



RECRUITER SENTIMENT STUDY

2015 2ND HALF
Conducted by MRINetwork
a subsidiary of CDI Corporation



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

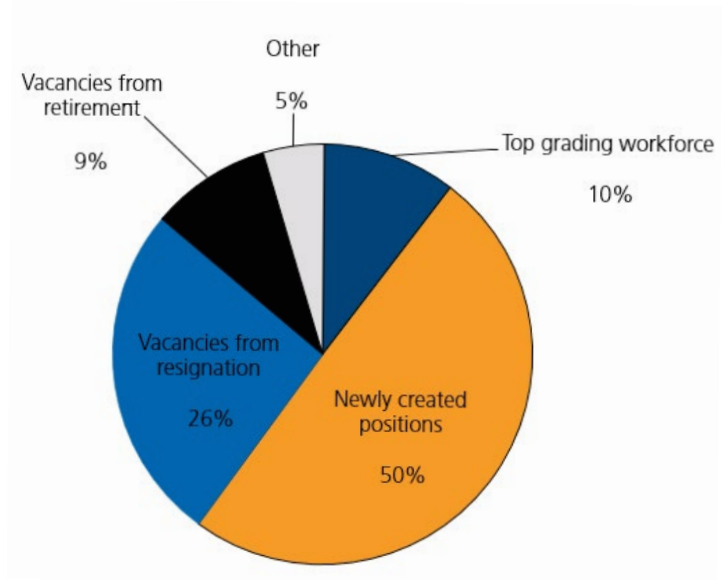
SURVEY HIGHLIGHTS

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 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.

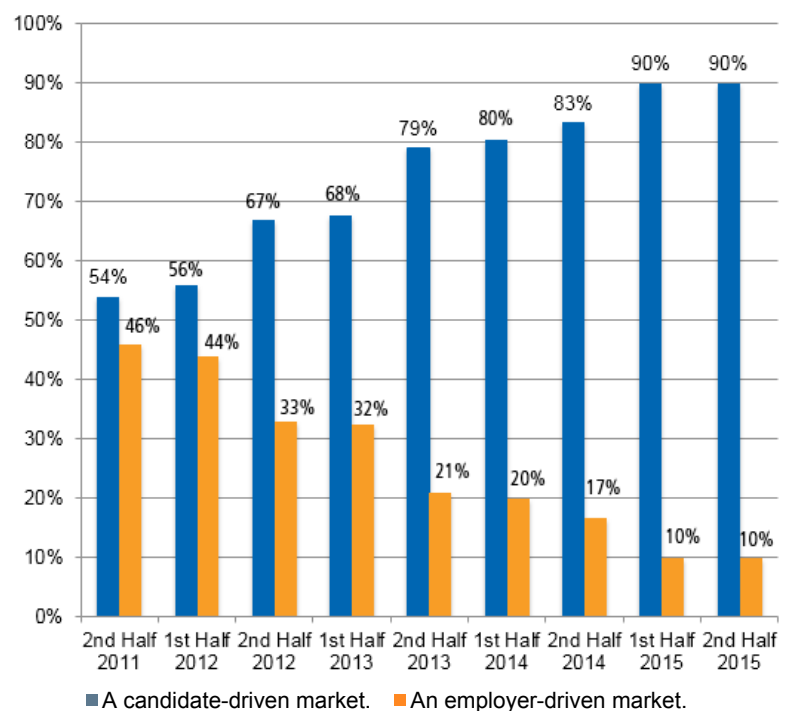
Key Findings

- Ninety percent of our recruiters continue to feel the labor market is candidate-driven, a percentage point that has remained steady since the first half of 2015. This environment provides candidates with the confidence to reject undesirable job offers, with 47 percent of recruiters listing "accepted another offer" as the primary reason for offer objections. A long-standing reason for offer rejections, this sentiment is up from 37 percent in the first half of 2015.
- Despite plans for expansion, the recruitment efforts of many companies appear to be competing with retention of top performers. Career-pathing by mapping out a long-term plan for each employee's incremental progression to new roles in the company, can be an important strategy to engage and retain key employees.
- As candidates make job moves in 2016, their first priority will be roles that provide advancement opportunities. Compensation is important, but the possibility to immediately land a more senior role that has higher earnings potential, is what top performers feel is most important.
- Vacancies from retirement are edging up, indicated that Baby Boomers are beginning to feel more confident about retiring. Succession planning should be prioritized now to ready key staff who can become future company leaders.

