

Global Recruiting Trends 2017

What you need to know about the
state of talent acquisition

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Why read this?

In order to plan for the future, you need to understand where you stand compared to your peers. The goal of this report is exactly that – to help talent leaders like you benchmark against teams across the globe when it comes to the most important recruiting metrics and trends.

About this survey

This report is based on the survey responses of nearly 4,000 corporate talent acquisition leaders across 35 countries. All respondents are at the manager level or higher.



Top 5 takeaways

1

Talent acquisition has a prominent seat at the executive table.

Talent leaders feel confident that their department is helping define the future of their company. Over 83% of them say talent is the number one priority in their organization.

4

Effective employer brand messaging focuses on culture and career growth.

Over 80% of leaders acknowledge that employer branding has a significant impact on their ability to hire talent. Candidates reveal that companies can pique their interest if they talk about career growth, company culture, and challenges.

2

Recruiters will be even busier this year and are focusing on quality of hire.

56% of leaders say that their team's hiring volume will increase and in order to measure success they are focusing on how long a new hire stays at the company, hiring manager satisfaction, and time to fill.

5

Diversity, screening automation, and data are key future trends.

Automating the screening and hiring process in order to eliminate human bias and time limitations will shape the future of recruiting. Big enterprises focus more on harnessing big data.

3

Budgets go to traditional tactics, but branding tops investment wish list.

While nearly 70% of recruiting budgets are spent on job boards, recruiting tools, and staffing agencies, talent leaders identify employer branding as the #1 area where they wish they could invest more.

A person wearing a white short-sleeved shirt with small black polka dots is sitting at a dark wooden desk. Their hands are clasped together on the desk. In the background, a black office chair is visible. On the desk, there is a gold pen holder with pens, a smartphone, and a notebook. The overall scene is a professional office setting.

How recruiting leaders perceive their teams

Recruiting departments play a crucial role in the company's future

The recruiting organization is not the flashiest department. It doesn't directly bring in revenue or create game-changing products. Yet, it is the quiet enabler behind these company successes and this has not gone unnoticed. Talent and HR leaders have gained a prominent spot at the C-suite table, driving decisions about the future of the company.

Talent and HR leaders say that:

83%

Talent is #1 priority at their company

83%

They meet with the C-suite regularly

75%

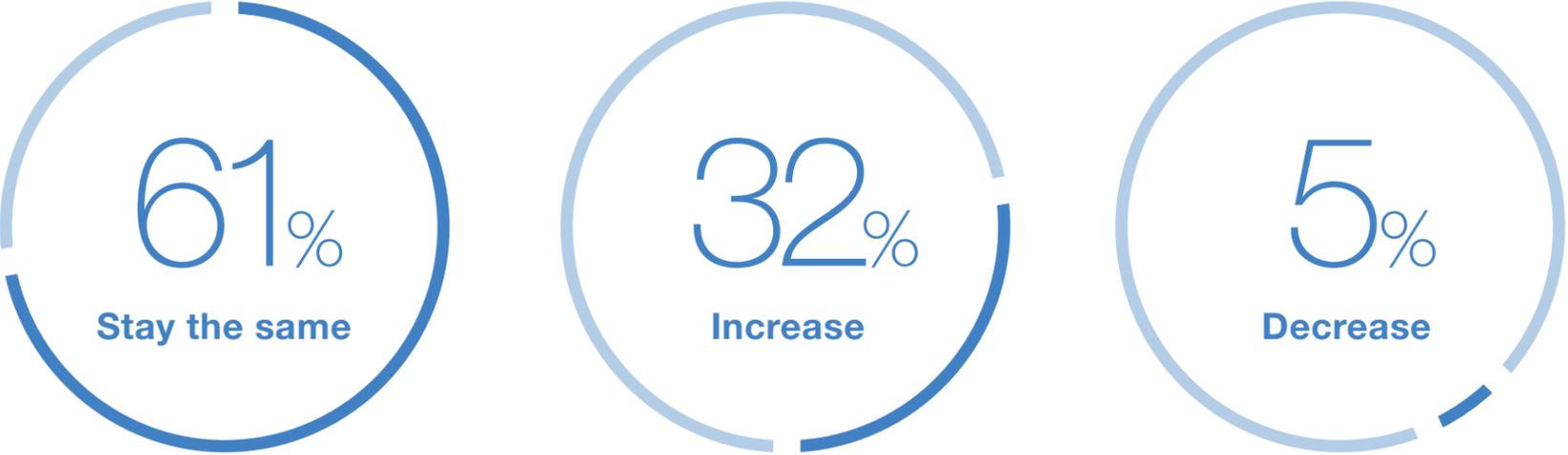
Their team is key to the company's workforce planning

Most recruiting teams won't grow this year

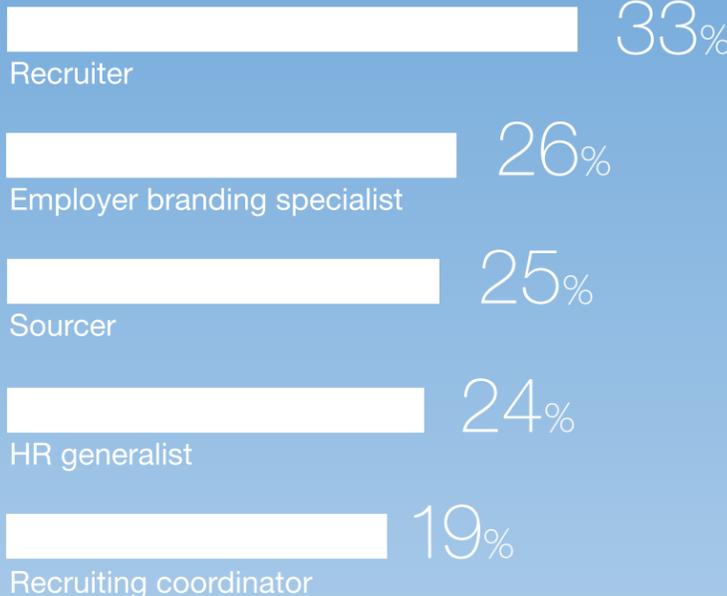
Despite the importance of recruiting, most leaders foresee that their team size won't increase. This means that as the hiring volume rises, recruiters need to get creative and automate their workflow.

The recruiting teams that are growing are focusing mostly on finding full life cycle recruiters and employer branding specialists, indicating the increasing importance of the company's image.

How will the size of your recruiting team change over the next year?



What roles would you like to hire for on your team?



