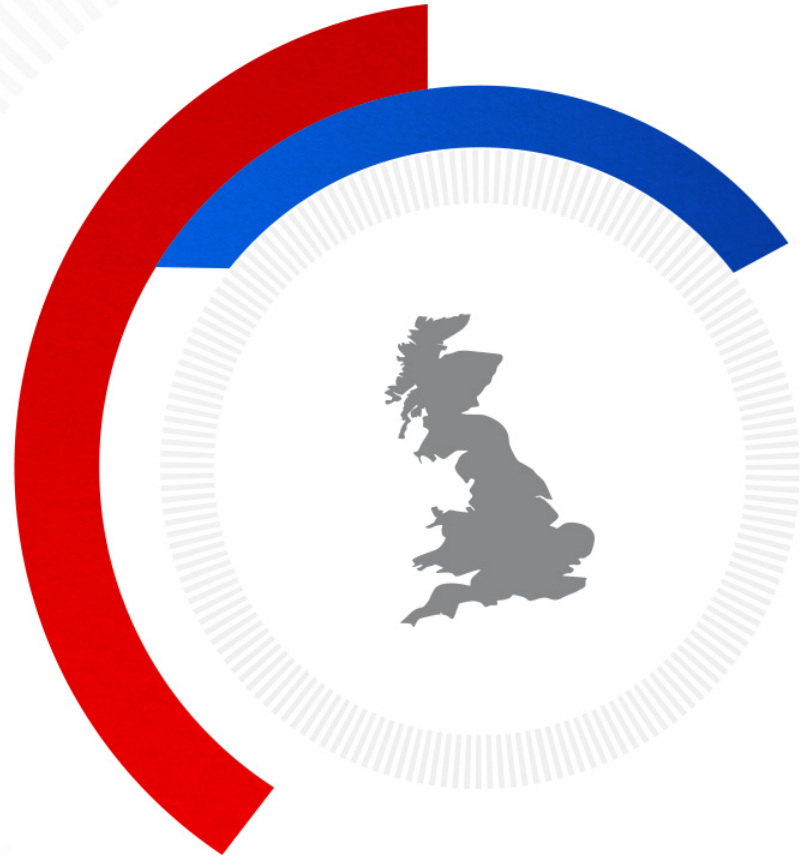


# United Kingdom

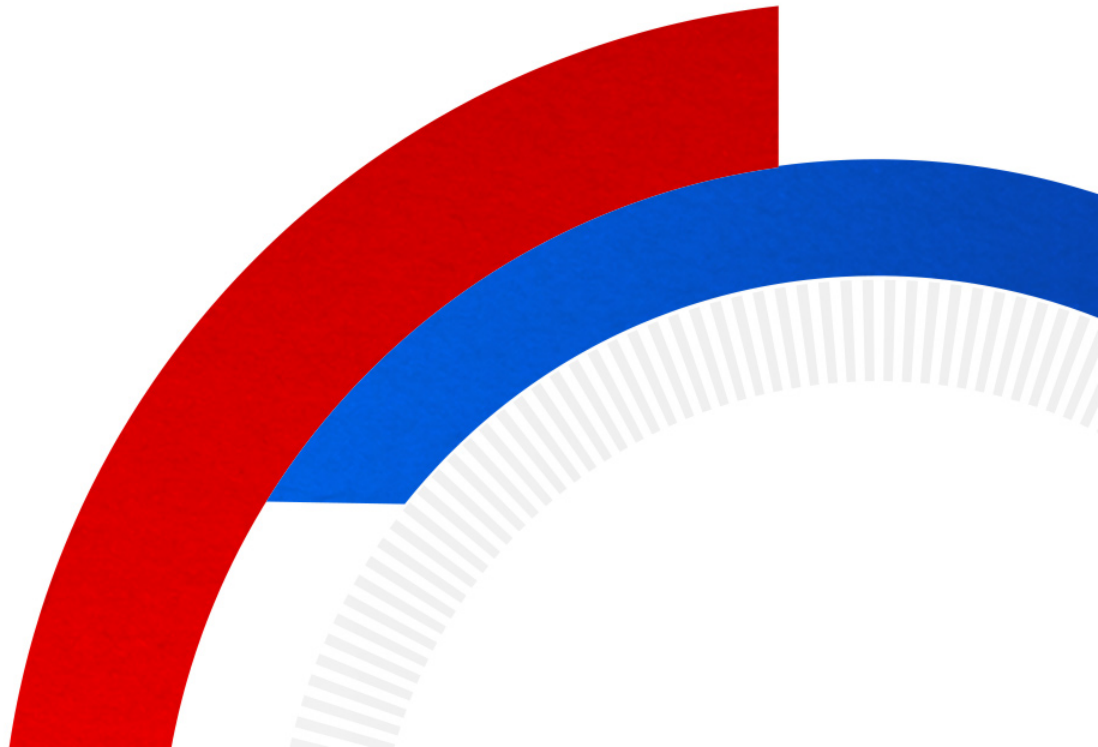
## Recruiting Trends 2016



# Introduction

To truly influence business decisions, you need to understand where the industry is going. This annual report uncovers recruiting trends in the United Kingdom that will move your organisation 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 in the U.K. consider quality of hire to be the most valuable performance metric, and they measure it through employee turnover. As a result, employee retention is seen as a top priority over the next 12 months. Lastly, many talent leaders consider elevating the employer brand to be a long term trend, and many are contributing to the employer brand via a strong partnership with marketing.

