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CDI enables our clients to realize their global business potential by collaboratively applying innovative, quality engineering and technology services



# Recruiter Sentiment Study

2013 2nd Half

Conducted by MRINetwork, a division of CDI Corporation



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October 2013

For more than 60 years, CDI Corporation has assisted organizations with full end-to-end workforce management solutions, from optimization of current staffing processes to design and implementation of new processes. We have extensive experience managing world-class programs and implementing best practices through technology, compliance, quality and performance metrics.

When it comes to Executive Search, CDI's **MRINetwork** business division leads the way. **MRINetwork** recruiters conduct searches every day in virtually every industry at the executive, professional and managerial level. From their vantage point, our recruiters have a keen awareness of the overall job market and the factors that affect it. This past July, this group conducted its bi-annual **MRINetwork Recruiter Sentiment Survey** to evaluate the current employment landscape and to project its direction in the months ahead.

CDI is delighted to have the opportunity to share the findings of this survey with our clients and employees and would appreciate any feedback you may have.

Stuart Batchelor  
President of Global Staffing Services

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## Executive Summary

Second quarter data indicated the U.S. GDP increased by 2.5 percent in 2013, ahead of early projections for 1.5 percent growth by year's end. This shows a slow but consistent growth trend, with more employers committing to hiring top candidates, to remain competitive in their respective markets. As more and more companies enter the ring to compete for star talent, they are becoming increasingly aware that the job market in the executive and managerial space is largely candidate-driven. Top performers are at a distinct advantage and rejected offers are on the rise.

Many respondents to the survey pointed to the fact that "A" players are being heavily courted and have multiple offers to consider. Aggressive counteroffers are also on the rise, with employers making more tempting and lucrative offers.

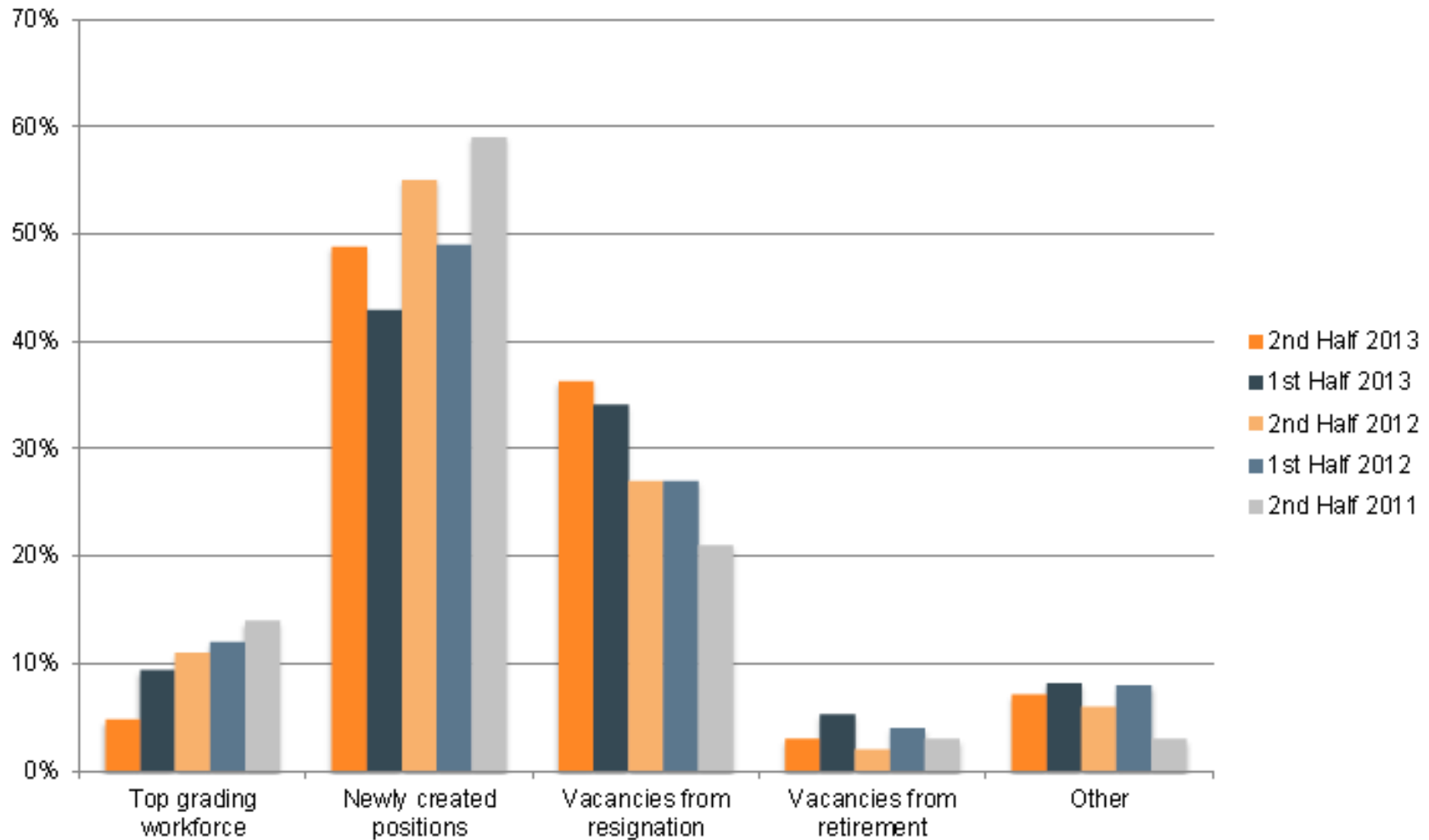
This talent environment is making it more important than ever for businesses to use employer branding to sell the company, job and opportunity to top candidates. Companies are additionally focused on establishing themselves as employers of choice: presenting unique working environments, benefits, training opportunities and amenities that attract prospective candidates and retain current employees. As one respondent noted, "Companies should be re-visiting, from the top down, why their company is a great place to work, and why not."

