LET'S TALK:

Focused Conversation Topics to Supercharge Recruiting Success

Explore what sets high-performing recruitment organizations apart according to Allegis Group's global Talent Advisory benchmark.

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Is Your Recruitment Process Competitive?

People are the most critical factor in every business endeavor. Their skills and competencies envision and empower achievement. Their actions and attitudes shape an employer's reputation and create an environment that drives or hinders growth.

A person's employment is equally important; it shapes their life. While finding and starting a new job often represents the most stressful time in a person's experience, one's profession also presents opportunities to grow and become his/her best self.

At Allegis Group, we recognize the virtue of our purpose to match great talent with great opportunity. And we are committed to helping organizations expertly acquire talent amid an evolving recruitment landscape. As skills, acquisition strategies, and the nature of how work gets done continue to change, organizations that want to win in their marketplaces must ensure their recruitment processes remain competitive.

About the Talent Advisory Survey

Allegis Group leverages its global reach and relationships to conduct extensive benchmark research on recruitment best practices. In the global Talent Advisory Survey, we explore the core building blocks of the talent acquisition process, accounting for the perspectives of hiring managers, recruiters, and job candidates. We investigate whether the need to keep pace with new sourcing models and recruitment technologies impacts the fundamental requirements to find and place the right people in the right roles. We also examine how effectively stakeholders are coordinated to holistically ensure new hires are set up to generate long-term success for the businesses they support.

Fueled with this knowledge, Allegis Group intelligently consults with clients on how to drive the right recruitment behaviors that are the most critical to talent acquisition success. The purpose of this report is to identify strengths and weaknesses in the recruitment process on a global scale and learn from the highest-performing organizations which recruitment behaviors set them apart. Readers will be armed with insights to facilitate necessary conversations among stakeholders with the goal of driving all organizations toward a high-performing recruitment process that helps them achieve their business goals and change peoples' lives for the better.

The findings outlined in this report are based on answers provided to Allegis Group's Talent Advisory Survey and represent feedback from 2,255 employers and 9,676 candidates across a variety of regions, industries, and functions in North America, APAC, and EMEA. The Talent Advisory Survey was conducted online and in partnership with Inavero in the third and fourth quarters of 2016.

Employer industries covered are vast and include manufacturing (19%), information technology (14%), banking and financial services (10%), engineering (9%), healthcare (9%), government (6%), and telecommunications (4%).

Candidates also represent a diverse mix of industries, including information technology (16%), manufacturing (15%), banking and financial services (11%), engineering (8%), healthcare (8%), retail/wholesale (6%), and pharma/clinical/life sciences (5%). They include a mix of contract and permanent employees at companies of all sizes. The gender split of candidate respondents is 63% male and 37% female. Most respondents (55%) possess more than eight years of experience and come primarily from the Gen X generation (33%) followed by Baby Boomers (31%) and Gen Y (25%).

Executive Summary

One word summarizes the findings: opportunity. Only 30% of hiring managers, 22% of talent acquisition professionals, and 41% of candidates are satisfied with their recruitment processes. Change and improvement are clearly required.

What's driving such rampant dissatisfaction? The issues among stakeholders are fundamental to achieving desired recruitment outcomes.

Employer's Top Recruitment Challenges

38% Attracting quality talent

31% Time to fill open positions

18% Retaining quality talent
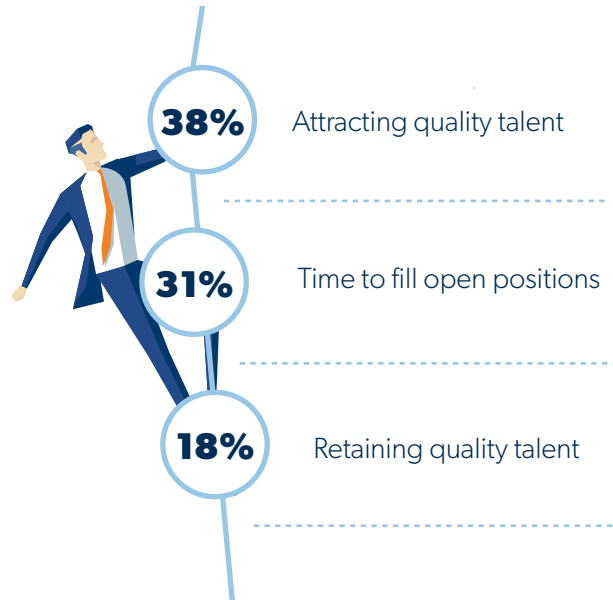
Talent's Top Recruitment Challenges

34% Receiving regular communication from employers they have applied to

29% Obtaining interviews from the jobs they apply to

24% Getting regular communication from employers they have interviewed with

These recruitment issues directly impact business success. An inefficient and ineffective recruitment process is costly in terms of cycle time to achieve business goals, strained stakeholder relationships, injured morale, and rework. An under-performing recruitment process also creates opportunity costs. One in three (33%) employers thinks his/her organization's recruitment process does not enable him/her to be competitive in the battle for top talent. Without the right people in place, an organization will struggle to achieve its goals and stay competitive in the marketplace.

Fortunately, some companies avoid these expenses and pitfalls, and Allegis Group has indexed its research findings to identify behaviors that distinguish such high-performing recruitment organizations from the rest. These companies report that their recruitment processes enable them to:

- [x] **Be competitive** in winning the war for top talent without facing issues related to attracting and retaining quality talent

- [x] **Fill open positions quickly** and without challenges

- [x] **Optimize costs** throughout the recruitment process

When compared to the rest of respondents, the high-performing recruitment organizations share several distinguishing characteristics:

› **They have a formal recruitment process.** They are 3.3 times more likely to have a formalized and documented recruitment process with clear lines of accountability. This group is also 2.9 times more likely to be satisfied with the recruitment process overall.

› **They ensure their process is in alignment and balanced across the business and stakeholder groups.** They are 2.9 times more likely to say their recruitment process is fully aligned and supportive of business goals. Further, they are 3.8 times more likely to say their recruitment process successfully balances the needs of hiring managers, recruiters, and candidates.

› **They examine and evaluate their recruitment process.** They spend 63% more time evaluating the efficiency and effectiveness of the recruitment process. They are also 3.5 times more likely to say their recruitment process leverages technology appropriately.

The majority of organizations specifically falter on this last point. Employers report that conversations between hiring managers and recruiters do not always happen around the efficiency/effectiveness of the process (26% never and 54% sometimes). This report will help facilitate those necessary conversations at each stage within the recruitment process to better position organizations for success in attracting and retaining the talent they need.

High-Performing Recruitment Behaviors

Job Definitions

› Ensure the details are right by delivering accurate, realistic descriptions.

› Think actionably about each job in tandem with 30-/60-/90-day goals.

› Communicate a job description through the candidate's perspective by including a clear Employee Value Proposition (EVP).
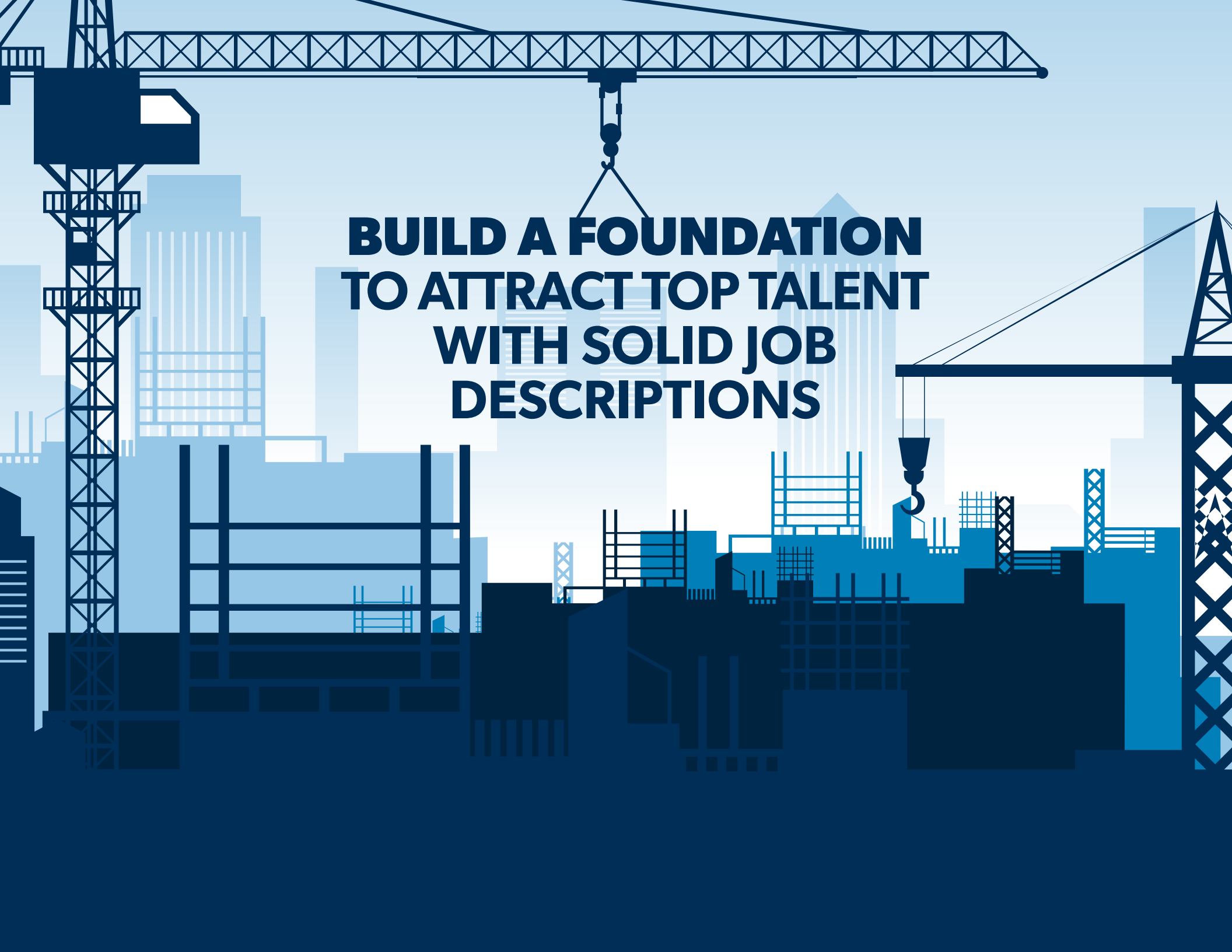
Sourcing

