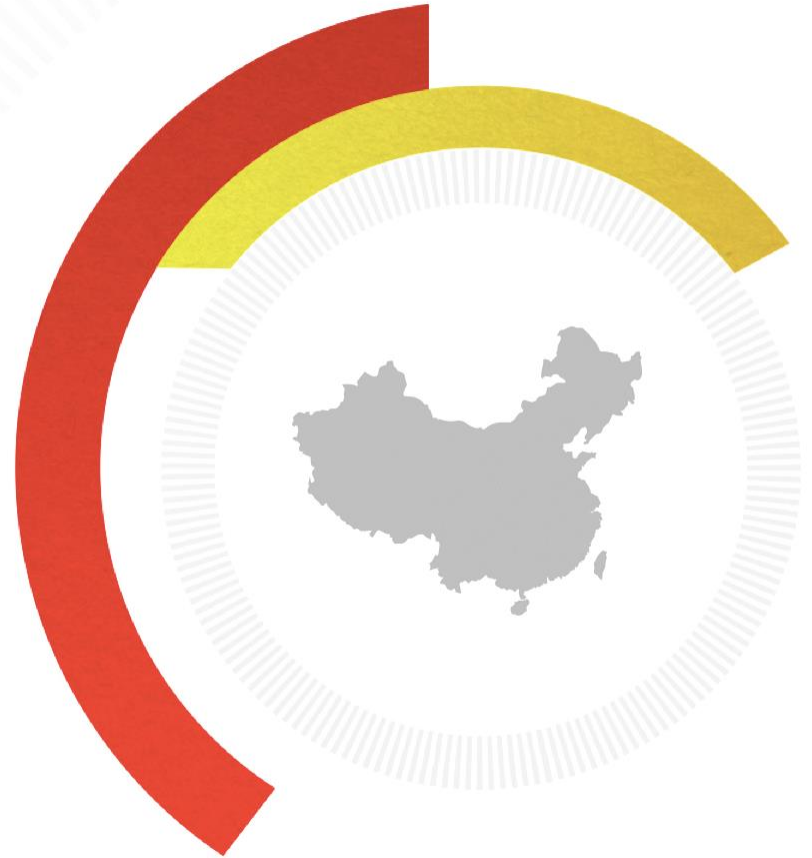


# China

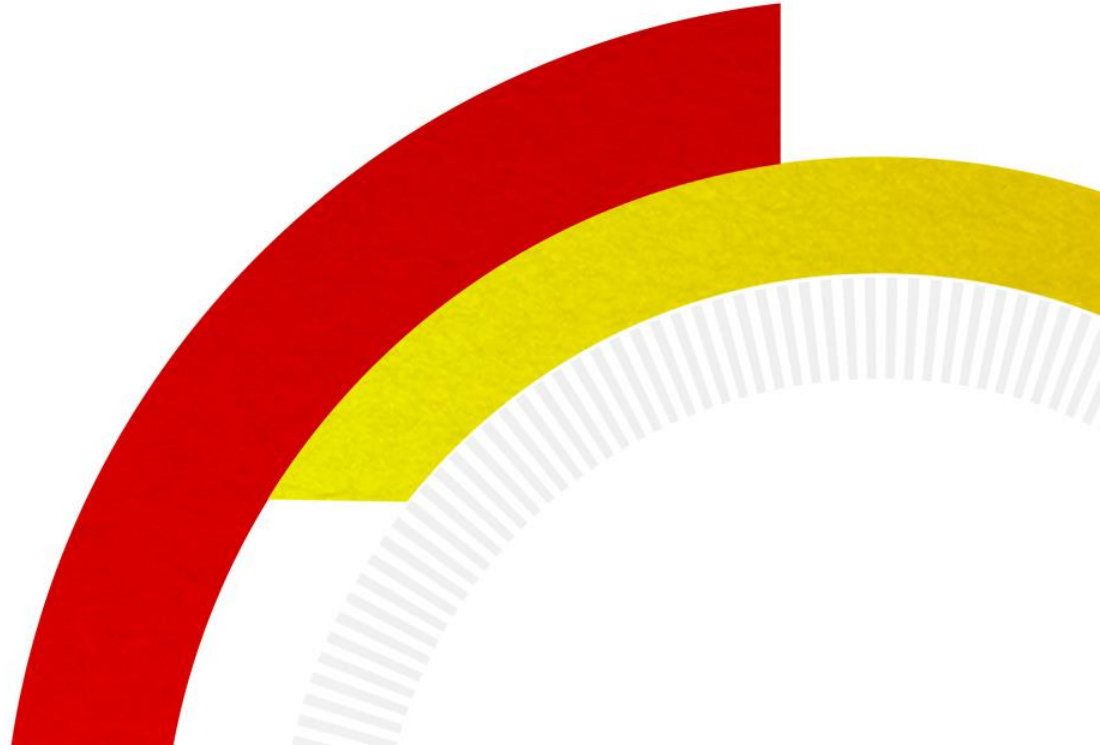
## Recruiting Trends 2016



# Introduction

To truly influence business decisions, you need to understand where the industry is going. This annual report uncovers recruiting trends in China that will move your organization forward, and help position yourself as a strategic business partner.