Moving into 2014, all indications are that hiring will continue to increase. As you look at your hiring plans for the year, CDI Corporation and MRINetwork hope the information in the following report will help you to understand some of the pressures your candidate search will be under. Of course, as you come up against challenges, CDI's specialized contingent workforce solutions may be exactly what you need to move forward. For more information, visit [cdicorp.com](http://cdicorp.com).

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## What is Causing Job Openings?



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

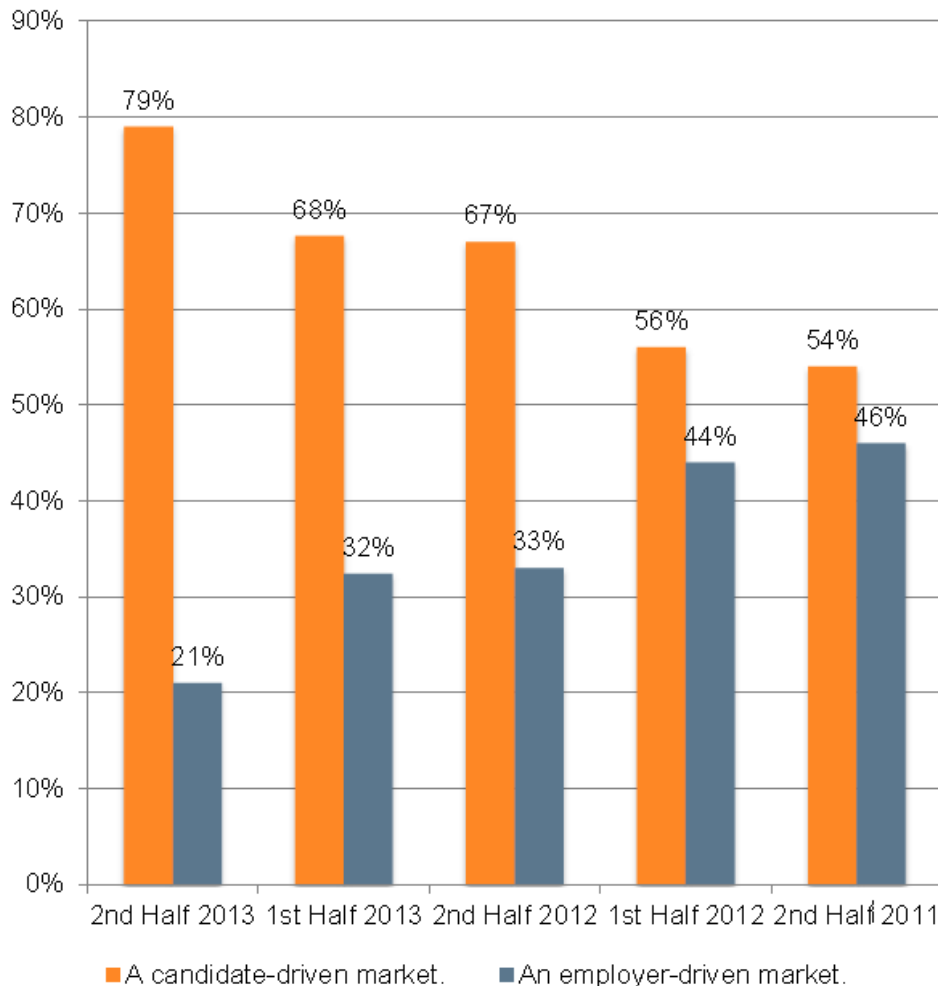
## Comments on the Causes of Job Openings Today

