Qualigence International

TALENT TACTICS:

A BEHIND THE SCENES LOOK AT RECRUITING

In This Whitepaper

It's no secret that we're dealing with a highly competitive market for finding talent. Organizations of all sizes and industries are scrambling to find top performing individuals. In the case of niche skill sets or particularly in-demand roles, it can feel near-impossible to find the professionals we need to succeed.

Our team set out to learn more about how organizations are dealing with this talent shortage. What does their recruiting process look like and how are they adapting it to meet a tightening labor market?

Is everyone really just using LinkedIn? Do large companies still have trouble finding talent with a large recruiting team? Are most hiring managers outsourcing roles to traditional executive search or recruiting firms?

For the last six months, our team has extensively surveyed organizations across the U.S. and Canada to uncover these trends.

By understanding what hiring teams are doing to find talent – and where their strategy is lacking – we can gain an understanding of the recruiting landscape moving forward, tactics to try, and gaps in processes that need to be addressed.

We hope this collection of data provides the intelligence your team needs to make any necessary improvements to your company's recruiting, hiring, and sourcing practices in order to keep up with industry trends.
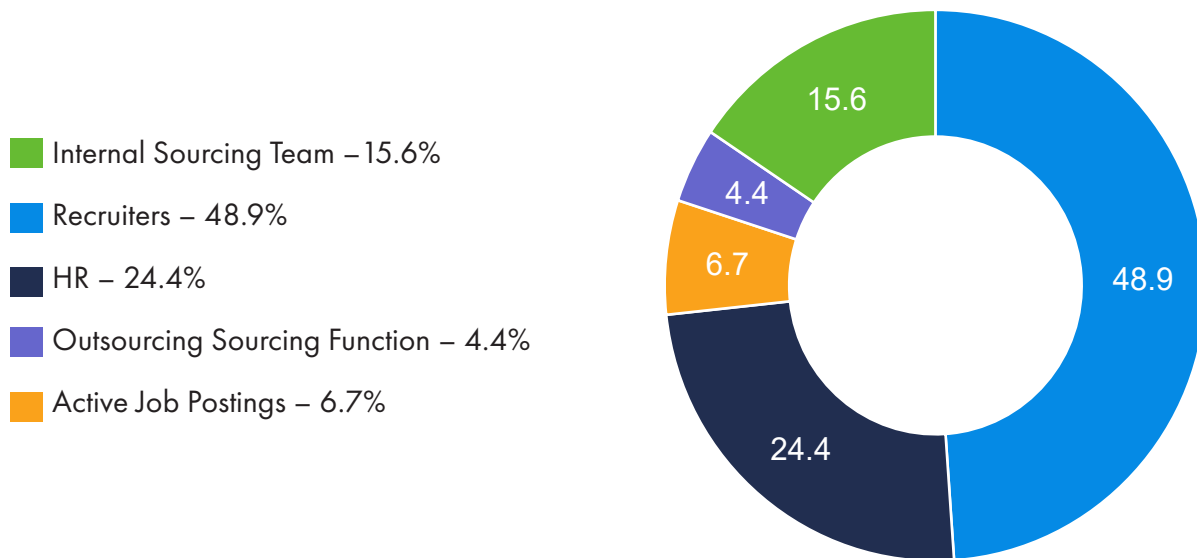
Participating Industries & Sectors	Participating Company Size	Participating Industries & Sectors
Agriculture, Forestry & Fishing	1-50	Orange County, CA
Automotive	51-100	San Francisco, CA
Cable & Television	101-500	St. Petersburg, FL
Commercial Printing	501-1,000	Atlanta, GA
Computer Programming Services	1,001-5,000	Chicago, IL
Electric Services	5,001-10,000	South Bend, IN
Electronic Components	10,000+	Pelle, IA
Employment Agencies		Westland, MI
Finance & Banking		Plymouth, MI
Metalworking & Machinery		Livonia, MI
Nondurable Goods		Novi, MI
Payroll Services		Troy, MI
Pharmaceuticals		Ashland, MT
Professional Equipment & Supplies		New Brunswick, NJ
Public Elementary and Secondary Schools		New York City, NY
Publishing		Cincinnati, OH
Healthcare		Columbus, OH
Heating, Ventilation & Air Conditioning		Exton, PA
Industrial Equipment		Philadelphia, PA
Information Technology		Nashville, TN
Logistics		Dallas, TX
Management Consulting		Houston, TX
Management Solutions		Aurora, Canada
		Calgary, Canada
		Toronto, Canada
		London, England
		Charenton-le-Pont, France

1 Who is Typically Responsible for Finding Candidates for Your Open Positions?

We asked this question to gain an understanding of who is charged with leading these types of searches within most organizations. By understanding who is gathering candidate data, we can properly analyze trends about the structure of hiring teams and its effectiveness in the talent acquisition process.

Results

Internal Sourcing Team – 15.6%

Recruiters – 48.9%

HR – 24.4%

Outsourcing Sourcing Function – 4.4%

Active Job Postings – 6.7%

Trend

Unsurprisingly, recruiting teams are largely responsible for finding and qualifying candidates.

