



# Sources of Hire 2017:

*Where the Candidate Journey Begins*

20



17

**Your Guide to Finding the Best Candidates**



# SilkRoad's Sources of Hire Research

14 Million

APPLICANTS

329,000

HIRES

655,000

INTERVIEWS

## Designed to Help You:

- Use a data-driven approach
- Gain deep insight into proven sourcing results
- Learn from peer organizations
- Maximize your sourcing efforts
- Define and reshape your unique sourcing strategy

# State of Sourcing: Snapshot

Job Openings:  
**5.7 million**

(as of last day of Feb.)

Voluntary  
Quit Rate:  
**3.1 million**

Source: Bureau of Labor  
Statistics, Job Openings & Labor  
Turnover Summary, April 2017

U.S. Jobs Mean  
Vacancy Duration:  
**27.8**  
working  
days

(as of last day of Feb.)  
Source: DHI Group, 2017

**46%** of  
employers are  
having difficulty  
filling jobs in 2016  
(up from **32%**  
in 2015)

Source: Manpower Group 2016  
Talent Shortage Infographic

# State of Sourcing: Fierce Competition

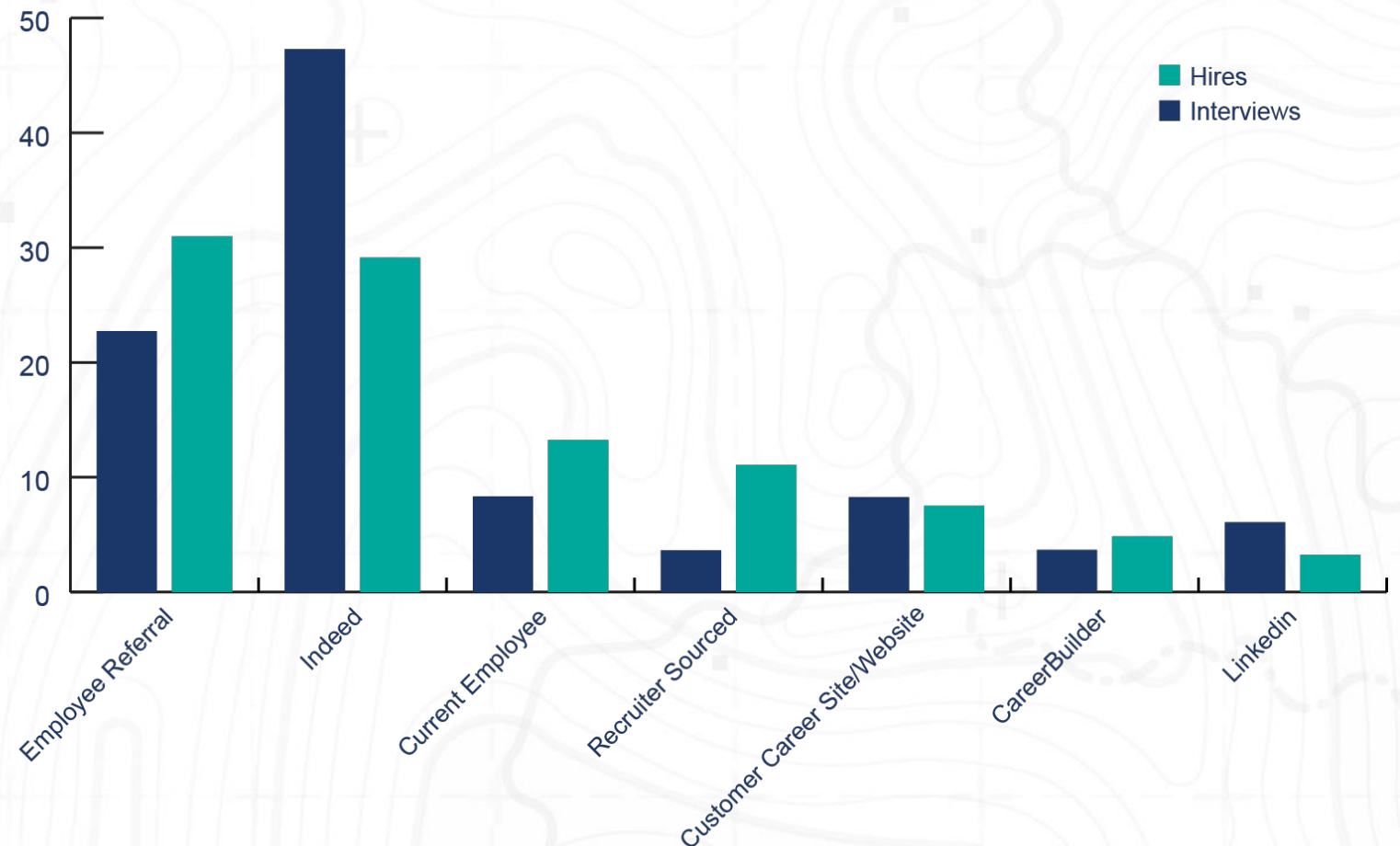
92% of employers expect  
an increase in competition  
for talent this year.

