



2016 Global Recruiting Survey



Introduction & Background

Social Talent and Alexander Mann Solutions partnered for a 2nd year running to conduct the Global Recruiting Survey. We surveyed 998 recruiting professionals to find out what they do, how they do it, how they find candidates and how they attract them. Our aim was to understand emerging trends within the recruitment industry and measure how recruiters are using online tools and social media when attracting and engaging with talent.

Our participants included recruiters that work in-house, those that work for 3rd party providers and agencies, those who are new to the job and those who have been doing it for years.

Not only were we interested in the global view, we also wanted to see if there were significant differences between regions such as North America, typically seen as the pioneers in recruiting, and other parts of the world.

We hope you will find the results and this report not only interesting but useful in helping you think about the ways in which you can be more productive and effective in your talent acquisition efforts.



Executive Summary

Looking ahead, there are certain trends that will continue to remain dominant, such as the rising use of social media and the importance of sourcing passive candidates. We expect the use of instant messaging in the recruiting process to become even more prominent, alongside the emerging popularity of media such as YouTube and Snapchat.

A key focus for recruitment professionals worldwide continues to be the number of hires/placements made therefore it is paramount to apply smart search strategies in order to find the right talent and minimise search wastage.



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of recruiters are measured primarily on number of placements/hires



54%

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37%

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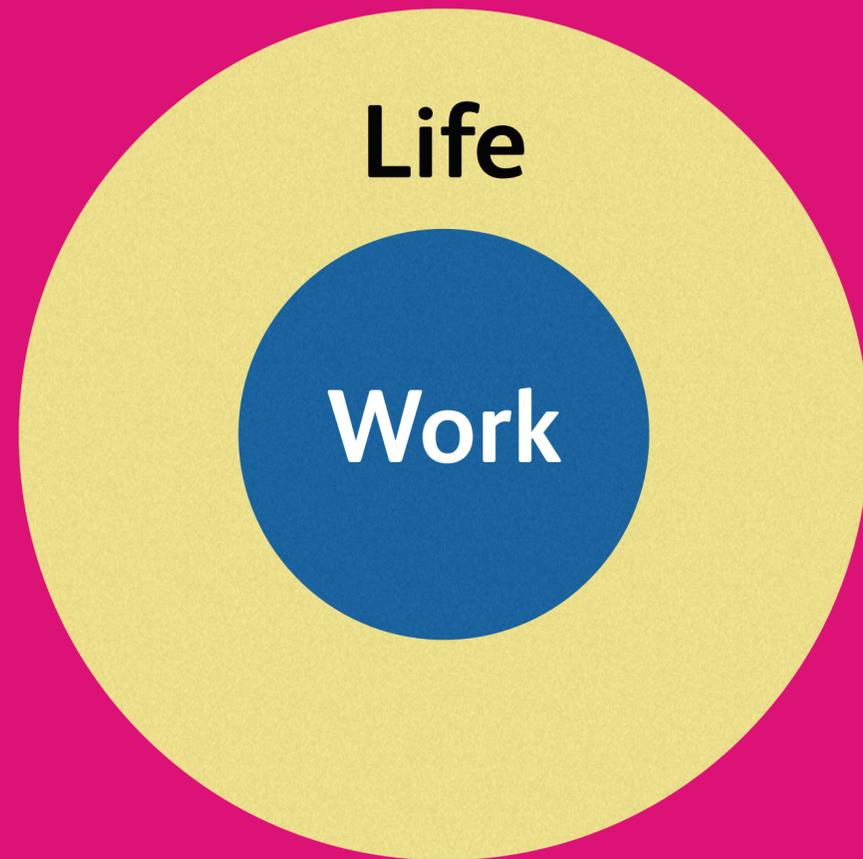


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A Day in the Life of a Recruiter

As part of this year's survey we wanted to get a picture of the average working day/week of a recruiter and understand their working environments.



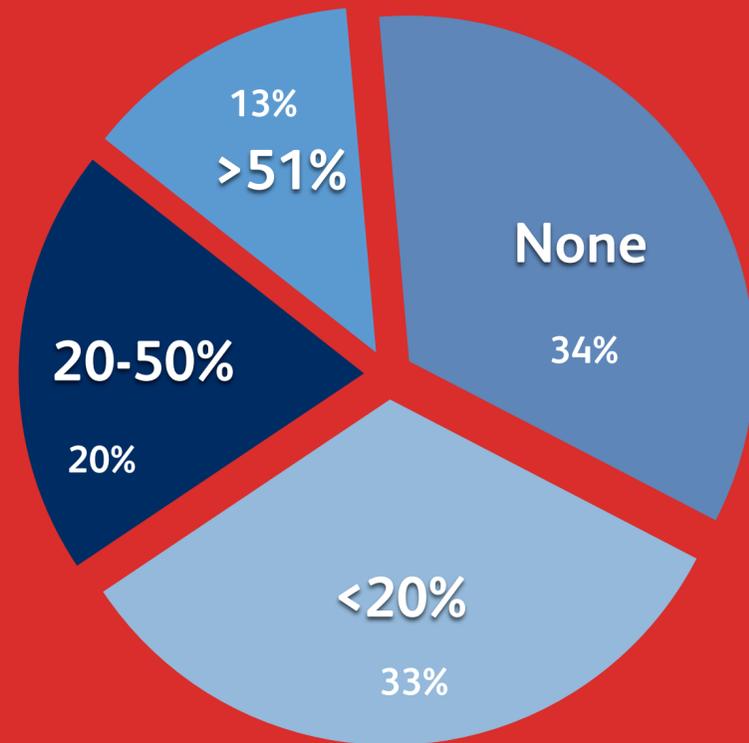
56% of recruiters work an average working week of 36 - 45 hours

73% are provided with flexible working options by their employer such as working from home

43% of recruiters in US & Canada work more than 45 hours a week compared to 38 % in EMEA and 11 % in APAC

54% of respondents work on less than **10** requisitions at any one time

Performance Related Pay Delivers Results!



