

RECRUITER SENTIMENT STUDY

2015 1ST HALF
Conducted by **MRINetwork**



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Click here to view the video summary of the Recruiter Sentiment Study.

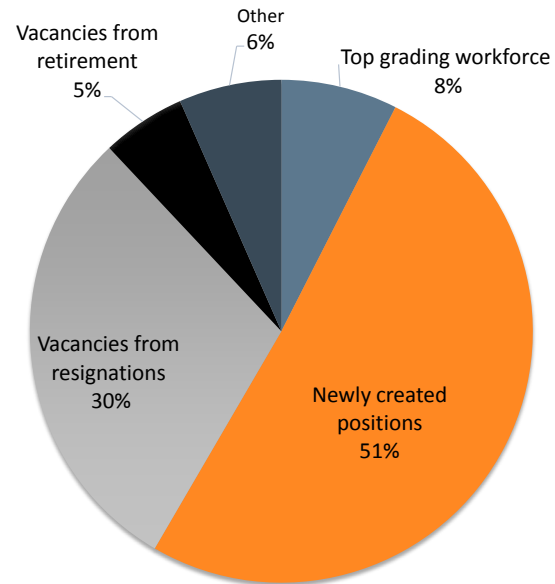
(<http://mrinetwork.com/resources/article-archive/articles/video-the-recruiters-view-candidate-driven-market-is-impacting-hiring-more-than-ever-before/>)

As global experts and leaders in the search and recruitment industry, **MRINetwork** recruiters conduct searches every day in virtually every industry at the executive, managerial and professional level. They have a keen awareness of the overall job market and the factors that affect it. In June we once again conducted the **MRINetwork** Recruiter Sentiment Survey, across our approximately 600 worldwide offices, to evaluate the current employment landscape and to project its direction in the months ahead.

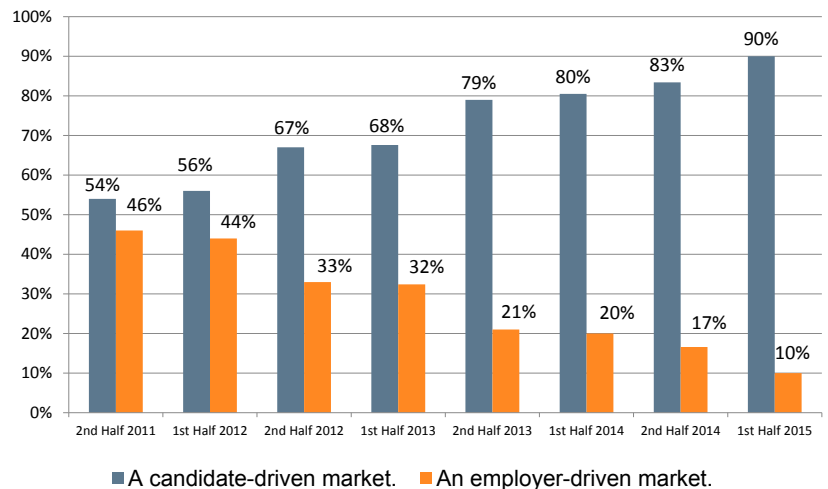
Key Findings

- The overall sentiment that the labor market is candidate-driven has been on a continuous uptick since 2011, however this feeling has increased significantly since the second half of 2014. Ninety percent of our recruiters now feel the labor market is candidate-driven, representing a seven percentage point increase.
- Rejected job offers continue to rise, primarily because candidates are accepting other job opportunities. This demonstrates that despite being committed to hiring, employers are still losing top performers to lengthy hiring practices, below-market salaries and an inability to sell the company, the role and advancement opportunities.
- Wage increases have been a big concern in 2015, consequently, offering a low salary is the primary obstacle to hiring. With several options at their disposal, top performers are no longer willing to consider a job move, unless the compensation is highly competitive.
- Employer branding remains a growing hiring tool as companies face increased pressure, both internally and externally, to sell their value proposition to employees and candidates. Organizations must be able to clearly articulate how they will benefit the candidate's career.

