



2017 Recruiter Sentiment Study

with Insights from Employers and Candidates

Conducted by The Martec Group

MRINetwork.com/Recruiter-Sentiment-Study



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

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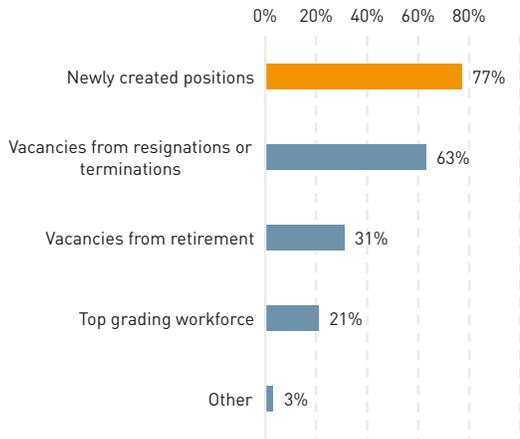
As global experts and leaders in the search and recruitment industry, **MRINetwork** recruiters conduct searches every day in virtually every industry at the executive, managerial and professional level. They have a keen awareness of the overall job market, as well as the factors and trends that affect it. In June we partnered with the Martec Group to conduct the **MRINetwork** 2017 Recruiter Sentiment Survey, across our approximately 400 worldwide offices, to evaluate the current employment landscape, and to project its direction in the months ahead. Insight was also gained from candidates and employers across a variety of industries and regions throughout the U.S.

Key Findings

- An overwhelming 90 percent of recruiters continue to believe it is a candidate-driven market as candidates are being provided more offers and opportunities. Comparatively, over 50 percent of employers and candidates believe today's labor market is an employer-driven market.
- Recruiters feel a lengthy hiring process as well as hiring managers not finding enough suitable candidates to fill open positions are the top factors keeping employers from hiring. Employers report too many unqualified, junk resumes and difficulty finding passive talent.
- Social media presence has become increasingly important in the hiring process. Over 80 percent of employers and 90 percent of recruiters review social media profiles sometimes or all the time for insight on candidates. Over 85 percent of recruiters and employers state the content within a social media profile is somewhat to extremely important. Most candidates realize the importance of a positive social media profile, although 22 percent feel an online presence is not very important.
- Recruiters feel advancement opportunities and better compensation packages are the most important factors to candidates looking for a job. Employers and candidates selected competitive compensation packages most often, followed by advancement opportunities, suggesting that compensation is the deciding factor when considering a new job. Across all respondents, compensation was also one of the primary reasons an offer was rejected. A large percentage of recruiters and employers also state the candidate had accepted another offer.
- Over 70 percent of recruiters and employers are somewhat to extremely concerned about replacing Baby Boomers who are reaching retirement. Top concerns include the fact that programs will need to be developed to retain Baby Boomers; most businesses are not prepared for the workforce changes involved; and Millennials and Gen X & Y workers have more work-life balance demands.

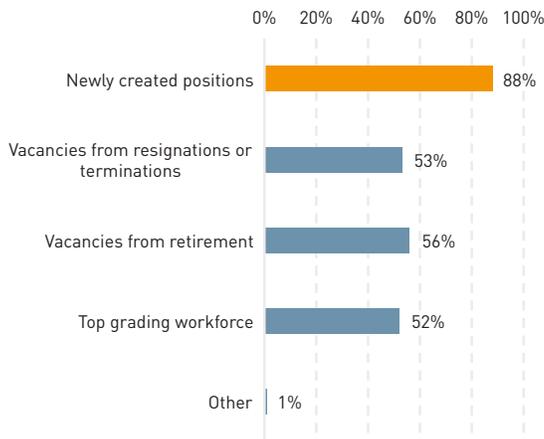
What is Causing Job Openings?

Recruiters

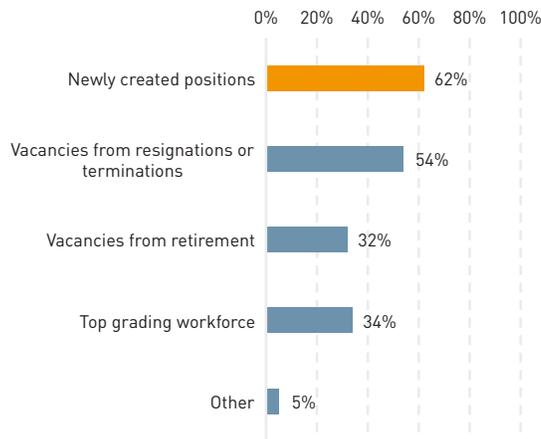


Newly created positions and vacancies from resignations or terminations continue to be the primary reasons for job openings in 2017. Recruiters, employers and candidates are generally aligned in their answers.

Employers

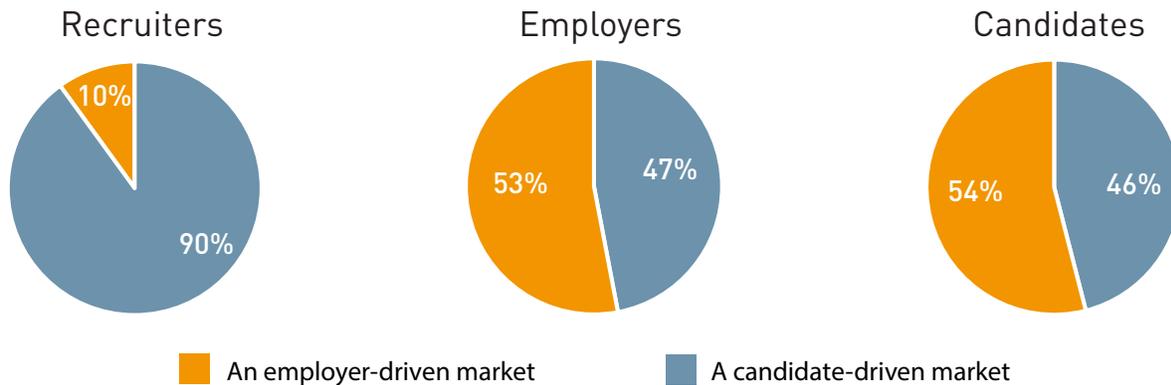


Candidates



Q1. [Recruiters/Employers] What is/are the primary reason(s) for job openings in 2017? (Check all that apply)
 Q1. [Candidates] From your perspective, what is/are the primary reason(s) for job openings that you are aware of in 2017? (Check all that apply)

Is It a Candidate or Employer-Driven Market?



Q2. [Recruiters/Employers] If you had to choose one, how would you describe today's labor market? (Check one)
 Q2. [Candidates] From your perspective, if you had to choose one, how would you describe today's labor market? (Check one)
 Q3. [All] Please provide an explanation for your answer above (optional).

Over 50 percent of employers and candidates believe today's labor market is an employer-driven market. Ninety percent of recruiters, on the other hand, believe it is a candidate-driven market as candidates are given more and more offers and opportunities.

