

Global Recruiting Trends 2016

Relationships at the core

LinkedIn Talent Solutions



Introduction

To truly influence business decisions, you need to understand where the industry is going. This 5th annual report uncovers worldwide recruiting trends that will move your organization forward, and help position you as a strategic business partner.

What's more interesting is a renewed emphasis on relationships, which is a critical factor in talent acquisition. Learn how this theme ties into the top priorities, upcoming challenges and opportunities ahead in 2016 and beyond.



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Key takeaways



Most important trends

Talent leaders continue to value quality of hire as the most important metric to track performance, and most organizations are measuring it with employee turnover. This could be why employee retention has emerged as a top priority over the next year. Also, employee referral programs are a key source of quality hires and are growing as a long-term play. Lastly, talent acquisition is investing more in employer brand, and working with cross-functional partners more than ever.

39%

agree quality of hire is the most valuable metric for performance

26%

consider employee referral programs to be a long-lasting trend

32%

say employee retention is a top priority over the next 12 months

59%

are investing more in their employer brand compared to last year

** What is the single most valuable metric that you use to track your recruiting team's performance today?*

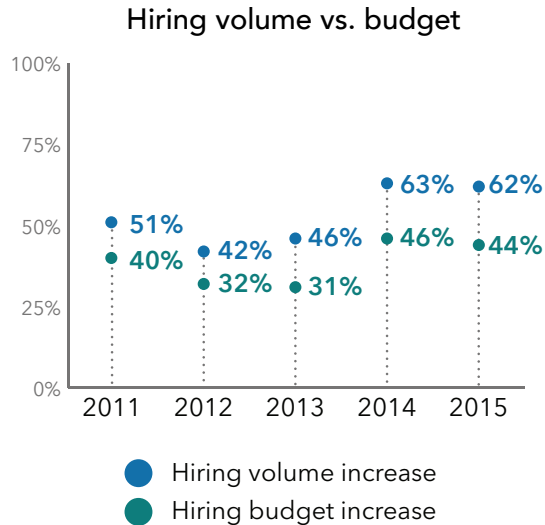
** What do you consider to be the three most essential and long-lasting trends in recruiting for professional roles?*

** Over the next 12 months, which of the following would you consider to be the most important priorities for your organization?*

** Please indicate the extent to which you agree with the following as they relate to your company's employer brand.*

Biggest challenges

The gap between hiring volume and budget is a continuous struggle, and their aligned movement indicates that this trend isn't going away anytime soon. This imbalance prevents organizations from overcoming obstacles or transforming their talent strategies.



Obstacles to attracting top talent

Finding candidates in high demand talent pools

46%

Compensation

43%

Competition

39%

* How do you expect the hiring volume across your organization to change in 2016 versus 2015?

* How has your organization's budget for recruiting / talent acquisition solutions changed from 2015 to 2014?

* What are your company's biggest obstacles to attracting the best talent?