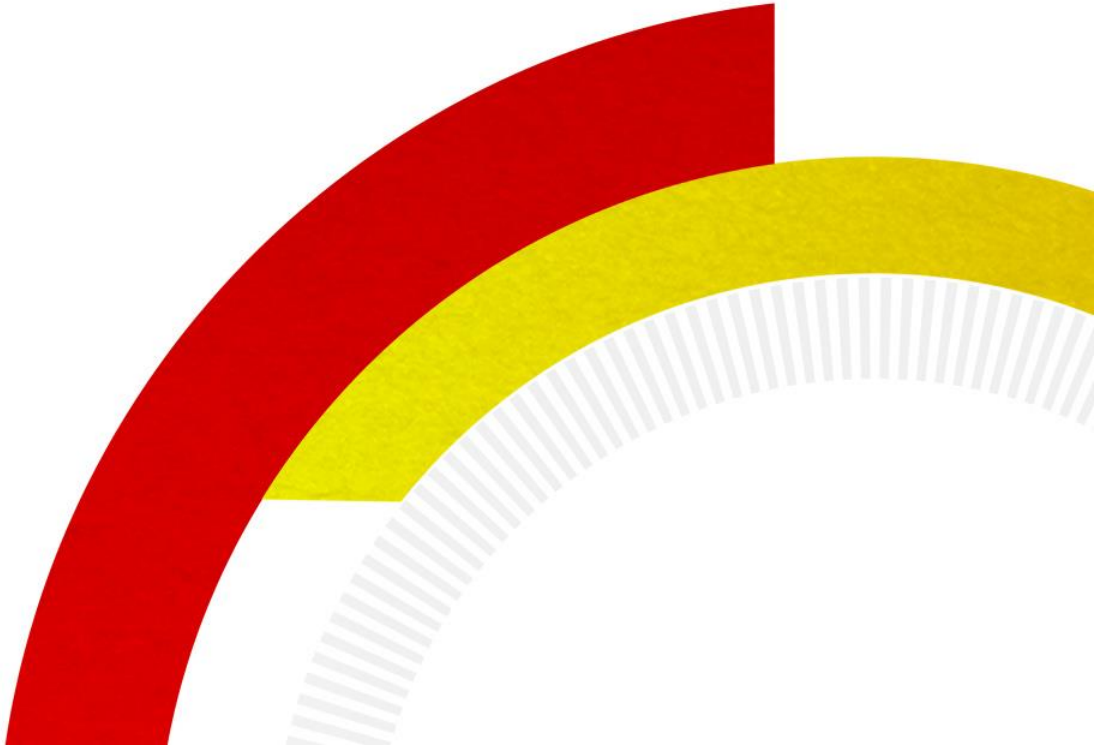
What's more interesting is a renewed emphasis on relationships, which is a critical factor in talent acquisition. Learn how this theme ties into the top priorities, upcoming challenges and opportunities ahead in 2016 and beyond.



# Index

- 02** Introduction
- 04** Key takeaways
- 07** Quality of hire: Hiring manager impacts
- 10** Employee referrals & professional networks:  
On the rise
- 14** Employer brand: Social networking wins
- 17** Retention & internal mobility: Time to align
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# Key takeaways



# Most important trends

In China, employer branding continues to significantly impact hiring, and talent acquisition is taking more responsibility. Talent leaders in China continue to use quality of hire as their most valuable performance metric. Since hiring managers are more involved in the recruitment process, hiring manager satisfaction is a key indicator of quality. Social professional networks are seen as a long-lasting trend to source quality hires, and a key tool to build relationships with candidates.

87%

believe employer brand  
has a significant impact to  
hire great talent

53%

measure quality of hire  
through hiring manager  
satisfaction

40%

consider social  
professional networks to  
be a long-lasting trend

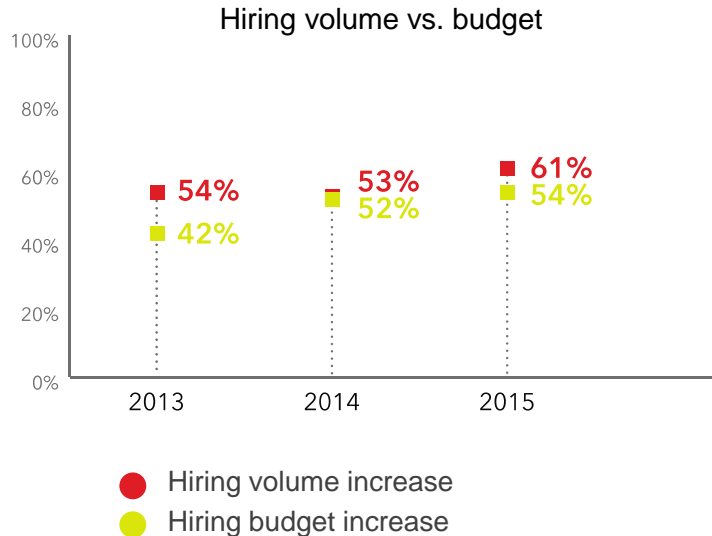
\* What metrics does your organization use to track quality of hire?