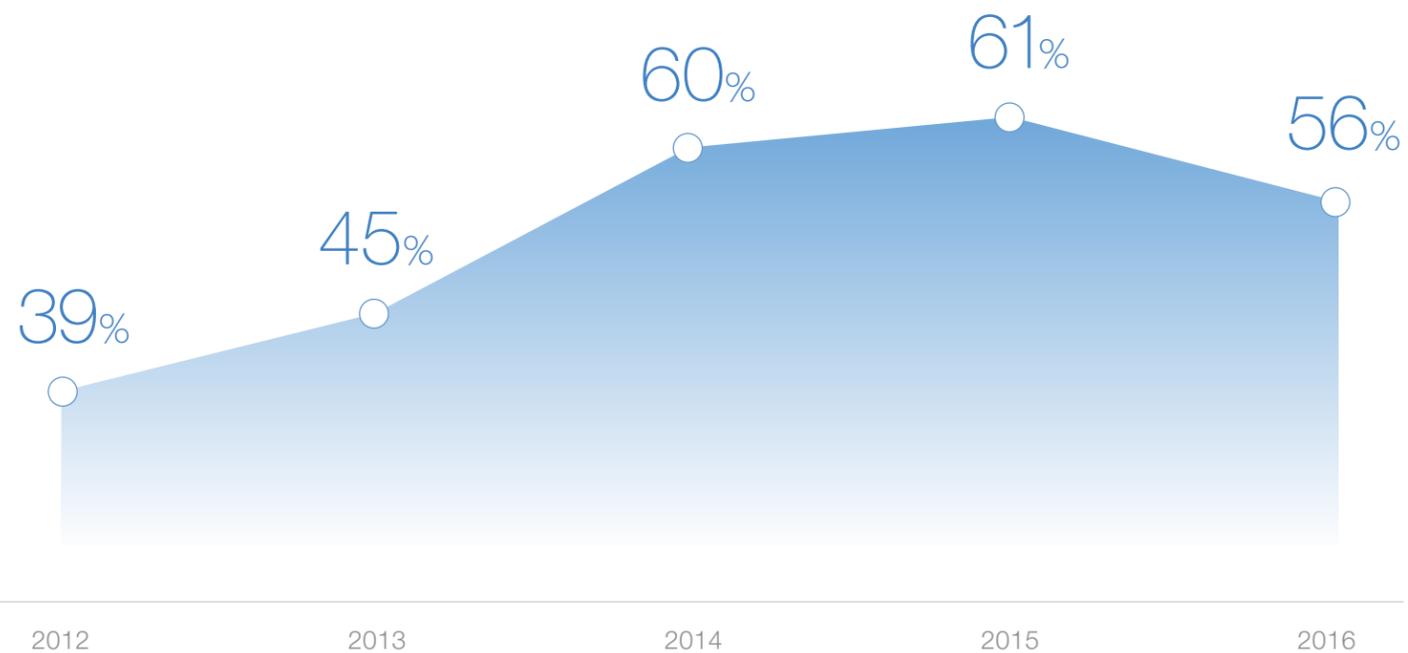
A man with a beard, wearing a light blue button-down shirt and a watch, is sitting at a wooden desk. He is looking down at an open notebook with a pen resting on it. A white mug is on the desk to his right. The background is blurred, showing what appears to be an office or meeting room with other people and lights.

Key benchmarks and metrics to monitor

Hiring volume will increase for many companies

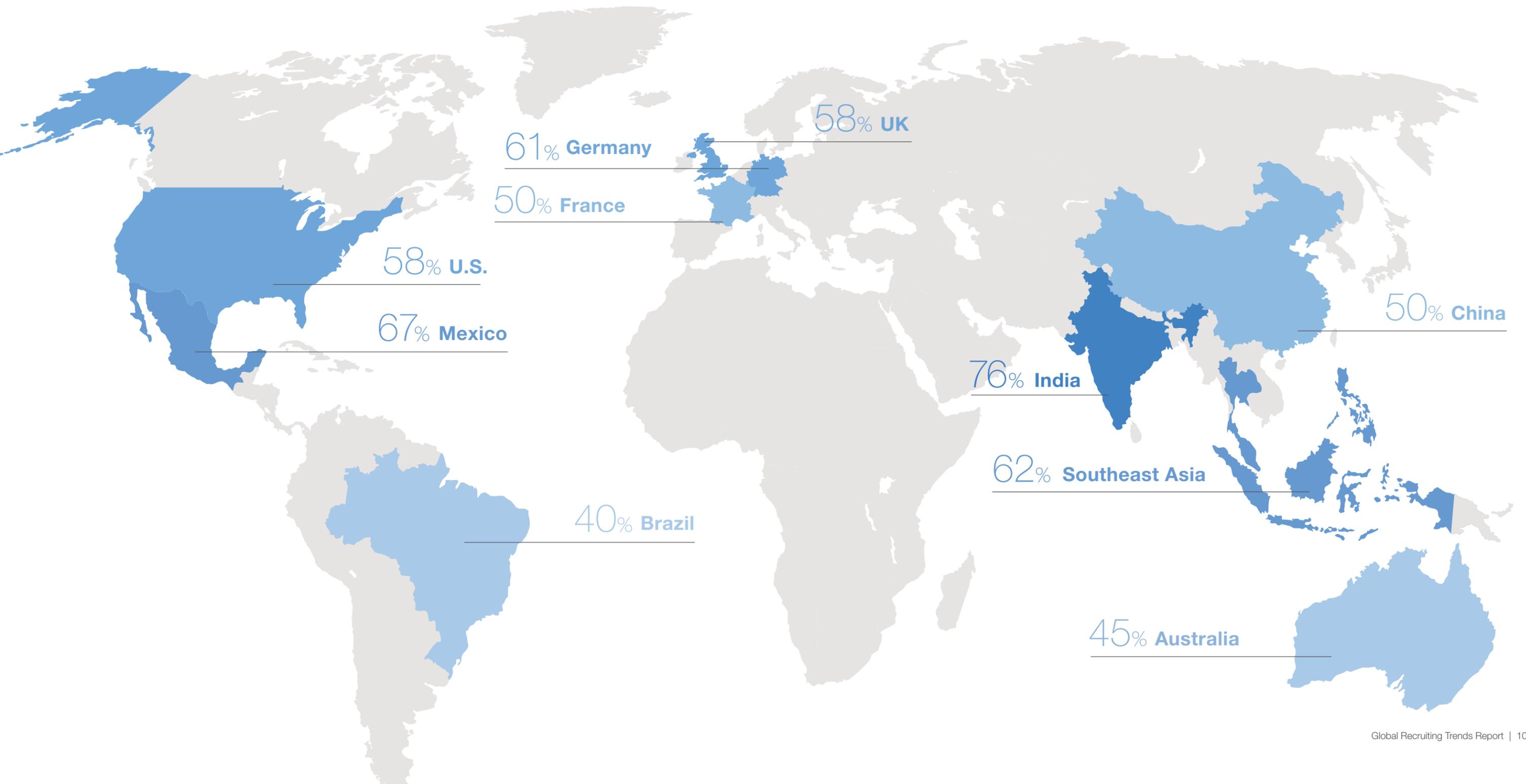
While the global numbers are very positive, this is the first time in five years when the year-over-year growth is slowing down. This subtle cooling of the job market reflects hiring slowdown in Brazil, China, and parts of Europe.

How do you expect your hiring volume to change over the next year?



% of recruiters who say their hiring volume will increase

How hiring volume will increase across the globe in 2017



Quality of hire and time to hire are still the true north metrics

When it comes to measuring performance, recruiters focus on metrics that have a lasting impact on the business. That is why different aspects of quality of hire (length of stay, hiring manager satisfaction) dominate the list. It's worth noting that larger companies selected time to hire as their top metric, while businesses with under 200 employees overwhelmingly picked length of time a new hire stays.

What are the top three ways you measure success in your role?



The length of time new hires stay at the company



Time to hire: the time it takes to fill a job requisition



The satisfaction of the hiring managers

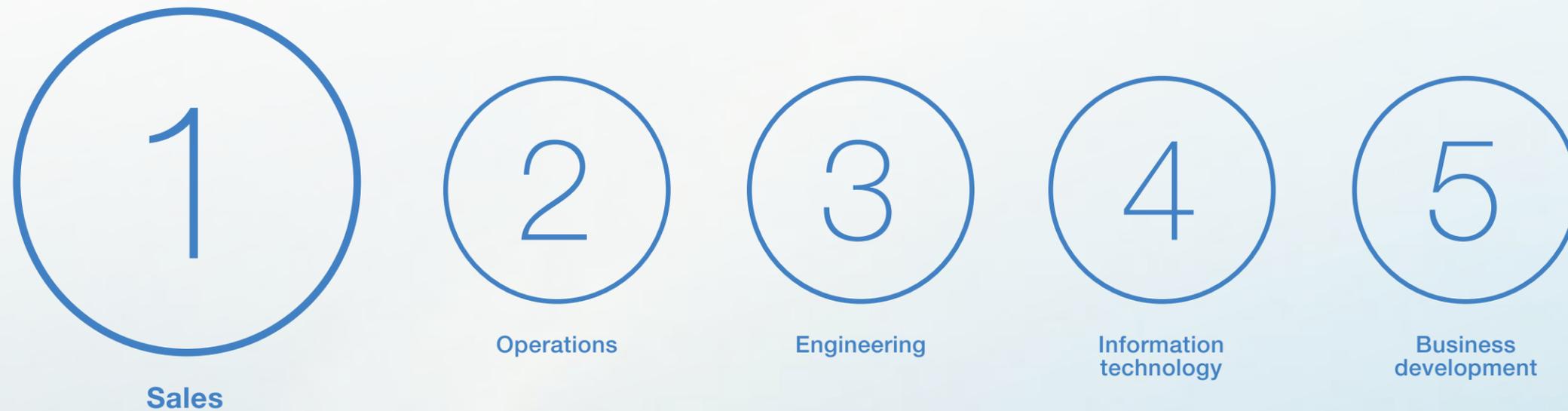
What is your average time to hire?



