



2010 Recruiting Survey Results

# **The New Age of Recruiting**



## EXECUTIVE SUMMARY

Recruiting best practices are changing in 2010. The economy is growing and hiring demands are increasing for most companies, however budgets are not increasing at the same rate. Traditional methods of posting jobs and contacting candidates are losing effectiveness, so recruiters are taking innovative approaches to finding talent. Even with the high volume of candidates in the marketplace, recruiters are most concerned with their ability to find qualified candidates quickly.

Technology advancements and social media platforms are providing many opportunities for recruiters, which is seen as one of the most important topics today. Recruiters and hiring managers are applying technology and social media to bypass traditional methods of posting jobs so they can connect with passive candidates directly.

The use of social media communication tools in business is new so best practices are still emerging. It is no surprise that we are seeing some confusion among recruiters about the best ways to leverage these tools effectively. Social media is recognized for its ability to build employment branding, but many see these communities as just another place to post jobs. Candidate engagement and powerful social media communications tools like online videos and podcasts are not on the radar screens of most recruiters.

That will change in 2010. The skills recruiting departments need to succeed are changing. Passive methods of posting positions and screening applicants are fading. Effective recruiters are adopting proactive processes with social media and emerging technologies to build their brand and connect with the best passive candidates directly.

JCSI surveyed HR executives and recruiters in a variety of industries to determine how they plan to find and attract the best talent in 2010. The following pages summarize their responses so you can learn what your peers think about major recruitment trends and what they are doing about them.

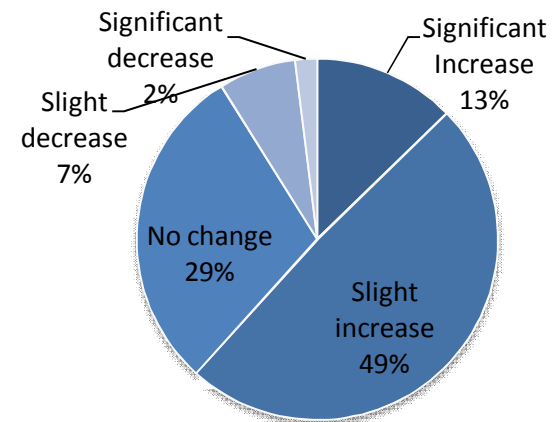
### Methodology

The survey was conducted between November 16 and December 11, 2009 by JCSI Corporate Staffing. The survey was promoted with a variety of online methods and readers were directed to a website to complete the survey. Over 100 HR and recruiting professionals representing a variety of industries and company sizes completed the 15 question survey.

## The Hiring Outlook is Improving

- “ Companies are optimistic about increasing their hiring in 2010. 61 percent of survey respondents expect an increase in hiring in 2010. A majority are anticipating a slight increase, however the number of companies planning for a “significant increase” are more than the companies facing any type of decrease combined.
- “ There are 7 times as many companies planning for increased hiring than are planning for a decrease.

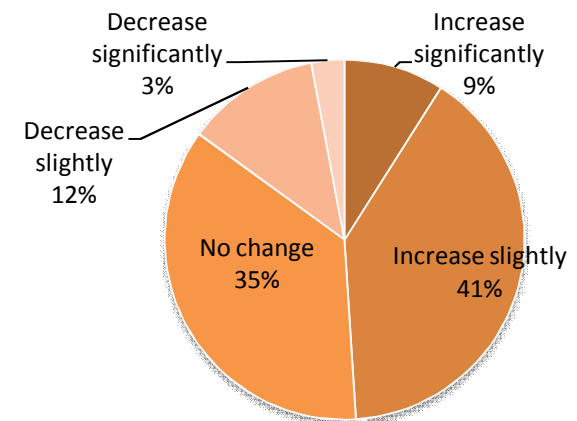
*What is the hiring outlook for your company in 2010?*



## An Increase in Employee Churn is Expected

- “ 50 percent of survey respondents believe that employee churn in the organization will increase as the economy improves in 2010. This number is even higher for large companies in our survey. Almost 58 percent of large companies expect their churn rates to increase.
- “ Most companies in the survey reported a low churn rate in 2009. The increase in new positions combined with the need to replace exiting employees reinforces the need for active pipeline development in 2010.

