

2013 Global Recruiting Trends



Global Snapshot

Top 5 Talent Acquisition Trends You Need to Know

LinkedIn  TM Talent Solutions

The Global Recruiting Landscape at a Glance

LinkedIn has conducted its **3rd Annual Global Recruiting Trends** survey in 19 countries.

We surveyed over 3,300 talent acquisition leaders to capture their thoughts on what keeps them up at night, hiring and budget trends, and key sources for high-quality hires. We distilled all this and more into 5 key trends you need to know as a Strategic Talent Leader, to be on the cutting edge and be effective to candidates, your team, and your company.

5 most important trends shaping the future of recruiting

1 **Social professional networks** are increasingly impacting quality of hire

2 **Employer branding** is both a competitive threat and a competitive advantage

3 **Data** is used to make better hiring and branding decisions

4 Companies are investing in **hiring internally** to stop top talent from walking out the door

5 Companies are figuring out the **mobile recruiting** terrain

For details on survey methodology, please see page 22

To access global and other country-specific reports and infographics, visit: <http://lnkd.in/GlobalRecruitingTrends>

Talent leaders are most focused on improving the basics – how to source, pipeline, and hire the best talent

What is at the top of your peers' list for 2013?



2013 Top 5 Priorities

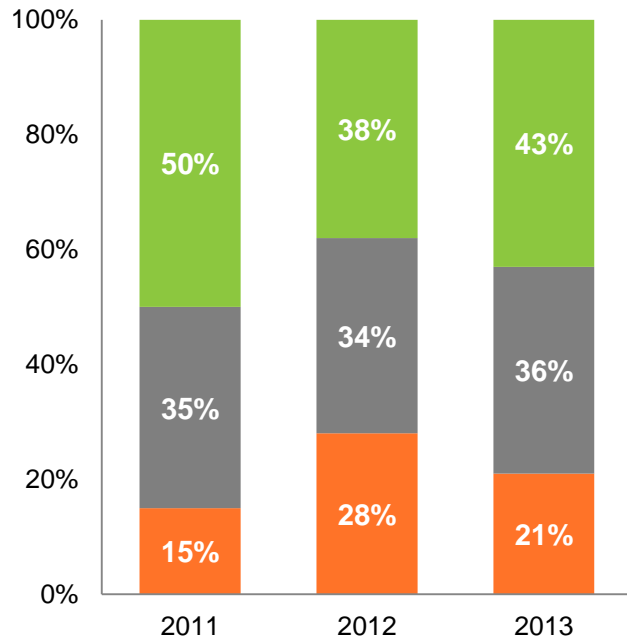
Priority is #1

1. Recruiting/sourcing highly-skilled talent	44%	Germany
2. Improving quality of hire	30%	India
3. Employer brand	25%	Nordics
4. Pipeline talent	25%	SE Asia
5. Improving sourcing techniques	18%	Australia

“Think about your talent acquisition organization's top priorities for 2013. Which of the following choices would you consider to be the most important and least important areas of interest for your organization?”

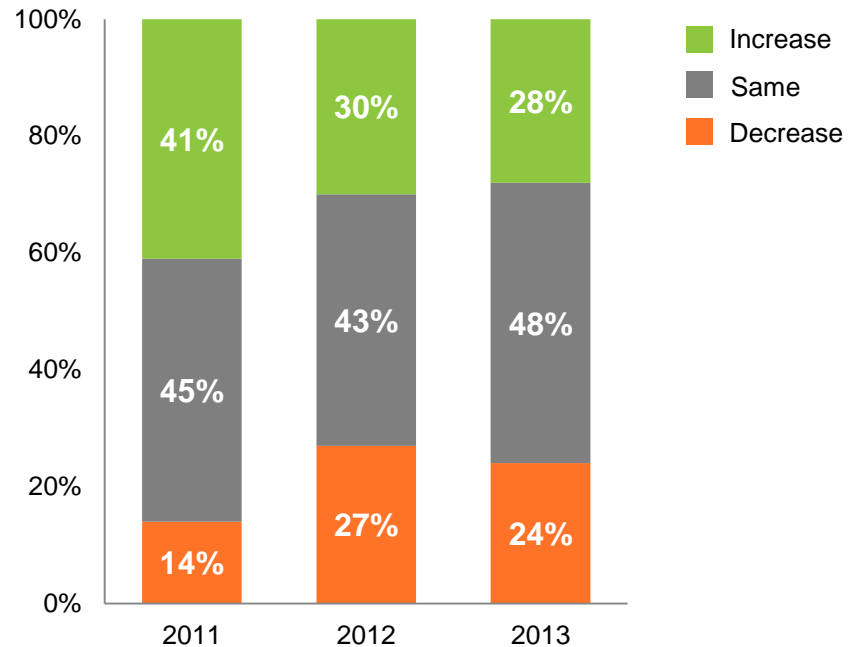
With hiring increasing faster than budgets, talent leaders must be more strategic with their resources