Recruiting teams who are responsible for both the sourcing and recruiting of candidates may find themselves overwhelmed. In comparison, recruiters who work with a dedicated sourcing team generally have more time to qualify and engage candidates.
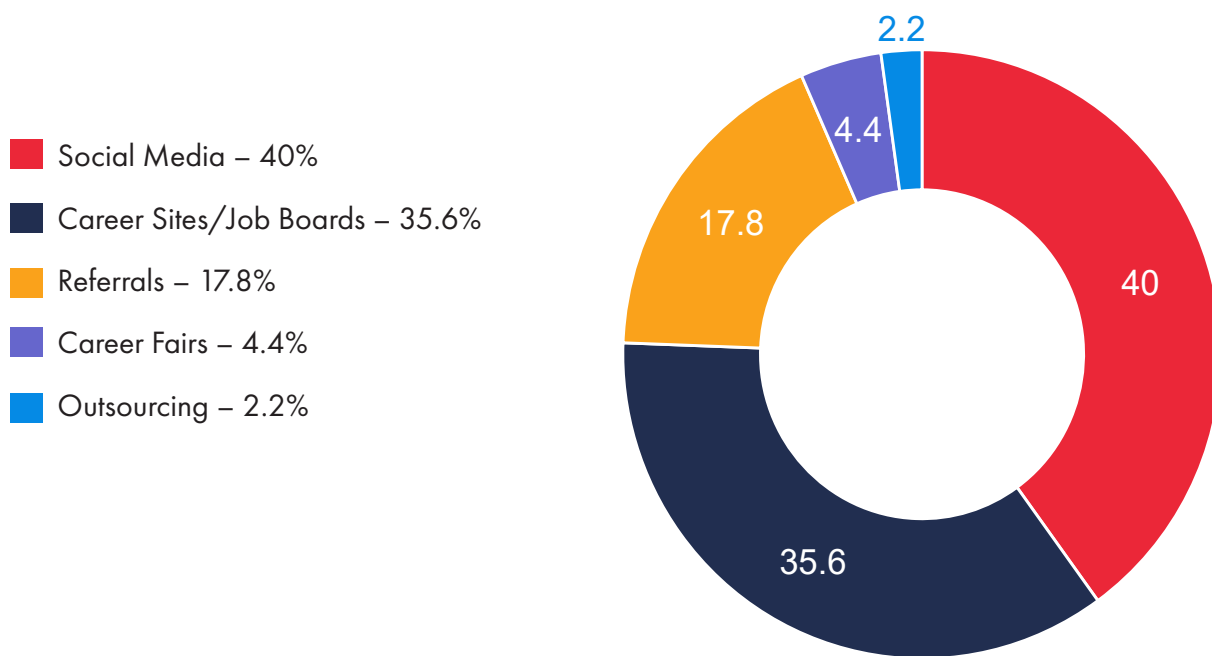
2 What's Your Primary Source for Talent? Where Do You or Your External Team Find the Most Candidates?

Where are teams finding the most candidates, and are they using every medium available to find talent? In today's candidate driven market, it's become clear that utilizing a variety of mediums is key in uncovering top performers.

However, not all teams may have the time or resources to scour a variety of mediums, leading to the discovery only of candidates who can be easily found online.

Results

- Social Media – 40%
- Career Sites/Job Boards – 35.6%
- Referrals – 17.8%
- Career Fairs – 4.4%
- Outsourcing – 2.2%

2.2
4.4
17.8
40
35.6

Trend

Social media has officially overtaken career sites and job boards when it comes to talent. In fact, over 96% of recruiters use LinkedIn to search for talent.

What is also noteworthy is that although referrals are still the number one source of hire for most organizations (according to ERE), fewer than 20% of recruiters are using this resource as their primary source of hire.

3 Does LinkedIn Provide You With Candidates for All of Your Open Requisitions?

With such an overwhelming volume of recruiters using LinkedIn to find talent (and social media taking over as the number one resource to find candidates for today's recruiters) we wanted to see if using LinkedIn allows recruiting teams to uncover exactly who they are looking for, especially when trying to locate an entire team of performers that could be contacted for their next career move.

Results

- Provides candidates for some of my open requisitions – 51.5%
- Provides candidates for most of my open requisitions – 24.4%
- Don't use LinkedIn – 15.6%
- Provides candidates for all my open requisitions – 4.4%
- Provides candidates for none of my open requisitions – 4.4%