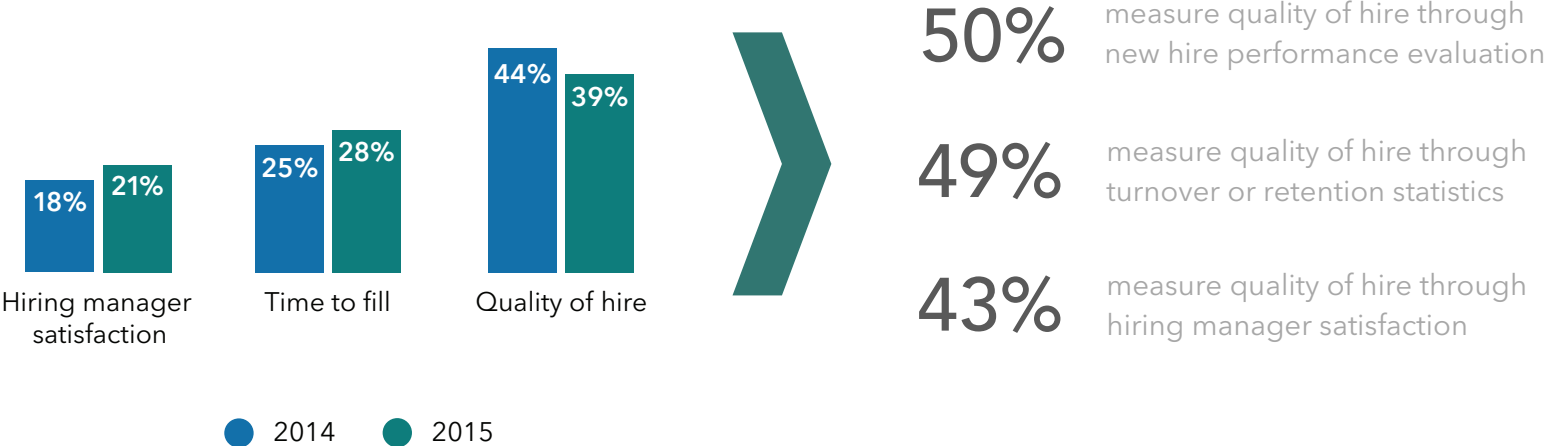
Quality of hire:
The magic metric



Quality of hire keeps the top spot

While the urgency to fill roles has made “time to fill” increase slightly, quality of hire continues to be the most valuable performance KPI. Most companies are measuring quality of hire with feedback methodology (such as new hire evaluations and hiring manager satisfaction), or a long-term methodology (employee retention).

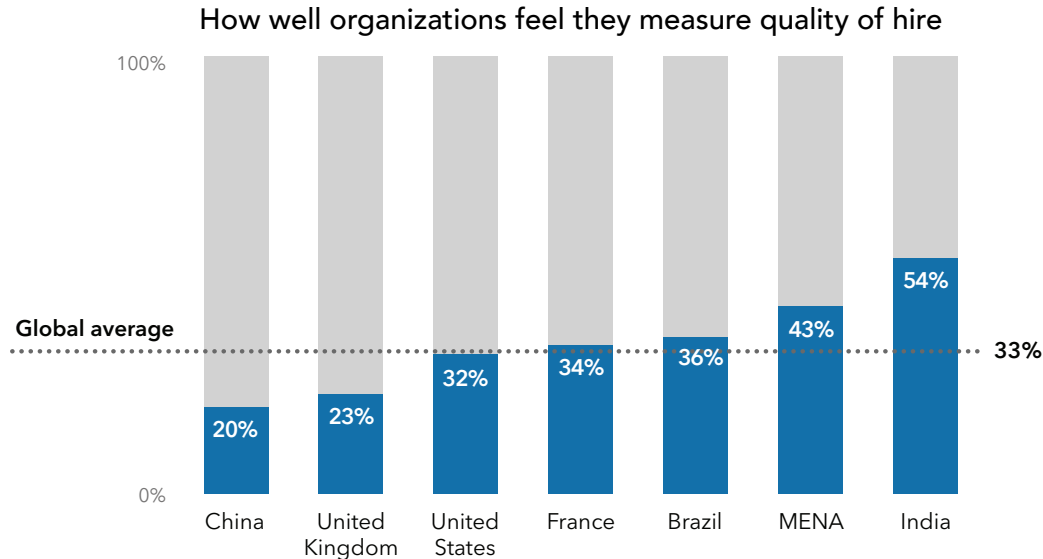
Most valuable metric



* What is the single most valuable metric that you use to track your recruiting team's performance today?

But leaders lack confidence in measuring quality

Talent leaders aren't convinced that they're measuring quality of hire effectively. Only 33% of respondents feel that their methodologies are strong, and an even smaller 5% felt "best in class." Therefore, there's a lot of opportunity to improve how you calculate and present quality of hire.



- High = We are best in class / Very well
- Low = Somewhat well / Not too well / Not at all / Don't know

* In general how well does your organization measure quality of hire?

“



Tiffany Ballve
Global Recruiting Manager
Appian

I'm not sure there is a secret sauce that can be applied across industries or even from company to company, but how we measure quality of hire is tenure and speed of career trajectory -- meaning promotions.

