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# Today's Job Candidate: Ever Mobile, Always On

RECRUITERS

Charts

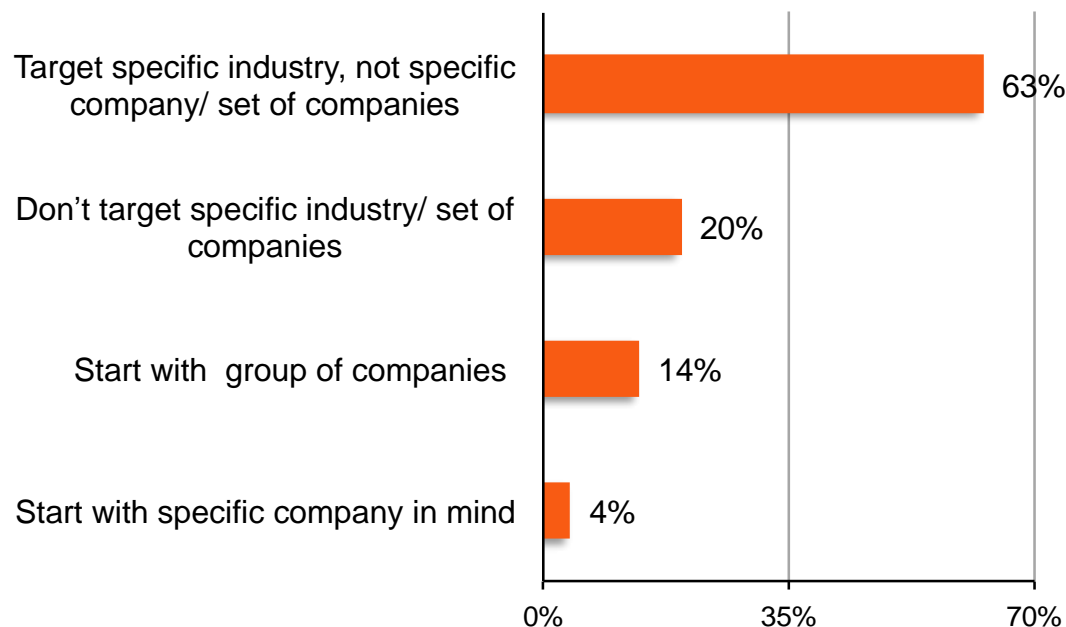# Q1. Which of the following <u>best</u> represents your job title?

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Job Title

Job Title	Percentage
Recruiter	30%
HR Manager	23%
President/CEO/Owner	15%
General Manager	12%
Supervisor	10%
VP of Human Resources	6%
Staffing Coordinator	5%

0%   25%   50%

Q2. What is your personal level of involvement in hiring decisions?

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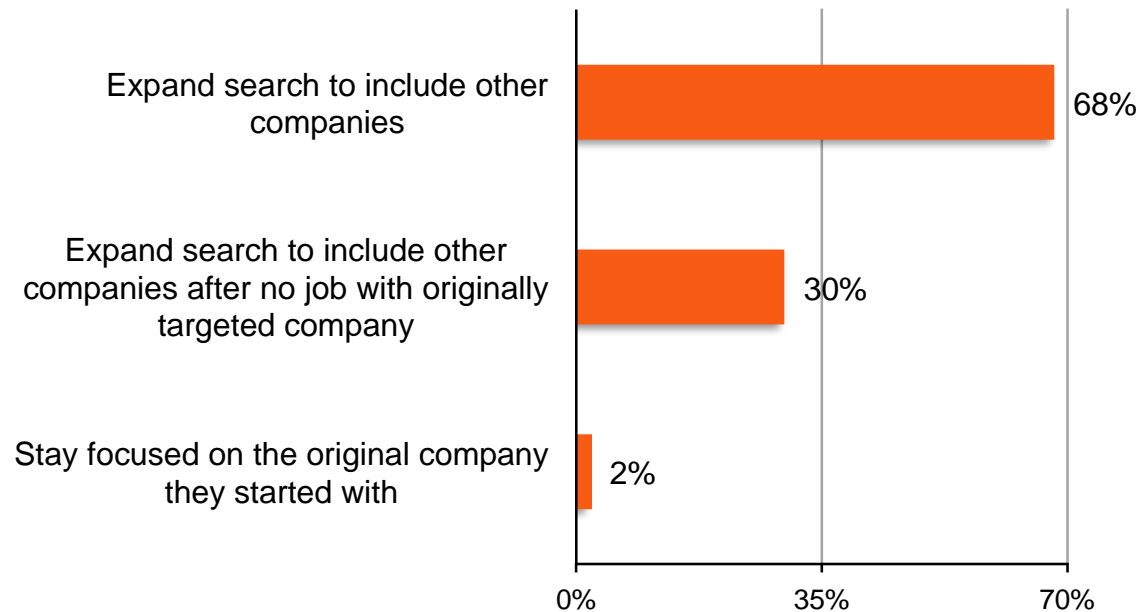**Level of Involvement in Hiring Decision**
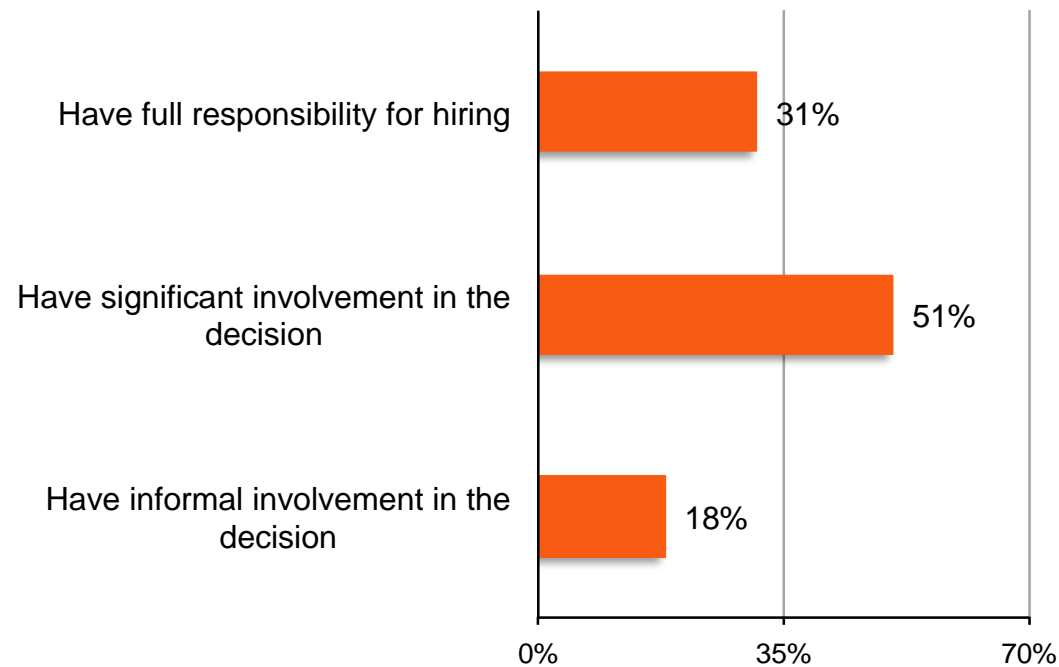
Q3. Thinking about a typical job candidate, which of the following best describes the approach you think they take at the beginning of a search?

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Perceived Approach Candidates Take at Beginning of Search

Category	Percentage
Target specific industry, not specific company/ set of companies	63%
Don't target specific industry/ set of companies	20%
Start with group of companies	14%
Start with specific company in mind	4%

0%   35%   70%

Perceived Approach Candidates Take as Search Progresses

- Expand search to include other companies — 68%
- Expand search to include other companies after no job with originally targeted company — 30%
- Stay focused on the original company they started with — 2%

Q5. What percentage of a candidate's job search do you believe is typically devoted to each of the following phases?

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Estimated Time Candidates Spend on Each Phase of Job Search

Phase	Percentage
Pre search preparation	25%
Search	43%
Engagement follow up	22%
Post interview	9%
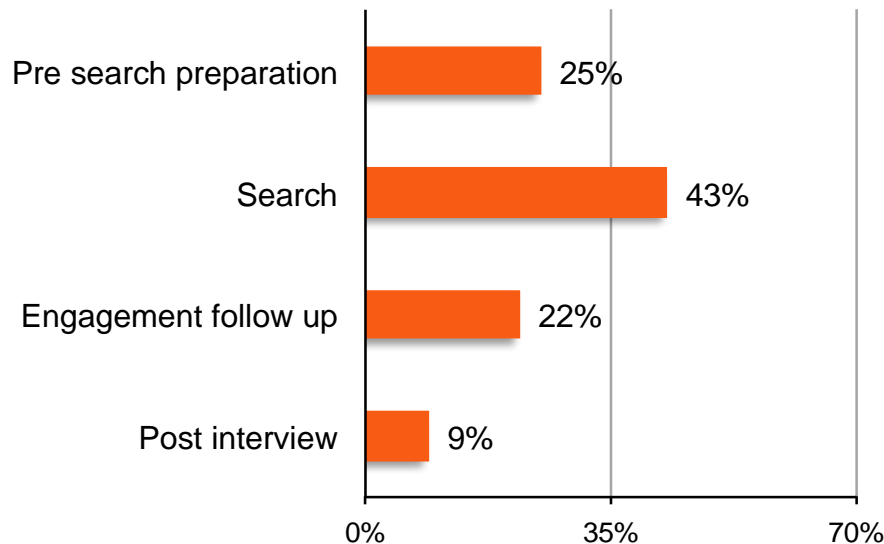
Pre search preparation - Researching companies, updating resume, determining salary requirements, developing additional skills, etc.