Global Hiring Volume



“Considering only full and part-time professional employees, how do you expect the hiring volume across your organization to change this year?”

Global Hiring Budgets



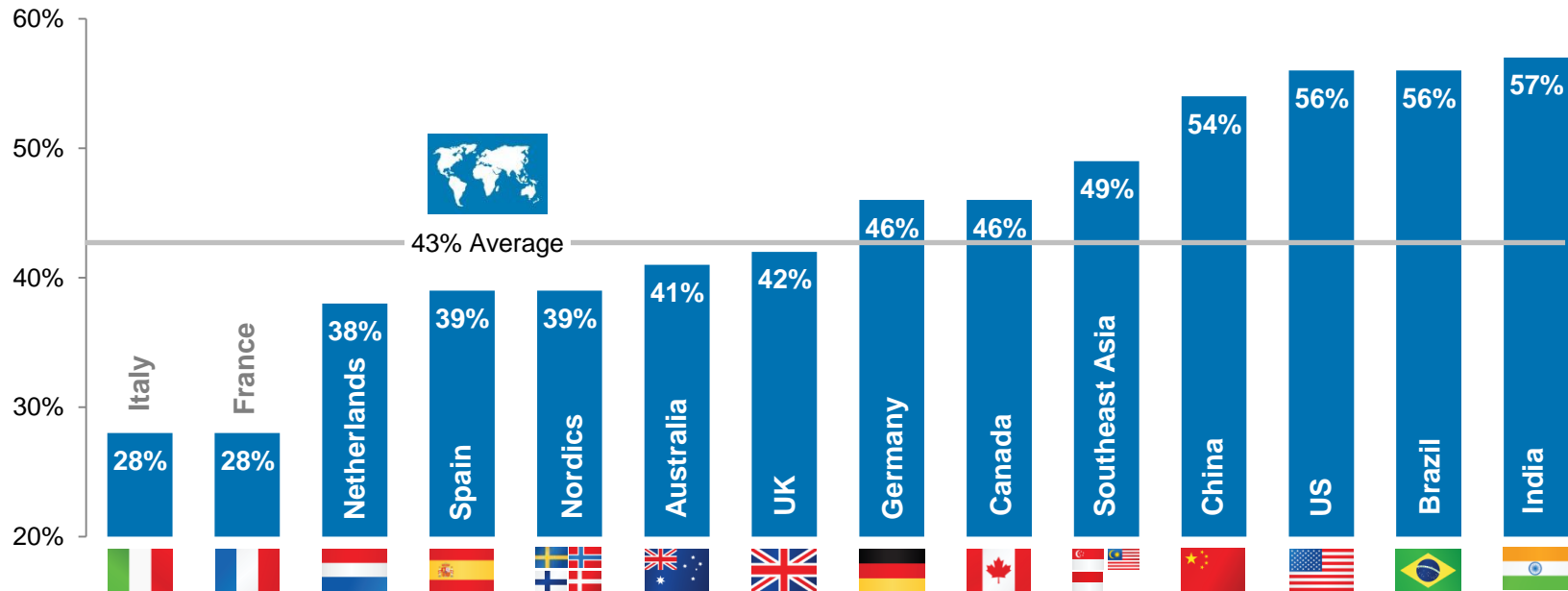
“How has your organization's budget for recruiting solutions changed from last year?”

Read on to learn what's in store beyond 2013...

