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Recruiting Research Survey

Welcome to the 2013 AIRS® Diversity Recruiting Survey Results!

As part of the research for the Certified Diversity Recruiter course, a survey was sent to AIRS alumni. We would like to share the results of the survey with you and have included information about the survey respondents and their feedback about diversity trends. We hope this will provide you with insight into the Diversity Recruiting efforts of colleagues in your industry and help provide you with ideas that you can implement in your Diversity Recruiting efforts

Highlights

- 37% of respondents felt Career Advancement & Professional Development were the most important factor to job seekers, down from 51%.

- Salary as the most important factor to job seekers, increased 70%.

- Employee Referral Programs have increased by 70% as the most effective source of Diversity Recruiting.

- 48% of respondents Diversity Recruiting efforts increased while 49% of respondents budgets have stayed the same.

- 41% of respondents have a program in place to specifically target Veterans.

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What industry is your company in?

Industry	Percentage
Healthcare	**14.6**%
Other	**8.5**%
Employment - Staffing Agency	**7.3**%
Financial Services	**7.3**%
Government	**7.3**%
Manufacturing	**7.3**%
Non-Profit	**7.3**%
Aviation, Aerospace & Defense	**6.1**%
Insurance	**6.1**%
Construction & Engineering	**3.7**%
Energy & Utilities	**3.7**%
Computer Software	**2.4**%
Media	**2.4**%
Retail	**2.4**%
Services	**2.4**%
Banking	**1.2**%
Employment - 3rd Party Recruiter	**1.2**%
Employment - Executive Search	**1.2**%
Employment - IT Contractor	**1.2**%
Food & Beverage	**1.2**%
Information Technologies	**1.2**%
Research & Science	**1.2**%
Telecommunications	**1.2**%
Transportation, Logistics, Storage	**1.2**%

Number of Employees (Company Size)

- Less than 50: **6.1%**
- 51-100: **2.4%**
- 101-500: **15.9%**
- 501-1,000: **7.3%**
- 1,001-5,000: **18.3%**
- 5,001-25,000: **25.6%**
- More than 25,000: **24.4%**
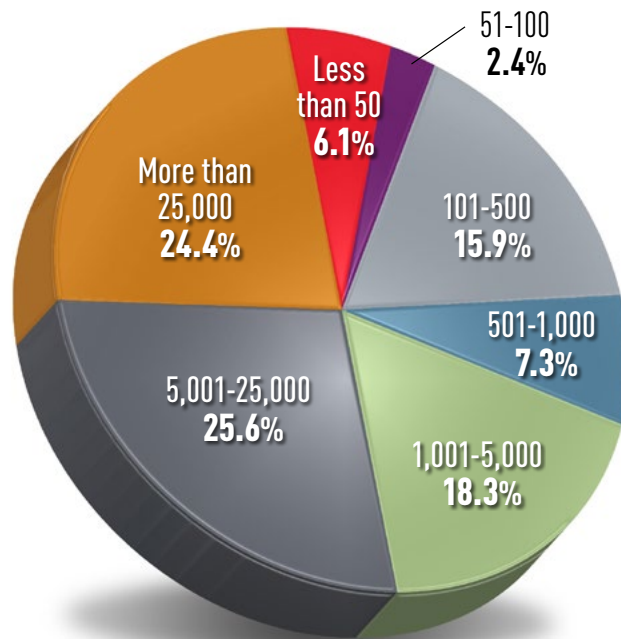
Number of Recruiters in Your Organization

