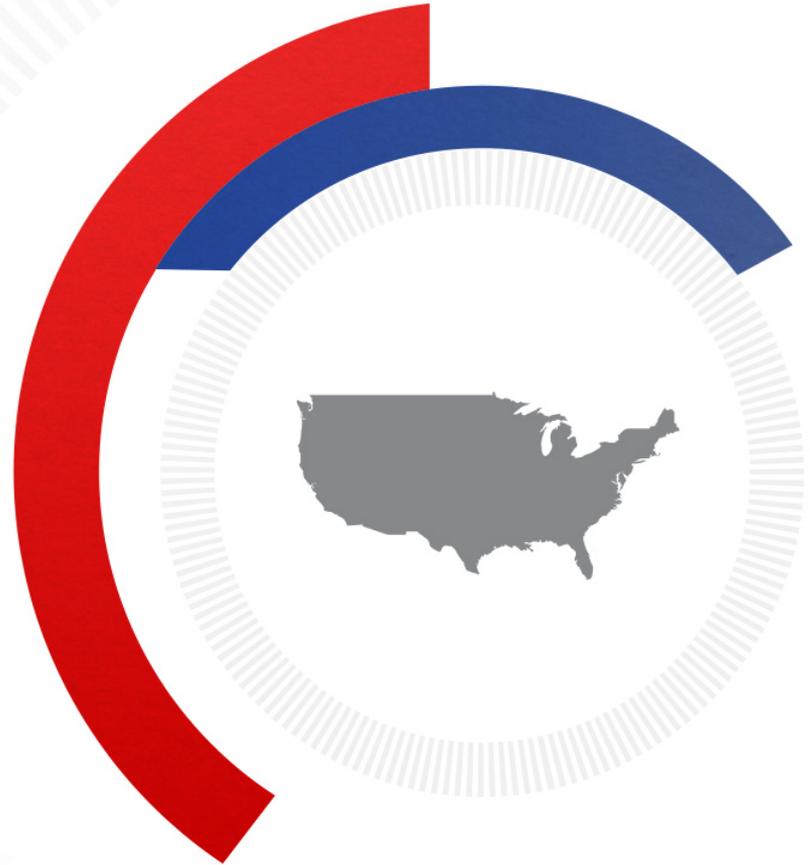


United States

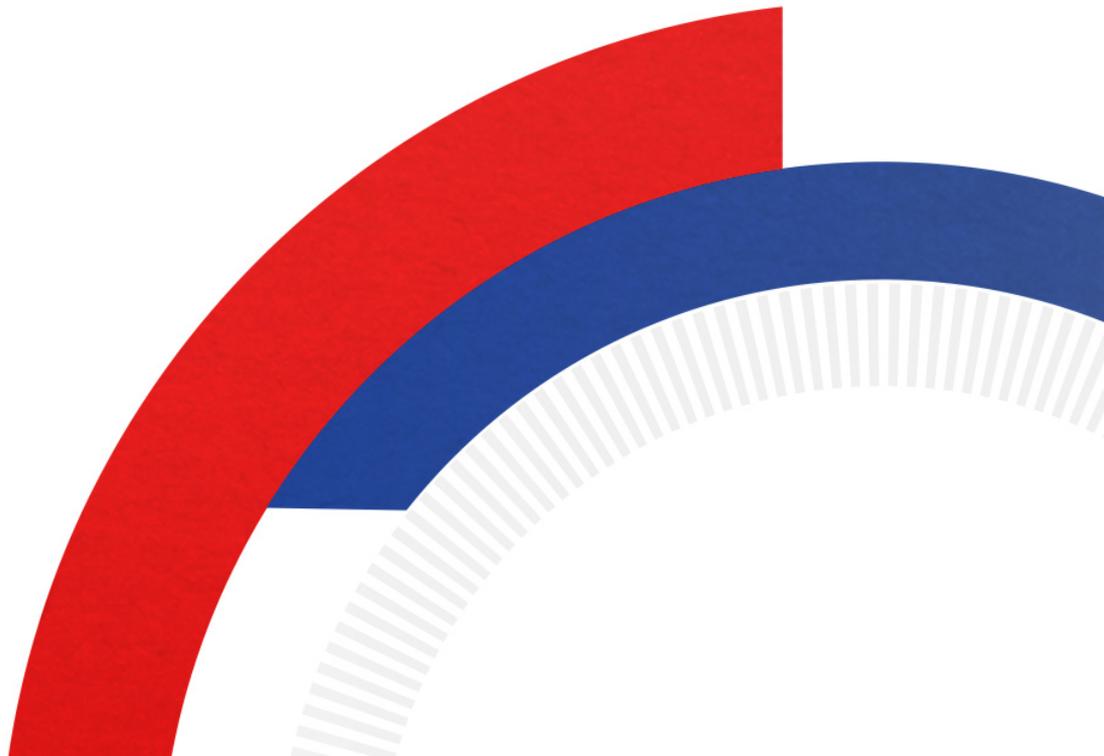
Recruiting Trends 2016



Introduction

To truly influence business decisions, you need to understand where the industry is going. This annual report uncovers recruiting trends in the U.S. 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 in the U.S. continue to use quality of hire as their most valuable performance metric. Employee referrals also grow as a key source of quality hires and as a long-term trend. Since organizations want to keep the quality talent they worked so hard to recruit, employee retention has emerged as a top priority. Lastly, as employer brand re-surfaces as a top priority, talent acquisition is increasing their efforts and partnering with marketing to do so.

32%

agree quality of hire is the single most valuable metric

30%

consider employee referral programs to be a long-lasting trend