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

\* Please indicate the extent to which you agree with the following as they relate to your company's employer brand?

# Biggest challenges

Compared to 2014, the gap between hiring volume and budget increases. Compensation becomes the top obstacle to attracting top talent, so recruiting leaders have to think about how to do more with less.



## Obstacles to attracting top talent

Compensation



Competition



Location

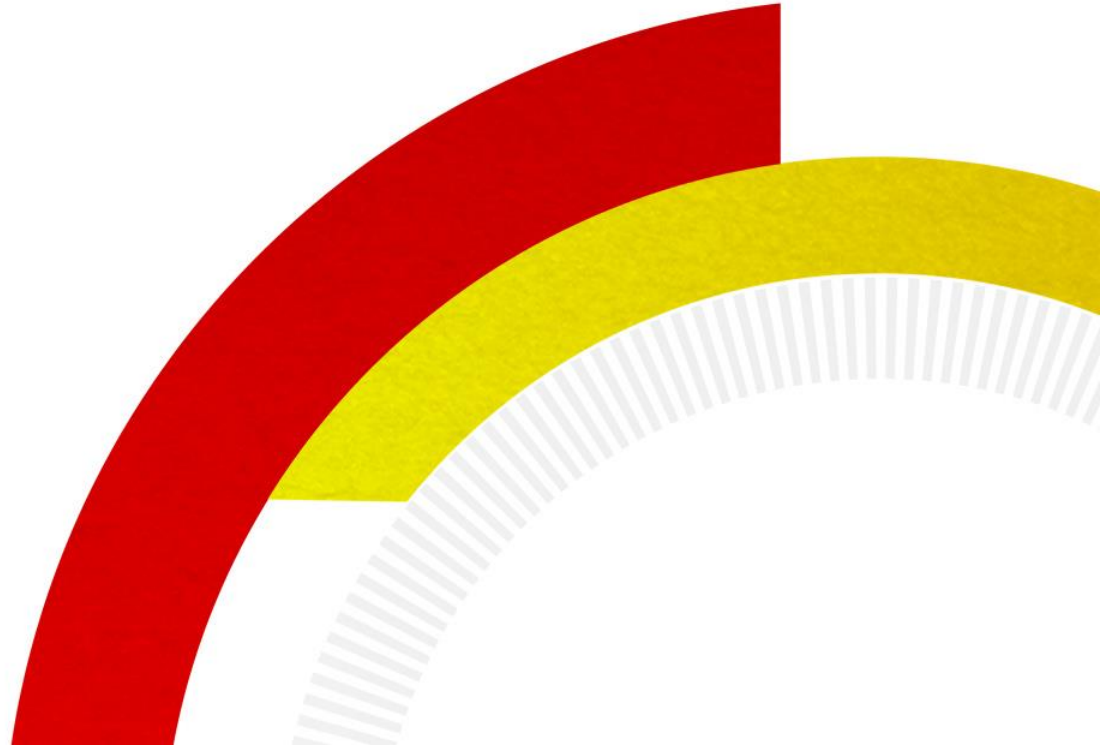


\* How do you expect the hiring volume across your organization to change in 2016 versus 2015?

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

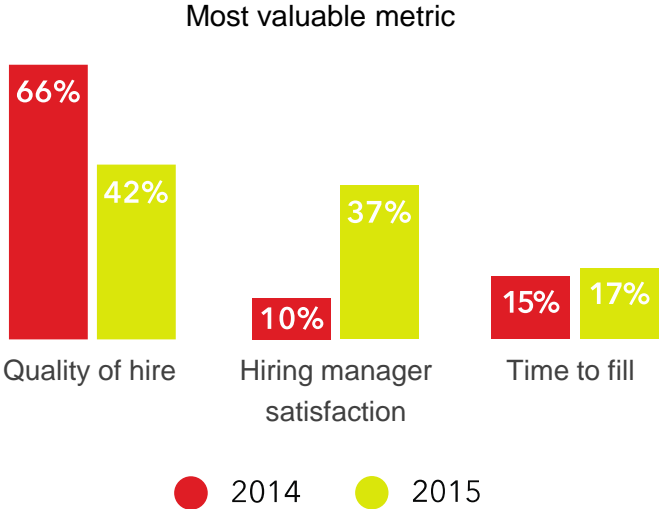
\* What are your company's biggest obstacles to attracting the best talent?

Quality of hire:  
Hiring manager  
impacts



# Hiring manager involves more than ever

Quality of hire continues to be the most valuable metric of recruiting team's performance. However, hiring manager satisfaction increases dramatically to become a close second. Hiring manager satisfaction is also one of key indicators of hire quality. Hiring managers are playing a more important role in recruiting, so talent leaders are working more closely with business.



\* 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?