- Less than 5: **39.0%**
- 6-10: **15.9%**
- 11-25: **13.4%**
- 26-50: **18.3%**
- More than 50: **13.4%**
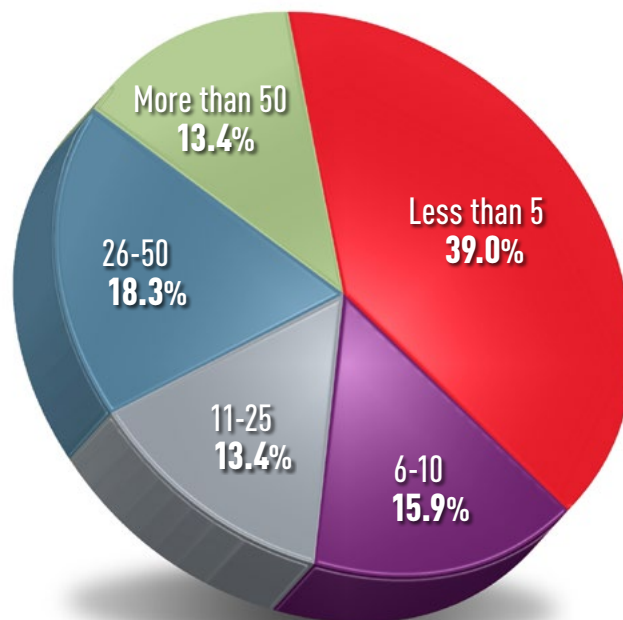
Does your organization have a Diversity Recruiting Program?

DON'T KNOW 9%

NO 44%

YES 47%
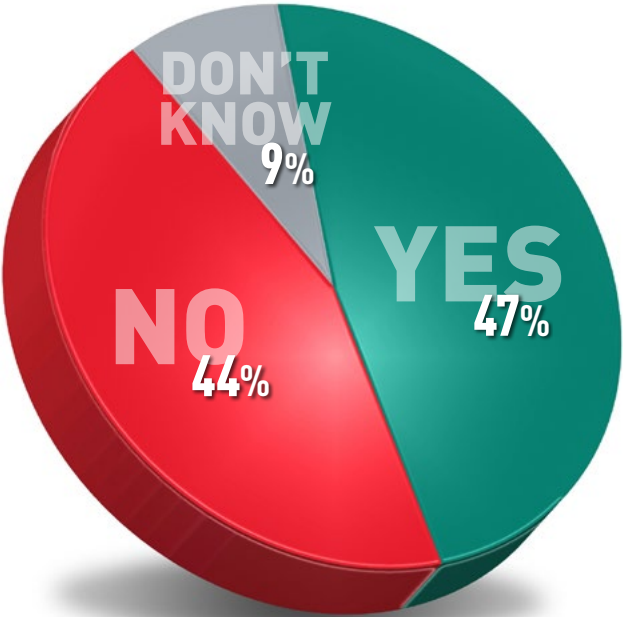
Does your organization have a dedicated Diversity Recruiting Team?

DON'T KNOW 4.8%
YES 22%
NO 73.2%
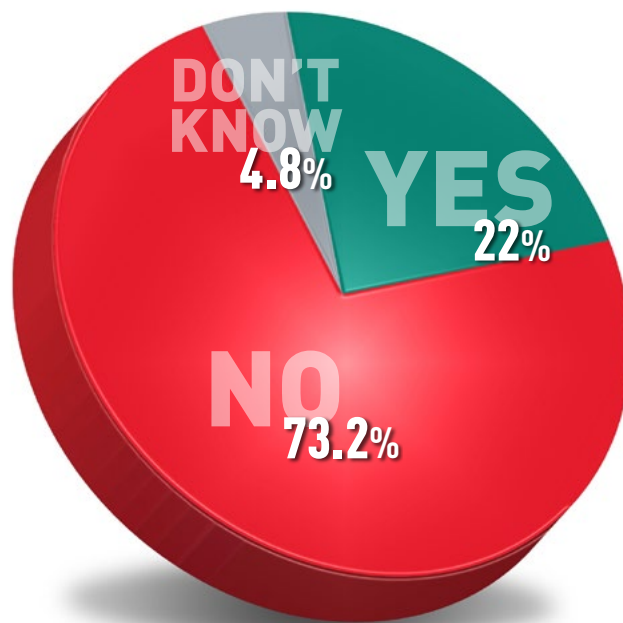
If yes, how many team members?