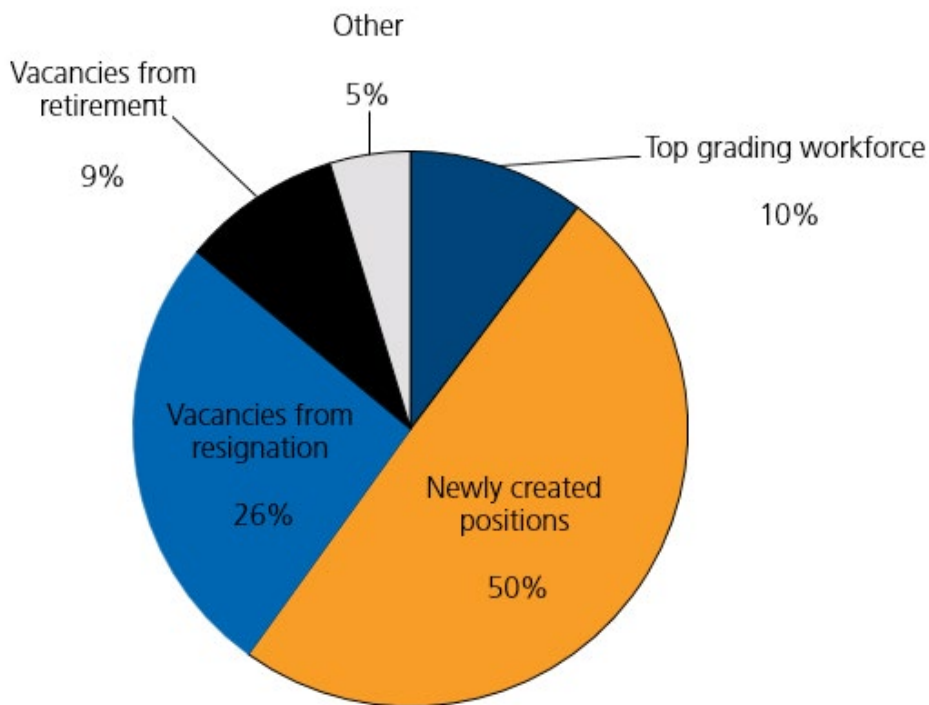
What is Causing Job Openings?



Is it a Candidate or Employer-Driven Market?



What is Causing Job Openings?



Newly created positions continue to be the primary reason for job openings, followed by vacancies from resignations. Since the first half of 2015, vacancies from retirement have increased four percentage points, indicating that Baby Boomers are slowly beginning to feel more confident about retiring.