Sales, operations, and engineering are the highest priority roles to fill

The demand for sales, operations and engineering talent is so prevalent that recruiting teams have to start thinking more strategically about how to find and recruit these talent pools. Relying on data to pinpoint locations where the supply of talent is higher than the demand is a crucial first step. Another successful tactic is targeting each of these functions with highly customized employer branding content.

What are the highest priority roles to fill at your company?



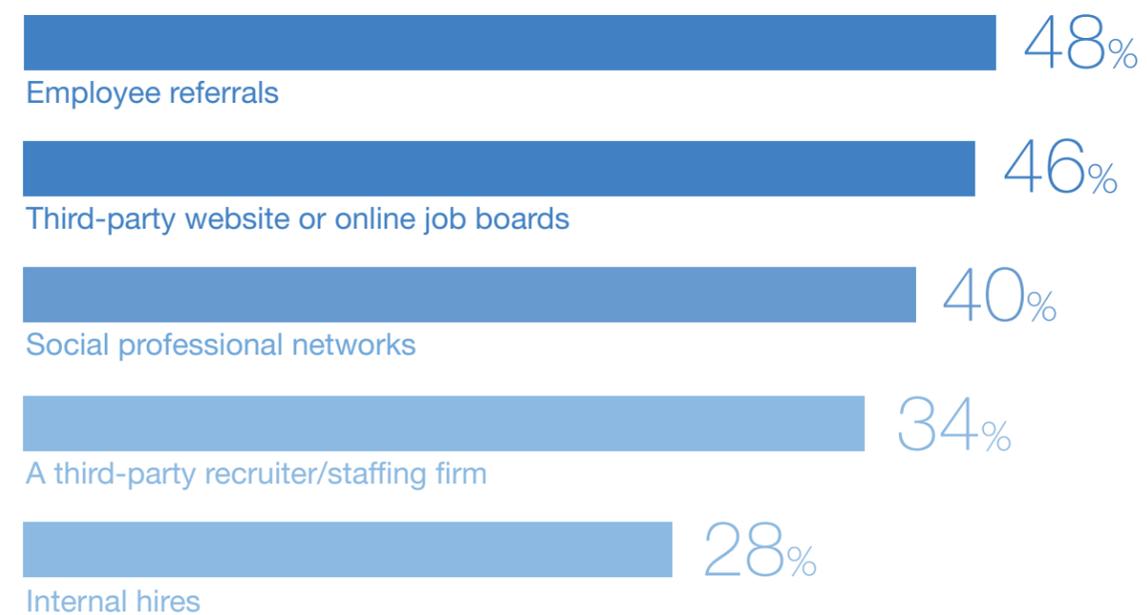
Learn more:

[How LinkedIn's talent pool reports can guide you where and how to recruit](#)

Employee referrals are the top source of quality hires

The stats below illustrate the rise and reign of employee referrals. It's no surprise that more and more companies are starting to develop programs like these, given that referred employees are faster to hire, perform better, and stay longer in the company.

What are your top channels for quality hires?



Learn more:

[Why employee referrals are the best way to hire](#) | [How to post a job on LinkedIn](#)



Differentiating from the competition is a top concern for recruiters

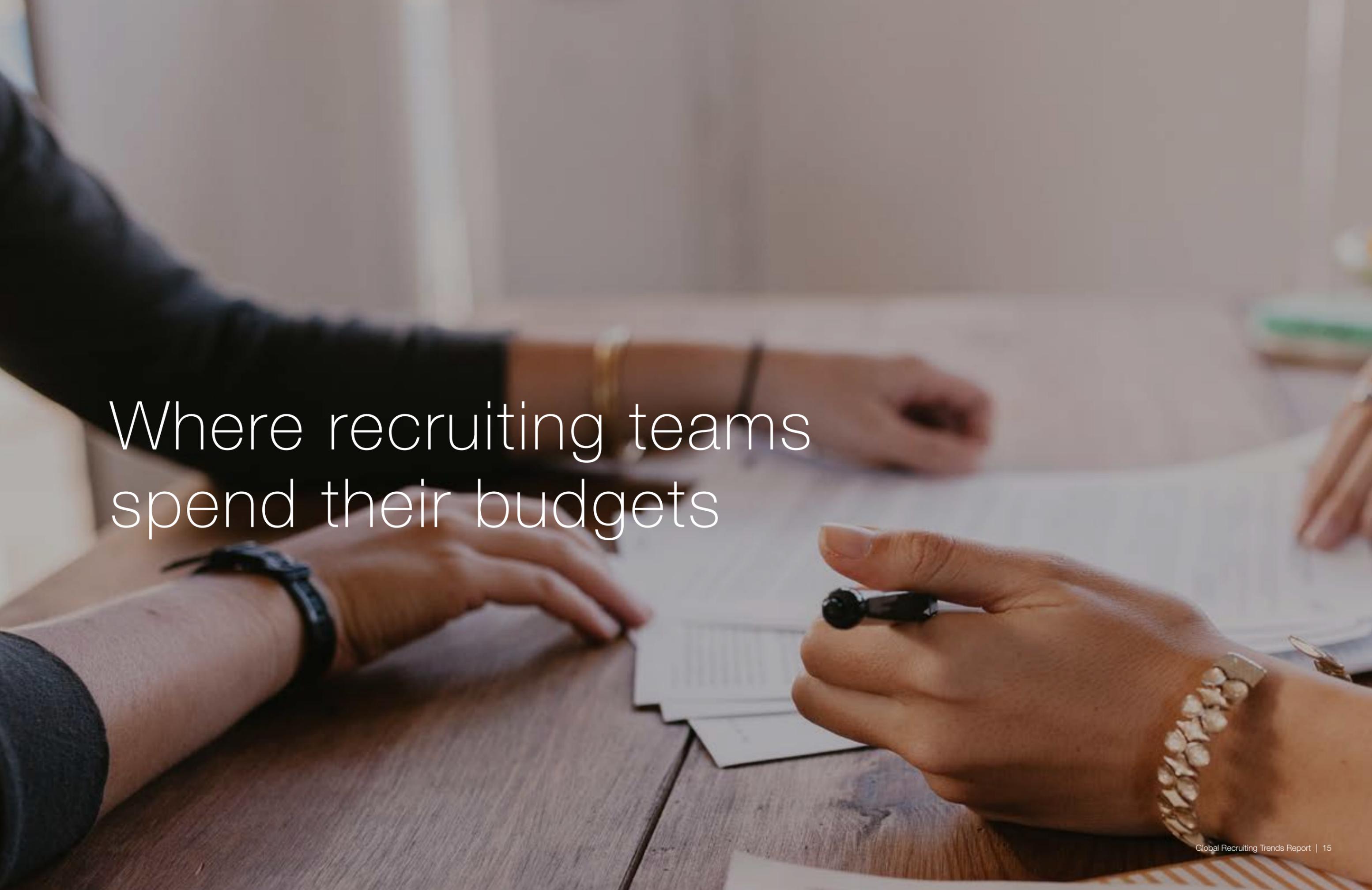
When your team is strapped for resources and dealing with intense competition, focus on initiatives that can bring you scale. One of the most effective ways to do that and differentiate from your competitors is to work on your employer brand. Craft messaging that is the right blend between what your target candidates are looking for and the unique value proposition of your company.