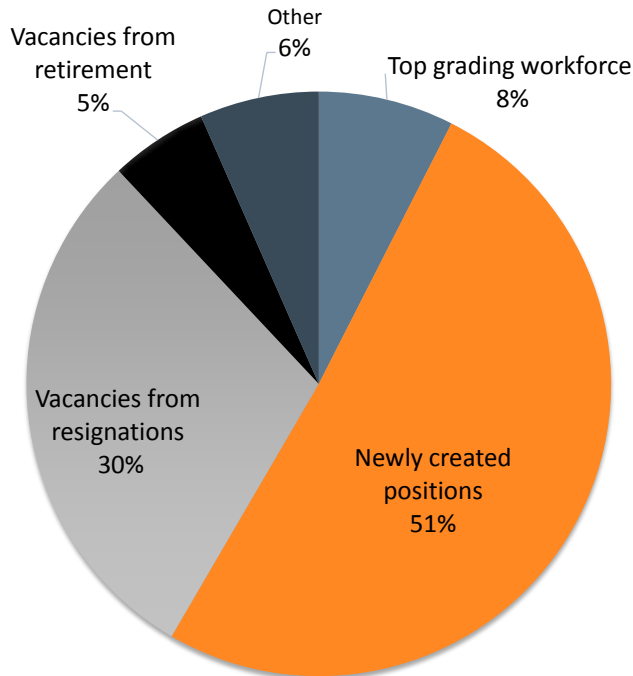
What is Causing Job Openings?



Is it a Candidate or Employer-Driven Market?



What is Causing Job Openings?



Newly created positions continue to be the primary reason for job openings, but vacancies from retirement increased three percentage points from the second half of 2014.

Q1: Of the job orders you are seeing today, what is the primary reason for the opening?

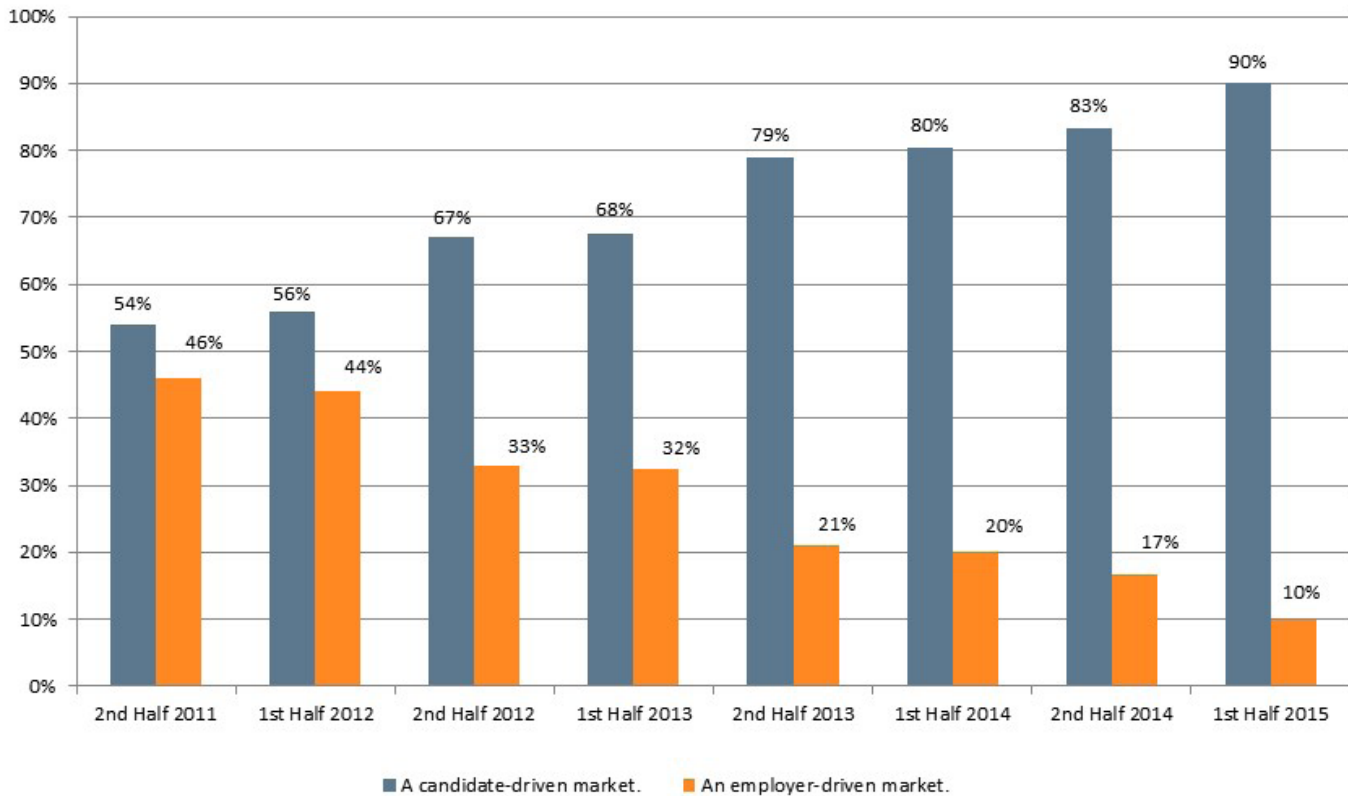
Survey Insight

- Based on year-over-year survey data, newly created positions and resignations continue to be the primary reasons for job openings, signifying a stronger labor market in which employers are focused on business expansion and candidates feeling more confident about changing roles.
- A slight uptick in retirements shows the expected departure of older professionals, but also points to the majority of these individuals choosing to remain in the workforce longer.