We take hire dates, roles, source of hire, and all promotion data into consideration. Using that, we are able to "quantify" who the rock stars are, and can draw commonalities or trends across those top performers. This helps our recruiters and sourcers hone in on those candidate profiles, and bring them into the company.

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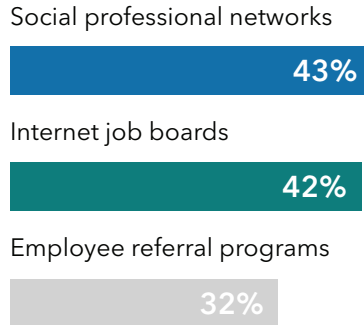
Employee referrals:
On the rise



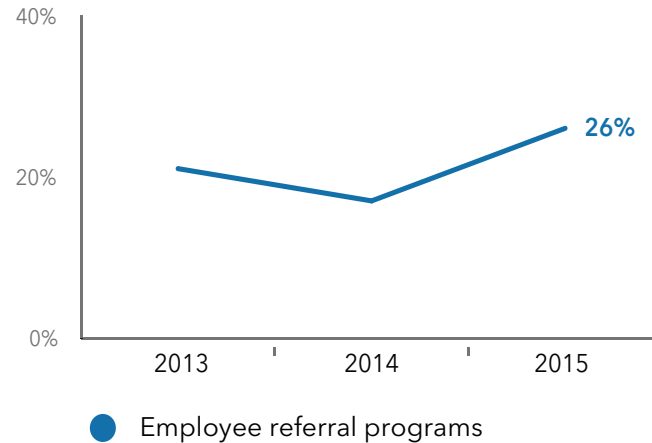
Referrals grow as a key source of quality hires

While social professional networks take the top spot in sources of quality hires, employee referrals has grasped the attention of talent leaders worldwide. It's likely because referred employees have a longer tenure ([Jobvite Index](#)) and higher job performance ([ERE](#)). As a result, more leaders consider employee referrals to be an essential trend.

Top sources of quality hires



Long-lasting trends in recruiting

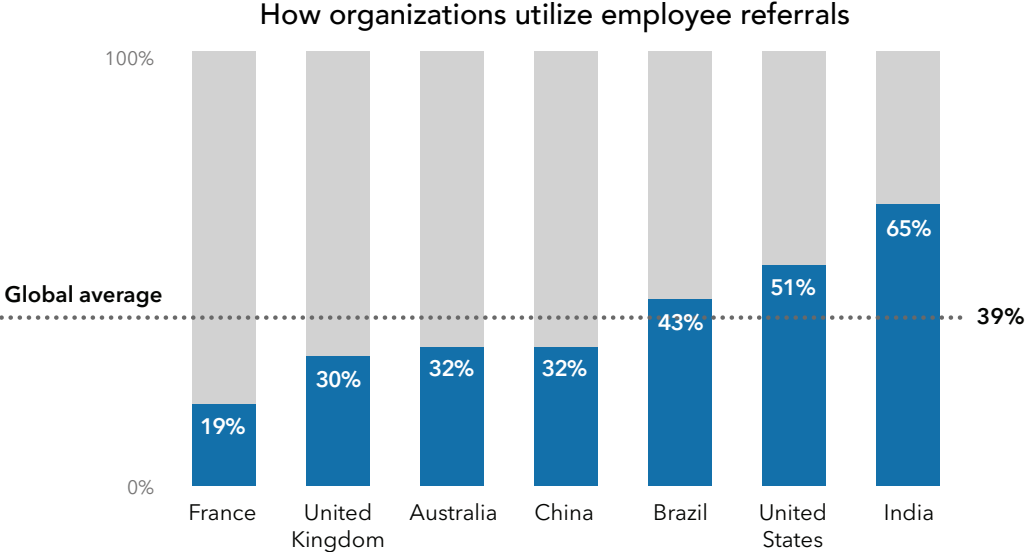


* Out of the quality hires your organization made in the past 12 months, which of the following were the most important sources?