Given increased hiring volumes in 2013, it's no wonder top priorities focus on sourcing, pipelining, and hiring

Hiring volumes worldwide increased 5% over 2012, from 38% to 43%

2013 Hiring Volume Increase



“Considering only full-time and part-time professional employees, how do you expect the hiring volume across your organization to change in 2013?”

1

Social professional networks

Increasingly impacting quality of hire

Global recruiters agree: Social professional networks are the fastest-growing source of quality hires...

Top 10 most important places to find quality hires

Sources of Quality Hires	2011	2012	2013	Increase (+) Decrease (-)
Internet job boards	36%	39%	38%	-1%
Social professional networks	20%	26%	37%	+11%
Recruitment agencies	41%	36%	35%	-1%
Employee referral programs	35%	31%	35%	+4%
Internal hires	32%	32%	34%	+2%
Company career website	28%	31%	30%	-1%
Internet resume databases	14%	13%	16%	+3%
Company ATS/internal candidate database	12%	12%	13%	+1%
College recruiting programs	12%	10%	11%	+1%
General career fairs	4%	4%	5%	+1%

“Think about the key quality hires that your organization made in 2012. Which of the following were the most important sources for those key positions?”

✓ Recruiters are relying more and more on professional social networks to engage top talent. Stay ahead of the competition by training your team and employees how to be effective.

...And talent leaders around the globe think social professional networks will shape recruiting in the long term too

Pay attention, these trends are here to stay

Top 10 long-lasting trends

	2013
Utilizing social and professional networks	39%
▶ Upgrading employer branding	33%
Finding better ways to source passive candidates	27%
Being a strategic talent advisor to the business	22%
Boosting referral programs	21%
Training recruiters and hiring managers on 'how to hire A-level talent'	16%
Optimizing your career site	15%
Recruiting globally	14%
Reducing spend on staffing firms	12%
Increasing focus on internal hiring/transfers	12%

“What do you consider to be the three most essential and long-lasting trends in recruiting for professional roles?”

✓ Ensure you are investing adequately in social and professional networks for the long run

2

Employer branding

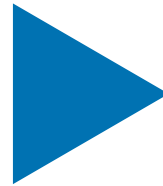
A competitive threat and a competitive advantage

Forget the talent war; the employer branding war is in full swing

Competitive Threat

Top 3 Threats

1. **Invest in their employer brand**
2. Improve employee retention
3. Learn to use social networking and social media more effectively



Competitive Advantage

83%

Believe employer brand has a significant impact on ability to hire great talent

“What are the things that your competitors have done or may plan on doing that would make you most nervous?”

✓ Understand your employer brand and how it can set you apart from the competition. Take the opportunity to engage not only candidates, but employees as well.

Online professional networks are the fastest growing channel for promoting employer brands

Most effective ways to have your employer brand be seen and heard

Top 10 Channels to Communicate Employer Brand	2012	2013	Increase (+) Decrease (-)
Company website	78%	78%	0%
▶ Online professional networks (e.g. LinkedIn)	46%	56%	+10%
Friends/family, word of mouth, etc.	56%	54%	-2%
Social media (e.g. Facebook)	38%	44%	+6%
Public recognition/ awards (e.g. 'Best Places to Work')	30%	36%	+6%
Traditional Job Boards	34%	28%	-6%
YouTube videos	14%	12%	-2%
Print ads	16%	12%	-4%
Other online advertising	12%	10%	-2%
Search engine marketing	9%	9%	0%

“Which channels or tools have you found most effective in spreading your employer brand?”

✓ Be a marketer: Determine what are your company's most effective channels and incorporate them into your employer brand strategy

