



# Executive Summary: 2014 Recruiting Innovations and Best Practices Survey

# Background

TalentRISE and the Center for Research and Service at Illinois Institute of Technology developed this pulse survey to gain insights into innovations, best practices and trends in recruitment. HR/Recruitment Professionals, Operations/Hiring Managers, Finance Professionals and Consultants/Contractors, representing a variety of industries, responded to the survey that was divided into 4 parts:

1. Strategies
2. Technology/Tools
3. Processes
4. People

Respondents were also asked about how they are preparing for future challenges:

*On the heels of the economic recovery, what are the top three recruiting challenges that apply to your organization and require the most innovative solutions?*



*Note: Values represent the percentage of respondents that selected a particular option*

# Part 1: Recruiting Strategies

- Most respondents indicated that they do not plan to utilize external recruiting options any more or less compared to the past 3 years.
- The aspect of STRATEGY that most respondents said they plan to invest more time and resources into was evaluating/implementing sourcing strategies, followed by workforce planning.
- When the results were broken out by industry type, there was still a high level of agreement across groups as far as the STRATEGY areas they plan to invest in.
  - There was more variation in ratings when broken out by position, where Consultants/Contractors tended to report lower likelihood of investing in most areas across the board and Executives tended to report higher likelihood.
- When asked about tracking performance metrics, most respondents focus on tracking direct costs, quality of hire, and time to hire.
- Across industries and positions, there was a high degree of variation in the types of performance metrics tracked.

*Compared to 3 years ago, how are you investing more or less time and resources in the following STRATEGIC recruiting needs?*

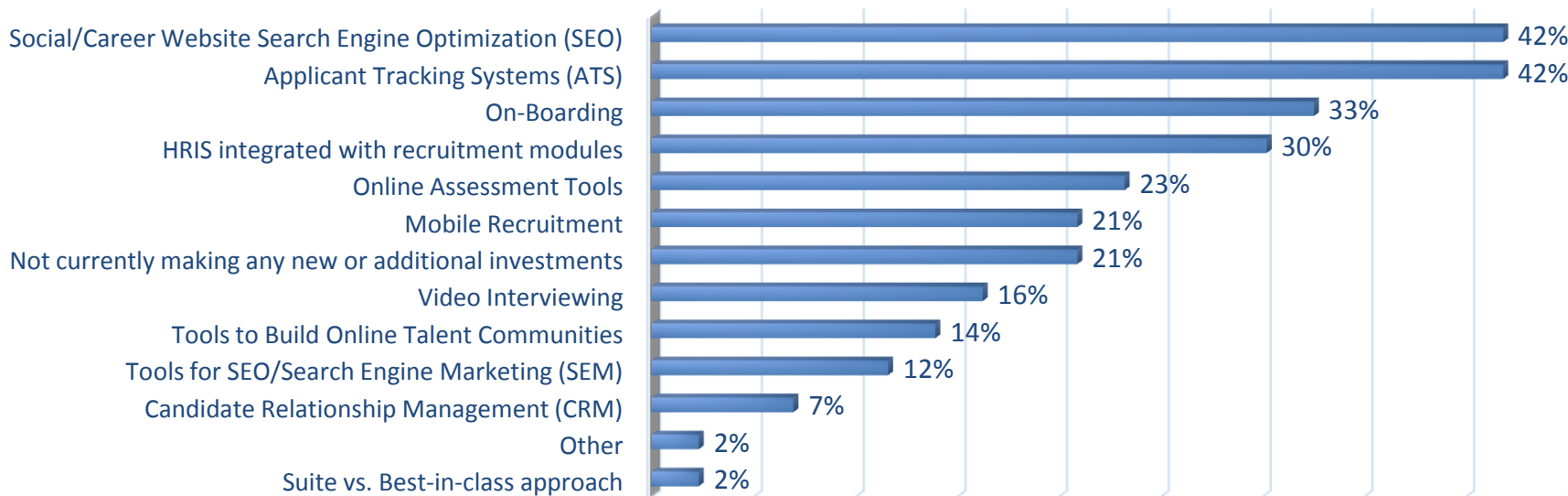


*Note: Responses are on a 5-point scale ranging from 1 = Considerably less, 3 = No more or no less, and 5 = Considerably more*

# Part 2: Recruiting Technology/Tools

- Search Engine Optimization (SEO) and Applicant Tracking Systems (ATS) are the technology/tools being invested in the most.
  - Very few respondents reported investing in Candidate Relationship Management tools or a suite vs. best in class approach.
- Results by industry indicated:
  - Non-profits and Healthcare/Pharma tended to report investing more in SEO and ATS.
  - IT and R&D tended to report investing more in building online talent communities and video interviewing.
  - Professional Services had the largest percentage of respondents saying they were not investing in new tech/tools.
- Results by position indicated:
  - Executives tended to report investment in on-boarding, ATS, and SEO.
  - Consultants/Contractors reported investing in SEO, HRIS integration, on-boarding and model recruitment.
  - Recruiting Professionals primarily reported investing in ATS, SEO, and HRIS integration.
  - HR Professionals overwhelmingly reported investing in ATS, followed by building online talent communities and SEO.