51.5% **24.4%** **15.6%** **4.4%** **4.4%**
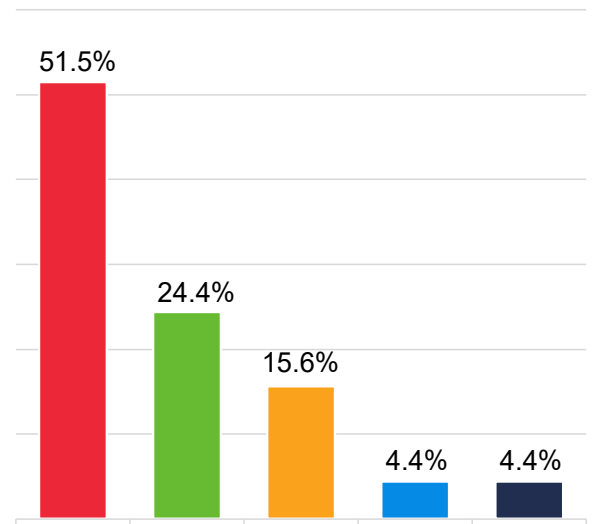
Trend

Perhaps not surprisingly, most respondents noted that LinkedIn can only uncover about half of the team for which they are searching.
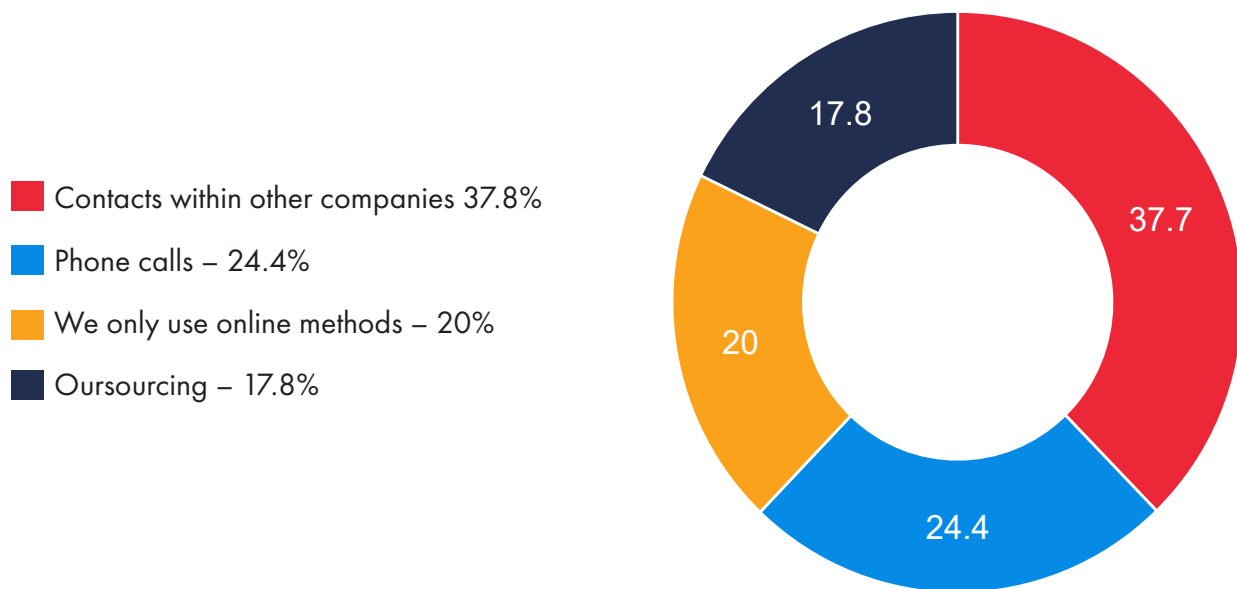
This aligns with current trends indicating that only about 60% of top performers can be found on LinkedIn. This is especially true for roles in high demand where the individual isn't working at a computer all day, like nursing. These professionals tend to update their social media less frequently.

4 How Does Your Team Search for Candidates That Cannot be Found Online?

While most survey participants said they use social media or job boards to find candidates, we were curious to find out how they uncover the rest of the talent pool, particularly for niche positions in which the talent is not online at all.

Results

- Contacts within other companies 37.8%
- Phone calls – 24.4%
- We only use online methods – 20%
- Oursourcing – 17.8%

17.8
37.7
20
24.4

Trend

An effective way to uncover performers who are not active on social media is maintaining contact within other organizations, a method of which nearly half of responding organizations are applying in their recruiting practices.

What is particularly interesting is 20% of organizations said they only use online methods to find candidates. In many searches, this can be limiting and leads to subpar hires or unreasonable time-to-fill rates.

5

What Traditional Recruiting Models Do You Have Experience With?

As recruiting practices shift, public opinion on contingent and retained search firms are evolving. We wanted to see how many organizations had experience with these types of firms before asking about their opinions on them.

