TECHNOLOGY INDUSTRY SURVEY
2012
MORTIMER SPINKS
Mortimer Spinks is one of the UK’s leading innovators in technology recruitment.

Our consultants, organised into specialist technology teams, are genuine experts in what they do. Need help defining the job role of an iPad app developer? Or advice about how easy it is for someone to retrain to C#/.NET? Mortimer Spinks can help.

Being part of the Harvey Nash Group, we offer the stability, infrastructure and quality, of a major plc. Clients benefit from access to our extensive portfolio of services including Technology projects in Vietnam, Contractor Management Solutions and Business Process Outsourcing.

We work with some of the most innovative and entrepreneurial organisations in the world. We know that because the majority of our customers are defined as Cool and Superbrands in the business to consumer technology marketplace.

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COMPUTER WEEKLY
ComputerWeekly is a weekly magazine for technology professionals which has been published by Reed Business Information for over 40 years. The magazine is available free to technology professionals who meet the circulation requirements. A small minority of issues are sold in retail outlets, with the bulk of revenue received from display and recruitment advertising.

Computer Weekly is available in print and digital format and the readership is audited by BPA Worldwide, which verifies its circulation twice yearly.

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INTRODUCTION

Whether it is an inappropriate ‘tweet’, an internet security scandal or a story of the fastest growing company in the world, technology, be it for the right or wrong reasons, has become regular front-page news.

This survey aims to give a snapshot of the technology industry from the inside. More than 650 technology professionals from a wide range of seniority, age, gender and sectors took part and offered their insights on issues that are facing every business with a technology function right now.

How many people are planning on leaving their jobs in the next year? How should businesses go about retaining staff? What do Tech people really think about Google? What is going to be the most in demand technology next year? Are people really falling out of love with Facebook?

This report gives fascinating insight into the current, and future state, of the technology department and technology industry. Here are just a few of the surprising facts:

- 80% of people feel they are more likely to progress their careers by leaving their current employers - so what does that say about your talent management strategy?
- Technology people, unlike the general public or the stock market, prefer Microsoft to Apple
- The majority of Gen Y people thought hacking organisations were “good for the world”.
- The majority of Baby Boomers felt the opposite.
- CIOs like the idea of letting users buy their own IT kit. Helpdesk are horrified by it!

I hope you enjoy reading it and find the results valuable in your own business planning and career.

James Hallahan
Managing Director
Mortimer Spinks
If you’re an IT professional in the UK, the chances are you are happy at work, satisfied with your salary, and manage to achieve a reasonable work-life balance.

You are almost certainly looking around for your next job and you wouldn’t be surprised if you were working with a different employer by this time next year.

You worry that your role might be sent offshore in the future, and although your employer probably isn’t bad, you feel your company rarely surprises you for the better.

These are just a few of the findings that emerged from Computer Weekly and Mortimer Spinks 2011 Technology Industry Survey.

More than 650 of you took part, ranging from CIO to middle managers and technical specialists, from 18 year olds to those over 65.

Between you, you earn an average of between £30,000 and £40,000 a year, with some CIOs among you commanding up to £400,000 a year.

Around 70% of you are permanent employees, and 30% contractors.

Some 90% of you are male, suggesting that there is still a long way to go to tackle the lack of gender balance in IT.

IT has gone through a tough time in the past three years, but our survey shows that despite the downturn you are happy and committed to our work.

Nearly half of you put in more than 40 hours or more a week, and if you are a CIO or project manager, you may be putting in regular 50 hour weeks.

Long hours can take their toll. Although more than half of you manage to balance your work and home life, around 16% of you say you find work-life balance a struggle.

The project managers, testers and helpdesk workers among you are most likely to miss social engagements because of commitments at work.

In fact some 17% of you feel your careers would be compromised if you didn’t put in extra time. This is particularly true for those of you working in the retail and financial services industries.

Perhaps this should give pause for thought for employers. We may be in the midst of a downturn but our research shows that good IT professionals are prepared to vote with their feet.

Over 80% of you feel you are likely to make progress in your career by leaving your current employer. That is particularly true if you are a CIO, a tester, an architect or a database administrator.

