

2013 Global Recruiting Trends



US Snapshot

Top 5 Talent Acquisition Trends You Need to Know

LinkedIn  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



1. Recruiting/sourcing highly-skilled talent	52%	44%
2. Improving quality of hire	33%	30%
3. Pipelining talent	29%	25%
4. Improving sourcing techniques	21%	18%
5. Employer branding	17%	25%

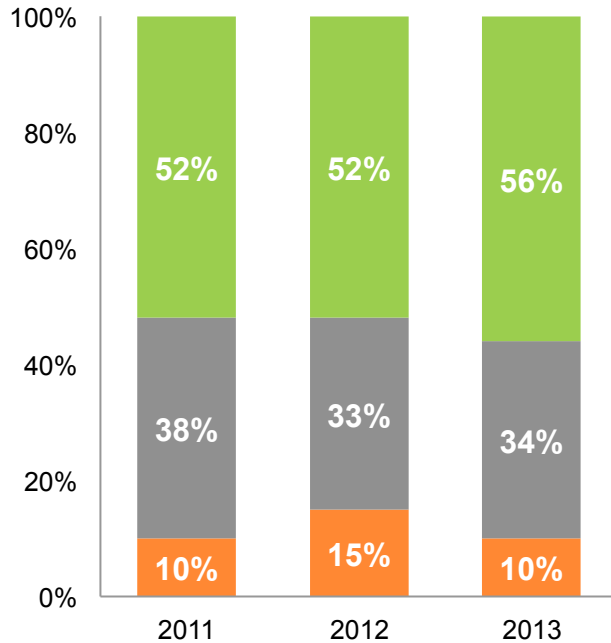
“Think about your talent acquisition organization's top priorities for 2013. Which of the following choices would you consider to be the most important and least important areas of interest for your organization?”

What makes the US unique?

- US talent leaders are concentrating on highly-skilled candidates more so than those in other markets
- ‘Increased competition’ has the largest increase from last year in reasons to invest in employer brand
- Focus on passive candidates has increased from 62% to 70% since last year

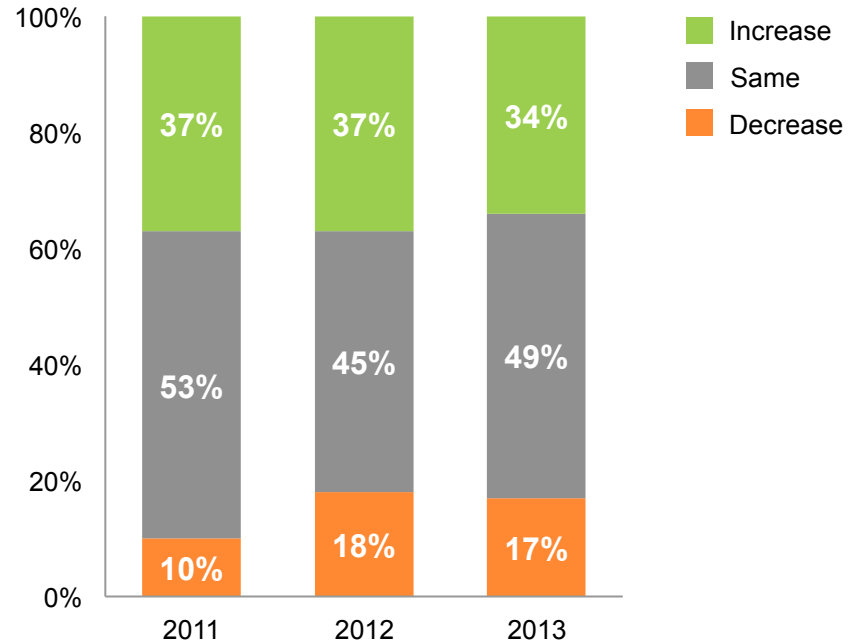
With hiring increasing faster than budgets, talent leaders must be more strategic with their resources

US Hiring Volume



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

US 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...](#)

1

Social professional networks

Increasingly impacting quality of hire

Social professional networks are the fastest-growing source of quality hires in the US...