36%

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

40%

either share or contribute to managing the employer brand

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

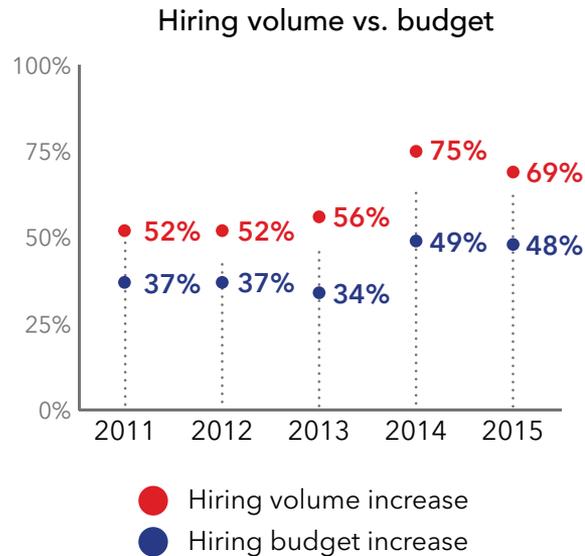
* What do you consider to be the three most essential and long-lasting trends in recruiting for professional roles?

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

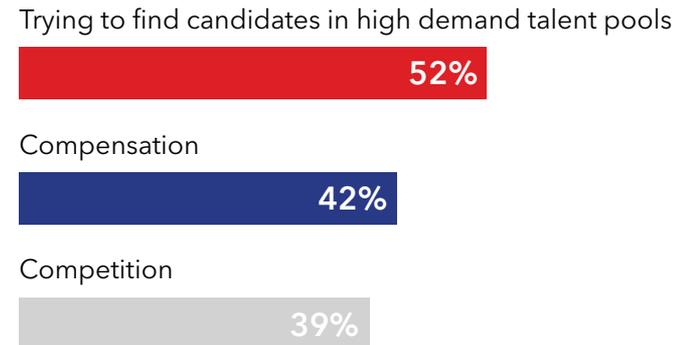
* To what extent is the talent acquisition function at your company responsible for managing employer brand?

Biggest challenges

While the gap between hiring volume and budget has slightly closed over the past year, it's not going away anytime soon. This imbalance prevents organizations from overcoming obstacles and transforming their talent strategies.



Obstacles to attracting top 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?

