



**Hanzehogeschool
Groningen**
University of Applied Sciences



university of
groningen

Career in Energy in the North? Why not?

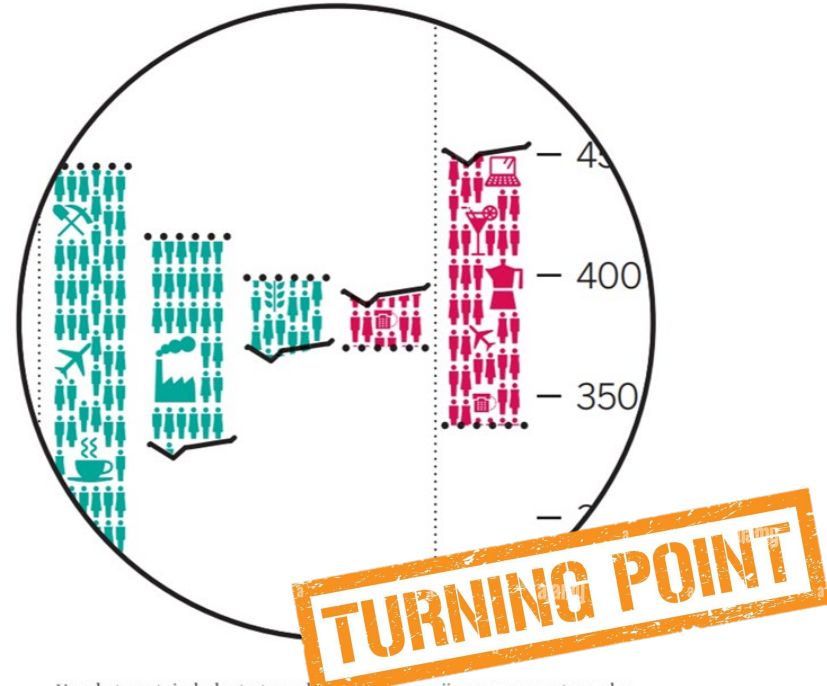
Antonia Z. Hein, Talent in de Regio & Communication, Behaviour & Sustainable Society

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ENTRANCE
CENTRE OF EXPERTISE ENERGY



Een ongekend keerpunt op de arbeidsmarkt



Voor het eerst sinds de start van de metingen zijn er meer vacatures dan werkløzen. Nederland lijkt totaal overvallen door het personeelstekort. Waar komt dat vandaan? Een duik in de statistieken levert verrassende antwoorden op.