Source: Mercer's Talent Trends, 2017 GLOBAL STUDY EMPOWERMENT IN A  
DISRUPTED WORLD



# Rankings: Best Sources Referrals Reign for Hires

Percent of Total Hires and Interviews by Top Sources



Employee referrals remain the top source for hires.

Indeed pulls in the most interviews.

# Internal vs. External Sources Equal Impact on Hires

External Sources Provide the Most Interviews, Internal and External Both Produce Hires

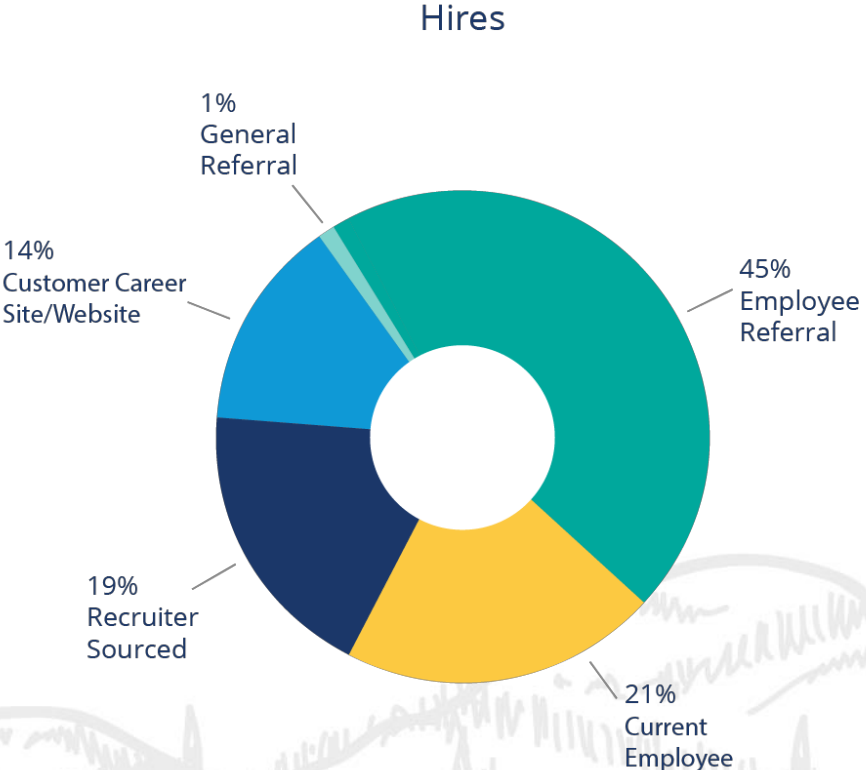
Interviews



Hires

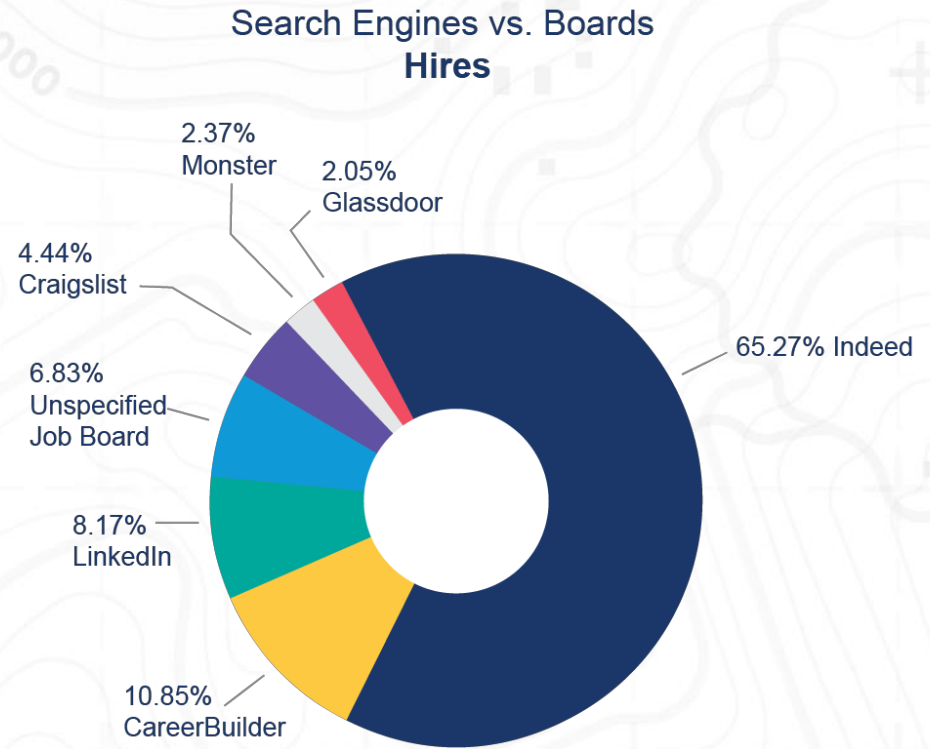
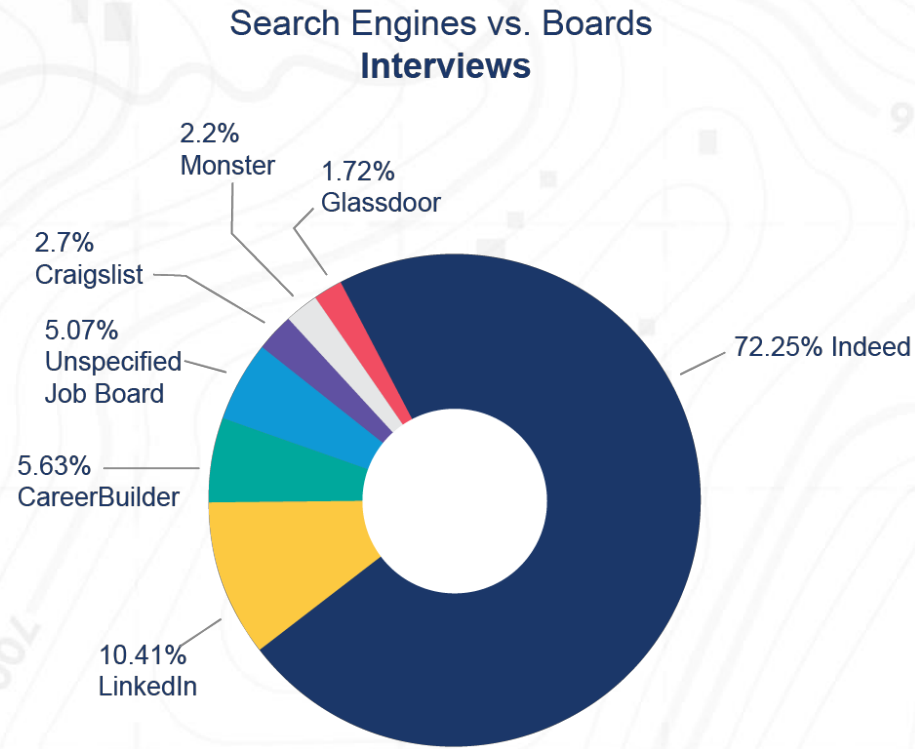


# Top Internal Sources of Hire: Referrals, Referrals, Referrals



Employee referrals  
as the top internal  
source of hire  
increased by  
5% over last year.

