

U.S. and Canada Recruiting Trends 2017

What you need to know about the
state of talent acquisition

What's in this report

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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 over 700 corporate talent acquisition leaders across in the U.S. and Canada. 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. In the U.S. and Canada, over 81% 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.

55% of leaders in the U.S. and Canada 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

Screening for soft skills and diversity 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.

3

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

While 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 dark polka dots is sitting at a dark wooden desk. Their hands are clasped together on the desk. In the background, a dark chair is visible. On the desk, there is a gold-colored pen holder with pens and a dark smartphone. The text "How recruiting leaders perceive their teams" is overlaid on the left side of the image in a white, sans-serif font.

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. In recent years, talent and HR leaders in the U.S. and Canada have a prominent spot at the C-suite table, driving decisions about the future of the company.

U.S. and Canada talent and HR leaders say that:

81%

Talent is #1 priority
at their company

81%

They meet with the
C-suite regularly

73%

Their team is key
to the company's
workforce planning

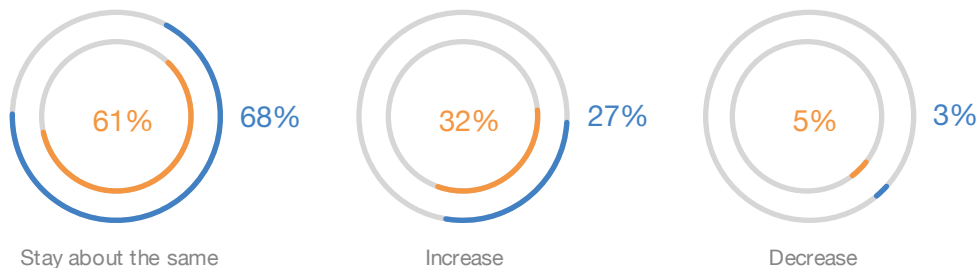


Most recruiting teams won't grow this year

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. This is especially true in the U.S. and Canada, where 68% of leaders said the size of their team will stay the same, compared to 61% globally.

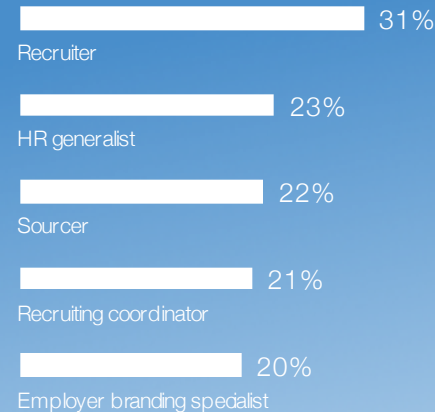
The recruiting teams that are growing are focusing mostly on finding full life cycle recruiters and HR generalists, though the need for employer branding specialists indicates the increasing importance of the company's image.

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



— U.S. & Canada — Global

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



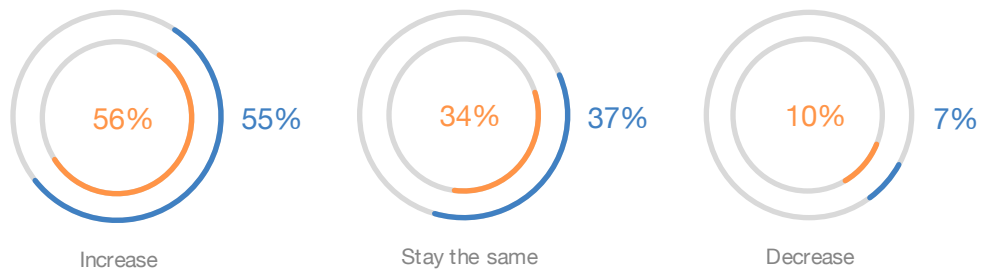
A close-up, shallow depth-of-field photograph of a person's arm and hand resting on a wooden desk. The person is wearing a light blue button-down shirt and a gold-toned watch with a dark leather strap. In the foreground, there is an open notebook with a pen resting on it, and a white ceramic mug. The background is blurred, showing indoor lighting and greenery.

Key benchmarks and
metrics to monitor

Hiring volume will increase for many companies

Even though most recruiting teams won't grow in size, they are still expected to handle a substantial increase in hiring volume. That means that saving time by focusing on the right metrics and boosting your team's productivity will be essential.