Not surprisingly, those of you who are unhappy with your pay package say you are likely to leave your employer in the next 12 months.

But pay is not the whole story. For most of you, having interesting and challenging projects are the most important factors for keeping you happy in your work.

Working with good people and having regular, open and honest communication from the IT department, come next, with salary in fourth place.

Surprisingly, softer factors such as away days, not having to wear a suit, and free time to pursue personal projects are much less important for most of you.

All of this means employers are going to have to work hard to keep you. That means communicating with you more effectively, investing in your training, and ensuring you have interesting and fulfilling projects to work on.

And, in a downturn, that’s not a bad place for IT professionals to be.
WHAT DOES THE AVERAGE IT PERSON LOOK LIKE?
Aged 41 he – and the average technology professional is most definitely male – is earning somewhere between £30,000 and £40,000. He’s happy with his job, but would entertain a call from headhunter, especially as changing jobs appears to be the only way for career advancement. He’s vaguely threatened by outsourcing, but not losing sleep over it. He’s hard working, but manages to keep a decent work-life balance. He cares about money, but – much more - values challenging projects and interesting work colleagues over pay. He loves Google, but still has a soft spot for Microsoft.

WHAT’S HOT FOR 2012?
The future is the cloud, followed quickly by mobile. People with skills in these areas will be at a premium.

THE THREAT OF JOBS BEING OUTSOURCED
Almost one in five feel their jobs are threatened by offshoring. This goes up significantly for the more technical roles such as software / web development and engineering. That said plenty of people quoted examples of offshoring failing and jobs back in the UK being re-instated.

TECHNOLOGY PROFESSIONALS – A HAPPY BUNCH
The effects of the recession on technology professional was severe. In 2008 – 2010 one in ten jobs in the technology space were lost, and almost half of technology teams lost close to one in five staff. Cost pressures, budget cuts, outsourcing, increasing business demands all add pressure.

And yet, technology professionals are happy. 70% said they were either happy or very happy with their current job.

A MASS EXODUS?
Technology professionals may be a happy bunch, but ‘happy’ doesn’t, it seems, equate to ‘loyal’. Almost 40% of participants are looking to be in a different job within 12 months; this rises to around two-thirds for the most technical roles. Even if we were to assume only half of those 40% are successful it still leaves one in five IT workers leaving their employer. That’s a huge number of empty seats on projects, helpdesks or software development teams.

THE CHALLENGE OF RETENTION
Why does happy not equate to ‘loyal’? Perhaps the most shocking discovery from the survey is that more than 80% of people feel that they are more likely to progress their career by moving companies. Put simply, their present employers are simply not offering them the growth opportunities.
1. Up to half your technical team don’t expect to be with you in 12 months time. What might this mean for your operations and projects if it happens? What does it mean for your projects right now, if they are staffed by people with no long term aspirations with your company.

2. Technology professionals care more about interesting projects and new challenges than they do about money, by a long margin. How are you addressing this with your team?

3. If you ‘surprised’ your staff (in a good way) just once a year, you’d be in the top half of employers. Surprise them once a month and you’d be in the top fifth.

4. Technology teams are not ‘one and the same’. This report shows there’s a clear distinction between Help Desk / Ops (probably the most dissatisfied group in this survey), development and business facing roles. Each have different perspectives on issues, from the threat of outsourcing, through to job satisfaction. Does your communication take this into account?

5. Another big factor is age. Gen Yers (20 – 30 year olds) have completely different views about what is “good for the world”, and themselves. More than half felt positive towards hacking organisations like Anonymous, compared to less than one fifth for 45+ year olds. To what extent is your organisation embracing Gen Y?
SURVEY RESULTS

ABOUT THE PARTICIPANTS
Over 650 individuals participated in the survey, covering a wide range of job titles and levels of responsibility. 9% of participants were in Senior Management positions, more than a third in Management and the remaining 58% in hands on technical positions. In terms of age our results span a full career in IT with people from 18 to 65+ taking part with the average age being 41. 73% of the people that took part in our survey were employed on a permanent basis and the remaining 27% were IT contractors. 90% were male and 10% female with the majority of the female employees being spread across Training and Design. In terms of sectors, we covered the full range although Technology/telecoms and Financial Services had the greatest number of responses.

