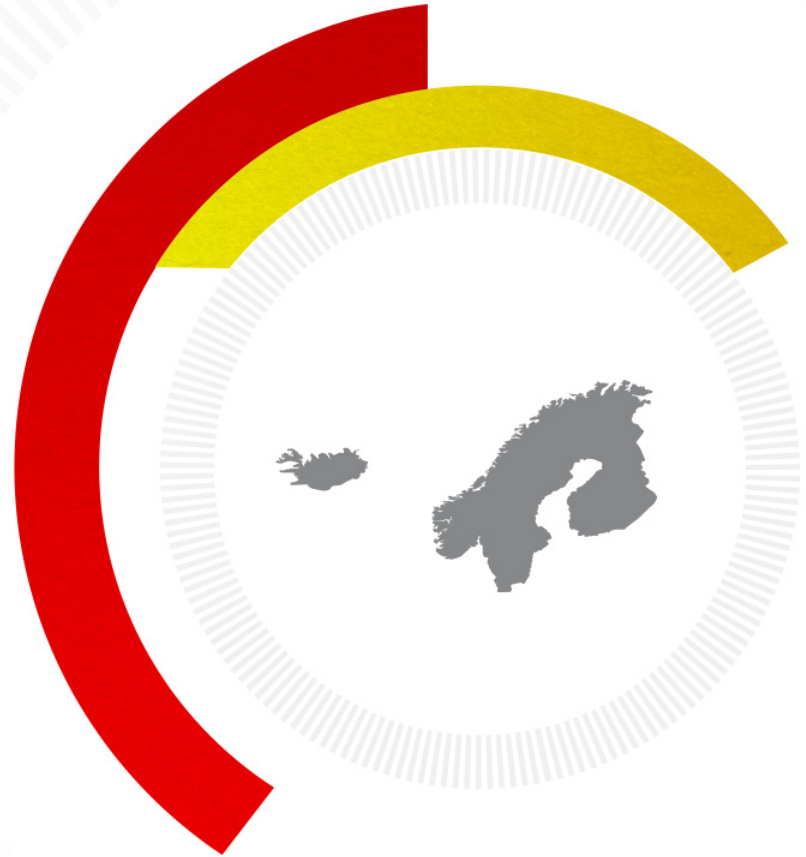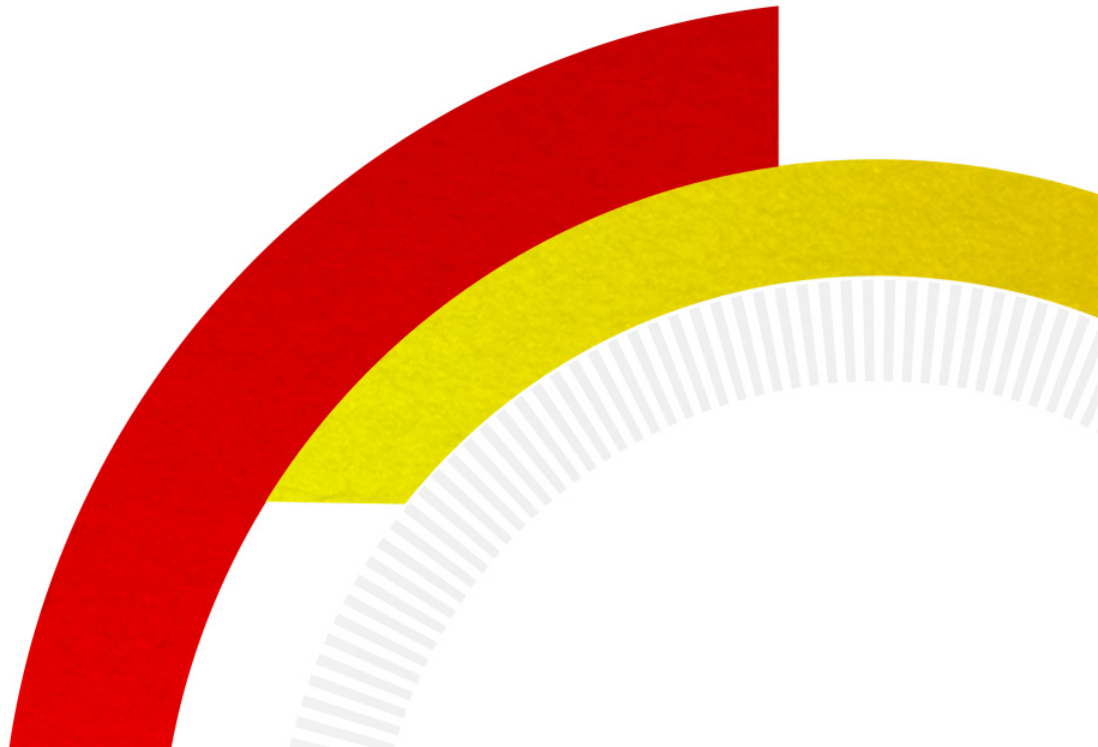# Introduction

To truly influence business decisions, you need to understand where the industry is going. This annual report uncovers recruiting trends in Denmark, Finland, Norway, and Sweden that will move your organization forward, and help position your 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.

