

Why Sourcing Has A Big Impact on Hiring Success



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Open Surveys

- 2018 Talent Technology Survey
- 2018 Learning and Development Survey
- 2018 Workforce Management Survey
- 2018 Talent Risks

Visit www.brandonhall.com click **Open Surveys**

If you would like to join a panel of survey takers, please contact us at success@brandonhall.com



How to Ask Questions



- Submit your *questions* or *comments* about the discussion to our presenters using the **Questions** tab on your control panel.
- Presentation *slides* and *giveaways* can be found in the **Handouts** tab on your control panel.

Recording & Slides will also be sent out after the webinar.

Agenda



State of Hiring



Best Practices in Sourcing Talent and Analytics



Impact of Sourcing on Hiring Success



Technology That Propels Sourcing Efficiency and Effectiveness

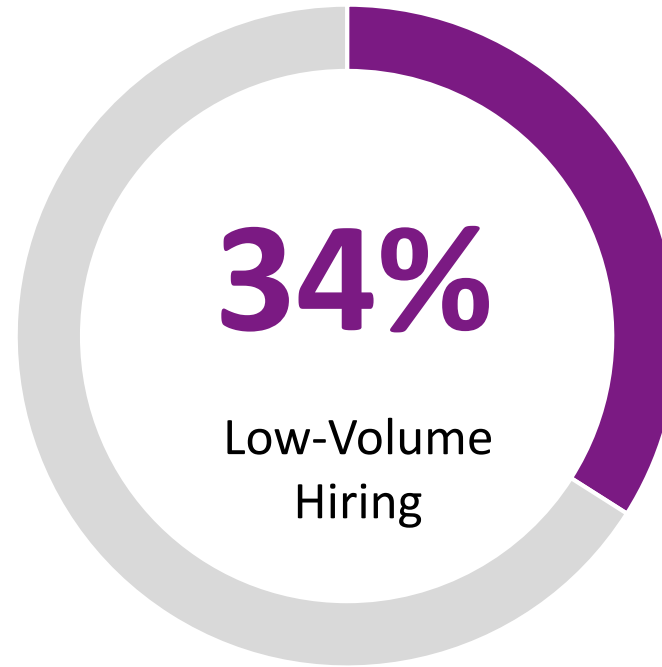
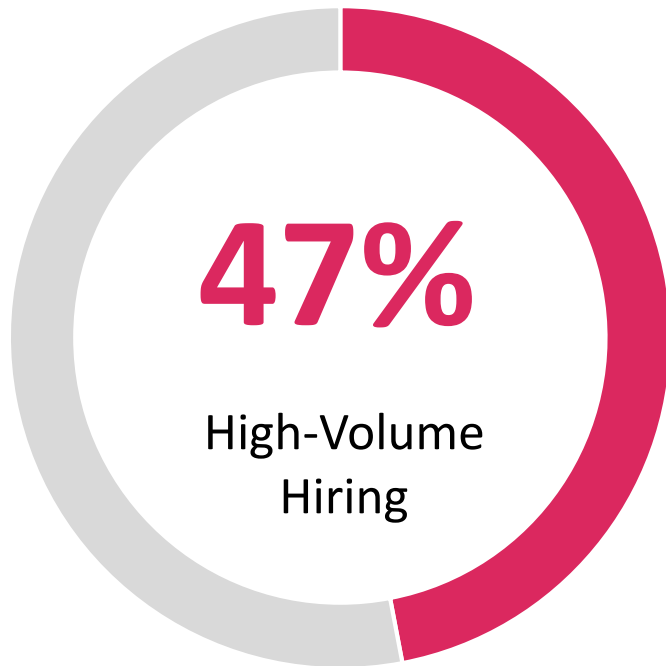


Q&A

Current State of Hiring

The Reality of Candidate Experience

Average Candidate Drop Offs From Start of Application*



Sources: Brandon Hall Group 2018 Candidate Experience Survey
*Excludes candidates that visit career site and don't start online application.
High-volume hiring defined as hired 501+ employees in past year. Low-volume 500 or less employees in past year.



First Year Employment Results

Among new hires during first year of employment:

12.4%

New-hire average
voluntary attrition rate

12.6%*

Bad hires in past year

51%

Most new hire voluntary
attrition occurs during
first six months

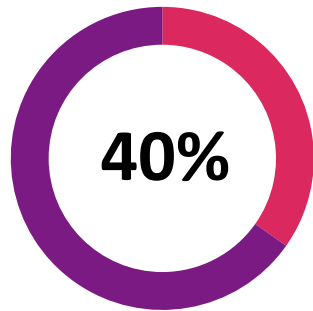
28%*

Of bad hires attributable to
sub-optimal hiring practices

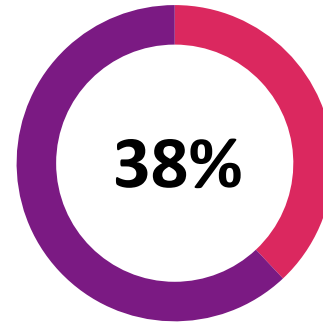
Source: Brandon Hall Group 2017 Evolution of Onboarding and Hiring Practices and Internal Mobility Surveys.

*On average.

