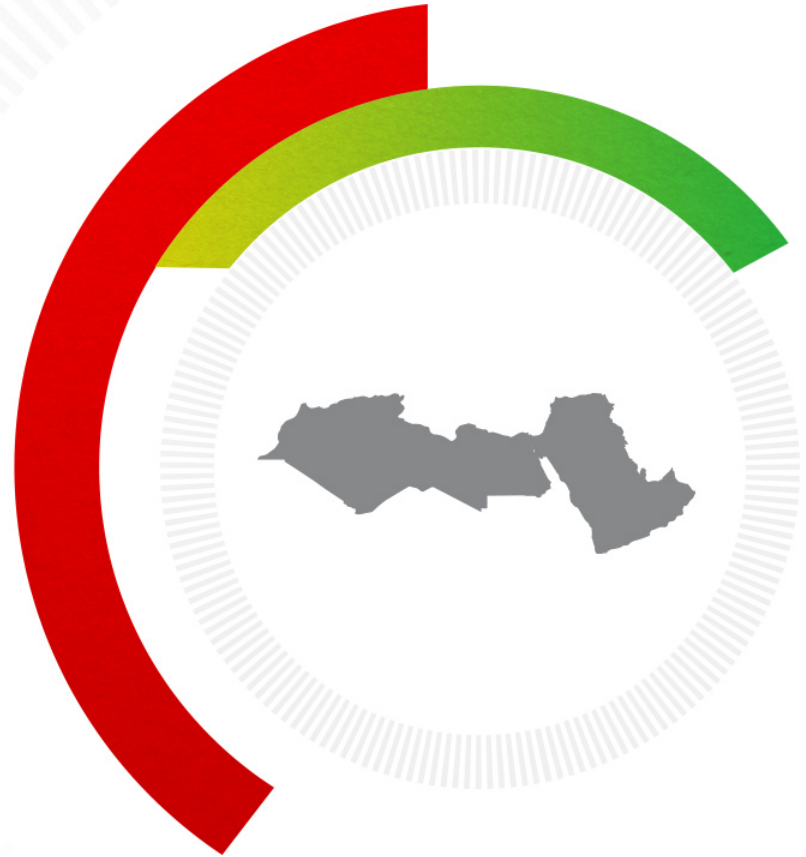


MENA

Recruiting Trends 2016

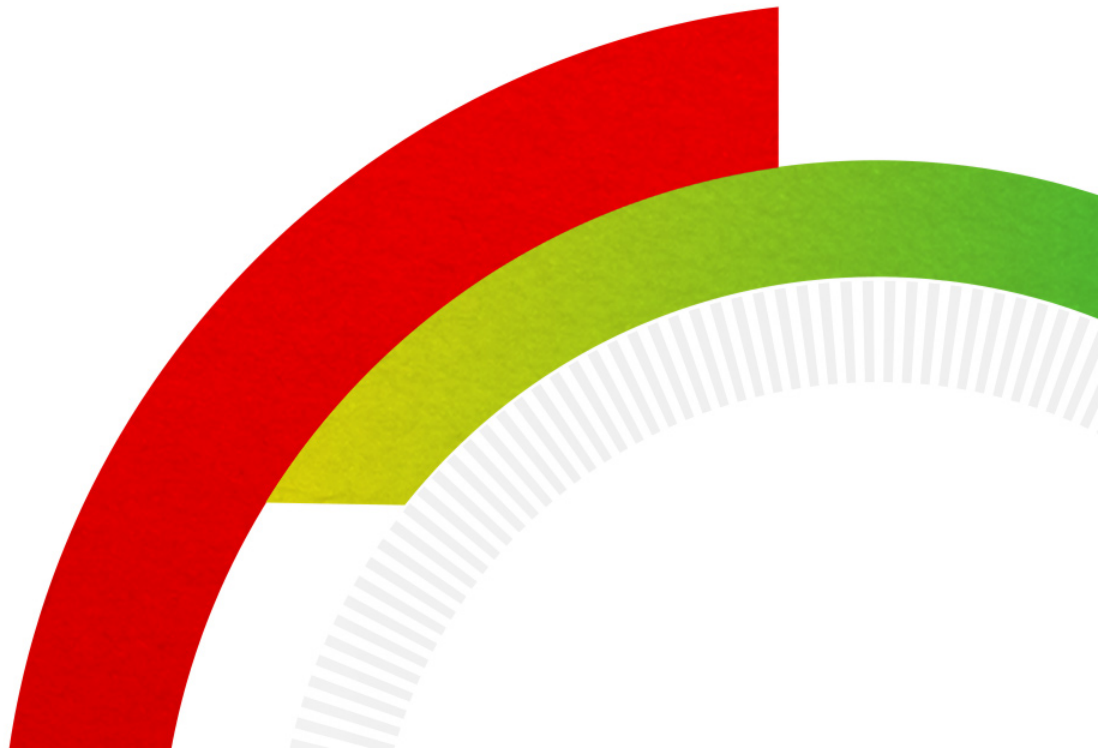
LinkedIn Talent Solutions



Introduction

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

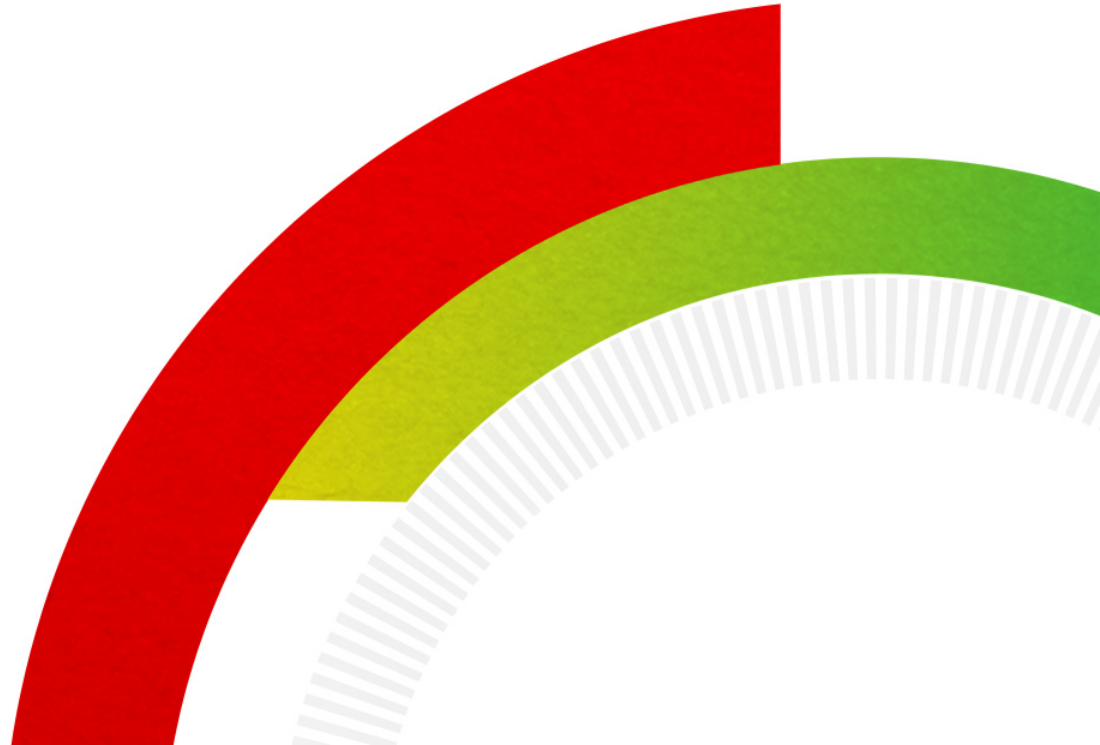
What's more interesting is a renewed emphasis on a critical factor in talent acquisition: relationships. Learn how this theme ties into the top priorities, upcoming challenges and opportunities ahead in 2016 and beyond.



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Key takeaways



Most important trends

Talent leaders across the Middle East and North Africa continue to use quality of hire as their key performance metric, and they're measuring it with employee turnover. As a result, employee retention is now seen as a top priority over the next 12 months. Lastly, employer brand is starting to gain momentum thanks to talent acquisition's strong partnership with marketing.

