

RECRUITER SENTIMENT STUDY

2014 2ND HALF
Conducted by **MRINetwork**



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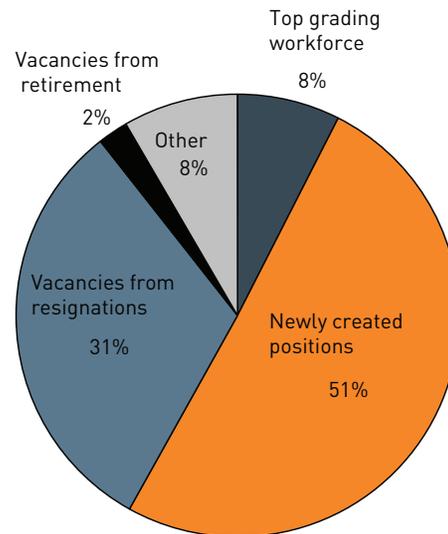
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As leaders in the search and recruitment industry, **MRINetwork** recruiters conduct searches every day in virtually every industry at the executive, managerial and professional level. From their vantage point, our recruiters have a keen awareness of the overall job market and the factors that affect it. In November 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.

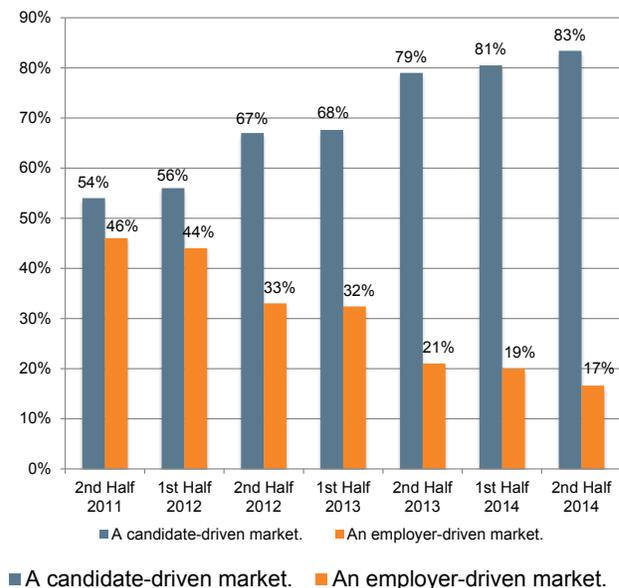
Key Findings

- Most of our recruiters continue to feel that the labor market is candidate-driven, and this sentiment has grown since the first half of 2014.
- The primary reason for job offers being rejected continues to be a result of candidates accepting another job offer. This demonstrates that despite being committed to hiring, employers are still losing top performers to lengthy hiring practices, lower-than-expected salaries and a poor job of selling the company, the role and advancement opportunities.
- The majority of recruiters have interacted recently with great under-compensated or under-employed candidates. As the hiring outlook continues to improve and a growing number of these top performers seek to improve their job situations, companies will face increasing retention issues, if they are not prepared to offer competitive compensation.
- Although improved compensation is a major consideration for candidates looking to make a job move, the primary motivating factor is the availability of advancement opportunities.

What is Causing Job Openings?