Search - Identifying attractive opportunities, reaching out to professional/personal network, initial search of job postings, etc.

Engagement - Interviewing for jobs, analyzing opportunities, etc.

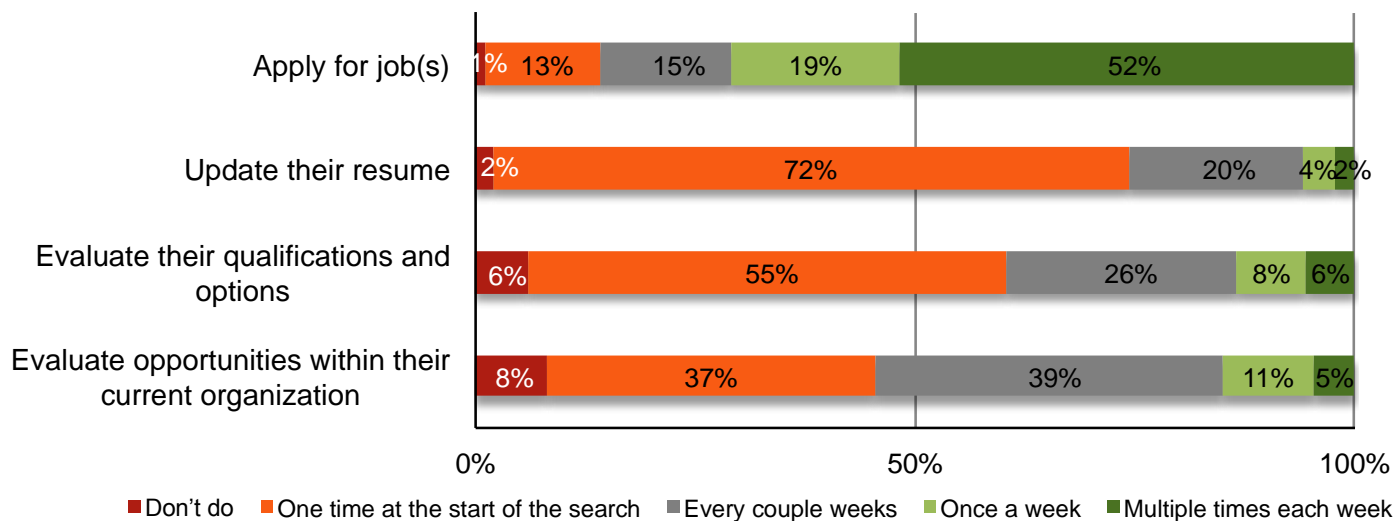**Post interview -** Sending thank you cards, following up on open applications, etc.

Q7. What are the top three most important things you think job candidates are looking for when considering a job opportunity?

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Most Important Criteria Candidates Look for in a Job Opportunity

Criteria	Top Ranked	2nd & 3rd Ranked
Attractive compensation package	37%	29%
Opportunity for promotion/advancement	10%	31%
Attractive benefit package	7%	32%
Good work-life balance	9%	22%
Financially strong organization	8%	13%
Challenging/interesting assignments	7%	12%
Feeling of appreciation/value by management	3%	11%
A good organizational culture	5%	9%
Opportunities for training and development	2%	10%
Known for having a good reputation	3%	8%
Work from home/flexible work schedule	1%	7%
Well-performing industry	3%	5%
Candidates' ideas impact the organization	1%	3%
High-quality products and services	1%	3%
Organization is innovator in the field	1%	1%

Legend: ■ Top Ranked ■ 2nd & 3rd Ranked

Axis: 0%, 35%, 70%

Perceived Frequency Candidates Perform Job Search Activities

Activity	Don't do	One time at the start of the search	Every couple weeks	Once a week	Multiple times each week
Apply for job(s)	1%	13%	15%	19%	52%
Update their resume	2%	72%	20%	4%	2%
Evaluate their qualifications and options	6%	55%	26%	8%	6%
Evaluate opportunities within their current organization	8%	37%	39%	11%	5%

Legend:
- ■ Don't do
- ■ One time at the start of the search
- ■ Every couple weeks
- ■ Once a week
- ■ Multiple times each week

Perceived Frequency Candidates Perform Job Search Activities

Activity	Don't do	One time at the start of the search	Every couple of weeks	Once a week	Multiple times each week
Search for a job using LinkedIn	6%	12%	24%	28%	30%
Use LinkedIn to contact people about job opportunities	7%	14%	27%	26%	26%
Search for a job using other social media sites	11%	14%	24%	26%	25%
Use other social media to contact people about job opportunities	10%	14%	27%	25%	24%
Use Facebook to contact people about job opportunities	16%	14%	24%	23%	24%
Search for a job using Facebook	21%	13%	22%	23%	21%

0% 50% 100%

■ Don't do ■ One time at the start of the search ■ Every couple of weeks ■ Once a week ■ Multiple times each week

Perceived Frequency Candidates Perform Job Search Activities

	Don't do	One time at the start of the search	Every couple of weeks	Once a week	Multiple times each week
Talk to or email people in their personal network	2%	11%	28%	23%	36%
Talk to or email people in their professional network	3%	14%	39%	23%	21%
Use a staffing or recruiting firm	16%	43%	22%	14%	6%
Consider additional training or education to improve their resume	17%	49%	22%	8%	4%

Perceived Frequency Candidates Perform Job Search Activities

Activity	Don't do	One time at the start of the search	Every couple of weeks	Once a week	Multiple times each week
Search for jobs on an online job board	1%	9%	15%	22%	53%
Look for positions on company websites	2%	14%	25%	29%	29%
Search for jobs using a job site aggregator	4%	11%	16%	23%	45%
Search for jobs on Craigslist	14%	11%	20%	25%	30%

Legend: ■ Don't do ■ One time at the start of the search ■ Every couple of weeks ■ Once a week ■ Multiple times each week

Q10. In your opinion, what role does your company's employment brand (the company's reputation as an employer) play in a job candidate's decision to apply for a job with your company?

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Role Employment Brand Plays in Candidate's Decision to Apply for a Job
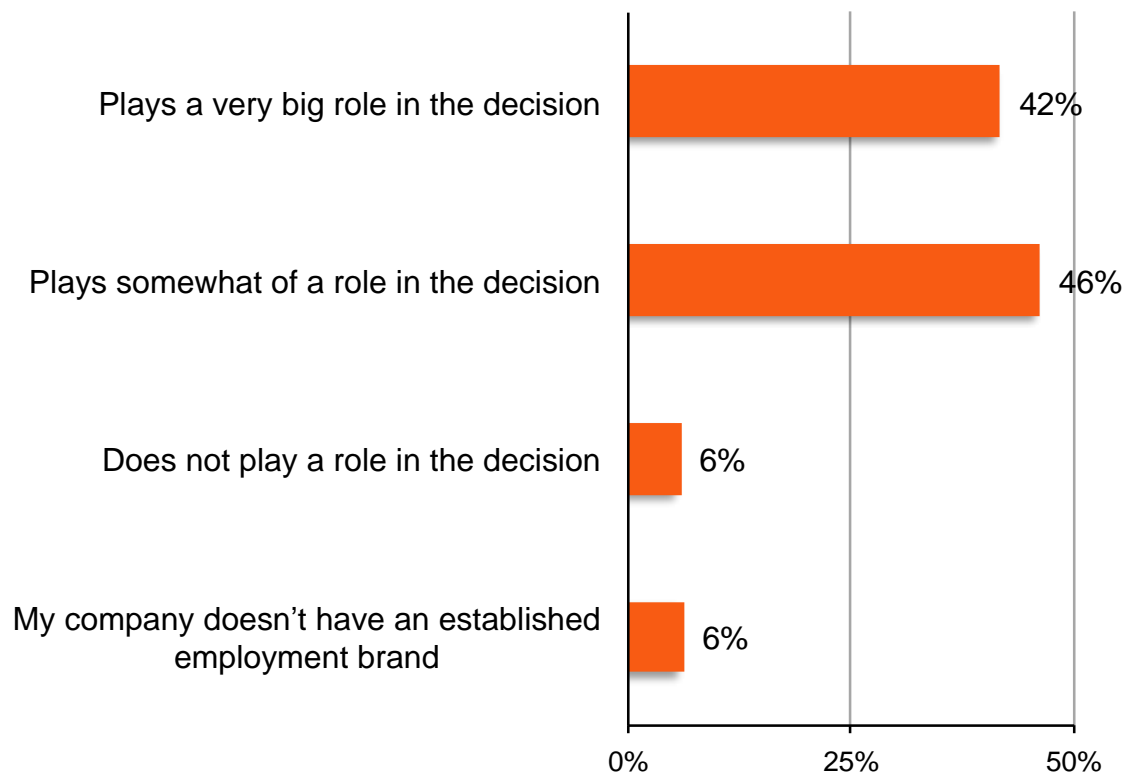
Category	Percentage
Plays a very big role in the decision	42%
Plays somewhat of a role in the decision	46%
Does not play a role in the decision	6%
My company doesn't have an established employment brand	6%
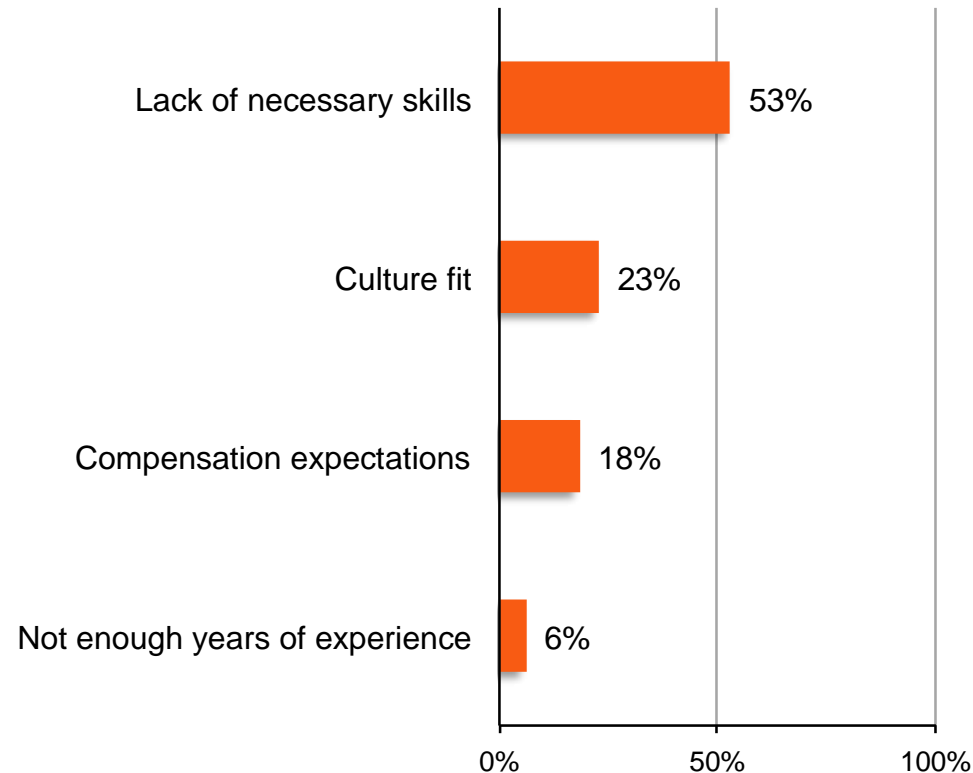
Earliest Point in Process Salary Information is Shared