Results

Retained & Contingent – 53.3%

Contingent Only – 24.4%

Neither – 15.6%

Retained Only – 6.7%
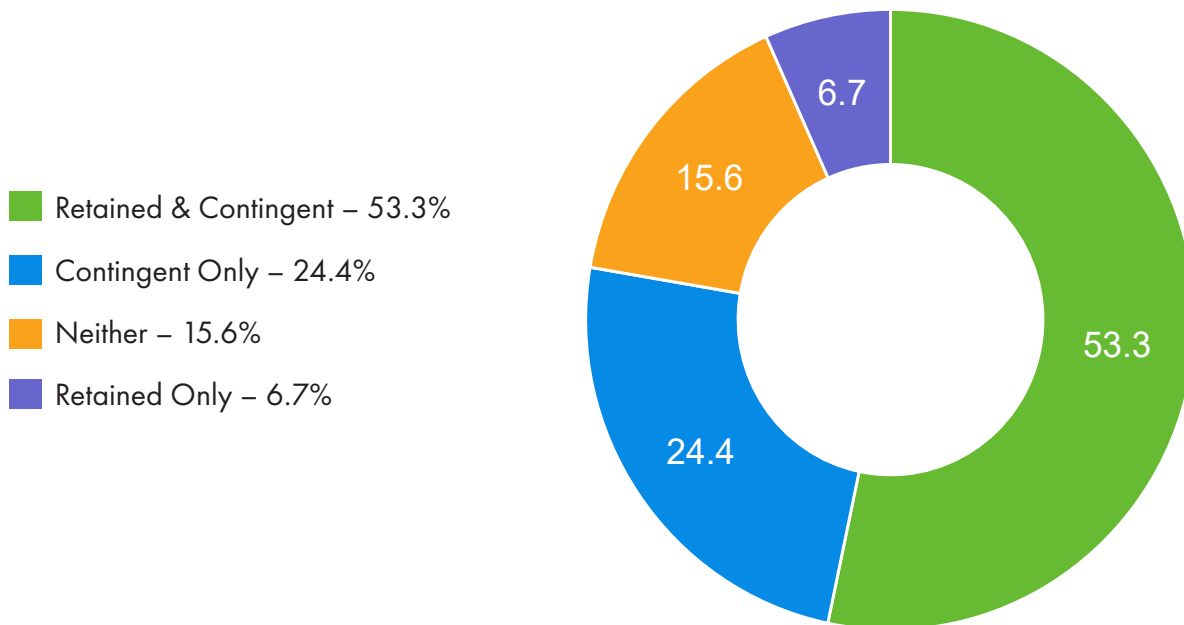
Trend

More than half of the organizations that participated in the survey have had experience with both a retained and contingent search firm.

Surprisingly, nearly 20% of organizations had zero experience with either type of firm.

6 Are You Currently Sending Out Open Positions to Traditional Search Firms?

Once we had learned that more than half of participants have had experience with traditional firms, we wanted to find out how many are currently using their services.

This gives us insight into the value (or lack thereof) the average company finds in traditional recruiting firms.

Results

Yes,
we are

39.5%

No
we aren't

60.5%
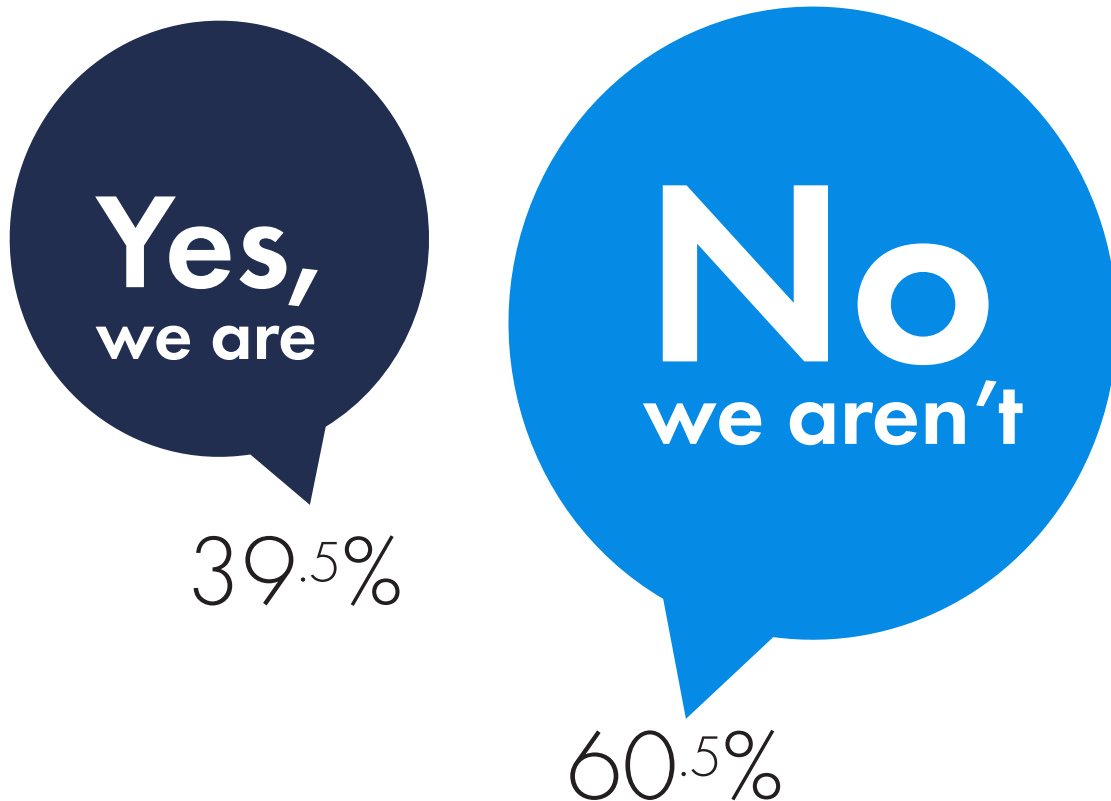
Trend

Surprisingly, more than half of participating organizations are not sending their open positions to traditional search firms.