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

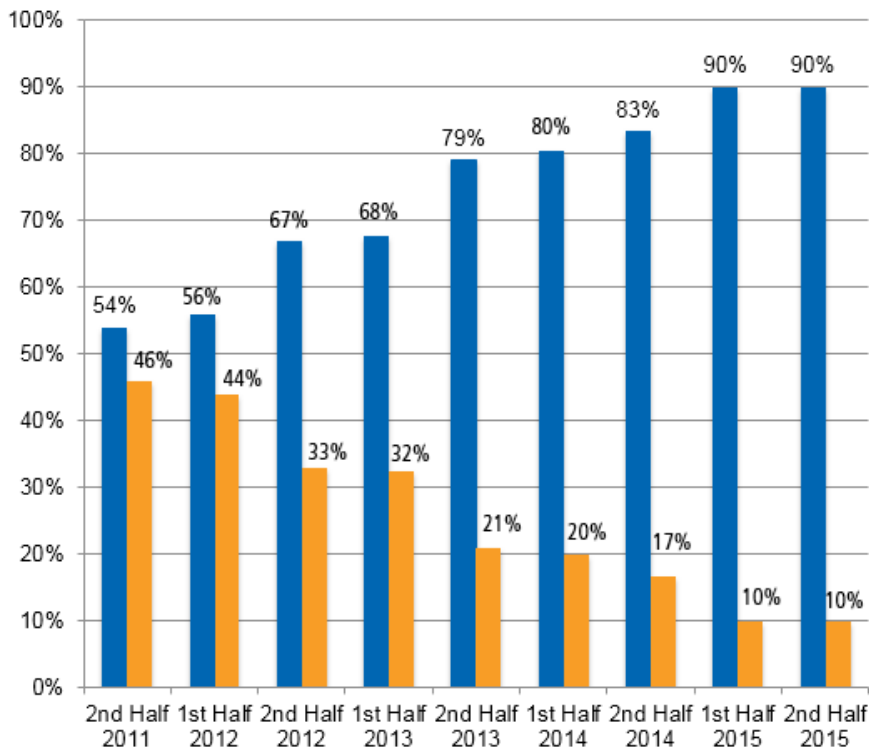
Survey Insight

- Based on year-over-year survey data, newly created positions and resignations continue to be the primary reasons for job openings, signifying a stronger labor market in which employers are focused on businesses expansion and candidates feel more confident about changing roles.
- We continue to see an uptick in retirements which shows the expected departure of older professionals is gradually picking up steam, but also points to these individuals choosing to remain in the workforce longer.

Recruiter Comments

- Many companies are growing and opening new locations, or executing on new strategies which involve hiring new employees.
- There's a combination of both newly created roles, those from resignation, and top grading. Skill sets are changing and companies are looking for more strategic-driven candidates.
- The economy seems to be bouncing back and growing, making it important to have additional resources available to keep up with demand.
- The introduction of new technologies means that newly skilled workers are required to implement and operate these tools.

Is it a Candidate or Employer-Driven Market?

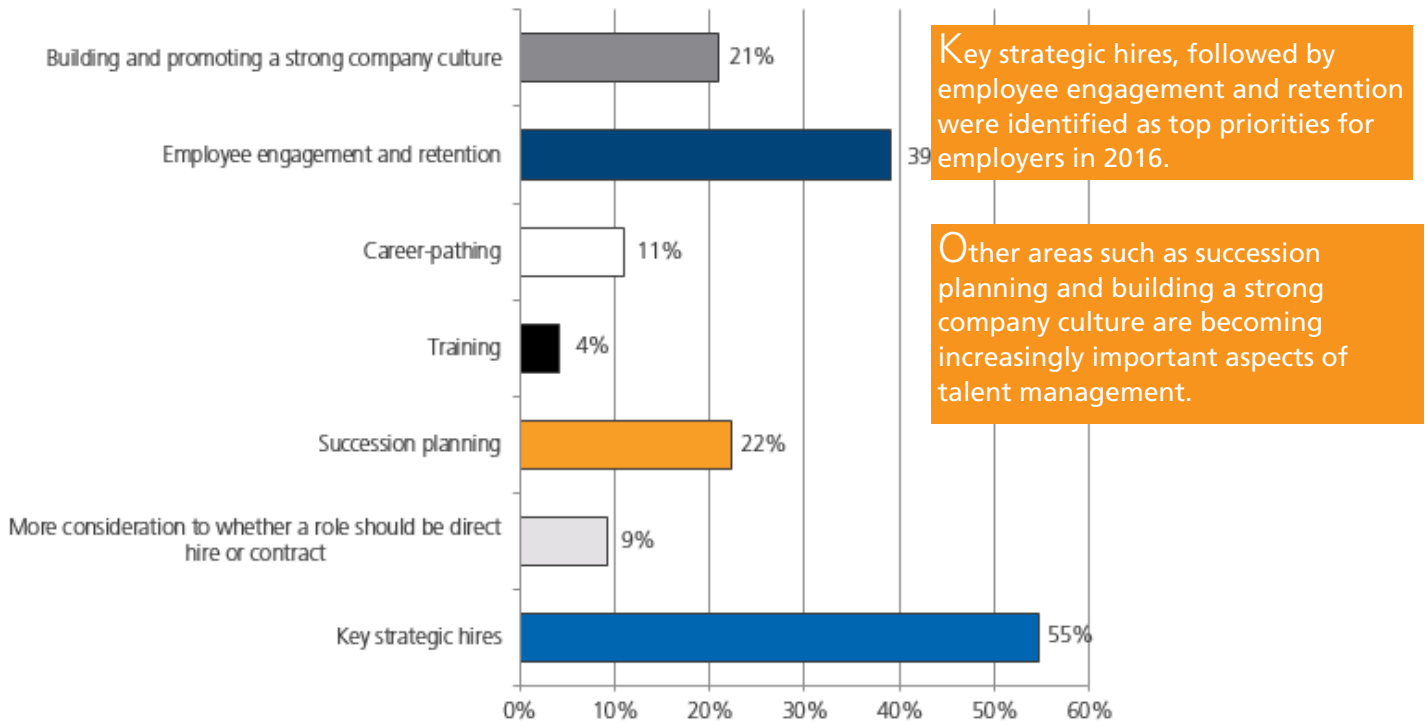


Q2. If you had to choose one, how would you describe today's labor market?