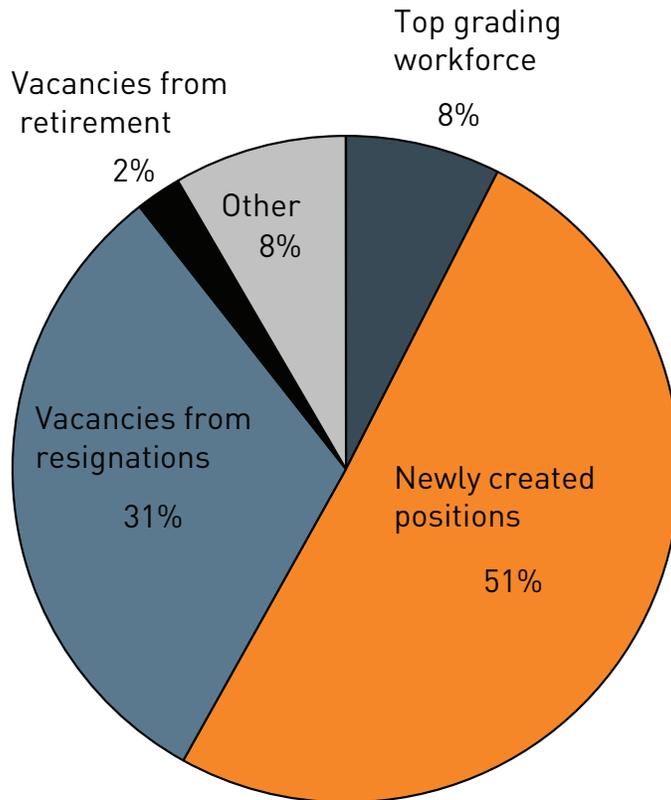


Candidate or Employer-Driven?



Moving into the first half of 2015, all indications are that hiring will continue to increase. As you look at your hiring plans for the year, use the following information to help you understand some of the pressures your candidate search will be under. Of course, as you come up against challenges, **MRINetwork's** team of more than 2,000 recruiters around the world will be able to help your organization find specialized managerial and executive talent in almost every industry and function.

What is Causing Job Openings?



Newly created positions continue to be the primary reason for job openings, now making up just over half of all available roles.

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

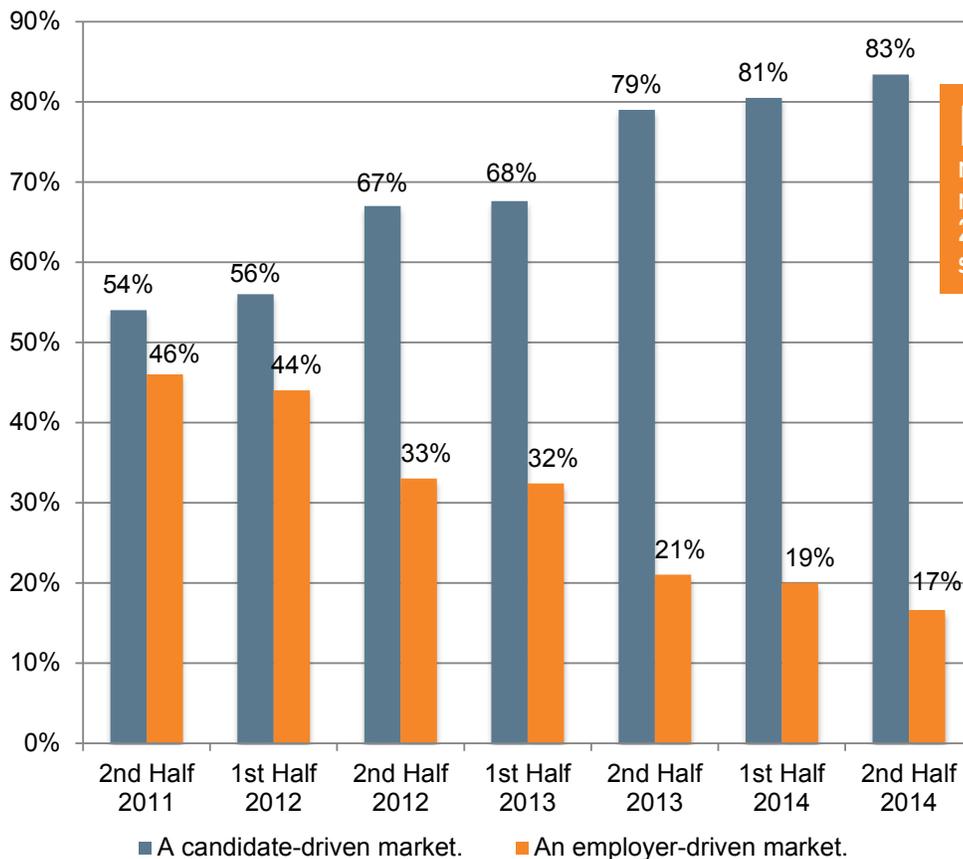
Survey Insight

- Based on year-over-year survey data, newly created positions continue to be the primary reason for job openings, signifying that more employers are focused on expanding their businesses.
- The second most common reason for job openings is resignations, demonstrating that top candidates are still being recruited out of existing roles and into new companies.