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

Opportunities ahead for referral programs

Since employee referrals are starting to emerge as a long-lasting trend, there's a huge opportunity to get ahead and strengthen programs. 39% of talent leaders rank high on using employee referrals, but only 8% truly feel "best in class". No matter where your country is on the scale, there's still progress to be made.



- High = We are best in class / Very well
- Low = Somewhat well / Not too well / Not at all / Don't know

* In general how well does your organization utilize employees for job referrals?

“



Steve Klingensmith
Recruiting Manager
Booking.com

Employee referrals are the single most important thing we do in recruiting. It is the number one source of good, quality hires. Unfortunately, most companies treat their referral program like an HR program. If you really want to succeed with referrals, you need to treat it like a marketing program.

Also, candidates are more likely to listen to their own network and their friends. Our employees are the ones who can most accurately vouch for what it's like to work here. Employee referrals get us a lot further in the conversation than we otherwise would have.

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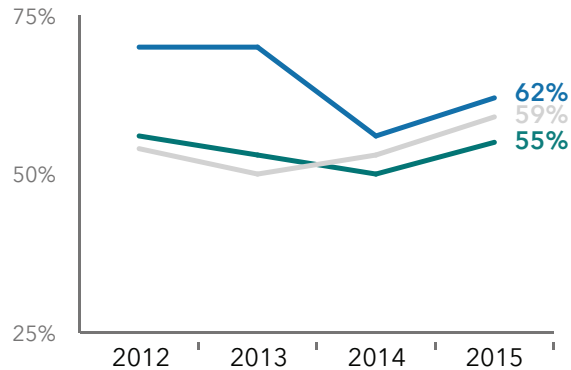
Employer brand:
A cross-functional
priority



The push for employer brand is paying off

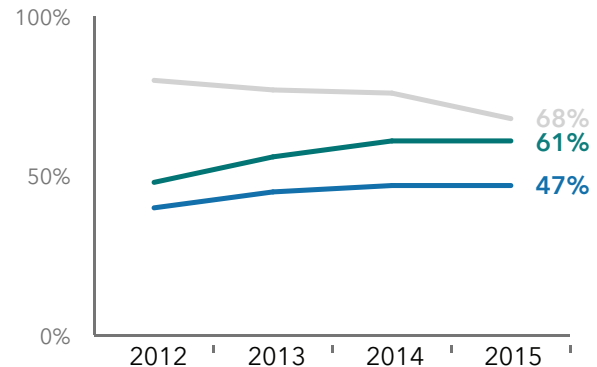
After a dip last year, employer brand re-emerges as a top priority. Also, spending on employer brand has significantly increased over the past two years. As a result, organizations are creating more proactive strategies and using more outbound channels, like online professional networks and social media.

How organizations value employer brand



- Employer brand is a top priority for our organization
- We have a proactive employer brand strategy
- We are investing more in our employer brand compared to last year

Most effective employer branding tools



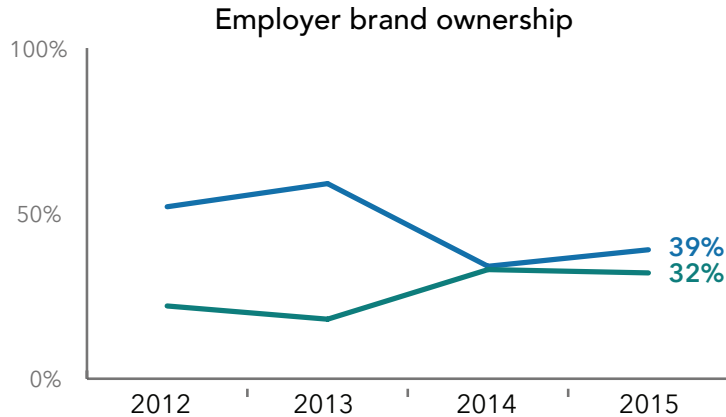
- Social media (e.g. Facebook Twitter)
- Online professional networks (e.g. LinkedIn)
- Company website

* Please indicate the extent to which you agree with the following as they relate to your company's employer brand?