# Leaders doubt how well they measure quality

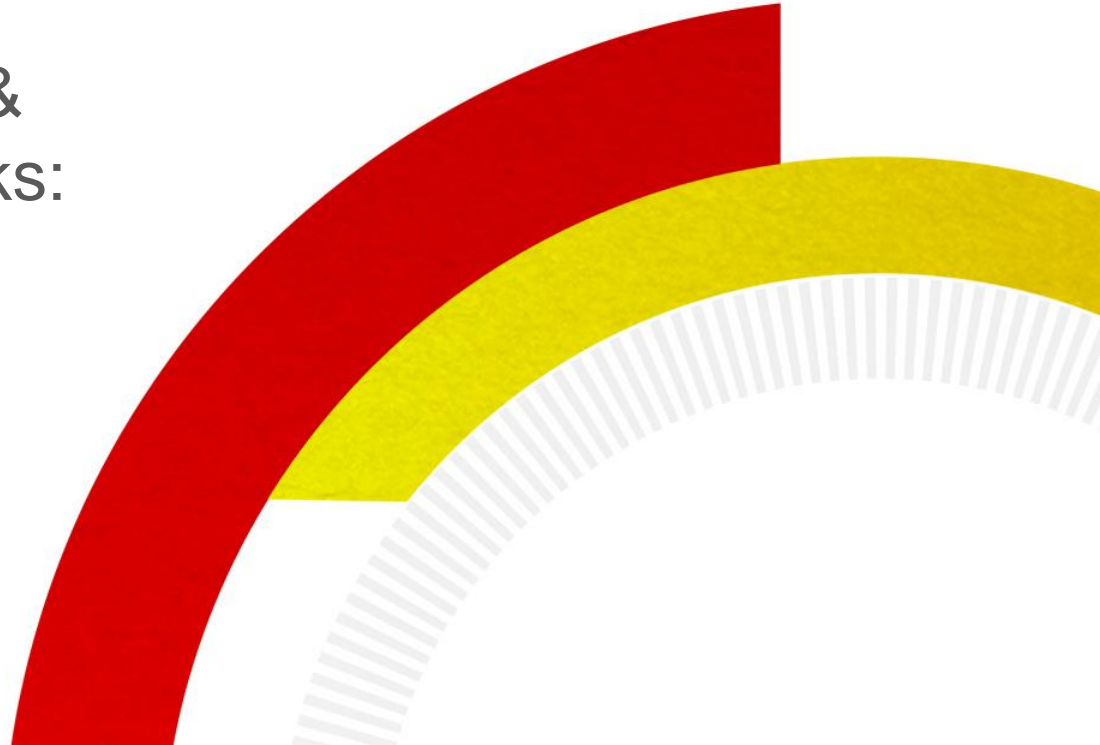
Globally, only 33% felt that they measure quality of hire effectively, and an even smaller 5% felt “best in class.” China sits well below the global average, meaning there is a lot of opportunity for improvement.



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

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

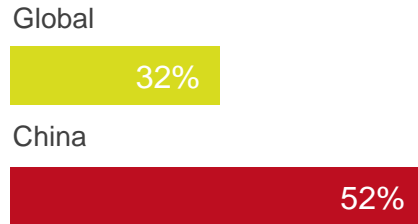
Employee referrals &  
professional networks:  
On the rise



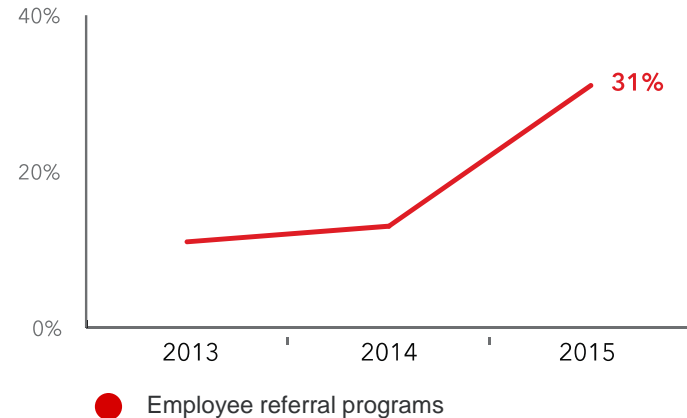
# Referrals are a top source of quality hires

Since Chinese culture really values personal and business relationships, it's no surprise that employee referrals are a top source of quality hires. Establishing good relationships with employees and their networks will help your organization identify and source top talent. And looking at its growth the past year, this trend will likely continue.

