



RECRUITER SENTIMENT STUDY

2014 1ST HALF
Conducted by MRINetwork
a subsidiary of CDI Corporation



CONTENTS

Click page number to link

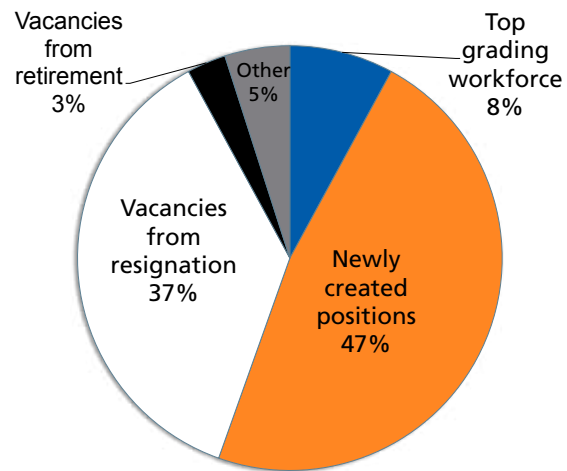
SURVEY HIGHLIGHTS	<u>3</u>
JOB OPENINGS TODAY	
Question One What is causing job openings?	<u>4</u>
THE MARKET	
Question Two Candidate or employer-driven market?	<u>5</u>
MOBILE RECRUITING	
Question Three Engaging candidates on mobile devices?	<u>6</u>
HIRING PRACTICES	
Question Four What is holding managers back from hiring?	<u>7</u>
OFFERS	
Question Five How many interviews to get an offer?	<u>8</u>
Question Six How long does it take to get an offer?	<u>8</u>
Question Seven Why are job offers rejected?	<u>9</u>
Question Eight How many interviews before job offer was rejected?	<u>9</u>
Question Nine How much time between first interview and rejected offer?	<u>10</u>
ABOUT THE STUDY	<u>11</u>

As leaders in the search and recruitment industry across the globe, recruiters at CDI Corporation’s subsidiary company, MRINetwork, conduct searches every day in virtually every industry at the executive, professional and managerial level. From their vantage point, they have a keen awareness of the overall job market and the factors that affect it. Between March and April, MRINetwork once again conducted the biannual Recruiter Sentiment Study to evaluate the current employment landscape and to project its direction in the months ahead.