Recruiter Comments

- Companies are in growth-mode however, positions are open longer because employers are slow to move. They are operating with the mindset that there are an abundance of candidates, all willing to jump through hoops to get a job at their company, and that is just not true anymore.
- There is turnover due to low base salary.
- Employers waited for the dust to settle with the Affordable Care Act and the changes in the government. They can no longer do without the head count.
- Over the last ten years, companies have become very lean in leadership roles and management. Companies now are adding middle and upper management to keep up with their new demand, and bring in new blood to replace top managers who are planning to retire within the next six years.

Candidate or Employer-Driven Market?



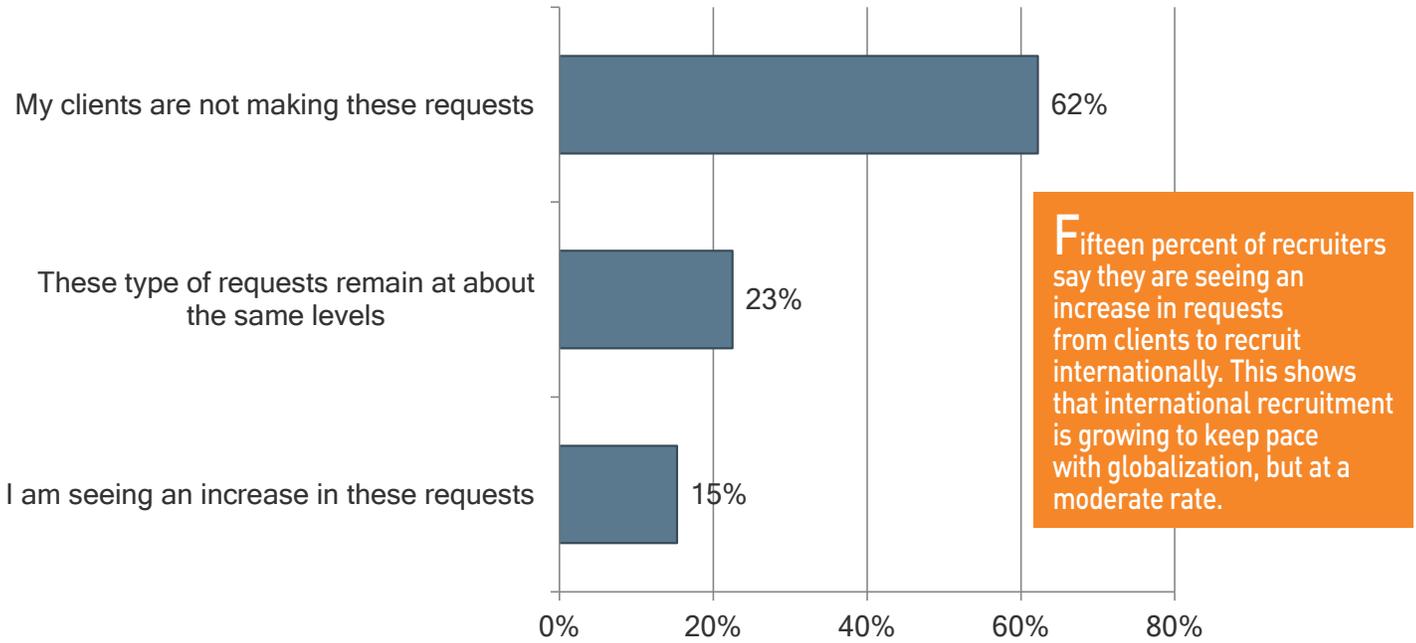
Eighty-three percent of recruiters described the talent market as candidate-driven, up 29 percentage points from the second half of 2011.