37%

agree quality of hire
is the most valuable
performance metric

28%

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

33%

either share or
contribute to employer
branding

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

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

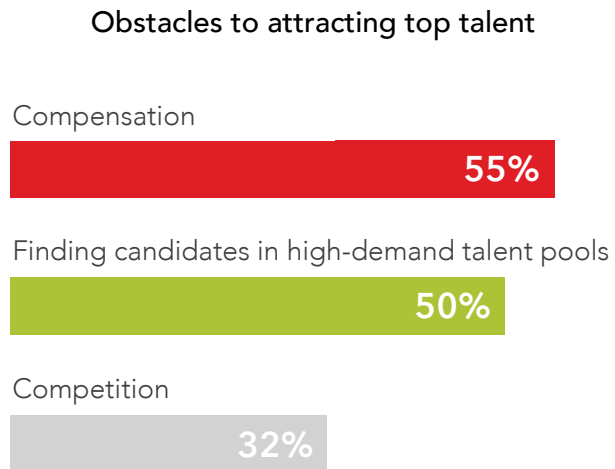
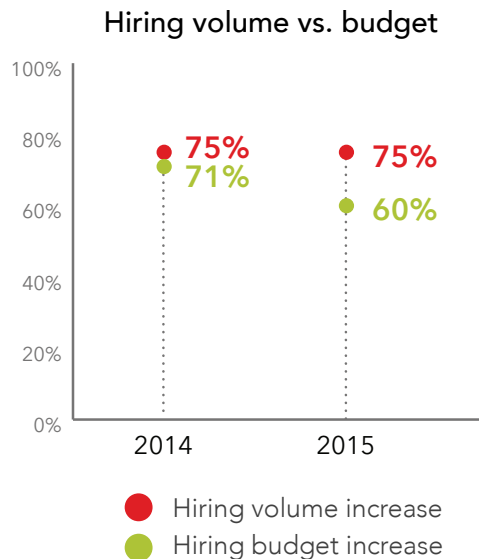
** To what extent is the talent acquisition function at your company responsible for managing employer brand?*



Share these stats

Biggest challenges

The gap between volume and money has significantly widened this past year, making it more difficult for organizations to overcome their biggest obstacles: compensation and sourcing in-demand talent.