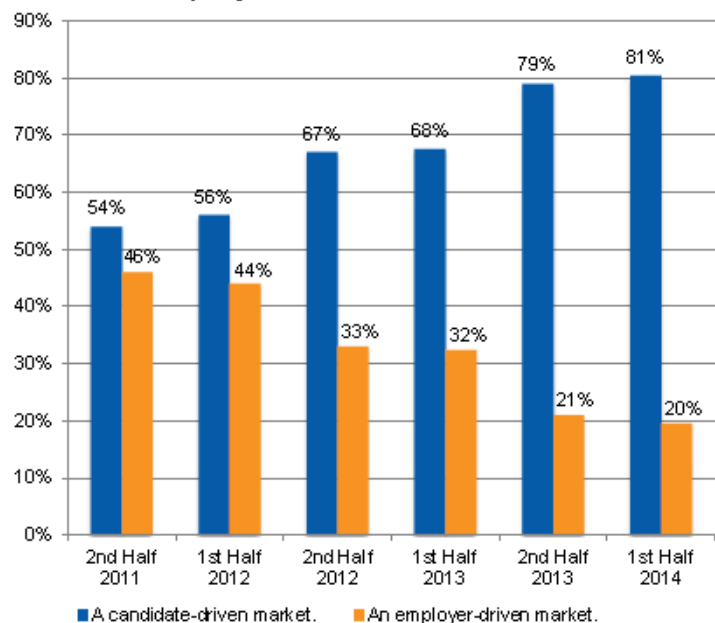
Key Findings

- In most industries and geographic regions, our recruiters report that companies are in growth mode as confidence builds in the economy.
- Despite a commitment to hiring top candidates, many employers are challenged with growing talent shortages due to skill gaps.
- Top performers continue to be at a distinct advantage and rejected offers are on the rise, making it clear that the job market in the executive and managerial space is largely candidate-driven.
- Top candidates are in high demand with many job opportunities to consider.
- The primary reason for job offers being rejected continues to be a result of candidates accepting another job offer. Employer branding is more important than ever as top candidates are evaluating their experience with the organization’s interviewing process and how well the hiring team sells the company, the role and career advancement opportunities.
- Companies are additionally recognizing that as the job market rebounds, candidates are beginning to feel more confident about seeking other job opportunities. Strong attention will need to be placed on employee retention strategies to complement recruitment efforts.

What is Causing Job Openings?

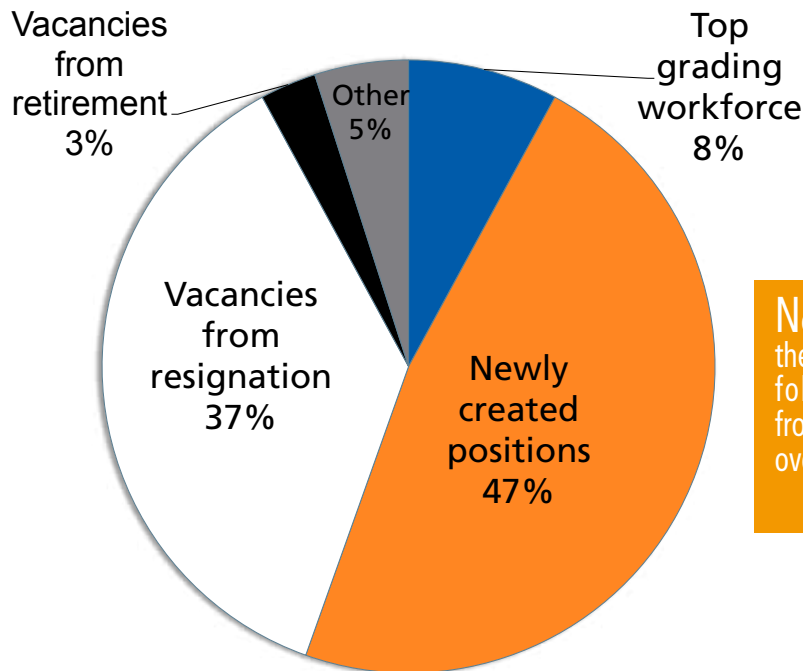


Candidate or Employer-Driven?



Moving into the second half of 2014, 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 nearly 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, followed by a rise in vacancies from resignations, based on our year-over-year survey data.