35%

agree quality of hire  
is the most valuable  
performance metric

33%

say employee  
retention is a top  
priority

41%

consider elevating  
employer brand to  
be a long-term trend

40%

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 organisation?*

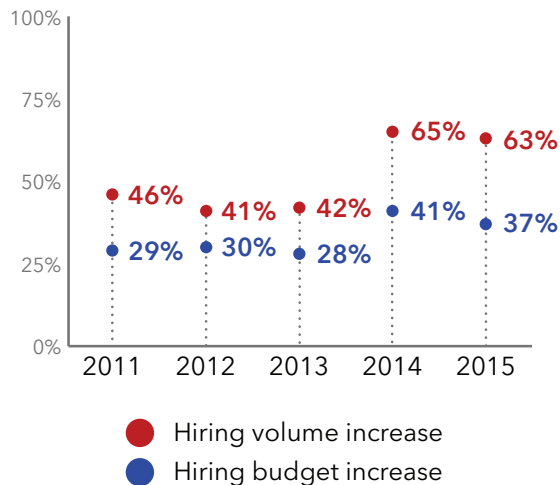
*\* What do you consider to be the three most essential and long-lasting trends in recruiting for professional roles?*

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

# Biggest challenges

Both hiring volume and budget have slightly decreased over the past year, but the gap between the two remains and will likely continue. This imbalance will prevent organisations from transforming their talent strategies or overcoming obstacles.