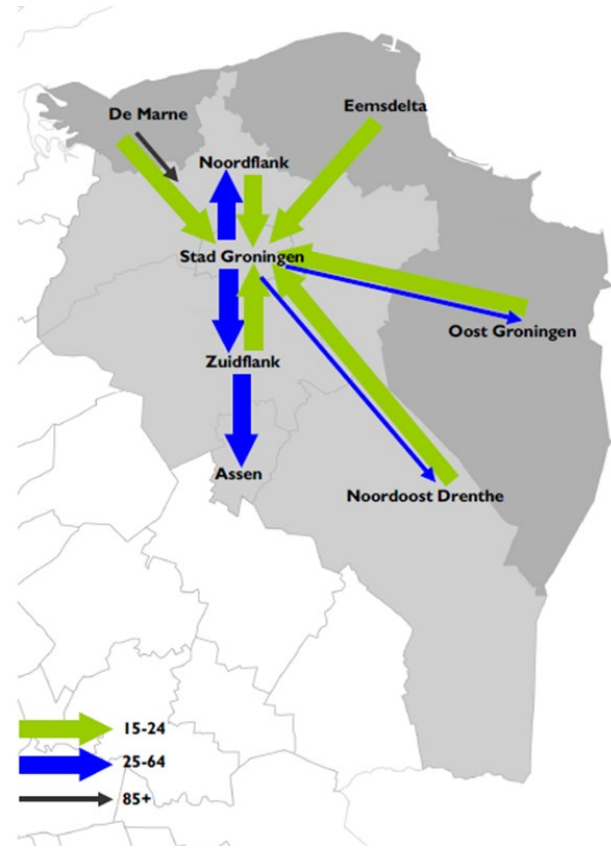
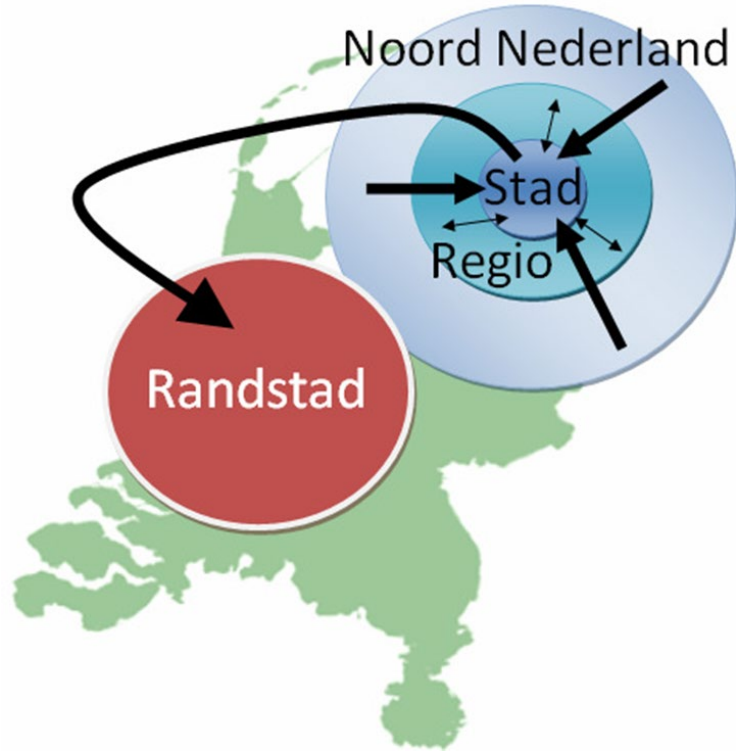
Door Thijs Balder, Serena Frijters en Marieke de Ruiter

Context

- **Run for talent** - competition to attract the best employees
- **Turn over** of employees
- **Challenge for organizations** - attract and retain employees
- (Potential) **employees** – an important stakeholder



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Telent in the Region, 2019

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EMPLOYER BRANDING

**REPRESENTS A FIRM'S
EFFORT TO PROMOTE
A CLEAR VIEW OF
WHAT MAKES IT
DIFFERENT AND DESIRABLE
AS AN EMPLOYER**



A STRONG EMPLOYER BRAND IS SEEN AS:



**A UNIQUE ORGANIZATION
WITH UNIQUE PEOPLE
A POSITIVE
WORKING CLIMATE
OFFERING TRAINING
AND CAREER
DEVELOPMENT**

JOB-SEEKERS

**75% RESEARCH
AN EMPLOYER
BRAND
BEFORE APPLYING**

6 OUT OF 10

**TALK WITH CURRENT
EMPLOYEES BEFORE
APPLYING**

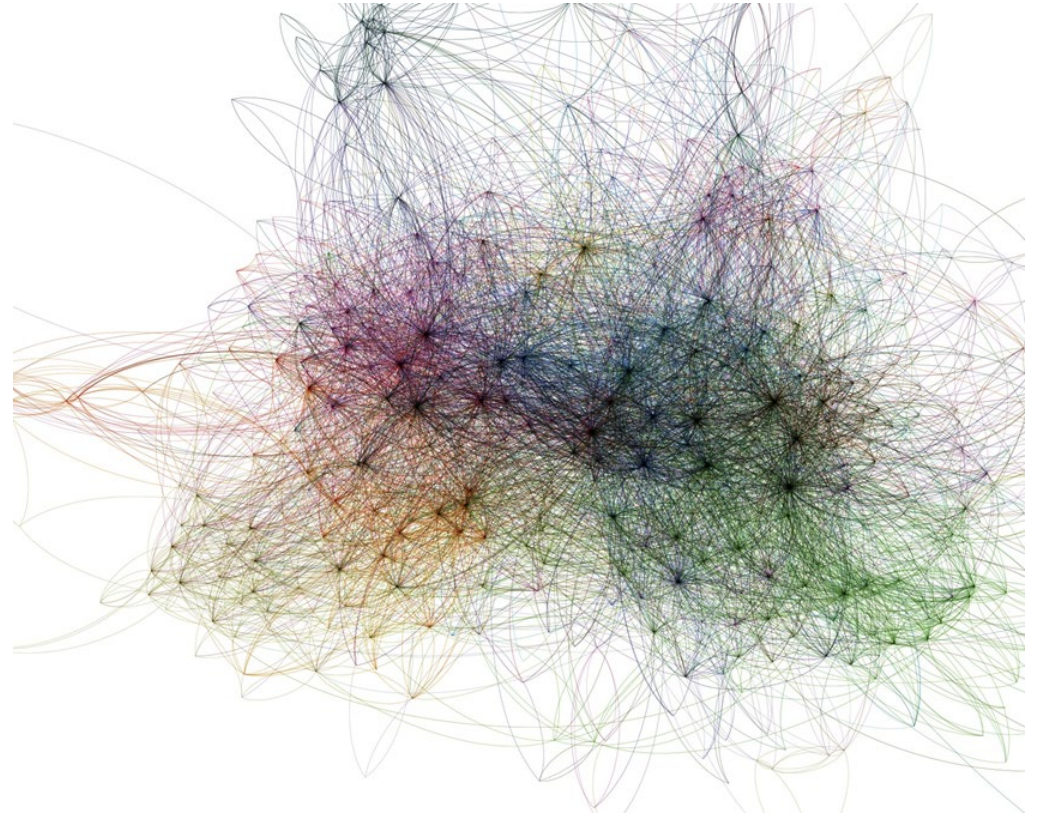


**PERSON -
ORGANIZATION
FIT STARTS
BEFORE APPLYING**



Employees – active
communication roles

Current employees – best
ambassadors



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- What **values** are **graduates** looking for in **an employer**?
- In what ways does **the application of EB** differ across **national and industry** contexts?
- How does **internal social media (ISM)** contribute to a successful **EB**?
- [Is your employer branding strategy effective? The role of employee predisposition in achieving employer attractiveness | Emerald Insight](#)



Paul Polman: ‘Helpt werknemers overweegt ontslag omdat eigen waarden niet matchen met die van hun bedrijf’

“Vergeet zitzakken en sportschoolabonnementen. Werknemers willen sterke waarden en een positieve impact.” Het somt in twee zinnen de resultaten op van een groot onderzoek dat de voormalig CEO van Unilever Paul Polman uitvoerde onder werknemers in de VS en het VK. “Bedrijven hebben te maken met een tikkende tijdbom.”



Groningse terugroepactie

Groningen roept Young Professionals die in Groningen hebben gewoond, gestudeerd of gewerkt op om terug te komen

[Click here for the English version](#)

DE YOUNG PROFESSIONAL

KENMERKEN

- Productiejaar tussen 1988 en 1998
- Woonachtig in de Randstad, hoogstwaarschijnlijk met een te hoge m2 prijs
- Denkt of dacht dat carrièrekansen alleen in de Randstad te vinden zijn
- Begrijpt en weet dat er een wereld buiten de ring van Amsterdam bestaat
- In het bezit van een postzegel als tuin (of geen tuin hebbende)

SYMPTOMEN

- Overprikkeld door altijd AAN staan
- Claustrofobie vanwege beperkte m2 woonoppervlak
- Benauwdheid door matige luchtkwaliteit
- Werk-privé disbalans
- Praat veel en vaak over de transitie naar een betere wereld



What Matters to Highly-Educated Talent?