Recruiter Comments

- Company growth has forced the need to acquire more highly-skilled people that can grow with the organization and take on greater leadership positions.
- Many companies don't weigh the price of non-competitive compensation, particularly in sales. This makes them vulnerable to losing some of their people that they just brought up to speed.
- A lot of employers now want to upgrade since they have been "coasting" with post-recession hires they brought on at a reduced rate.
- Top performers frequently have too much put on them and lack the proper resources and support from their institutions. They are looking for 'better' and in this economy, there are more options.

Is it a Candidate or Employer-Driven Market?

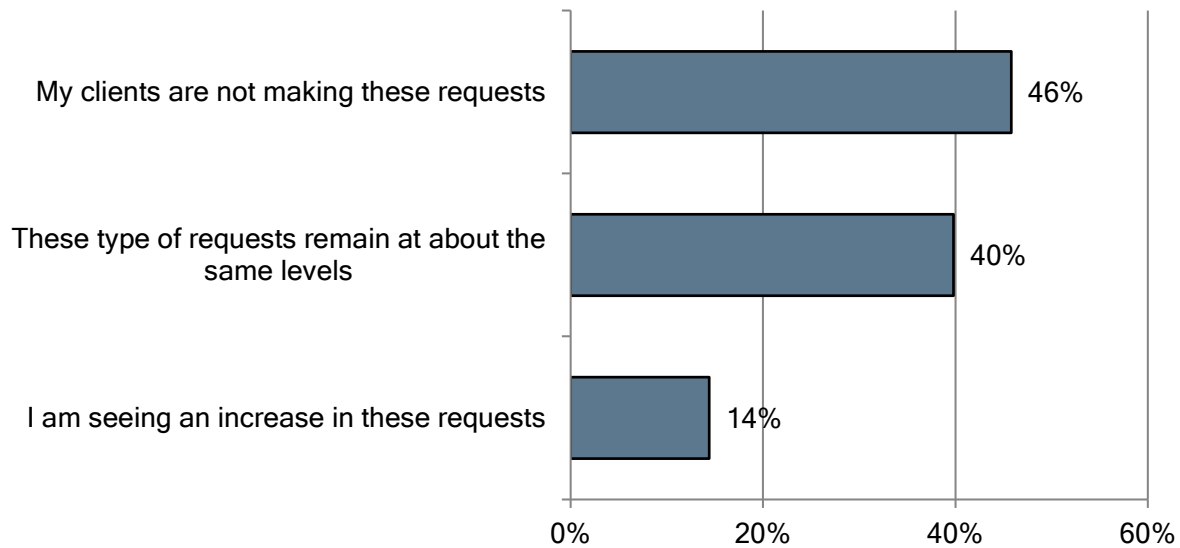


Q2. If you had to choose one, how would you describe today's labor market?

Recruiter Comments

- The job climate has definitely shifted in the past three years to a candidate-driven market. Candidates these days have multiple job offers to choose from and only the most nimble employers will be able to attract the best talent.
- The impact of the candidate-driven marketplace has been enormous especially over the course of the last year.
- Top candidates that have multiple offers are choosing based on compensation and value of work-life balance.
- In many cases, clients still believe there are plenty of qualified candidates that can be attracted by their own internal efforts. Maybe hiring managers need to stand up to upper management and HR executives to assert their belief that the best candidates must be aggressively recruited.
- More employers are now accepting the talent scarcity, and their pains are motivating the use for external recruitment services.
- While many companies are holding the line on salary, they are getting creative with other compensation such as performance-based or sign-on bonuses.
- Top, experienced candidates, who are typically passive talent, are highly sought after today more than ever. These individuals are not very willing to change companies, or relocate for lateral nor modest increases in responsibilities.

What is the Demand for Bilingual and International Experience?



