

**LinkedIn**  Recruiting Solutions

2012 Recruiting Trends – US Snapshot



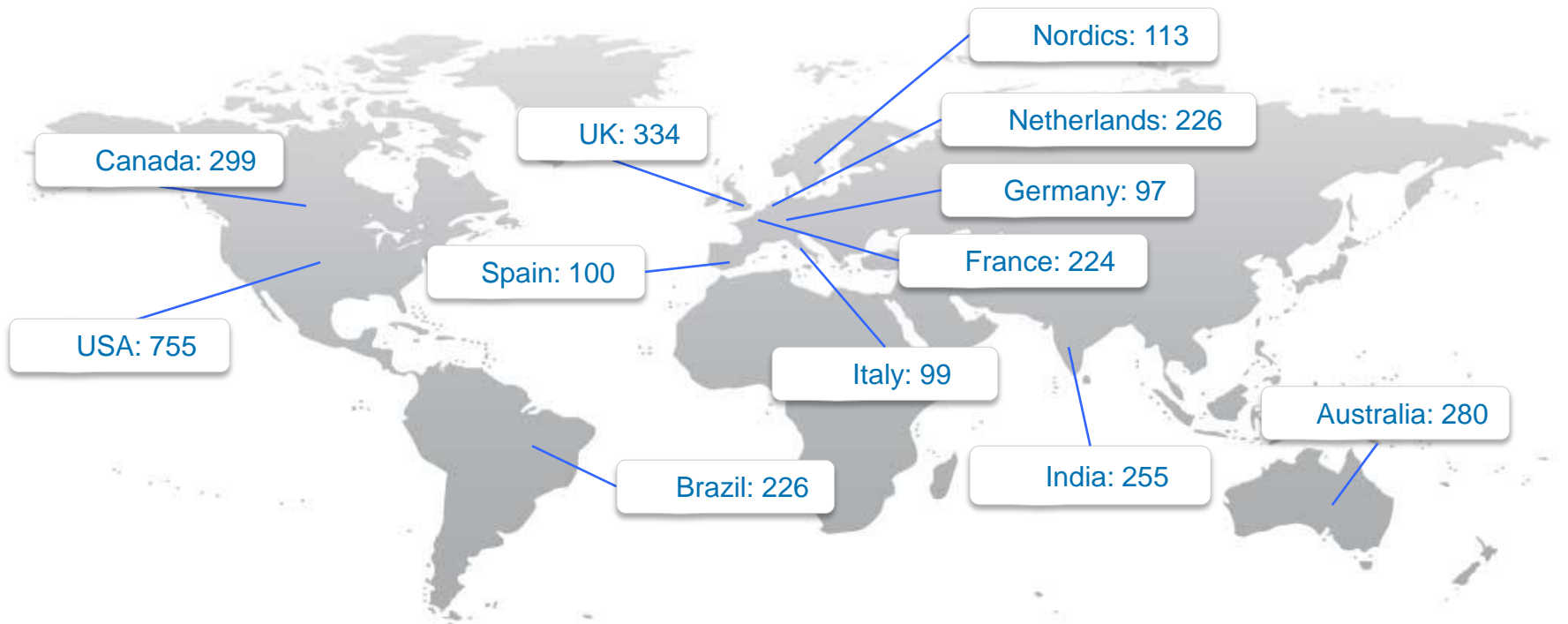
# Methodology

Surveyed 755 recruiting professionals in the US with a LinkedIn profile.

May - July 2012

All respondents:

- work in a corporate HR/recruiting setting
- represent an even mix of small, midsize and large enterprises
- have at least some budget authority
- focus solely or significantly on recruitment