This may be because many organizations and recruiting teams are utilizing non-traditional or alternative methodologies to uncover unique talent in today's talent shortage. Additional intelligence uncovered in the next survey result may point to reasons beyond the talent shortage that organizations are opting to try options other than traditional firms.

7 Does Your Organization Struggle With High Costs Associated With Contingent or Retained Firms?

Knowing that traditional firms often cost as much as 33% of the candidate's first year salary to utilize, we wanted to find out if today's organizations struggle with this type of cost in order to find and retain candidates.

Results

- **Yes, very much – 37.5%**
- **Yes, somewhat – 43.8%**
- **Not really – 18.8%**
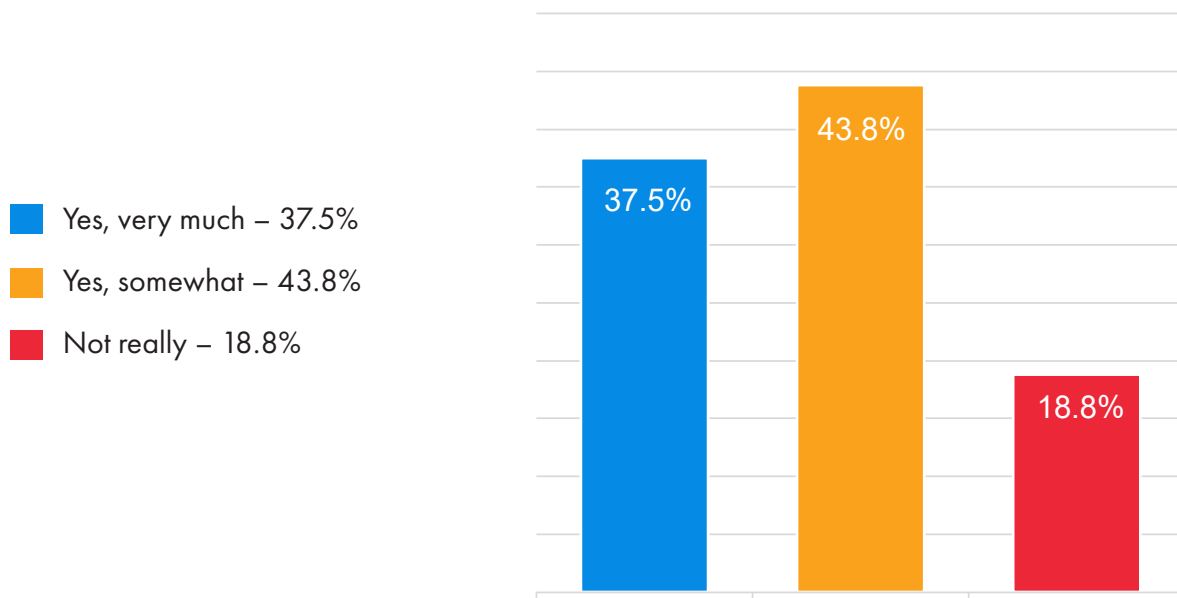
Trend

In short, 81.3% of respondents said that high fees were an issue with traditional search firms. This points to a big sticking point with the structure of traditional firms and whether they offer a good value to organizations with open positions.

8 When Using a Traditional Search Firm, Are You Able to Keep All of the Candidate Information Uncovered?

Traditionally, it is well known within recruiting that when utilizing a retained or contingent search firm, the client often only receives a small fraction of the candidate intelligence that is uncovered when finding the right performers for open positions.

Because of this, organizations are unable to build a talent pipeline with the candidate data uncovered. We wanted to find out how many organizations receive all of the data pulled from these types of firms to see if the issue of incomplete data was still prevalent.