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



— U.S. & Canada — Global



Quality of hire indicators are the most important metrics teams track

When it comes to measuring performance, recruiters focus on metrics that have a lasting impact on the business. This is especially true in the U.S. and Canada, where recruiters are more focused on quality of hire metrics (like length of time a new hire stays at the company and hiring manager satisfaction) than the rest of the world, where time to hire remains a bigger focus.

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

U.S. & Canada



The length of time new hires stay at the company



The satisfaction of the hiring managers



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

Global



The length of time new hires stay at the company



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



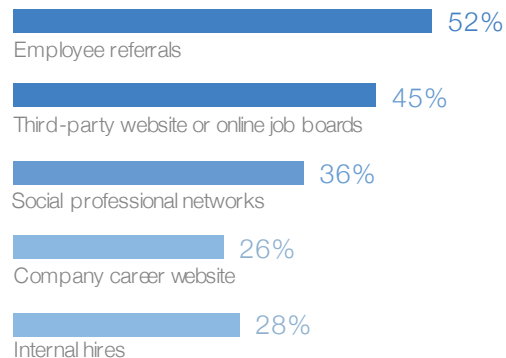
The satisfaction of the hiring managers

Employee referrals have become the top source of quality hires

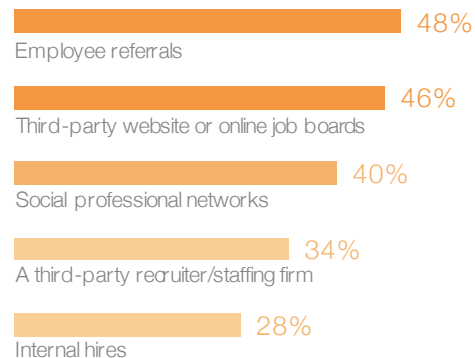
The stats below illustrate the rise and reign of employee referrals in the U.S. and Canada. It's no surprise that more and more companies are starting to develop programs like these, given that referred employees are faster to hire, perform better, and stay longer at the company.

What are your top channels for quality hires?

U.S. & Canada



Global



Learn more:

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



Operations, sales and engineering are the highest priority roles to fill

The demand for operations, sales, and information technology talent is so prevalent that recruiting teams in the U.S. and Canada 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?



Operations



Sales



Information technology



Engineering



Business development



Learn more:

[How LinkedIn's Talent Pool Reports can guide you where and how to recruit](#)

Differentiating from the competition is a top concern for talent leaders

Competition for talent and employee turnover are bigger challenges in the US and Canada compared to the rest of the world.

One of the most effective ways to differentiate from the competition is through employer branding. Craft messaging that is the right blend between what your target candidates are looking for and the unique value proposition of your company. Getting this right will attract candidates that are a good fit, which also means a lower turnover rate.

What are the top challenges your team is facing?

U.S. & Canada

Competition for talent 66%

Limited budget 31%

Small recruiting team 30%

High turnover in my company 27%

Global

Competition for talent 57%

Limited budget 35%

Small recruiting team 27%

High turnover in my company 23%



Learn more:

[Read the 2016 U.S. & Canada Talent Trends Report to find out what candidates rank as most important in a job](#)



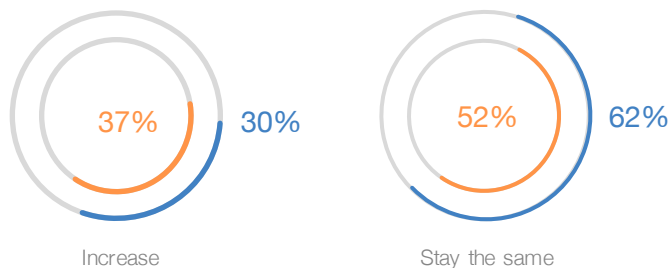
Where recruiting teams
spend their budgets

Recruiting budgets will stay flat

Fewer recruiting teams will be enjoying bigger budgets this year – especially in the U.S. and Canada. In fact, over 60% of teams will have to deal with a flat budget, even though hiring volume will increase.

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?