Recruiter Feedback

- "A significant number of companies are hiring so candidates have options. Also, candidates tend to make more money than companies want to spend to bring someone on. It forces companies to stretch to attract the best talent." (Candidate-driven)
- "Candidates are in higher demand. There are more open positions than qualified, interested and motivated candidates to fill them." (Candidate-driven)
- "Candidates have choices. The more specific or rare their skill set is, their options increase. Clients need to catch up and do what is right to keep candidates engaged, win them over and make it worth their while — or they'll go elsewhere." (Candidate-driven)
- "It seems that hiring managers are being more careful with hiring and have more specific needs and are willing to wait for the right candidates." (Employer-driven)

Employer Feedback

- "Businesses are growing in an expanded economy so it's the company that dictates when hiring will take place. There will always be talent available." (Employer-driven)
- "Employers still have the opportunity to pick from a pool of potential employees." (Employer-driven)
- "There are many qualifying applicants in the market. Choices are numerous and employers have an open source to select from." (Employer-driven)

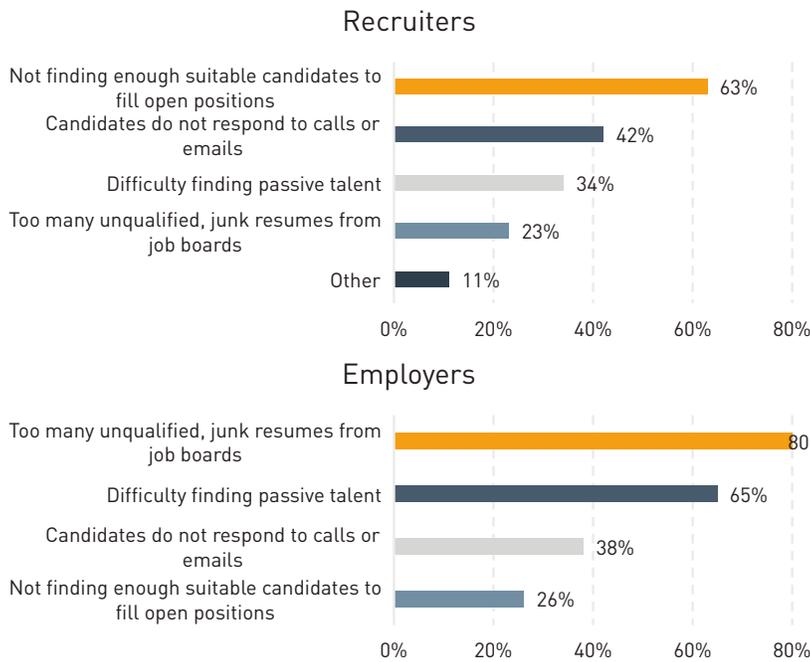
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Is It a Candidate or Employer-Driven Market? (continued)

Candidate Feedback

- “The economy is picking up and there are a lot more jobs available than in the past. Candidates have more options today than they ever have.” (Candidate-driven)
- “Everyone I know that is looking has had multiple opportunities.” (Candidate-driven)
- “There are many people who would be valuable to many companies, but ultimately the employer will narrow those down and pick from a much smaller selection despite the fact that a great number of employees would be perfect for a given position. There just aren’t enough jobs for the number of candidates.” (Employer-driven)
- “There is still a lot of competition and employers can take their pick.” (Employer-driven)

What Barriers are There to Identifying Qualified Talent?



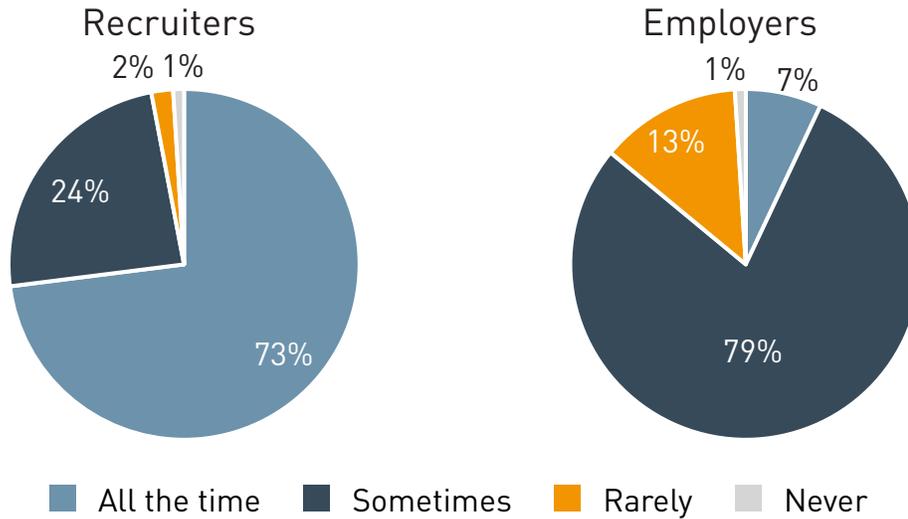
The primary barriers for recruiters are not finding enough suitable candidates to fill open positions and candidates do not respond to calls or emails.

Recruiters note less trouble sorting through resumes and finding passive talent. The primary barriers for employers are too many unqualified, junk resumes and difficulty finding passive talent.

Q4/Q5. [Recruiters/Employers] What are the most common barriers when identifying qualified talent? (Check all that apply)

How Important are Social Media Profiles in the Hiring Process?

Viewing of Social Media Profiles

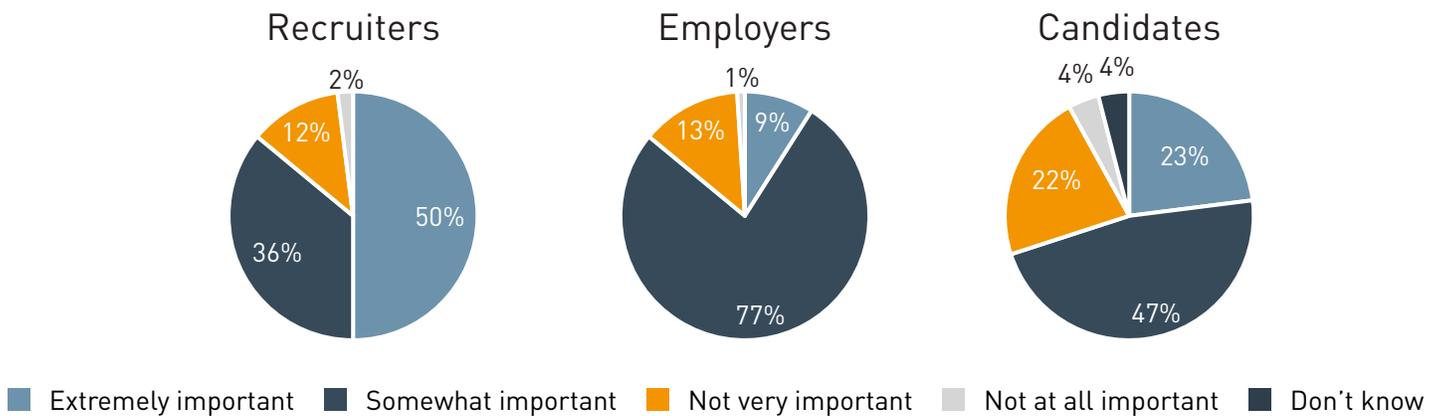


Social media presence has become vitally important in the hiring process. Over 80 percent of employers and 90 percent of recruiters review social media profiles sometimes or all the time for insight on candidates.