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

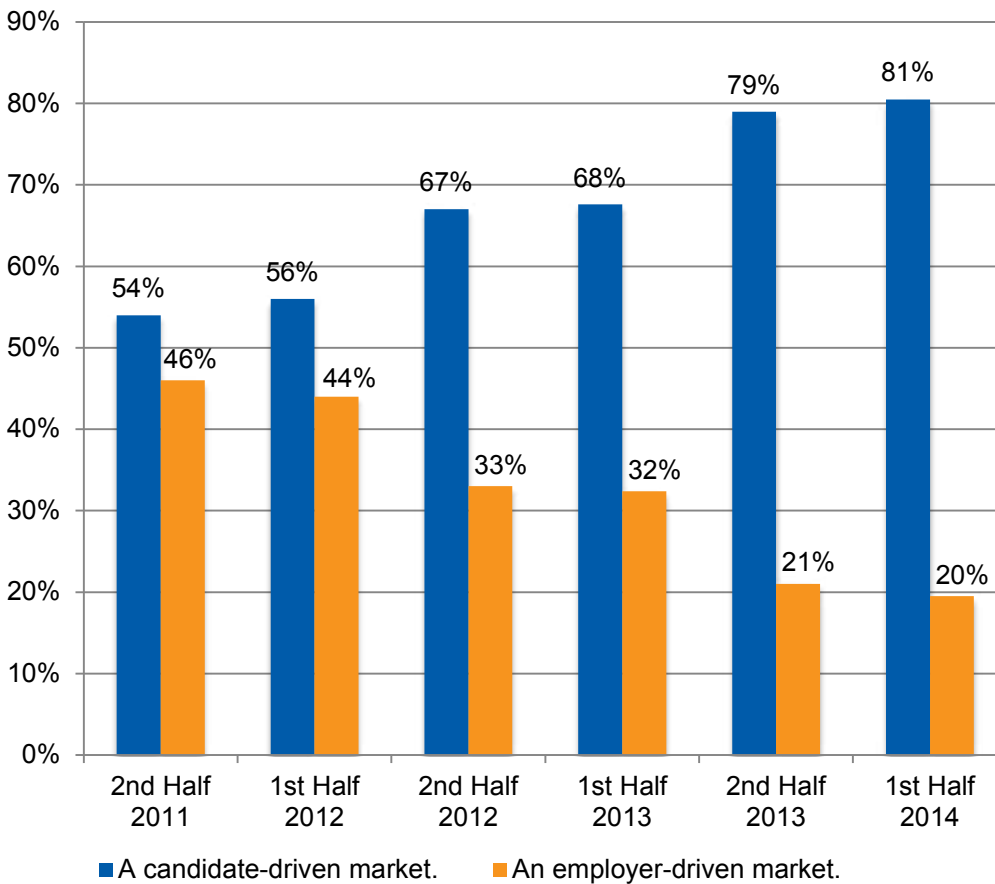
Survey Insight

- Job openings continue to be primarily a result of newly created positions, pointing to a growing number of employers that want to expand their businesses.
- The second most common reason for job openings is resignations, demonstrating that top candidates are being recruited out of existing roles and into new companies.
- Employment continues to accelerate and candidates are more willing to change jobs as a result of growing confidence in the job market. Employee fears regarding changing employers during the recession have subsided.

Recruiter Comments

- Employers today, especially on the sales side, are looking to bring in key talent to help their organizations stay competitive and grow revenue.
- Companies that cut back on staff because of the recession now feel selective hiring is justified due to an increase in business.
- Roles that weren't filled and merged into other people's roles during the recession are now being reopened to be filled due to growth in the company.
- Good candidates are being courted by more recruiters and they are listening.

Candidate or Employer-Driven Market?

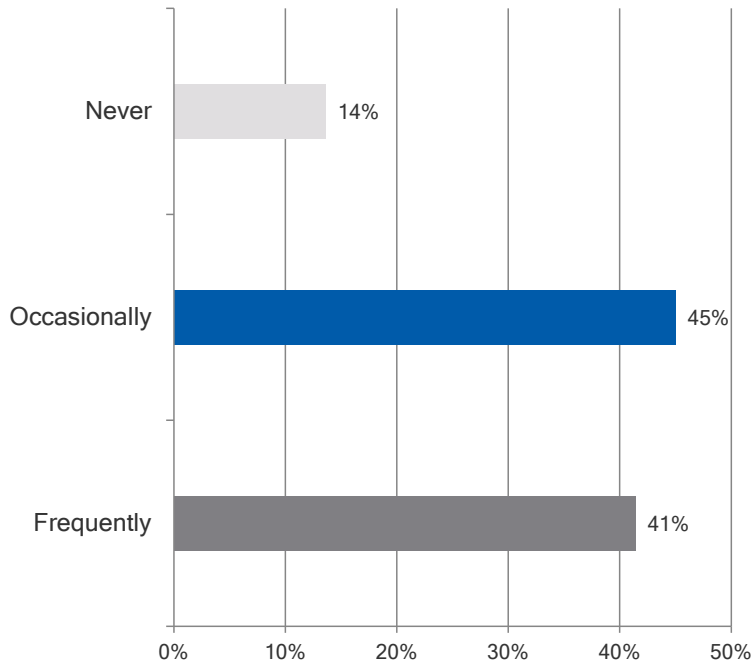


Q2. If you had to choose one, how would you describe today's labor market?