Index

Key takeaways

Most important trends

Quality of hire and pipelining talent continue to be top priorities for talent leaders in Denmark, Finland, Norway, and Sweden. When it comes to employer branding, talent acquisition is working more closely cross-functional partners, and many believe employer brand is a long-lasting trend.

23%
agree improving quality of hire is a top priority

26%
agree pipelining talent is a top priority

43%
say talent acquisition shares or contributes to employer branding

49%
consider elevating the employer brand to be a long-lasting trend
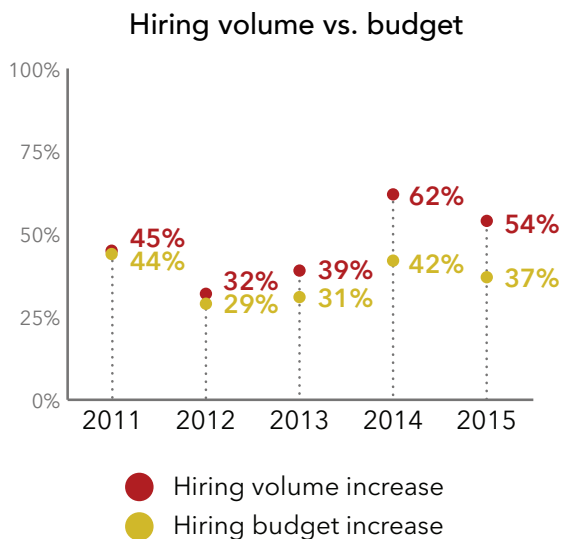
Over the next 12 months, which of the following would you consider to be the most important priorities for your organization?
To what extent is the talent acquisition function at your company responsible for managing employer brand?
What do you consider to be the three most essential and long-lasting trends in recruiting for professional roles?

Share these stats

Biggest challenges

While the gap between hiring volume and budget has slightly closed over the past year, it's not going away anytime soon. The metrics move in alignment with each other, indicating that this trend will continue. This imbalance prevents organizations from overcoming obstacles or transforming their talent strategies.

Hiring volume vs. budget

Year	Hiring volume increase	Hiring budget increase
2011	45%	44%
2012	32%	29%
2013	39%	31%
2014	62%	42%
2015	54%	37%