- Job openings are 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 qualified candidates are being recruited out of existing roles and into new companies.
- The economy is slowly growing and employer confidence is gradually improving.
- Clients are experiencing growth and are being selective about where they expand their workforce.
- Clients are adding new positions that have been needed for a while.
- Growing employee dissatisfaction-they are leaving for what they perceive to be better opportunities.
- Employers are losing many of the people they hired at “a discount” in 2009 and 2010.
- Candidates are finding it easier to leave a job or relocate. Many that took “rebound jobs” after being laid off, are now looking for new opportunities that are more suited to their experience or salary requirements.

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## Candidate or Employer Driven Market?

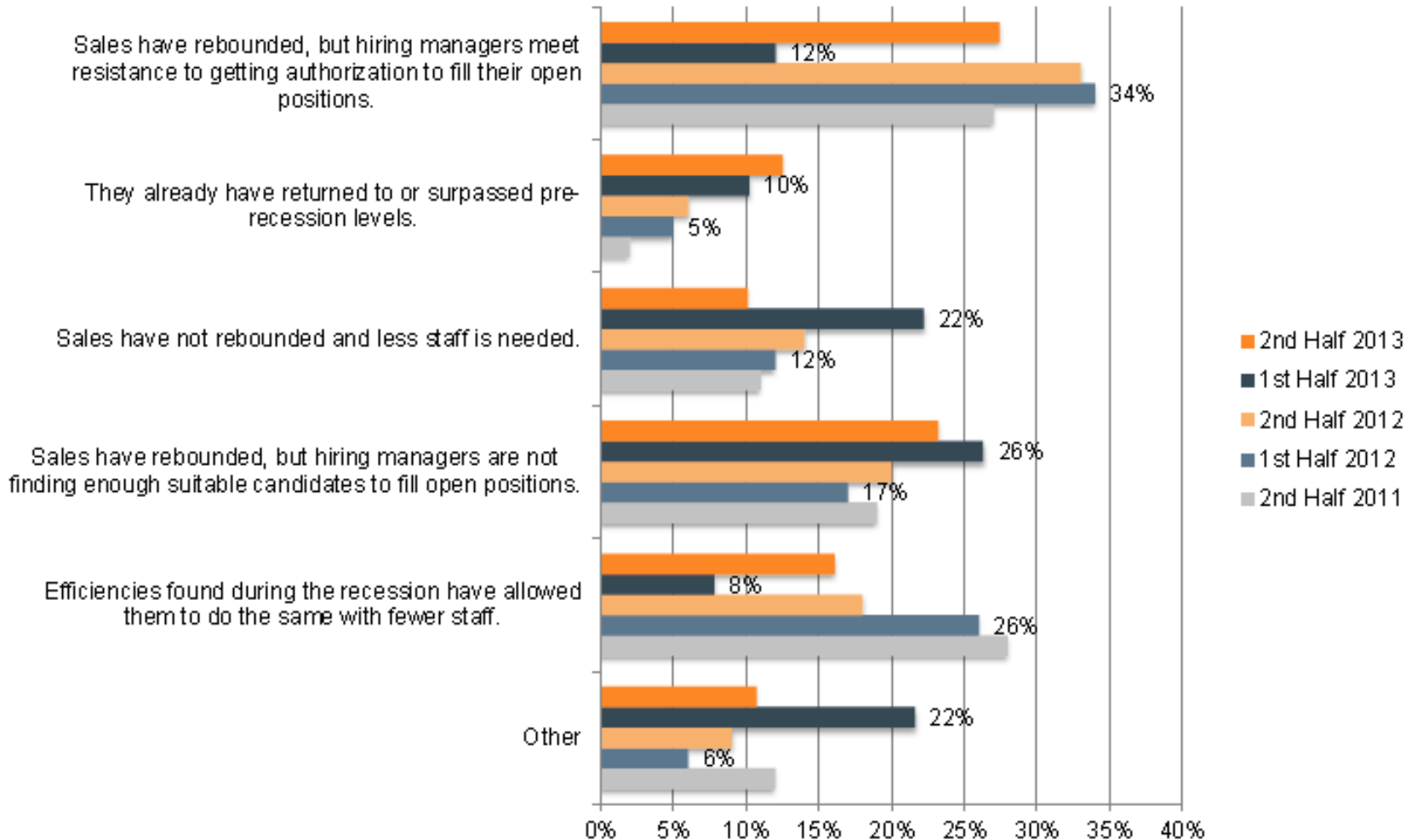


### Open Comments:

- I have been recruiting for nearly 11 years and I have never seen the market more candidate-driven than it is now.