Recruiter Comments

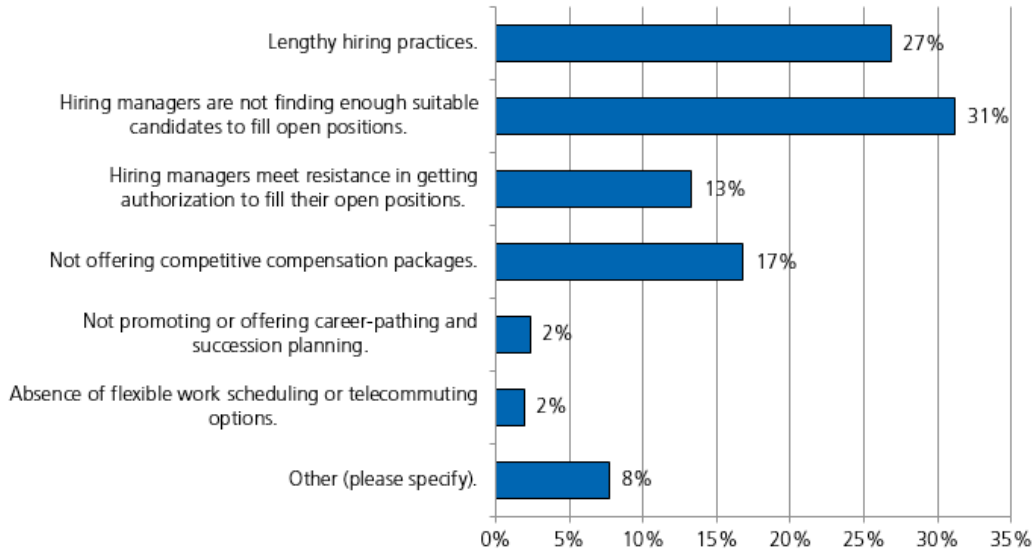
- Despite being in a heavily candidate-driven market for several years, most companies still follow antiquated hiring practices, even for critical positions. They refuse to acknowledge that the market is candidate-driven.
- Good candidates have multiple offers and are in the driver's seat. A lot of less-qualified candidates are on the market that could get up to speed quickly, but employers are reluctant to train.
- Companies that interview a good candidate should be ready to make an offer otherwise the candidate will have multiple offers that they will have to compete with.
- The number one reason why deals fail is TIME. The average timeframe for new hires is 3-4 weeks. Clients who take more than a month to interview, offer, and hire will have a much harder time attracting top talent ... simply put, their competitors are doing it faster!
- It's candidate driven, but employers are more selective in their hiring process. They need technical skills and industry expertise, but also change agents.
- Candidates want quicker and simplified ways to apply for openings, yet employers and HR departments make applying for one of their openings more complicated.

What Areas Will Employers Make a Top Priority in 2016?



Q3. In 2016, what areas do you feel employers will make a top priority?

What is Holding Managers Back from Hiring?