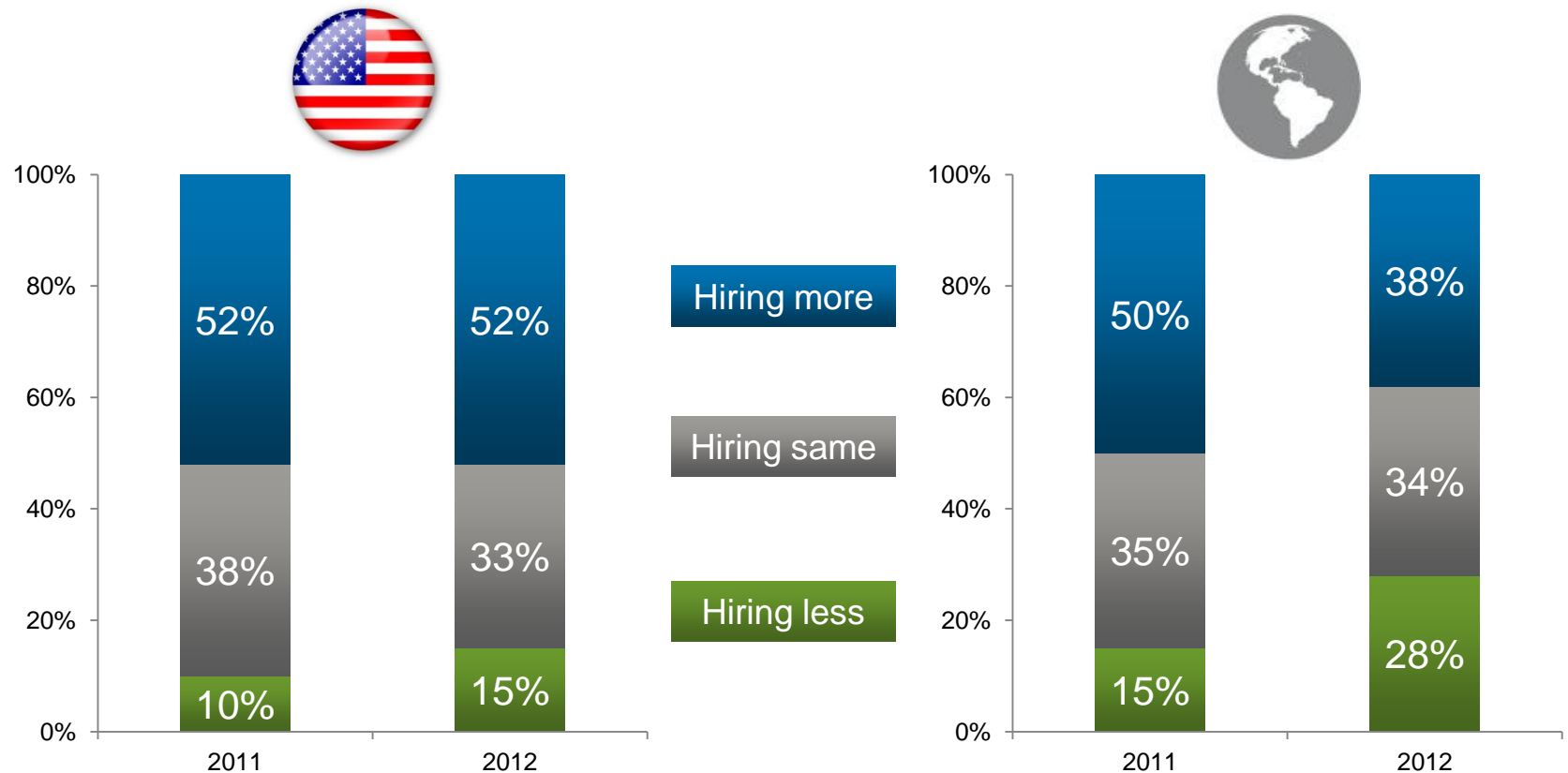
## 6 notable US trends - summary

1. Hiring surprisingly healthy
2. The (competitive) heat is on
3. Passive talent and pipelining remain essential
4. Quality of hire the name of the game
5. Employer branding the hot topic
6. Data-driven decision making is Achilles heel