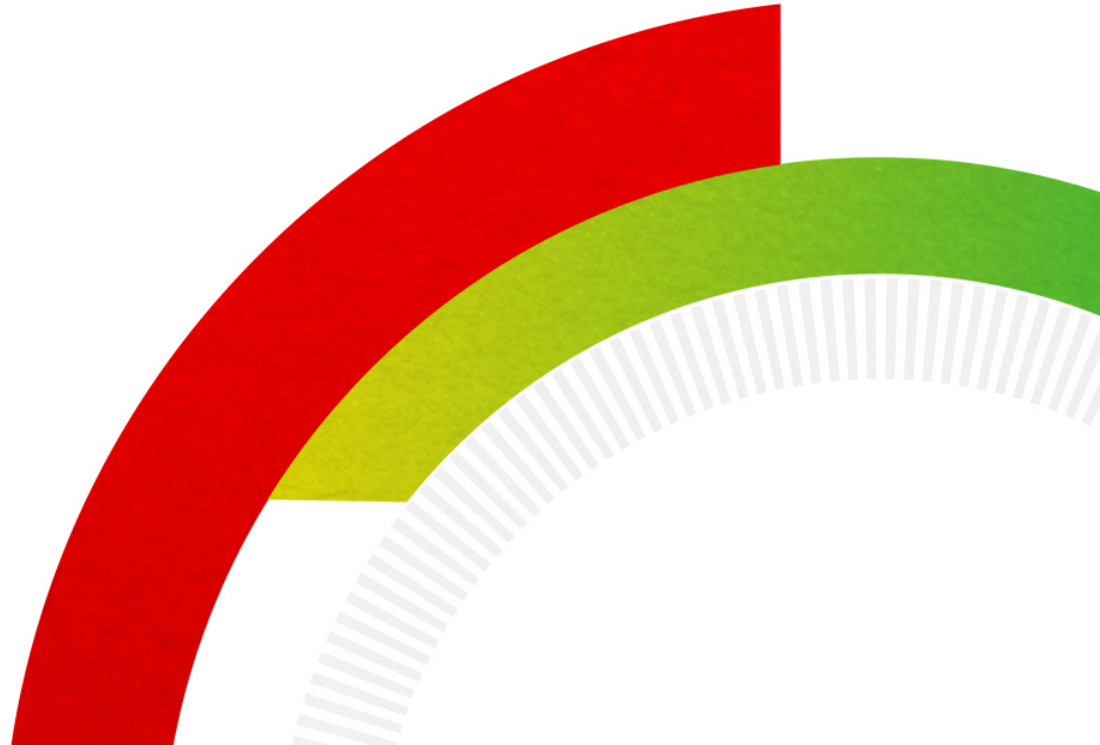


* How do you expect the hiring volume across your organization to change in 2016 versus 2015?

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

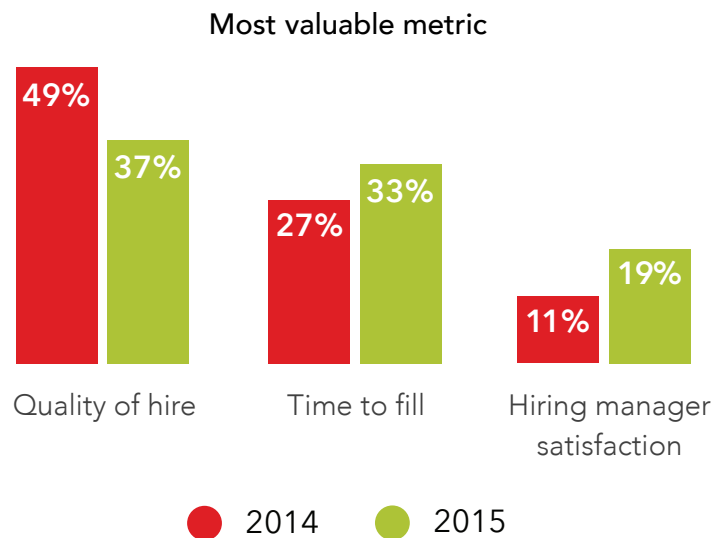
* What are your company's biggest obstacles to attracting the best talent?

Quality of hire:
The magic metric



It's about quality over quantity

While hiring manager satisfaction has slightly increased, quality of hire continues to be the most valuable key performance indicator. Most companies measure quality of hire through feedback (new hire evaluations), but many are starting to look longer-term with employee retention.

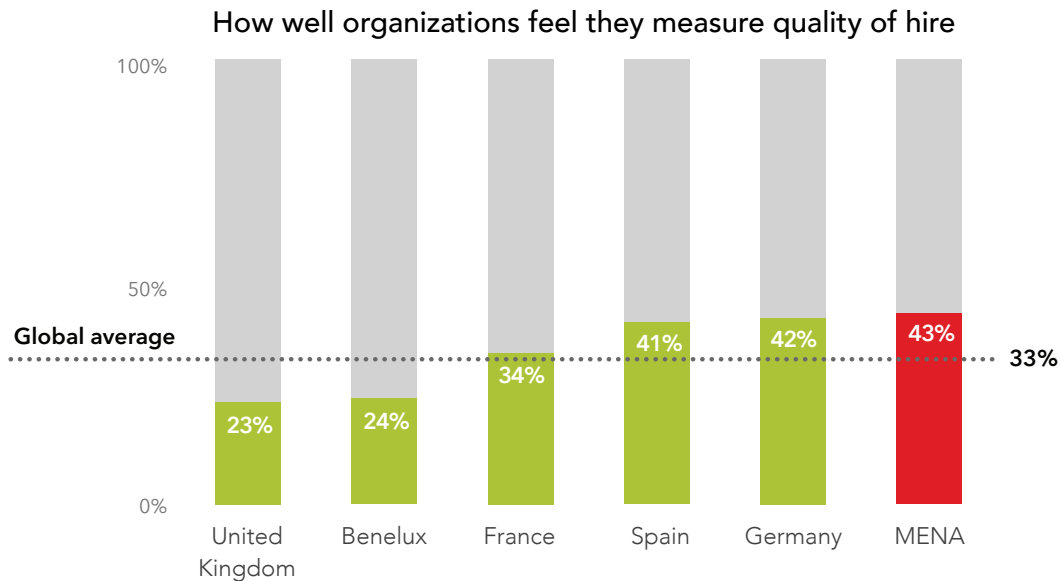


* What is the single most valuable metric that you use to track your recruiting team's performance today?