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

Recruiter Comments

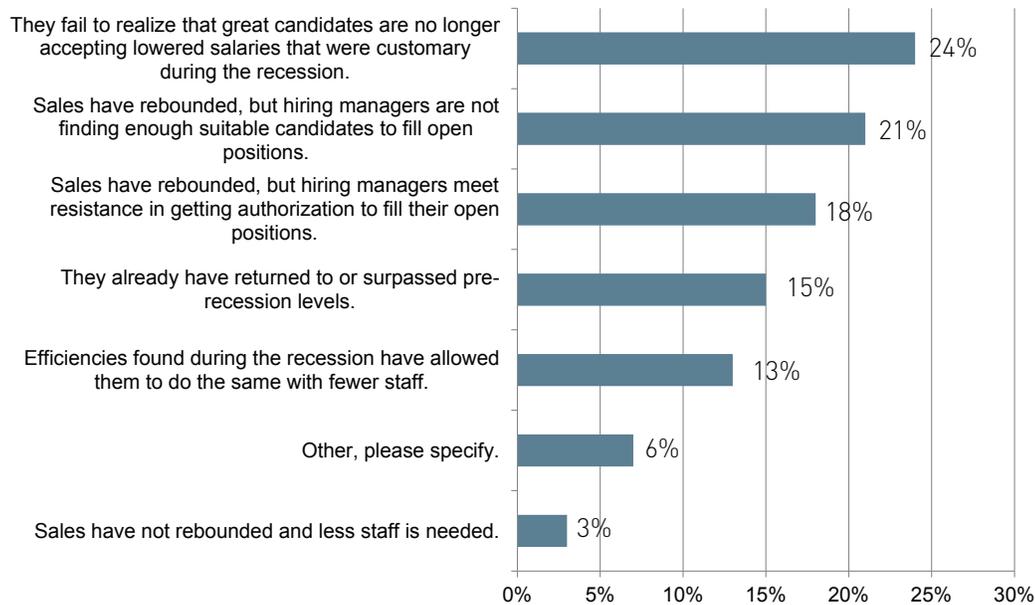
- It is definitely and without a doubt a candidate-driven market; however, many employers are still laboring under the same processes as they did when it was an employer-driven market. They don't realize that candidates now have choices. Employers need to make the interview process go smoothly and quickly - they need to "sell" the candidate on the opportunity.
- Employers do not realize how scarce the talent is that they seek nor do they recognize the relative market value.
- It's a war for amazing talent - there are no longer five or more choices and many clients need to compare to incumbents or similar people, instead of side by side available candidates today.
- Every candidate we speak with is actively looking and has several irons in the fire.
- It started changing last year and is in full swing this year. In six years, I have only lost one candidate to a speedier recruitment process by the client's competitor. This year, I have lost seven.
- Employers are looking for the candidate who can contribute beyond the scope of a given job. Candidates recognize this and are asking for more in terms of compensation and title.

Level of International Recruitment?



Q3. How has the level of requests from your clients to recruit internationally outside of your local country changed?

What is Holding Managers Back From Hiring?



Twenty-four percent of recruiters say employers hiring efforts are stunted by offering lower-than-expected salaries.