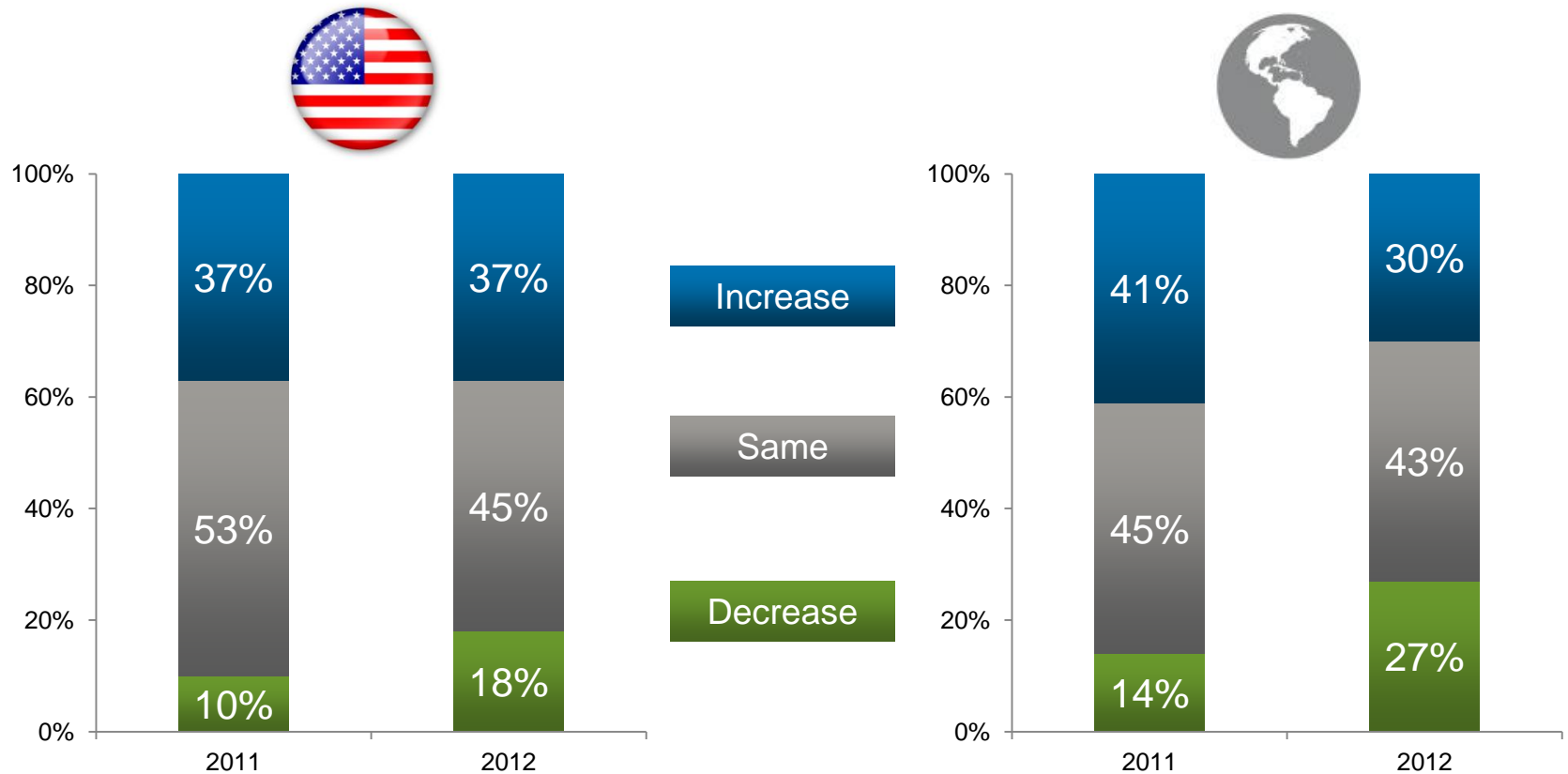
1. Hiring surprisingly healthy

# Among those who are hiring, over 50 percent seeing volume increase in 2012



*“Considering only full and part-time professional employees, how do you expect the hiring volume across your organization to change this year?”*

# Budget growth not keeping pace with hiring growth



*“How has your organization's budget for recruiting solutions changed from last year?”*