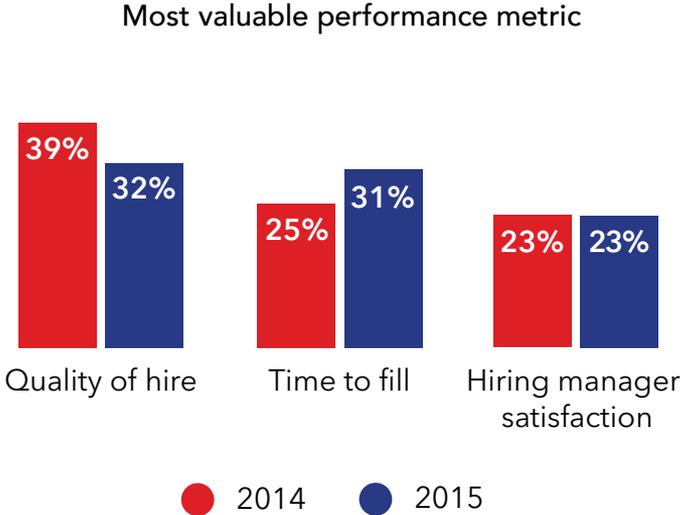
* What are your company's biggest obstacles to attracting the best talent?

Quality of hire:
The magic metric



Quality of hire keeps the top spot

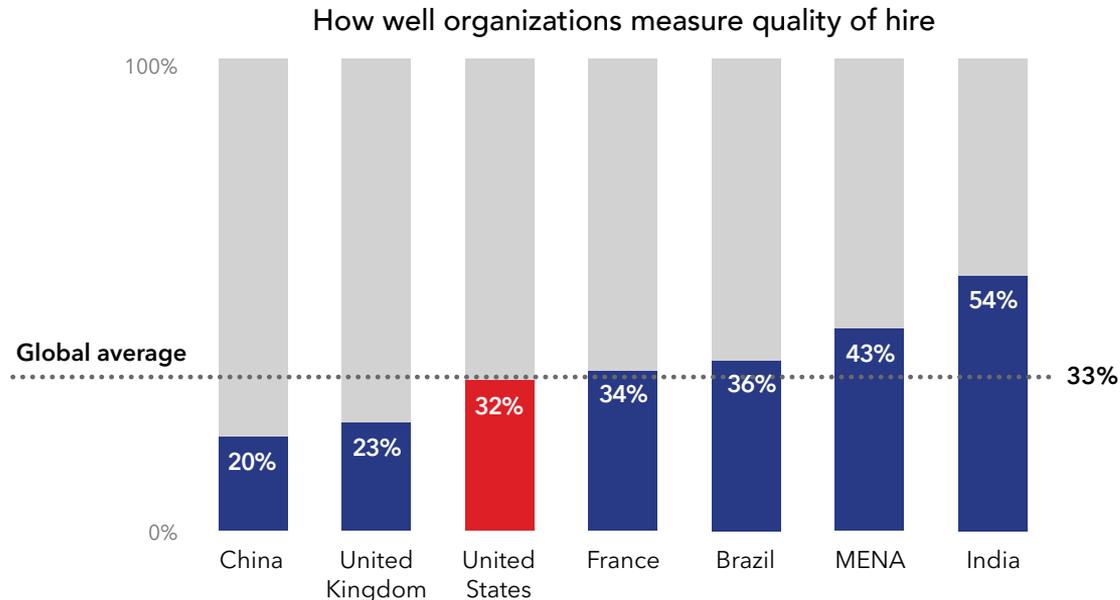
While the urgency to fill roles has made “time to fill” increase, quality of hire continues to be the most valuable performance KPI. Most companies measure quality of hire with long-term methodologies, like employee retention.



* What is the single most valuable metric that you use to track your recruiting team's performance today?
* What metrics does your organization use to track quality of hire?

But leaders lack confidence in measuring quality

Globally, only 33% of survey respondents feel that they measure quality of hire effectively, and an even smaller 5% felt “best in class.” Talent leaders in the U.S. are just below this surprisingly low global average, so there is a lot of opportunity for improvement.



- 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 cross 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.