● Hiring volume increase
● Hiring budget increase

Obstacles to attracting top talent

Trying to find candidates in high demand talent pools
47%

Competition
39%

Compensation
38%

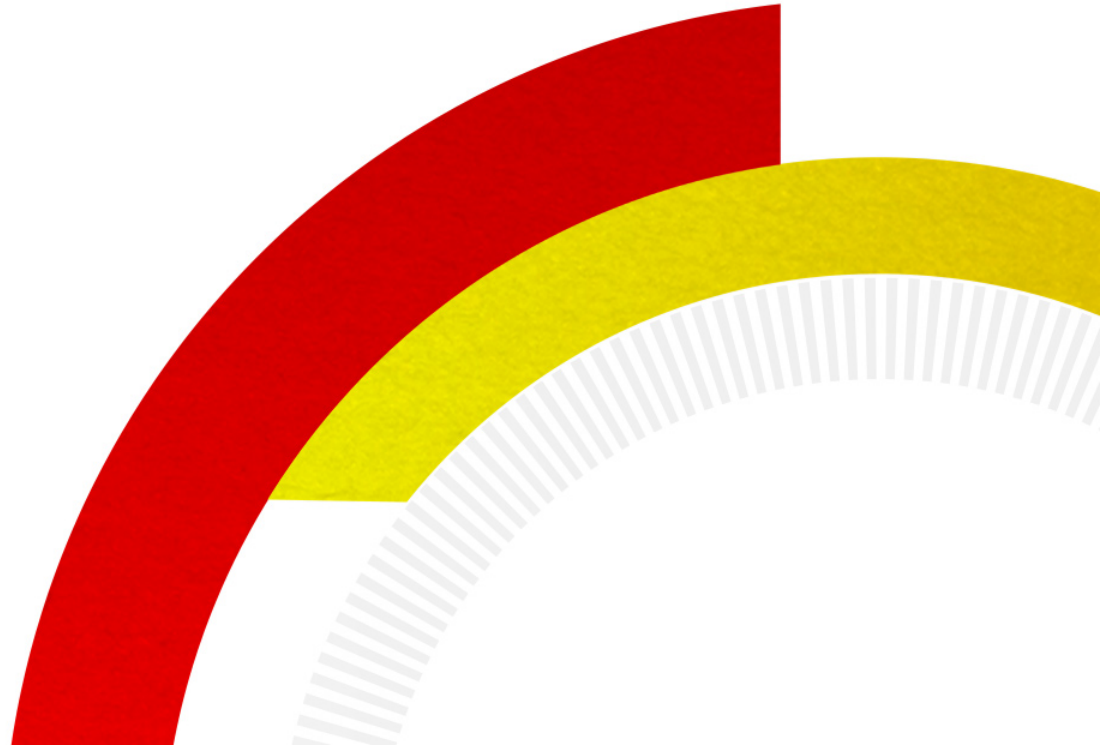*How do you expect the hiring volume across your organization to change in 2016 versus 2015?*
How has your organization's budget for recruiting / talent acquisition solutions changed from 2015 to 2014?
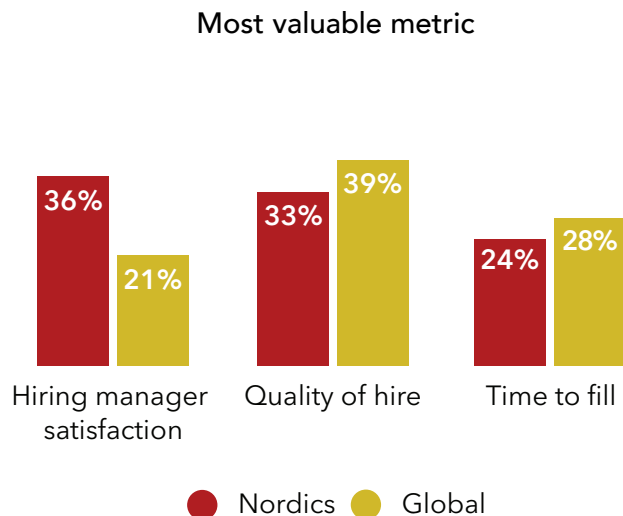*What are your company's biggest obstacles to attracting the best talent?*

↗ **Send these stats to your CFO**
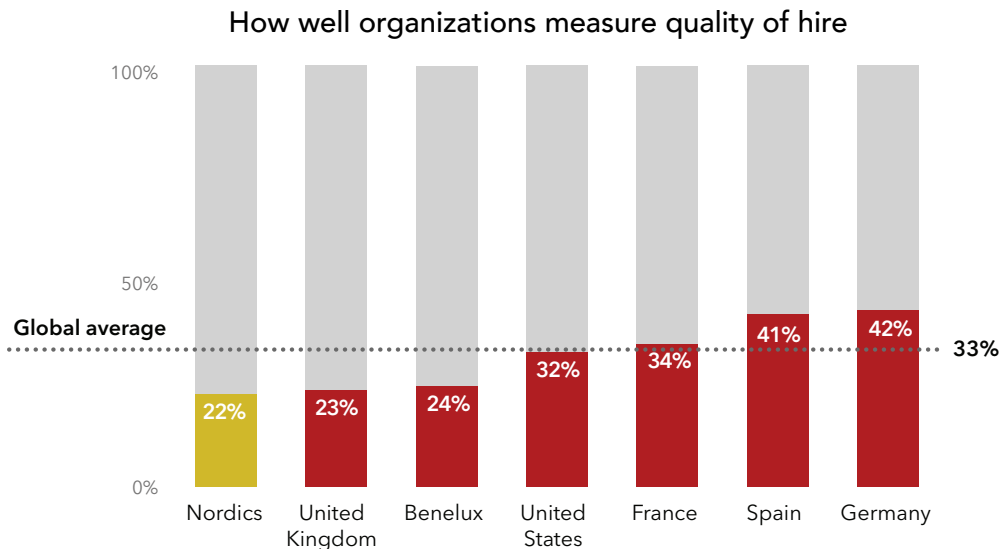
Quality of hire:
A key metric

Satisfaction and quality are metrics that matter

While quality of hire continues to be the most valuable performance KPI globally, it is the second most valuable metric for Nordic countries. Nordics care slightly more about hiring manager satisfaction. Interestingly, 60% of survey respondents said that they also use hiring manager satisfaction to measure quality of hire.