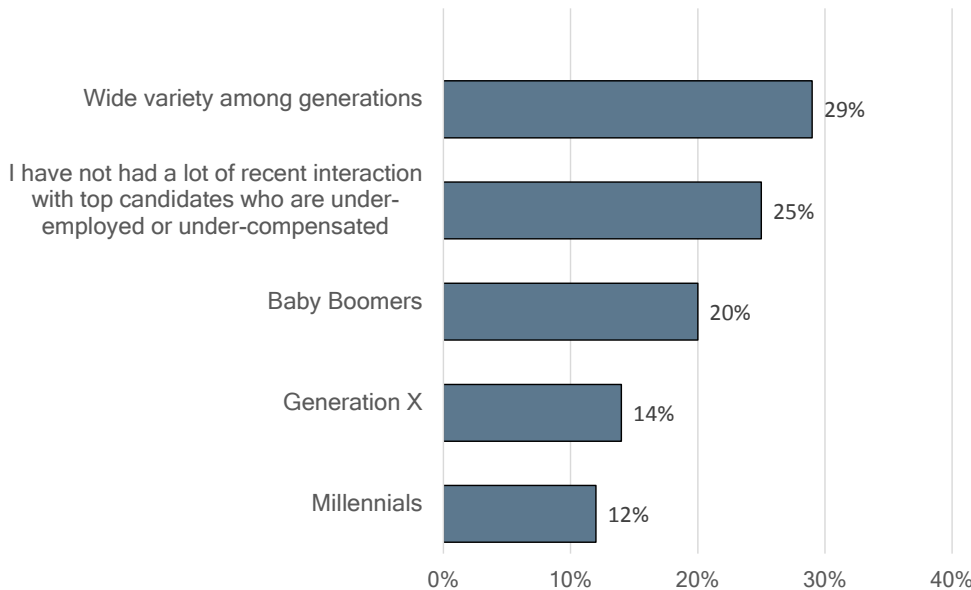
Q3. Has the number of requests from your clients to recruit candidates that are bilingual or have international experience changed?

Survey Insight

Based on year-over-year data, there is a 17 percentage point increase among recruiters who say clients' requests remain at about the same levels for candidates who are bilingual or have international experience. There is an additional uptick of 16 percentage points among recruiters who say clients are not making these requests. This shows signs that international recruitment is mobilizing and that we should watch for globalization to pick up the pace over the next year.

What Observations Can Be Made About Great Under-Employed or Under-Compensated Candidates?

Most MRINetwork recruiters have recently spoken with great under-employed or under-compensated candidates, with the majority saying these individuals span a wide variety of generational groups. As the economy continues to improve, employers will face greater retention issues as these candidates seek to improve their job situations.

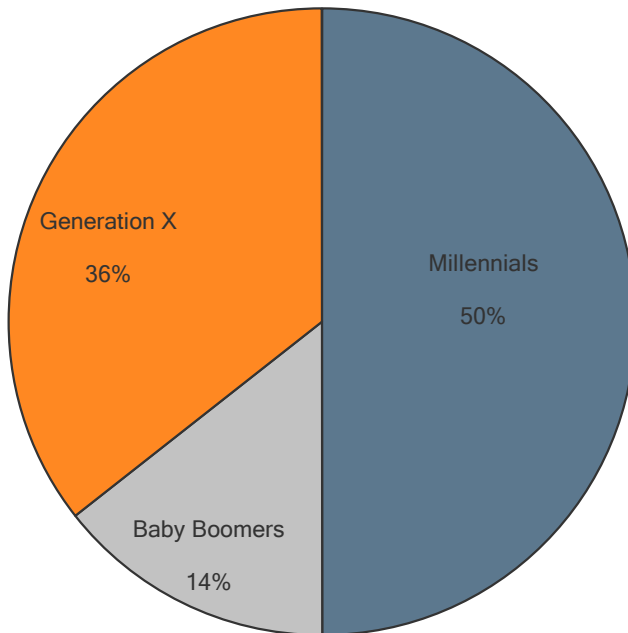


Q4. Of your recent interaction with great candidates who are under-employed or under-compensated, into which generational group did they generally fall?

Recruiter Comments

- Candidates should work with a recruitment firm that specializes in their industry to assist in furthering their career. The firm can provide insight on how to update the resume, dos and don'ts of job searching/ interviewing, and how to establish a professional online profile in a group like LinkedIn.
- Top performers should keep an open mind to other opportunities. They should begin a dialogue with the current employer to take on projects and develop other skills to diversify themselves and become more marketable in the future, or visible for promotion.
- Millennials should consider accepting a reasonable/fair offer but propose an increase within 6 months-1 year if they can prove themselves.
- It is very important that Gen-X candidates seek post-graduate studies that provide them with more knowledge within their area of professional interest. They should also learn another language.
- Don't be afraid to make a job move. You get a 9 percent bump on average when you change companies, 3 percent annually when you remain at the same organization. It's simple math. Don't become a job hopper, but a move every 4-7 years is completely acceptable.

Which Generation is Making the Most Job Moves?