## Which of the following recruitment TECHNOLOGY & TOOLS are you investing in?



Note: Values represent the percentage of respondents that selected a particular option

# Part 3: Recruiting Processes

- The top priorities of most respondents were measuring quality of hire, client/candidate satisfaction, performance metrics, and ROI.
- Results by industry type indicated:
  - Non-profits prioritized client/candidate satisfaction, ROI, and establishing performance metrics.
  - IT/R&D identified assessing/re-engineering processes as the top priority followed by measuring quality of hire and client/candidate satisfaction.
  - Healthcare/Pharma focused more on quality of hire, performance metrics, and ROI.
  - Professional services overwhelmingly prioritized quality of hire followed by satisfaction.
- Results by position indicated less variation in priorities with two trends emerging:
  - Quality of hire was a top priority across all positions.
  - Prioritizing performance metrics, satisfaction, and ROI garnered either a high or low percentage of respondents for a particular position choosing that priority.
- When choosing to use an executive search firm, the top factors are having a previous relationship with the firm and the industry or functional specialization.

## *What are your TOP three priorities today related to your recruitment PROCESSES?*



# Part 4: People and Recruiting

- The most common reported changes in practices related to people were focused on organizational structure, establishing new roles, and investing in recruiters.
  - Very few respondents indicated that they were re-designing recruiter competencies or building in-house executive search capabilities.
- Results by industry indicated:
  - Most industries tended to report changes in organizational structure and establishing new roles.
  - Non-profits reported more engagement with search firms, IT/R&D tended to report establishing new roles, healthcare/pharma reported several changes across the board, and professional services were divided between hiring recruiters and establishing new roles.
- Results by position tended to more closely mirror the overall results compared to the results by industry type.
  - Executives tended to report more engagement with search firms.
  - Recruiting Professionals more frequently reported investing in training recruiters.
  - HR Professionals and Consultants/Contractors were the only positions that reported re-designing recruiter core competencies.

*Compared to three years ago, what are you doing differently now with regard to the PEOPLE in your recruiting organization?*

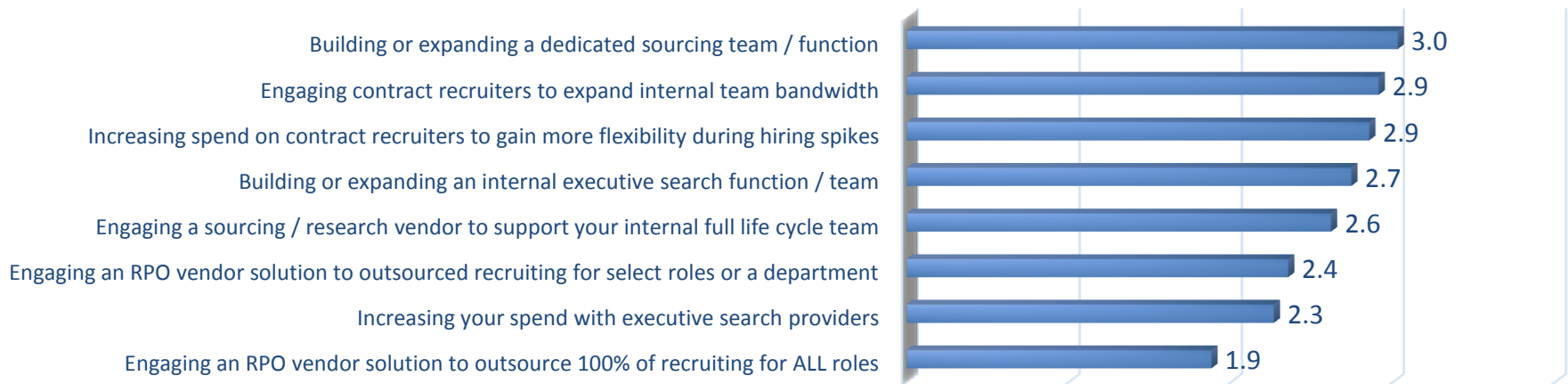


*Note: Values represent the percentage of respondents that selected a particular option*

# Looking to the Future

- For the large part, most respondents were undecided on how they might address increased hiring demand.
  - Many respondents reported that they would be less likely to engage RPO vendors or to increase spending on executive search providers.
- Across industries, the majority of respondents reported that they were undecided on how they would deal with an increase in hiring demand in the future.
  - IT/R&D respondents reported they would be more likely to build or expand their sourcing team/function, their internal executive search team/function, and to engage an external research/sourcing vendor.
- Across positions, executives and consultants/contractors reported that they were less likely to utilize any one of the options listed for addressing increased demand, while Recruiting and HR Professionals tended to report being undecided.
- Most respondents were in agreement that the top recruiting challenges they face are recruiting higher quality talent, hiring talent more quickly, and growing/developing internal talent.
  - Global and executive recruiting were not considered future challenges for most respondents.
- Results by industry and position were very similar to the overall results, except for Non-profits and consultants/contractors, where a high proportion of both groups reported succession planning as a future challenge.

## *Looking ahead 12 months, how likely are you to consider the following to address critical talent needs when hiring demand spikes up?*



*Note: Responses are on a 5-point scale ranging from 1 = Very unlikely, 3 = Undecided, and 5 = Very likely*



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