- Qualified candidates are hard to find and also difficult to move. Frequently, new jobs are not offering high enough salaries or enough benefits to incent a move.
- Top candidates, also known as 'A' players are being heavily courted. They are interviewing with multiple companies and have several offers to consider.
- Average candidates are no longer competitive since employers want star players. Top performers are now at a strong advantage. They have more bargaining power and the ability to reject less desirable work agreements.
- Good candidates are becoming more difficult and demanding. While more employers are realizing the executive and managerial market is candidate driven, some still have caught up yet. They still think they can get a good candidate cheap.
- Many employers are still taking too long to complete the interviewing process and ultimately missing out on their top picks.

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

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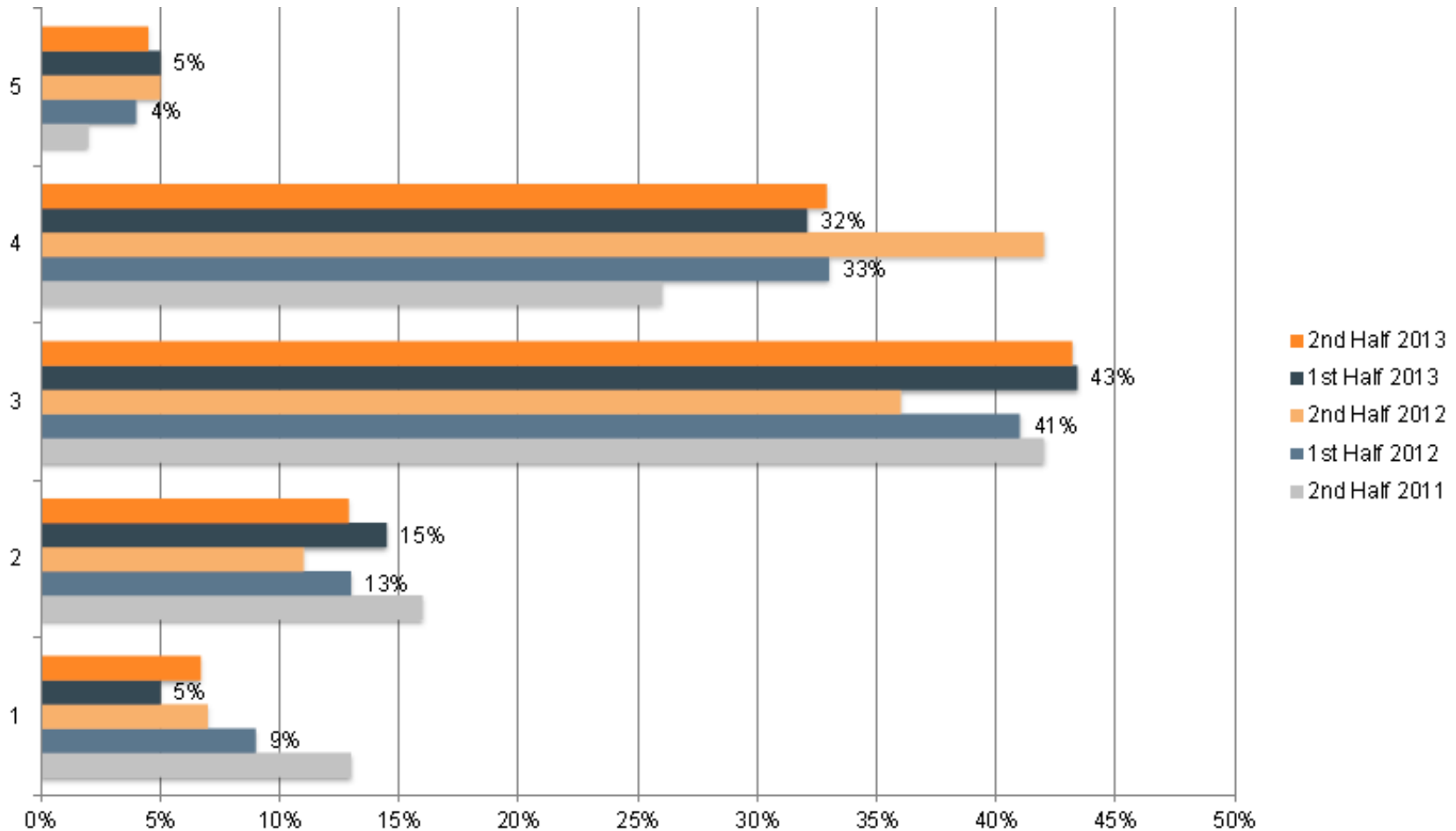


Q3. What single factor - aside from a company's revenue - would most help improve employer confidence in adding to their headcount?