Most valuable metric

36% **21%** Hiring manager satisfaction

33% **39%** Quality of hire

24% **28%** Time to fill

● Nordics ● Global

Measuring quality of hire

60% measure quality of hire through hiring manager satisfaction

43% measure quality of hire through turnover or retention statistics

28% measure quality of hire through new hire performance evaluation

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

Share these stats

Leaders doubt how they measure quality of hire

Globally, only 33% of survey respondents felt that they measure quality of hire effectively, and an even smaller 5% felt "best in class." Talent leaders in the Nordic countries are below this surprisingly low global average, signaling that they also don't feel confident in their methodologies.
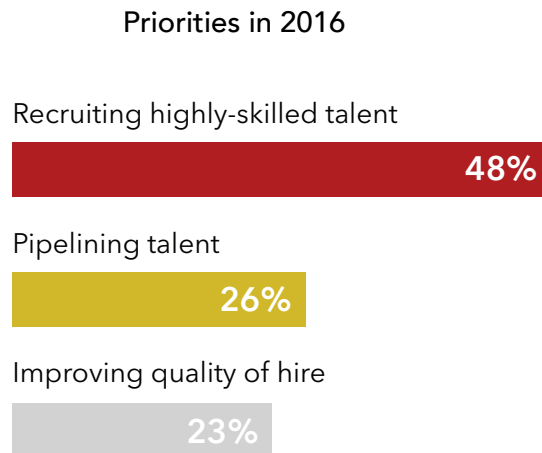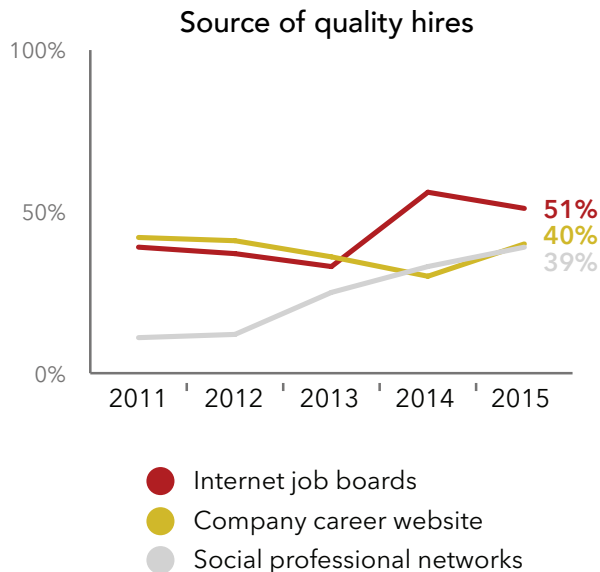
How well organizations measure quality of hire

100%		
50%		
Global average		33%
0%		

Nordics 22%
United Kingdom 23%
Benelux 24%
United States 32%
France 34%
Spain 41%
Germany 42%

● 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?

# Social professional networks grow as key source

Social professional networks continue to grow as source of quality hires in the Nordics, and are the top source of quality hires globally. Since improving quality of hire is a top priority for Nordic countries, continuing to use social professional networks will help organizations meet their goals.

Source of quality hires

- 51%
- 40%
- 39%

● Internet job boards
● Company career website
● Social professional networks

Priorities in 2016

Recruiting highly-skilled talent
48%

Pipelining talent
26%

Improving quality of hire
23%

Out of the quality hires your organization made in the past 12 months, which of the following were the most important sources ?
*Which of the following would you consider to be the most important areas of interest for your organization?*

About LinkedIn Recruiter

Employer branding: A cross-functional priority
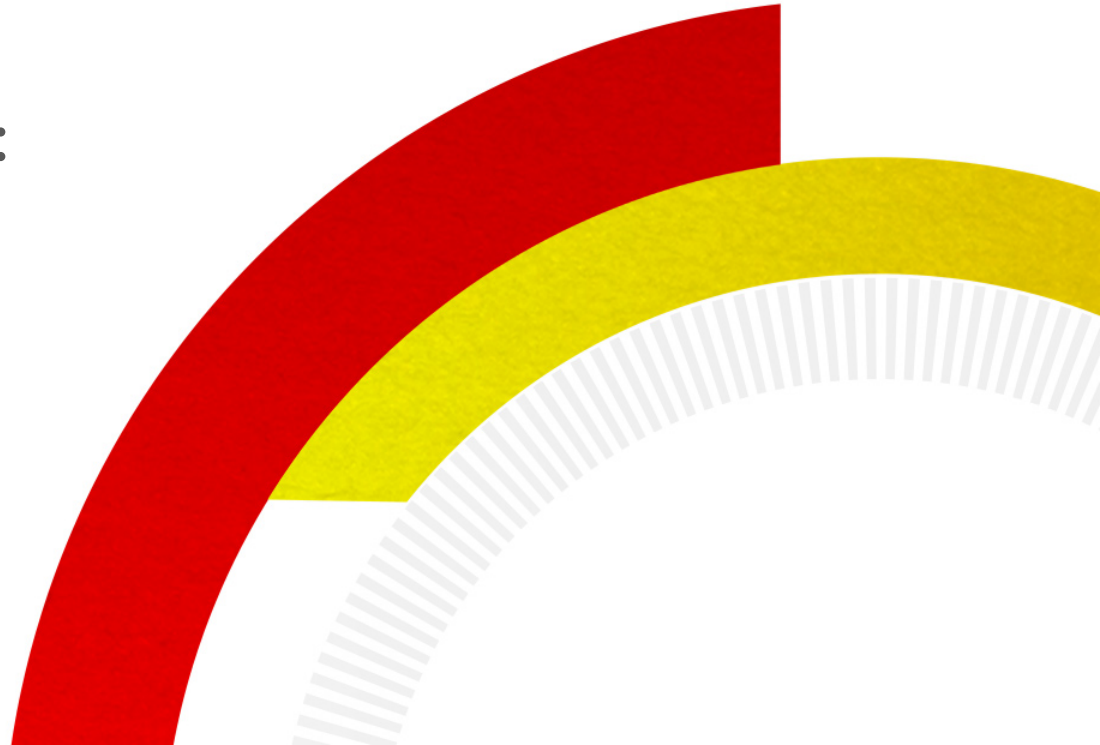
# The push for employer brand is paying off