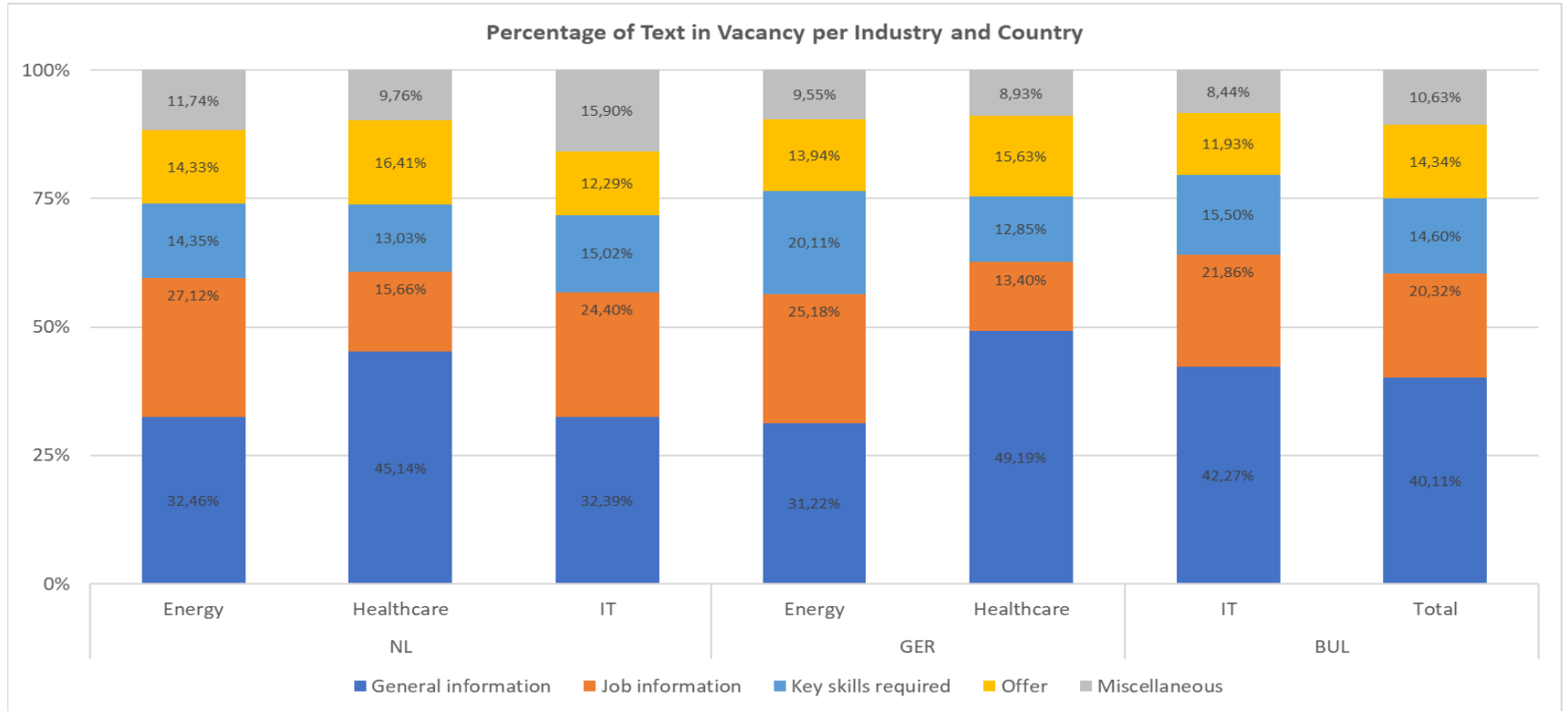
Approach

- Quantitative **content analysis**
- 113 Dutch vacancies from the North (**IT, Energy, Healthcare**)
- 113 from comparable regions abroad (**Germany, Bulgaria**)
- Posted on leading recruitment sites
- Targeting **highly-educated graduates/professionals**
- Sample – equal amount in each industry and country
- Emerging coding: level 1 and 2

Coding level 1	Descriptors level 2 coding
Identity	Core values, mission, vision, characteristics, history
Culture	Work environment, team, norms, benefits= material benefits + safety and inclusion
Image/Reputation	Image (outside in)
USP/uniqueness	Unique selling point, Employer Value Proposition
Training & Development	Training, development
CSR	Ethical, environmental responsibility, purpose