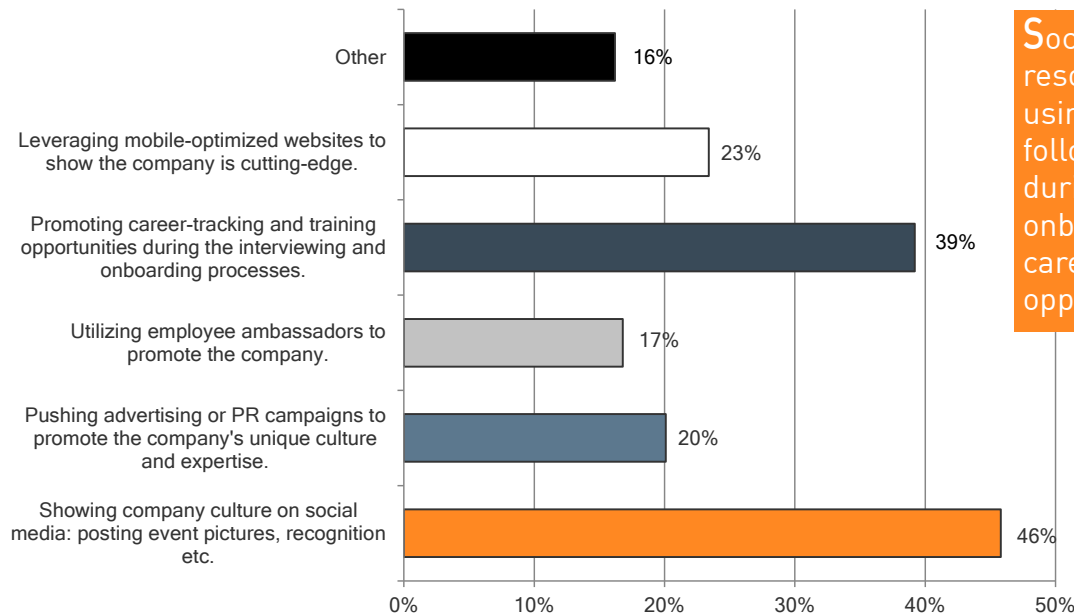
Millennials unsurprisingly make job moves more frequently than any other generational group, however Generation X candidates are also doing a fair share of job hopping, signifying that job changes every two years may gradually be losing their stigma.

Q5. Which generational group is moving more when it comes to changing jobs?

Recruiter Comments

- Candidates want more than a job, they want a future and a fun company.
- Millennials are under the impression that they need to move every two years to maximize their experience.
- The opportunity for personal development and the ability to contribute to an organization using their skills and competencies is becoming more important than staying loyal to a company. If candidates are not fully satisfied they will quickly change jobs.
- All generational groups seem to be changing jobs at the same rate. Millennials are not happy with starting wages. Gen-Xers are looking for more upward mobility and Baby Boomers are looking for their final tour of duty with more stability, better benefits and insurance.

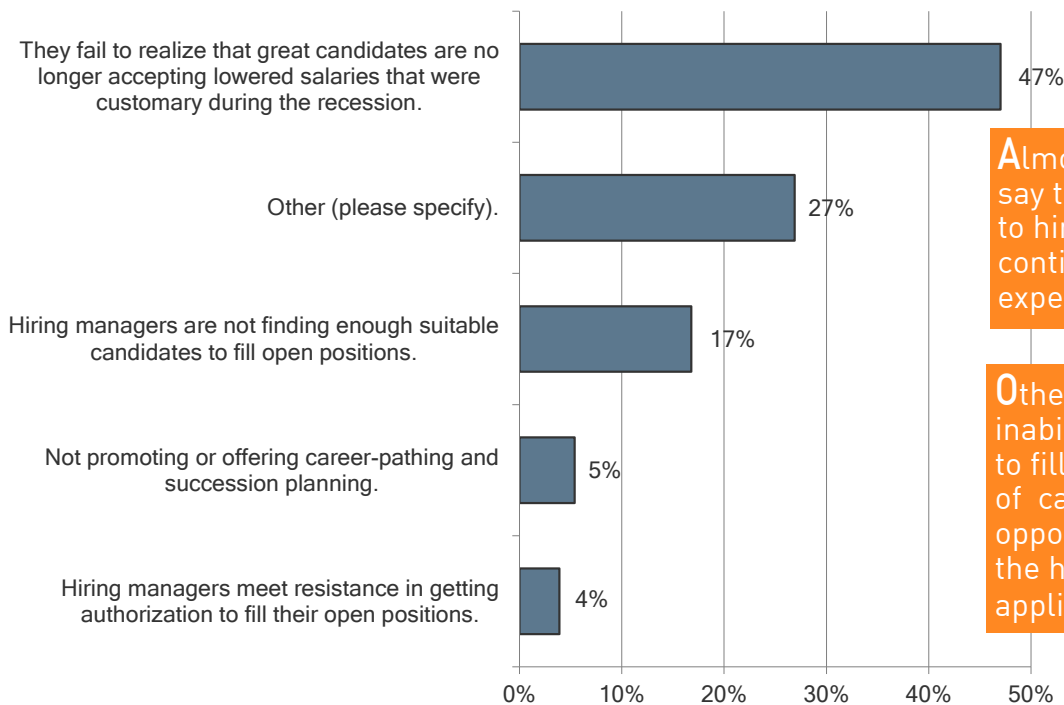
What Resources are Companies Using for Employer Branding?