# Job Board vs. Job Engine: Indeed Leads the Pack

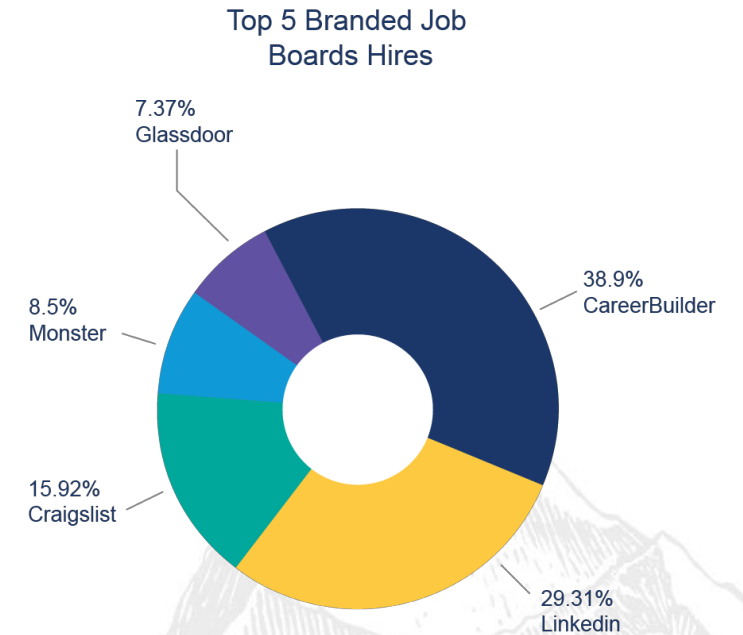
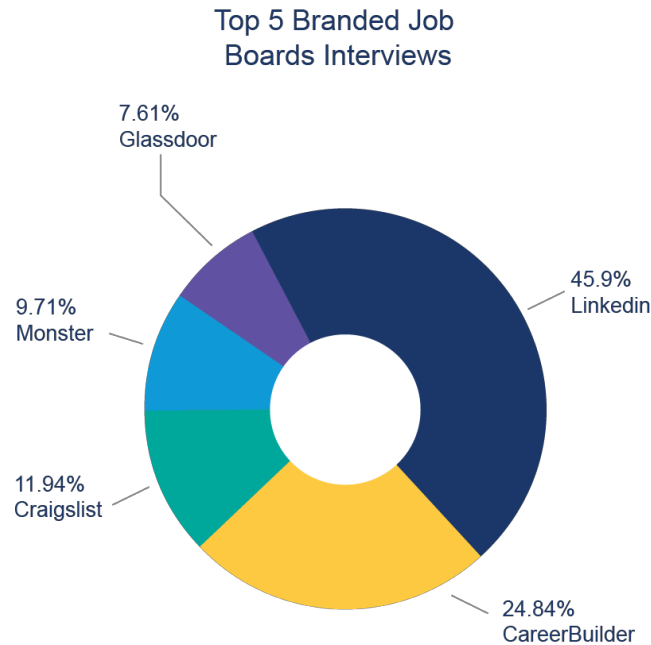


Indeed holds a big lead.  
2x as many hires as all other top branded external sources.