63% of Recruiters receive performance related pay. We analysed these results and found that recruiters who receive high (>51 % of their total remuneration) performance-based pay are more likely to:

- Fill jobs faster (within **20 - 39** days)
- Phone a candidate
- Work independently or from home
- Have higher quality shortlists (higher CV submission to Interview %)
- Work longer hours (46-55 hours)

Those in EMEA (70%) and APAC (68%) are more likely to receive performance related pay than those in the US & Canada. Meanwhile, 52% of respondents in North America stated that they receive performance related pay

Out of those who do receive performance related pay **60%** are primarily measured on number of hires/placements made.

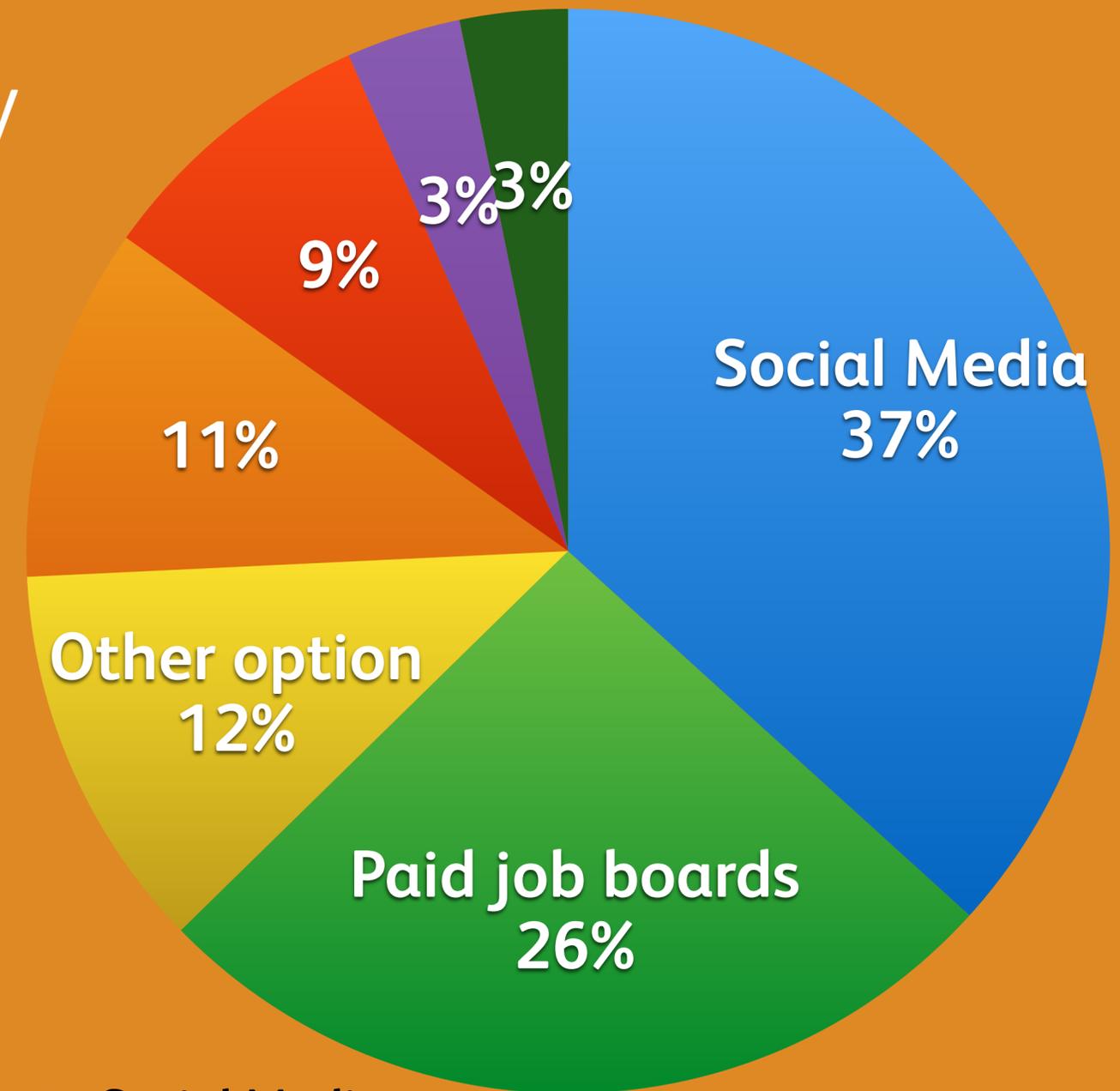


Where are successful hires ultimately found?

It's not surprising that social media channels topped the poll again this year as the primary source for finding candidates. According to respondents, it's also the most successful medium for driving people who are ultimately hired or placed.

Paid job boards continue to be a significant source of candidates, but we believe there is still room for significant improvement in this medium. Optimising job postings for search engines is one under-utilised method, and new approaches such as video job postings are delivering significantly higher engagement rates than traditional text-based job ads.

Finally, we continue to believe that companies should be doing more to leverage their own internal networks to find qualified candidates.



- Social Media
- Paid job boards
- Other option
- Direct applications or our own career site
- Internal Referrals or Alumni
- Recruitment Agencies
- Non paid job boards

How Efficient is Sourcing?

Simply using online sourcing tools is never enough. It's how effectively you use the tools that matters most. The average sourcing workflow shows us that there is significant room for improvement.

From the results of our survey, we found that only 28% of the candidates initially identified in a search are contacted at all. Nearly three quarters of the average search result are irrelevant or inappropriate for the position.

Out of the 28% of candidates that are contacted, 72% will never respond. From this ever-narrowing funnel of candidates, only 27% will actually go through to a shortlist. The bottom line? Recruiters are wasting a lot of time.