”

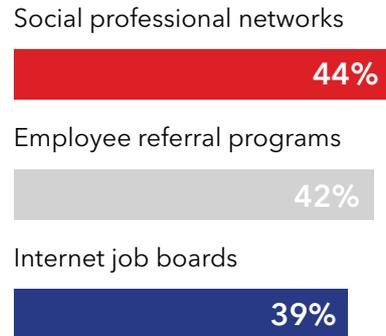
Employee referrals:
On the rise



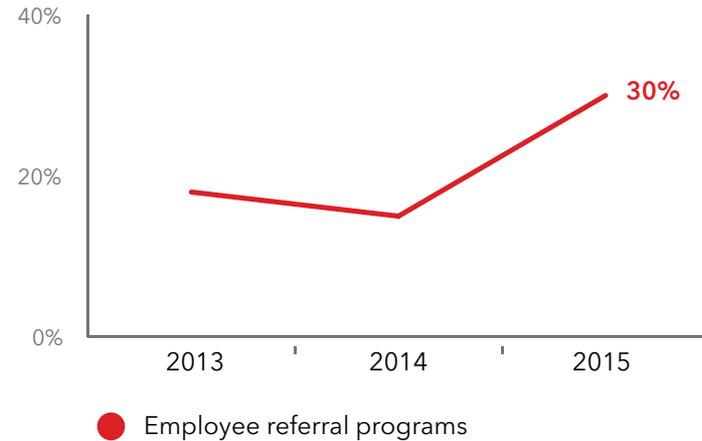
Referrals grow as a key source of quality hires

Social professional networks and employee referrals battle it out as the top source of quality hires. Talent leaders also see employee referral programs as a long-term play. Pairing both employee referrals and social networks together could be a powerful way to source quality hires faster..

Top sources of quality hires



Long-lasting trends in recruiting

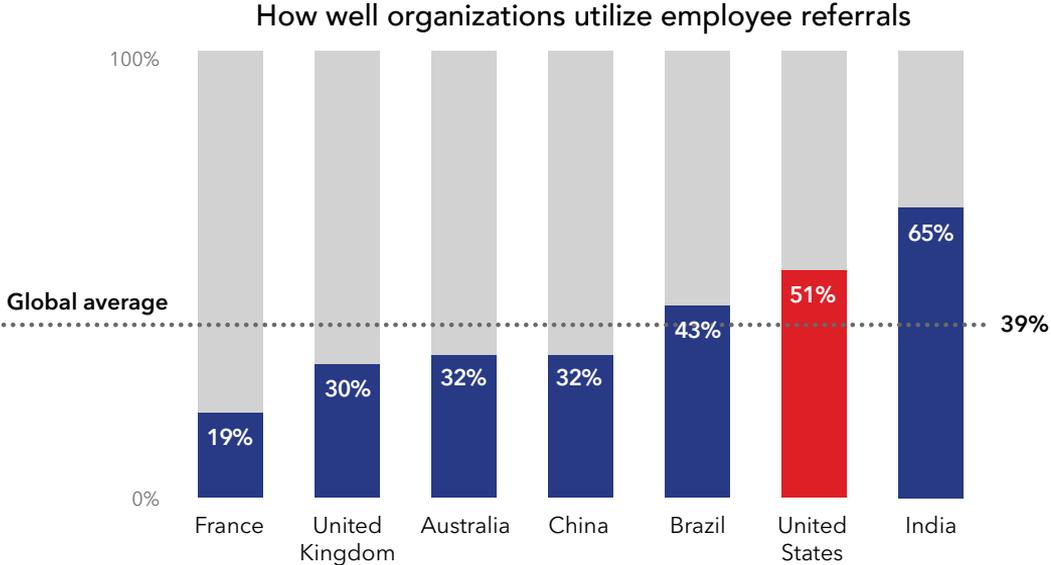


* Out of the quality hires your organization made in the past 12 months, which of the following were the most important sources?

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

U.S. organizations slightly ahead on referrals

Most companies worldwide do not feel confident in how they use employee referrals. While the U.S. sits well above the global average, only 10% of these individuals feel truly “best in class.” To strive for excellence, leaders might want to consider developing stronger relationships with employees and their networks.



- 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 our 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.