In fact, 73 percent of recruiters review social media profiles all the time vs. 7 percent of employers who look all the time.

Q4. What single factor, if you had to pick one aside from a company's revenue, is keeping employers from adding to their headcounts?

Importance of Professional Social Media Profiles



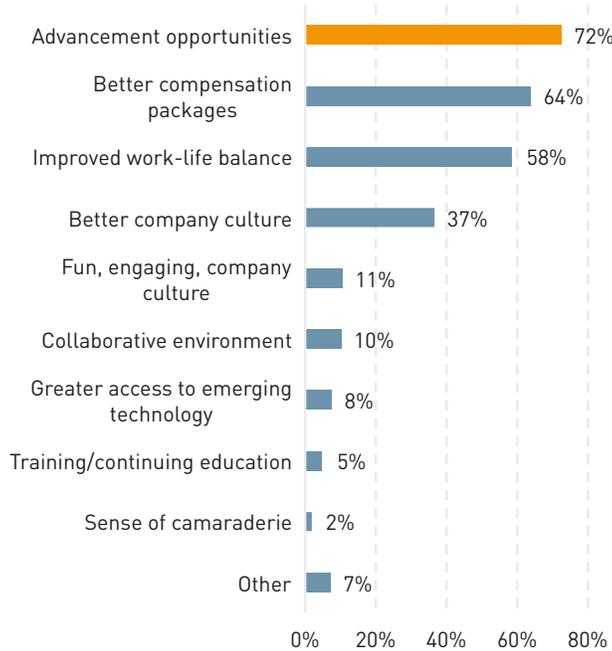
Q6/Q7. [Recruiters/Employers] If Q5/Q6=All the time or Sometimes, ask How important in the hiring process is a professional social media (including LinkedIn) presence? [Check one]

Q4. [Candidates] How important in the hiring process is a professional social media presence (including sites like LinkedIn and Facebook)? [Check one]

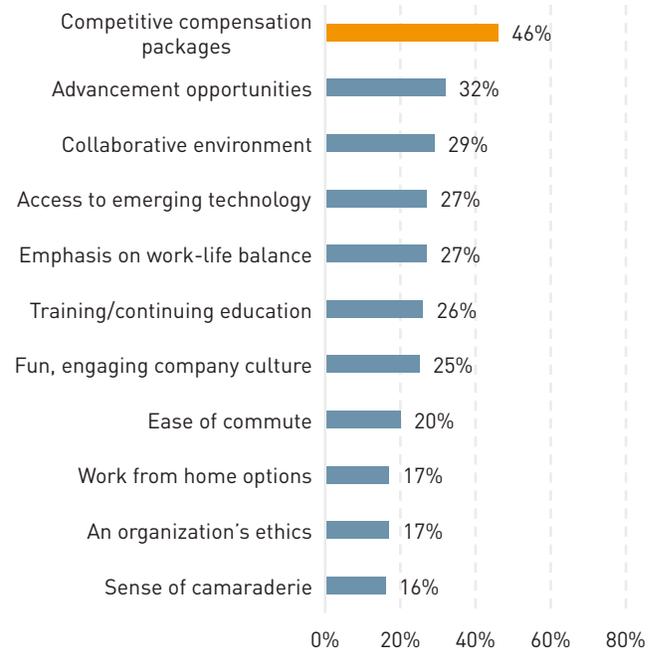
Over 85 percent of recruiters and employers state a social media profile is somewhat to extremely important. Most candidates realize the importance of a positive social media profile, although 22 percent feel an online presence is not very important.

What is Most Attractive to Prospective Hires?

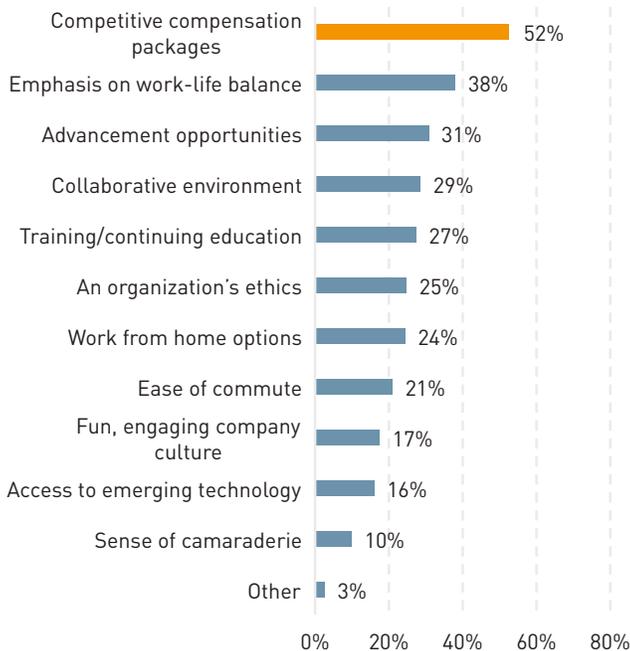
Recruiters



Employers



Candidates



Recruiters selected advancement opportunities most often as the primary factor for candidates looking for a job.