Organizations realize that employer branding has a significant impact on hiring. As a result, they are investing more resources in building a unified brand. Online professional networks continue to grow as a top employer branding tool.

How organizations value employer brand
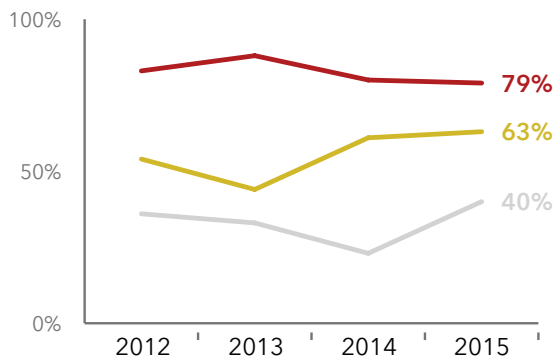
- 🔴 Employer brand has a significant impact on our ability to hire great talent
- 🟡 We have a unified employer brand that feels right
- ⚪ Those responsible for employer brand have enough resources

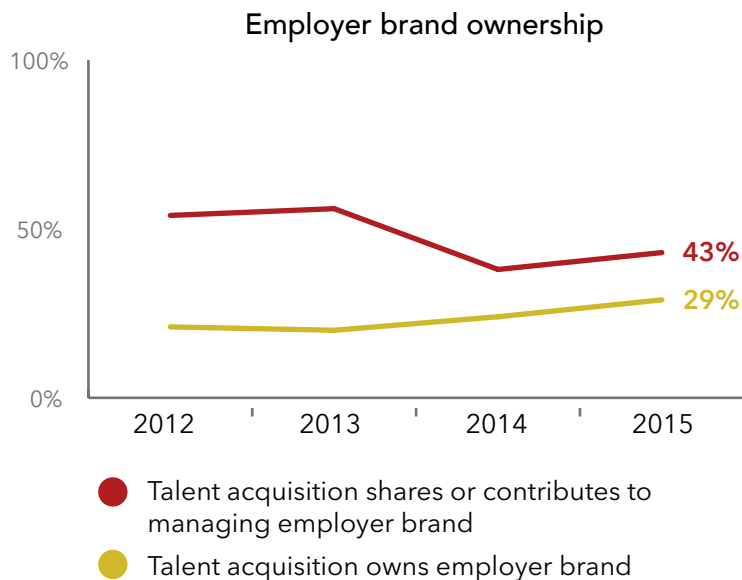## Most effective employer brand tools
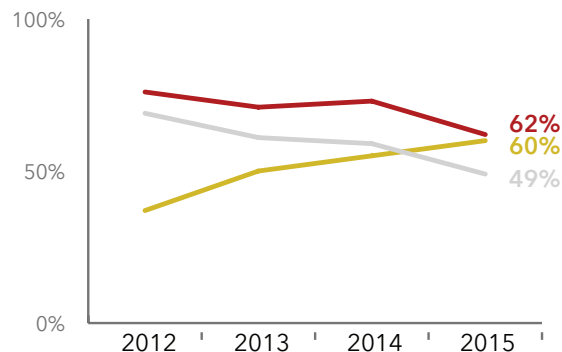
- 🔴 Company website
- 🟡 Online professional networks (e.g. LinkedIn)
- ⚪ Friends/family, word of mouth

Please indicate the extent to which you agree or disagree 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?

Download the graphs

Collaboration is key to employer brand success

As organizations invest more in their employer brand, talent acquisition teams continue to share employer brand efforts. Those who share employer branding usually partner with marketing departments. A strong relationship with marketing could be the key to employer brand excellence.