What are the top challenges your team is facing?



Learn more:

[Read the 2016 Talent Trends Report to find what candidates rank as most important in a job](#)

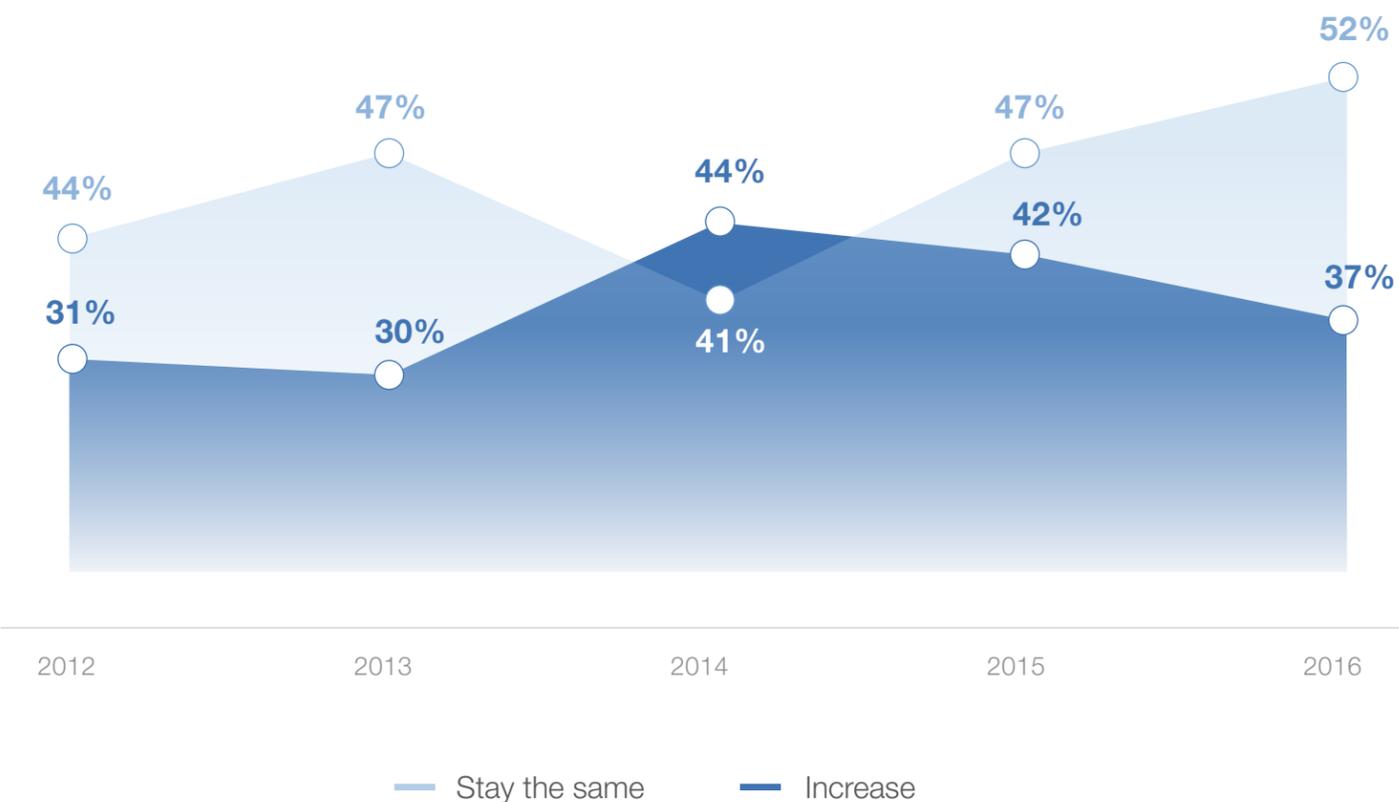


Where recruiting teams
spend their budgets

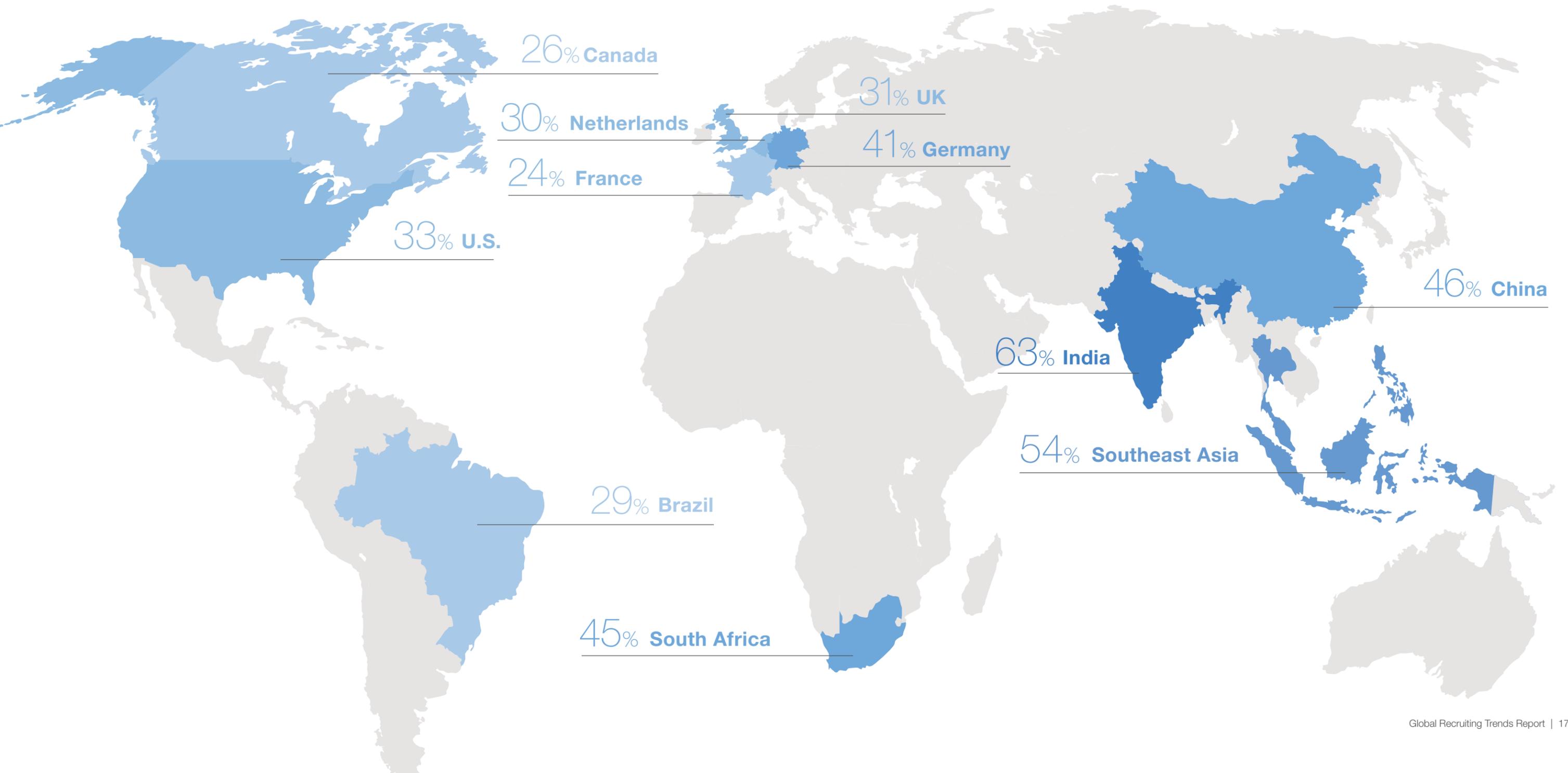
Compared to last year, more recruiting budgets will stay flat

Fewer recruiting teams will be enjoying bigger budgets this year – in fact, one out of two teams will have to deal with a flat budget. This is yet another reason to think about investing your team’s time in initiatives and tools which will bring you scale and allow for automation of time-consuming tasks.