2. The (competitive) heat is on

# Top US obstacles to attracting top talent reflect highly competitive landscape

## Biggest obstacles to attracting top talent



	US Rank	US %	Global Rank	Global %
Compensation	1	46%	2	39%
Competition	2	38%	1	41%
Lack of awareness or interest in our employer brand	3	23%	3	25%
Location	4	22%	4	25%
Recruiting team too small	5	19%	5	15%
Recruiting team doesn't have the right tools/systems	6	15%	6	13%
Lack of awareness that we're hiring	7	14%	7	12%
Inability to effectively use data to improve our approach	8	9%	8	9%
Quality of talent currently at our company	9	6%	9	7%
Recruiting team skills	10	6%	11	4%
Company performance	11	5%	10	6%
Other		10%		11%



# Chief competitive threats

Recruiting leaders in the US are most concerned their competitors will...

- Invest in employer brand
- Build and nurture strong talent pools or pipelines
- Learn to use social networking and social media more effectively



# Similarities between competitive threats and top long-term trends; passive candidate recruiting leads



## Top long-lasting trends

Finding better ways to source passive candidates	1	40%
Utilizing social and professional networks	2	39%
Upgrading employer branding	3	25%
Boosting referral programs	4	25%
Training recruiters and hiring managers	5	25%
Optimizing your career site	6	20%
Reducing dependence on job boards	7	16%
Measuring quality of hire more consistently	8	16%
Reducing spend on staffing firms	9	14%
Using mobile for recruiting	10	12%
Recruiting globally	11	11%
Video interviewing	12	10%

Pressure makes recruiting “challenging”, though it remains “fun” and “important”

*“Recruiting is...”*

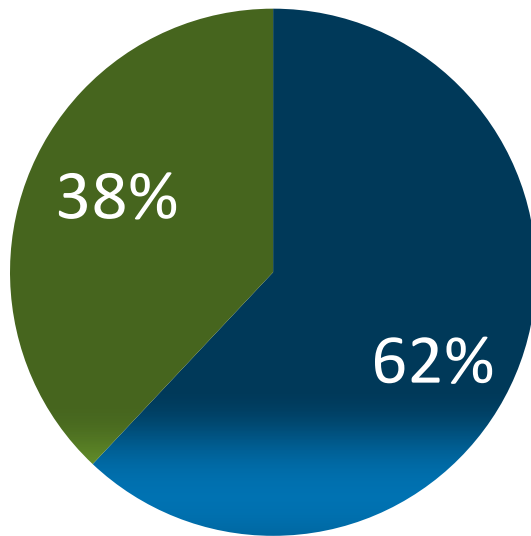


3. Passive talent and pipelining remain essential

# Most believe in the importance of passive talent and the practice of pipelining talent

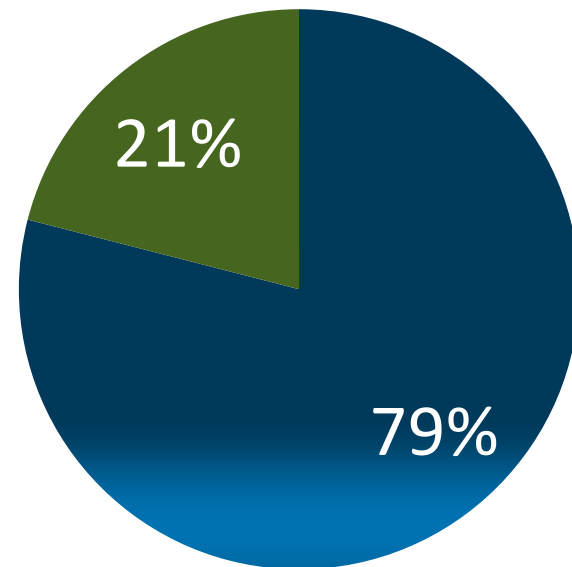
## Passive talent

- Passive talent a focus
- Passive talent not a focus



## Pipelining talent

- Engaged in pipelining talent
- Not engaged in pipelining talent



4. Quality of hire the name of the game

Quality of hire is the single most important metric for corporate recruiters; cost per hire surprisingly low on list