Employee referral as top source of quality hires



Employee referral programs as an essential and long-lasting trend

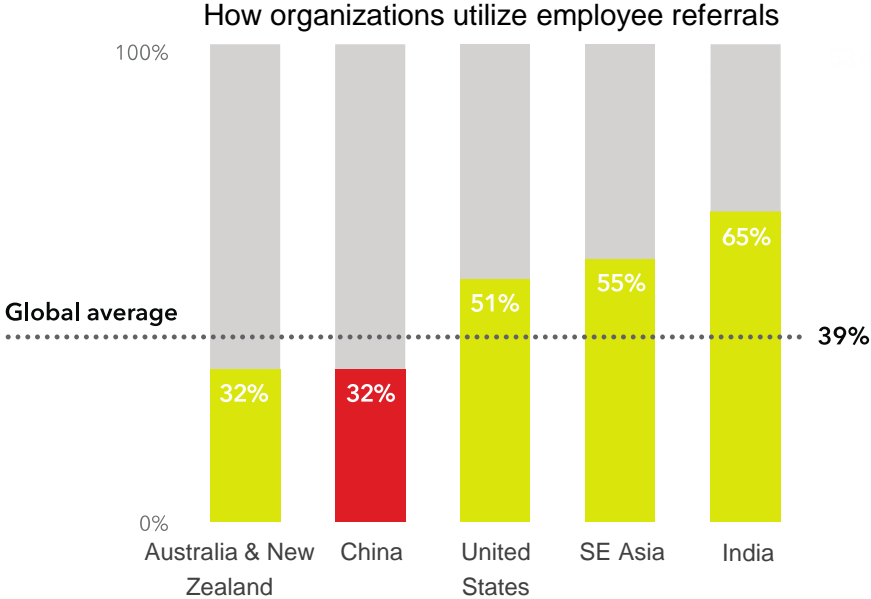


\* Out of the quality hires your organization made in the past 12 months, which of the following were the most important sources?

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

# Opportunities ahead for referral programs

While talent leaders in China truly value relationships, they aren't tapping into their employee base as well as they should be. There's a huge opportunity to develop and operationalize employee referral programs.



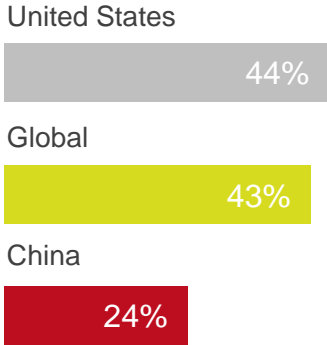
- High = We are best in class / Very Well
- Low = Somewhat well / Not too well / Not at all / Don't know

\* In general how well does your organization utilize our employees for job referrals?

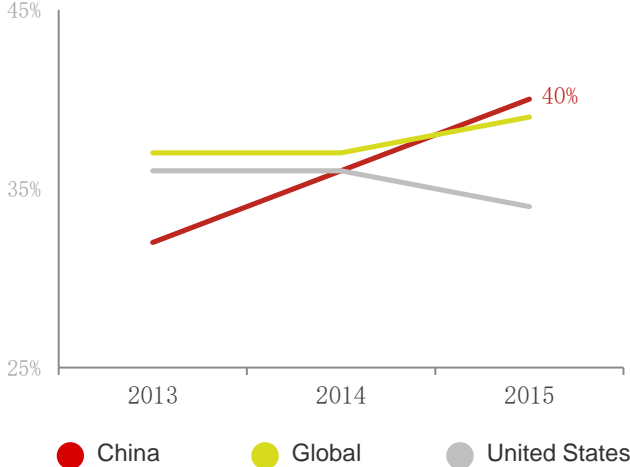
# Social and professional networks are a key trend

Compared to the rest of the globe, China is underutilizing social professional networks as a source of quality hires. However, China foresees them as an essential and long-lasting trend in recruiting professional roles, and is more confident than the global and US average. China talent leaders are prepared to engage professionals via networking.

Social professional networks as a source of quality hires



Social and professional networks as an essential and long-lasting trend



\* 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?

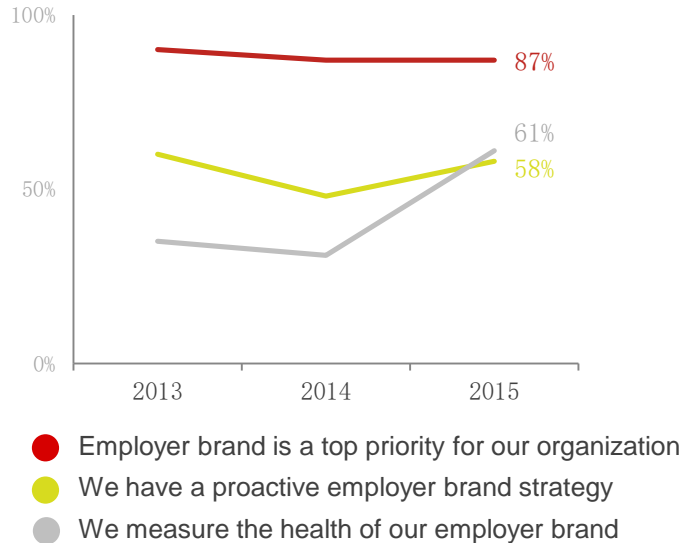
Employer brand:  
Social network wins



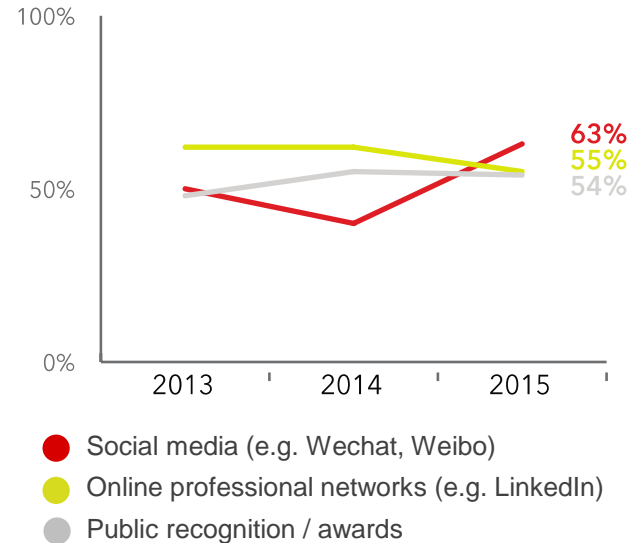
# The push for employer brand is paying off

Employer brand re-emerges as a top priority, and as a result, organizations are putting more proactive strategies in place, and significantly increasing measurement efforts. The most effective channels for employer branding are social networks, including both personal social media and professional networks.