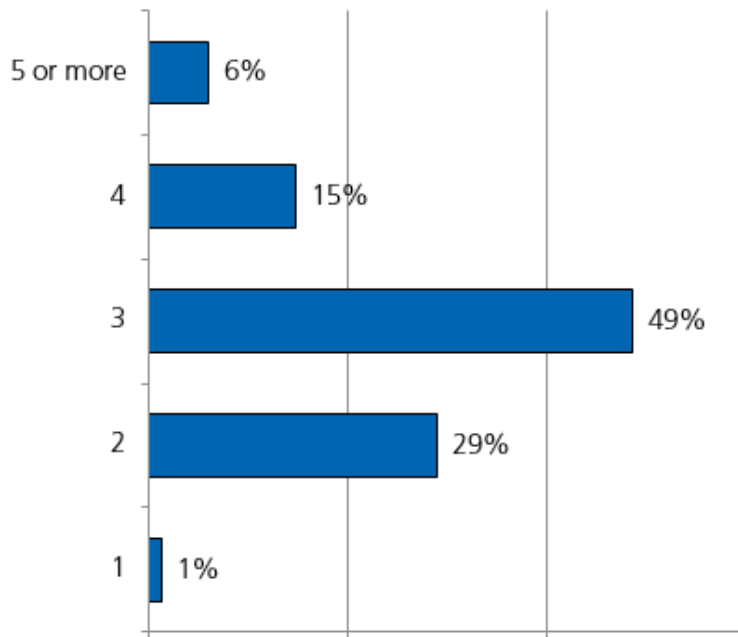


Lengthy hiring practices and an inability to find suitable talent ranked very closely among recruiters, demonstrating the relationship between the time to hire and the availability of skilled candidates.

Other obstacles such as offering low compensation packages, and an inability to get authorization to fill roles lengthen the hiring process, causing vacancies to remain open longer.

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

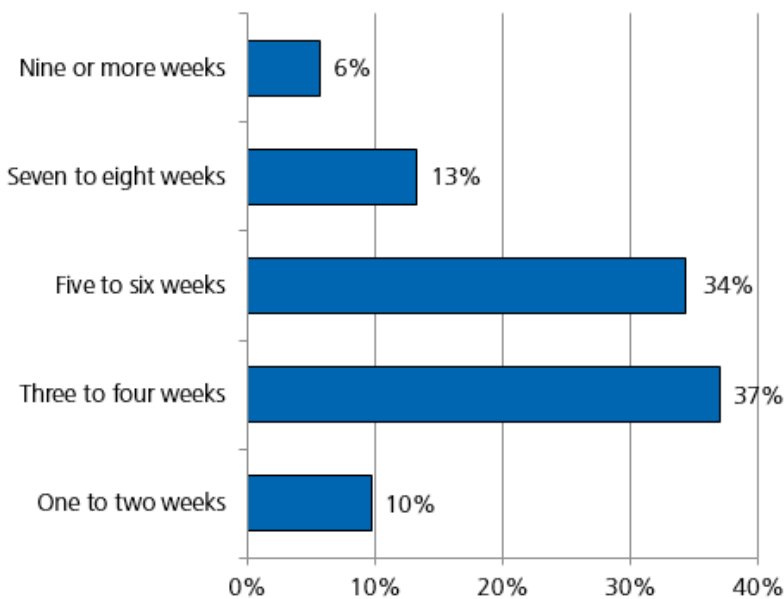
How Many Interviews to Get an Offer?



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

Q5. How many interviews were there before the rejected offers were made?

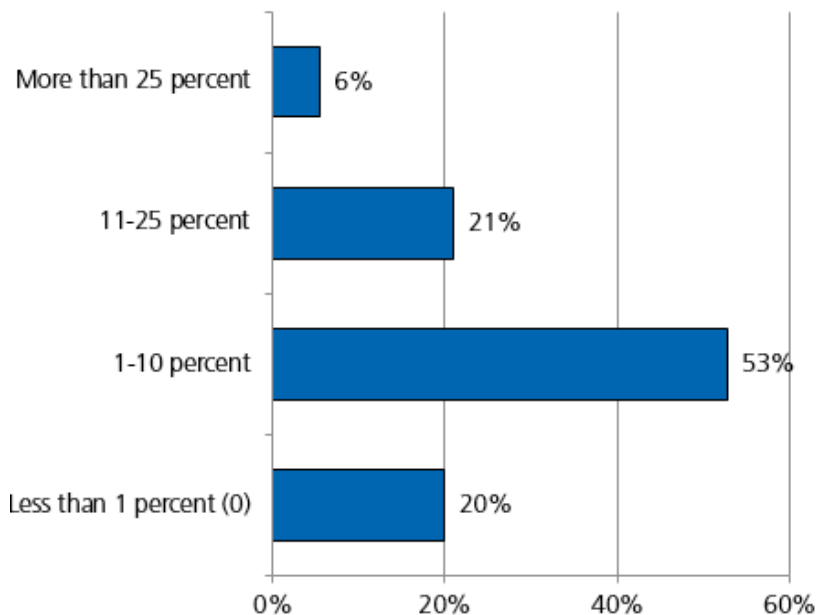
How Long Does it Take to Get an Offer?