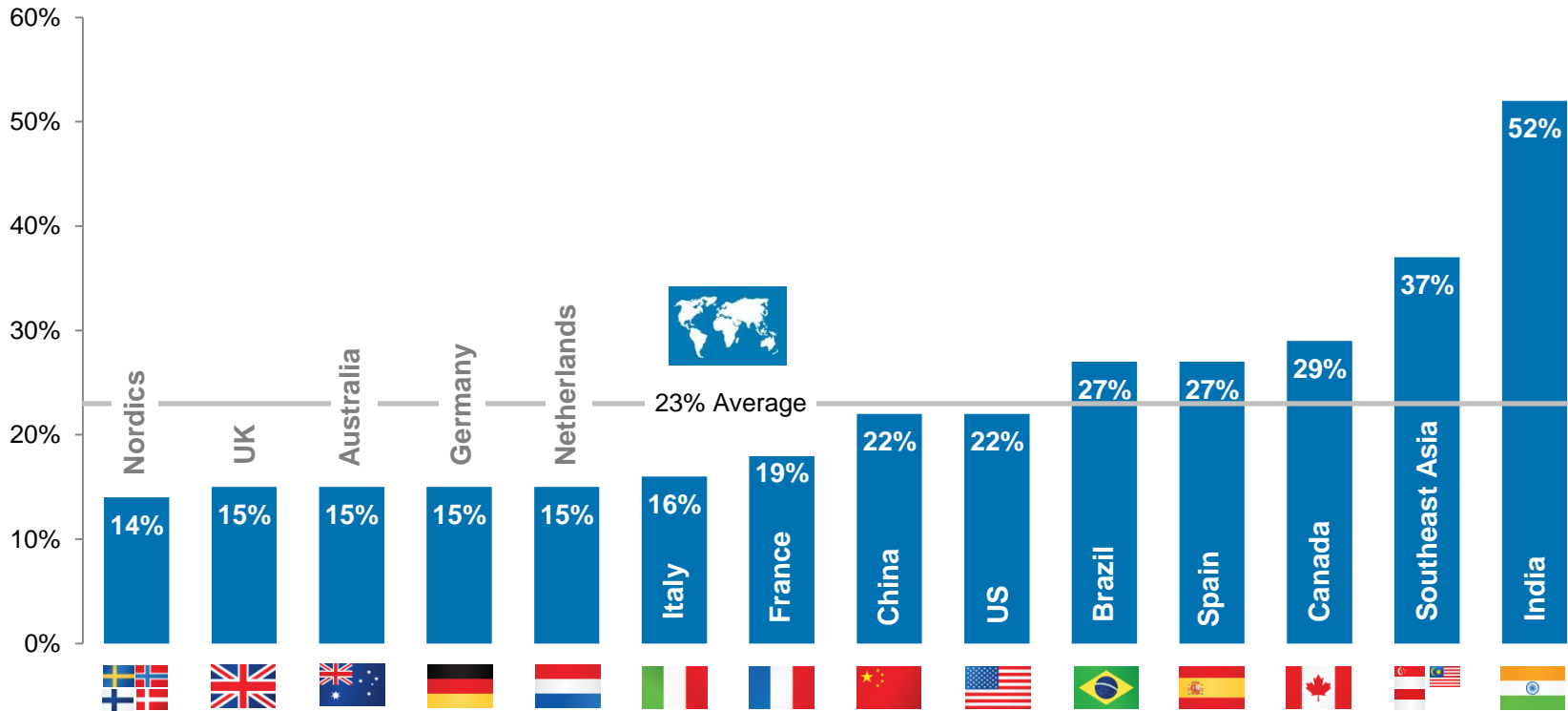
3

Data

Used to make better hiring and branding decisions

Data is important, but leveraged differently by countries

Use of data analytics in recruiting as an essential and long lasting trend increased 8% from last year



“How well does your organization use data to understand talent acquisition effectiveness and opportunities?”

The most successful employers use data to measure their talent brands qualitatively and quantitatively



Believe organization **utilizes data well** to make hiring decisions

23%

52%

27%

Regularly **survey new hires** to understand brand position

34%

55%

44%

Regularly **measure employer brand** in a quantifiable way

33%

48%

53%



Brazil and India are leading the pack in using data for employer brand

✓ Survey new hires regularly to get a qualitative review of your talent brand. Use numerical metrics to measure your brand quantitatively over time and against competitors.