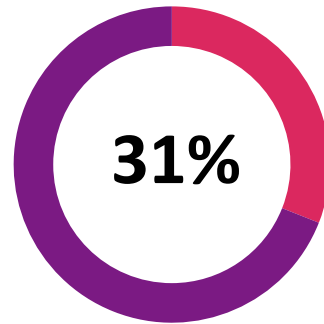
Sourcing Can Contribute to “Bad Hires”



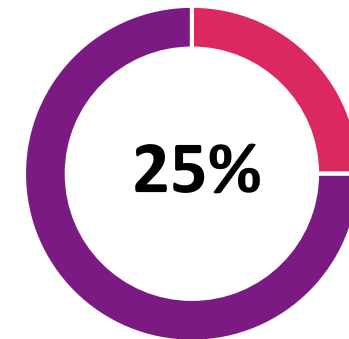
Interview process



Screening and assessment



Hiring manager

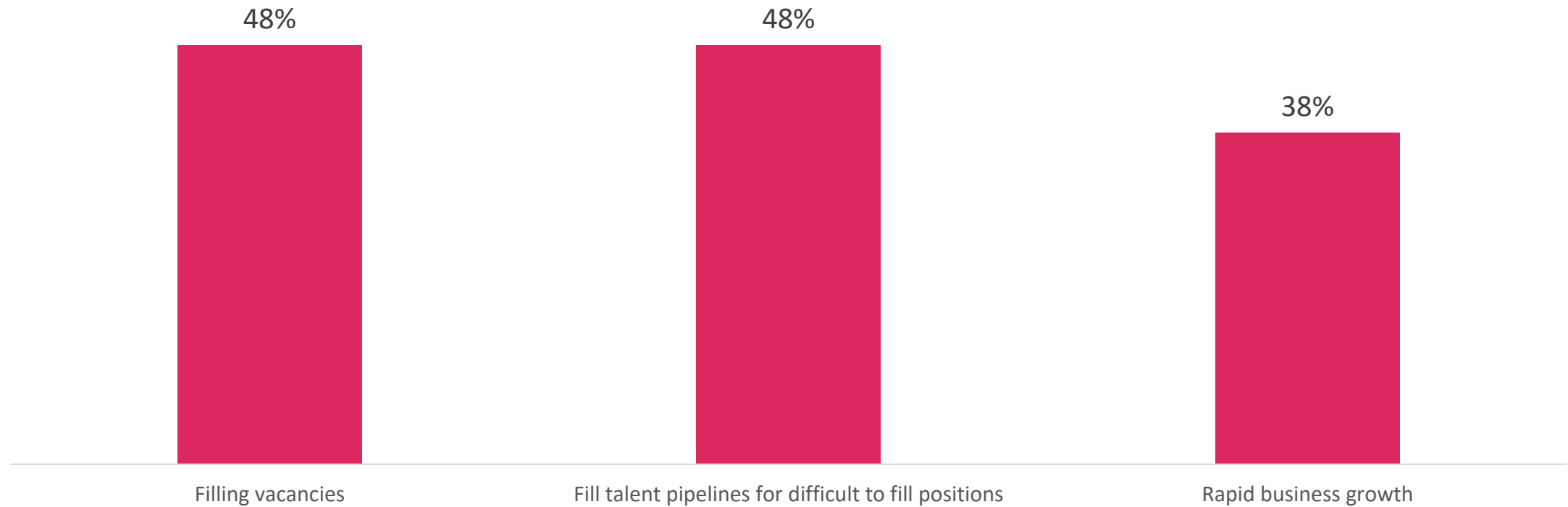


Sourcing

Source: Brandon Hall Group 2017 Hiring Practices/Internal Mobility Survey

Organizations Are Continuously Driven To Hire New Talent

Top Drivers for Setting Hiring Priorities

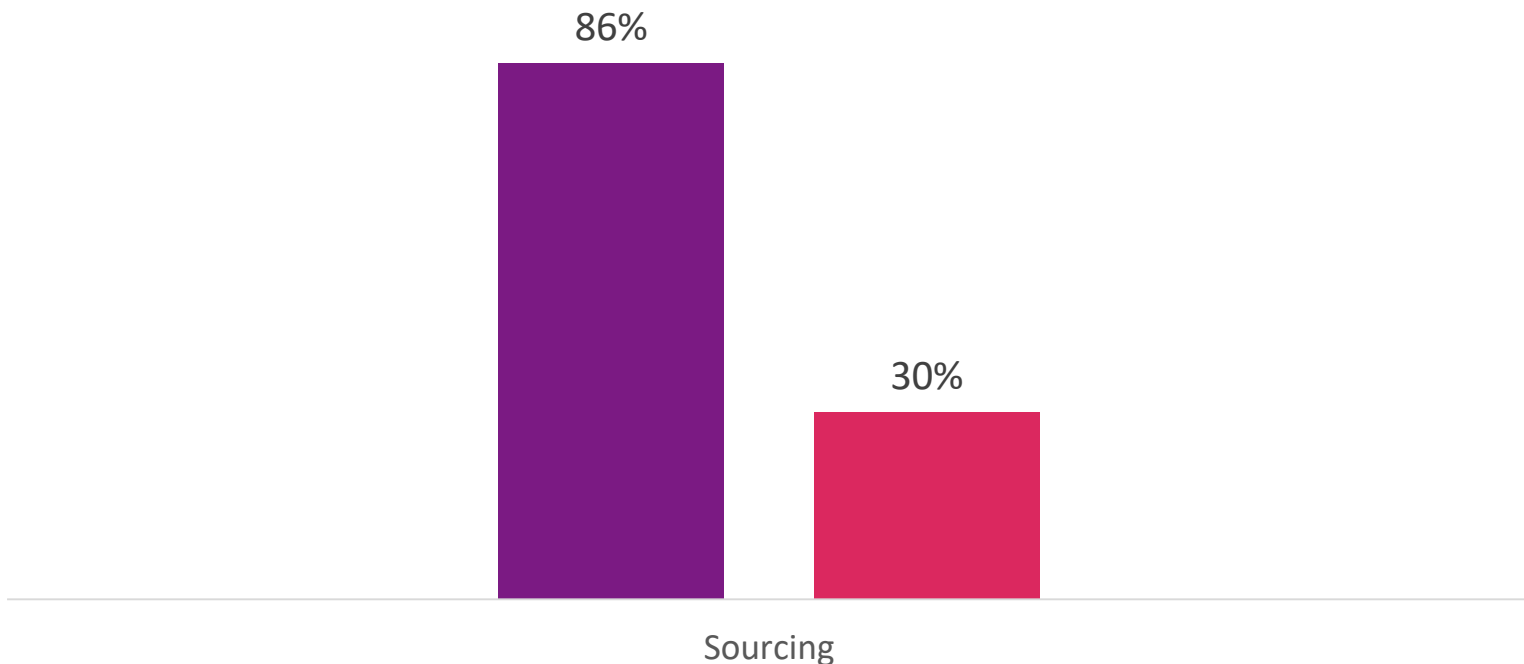


Source: Brandon Hall Group 2017 Hiring Practices/Internal Mobility Survey

Sourcing is Critical to Hiring, But May Not be Fully-Automated

Criticality vs. Automation of Sourcing Practices

■ Important/Critical to Business Success ■ Process Fully-Automated



Source: Brandon Hall Group 2017 Hiring Practices/Internal Mobility Survey

Organizations' View of Talent Supply

72%

Struggle to hire talent

53%

See a talent shortage
in their industry

28%

Win their fair share of talent,
regardless of supply

Source: Brandon Hall Group 2017 Hiring Practices/Internal Mobility Survey

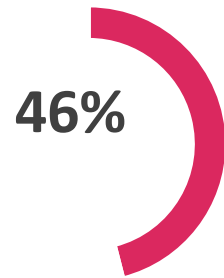
POLL: Which of the following steps are usually taken first to source external candidates for hard-to-fill positions? (Select one)

1. Post position to one or more job boards
2. Launch a CRM campaign
3. Post position to company career site/web site
4. Search own candidate database
5. Search social networking sites

Our Results:

First Step Would Take to Source External Candidates for Hard to Fill Positions

Post position to company website



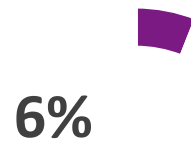
Post to one or more job boards



Search own candidate database



Social networking sites



Launch CRM email campaign



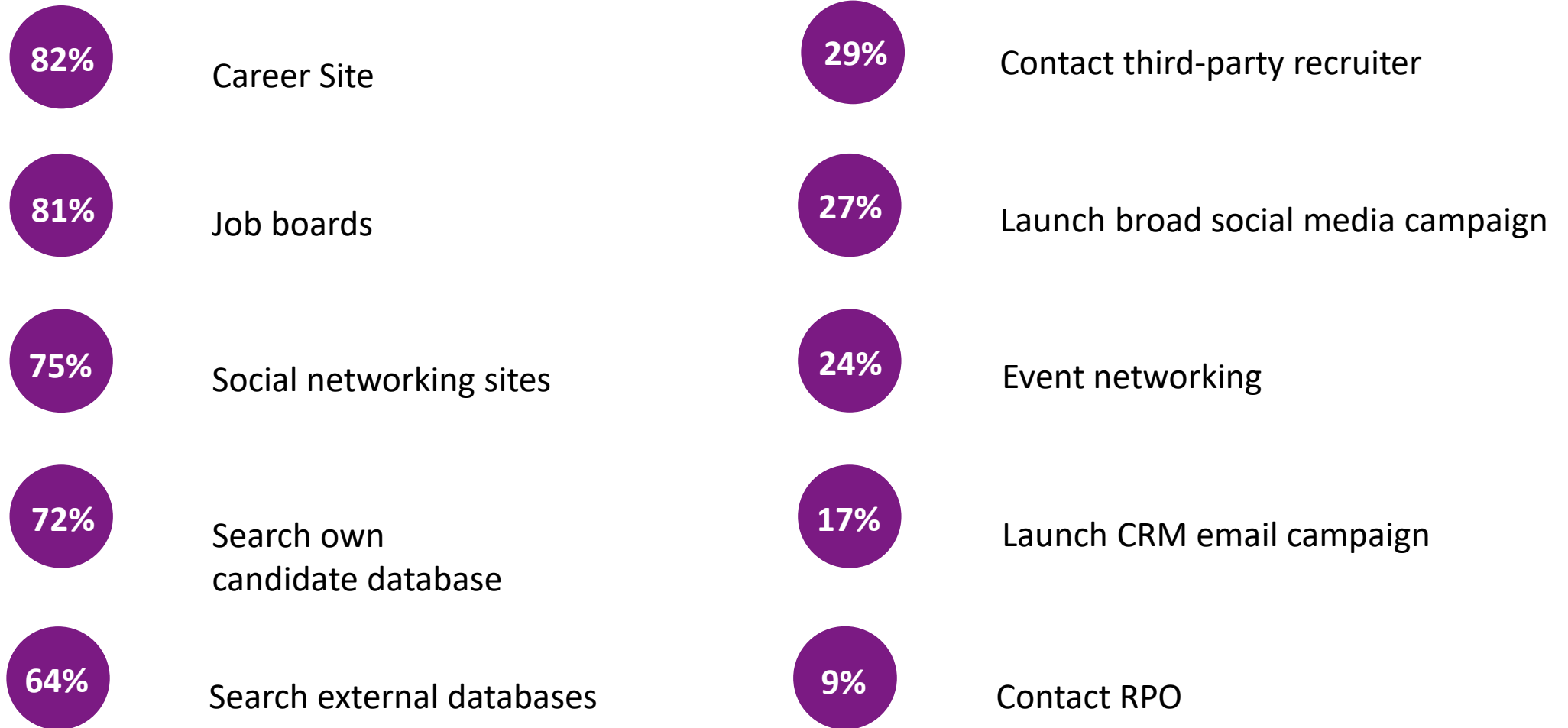
Search external database



Sources: Brandon Hall Group 2017 Recruitment Marketing Survey

Sourcing is Still “Post and Pray”

First Five Steps Taken to Source External Candidates for Hard-to-Fill Positions



Source: Brandon Hall Group 2017 Recruitment Marketing Survey.

Most-Important Changes to Improve Hiring Outcomes

49%

Improve employer
brand messaging

45%

Improve sourcing practices

40%

Invest in hiring
technology solutions

Source: Brandon Hall Group 2017 Hiring Practices/Internal Mobility Survey

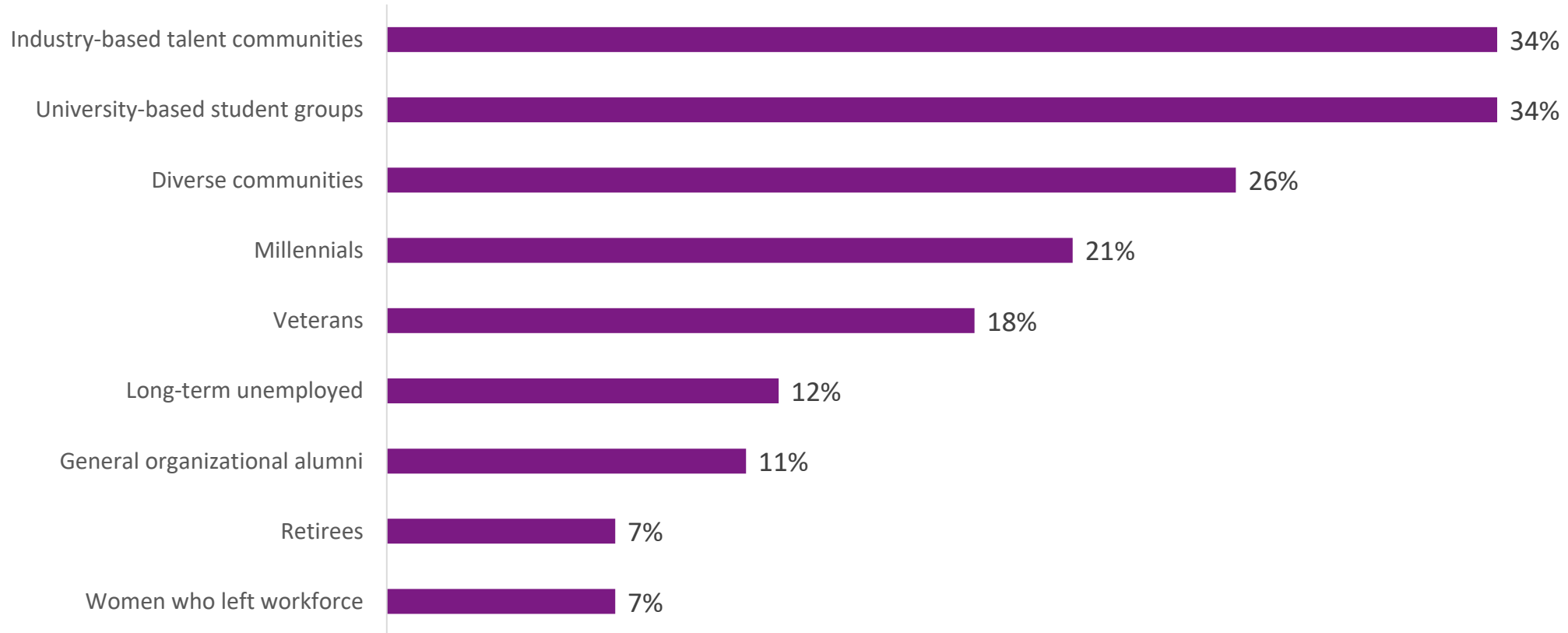
Best Practices in Sourcing and Analytics

So Many Questions...

- The same people keep applying for the same position, how can I expand my talent pool?
- I can't seem to find any technology professionals, where should I look?
- The salary being offered by my company is not competitive, how can I win over talent?

