



CULTIVATING SUCCESS

EMPLOYEE SATISFACTION & MOTIVATION 2008



SEEK INTELLIGENCE

2008 SURVEY OF EMPLOYEE SATISFACTION AND MOTIVATION IN AUSTRALIA

With tougher economic conditions slowing the Australian economy, it is important to understand the effect that this might have on the stability of the workforce. As the largest survey of its kind, the 2008 SEEK Intelligence Survey of Employee Satisfaction and Motivation has collected responses from over 10,000 employees in Australia about how they view their work. As in past years, we have endeavoured to understand what attitudes employees have towards their job, what their prime motivators are, and what employees love and hate about their current job.

This year, we asked if employees are worried about their jobs in light of the slowing economy, what they are doing in response, and whether the economic conditions have impacted happiness and job security. We have examined in depth the process of seeking the ideal job, including what candidates look for in a new job, and how they think they will find it, in order to determine whether candidates are tailoring their dreams to suit tougher times.

The survey responses were collected from a broad online audience of employed people. By reading this report you will find out what it takes to attract the candidates that you want, or to keep the quality staff you already have.



2008 SURVEY OF EMPLOYEE SATISFACTION AND MOTIVATION IN AUSTRALIA

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THE TOP 10 INSIGHTS

1. 39% of Australian employees are worried about the slowing economy in Australia. 53% are not worried, and 8% don't believe there is a slowdown.
2. The employees most worried about the economy are:

Self-employed	50%
Manufacturing & Operations	49%
Call Centre/Customer Service	48%
3. The employees who are least worried about the economy are:

Mining, Oil and Gas	29%
Community & Sport	31%
Healthcare & Medical	31%
4. 44% of those in NSW and 41% of those in VIC are concerned about their jobs in light of the slowing economy, compared to 20% in NT, and 28% in WA.
5. The economy has some flow on effects. 39% of employees think that it will take longer to find a job this year than it would have 12 months ago. This is a significant increase when compared to the 29% of respondents who said this in 2007.
6. Nevertheless, overall job security remains almost identical to what was seen last year.
The least secure industries in 2008 are:

Call Centre / Customer Service	43%
Administration	39%
Manufacturing / Operations	36%

The most secure industries in 2008 are:

Primary Industry	36%
Community & Sport	31%
Accounting	31%
7. Despite more uncertain times, candidates are still looking for more money; Salary is still the number 1 factor that is important in a new job. The top 3 are:

Salary	53%
Quality of Management	49%
Job Security	43%
8. Money is top of mind for keeping employees in their current job as well. Employees want to be paid more, and to be rewarded for individual performance in order to stay.
9. This year employees still love the *People I work with*, *My boss*, and *Benefits / conditions*. Employees hate *My stress level*, *Quality of overall management*, and the *Feedback / appreciation* they receive.
10. While over 80% of Australian respondents are looking for a job on Employment websites, the percentage who thinks they will find a job on a Social Network Site has dropped slightly this year from 12% to 10%.



THE IMPACT OF A SLOWING ECONOMY

Compared to what has been seen in recent years, the Australian economy is somewhat less buoyant. Under this circumstance, have Australian employees noticed the change, and how have they responded?

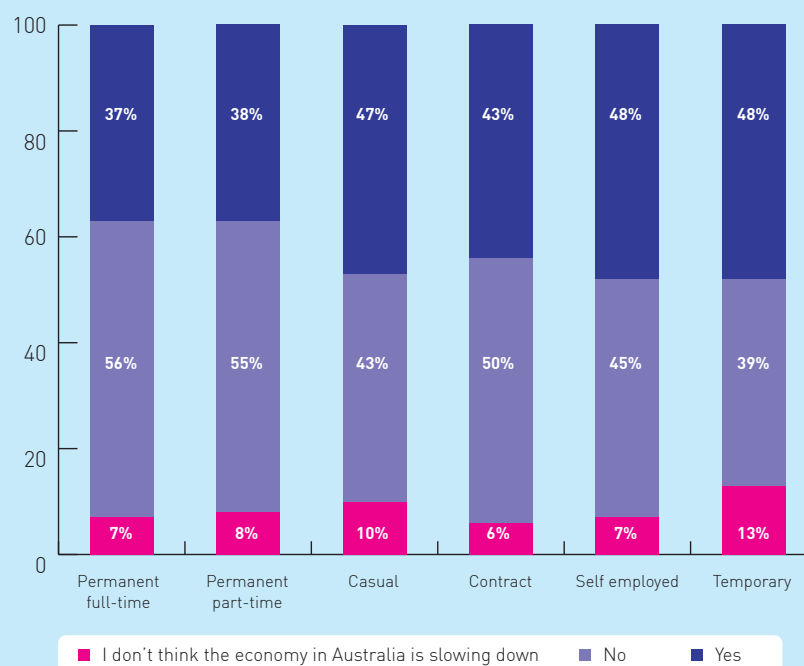
DETECTING CHANGES IN THE ECONOMY

In response to the changing economic conditions, the 2008 SEEK Satisfaction & Motivation Survey asked jobseekers whether *they were worried about their job / career in light of the slowing economy in Australia*. From the more than 10,000 responses that were received:

- 39% said 'Yes I am worried'
- 53% said 'No I am not worried'
- 8% said 'I don't think the economy in Australia is slowing'

If the economy is slowing, it might be expected that there are some employment sectors that would feel the change earlier than others and this is exactly what was found. For example, those employed on a Casual, Temporary or Self-employed basis were the most concerned about the slowdown in the economy. Those in Permanent Full-Time or Part-Time employment were the least concerned.

Concern about job in light of the slowing economy in Australia by employment type

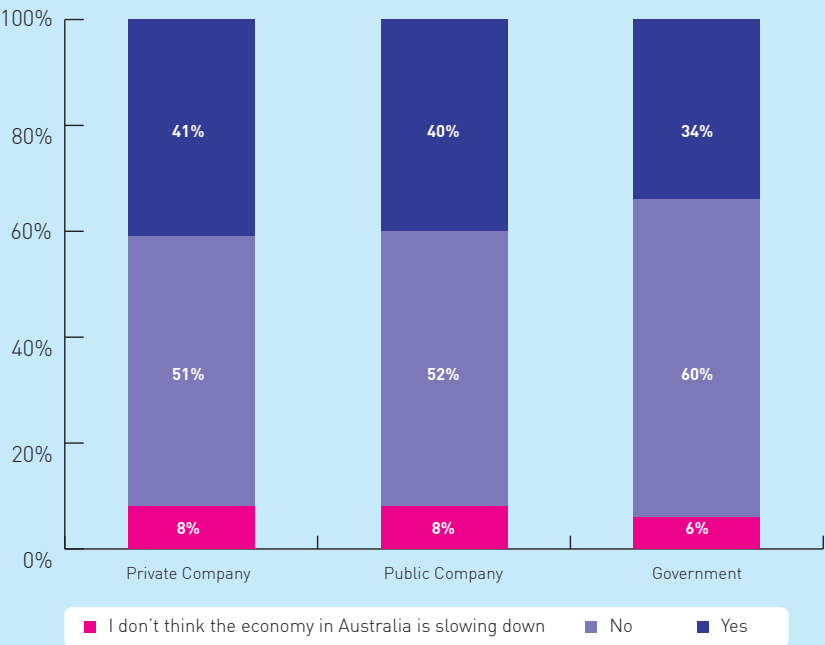


Q. Are you worried about your job/career in light of a slowing economy in Australia?



Employees who work for a Privately owned Company with less than 200 employees were the most concerned while those that worked in a Government body or for the Government itself were the least concerned.

Concern about job in light of the slowing economy in Australia by organisation type

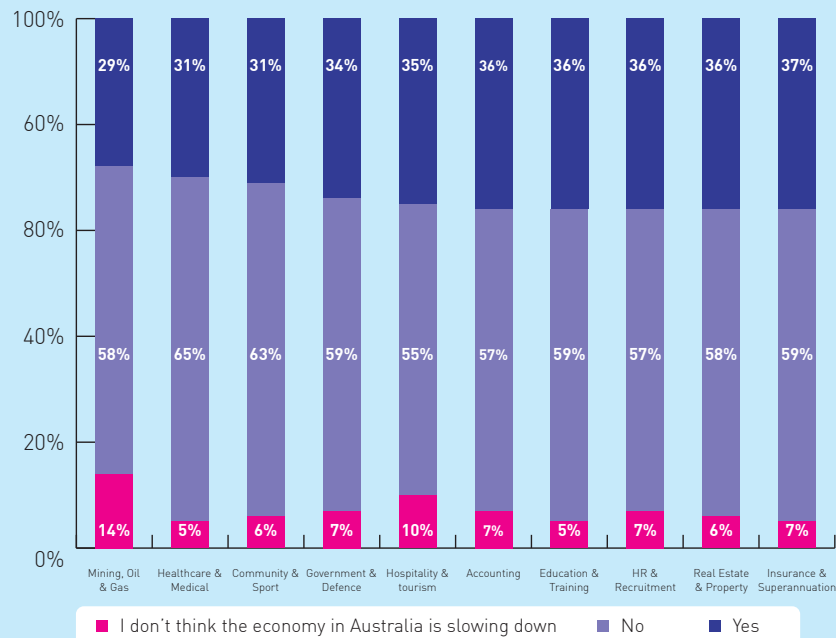


Q. Are you worried about your job/career in light of a slowing economy in Australia?



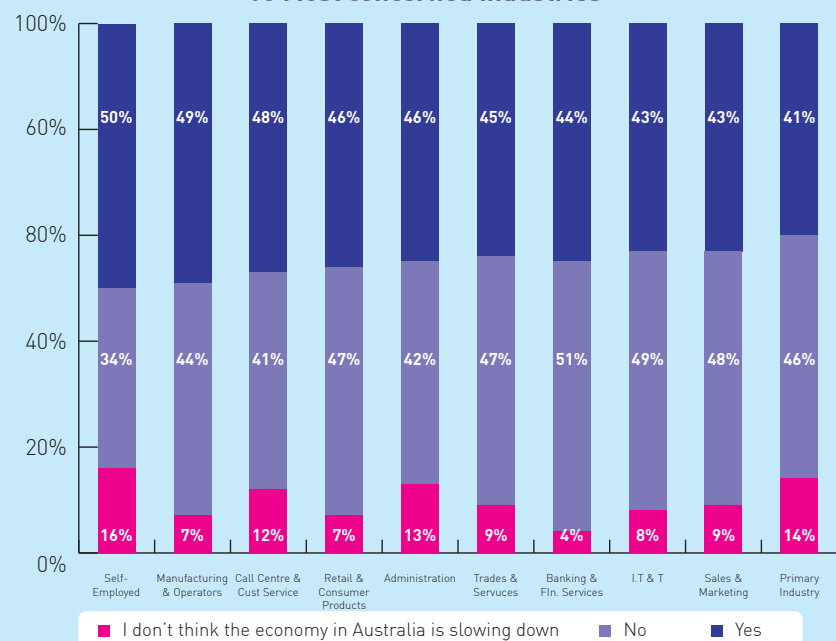
At an industry level, some clear differences were also apparent. Perhaps not surprisingly given their level of vulnerability to a slowing economy, those who are either in Self-Employment, Manufacturing, in a Call Centre / Customer Service, Retail, and Administration were the most concerned about the economy. Those in Mining, Oil & Gas, Healthcare & Medical, and Community & Sport were the *least* concerned.

Concern about job in light of the slowing economy in Australia
10 Least concerned industries



Q. Are you worried about your job/career in light of a slowing economy in Australia?

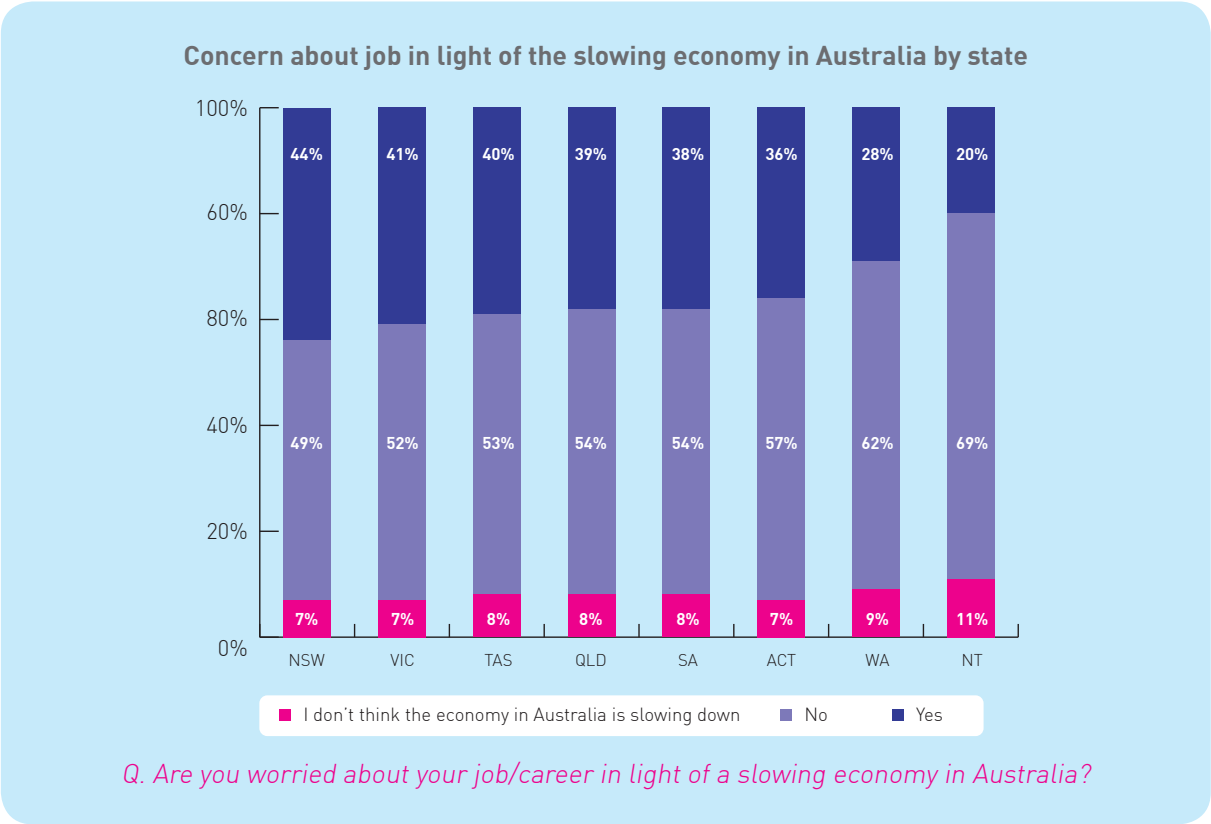
Concern about job in light of the slowing economy in Australia
10 Most concerned industries



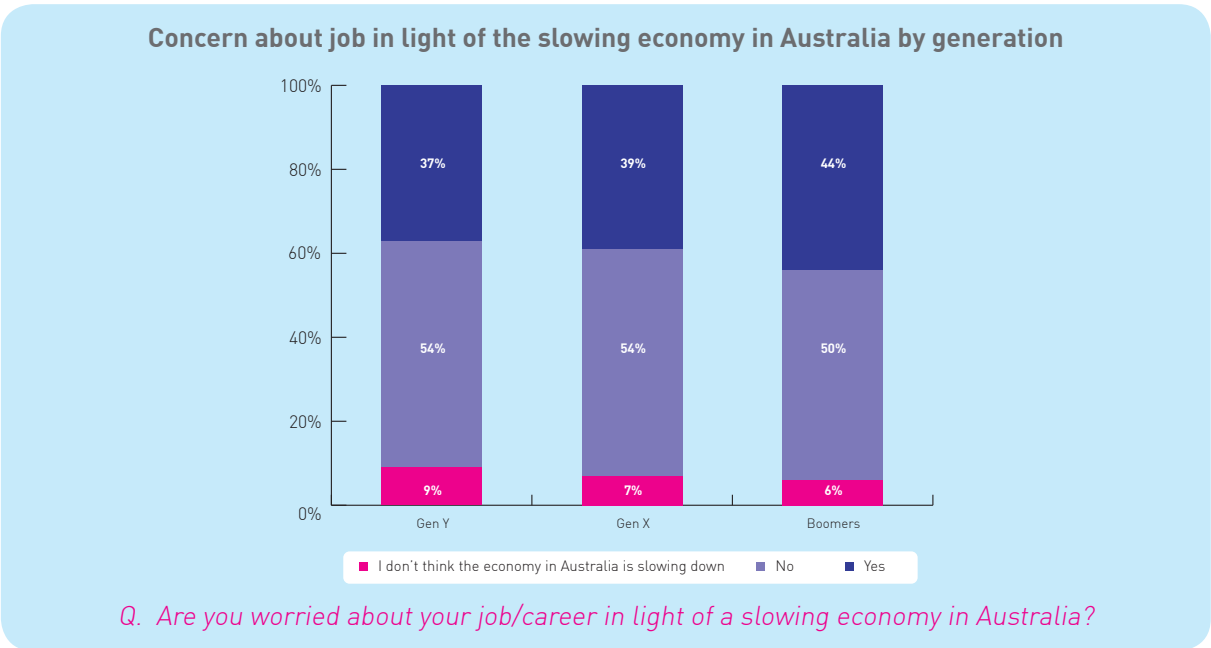
Q. Are you worried about your job/career in light of a slowing economy in Australia?



There is evidence in Australia that the mining driven economies of WA, QLD and SA are running at near capacity while NSW and VIC are relatively more exposed to economic uncertainty. There is some suggestion in the 2008 results that this is indeed the case; 34% of respondents from the mining states are concerned about their jobs compared to 42% in the non-mining states, a significant difference



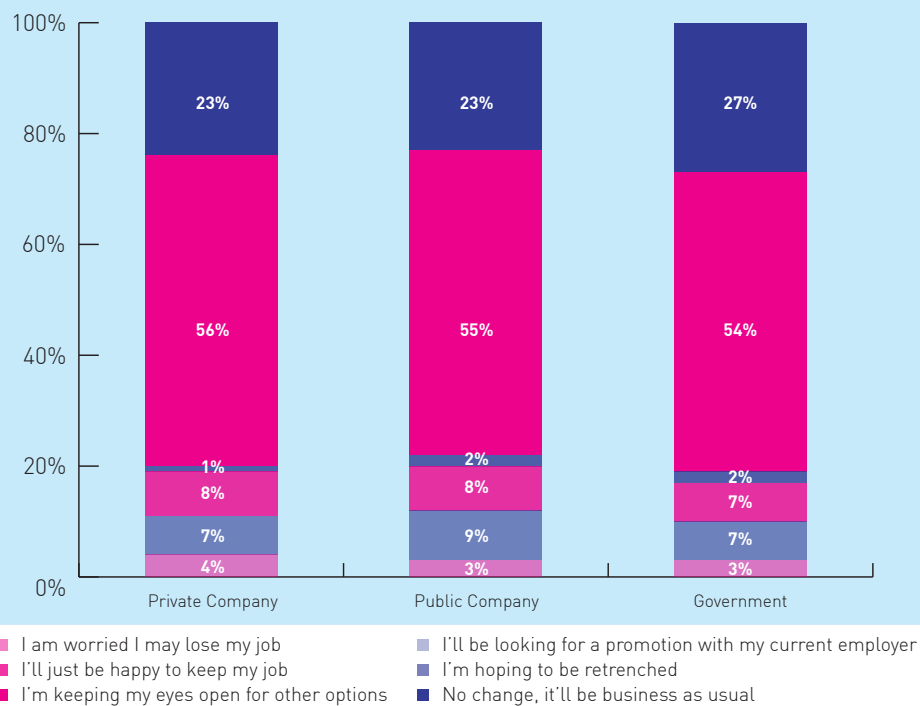
Last year, the survey results suggested that Generation Y were the most secure in their jobs possibly because they haven't ever experienced anything but unbridled prosperity while older employees may understand that the good times don't always last. Further analysis of this year's data reveals that there is evidence to support this hypothesis. 37% of Generation Y said that *they were concerned about their job / career in light of the slowing economy* compared to 39% of Generation X and 44% of Boomers.



RESPONSE TO THE SLOWING ECONOMY

In the 2008 survey, respondents were asked what best described their attitude to work for the next 12 months in light of the slowing economy. 55% of Australian respondents said that they were *Keeping my eyes open for other options* while 24% thought there would be *No change, it'll be business as usual*. Proof that there are opportunities regardless of the economic climate comes from the 2% of Australian respondents who said that they were *Hoping to be retrenched*. Those employed by a Government organisation are slightly more likely to say that there will be *No change, it will be business as usual* compared to those who work for Private or Public Companies.

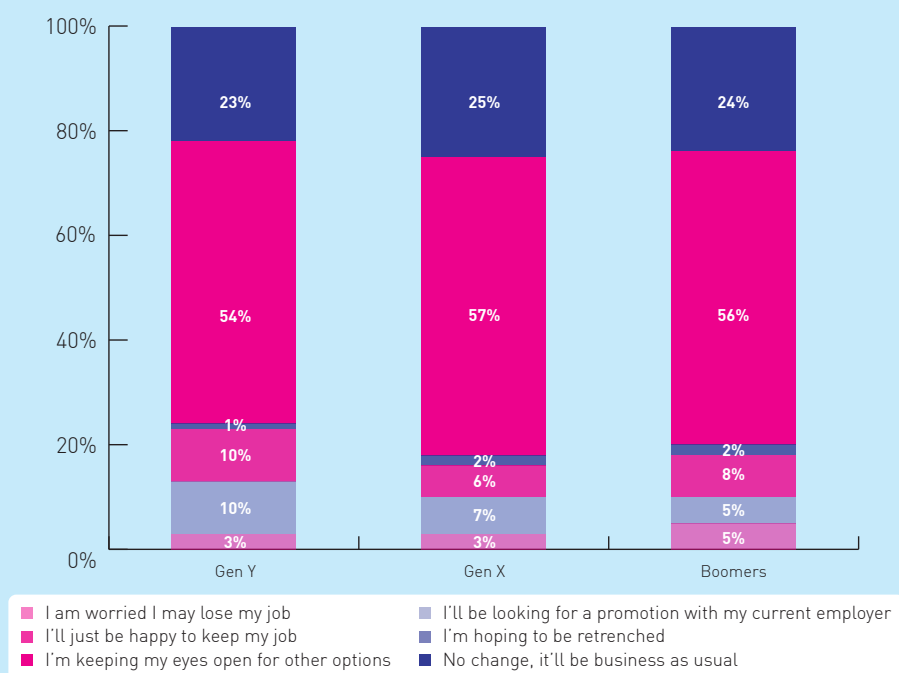
Attitude to work in light of the slowing economy in Australia by organisation



Q. Which statement best describes your attitude to work for the next 12 months in light of a slowing economy in Australia?



Attitude to work in light of the slowing economy in Australia by generation



Q. Which statement best describes your attitude to work for the next 12 months in light of a slowing economy in Australia?

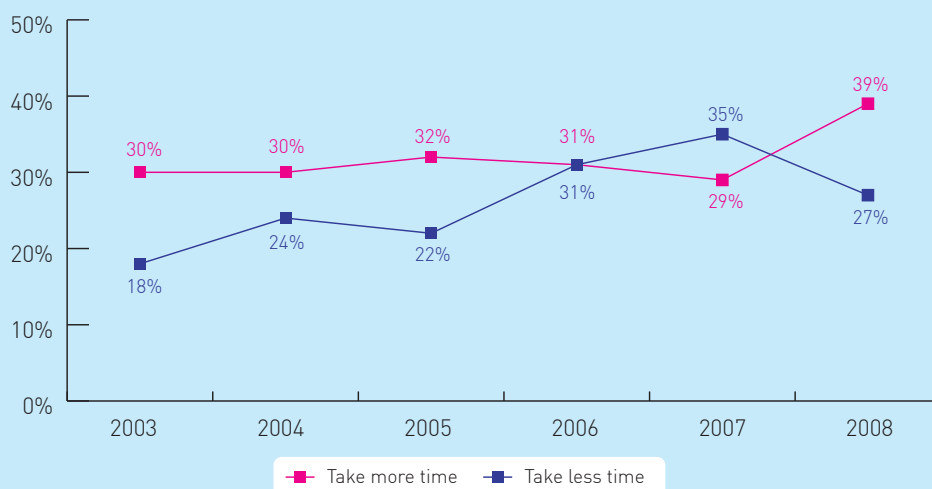
What is apparent is that there is little generational difference in terms of the percentage of respondents who say that they are *Keeping my eye open for other options*, or *No change, it will be business as usual*. However, Generation Y appear a little less sensitive to the current economic conditions in that 10% of them will be *Looking for a promotion with my current employer* compared to 7% of Generation X, and 5% of Boomers.



A RECORD PERCENTAGE OF EMPLOYEES THINK IT WILL TAKE MORE TIME TO FIND A JOB THIS YEAR COMPARED TO LAST.

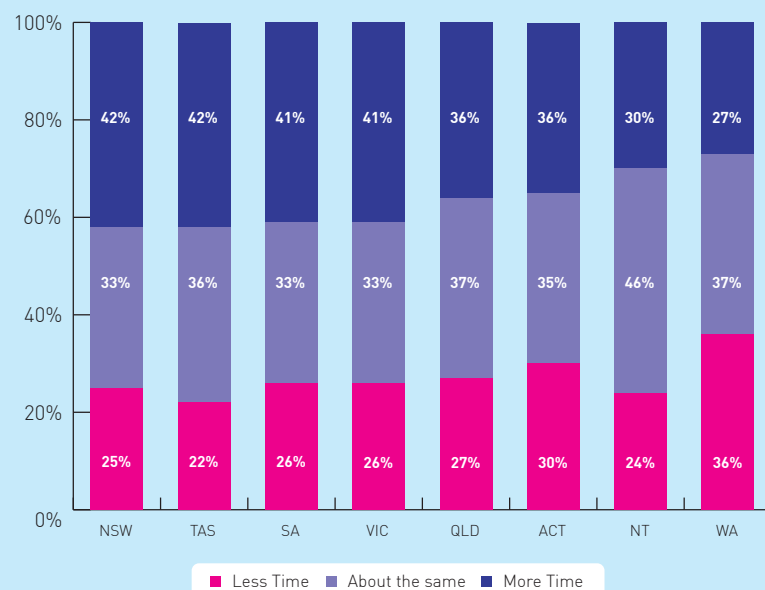
From 2005 through 2007, there was a steady rise in the percentage of Australian jobseekers who thought it would take them less time to find a job compared with 12 months ago. Through this same period, the percentage of jobseekers who thought it would *Take more time* stayed relatively stable. There has been however, a clear shift in this sentiment in 2008. This year the percentage of respondents saying that it will *Take more time* has increased significantly from 29% to 39%. There has also been a corresponding decrease in those thinking it will *Take less time* from 35% to 27%, also a statistically significant shift. This would seem to indicate that there is sensitivity to the slowing economy amongst candidates.

How long it would take to find a job this year compared to last



Q. How long do you think it would take you to find a job today compared to 12 months ago?

How long do you think it will take to find a job compared to 12 months ago by State



Q. How long do you think it would take you to find a job today compared to 12 months ago?



WHAT DOES THIS MEAN?