Hiring volume vs. budget



Obstacles to attracting top talent

Finding candidates in high demand talent pools

64%

Competition

44%

Compensation

36%

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

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

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



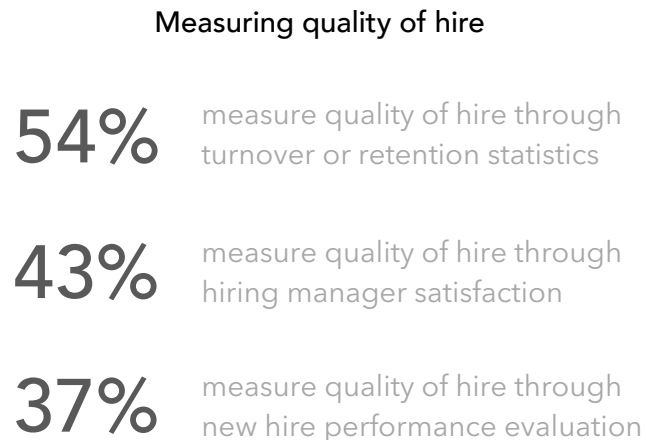
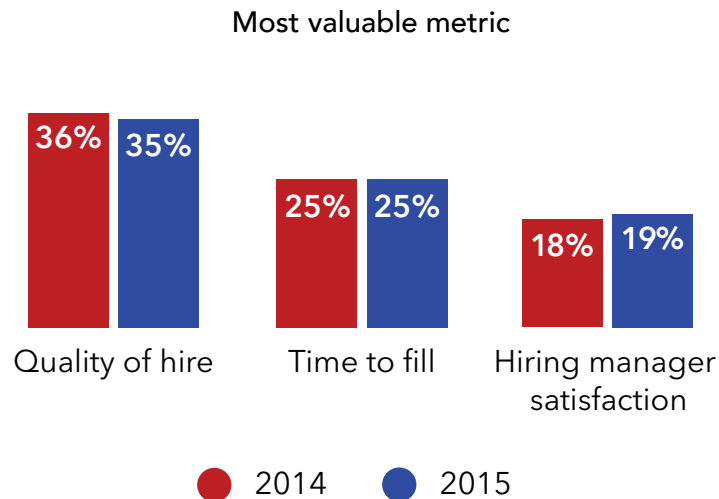
Send these stats to your CFO

# Quality of Hire: The magic metric



# Quality of hire keeps the top spot

Quality of hire continues to be the most valuable performance KPI, followed by time to fill and hiring manager satisfaction. Most companies measure quality of hire using a long-term methodology like employee retention.



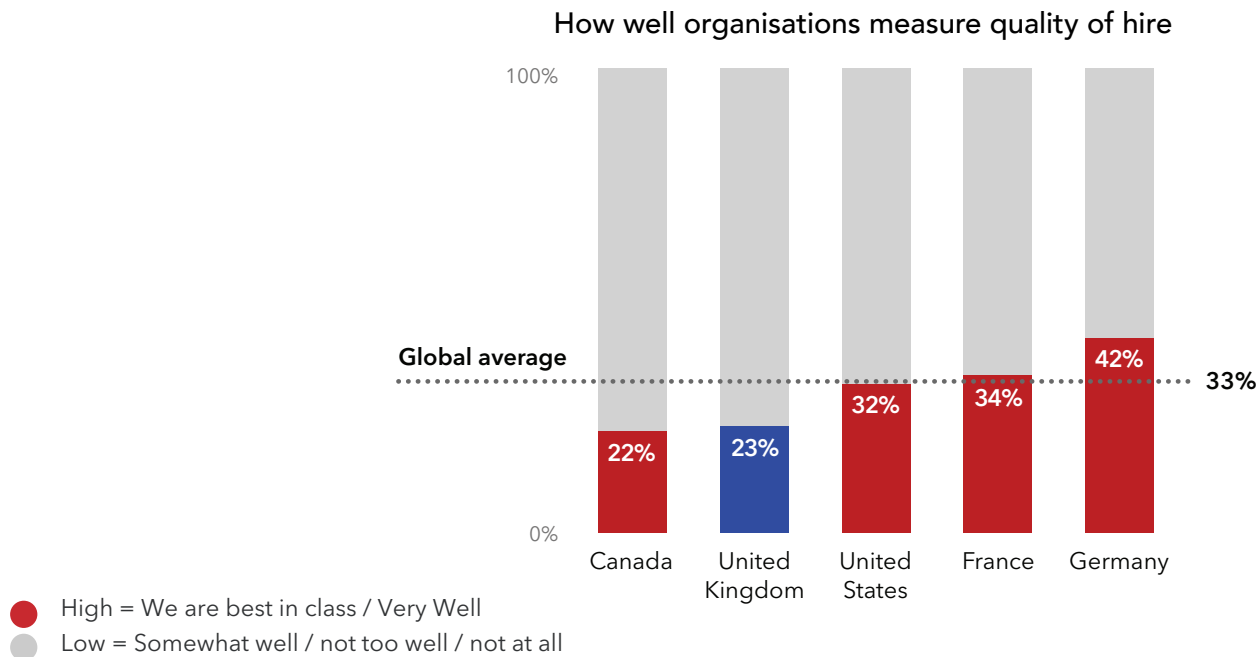
\* What is the single most valuable metric that you use to track your recruiting team's performance today?