Reach Out to Underserved Talent Pools

Organizations Making a Considerable or Primary Effort to Recruit From Talent Pools



Source: Brandon Hall Group 2017 Hiring Practices/Internal Mobility Survey

Use Metrics to Identify Most-Effective Sources

Metrics Used on Regular Basis to Measure Effectiveness of Hiring Practices

Time-to-fill	57%	Source-of-hire	34%
First-year voluntary turnover	56%	Percentage of diverse hires	20%
Quality of hire	48%	Percentage of diverse candidates	16%
Cost-per-hire	38%	Sources of influence	13%
Offer-to-acceptance ratio	35%		
Open vacancies vs. positions filled	35%		

Source: Brandon Hall Group 2017 Hiring Practices/Internal Mobility Survey

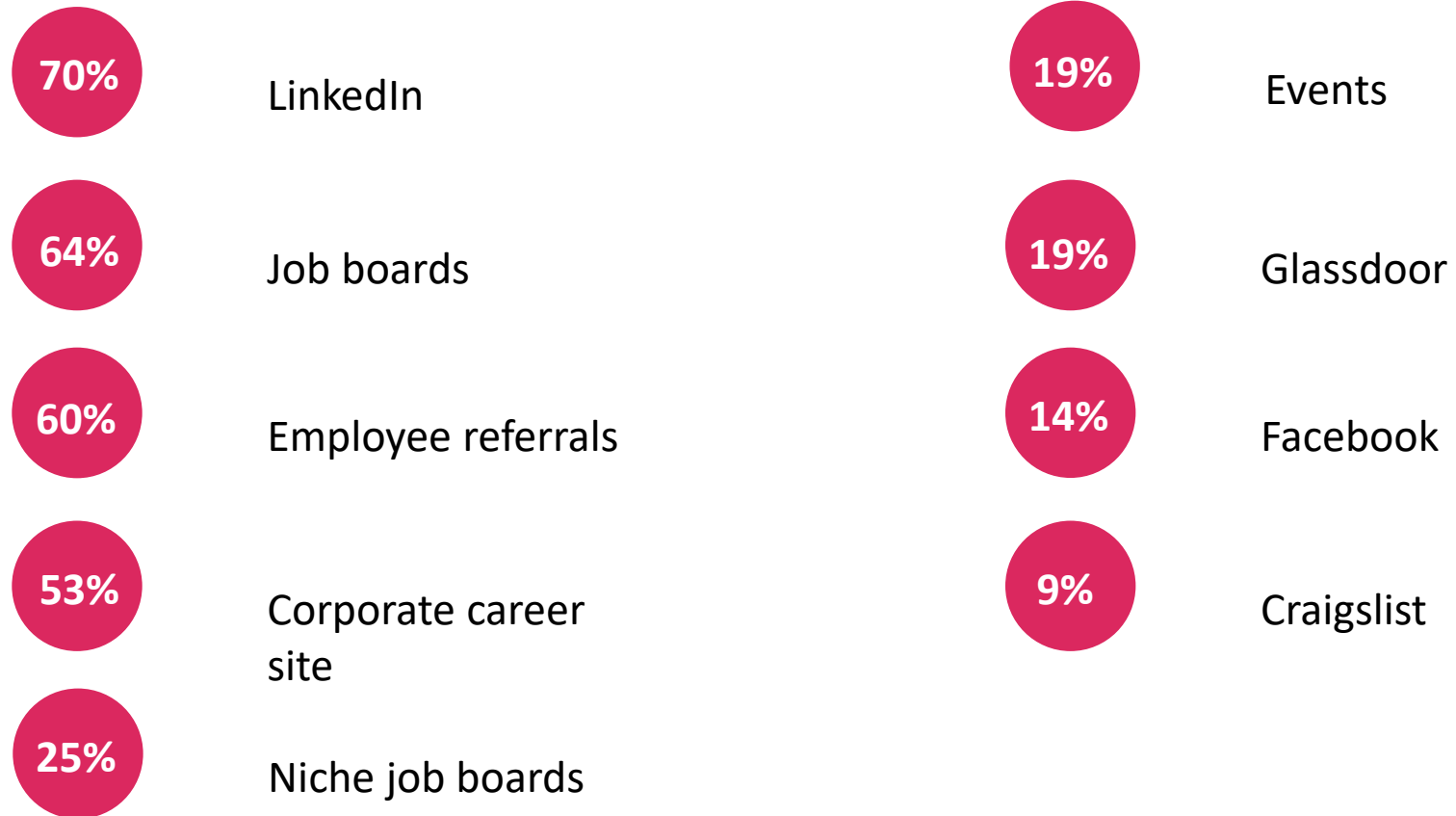
Track Source of Hire

- Most organizations (**85%**) track source of hire through technology, candidate feedback, and third parties.
 - But source of hire does not always account for all sources referenced by the candidate, nor does it account for ad spend optimization, or quality hires.
 - An ATS may only track the last candidate action before applying
 - A new hire or candidate may have a faulty memory

- Who knows which sources produce the most quality hires? Who manages that process?
- Who controls the ad spending?

Sources: Brandon Hall Group 2015 Talent Acquisition Practice Survey

Overall, Most-Effective Sourcing Channels



Source: Brandon Hall Group 2017 Recruitment Marketing Survey.