How do you expect your organization’s budget to change over the next year?



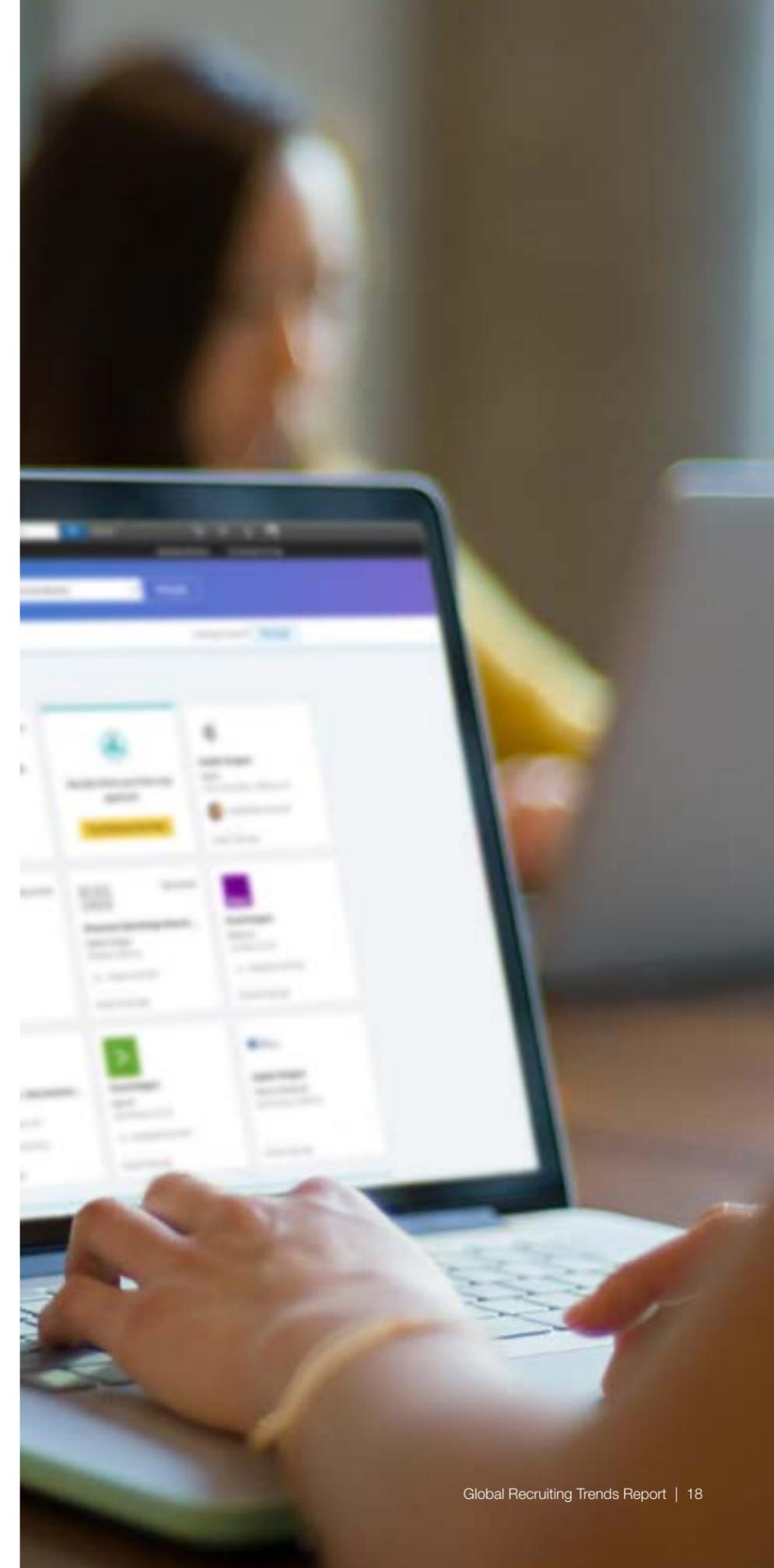
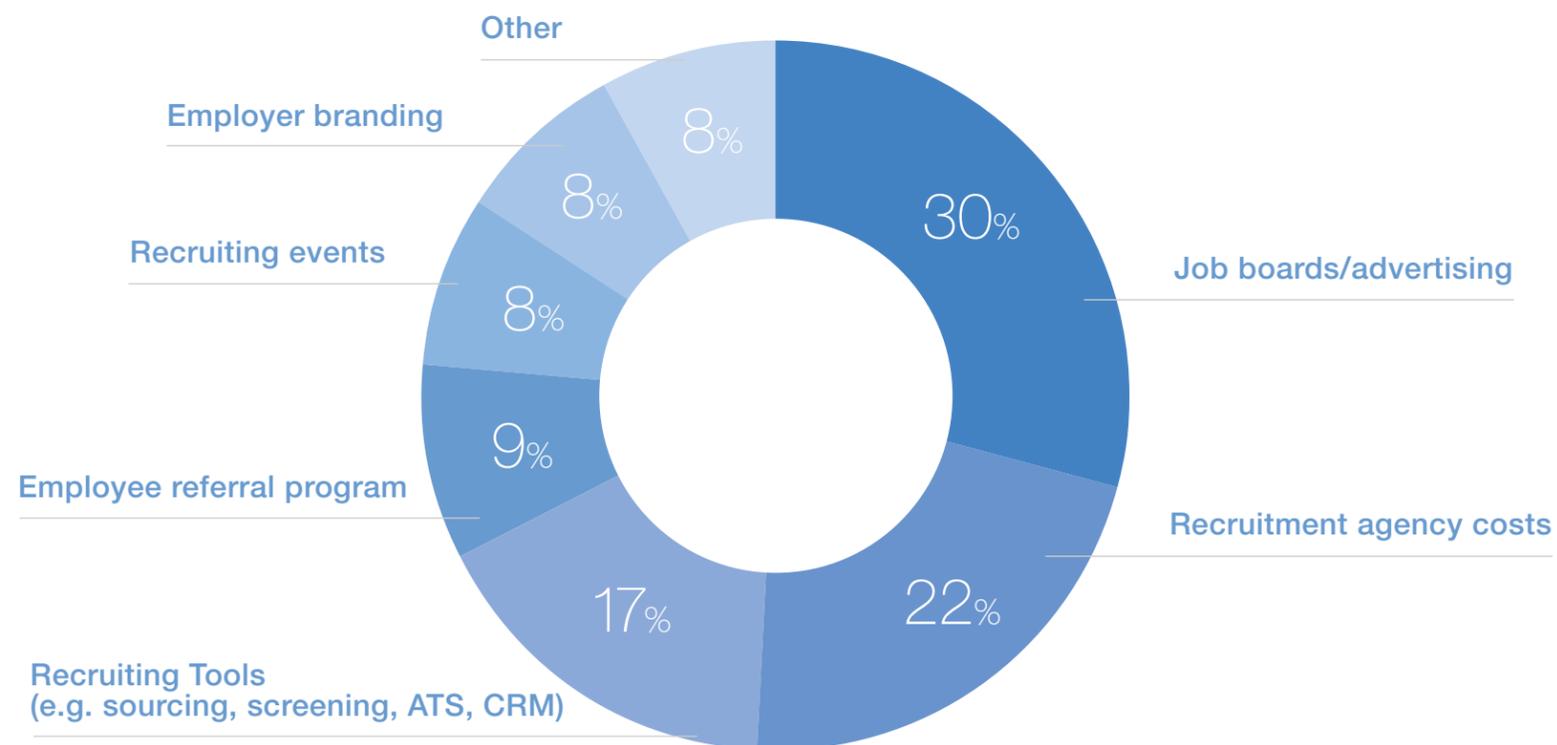
The percentage of leaders globally who say their budgets will increase in 2017



Most teams invest their budgets in job postings and staffing agencies

Despite recruiters sharing that employee referrals are the top source of quality hires, very little budget gets allocated to referral programs. Same with employer branding – described as one of the most important trends, it is one of the last places where teams invest. The bulk of the team's budget goes to more traditional tactics like posting jobs and staffing agencies.