*As the economy improves in 2010, how do you expect your churn rate to change?*



## Finding Qualified Talent is the Biggest Recruiting Challenge

“ Even in a down economy when applicant volume is higher than normal, recruiters are most concerned with finding qualified talent. 49 percent of recruiters indicated “some concern” and 32 percent indicated “significant concern” with finding talent.

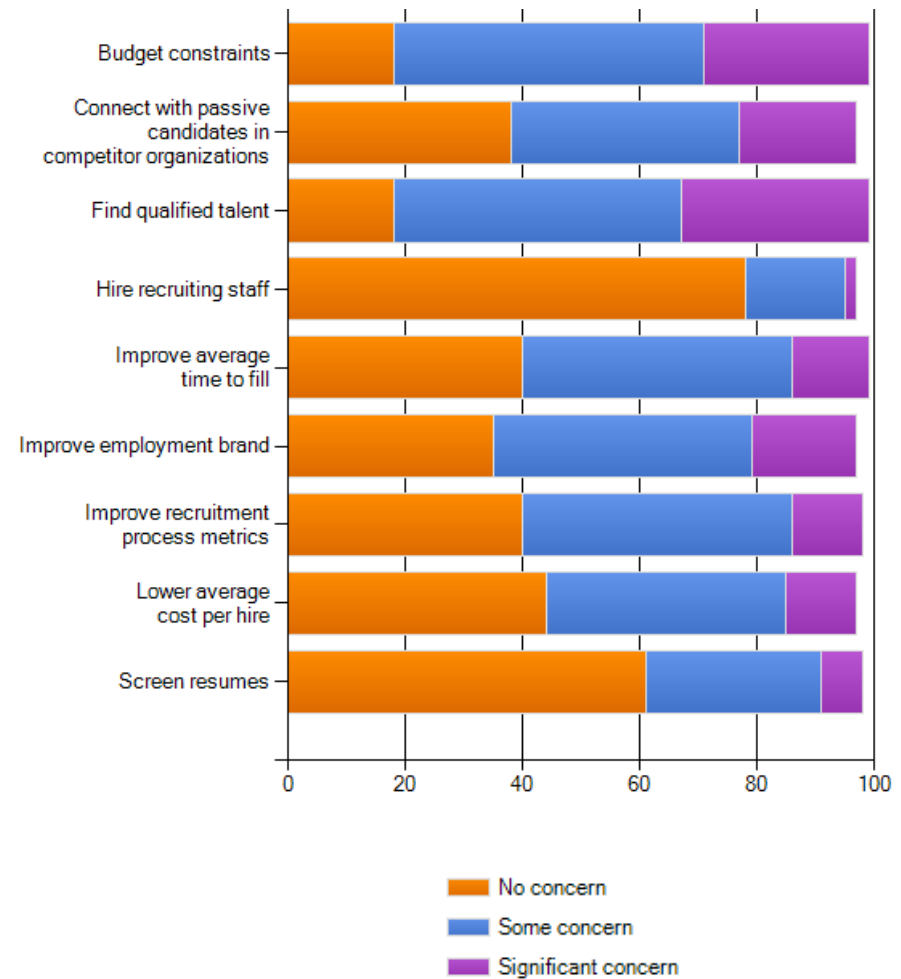
“ Allocating the time and staff to filter and screen the influx of resumes to identify talent is not as much of a concern as finding talent. 62 percent have “no concern” with their ability to adequately screen incoming resumes.

“ Most recruiters are concerned with reaching passive candidates within competitor organizations and improving their employment branding to attract them faster.

“ As expected, budget limitations are the most significant concern. It is interesting to note that lowering the average cost per hire is not a primary focus.

“ Recruiters are forced to do more without an increase in budget in order to support their growing organization.

*What are your biggest recruiting challenges for 2010?*



## Recruiters are Adopting Online Tools that Connect with Potential Candidates Directly

- “ We asked recruiters to evaluate 16 different sourcing methods. It is clear that recruiters are planning to increase the usage of tools and practices that provide direct contact with candidates.
- “ LinkedIn and social media are the methods most recruiters plan to increase in 2010. 46 percent of respondents are planning to use LinkedIn, while 44.8 percent are looking to tap social media tools such as Facebook and Twitter.
- “ Company websites and employee referrals are also a primary focus for the next year. They are free to recruiters and can deliver excellent candidates, although they are not easily scalable. Recruiters are looking towards social media tools and platforms to extend the reach of their internal resources and meet their hiring needs.
- “ It is interesting to see one of the most engaging and viral methods of communicating a brand message, online videos - is a low priority. This may be due to a lack of knowledge about how to leverage all that social media has to offer. Recruiters are new to social media practices and many are still learning and exploring best practices.
- “ Traditional sourcing methods that rely on indirect access to candidates such as ads, job boards and 3<sup>rd</sup> party agencies top the list of methods that will be less important in 2010.