› Invest in and leverage the right digital sourcing channels to find talent. Most candidates use online searches, recruitment/staffing firms, and employer websites.

› Work with recruiting partners who can help talent and hiring managers alike navigate the recruitment landscape.

› Recruit for diversity. Referral programs and hiring management education are the most common, successful mechanisms for diversity recruitment.

Screening

› Prioritize skill needs to understand which attributes candidates must have to be successful in a position and ask screening questions that align with the job description.

› Screen for culture fit by asking behavioral and situational interview questions, which indicate whether a candidate will complement the current workforce and positively impact morale, as well as the ability to get work done.

› Properly vet supervisory references before extending an offer.

Onboarding

› Rely on a formalized onboarding process with accountable owners at each stage to prepare for an employee's first day.

› Enable new hires to form personal connections and ensure the team welcomes them.

› Set clear expectations by reviewing 30-/60-/90-day plans and meeting with new hires at the necessary frequency.

BUILD A FOUNDATION
TO ATTRACT TOP TALENT WITH SOLID JOB DESCRIPTIONS

Constructing a company's recruitment process begins with the clarity, accuracy, and compelling nature of job descriptions. These documents, which formally detail the responsibilities, skills, and competencies a hiring manager seeks, lay the foundation for how efficiently the entire recruitment process will run. Hiring managers use them to help clarify the needed role. Recruiters use them to set their sourcing and screening strategies. And candidates rely on job descriptions to ensure their skills match those sought by the hiring manager.

Unfortunately, many organizations are challenged to get this first step right. Perception gaps exist between employers and candidates in how effective each thinks the other is in managing this stage of the recruitment process. For example, compared to candidates, employers are much more likely to think their job descriptions are always accurate (50% versus 35% of candidates) and are always appropriately detailed (44% versus 34%).

This misalignment creates an environment where employers risk hiring the wrong people. In fact, the survey found that seven in 10 employers say employees are sometimes hired who lack the required skills. Employers reporting this outcome are significantly less likely to agree that their organizations' job descriptions are always clear and easily understood (39%

versus 61%), as well as appropriately detailed (35% versus 58%), compared to employers who say that employees who lack the necessary skills for the job are never hired. Such misalignment negatively impacts recruitment downstream. Employers who have hired people with skewed skill sets are more likely to have issues with the retention of quality talent (67% somewhat/significant issue versus 50%) and the amount of time it takes for an employee to be productive post-placement because the candidate did not have the skills needed (57% versus 40%).

So, what's the solution? High-performing organizations exhibit three similar behaviors that ensure their job descriptions are built on a solid foundation:

THEY CARE ABOUT GETTING THE DETAILS RIGHT.

THEY THINK ACTIONABLY ABOUT EACH JOB.

THEY COMMUNICATE A JOB DESCRIPTION THROUGH THE CANDIDATE'S PERSPECTIVE.

Have You Thought About the Details?

High-performing recruitment organizations are 1.3 times more likely to ensure job expectations are realistic and 1.4 times more likely to ensure job expectations are clear. This is important because accurate and clear job descriptions significantly impact a new hire's success. When job expectations are aligned to the original job description, talent is nearly twice as satisfied with the recruitment process.

To write meaningful descriptions, consider relevant phrases and titles that resonate with candidates and accurately define the job. Convey the role's clear purpose and its connection to business objectives. Set action-based outcomes and realistic performance expectations. Ensure job titles are self-explanatory and identify the role's hierarchy clearly, including phrases about working relationships and reporting structures.

Do You Think Actionably About Each Job?

Viewing a job through an actionable lens ensures accuracy and completeness while also facilitating smooth expectation-setting with candidates. High-performing recruitment organizations, therefore, are 3.3 times more likely to create job descriptions in tandem with 30-/60-/90-day plans. Only through the diligent process of revising and rewriting these two documents simultaneously can hiring managers ensure proper alignment and feel confident enough to then approach and engage a recruiter to initiate a candidate search.

Updating Job Descriptions

The Talent Advisory Survey asked employers to rate the frequency with which they update job descriptions and who the responsible parties are for making such updates. Most organizations (62%) responded that they update descriptions for roles in an organization as needed. A small number of companies make updates for every opening (13%). Others report doing so once every six to 12 months (11%) and less than once per year (9%). Among top-performing recruitment organizations, 76% update descriptions as needed and 10% for every opening.

In terms of who performs this work, three in four (72%) hiring managers say they hold this responsibility at their organizations, which is higher than just over half (51%) of talent acquisition personnel who report the same. Hiring managers are also more likely (66%) to do the work at successful talent acquisitions organizations, splitting the duty with recruiters (24%) and others.

Have You Considered the Candidate's Perspective?

High-performing recruitment organizations always consider the candidate's perspective when assembling job descriptions. They demonstrate this commitment by doing the following:

› **Include an Employee Value Proposition (EVP).** High-performing recruitment organizations are 2.6 times more likely to include clear EVPs in the job description, driving the second largest impact on candidate satisfaction with the recruitment process (32% impact) behind compensation. According to candidates, the most important aspects in a position include compensation (73%), culture/environment (49%), job responsibilities (46%), advancement opportunity (43%), skills development (31%), and schedule flexibility (27%). These figures adjust slightly when sourcing freelancers as they place more importance on job responsibilities (49% of total mentions versus 42% of traditionally employed candidates) and less importance on advancement opportunities (38% versus 46%).

› **Stand Out.** Technology has made it easier for talent acquisition professionals to identify and contact potential candidates frequently. The survey found that candidates who are actively seeking a job receive 11.2 calls or emails per month. When candidates receive this level of solicitation, a strong EVP helps to elevate one opportunity over another.