Category	Percentage
In the job listing	27%
During an in-person interview	21%
During a phone interview	21%
After an in-person interview	10%
After communicating with the candidate via email or phone	9%
In a job offer	8%
After a phone interview	4%
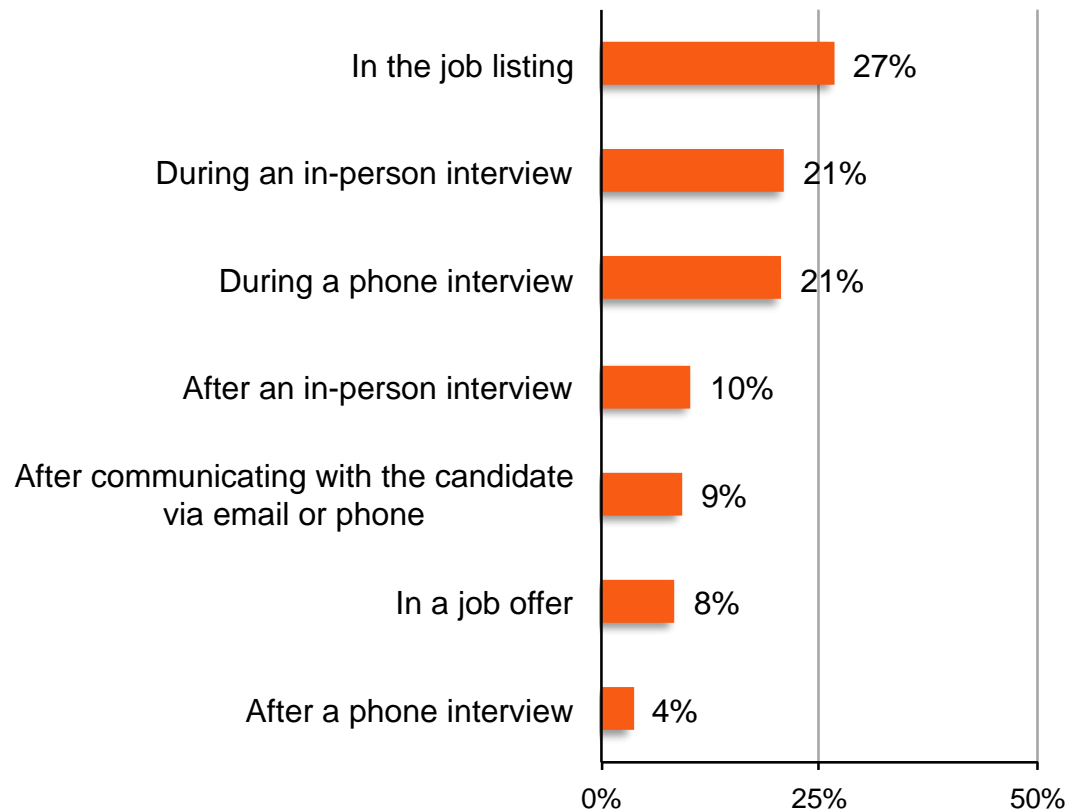
Q16. How important is a thank you follow up from a potential candidate after an interview?

Q17. Which of the following types of thank you follow up is more impactful in your impression of a candidate?

Importance of Receiving Follow Up Thank You from Candidate After Interview

10pt scale: 0-Not at all important,
10-Extremely important, wouldn't hire without one

| 43% | 34% | 24% |

- ■ Not important (0-6) ■ Somewhat important (7-8) ■ Very important (9-10)
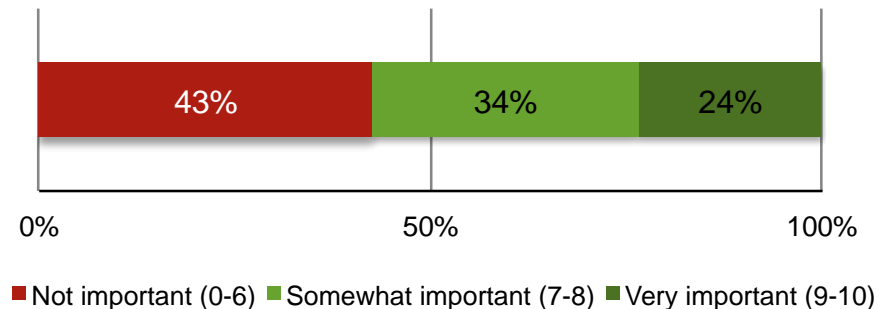
Most Impactful Type of Thank You Follow Up

- Thank you card — 21%
- Thank you email — 14%
- Either, both are equally impactful — 56%
- Neither, I don't care if they thank me — 9%
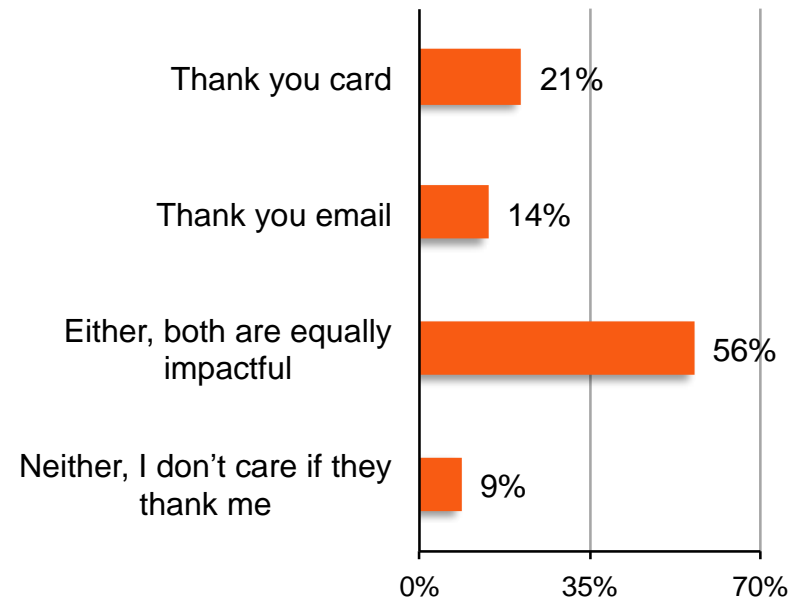
Average Cost of a New Hire