Employer brand ownership

100%

50%

0%

2012   2013   2014   2015

43%

29%

● Talent acquisition shares or contributes to managing employer brand

● Talent acquisition owns employer brand

42%

say they share or contribute to employer branding with marketing

* To what extent is the talent acquisition function at your company responsible for managing your company's employer brand?
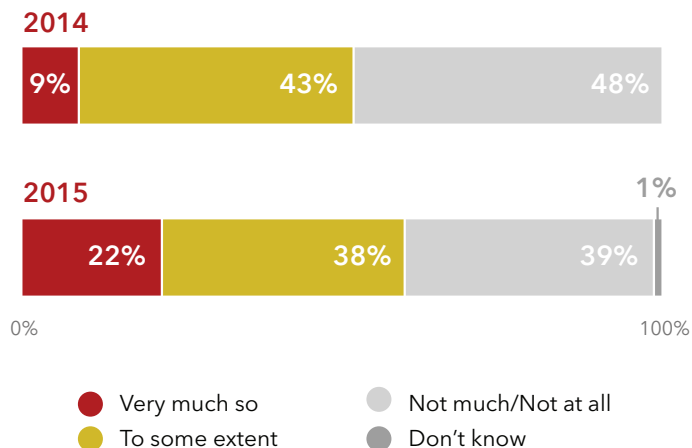
Boost your talent brand   13

Sourcing passive talent: Gaining ground

Opportunities for passive candidate success

Over the past year, Nordic countries have made strides towards passive candidate recruiting. Also, passive candidate sourcing is considered to be a long-lasting trend. Continuing to find better ways to source passive talent will lead to more quality hires.

Recruiting passive candidates

2014

9%	43%	48%

2015

1%

22%	38%	39%

0%   100%

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

*Figures may not add to 100% due to rounding.

Long-lasting trends

Employer branding

49%

Finding better ways to source passive candidates

41%
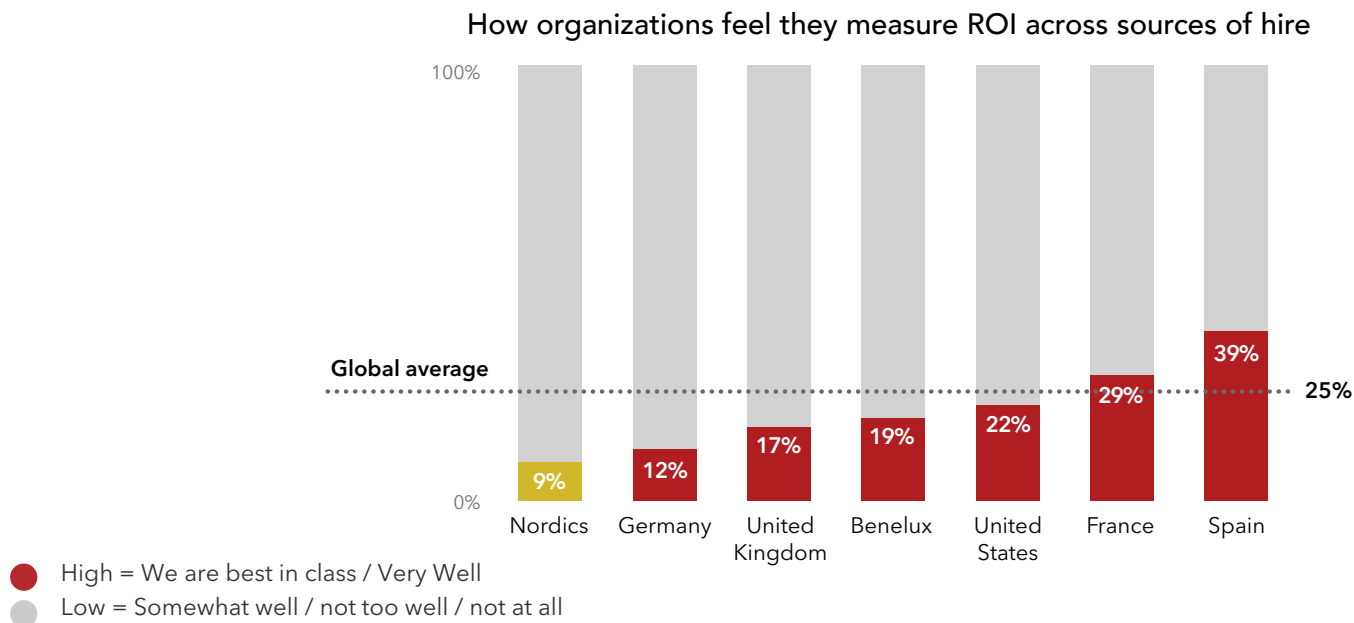
Utilizing social and professional networks

33%

* To what extent does your company/organization recruit passive talent?
* What do you consider to be the three most essential and long-lasting trends in recruiting for professional roles?