Social media is the primary resource companies are using for employer branding, followed by discussions during the interviewing and onboarding processes about career-tracking and training opportunities.

Q6. What are your clients doing to support their branding efforts and make themselves more attractive to candidates? Click all that apply. (Percentages do not equal 100 since this is a multiple choice question.)

What are the Biggest Obstacles to Hiring?

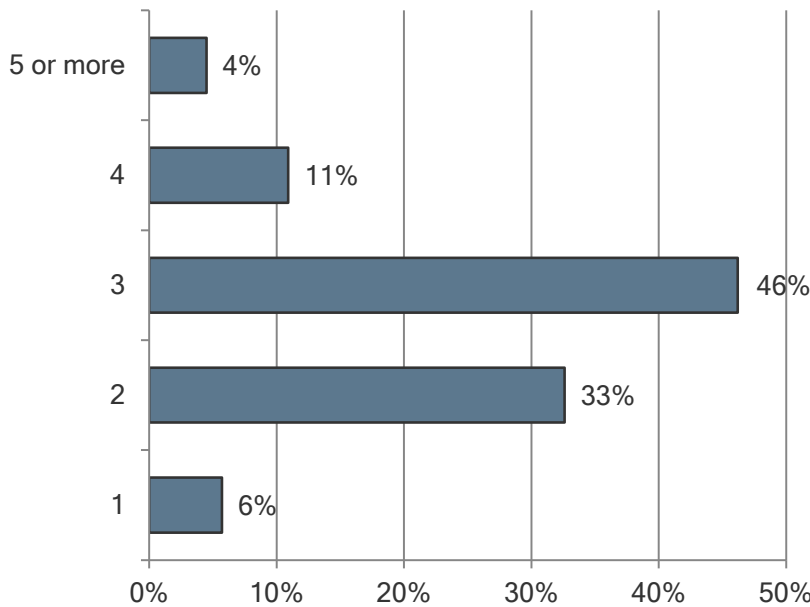


Almost half of respondents say the biggest obstacle to hiring is that employers continue to offer lower-than-expected salaries.

Other obstacles such as an inability to get authorization to fill roles, and an absence of career advancement opportunities, can lengthen the hiring process causing applicants to move on.

Q7. We frequently hear that clients lose out on candidates because of issues during the interviewing process. Of these issues, what is the biggest obstacle to hiring?

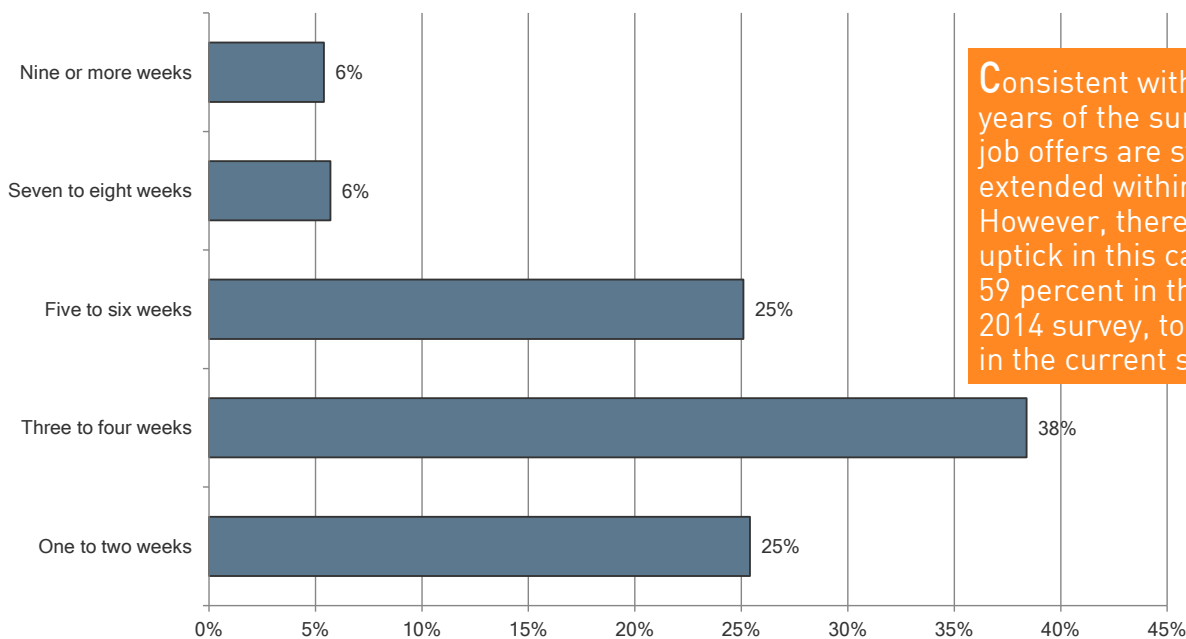
How Many Interviews to Get an Offer?