* What metrics does your organization use to track quality of hire?

MENA leaders growing more confident

Globally, most talent leaders aren't convinced they are measuring quality of hire effectively. Those in MENA are feeling more confident. However, there is still progress to be made. Consider refining current methodologies or experimenting with new ones.



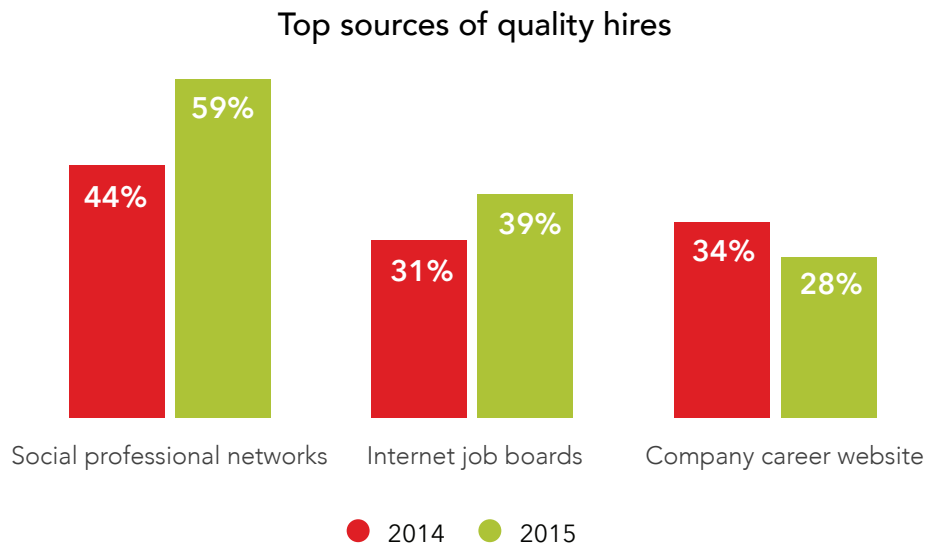
- High = We are best in class / Very well
- Low = Somewhat well / not too well / not at all

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

[Read more on the blog](#)

Social professional networks drive quality hires

Social professional networks drastically grow as an essential source of quality hires, while job boards continue to be a key piece to the recruiting mix. Social professionals networks are a key tool that allow recruiters to build and maintain relationships with passive talent.



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

“

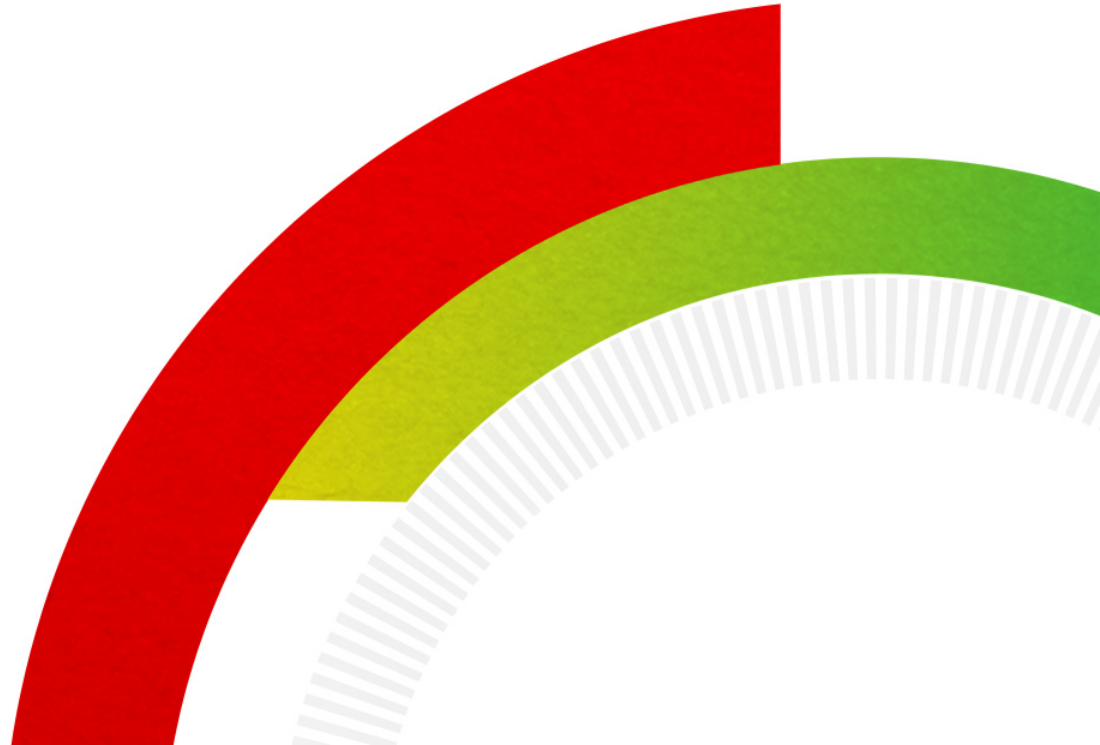


Harry Kumra
Vice President Resourcing
Jumeirah Group

We aspire to be an employer of choice. Our international growth means we are always looking at innovative ways of attracting new talent to join us. As a result, the quality of hire is extremely important. It allows us to consistently deliver our brand promise of 'Stay Different' and to focus on growing the careers of our colleagues.