FIG 1. IN WHICH SECTOR IS YOUR CURRENT EMPLOYER CURRENTLY ENGAGED?

<table>
<thead>
<tr>
<th>Sector</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising / PR</td>
<td>2%</td>
</tr>
<tr>
<td>Broadcast / media</td>
<td>12%</td>
</tr>
<tr>
<td>Business / professional services</td>
<td>8%</td>
</tr>
<tr>
<td>Charity. non profit</td>
<td>2%</td>
</tr>
<tr>
<td>Construction / engineering</td>
<td>1%</td>
</tr>
<tr>
<td>Education</td>
<td>5%</td>
</tr>
<tr>
<td>Energy</td>
<td>0%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>16%</td>
</tr>
<tr>
<td>Government</td>
<td>6%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>4%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>9%</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>1%</td>
</tr>
<tr>
<td>Retail / Leisure</td>
<td>7%</td>
</tr>
<tr>
<td>Technology / telecoms</td>
<td>20%</td>
</tr>
<tr>
<td>Utilities</td>
<td>2%</td>
</tr>
</tbody>
</table>

HOW ARE YOU REWARDED?

FIG 2. SALARY

The most common salary bracket that participants fell into is between £30–40 000 per annum with participants achieving salaries of up to £400 000+ per annum. The average salary of participants was £44,517 per annum.
Unsurprisingly the sector paying the highest average salary is Financial Services which is closely followed by Broadcasting/Media.

**BONUS**

Perhaps surprisingly more than half the participants (58%) have no potential to earn a bonus.

Bonuses are often associated with roles where there is scope to ‘overperform’. Does the lack of bonus potential suggest IT roles are less required to ‘go the extra mile’? Or maybe IT workers are simply less incentivised purely by money?

**FIG 4. BENEFITS**

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributory pension</td>
<td>74%</td>
</tr>
<tr>
<td>Private medical insurance</td>
<td>54%</td>
</tr>
<tr>
<td>Cycle to work scheme</td>
<td>42%</td>
</tr>
<tr>
<td>Life insurance</td>
<td>41%</td>
</tr>
<tr>
<td>Share Options</td>
<td>27%</td>
</tr>
<tr>
<td>Subsidised gym membership</td>
<td>23%</td>
</tr>
<tr>
<td>Employee assistance programme</td>
<td>22%</td>
</tr>
<tr>
<td>Season ticket loan</td>
<td>22%</td>
</tr>
<tr>
<td>Employee company car scheme</td>
<td>21%</td>
</tr>
<tr>
<td>Non-contributory Pension</td>
<td>17%</td>
</tr>
<tr>
<td>Health screening</td>
<td>17%</td>
</tr>
<tr>
<td>Healthcare cash plan</td>
<td>12%</td>
</tr>
<tr>
<td>Free gym membership</td>
<td>4%</td>
</tr>
</tbody>
</table>

="The fact that my pension is non-contributory is quite an incentive to stay with my company. If it was a defined contributory one I would be looking more actively for roles"
REMUNERATION

Almost two thirds of participants are happy with their current package. Programme and Project Managers are the happiest with 80% and 70% respectively. At the bottom of the table sit Helpdesk workers with more than 70% saying they are unhappy with their remuneration. From our experience at Mortimer Spinks generally the more autonomous the role is within an organisation the more leverage that individual has over their remuneration. In addition to this the more standardised the role is across different sectors the more likely they are to have standardised pay packets with less opportunity for flexibility.

JOB SATISFACTION

FIG 5. HOW LONG HAVE YOU WORKED WITH YOUR CURRENT EMPLOYER?

25% of people have worked at their current company for less than 12 months and 38% of people are expecting to leave their employer within a year. This is a dramatic discovery as it means that if even half of these people achieved their ambitions to leave, a fifth of the IT workforce will turn over in the next 12 months. The impact on businesses will be profound in terms of their IT strategy and project plans, as losing and rehiring a fifth of your workforce is both time consuming, expensive and potentially hugely impactful on forecasts.