1 16.7%
2 13.3%
3 6.7%
Don't Know 43.3%
More than 20 6.7%
4-10 13.3%
10-20 0.0%
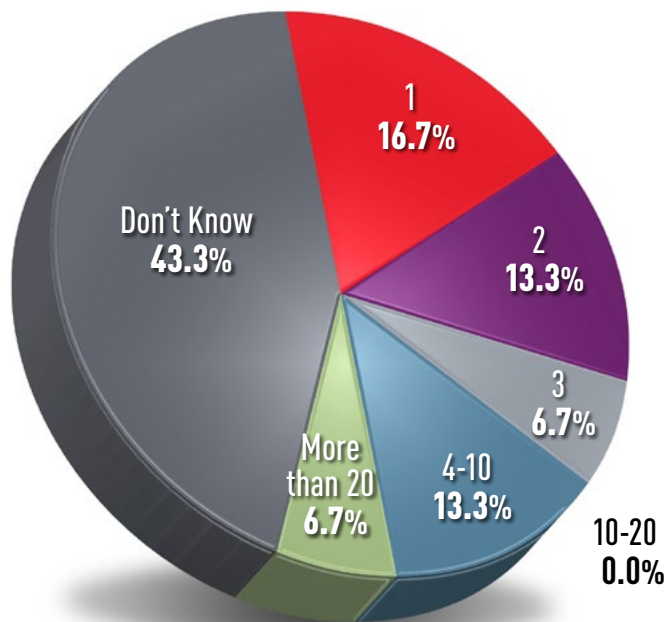
What is your annual budget for Diversity Recruiting?

Category	Percent
No Budget	**46.9**%
Less than $5,000	**5.0**%
$5,001–$7,500	**1.2**%
$7,501–$10,000	**2.4**%
$10,001–$25,000	**2.4**%
$25,001–$50,000	**0.0**%
$50,001–$100,000	**3.8**%
More than $100,000	**6.2**%
Don't Know	**32.1**%
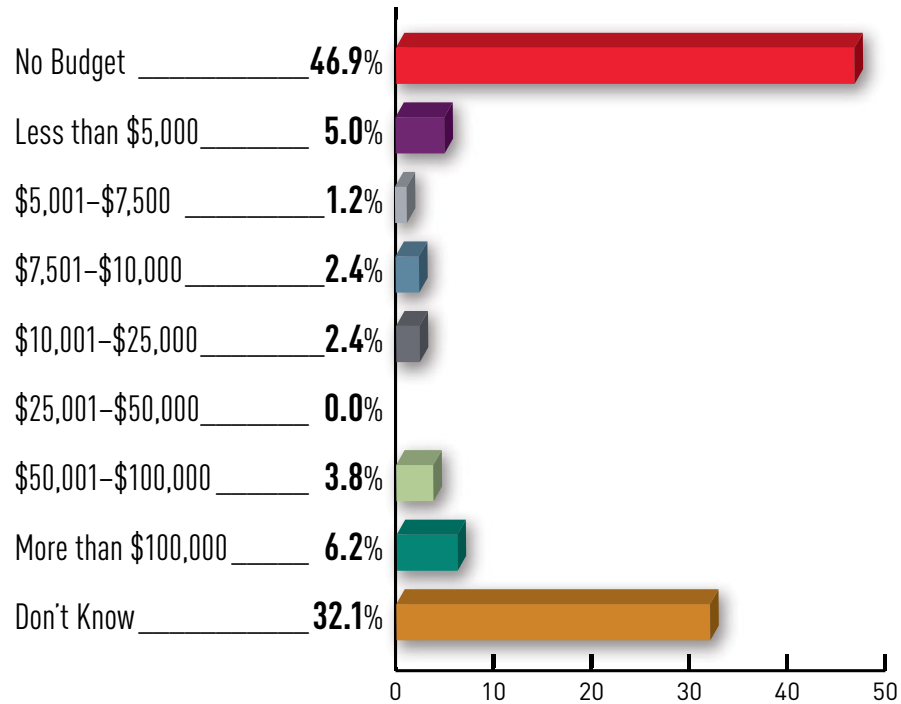
Do you believe your company has a clear Diversity Recruitment Program objective?