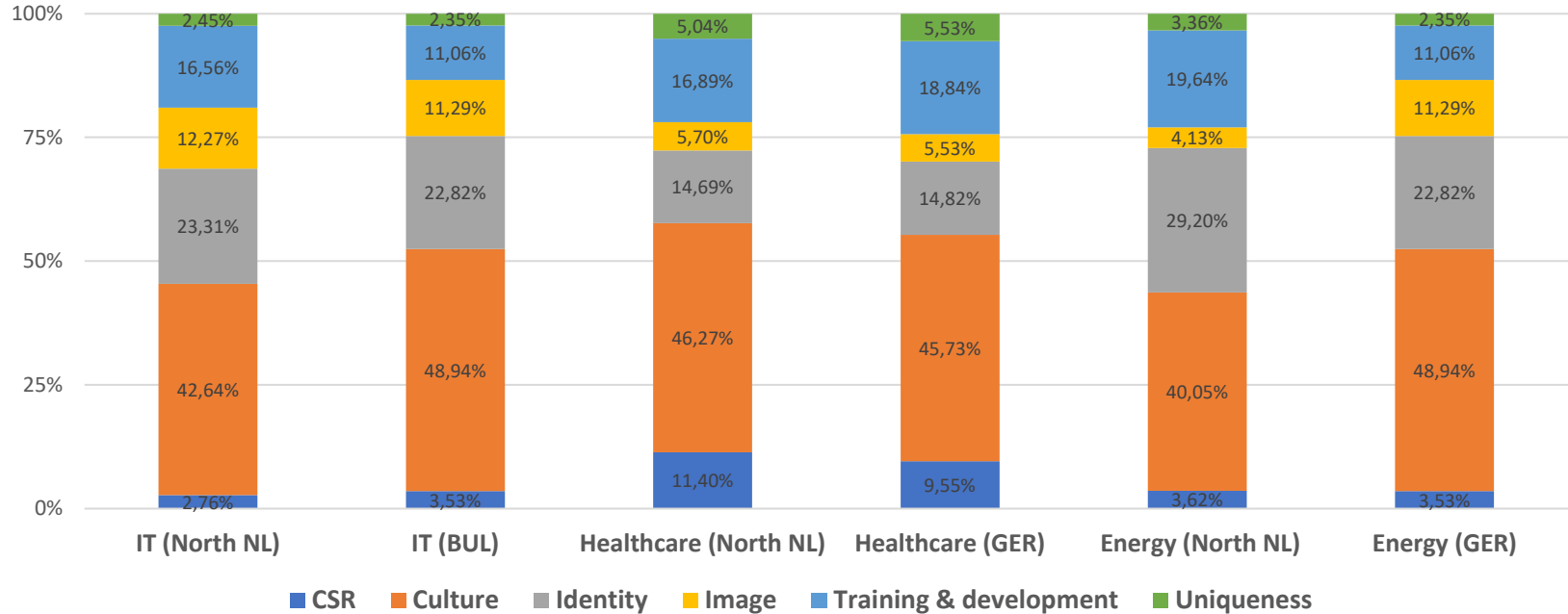
Table 1 – Coding scheme

Percentage of Text in Vacancies



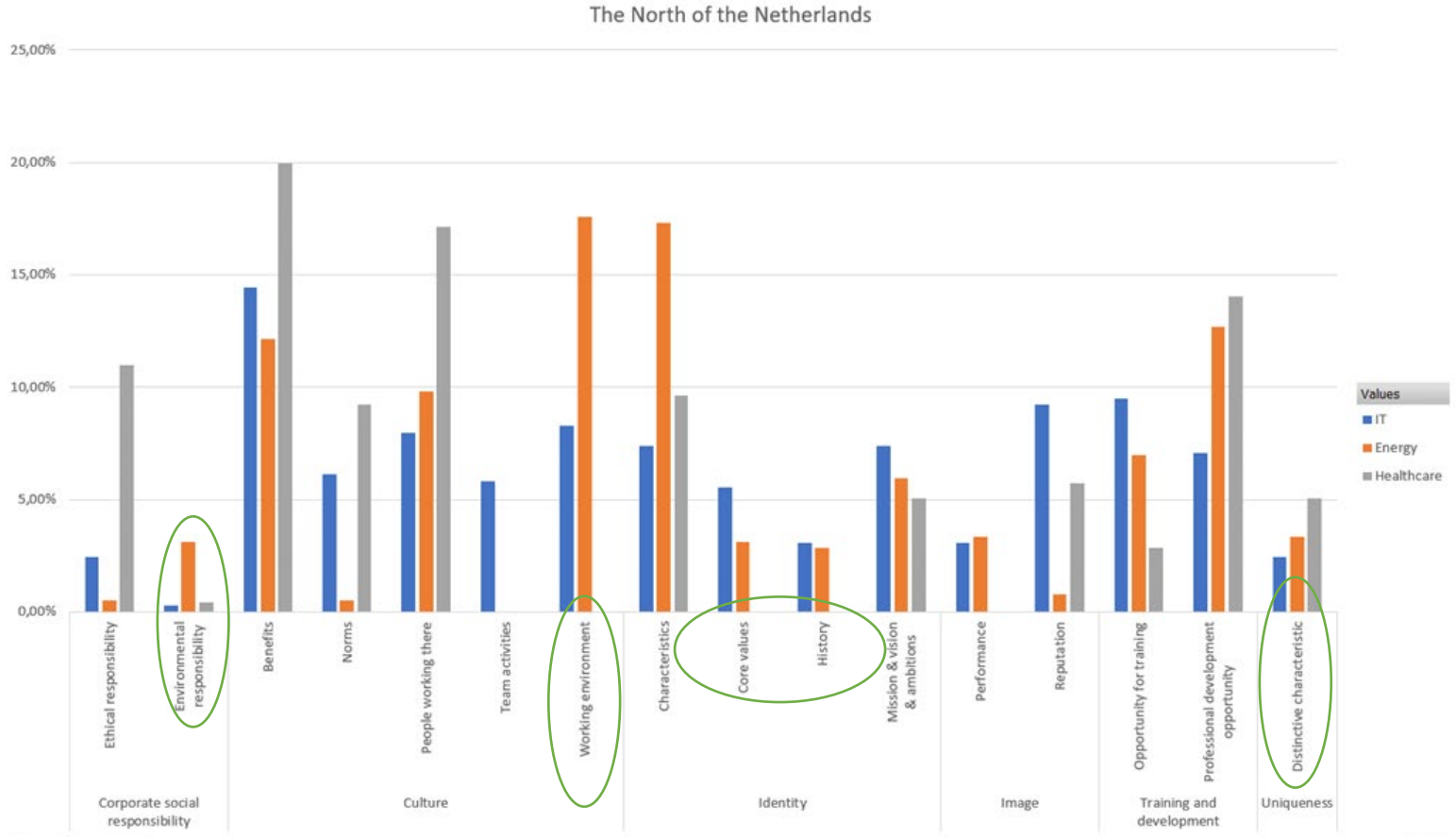
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Frequency of codes per country