”

Employer brand:
Gaining ownership



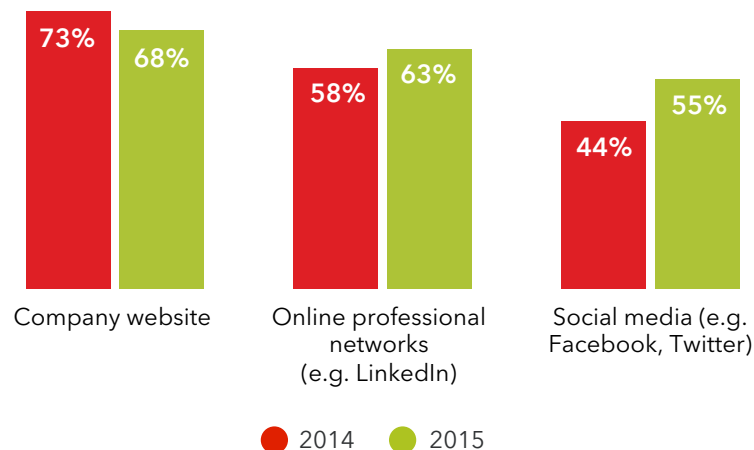
Employer brand gaining momentum

Employer brand is becoming more important in MENA, so talent leaders shouldn't lose momentum selling the concept to leadership. Since investment remained flat, organizations focused on more outbound channels (like professional networks and social media) to extend their employer brand.

How organizations value employer brand



Most effective employer branding tools

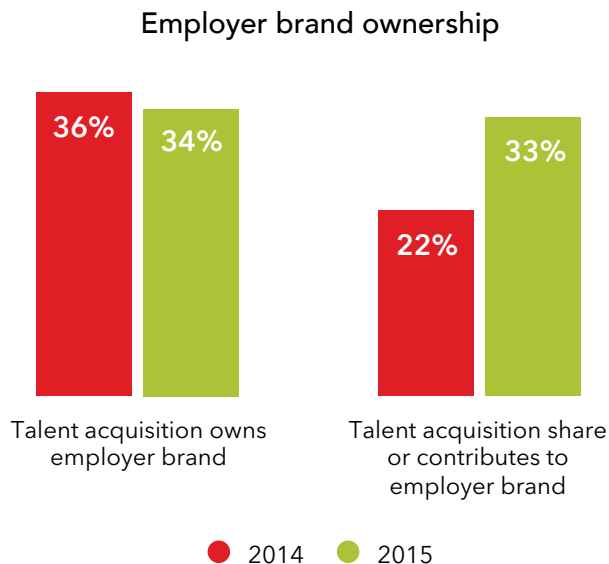


* Please indicate the extent to which you agree with the following as they relate to your company's employer brand?

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

Partnership with marketing is crucial

The growth in employer brand prioritization likely has to do with your cross-functional partnerships, as shared and contributed ownership of employer brand efforts have grown significantly in the past year. And guess who shares the majority of that responsibility with you? Marketing. A strong relationship with marketing powers talent brand excellence.



42%

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?