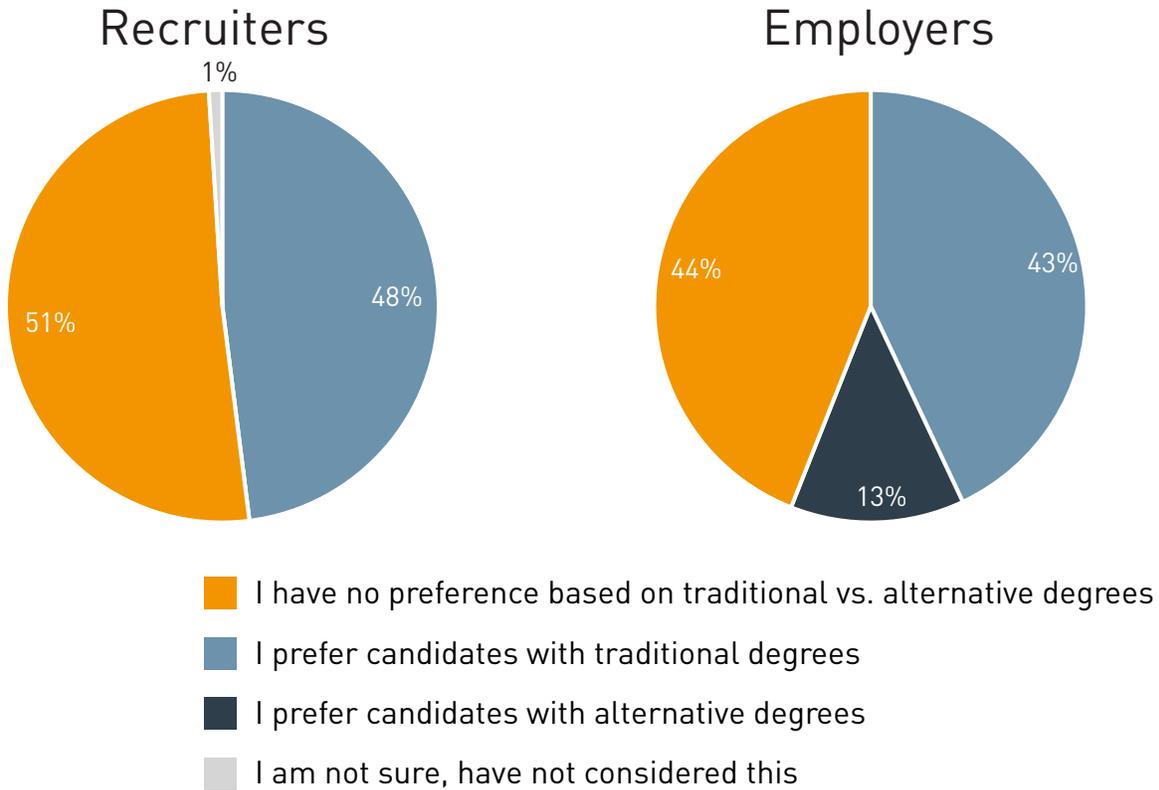
Employers and candidates selected competitive compensation packages most often, followed by advancement opportunities, suggesting that compensation is the deciding factor when considering a new job.

Q8. [Recruiters] What do you feel is most important to candidates looking to make a job move in 2017? (Check up to your top three)

Q10. [Employers] Which of the following do you feel is most attractive to prospective hires in 2017? (Check up to your top three)

Q5. [Candidates] Which of the following is/are most attractive to you as you consider a job this year? (Check up to three)

Do Employers Prefer Traditional Degrees Over Online Degrees?

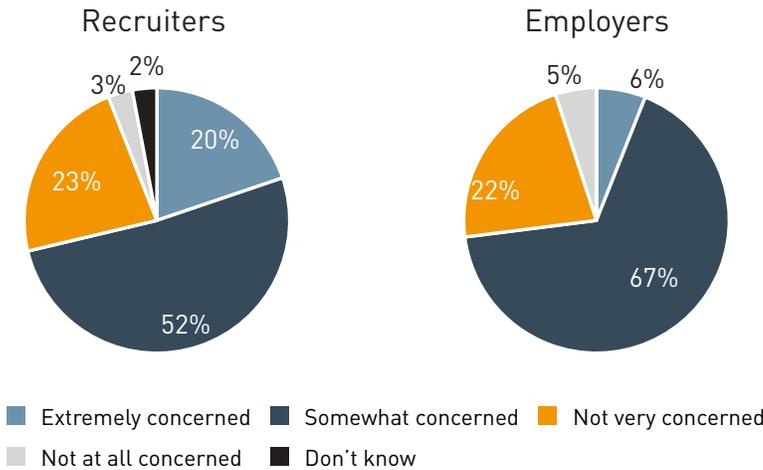


Q7/Q9. Which of the following statements best represents your preference as it relates to working with candidates who have traditional degrees versus alternative degrees, such as those from online universities? (Check one)

More than 50 percent of recruiters and almost half of employers indicated they have no preference regarding the kind of degree earned by candidates, whether from a traditional or online institution. Nearly half of recruiters and employers have a preference for traditional degrees. A handful of employers, 13 percent, prefer alternative degrees.

Are Employers Prepared for Baby Boomers Approaching Retirement?

Concern of Replacing Baby Boomers Reaching Retirement Age

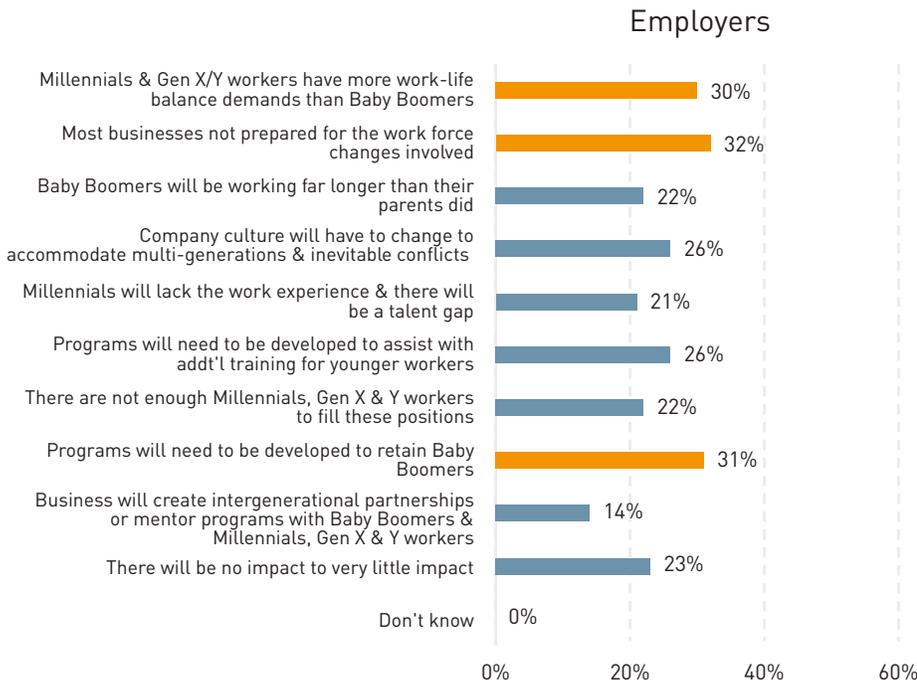


Over 70 percent of recruiters and employers are somewhat to extremely concerned about replacing Baby Boomers that are reaching retirement.

Top concerns regarding Baby Boomers retiring include the fact that programs will need to be developed to retain Baby Boomers; most businesses are not prepared for the work force changes involved and Millennials, Gen X & Y workers have more work-life balance demands.