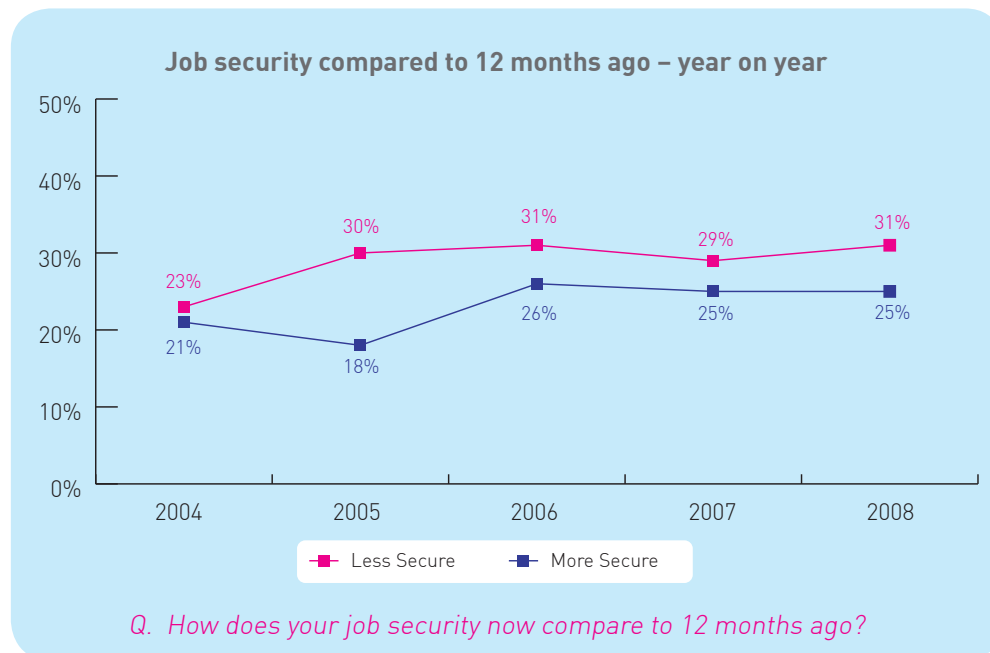
Clearly there is anxiety among employees particularly among those in more vulnerable sectors of the economy and states about the outlook for their job in light of the current economic conditions in Australia. The implication is that there is likely to be increased demand for secure jobs within vulnerable sectors and more candidates on the market. Employers in vulnerable sectors can expect pressure from current employees to provide security. Candidates may also take more time to research jobs - potentially being averse to any roles in industries perceived to be 'less secure'.



SECURITY AND HAPPINESS

JOB SECURITY

While there appears to be an effect of the economy on respondents' perception of the time it will take to find another job at a national level, there does not appear to be any evidence that Australians are worried about the security of the job that they currently have. On this measure, there has been no change in the percentage of respondents who say that they feel more, or less, secure than they did 12 months previously.



Nevertheless, there are differences in security levels across industry suggesting that the slowing economy is starting to affect this measure but only amongst those professions that are probably the most vulnerable in a time of an economic slowdown. For example, workers in Call Centres / Customer Service, who were the most concerned about their jobs are also the least secure (at 43% *Less Secure* compared to last year). Those in Primary Industry are feeling the most secure (at 36% *More Secure*) which perhaps reflects the increasing income that they are deriving from the increases in grocery prices.

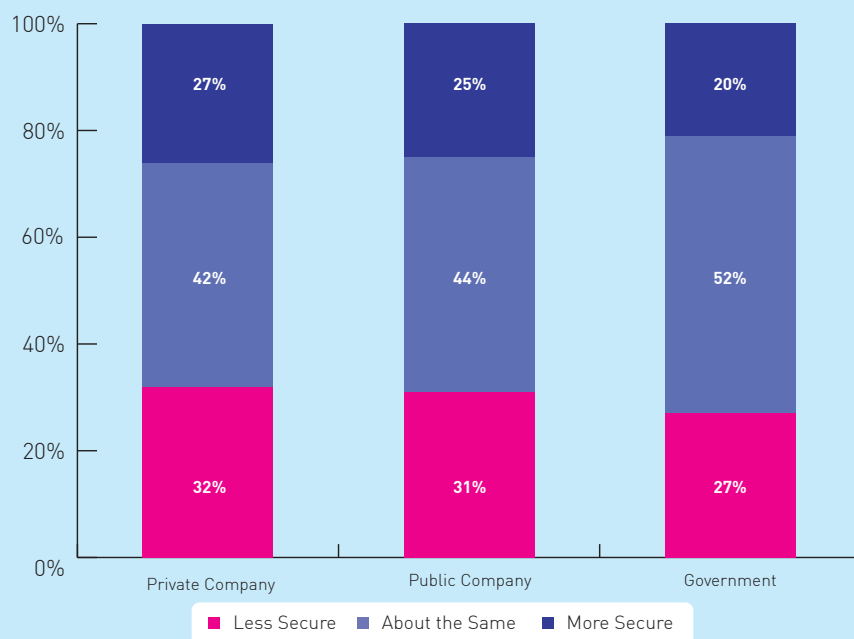


5 Most Secure Industries	% More secure than last year	5 Least Secure Industries	% Less secure than last year
Primary Industry	36%	Call Centre/Cust.Service	43%
Community & Sport	31%	Administration	39%
Accounting	31%	Manufacturing/Operations	36%
Mining, Oil & Gas	30%	Banking & Fin. Services	36%
Hospitality/Tourism	30%	Sales & Marketing	36%

Q. How does your job security now compare to 12 months ago?

Regardless of industry, those working for a Private Company say that they are more secure this year (27%), compared to 25% of those in a Public Company, and 20% of those who work for a Government organisation.

Job security compared to 12 months ago by organisation type

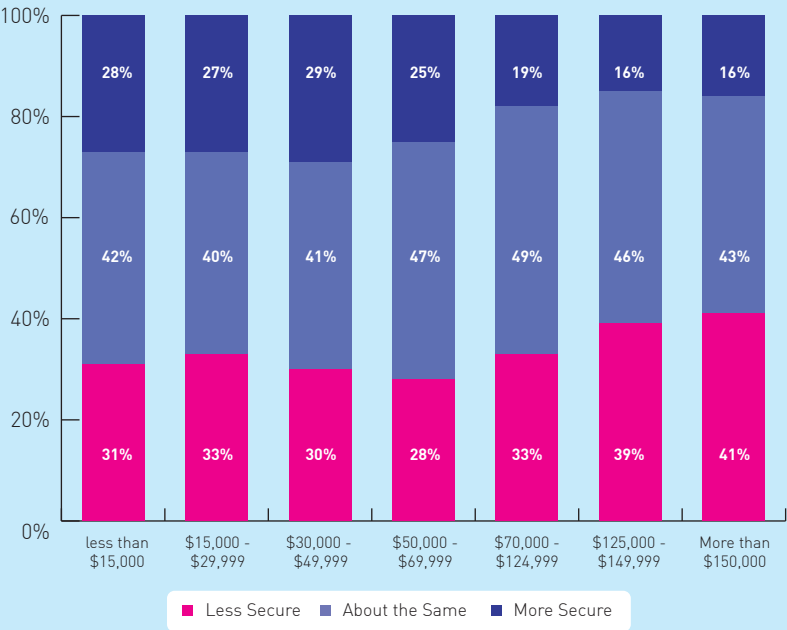


Q. How does your job security now compare to 12 months ago?



For the most part, there is an inverse relationship between income and job security. Those who earn less than \$50K are the most likely to be feeling *More Secure* this year than last. Those that earn more than \$70K are the least likely to be feeling *More Secure* than last. The reasons for this are possibly two-fold. In 2007, lower income earners were more likely to be facing uncertainty because of the implementation of the Work Choices legislation which by 2008 was being repealed. In contrast, higher income earners who were confident in the face of a strong economy are now facing uncertainty as they are now likely to be in middle or senior management positions that are starting to prove vulnerable.

Job security compared to 12 months ago by most recent salary package

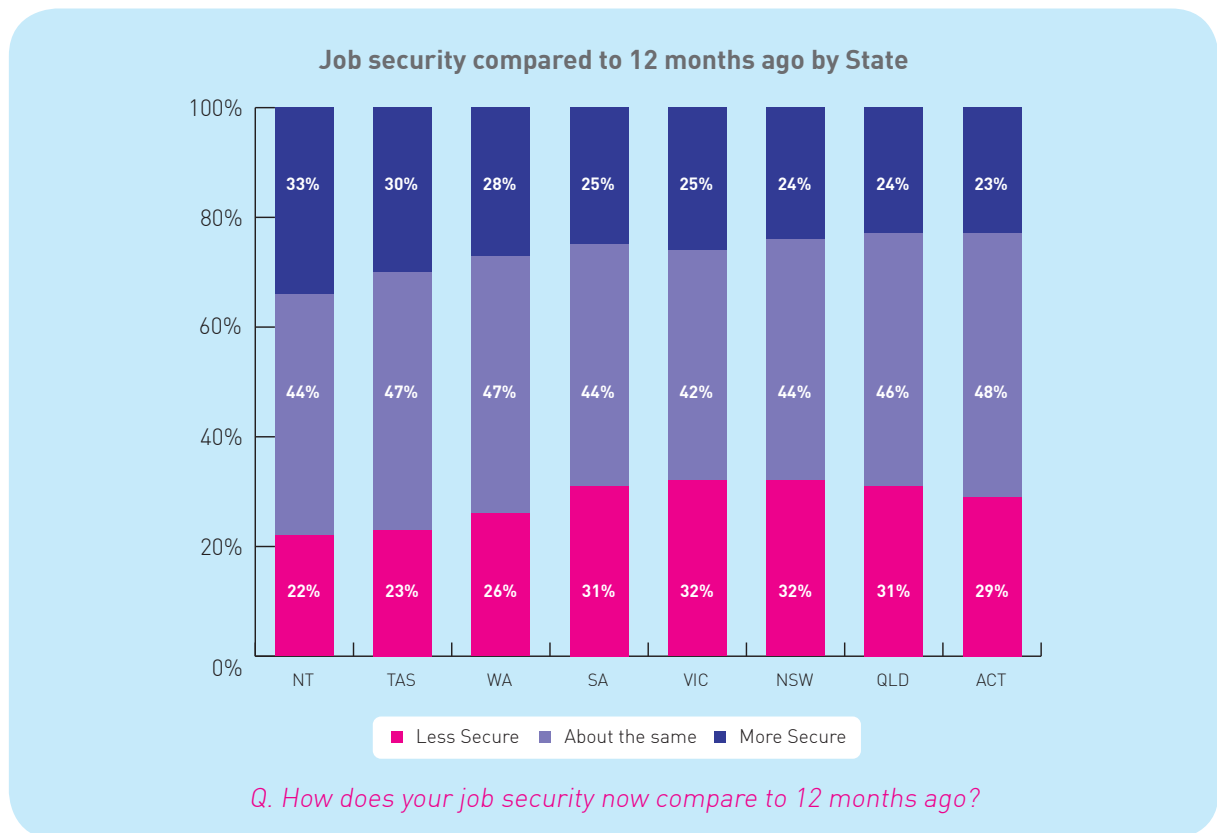


Q. How does your job security now compare to 12 months ago?



EMPLOYEES BASED IN NT, TAS, AND WA FEEL THE MOST SECURE

JOB SECURITY BY REGION RANKED BY MORE SECURE



When looking at job security by State, evidence for the two-speed economy hypothesis is conflicting. For example, while Northern Territory and Western Australian employees are amongst the most secure, their counterparts in Queensland are amongst the least secure.

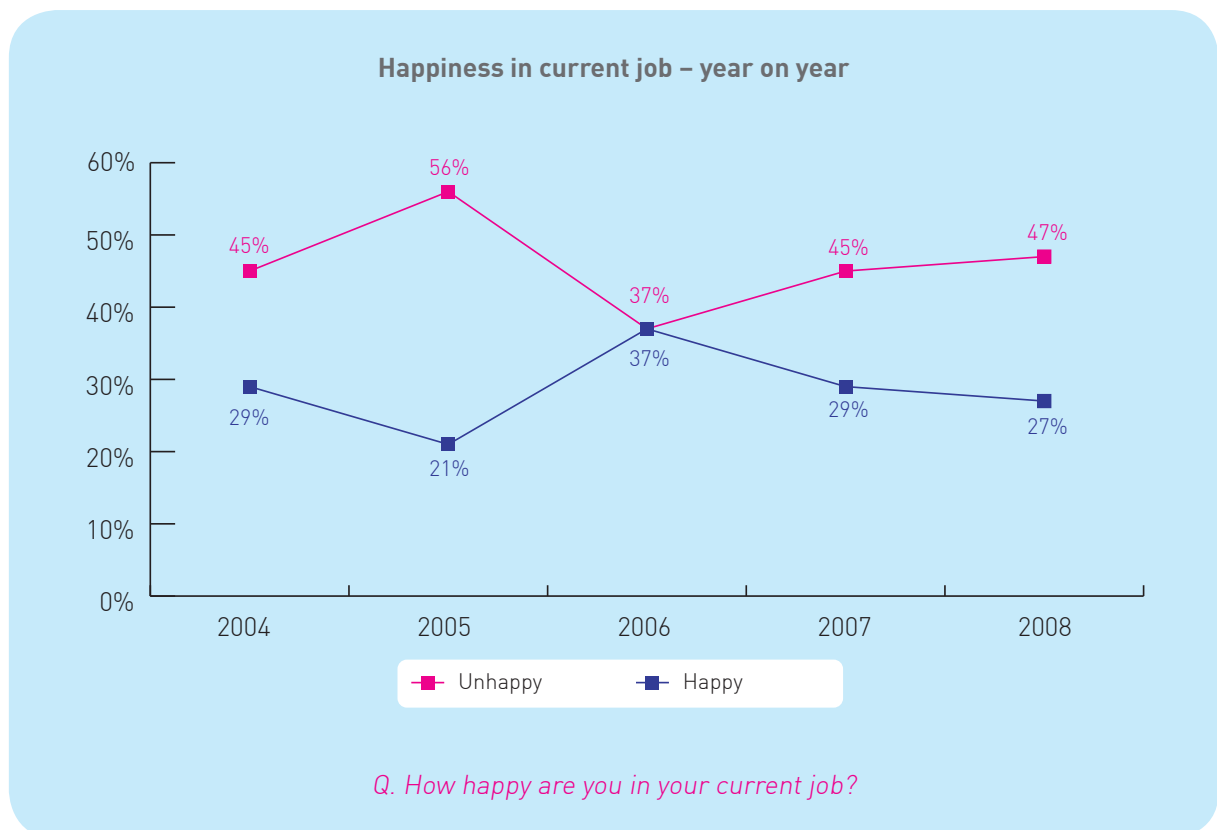
Additionally, there is little difference between job security between metro and regional areas. 26% of metro respondents said that they were *More Secure* than 12 months ago compared to 23% of regional respondents. 31% of metro and regional respondents said that they were *Less Secure*.



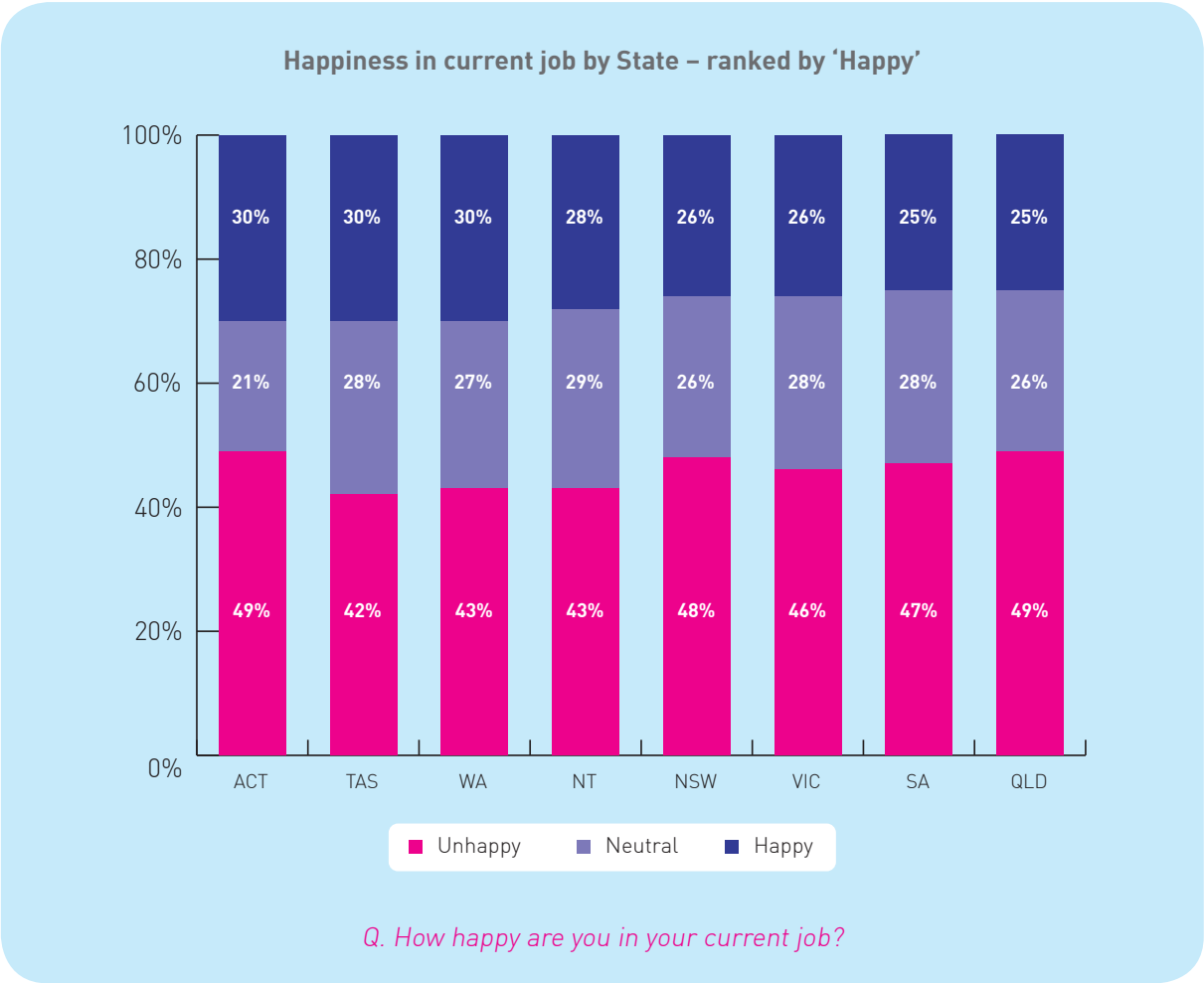
HAPPINESS

27% OF RESPONDENTS ARE HAPPY IN THEIR CURRENT JOB BUT 47% ARE NOT!

Since the inaugural survey of Satisfaction and Motivation in 2004, 2006 has been the peak year for Australian employee happiness. That year, 37% of respondents said that they were *Happy*, 37% said that they were *Unhappy*, with the remainder neutral. From this high point, there was a significant drop in 2007. In 2008, this new level has largely been sustained. While the 2007-2008 difference is not significant, it could mark the start of a trend that may continue if the economy continues to suffer.



As was the case for job security, there is almost no difference between happiness in regional and metro areas. 26% of metro respondents were *Happy*, compared to 25% of regional respondents. 46% of metro respondents were *Unhappy*, compared to 48% of regional respondents. As was the case for job security, the happiest respondents lived in Tasmania, WA, and NT.



HR & RECRUITMENT IS THE HAPPIEST INDUSTRY

As has been noted in previous years, happiness varies according to industry. In 2007, the happiest employees were those that worked in HR & Recruitment. While these employees are still amongst the happiest in 2008, it is those that are Self-Employed that have taken the mantle of Australia's happiest. This is perhaps surprising given that Self-Employed respondents are also those that are less secure about their jobs in the face of an economic slowdown.

In contrast, it is those employees that work in industries that have been hit hardest by the credit crisis that are the least *Happy*. 54% of Insurance & Superannuation workers, and 53% of Banking & Financial Services workers are *Unhappy*. Indeed Banking & Financial Services workers are those that are the 2nd most likely (behind Primary Industry) to say that it will take them longer to find a job this year compared to 12 months ago.

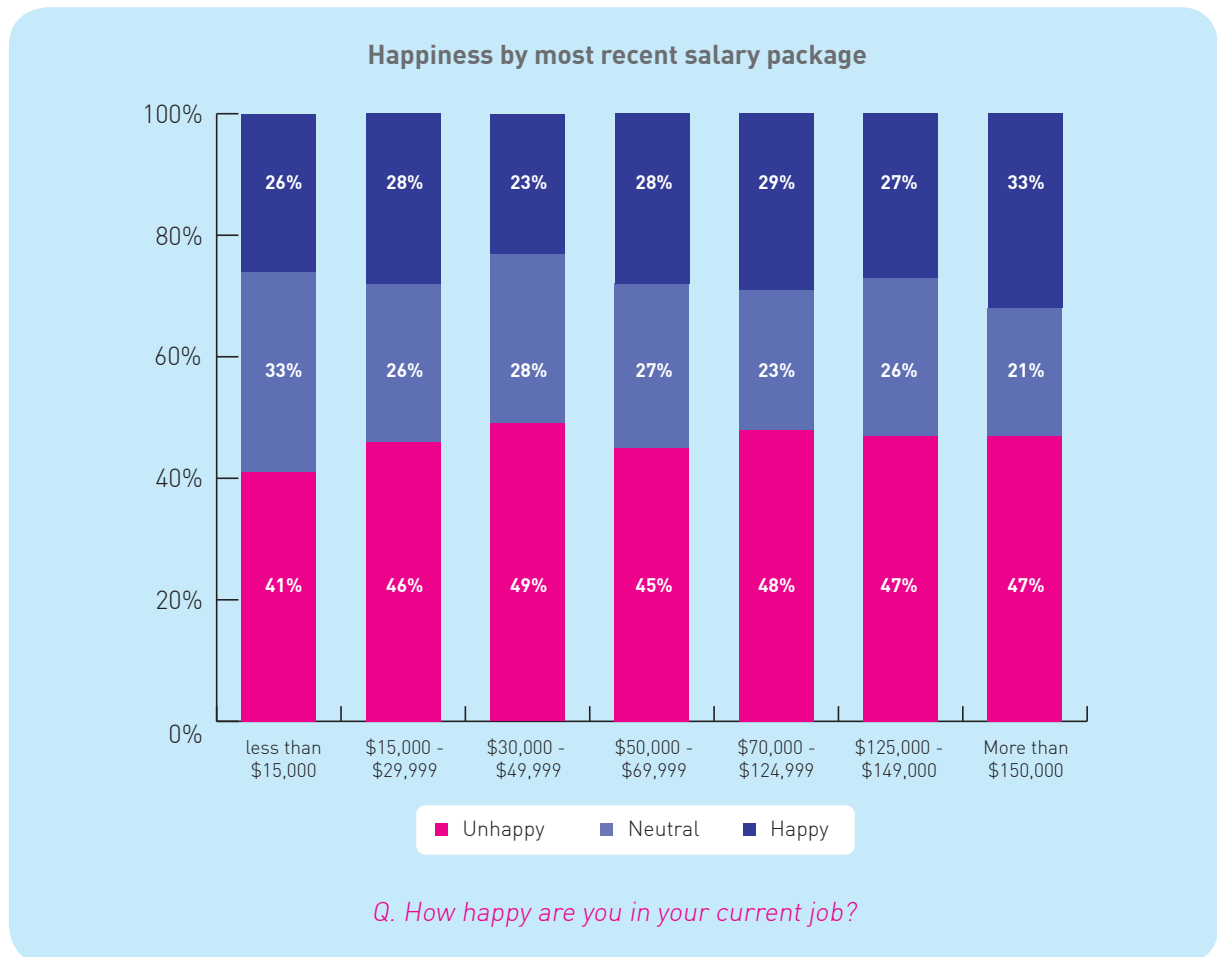
5 Happiest Industries	% Happy	5 Unhappiest Industries	% Unhappy
Self-Employment	42%	Insurance & Superannuation	54%
HR & Recruitment	41%	Banking & Fin. Services	53%
Graduate/Entry Level	36%	Call Centre/Cust.Service	52%
Community & Sport	35%	I.T & T	51%
Mining, Oil & Gas	33%	Retail & Consumer Prods	51%

Q. How happy are you in your current job?



HAPPINESS IN CURRENT JOB – BY SALARY

There is some evidence that money is related to happiness. Those in the highest earning segment (>\$150,000) were the most likely to be *Happy* (33%). However, proof that money doesn't buy happiness comes from those earning less than \$15K; they are the least likely to be *Unhappy*.



WHAT DOES THIS MEAN?

The economic slowdown in Australia does not seem to be driving changes in the security and happiness metrics. Perhaps this is because economic factors are external to the workplace and as such don't impact on employee wellbeing on a regular basis in the same way that working with people you don't like, or long working hours might. What this means is that the next few sections of this report are crucial reading for employers that want to attract and retain quality staff.



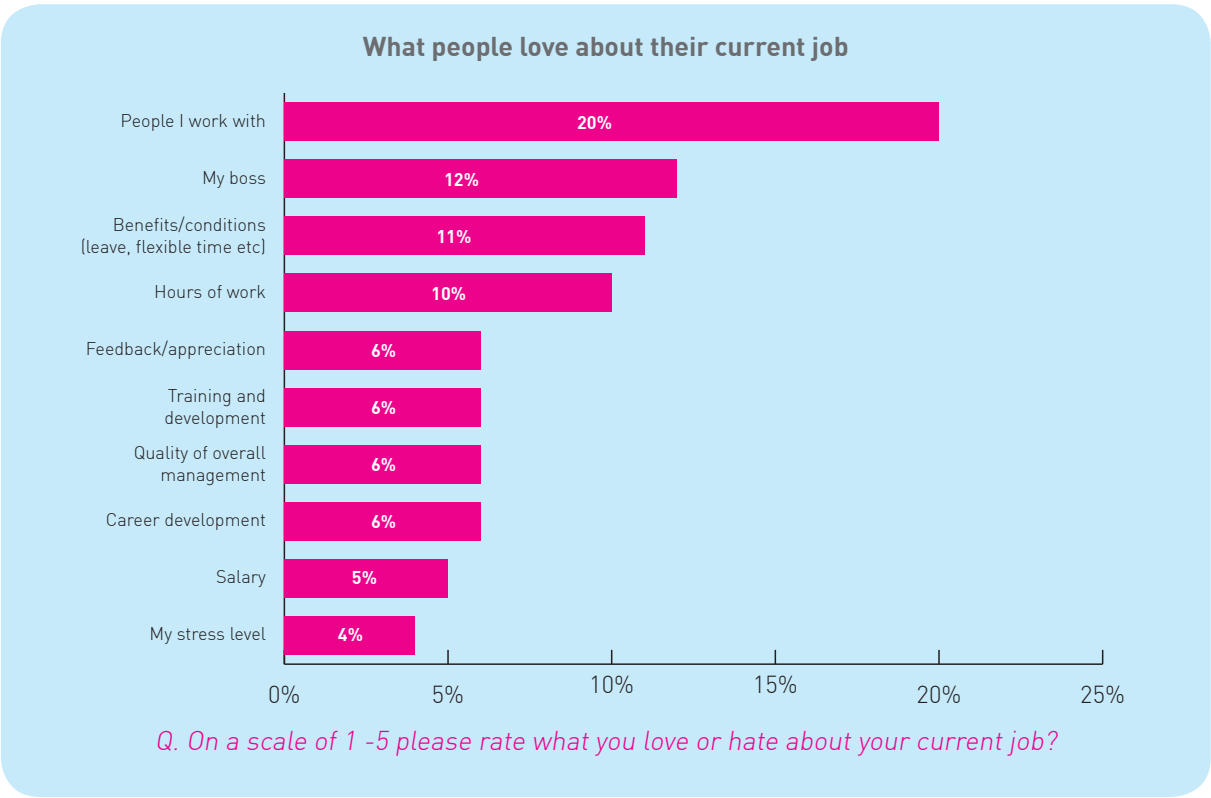
LOVES & HATES

WHAT EMPLOYEES LOVE ABOUT THEIR JOB

To have a happy boss, not have to tip toe around them all the time, when you boss is grumpy every one else gets grumpy.

Male, 18-26, Manufacturing/Operations

While the slowing economy in Australia might be having an impact on some employment satisfaction and motivation metrics, there are other aspects that remain very similar year on year. For the fifth year running, Australian employees rate the people they work with as the most loved aspect of their current job. Employees rate the person they work for, their boss, as the second most loved aspect. Those that are the boss and the employee, the self-employed are those that have the highest level of love across the aspects tested in the survey.