Job Descriptions & Compensation

Constructing job descriptions in tandem with 30-/60-/90-day plans also positively impacts compensation setting. For example, when determining the pay rate for a job, hiring managers and recruiters should come together to see if the suggested compensation fits the job description. Top-performing companies will remove tasks from a job description and pay talent well rather than risk undervaluing a new employee or missing out on the best talent for the job because the pay does not match the description. Compensation matters – to the tune of having a 36% impact on candidate satisfaction with the recruitment process.
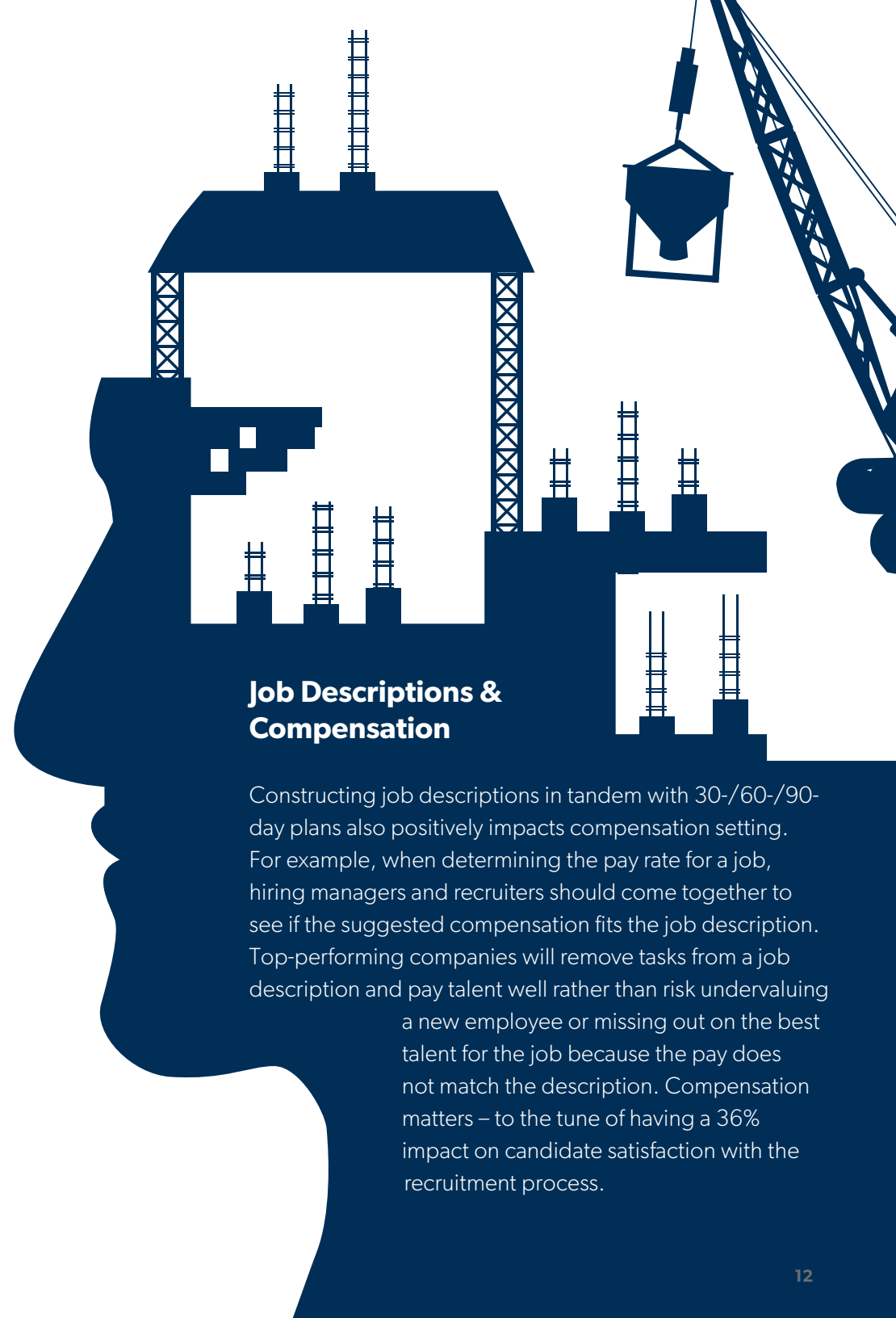
› **Share Insights on Company Culture.** Interestingly, less than one-third of employers believe they provide insight into their culture within their job descriptions (31% always). However, candidates who say job descriptions always provide insight into company culture are nearly twice as likely to be very satisfied with the recruitment process (64% "very satisfied" when "always" versus 33% "very satisfied" when not "always"). Culture is often the intangible success factor, but it doesn't have to be. Job descriptions that showcase cultural values in action attract employees who have the best chances of long-term success. For example, successful talent acquisition organizations construct descriptions that articulate the company's purpose and mission, as well as what the company values. Affirming that employees are the company's greatest asset or that a job offers opportunities for career growth and the chance to make a difference through diverse thinking resonates with job seekers. In addition, if a work environment is playful and fun, then build that into the job description. For example, weekly happy hours and collaborative workspaces, where no one has a private office and where free thinkers with an entrepreneurial spirit are valued, convey a different sentiment from a job description that shares specific metrics about program successes in a results-driven, solutions-oriented culture. Aim for descriptions that accurately portray what makes the company unique and the types of employees who perform well.

Company Culture

Mission & Vision

Work Environment
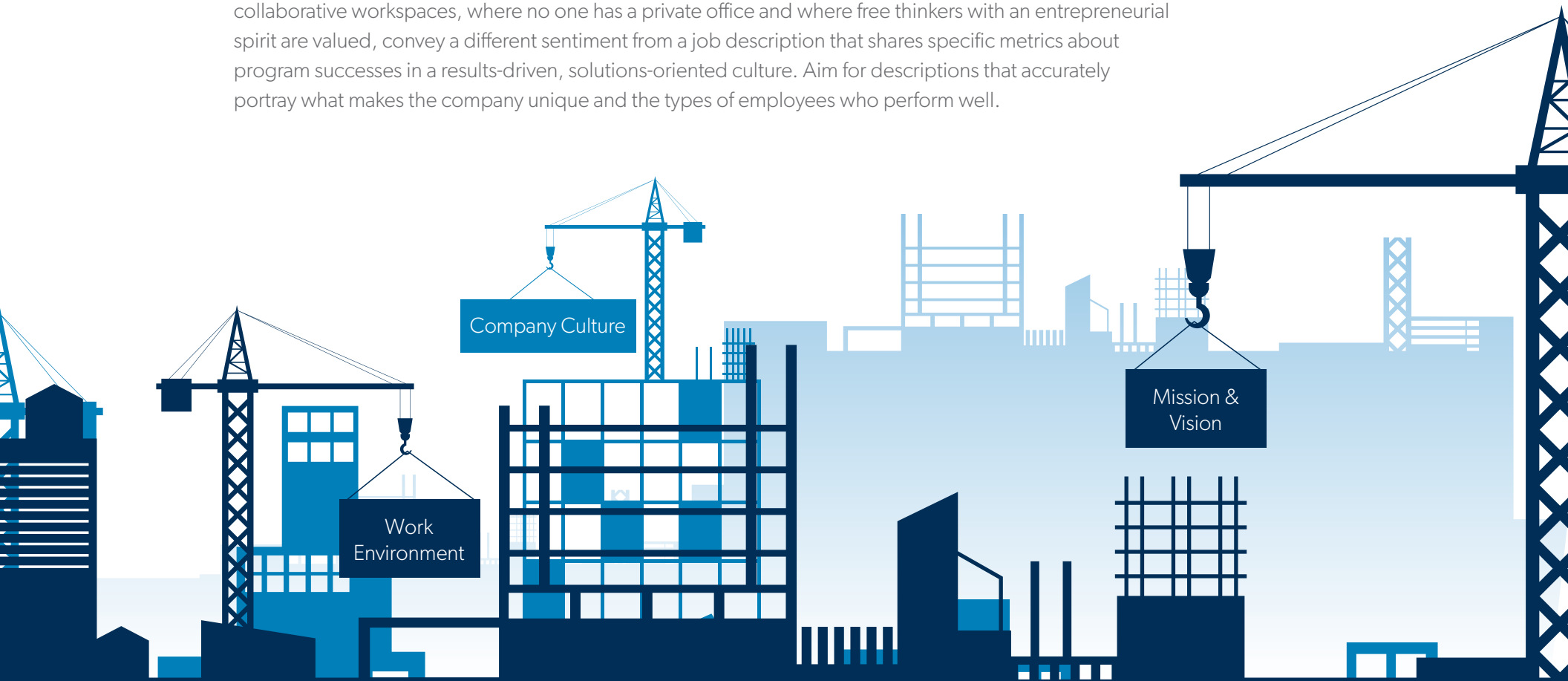
SOURCING STRATEGIES
## TO FILL YOUR
TALENT PIPELINE

Once companies solidly define a job opportunity, the next step is to determine where to find the right people for the role. To balance the need to find the right person quickly, sourcing's goal is to explore the channels that provide the biggest pools of likely qualified candidates.

Typically, hiring managers and recruiters first consider their networks and referrals. However, leading companies in the survey complement that approach with digital sourcing tools and a solid recruiting partner to cast the widest, most relevant net. They also consider the multitude of available channels and then fine-tune that list by measuring the Return on Investment (ROI) of each channel. This approach ensures they are investing in the best mix that floods their talent pipeline with the widest pool of candidates.

Yet, many organizations are not optimizing their talent sourcing strategies. For example, despite 92% of employers rating the ability to track ROI by sourcing channels as important (with 57% rating it as "highly important") to recruitment success, only 28% of employers actually track it. Additionally, there are some specific gaps in how employers and candidates use the various pipelines. Employers report using the following channels significantly more than candidates: career fairs/networking events (74% versus 54%), referral programs (85% versus 68%), and social media (75% versus 61%). On the other hand, candidates use certain channels more than employers, such as job alerts (75% versus 57%) and employer rating sites (51% versus 41%).