Results

- ■ Some – 45%
- ■ All – 40%
- ■ It depends on the firm – 10%
- ■ None – 5%

45
40
10
5
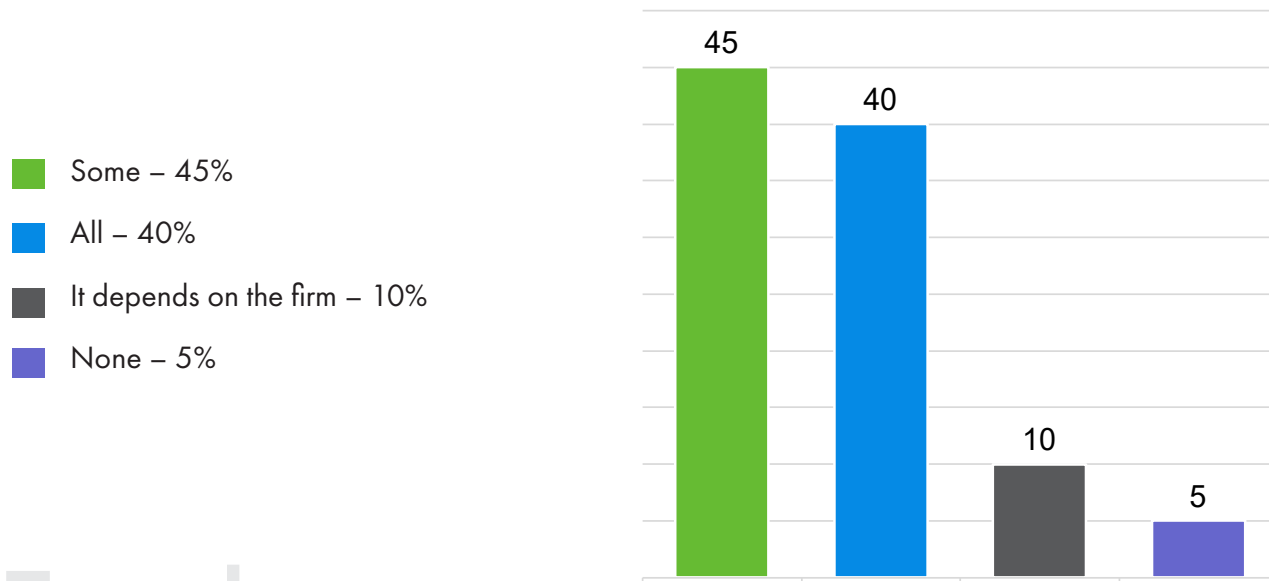
Trend

45% of participants noted that they are only able to keep some of the data uncovered by traditional firms when recruiting for open positions.

However, nearly half noted that they can keep all of the data from these types of firms.

Perhaps in an era of transparency in recruiting, as well as the need to keep a healthy pipeline of qualified candidates, these types of firms are changing their tune and allowing clients to keep this type of data.

9 How Often Do You Update Your Internal Candidate Database?

Part of a healthy recruiting system is maintaining the candidate database. This can be the team's ATS system, internal documents and spreadsheets, or other candidate management systems.

Keeping this information accurate and updated can be key to uncovering a top performer for an open position that may otherwise go overlooked. We wanted to find out how many organizations are keeping this data updated and organized.

Results

- Daily – 35.6%
- Monthly – 13.3%
- Annually – 4.4%
- When Needed – 22.2%
- Never – 24.4%
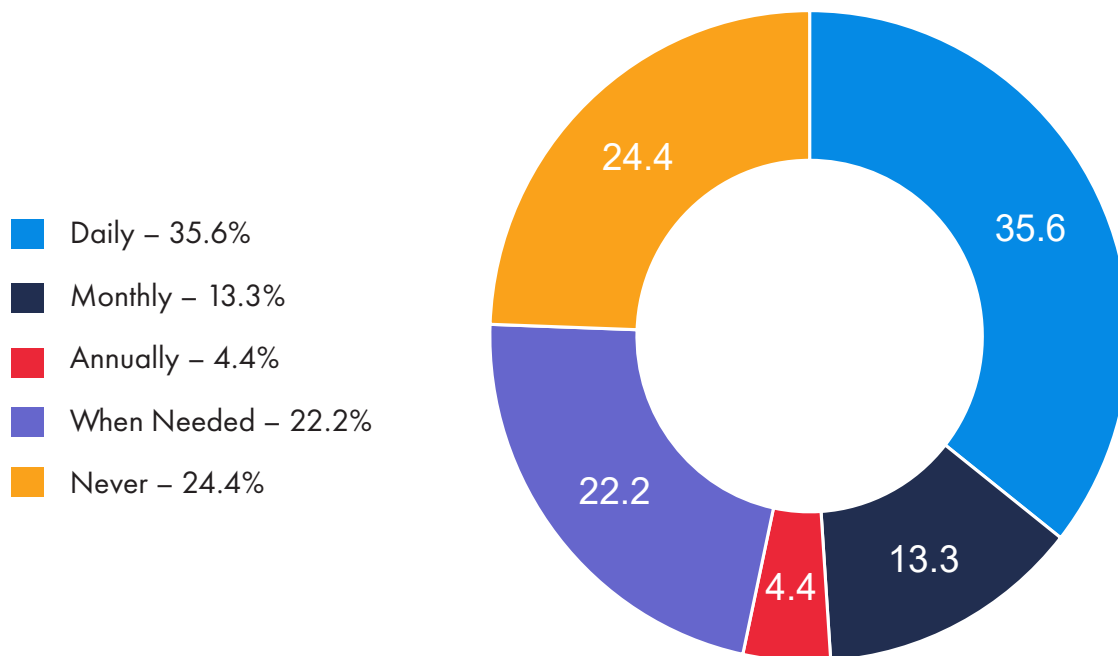
Trend

While nearly 40% of organizations update this candidate data daily, this is still less than half of all participating organizations.