Top 10 most important places to find quality hires

Sources of Quality Hires	2011	2012	2013	Increase (+) Decrease (-)
Employee referral programs	51%	46%	50%	
Social professional networks	29%	31%	42%	+13%
Company career website	35%	38%	42%	+7%
Internet job boards	41%	35%	37%	-4%
Internal hires	27%	31%	32%	+5%
Recruitment agencies	19%	19%	20%	
Internet resume databases	20%	18%	16%	-4%
Company ATS/internal candidate database	13%	10%	14%	
College recruiting programs	14%	12%	11%	-3%
Print newspapers/trade journals	4%	4%	3%	

“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



Finding better ways to source passive candidates	37%	27%
▶ Utilizing social and professional networks	36%	39%
Being a strategic talent advisor to the business	28%	22%
Upgrading employer branding	25%	33%
Training recruiters and hiring managers	22%	16%
Boosting referral programs	18%	21%
Increasing use of data analytics in recruiting	16%	10%
Optimizing your career site	14%	15%
Measuring quality of hire more consistently	13%	11%
Reducing dependence on traditional job boards	12%	7%

“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

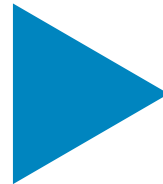
Forget the talent war; the employer branding war is in full swing in the US



Competitive Threat

Top 3 Threats

1. **Invest in their employer brand**
2. Build and nurture strong talent pools or pipelines
3. Learn to use social networking and social media more effectively



Competitive Advantage

85%

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	85%	79%	-6%
Friends/family, word of mouth	63%	61%	-2%
▶ Online professional networks (e.g. LinkedIn)	47%	54%	+7%
Social media (e.g. Facebook)	43%	45%	+2%
Public recognition/awards (e.g. 'Best Places to Work')	27%	30%	+3%
Traditional Job Boards	35%	26%	-9%
Public relations efforts	23%	25%	
YouTube videos	13%	12%	
Glassdoor	10%	11%	
Print ads	11%	9%	

“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

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



Believe organization utilizes data well to make hiring decisions	22%	23%
Regularly survey new hires to understand brand position	28%	34%
Regularly measure employer brand in a quantifiable way	30%	33%

✓ 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

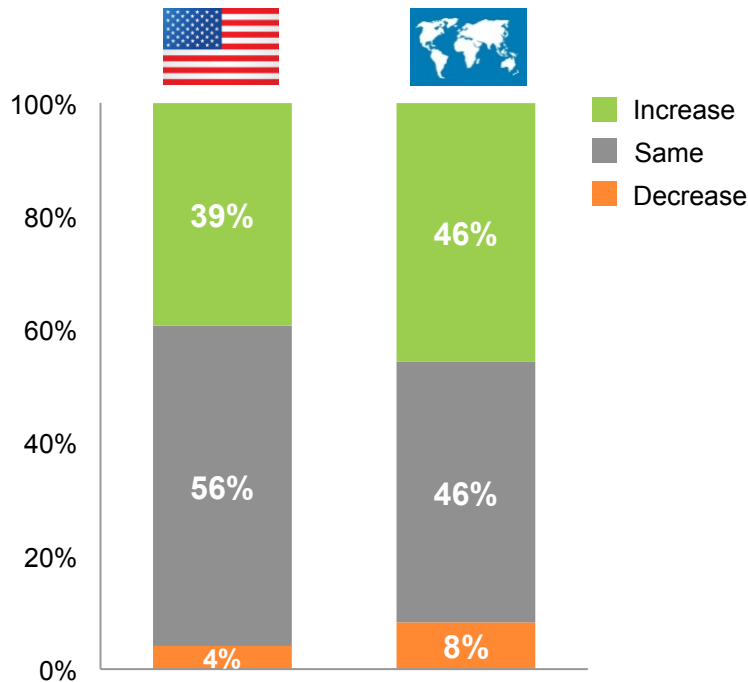


1. Pipelining talent proactively
2. Proactive sourcing
3. **Structured internal hiring process and supportive culture**
4. Workforce planning
5. Passive talent recruiting strategy

“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?”