Amid all these disconnects, high-performing recruitment organizations ensure a steady stream of applicants by exhibiting three behaviors:

RECRUIT FOR DIVERSITY

WORK WITH RECRUITING PARTNERS
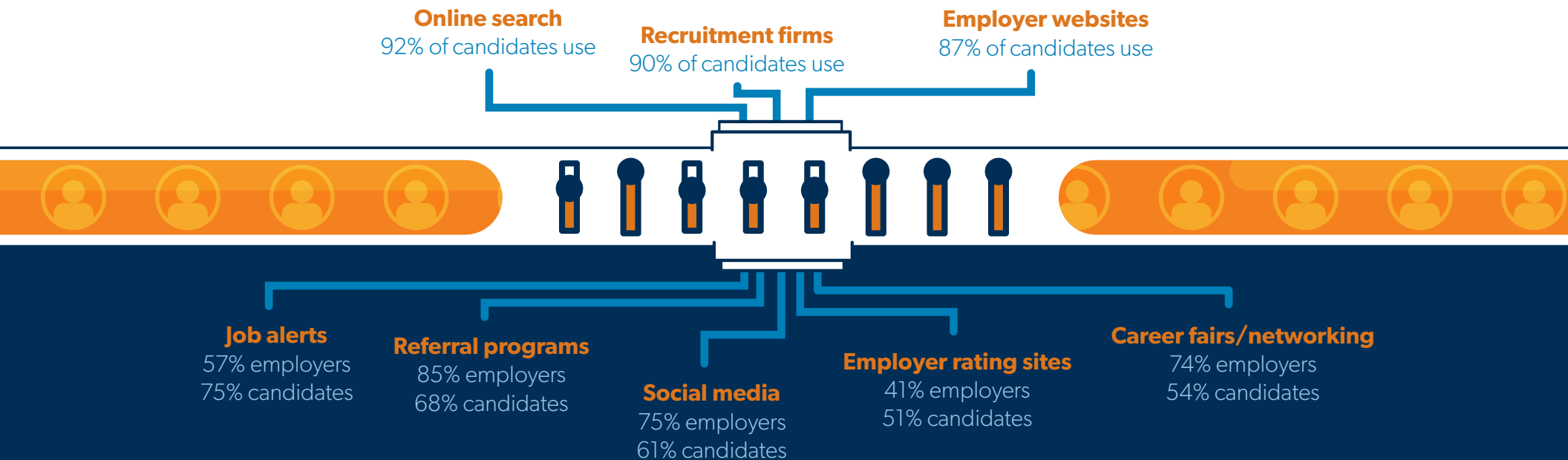
INVEST IN THE RIGHT SOURCING CHANNELS
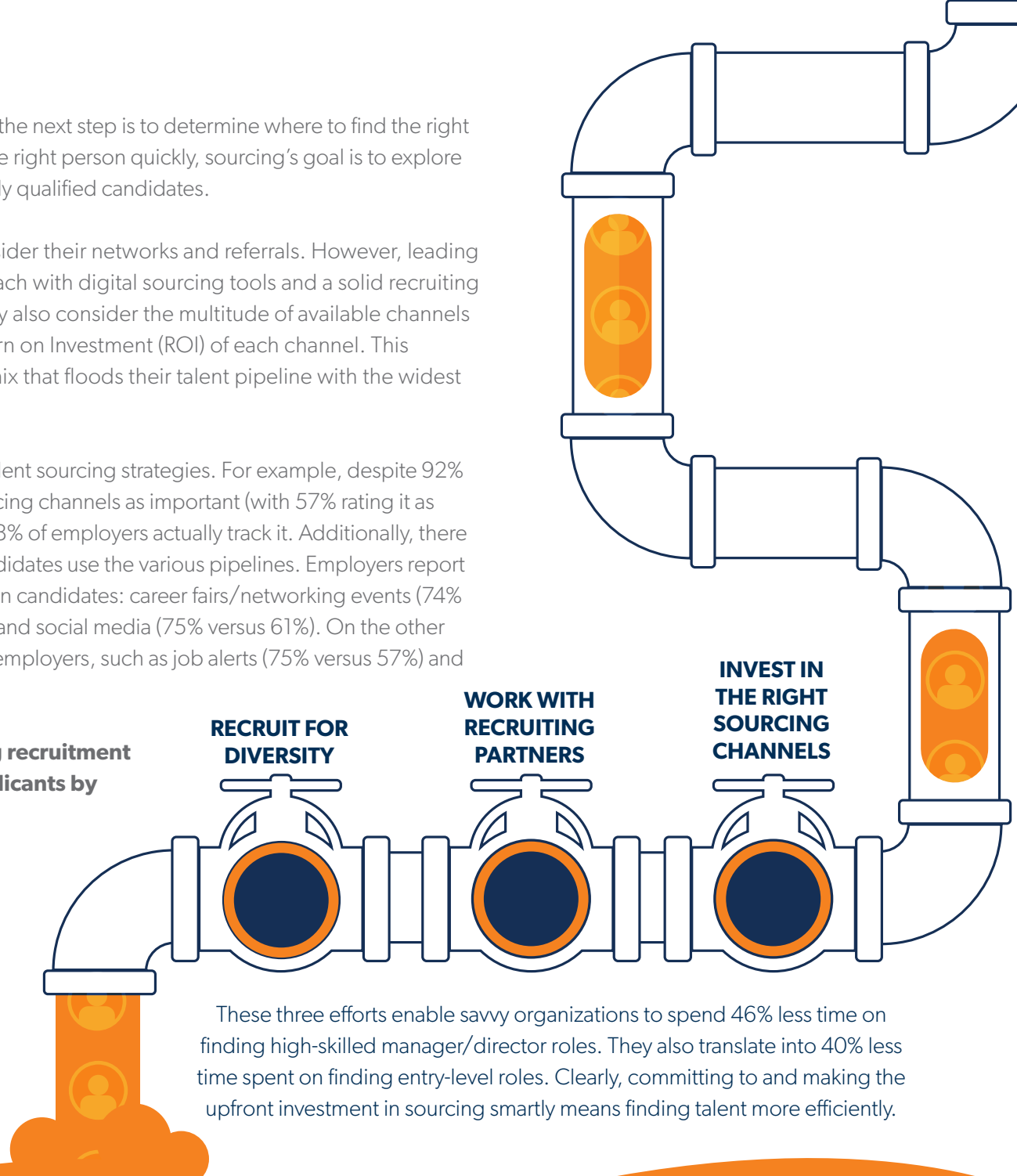
These three efforts enable savvy organizations to spend 46% less time on finding high-skilled manager/director roles. They also translate into 40% less time spent on finding entry-level roles. Clearly, committing to and making the upfront investment in sourcing smartly means finding talent more efficiently.

Do You Leverage the Right Digital Channels?

Today's job search process occurs largely in the digital world. The survey found that 92% of candidates use online searches, 90% turn to recruitment/staffing firms, and 87% tap into a potential employer's website. Given candidates' use of these channels in conducting their job searches, it is important to note that a large majority (86%) of candidates expect to see all jobs an employer has open on their website. Additionally, candidates overwhelmingly agree (85%) that employers with more skill-relevant jobs on their career websites offer them better career opportunities – a key factor in the EVP's attractiveness.

Do You Recruit for Diversity?

Building a diverse talent pipeline requires a specific recruitment strategy. One-third of employers say they rely on either a referral program (35%) or hiring manager education (35%) as instruments for diversity recruitment. Results show that employers who use these mechanisms overwhelmingly view them as effective for diversity recruitment, at 90% and 91%, respectively. Other, less frequently, used mechanisms for diversity recruitment include specialized recruitment agencies (21%), partnerships/alliances (20%), and targeted job advertising (19%).

Online search
92% of candidates use

Recruitment firms
90% of candidates use

Employer websites
87% of candidates use

Job alerts
57% employers
75% candidates

Referral programs
85% employers
68% candidates

Social media
75% employers
61% candidates

Employer rating sites
41% employers
51% candidates

Career fairs/networking
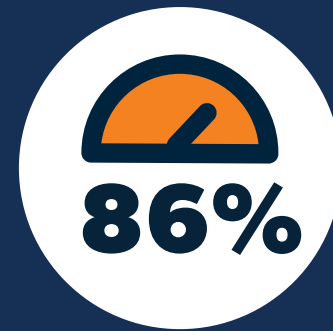74% employers
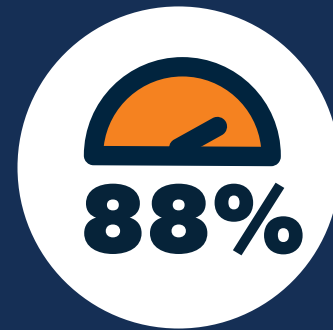54% candidates

Should You Work with Recruiting Partners?

While technology has made significant strides in enabling the recruitment process, there is no true replacement for a human being when it comes to helping talent and hiring managers navigate the recruitment landscape. In fact, nine out of 10 employers in the survey use recruitment/staffing firms to flood their sourcing pipelines, with 46% saying their use is heavy.