Recruiter Comments

- More than ever, highly-skilled, top-performing candidates are in demand. It is still sometimes difficult to communicate this fact to hiring managers and other company stakeholders.
- The competition for technical leadership talent is brutal right now. There is tremendous pressure to attract new talent and hold on to those already employed.
- Candidates have more options than they have had in years. Yet clients still want to give low-ball offers.
- Some clients are still not adjusting to this market change, and as a result are dragging the process along and losing good candidates.
- Candidates are often turned off when companies do not keep the process moving, making the closing process all the more difficult if it gets to the offer stage.

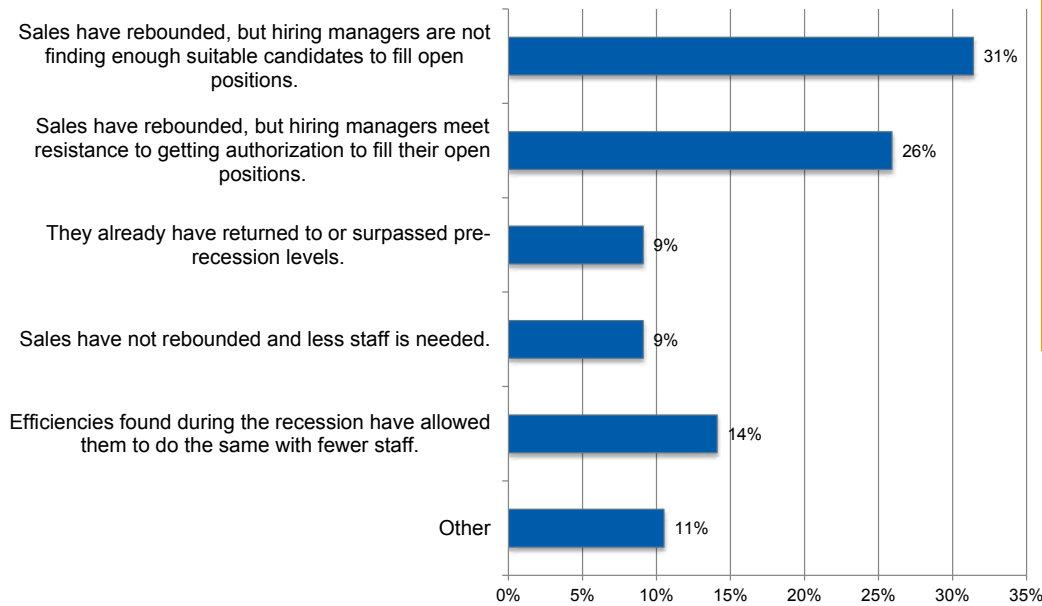
Engaging Candidates on Mobile Devices?



Recruiters recognize that top talent (typically passive candidates) want to be able to search, apply and receive job alerts on their mobile devices.

Q3. How often are you engaging with candidates on mobile devices?

What is Holding Managers Back From Hiring?

