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# Winning the War on Talent



Think Ahead

# Introduction

**188,000**  
members  
**480,000**  
students

**100** offices  
and centres  
in **53**  
countries

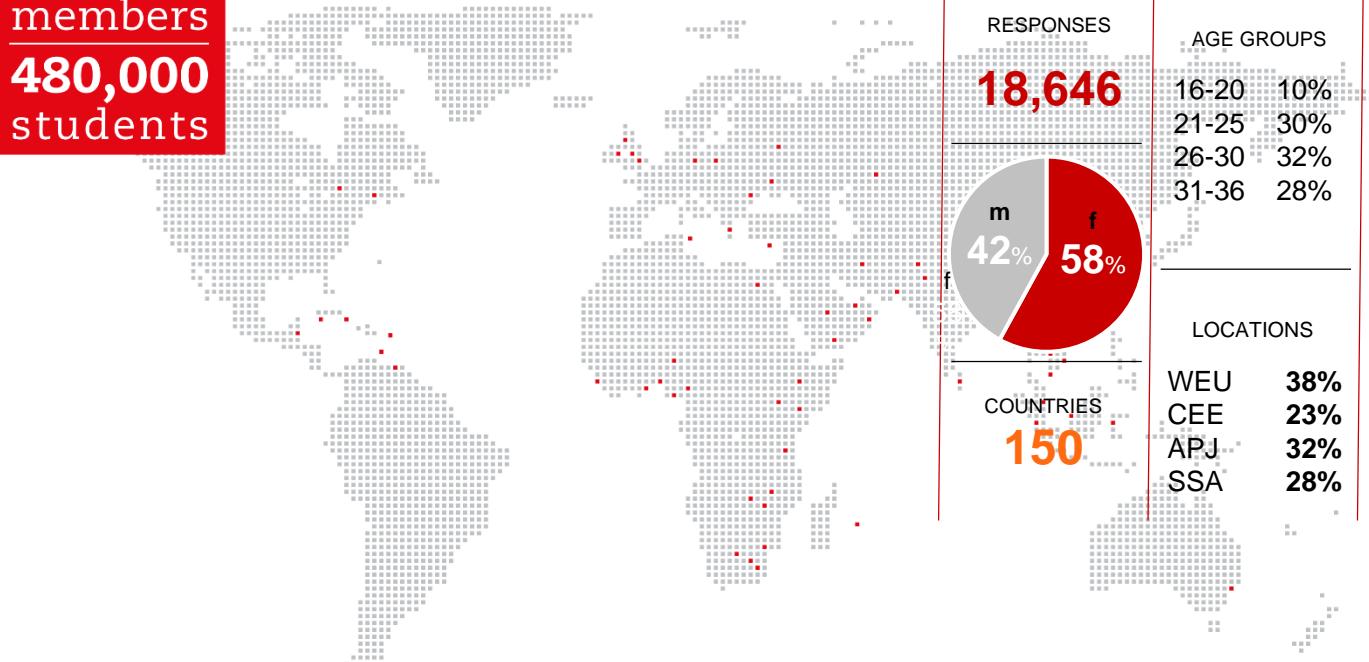
**7,400**  
approved  
employers

**466**  
exam centres  
in **149**  
countries

**299**  
quality-checked  
tuition providers

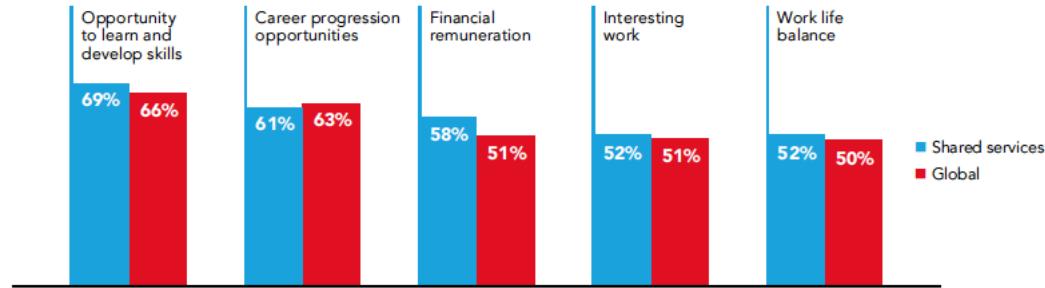
**1,419**  
exemption-accredited  
programmes from  
**666**  
universities