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## How Many Interviews to Get an Offer?



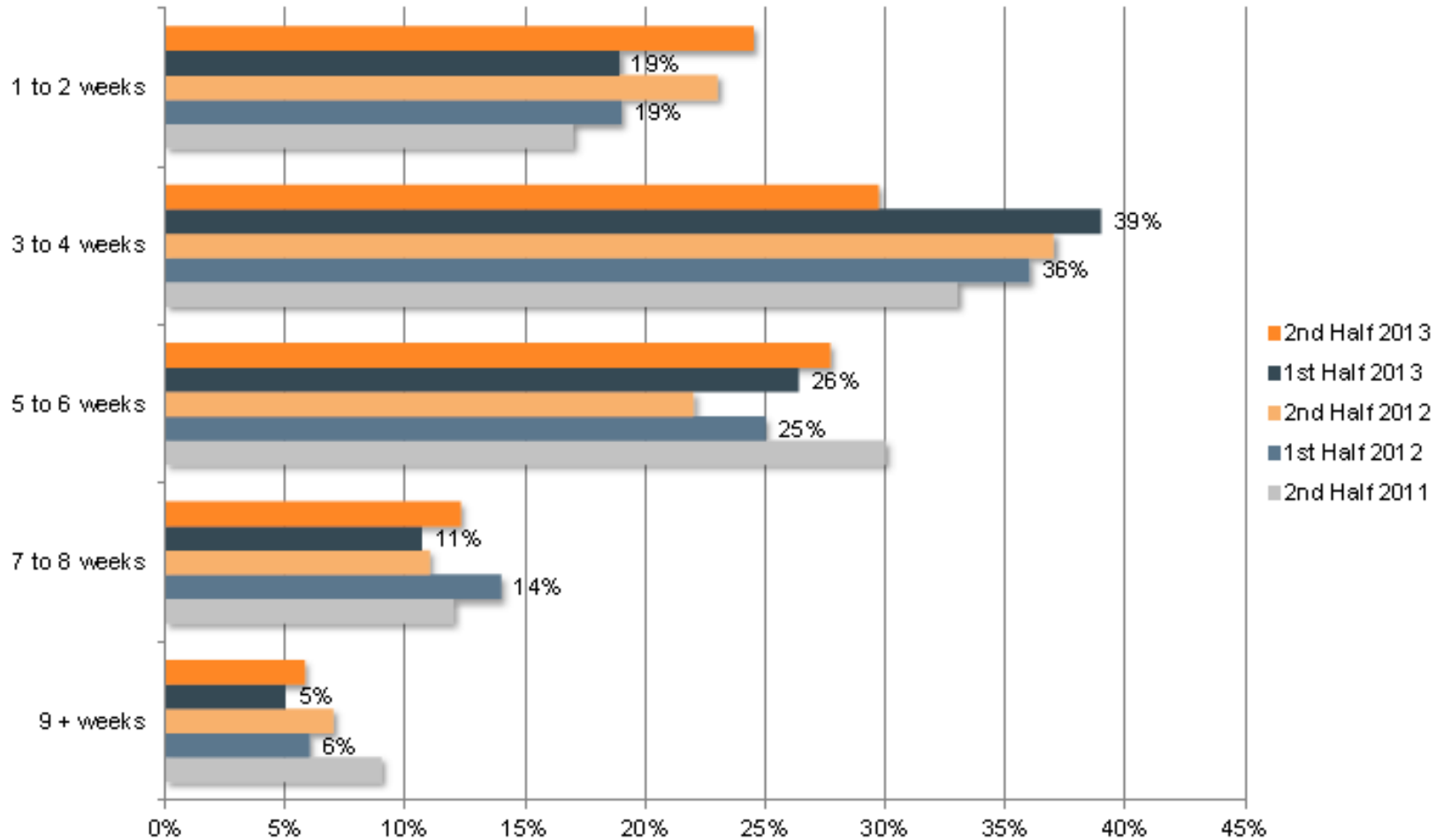
Q4. Thinking of your most recent placement ... how many interviews were there before an offer was made?