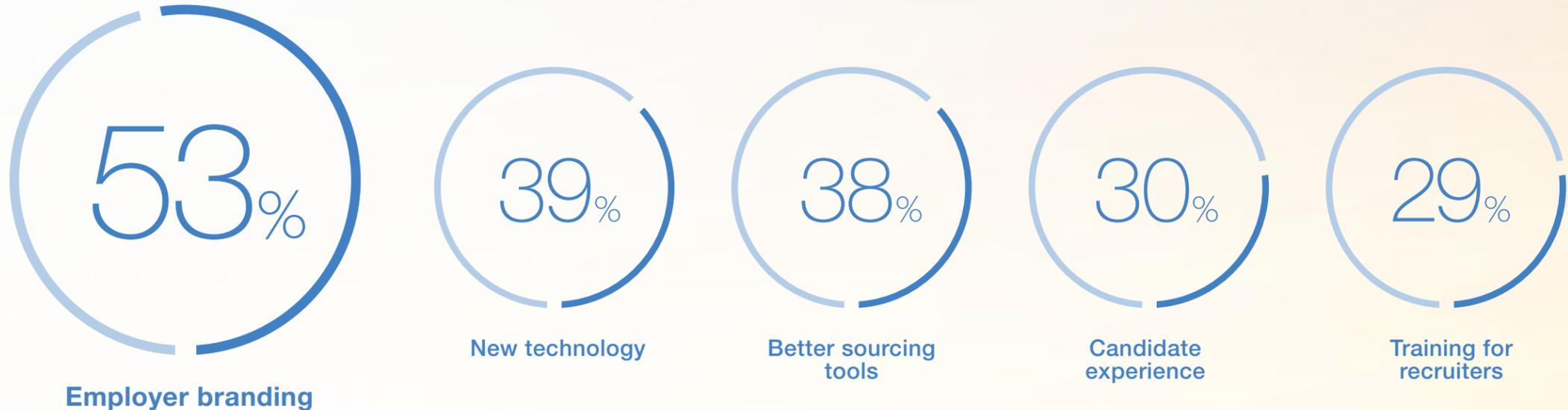
What is the current breakdown of your recruiting budget?

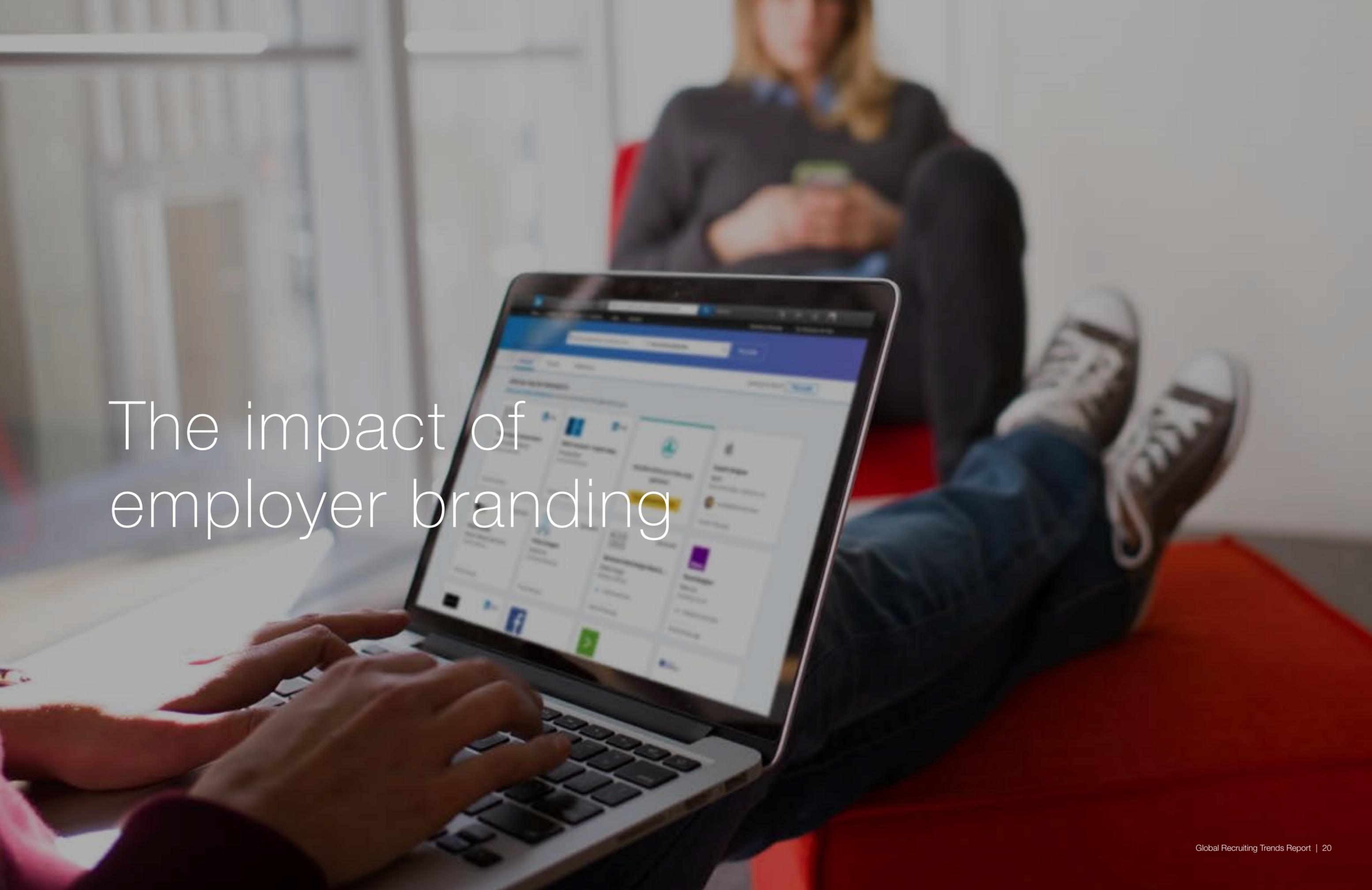


If money weren't a constraint, talent leaders would invest in branding and tools

Given the opportunity, most leaders would prioritize investing in long-term strategic plays like branding, tools, candidate experience, and upskilling their teams, instead of some of the short-term needs that they currently resource. Below is a great list of big bets you can explore in 2017.

If you had unlimited budget, where would you invest?





The impact of employer branding

While leaders under-invest in employer branding, they do appreciate its impact

Most teams spend only a small portion of their budgets on employer branding. Yet, the stat below shows that leaders overwhelmingly believe in its importance. One reason for this paradox is that employer branding ROI is hard to measure and most teams cannot show a direct correlation between a stronger candidate pipeline and their branding efforts.



of talent leaders agree that employer brand has a significant impact on their ability to hire great talent

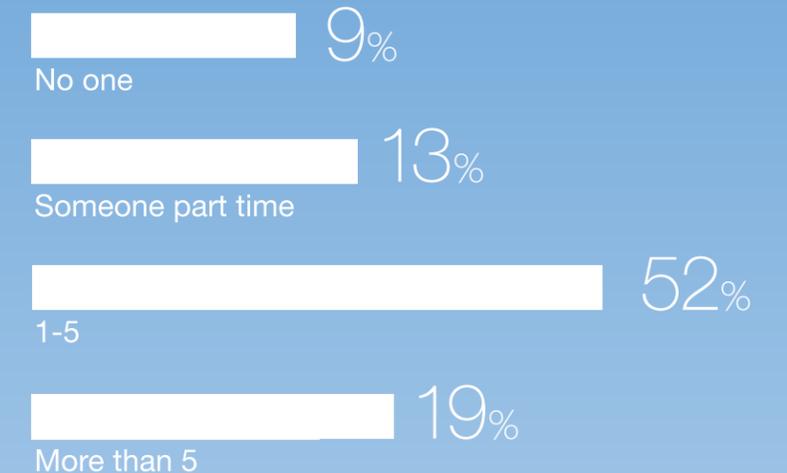
Partnering with marketing is the key to employer branding

As many recruiting teams are struggling with resourcing employer branding, they look to their marketing partners for support. This usually includes joint ownership of social media channels and asset production, and is more typical for larger companies. This partnership also accounts for the reason why many companies have up to five people managing their employer brand.