Improve Your Job Descriptions



- 85% agree their job descriptions accurately and clearly convey job requirements.
- 29% consider it a challenge to provide realistic and engaging job descriptions.
- Only 19% plan on improving job postings in next 12 to 18 months.

Sources: Brandon Hall Group 2018 Candidate Experience Survey

Make Job Descriptions Realistic and Engaging

- Select best job title
 - ✓ Will respondents search for that job title?
 - ✓ Is the title similar or the same as the title used by competitors?
 - ✓ Does the title accurately reflect the job and level of position?
- Include authentic and engaging EVP/employer brand messaging
- Pay careful attention to language
- Provide a call to action

Impact of Effective Sourcing Practices

Talent Acquisition Maturity Levels

Level 1 (Reactionary): No consistent practices; just reacts and may not meet organization's hiring needs.

Level 2 (Responsive): Responds to hiring needs; may not be aligned with organizational goals; some practices may be inconsistent.

Level 3 (Aligned): Practices and technologies are in place and aligned with goals. Organization plans for and meets current needs on a consistent basis.

Level 4 (Predictive): Have all characteristics in Level 3, plus can project out and plan for future talent needs.

Source: Brandon Hall Group's 2017 State of Talent Acquisition Survey

Talent Acquisition Maturity Levels

Maturity Levels by Recruiting/Hiring Stages

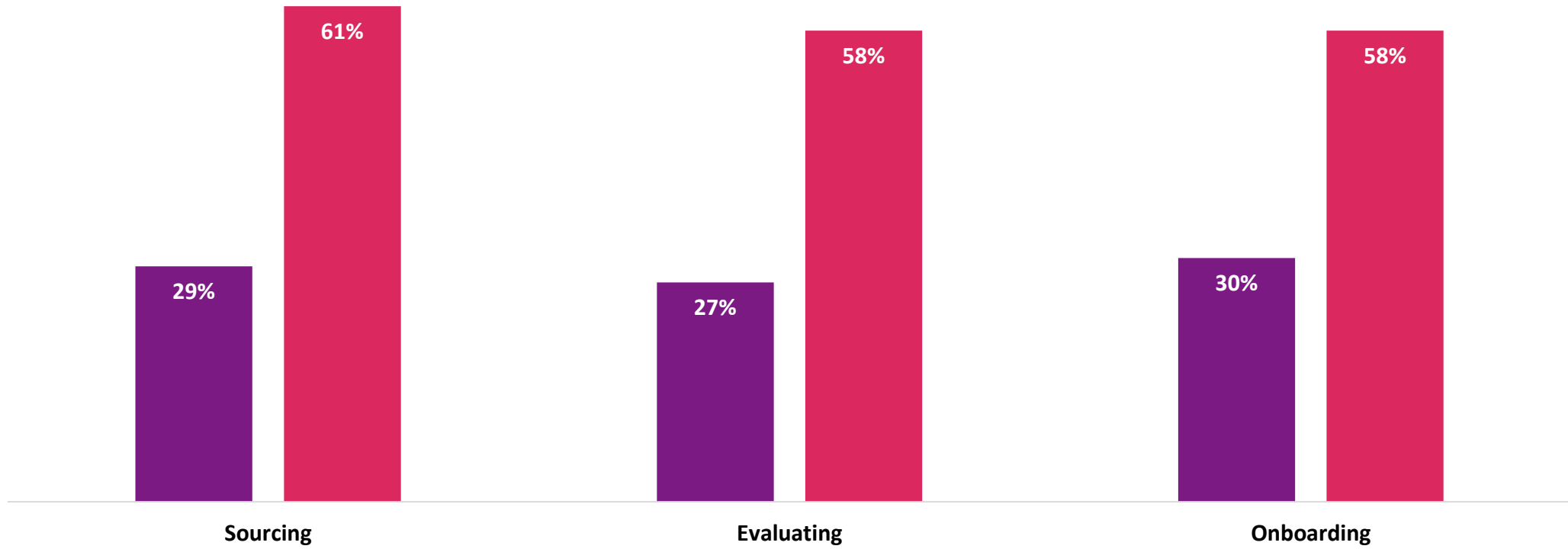
	Sourcing	Evaluating	Onboarding
Level 1: Reactionary	26%	16%	22%
Level 2: Responsive	37%	38%	37%
Level 3: Aligned	30%	37%	33%
Level 4: Predictive	7%	9%	8%

Source: Brandon Hall Group's 2017 State of Talent Acquisition Survey

Sourcing Positively Impacts Quality Hires

Organizations with a Very Good or Excellent Level of Quality Hires Over Past 12 Months