Category	Percentage
$500 or less	24%
$501-$2,499	25%
$2,500-$9,999	25%
$10,000 or more	26%
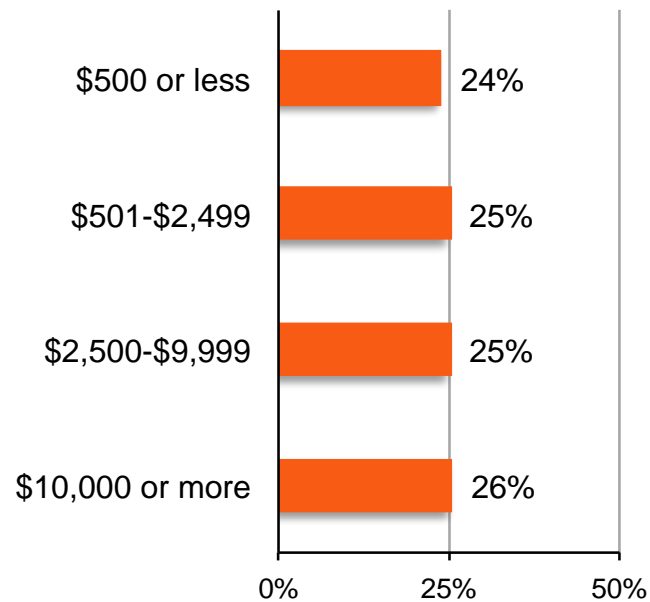
Q20. To what extent to do agree or disagree with the following statement: "Generally speaking, there is a significant gap between the skills needed and the skills job candidates have."
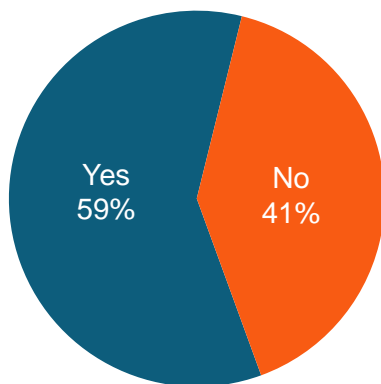
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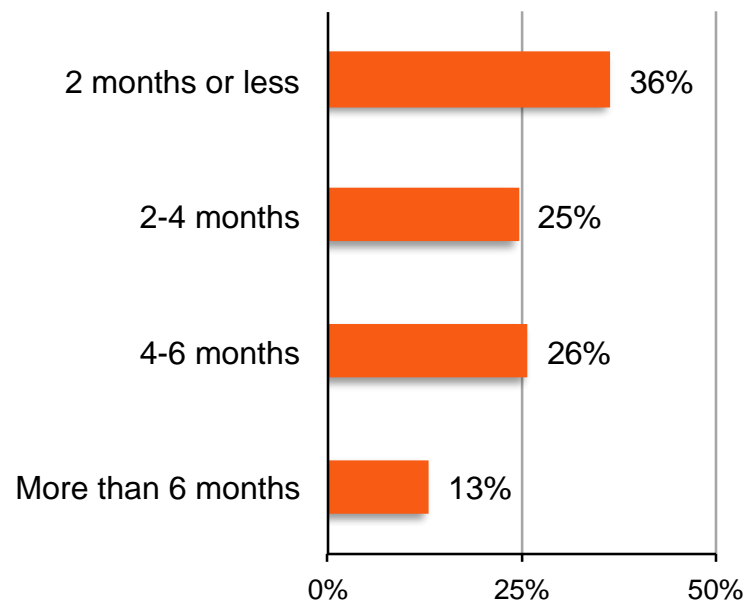EMPOWERING EMPLOYMENT

"Generally speaking, there is a significant gap between the skills needed and the skills job candidates have."

- Agree strongly — 16%
- Agree somewhat — 42%
- Neutral — 21%
- Disagree somewhat — 18%
- Disagree strongly — 3%
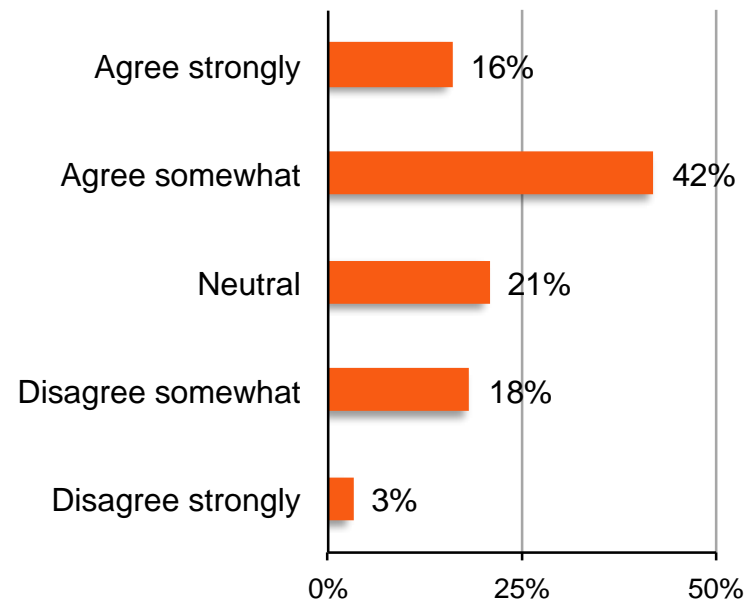
Q21. Does your team currently have any open positions that are unable to be filled because of difficulty finding someone with the appropriate skills?

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Q22. What is the average length of time positions stay open because of an inability to find someone with the appropriate skills?

Team Currently has Open Position due to Difficulty Finding Appropriate Skills
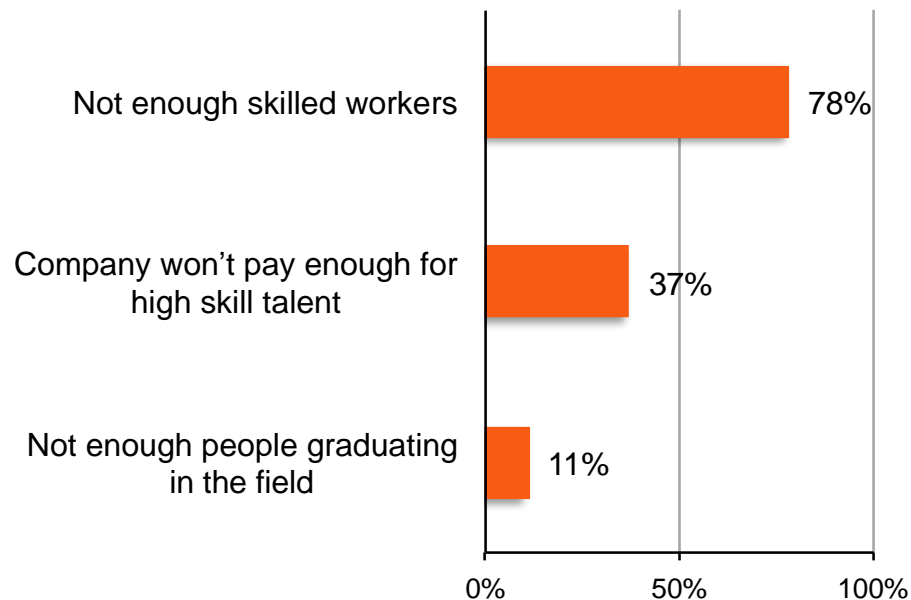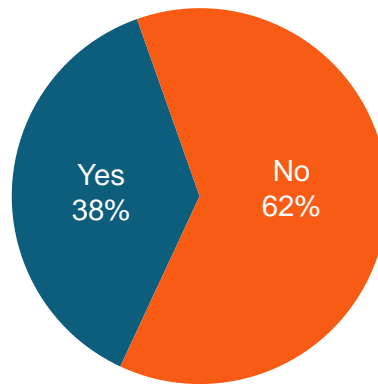
Average Length Position Stays Open due to Difficulty Finding Appropriate Skills

Yes 59%
No 41%

2 months or less — 36%
2-4 months — 25%
4-6 months — 26%
More than 6 months — 13%

0%   25%   50%

Reason Unfilled Positions Stay Open for so Long

- Not enough skilled workers — 78%
- Company won't pay enough for high skill talent — 37%
- Not enough people graduating in the field — 11%