### How organizations value employer brand



### Most effective employer branding tools



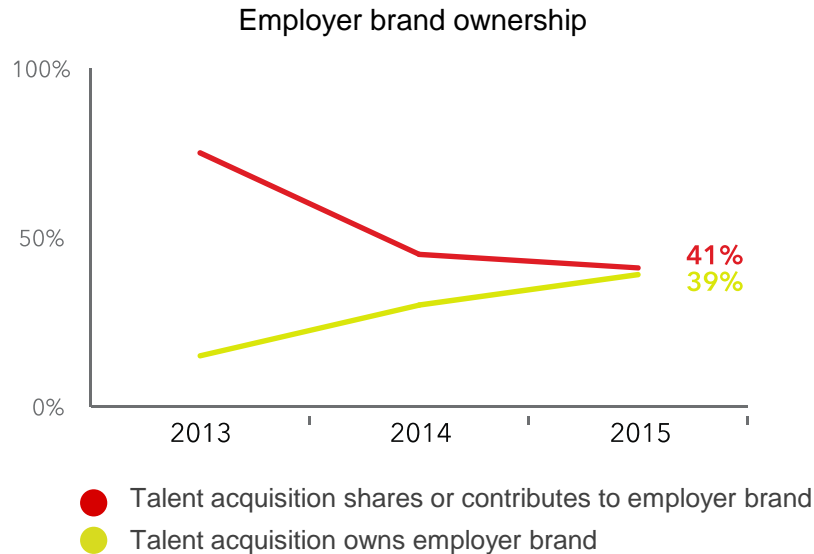
\* Please indicate the extent to which you agree with the following as they relate to your company's employer brand?

\* Which channels or tools have you found most effective in spreading your employer brand?



# Talent teams own employer brand more than ever

As leadership pays more attention to employer brand, more talent acquisition teams take control of employer branding. The proportion of talent acquisition teams who share employer brand has decreased quickly. Those who share employer branding usually partner with marketing departments. A strong relationship with leadership and marketing could be the key to employer brand excellence.



43%

say they share or contribute to employer branding with marketing

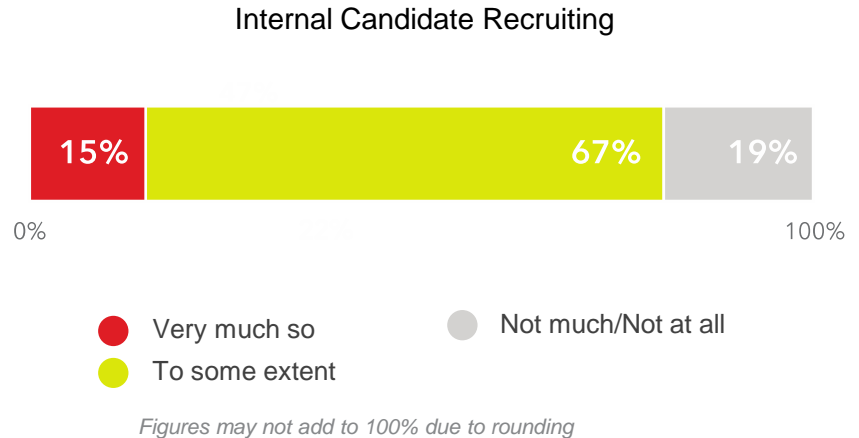


Retention and internal mobility: Time to align



# Employee retention is an emerging priority

Employee retention keeps talent acquisition leaders up at night, but internal hiring (which helps address employee retention) doesn't even appear on the priority scale. It's inspiring to see that majority of talent teams do recruit internal talent to some extent, however, there is certainly opportunity to improve.

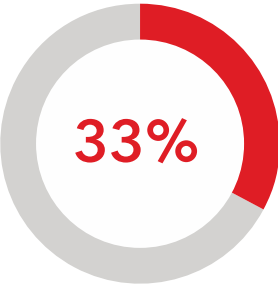


\* Over the next 12 months, which would you consider to be the most important priorities for your organization?

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

# Continued focus on internal recruiting

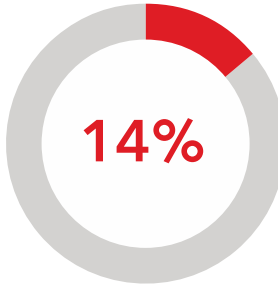
While a several talent leaders report to have well-defined internal recruiting programs, there is still a good amount of case-by-case internal mobility. Organizations can improve by formalizing the internal recruiting process, and by maintaining relationships with both hiring managers and candidates after the opportunity has closed.