“

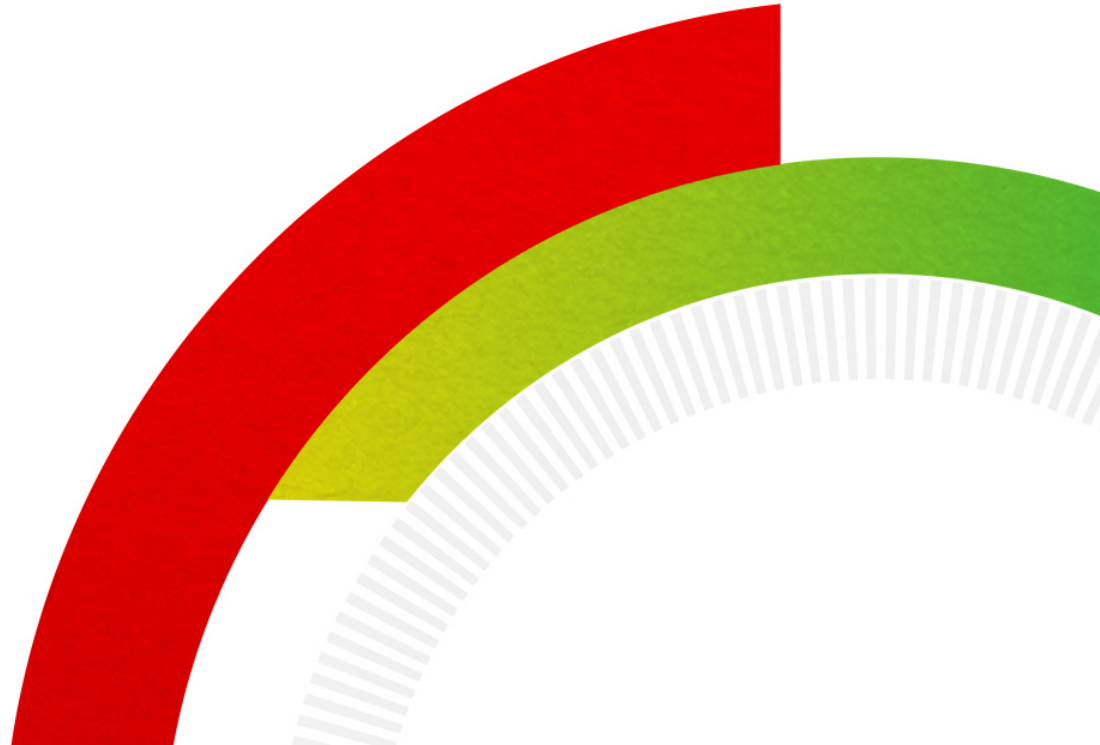


Russell Hall
Group Head of Talent Acquisition
Al Tayer Group

We're built on the firm belief that our people are the source of our competitive advantage. Therefore, we developed a comprehensive approach to attracting, developing and retaining the best talent. Our Employer Branding strategy encompasses these three aspects holistically by focusing on the employee lifecycle and allowing our workforce to collaborate with us in creating a meaningful and rich working environment. We have an amazing story to tell to current and future employees from around the world to showcase our story, that will allow us to differentiate ourselves from our competition.

”

Retention &
internal mobility:
Time to align



Retention is an emerging priority

Employee retention emerges as a top priority for recruiters. However, internal hiring (which helps address employee retention) is significantly lower on the scale. Also, a surprising number of organizations are only recruiting internally to some extent. Leaders who are truly concerned about retention will prioritize internal recruiting.

Recruiting priorities



Internal hiring & transfers



Recruiting internal candidates



- Very much so
- To some extent
- Not much/Not at all
- Don't know

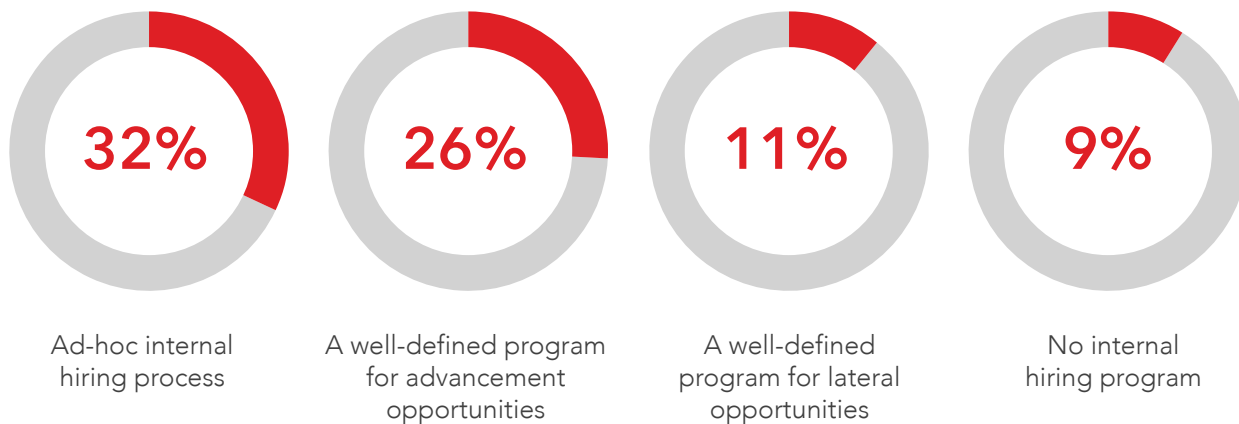
Figures may not add to 100% due to rounding

* 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 hiring

Since internal hiring isn't a top priority, there isn't a formal structure. Most internal mobility occurs on a case-by-case basis with few programs in place. Not only should talent leaders formalize the process, but recruiters should maintain relationships with candidates post-hire to keep them in their future pipeline.