DON'T KNOW **11**%

YES **37**%

NO **52**%
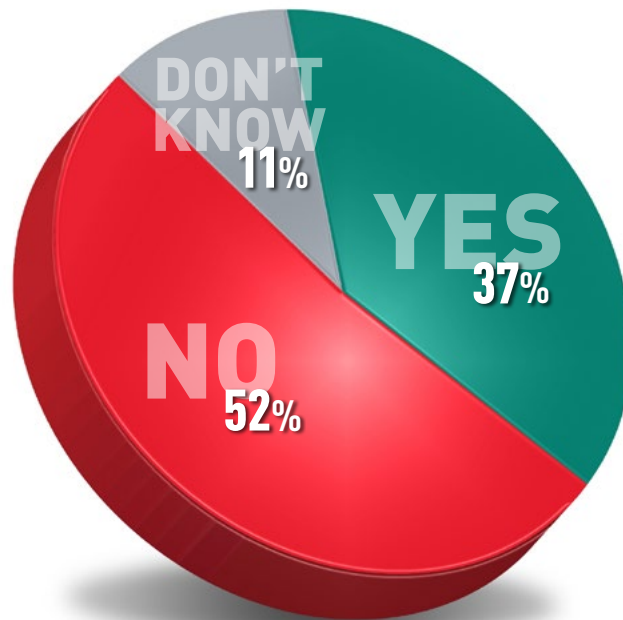
Has your Diversity Recruiting budget increased, decreased or stayed the same over the past 12 months?

INCREASED
15.9%

DECREASED
2.4%

DON'T KNOW
32.9%
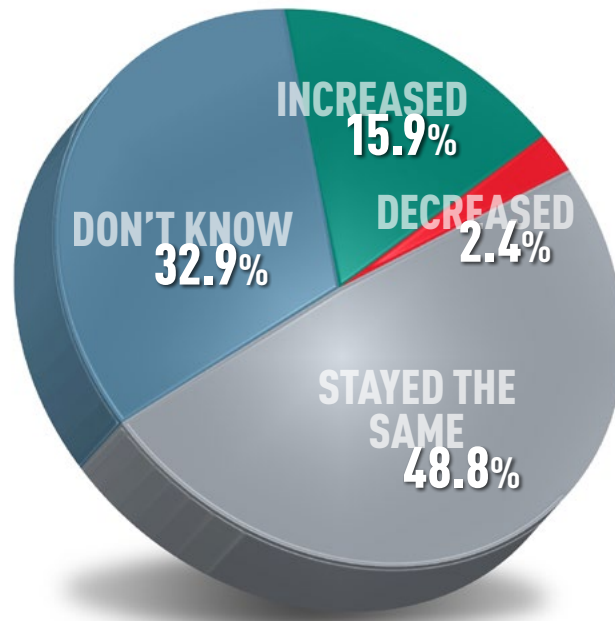
STAYED THE SAME
48.8%

Have your Diversity Recruiting efforts increased, decreased or stayed the same over the past 12 months?

DON'T KNOW
17.1%

INCREASED
47.6%

STAYED THE SAME
31.7%

DECREASED
3.6%
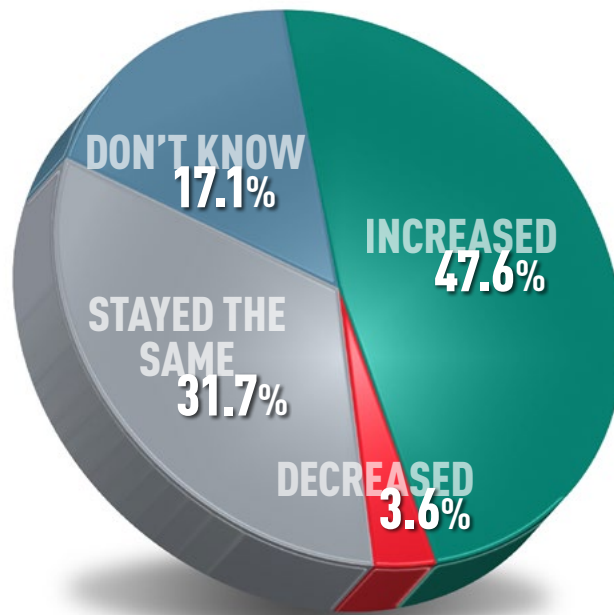
Has your company's definition of diversity changed in the past 12 months?