### Increase Usage

1. LinkedIn
2. Social Media (Facebook/Twitter)
3. Employee Referrals
4. Corporate Website

### Stay the Same

1. Online job boards
2. Employee Referrals
3. Corporate website
4. Online resume databases

### Decrease Usage

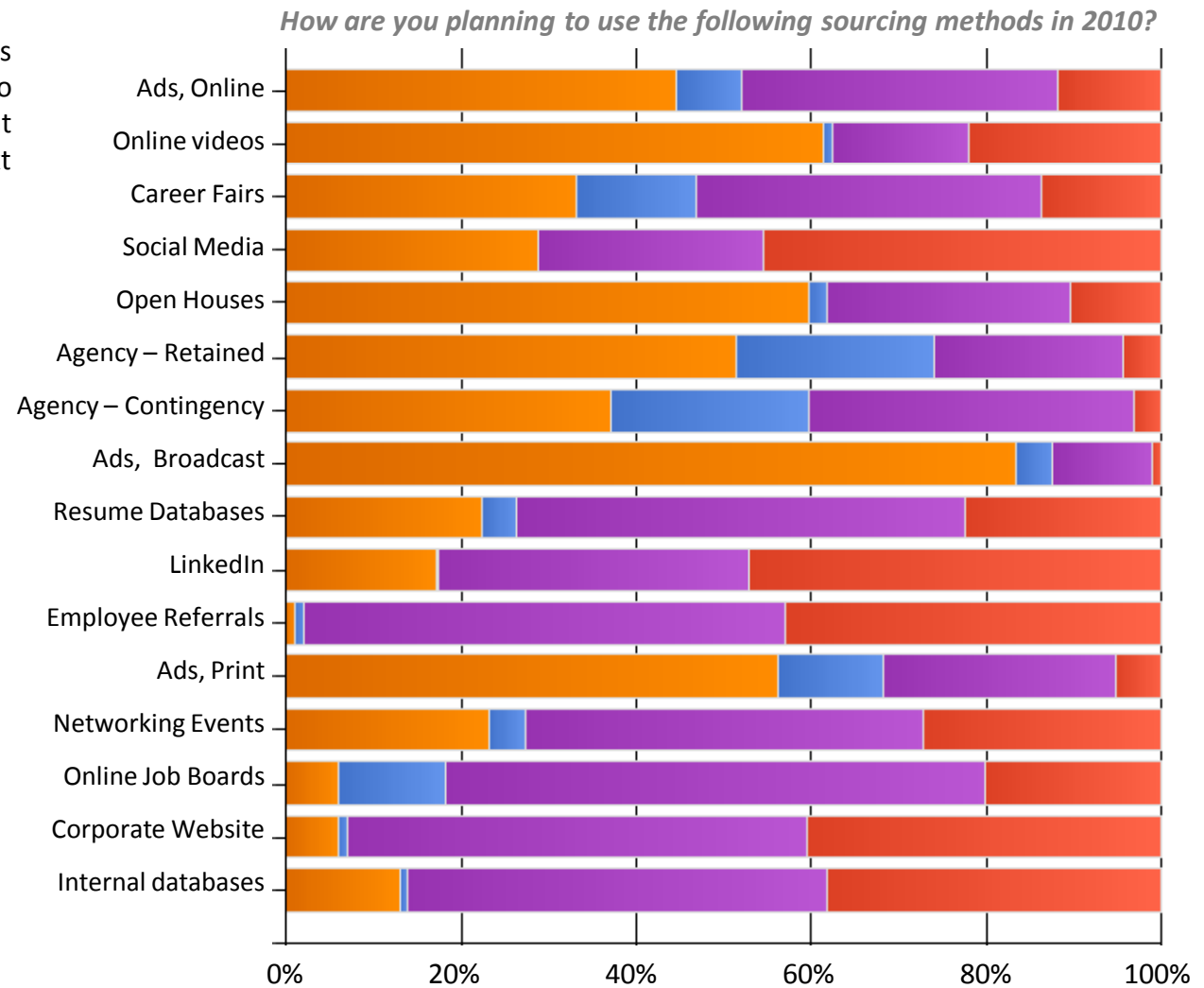
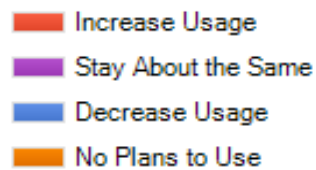
1. Agency – retained
2. Agency – contingency
3. Online job boards
4. Career fairs