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



# Leaders lack confidence in measuring quality

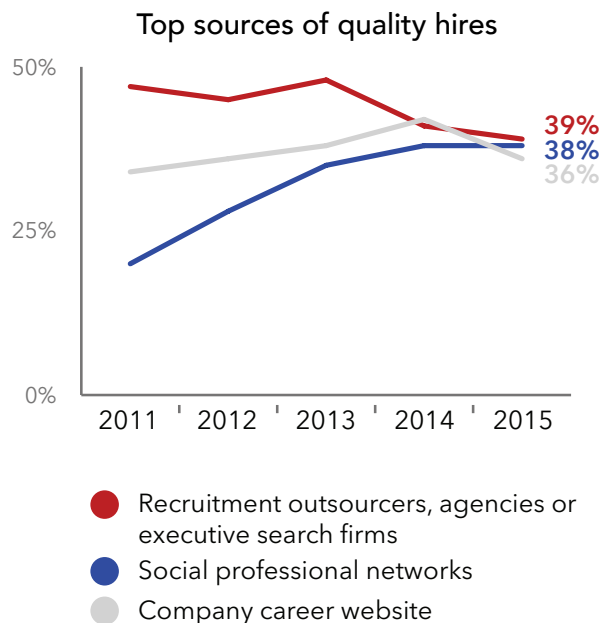
Globally, only 33% felt that they measure quality of hire effectively, and an even smaller 5% felt “best in class.” The U.K. sits below the global average, meaning there is a lot of opportunity for improvement.



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

# Social professional networks are a key source

While partnerships with staffing agencies are still important to sourcing quality hires, they are on the decline. Social professional networks continue to rise and be a major source of quality hires. Recruiters can also use social networks to maintain relationships with both passive and active talent.



# 56%

of professionals turn to  
social professional networks when  
looking for new opportunities  
([Talent Trends 2015](#))

“



Lou Adler  
CEO  
The Adler Group

*Improving and measuring quality of hire is a challenge that companies have been struggling with for years. That's because – in my opinion – it's simply not possible using current hiring practices. The problem relates to too much focus on generic skills and competencies, the use of ill-defined jobs for hiring purposes and indirect interviewing and assessment techniques (i.e. anything needing some type of statistical means for validation). Accurately measuring pre- and post quality of hire requires a clear understanding of actual job needs; sourcing and recruiting programs designed to attract the best, not weed out the weak; and direct measures of past performance.*

”

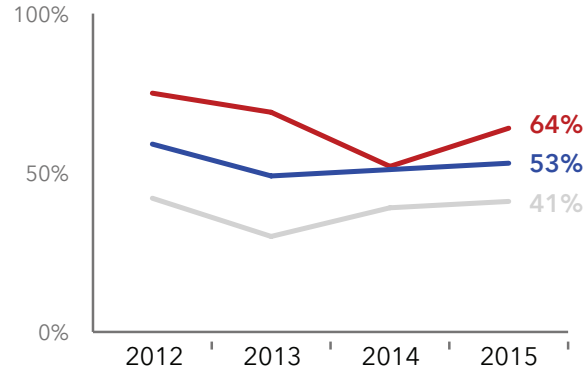
Employer brand:  
A cross-functional  
priority