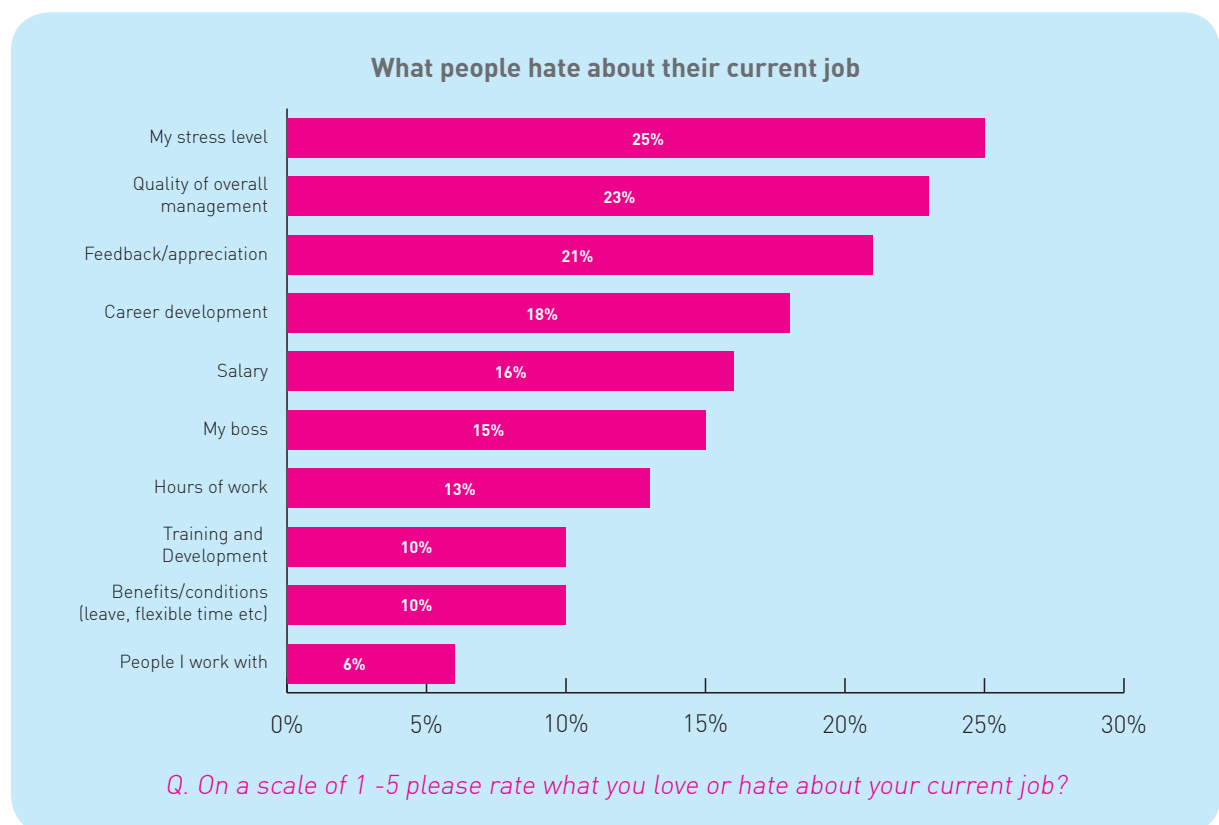
WHAT EMPLOYEES HATE ABOUT THEIR JOB

One of the main causes for demotivation in my workplace is burn-out as a result of under-resourcing. If my employer was able to ensure that there were enough staff they would more than likely find that there would be an increase in morale and a decrease in medical leave (given that people wouldn't need to work as much overtime).

Male, 18-26, I.T & T

As was the case in 2007, the most hated aspect of Australian employees' jobs is the *Stress Level*, with the *Quality of overall management* rated as the second most hated feature of their job. Rounding out the top 3, *Feedback and appreciation*, or lack thereof, is hated by 21% of employees.

- Employees in administration have the highest average hate. An average of 20% of administration workers hate each item in the survey.
- Perhaps luckily, those who are Self Employed hate the least, with an average of 9% across aspects.
- HR & Recruitment and Accounting are the next lowest haters at an average of 11%.



EMPLOYEE LOVES & HATES – BY INDUSTRY

Love

Hate

Accounting

People I work with	16%	My stress level	19%
Benefits and conditions	12%	Salary	18%
My boss	11%	Quality of overall management	15%

Administration

People I work with	22%	My stress level	25%
Benefits and conditions	17%	Quality of overall management	24%
Hours of work	15%	Feedback and appreciation	23%

Advertising / Media / Entertainment

People I work with	26%	My stress level	24%
My Boss	15%	Quality of overall management	22%
Benefits and conditions	10%	Feedback and appreciation	21%

Banking & Financial Services

People I work with	19%	My stress level	26%
Benefits and conditions	10%	Quality of overall management	24%
My boss	10%	Feedback and appreciation	22%

Call Centre / Customer Services

People I work with	29%	My stress level	34%
Benefits and conditions	12%	Quality of overall management	22%
My Boss	12%	Feedback and appreciation	21%

Community & Sport

People I work with	26%	Quality of overall management	25%
My boss	15%	Salary	22%
Benefits and conditions	13%	Feedback and appreciation	22%

Construction

People I work with	15%	Feedback and appreciation	25%
My boss	13%	Quality of overall management	21%
Benefits and conditions	10%	My stress level	21%

Consulting & Corporate Strategy

People I work with	27%	My stress level	19%
My Boss	14%	Feedback and appreciation	19%
Hours of work	14%	Quality of overall management	18%

Education & Training

People I work with	20%	My stress level	27%
Hours of work	15%	Quality of overall management	20%
Benefits and conditions	14%	Feedback and appreciation	17%

Engineering

People I work with	16%	Quality of overall management	20%
Hours of work	11%	My stress level	20%
Benefits and conditions	10%	Feedback and appreciation	19%



EMPLOYEE LOVES & HATES – BY INDUSTRY

Love

Hate

Government / Defense

Benefits and conditions	19%	Quality of overall management	28%
People I work with	18%	Feedback and appreciation	23%
Hours of work	13%	My stress level	23%

Healthcare & Medical

People I work with	19%	My stress level	28%
My Boss	12%	Quality of overall management	26%
Hours of work	11%	Feedback and appreciation	21%

HR & Recruitment

People I work with	27%	Quality of overall management	19%
My boss	21%	My stress level	14%
Benefits and conditions	17%	Feedback and appreciation	14%

Insurance & Superannuation

People I work with	18%	My stress level	25%
Benefits and conditions	13%	Quality of overall management	23%
My boss	12%	Feedback and appreciation	20%

IT & Technical

People I work with	19%	My stress level	29%
Benefits and conditions	12%	Quality of overall management	22%
Hours of work / My boss	10%	Feedback and appreciation	20%

Legal

People I work with	17%	My stress level	22%
My boss	16%	Quality of overall management	19%
Benefits and conditions	15%	Salary	17%

Manufacturing / Operations

People I work with	14%	Quality of overall management	27%
Hours of work	9%	Feedback and appreciation	24%
Benefits and conditions	9%	My stress level	23%

Mining, Oil & Gas

People I work with	16%	Quality of overall management	21%
Benefits and conditions	11%	My stress level	18%
Hours of work	8%	Feedback and appreciation	18%

Primary Industry

People I work with	24%	My stress level	27%
Benefits and conditions	15%	Quality of overall management	22%
Hours of work	10%	Salary	19%



EMPLOYEE LOVES & HATES – BY INDUSTRY

Love

Hate

Real Estate & Property

People I work with	19%	My stress level	28%
My Boss	16%	Salary	21%
Benefits and conditions	11%	Feedback and appreciation	18%

Retail / Consumer Products

People I work with	24%	My stress level	27%
My boss	10%	Quality of overall management	27%
Benefits and conditions	8%	Feedback and appreciation	25%

Sales / Marketing

People I work with	20%	My stress level	26%
Benefits and conditions	12%	Quality of overall management	24%
My Boss	12%	Feedback and appreciation	20%

Science & Technology

People I work with	19%	My stress level	20%
My boss	16%	Feedback and appreciation	18%
Quality of overall management	11%	Quality of overall management	18%

Self Employed

Hours of work	40%	My stress level	16%
My Boss	32%	Salary	16%
Benefits and conditions	24%	Career development	13%

Trades / Personal Services

People I work with	18%	My stress level	25%
My boss	12%	Feedback and appreciation	24%
Benefits and conditions	11%	Quality of overall management	23%

Transport / Logistics

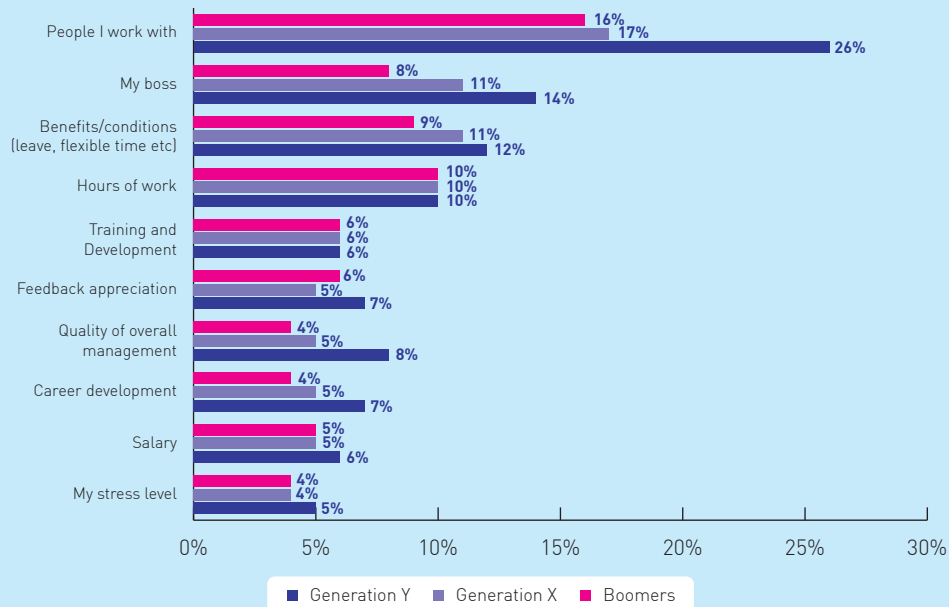
People I work with	13%	My stress level	26%
My boss	9%	Quality of overall management	26%
Benefits and conditions	8%	Feedback and appreciation	26%



LOVES AND HATES BY GENERATION

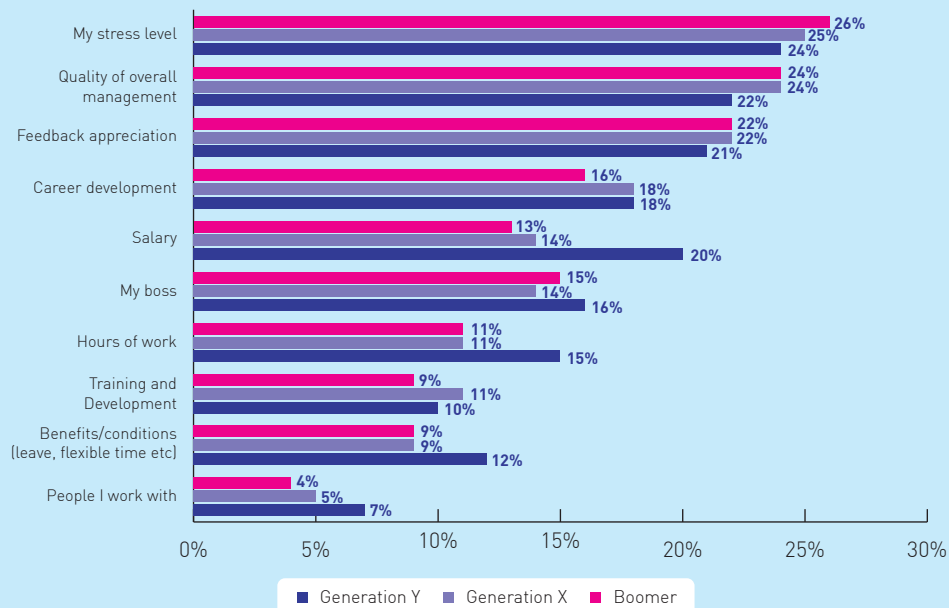
Across generations there are some interesting differences. For example, 20% of Generation Y hate their *Salary*, compared to 14% and 13% of Generation X and Boomers respectively. However, Generation Y are significantly more likely to love the *People I work with* and *My boss* than their older counterparts.

What people love about their current job by generation



Q. On a scale of 1 -5 please rate what you love or hate about your current job?

What people hate about their current job by generation



Q. On a scale of 1 -5 please rate what you love or hate about your current job?



WHAT DOES THIS MEAN?

There is little difference year on year in what employees love and hate about their jobs, and few differences within industries. As mentioned earlier in the report, the key for employers is to continue to concentrate on the core issues that face employees year on year. At an overall level the main love amongst employees is people they work with (this is considerably higher for Gen Y). Therefore to retain and attract Gen Y employees it is important that an organisation creates a friendly, social and cultural environment. Additionally as *Stress level, Quality of management and Feedback and appreciation* are the top hated aspects, a strategy to ensure this is managed should be implemented – this does not have to be a large financial expense.



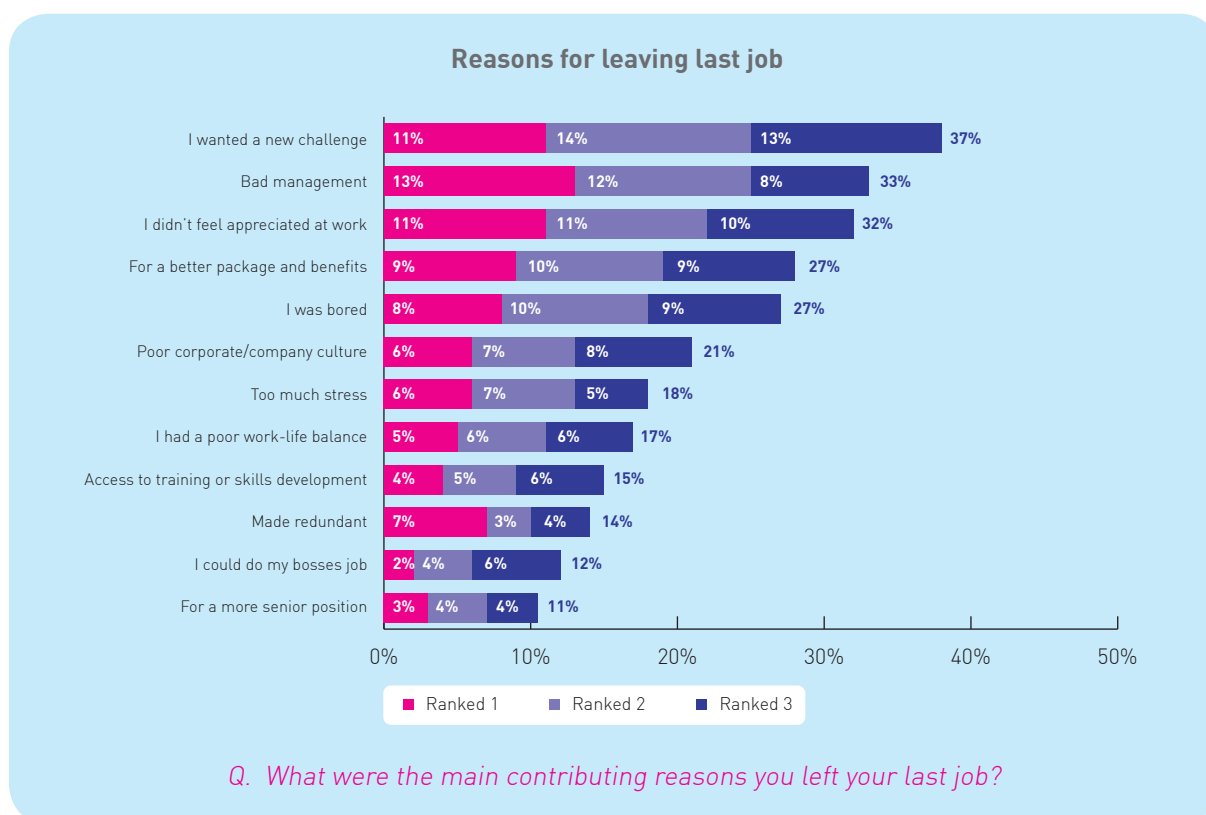
HOW DO YOU KEEP EMPLOYEES?

WHY DID EMPLOYEES LEAVE THEIR LAST JOB?

To motivate me, my employer could give me more task variety, more feedback and personal commitment to my career.

Female, 18-26, Science & Technology

For the first time in 2008, participants in the SEEK Survey of Employee Satisfaction & Motivation were asked to rank the top 3 reasons why they left their last job. As shown below, 37% of respondents mentioned that they wanted a *New Challenge* in their top 3 with 11% ranking it 1st, 14% ranking it 2nd, and 13% ranking it 3rd. *Bad management* (mentioned by 33% of respondents) and *I didn't feel appreciated at work* (32% mentioned) were the next most common reasons for leaving.



Generation Y (at 39%) were the group most likely to have left their last job for a *New Challenge* compared to 34% of Boomers who said the same. Generation X were the most likely to have left because of *Bad management* (36%) compared to Generation Y (31%) who perhaps have not had much direct exposure to management and Boomers (33%) who are more likely to be in management positions. Consistent with their reputation, Generation Y were by far the most likely to have left their last job because *They were bored*. 32% of Generation Y left for this reason compared to 24% of Generation X and just 16% of Boomers. Worryingly for older employees, 28% of Boomers mentioned that they were *Made redundant*, compared to just 12% and 8% of Generations X and Y respectively.



WHAT WOULD KEEP EMPLOYEES IN THEIR CURRENT JOB?

Provide challenging, appropriately remunerated work in an environment where entrepreneurship and innovation is recognised and rewarded.

Male, 47-51, Banking & Fin. Services

As has been the case in previous years, the key to keeping employees in their current job revolves around the provision of benefits that they feel entitled to. For example, 74% of Australian respondents said that being paid more would keep them in their current job, while 73% said that they would like to be *Rewarded for their individual performance*.

Beyond money, 61% of employees said that they would like to be challenged at work. This is perhaps the most crucial for employers because this was also the top reason that employees left their last job. While money is the offer most likely to keep employees in their current job, only 27% of employees said that it was one of the top 3 reasons that they left their last job.

Also clearly apparent is what is not important to an employee. Only 40% of respondents mentioned that mentoring programs would help keep them in their current job.

Top 10 Elements to Improve the Workplace and Increase the Likelihood of Employees Staying (% Extremely likely)

Offer	Gen Y	Gen X	Boomer
Pay me more	81%	75%	67%
Reward individual performance	78%	74%	68%
Promotion on merit rather than tenure	67%	64%	60%
Challenge me at work	67%	66%	61%
Subsidised health benefits	64%	58%	51%
Embrace change and innovation	63%	64%	60%
Improved annual leave	63%	59%	49%
Confidential feedback for all employees	60%	55%	52%
Good company ethics including community involvement	59%	60%	58%
Flexible working conditions (part-time, jobshare and work from home	56%	58%	50%

Q. How likely would each of the following be to improve your workplace and increase your likelihood of staying with your current employer?

Regular review of position and regular review of salary would encourage staff to stay motivated and happy to stay with the company.

Female, 47-51, Sales/Marketing



WHAT DOES THIS MEAN?

What is apparent is that an unattractive pay package does not drive an employee from a job; they are more likely to leave because of the need to challenge themselves, or because of *Bad management*. However, there is an apparent contradiction as more money, and *Reward for individual performance* are the factors that are most likely to keep employees in their job. To some extent it appears money can offset unattractive workplace conditions. The fact that money is the key to retaining staff may cause HR managers some difficulties over the coming year. While economic factors are placing pressure on a company's ability to make strong profits which in turn drive pay and individual reward, employees' expectations of pay are not being tempered by those conditions. The mismatch between expectation and reality could cause employees to search for better pay in another job more readily.



SEEKING THE IDEAL JOB

WHAT CANDIDATES LOOK FOR IN A JOB

Similar to 2007, the most important factor for 2008 jobseekers is *Salary* with more than half of all Australian respondents rating this as extremely important. Following close behind is *Quality of Management* at 49%. While the *Quality of Management* is a factor that often is not known until after an employee actually starts their job, it is apparent that poor quality management in a current job drives candidates to consider this when evaluating a new opportunity.

Not surprisingly, given the current economic climate, 43% of respondents rated *Job Security* as extremely important which makes it the third most important factor. Rounding out the top 5 are *Career Development* (42%) and *Workplace Environment* (39%). It is notable that the top 3 factors are identical to those found in 2006 and 2007. Clearly, even when the job market changes, what is important in attracting top candidates does not.

**Factors extremely important to employees when looking for a job
(% mentioned) year on year**

	2008	2007	2006
1 Salary	53%	50%	44%
2 Quality of management	49%	49%	49%
3 Job security	43%	43%	43%
4 Career development	42%	42%	42%
5 Workplace environment	39%	38%	36%
6= Variety and content of work	38%	38%	38%
6= Benefits/conditions (leave, flexible time etc.)	38%	40%	38%
8 Hours of work	37%	38%	35%
9 People I work with	36%	38%	38%
10 Company reputation	29%	28%	28%
11 Low stress	28%	27%	25%
12= Access to training or skills development	26%	28%	30%
12= Company direction and goals	26%	23%	29%

Q. When looking for a job, how important are the following factors to you?

For the most part there has been consistency in what factors are important to jobseekers year on year although there is an increasing trend in the importance of *Salary*, and a decreasing trend in the importance of *Access to training or skills development*.



WHAT TEAM MEMBERS RESPECT IN A MANAGER

Management must demonstrate honesty and integrity in their leadership, listen and support their team and don't make promises that can not be kept.

Female, 32-36, Accounting

As shown earlier, overall *Quality of management* is one of the most hated aspects of employees' current jobs and a key driver of leaving a job. After *Salary*, it is the second most important factor when looking for a new job.

As was the case last year, in 2008 the key aspects of overall management that employees respect the most are "*The ability to follow up their words with action*", closely followed by "*Openness and Honesty*". Clearly, employees want their manager to be honest at work and not over promise and under-deliver. However, what is also apparent is that all management qualities are respected quite highly, all averaging more than 4/5 on the scale.

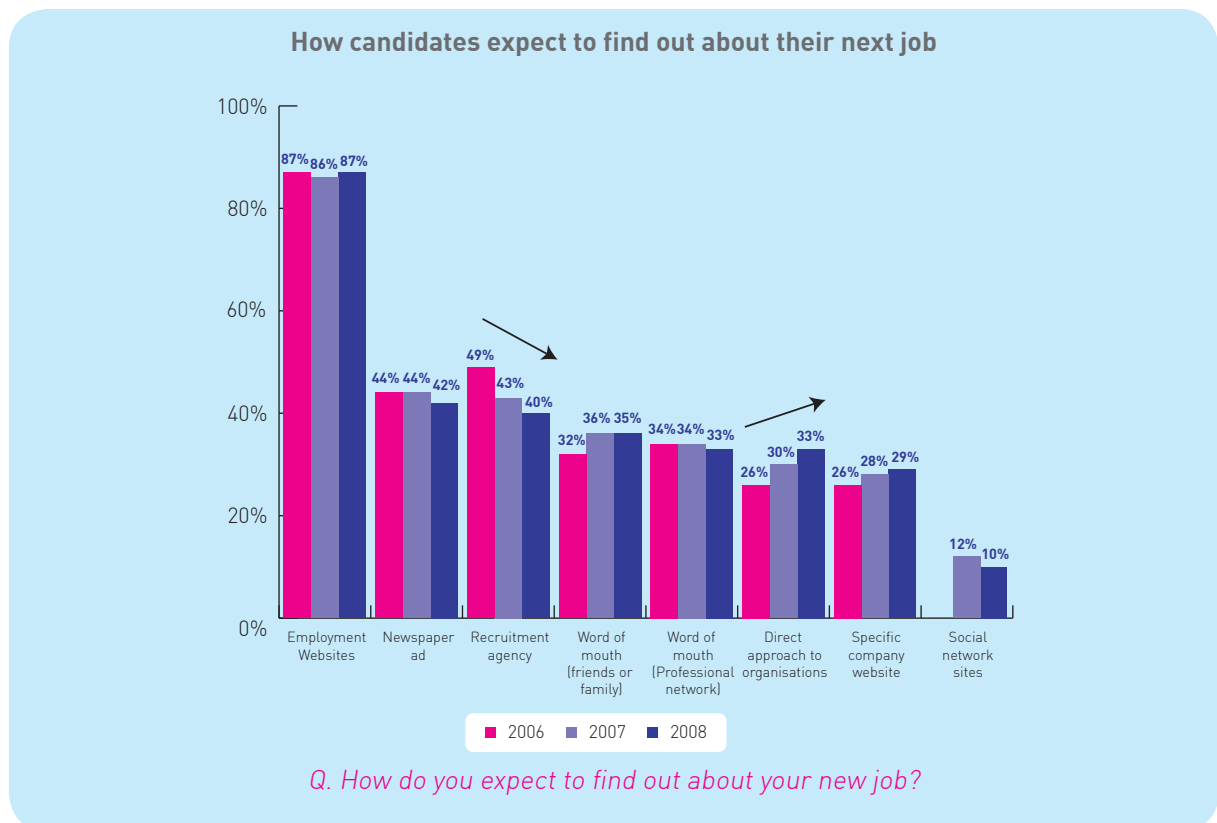
		Management qualities that employees respect (1-5 least - most)
1	Management ability to follow up their words with action	4.59
2	Management openness and honesty	4.57
3	Management support of their team	4.48
4	Management ability to encourage and listen to suggestions	4.46
5	Management leadership	4.23
6	Management ability to learn	4.24
7	Management ability to provide regular feedback	4.15

Q. In general, what management qualities do you most respect?



HOW CANDIDATES EXPECT TO FIND OUT ABOUT THEIR NEXT JOB

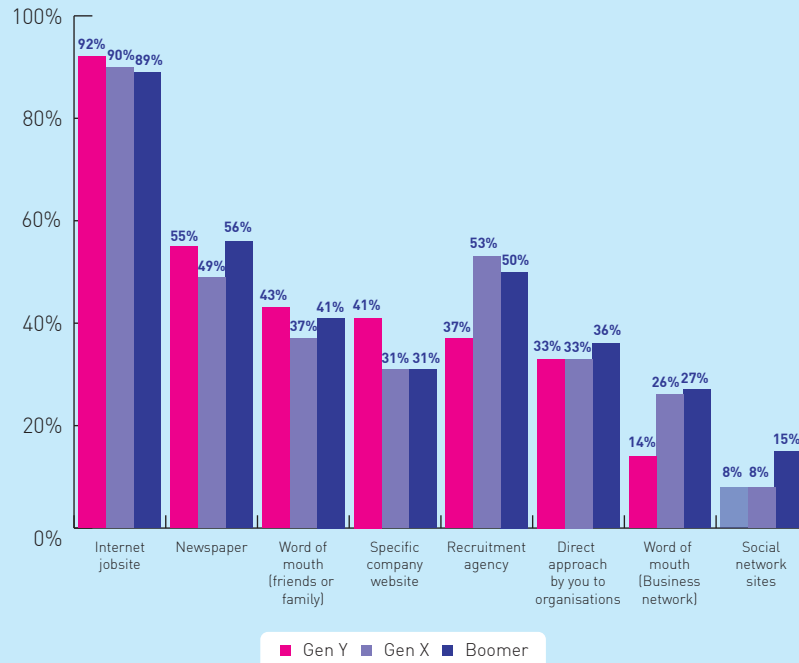
The 2008 survey shows a set of interesting results. First is the continuing dominance of Employment websites as being the most likely place respondents will find their next job. In 2008, 87% of respondents mentioned this channel, almost identical to last year. A further 42% selected Newspaper Ads and 40% expected to find out about their next job through a Recruitment agency. For recruitment companies, the news is not all good however. The trend since 2006 has been a decline in the percentage of respondents who mentioned that channel. There is also a strong relationship between generation and use of Recruitment agencies; while more than 50% of Generation X and Boomers say that they expect to find their next job from a Recruitment agency this figure drops to just 37% of Generation Y.



For the first time in 2007 the SEEK Satisfaction and Motivation survey asked employees if they would expect to find their next job on a Social networking site. Two things are apparent from the responses received this year. The first is that there has actually been a slight decline in the percentage of employees who expect this channel to yield results. This could be a reflection of the fact that memberships of such sites as MySpace may have reached a plateau or that the promise of their use as a work network tool has not been fulfilled. Consistent with what was seen in 2007, is that Boomers are still more likely to think that they might find their next job on a Social networking site than Generation X and Y.