Contrary to previous years of the survey, which showed most offers being extended within 1-4 weeks, MRINetwork recruiters now report the majority of job offers are being presented between 3-6 weeks. This change is likely due to an expanded look at offers over the last six months, as opposed to the most recent placement, which was the criteria in years prior. However, this may point to a trend toward employers not heeding recruiters' advice to expedite the interviewing and hiring process, thereby increasing the chances of top candidates moving on.

Q6. On average, over the last six months, much time was there between when candidates were first interviewed and when the offers were made?

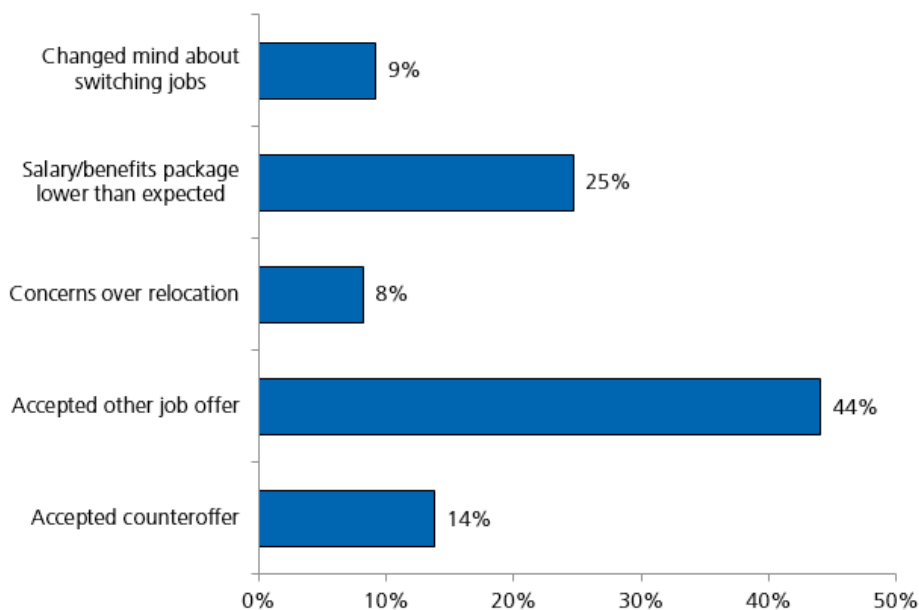
What Percentage of Job Offers were Rejected?



Seventy-three percent of MRINetwork recruiters report their offer rejections are 10 percent or less, indicating that top passive candidates are being vetted well, with regards to a given job opportunity.

Q7. Approximately what percentage of your candidates rejected offers over the last six months?

Why Were Job Offers Rejected?

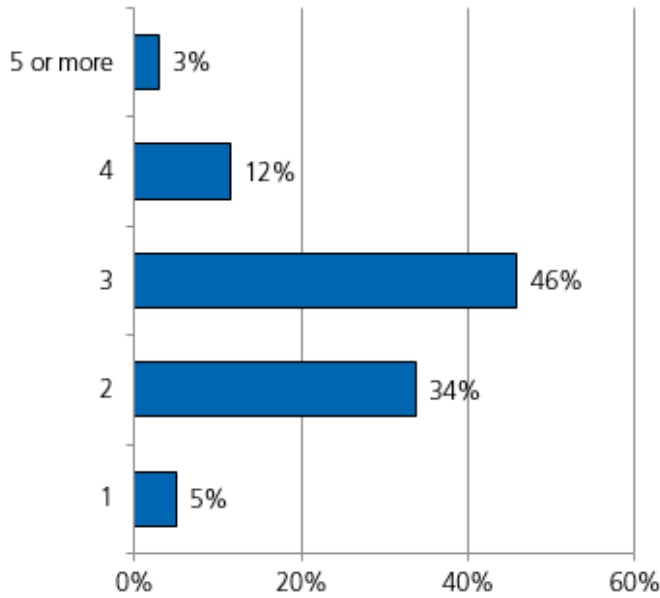


Accepting another job offer continues to be the leading reason that job offers are turned down, with a seven percentage point increase from 1st Half 2015 survey data.