Not
Relevant

72% of search results are not relevant

Approximately 200 profiles viewed and discarded per assignment

Never
Respond

72% of candidates never respond

60 people just got spammed by your company

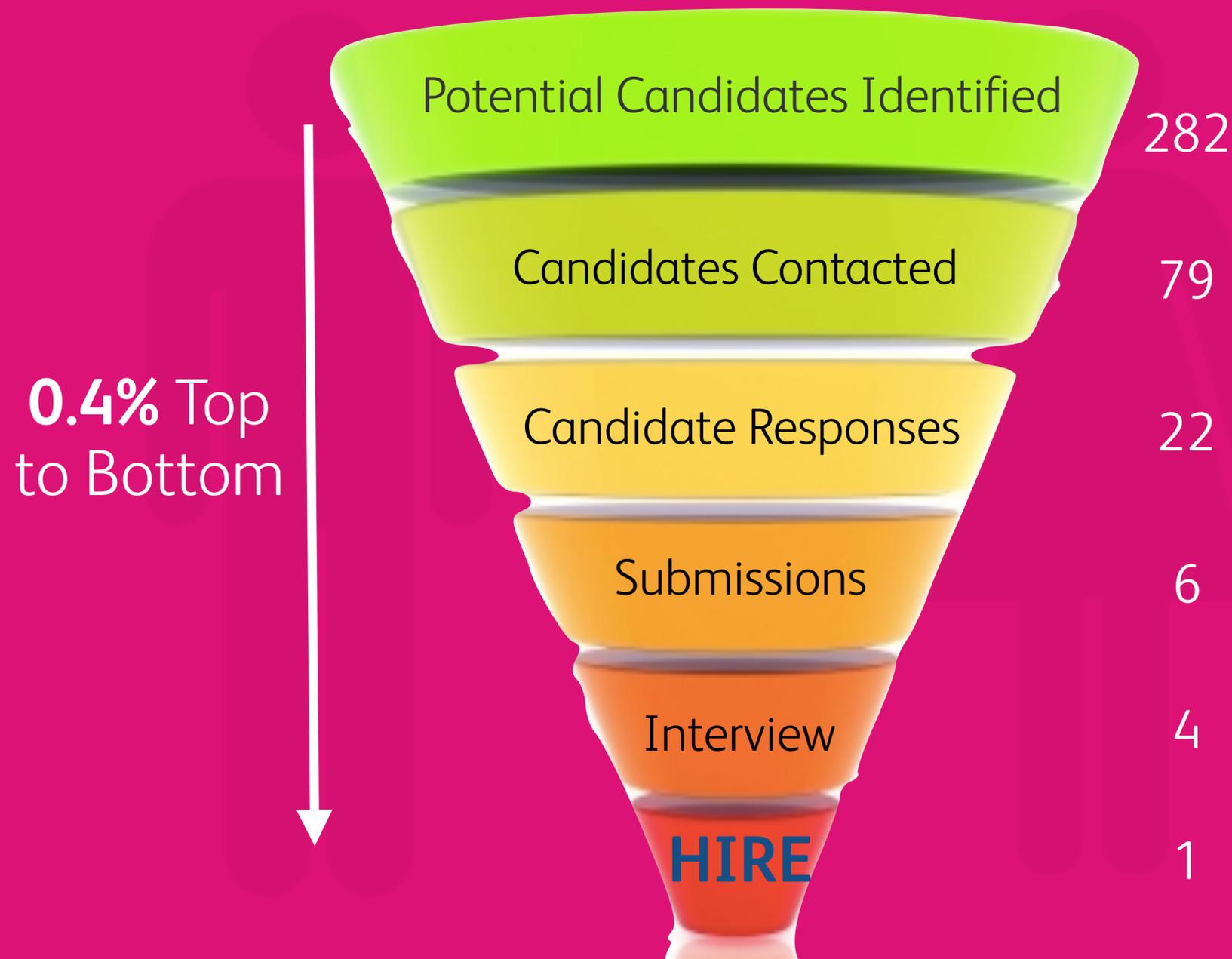
Wasted
Time

73% of respondents say "no" or aren't suitable

16 wasted conversations or interviews

The Sourcing Funnel

What kind of pipeline or funnel does the average recruiter need to have when sourcing for talent? Funnels can help highlight efficiencies and inefficiencies in our workflow and the funnel for outbound recruiting or sourcing is an eye opener!



Across our nearly 1,000 respondents, we found that the 'typical' recruiting funnel converts potential candidates to hires at the dismal rate of 0.4%

The average recruiter needs to find **282** people in order to make **1** hire. Yet, on average, nearly three-quarters of these are not qualified or suitably relevant for the position.