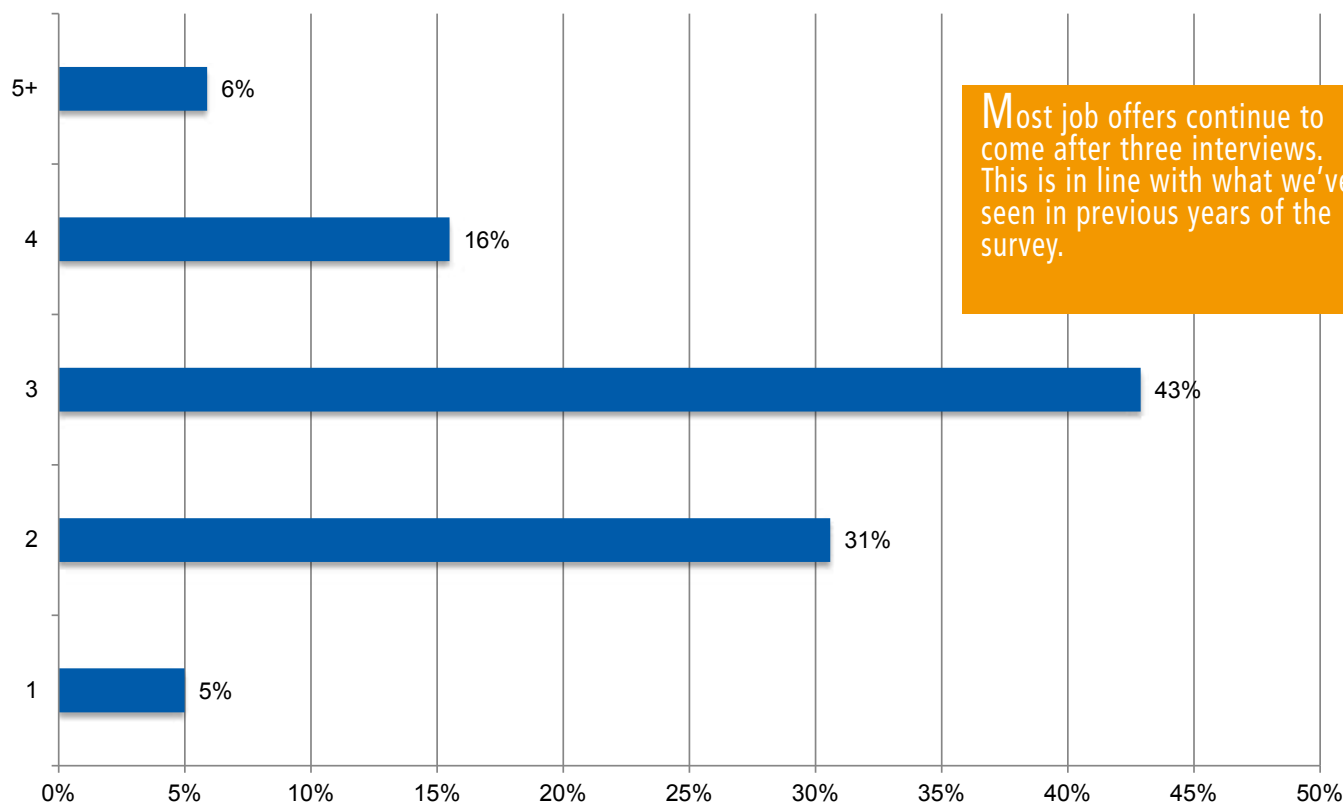


Thirty-one percent of employers complain that they can't find suitable candidates. While some industries are challenged with shrinking talent pools, companies are still losing good candidates due to prolonged interviewing processes.

Twenty-six percent meet resistance to getting authorization to fill open positions.