Q8/Q10. [Recruiters/Employers] Overall, how concerned do you believe employers are about replacing Baby Boomers reaching retirement age? (Check one)

Statements that Best Describes Baby Boomers Approaching Retirement

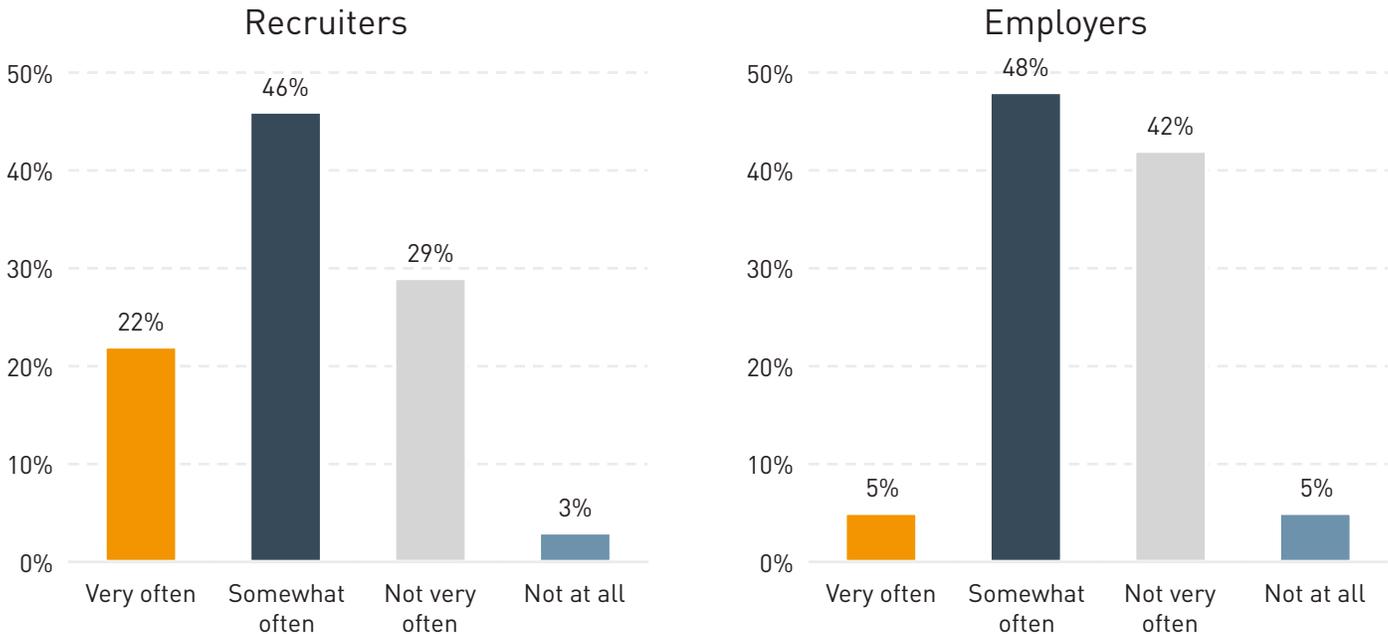


Q9/Q11. [Recruiters/Employers] Which, if any of the statements below, best describe your thoughts about Baby Boomers approaching retirement age? (Check up to your top four)

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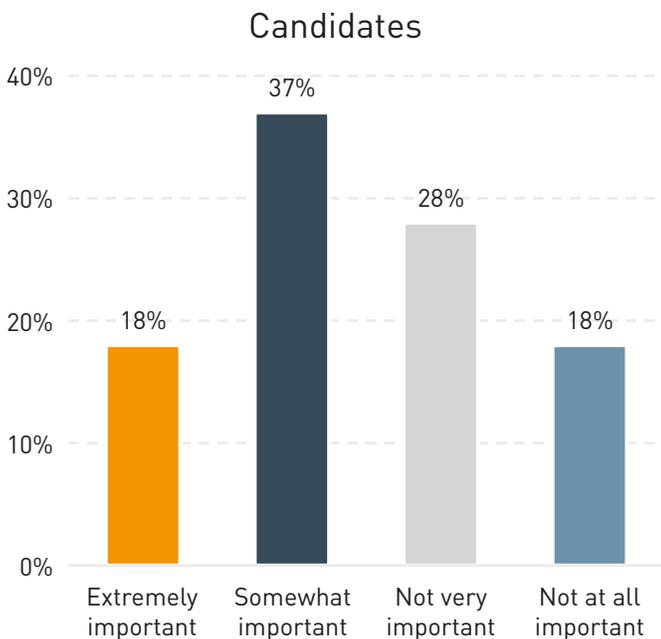
How Important is It for Candidates to have a Work from Home Option?

Frequency of Candidates Asking for Work from Home Options



Q11/Q12. [Recruiters/Employers] How often do candidates ask for work from home options? (Check one)

Importance of Work From Home Options



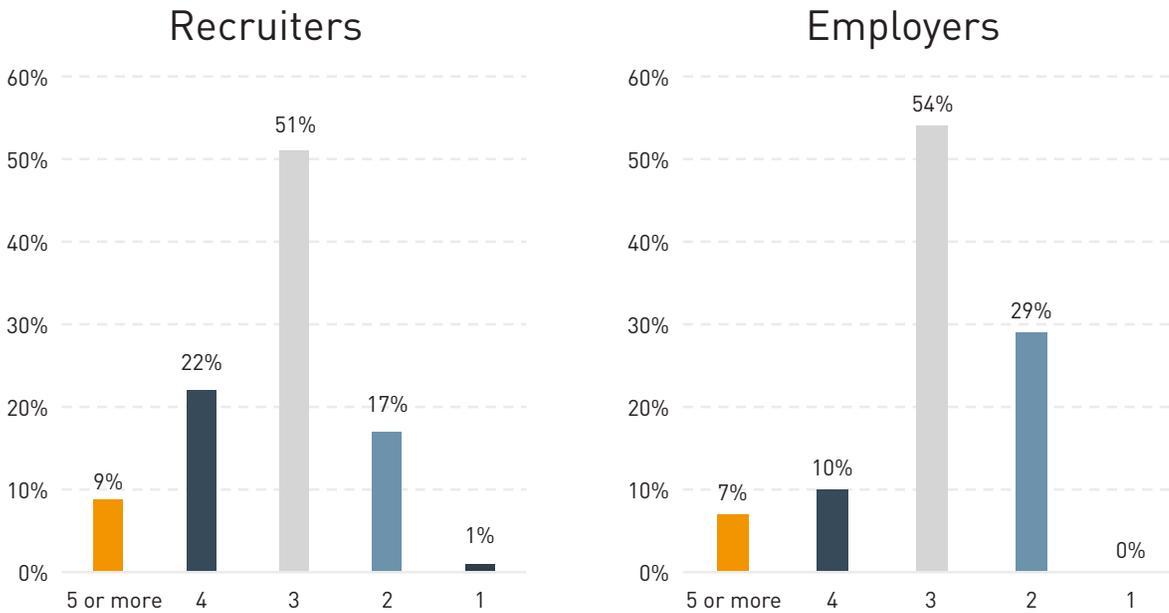
Sixty-eight percent of recruiters and 53 percent of employers state candidates ask for work from home options somewhat often to very often. Over half of the candidates state having a work from home option is somewhat to extremely important as they consider a new job.

Therefore, not providing work from home options can put companies at a disadvantage in terms of attracting top talent.