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

“

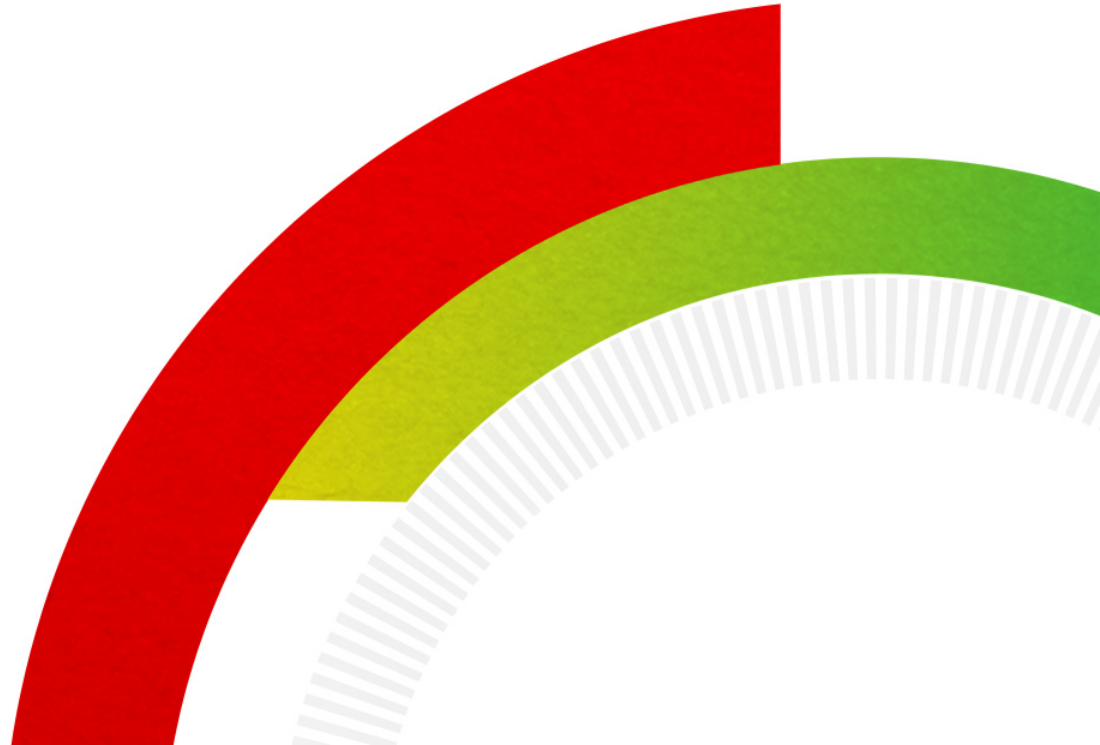


George Lambros
Chief Human Resources Officer
Alghanim Industries

As a diversified business, Alghanim Industries offers its employees unique opportunities to gain experience and build capabilities across multiple industries. We place a high priority on training and development, which help support our employees as they build rewarding careers within the company.

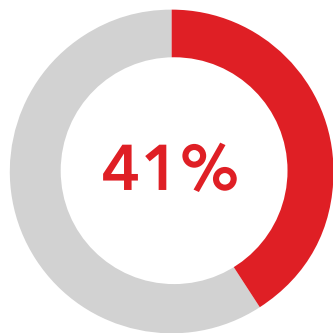
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Parting thoughts

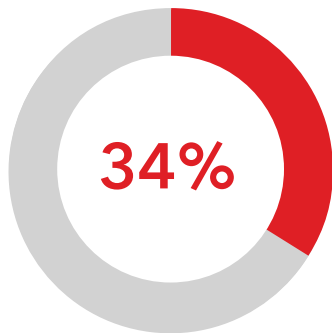


Recruiting trends that are here to stay

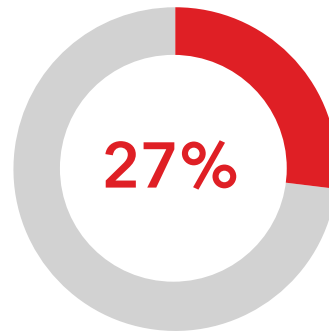
Looking ahead, there are certain areas that will continue to remain dominant, like employer branding and sourcing passive candidates. We also expect social professional networks and employee referral programs to get stronger in 2016 and beyond. The common thread among all these is the power of relationships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



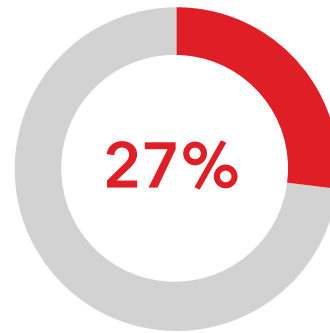
Utilizing social and professional networks



Employer branding



Employee referral programs



Finding better ways to source passive candidates

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 here to share these insights with your boss, CFO, team and direct reports.