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.

5

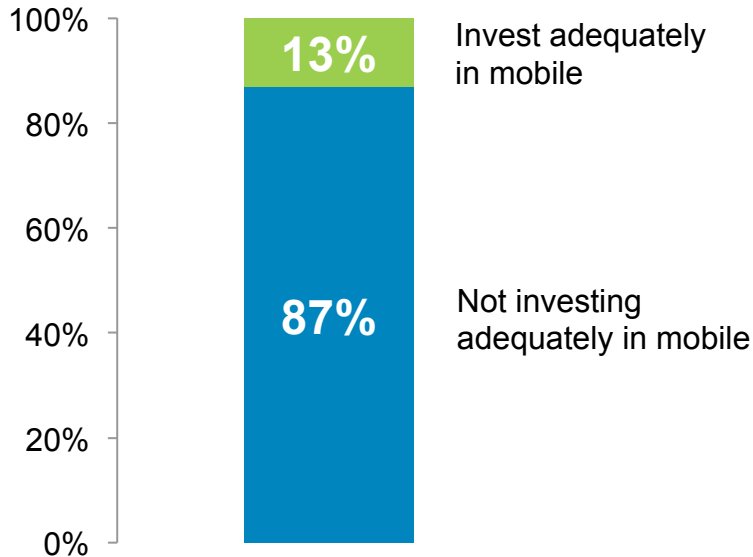
Mobile recruiting

The new terrain that companies are figuring out

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

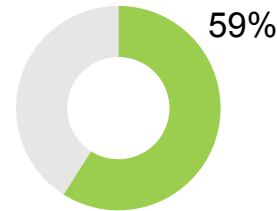


There has been limited investment globally in mobile-friendly ways to find, manage and nurture talent...

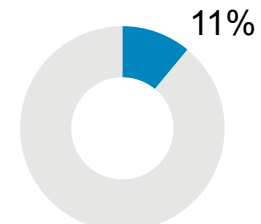
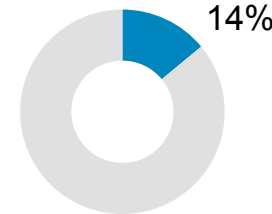
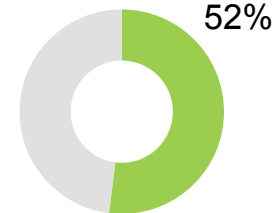


...but when candidates can easily access jobs on mobile devices, they like it and use it

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 & Next steps

How do you compare to your peers?

2013 Talent Acquisition Statistics



Employer Brand						
Our investment in employer brand increasing or staying same	95%			92%		
We measure our employer brand relative to our competitors for talent	33%			39%		
We regularly measure the health of our employer brand in a quantifiable way	30%			33%		
We regularly survey new hires to understand our brand position	28%			34%		
Passive Talent / Pipeline						
We focus on hiring passive talent (very much so / to some extent)	70%			61%		
We maintain a list of previously interesting candidates	54%			57%		
We have an active dialogue with previously interesting candidates	32%			33%		
We maintain a list of leads who haven't yet applied for any position	24%			22%		
Hiring and Budget Volume						
Hiring Volume – Full and PT professionals	56%	↔	↓	44%	↔	↓
Hiring Volume – Contractors, interim and temporary professionals	27%	↔	↓	27%	↔	↓
Hiring Budget	34%	↔	↓	30%	↔	↓
Internal Hiring Volume	39%	↔	↓	46%	↔	↓

✓ 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 the noted countries
- 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 533 US respondent
 - 2012 survey fielded May-July 2012 with 755 US respondents
 - 2011 survey fielded April-June 2011 with 790 US respondents



To learn more....

2013 Global Recruiting Trends Report

Global and Additional Countries: Inkd.in/GlobalRecruitingTrends

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