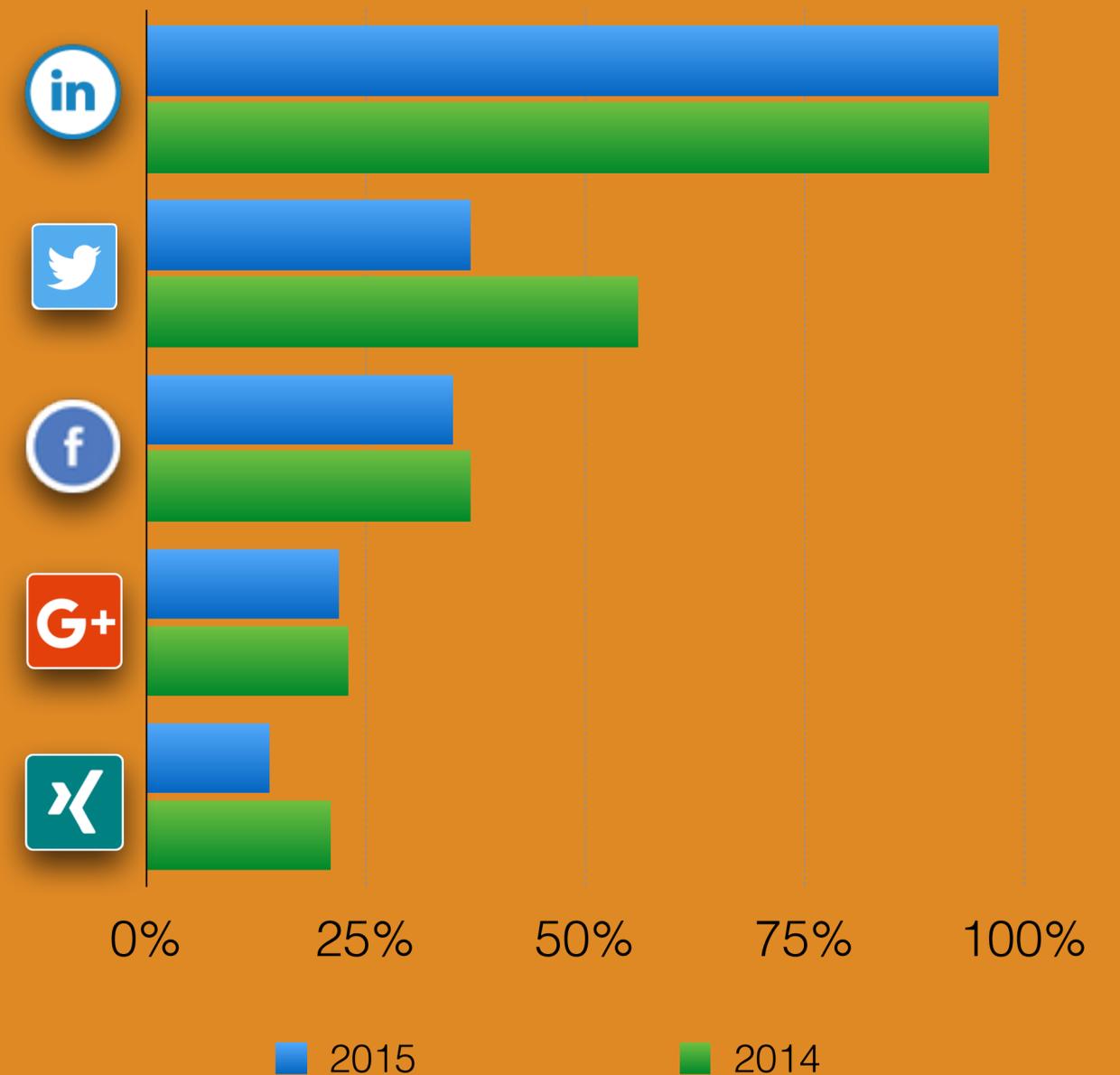
This conversion rate can be massively improved by applying more effective search and engagement tactics.

Where are recruiters searching?

It's no surprise that nearly every recruiter—**97%** around the world—is using LinkedIn to search for talent. This is a similar result to our previous survey, which pegged the number at 96%.

While LinkedIn saw a similar trend to last year, the same cannot be said for Twitter. Only **37%** of recruiters say that they use Twitter regularly, which is a **19** point drop from our last survey. Has Twitter lost its effectiveness? Is this drop due to a lack of knowledge in how to use Twitter (or other social media platforms) effectively? Or does it mean that these tools have been judged as being simply ineffective?

New platforms are becoming increasingly popular with **Pinterest** and **YouTube** shining as the strongest newcomers to our survey results.



Investing in social media

88%

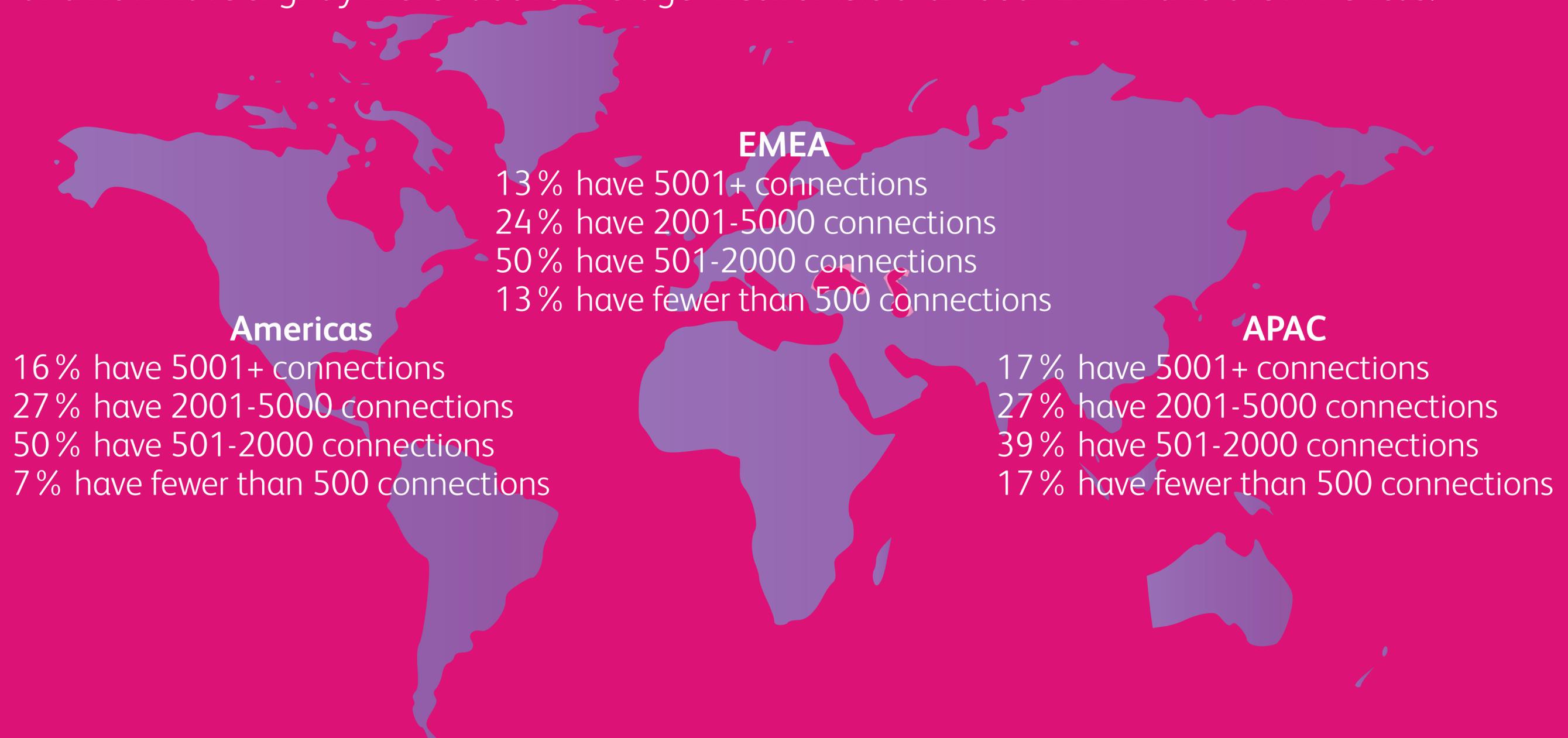
of employers pay for a recruiter's LinkedIn license