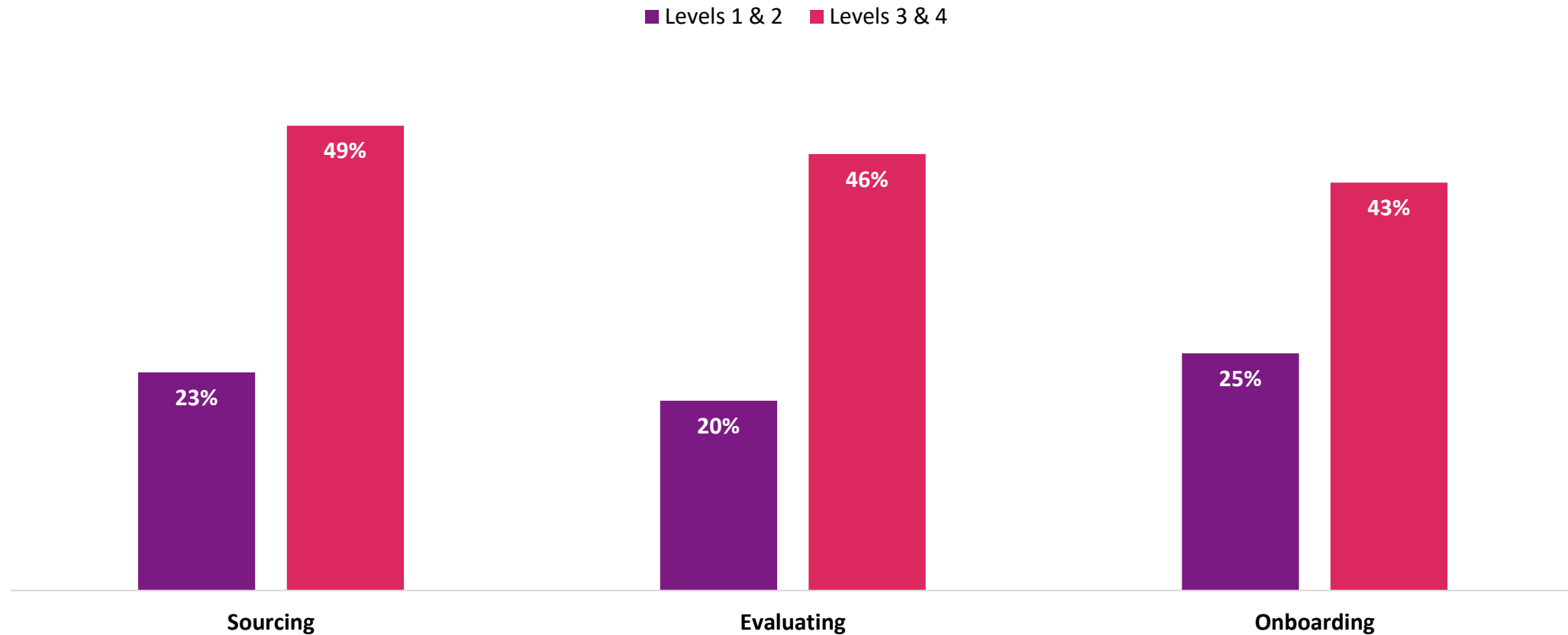
■ Levels 1 & 2 ■ Levels 3 & 4



Source: Brandon Hall Group's 2017 State of Talent Acquisition Survey

Mature Sourcing Practices Impact Employee Engagement Levels

Organizations Seeing an Increase in Engagement Levels Over Past 12 Months by Maturity Level for Practice