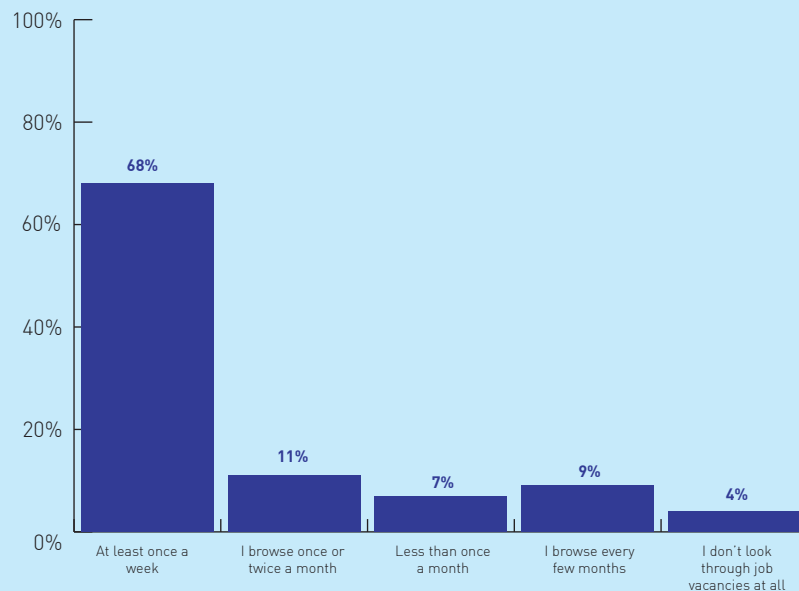
How candidates expect to find out about their next job



Q4. How do you expect to find out about your new job?

HOW OFTEN CANDIDATES BROWSE JOB ADS

Frequency of looking through job vacancies



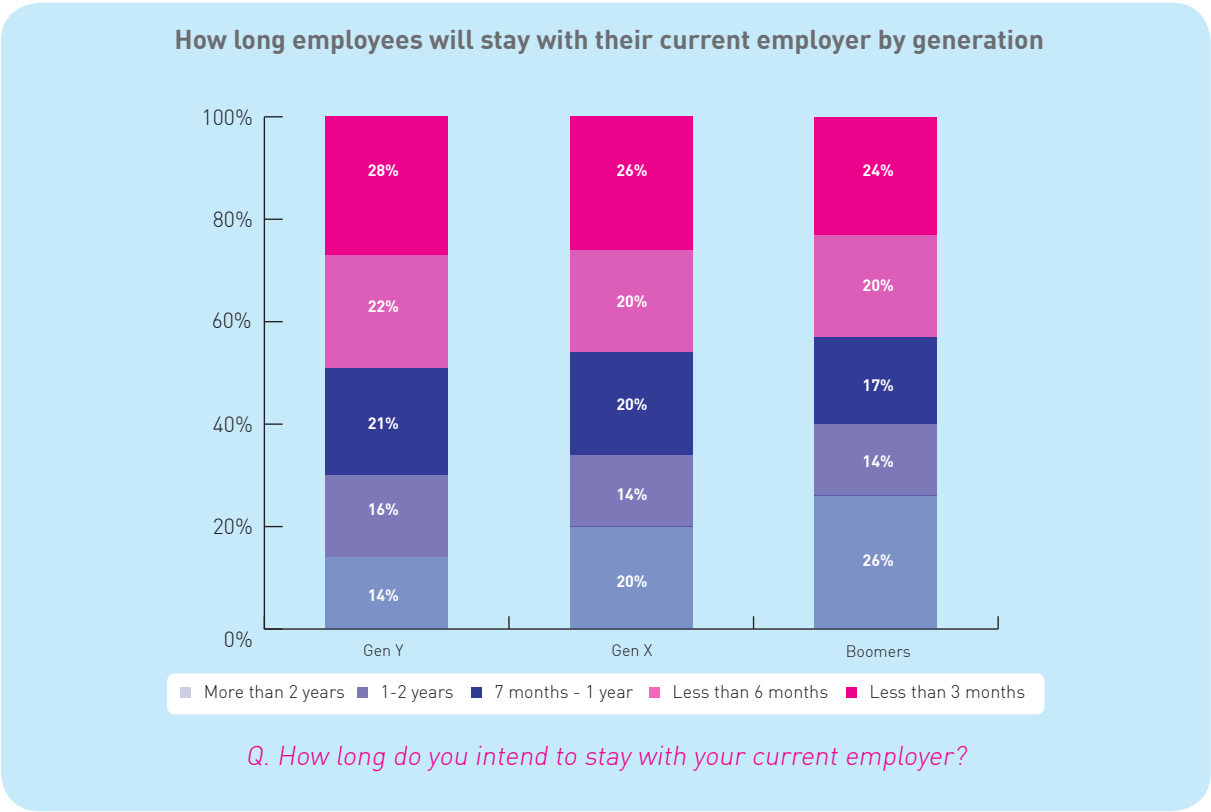
Q5. How often do you browse job ads?

The slowing economy doesn't seem to have impacted how aggressively candidates are looking for a new job. In 2008, 68% of employees are browsing *At least once a week* compared to 69% in 2007. However, perhaps reflecting their increased anxiety about the economy, 71% of boomers are looking *At least once a week* compared to 65% of Generation Y.

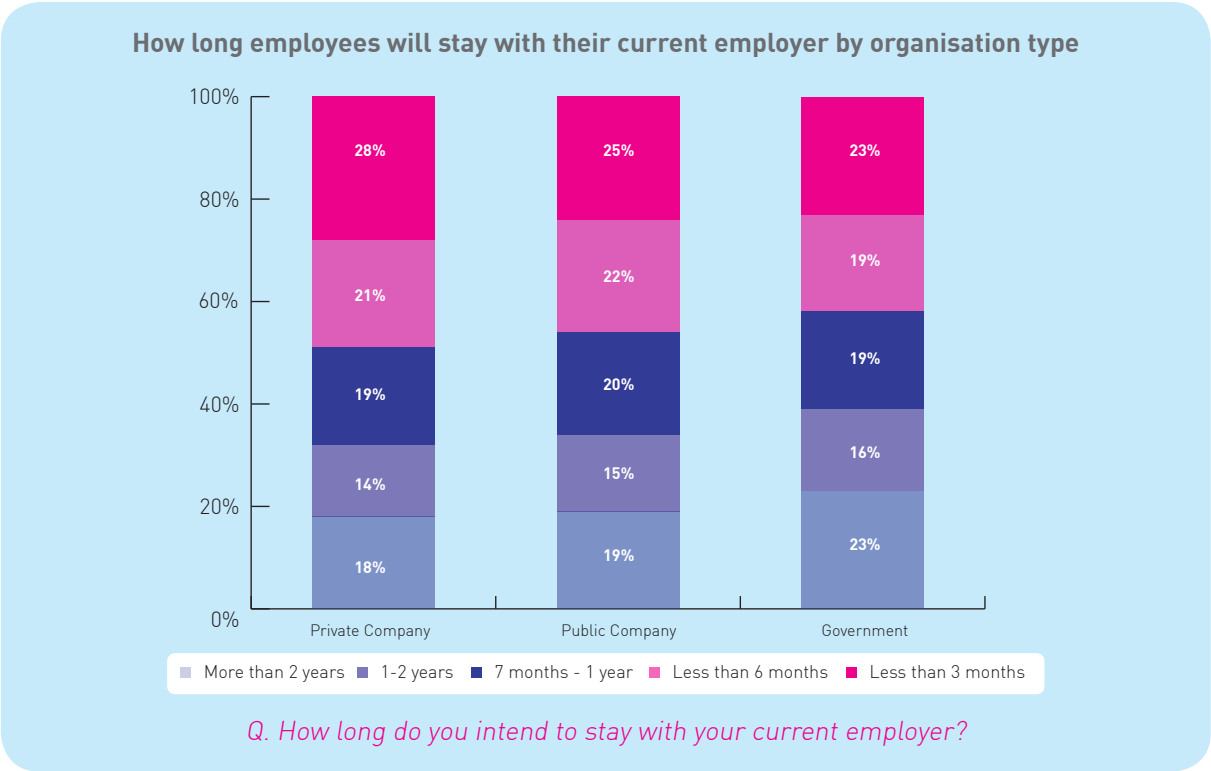


HOW LONG WILL EMPLOYEES STAY WITH THEIR CURRENT EMPLOYER?

Compared to 2007, employees seemed even more eager to leave their current jobs. In 2008, 66% of respondents said that they intended to be in their jobs for less than 1 more year. This compares with 50% who said the same in 2007. Again consistent with their reputation, Generation Y had the most short term view (71% said that they would leave within a year) while Boomers appeared to be the most patient (61% of Boomers said that they would leave within a year).



In terms of organisation type, those that are currently employed in Government are less likely to leave within the year (61%) compared to those employed in a Private Company (68%) and a Public Company (67%).



WHAT DOES THIS MEAN?

It is apparent that there is a decreasing trend of jobseekers using recruitment agencies to find out about jobs, and an increasing trend of jobseekers directly approaching organizations. This has two potential implications. First, internal HR staff may face an increasing number of unsolicited approaches or applications for jobs that they directly advertise. Second, it is likely that for larger companies at least, the first point of contact that a candidate has with the company is its website. To attract quality staff, it would seem to be imperative that the website communicates the positive attributes of the company’s employer brand and culture.

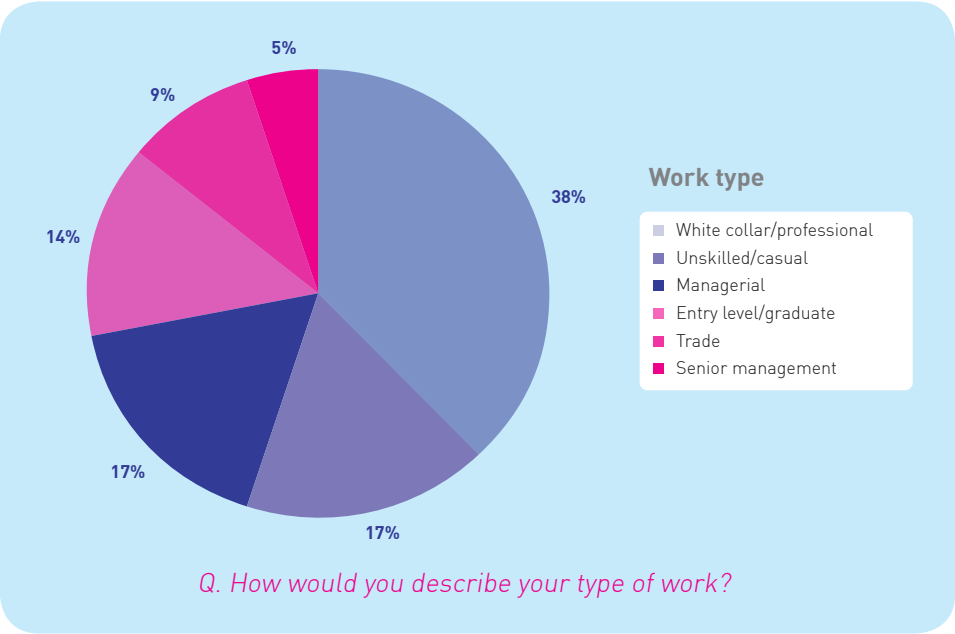
RESPONDENT PROFILE

EMPLOYMENT STATUS OF SURVEY RESPONDENTS

The respondents to the survey are currently employed. Some 55% are employed on a permanent basis full-time, while the others are either Casual (13%), Part-time (9%), Temporary (2%) or in a Contract arrangement (5%)

The survey represents employees with a variety of skill level, from Entry level / graduate positions to Senior Management reporting directly to a board. Of note, 75% of survey respondents have been in their jobs for less than 3 years.

WORK TYPE OF SURVEY RESPONDENTS



HIGHEST QUALIFICATION COMPLETED OF SURVEY RESPONDENTS

No formal qualification	2%
Secondary school	24%
Diploma or certificate	34%
Degree	24%
Post graduate diploma or certificate	9%
Masters or doctorate	7%

Q. What is the highest qualification you have completed to date?



ORGANISATION TYPE THAT SURVEY RESPONDENTS CURRENTLY WORK IN

A publicly listed company (201+ employees in company)	30%
A privately owned small business – (1-50 employees in company)	19%
A privately owned company (51-200 employees in company)	11%
A privately owned company (201+ employees in company)	13%
Government – Federal, State, Local Government	7%
Government body – i.e. University, Hospital, Medicare	4%
A not for profit organisation	5%

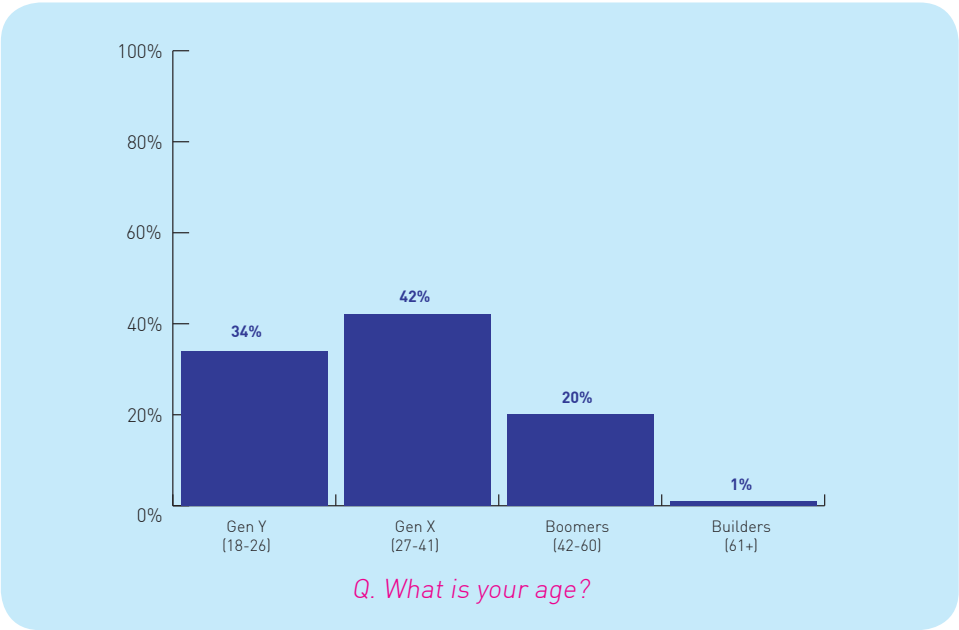
Q. Which of the following best describes the type of organisation you currently work in?

LENGTH OF TIME SURVEY RESPONDENTS HAVE WORKED FOR CURRENT EMPLOYER

less than a year	38%
1 to less than 3 years	37%
3 to less than 6 years	14%
7 to less than 10 years	6%
11 years and over	5%

Q. How long have you been working for your current employer?

AGE GROUP OF SURVEY RESPONDENTS



Please note, throughout the report proportions may not sum to 100% due to rounding (in single response questions).



ABOUT THE SURVEY

The findings from the 2008 SEEK Intelligence Survey of Employee Satisfaction and Motivation in Australia are based on a sample of 10,455 completed responses, collected by an online survey.

The survey represents an online Australian audience. Invitations to participate in the survey were published online on seek.com.au, partner sites and via email newsletter to employees registered for Job Mail

The sample represents both 'active' jobseekers who are actively looking for new employment, as well as 'passive' jobseekers, who are fully employed and may be browsing for new opportunities.

The survey was conducted during the following time period: 17th July – 28th August 2008.

PEOPLEPULSE

The employee feedback in this SEEK Intelligence research report was collated by SEEK using PeoplePulse, an online research tool developed in Australia by Quinttessential Marketing Consulting. For further information on the PeoplePulse product or Quinttessential Marketing Consulting, please go to <http://www.peoplepulse.com.au>

ABOUT SEEK

SEEK Limited is the leading online employment and training site in Australia and New Zealand. SEEK is a media company using the Internet as its distribution channel.

SEEK manages seek.com.au, Australia's largest employment website and one of the best known Internet brands. At any one time around 200 000 employment vacancies are advertised on SEEK in Australia and almost 2.9 million unique visitors are drawn to the website each month, equivalent to over 20% of the working population.

Online advertising enquiries can be directed to SEEK's Customer Service team on 1300 658 700 or by email to listings@seek.com.au. If you prefer, you can also buy online - just visit <http://www.seek.com.au/advertisers/> for more information.



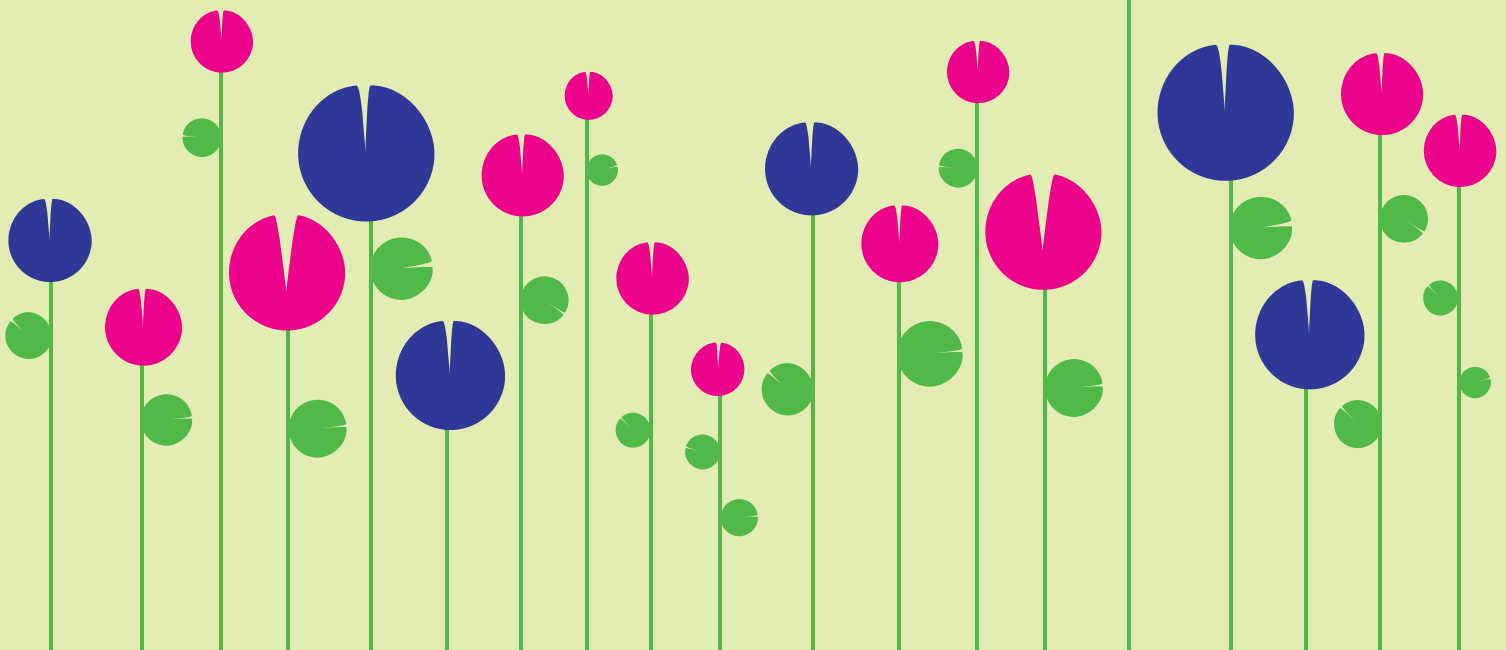


CULTIVATING SUCCESS

EMPLOYEE SATISFACTION & MOTIVATION 2008

APPENDIX A

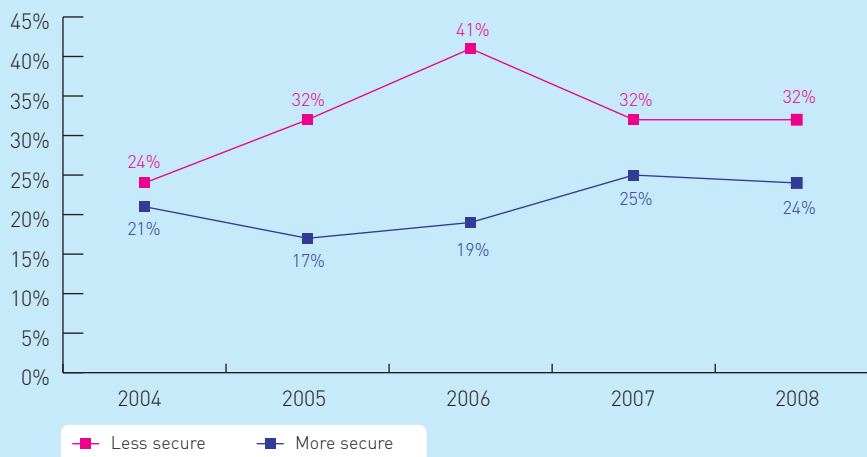
STATE SPECIFIC DATA



APPENDIX – NSW

JOB SECURITY

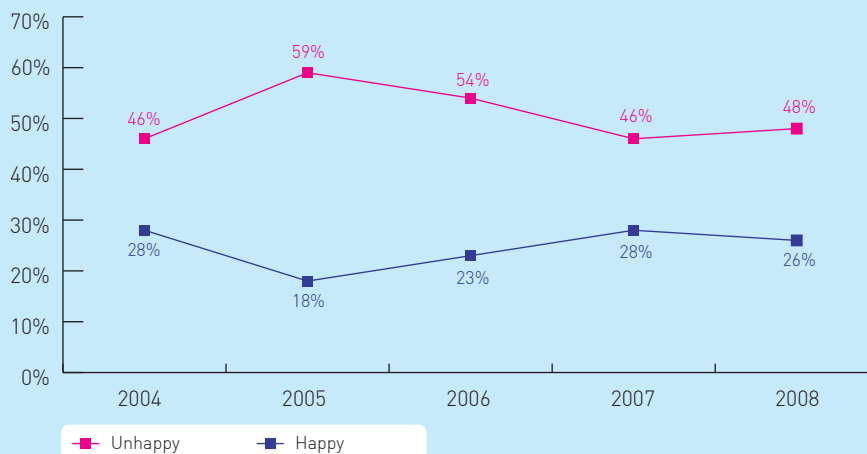
Job security compared to 12 months ago – year on year (NSW)



Q. How does your job security now compare to 12 months ago?

HAPPINESS

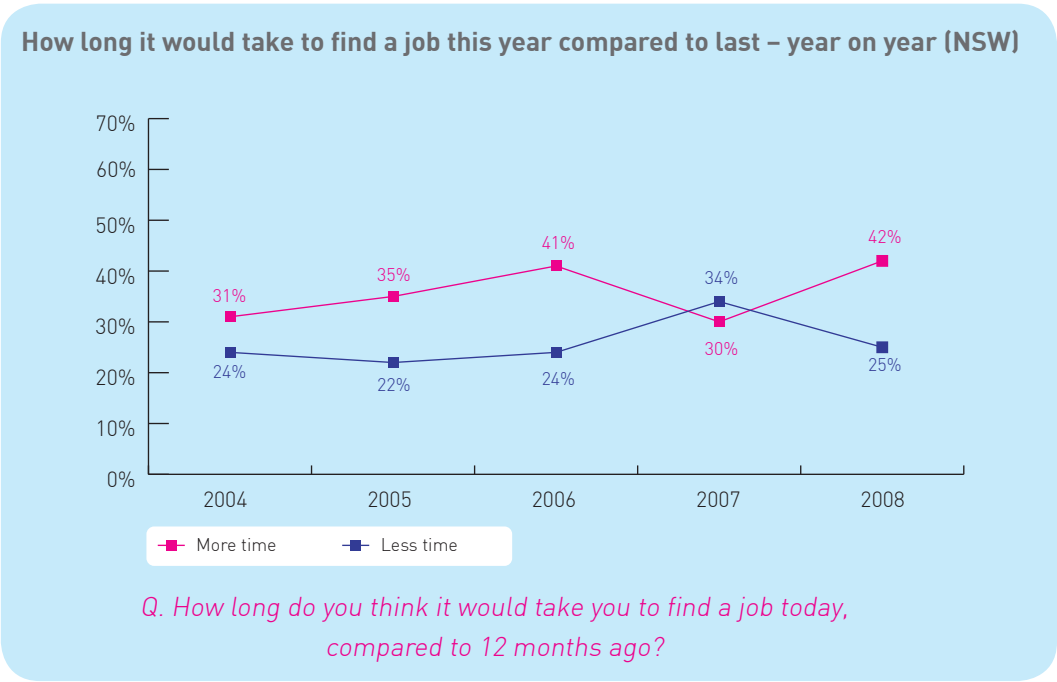
Happiness with current job – year on year (NSW)



Q. How happy are you with your current job?



LENGTH OF TIME IT WILL TAKE TO FIND A JOB THIS YEAR COMPARED TO LAST



WHAT EMPLOYEES LOVE ABOUT THEIR JOB

	Loves NSW
People I work with	21%
My boss	12%
Benefits/conditions	12%
Hours of work	10%
Feedback/appreciation	6%
Career development	6%
Quality of overall management	6%
Training and development	6%
Salary	5%
My stress level	4%

Q. On a scale of 1 -5 please rate what you love or hate about your current job?



WHAT EMPLOYEES HATE ABOUT THEIR JOB

HATES - NSW

My stress level	26%
Quality of overall management	23%
Feedback/appreciation	22%
Career development	19%
Salary	17%
My boss	16%
Hours of work	13%
Training and development	11%
Benefits/conditions	11%
People I work with	6%

Q. On a scale of 1 -5 please rate what you love or hate about your current job?

WHAT WOULD IMPROVE THE WORKPLACE AND INCREASE THE LIKELIHOOD OF YOU STAYING WITH YOUR EMPLOYER (% EXTREMELY LIKELY)

% Extremely Likely - NSW

Pay me more	46%
Reward individual performance	44%
Promotion on merit rather than tenure	28%
Good company ethics including community involvement	27%
Flexible working conditions	27%
Subsidised health benefits	25%
Challenge me at work	23%
Improved annual leave	23%
Location of where I work	23%
Confidential feedback for all employees	19%
Embrace change and innovation	18%
Job rotations	16%
External training courses	15%
Parking facilities	13%
Career workshops and planning	13%
Sponsored vocational training	13%
Mentoring programs	12%
Internal training courses	12%
Better maternity/paternity leave allowance	12%
Subsidised childcare facilities	11%

Q. How likely would each of the following be to improve your workplace and increase your likelihood of staying with your current employer?



FACTORS IMPORTANT WHEN LOOKING FOR A JOB (% EXTREMELY IMPORTANT)

% Extremely Important - NSW

Salary	54%
Quality of management	50%
Career development	45%
Job security	44%
Benefits/conditions (leave, flexible time etc.)	40%
Workplace environment	40%
Variety and content of work	39%
People I work with	38%
Hours of work	37%
Company reputation	31%
Low stress	28%
Access to training or skills development	28%
Company vision and goals	26%

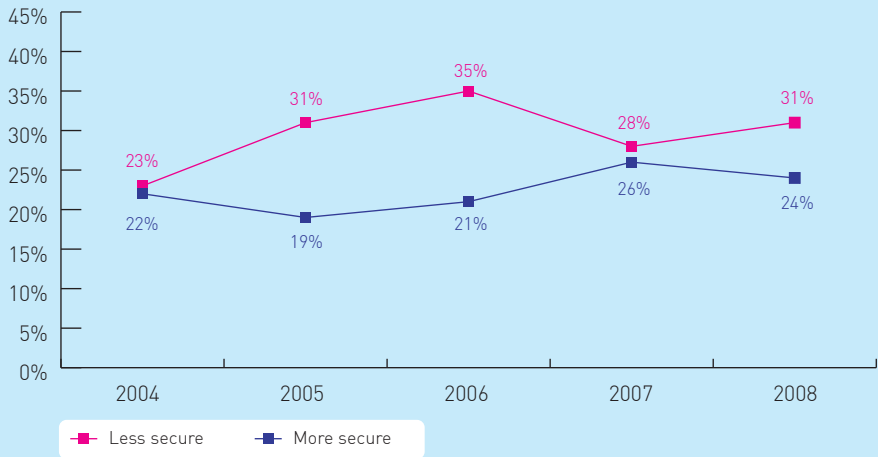
Q. When looking for a job, how important are the following factors to you?