	2015	2014	+/- YOY
Basic Free	38%	49%	-11%
LinkedIn Recruiter (Corporate)	19%	22%	-3%
Business Plus	17%	6%	+11%
LinkedIn Recruiter (Professional Services)	15%	12%	+3%
Talent Finder	11%	11%	0%

In January 2015 LinkedIn launched a commercial search limit on those using a LinkedIn Basic account to find talent. Therefore it is no surprise to see that since 2014 there has been an 11% decrease in recruiters using free accounts and an 11% increase in those using Business Plus (the least expensive account that does not impose a commercial search limit).

How large is the average recruiter's network?

It comes as no surprise following last year's survey results, that recruitment professionals are investing in their networks. **40%** of recruiters have more than 2000 connections on LinkedIn and **15%** of this year's respondents are **super-connectors**, with over 5000 connections on LinkedIn. Recruiters in APAC have definitely closed the gap since last year and now have slightly more "above average" networkers than both EMEA and the Americas.

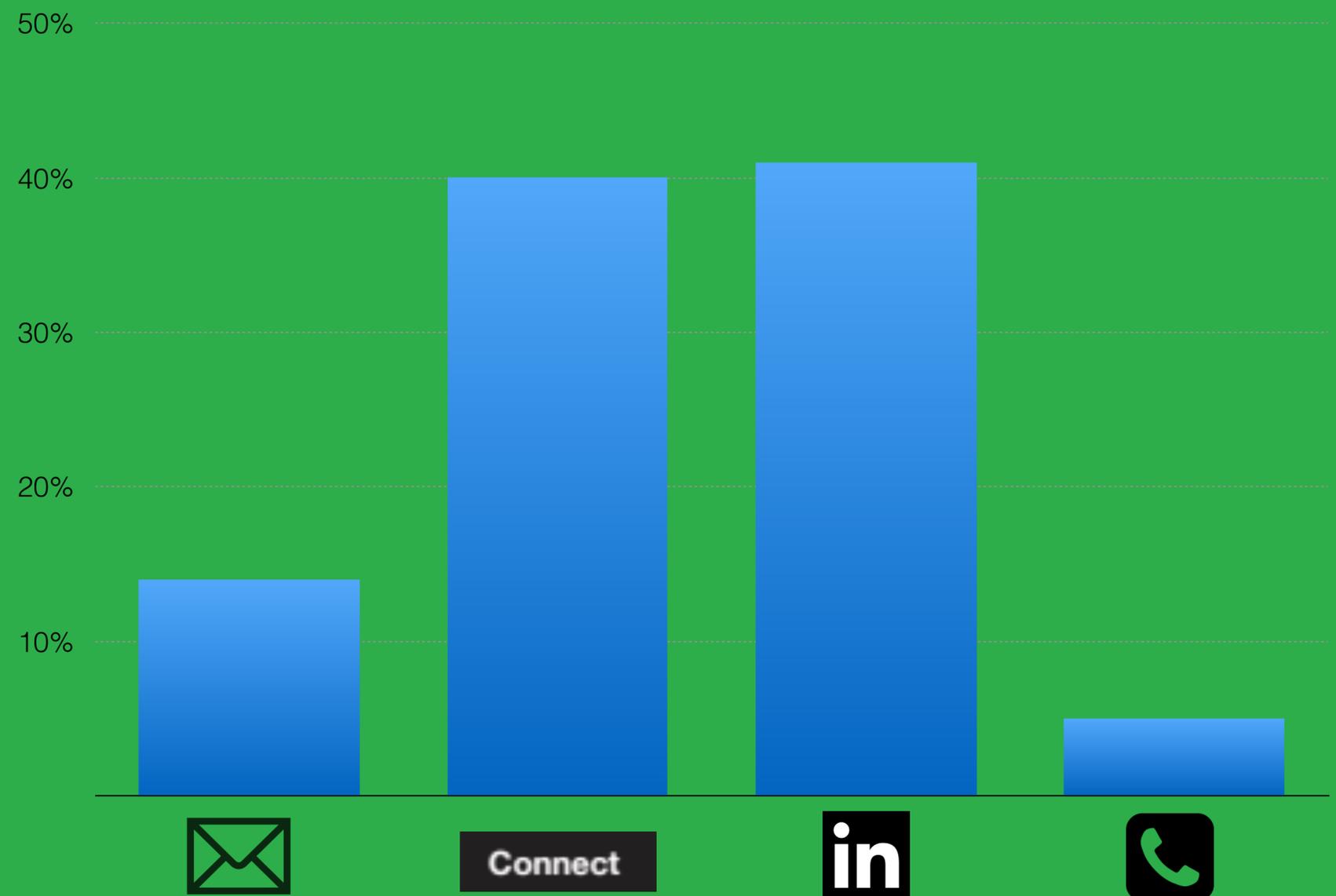


First Impressions

Sourcing is a personal business and quality engagement is the key to turning a qualified but indifferent candidate into an interested one. Therefore we wanted to review the preferred methods for candidate engagement and how successful they are.

Most Recruiters (**81%**) either send an InMail or add a passive candidate as a LinkedIn connection in order to first engage with them. Only **14%** take the time to find an email address, and only **5%** pick up the phone to try and reach the talent.