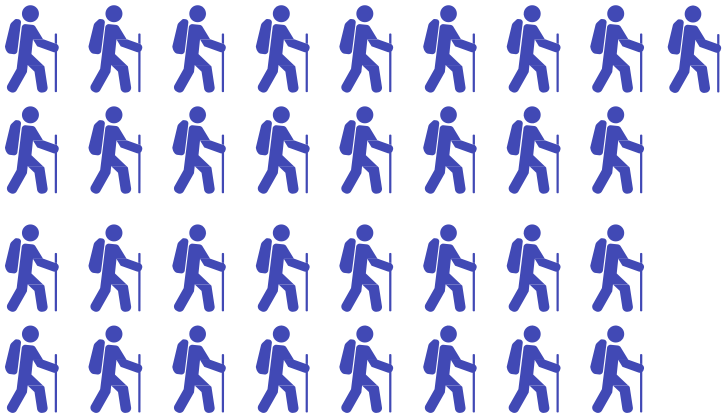
# Top 5 Branded Job Boards: LinkedIn and CareerBuilder Lead

Both LinkedIn and CareerBuilder maintain the largest presence among recruiter sourcing tools.



# Conversion Ratios: What Does It Take?

## External Application to Interview



**33:1**

**Top External Sources**  
Indeed, Craigslist, Monster, LinkedIn, Glassdoor, CareerBuilder

## Internal Application to Interview



**9:1**

**Top Internal Sources**  
employee referral, recruiter sourced, career site, current employee

## External Interview to Hire



**3:1**

## Internal Interview to Hire



**2:1**

**Key Takeaway**  
Top External Sources require:

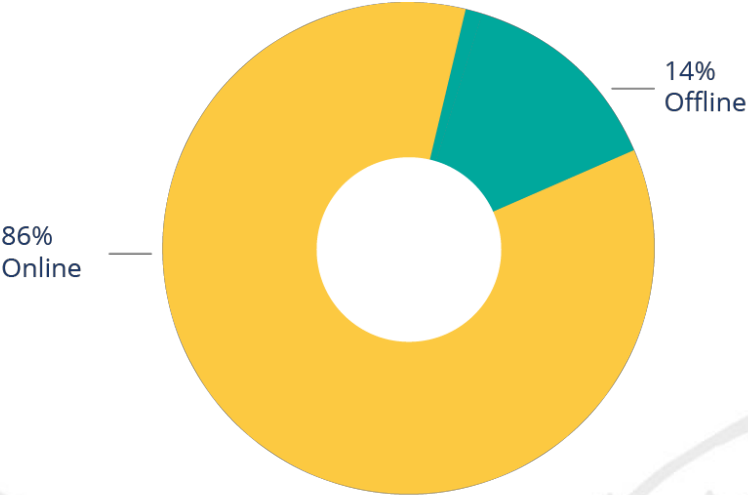
4X as many applications to get to interview stage

2X # of interviews to find the right hire

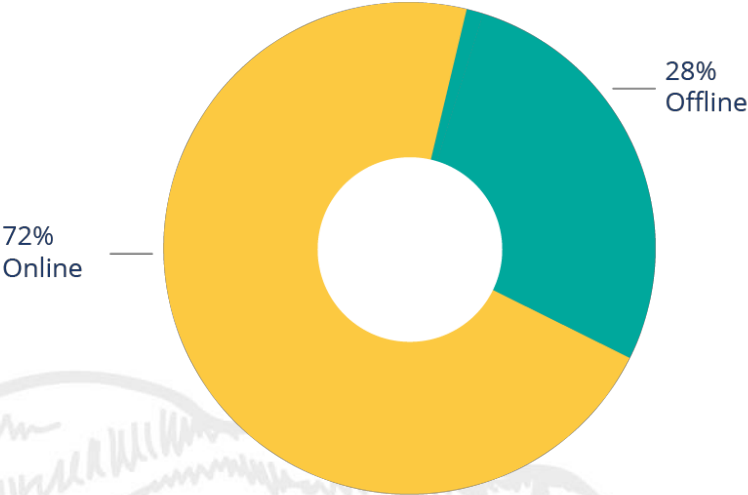
# Hires: Offline vs. Online

## Online Way Ahead

Interviews



Hires



# Campus Recruiting: Hires Up Year-Over-Year

Volume of campus recruiting interviews decreased by 4%, yet hires increased by 14% compared to last year.