APPENDIX – QLD

JOB SECURITY

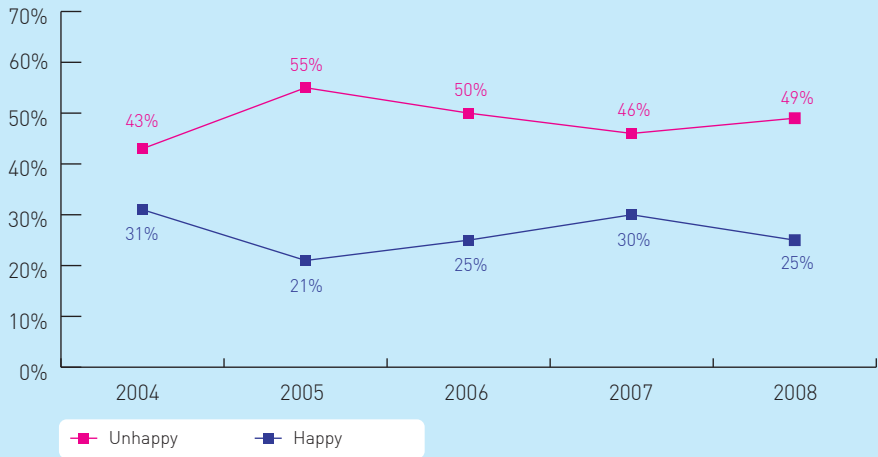
Job security compared to 12 months ago – year on year (QLD)



Q. How does your job security now compare to 12 months ago?

HAPPINESS

Happiness with current job – year on year (QLD)

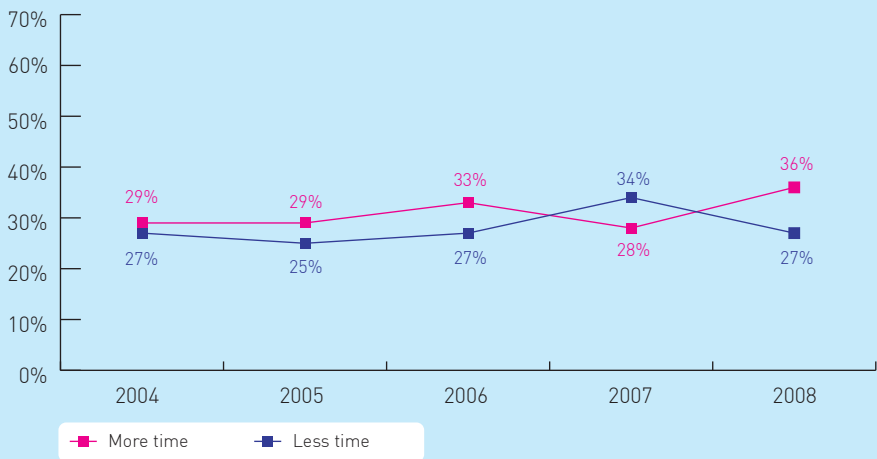


Q. How happy are you with your current job?



LENGTH OF TIME IT WILL TAKE TO FIND A JOB THIS YEAR COMPARED TO LAST

How long it would take to find a job this year compared to last – year on year (QLD)



Q. How long do you think it would take you to find a job today, compared to 12 months ago?

WHAT EMPLOYEES LOVE ABOUT THEIR JOB

	Loves QLD
People I work with	18%
My boss	11%
Benefits/conditions	11%
Hours of work	9%
Feedback/appreciation	5%
Career development	5%
Salary	5%
Quality of overall management	6%
Training and development	6%
My stress level	5%

Q. On a scale of 1 -5 please rate what you love or hate about your current job?



WHAT EMPLOYEES HATE ABOUT THEIR JOB

HATES - QLD

My stress level	25%
Quality of overall management	24%
Feedback/appreciation	22%
Career development	17%
Salary	17%
My boss	15%
Hours of work	13%
Training and development	11%
Benefits/conditions	10%
People I work with	6%

Q. On a scale of 1 -5 please rate what you love or hate about your current job?

WHAT WOULD IMPROVE THE WORKPLACE AND INCREASE THE LIKELIHOOD OF YOU STAYING WITH YOUR EMPLOYER (% EXTREMELY LIKELY)

% Extremely Likely - QLD

Pay me more	44%
Reward individual performance	41%
Promotion on merit rather than tenure	26%
Good company ethics including community involvement	25%
Flexible working conditions	23%
Subsidised health benefits	22%
Challenge me at work	21%
Improved annual leave	20%
Embrace change and innovation	18%
Location of where I work	18%
Confidential feedback for all employees	17%
Job rotations	14%
External training courses	14%
Parking facilities	11%
Career workshops and planning	11%
Internal training courses	11%
Sponsored vocational training	10%
Mentoring programs	10%
Subsidised childcare facilities	9%
Better maternity/paternity leave allowance	9%

Q. How likely would each of the following be to improve your workplace and increase your likelihood of staying with your current employer?



FACTORS IMPORTANT WHEN LOOKING FOR A JOB (% EXTREMELY IMPORTANT)

% Extremely Important - QLD

Salary	54%
Quality of management	48%
Job security	43%
Career development	39%
Workplace environment	39%
Hours of work	38%
Benefits/conditions (leave, flexible time etc.)	37%
Variety and content of work	36%
People I work with	35%
Company reputation	30%
Low stress	29%
Company vision and goals	27%
Access to training or skills development	25%

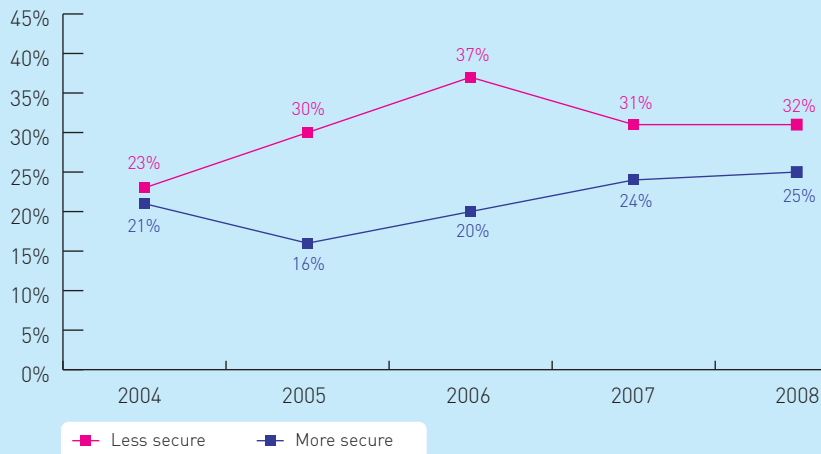
Q. When looking for a job, how important are the following factors to you?



APPENDIX – VIC

JOB SECURITY

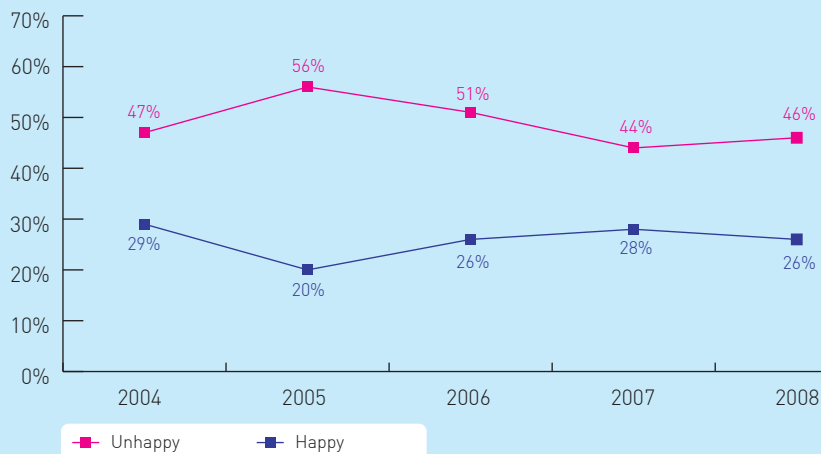
Job security compared to 12 months ago – year on year (VIC)



Q. How does your job security now compare to 12 months ago?

HAPPINESS

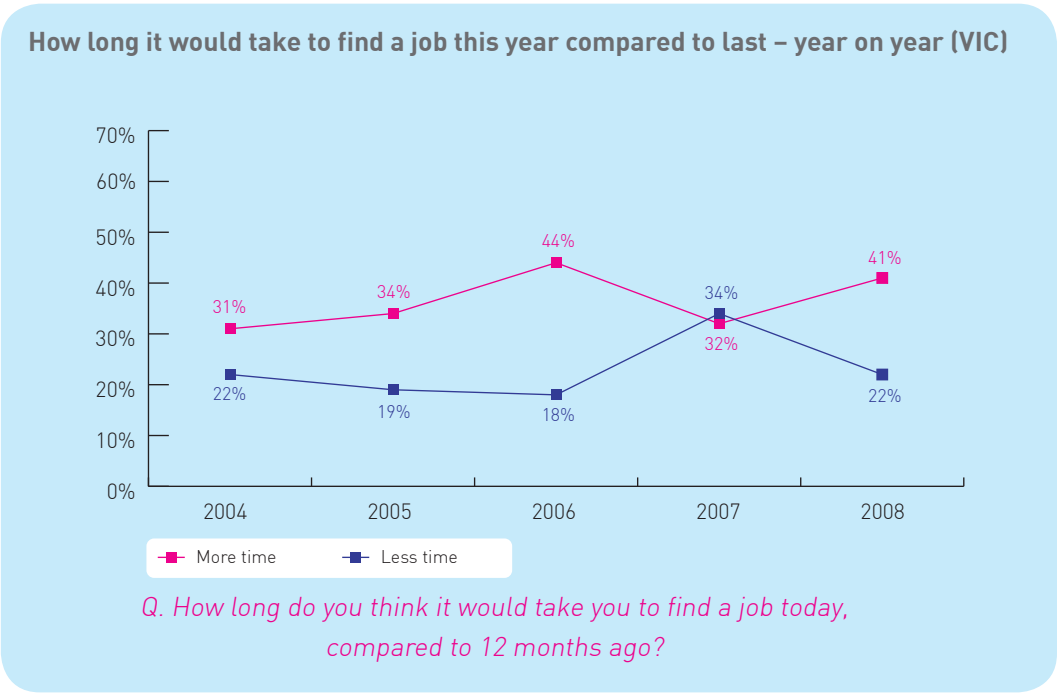
Happiness with current job – year on year (VIC)



Q. How happy are you with your current job?



LENGTH OF TIME IT WILL TAKE TO FIND A JOB THIS YEAR COMPARED TO LAST



WHAT EMPLOYEES LOVE ABOUT THEIR JOB

	Loves VIC
People I work with	21%
My boss	11%
Hours of work	11%
Benefits/conditions	10%
Feedback/appreciation	6%
Career development	6%
Quality of overall management	6%
Training and development	6%
Salary	5%
My stress level	4%

Q. On a scale of 1 -5 please rate what you love or hate about your current job?



WHAT EMPLOYEES HATE ABOUT THEIR JOB

HATES - VIC

My stress level	26%
Quality of overall management	23%
Feedback/appreciation	21%
Career development	17%
Salary	16%
My boss	15%
Hours of work	12%
Benefits/conditions	11%
Training and development	10%
People I work with	5%

Q. On a scale of 1 -5 please rate what you love or hate about your current job?

WHAT WOULD IMPROVE THE WORKPLACE AND INCREASE THE LIKELIHOOD OF YOU STAYING WITH YOUR EMPLOYER (% EXTREMELY LIKELY)

% Extremely Likely - VIC

Pay me more	43%
Reward individual performance	40%
Promotion on merit rather than tenure	26%
Good company ethics including community involvement	24%
Flexible working conditions	22%
Challenge me at work	21%
Subsidised health benefits	21%
Improved annual leave	20%
Location of where I work	19%
Embrace change and innovation	17%
Confidential feedback for all employees	16%
Job rotations	15%
External training courses	14%
Parking facilities	13%
Career workshops and planning	11%
Sponsored vocational training	10%
Mentoring programs	10%
Internal training courses	10%
Subsidised childcare facilities	10%
Better maternity/paternity leave allowance	10%

Q. How likely would each of the following be to improve your workplace and increase your likelihood of staying with your current employer?



FACTORS IMPORTANT WHEN LOOKING FOR A JOB (% EXTREMELY IMPORTANT)

	% Extremely Important - VIC
Salary	52%
Quality of management	49%
Job security	44%
Career development	43%
Workplace environment	40%
Variety and content of work	37%
Hours of work	36%
People I work with	36%
Benefits/conditions (leave, flexible time etc.)	35%
Company reputation	30%
Low stress	28%
Company vision and goals	27%
Access to training or skills development	25%

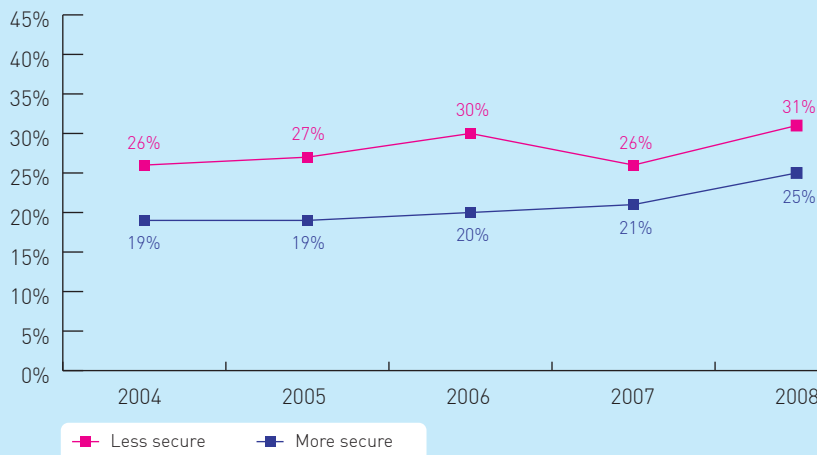
Q. When looking for a job, how important are the following factors to you?



APPENDIX – SA

JOB SECURITY

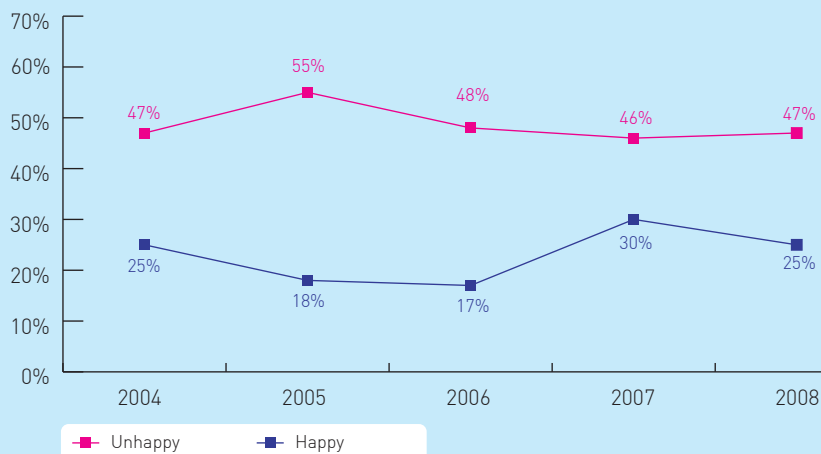
Job security compared to 12 months ago – year on year (SA)



Q. How does your job security now compare to 12 months ago?

HAPPINESS

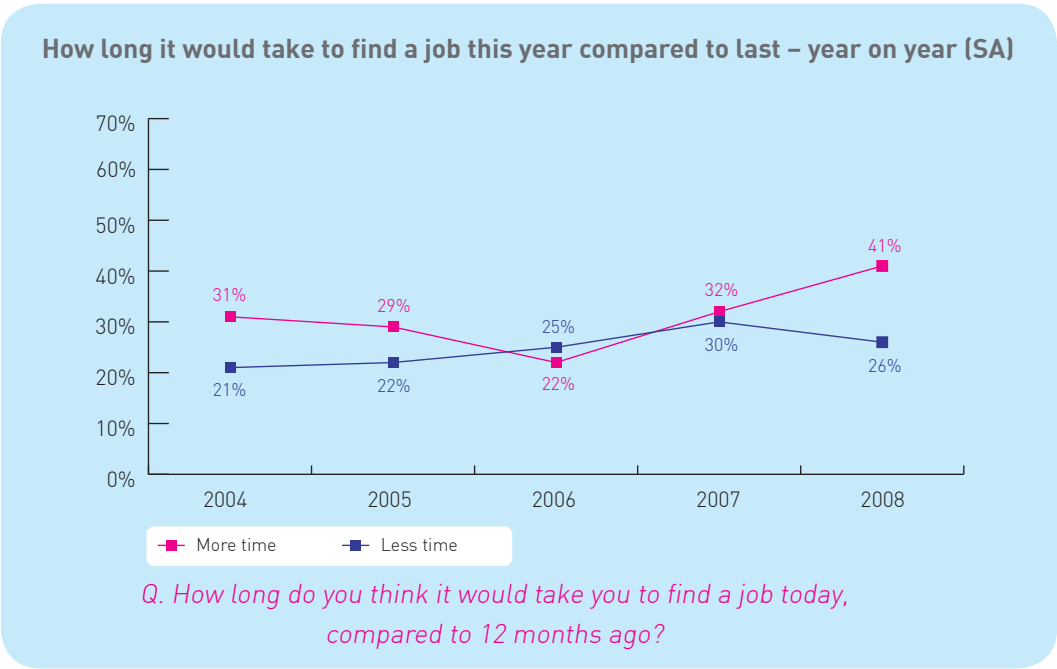
Happiness with current job – year on year (SA)



Q. How happy are you with your current job?



LENGTH OF TIME IT WILL TAKE TO FIND A JOB THIS YEAR COMPARED TO LAST



WHAT EMPLOYEES LOVE ABOUT THEIR JOB

	Loves SA
People I work with	20%
My boss	10%
Hours of work	9%
Benefits/conditions	8%
Feedback/appreciation	8%
Training and development	7%
Quality of overall management	6%
Career development	5%
Salary	5%
My stress level	5%

Q. On a scale of 1 -5 please rate what you love or hate about your current job?



WHAT EMPLOYEES HATE ABOUT THEIR JOB

HATES - SA

Quality of overall management	24%
My stress level	23%
Feedback/appreciation	21%
Career development	18%
Salary	16%
My boss	15%
Hours of work	14%
Benefits/conditions	10%
Training and development	9%
People I work with	6%

Q. On a scale of 1 -5 please rate what you love or hate about your current job?

WHAT WOULD IMPROVE THE WORKPLACE AND INCREASE THE LIKELIHOOD OF YOU STAYING WITH YOUR EMPLOYER (% EXTREMELY LIKELY)

% Extremely Likely - SA

Pay me more	41%
Reward individual performance	40%
Good company ethics including community involvement	26%
Promotion on merit rather than tenure	25%
Flexible working conditions	24%
Challenge me at work	22%
Embrace change and innovation	20%
Subsidised health benefits	19%
Improved annual leave	19%
Confidential feedback for all employees	17%
Location of where I work	15%
External training courses	13%
Sponsored vocational training	13%
Job rotations	11%
Mentoring programs	11%
Parking facilities	10%
Career workshops and planning	10%
Internal training courses	10%
Subsidised childcare facilities	9%
Better maternity/paternity leave allowance	9%

Q. How likely would each of the following be to improve your workplace and increase your likelihood of staying with your current employer?



FACTORS IMPORTANT WHEN LOOKING FOR A JOB (% EXTREMELY IMPORTANT)

	% Extremely Important - SA
Salary	48%
Quality of management	51%
Job security	46%
Career development	38%
Benefits/conditions (leave, flexible time etc.)	40%
Workplace environment	40%
Variety and content of work	39%
Hours of work	40%
People I work with	38%
Company reputation	31%
Low stress	29%
Access to training or skills development	24%
Company vision and goals	27%

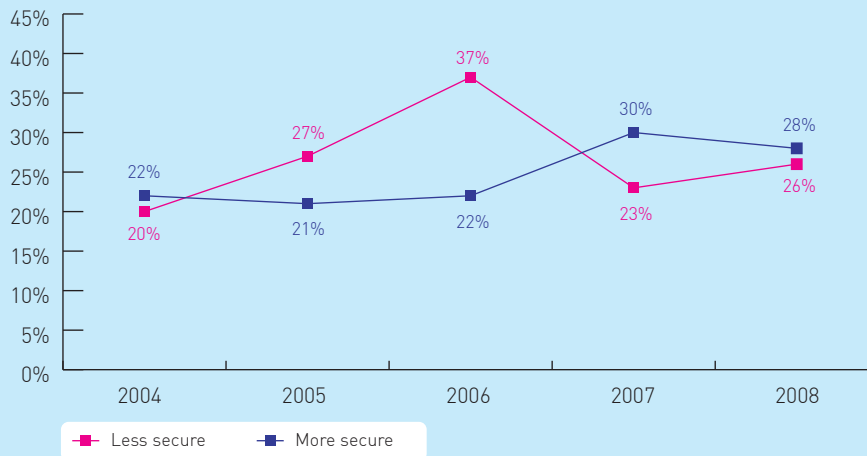
Q. When looking for a job, how important are the following factors to you?



APPENDIX – WA

JOB SECURITY

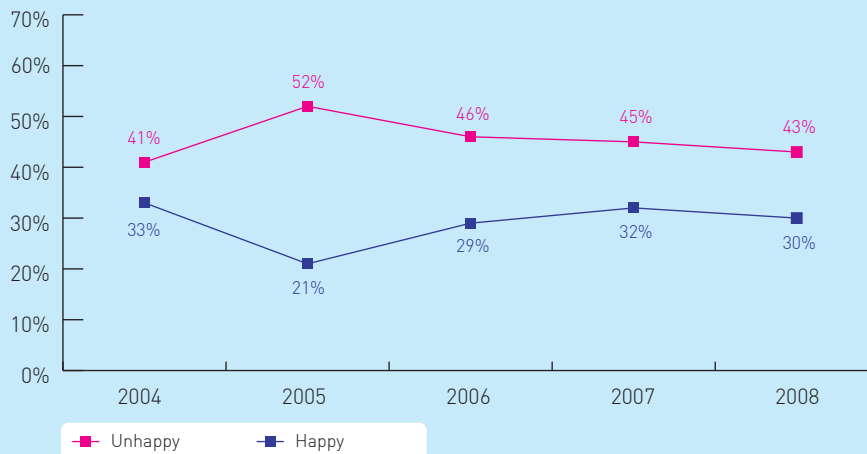
Job security compared to 12 months ago – year on year (WA)



Q. How does your job security now compare to 12 months ago?

HAPPINESS

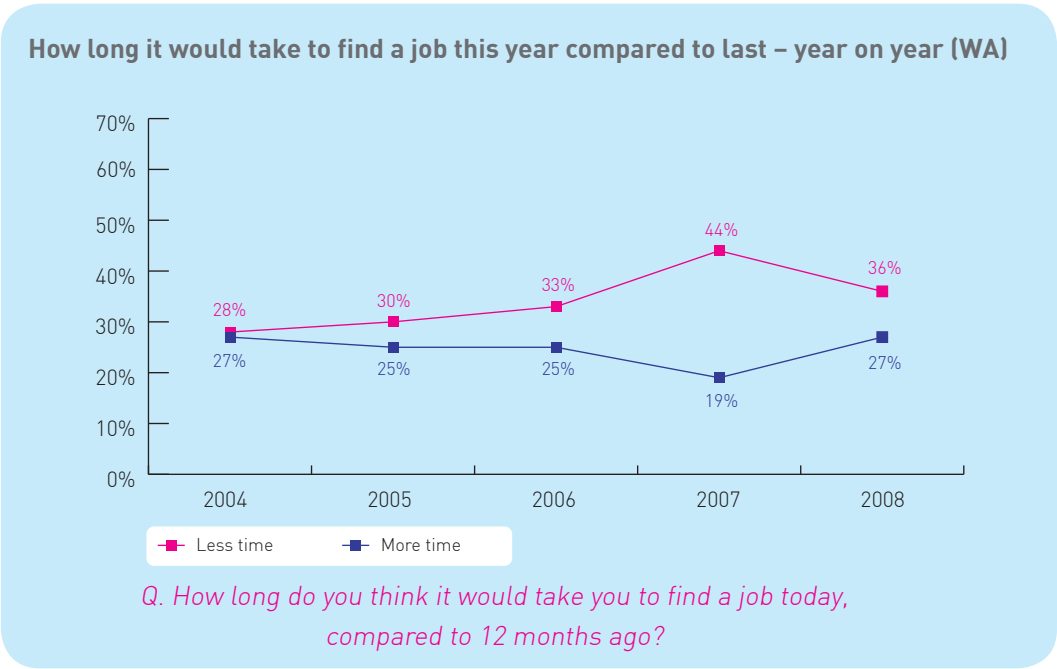
Happiness with current job – year on year (WA)



Q. How happy are you with your current job?



LENGTH OF TIME IT WILL TAKE TO FIND A JOB THIS YEAR COMPARED TO LAST



WHAT EMPLOYEES LOVE ABOUT THEIR JOB

	Loves WA
People I work with	19%
My boss	12%
Benefits/conditions	13%
Hours of work	9%
Feedback/appreciation	5%
Career development	5%
Salary	5%
Quality of overall management	5%
Training and development	5%
My stress level	5%

Q. On a scale of 1 -5 please rate what you love or hate about your current job?



WHAT EMPLOYEES HATE ABOUT THEIR JOB

HATES - WA

Quality of overall management	22%
My stress level	22%
Feedback/appreciation	18%
Career development	15%
My boss	13%
Salary	12%
Hours of work	10%
Training and development	8%
Benefits/conditions	8%
People I work with	5%

Q. On a scale of 1 -5 please rate what you love or hate about your current job?

WHAT WOULD IMPROVE THE WORKPLACE AND INCREASE THE LIKELIHOOD OF YOU STAYING WITH YOUR EMPLOYER (% EXTREMELY LIKELY)

% Extremely Likely - WA

Pay me more	48%
Reward individual performance	43%
Promotion on merit rather than tenure	28%
Subsidised health benefits	26%
Good company ethics including community involvement	24%
Improved annual leave	24%
Flexible working conditions	23%
Challenge me at work	21%
Embrace change and innovation	19%
Location of where I work	18%
Confidential feedback for all employees	17%
Job rotations	15%
External training courses	15%
Parking facilities	14%
Career workshops and planning	12%
Sponsored vocational training	11%
Mentoring programs	11%
Internal training courses	11%
Subsidised childcare facilities	10%
Better maternity/paternity leave allowance	10%

Q. How likely would each of the following be to improve your workplace and increase your likelihood of staying with your current employer?



FACTORS IMPORTANT WHEN LOOKING FOR A JOB (% EXTREMELY IMPORTANT)

	% Extremely Important - WA
Salary	56%
Quality of management	48%
Job security	40%
Career development	38%
Benefits/conditions (leave, flexible time etc.)	38%
Hours of work	37%
People I work with	37%
Workplace environment	36%
Variety and content of work	35%
Company reputation	27%
Low stress	27%
Company vision and goals	23%
Access to training or skills development	22%

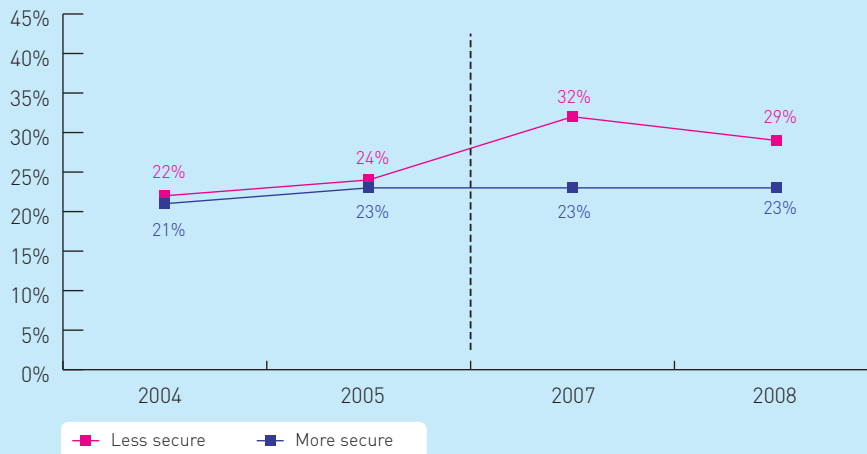
Q. When looking for a job, how important are the following factors to you?