YES 11.5%

DON'T KNOW 23.1%

NO 65.4%
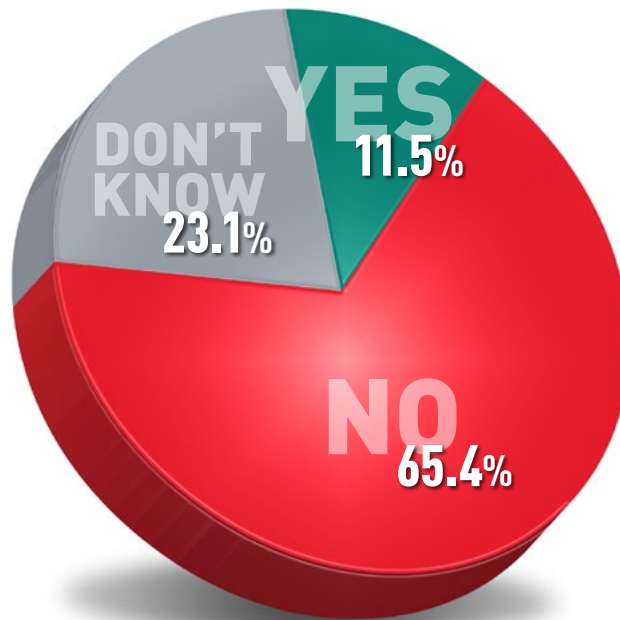
If yes, please explain.

"Prior...also included individuals with disabilities. However, new legislation more focus on Veterans as well. We are a government contractor."

"With more of an initiative from the top executives we have been able to better define diversity in the organization."

"To include...disabled and veterans."

"Did not have a clear definition of global diversity prior to the last 12 months."

In your experience, what is the most important factor for consideration by candidates as they transition jobs in today's market?

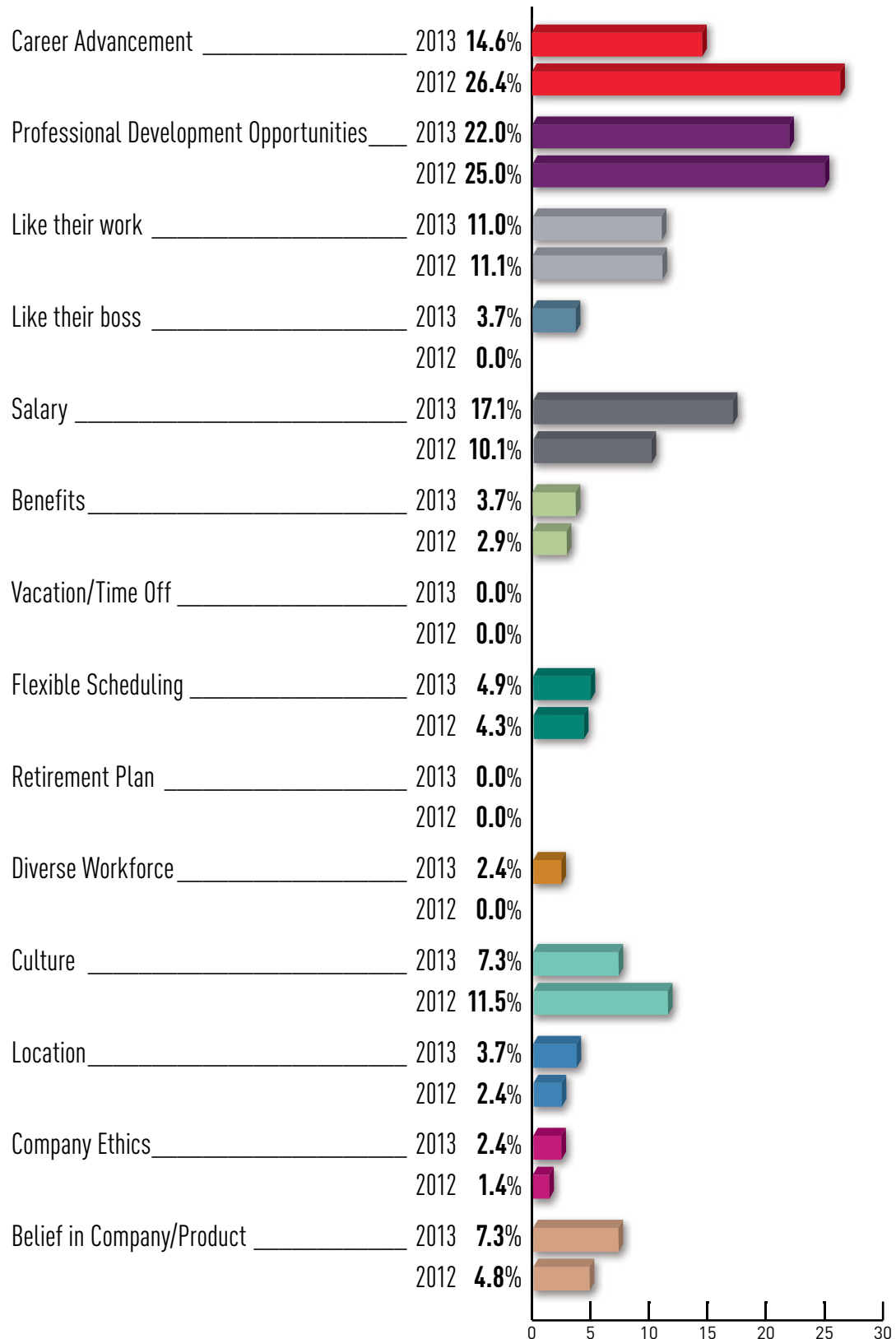| Factor	Year	Percentage
Career Advancement	2013	**14.6**%
	2012	**26.4**%
Professional Development Opportunities	2013	**22.0**%
	2012	**25.0**%
Like their work	2013	**11.0**%
	2012	**11.1**%
Like their boss	2013	**3.7**%
	2012	**0.0**%
Salary	2013	**17.1**%
	2012	**10.1**%
Benefits	2013	**3.7**%
	2012	**2.9**%
Vacation/Time Off	2013	**0.0**%
	2012	**0.0**%
Flexible Scheduling	2013	**4.9**%
	2012	**4.3**%
Retirement Plan	2013	**0.0**%
	2012	**0.0**%
Diverse Workforce	2013	**2.4**%
	2012	**0.0**%
Culture	2013	**7.3**%
	2012	**11.5**%
Location	2013	**3.7**%
	2012	**2.4**%
Company Ethics	2013	**2.4**%
	2012	**1.4**%
Belief in Company/Product	2013	**7.3**%
	2012	**4.8**%