Compared to digital technology, expert recruiting partners possess a deeper knowledge of talent, including who the top professionals are, where they are, what they earn, and what it will take to recruit them based on a candidate's priorities and why they may be looking to make a move. Recruiters also know a client's business and culture, as well as who the competition is and what makes the organization unique. Drawing from those insights, recruiters make personalized connections with the best pool of candidates, communicating specific aspects of the job that best align with a candidate's personal goals and interests.

Talent Advisory Survey data shows that the more specialized, the better the experience a recruiter can provide to hiring managers and talent alike. Specifically, a majority (86%) of employers and nearly nine in 10 (88%) candidates believe it is more important to work with a specialist recruiter over a generalist. While the fundamentals of recruiting are largely the same for any role, the nuances of job skill and industry matter in building a strategic and trusted partnership among the recruiter, candidate, and hiring manager.

86%
of employers

88%
of candidates

BELIEVE IT IS MORE IMPORTANT TO WORK WITH A SPECIALIST RECRUITER

HIGHLY EFFECTIVE SCREENERS

ALWAYS PICK

THE CREAM OF
THE CROP

RESUME

Screening to match talent with opportunity is the crux of successful recruiting. The Talent Advisory Survey findings substantiate this fact, revealing that employers who say candidates are always screened effectively are nearly twice as likely to be very satisfied with the recruitment process.

Stated another way, if companies excel at defining jobs and sourcing talent yet fail to screen candidates effectively, hired employees may fail to match the job's requirements, as well as the demands of the related 30-/60-/90-day plan and beyond.

What breakdowns in the screening stage occur such that more than two in three (69%) employers believe employees are sometimes hired who do not have the required skills to do the job? Clear gaps in perceived screening effectiveness offer some insight. Per the findings, fewer than half of employers believe most screening actions "always" occur. Additionally, most talent says the hiring manager does not always identify the position's top three priority skills (72% not always). Candidates also say they are not provided enough information to evaluate cultural fit (74% not always) and that screening questions are not always aligned with job definition requirements (70% not always).

Amid these conditions, high-performing recruitment organizations always pick the cream of the crop by prioritizing candidate screening and demonstrating this commitment in three ways:

THEY ENSURE CULTURE FIT.

THEY PRIORITIZE SKILL NEEDS.

THEY CARE ABOUT REFERENCES.

Have You Prioritized Skill Needs?

High-performing organizations are 1.4 times more likely to say candidates are screened for skill fit. Screening starts with knowing which skills are most important. Interestingly, candidates who say the recruiter understands the position's top three priority skills are nearly twice as likely to be very satisfied with the recruitment process (63% "very satisfied" when "always" versus 33% "very satisfied" when not "always"). Nevertheless, only 28% of job seekers say that the recruiter always understands a position's top three priority skills. This finding proves the value in recruiters taking time upfront to work closely with hiring managers to understand the skills and attributes candidates must have to be successful. Which core competencies matter most? Leadership ability? Likeability? Courage and inner strength? Integrity?

As a complementary strategy, successful talent acquisition organizations know their screening questions must align to the job description, yet only 30% of job candidates report that potential employers always ask such questions. A best practice is to examine a job description carefully and consider a potential screening question for each point, framing it in a "tell me about a time when" scenario. This approach forces candidates to speak to a detailed, specific instance rather than paint broad strokes around it. Such behavioral questions also help recruiters and hiring managers gauge if candidates possess the skills and capabilities they claim. Screening to a specific job description helps to mitigate the risk of a bad hire.

Do You Screen for Culture Fit?

The second key to successful screening and identifying the cream of the crop is providing enough information to evaluate culture fit. Regrettably, 74% of candidates surveyed say they are not always given this information. Moreover, only 28% of job seekers remark employers always ask enough questions to evaluate culture fit, and only 26% are always provided with enough information to properly evaluate their own culture fit. Ultimately, only companies that communicate their culture during the screening process will win. Survey data supports this claim: High-performing recruitment organizations are 1.5 times more likely to say candidates are screened for culture fit.

This type of screening requires organizations to first know their culture (e.g., what are the general expectations, as well as the behaviors and values that define success within their environment). Upon clarifying answers to these questions, it is then possible to craft a series of assessments that will enable quality matchmaking.

How Do You Vet Supervisory References?

High-performing recruitment organizations are 1.7 times more likely to contact supervisory references before extending an offer to a candidate. However, only 39% of employers and 28% of candidates say supervisory references are always contacted or vetted before a company makes an offer. This step in the screening process can take time, so it remains an underperformed part of the recruitment process. Whether an oversight or intentional omission, companies should be sure to speak with references as they can provide real-world, objective insight into a candidate's past performance that can help predict future success.

When vetting references, checkers must do more than ask generic or vague questions. Instead, once confirming the basics about employment dates and roles, references should be asked direct questions to elicit responses that showcase how candidates handle situations similar to those they will encounter on the job. Examples to consider include: "Tell me about a time when Oliver juggled many competing priorities." "What tends to be a source of Amy's stress?" "What was Shriya's approach to handling difficult stakeholders?" "Describe the environment in which Isaac performed his best work." Listen for the reference's tone and any pauses in each response that may indicate a red flag, and use this opportunity to learn new information about a candidate to help finalize a hiring decision.

ONLY

39%
of
employers

28%
of
candidates
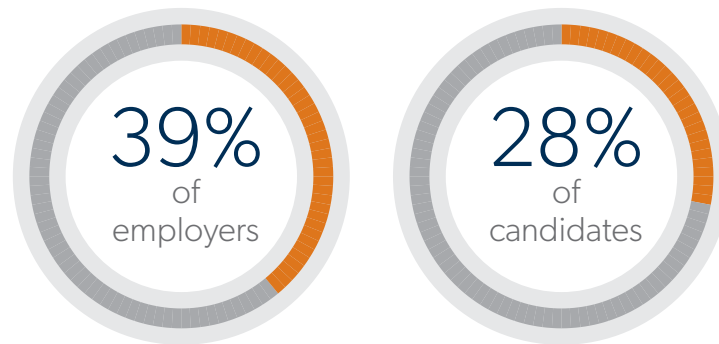
SAY SUPERVISORY REFERENCES ARE ALWAYS CONTACTED

A Note on the Candidate Experience in the Screening Stage

As in any good relationship, communication and expectation setting are key. Unfortunately, one in three (33%) candidates reports never receiving a phone call from an employer after interviewing for a position. Subpar communication risks more harm than frustrating and disappointing a rejected candidate for a particular role. High-performing recruitment companies think about the bigger picture. That candidate was not right for that role, but perhaps they would be perfect for another role somewhere else in the organization. Dismissing a candidate from consideration after they have interviewed without even a call to communicate that decision would certainly burn a bridge. Furthermore, word travels fast online through social media and entire sites dedicated to publicly documenting employee and candidate experiences. **Organizations interested in winning the battle for top talent know the golden rule: A candidate who has undertaken the effort of an interview should receive a call about next steps – no matter the outcome.**

FUMBLING TO FULLY
ONBOARD NEW HIRES
COULD PUSH THEM TO SEEK NEW TEAMS

After finding the perfect fit for an open position, too many companies drop the ball by delivering an onboarding experience that leaves new hires looking for a new team. And there's no way companies can have a winning season when varying perceptions about onboarding exist among stakeholders.

A quality onboarding experience helps to facilitate time to productivity as high-performing recruitment organizations report that it takes them 44% less time for a new hire to become productive. Additionally, consider that companies state it takes approximately three months to fill highly skilled positions and 1.5 months to fill entry-level jobs. Effective onboarding helps to ensure this investment is not thrown away. Just as the other phases before it, the quality of a company's onboarding playbook continues to determine the trajectory for a newly hired employee's retention versus attrition, directly contributing to recruiting's ROI.