APPENDIX – ACT

JOB SECURITY

Job security compared to 12 months ago – year on year (ACT)



Q. How does your job security now compare to 12 months ago?

HAPPINESS

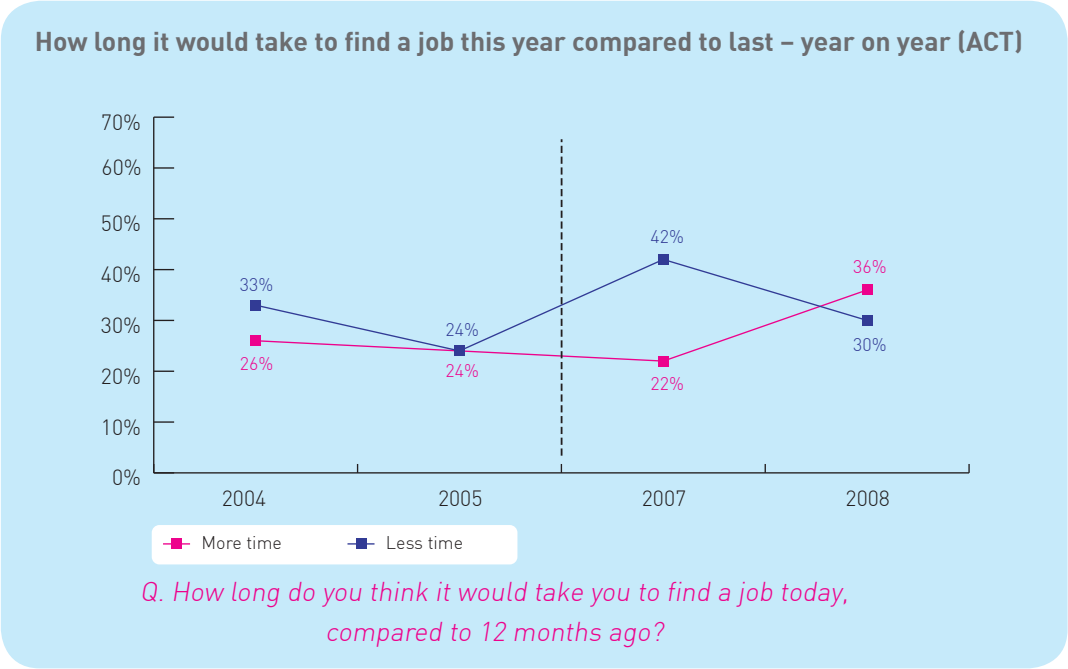
Happiness with current job – year on year (ACT)



Q. How happy are you with your current job?



LENGTH OF TIME IT WILL TAKE TO FIND A JOB THIS YEAR COMPARED TO LAST



WHAT EMPLOYEES LOVE ABOUT THEIR JOB

	Loves ACT
People I work with	20%
Hours of work	16%
My boss	15%
Benefits/conditions	15%
Salary	11%
Career development	8%
Quality of overall management	7%
Feedback/appreciation	6%
Training and development	6%
My stress level	5%

Q. On a scale of 1 -5 please rate what you love or hate about your current job?



WHAT EMPLOYEES HATE ABOUT THEIR JOB

	HATES - ACT
My stress level	26%
Quality of overall management	25%
Feedback/appreciation	22%
Career development	18%
My boss	17%
Salary	13%
Hours of work	13%
Training and development	10%
Benefits/conditions	9%
People I work with	7%

Q. On a scale of 1 -5 please rate what you love or hate about your current job?

WHAT WOULD IMPROVE THE WORKPLACE AND INCREASE THE LIKELIHOOD OF YOU STAYING WITH YOUR EMPLOYER (% EXTREMELY LIKELY)

	% Extremely Likely - ACT
Pay me more	39%
Reward individual performance	37%
Promotion on merit rather than tenure	32%
Challenge me at work	29%
Good company ethics including community involvement	26%
Embrace change and innovation	24%
Flexible working conditions	23%
Location of where I work	21%
Subsidised health benefits	19%
Confidential feedback for all employees	19%
Job rotations	19%
Parking facilities	18%
Improved annual leave	17%
External training courses	14%
Career workshops and planning	14%
Mentoring programs	13%
Internal training courses	12%
Subsidised childcare facilities	11%
Sponsored vocational training	10%
Better maternity/paternity leave allowance	10%

Q. How likely would each of the following be to improve your workplace and increase your likelihood of staying with your current employer?



FACTORS IMPORTANT WHEN LOOKING FOR A JOB (% EXTREMELY IMPORTANT)

	% Extremely Important - ACT
Salary	48%
Quality of management	47%
Career development	41%
Benefits/conditions (leave, flexible time etc.)	41%
Variety and content of work	38%
Job security	36%
Workplace environment	34%
People I work with	34%
Hours of work	30%
Access to training or skills development	26%
Low stress	25%
Company reputation	22%
Company vision and goals	22%

Q. When looking for a job, how important are the following factors to you?



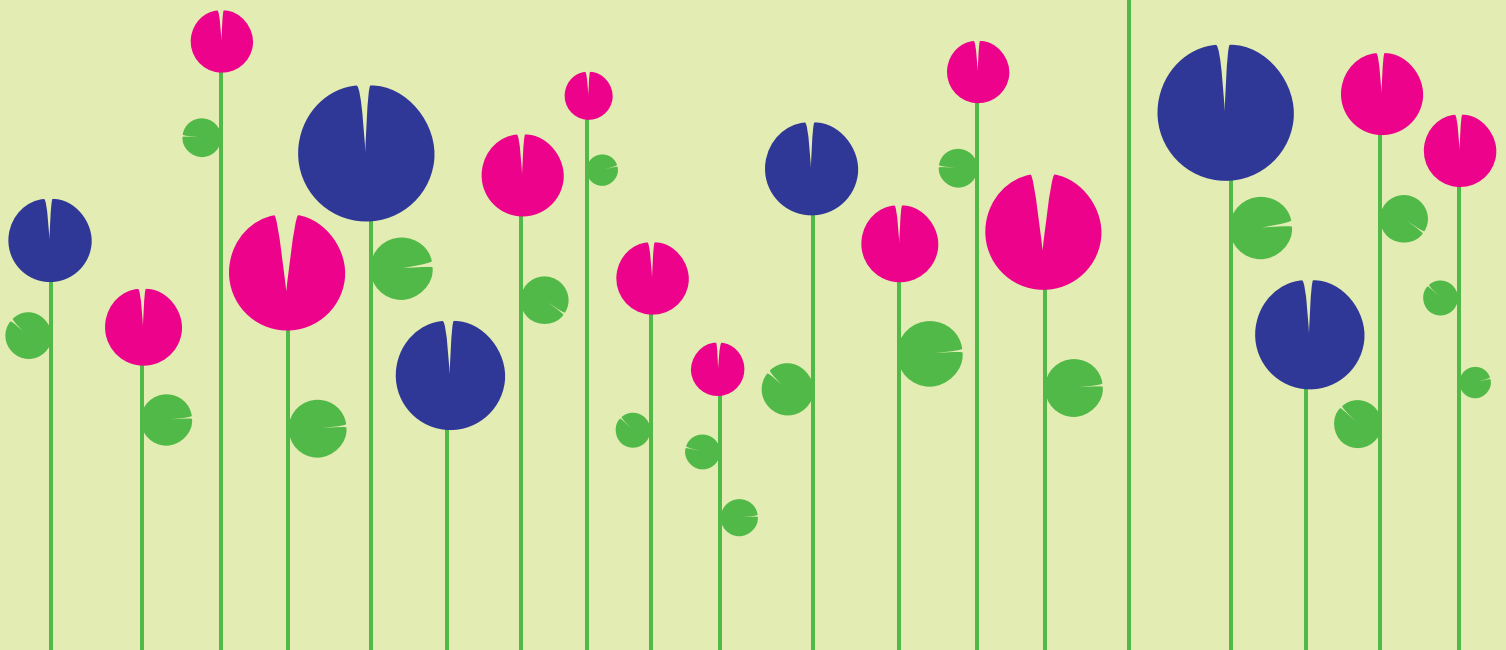


CULTIVATING SUCCESS

EMPLOYEE SATISFACTION & MOTIVATION 2008

APPENDIX B

OCTOBER RESEARCH DATA

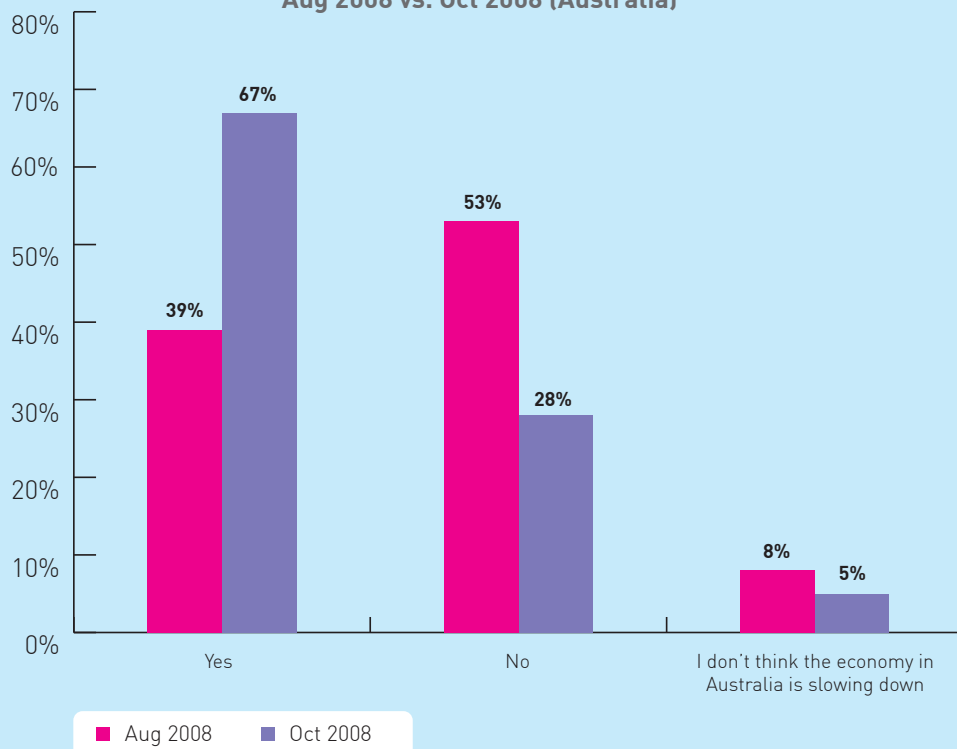


DATA FROM FOLLOW UP STUDY OCTOBER 2008

ARE AUSTRALIANS WORRIED ABOUT THEIR JOB?

AUSTRALIA – NATIONAL

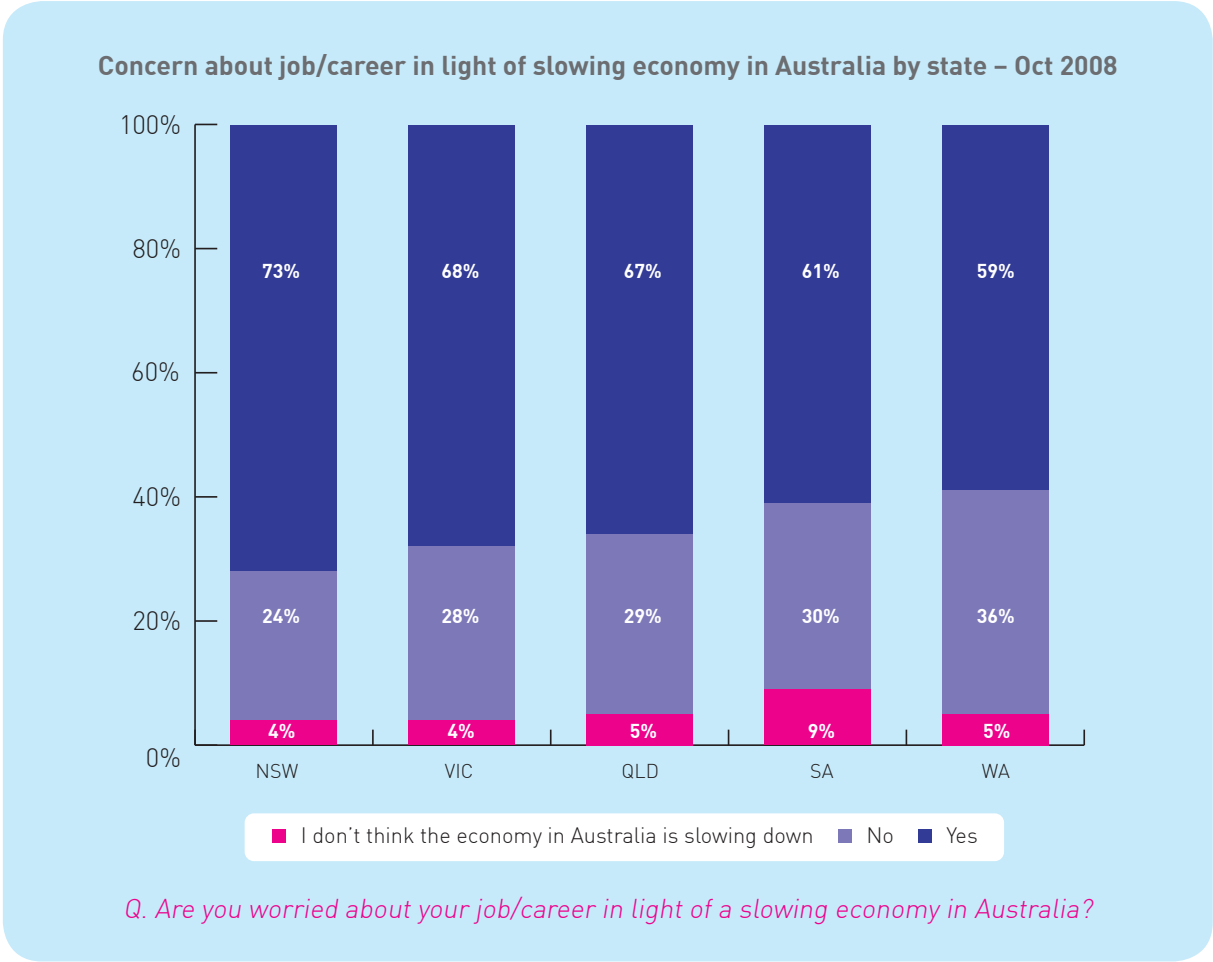
Concern about job/career in light of slowing economy in Australia –
Aug 2008 vs. Oct 2008 (Australia)



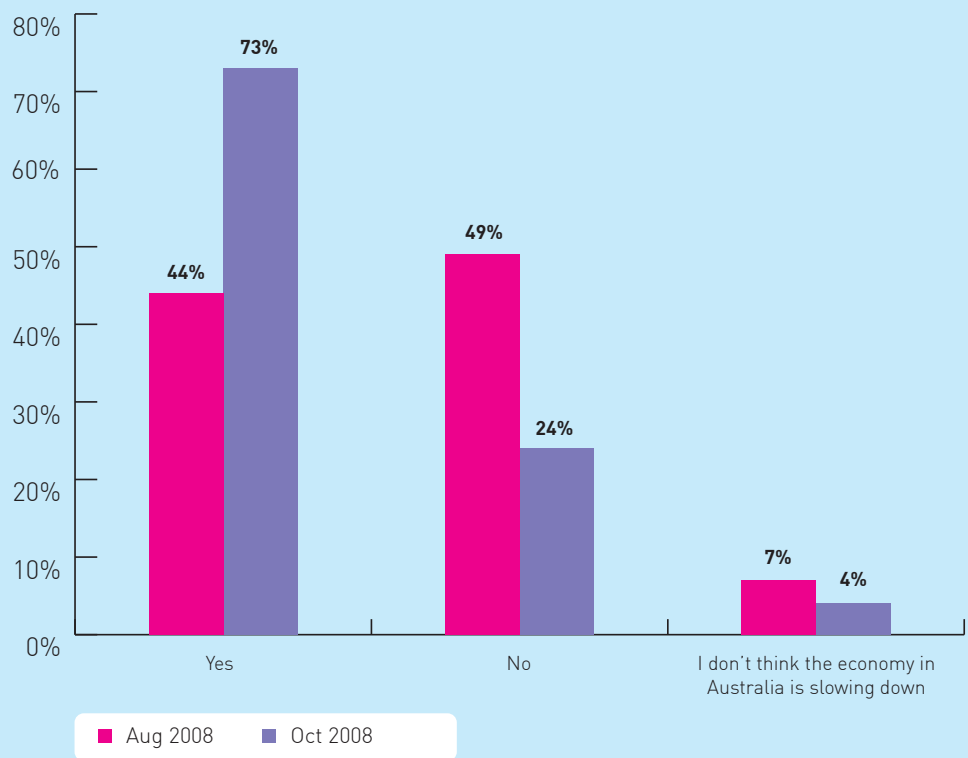
Q. Are you worried about your job/career in light of a slowing economy in Australia?



STATE COMPARISON – OCTOBER 2008



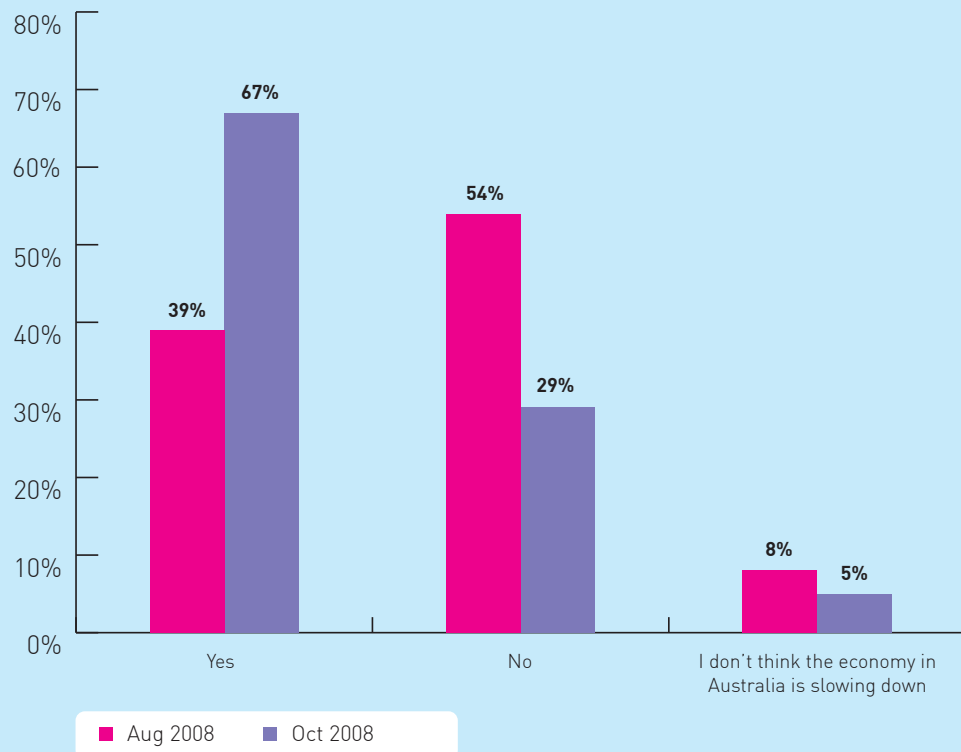
Concern about job/career in light of slowing economy in Australia – Aug 2008 vs. Oct 2008 (NSW)



Q. Are you worried about your job/career in light of a slowing economy in Australia?



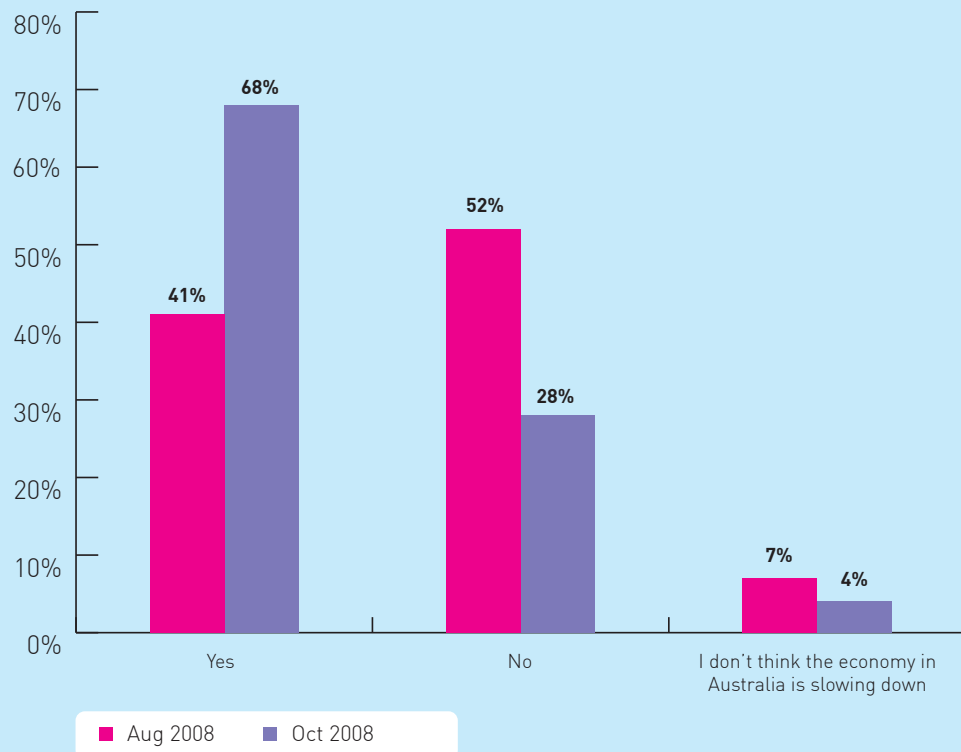
Concern about job/career in light of slowing economy in Australia – Aug 2008 vs. Oct 2008 (QLD)



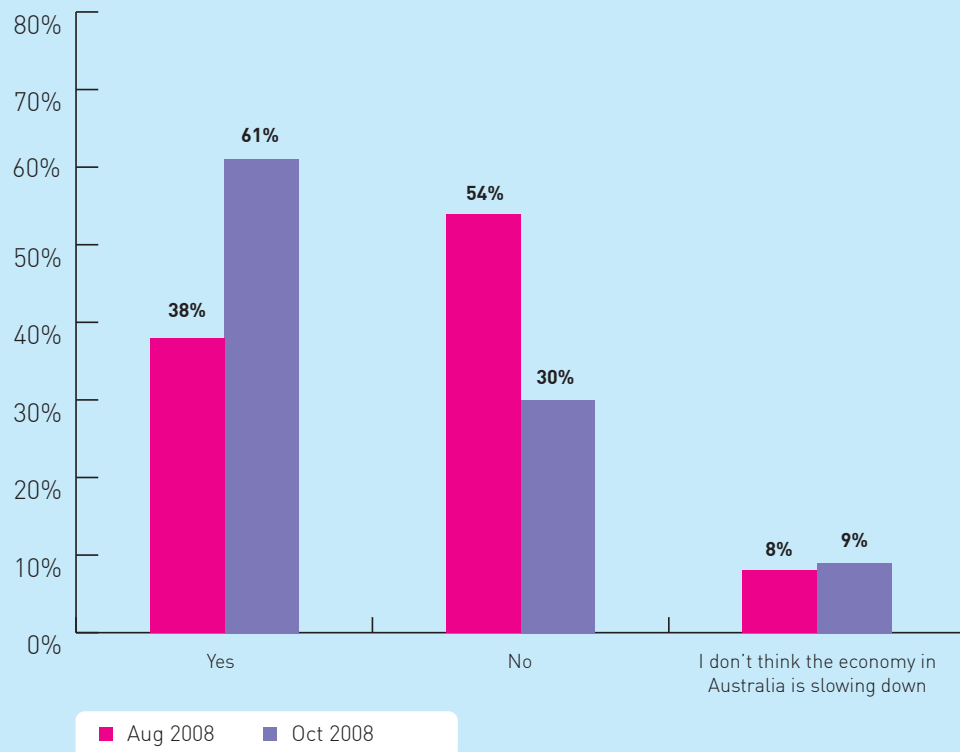
Q. Are you worried about your job/career in light of a slowing economy in Australia?



Concern about job/career in light of slowing economy in Australia – Aug 2008 vs. Oct 2008 (VIC)



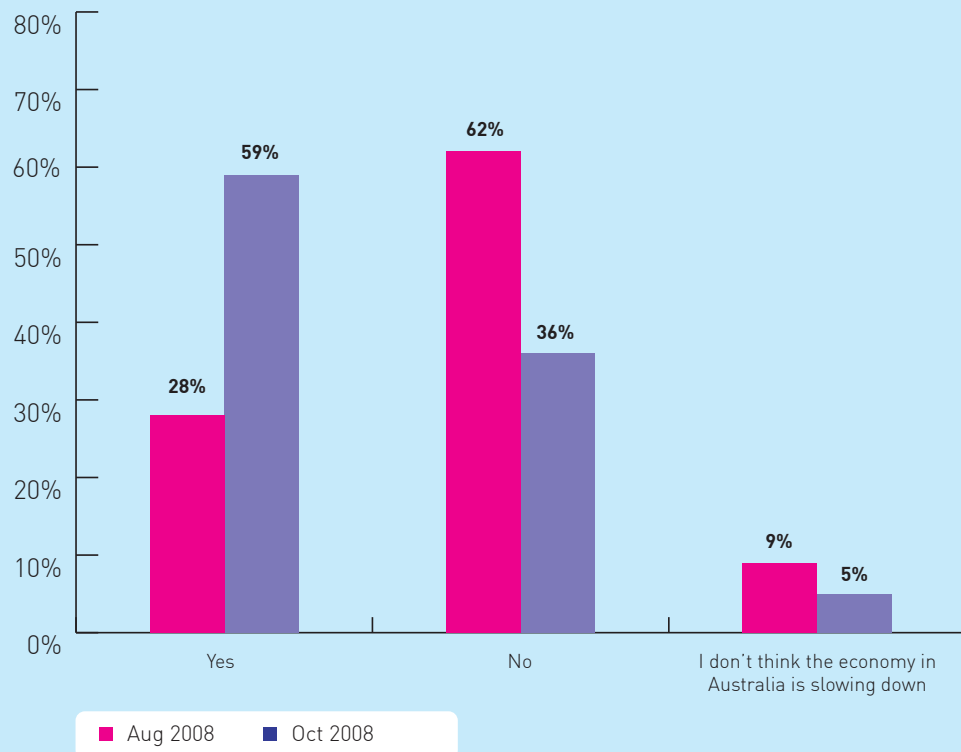
Q. Are you worried about your job/career in light of a slowing economy in Australia?