Q25. At your company, when someone is interviewing for a job, are they required to interview with someone from your C-suite (CEO, CFO, COO, etc.)?
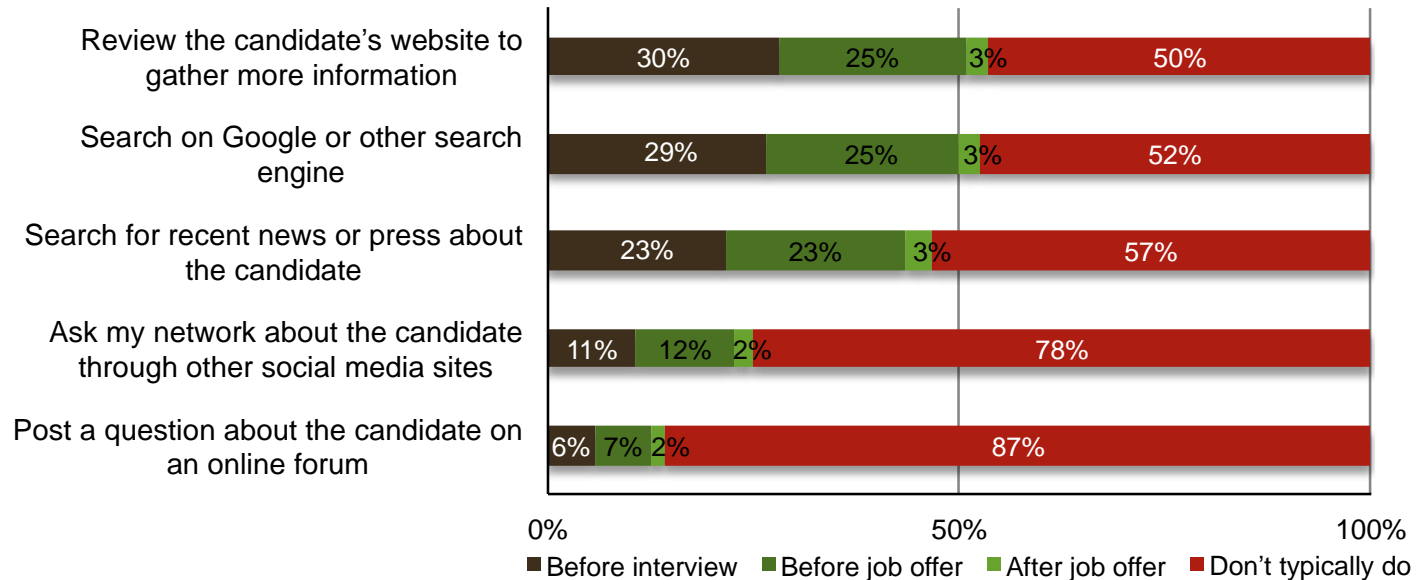
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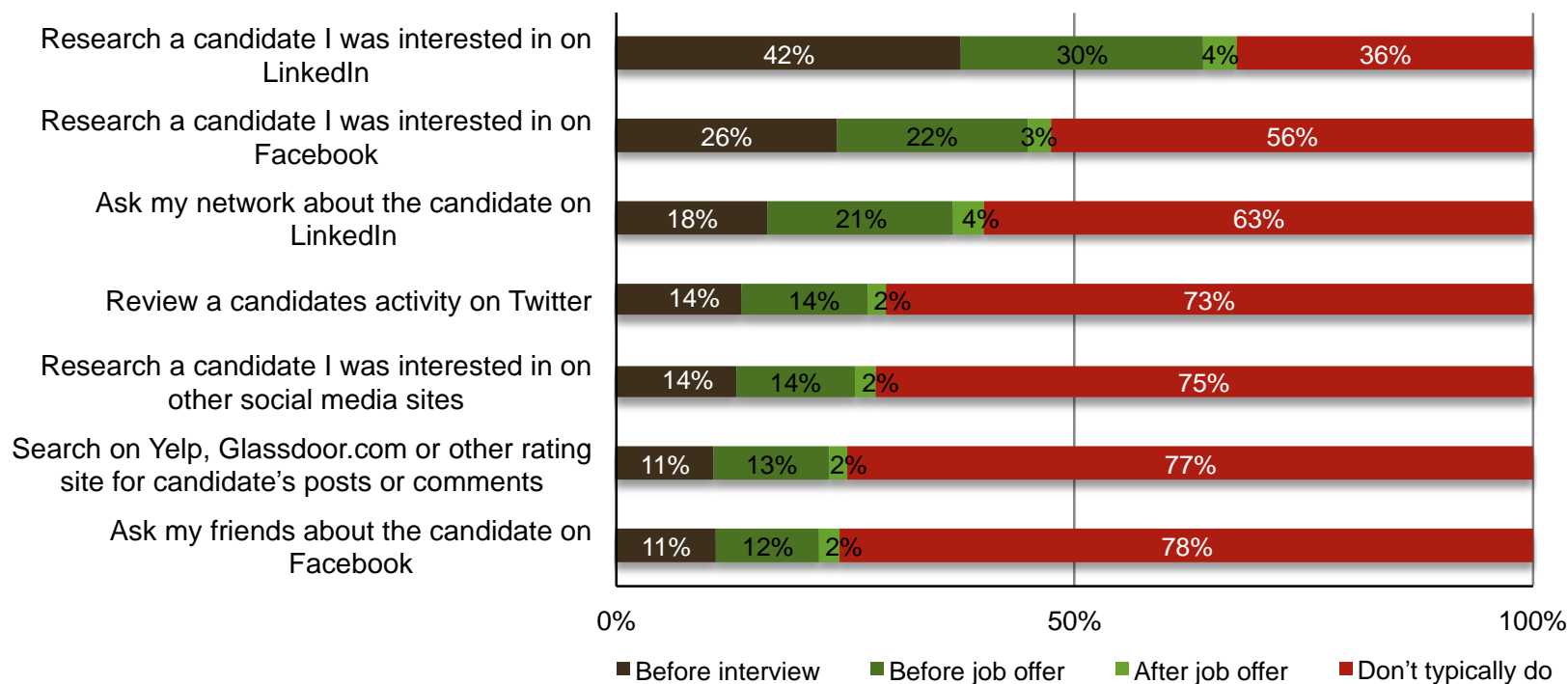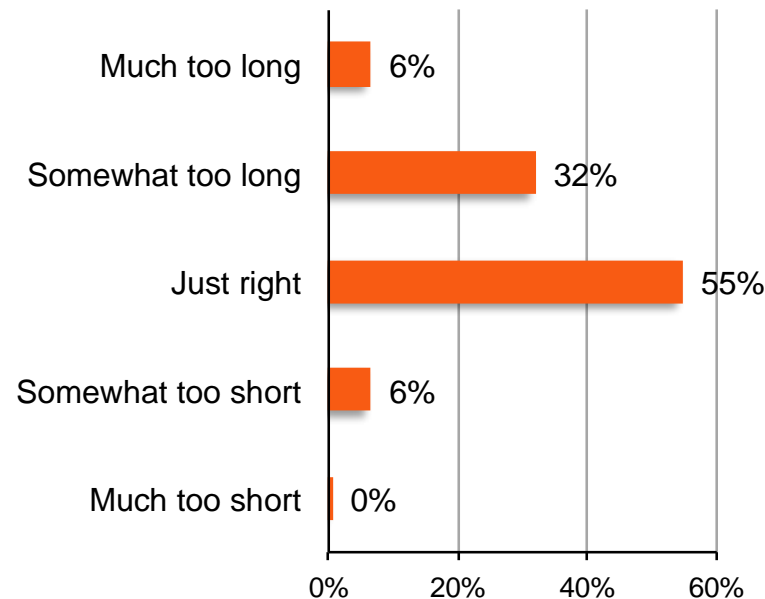**Job Candidates Required to Interview with C-Suite?**

Yes 38%

No 62%

Q26. Which sources of information do you utilize when gathering more information about a potential candidate for each stage of the process?

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Sources Used for Gathering Information about Candidates

Source	Before interview	Before job offer	After job offer	Don't typically do
Review the candidate's website to gather more information	30%	25%	3%	50%
Search on Google or other search engine	29%	25%	3%	52%
Search for recent news or press about the candidate	23%	23%	3%	57%
Ask my network about the candidate through other social media sites	11%	12%	2%	78%
Post a question about the candidate on an online forum	6%	7%	2%	87%

0%   50%   100%

■ Before interview ■ Before job offer ■ After job offer ■ Don't typically do

Q26. Which sources of information do you utilize when gathering more information about a potential candidate for each stage of the process?

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Sources Used for Gathering Information about Candidates

Source	Before interview	Before job offer	After job offer	Don't typically do
Research a candidate I was interested in on LinkedIn	42%	30%	4%	36%
Research a candidate I was interested in on Facebook	26%	22%	3%	56%
Ask my network about the candidate on LinkedIn	18%	21%	4%	63%
Review a candidates activity on Twitter	14%	14%	2%	73%
Research a candidate I was interested in on other social media sites	14%	14%	2%	75%
Search on Yelp, Glassdoor.com or other rating site for candidate's posts or comments	11%	13%	2%	77%
Ask my friends about the candidate on Facebook	11%	12%	2%	78%

■ Before interview ■ Before job offer ■ After job offer ■ Don't typically do

Q27. Which of the following do you believe accurately describes the length of your company's application and interview process?

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Length of Company's Application and Interview Process

Category	Percentage
Much too long	6%
Somewhat too long	32%
Just right	55%
Somewhat too short	6%
Much too short	0%

Extent Quality of Available Candidates has Changed over Past Year
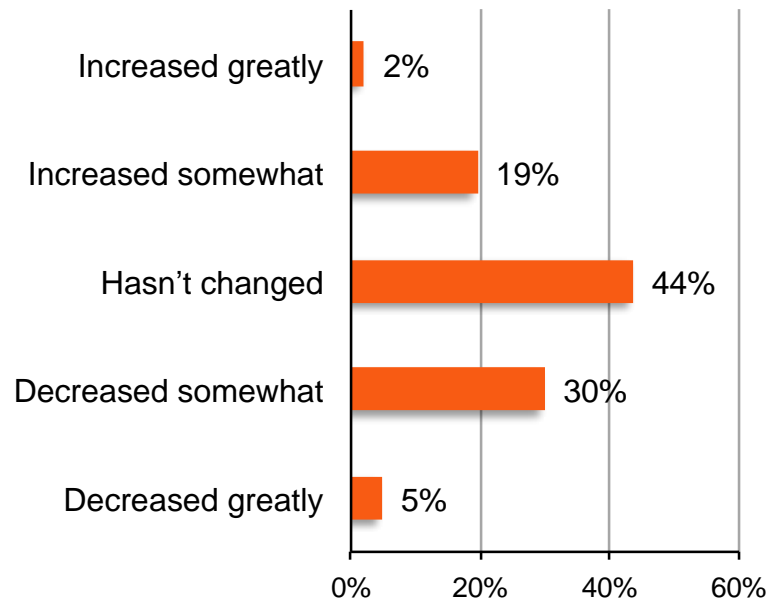
Category	Percentage
Increased greatly	2%
Increased somewhat	19%
Hasn't changed	44%
Decreased somewhat	30%
Decreased greatly	5%

Extent Quantity of Available Candidates has Changed over Past Year

Increased greatly — 6%
Increased somewhat — 22%
Hasn't changed — 37%
Decreased somewhat — 27%
Decreased greatly — 7%
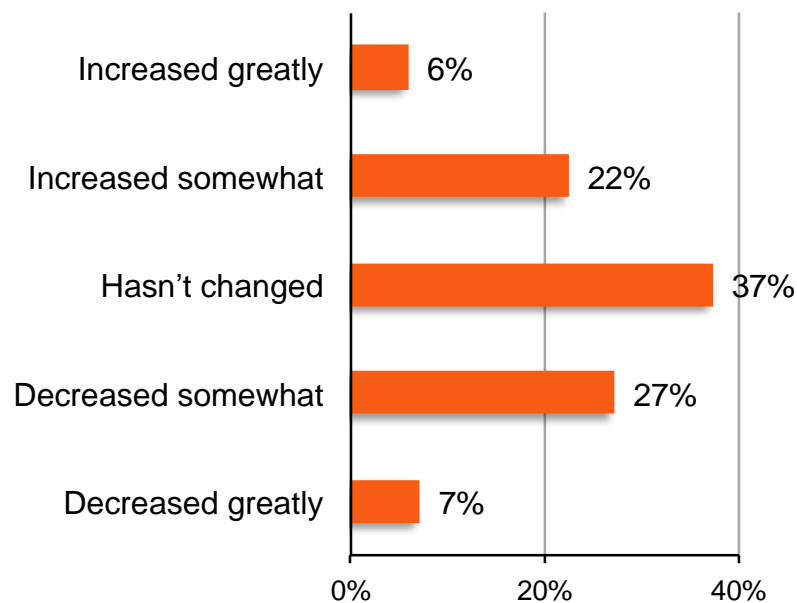
Q30. In general, when working with job candidates throughout the hiring process, which of the following statements do you think are true?