Q6. [Candidates] How important to you is a work from home option as you consider a new job? (Check one)

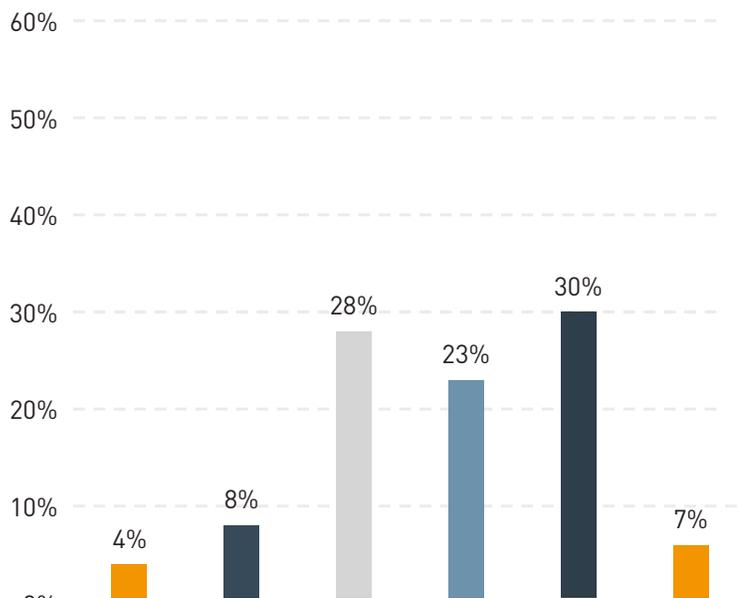
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How Many Interviews to Get an Offer?



Q13/Q14. [Recruiters/Employers] On average, over the last twelve months, how many interviews were there before an offer was made? (Check one)

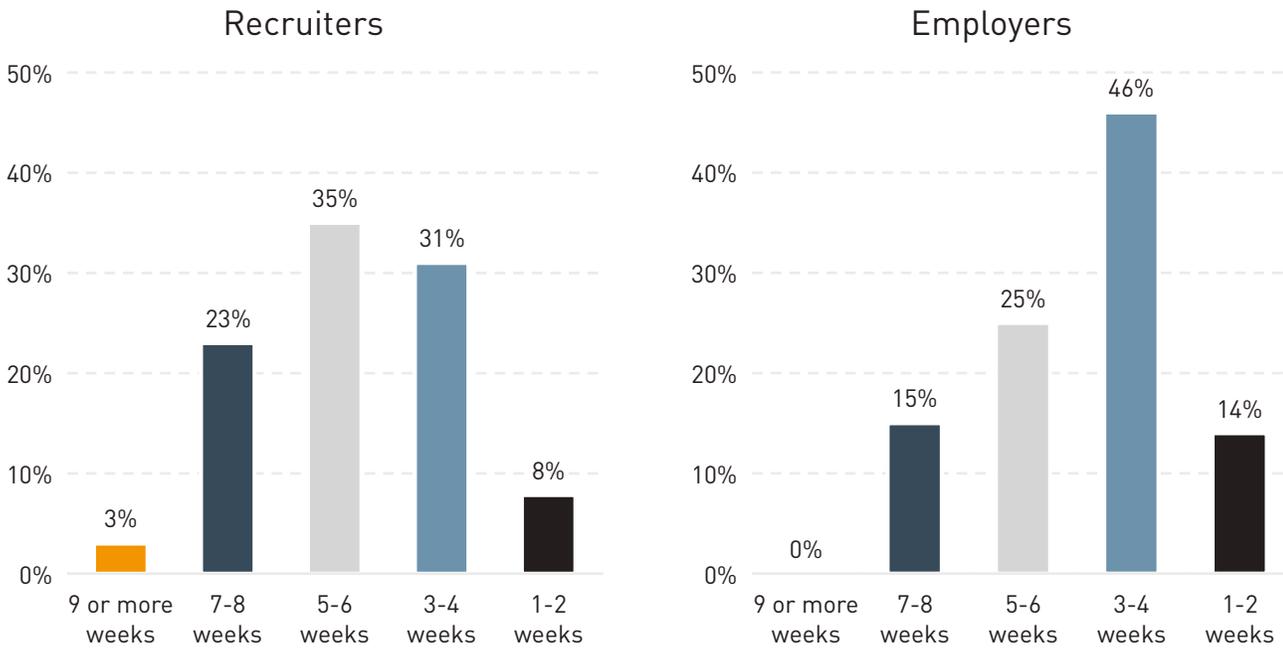
Candidates



Over 50 percent of recruiters and employers state the average number of interviews is three before an offer was made. Candidates state 1 - 3 interviews is most common before an offer.

Q8. [Candidates] Regarding your most recent job offer, how many interviews were there before an offer was made? (Check one)

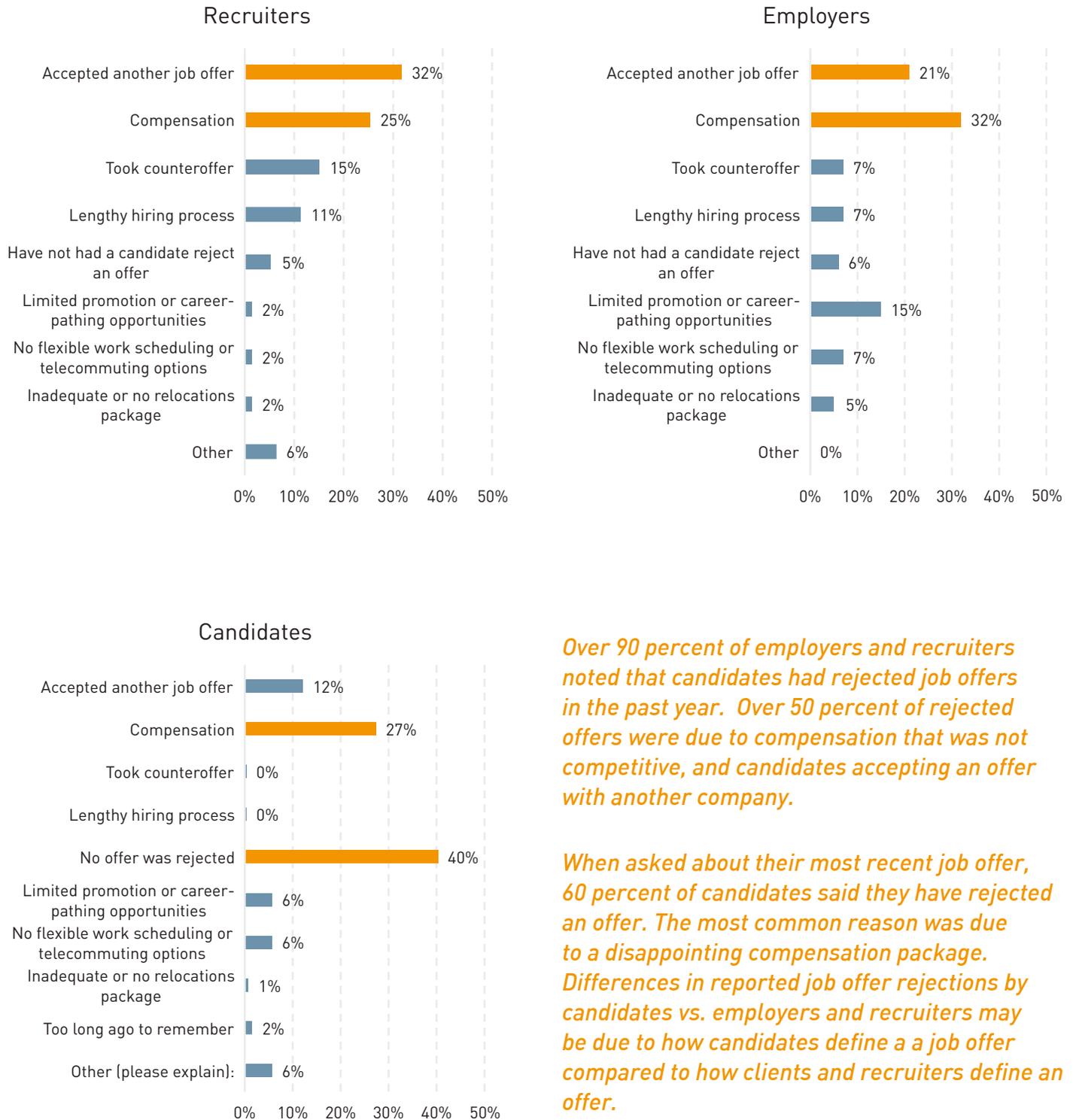
How Long Does It Take to Get an Offer?