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## How Long Does it Take to Get an Offer?

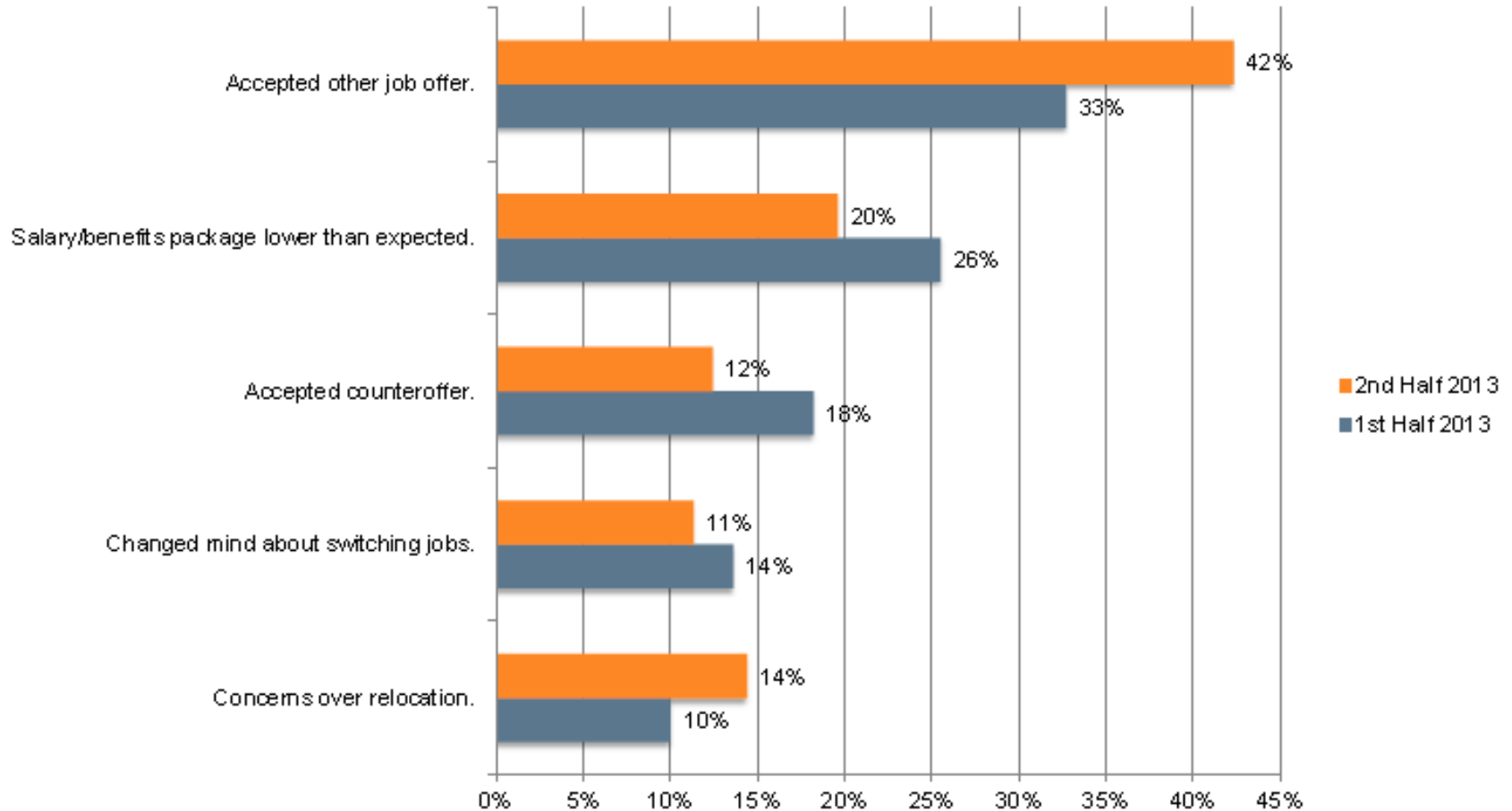


Q5. Thinking of your most recent placement ... how much time was there between when the candidate was first interviewed and when an offer was made?

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## Why Are Job Offers Rejected?