Who manages your company's employer brand?

- 36% Recruiting collaborates with marketing/comms
- 30% Recruiting is primarily responsible
- 20% Recruiting has little or no involvement
- 10% Company doesn't do employer branding

How many people manage your employer brand?



Company culture messaging is effective at grabbing candidates' attention

Both candidates and recruiters are on the same page - company culture is crucial when it comes to standing out from other employers. However, aside from culture, candidates are more interested in hearing about the company's long-term vision and fun perks over its reputation.

Recruiters:

What do you think attracts candidates to your company?

- 1 Company culture
- 2 Company reputation
- 3 Challenging work

Candidates:

What information would be helpful when considering a potential employer?*

- 1 Culture and values
- 2 Perks and benefits
- 3 Mission and vision

*Source: [LinkedIn Talent Trends 2016 Report](#)



However, if you want candidates to accept your job offer, focus on career growth

Employer branding should not focus only on company culture and perks. When candidates have to give their final answer on a job offer, the deciding factor for them is how your company would impact their career advancement and how stimulating the job will be (both financially and intellectually). This is a great reminder that your employer branding messaging should vary, depending on the priorities of your audience.

What swayed you to accept your current company's job offer?*

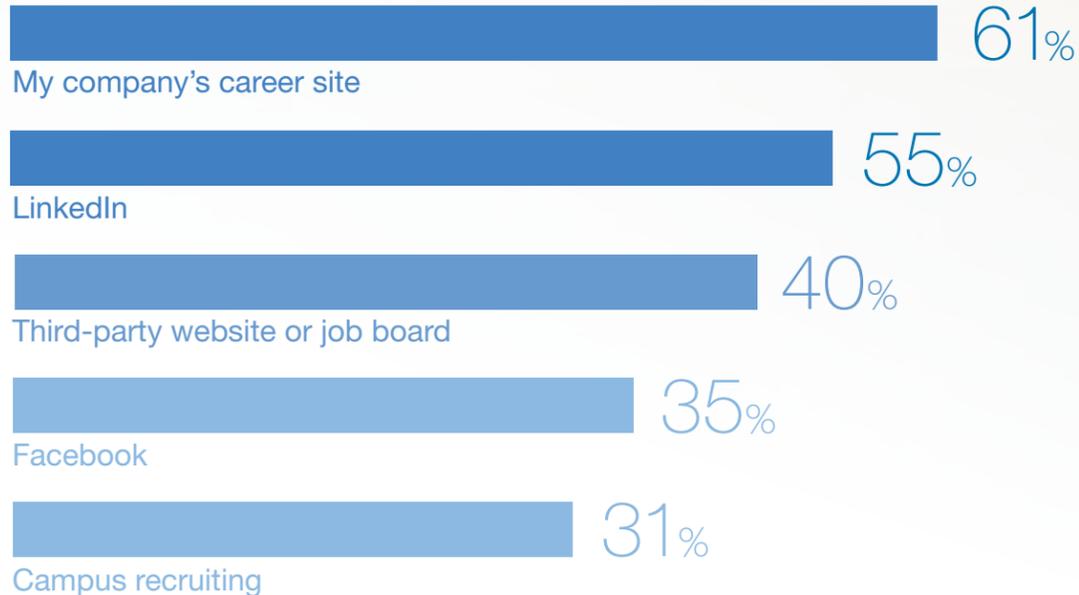


*Source: [LinkedIn Talent Trends 2016 Report](#)

The company's website and social media are top ways to promote and measure your brand

Most teams generate awareness by relying on their website and LinkedIn. Measuring the effectiveness of their efforts is more challenging, and that's where aside from web and social metrics, teams get more creative by looking at internal survey data and best employer awards.

What are the best channels for you to build an employer brand?



What are the top ways you measure your employer brand?





Looking ahead: Recruiting in 2020

Diversity, automation, and focus on mission are key trends for the future

Given that recruiters report limited headcount and budget, while hiring demands are growing, it makes sense that automation is top of mind for the industry. Automation would increase the speed of screening candidates, minimize human bias, and help assess soft skills more precisely. Many companies are also interested in diversity and purpose initiatives as a way to differentiate from competitors and boost engagement. Large companies are driving the focus on big data, listing it as their #1 trend.

What are the top trends that will shape the recruiting industry in the next few years?



Next steps

Dig deeper into the topics uncovered by this report and learn more about LinkedIn:

-
- 1 **Find out more about the candidates' perspective:**
[Talent Trends 2016 Report: Data on How Candidates Want to be Recruited](#)
 - 2 **See what it takes to engage the candidate end-to-end:**
[Modern Recruiter's Guide: The Candidate's Journey on LinkedIn](#)
 - 3 **Learn how to build and promote your employer brand:**
[The Employer Branding Playbook](#)

