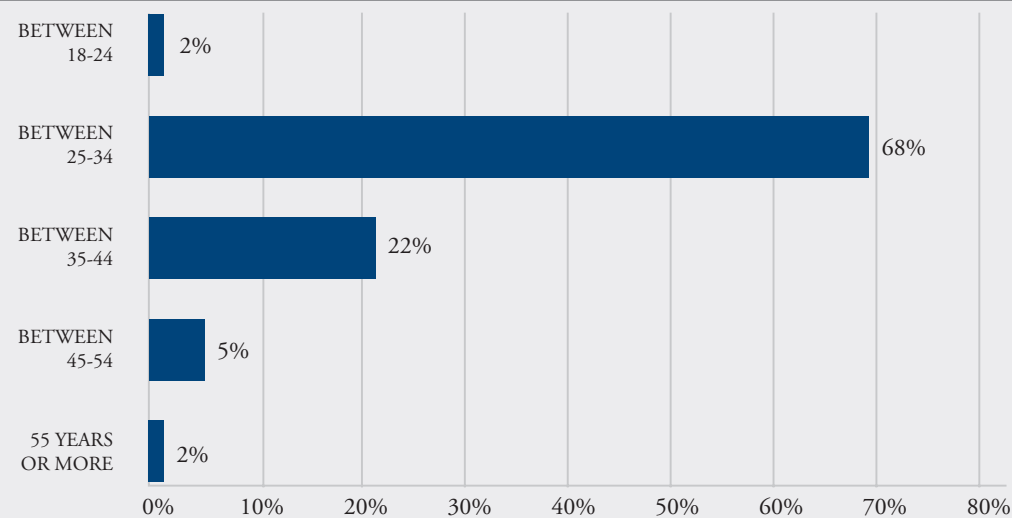
The number of R&D workers as a percentage of the total workforce is largest in Germany, Sweden, Denmark and Italy. Italy is the country with the largest workforce (in absolute numbers) outside of Germany. Setting up a new R&D Business Unit in Italy seems to be the logical choice, since the number of workers available is largest in this country.

How can these Italian R&D workers be characterised?

Italian R&D workers are (predominantly):

- 1 Highly educated
- 2 Male (65%)
- 3 Young (90% are between 25 and 45 years old)

FIGURE 4.1 ITALIAN R&D WORKERS BY AGE



What are the most important aspects of a new job for Italian R&D workers?

Table 4.10 shows the most important aspects of a new job for Italian R&D workers. The index is based on the percentage of Italian R&D workers who value an aspect of a new job set against the percentage among the average European worker.

TABLE 4.10 IMPORTANT ASPECTS OF A NEW JOB

	AVERAGE EUROPEAN WORKER	ITALIAN R&D WORKER	INDEX
PERSONAL DEVELOPMENT	65%	72%	110
SALARY	59%	71%	121
CORPORATE CULTURE	41%	33%	81
A COMPANY WITH A SOUND FINANCIAL STANDING	32%	25%	77
FLEXIBLE WORKING HOURS	30%	22%	74
COMPETENT BOSS	29%	23%	80
OFFICE LOCATION	28%	15%	54
ABILITY TO MAKE AN IMPACT	28%	23%	84
MORE RESPONSIBILITY	27%	26%	97
A COMPANY WITH A GOOD REPUTATION	24%	23%	97
BETTER BENEFITS	16%	16%	102
MORE HOLIDAYS	6%	2%	37

Personal development and salary are the two most important aspects of choosing a new job. Compared to the third most important aspect (corporate culture), twice as many Italian R&D workers want a new job to offer them personal development opportunities and a good salary. These aspects are also more important to Italian R&D workers than to the average European worker. The German pharmaceutical company should therefore present its vacancy as a job with great personal development opportunities and a good salary. Less important aspects for Italian R&D workers compared to the average European worker are:

- More holidays
- Office location
- Flexible working hours

Italian R&D workers are hard workers who are not looking for extra free time. They also do not mind a long commute or even relocating for the right kind of job. A new job should offer good primary and secondary benefits and plenty of opportunity for personal development. These are the elements that should be emphasised in:

- The employment advertisements and other communication tools such as banners, direct (e-)mailings etc.
- The job and benefit description on the (Italian) corporate recruitment site of the German company. They should be described in detail to encourage even more enthusiasm about the job.

What kind of media do these workers use when looking for a new job?

Table 4.11 lists the most preferred methods when looking for a new job among Italian R&D workers. Online job boards are the most popular, followed by personal network and the company's website. Compared to the average European worker, a personal network is especially important for these workers.

TABLE 4.11 PREFERRED METHODS FOR FINDING A JOB	
	THE ITALIAN R&D WORKER
ONLINE JOB BOARD	75%
PERSONAL NETWORK	66%
COMPANY WEBSITE	51%
NEWSPAPER	37%
RECRUITMENT AGENCY	28%
TEMP AGENCY	15%
COMPANY PRESENTATION OR OPEN DAY	13%
JOB FAIR OR OTHER CAREER EVENT	12%
MAGAZINE/TRADE MAGAZINE	10%
OTHER	2%

Based on this information, the recruitment strategy of the German pharmaceutical company should follow three steps:

Step 1) Find a local partner with a strong network among Italian R&D workers.

With the use of the network of the local partner and the network of the German company, a first group of ten R&D workers should be attracted. This would open up even more referral (network) possibilities.

Step 2) Create an Italian corporate website.

This step should be taken simultaneously with Step 1. The Italian corporate website should focus on the recruitment of 50 Italian R&D workers. Testimonials of the first Italian R&D workers should be incorporated. It is crucial to give a comprehensive overview of the personal development employees of the German company may expect to undergo and the primary and secondary benefits they would enjoy.

Step 3) Recruitment campaign.

This campaign should be aimed at recruiting the remaining 40 workers. The following media may be considered to achieve this goal:

Internet

International career portals:	www.stepstone.it www.monster.it
Italian job boards:	www.jobespresso.it www.corriere.it/lavoro/index.jhtml
Google:	www.google.com
Other websites:	www.pubmed.com www.aboutpharma.it www.nuoto.it www.istat.it www.farmacia.it



Print media

Newspapers: Corriere della Sera, la repubblica, Il sole 24
 Trade magazine: The Scientist

THE STRONGEST BOND OF HUMAN
SYMPATHY OUTSIDE THE FAMILY
RELATION SHOULD BE ONE UNITING
WORKING PEOPLE OF ALL NATIONS
AND TONGUES AND KINDREDS.