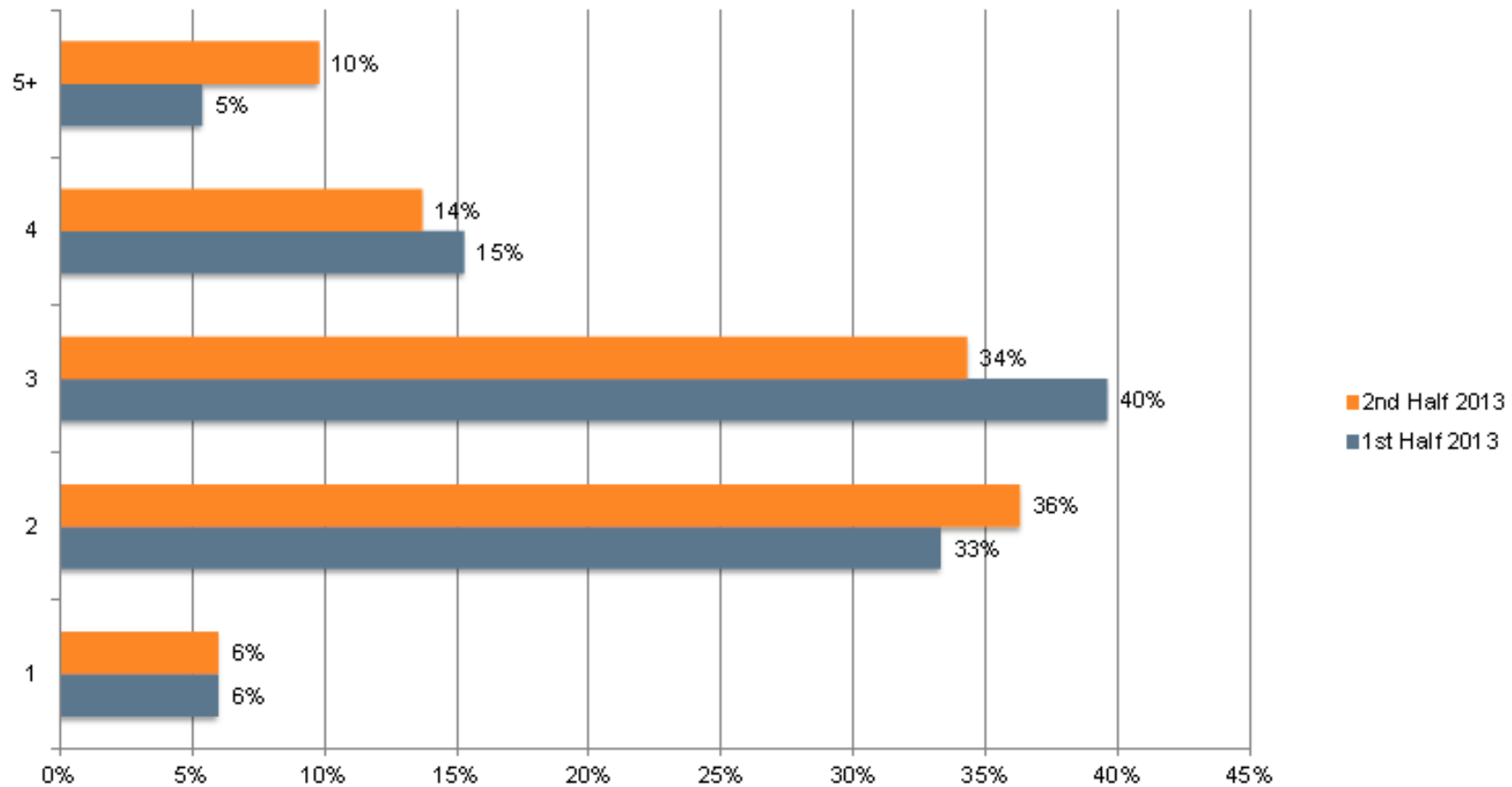


Q6. Thinking of your most recent offer rejection ... what was the primary cause for the offer being rejected?

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How Many Interviews Before Job Offer Was Rejected?