”

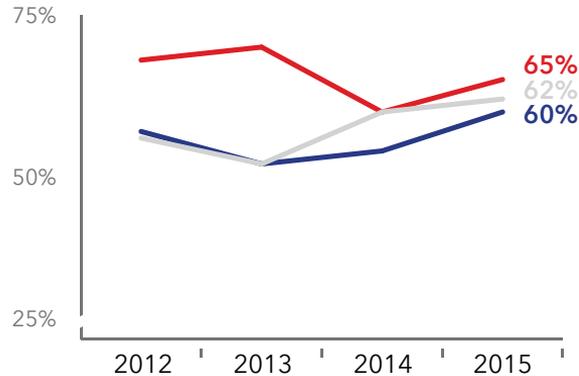
Employer brand:
A cross-functional
priority



The push for employer brand is paying off

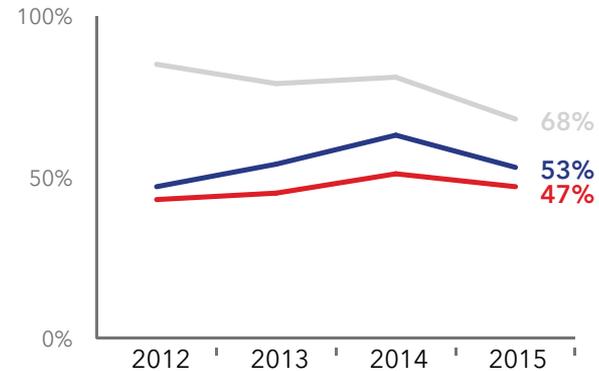
After a dip last year, employer brand re-emerges as a top priority. As a result, organizations are investing more resources and creating proactive strategies. While it seems online professional networks and social media are on a slight decline, they are still the top employer branding tools.

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



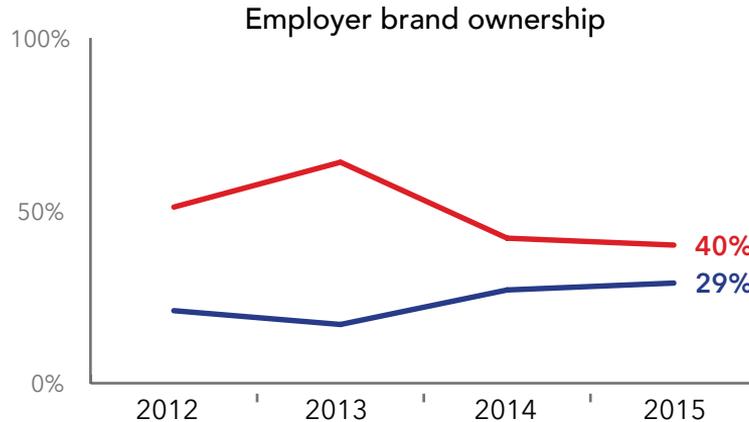
- Social media (e.g. Facebook, Twitter)
- Online professional networks (e.g. LinkedIn)
- Company website

* 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 leadership pays more attention to employer brand, it becomes a more shared responsibility. Those who share employer branding usually partner with marketing departments. A strong relationship with marketing could be the 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

“



Larry McAlister
Vice President, Global Talent Management
Equinix

We are very fortunate to work with our enlightened marketing department who understands the importance of both talent brand and corporate brand. We meet monthly to align strategies, share planning and cross-pollenate content to support each others' brand social media campaigns. Public relations and internal communications colleagues also join.

Although we're all coming together from different perspectives, we all have similar objectives. We all have a "We Before Me" mindset, which helps us strengthen our talent brand together.