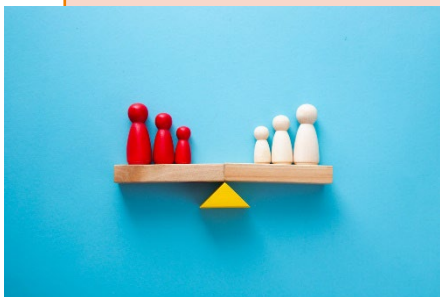
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What about EB elements?



Comparison Energy, IT, Healthcare

IT	Energy	Healthcare
<ul style="list-style-type: none">› Outgoing (extras about the office, social events, outings)› Characteristics – business terms, company specializations and value› Image- leadership, partners and clients› Benefits and career growth emphasized› People and norms (freedom, flexibility, challenge boldly stated)	<ul style="list-style-type: none">› Traditional framing› Factual on characteristics, technology, infrastructure› Benefits (travel allowance) and professional development emphasized› Little on diversity, equal opportunities, inclusion, hardly any image and reputation› Interesting terms mentioned: employee contributes to energy transition (generally)› WE (“informal”, “safe and responsible,” NOT “diverse”)› Competitive vs. honest, leader vs. social, confident vs. connecting/caring	<ul style="list-style-type: none">› Procedural› Characteristics -Location important, department information› Benefits and professional development emphasized› Limited core values or history› Expertise of people working there