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Perceptions when Working with Job Candidates through Hiring Process
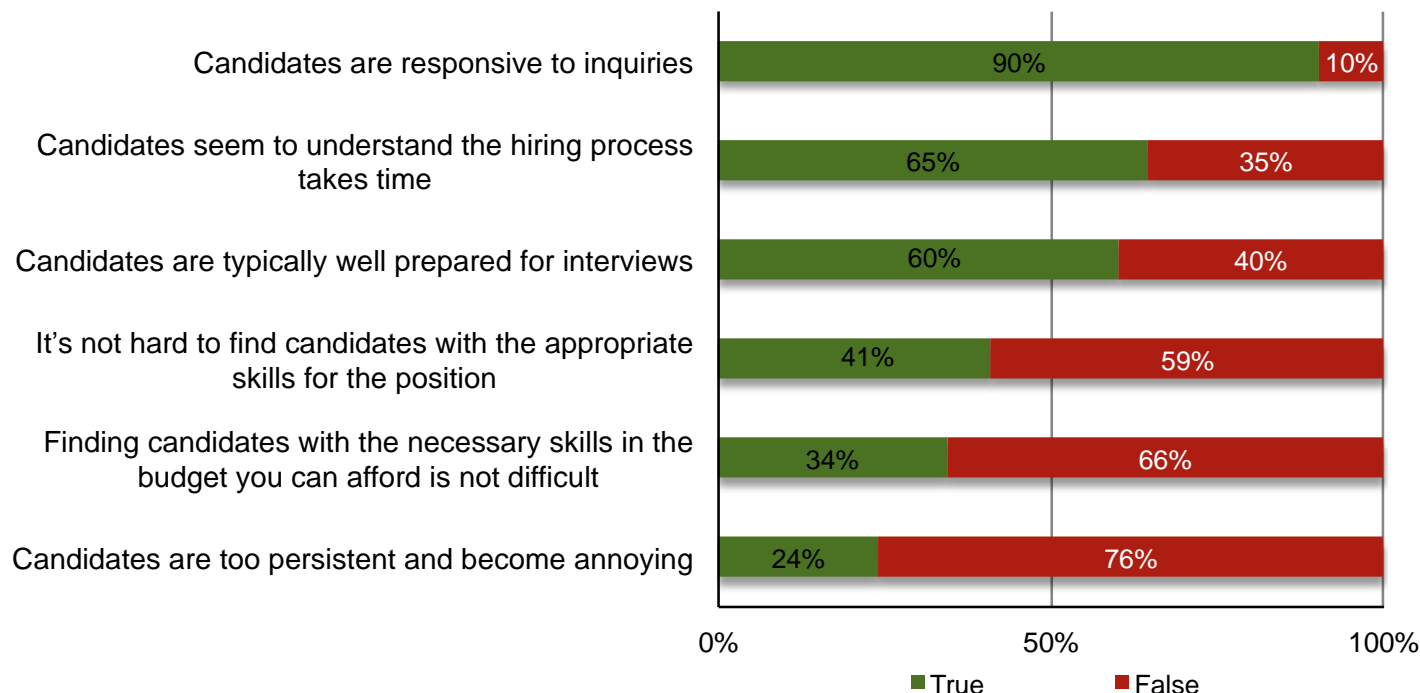
Statement	True	False
Candidates are responsive to inquiries	90%	10%
Candidates seem to understand the hiring process takes time	65%	35%
Candidates are typically well prepared for interviews	60%	40%
It's not hard to find candidates with the appropriate skills for the position	41%	59%
Finding candidates with the necessary skills in the budget you can afford is not difficult	34%	66%
Candidates are too persistent and become annoying	24%	76%

■ True   ■ False

"During application process, I am responsive to job candidates"
10pt scale: 0-Strongly disagree,
10-Strongly agree

| 22% | 44% | 34% |

0%   50%   100%

■ Disagree (0-6)   ■ Somewhat agree (7-8)   ■ Strongly agree (9-10)
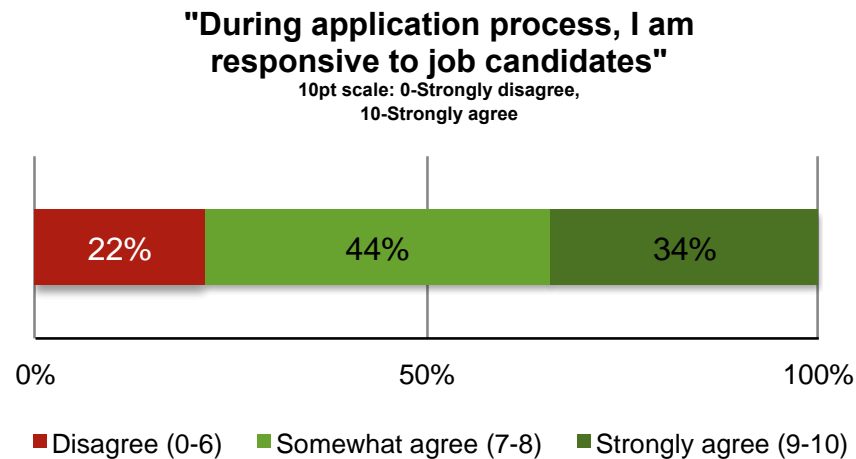
Extent Social Media is Helpful in Searching for Candidates
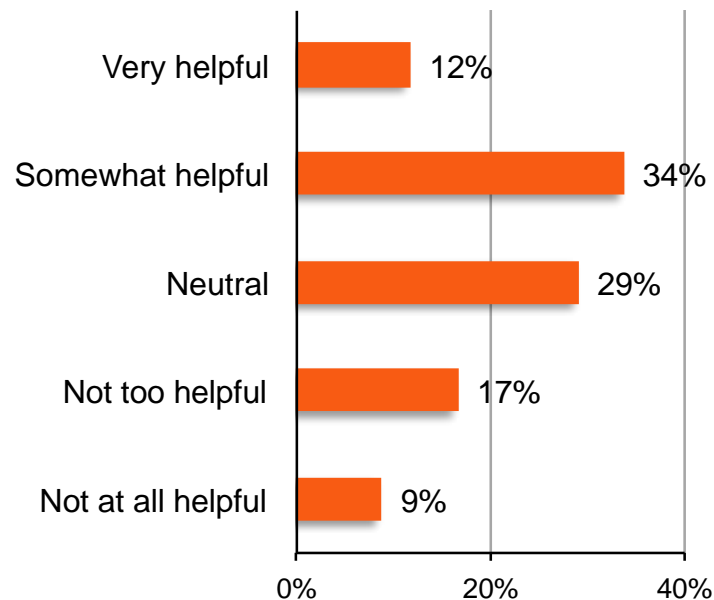
- Very helpful — 12%
- Somewhat helpful — 34%
- Neutral — 29%
- Not too helpful — 17%
- Not at all helpful — 9%

Extent Social Media is Helpful in Vetting Candidates

Category	Percentage
Very helpful	6%
Somewhat helpful	34%
Neutral	36%
Not too helpful	15%
Not at all helpful	9%

Extent Relying on Social Media for Candidate Searching

Category	Percentage
Much more	11%
Somewhat more	24%
Same level	33%
Somewhat less	6%
Much less	5%
Never used social media for candidate searching	21%
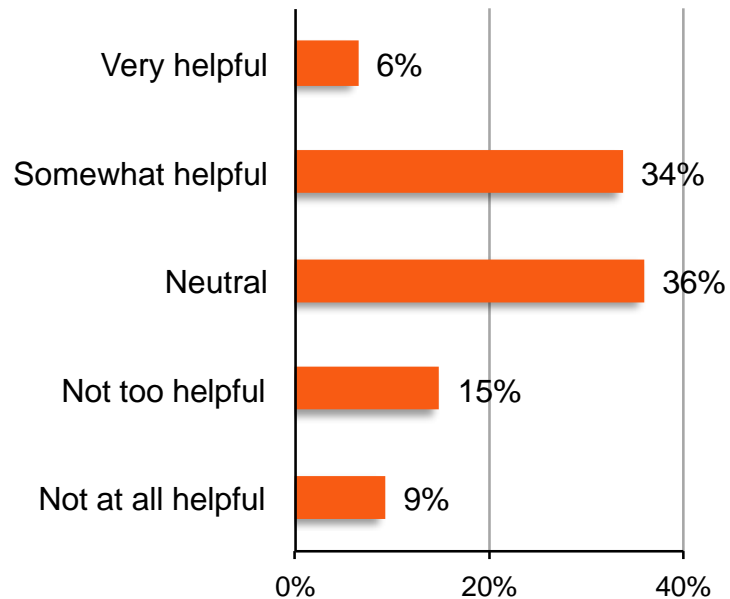
Q36. Do you find that you are relying more or less on social media for candidate vetting?