Have you seen a change in what candidates consider important as they transition jobs in today's market?

NO 44.1%
YES 55.9%
2012

NO 59.1%
YES 48.1%
2013

If yes, please explain.

"Culture, work-life, opportunity for advancement, compensation."

"In recession were looking for more salary, it has now changed to be looking for value, and stability along with career advancement."

"Ability to move up in your organization."

"Early career candidates expect too much money. They over estimate their monetary worth."

"The younger generation candidates seek clear development opportunities for next level advancement, and flexibility for a work/life balance."

"Flexibility."

"In the past, it had been more about remuneration but now, the paradigm has shifted to professional developmental opportunities."

"Work/life balance."

"The older candidates cared more about salary but now its more about flex time and honestly working for a solid leader. The younger candidates are looking more for a work life balance so flex time and time off works for them."

"A combination of work flexibility, welcoming work environment, money, career development, diversity in top-down, culture,"

"They are focusing on the whole package instead of just compensation. They look at the benefits, the stability of the company and the culture."

"Quality of life. Flexible Schedule has become as important if not more than actual salary."

"Career development and flexibility."

"They want flexibility and growth opportunities."

Have you seen a change in what candidates consider important as they transition jobs in today's market? If yes, please explain. *(Continued)*

"Culture … is a huge factor."

"Used to be more about salary or career advancement, still a lot is determined by job location."

"Culture and benefits."

"More so the manager and the team they will be working with and what their significance is in relation to the immediate area."

"Flexibility, development, travel."

"Due to economic conditions, applicants are identifying salary as their number one issue."

"Candidates in the last few years were really looking for stability. Now, I believe candidates are feeling more confident and able to again focus more on the work itself and what they believe in."

"Candidates research companies more and expect more."

"Less about money, and more about the correct cultural fit."