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

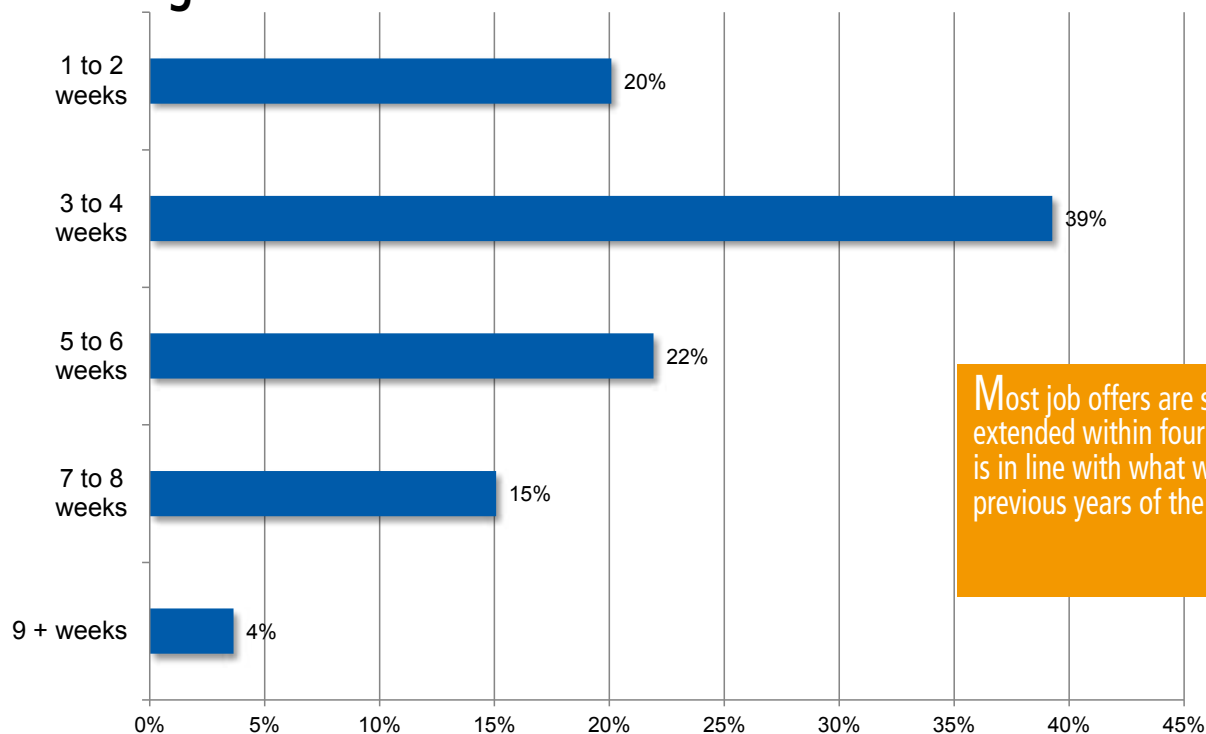
How Many Interviews to Get an Offer?



Most job offers continue to come after three interviews. This is in line with what we've seen in previous years of the survey.

Q5. Thinking of your most recent placement ... how many interviews were there before an offer was made?

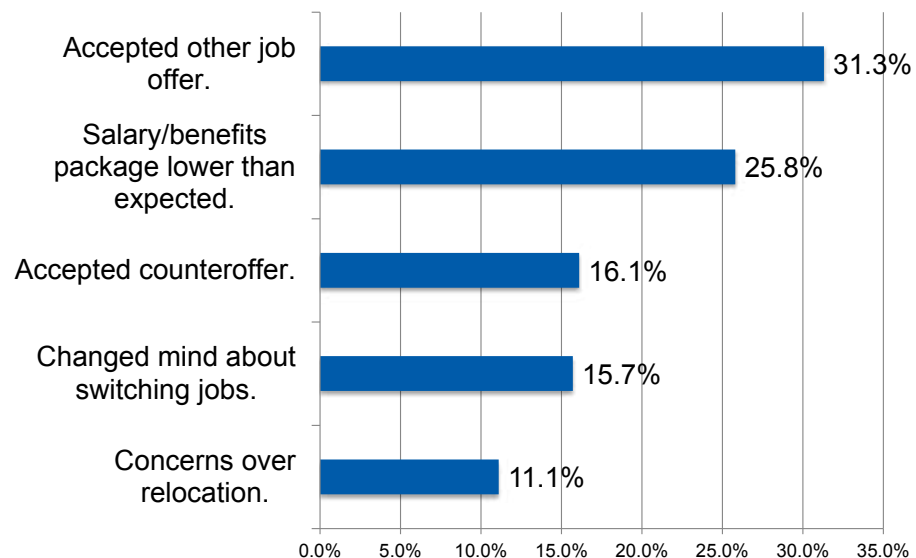
How Long Does it Take to Get an Offer?