Extent Relying on Social Media for Candidate Vetting
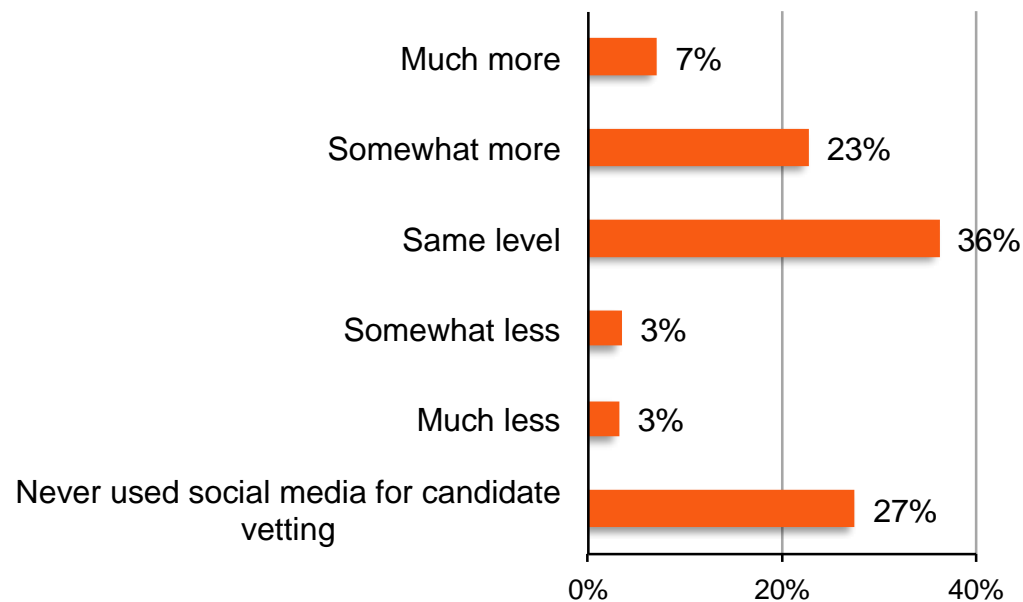
- Much more — 7%
- Somewhat more — 23%
- Same level — 36%
- Somewhat less — 3%
- Much less — 3%
- Never used social media for candidate vetting — 27%

Uses of Social Media Sites for Recruiting Purposes

Legend:
- Yelp, Glassdoor etc
- Twitter
- Facebook
- LinkedIn

Sourcing candidates
- 5%
- 9%
- 14%
- 48%

Communicating with candidates
- 2%
- 6%
- 9%
- 28%

Gathering information on candidates
- 8%
- 14%
- 31%
- 42%

Not using
- 87%
- 74%
- 55%
- 29%
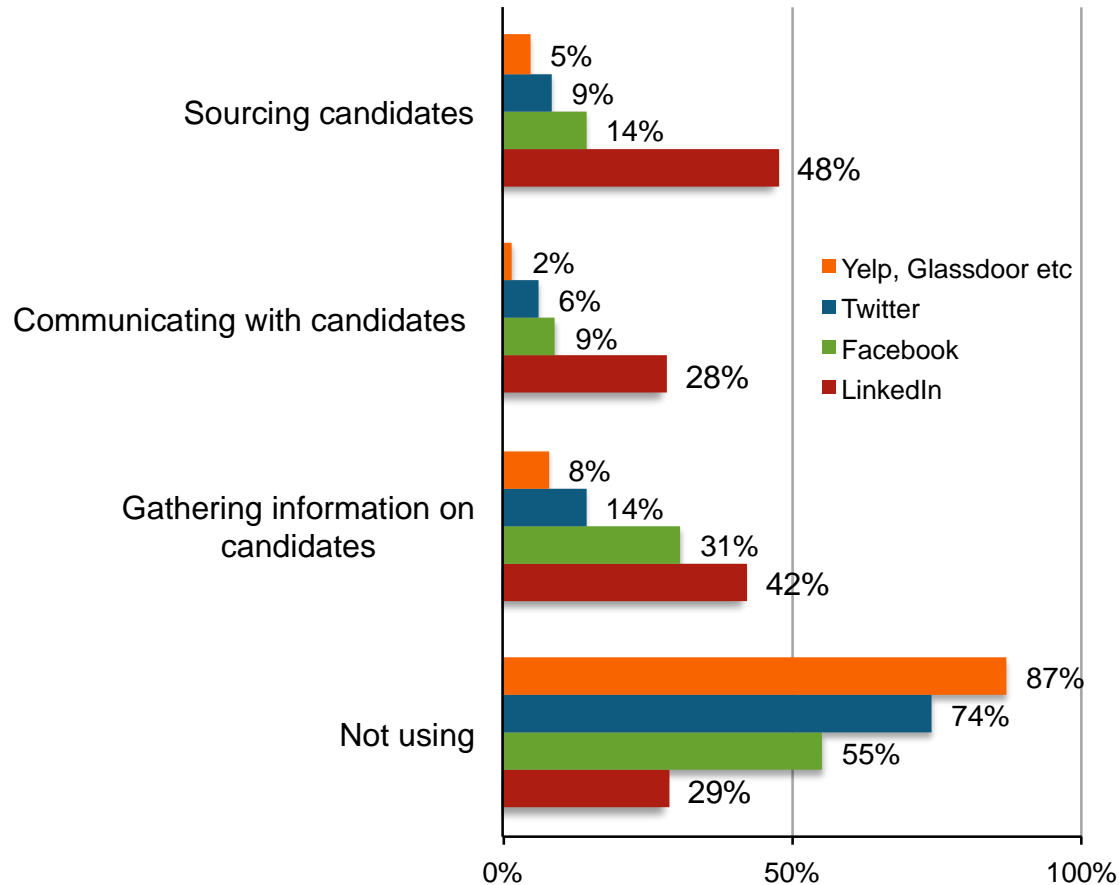
Uses of Social Media Sites for Recruiting Purposes
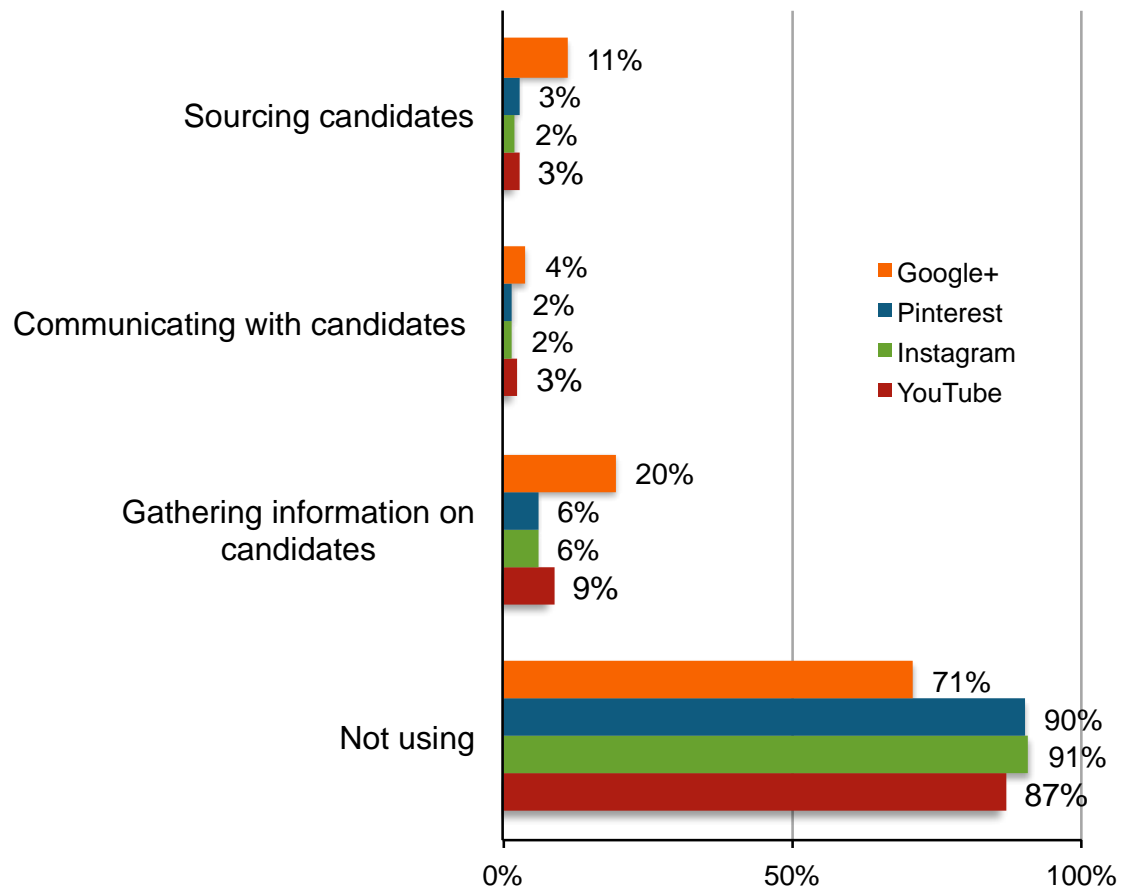
Company's Career Site Capability