**154**  
strategic  
partnerships



# Stable expectations

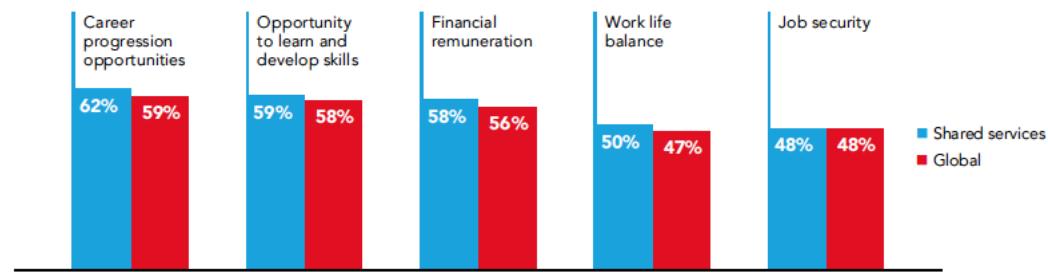
FIGURE 2.5.1: The top 5 factors attracting shared services respondents to an employer, compared with the global results



Young professionals in finance and accounting are focused on developing their careers and attaining new capabilities, regardless of their age, location or sector of activity..

The top two factors in their decision about going or staying in a company are the existing prospects for career progression and the opportunities for developing and learning new skills.

FIGURE 2.5.2: The top 5 factors in shared services respondents' decision to remain with an employer, compared with the global results



# Transient workforce

FIGURE 2.3.1: How long have you been in your current role?

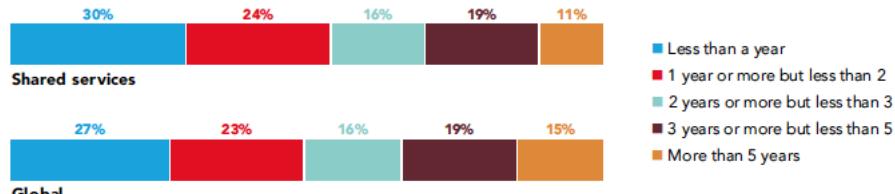


FIGURE 2.3.2: How many organisations have you worked for since entering the profession, including your current organisation?

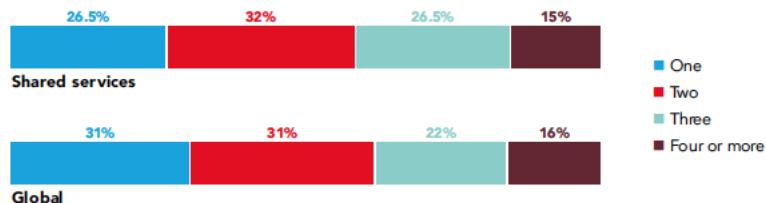
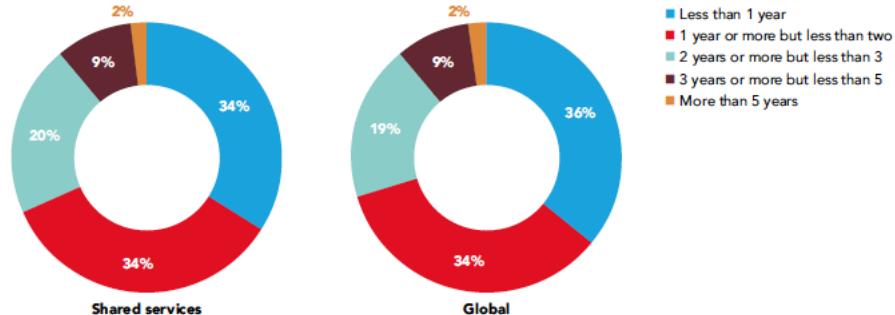


FIGURE 2.3.3: How quickly would you like to move to your next role?