Lower-than-expected salary/benefits remains the second most common reason jobs offers are rejected.

Q8. What was the primary cause for offers being rejected?

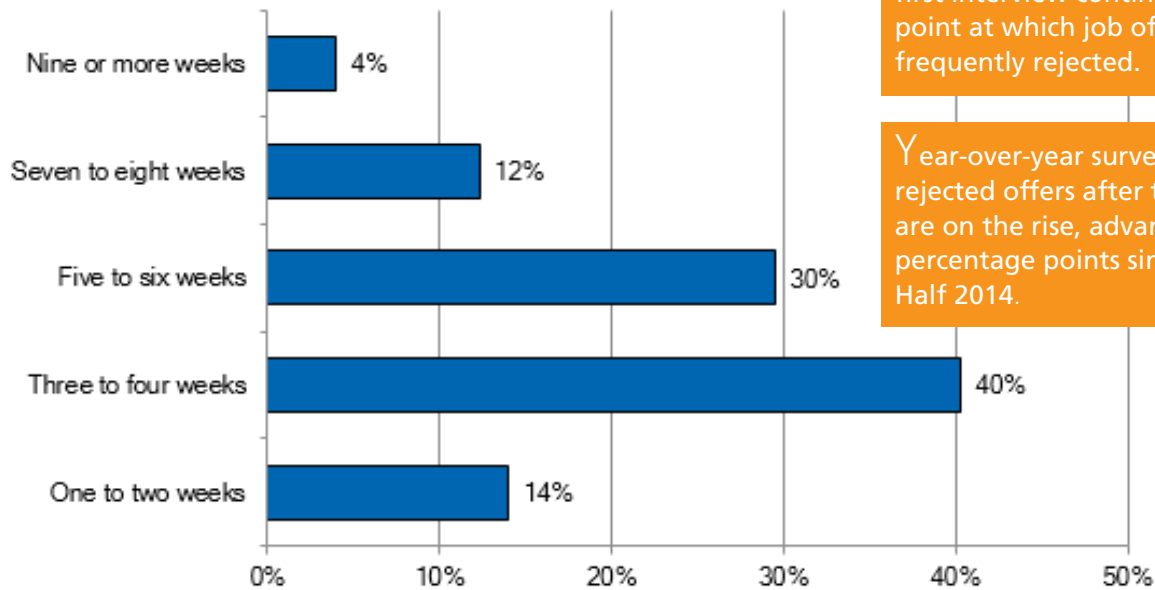
How Many Interviews Before Job Offers Were Rejected?



Most job offers continue to be rejected after 2-3 interviews, based on our year-over-year data.

Q9. On average, how many interviews were there before job offers were 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 survey data shows rejected offers after two weeks are on the rise, advancing six percentage points since the 2nd Half 2014.

Q10. On average, over the last six months, how much time was there between when the candidate was first interviewed and when the rejected offer was made?

Recruiter Comments

- It's a competitive environment where the candidate has both other opportunities and, likely, an employer who doesn't want him or her to leave. It's almost gotten to the point where if no counteroffer is made, you wonder about the quality of the candidate.
- When the hiring process takes too long, a candidate that wasn't formerly looking at other opportunities starts paying attention to other opportunities, and often takes another job before the original company has finished the interview process.
- Employers need to tighten prolonged hiring processes. They have not fully grasped that it is a candidate-driven market. The best candidates have competing interviews and offers. Progressive companies know this and expedite processes and hiring decisions.
- Employers should stick to the budgets they've shared with the recruiters at the beginning of the search process and avoid sudden changes. This could help both parties in managing the expectations as well as ensuring a smooth negotiation during the offer stage.

Moving into the first half of 2016, all indications are that hiring will continue 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 the job market expands. 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 will have to get on board with this if they want to acquire and keep strong talent on their teams.

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, CDI's team of recruiters will be able to help your organization find the specialized IT and engineering talent that you seek.

About the Study

The **MRINetwork** Recruiter Sentiment Study is created from a web-based survey conducted between October 30 through November 13, 2015 with a total of 446 **MRINetwork** recruiters responding. All survey data has been rounded to the nearest tenth. 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, Media Relations Specialist for **MRINetwork** (215.282.8821 | nysha.king@MRINetwork.com).

This was the 9th 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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