View & apply to jobs via mobile 60%
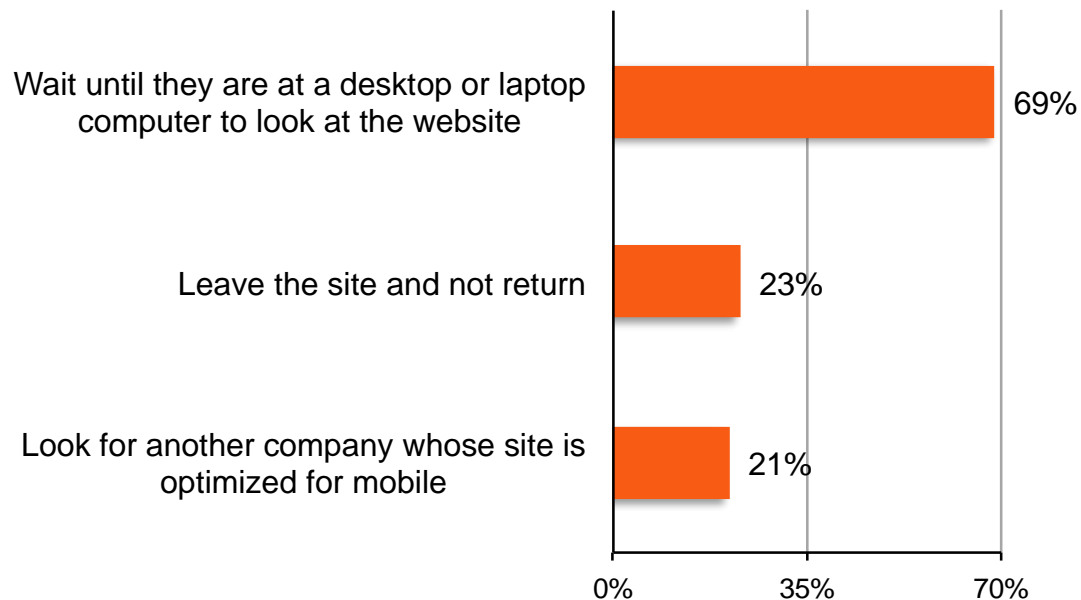
Only view jobs via mobile 40%
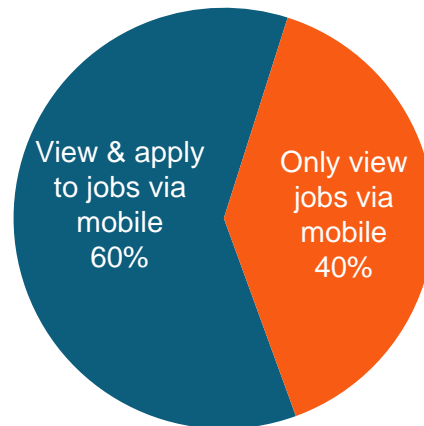
Q41. If a job candidate views a website on their mobile device that is not optimized for mobile and doesn't work well or look correct on their smartphone or tablet, which of the following do you think they typically do?

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Perceived Action Candidate Takes when Viewing Non-Mobile Ready Site on Mobile Device

Suffer through experience
32%

Leave the site
68%
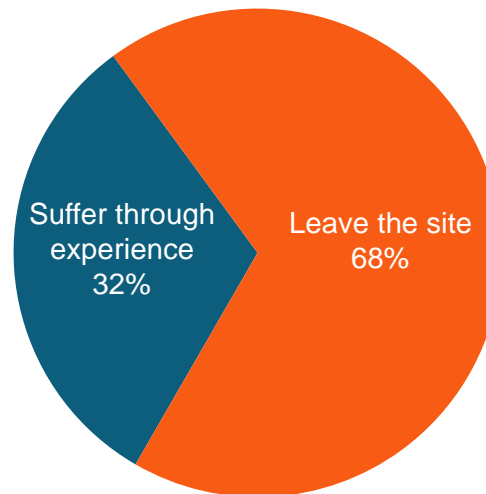
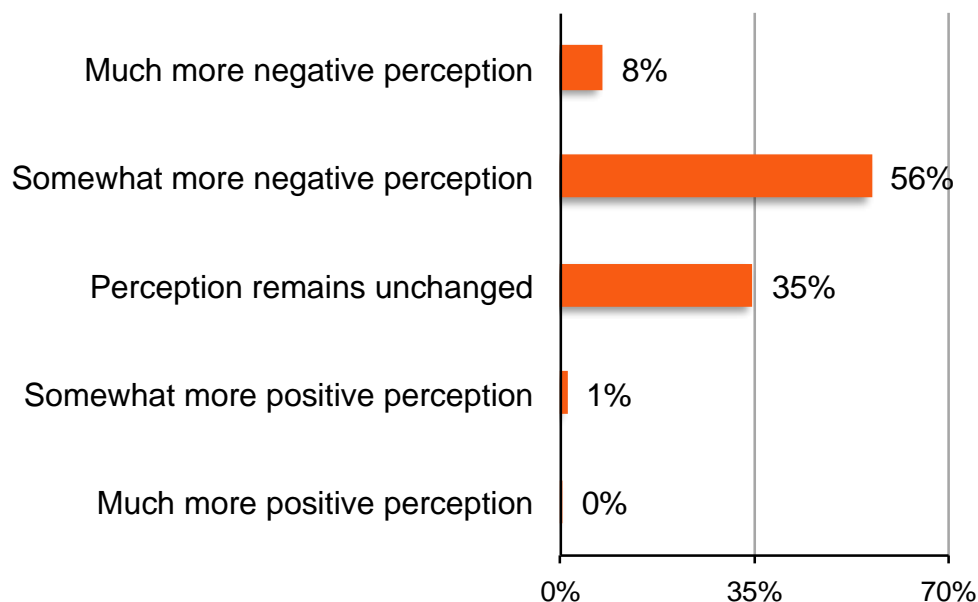**Q42. If they leave a website that is not optimized for their mobile device, which of the following do you think they typically do?**

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Action Candidates Take when Leaving a Non-Mobile Ready Company Website

- Wait until they are at a desktop or laptop computer to look at the website — 69%
- Leave the site and not return — 23%
- Look for another company whose site is optimized for mobile — 21%

Q43. If a company's website is not optimized for mobile browsing, how do you think that impacts their perception of the company?
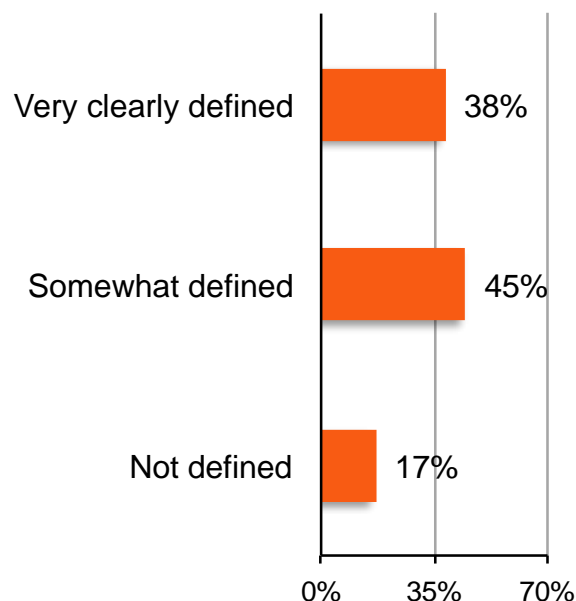
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Perceived Change in Candidates' Perception of a Company if Website is not Mobile-Ready

Category	Value
Much more negative perception	8%
Somewhat more negative perception	56%
Perception remains unchanged	35%
Somewhat more positive perception	1%
Much more positive perception	0%

0%   35%   70%

Q44. To what extent do you think the employment brand of your company is defined? ("Employment brand" is a company's reputation in the industry as an employer.)

Q45. Who in your company is responsible for or owns the company's employment brand?

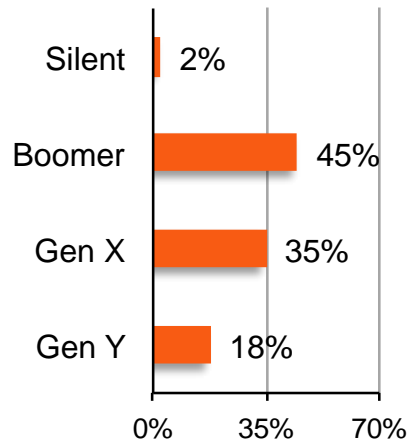### Extent Company's Employment Brand is Defined

Category	Value
Very clearly defined	38%
Somewhat defined	45%
Not defined	17%

Responsible for Company's Employment Brand

Category	Value
Senior leadership	73%
Marketing	29%
Human Resources	20%
Middle managers	18%
Front line staff	15%
Everyone at the company	3%

Age

Silent	2%
Boomer	45%
Gen X	35%
Gen Y	18%

0%　35%　70%

Region

Midwest	30%
South	29%
West	18%
Northeast	15%
Canada	9%

0%　35%　70%

Gender

Female	59%
Male	41%

0%　35%　70%

Location

Suburban	55%
Urban	32%
Rural	13%

0%　35%　70%

FTE at Location

- 1 to 5: 18%
- 5 to 14: 12%
- 15 to 29: 9%
- 30 to 49: 10%
- 50 to 99: 13%
- 100 to 249: 15%
- 250 or more: 23%

Education Level

- Master's degree or higher: 26%
- Bachelor's degree or similar: 56%
- Two-year technical degree: 8%
- High School or GED: 9%
- Some high school: 0%

Primary Industry

Industry	Percentage
Professional Services	25%
Health Care	17%
Manufacturing	15%
Banking/Finance	9%
Retail	9%
High Technology/Bioscience	8%
Distribution/Wholesale	5%
Transportation/Warehousing	3%
Education	3%
Energy	2%
Entertainment/Recreation	2%
Agriculture	1%

Type of Position Hired in Past 12 Months