Interviews  
2015 vs. 2016



Hires  
2015 vs. 2016





# Hot Issues

# Deliver an Amazing, Personal Candidate Experience

HOT ISSUE

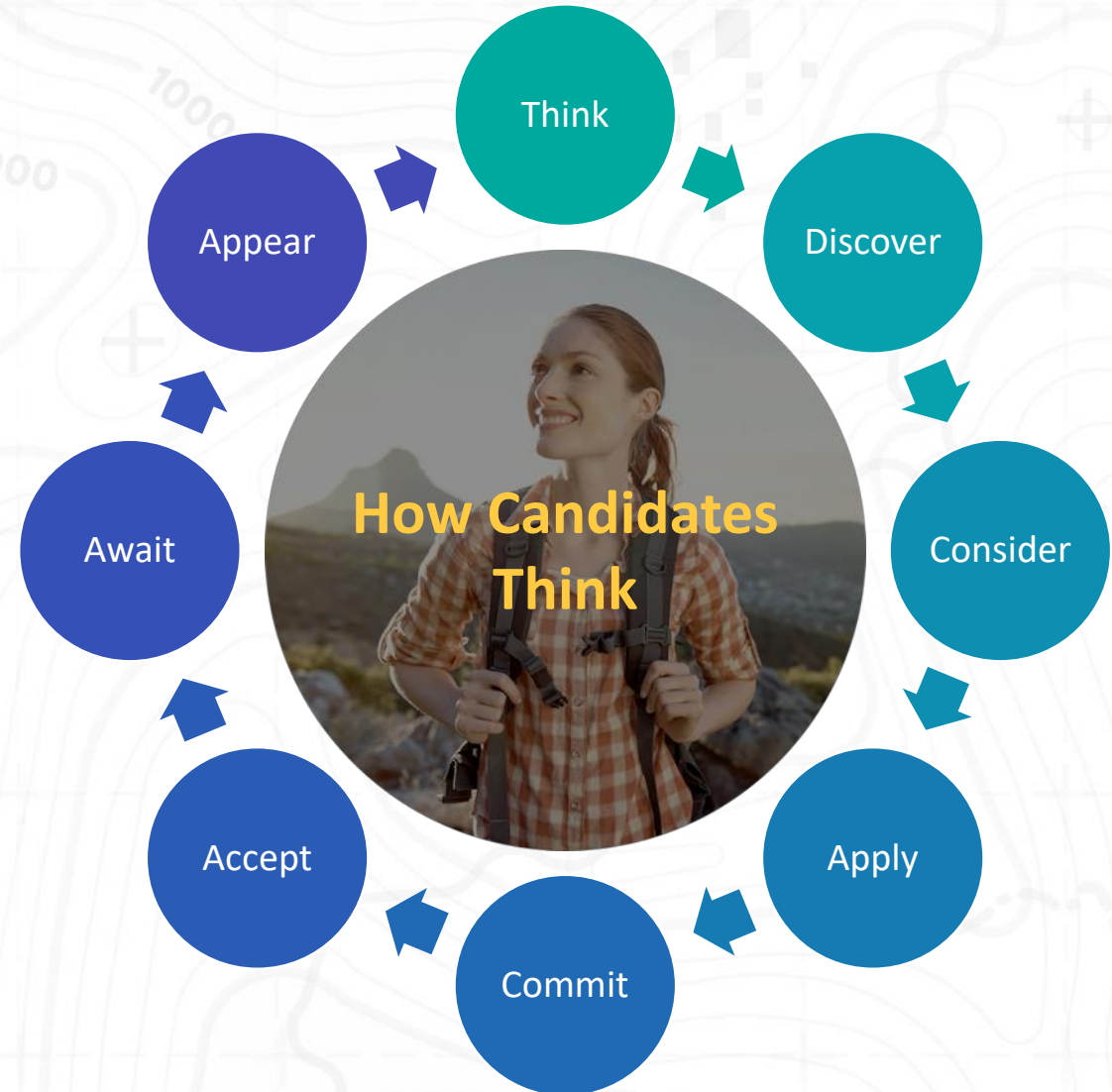


A candidate's impression of your company starts at the "attraction" stage -- before even applying.