69% of people employed in the Advertising and PR sector are looking to move on within 12 months, closely followed by Healthcare with 65%. At the other end of the spectrum, only 33% of people employed in Utilities and 35% of people employed in Manufacturing are looking to move within a year.

With 38% of people saying they are planning on moving within 12 months it is important to offer some explanation as to why. Later in the survey we asked people whether or not they felt they would be more likely to progress their careers inside or outside of their current employer and more than 80% said outside. It could be argued that so many people are planning on leaving their current employers in order to progress their careers as they feel there aren’t opportunities to do this where they are.
Generally speaking, the more business, or people-facing the role is, the less likely the person is to want to change jobs in the next twelve months. At the other end of the scale appear to be the more technical roles, such as DBAs, support and Helpdesk where staff turnover is much higher – almost two thirds of DBAs expect to be in a new job this time next year.

Unsurprisingly 85% of people who are unhappy with their current remuneration package are looking to move on within 12 months, much more surprising is the fact that 36% of people who described themselves as “very happy” with their remuneration package are still looking to move away from their current company within 12 months. People’s motivation for moving can be caused by multiple reasons, clearly remuneration is one, however we can see that it is by no means an all-encompassing solution when it comes to retaining staff.
Fig 9. How happy are you in your current role?

Given the fact that the technology workforce has been through a difficult time in the last 3 years (we estimate around 10% of IT employees were made redundant) the fact that 70% of participants described themselves as happy in their current role shows an encouraging robustness and commitment to the Technology Industry. IT people are happy and proud to do the job they do.
**OFFSHORING**

**FIG 10. TO WHAT EXTENT DO YOU FEEL THREATENED THAT YOUR ROLE WILL BE OUTSOURCED/OFFSHORE IN THE NEXT 3 YEARS?**

- 5% Very – It is likely that my role will be outsourced
- 11% Quite threatened – it is possible that my role will be outsourced and I’m concerned about it
- 28% A little threatened – there’s a chance, but it’s unlikely
- 56% Not threatened

16% of people feel threatened by the possibility that their role will be offshored. Interestingly this question prompted some of the most interesting comments, many of which described experiences where their current employer had experimented with offshoring but failed.

With almost a fifth of people feeling threatened by offshoring it is increasingly important for businesses to ensure there is honest communication from the top down. If employees are made aware of the decisions that the business leaders are faced with then they will be more understanding, and accepting. As cited later the third most important factor in keeping staff happy and productive at work is open, honest and regular internal communication within the IT department.

**FIG 11. THE EXTENT TO WHICH PEOPLE FEEL THEIR JOB COULD BE PERFORMED OFFSHORE BY JOB TITLE**

The extent to which participants feel their roles could be performed remotely shows a clear relationship to the seniority of the position. Unsurprisingly as we move up the development lifecycle towards CIO/CTO the extent to which participants feel their roles could be performed offshore decreases.
PERSONAL IT EQUIPMENT

FIG 12. TO WHAT EXTENT DOES YOUR COMPANY SUPPORT USERS OWNING AND OPERATING THEIR OWN IT EQUIPMENT FOR WORK PURPOSES?

A quarter of companies are at least experimenting with users owning and operating their own IT equipment at work. 32% of organisations are actively discouraging such a policy. 42% of companies have not got a policy in place. Interestingly 60% of CIO/CTOs said that they think users owning and operating their own IT equipment would be a good thing for the IT department. Based on these opinions it would be fair to say that it is very likely that more businesses are going to be heading in this direction.

At the other end of the spectrum 66% of support engineers and 63% of helpdesk employees think this would be a bad idea. So whilst it may be that more businesses are going to be experimenting with implementing such a policy it does not mean that the whole business is going to be happy supporting this change.