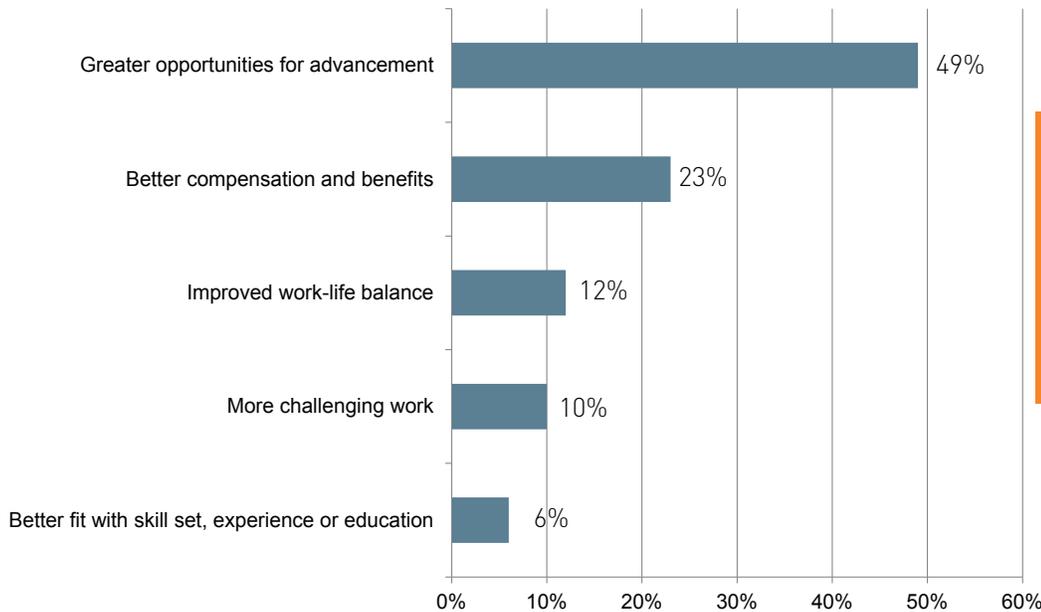
Twenty-one percent of recruiters say companies continue to complain that they can't find suitable candidates. Some industries are challenged with skills gaps and shrinking talent pools, but many are still losing great candidates due to lengthy interviewing practices.

Q4. What single factor - aside from a company's revenue - would most help improve employer confidence in adding to their headcount?

Recruiter Comments

- A common problem is a lack of decision making and requiring that everyone be involved. There is this sense of being scared to be the one to say 'yes' to the hire, for fear of looking foolish in the event that it doesn't work out.
- In some companies the margins for projects are still too tight to justify strategic hires. They struggle with trying to hire, while capturing revenue-generating business.
- Hiring managers do not realize there are many more choices for candidates and they need to move quickly to avoid losing these individuals to competitors.
- Internal recruitment is becoming more common. Even though this seems to work best for sourcing low-mid level positions, companies are frequently reluctant to bring in external recruiters until they see efforts from in-house staff are unsuccessful.

Important Factors for Candidates Considering a Job Move?



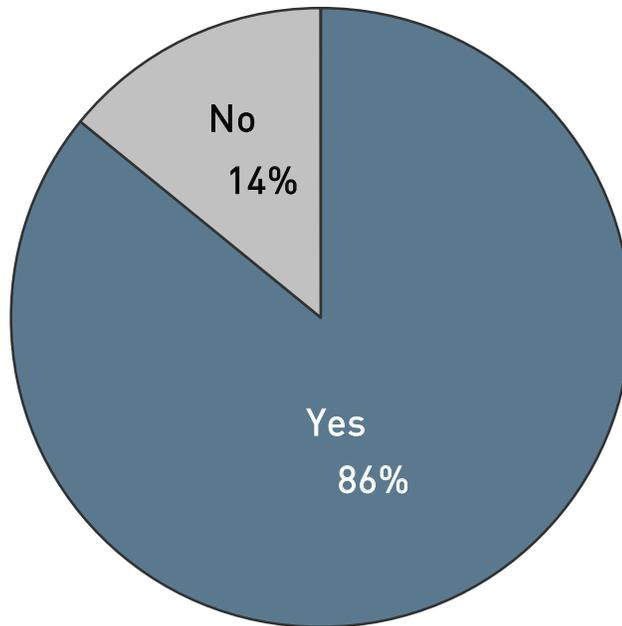
Although improved compensation and benefits are important factors for candidates considering a job move, the primary motivating factor is the possibility of greater advancement opportunities.

Q5. What is most important to candidates who are considering making a job move?