ABRAHAM LINCOLN (1809-1865)

5. INTERNATIONAL RECRUITMENT IN PRACTICE

For some workers, working in a foreign country is an important ambition and they will actively look for a job outside their home-country's borders. Most workers do not automatically think about looking for a job abroad. It is only when they see a very interesting and challenging job offer in another country on their local job board that they would seriously consider relocating. It is therefore very important not to simply post a job somewhere and wait until international candidates reply, but rather to ensure that foreign mobile workers are actively sought through the job advertisement with an attractive international recruitment campaign.

Setting up a successful international recruitment campaign requires a sound strategy and in this chapter, steps in forming an international recruitment strategy will be formulated. Firstly, a checklist for creating an effective recruitment campaign will be introduced. Secondly, this checklist will be put into practice in a case study. In conclusion, StepStone and Intelligence Group will specify how they may help an organisation to become an internationally preferred employer.

5.1 Checklist International Recruitment Campaign

In General

TARGET AUDIENCE

Know your target audience: who are they and where may you find them? For instance: if you are a UK-based company and you wish to recruit 30 engineers, you should know:

- In which countries you can find them.
- Are they willing to work abroad?
- What will motivate them to come to you?

Define your target audience as specifically as possible. Your target audience profile should, at least, contain the following aspects:

- Education + education level
- Experience level
- Occupational area/job appellation
- Region
- Branch affinity

LANGUAGE

Think carefully about the language you use in your campaign. English is the most common language used to attract international workers, but when it is required that a candidate be also fluent in another language (e.g. the local language) it might be useful to run your campaign in that specific language as well. In that way, you may ensure that the candidates who respond meet your language requirements.

The advertisement

COMPANY BRANDING

Company branding is a very important factor in your campaign. No matter whether you are trying to recruit people from abroad or if you are relocating your activities, be aware that most people do not have a clear image of your organisation. They do not know (yet) what to expect from you as an employer. The company description will be their first introduction to you, so provide some information about:

- The company size
- The sector in which you are active
- Your products and services
- Your company culture
- Future expectations
- Your history (are you a trustworthy employer?)
- The city or region in which you are located

This is your opportunity of making a good (first) impression and establishing a strong image!

JOB-RELATED ELEMENTS

Job title

The job title provides a first impression of the job available. Use a title that clearly describes the job and make sure that this title is known to your target audience. For instance: do not use an English job title if your target audience is not familiar with this appellation. You may even consider using the local language for the job title.

Job description

Give a clear description of the job and its responsibilities: what is expected from the candidate, what activities are part of the job and to whom should they report, etc. All these aspects will help the candidates assess if the job is suited to them. Since most mobile workers wish to work abroad for career related reasons, the job description is an important factor in the decision of whether to move abroad. Be sure to emphasise those aspects that are especially important to them in a new (international) job.

Qualification description

What are the necessary qualifications of the worker(s) that you are looking for? Provide a detailed description of the education level (adjusted to the local connotation), age (only when there are no legal objections to this), experience level and personal qualities etc. that you are looking for. In international recruitment especially, it is also important to mention what language is used within the company. Is it sufficient for someone to be fluent in English or should they also be fluent in the local language?

Application process

In every recruitment campaign it is important to provide clear information about the application process. What is the closing date, how many job interviews are planned, will there be an assessment? For international recruitment however, you should also provide information about:

- The expected language of the application letter and the CV
- The language spoken in job interviews
- The location of the job interviews (will they be held locally or abroad?)
- The refunding of travel expenses when applicants are invited to an interview abroad
- The use of (online) tests, such as interviews by web cam

Offer

As mentioned in Chapter Three, your vacancy should, at least, offer personal development opportunities, a good salary and a pleasant corporate culture to be even considered, but your target audience will be especially attracted to your job offer if you are able to provide them with aspects that distinguish them from the general workforce. These are their Unique Attraction Points (UAP). Mentioning these UAPs in your advertisement will not only make them consider you as a potential employer, but will also make you an employer of choice. Knowledge of these UAPs for your target audience will put you a step ahead of your competitors.

In international recruitment you should also consider three further aspects:

- 1 Recruitment practices concerning the information given in vacancies may differ from those in your own country (See Box 4). Visit career sites in the countries from which you wish to recruit, in order to establish what a common vacancy should look like.
- 2 Offer assistance in the relocation process (for instance: help foreign workers with finding accommodation, finding a school for their children or in acquiring permits, etc.).
- 3 Set up an introduction programme where they may familiarise themselves with the company, their colleagues and surroundings.

BOX 4: DIFFERENCES IN RECRUITMENT ADVERTISING



THE BRITISH AND THE FRENCH HAVE A DIFFERENT APPROACH TO REWARDS WHICH IS REFLECTED IN THE FACT THAT BRITISH RECRUITMENT ADVERTISEMENTS NORMALLY FEATURE SALARIES AND BENEFITS, WHEREAS FRENCH ADVERTISEMENTS ARE VAGUE IN THIS RESPECT. JOB REQUIREMENTS ARE THE BASIS FOR PAY IN THE UK. IN FRANCE, THIS DEPENDS ON THE CANDIDATE'S QUALIFICATIONS. FRENCH ADVERTISEMENTS THEREFORE DEFINE EDUCATIONAL REQUIREMENTS IN GREAT DETAIL, BUT WILL NOT GIVE A SALARY INDICATION, AS THIS WILL BE SET WHEN THE QUALIFICATIONS OF THE ACCEPTED APPLICANT ARE CLEAR. SINCE JOB REQUIREMENTS ARE PRESET BY THE COMPANY, UK COMPANIES MAY GIVE AN INDICATION OF THE SALARY THAT COMES WITH THE JOB. (SOURCE: MCKENNA & BEECH 2002).

Feedback stimulus

Make it easy for the candidate to apply or to reach you in case they have any questions. Always include a name, phone number and email address of a person who they may contact for more information. The decision to move abroad and to give up work, home and family is not an easy one, so potential candidates will certainly have many questions. Most of the questions will be general, for instance: do I need any permits, what about accommodation, etc.? It is strongly advised that this information be available in advance - for instance, on your website or in a special brochure.

Media

The number 1 medium used for finding a job abroad is the Internet. Job boards and the corporate website are the most popular methods used to look for international jobs. Therefore, whatever the size of your campaign, make sure that an online promotion is included in your mediamix.