At this stage in the recruitment process, it is critical to ensure expectations for all stakeholders are aligned. For example, if a newly hired financial analyst thought their responsibilities involved developing investment strategies for companies with lots of cash during the sourcing and screening process but learns during the first week that the job really
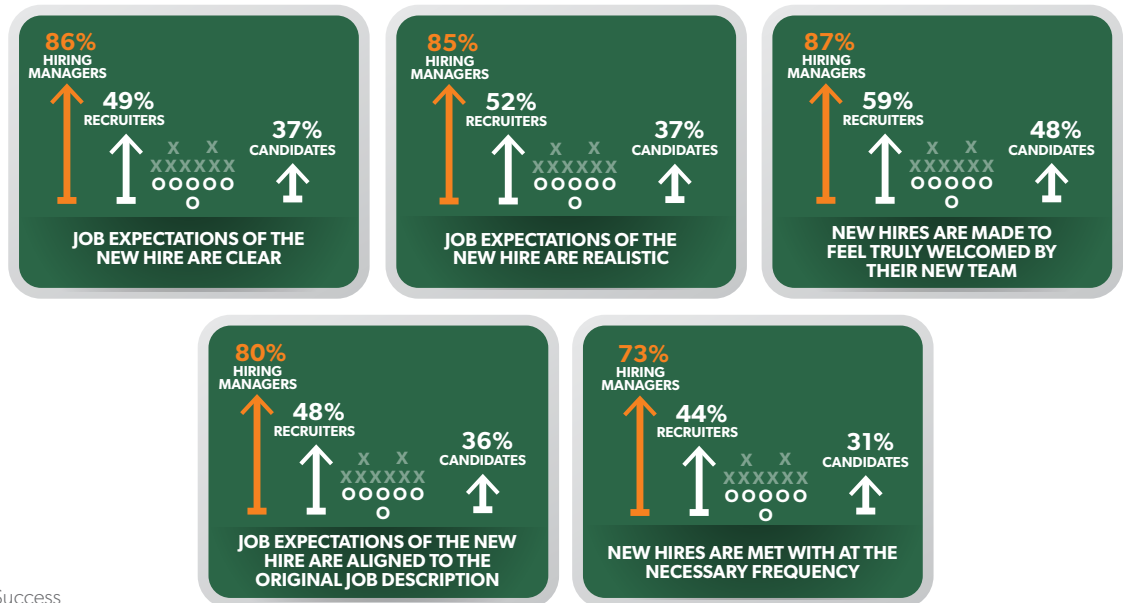
demands advising financial services sales agents who sell stocks, bonds, and investments, then an employee must determine whether this newly presented reality is actually where they want to be or if they should quickly return to the free agency market for a better, more accurate fit.

This risky situation is neither healthy nor productive, yet the survey reports clear disconnects in the onboarding experience, where hiring managers claim to execute onboarding actions much more consistently than recruiters and candidates agree with. For example, 86% of hiring managers claim job expectations of the new hire are always clear, while only 49% of recruiters and 37% of candidates claim the same. Similarly, 85% of hiring managers say job expectations for the new hire are always realistic while only 52% of recruiters and 37% of candidates agree. Another 87% of hiring managers say new hires are always made to feel truly welcomed by their new team, yet just 59% of recruiters and 48% of candidates agree. Additionally, while 80% of hiring managers claim that job expectations of the new hire are always aligned to the original job description, just 48% of recruiters and 36% of candidates agree. Finally, while 73% of hiring managers say new hires are always met with at the necessary frequency, only 44% of recruiters and 31% of candidates make the same "always" claim. This is hardly a sound way to win the game of recruitment.

SURVEY REPORTS CLEAR DISCONNECTS in the onboarding experience, where hiring managers claim to execute onboarding actions more consistently than recruiters and candidates agree with.

86% HIRING MANAGERS
49% RECRUITERS
37% CANDIDATES
JOB EXPECTATIONS OF THE NEW HIRE ARE CLEAR

85% HIRING MANAGERS
52% RECRUITERS
37% CANDIDATES
JOB EXPECTATIONS OF THE NEW HIRE ARE REALISTIC

87% HIRING MANAGERS
59% RECRUITERS
48% CANDIDATES
NEW HIRES ARE MADE TO FEEL TRULY WELCOMED BY THEIR NEW TEAM

80% HIRING MANAGERS
48% RECRUITERS
36% CANDIDATES
JOB EXPECTATIONS OF THE NEW HIRE ARE ALIGNED TO THE ORIGINAL JOB DESCRIPTION

73% HIRING MANAGERS
44% RECRUITERS
31% CANDIDATES
NEW HIRES ARE MET WITH AT THE NECESSARY FREQUENCY

Companies that narrow the gap between these disparities can have a major impact on candidate satisfaction. In fact, the survey finds that candidates who are very satisfied with the recruitment process are much more likely to feel truly welcomed by their new team (65% versus 36% of candidates who are not very satisfied), feel that job expectations are aligned to the original job description (52% versus 24%), and feel that job expectations are clear (53% versus 26%) and realistic (53% versus 26%).

Unfortunately, many employers drop the ball and fail to show any formal commitment to delivering a winning onboarding experience. One in five (21%) employers reports that their organization does not have a formal, documented onboarding process with accountable owners for each stage. Moreover, many employers are deficient in creating a feedback loop that allows them to course-correct and improve an onboarding experience that may be going off the rails. Fewer than half (45%) of employers ask new hires to complete an onboarding survey within the first two weeks.

In comparison, successful talent acquisition organizations follow a defined onboarding playbook to help new hires adjust to their work environment, ensuring that they connect with their coworkers and understand their role in the organization. By committing to the following behaviors, organizations can provide an onboarding experience that delivers the right outcomes:

THEY ARE PREPARED.

THEY VALUE ESTABLISHING PERSONAL CONNECTIONS.

THEY MANAGE EXPECTATIONS.

# Are You Fully Prepared for a New Hire's First Day?

High-performing recruitment organizations are 1.6 times more likely to say hiring managers are organized and fully prepared for a new hire's first day, 1.5 times more likely to have a formal onboarding process with accountable owners at each stage, and 1.3 times more likely to have office and IT resources set up and ready to use.

Making new hires comfortable starting from day one is imperative to employee retention as it helps to build trust and reaffirms their value to the company. Being prepared also indicates that the team was intentional about its hiring decision, thought through the necessary complement of tools and technology a person needs to succeed, and ensured those assets were working and ready to use upon the employee's arrival. Go the extra step and allocate a dedicated resource to get a new hire settled, too. This effort includes sharing information about which team members do what, teaching how various systems work, etc. Employers that fail to perform these simple steps send a negative message and risk unnecessary frustration for a new hire who simply wants to excel at the job he/she has been hired to do.

Do You Value Personal Connections?

A new hire's level of engagement at the beginning of a job sets the stage for how happy and productive they will be throughout their employment. It is, therefore, important that new hires feel truly welcomed by their team. High-performing organizations recognize this truth and are 1.3 times more likely to lay out the welcome mat, knowing that talent satisfaction is impacted when new employees are made to feel welcome by their new team (56% versus 27%). Top organizations are also 1.5 times more likely to give new hires opportunities for social interactions with teammates (e.g., coffees, happy hours, lunches, etc.) and 1.6 times more likely to ensure employees who support a new hire's transition are recognized. While some of these listed items require funding, the costs are minimal compared to the investment of bringing a candidate through this entire process only to have them leave dissatisfied because they felt lost.
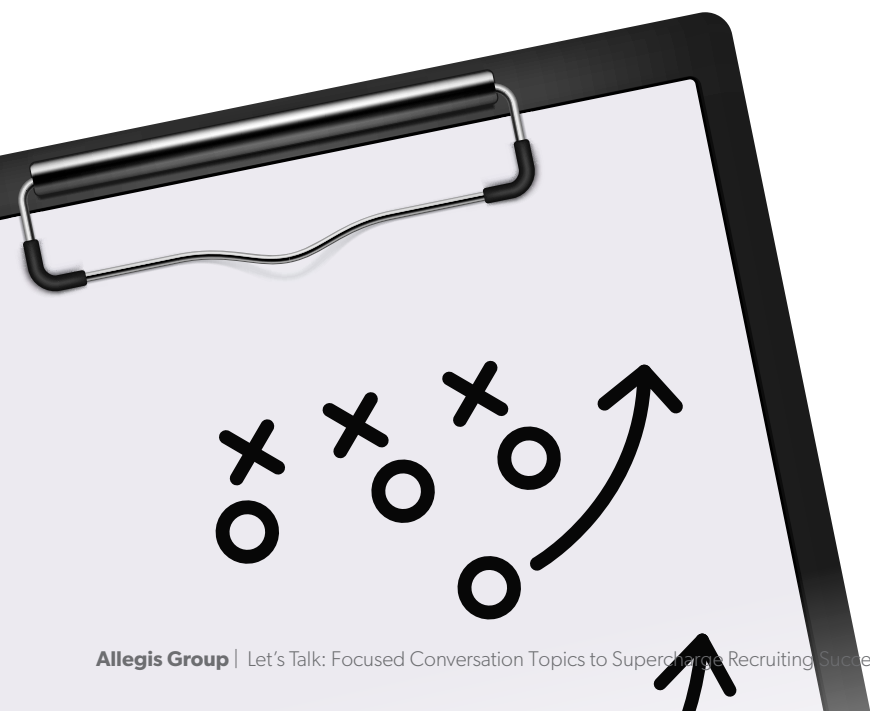
Have You Set Clear Job Expectations?

The clarity of a new hire's job expectations inevitably impacts productivity. In the spirit of helping translate a job into specific tasks with delivery dates, high-performing recruitment organizations are 2.3 times more likely to have 30-/60-/90-day plans for new hires. Knowing what they should be doing, and by when, helps new hires gain their footing and find a sense of achievement and belonging when they deliver on expectations.