Shockingly, almost 25% of respondents said they never update their candidate database at all. Similarly, 22% said they only update the database as needed.

When it takes significant time and resources to keep this data maintained, not updating or maintaining a candidate database can mean that qualified performers are going unnoticed for open positions.

10 Do You Have Trouble Gathering Candidate Intelligence From Your Resources?

Do recruiters have trouble gathering enough information to make great hires? Are their resources meeting their needs for candidate intelligence, or do they struggle here?

Results

■ Yes, Often – 7.3%

■ Yes, somewhat – 39%

■ No trouble – 53.7%
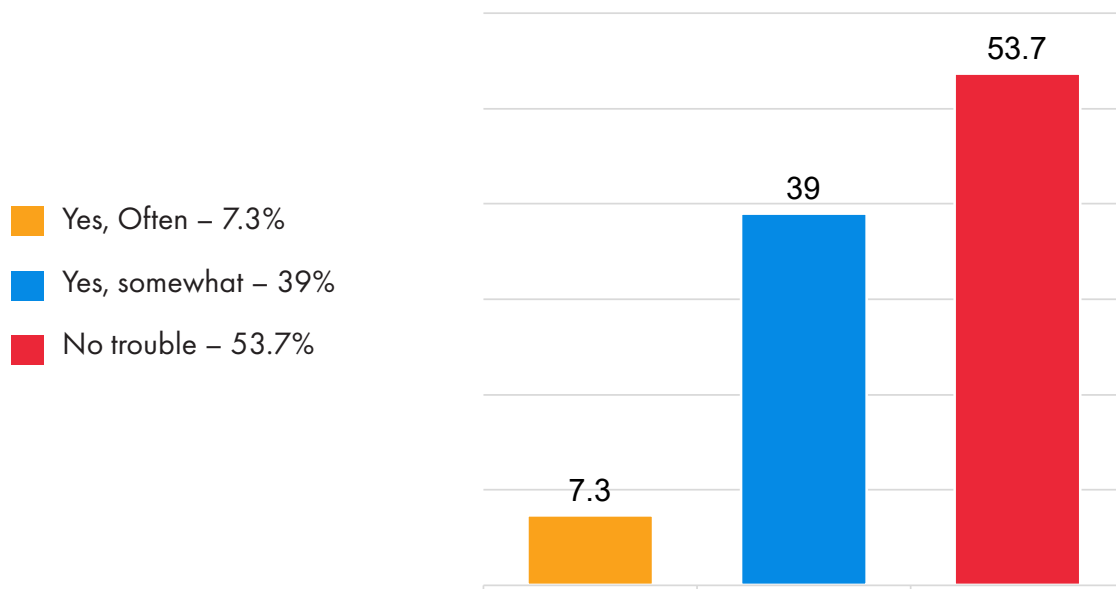
Trend

More than half of respondents said that they do not have trouble gathering candidate intelligence such as direct dial contact information or email addresses. This comes as somewhat of a surprise when considering the top source of hire for respondents – social media.

11 Is Your Recruiting Team Overworked or Stressed?

In today's candidate shortage, we run the risk of diluting quality of hire when recruiters are faced with too many open requisitions to fill. In fact, 77% of hiring managers believe that recruiters do not adequately screen candidates prior to passing them along, according to iCIMS.

Carefully assessing whether today's recruiters are overworked can be key to implementing practices that allow recruiters to put an appropriate focus on each open position, thereby increasing quality of hire.

Results

Very	17.8
Slightly	42.2
Not at all	33.3
Unsure	6.67
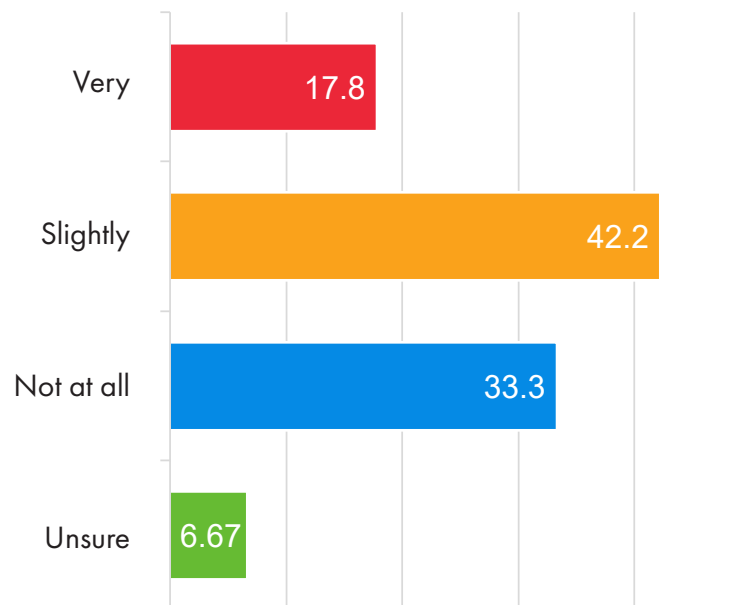
Trend

What is perhaps most interesting within these findings is that nearly 7% of organizations are not actually sure whether their team is overworked or stressed.