CORPORATE WEBSITE

Your corporate website should be at the heart of your international recruitment campaign. Almost all mobile workers (84%) will visit your website when looking for a job abroad. Some might visit you in their initial search, because you are an employer of choice to them or through search engines, but most will visit your website after they have been attracted by a job offer on, for example, a job board. Therefore, making your company website and especially your recruitment site as attractive and inviting as possible, is one of the very first steps you should take in becoming an international preferred employer.

A first requirement is language. Nothing spells 'international' better than a website that is at least available in English, and your (international) vacancies should also be posted in English. Provide as much information as possible on the assistance you can offer foreign workers to facilitate their relocation: How will you help them and their families adjust to their new situation? Is there an introduction programme? Additionally, tell them something about the city or the region in which they will be working and living.

- What local facilities and amenities are available?
- What are the living expenses?
- What are the average property prices?

Testimonials from foreign employees (or perhaps, even their spouses) or a Frequently Asked Questions (FAQ) section, are two ways in which you could present this information on your website.

Corporate websites in practice

To get an impression of the common practice in recruitment sites around Europe, we have scanned the websites of the top ten favourite employers in eight (no data were available for the UK) European countries as presented in Chapter Four.

4

Business

We have divided these websites into five categories:

1 Website available only in the local language and without a global website with an international recruitment section

Of the 80 websites, 41 were not available in English. Sixteen of these websites had no global website with an international career section.

2 Website available only in the local language, but with a global website with an international recruitment section

A total of 25 corporate websites fell into this category. In most cases there was an international recruitment section available on the global website, but vacancies on this section in the country where these companies were listed in the top ten, were still often in the local language. Only on www.audi.com does this seem to be a conscious decision, for they explicitly state that a firm grasp of German is required of all applicants for jobs in Germany.

3 Website available in English, but recruitment information and/or vacancies solely in the local language

It was possible to alter the language of the general site to English on a total of eleven websites, but the vacancies or the information on the recruitment section were available only in the local language.

4 Website and recruitment section available in English, but no additional information for foreign applicants

The remaining 28 websites are all available in English with an English recruitment section. However, all except one, provide no additional information for foreign workers.

5 Website and recruitment section available in English with additional information for foreign applicants

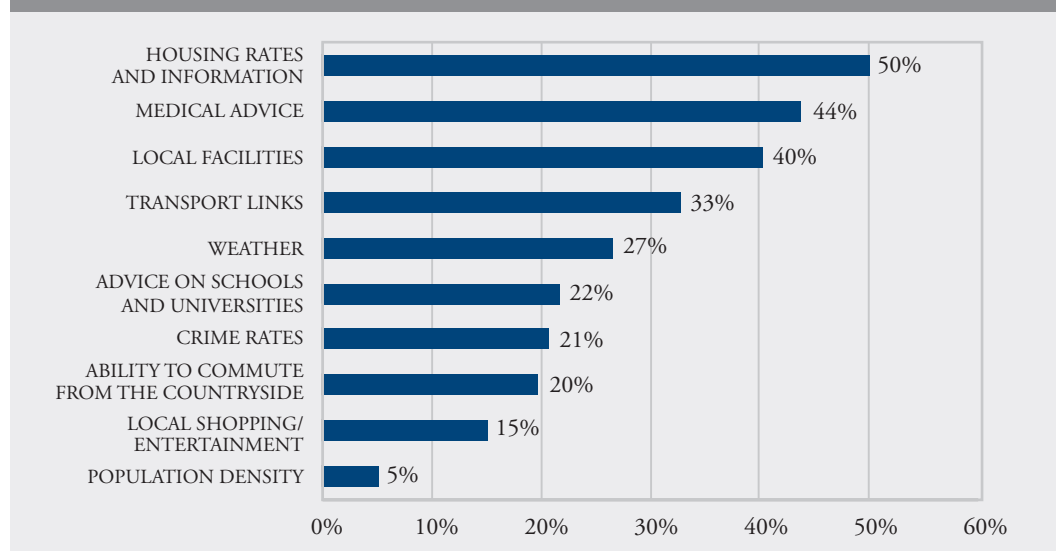
The website of the Microsoft Development Center in Copenhagen is the only one that makes an effort to accommodate international workers interested in their vacancies. They state that they will help them to make the relocation process as smooth as possible. They will assign a relocation specialist who will coordinate a new foreign applicant's move. They also offer to help with the moving of goods, supply tax advice and assist with applying for a visa or work permit. Furthermore, they provide useful links about where applicants may find more information on working and living in Denmark. In their FAQ section they answer questions about the cost of living in Denmark and transportation links. Testimonials from foreign and local employees and a four-minute movie give a good impression of the work environment, the challenges and the work-life balance.



Preferred additional information

In our research we have asked what additional information workers would need if they decided to accept a job in a foreign country. Housing rates and housing information are at the top of the list, followed by medical advice, local facilities and transportation links. Providing this information will not only help foreign workers in their decision to accept your job offer, but it will also show that you are an internationally orientated employer who knows what is important to international workers and is willing to support them in any way to make their transition as easy as possible.

FIGURE 5.1 ADDITIONAL INFORMATION NEEDED IN THE DECISION TO ACCEPT WORK ABROAD



Thus, for a company to render itself an international employer of choice on its company website, means more than merely translating the website and the vacancies into English. This is a crucial step that many companies have not yet taken. Some may have translated their website into English, but have placed their vacancies in the local language. If you present your vacancies in your local language, be sure that this is a conscious decision, as on the website of Audi and explain why this is the case.

Not only should the vacancies be in English, but all other information on your recruitment site should also be available to foreign workers. Create a specific section on your website for international careers. On this section you can place additional information for foreign workers and/or links to sites that offer this information.

Explain the application process for this may differ from other countries. Also describe what kind of information you would like to receive from applicants. Be specific in this description for customs regarding applications differ across the world.

Since foreign employees will not only be working in another country, but will also be living there, it is very important to not only attract them to the job you offer, but also to the city or region in which you are located. A little city marketing will make a move to your region more interesting for foreign workers and their families. Describe what the distinct attractions in your region are and what makes living and working there a great experience.

Testimonials from foreign employees (and maybe even their spouses) may also help to strengthen your international image. They could explain what made them decide to come and work for you and what makes you an international employer of choice. These testimonials will also show that a foreign worker will not be the only non-national among local workers and that you have the experience of making a foreigner feel at home in your company. The global website of Siemens has some fine examples of testimonials from foreign workers that give the impression that Siemens is truly an international employer.