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.

Q6. Thinking of your most recent placement ... how much time was there between when the candidate was first interviewed and when an offer was made?

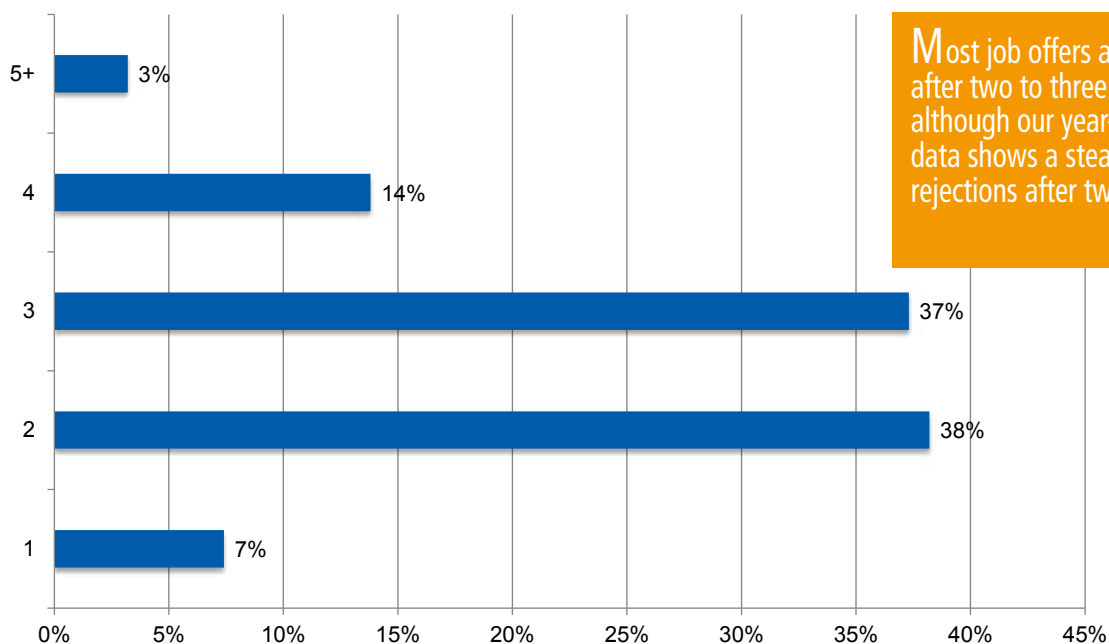
Why Are Job Offers Rejected?



Top candidates continue to reject job offers primarily because of accepting another job offer. However, lower-than-expected salary/benefits packages are a growing reason for rejections, based on data from our previous surveys.

Q7. Thinking of your most recent offer rejection ... what was the primary cause for the offer being rejected?