Most job offers continue to come after three interviews. This is consistent with year-over-year survey data.

Q8. Thinking of your most recent placement ... how many interviews were there before an offer was made?

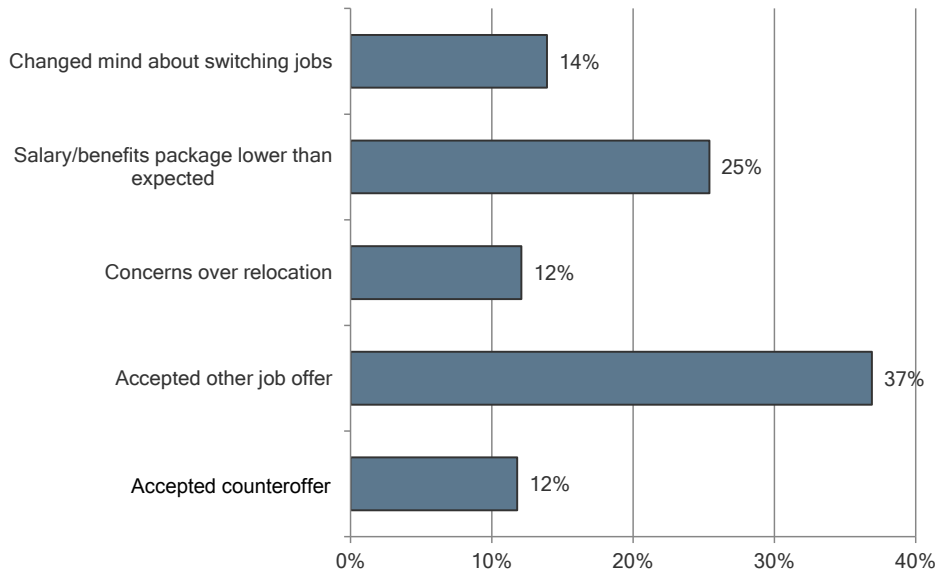
How Long Does it Take to Get an Offer?



Consistent with previous years of the survey, most job offers are still being extended within four weeks. However, there was a slight uptick in this category, from 59 percent in the 2nd Half 2014 survey, to 63 percent in the current survey.

Q9. Thinking of your most recent placement ... how much time was there between when the candidate was first interviewed and when an offer was made?

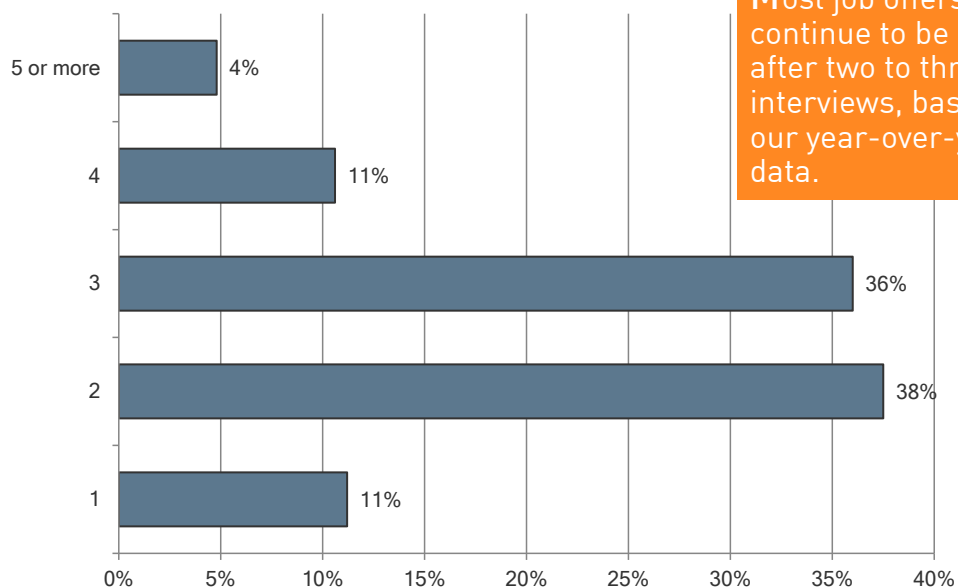
Why Are Job Offers Rejected?