4

Hiring internally

Stop top talent from walking out the door

Best-in-class employers prioritize internal hiring and support employees who want to move within

Top 5 practices of the world's best talent organizations

1. Proactive sourcing
2. Pipelining talent proactively
3. **Structured internal hiring process and supportive culture**
4. Investment in employer branding strategy
5. Workforce planning

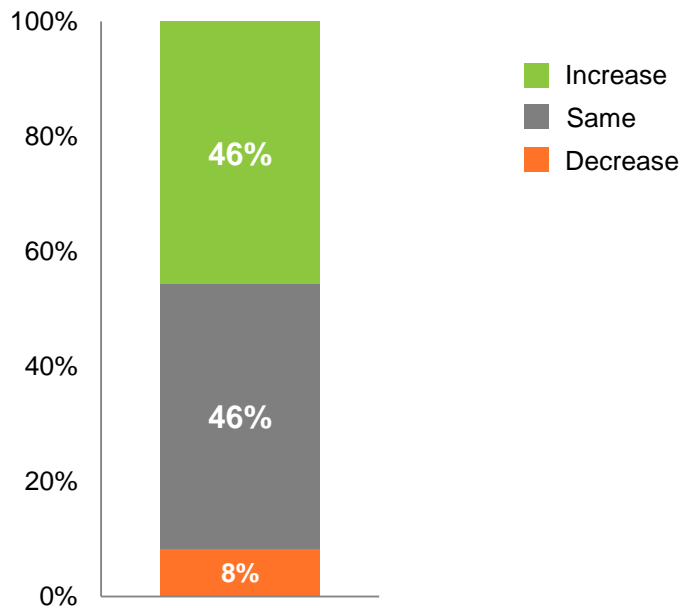
“Think about the elements that make up a world class talent acquisition organization. Which of the following choices would you consider to be the most important elements of a world class talent acquisition organization?”



Brazil and India rank internal hiring as #1 in being a best in class organization

Employers value internal hiring – 92% are investing in it more or at least the same compared to 2012

Internal Hiring Volume



“Comparing 2012 to 2013, how do you expect the volume of internal hiring to change?”

Advantages of Internal Hiring

1. Retain top talent
2. Develop talent and professional development
3. Improve employee productivity (less ramp up time for internal vs. external employees)
4. Higher quality of candidate
5. Achieve cost savings (i.e. lower cost per hire)

“Which of the following choices best describes why your organization is investing in internal hiring?”

✓ Understand the benefits of internal recruiting. Use data to get buy-in and increase awareness. Support and encourage employees to look internally.

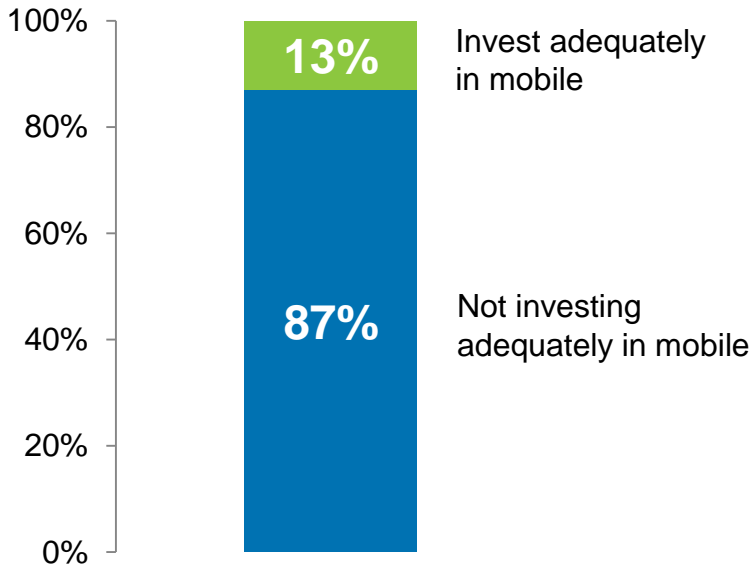
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Mobile recruiting

The new terrain that companies are figuring out

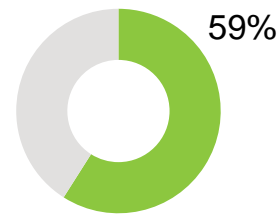
Most organizations aren't investing enough to meet candidate demand for recruiting on the go

There has been limited investment globally in mobile-friendly ways to find, manage and nurture talent...