The workforce of the 21st century is inherently more mobile and more global.

Globally, the survey found that nearly 50% of respondents have been in their current role for less than two years, yet the data also revealed that, across age cohort, location and sector, over one third of young finance professionals would like to change job within a year, rising to 70% within two years

# Overly ambitious?

**FIGURE 2.3.4:** Would you like your next move to be a promotion or a lateral move?



**FIGURE 2.3.5:** Do you expect your next move to be internal or external to your current organisation?



Finance shared services professionals have ambitions to move up the ladder quickly and are prepared to move externally and change employer to achieve their career goals.

In comparison with global respondents, it seems that even more respondents in shared services are looking for a promotion in their next move, rather than a lateral move, but possibly fewer of them are considering moving externally to achieve this.

This could suggest that respondents see opportunities for progression within their current shared services organisation or are keen to gain the necessary experience in a short time frame to achieve their longer-term ambition.

# Are companies delivering?

FIGURE 2.5.5: My current organisation offers sufficient opportunities for achieving my career goals

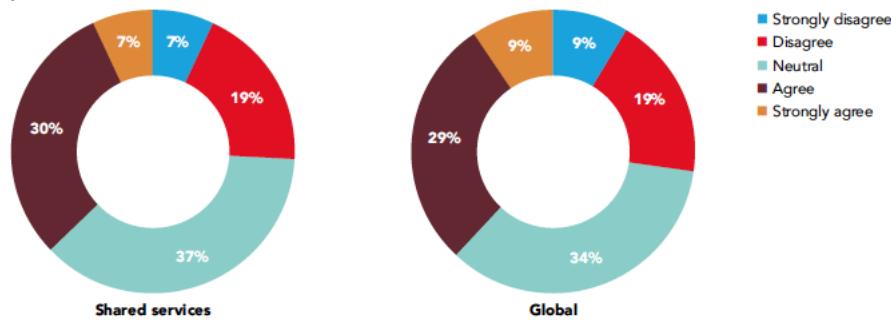
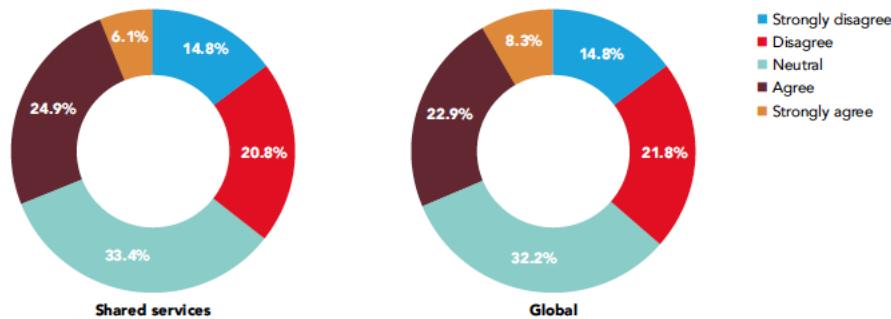


FIGURE 2.5.6: Career paths in my organisation are transparent



When respondents were asked whether they found that opportunities for both progression and learning were available in their current organisation, many were fairly positive about the opportunities to learn and develop their skills.

Nonetheless, for more than 40% of respondents, access to career progression appeared worse or much worse than expected, probably because market factors limit such developmental opportunities.