↗ **See what talent wants**

15

Measuring ROI on source of hire needs attention

To improve passive talent recruiting and quality of hire, talent leaders in the Nordics countries need to focus on finding better ways to measure ROI on sources of hire. Only 9% of Nordic respondents feel they do this very well. To do this, leaders should invest in learning how to utilize data for recruiting.

How organizations feel they measure ROI across sources of hire

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

*In general how well does your organization track return on investment (ROI) across all of your sources of hire?*

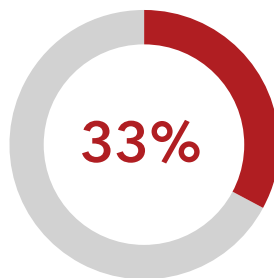Parting thoughts

Recruiting trends to keep in mind

Looking ahead, there are certain areas that will continue to top of mind, like sourcing passive candidates, social professional networks and employer branding. However, there are emerging trends beyond 2016, like being strategic talent advisors and internal hiring. The common thread amongst all these is the power of relationships. The relationships you have with your potential candidates, internal partners, and employees will pave the path to talent acquisition success.
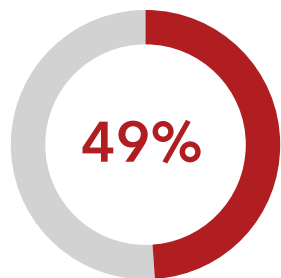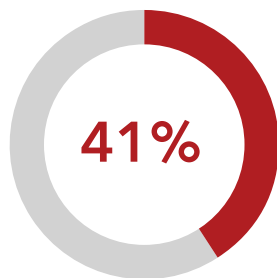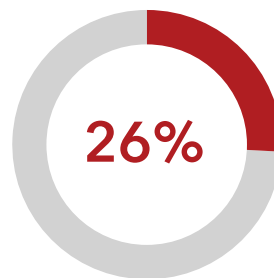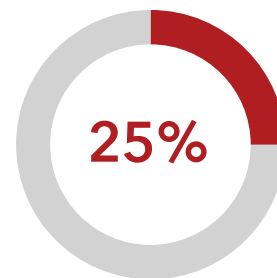
49%

Employer branding

41%

Finding better ways to source passive candidates

33%

Utilizing social and professional networks

26%

Being a strategic talent advisor to the business

25%

Internal hiring/transfers

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

Get the graphs

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.

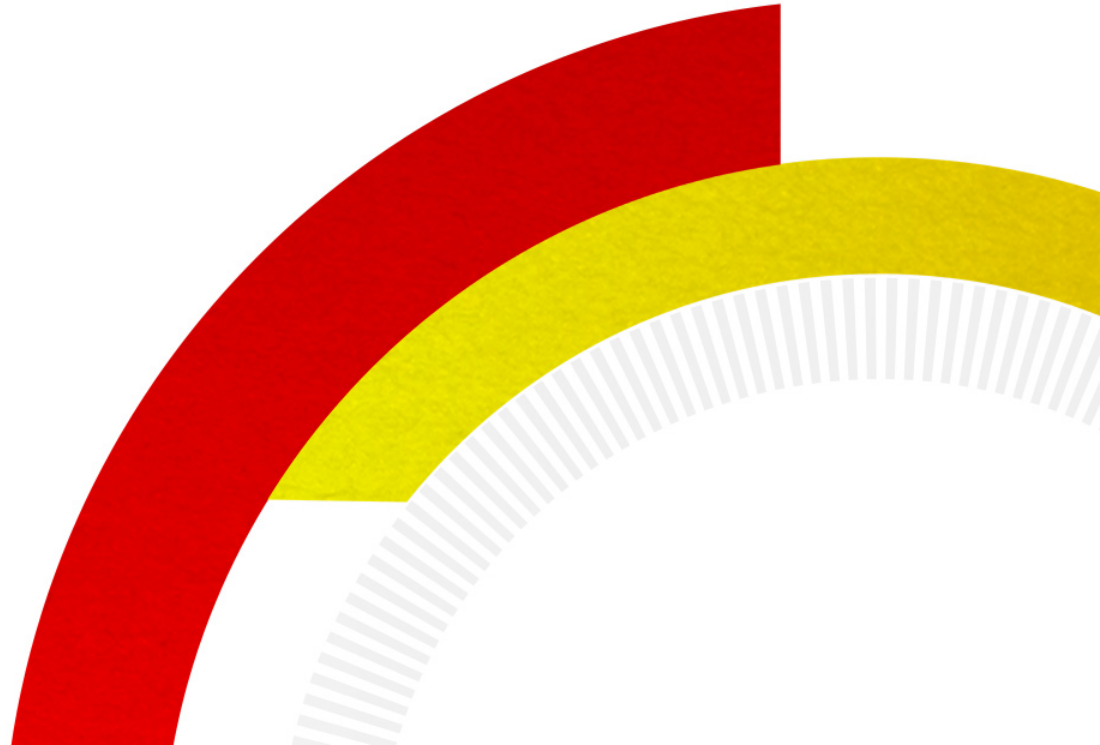**2** **Download the global report.** Visit our website to download the global report and see what's trending worldwide.