# The push for employer brand is paying off

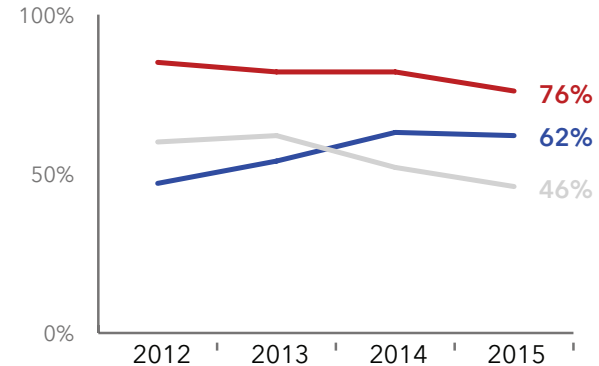
After a dip last year, employer brand re-emerges as a top priority, and as a result, organisations are investing more resources. While the company website is still key, online professional networks continue to be a very effective employer branding tool.

## How organisations value employer brand



- Employer brand is a top priority for our organization
- We have a proactive employer brand strategy
- Those responsible for our employer brand have enough resources

## Most effective employer branding tools



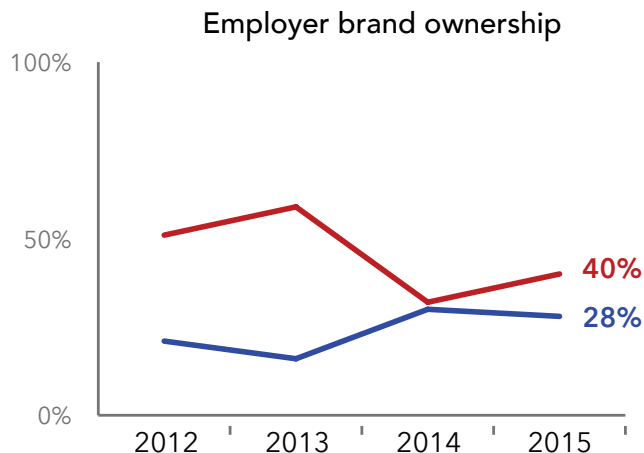
- Company website
- Online professional networks (e.g. LinkedIn)
- Friends/family, word of mouth

\* 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 organisations invest more in their employer brand, talent acquisition teams worldwide continue to share employer brand efforts. 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

# 59%

say they share or contribute to employer branding with marketing

“



**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

While employee retention is top of mind among U.K. talent leaders, hiring internally for open roles (which helps promote employee retention) is extremely low on the priority scale. Most organisations are only recruiting internally to some extent, so there is a huge opportunity to make this an essential part of their hiring process.

## Recruiting priorities

Recruiting highly-skilled talent



Employee retention



Internal hiring & transfers



## Internal candidate recruiting



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

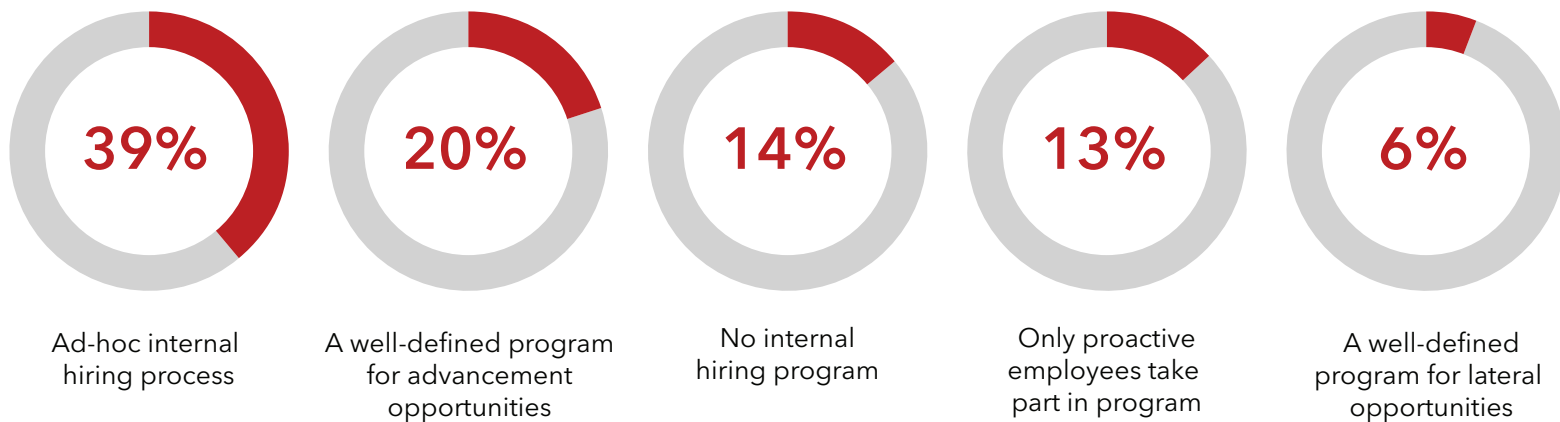
\*Figures may not add to 100% due to rounding.