It's time for a new way of thinking.

Leading edge companies are thinking of candidates as customers. That means asking "Why do employees want to work for us?" and "Have we presented ourselves to wow them?" The application process is getting a fresh look with an emphasis on easy and fast.

Personal, responsive communication is a requirement.



# Growing Need for a Holistic Solution

HOT ISSUE



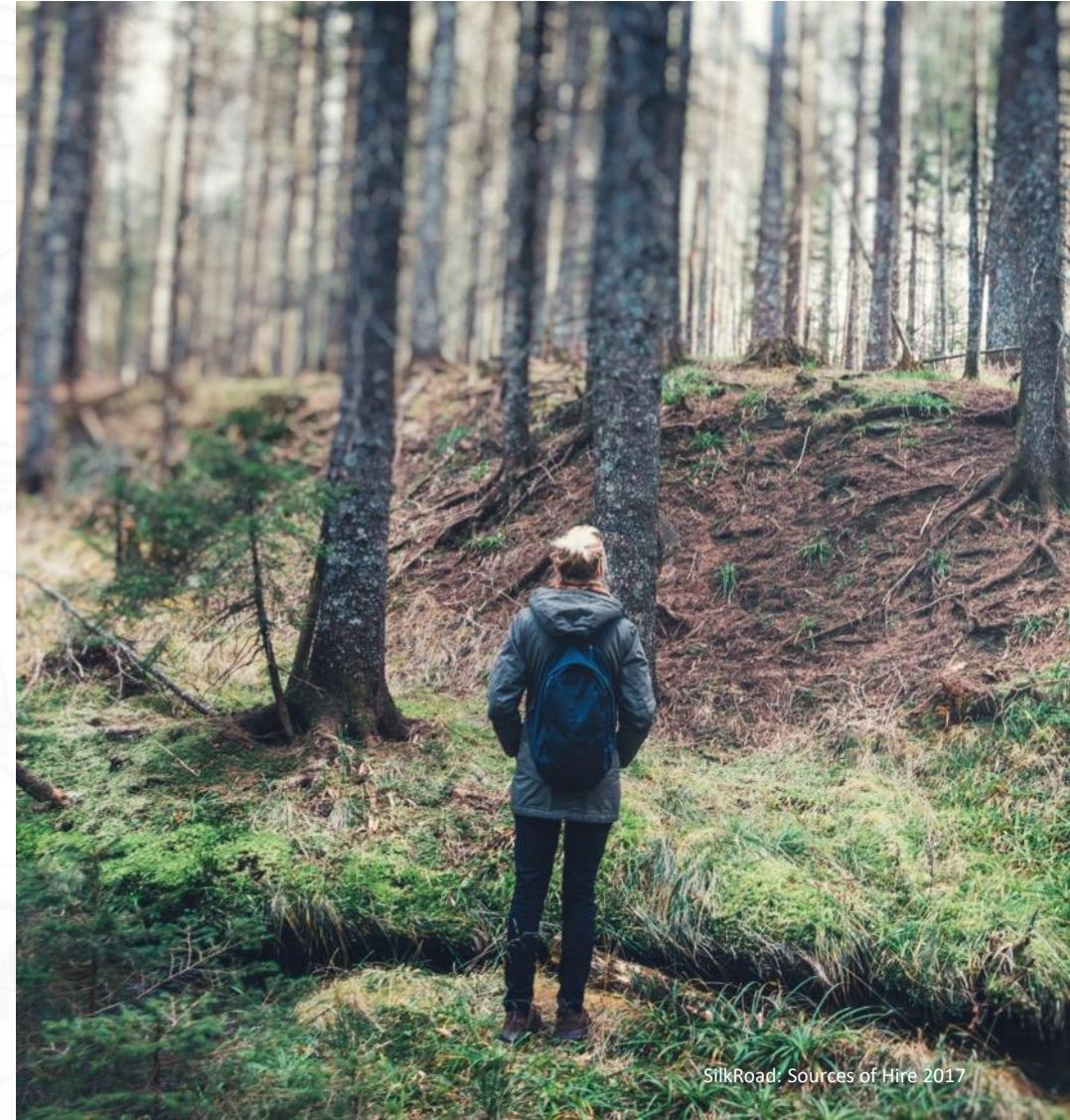
“Traditionally, HR has addressed issues such as employee engagement, culture, rewards, and learning and career development as separate, independent programs in individual silos. Each program has a senior HR leader, a set of tools and diagnostics, and solutions to drive and measure change.