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

Partnership with marketing is crucial

As organizations invest more in their employer brand, talent acquisition teams worldwide continue to share employer brand efforts with cross-functional partners. And who are they partnering with the most? Their marketing departments. A strong relationship with marketing will be key to employer brand excellence.



- Talent acquisition shares or contributes to managing employer brand
- Talent acquisition owns employer brand

47%

say they share or contribute to employer branding with marketing

* To what extent is talent acquisition at your company responsible for managing your company's employer brand?

“



Adam Sunman
Employer Branding and Social Media Lead
Vodafone

Being Britain's most valuable brand, we have a really heavy emphasis on how we are positioned. So when we overhauled our employer brand, we had to work very closely with human resources, brand marketing and communications teams to ensure that we were all aligned. For nearly a year, we met regularly to create an employer brand framework and a launch plan to the markets.

When you're rolling out a talent brand across more than 25 countries, you need every bit of help you can get. Marketing's vested interest in our employer brand refresh was invaluable to our success. We also found it vital to work with the communications teams, who ensured that the messaging was on point.

”

Retention and
internal mobility:
Time to align



Retention emerges as a top priority

Employee retention is top of mind among talent acquisition leaders. However, internal hiring (which helps address employee retention) is significantly lower on the priority scale. Furthermore, less than one-third say that internal hiring is central to their strategy. Those who are concerned about retention will prioritize internal recruiting.

Recruiting priorities

Employee retention



Internal hiring & transfers



Recruiting internal candidates



- Very much so
- To some extent

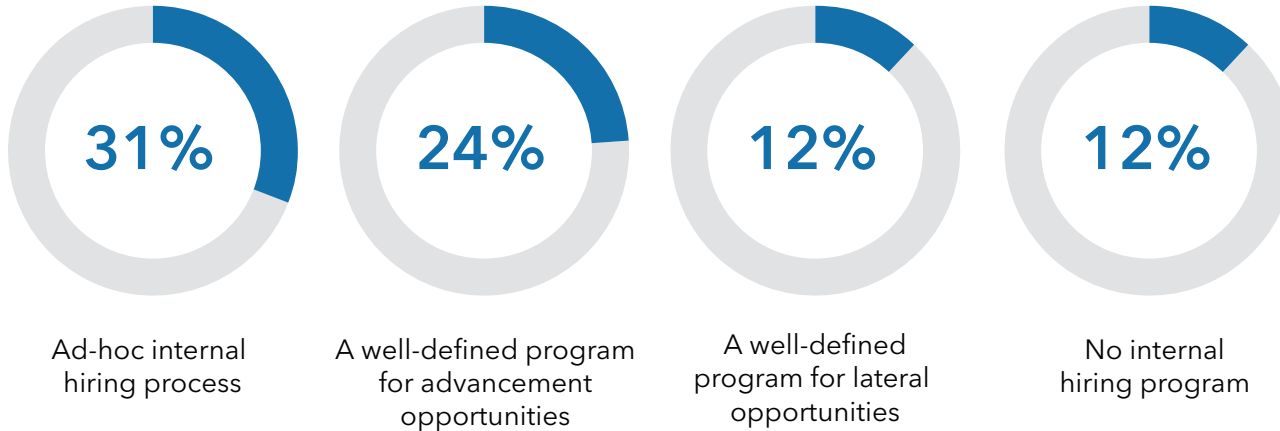
- Not much/Not at all
- Don't know

* Over the next 12 months, which would you consider to be the most important priorities for your organization?

* To what extent does your company recruit the internal candidates?

Time to focus on internal recruiting

Since internal hiring isn't a top priority, it's somewhat disorganized. Currently, most internal hiring occurs on a case-by-case basis with very few defined programs in place. Not only should talent leaders formalize the internal recruiting process, but recruiters should maintain relationships with candidates post-hire and keep them in their long-term pipeline.