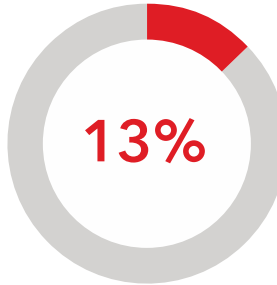
A well-defined program for lateral opportunities



Ad-hoc internal hiring process



Only proactive employee take part in program



A well-defined program for advancement opportunities



No internal hiring program

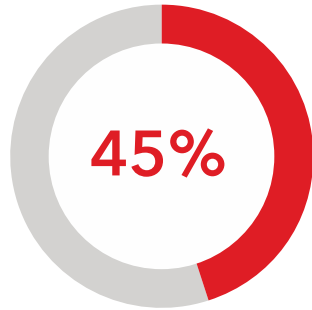
\* Which of the following statements best describes your company's internal hiring / internal transfer efforts?

Parting thoughts

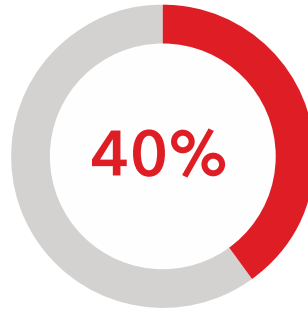


# Essential trends to keep in mind

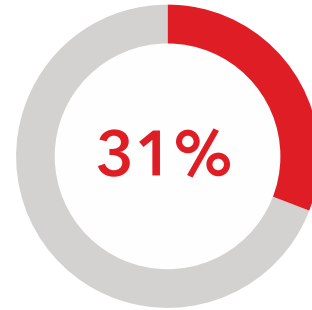
When it comes to long lasting trends, there are certain areas that will continue to remain dominant, like employer branding. We also expect social professional networks and employee referral programs to get stronger in 2016 and beyond. The common thread among all these is the power of relationships – with your potential candidates, cross-functional partners, and employees will pave the path to talent acquisition success..



Employer branding



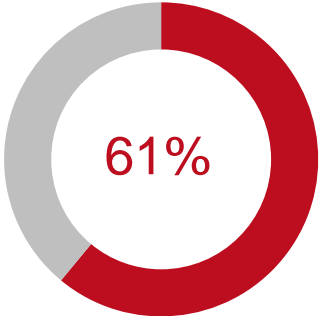
Utilizing social and professional networks



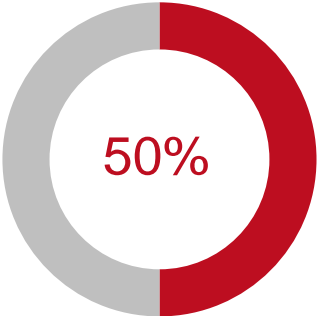
Employee referral programs

# Significant upcoming trends to follow

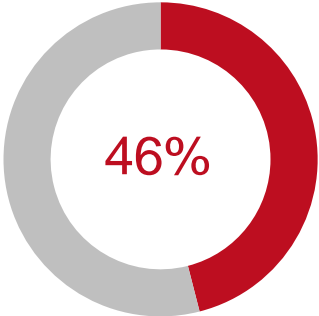
Looking ahead to the next five to ten years, big data will continue to be a hot topic across China and also among talent leaders. Since employer brand is also a growing trend, survey respondents foresee recruiting becoming more marketing. Candidate and job matching will be continuously improved as personalization and needs of talent get more attention.



Using "big data" for predicting future talent needs



Recruiting becoming more like marketing



Improved candidate and job matching

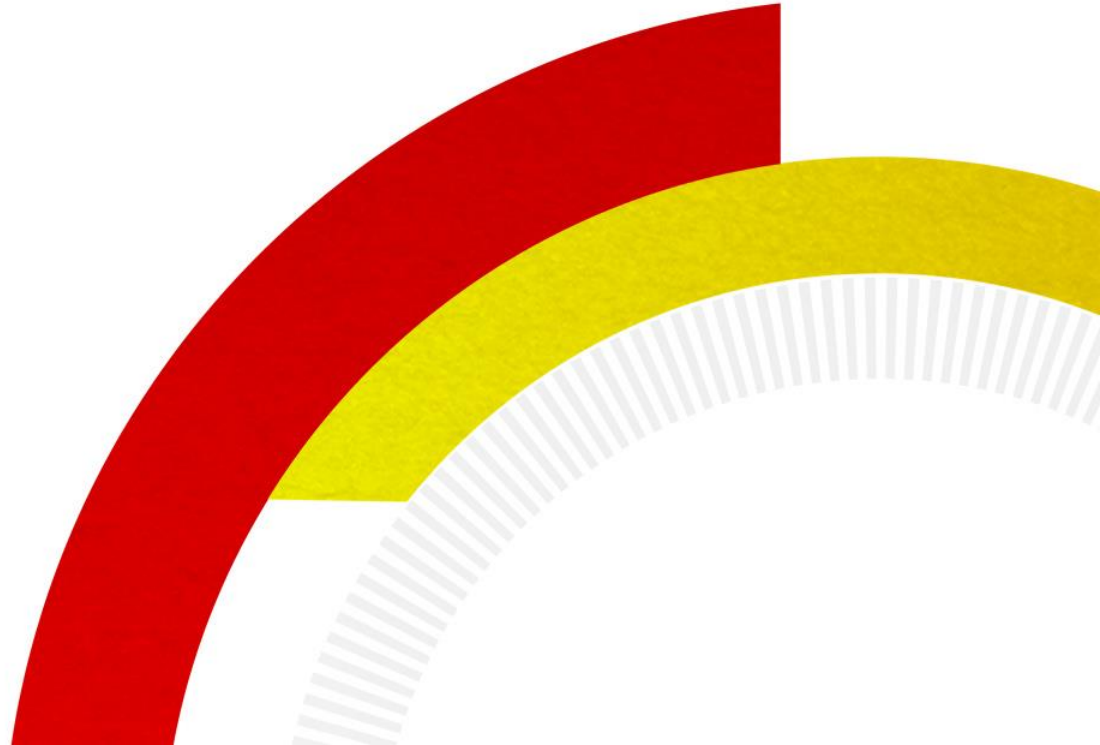
\* Which of the following trends do you think will play a significant role in shaping the recruiting industry for the next 5 to 10 years?