“I DO THINK USING YOUR OWN EQUIPMENT AT WORK MAKES SENSE - IT WILL BECOME THE NORM WITHIN FIVE YEARS”

“IT WOULD NEED ADEQUATE CONTROL BUT WOULD BRING GREAT BENEFITS”
## IMAGE OF IT

**ARE THESE ORGANISATIONS/MOVEMENTS GOOD FOR THE WORLD?**

<table>
<thead>
<tr>
<th>Organisation/Movement</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Google</td>
<td>93%</td>
</tr>
<tr>
<td>Linux</td>
<td>92%</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>85%</td>
</tr>
<tr>
<td>Microsoft</td>
<td>80%</td>
</tr>
<tr>
<td>Apple</td>
<td>77%</td>
</tr>
<tr>
<td>Twitter</td>
<td>59%</td>
</tr>
<tr>
<td>WikiLeaks</td>
<td>59%</td>
</tr>
<tr>
<td>Facebook</td>
<td>53%</td>
</tr>
<tr>
<td>Hacking organisations like “Anonymous”</td>
<td>30%</td>
</tr>
</tbody>
</table>

### GOOGLE

Google's image is unrivalled in our survey, with 93% of people saying that the organisation is good for the world. Unlike Microsoft and Apple, their domination of their market has not negatively impacted their reputation. It is worth noting that across all age brackets and job categories, no less than 88% said that the company was good for the world.

### APPLE AND MICROSOFT

Interestingly, Apple, whose reputation in the consumer market is very high, perhaps higher than that of Microsoft, does not carry the same reputation in the Technology Industry. There is a relationship between market dominance and image. As Apple has grown in size and dominance, their reputation has fallen, whereas Microsoft, who have lost market share, have now overtaken Apple in terms of image, certainly amongst Technology professionals.

### FACEBOOK

Facebook was a divisive subject with responses almost evenly split. 53% of people think Facebook is good for the world and 47% think it is not. There is a clear split when you look at these results broken down by age. The most positive response to Facebook came from the youngest bracket with 80% of 18-24 year olds saying it is good for the world, the most negative response came from the oldest group with more than 73% of people aged 60 and above saying that it is bad for the world. Facebook was the most divisive company in the list and aside from the legally controversial Hacking organisations like Anonymous, it received the most negative response in the survey.
Images change with age

Fig 13. Google, Facebook, WikiLeaks and hacking organisations like Anonymous. Are they good for the world by age.

We asked for people’s opinions on a range of companies; two of which (WikiLeaks and hacking organisations) could be described as anti-establishment. More than half of the people aged between 25 and 29 responded positively when asked if hacking organisations like Anonymous were good for the world, however in the group aged between 30-34 only 34% responded positively. When asked about WikiLeaks again the group aged between 25 and 29 were the most positive with 71% saying that the organisation is good for the world. It could be argued that the younger bracket of technology professionals see the industry as an opportunity for change. It is possible that companies like WikiLeaks and Anonymous are attracting some of the young talent into the technology industry by glamorising the rebellious, anti-establishment possibilities with IT. The sudden and sharp drop in this feeling in the bracket of 30-34 could be put down to their growing levels of responsibility in their careers which leads to an better understanding of the vast number of potential risks that people are dealing with on a daily basis within IT.
OVERTIME

FIG 14. HOW MANY HOURS PER WEEK DO YOU ACTUALLY WORK?

25% of Programme Managers work more than 50 hour weeks as do 15% of CIO/CTOs. 0% of Web Developers, Database Engineers or Database Administrators work more than 50 hours per week.

Strategic and Management roles are working longer hours more often than those that have clearer deadlines and deliverables to their work. Some might argue that in a more strategic or management focused role the job is on-going and requires you to work outside of normal working hours whereas in a hands on technical position there are clear tasks and clearly defined timescales.

IS THERE PRESSURE TO WORK OVERTIME?

FIG 15. THE PERCENTAGE OF THOSE THAT WORK OVER 50 HOURS A WEEK

55% of people said there is no pressure to work overtime, however 45% of people said they felt some degree of pressure. 17% said they would feel their career would be compromised if they didn’t. The two sectors with the greatest degree of pressure are Retail/Leisure and Financial Services. Within both of these sectors it is more likely that IT plays a business critical function which explains the increased levels of pressure to work beyond contractual hours.