### No Plans to Use

1. Ads, broadcast (TV/radio)
2. Online videos
3. Open houses
4. Ads, print (newspapers)

## Recruiters are Adopting Online Tools that Connect with Potential Candidates Directly

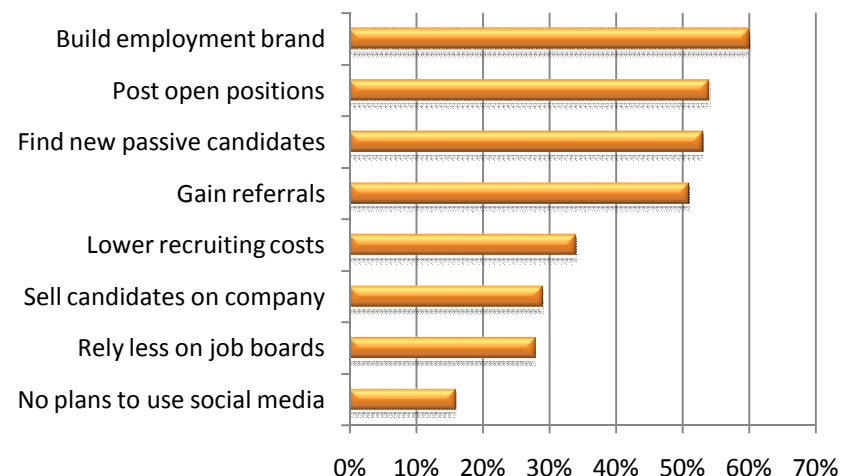
The following chart summarizes how recruiters are planning to use the most common talent acquisition practices in the next year.



## Social Media Used to Build Employment Branding

- “ 60 percent of respondents plan to use social media tools to build their employment brand. Companies are building relationships with passive candidates and are gaining referrals with social media.
- “ There is a lack of consensus amongst recruiters regarding how social media should be used. Many companies still appear to consider social media as another channel to push job openings. The second highest response, 54 percent, see it as a place to post jobs. The key to leveraging social media is engagement. The companies that use social media as just another advertising channel will miss the tremendous opportunity to connect with passive candidates.

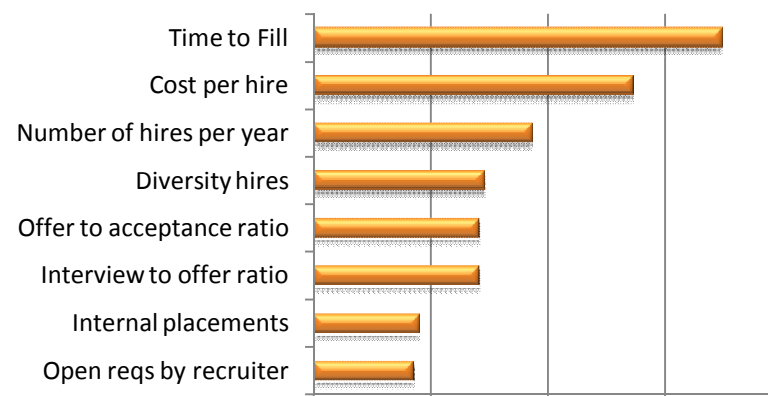
*How does your corporation plan to use social media in 2010?*



## The Most Important Metric is Time to Fill

- “ 69 percent of respondents indicated that time to fill is the most important recruitment metric. Cost per hire is an important metric, but it is clear that it is second in priority to getting positions filled.
- “ Despite the importance placed on time to fill, there does appear to be a lack of measurement sophistication on how it can be improved. Efficiency oriented metrics like “interview to offer ratio” and “offer to acceptance ratio” ranked low in importance. 29 percent indicate that diversity hires is an important valuation metric.