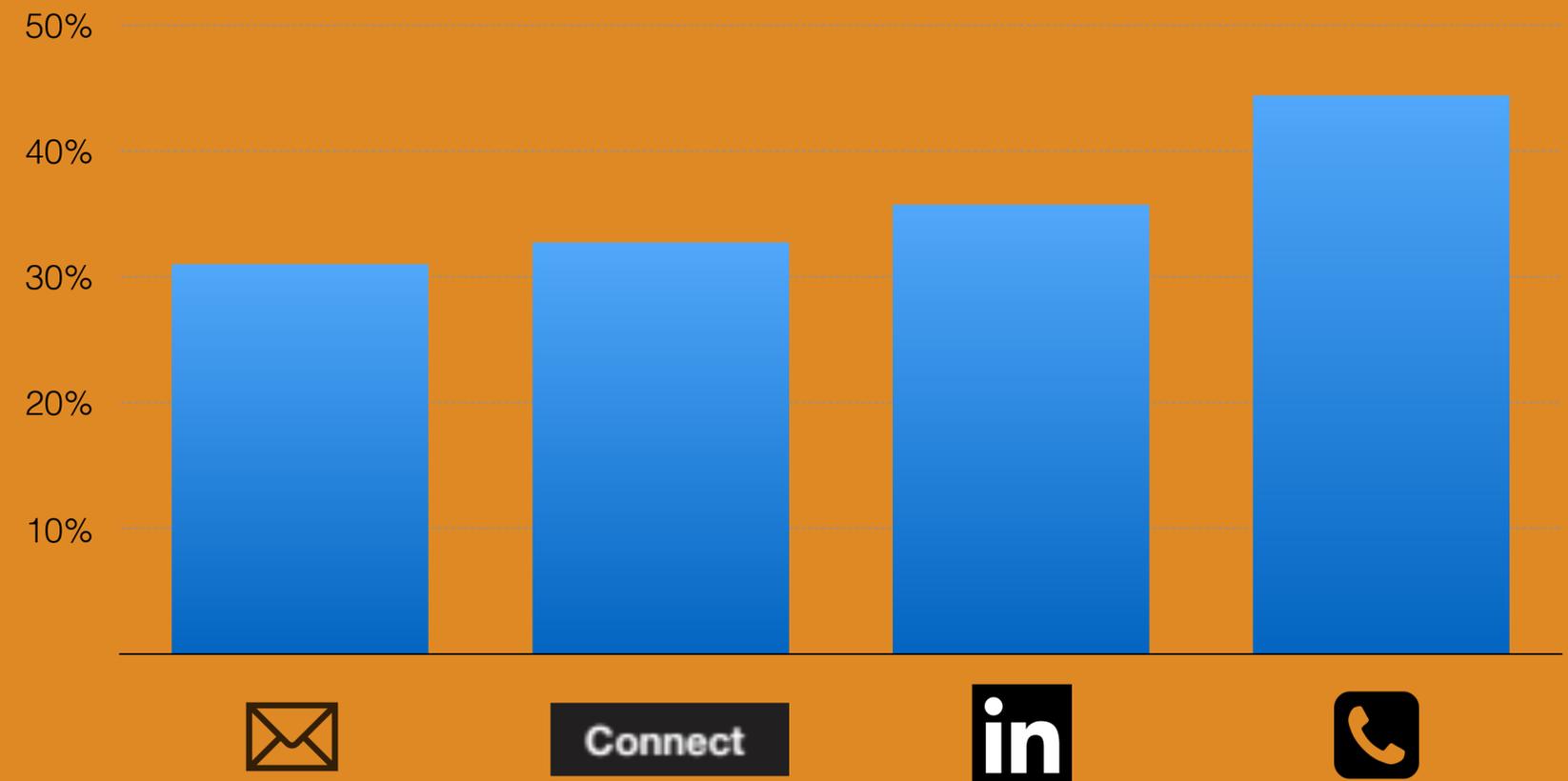
This apparent lack of effort is somewhat stunning when you consider how important personal communication is in engaging potential talent.



Maximising response rates

When we analysed the average response rates by preferred medium of engagement we found that InMails are proving to be a lot more successful compared to last year. LinkedIn changed their InMailing rules soon after our last survey, penalising those with low response rates, so it would appear that their strategy is working. However, Recruiters who pick up the phone to first engage with passive talent still have the highest average response rates.

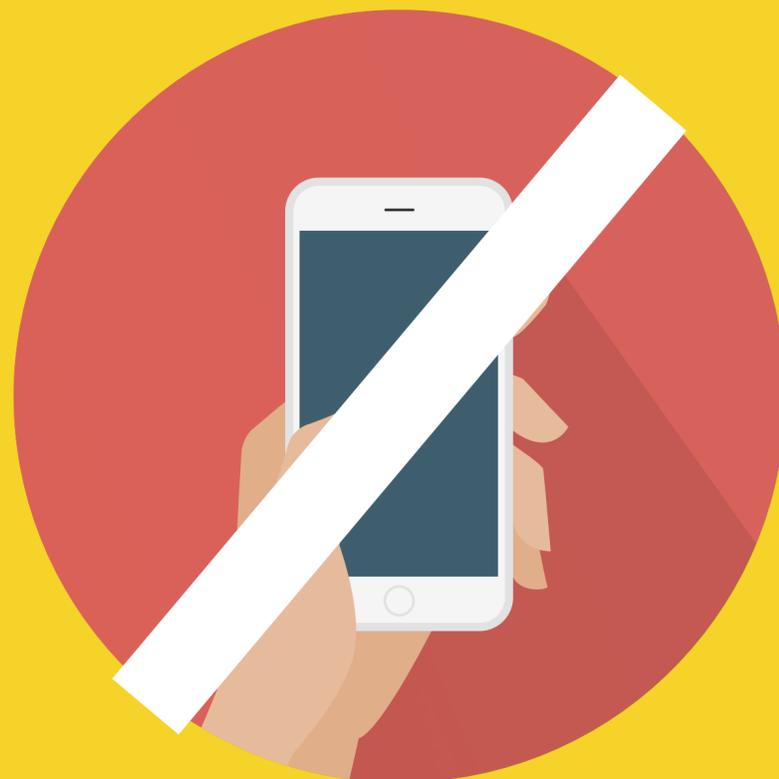
This reinforces the need for Recruiters to combine a mastery of online search skills with traditional communication skills. Doing so can make the difference in converting an unengaged candidate into an engaged one.