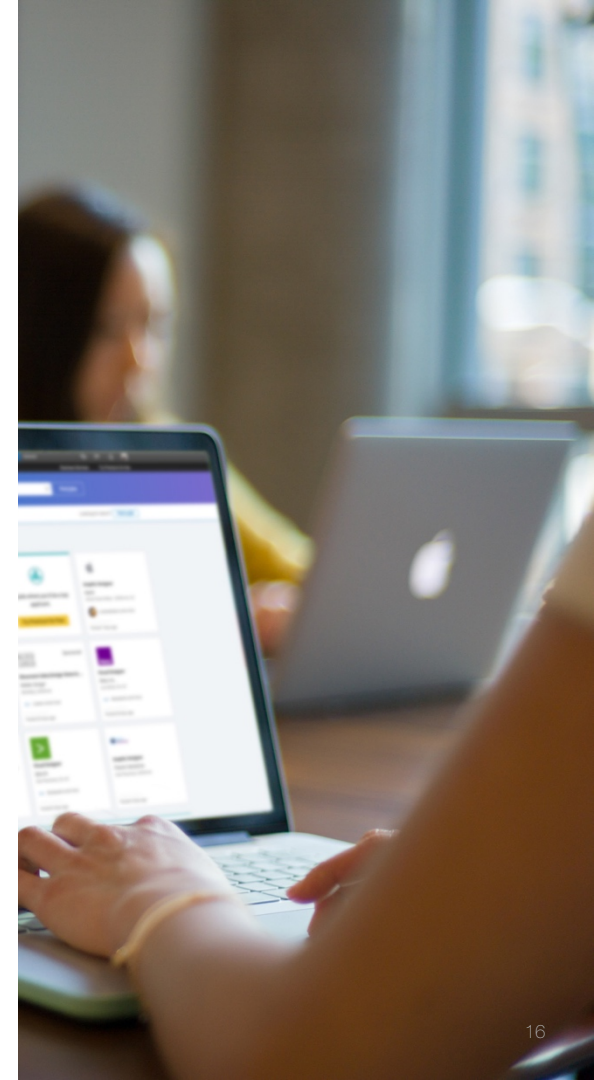
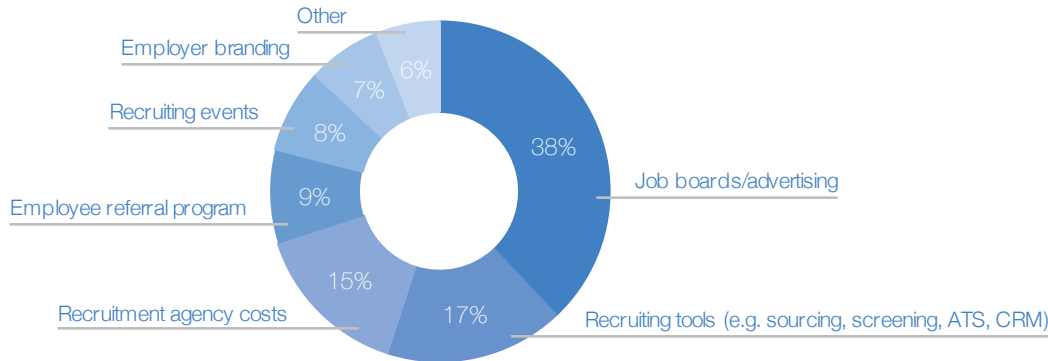
— U.S. & Canada — Global



Most teams invest their budgets in job postings and recruiting tools

Despite recruiters sharing that employee referrals are the top source of quality hires, most of them barely invest in their referral program. Same with employer branding – described as one of the most important trends, it is about the last place where teams invest. The bulk of the budget goes to more traditional tactics like posting jobs.

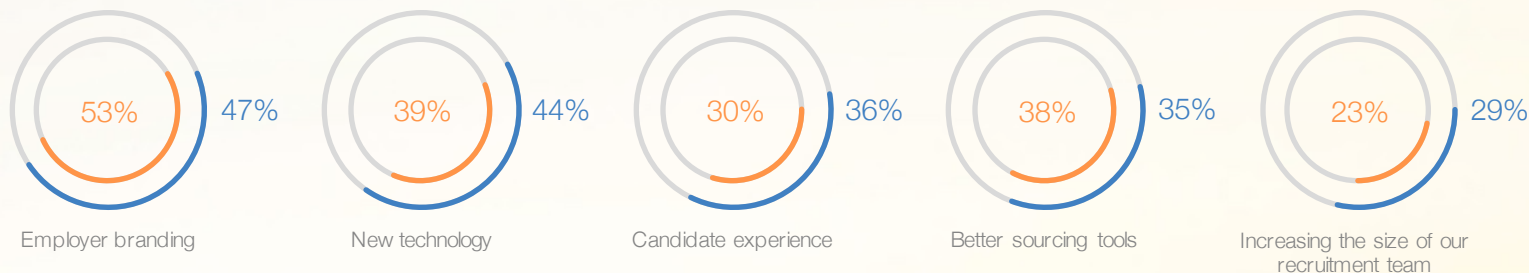
What is the current breakdown of your recruiting budget?