Recruiter Comments

- Today's talent are driven by their ability to advance and be recognized for a higher level of expertise.
- Candidates want to feel that they are highly desired in the new company. They want to be wooed.
- Candidates have so many options out there; they will zero in on the company that presents the best offer, benefits package and work-life balance.
- Not offering an adequate compensation level is the surest way to demotivate a candidate from leaving a current job.
- Companies need to work with their recruitment partners to better understand what is prompting candidates to move. This will ensure an anti-climactic offer/acceptance exchange.

Recent Interaction with Great Under-Employed or Under-Compensated Candidates?



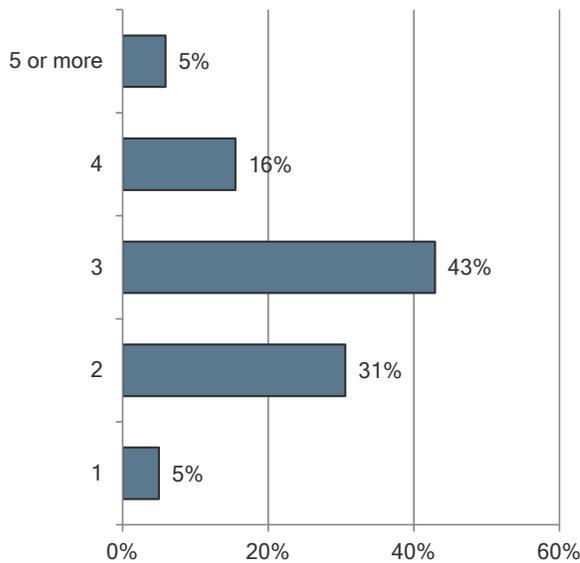
Recruiters are overwhelmingly speaking with under-employed or under-compensated candidates, signifying that employers will face greater retention issues as these candidates seek to improve their job situations.

Q6. Have you interacted recently with great candidates who are under-employed or under-compensated?

Recruiter Comments

- These are the candidates that are ripe to counteroffers because they are underpaid - the recession has allowed businesses to underpay certain staff and that point has to be hammered home to clients to avoid retention issues.
- Candidates should work with a recruiter who specializes in specific demographics, industries and geographies, because the recruiter will often have the ability to influence the client on the position and salary, and help the candidate return to where they once were.
- Candidates should leverage skills and achievements to better negotiate a higher salary and better opportunity.
- Top performers should consider expanding their network and geographical preference.
- It's important that candidates earn certifications and higher-level training to increase market value. They need to stay current on industry specific software, etc.

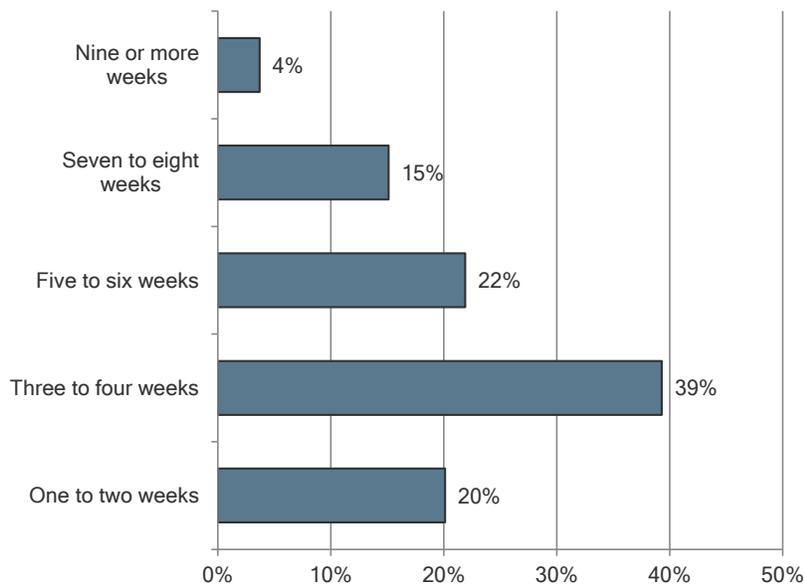
How Many Interviews to Get an Offer?