“PRESSURE TO GIVE ONE’S TIME TO ONE’S EMPLOYER FOR NO REWARD, AND TO BE GIVEN THE IMPRESSION THAT NOT DOING SO COULD BE DETRIMENTAL TO ONE’S CAREER, IS ONE OF THE BIGGEST SCOURGES OF OUR INDUSTRY. IT LEADS TO UNHAPPY AND DEMORALISED STAFF”
More than half the participants (58%) said that they were quite successful at achieving a good work life balance, achieving the most important things but having to sacrifice others. 16% of people said they were very unsuccessful and that it is common for them to miss important personal engagements. 33% of Testers commonly miss important personal engagements due to work, closely followed by 30% of Helpdesk workers. It could be argued that Helpdesk workers are more likely to do shift work which means they are more likely to be required to work outside of normal working hours.

Participants in project focused roles find it harder to achieve a good work life balance; this is shown by more than a quarter of Project Managers saying it is common for them to miss important personal engagements. Just over a third (36%) of people aged between 60 and 64 are the most likely to miss an important personal engagement the highest when broken down by age.

A quarter of people working in the Broadcasting/Media sector describe themselves as not successful at achieving work life balance, this is followed closely by those working in Advertising/PR with 23% and Retail/Leisure with 20%.

“We are definitely encouraged, but indirectly, on doing more for the company. However, the company is very good at saying everyone needs to have the correct balance. There is too much of an ‘us’ and ‘them’ attitude in a lot of companies these days. Everyone refers to someone else as an excuse for suggesting why you are not being promoted or given pay rises”
22% of people said Cloud Computing would be the most in demand skill next year and 13% said Mobile applications and Solutions. The next two were virtualisation and Web/API development both receiving just under 10% each.

There has been a trend in the Technology world over the last 12-18 months where it has been discussed at great length that the “future is in the Cloud” confirmed with Apple launching the iCloud. Technology professionals across all sectors and full development lifecycle sited Cloud Computing as the most in-demand skill next year therefore it seems the discussions have become a reality.

Mobile computing has been one of the most significant developments in technology over the last 5 years and, based on the responses, there is still going to be an increased demand for more people with Mobile Application and Solutions skills. This is compounded by the fact that by 2013 there will be more mobile users than desktop.
ENGAGING AND RETAINING STAFF - CORPORATE ENVIRONMENTS

In recent years companies like Google have invested significant resources in creating corporate environments designed purposefully to look ‘fun’, ‘cool’ and ‘innovative’. For instance there are fireman’s poles instead of stairs and beach huts for meeting rooms. We asked people whether or not they thought this was a gimmick and has little value beyond just being a talking point or whether or not it creates interesting work environments and is an important part of a company’s culture.

38% of people said that these kinds of working environments are just a gimmick and 43% of people said they are not.

FIG 18. WHAT IS YOUR OPINION ON ‘FUN’/’INNOVATIVE’ ENVIRONMENTS?

It’s a gimmick - it has little value beyond just being a talking point

It’s not a gimmick - it creates interesting work environments and is an important part of a company’s culture

38%

20%

Not sure

42%

FIG 19. THE PROPORTION OF PEOPLE WHO THINK THESE CORPORATE ENVIRONMENTS ARE A GIMMICK BROKEN DOWN BY AGE.

The most positive response to this question came from participants aged between 25 and 29 with 83% saying that they think innovative office environments are an important part of a company's culture. There is a steady decrease in positivity from the age of 30 onwards with an increasing proportion of participants thinking that these corporate environments are a gimmick.
CAREER PROGRESSION

TO PROGRESS YOUR CAREER, IS YOUR NEXT JOB MORE LIKELY TO BE INSIDE OR OUTSIDE YOUR CURRENT COMPANY?

81% of people feel that they are more likely to progress their careers by leaving their current employer. 100% of Database Administrators and more than 90% of CIO/CTOs, Testers, Architects and Designers believe they have to move companies in order to progress their careers. Business Analysts are the group with the highest proportion (36%) who believe they can progress their career inside their current employer’s business.

The more flexible and autonomous a role is the more likely people are to feel they have the opportunity to progress their career within their current employer’s organisation. The more standardised the position the more likely people are to feel they have to leave to progress.

YOUR CURRENT EMPLOYER

HOW OFTEN DOES YOUR CURRENT EMPLOYER SURPRISE YOU FOR THE BETTER?

2% Daily
5% Weekly
13% Monthly
13% Annually
56% Never

HOW OFTEN DO YOU FEEL LET DOWN BY YOUR CURRENT EMPLOYER?