Another possible item for your website that is highly rated by mobile workers is a video presentation.

In this presentation you could show them around the company and also inform them of the interesting parts of the city or country in which you are located. It will give them an idea about what they can expect.

APPLICATION MANAGEMENT AND CANDIDATE SATISFACTION

Your corporate website is also an important tool in the application management and candidate satisfaction process. To manage all international listings and applications you will need an efficient back-office. All actions from your organisation related to a candidate's application will contribute to your image. When will they receive a reply from you, will they receive a personal or standard message and in what language, etc.? The more relevant the information is to them and the more it matches up with their personal wishes, the better will be their experience with you as a company (candidate satisfaction).

Another advantage of using your website for the international recruitment process is the fact that you have the opportunity to build your own talent pool with candidates from all over the world who are interested in working for your company. Thus, whenever you are looking for new, international staff, be it to attract them to come to you or to attract them in their home-country, you will always have a pool of interested workers at hand!

GENERATE TRAFFIC

When your website is ready to receive international candidates for your vacancies, it is time to generate traffic to your company website. The Internet is again the most important medium in achieving this goal.

First of all, it is important to place vacancies on online job boards. Searching job boards is the most widely used method among mobile workers when looking for a job. Ensure that you are familiar with the additional services international job boards, such as StepStone, have to offer. In today's tight labour market it is vital to make your vacancy stand out. Bannering, direct e-mailing and other online marketing tools can help you to bring your vacancies to the attention of your target audience. Later in this chapter, StepStone will introduce some highly interactive solutions that show that you can do more with a job board than simply post a vacancy.

Search engines are also very important in generating traffic to a website. In our research, 73 percent of all workers use a search engine when looking for a job. Incorporating search engine marketing into your recruitment strategy will boost the traffic on your corporate website and will expose your company and vacancies to a large audience. A good search engine marketing strategy will ensure that your website will be at the top of the results, when preselected search words are entered. This is very important, because most people will not look further than the topmost entries. The most widely used search engine is Google and with Google Adwords it is possible to select words so that your website will be placed at the top end of the search results. Creating a good search engine strategy consists of four steps:

- 1 Goal setting
- 2 Distinguishing relevant search words
- 3 Categorising the search words
- 4 Determining the marketing message for each category

The goal, in this case, would be to generate traffic of potential international candidates to your recruitment site. Relevant search words should, at least, contain the words 'job' and 'vacancy,' together with the occupational area of the position you are hoping to fill, but attempt to be creative in the selection of these search words.

Categorising the search words will enable you to adjust the marketing message to the kinds of words entered in the search engine. Possible categories may be related to geography, your products and services, the characteristics of your company or the job and your company name. Depending on the category, you may change the message placed beneath your link. For example, if you have selected the combination 'technical job' as one of your search words, your message may be: "challenging technical jobs at one of the most innovative companies in the world". If somebody else types 'healthcare technology' your message could be: 'create the latest developments in healthcare technology'. In this way, you can adjust your message to suit your audience.

With Adwords you may post a message on a foreign Google-site in the local language and in English, but if the position on offer requires applicants to speak your local language, it is also possible to post a message in your language on a foreign Google-site. By doing this you will definitely stand out to those who are able to speak your language in this country and it will ensure that you only reach your target audience. The case study in paragraph 5.2 shows how this may be implemented.

Job boards are especially useful in reaching active jobseekers on the international labour market. With search engines you may reach active and non-active jobseekers, bearing in mind that the majority of the European workforce consists of non-active jobseekers. Many are not actively looking for a new job, but do keep an eye out for that once-in-a-life-time opportunity. Reaching these workers requires a thorough knowledge of the Internet sites, newspapers and magazines that are used and read on a daily basis. Because these workers seldom visit a job board, their attention has to be drawn to you and your job offer by other media. When you know which sites they visit and what papers and magazines they read, you can use these media in your recruitment campaign to convince these workers that your offer is exactly what they have been waiting for¹.

BE INFORMED AND INFORMATIVE

Before entering the international labour market, you should know what obstacles foreign workers may encounter when moving to your country. This will help you anticipate how to help them and how to answer any questions they may have. Research shows that family-related problems, such as child education and employment opportunities for spouses, are important considerations for workers moving to another country. Language barriers, lack of information about employment opportunities and the recognition of professional qualifications are also negative factors for job seekers. Table 5.1 lists some useful links that provide information for foreign workers who wish to move to another country. Some of these links may also provide employers with an opportunity to come in to contact with international mobile workers. Embassies may also be of assistance for their nationals who would like to move to a foreign country.

¹ LISTING SPECIFIC TITLES OF POPULAR NEWSPAPERS, MAGAZINES AND INTERNET SITES IN THE DIFFERENT COUNTRIES IS BEYOND THE SCOPE OF THIS MANUAL, BUT THIS INFORMATION IS AVAILABLE AT THE INTELLIGENCE GROUP.

TABLE 5.1 USEFUL LINKS FOR FOREIGN WORKERS

GENERAL	WWW.EC.EUROPA.EU/EMPLOYMENT_SOCIAL/WORKERSMOBILITY_2006
	WWW.EC.EUROPA.EU/EURES
	WWW.EXPATICA.COM
	WWW.EXPAT-BLOG.COM
	WWW.EXPATRIATES.COM
	WWW.EXPAT-TODAY.COM
	WWW.JUSTLANDED.COM
	WWW.EXPATNYC.COM
	WWW.GOINGLOBAL.COM
BELGIUM	WWW.BELGIUM.BE
	WWW.VDAB.BE/ENGLISH/PERMITS.HTML
DENMARK	WWW.WORKINDENMARK.DK
	WWW.DENMARK.DK
	WWW.UDLST.DK/DA-DK
	WWW.CIRIUSONLINE.DK
FRANCE	WWW.FRENCH.ABOUT.COM
	WWW.EMPLOI-FORMATION.ORG.UK/WORKINGINFRANCE.HTM
	WWW.FRANCE-PUB.COM/EJOB.HTM
GERMANY	WWW.GERMANY.INFO
	WWW.HOWTOGERMANY.COM
ITALY	WWW.FONDAZIONECRUI.IT/ERACAREERS/WORKING_VISA.HTM
NETHERLANDS	WWW.CWINET.NL/NL/WERKGEVERS/PERSONEEL_UIT_HET_BUITENLAND.ASP
	WWW.IMMIGRATIEDIENST.NL
	WWW.EMPLOYMENT.GOV.NL
NORWAY	WWW.AETAT.NO
SWEDEN	WWW.MIGRATIONSVERKET.SE/ENGLISH.HTML
UNITED KINGDOM	WWW.IND.HOMEOFFICE.GOV.UK
	WWW.WORKINGINTHEUK.GOV.UK
	WWW.IND.HOMEOFFICE.GOV.UK
	WWW.HMRC.GOV.UK/RATES/IT.HTM
	WWW.WORKPERMIT.COM

Some companies may already have experience in helping internal expatriates settle into a foreign position. This experience should also be used with foreign workers who have to adjust to a new country as well as to a new company.