* Which of the following statements best describes your company's internal hiring / internal transfer efforts?

“



Purnima Kumar
Global Strategic Sourcing Director, Talent Acquisition
Accenture

To remain ahead of the game, it's important to listen to and take care of your workforce. At Accenture, we have we have invested millions of dollars in global employee training and professional development.

One key program is our new holistic approach to performance management - Performance Achievement - that encourages people to build on their strengths and potential. Another important offering is our Careers Marketplace, in which employees can see every open job opportunity and the specific skills needed for each position.

There are many programs designed to engage, develop and retain talent. You must be passionate about your people and committed to enabling them to grow and succeed.

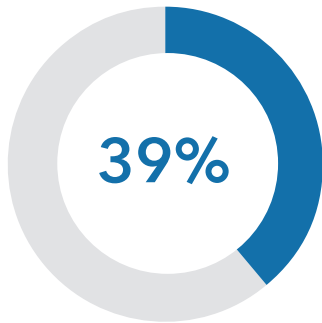
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Parting thoughts

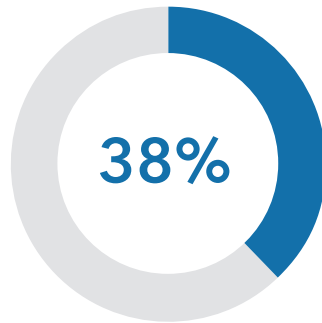


Recruiting trends to keep in mind

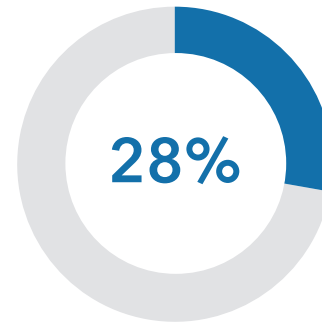
Looking ahead, there are certain areas that will continue to remain dominant, like social professional networks and sourcing passive candidates. We also expect employer branding and employee referral programs to get stronger in 2016 and beyond. The common thread among all of these is the power of relationships - the relationships you have with your candidates, cross-functional partners, and employees will pave the path to talent acquisition success.



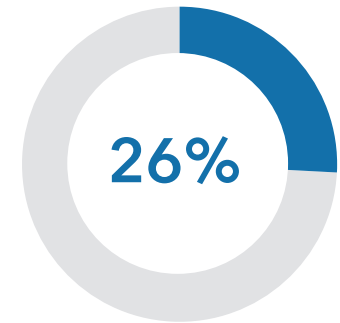
Utilizing social and professional networks



Employer branding



Finding better ways to source passive candidates



Employee referral programs

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

Put these insights into action

Now that you have the data, use it to plan for the future. Set yourself up for success by incorporating these trends and insights into your strategies. Start planning for next year, get buy-in from leadership and your team, and show off your strengths by using the data today:

- 1 Share the data.** Present this report, or download all the graphs to share these insights with your boss, CFO, team and direct reports.
- 2 Download your country report.** Get specific trends on a country level. There are over 30 unique reports available.
- 3 Continue learning.** Dig into certain topics by downloading ebooks and tipsheets on employer brand, sourcing and more.

Methodology



About this report

We surveyed 3,894 talent acquisition decision makers who work in a corporate HR department and have some authority in their company's recruitment solutions budget. These individuals focus exclusively on recruiting, manage a recruiting team, or are HR generalists. These survey respondents are LinkedIn members who opted to participate in research studies. They were selected based on information in their LinkedIn profile and contacted via email.

We also compared historical Global Recruiting Trends research taken from 2011 - 2014, which had similar sampling criteria and methodology.