Concern about job/career in light of slowing economy in Australia – Aug 2008 vs. Oct 2008 (SA)

Q. Are you worried about your job/career in light of a slowing economy in Australia?



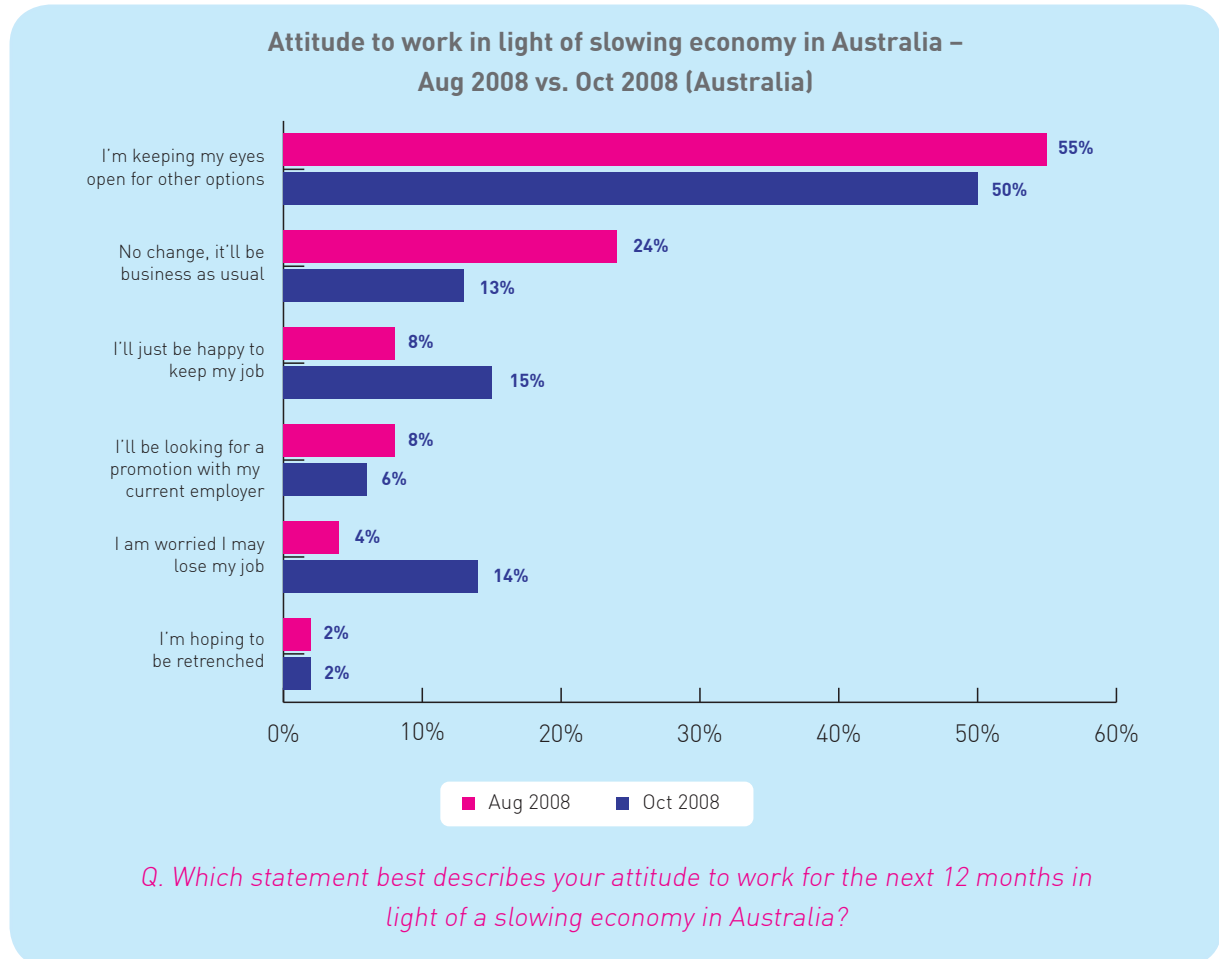
Concern about job/career in light of slowing economy in Australia – Aug 2008 vs. Oct 2008 (WA)



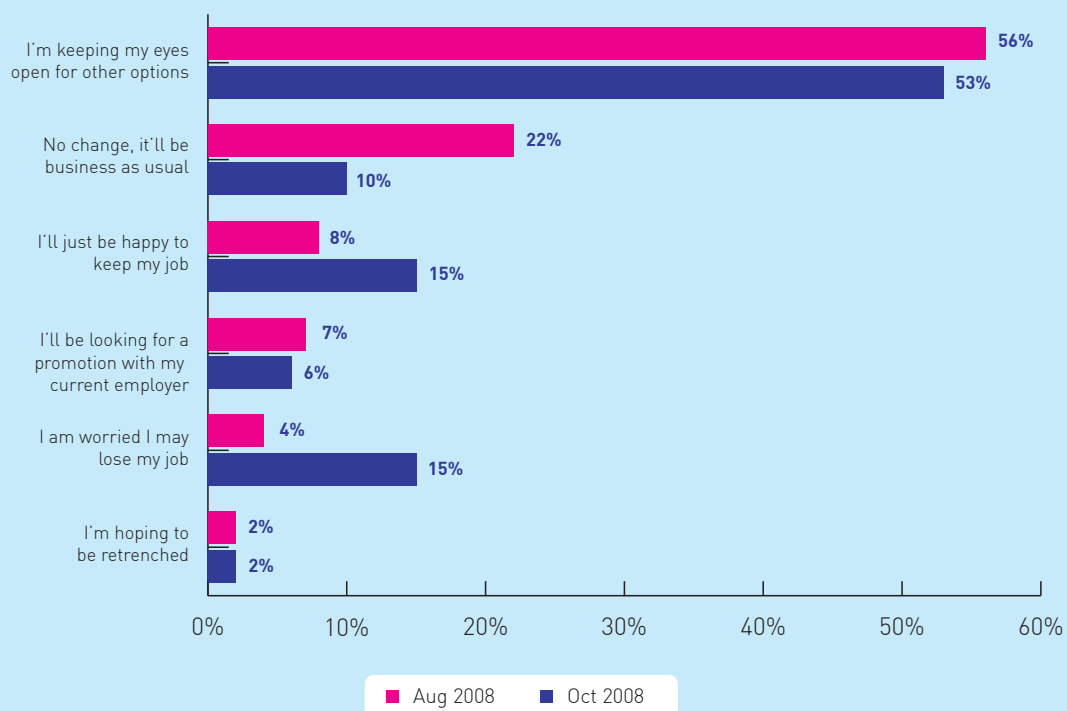
Q. Are you worried about your job/career in light of a slowing economy in Australia?

ATTITUDE TO WORK FOR THE NEXT 12 MONTHS IN LIGHT OF A SLOWING ECONOMY IN AUSTRALIA – AUGUST 2008 VS. OCTOBER 2008

AUSTRALIA – NATIONAL

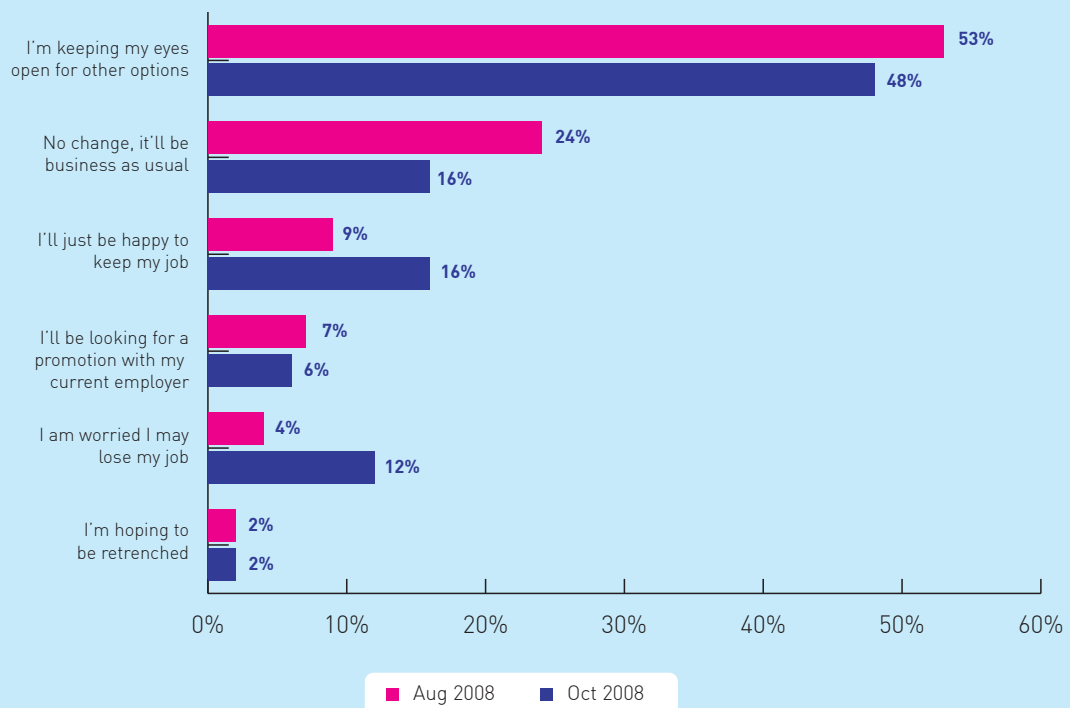


Attitude to work in light of slowing economy in Australia –
Aug 2008 vs. Oct 2008 (NSW)



Q. Which statement best describes your attitude to work for the next 12 months in light of a slowing economy in Australia?

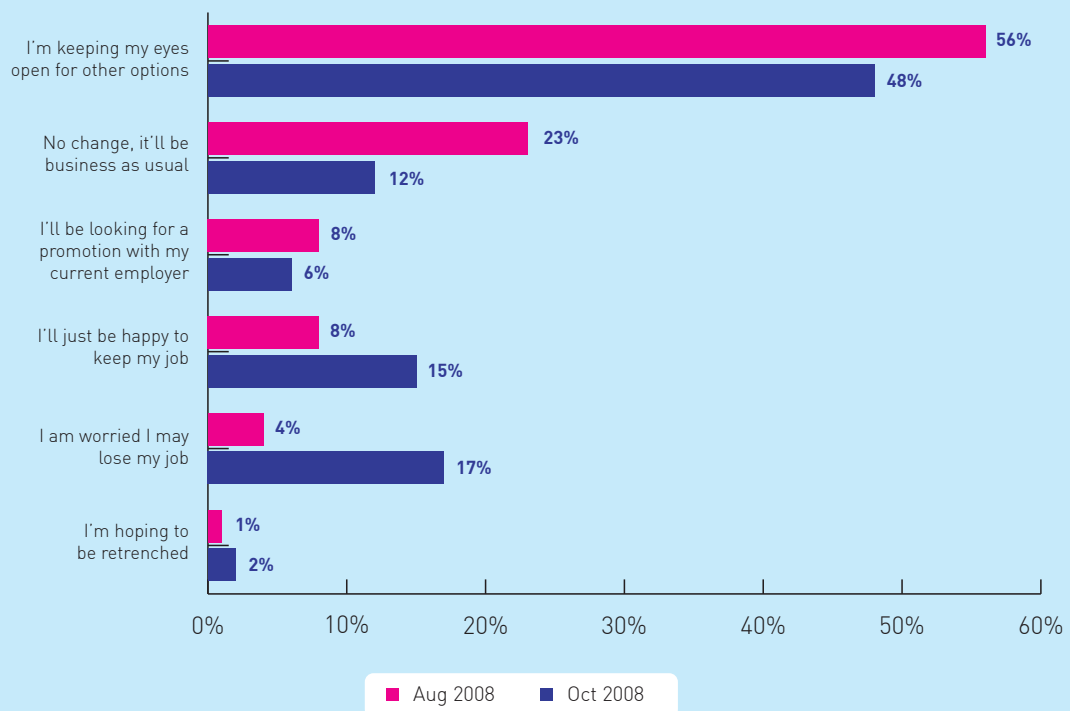
Attitude to work in light of slowing economy in Australia –
Aug 2008 vs. Oct 2008 (QLD)



Q. Which statement best describes your attitude to work for the next 12 months in light of a slowing economy in Australia?



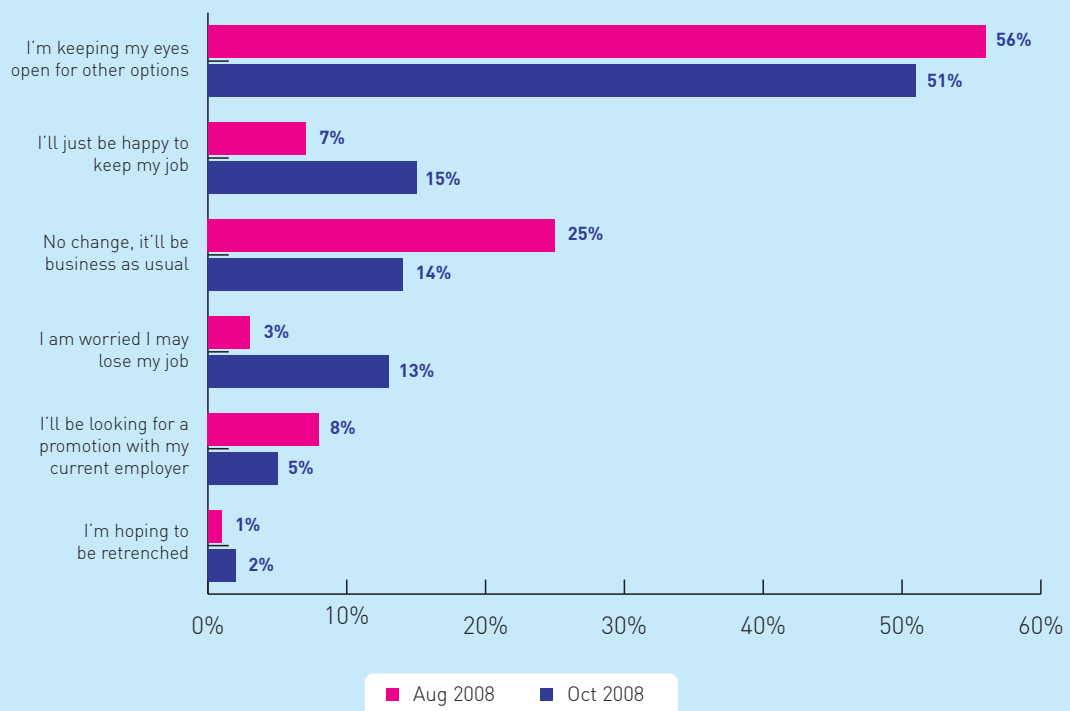
**Attitude to work in light of slowing economy in Australia –
Aug 2008 vs. Oct 2008 (VIC)**



Q. Which statement best describes your attitude to work for the next 12 months in light of a slowing economy in Australia?



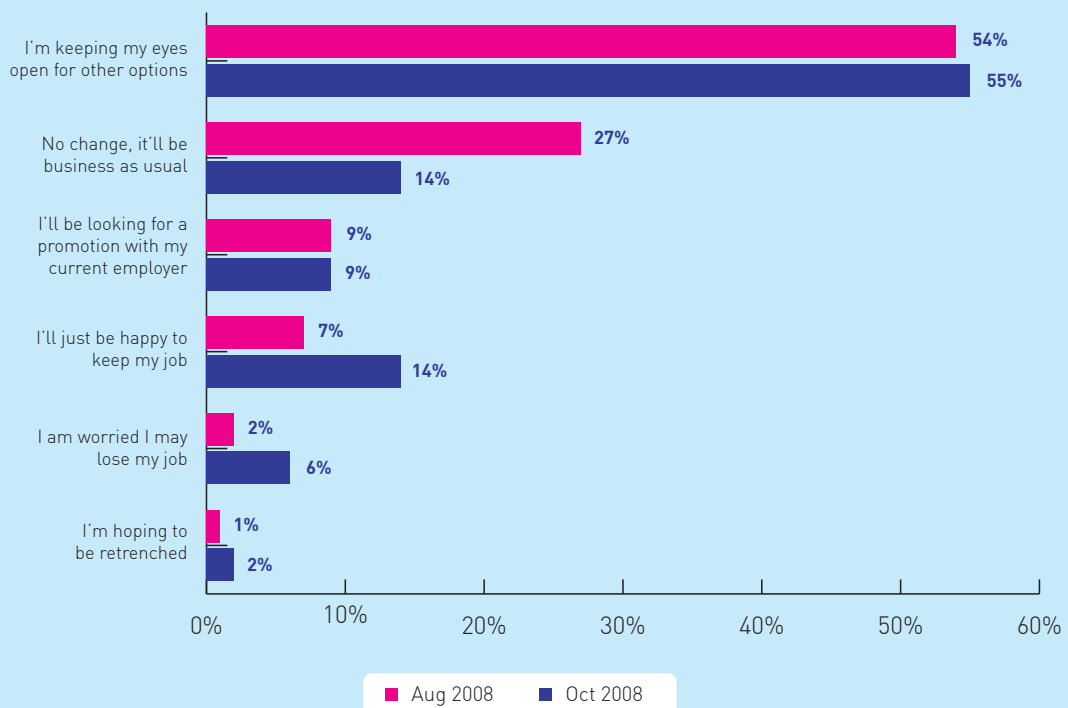
Attitude to work in light of slowing economy in Australia –
Aug 2008 vs. Oct 2008 (SA)



Q. Which statement best describes your attitude to work for the next 12 months in light of a slowing economy in Australia?



Attitude to work in light of slowing economy in Australia –
Aug 2008 vs. Oct 2008 (WA)



Q. Which statement best describes your attitude to work for the next 12 months in light of a slowing economy in Australia?

JOB SECURITY

AUSTRALIA – NATIONAL

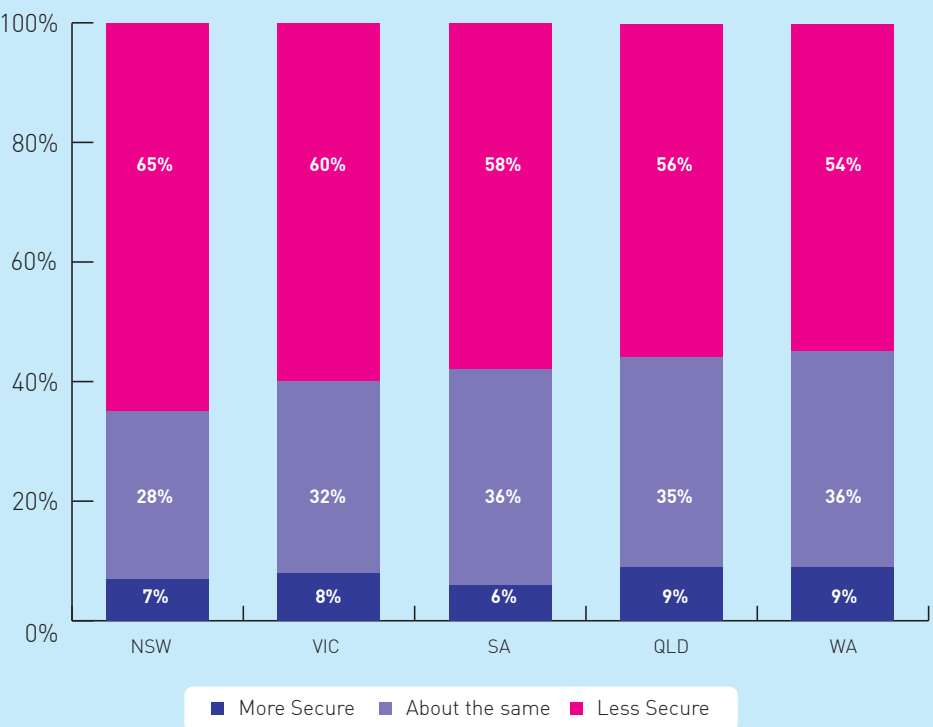
Job security compared to 12 months ago year on year – (Australia)



Q. How does your job security now compare to 12 months ago?

STATE COMPARISON – OCTOBER 2008

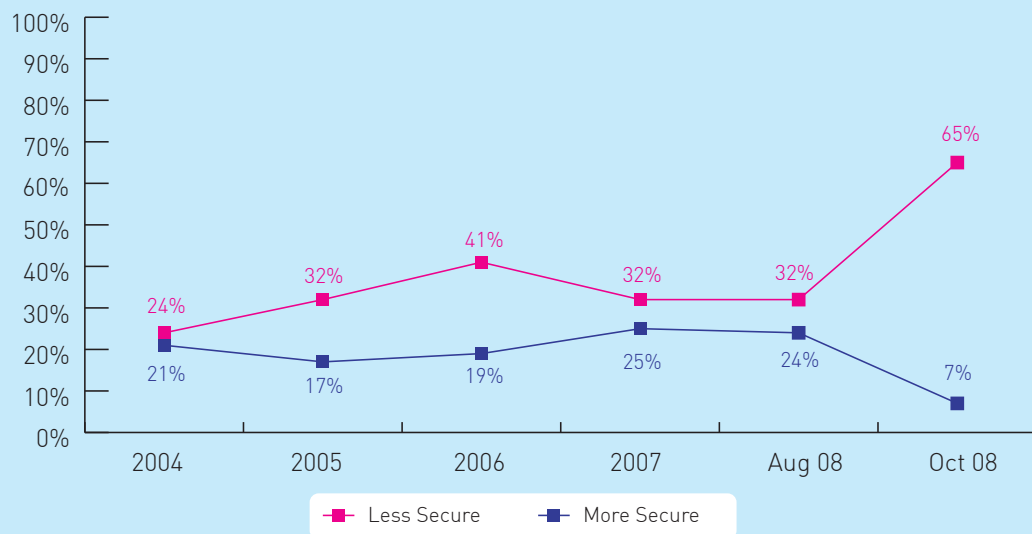
Job security compared to 12 months ago by state – Oct 2008



Q. How does your job security now compare to 12 months ago?

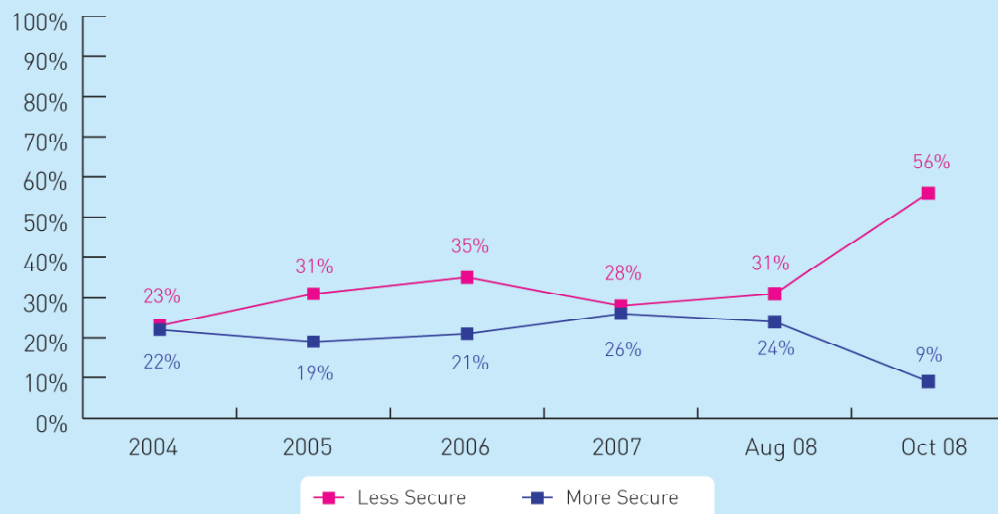


Job security compared to 12 months ago year on year – (NSW)



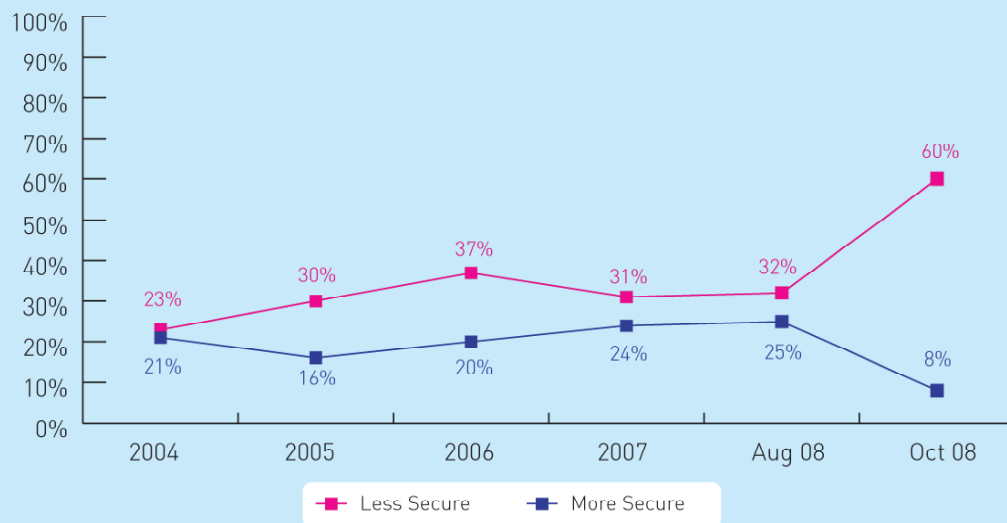
Q. How does your job security now compare to 12 months ago?

Job security compared to 12 months ago year on year – (QLD)



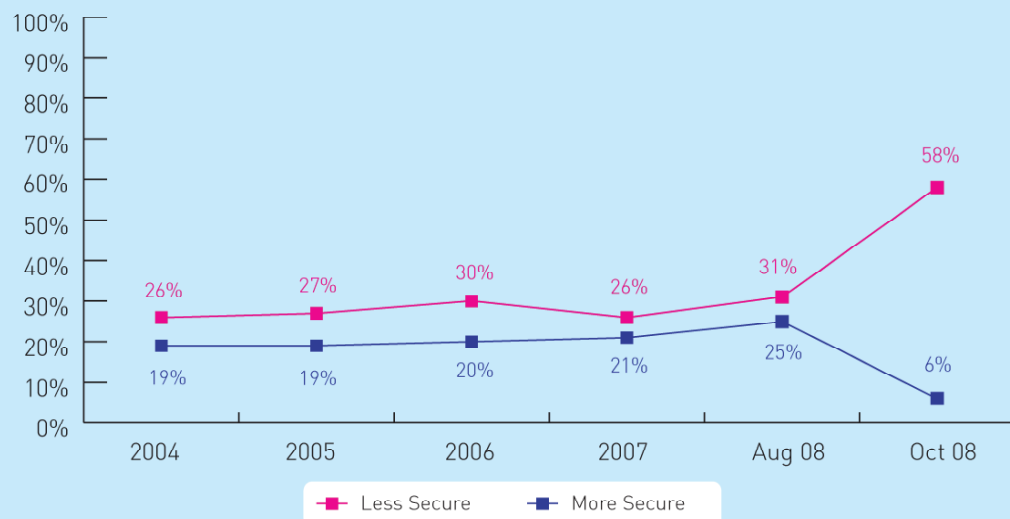
Q. How does your job security now compare to 12 months ago?

Job security compared to 12 months ago year on year – (VIC)



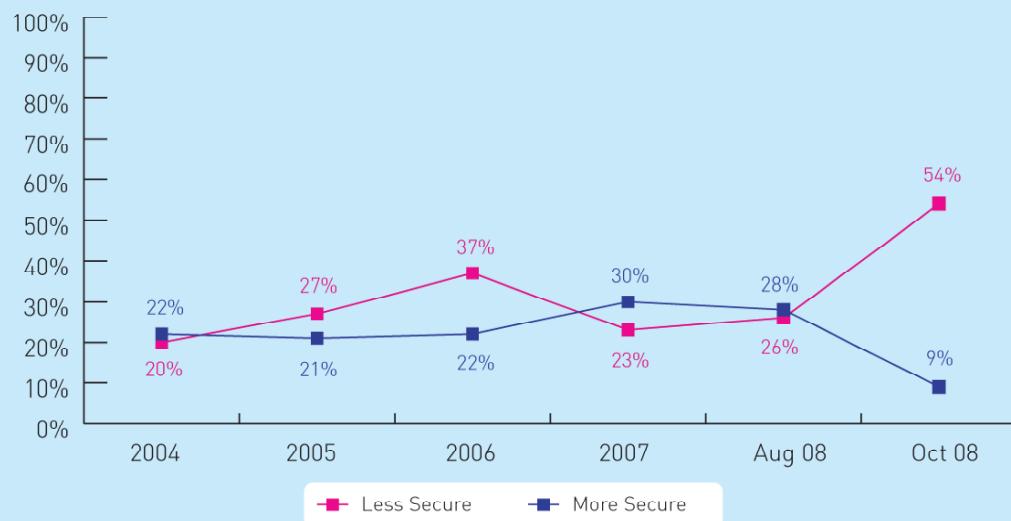
Q. How does your job security now compare to 12 months ago?