5.2 International recruitment in practice: a case study

A Norwegian accountancy firm is in need of an additional 100 financial specialists in order to implement the reforms needed in accordance with the Sarbanes-Oxley act. These additional specialists will be needed for the duration of three years. An analysis of the Norwegian labour market showed that the majority of these financial specialists may be found in Norway, but they expect to recruit 40 specialists from abroad to meet their recruitment needs. The Norwegian accountancy firm prefers to attract European workers for this project.

BASIC ASSUMPTIONS:

REASON FOR INTERNATIONAL RECRUITMENT:
STRATEGY:
DURATION:
NUMBER:

TO OBTAIN SKILL/TALENT
PEOPLE TO WORK
THREE YEARS
40

To set up an effective recruitment strategy the following questions should be answered:

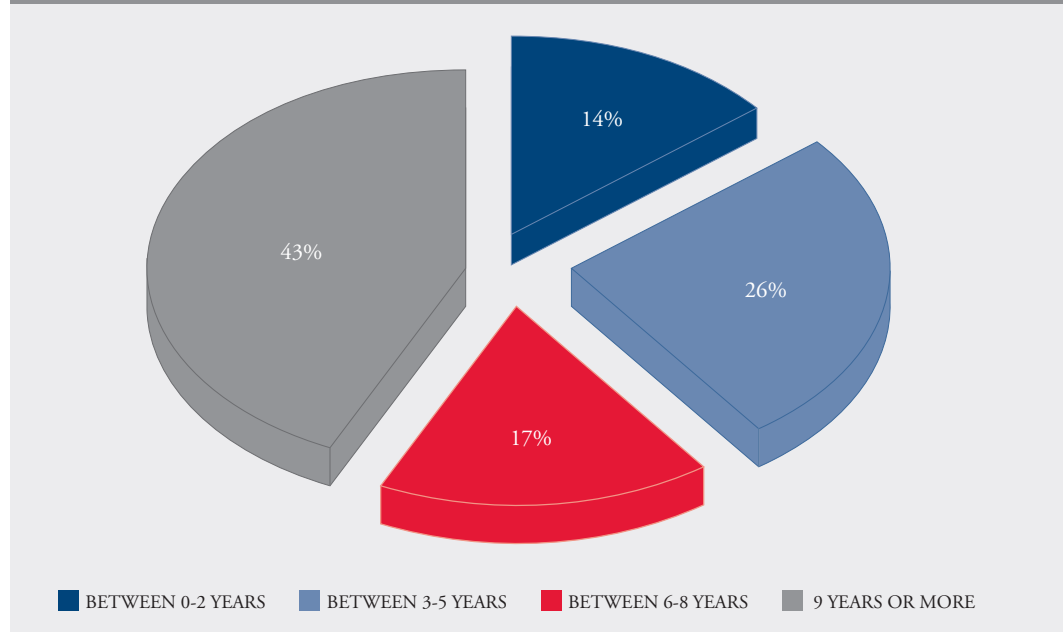
- 1 How many financial specialists willing to work in Norway be characterised?
- 2 Why are these financial specialists willing to go to Norway?
- 3 In which countries should the recruitment campaign run?
- 4 By what means may these financial specialists be reached?

How many financial specialists willing to work in Norway be characterised?

Financial specialists willing to work in Norway are (predominantly):

- More highly educated
- Male (81%)
- Experienced professionals (almost half have nine years or more work experience)

FIGURE 5.2 NUMBER OF YEARS WORK EXPERIENCE OF FINANCIAL SPECIALISTS WILLING TO WORK IN NORWAY



Why are these financial specialists willing to go to Norway?

Table 5.2 displays the various reasons why financial specialists would like to work abroad. The percentages for the financial specialists are set against the percentages of the average mobile worker, resulting in an index.

TABLE 5.2 REASONS FOR WILLINGNESS TO WORK ABROAD

	AVERAGE MOBILE WORKER	FINANCIAL SPECIALISTS WILLING TO GO TO NORWAY	INDEX
OPPORTUNITY TO BROADEN EXPERIENCE	64%	67%	104
OPPORTUNITY TO GET A MORE ATTRACTIVE JOB	47%	62%	132
CAREER DEVELOPMENT OPPORTUNITIES	52%	50%	97
PAY	33%	40%	122
TO GET TO KNOW DIFFERENT CULTURES	35%	40%	115
FULFILLING AN AMBITION	36%	33%	92
TO MEET NEW PEOPLE	24%	31%	129
JOB CHALLENGES	25%	29%	116
TO TAKE ADVANTAGE OF EDUCATIONAL OPPORTUNITIES	20%	24%	120
TO WORK FOR A MORE TRUSTWORTHY EMPLOYER	13%	24%	187



The most important reason for financial specialists willing to work abroad is 'the opportunity to broaden experience' followed by 'the opportunity to get a more attractive job' and 'career development opportunities'. Apparently, personal development and ambition are what drive these specialists abroad. The Norwegian accountancy firm has to offer these aspects to be even considered by financial specialists as a potential employer. It is the reasons that distinguish these financial specialists from the average mobile worker that show us which aspects should be emphasised in order to make these workers come to Norway. These distinguishing aspects are:

- 1 To work for a more trustworthy employer
- 2 Opportunity to get a more attractive job
- 3 To meet new people

The Norwegian firm should definitely mention these aspects in their recruitment campaign. On their corporate recruitment site, they should describe how these ambitions may be fulfilled in the position on offer to entice financial specialists from abroad to come and work for them.