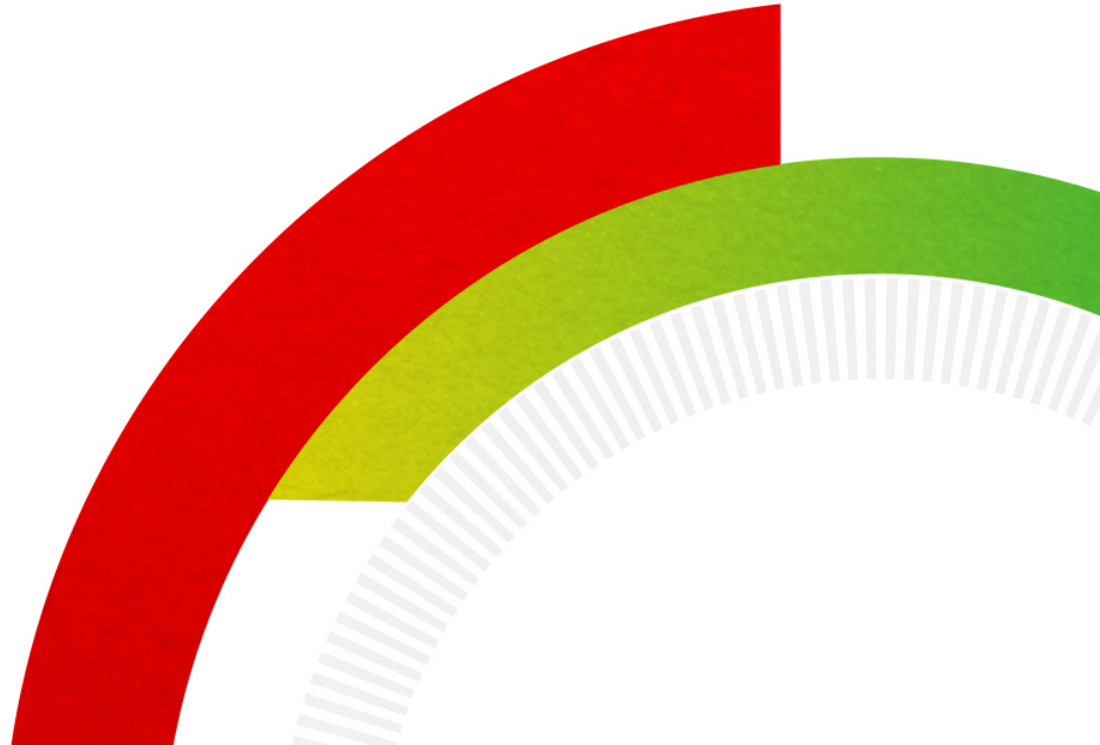
2

Download the global report. Visit our website to download the global report and see what's trending worldwide.

3

Continue learning. Dig into certain topics by downloading ebooks and tipsheets on talent brand measurement, strategic 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.

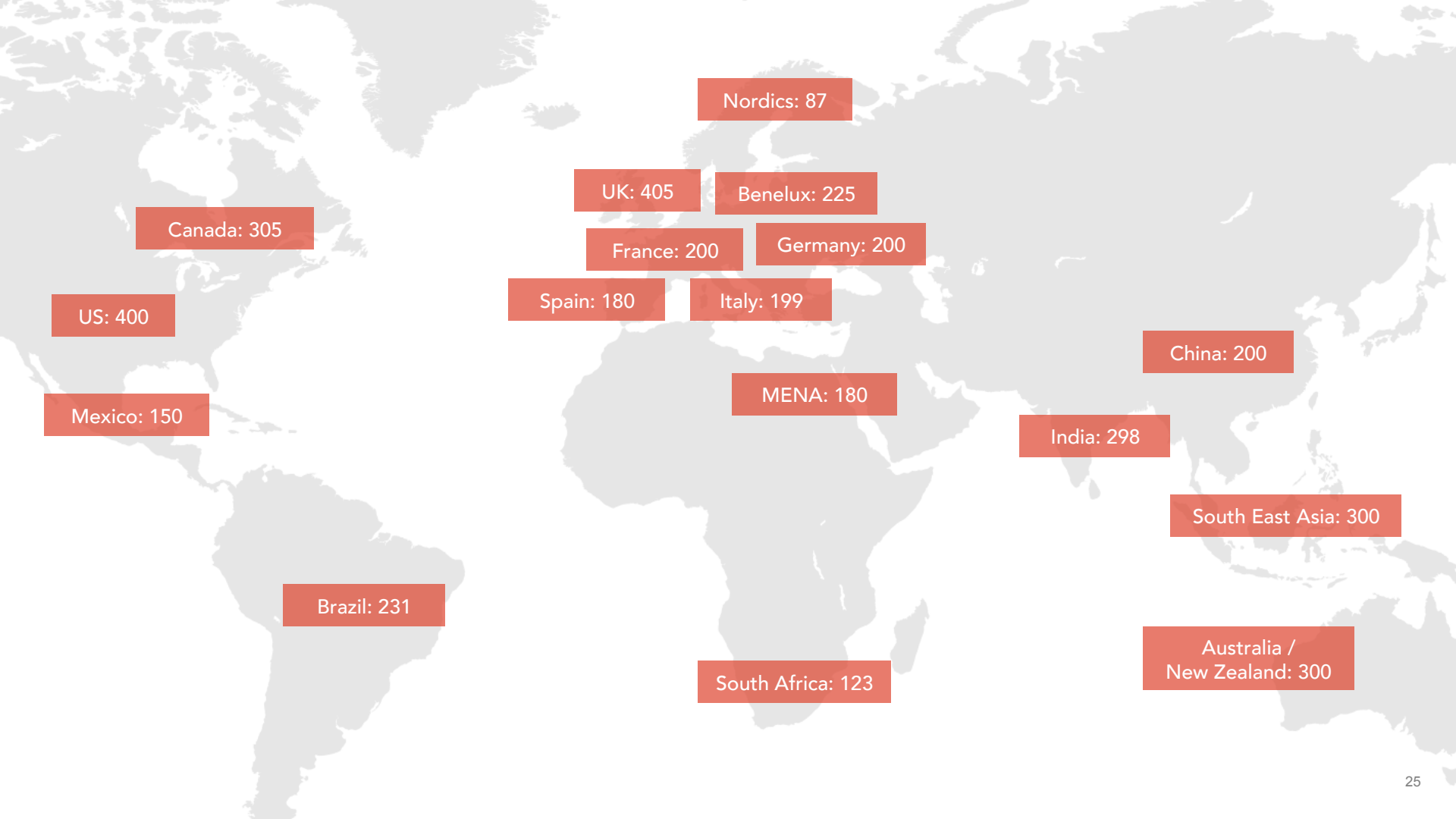
2014 Survey fielded August – September
4,125 global respondents

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

Learn what's trending around the globe. [Download the report](#) 



Nordics: 87

UK: 405

Benelux: 225

France: 200

Germany: 200

Spain: 180

Italy: 199

MENA: 180

South Africa: 123

China: 200

India: 298

South East Asia: 300

Australia /
New Zealand: 300

Canada: 305

US: 400

Mexico: 150

Brazil: 231

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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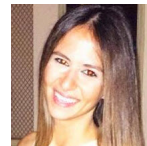
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