# Employers' call to action

Attraction	Development	Retention
Develop forward-thinking <b>CAREER PATHS</b>	Formalise ongoing <b>JOB ROTATIONS</b>	Prioritise <b>INTERNAL PROMOTION</b>
Develop and promotion your Shared Services <b>BRAND</b>	Implement effective <b>MENTORING</b> schemes	Encourage <b>INTRAPRENEURSHIP</b>
Adopt and promote the use of new <b>TECHNOLOGY</b>	Provide quality <b>LEARNING</b> opportunities	Create an attractive <b>ENVIRONMENT</b>

# ACCA GBS Qualifications

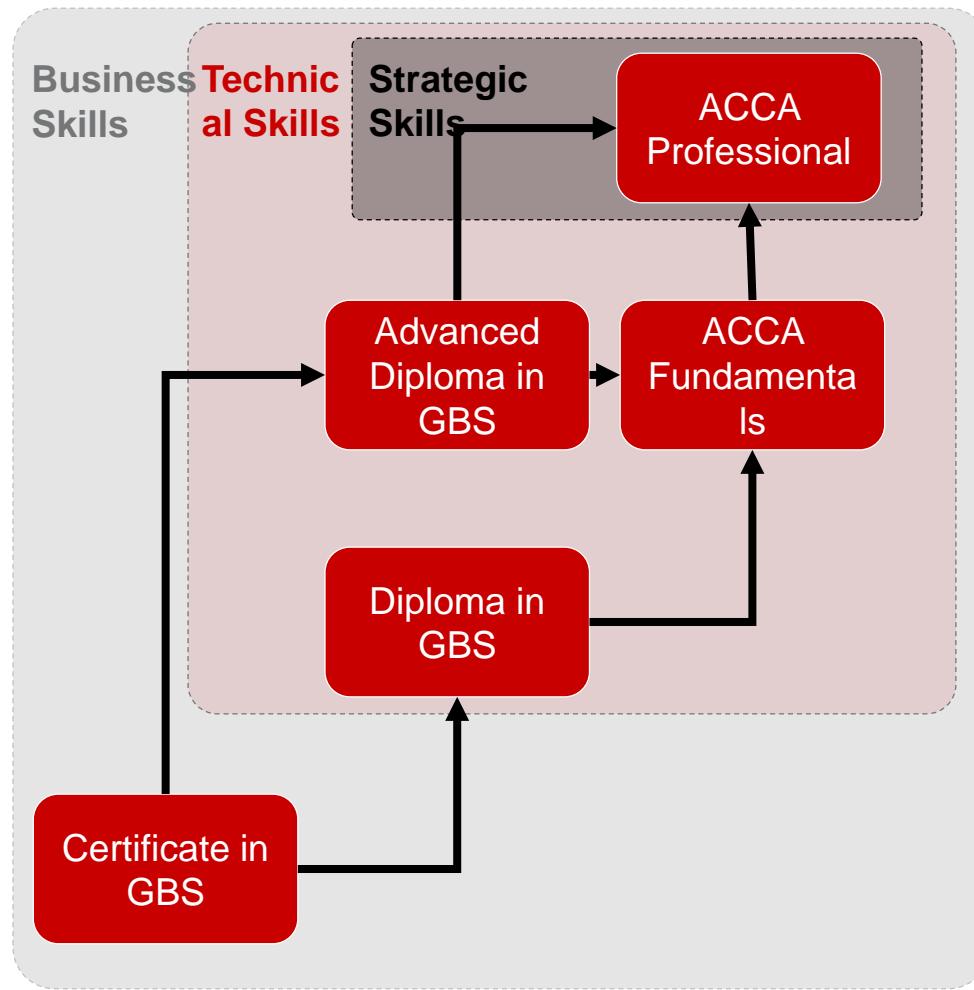
- From entry level to senior management
- Technical, non-technical and strategic
- Employer-led
- Knowledge, performance and talent management

**150** employers

**300,000**

staff

**15** countries



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