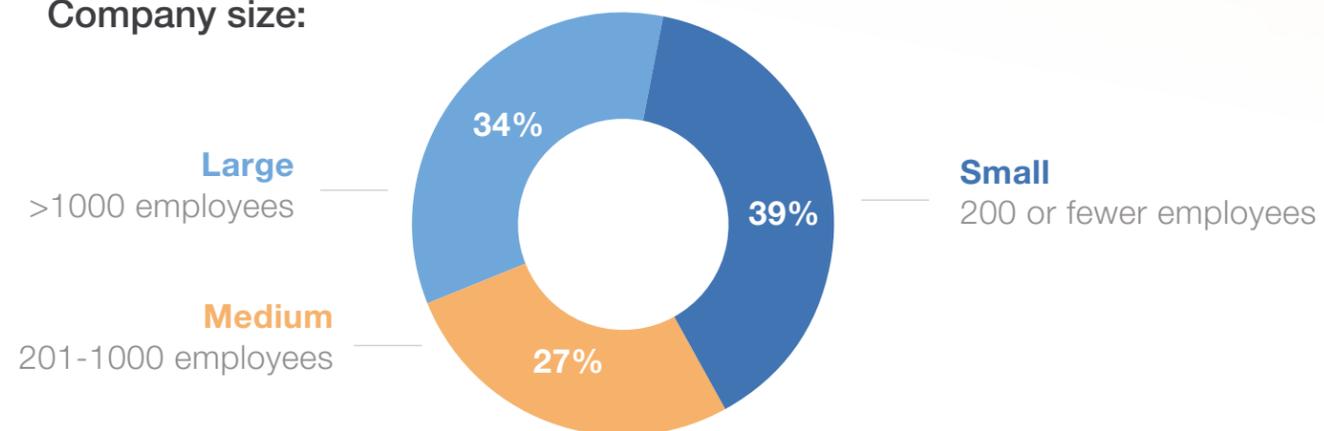


Survey methodology

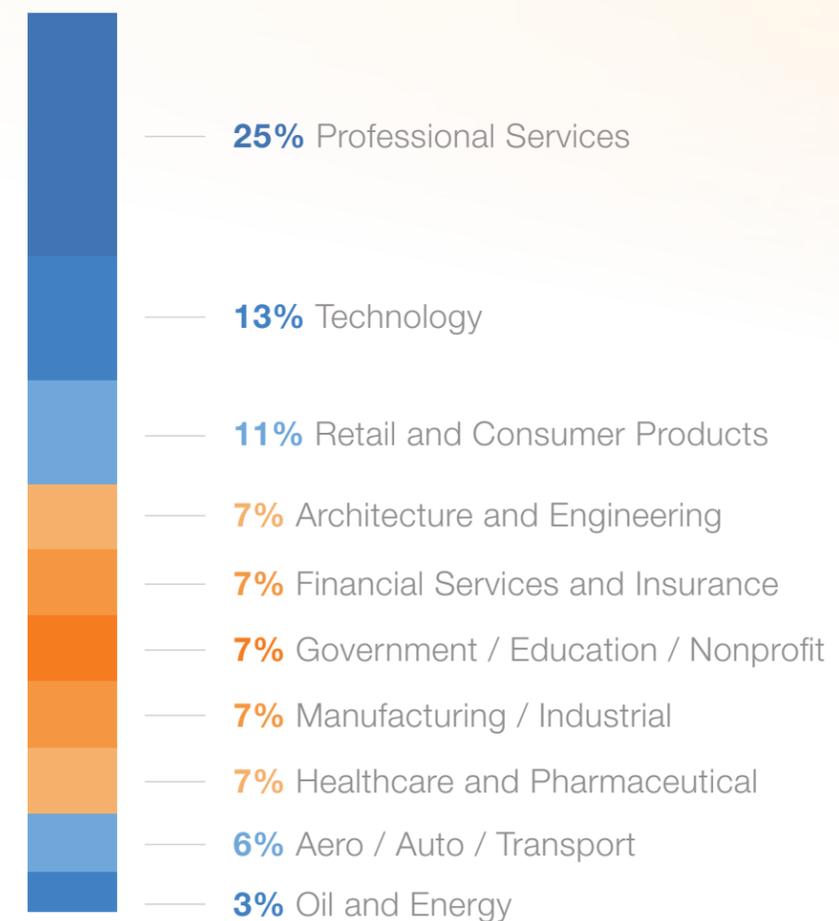
We surveyed 3,973 talent acquisition decision makers who work in a corporate HR department, are at the manager level or higher and have some authority in their company's recruitment solutions budget. These survey respondents are LinkedIn members who were selected based on information in their LinkedIn profile and contacted via email.

We also compared historical Global Recruiting Trends research taken from 2012 – 2015, which had similar sampling criteria and methodology: in previous waves we surveyed 1-2K corporate talent acquisition decision makers who are at the manager level or higher.

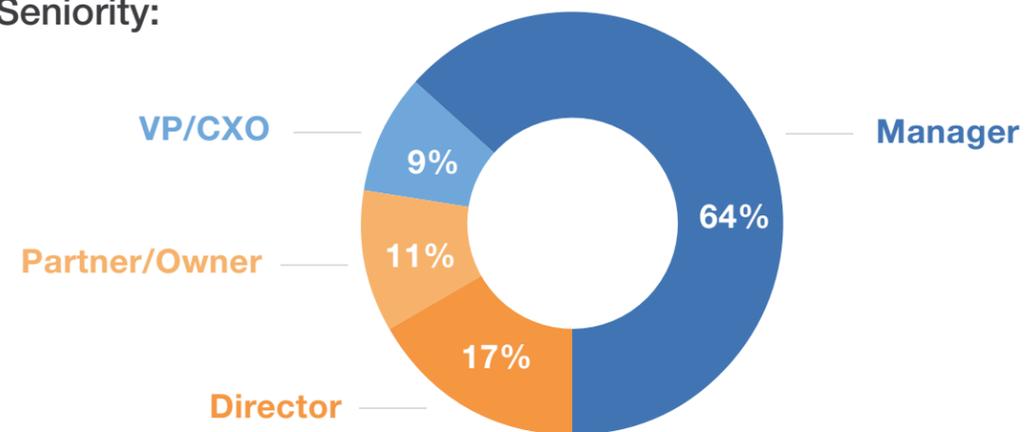
Company size:



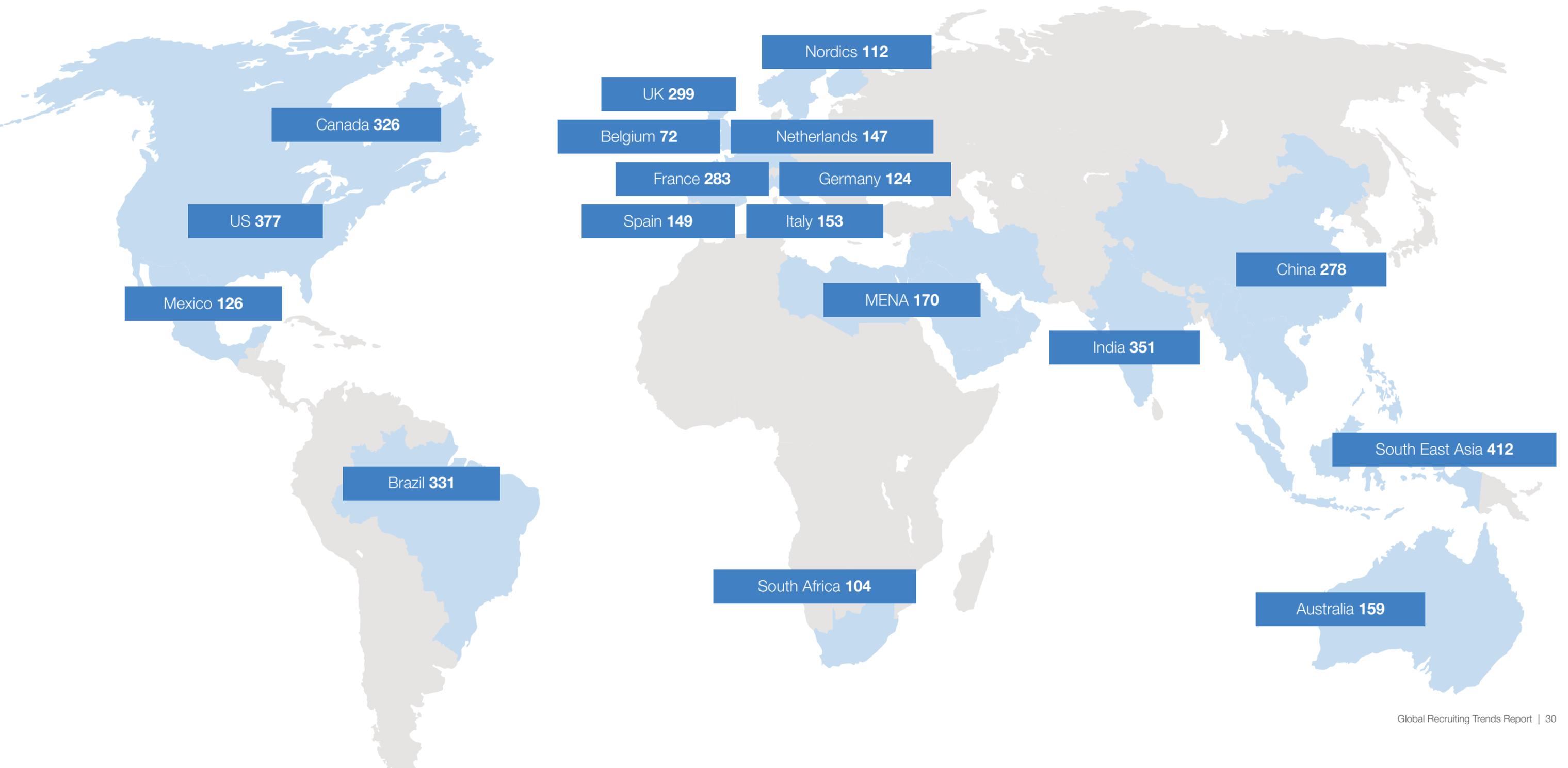
Industry:



Seniority:



Geographical distribution of the survey sample



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Attract, engage, and recruit the best talent using the world's largest professional network. LinkedIn Talent Solutions helps you source talent, post jobs, build your employer brand and create a stellar referral program.

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