14% Daily
19% Weekly
17% Annually
27% Monthly

23% Never

More than half the participants are never surprised by their current employer. A fifth of people feel let down by their current employer daily and are never surprised for the better. 79% of people are surprised positively by their current employer either once a year or less.

54% of people who are surprised for the better daily are planning on staying with their current employer for 10 years or more. Unsurprisingly, more than 80% of people who feel let down daily are looking to leave within 12 months.
HEADPHONES

The nature of the job dictates the extent to which people are allowed to wear headphones whilst working. For the hands on technical roles like Web Developing and Database Engineering more than 85% of people said it is entirely allowed whereas only 21% of people who categorise themselves in Training are allowed to wear headphones.

WHAT IS YOUR CURRENT EMPLOYER’S ATTITUDE TOWARDS EMPLOYEES WEARING HEADPHONES WHILST WORKING?

- 44% It is entirely allowed
- 27% It is tacitly allowed
- 12% It is not allowed
- 17% I don’t know what the policy is
WHAT KEEPS YOU ENGAGED?

<table>
<thead>
<tr>
<th>Important</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interesting / challenging projects</td>
<td>81%</td>
</tr>
<tr>
<td>Being surrounded by good people</td>
<td>74%</td>
</tr>
<tr>
<td>Open, honest and regular internal communications within the IT department</td>
<td>71%</td>
</tr>
<tr>
<td>Excellent pay and rewards</td>
<td>60%</td>
</tr>
<tr>
<td>A career development programme with good career prospects</td>
<td>51%</td>
</tr>
<tr>
<td>Flexible working time</td>
<td>50%</td>
</tr>
<tr>
<td>Up to date software and hardware</td>
<td>50%</td>
</tr>
<tr>
<td>Strong role models elsewhere in the IT team by which people can learn from</td>
<td>49%</td>
</tr>
<tr>
<td>Being part of a company that has an interesting product or service</td>
<td>39%</td>
</tr>
<tr>
<td>An inspirational CIO with a strong, positive ‘personal brand’</td>
<td>38%</td>
</tr>
<tr>
<td>A fun environment</td>
<td>37%</td>
</tr>
<tr>
<td>Ability to work from home</td>
<td>36%</td>
</tr>
<tr>
<td>Strong emphasis on formal training</td>
<td>28%</td>
</tr>
<tr>
<td>No need to wear a suit</td>
<td>22%</td>
</tr>
<tr>
<td>Having time set aside on a regular basis to pursue personal technology projects</td>
<td>16%</td>
</tr>
<tr>
<td>Regular team building activities / away days</td>
<td>12%</td>
</tr>
<tr>
<td>Physically interesting work environment (designer interiors etc)</td>
<td>10%</td>
</tr>
</tbody>
</table>

By far the most important retention factor a business can have in place is to get IT staff involved in “interesting” projects. “Interesting” of course is a subjective thing, but Mortimer Spinks’ own experience of what attracts people to projects include projects that are intellectually challenging, allow people to learn new technologies, expose people to new areas of the business where their technical / business skills are particularly valued, get people involved in business projects like new product launches.

Being surrounded by good people scores very high in terms of what is important to employees, this presents an interesting challenge for a business as, of course, “good people” is, again, a subjective concept. In short it re-emphasises the importance of recruiting the right people, not just technically but in terms of people’s interpersonal skills too. This could be why there has been an increase in companies using psychometric testing tools to evaluate the suitability of candidates.

The next most important retention factors are ones centred around the culture, values and leadership of the department. Open, honest communication from a leadership team who people look up to and learn from is hugely important.

Perhaps surprisingly, the least important retention factors seem to be centred around some of the “softer” factors, such as away days, physically interesting interiors, not being required to wear a suit. The fact that the 4th least important factor to keeping people happy and productive at work is ‘time set aside on a regular basis to pursue personal technology projects’ is indicative of people’s focus on their careers. It could be argued that people want to be focusing on their work not on their own personal projects.

The strong emphasis is around people’s careers not around their current position. People want to feel that their job is feeding and developing their career to a much greater extent that they want to feel that their job has intangible perks.