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

Q7. Thinking of your most recent placement ... how many interviews were there before an offer was made?

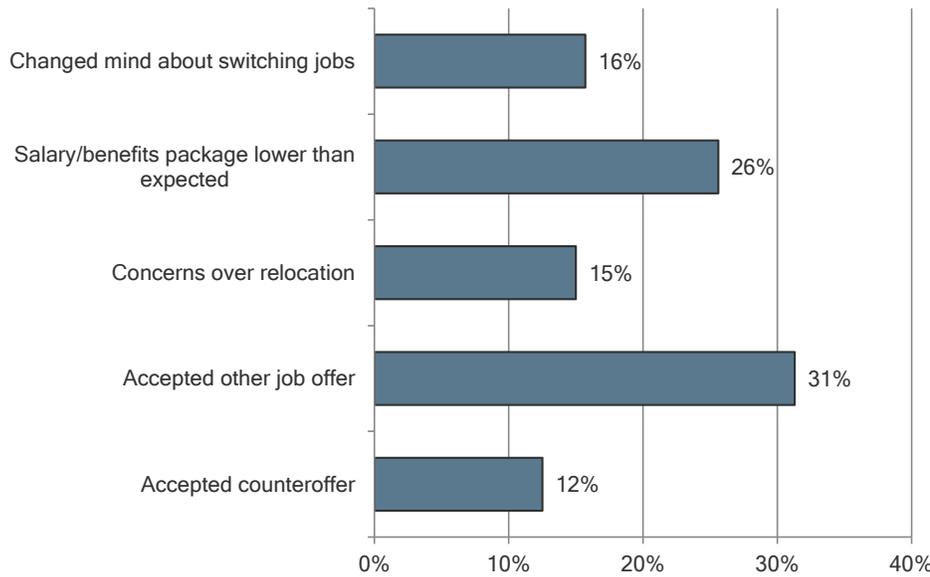
How Long Does it Take to Get an Offer?



Most job offers are still being extended within four weeks. This is in line with what we've seen in previous years of the survey.

Q8. Thinking of your most recent placement ... how much time was there between when the candidate was first interviewed and when an offer was made?

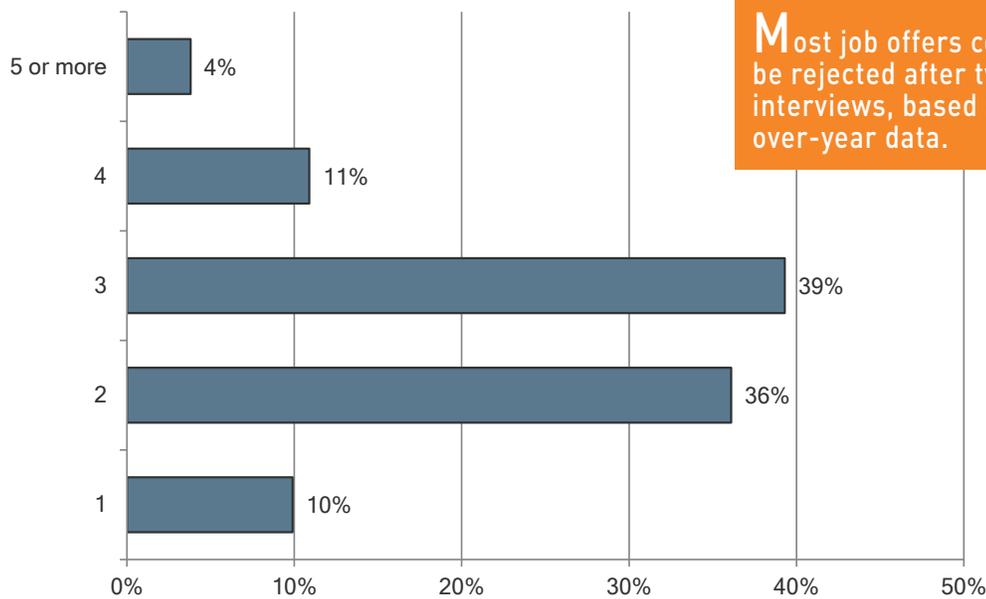
Why Are Job Offers Rejected?