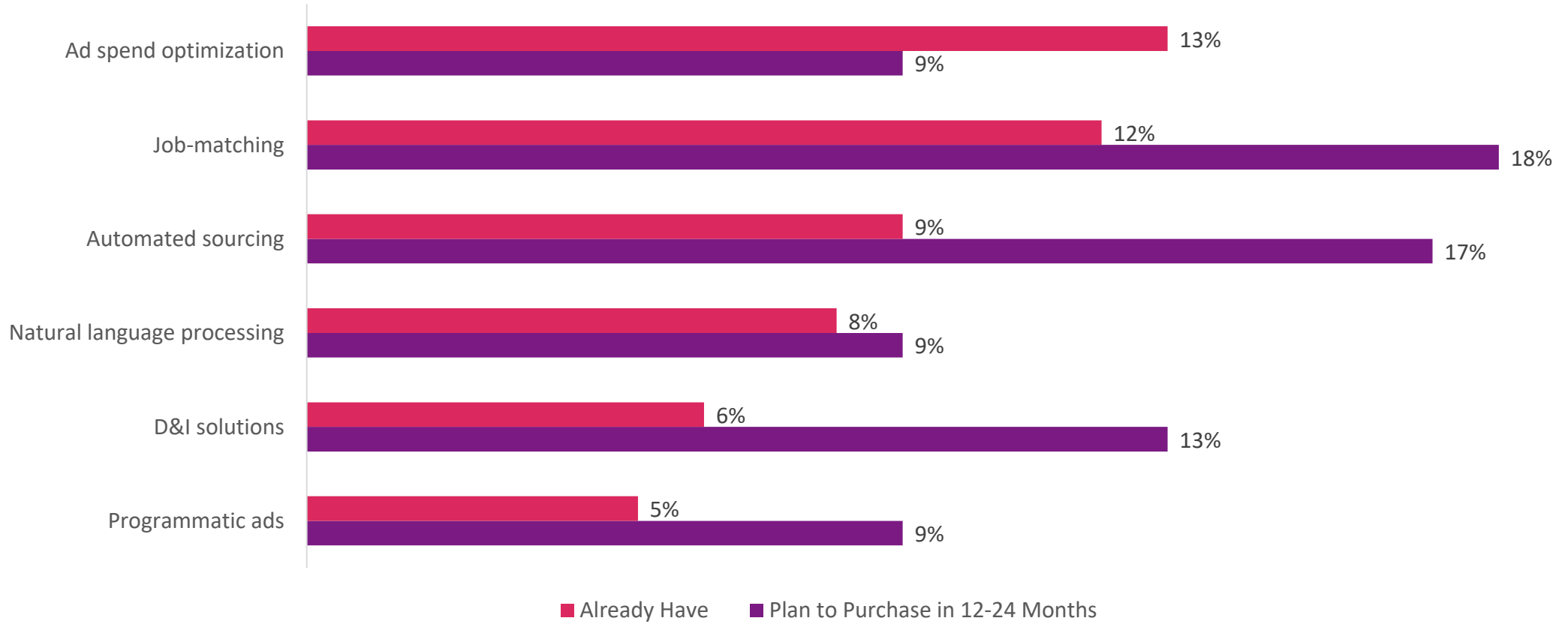


Source: Brandon Hall Group's 2017 State of Talent Acquisition Survey

Technology that Propels Sourcing Efficiency & Effectiveness

Emerging Technology Solutions for Sourcing

Demand for Technology Solutions



Sources: Brandon Hall Group 2018 Talent Acquisition Technology Survey

Data-Driven Talent Attraction

Bringing Talent & Recruiters Together

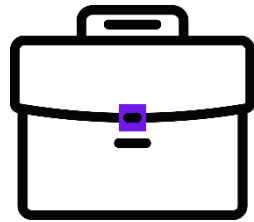


New Source of Talent

The right talent supply. One platform.



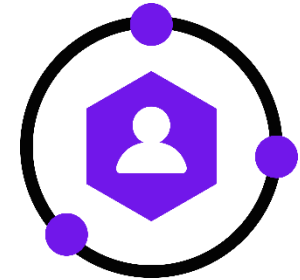
3 thousand+
tech partners



10 million+
jobs



Billions
of searches



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channels

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Unique audiences



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“Our application-to-hire rate is double to triple what we get from other providers.”

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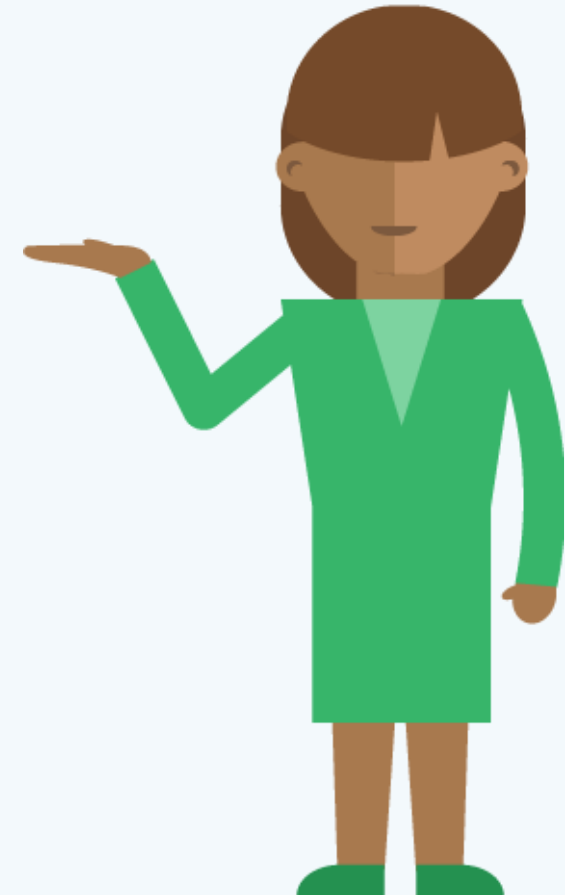
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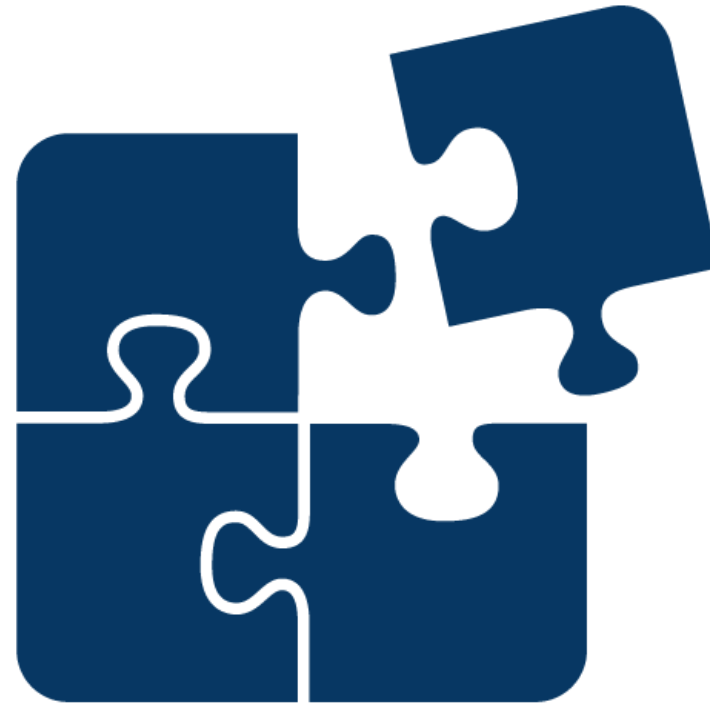
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- Katrina Williams, Director, Sales Capability
CDW

https://youtu.be/OgdA_tpM55U

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- Joanne Veech, Global Talent Leader
PwC

<https://youtu.be/YkY-v8gfW5k>

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