Single most important recruiting metric		
		
Quality of hire	1 45%	45%
Hiring manager satisfaction	2 24%	22%
Time to fill	3 23%	21%
Cost per hire	4 6%	8%
Other	5 3%	3%



# Fastest-rising source of quality hires: internal hires; Fastest falling: legacy job boards

## Best sources for key quality hires



Biggest YoY  
changes

Employee referral programs	1	46%	-5%
Company career website	2	38%	+3%
Internet job boards	3	35%	-6%
Social professional networks (e.g. LinkedIn)	4	31%	+2%
Internal hires	5	31%	+4%
Recruitment agencies	6	19%	
Internet resume databases	7	18%	
College recruiting programs	8	12%	
Your ATS/internal candidate database	9	10%	-3%
Print newspapers/trade journals	10	4%	
General career fairs	11	4%	
Your CRM system	12	3%	



5. Employer branding is the hot trend

# Employer brand seen as critical in hiring great talent



82%

Agree that employer brand has  
**significant impact on ability  
to hire great talent**

83%

68%

Agree that employer brand is  
**a top priority** for their  
organization

69%

# Despite the climate of 'more with less', companies investing in employer branding



94%

Increasing (56%) or  
maintaining (38%) their  
investment in employer  
brand in 2012



91%



6. Data-driven decision making is Achilles heel

# Despite its importance, measurement of employer brand inconsistent, and US lags behind other markets



29%

Regularly measure the health of employer brand in a quantifiable way



33%

21%

Regularly survey candidates to understand employer brand position

32%

# In general, talent acquisition must become more data-driven in order to lead the business



25%

Believe their organization **utilizes data well** to make hiring decisions



26%

75%

Believe they are **average, or poor at using data** to make hiring decisions

74%

## 6 notable US trends - summary

1. **Hiring surprisingly healthy.** Despite macro trends, US hiring is relatively strong. Over 50 percent say hiring volume up from 2011; another one-third hiring at same rate. However, 'more with less' trend continues as hiring volume growth outpaces budget growth.
2. **The (competitive) heat is on.** Compensation and competition are cited as biggest obstacles to hiring top talent; respondents are most worried their competitors will invest in employer branding, pipelining talent and using social platforms more effectively.
3. **Passive talent and pipelining remain popular.** 62 percent say passive talent is a focus, and almost 80 percent do some form of talent pipelining.
4. **Quality of hire the name of the game.** 45 percent cite quality of hire as most critical metric; career sites, professional networks and internal hires are rising as quality sources.
5. **Employer branding the hot topic.** 82 percent agree employer brand has a significant impact on ability to hire great talent; over two-thirds say it's an organizational priority. And 94 percent are either increasing or maintaining employer brand investment.
6. **Data-driven decision making is Achilles heel.** Despite the importance of employer branding, less than 30 percent regularly measure, and only 21 percent survey candidates. Only one-quarter say they use data well to make hiring decisions.

# Additional resources

On how to recruit  
**passive talent**

<http://talent.linkedin.com/passivetalent>

On how to dial up your  
**recruiting impact on  
LinkedIn**

<http://talent.linkedin.com>

On best practices in  
**employer branding**

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# Sampling and methodology

- Survey fielding occurred between late May and late July 2012
- N=755 talent acquisition professionals located in the United States, who
  - work in a corporate HR/Talent Acquisition department
  - have at least some authority in determine their company's recruitment solutions budget
  - focus exclusively on recruiting, manage a recruiting team, or are HR generalists who spend more than 25 percent of their time recruiting
- Comparisons to 2011 data are taken from 2011 Global Hiring Trends research, which fielded between late April and early June, 2011
  - n=790 talent acquisition professionals with identical sampling criteria and methodology to 2012
- Global numbers are reported as un-weighted averages of corporate recruiter responses from the following countries:
  - Australia, Brazil, Canada, France, Germany, India, Italy, Netherlands, Nordics (Norway, Sweden, Denmark, Finland), Spain, UK, & US
- Participants are members of LinkedIn who have opted to participate in research studies. They were selected based on information in their LinkedIn profile and were contacted via email.