# 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.

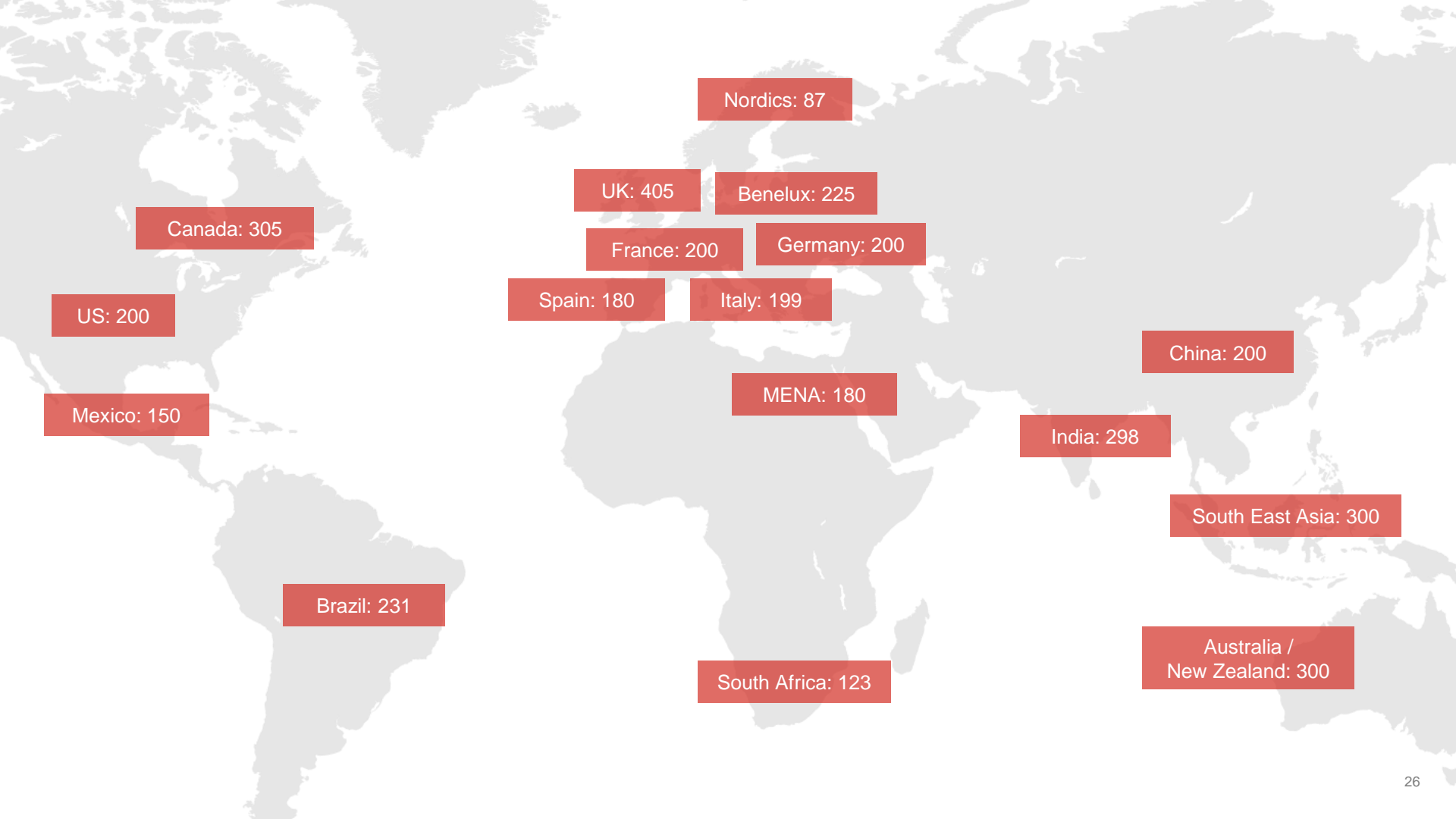
**2014** Survey fielded August – September  
4,125 global respondents

**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 report](#) 



Canada: 305

US: 200

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



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