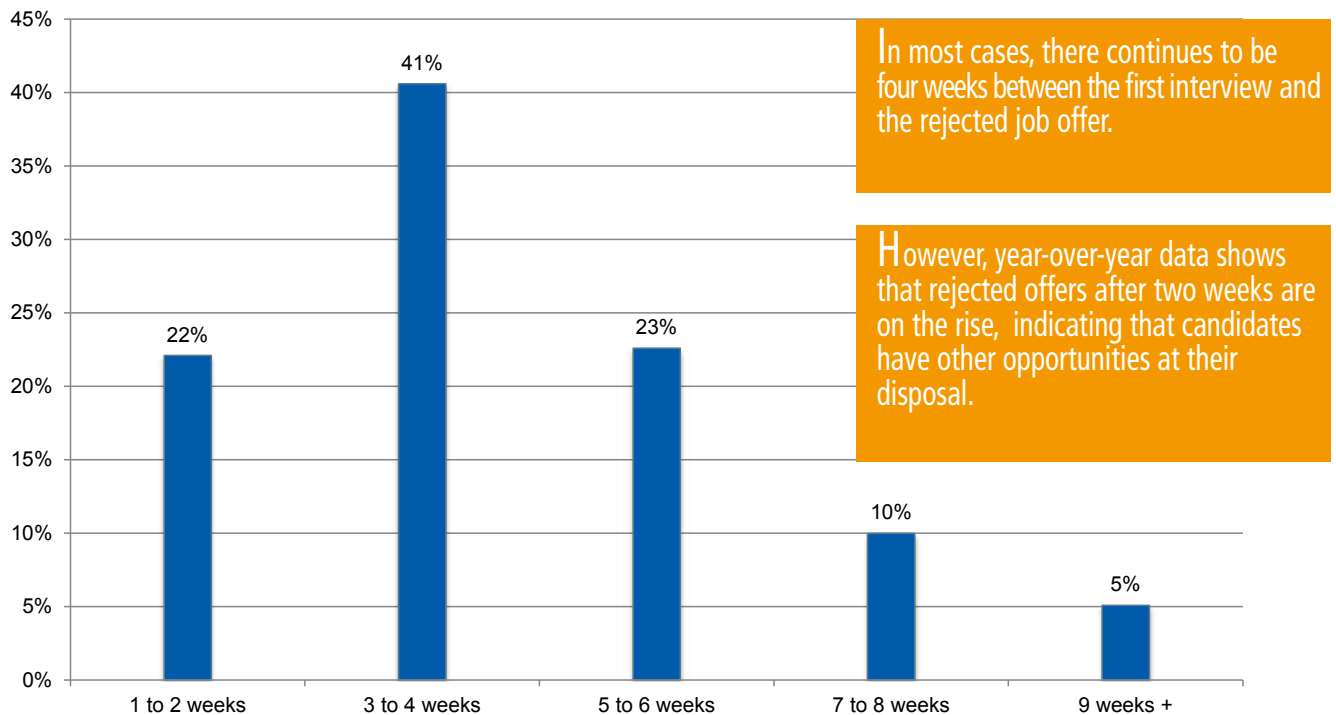
How Many Interviews Before Job Offer Was Rejected?



Most job offers are being rejected after two to three interviews, although our year-over-year survey data shows a steady increase in rejections after two interviews.

Q8. 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?



Q9. 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

- Employer branding is more important than ever to entice star talent. If a company appears to be disjointed in its branding, saying one thing but doing another, candidates will be turned off.
- Salary and benefit packages need to be aggressive, not simply market-competitive.
- Clients need to provide stronger offers without elongated interviewing processes. They should also avoid involving too many internal interviewers, especially if the interviewers are not in a management role of real authority.
- Companies are doing just about anything to keep good candidates. Counteroffers are still a common reason for offers being turned down, in which most candidates receive substantially more money and a promotion from their current employer.
- Time is the enemy when recruiting exceptional talent, because these individuals have more choices. The longer the process goes on, the less likely the candidate will be around to take the offer. Clients need to speed up the hiring process because once a candidate is "in play" other recruiters will find them too.

About the Study

The MRINetwork Recruiter Sentiment Study is based on a survey conducted between March 20 and April 4, 2014 via a web-based survey with a total of 236 MRINetwork recruiters responding. The survey has a 6.1 percent margin of error with a 90 percent confidence.

The survey was conducted by MRINetwork and compiled by Nysha King (215.282.8821 | nysha.king@MRINetwork.com) of MRINetwork.

This was the 6th edition of the study, which is conducted on a biannual basis. parties interested in viewing the most recent report can download the study at CDICorp.com/RecruiterSentiment.



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