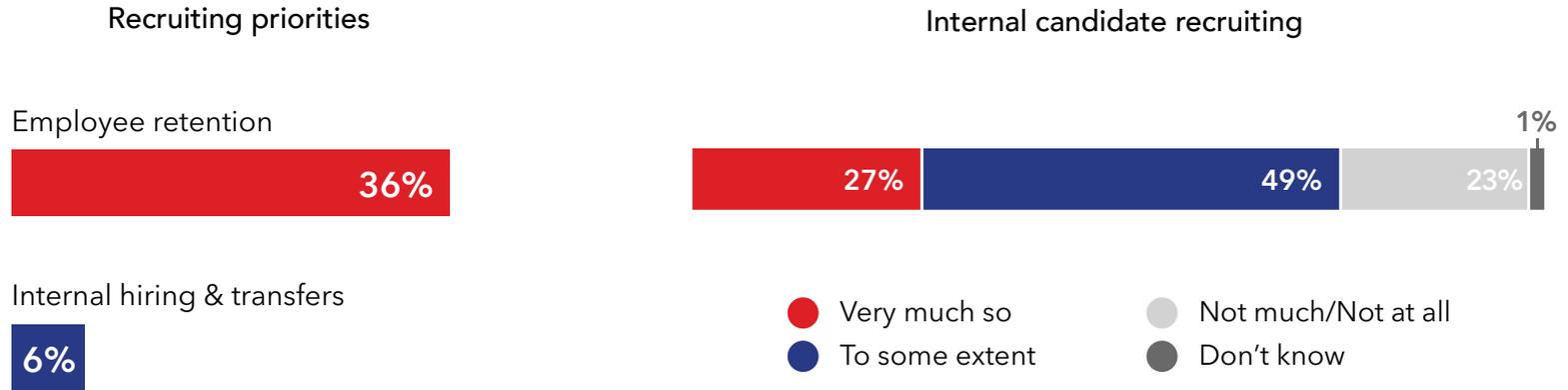
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Retention and
internal mobility:
Time to align



Employee retention emerges as a top priority

While employee retention is top of mind with talent leaders, internal hiring (which helps address employee retention) is significantly lower on the priority scale. Furthermore, less than one-third aren't recruiting internally at all. Leaders who are truly concerned about retention will start to prioritize internal recruiting.



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

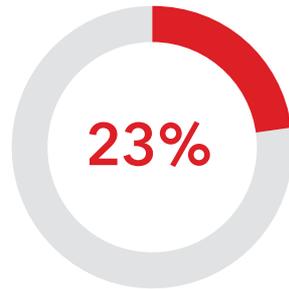
* To what extent does your company recruit the internal candidates?

Time to focus on on internal recruiting

Since internal hiring isn't a top priority, there is no standard approach. Currently, most internal hiring occurs on a case-by-case basis with very few defined few 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.



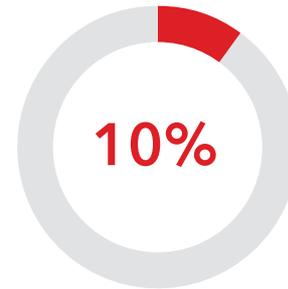
Ad-hoc internal hiring process



A well-defined program for advancement opportunities



Only proactive employees take part in program



A well-defined program for lateral opportunities



No internal hiring program

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

“



Brian Breth
Director, Talent Acquisition
Rubicon Project

Employee retention is top of mind for several reasons. Today's market for top talent is extremely competitive and retention will help our culture continue to thrive.

Aside from competitive compensation and benefits, we retain talent by providing a unique company culture, and we commit to internal mobility. Creating an environment where people see a future for themselves is a compelling part of any employee value proposition and a great retention tool.

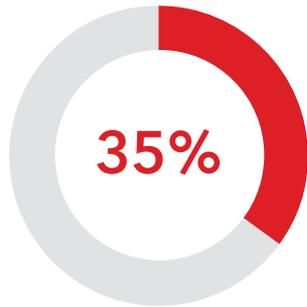
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Parting thoughts

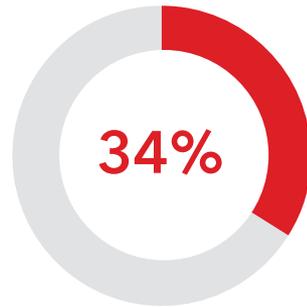


Recruiting trends to keep in mind

Looking ahead, there are certain areas that will continue to remain dominant, like sourcing passive candidates, social professional networks and employer branding. We also expect 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.



Finding better ways to source passive candidates



Utilizing social and professional networks



Employee referral programs



Employer branding

* 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 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.