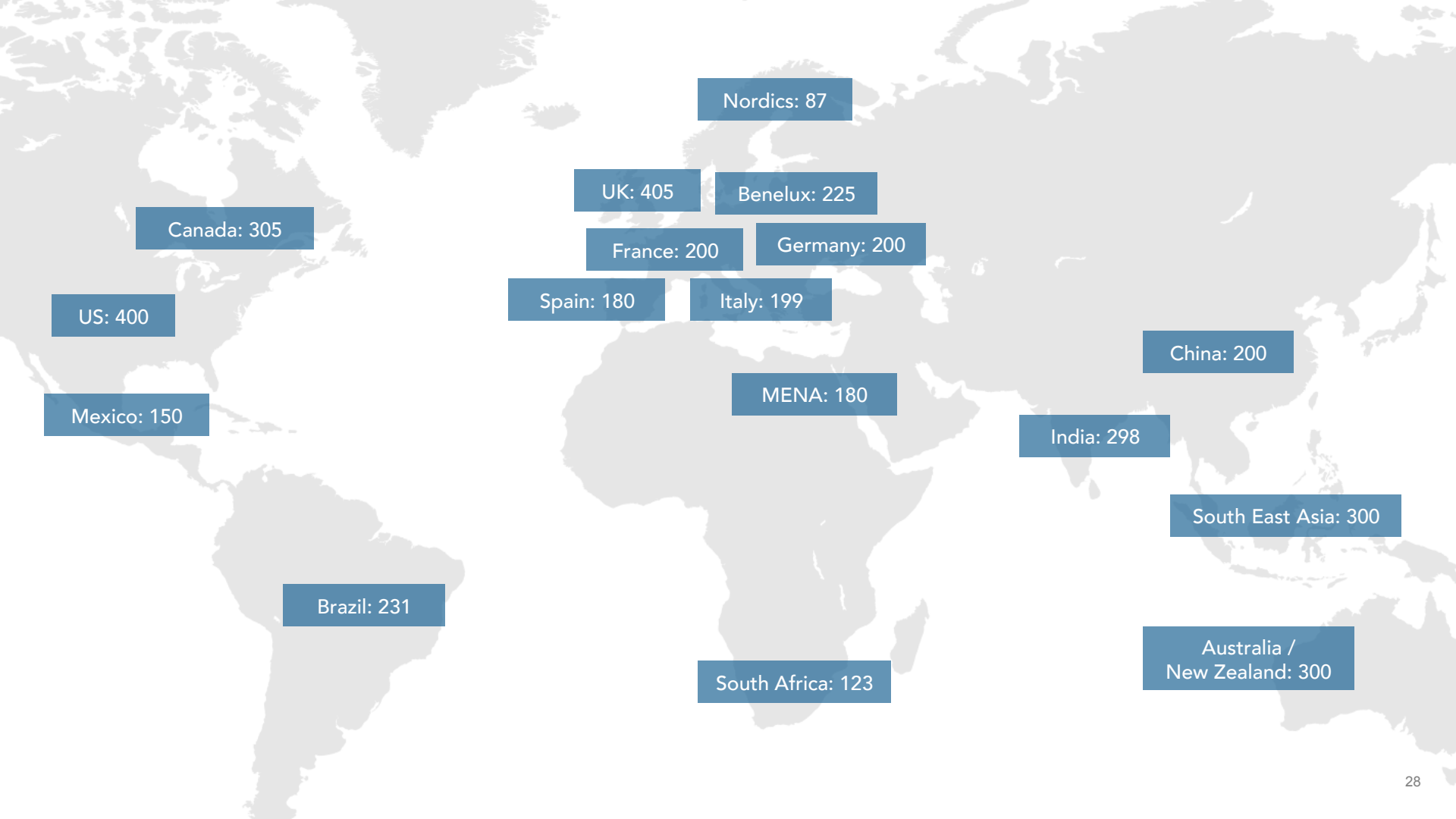
2014 Survey fielded August - September
4,125 global respondents

2012 Survey fielded May - July
3,028 global respondents

2013 Survey fielded August - September
3,379 global respondents

2011 Survey fielded April - June
3,263 global respondents

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About LinkedIn Talent Solutions

LinkedIn Talent Solutions offers a full range of recruiting solutions to help organizations of all sizes find, engage, and attract the best talent.

Founded in 2003, LinkedIn connects the world's professionals to make them more productive and successful. With over 380 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network.



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