*What are your most important recruitment metrics?*



80%

## New Recruiter Hiring Will Be Limited

- “ With an anticipated growth in recruiting, 77 percent of respondents plan to rely on their current team to meet their organization’s hiring needs. Small companies in our survey are more likely to turn to agencies (21 percent vs. 13 percent) while large companies are more likely to hire permanent recruiters (18 percent vs. 10 percent).
- “ Slightly more companies will turn to agencies before hiring more permanent recruiters or contractors.
- “ Since adding additional recruitment staff is not an option for most recruiting teams, recruiters will need the education and partners to help them leverage new, more efficient talent acquisition methods.

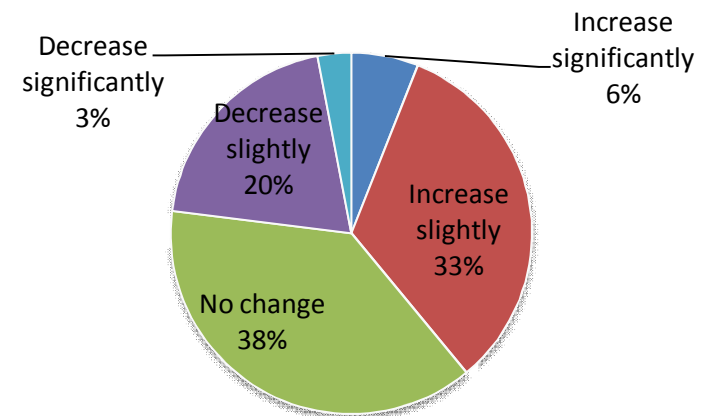
*How do you plan to meet the hiring demands of your organization in 2010?*



## Recruiting Budgets Will Increase Slightly

- “ 39 percent of the recruiters in our survey are seeing at least some increase in budget. An additional 38 percent will be operating with the same budget as last year.
- “ 23 percent are operating with a smaller budget.

*I expect my organization’s 2010 budget for recruiting to:*





## The Most Important Thing Recruiters Will Do Differently in 2010

“ To conclude the survey, we asked an open-ended question about the single most important thing that they will do differently in the coming year. While the comments varied from “make more money” and “be more organized” to “hire people who will stick to the organization for some

time”, several clear themes emerged. Grouping the responses by category, we found that recruiters are most interested in improving 1. social media, 2. process, and 3. sourcing. The quotes summarized for each of the categories clearly echo the concerns and interests of recruiters throughout this study.

### Sample Responses:

#### Social Media

*Learn how to use social media tools to connect with passive candidates*

*Utilize social networks/marketing to entice passive candidates with niche skill sets.*

*Utilize social media more and build a pipeline of referrals*

*we will be focusing on social media sites to build brand awareness as well as focusing more on niche sites rather than national job boards.*

*become proficient in selected social media*

#### Process

*I will be a more active participant in the whole recruiting process rather than relying on just the knowledge that my staff can get the job done.*

*I will influence my hiring managers by helping them to make better, more informed decisions.*

*Work more strategically around organizational development and succession planning for current employees.*

*Ensure the hiring manager is on the same page.*

#### Sourcing

*Get more focused in finding candidates that match well to our needs. (targeted sourcing)*

*Be more aggressive in the passive candidate search and to include more diversity organizations in our out reach*

*increase personal network to identify qualified candidates*

*Look at creative ways to reduce the time taken to fill senior positions*

*Be proactive rather than reactive.*

## About JCSI

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JCSI is a recruitment consulting firm leveraging social media networking and passive candidate research to build a qualified candidate pool for all your immediate and future hiring needs. Our staffing consultants act as a seamless supplement your existing team providing comprehensive sourcing, screening and applicant communication services.

The best candidates aren't always the ones responding to your ads, they may be hard at work helping your competitors succeed. JCSI specializes in identifying the best passive candidates, cultivating relationships that communicate the value of a career with your company, and delivering the right candidates to you at the right time. Unlike agencies, we do not charge contingency fees so our unique approach delivers higher quality hires to you faster at lower costs.

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