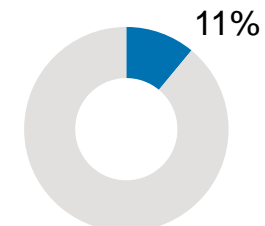
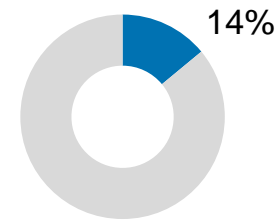
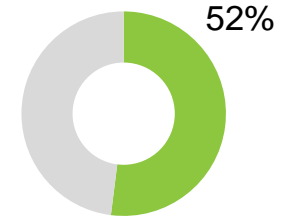


...but when candidates can easily access jobs on mobile devices, they like it and use it

Candidates use mobile to learn about opportunities



Candidates use mobile to apply



Invest in mobile recruiting

Don't invest in mobile recruiting

✓ Get ahead by taking action now on your company's mobile strategy, and you'll expand your talent pool and become more visible to passive candidates.

More interesting insights and next steps

How do you compare to your peers?

2013 Talent Acquisition Statistics



Leading Practices Countries

Employer Brand				
Our investment in employer brand increasing or staying same	92%			France and UK
We measure our employer brand relative to our competitors for talent	39%			Brazil
We regularly measure the health of our employer brand in a quantifiable way	33%			Brazil
We regularly survey new hires to understand our brand position	34%			India
Passive Talent / Pipeline				
We focus on hiring passive talent (very much so / to some extent)	61%			China and US
We maintain a list of previously interesting candidates	57%			Italy
We have an active dialogue with previously interesting candidates	33%			India
We maintain a list of leads who haven't yet applied for any position	22%			Brazil
Hiring and Budget Volume				
	↑	↔	↓	↑
Hiring Volume – Full and PT professionals	44%	35%	21%	India, US, Brazil
Hiring Volume – Contractors, interim and temporary professionals	27%	38%	36%	Brazil, India, SE Asia
Hiring Budget	30%	47%	24%	India, China, SE Asia
Internal Hiring Volume	46%	46%	8%	China and Brazil

✓ Analyze where you are behind the average and what you can do to be leading edge

Get ahead by incorporating these trends into your strategy

2013 Top 5 Trends Action Items

1

Quality Hires

- ✓ Recruiters are relying more and more on social media to engage top talent. Stay ahead of the competition by training your team and employees how to be effective.
- ✓ Ensure you are adequately investing in social and professional networks for the long run.

2

Employer Brand

- ✓ Understand your employer brand and how it can set you apart from the competition. Take the opportunity to engage not only candidates, but employees as well.
- ✓ Be a marketer: Determine what are your company's most effective channels and incorporate them into your employer brand strategy.

3

Data

- ✓ Identify what information you use to make decisions and what additional data is available that you can leverage to inform your decisions and employer brand.
- ✓ Survey new hires regularly to get a qualitative review of your talent brand. Use numerical metrics to measure your brand quantitatively over time and against competitors.

4

Internal Hiring

- ✓ Understand the benefits of internal recruiting and use data to get buy-in and increase awareness. Support and encourage employees to look internally.

5

Mobile Recruiting

- ✓ Get ahead by taking action now on your company's mobile strategy, and you'll expand your talent pool and become more visible to passive candidates.

Trends Survey Sampling and Methodology

Survey Sample

- Survey respondents are talent acquisition professionals who:
 - Work in a corporate HR department
 - Have at least some authority in determining their company's recruitment solutions budget
 - Focus exclusively on recruiting, manage a recruiting team, or are HR generalists who spend more than 25% of their time recruiting.
- Survey respondents are members of LinkedIn who have opted to participate in research studies. They were selected based on information in their LinkedIn profile and contacted via email

Data Comparisons

- Global comparisons are reported as un-weighted averages from all countries except where noted
- Historical data comparisons are taken from 2012 and 2011 Global Recruiting Trends research, which had similar sampling criteria and methodology to 2013
 - 2013 survey fielded April-May 2013 with 3,379 respondent
 - 2012 survey fielded May-July 2012 with 3,028 respondents*
 - 2011 survey fielded April-June 2011 with 3,263 respondents*

*China & Southeast Asia not included in 2011 and 2012



To learn more....

2013 Global Recruiting Trends Report

Global and Additional Countries: lnkd.in/GlobalRecruitingTrends

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