Job security compared to 12 months ago year on year – (SA)



Q. How does your job security now compare to 12 months ago?

Job security compared to 12 months ago year on year – (WA)

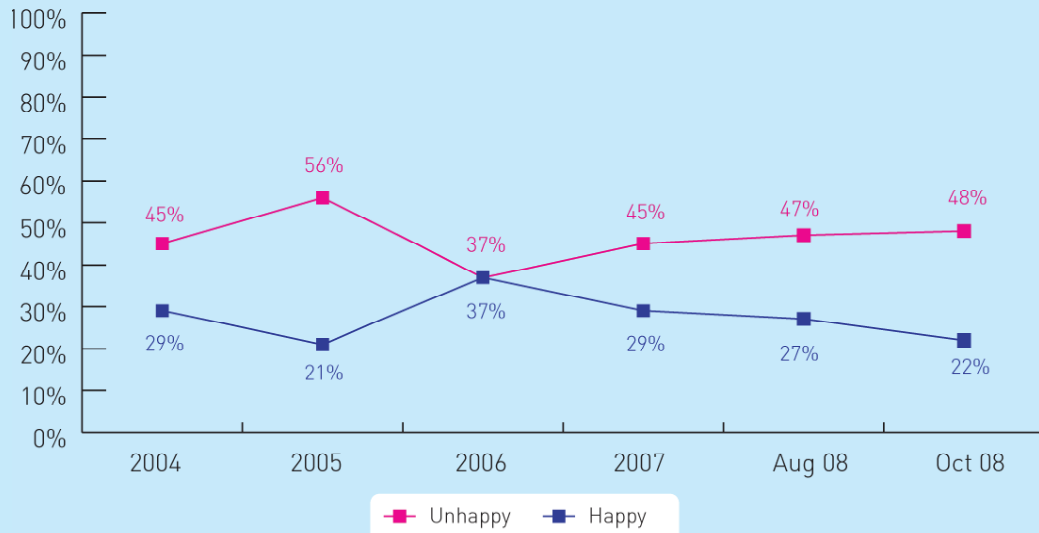


Q. How does your job security now compare to 12 months ago?

HAPPINESS

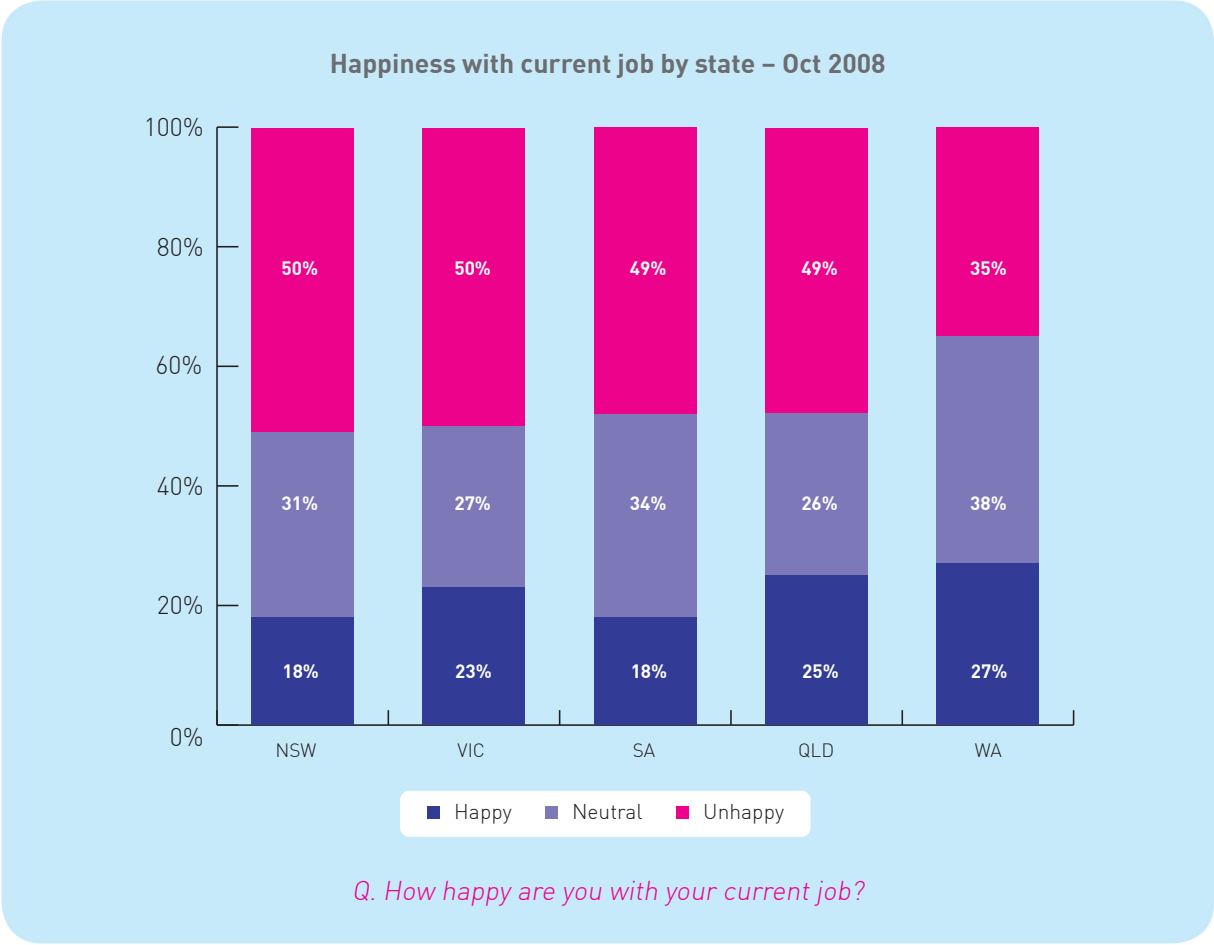
AUSTRALIA – NATIONAL

Happiness with current job year on year – (Australia)

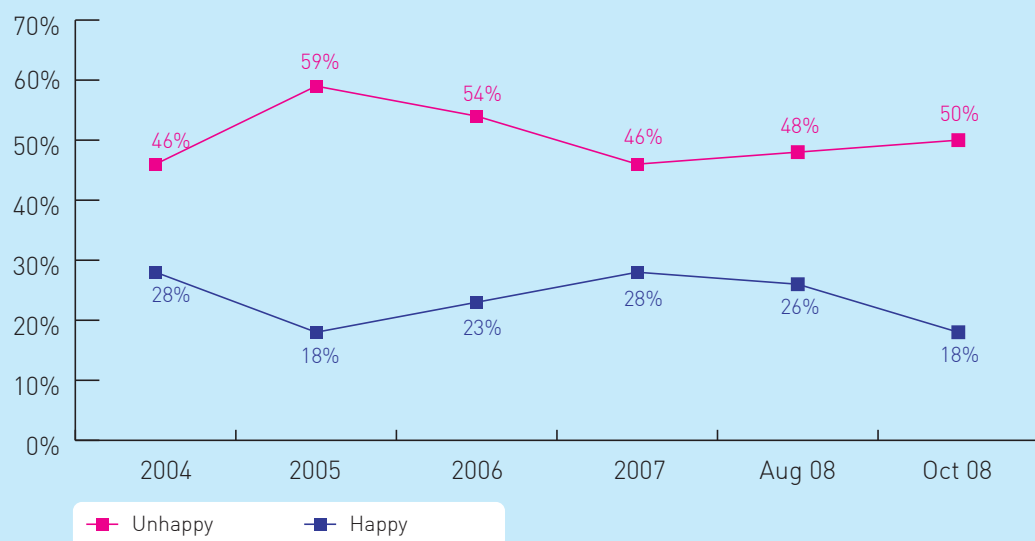


Q. How happy are you with your current job?

STATE COMPARISON – OCTOBER 2008

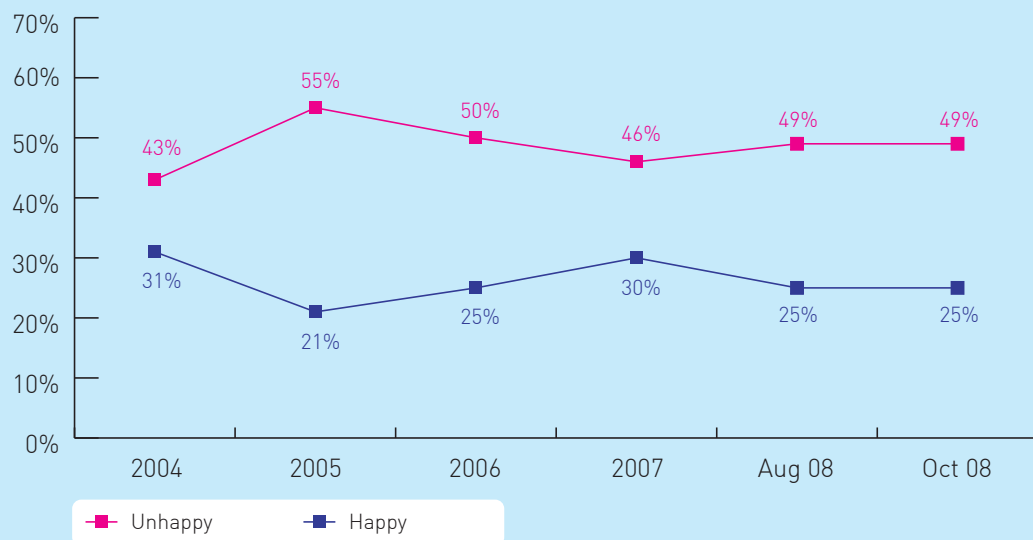


Happiness with current job year on year – (NSW)



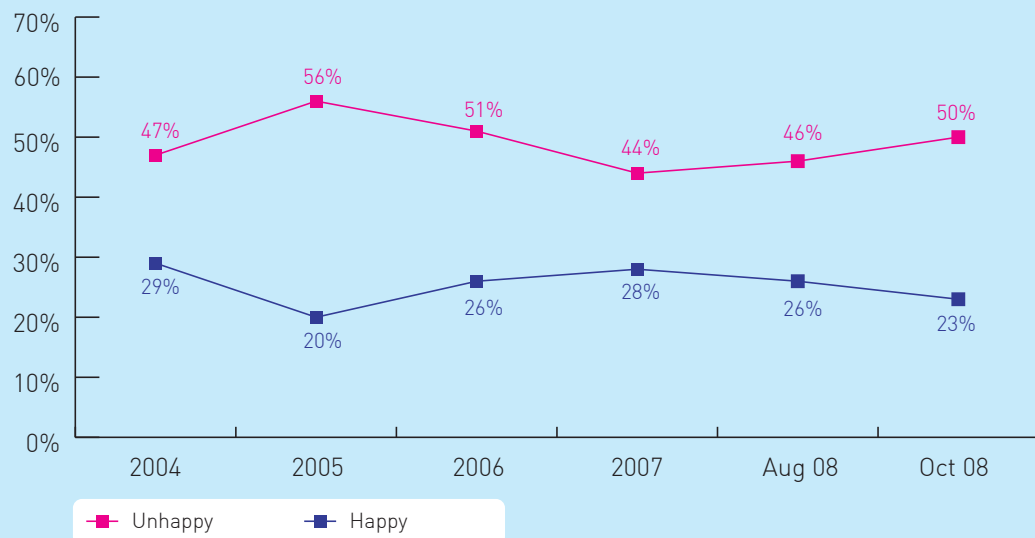
Q. How happy are you with your current job?

Happiness with current job year on year – (QLD)



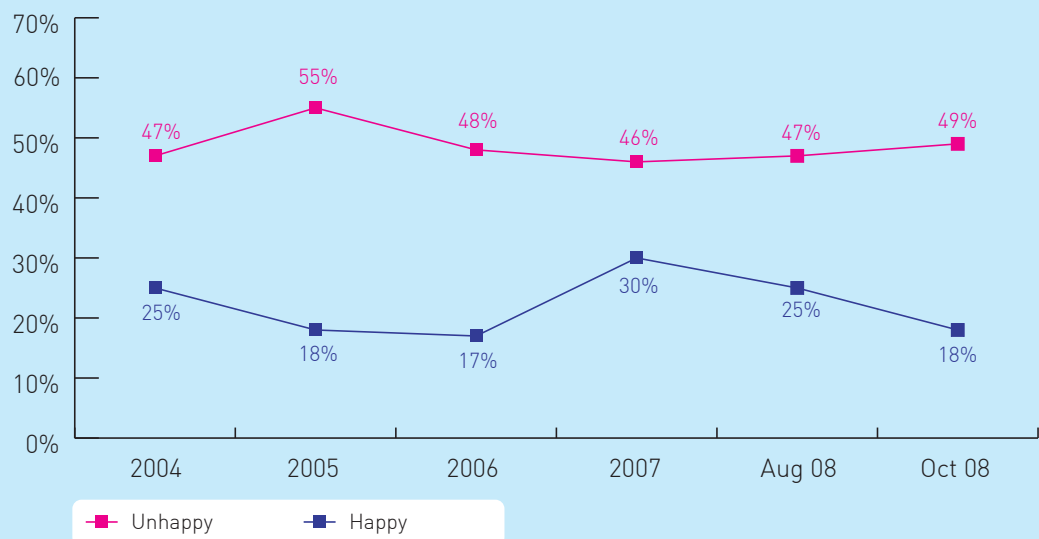
Q. How happy are you with your current job?

Happiness with current job year on year – (VIC)



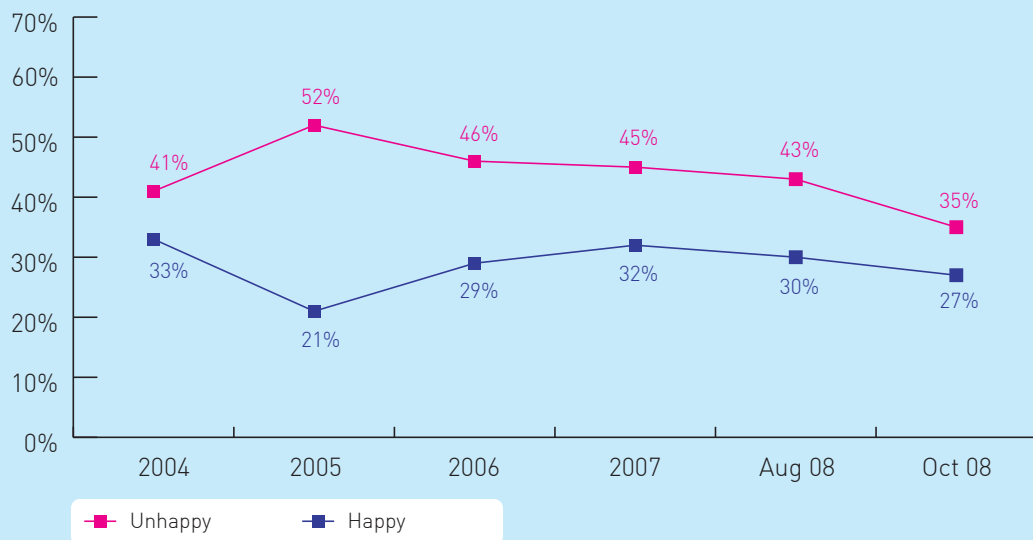
Q. How happy are you with your current job?

Happiness with current job year on year – (SA)



Q. How happy are you with your current job?

Happiness with current job year on year – (WA)

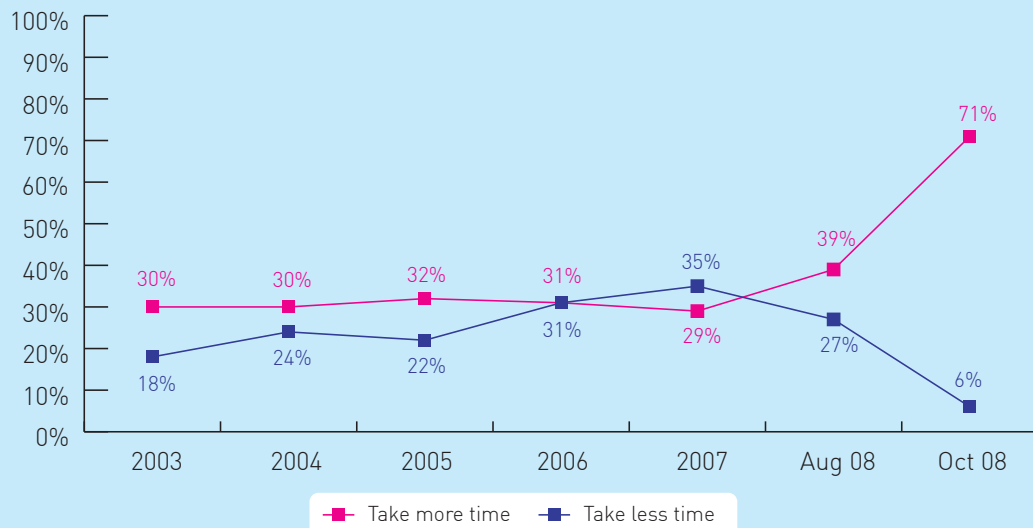


Q. How happy are you with your current job?

LENGTH OF TIME IT WILL TAKE TO FIND A JOB THIS YEAR COMPARED TO LAST

AUSTRALIA – NATIONAL

How long it would take to find a job this year compared to last – year on year (Australia)

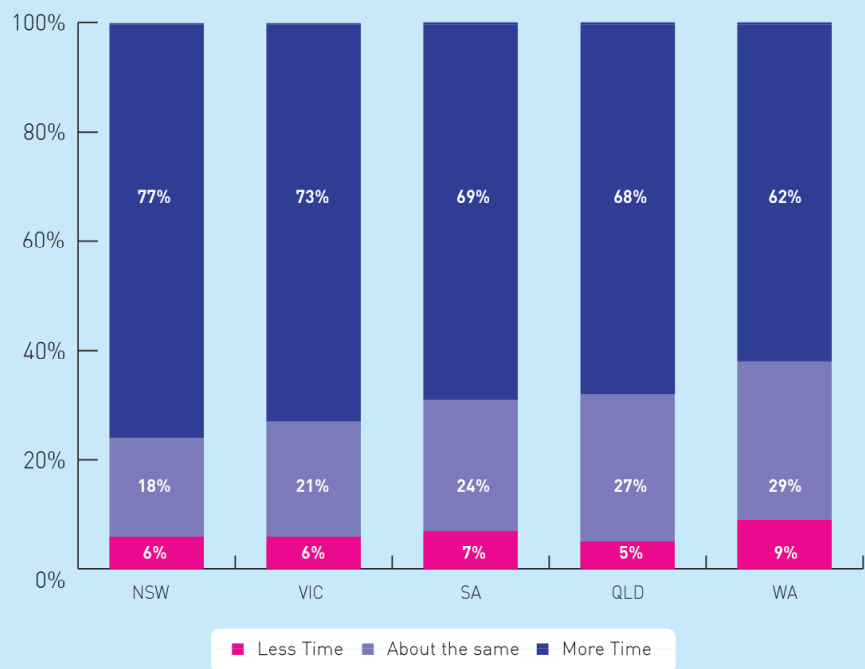


Q. How long do you think it would take you to find a job today, compared to 12 months ago?



STATE COMPARISON – OCTOBER 2008

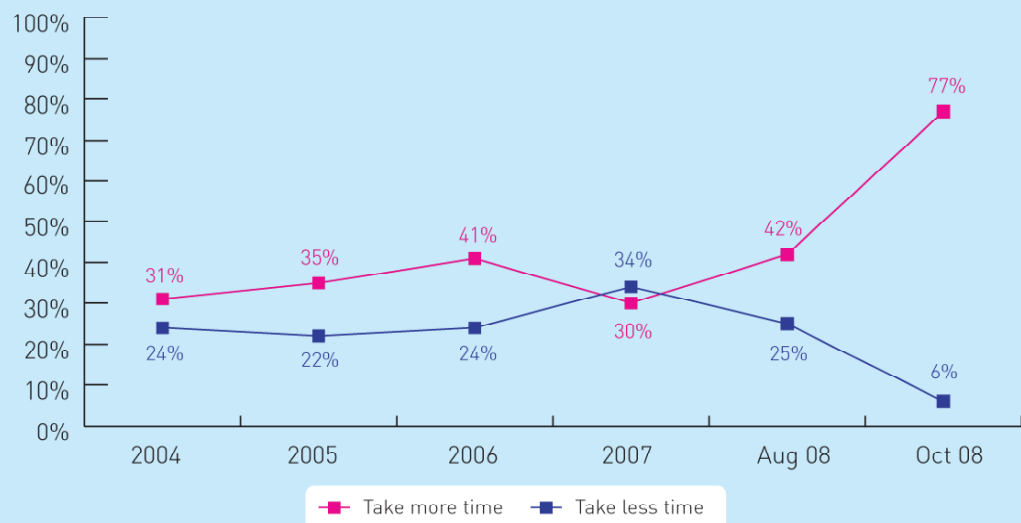
How long it would take to find a job this year compared to last by state – Oct 2008



Q. How long do you think it would take you to find a job today, compared to 12 months ago?

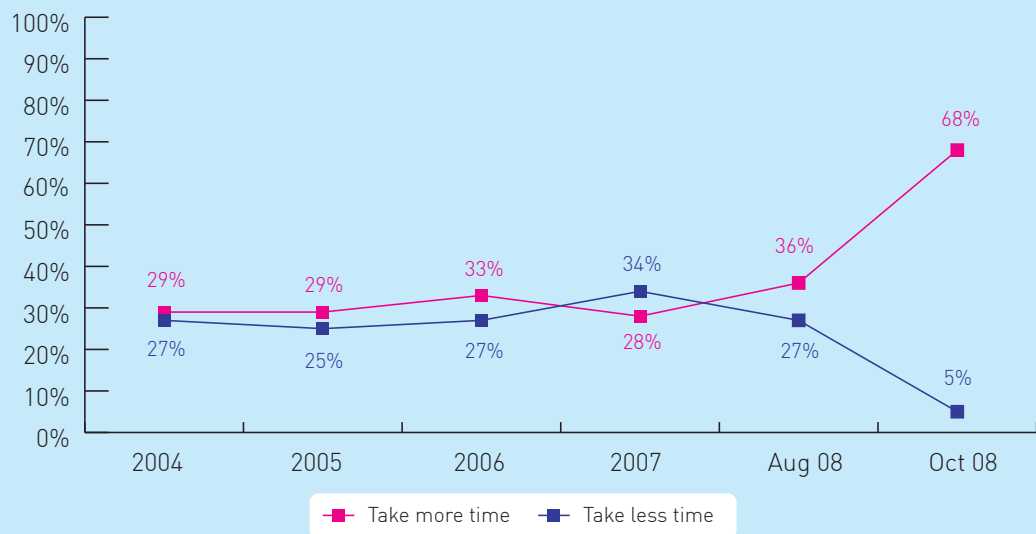


How long it would take to find a job this year compared to last – year on year (NSW)



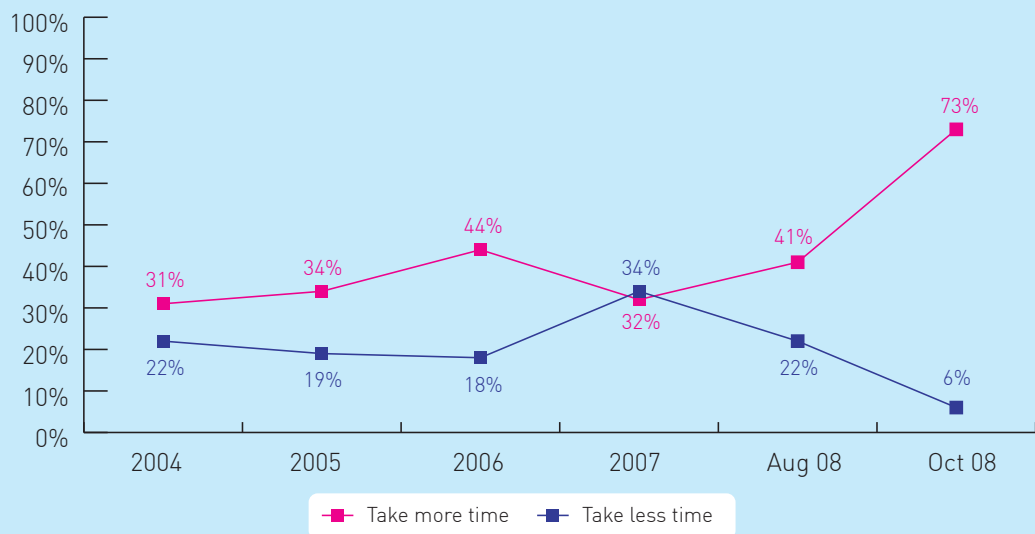
Q. How long do you think it would take you to find a job today, compared to 12 months ago?

How long it would take to find a job this year compared to last – year on year (QLD)

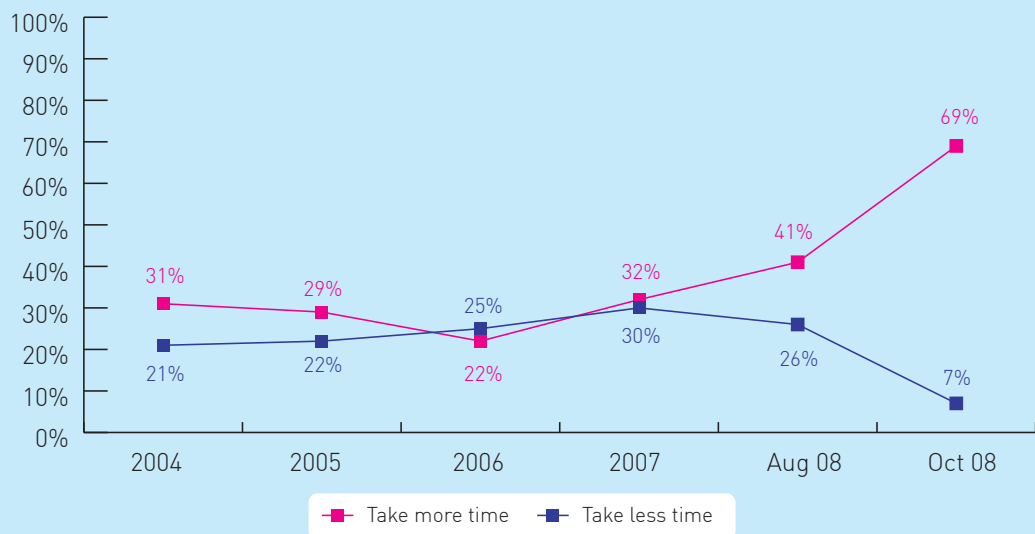


Q. How long do you think it would take you to find a job today, compared to 12 months ago?

How long it would take to find a job this year compared to last – year on year (VIC)



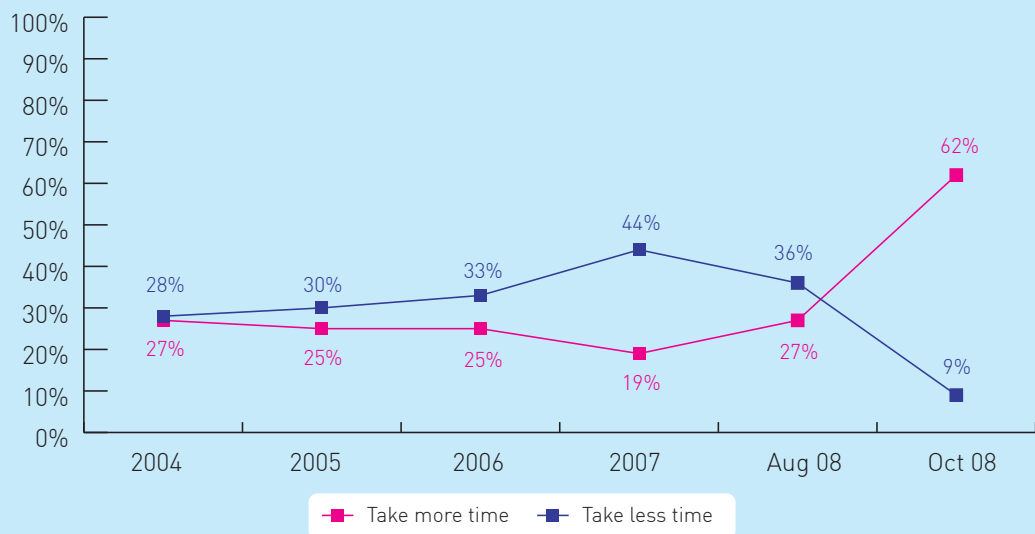
Q. How long do you think it would take you to find a job today, compared to 12 months ago?

How long it would take to find a job this year compared to last – year on year (SA)

Q. How long do you think it would take you to find a job today, compared to 12 months ago?



How long it would take to find a job this year compared to last – year on year (WA)



Q. How long do you think it would take you to find a job today, compared to 12 months ago?

WHAT SHOULD EMPLOYERS DO?

- Be aware and empathetic regarding employees lack of job security
- Communication, openness and honesty from management is key
- Proactively address employee 'hates', particularly those that do not cost money
- The economic slow down provides an unprecedented opportunity to attract talent in the market
- Businesses need to continue to up-skill managers and invest in their people leadership skills





CULTIVATING SUCCESS

EMPLOYEE SATISFACTION & MOTIVATION 2008