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

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

# Time to focus on internal recruiting

Since internal hiring isn't a top priority, most internal hiring occurs on a case-by-case basis. There are few defined programs in place, and even 14% don't have a program at all. Talent leaders should consider formalising the process. Recruiters could also maintain relationships with candidates post-hire to keep them in their long-term pipeline.



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

“



Brendan Brown  
Head of Talent Acquisition  
LinkedIn

*One way to facilitate internal hiring is by incorporating an internal mobility program into your new hire onboarding process. On day one, employers can emphasize their commitment to advancing employees' career doesn't end with their hires. It's just a start.*

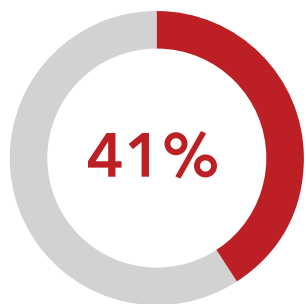
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Parting thoughts

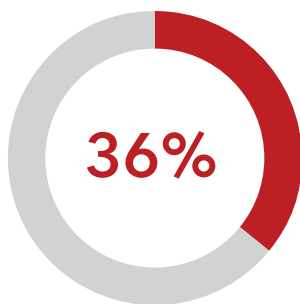


# Recruiting trends to keep in mind

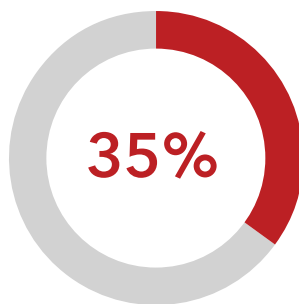
Looking ahead, there are certain areas that will continue to remain dominant, like social professional networks and sourcing passive candidates. We also expect employer branding, employee referral programs and internal hiring to get stronger in 2016 and beyond. The common thread among all these is the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



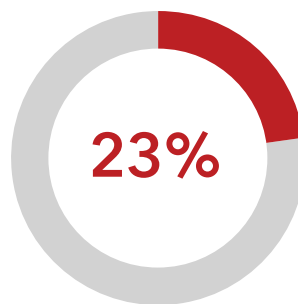
Employer branding



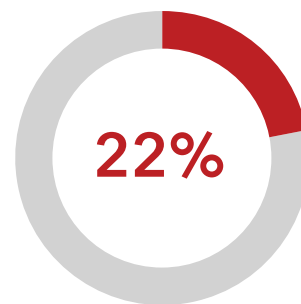
Utilizing social and professional networks