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

If budgets weren't an issue for teams, most leaders would prioritize investing in long-term strategic plays like branding, tools, candidate experience, and upskilling their team 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 would invest?



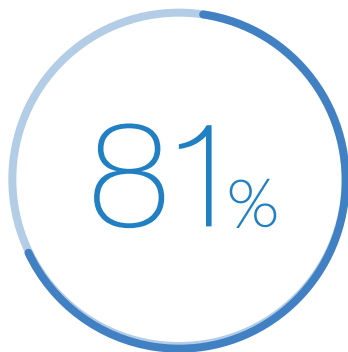
— U.S. & Canada — Global



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 for many teams

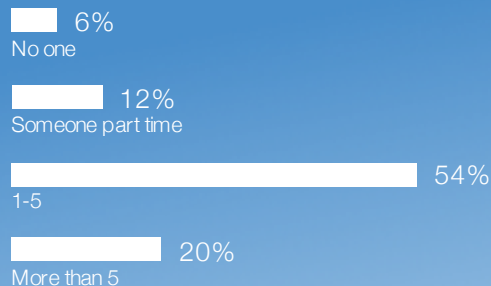
Many recruiting teams are struggling with resourcing employer branding – especially in the U.S. and Canada, where only 23% of leaders say their team is primarily responsible for employer brand, compared to 30% globally.

Because of this, they are looking 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 most likely accounts for the reason why many companies have up to five people managing their employer brand.

Who manages your company's employer brand?

- 37%** Recruiting collaborates with marketing/comms on it
- 25%** Recruiting has little or no involvement in employer branding
- 23%** Recruiting is primarily responsible for employer branding
- 9%** Company doesn't think about employer brand at all

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 office location and fun perks, over the company's reputation.

Recruiter:

What do you think attracts candidates to your company?

- 1 Company culture
- 2 Good fit for skill set
- 3 Company reputation

Candidates:

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

- 1 Culture and values
- 2 Perks and benefits
- 3 Office location

*Source: Talent Trends 2016



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 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?*



Learn more:

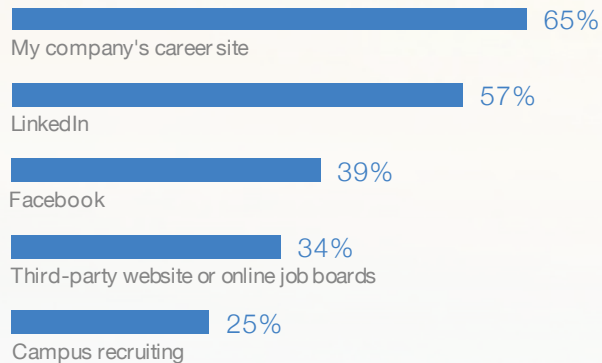
More info: [Talent Trends 2016: Data on How Candidates Want to be Recruited](#)

*Source: [Talent Trends 2016](#)

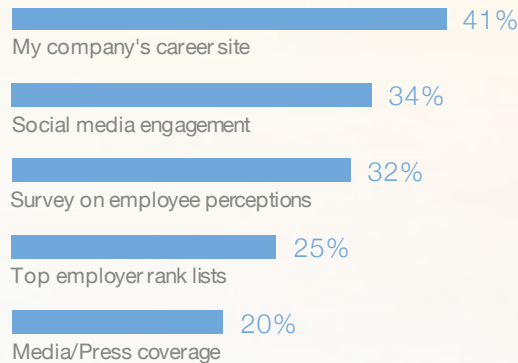
The company's website and social media are top ways to promote and measure your brand

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?



A low-angle, close-up shot of a person's legs as they run on a paved city sidewalk. The person is wearing black athletic leggings and bright orange and purple sneakers. The background is a blurred cityscape with tall buildings and some trees, suggesting an urban environment. The text "Looking ahead: Recruiting in 2020" is overlaid on the left side of the image in a white, sans-serif font.

Looking ahead: Recruiting in 2020

Candidate screening and diversity are key trends for the future

Given that recruiters report limited headcount and budget, while hiring demands are growing, it makes sense that they are looking for automated ways to screen candidates and remove bias, while keeping an eye on diversity. Company mission and purpose are also emerging as important trends.