An overview of their history, the latest quarterly earnings and possibly even a list of prizes and awards they have won, may give foreign workers some idea of the trustworthiness of an employer. A good description of the job, the responsibilities, the products, the services and key customers help foreign workers to assess how attractive the job is. Testimonials from employees and a description of the local culture and people show foreign workers who their new colleagues and neighbours will be.

The Norwegian firm should not only take into account the reasons for working abroad among financial specialists, but should also offer the aspects job seekers look for in any new job. Table 5.3 lists the most important elements a new job should offer for financial specialists willing to work in Norway, before even contemplating changing their job. The index shows which aspects are more important to financial specialists compared to the average worker and which are less important.

TABLE 5.3 IMPORTANT ASPECTS OF A NEW JOB

	AVERAGE WORKER	FINANCIAL SPECIALISTS WILLING TO GO TO NORWAY	INDEX
SALARY	59%	79%	134
PERSONAL DEVELOPMENT	65%	74%	113
ABILITY TO MAKE AN IMPACT	28%	43%	152
A COMPANY WITH A SOUND FINANCIAL STANDING	32%	40%	126
MORE RESPONSIBILITY	27%	40%	150
COMPETENT BOSS	29%	36%	122
CORPORATE CULTURE	41%	36%	88
FLEXIBLE WORKING HOURS	30%	36%	120
A COMPANY WITH A GOOD REPUTATION	24%	29%	117
OFFICE LOCATION	28%	26%	92
BETTER BENEFITS	16%	19%	119
MORE HOLIDAYS	6%	5%	80

Salary and personal development are essential preconditions for the Norwegian job offer to be even considered. The latter aspect is also one of the main reasons why these financial specialists are willing to work abroad. Pay was listed as the fourth most important reason for working abroad. Salary is, therefore, not the main reason for financial specialists accepting a job in another country, but it is an important consideration in their decision to change jobs.

Compared to the average mobile worker, the following aspects are more important to financial specialists in a new job:

- 1 Ability to make an impact
- 2 More responsibility
- 3 Salary

If the Norwegian firm is able to deliver these aspects, they should be emphasised in the vacancy and described in detail on the corporate website.

In which countries should the recruitment campaign run?

Foreign financial specialists willing to come to Norway come mainly from:

- Germany
- Sweden
- Italy

Financial specialists from Denmark, Finland and Belgium are also willing to work in Norway, but the number of specialists (in absolute terms) from these countries is quite small. Therefore, the Norwegian firm should focus its recruitment activities on Germany, Sweden and Italy.

How may these financial specialists be reached?

To determine the recruitment strategy for the Norwegian accountancy firm, it is vital to know how the financial specialists willing to work in Norway, look for a job on the international labour market. This is given in Table 5.4.

TABLE 5.4 PREFERRED METHODS WHEN LOOKING FOR A NEW JOB**FINANCIAL SPECIALISTS WILLING TO GO TO NORWAY**

SEARCH JOB BOARDS	71%
SEARCH JOB BOARDS ABROAD	24%
VISIT CORPORATE WEBSITES OF COMPANIES BASED ABROAD	24%
CONTACT RECRUITMENT AGENCIES ABROAD	19%
INTERNATIONAL NEWSPAPERS	17%
CONTACT THE LOCAL EMBASSY FOR INFORMATION	10%
INTERNATIONAL TRADE MAGAZINES	7%

The internet is the most important medium for reaching these financial specialists. The following online recruitment methods should be considered:

- Local job boards (Germany, Sweden and Italy)
- Job boards abroad (Norway)
- Corporate recruitment site (international section on the website of the Norwegian accountancy firm)
- Recruitment agencies (recruitment agencies from Norway that can post the vacancies on their site and use their network to promote these positions on the international labour market)

Other possible media are:

- International newspapers (e.g. placing an ad in the Financial Times)
- Embassies (notify the Norwegian embassy in Germany, Sweden and Italy to look out for financial specialists willing to come to Norway and inform the local German, Swedish and Italian embassy that you want to attract financial specialists from their countries)
- Trade magazines (e.g. The Economist)

The recruitment strategy should consist of a general strategy and a strategy adjusted for every country in which the Norwegian firm wishes to run its campaign.

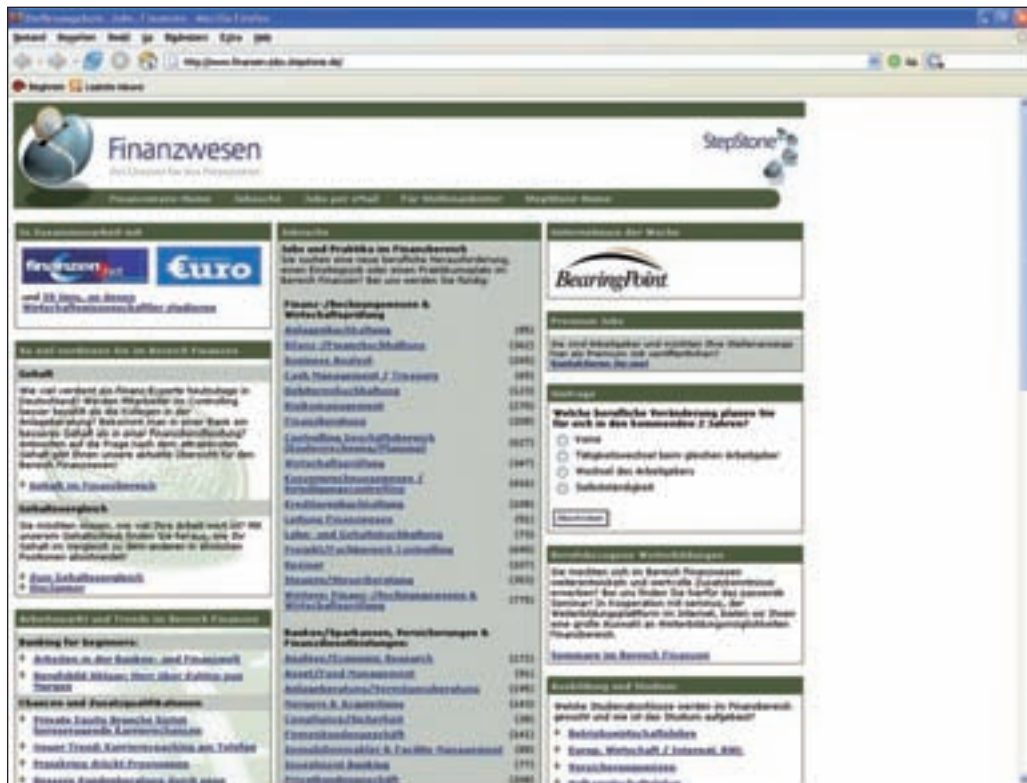
General recruitment strategy

Following the possibilities mentioned above, such as the use of recruitment agencies and advertisements in international newspapers and trade magazines, the Norwegian firm may also incorporate the following suggestions in its recruitment strategy:

1. Placing vacancies on international job boards

Two aspects should be considered when placing a vacancy on international job boards, such as StepStone and Monsterboard:

- 1 Place your vacancy in two different languages. On www.stepstone.de you should advertise
in German and in Norwegian. On www.stepstone.se the vacancy should be in Swedish and
in Norwegian. An English and a Norwegian vacancy should be placed on www.stepstone.no.
2 Make use of the possibilities available to make your vacancy stand out on the job board.
Direct email or targeted banners in the financial or international section may be considered.