Clear lines of communication within teams can help ensure that the recruiter is comfortable with their workload and the organization is applying adequate resources to filling open roles.

More than half (60.2%) of all organizations across industries said that their recruiting team is overworked to some degree. Balancing workloads as well as outsourcing or augmenting recruiting capabilities to specialists may help alleviate this problem.
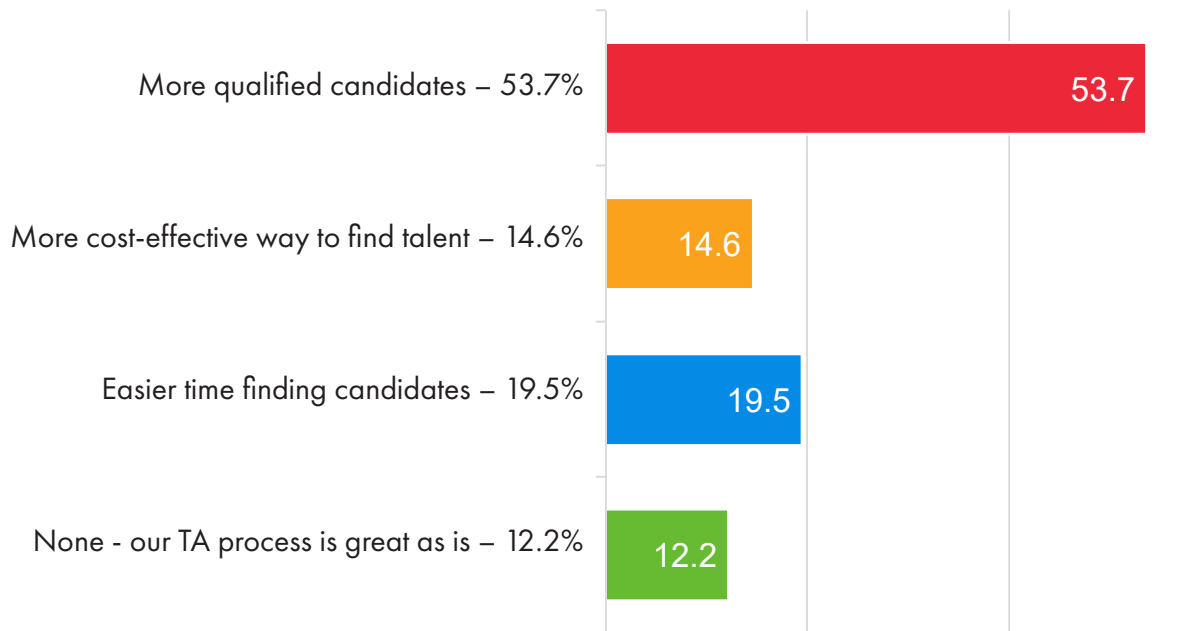
What is perhaps most interesting is that the majority of participants who said their recruiters were stressed were from large companies (1,000+) instead of small.

12 If You Could Change One Thing About Your Talent Acquisition Process, What Would It Be?

Once we understood the specifics surrounding recruiting practices across industries, we wanted to find out what the number one wish would be for these recruiting teams.

Results

More qualified candidates – 53.7% — **53.7**

More cost-effective way to find talent – 14.6% — **14.6**

Easier time finding candidates – 19.5% — **19.5**

None - our TA process is great as is – 12.2% — **12.2**

Trend

Out of all survey participants, an overwhelming amount wished to find more qualified candidates. Out of those who said they did not need any changes to their strategy, the majority were from larger companies (1,000+). This slightly contradicts the earlier question, which found that large companies have stressed or overworked recruiters.

This points to a potential disconnect between hiring managers and recruiters – the recruiting team is often overworked, yet organizations do not see a need to change their hiring strategy.

Once we understood the specifics surrounding recruiting practices across industries, we wanted to find out what the number one wish would be for these recruiting teams.

10 **Key** Takeaways

8% of companies have their recruiting team source candidates instead of a dedicated sourcing or research team.

Over half of companies across all industries have experience with contingent and retained recruiting firms, but only **40% are currently using these types of firms to find talent**.

51.5% recruiters surveyed said that **LinkedIn only allowed them to find about half of the individuals they were searching for**.

Only 40-45% of participants said they can keep some or all the candidate **intelligence uncovered** by another firm.

22-25% of participants said they only **update their internal candidate database when needed or not at all**.

33% of survey participants said their recruiting team is **overworked** or stressed and nearly 7% aren't sure.

When a company can't find enough candidates online, **37.8% contact individuals within other companies to uncover this information**.

81.3% of respondents said that **contingent or retained firms were too expensive**.

Of all the things companies wanted to change about their talent acquisition process, **53.7% said that they wanted to find more qualified candidates**.

Qualigence is committed to empowering you to recruit more efficiently and make better hires.
Contact us today to get started developing a custom solution for your business.

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