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Main Message

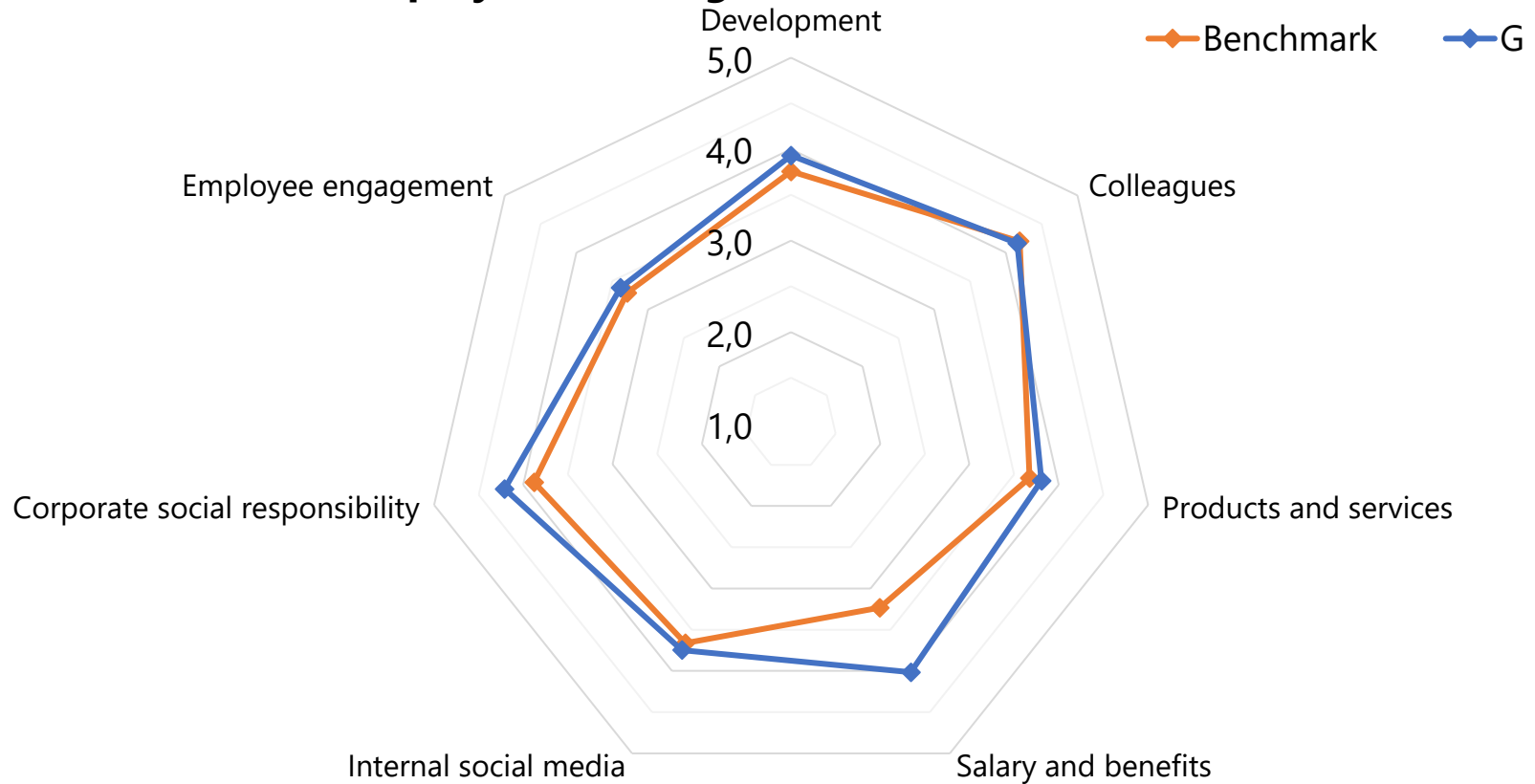
- Highest frequency: **administrative information & job information**
- **Distinctive characteristics** or phrases which present a **USP** were coded the least
- **Core values - low**
- **Energy and healthcare** – hardly any images
- **CSR – low** frequency in all industries (although it is said to attract young people)
- **CSR in energy** – experienced as high by employees

Diversity & Inclusion

- Be honest and open about the reality
- Work on your engagement – transparency, communication, employee voice

Current (NL)	D&I
Active, enthusiastic, energetic	Diverse team, friendly, collaborative, emphasis on team
Many projects, development within the organization	Equal opportunities for training, growth
Innovation, technology, performance	You are essential to our development, concrete examples how
Competitive, leader, confident	Honest, social, connecting, team player

Employer branding scores - G (n=160) vs. all



So how can energy organizations improve their attractiveness?



Emphasize Societal Involvement, PURPOSE & PASSION, DIVERSITY & INCLUSION



Internal and external alignment – COMBINED WITH walking the talk, OPEN UP!



Activating an employer brand lies WITHIN the organization



Need to connect, create BRAND AMBASSADORS



Work on Employee engagement – employee voice

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Thank you for your attention



a.hein@pl.hanze.nl



w.j.l.elving@pl.hanze.nl



sierdjan.koster@rug.nl



a.j.e.edzes@pl.hanze.nl

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