So why don't recruiters use the phone more ?

We understand that researching a phone number can be a difficult, time-consuming task. However, candidates are increasingly likely to list their phone numbers on their LinkedIn profiles and, oftentimes, a simple Google search can yield positive results (if you're hiring a public relations or marketing person, for example, chances are good that their phone number is part of a recent press release).

Again, our research tells us that a more personal touch yields a more responsive candidate. In our view, the additional effort required to create that stronger connection is well worth it. Here's the top reasons why recruiters don't choose phone more often:



41%

Don't have their contact details

26%

Prefer to gauge interest via InMail/Email

15%

Want to avoid pressuring the candidate

Social Media restrictions appear to be relaxing

One of the more surprising findings in our previous survey was that many companies - at the time, 31 % - restricted recruitment professionals from using social media in the office.

In this year's survey only 13 % of recruiters said that they encounter social media restrictions in their office. This significant drop suggests that organisations are becoming less fearful of social media and are finally seeing the business benefits it can offer, particularly for the talent acquisition function.

Similar to last year, however, Recruiters in **APAC** continue to report the highest restrictions on social media usage (41 %) with **EMEA** reporting the lowest (5 %).



Messaging apps in recruitment

Instant messaging apps have exploded as a means of personal communication with over 1.6 Bn users worldwide as of 2016. Their convenience has made them part of everyday life and Recruiters agree. Nearly two-thirds of our respondents (65%) use messaging tools in the recruitment process.

There has been a massive shift in the percentage of Recruiters who use messaging tools within their recruitment process, with a 40% decrease year on year in those that say they don't use any messaging tools.

More than half (55%) of Recruiters use Skype as part of their recruitment process while 25% use WhatsApp to contact and engage with candidates.



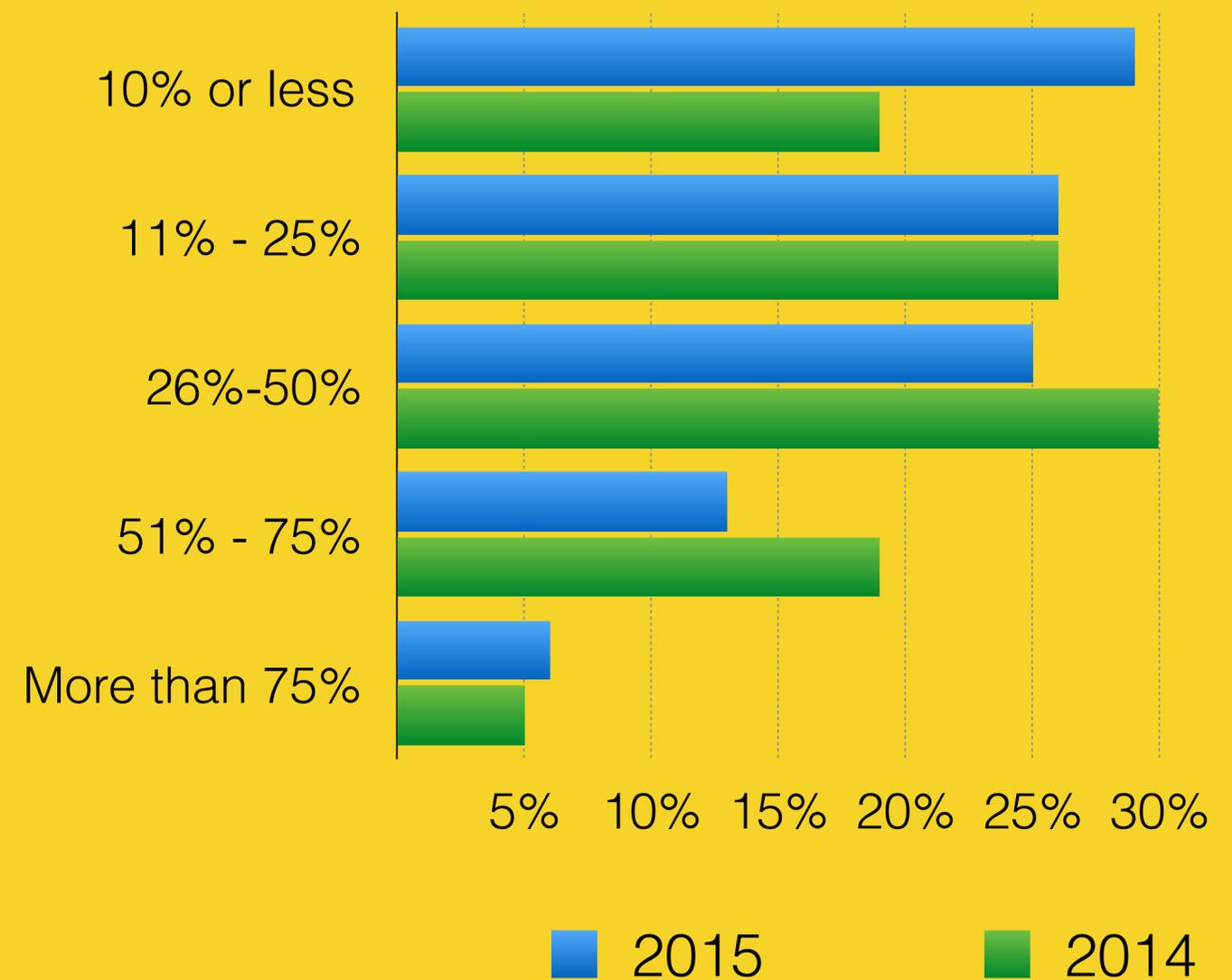
How relevant are job boards?