Q14/Q15. [Recruiters/Employers] Generally, over the last twelve months, how much time was there between when the candidate was first interviewed and when an offer was made? (Check one)

Recruiters continue to report the majority of job offers are being presented between 3-6 weeks. Employers echo the same trend.

Why are Job Offers Rejected?



Over 90 percent of employers and recruiters noted that candidates had rejected job offers in the past year. Over 50 percent of rejected offers were due to compensation that was not competitive, and candidates accepting an offer with another company.

When asked about their most recent job offer, 60 percent of candidates said they have rejected an offer. The most common reason was due to a disappointing compensation package. Differences in reported job offer rejections by candidates vs. employers and recruiters may be due to how candidates define a job offer compared to how clients and recruiters define an offer.

Q16/Q17. [Recruiters/Employers] Of offers that were rejected, what was the primary cause? (Check one)

Q10. [Candidates] Regarding the most recent offer that you rejected, what was the primary cause? If no offer was rejected, please choose that below. (Check one)

Why are Job Offers Rejected? (continued)

Recruiter Feedback

ACCEPTED ANOTHER OFFER

- “All recruiters desire to work with great talent. In this market, great talent is a hot commodity and therefore are usually able to garner multiple offers. Because it is so hot, they have options and many times with more than one recruiter.”
- “In the technical space, even passive candidates, once they take even a casual look around, can have multiple interviews and offers. A quick process can help, but candidates can afford to be selective.”

COMPENSATION

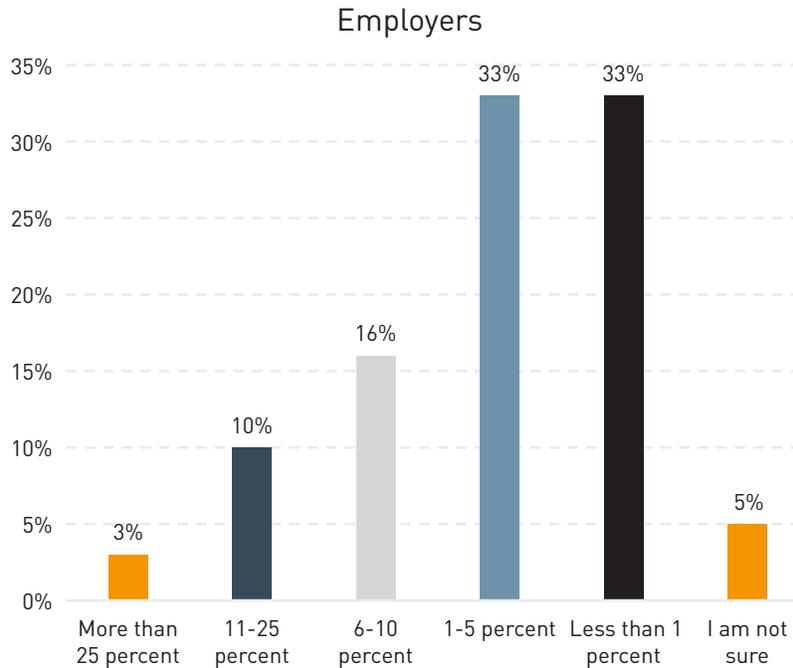
- “We commonly say, ‘it is never about the money until it is about the money.’ I work with BODs and CEOs. Compensation must be competitive to: 1) entice a candidate to change, 2) entice a candidate to stay (flight risk) and 3) not endure adverse selection with an inadequate candidate.”
- “There is still an underlying mindset that candidates should feel honored to work for their company and should be willing to prove themselves before they see major shifts in compensation. Candidates are wise enough to know that you typically see the most significant change in compensation when making a job change and that merit increases will be minimal unless there is a promotion involved. Offers have not been substantial enough to entice candidates to leave their current opportunity. They felt undervalued and sometimes insulted by the minimal change in compensation which ultimately resulted in their decision to remain with their current employer until a better option comes along.”

Candidate Feedback

COMPENSATION

- “Poor benefits package and low pay. Companies want certifications. but don’t want to pay more for them.”
- “They offered less than I was currently making. I get phone calls from people who English is not their 1st language, I am cautious about giving out my information.”
- “Employers want cheap resources.”

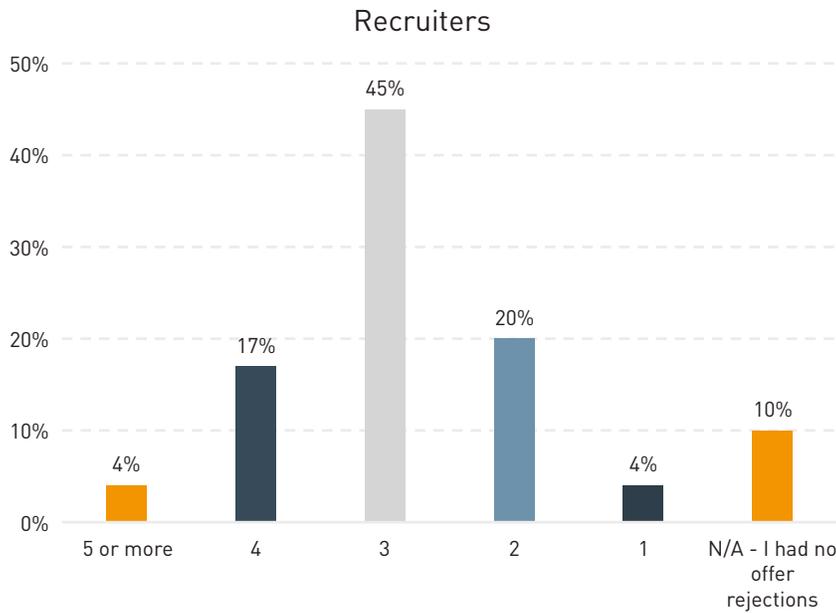
What Percentage of Job Offers were Rejected?