The reasons that job offers are rejected remain unchanged from survey data reported in previous years. Accepting another job offer continues to be the leading reason job offers are turned down, with a 6 percentage point increase from 2nd Half 2014 survey data. Lower-than-expected salary/benefits remain the 2nd most common reason job offers are rejected.

Q10. Thinking of your most recent offer rejection ... what was the primary cause for the offer being rejected?

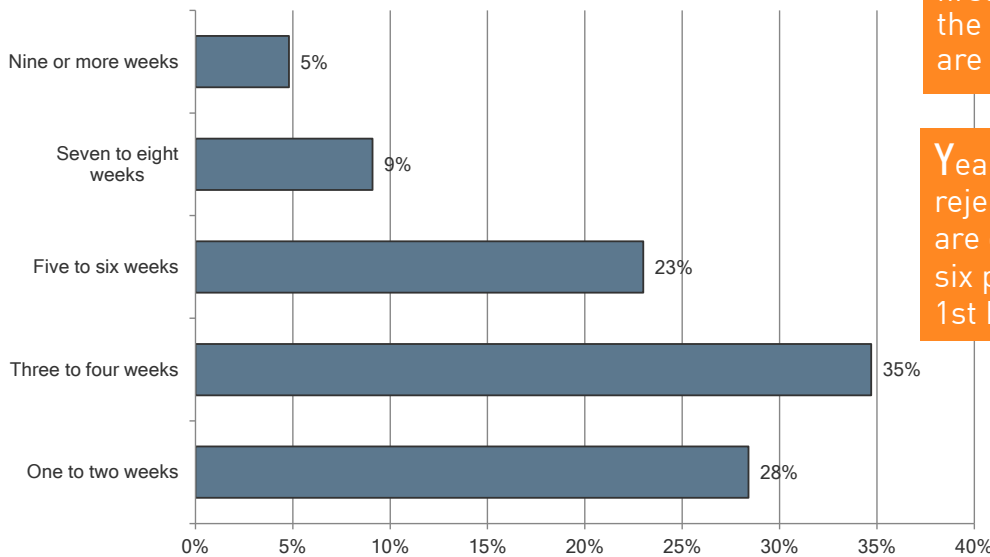
How Many Interviews Before Job Offer Was Rejected?



Most job offers continue to be rejected after two to three interviews, based on our year-over-year data.

Q11. Thinking of your most recent offer rejection ... how many interviews were there before the job offer was rejected?

How Much Time Between 1st Interview and Rejected Offer?



Three to four weeks after the first interview continues to be the point at which job offers are most frequently rejected.

Year-over-year data shows rejected offers after two weeks are on the rise, advancing six percentage points since the 1st Half 2014 survey.

Q12. Thinking of your most recent offer rejection ... how much time was there between when the candidate was first interviewed and when the rejected offer was made?

Recruiter Comments

- Companies have to move faster and understand that they are competing with other companies. They have to sell themselves. It's not "Why do you want to work here?" It's "Here's why you should want to work here and what we can do for your career."
- Since the market is tight companies have to do a better job of identifying why the candidate wants or needs to leave his/her current position. Without a reason to leave they are more receptive to counteroffers.
- Employers have to realize candidates are truly a precious commodity in today's market and they will not remain on the market very long. If they want the candidate, they have to aggressively pursue them in order to get them and keep them.
- Clients need to keep the recruiter and candidate advised at least weekly to let them know an offer is forthcoming. It makes them feel valued by the company.
- Relocation is always difficult when deciding whether to accept an offer, especially with companies not assisting in relocations as they have in the past. It is a considerable expense that has to be absorbed by the candidate.

Conclusion

Moving into the second half of 2015, all indications are that hiring will continue to increase. Although the study results demonstrate that top performers are driving the hiring process in the executive, managerial and professional space, recruitment and retention will continue to present challenges for overall hiring as the job market expands. The recruitment practices of the past are no longer effective and modern hiring approaches are now necessary to acquire and keep the best talent.

As you look at your hiring plans for the rest of the year, use the survey findings to help you understand some of the pressure your candidate searches will be under. Of course, as you come up against challenges, **MRINetwork's** team of approximately 2,500 recruiters around the world will be able to help your organization find specialized managerial and executive talent in almost every industry and function.

About the Study

The **MRINetwork** Recruiter Sentiment Study is based on a web-based survey conducted between June 2-10, 2015 with a total of 347 **MRINetwork** recruiters responding. All survey data has been rounded to the nearest tenth. The survey has a 6.1 percent margin of error with a 90 percent confidence.

The survey was conducted by **MRINetwork** and compiled by Nysha King, Media Relations Specialist for **MRINetwork** (215.282.8821 | nysha.king@MRINetwork.com).

This was the 8th edition of the study, which is conducted on a biannual basis. Parties interested in viewing the most recent report can download the study at MRINetwork.com/RecruiterSentiment.



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