## The employee sees the picture differently.

Starting as potential hires and recruits, employees look at everything that happens at work as an integrated experience that impacts daily life in and outside the workplace ... Candidates assess future employers from the very start of the talent acquisition experience and make quick judgments about what life will be like for them in the organization, based on how they interact with the enterprise during the recruiting cycle.

This integrated view increasingly leads to employees demanding a holistic, end-to-end—recruitment-to-retirement—experience from their employers, whether they are full-time employees, contingent workers, or even crowdsourced talent ...”

Source: Deloitte, “The Employee Experience: Culture, Engagement and Beyond”



# Best Practices





# #1: Know Your Audience

BEST PRACTICE



- Research your audience before building and posting the job description
- Identify what qualities and skills are needed for the position
- Consider what characteristics excel in your organization
- Uncover the best place to find people with these skills (examples: professional associations, LinkedIn groups, Meetup.com groups)
- Review the profile of your star performers



# #2: Create a Persona

BEST PRACTICE



- Identify the location, background, level, function, education history, interests and companies that they might work for
- Observe candidates in your target market
- Think about qualities, not qualifications
- Document the persona and create a career story to attract that persona
- Design a candidate experience that maps to the persona

Source: <http://blog.gethappie.me/why-and-how-persona-profiles-should-inform-your-recruiting-strategy>



# #3: Develop Your Employee Value Proposition

BEST PRACTICE



- Look at your data (surveys) and star employees
- Conduct interviews with staff to expand on patterns found in data
- Craft a compelling message that attracts candidates
- Turn up the volume and promote like crazy in social media, your blog and employee referral programs

“To be truly successful, an employer brand needs to reflect who you are as an organization and be incorporated into every aspect of the employee experience.”

-Andrew Collett, Director of Employee Engagement at Edelman

# #4: Evaluate the Current Candidate Experience

BEST PRACTICE



- A great application process is an essential
- Go mobile—set up an easy-to-use process for phones and tablets
- Remove complexity—focus on the basics and trim down questions
- Ask the right questions, at the right time
- Create a communication process that reflects your brand and culture
- Train your team on how to present and discuss your employer brand
- Provide training on the interview process for all hiring managers to help remove bias



# #5: Connect the Candidate to Company Goals

BEST PRACTICE



## Help Top Candidates Envision Their Role

- Provide insight into their potential impact on the organization
- Create engagement and a vested interest

## Promote How You Will Set Them Up for Success

- Create a culture of feedback
- Share how often there will be check-ins
- Emphasize clear expectations
- Discuss mentor and development programs



# 5 Top Actions for 2017

- 1 Know your audience
- 2 Create a persona
- 3 Develop your employee value proposition
- 4 Evaluate the current candidate experience
- 5 Connect the candidate to company goals





SilkRoad

**SILKROAD.COM**

Talent Activation: Recruiting | Onboarding | Performance | Learning

SilkRoad, the world's leader in Talent Activation, transforms traditional talent management technology into a continuum of experiences that activate employees along their journeys—from first touch to last and every point in between. We empower HR teams to engage their people in delivering on business success. Whether you want to source, hire and recruit top talent, onboard them fast and stay with them as they develop into top performers, SilkRoad Talent Activation can help.

© Copyright 2017 SilkRoad Technology, Inc. | RPT-SOH2017-052217