Regular communication also assists in ensuring job expectations are clear. Successful talent acquisition organizations are 1.4 times more likely to meet with new hires at the necessary frequency. Moreover, candidates who report that hiring managers always meet with them at the necessary frequency are 30% more satisfied with the recruitment process that those who report otherwise. As a best practice, hiring managers should check in at least once per day for the first two weeks and adjust the rate based on whether the person seems to need more or less coaching. These touchpoints do not have to be overbearing or lost in detail; rather, the goal is to be accessible so the new hire is not left flailing and unsupported but has a point of contact with a visible, vested interest in facilitating their success.

Top recruitment organizations are also 2.6 times more likely to have new hires complete an onboarding survey in the first two weeks. This process enables hiring managers to course-correct before employee concerns begin to fester. It also allows organizations to analyze new hire feedback for trends or themes that can be addressed to holistically elevate process performance and employee satisfaction.

The early time spent training, investing in peer-to-peer relationship building, mentoring, and checking in will pay high dividends in terms of productivity and retention while reducing the common stressors both employers and workers accepting a new role feel. The fundamental truth is that employers never get a second chance to make a good first impression. Make sure those first two weeks count in order to plan for a winning recruitment season.

High-performing recruitment organizations are

2.3

times more likely to have 30-/60-/90-day plans for new hires

1.4

times more likely to meet with new hires at the necessary frequency

2.6

times more likely to have new hires complete an onboarding survey in the first two weeks

The recruitment process is indeed ripe with misalignment among candidates, recruiters, and hiring managers' expectations, as well as perceptions that recruiters and hiring managers never talk about recruitment process efficiency and effectiveness. And when there is no conversation, there is no forum in which to encourage and plan improvements. Conversely, high-performing recruitment organizations hit game-winning home runs by spending 63% more time evaluating the efficiency and effectiveness of the recruitment process. These organizations are dedicated to building stakeholder partnerships that help them win.

So who should pick up the gauntlet to drive correction for lesser performing organizations? The candidate is not positioned to serve as the necessary change agent. Instead, hiring managers and recruiters can ensure teamwork makes the dream work by committing to three essential behaviors to lead positive growth:

REGULARLY DISCUSS RECRUITMENT PROCESSES ACROSS ALL STAKEHOLDER GROUPS

COMMIT TO CONTINUOUS IMPROVEMENT

HONESTLY REVIEW RECRUITMENT PROCESS PERFORMANCE

As organizations work to assess and improve their recruitment process performance, they must know what metrics matter from each stakeholder's perspective and align on a holistic picture of recruitment success that balances all needs in harmony. The power of stakeholder alignment is clear in the Talent Advisory Survey's results. Those who do not strongly agree that the recruitment process successfully balances the needs of hiring managers, recruiters, and candidates are significantly more likely to have issues with time-to-fill compared to those who do strongly agree (35% versus 15%). This same dissenting group also takes much longer to fill high-skill, hard-to-find, or manager/director-level roles (12.4 weeks versus 9.4 weeks), and they struggle to hire top-quality talent (62% versus 12%) when measured against their more satisfied peers. Organization seeking to change up their recruitment process must commit to building the infrastructure and workflows required to track success for each recruitment stakeholder. Once the metrics are in place, objective improvement conversations are far more surmountable.

Without casting blame, evaluate what is and is not working. How quickly are candidates obtained after posting an open position? What is the interview-to-hire ratio? What is the post-placement time-to-productivity and how is it trending in different areas of the organization? Use these answers to identify the behaviors and actions necessary to drive improvement and greater satisfaction across the stakeholder ecosystem.

These conversations are not always easy, especially at the onset and particularly if they are not already the norm in an organization. However, there is no other way to put your recruitment process in a scoring position than to establish a forum, cadence, and data-driven approach to converse about performance. Consider the stakes. Employers who report no issues with hiring manager and recruiter alignment and partnership throughout the recruitment process are significantly more likely to report that they never hire employees who do not have the necessary skills for the job (37% never versus 23%). Further, those who strongly agree that the recruitment process successfully balances the needs of all stakeholders say the process enables them to be competitive in winning the battle for talent (56% versus 10% who do not strongly agree) and to be very satisfied with the recruitment process overall (53% versus 19%).

Conclusion

Allegis Group believes in the power of a high-performing recruitment process. Not only does effectively recruiting great talent to great opportunity serve as the platform for achieving business goals and empowering growth, but recruiting the right people into jobs that advance their careers also changes lives. We are proud to serve as a trusted advisor to our clients and our candidates and remain committed to helping both audiences navigate their way to higher levels of business performance and personal satisfaction.

Reading this white paper is your first step toward learning what you need to do to improve and have the same outcome. Welcome to the journey, and here's to meaningful conversations!

Check Your Performance

Given the large number of businesses that struggle to know where and how to begin improving the recruitment process, Allegis Group offers a survey program that compares current state performance to its Talent Advisory Survey's global benchmarks. Findings then enable businesses to see what areas of the recruitment process are high or low performing and hone their change strategies accordingly. See Appendix C for more information.

APPENDICES

Appendix A:
Is Recruiting Technology Helping or Hurting You?

While recruitment remains unchanged in its purpose to help connect talent with opportunity, the technologies available in this digital age are fast-transforming how the recruitment process gets done. Unfortunately, many companies struggle to keep pace with using the right technologies the right ways to actually improve recruitment results. In fact, only 27% of employers report the recruitment process leverages technology appropriately.

One area of improvement identified involves automation. Currently, organizations report a bulk of time is spent on recruitment activities that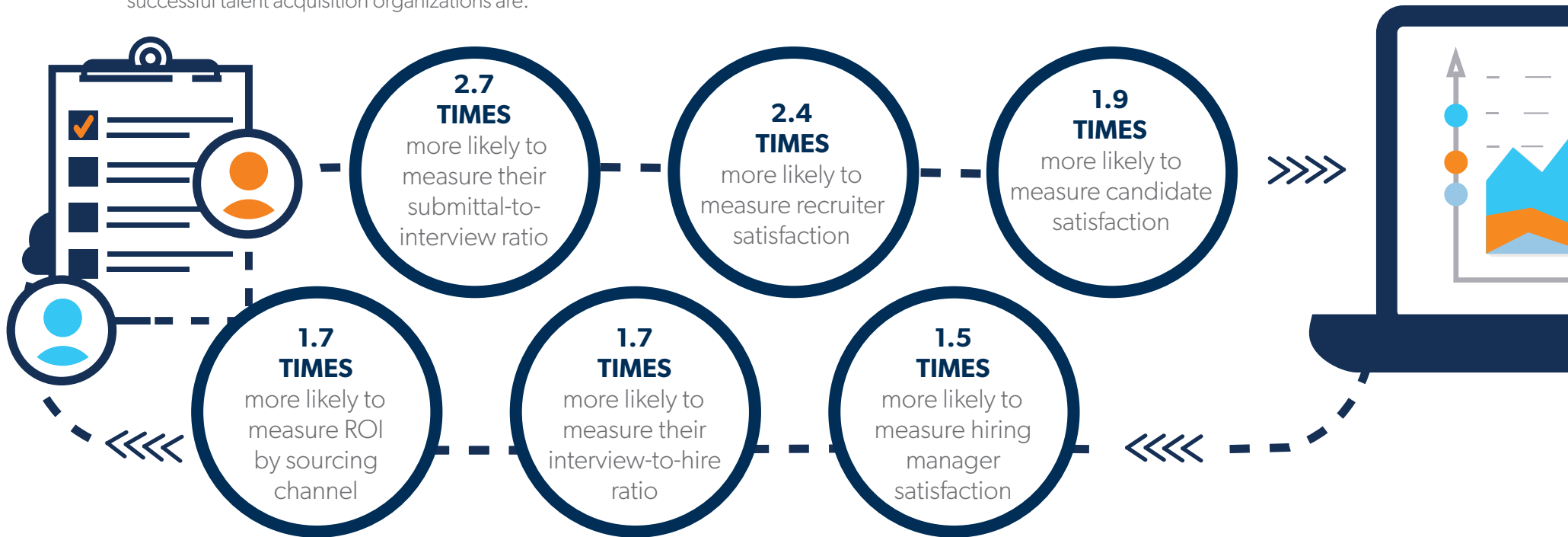 could be significantly enhanced through automation. More than 40% of organizational time is spent screening candidates for open positions (26%) and sourcing candidates for open positions (18%) as a part of the recruitment process.

By leveraging digital sourcing channels and intelligently automated screening technologies more effectively, organizations can help recruiters spend more time investing in rich relationships and driving toward measurable outcomes.

Another opportunity for better technology impact involves assisting in scalable candidate communications. For example, two in three candidates responding to the Talent Advisory Survey report having issues receiving communication from employers to which they have applied. They also want more communication than most organizations can cost-effectively provide via human means. According to the findings, only 24% of candidates who are contacted for a screening interview but not selected to move on further through the process receive a personal phone call. And, only 11% of candidates who apply for a job but are not selected to move through the process receive a personal phone call.