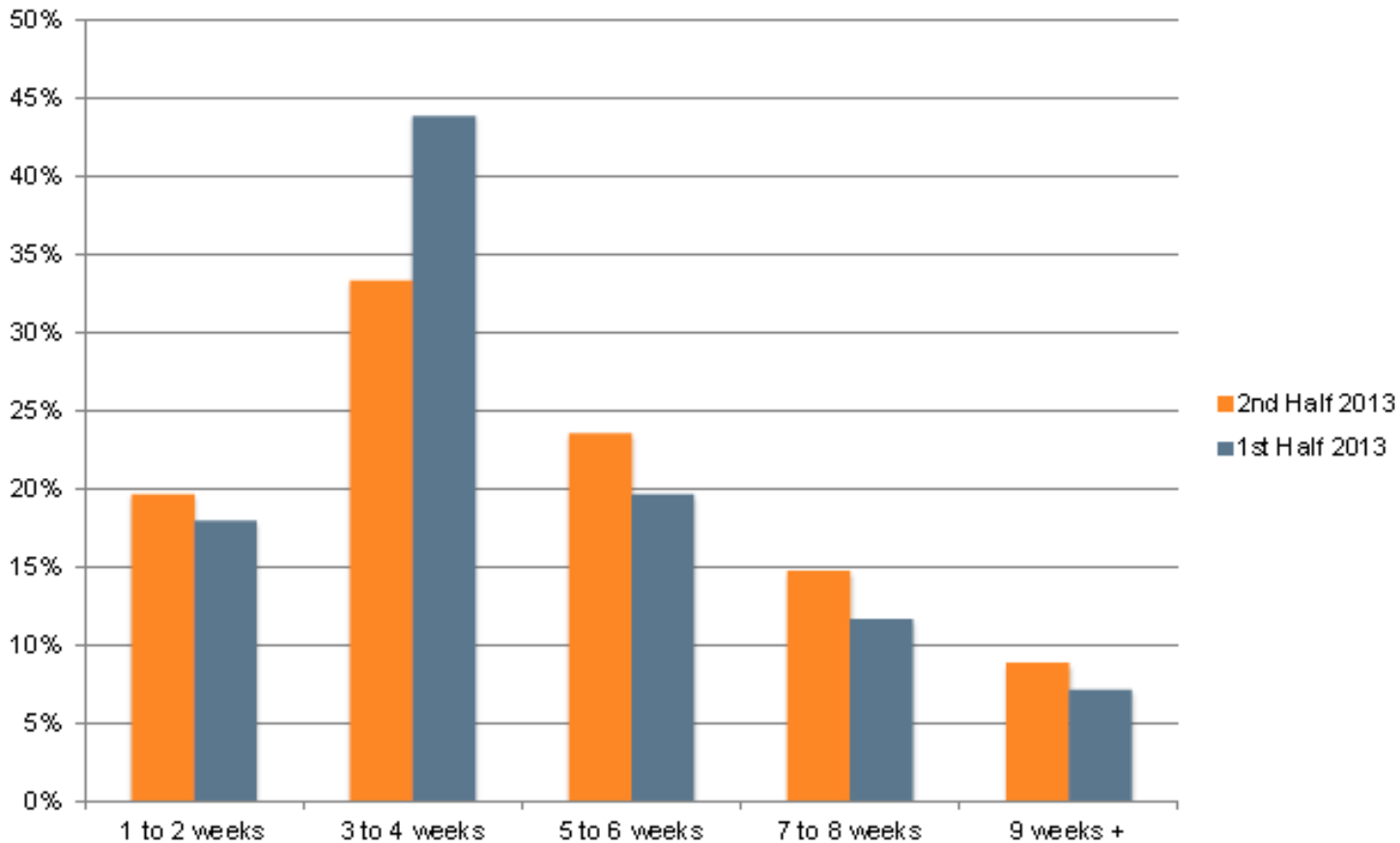


Q7. Thinking of your most recent offer rejection ... how many interviews were there before the job offer was rejected?

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## How Much Time Between 1st Interview and Rejected Offer



Q8. 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?

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## Additional Comments on Offers

- This is an extremely tight candidate market and companies are desperate to hang onto talent. As a result, the counteroffers are beyond aggressive. Prospective employers should be prepared to offer a salary and benefits package that the current employer is not likely to beat.
- Salary and benefit packages need to be aggressive, not simply market-competitive.
- Client expectations for compensation are frequently lower than market conditions. This is an increasingly growing issue for many small companies trying to compete with the behemoths.
- More employers need to consider a higher salary if their benefits are not as competitive as those currently being provided to the candidate. Many employers looking to hire have cut back on benefits and this isn't being covered by increased salaries.
- Employer branding is more important than ever to entice star talent. Companies should be re-visiting, from the top down, why their company is a great place to work, and why not.
- Employers need a faster decision-making process, and awareness of the competitive nature of the market in terms of how candidates require some relocation assistance and competitive amounts of vacation time.
- Slow hiring processes give candidates access to more options and provides them with more time to re-think their reasons for making a change.

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## About the Study

- The MRINetwork Recruiter Sentiment Study is based on a survey conducted between June 19 and July 1, 2013 via a web-based survey with a total of 170 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](mailto:nysha.king@MRINetwork.com)) of MRINetwork.
- This was the 5th edition of the study, which is conducted on a bi-annual basis. Parties interested in viewing the most recent report can download the study at [MRINetwork.com/RecruiterSentiment](http://MRINetwork.com/RecruiterSentiment).