Reasons for why job offers are rejected remained unchanged from survey data reported in the first half of 2014. Accepting another job offer and lower-than-expected salary/benefits continue to be the primary reasons jobs offers are turned down.

Q9. Thinking of your most recent offer rejection ... what was the primary cause for the offer being rejected?

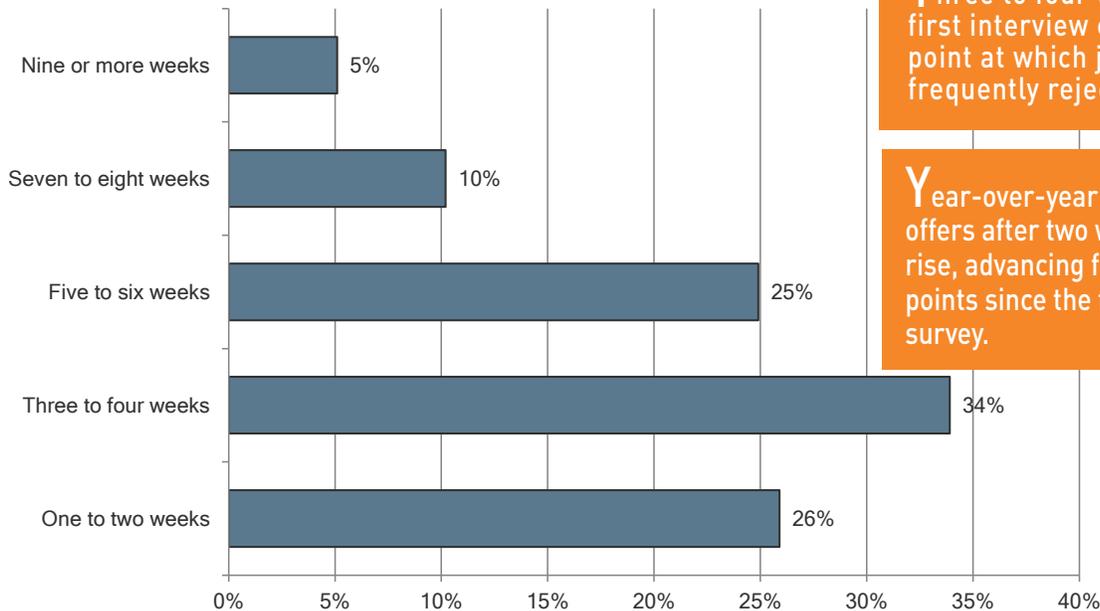
How Many Interviews Before Job Offer Was Rejected?



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

Q10. 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 four percentage points since the first half 2014 survey.

Q11. 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 on Offers

- The search process is still taking way too long considering the recession has been behind us for years, and the fact that it is a candidate-driven market in many industries. Many companies are too slow to pull the trigger which provides candidates with the time to investigate other opportunities.
- Clients are still looking for the perfect candidate, yet are not selling the opportunity enough or offering an enticing salary.
- Candidates are much more fully engaged and also much more aware of their worth in the marketplace.
- Candidates are increasingly unwilling to relocate and expect pre-recession pay.
- We are seeing more interest in interim/temporary managers because of the difficult hiring process.
- Leaders of small and mid-sized organizations are finally coming to terms with the realization that they're all going to retire in a few years, and they need to bring in new blood that will be ready to take their places.

About the Study

The **MRINetwork** Recruiter Sentiment Study is based on a survey conducted between November 10-19, 2014 via a web-based survey with a total of 333 **MRINetwork** recruiters responding. The survey has a 6.1 percent margin of error with a 90 percent confidence. Data has been rounded to the nearest 10th.

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 7th 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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