Tasking recruiters with making personalized phone calls to every candidate in each stage of the recruitment process is unrealistic, particularly for large organizations. However, candidates can still receive the communication they desire. Modern marketing automation technologies can be used to digitally augment recruiters and ensure personalized communication to every candidate at every stage. Triggered by candidate behaviors and business workflows, communications can in fact take place at the frequency required for a delighting candidate experience.

Technology can also assist with better decision-making and driving higher ROI on recruitment processes, specifically as it pertains to analytics capabilities. High-performing recruitment organizations know what gets measured gets done, and this knowledge is demonstrated in the survey results. While some companies are not currently tracking many basic recruiting metrics, top organizations are more likely to measure every identified performance metric, so they know how they're performing and where they can improve. According to the survey findings, successful talent acquisition organizations are:

2.7 TIMES more likely to measure their submittal-to-interview ratio

2.4 TIMES more likely to measure recruiter satisfaction

1.9 TIMES more likely to measure candidate satisfaction

1.7 TIMES more likely to measure ROI by sourcing channel

1.7 TIMES more likely to measure their interview-to-hire ratio

**1.5 TIMES** more likely to measure hiring manager satisfaction

Appendix B: Regional and Generational Differences

Hiring managers, recruiters, and candidates generally share similar experiences and perceptions about the recruitment process around the world. However, there are a few regional differences worth noting. For example:

› Job Definitions

- Similar to employers, candidates from the APAC region are more likely to believe that an employer's market brand is important.

**28%** APAC   VS   **12%** EMEA   &   **8%** North America
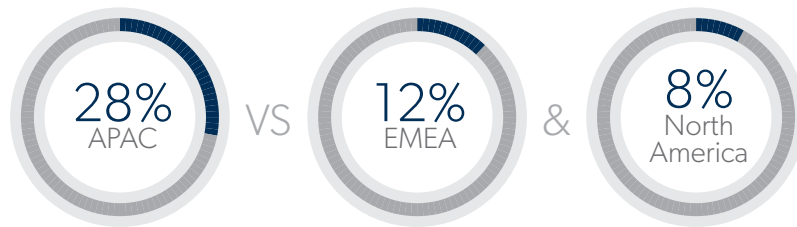
› Sourcing

- Candidates in the EMEA region receive nearly double the amount of calls/emails while actively seeking (20.2 calls/emails per month versus 10.9 APAC, and 11.0 North America), as well as while not actively seeking (9.4 versus 4.3 APAC, and 5.3 North America) a job.

- APAC employers are more likely to use job boards heavily.

57% APAC   VS   **41%** EMEA   &   **42%** North America
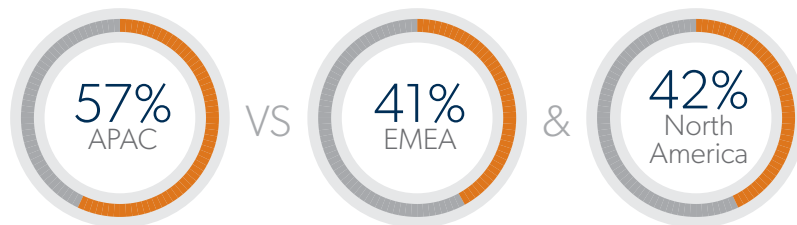
- North American candidates are much more likely to heavily use employer websites (43% use heavily versus 22% APAC and 14% EMEA) and online searches (67% versus 55% APAC and 57% EMEA).

- Candidates in North America are most likely to strongly agree that they expect to see all open jobs on an employer's website (50% strongly agree versus 38% APAC and 35% EMEA).

- North American candidates believe employers with more jobs on their websites offer them a better career experience.

46% North America   VS   **22%** EMEA   &   **35%** APAC
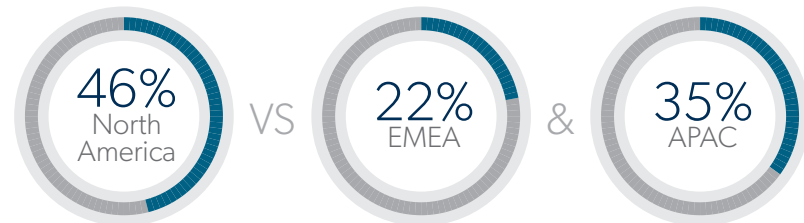
- Nearly three in five (56%) North American employers want more investment in SEO/SEM and digital ads, much higher than the APAC (41%) and EMEA (47%) regions.

› Screening ─────────────────────

- EMEA region employers report a longer time-to-fill for high-skill, hard-to-find or managerial/director-level roles

EMEA	vs	APAC	&	North America
14.1 Weeks		11.2 Weeks		11.2 Weeks

and entry-level positions (6.7 weeks versus 5.3 for APAC and 4.8 for North America).

- North American candidates move through the application to acceptance process more quickly than other regions (2.9 weeks on average versus 3.5 for EMEA and 4.2 for APAC) and start their positions more quickly after accepting the offer (2.0 weeks versus 3.1 for EMEA and 3.4 for APAC).

› Onboarding ─────────────────────

- Employers in North America estimate time to new hire productivity as less than employers in other regions (7.3 weeks on average versus 8.1 weeks for APAC and 8.5 weeks for EMEA).

- North American candidates claim to be productive sooner than candidates in other regions.

North America	vs	APAC	&	EMEA
2.3 Weeks		3.8 Weeks		3.0 Weeks

Differences among respondents of varying generations were evident, if not predictable. For example:

› Job Definitions ─────────────────────

- The importance candidates place on compensation increases with candidate age.

58% Gen Z   **69%** Gen Y

75% Gen X   **78%** Baby Boomers
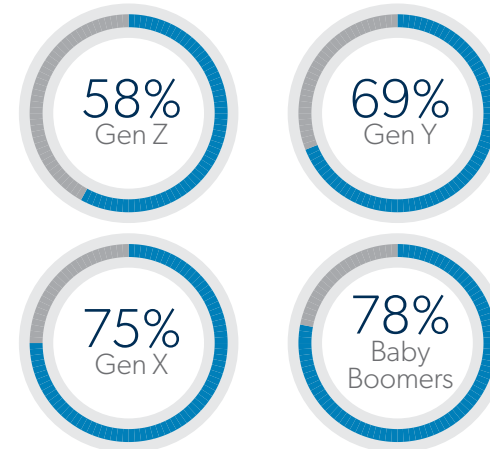
› Sourcing ─────────────────────

- The amount of calls/emails received when actively seeking a job increases with candidate age (7.0 calls/emails per month for Gen Z, 10.0 Gen Y, 11.2 Gen X, and 13.5 Baby Boomers).

- Younger candidates use employer websites more heavily than older candidates (46% of Gen Z reports heavy use, 43% Gen Y, 38% Gen X, and 34% Baby Boomers).

Appendix C: Allegis Group's Talent Advisory Services

At Allegis Group, we believe talent is the most critical success factor in any undertaking. With over $11 billion in annual revenues, 18,000 clients, and more than eight million paychecks paid annually, we've leveraged our global reach and relationships to conduct extensive benchmark research on recruitment best practices. We are now extending our survey research expertise as a turnkey service to select clients seeking to optimize their recruitment strategies and acquire the talent needed to advance their business goals.

Allegis Group's Talent Advisory Services are straight-forward and simple to engage. Companies provide the list of survey recipients and set expectations with their internal teams. Allegis Group will administer the survey, analyze the findings, and provide insights about how your organization compares to the global benchmark of recruitment practices to help shape your future recruitment strategy.

During its initial entry to the market, our Talent Advisory Services are available on a complimentary basis to select clients that are willing to participate in exchange for a reference.

Talent Advisory Services Deliverables

Talent Advisory Executive Report:
High-level and graphical insights into overall performance and key behaviors with the largest impact on stakeholder satisfaction

Talent Advisory Segment Analysis:
Detailed view of how stakeholder and regional groups compare to the industry benchmark

Talent Advisory Data File:
All raw survey data for organizations to slice and segment for further insight and understanding

Visit www.AllegisGroup.com/TalentAdvisoryServices to learn more.

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About Allegis Group

Allegis Group is the global leader in talent solutions focused on working harder and caring more than any other provider. We'll go further to understand the needs of our people — our clients, our candidates, and our employees — and to consistently deliver on our promise of an unsurpassed quality experience. That's the Allegis Group difference, and it's consistent across every Allegis Group company. With more than $11 billion in annual revenues and over 500 locations across the globe, our network provides businesses with a comprehensive suite of talent solutions — without sacrificing the niche expertise required to ensure a successful partnership. Our specialized group of companies includes Aerotek; TEKsystems; Aston Carter; Allegis Global Solutions; Major, Lindsey & Africa; Allegis Partners; MarketSource; EASi; The Stamford Group; and GettingHired.

Visit www.AllegisGroup.com to learn more.