2. International career section on the corporate website

A crucial step in an effective international recruitment strategy is a special career section on the corporate website for international financial specialists. This section should contain the following information:

- Information on what makes Norway an attractive country in which to live and work.
- Additional information on living and living expenses in Norway such as accommodation, schooling, healthcare etc.
- How does the company help foreign workers to adjust?
- How does the company help the family of foreign workers to adjust?

Recruitment strategy in Germany

1. Search engine marketing

Ninety percent of German financial specialists use www.google.de followed by www.web.de. The Norwegian accountancy firm should create two ads (marketing message); a German ad and a Norwegian ad. At least one of these should appear in the results on www.google.de if one of the selected search words is entered.

Finanzexpert

Zahlreiche Karrieremöglichkeiten in Norwegen
www.examplefirm.com

Finansrådgiver

Mulighetene for personlig utvikling i Norge er mange
www.examplefirm.com

Selecting the right (German) search words is essential in search engine marketing. In this case potential search words are: *Bilanzbuchhaltung, Finanzbuchhaltung, Treasury, Finanzberatung, Controlling, Geschäftsbereich, Kostenrechnung, Konzernrechnungswesen, Beteiligungscontrolling, Finanzwesen, Rechnungswesen, Wirtschaftsprüfung.*

2. German job boards

Besides the local job board of large international career portals (www.stepstone.de), domestic job boards should also be part of an international recruitment strategy. Popular German job boards for financial specialists are:

- Stellenanzeigen.de
- Jobscout24.de

The Norwegian accountancy firm should post a vacancy in German and in Norwegian on these job boards. Other options to gain the attention of the target audience, such as banners or being the employer of the week, could boost the effectiveness of these sites as well.

3. Other media

Specific websites frequently visited by financial specialists, such as www.onvista.de, may also be used to reach potential candidates. Attractive and creative banners or advertorials on these websites or in their e-newsletters may directly communicate the job offer to the target audience and generate traffic to the international career section of the Norwegian accountancy firm.

Placing an advertisement in the print media such as newspapers and magazines is another possibility for the Norwegian firm to attract financial specialists from Germany. The following offline media could be considered:

- Bankmagazin
- Karriere
- Frankfurter allgemeine

In all offline and online advertisements it is essential to emphasise that the Norwegian accountancy firm offers those aspects that financial specialists value (more) in a new (international) job.

Recruitment strategy in Sweden

1. Search engine marketing

The most popular search engine in Sweden is www.google.se. Other popular search engines are www.msn.se and www.yahoo.se. The Norwegian firm should create a Swedish and a Norwegian marketing message for this strategy. When selected search words are entered, one of these messages should be shown on www.google.se.

Specialist inom finansiering

Stora möjligheter för personlig
utveckling i Norge
www.examplefirm.com

Finansrådgiver

Mulighetene for personlig utvikling
i Norge er mange
www.examplefirm.com

For this strategy to work, choosing the right Swedish search words is essential. *Sarbanes – Oxley, Bank, Finans, Försäkring, rådgivning, Börshandel* are just some examples.

2. Swedish job boards

In addition to the national job board of international career portals, such as www.stepstone.se, domestic job boards should also be considered. Domestic job boards visited regularly by Swedish financial specialists are:

- www.dn.se (site of the national newspaper Dagens Nyheter)
- www.jobsafari.se

Again, the Norwegian firm should post its vacancy in two different languages: Swedish and Norwegian. Other possibilities for drawing the attention of financial specialists available on these sites may further boost the effectiveness of the recruitment strategy.

3. Other media

Besides job boards, other websites visited regularly by financial specialists in Sweden enable the Norwegian firm to communicate directly with its target audience. Examples of these websites are:

- www.di.se (site of the national newspaper Dagens Industri)
- www.nordea.se



Print media such as Swedish newspapers may also be incorporated in the recruitment strategy. Popular newspapers among financial specialists in Sweden are:

- Dagens Nyheter
- Dagens Industri

Recruitment strategy in Italy

Google is also the most popular search engine in Italy; 78 percent of all Italian financial specialists use www.google.it followed by www.yahoo.it and www.alice.it. Two ads should be made: one in Italian and one in Norwegian. At least one of these ads should make it in the topmost results, if selected search words are entered.

Specialista finanziario

Molteplici opportunità di sviluppo
personale in Norvegia
www.examplefirm.com

Finansrådgiver

Mulighetene for personlig utvikling
i Norge er mange
www.examplefirm.com

Defining the right Italian search words is a crucial step in this search engine marketing strategy. Some examples in this respect are: *Sarbanes – Oxley*, *Servizi Bancari*, *Mediazioni*, *Borsa Valori*, *Servizi Assicurativi*, *Altri Ruoli Finanziari*

2. Italian job boards

Besides the national job boards of international career portals, like www.stepstone.it, the following popular domestic job boards among financial specialists in Italy should be considered:

- www.trovavoro.it (part of the site of the newspaper Corriere della sera)
- www.infojobs.it

The Norwegian accountancy firm should place its vacancies in Italian and Norwegian on these job boards. Additional options on these sites that put the job offer of the Norwegian firm in the spotlight, should also be considered.

3. Other media

Popular websites among financial specialists in Italy are:

- www.morningstar.it
- www.miaeconomia.it

These websites may be used to communicate directly with the target audience and to generate traffic to the career section of the Norwegian firm.