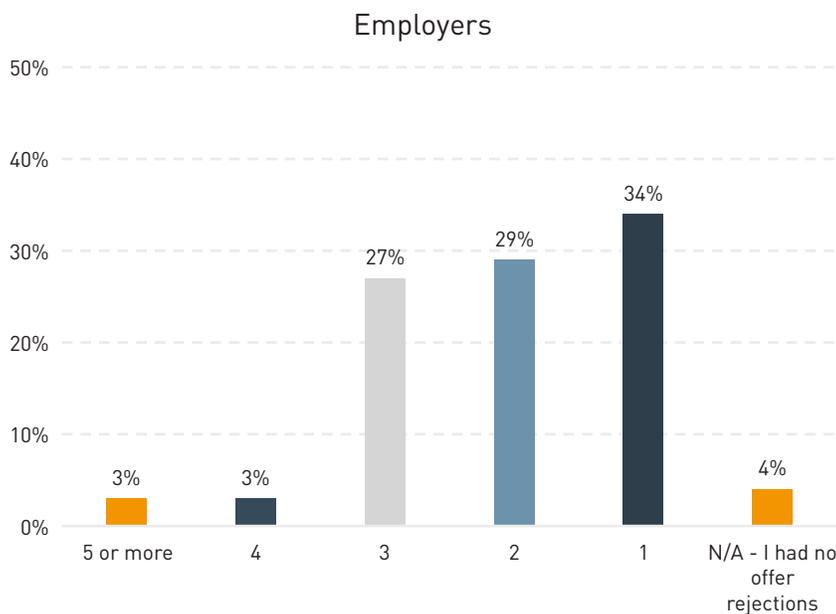
Q15/Q16. [Employers] Approximately what percentages of your candidate rejected offers over the last six months? (Check one)

Almost half of surveyed employers reported 1-10 percent of all job offers were rejected. Thirteen percent of employers noted rejection percentages of 11 percent or more.

How Many Interviews Before Job Offer was Rejected?



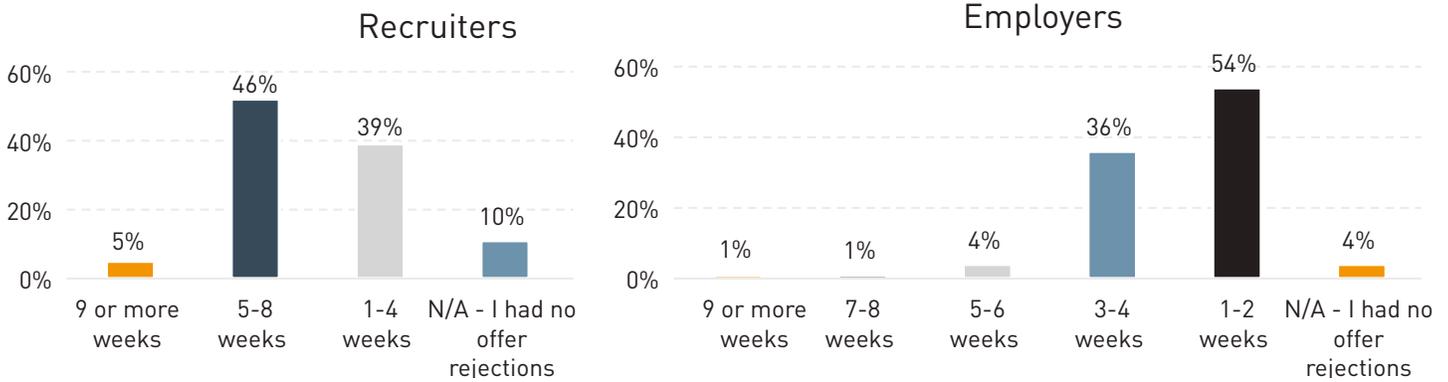
Most recruiters state three interviews were conducted before an offer was made that was then rejected by the candidate. This is a slight jump from 2-3 interviews, which was observed in 2016.



For employers, an average of 1-3 interviews were conducted before a rejected offer was made.

Q18/Q19. [Recruiters/Employers] On average, how many interviews were there before the rejected offers were made? [Check one]

How Much Time Between 1st Interview and Rejected Offer?



Q19/Q20. [Recruiters/Employers] On average, over the last twelve months, how much time was there between when the candidate was first interviewed and when the rejected offer was made? (Check one)

Q20/Q21. [Recruiters/Employers] Please provide an explanation for your answer above (optional).

Recruiters feel that 1-8 weeks after the first interview is the point at which job offers are most frequently rejected. This gives candidates time to explore other opportunities and develop a solid basis for rejecting an offer.

Over half of employers say an offer was rejected within 1-4 weeks of the first interview, reinforcing the fact that top candidates have multiple job opportunities at any given time.

Recruiter Feedback

- “Depends on the positions. CEO roles take four months start to finish. An IT specialist can be two weeks or less. Higher level the position, the longer the process.” (3-4 weeks)
- “Some are better than others....I would say on average, it’s about a month process from the first interview.” (3-4 weeks)
- “Many companies have too many people in the interviewing process which equates to delays in scheduling interviews.” (5-6 weeks)
- “It is all about timing. Even though multiple offers are in play, they rarely align perfectly. Depending on when you get someone engaged, how quickly the client moves, and more, will heavily influence the candidate’s decision.” (7-8 weeks)

Conclusion

Throughout 2017, despite some contractions in the labor market, hiring has continued to increase. As the study results demonstrate that top performers are driving the hiring process in the executive, managerial and professional space, employers in the overall labor market should also anticipate challenges with recruitment and retention as workplace expectations change. Today's best talent now seek an expedited, responsive, candidate-facing interview process, that clearly outlines how their career would benefit from joining your firm. Companies that want to acquire and keep strong talent on their teams will need to embrace this.

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 1,500 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** 2017 Recruiter Sentiment Study is based on a web-based survey conducted in June 2017 with a total of 265 recruiters, 100 employers, and 263 candidates. All data has been rounded to the nearest 10th. The survey has an 8 percent margin of error with a 90 percent confidence.

The survey was conducted by The Martec Group. For any questions regarding the survey findings, please contact Nysha King, Media Relations Lead at **MRINetwork** at (215.282.8821 | nysha.king@mrinetwork.com).

This is the 11th edition of the study. Parties interested in viewing the most recent report can download the study at MRINetwork.com/Recruiter-Sentiment-Study.



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