The vast majority of Recruiters are still using paid job boards to attract candidates, but only a small minority (17%) are filling more than half of their jobs using these channels. This is a significant drop from our previous survey, which itself didn't paint a rosy picture of job boards, when 23% said that they filled more than half of their positions via this medium.

Is this because job boards don't work as well as they used to? More likely, we believe it's because 42% of Recruiters admit to making no effort to optimise their jobs to be found by potential candidates - compared to 32% in our previous survey.

A candidate-centric job description written with search engine optimisation in mind has the potential to yield significantly better results than companies are currently experiencing. And, as we've stated before, creating more engaging job ads with video can bring positions to life and attract qualified and interested candidates.

On average what % of your hires come from paid job boards?



Key Takeaways

While every search assignment is unique, we identified several best practices that any recruiting organisation or individual can put into action - as soon as today - to improve their effectiveness. Some are simple and tactical, while others are more complex and may require a fundamental shift in the way your company looks at the recruitment process.

1

Expand your reach

37% of our respondents identified social media as their primary tool in attracting candidates, however it's clear that within our sector there is an over-reliance on LinkedIn. There are hundreds of millions of candidates active on Twitter, Facebook and Instagram. It's time to expand your reach and start engaging with these candidates as well. This is particularly true with respect to passive candidates. Sustained campaigns using creative media such as video, photos and effective story-telling can promote your employer brand through all the social media channels at your disposal. Even if LinkedIn remains your primary tool for directly connecting with candidates around specific opportunities, you will have a better chance of engaging with those candidates if they're familiar with your brand from a wide array of social media channels.

2

But do so judiciously

This year's survey highlighted that there is a significant amount of wastage in the average sourcing funnel. Quite simply, recruitment professionals are not as effective in the early stages as they should be in identifying and engaging with well-qualified candidates. This shortfall can be overcome by executing smarter searches at the front-end of the process and narrowing down that funnel of candidates. Recruiters must continue to engage more effectively with hiring managers to determine exactly the types of skills and attributes they're looking for in an ideal candidate. Applying this rigour to the search process will reduce the number of unqualified or uninterested candidates that a recruiter must sift through downstream.

Key Takeaways (continued)

3 Leverage messaging tools in the recruitment process

More than half of recruiters are using Skype as part of their recruitment process and 25% use WhatsApp to contact and engage with candidates. While these are still quite recent developments in the world of global communications, they are essentially the modern equivalent of picking up the telephone and most analysts predict that Messaging will be or already is the next big digital trend. Again, using these techniques can help you forge a more personal connection with your candidates.

4 Rewarding recruiters for performance can pay off

We found that recruitment professionals with higher variable performance-based pay tended to deliver higher quality shortlists, engage with candidates more personally, and fill requisitions more quickly. In other words, they're better performers. Now consider that recruitment is, for all intents and purposes, the act of 'selling' your (or your client's) organisation to potential employees - the lifeblood of your organisation. Incentivising your recruitment team to work more efficiently and effectively has real potential to pay off with better performance and, ultimately, deliver a higher quality workforce. Organisations should take a second look at whether performance related pay makes sense for their recruitment team.

Key Takeaways (continued)

5 Job boards can be used more effectively than they are today

The vast majority of recruitment teams are using paid job boards to attract candidates, yet the channel is falling short in terms of filling positions. Quite simply, no-one will apply to a job if they don't find it. So, with job boards continuing to be a significant part of the recruiting mix, it's vital that talent acquisition teams use them to their full potential. Recruitment professionals must get smarter about how they write job ads using search engine optimization (SEO). Simple techniques, such as creating a tagline that includes your company name, the job title and most important credentials, can increase the chances that qualified candidates will find the listing in a search. These key phrases should be repeated throughout the ad so that search engines will assign relevancy to them and move them up in search rankings. Even if you're not an SEO superstar, you can improve your job listings. Put yourself in the shoes of the ideal candidate and write as if you were talking to them. What would attract them to the job? What would excite them about working for your company? Being found is just the first step, don't forget that quality candidates will only likely respond to quality, well written, candidate-centric job ads!

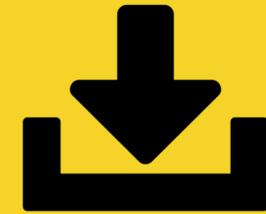


What's Next?

1

Download this report

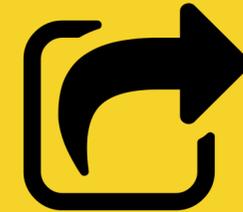
Analyse the details of these results and review to see how you can apply these findings to your role



2

Share the data

Present this report to your team and relevant internal stakeholders and start a conversation around what you can do differently and better together.



3

Keep learning

Keep up-to-date with recruitment trends. Attend Expos, read blogs, listen to podcasts or get in touch and find out more about Social Talent's online platform and Alexander Mann Solutions' talent acquisition and management offerings.



4

Connect with Us

We welcome your feedback on our survey. If you'd like to dive deeper into the research, ask questions, or discuss our findings, please get in touch with us. Our contact information is on the next page.



About Social Talent

Social Talent know what it takes to drive recruiter performance. Their online performance platform can increase the output of your team by 30% plus. Since 2010, the Social Talent team have been changing the way organisations identify talent globally by translating technology and educating recruiters through their exclusive online platform.

In one exclusive online platform they provide Learning, Recruiting Tools and Performance Analytics. This means more hires, faster hires and higher quality hires.

For more information, visit
www.socialtalent.co

About Alexander Mann Solutions

We are Alexander Mann Solutions and we're passionate about helping companies and individuals fulfil their potential through talent acquisition and management. Today, over 3,000 of our talent acquisition and management experts are partnering with our blue-chip clients across multiple sectors and in more than 80 countries. Delivering a distinctive blend of outsourcing and consulting services, our unrivalled experience, capability and thought leadership helps our clients attract, engage and retain the talent they need for business success.

For more information, visit
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