Finding better ways to source passive candidates



Employee referral programs



Internal hiring / transfers

# 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 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

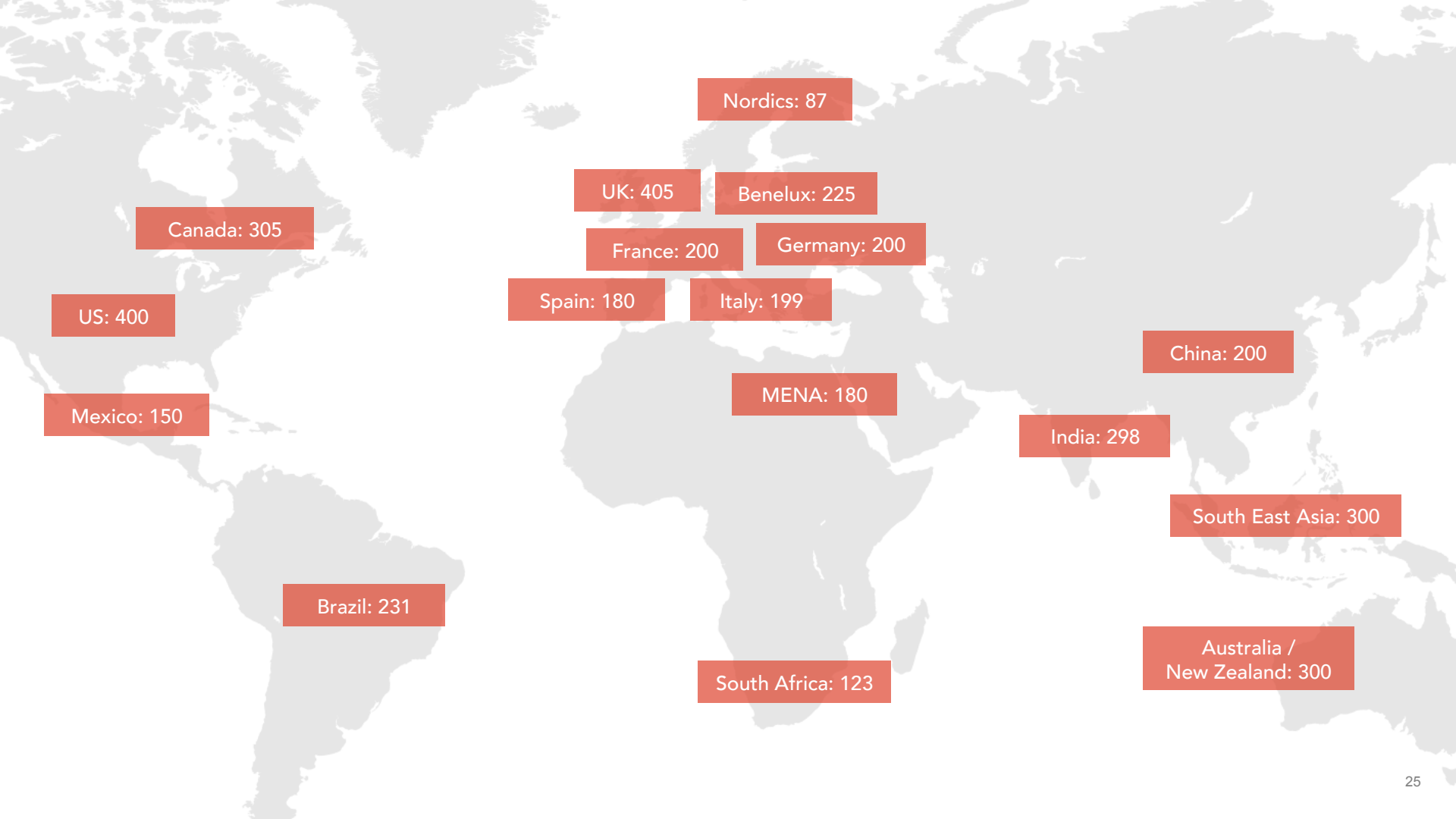
**2012** Survey fielded May – July  
3,028 global respondents

**2013** Survey fielded August – September  
3,379 global respondents

**2011** Survey fielded April – June  
3,263 global respondents

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





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 organisations 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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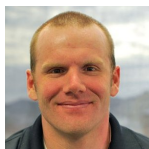


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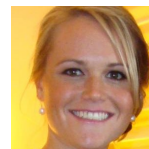
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