Advertising in newspapers like il sole 24 ore or Corriere della sera and popular magazines (e.g. BJ Liguria Business Journal) with Italian and Norwegian ads may also be added to the recruitment strategy of the Norwegian accountancy firm.





5.3 StepStone

Global recruiting solutions

The challenge facing international recruiters is clear. Their competitive edge will be measured by their success in recruiting the right talent. While this is a daunting task, it is possible with the right strategy, processes and tools.

IMPROVE YOUR RECRUITMENT PROCESSES

Although every organisation is unique, those that adopt a recruitment strategy which stretches across countries, cultures and languages have a lot in common. In many companies that recruit internationally, each country and/or division approaches recruitment in a variety of ways using a mixture of methods. Streamlined processes are, however, the key to effective international recruitment.

A company that recognised the need to improve its international recruitment processes is Canon. The company's recruitment practices have been decentralised for years and varied from country to country. Now a new Europe-wide recruiting strategy has replaced a variety of national recruiting policies. The company's common European recruitment strategy has adopted the slogan "You Can" and is run in 10 different languages across 14 countries and with 21 operations.

Central to the strategy is a web-based recruiting system. Canon selected a StepStone recruitment solution for this, allowing Canon to address all its European staff needs using one piece of software. The software also enables Canon to nurture a strong pool of prospective international talent and to realise time- and cost-savings. The new system enables visitors to Canon's careers pages to state what sort of job they would like to have at Canon when future vacancies become available in Europe. It is open to people already working for Canon, and is customised to suit recruitment processes in each division. The system emails the relevant people when an opportunity arises, and conducts online screening, ranking and short-listing.

Another organisation that realised that their existing approach was too fragmented is Cadbury Schweppes. The Global Resourcing Team decided that a streamlined process was the only answer and began the search for an online recruitment solution which would meet their global needs. They selected StepStone's I-Grasp, a system which enables front-end tracking and a choice of language options to support the internal mobility of employees, as well as encourage international and diverse applications.



COMPANIES LIKE CANON, CADBURY SCHWEPES, KMPG, MICROSOFT AND PWC USE STEPSTONE'S RECRUITMENT SOLUTIONS FOR THEIR NATIONAL AND INTERNATIONAL RECRUITMENT NEEDS.

ATTRACTING THE RIGHT TALENT

Another important aspect when recruiting international talent is to select the best way to reach them. Research shows that it is important to focus on the national and international job boards when recruiting Europe's mobile workforce. But where does one begin and how may one avoid typical barriers such as cultural and language differences, lack of knowledge about the local market, speed of processes, etc.?

To assist international recruiters overcome these barriers, StepStone and Totaljobs UK have initiated The Network: a unique one-stop shop for recruiters with international recruitment needs. The Network provides the broadest reach and access to the largest community of online job seekers available to international recruiters. Through a single contact, companies may post jobs to leading job boards whilst benefiting from local expertise, service and support in each country. The Network offers access to qualified candidates in more than 50 countries.



COMPANIES LIKE CANON, DIESEL, GE, INBEV, INTEL, NATO, NOVO NORDISK, PHILIPS AND TOM TOM USE THE NETWORK FOR THEIR INTERNATIONAL RECRUITMENT NEEDS.

SELECTING THE RIGHT TALENT

Especially regarding international recruitment, it is not always easy to find a cost effective procedure for the selection processes. Online psychometric tests are the answer to this problem and are a powerful way of evaluating people for specific roles and may also be used to determine future potential. Since the tests are online, job applicants may take the test at any time and at any location. In this way, a large number of people may be tested, thereby saving a great deal of time and effort.

Irish Life is a company that used online psychometric tests to recruit people from Poland to work in Ireland. The online psychometric tests were part of the complete selection process set up by StepStone's Obvious. The selection process also consisted of telephone interviews to check the candidate's level of competence in English. In addition, Obvious conducted video interviews which enabled Irish Life to select candidates for face-to-face interviews and to determine which specific areas of the candidate's experience and competence should be addressed at the final interview.



COMPANIES LIKE AMAZON, BP, DHL, HBOS AND MICROSOFT USE OBVIOUS FOR THEIR SELECTION PROCESSES.

CHALLENGE WITHOUT BORDERS

As stated above, with the right strategy, processes and tools it is possible to recruit the best international talent. Additionally, the examples of Canon, Cadbury Schweppes and Irish Life also illustrate that a good partner is needed for your international recruitment.

A good partner can help you with:

- a better knowledge of the international talent and recruitment market
- attracting the right talent
- improve your international recruitment processes
- building an international talent pool
- increasing candidate satisfaction
- reducing the costs of hire

For more information about StepStone, visit www.stepstone.com or contact us at internationalrecruitment@stepstone.com.

5.4 Intelligence Group

Who we are

The Intelligence Group (iG!) is a research and consulting firm specialising in the labour market. Founded in 2003, our mission is to research the labour market continuously, fully and independently, in order to provide the most accurate and up-to-date information available. Since then, we have become the leading all-round labour market specialist in the Netherlands. We have helped the top 100 employers in the Netherlands to meet their recruitment goals with the aid of our research, knowledge and experience. This translates into:

- Meeting recruitment needs in number and quality
- Effective and independent media strategies
- Becoming and staying an employer of choice
- Effective and attractive recruitment sites
- Streamlined internal and external recruitment processes
- Effective diversity policy

At the end of 2005, the labour market in the Netherlands had become so tight that employers were looking across borders to fill their recruitment needs. Their questions about the international labour market inspired iG! to initiate international research, resulting in this study. We have found a more than willing partner in StepStone, a leading international career portal, who integrated our research with their yearly visitors' survey.

What we can do

With the information from this international labour market research, we are able to conduct a complete analysis of international workers that would fit your requirements.

We are able to tell you what your international target audience is like and where you can find them. You will gain insight into the aspects job seekers look for in a new job and what their specific media behaviour is, so that you may reach and attract them effectively to come and work for you. Our advice is practical, relevant and always custom-made. We aim to improve your short-term recruitment strategy with quick gains that may be introduced immediately, as well as assisting you with your long-term strategy to strengthen your employer brand. Helping you meet (international) recruitment challenges is what makes us tick!

For more information about us and our services visit www.intelligence-group.nl or contact us at info@intelligence-group.nl. You are also welcome to call us at +31 10 280 90 10.



“KNOWLEDGE IS A TREASURE, BUT PRACTICE
IS THE KEY TO IT.”

(ARABIAN PROVERB)

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WORK TO PEOPLE

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