3 **Continue learning.** Dig into a certain topics by download 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.
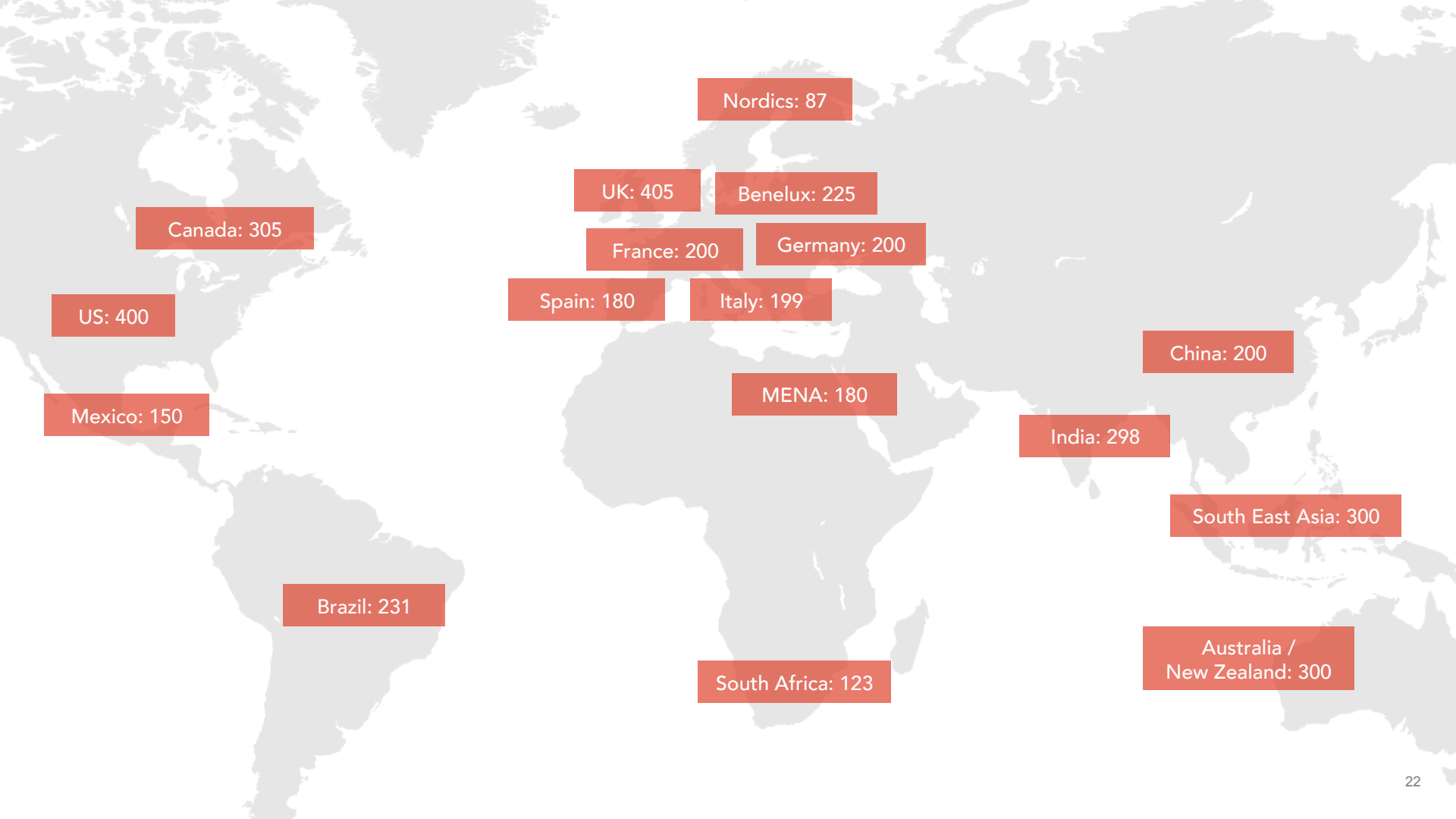
2014 Survey fielded August – September
4,125 global respondents

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

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Nordics: 87

UK: 405

Benelux: 225

Canada: 305

France: 200

Germany: 200

US: 400

Spain: 180

Italy: 199

China: 200

Mexico: 150

MENA: 180

India: 298

South East Asia: 300

Brazil: 231

Australia / New Zealand: 300

South Africa: 123

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 350 million members worldwide, including executives from every Fortune 500 company, LinkedIn is the world's largest professional network.

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