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

37%

Soft skills
assessments

37%

Recruiting more
diverse candidates

34%

Innovative
interviewing tools

32%

Candidate relationship
management tools

29%

Company mission
as a differentiator

Next steps

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

1

Find out more about the the candidate's perspective:

[2016 US & Canada Talent Trends 2016 Report](#)

2

See what it takes to engage the candidate end to end:

[Modern Recruiter's Guide: The Candidate's Journey on LinkedIn](#)

3

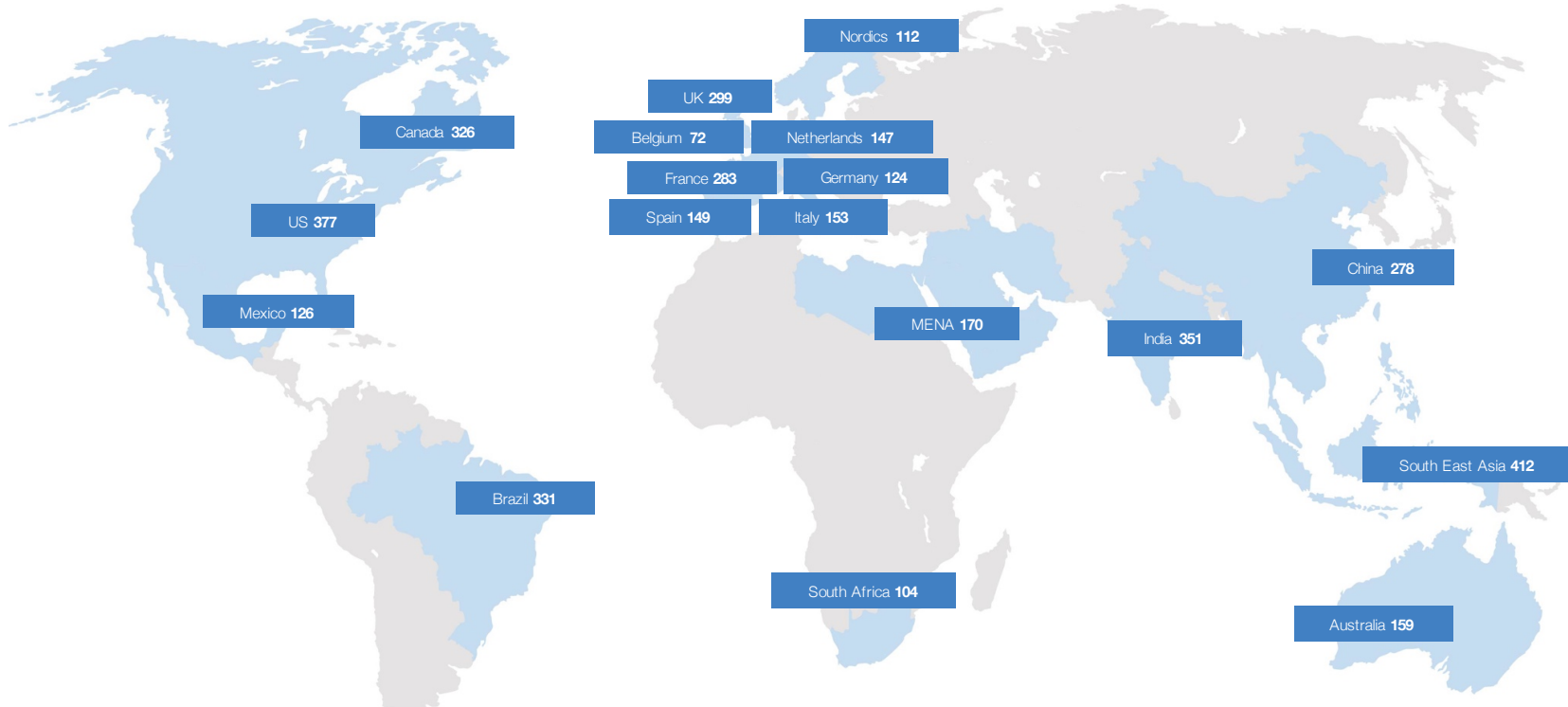
Learn how to build and promote your employer brand:

[The employer branding playbook](#)



Survey methodology

We surveyed 703 talent acquisition decision makers who work in a corporate HR department in U.S. and Canada, 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.



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Maria Ignatova
Global Content Marketing Lead

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