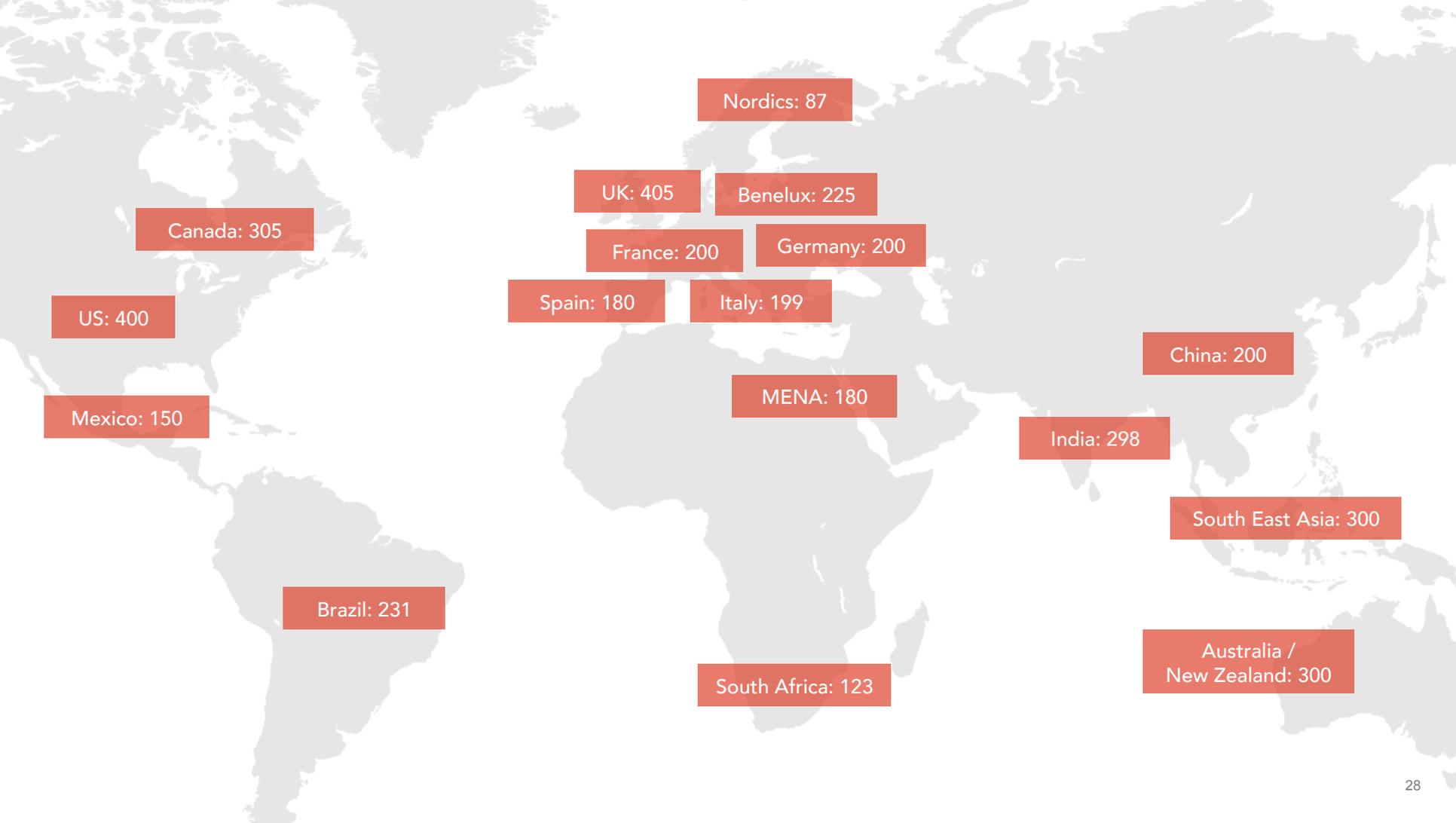
2014 Survey fielded August - September
4,125 global respondents

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

See what's trending worldwide. [Download the report](#) 



US: 400

Canada: 305

Mexico: 150

Brazil: 231

Nordics: 87

UK: 405

Benelux: 225

France: 200

Germany: 200

Spain: 180

Italy: 199

MENA: 180

South Africa: 123

India: 298

China: 200

South East Asia: 300

Australia /
New Zealand: 300

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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