"Looking for greater flexibility."

"GROWTH"

"More candidates are looking at the benefits."

"More candidates are preferring flexibility."

"More people out of work (defense/gov't) so salary is not as important."

"Many just want a job. They have been laid off and need to pay bills."

"Maybe it's due to sequestration, but I'm seeing more people willing to take less salary for opportunities and a bigger emphasis on location, specifically they want to cut their commute time down and are willing to sacrifice $$ for getting a few hours of their life back each day."

"Culture is important."

What is the biggest challenge you face today in your Diversity Recruiting program?

Buy-in from Senior Management _____ 2013 **18.3**%
2012 **15.4**%

Lack of budget _____ 2013 **13.4**%
2012 **12.0**%

Lack of manpower dedicated to
diversity recruiting _____ 2013 **25.6**%
2012 **20.2**%

Lack of training_____ 2013 **7.3**%
2012 **7.7**%

Lack of candidates with the
right experience _____ 2013 **35.4**%
2012 **44.7**%

0   10   20   30   40   50
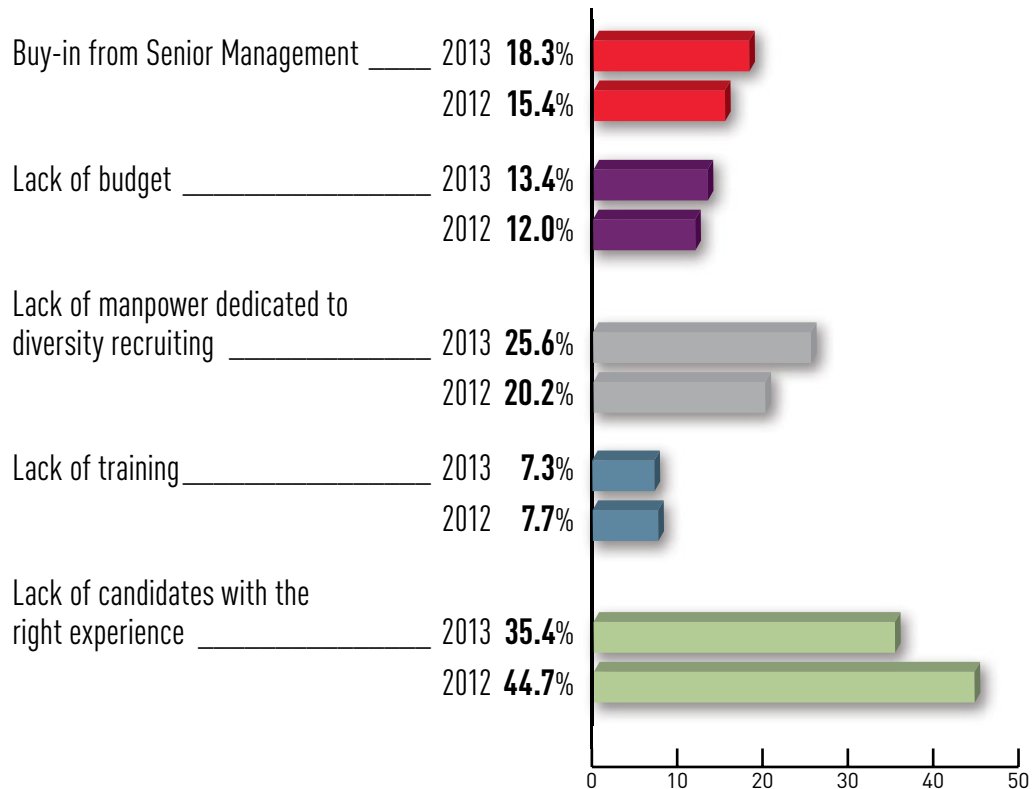
If other, please specify.

"Lack of exposure and training."

"To change the culture in all the facilities."

"No dedicated Diversity program."

*"Buy-in from Hiring Manager. Executive
Leadership can state their openness - but the
hiring manager wants someone already trained."*

*"I wish we focused more on this, or at least were
informed of any new diversity activities that need
to be done. No one ever brings this up,however
we do try to attend at least one diversity job fair
per year, it is not enough."*

"No program."

"Most of the above."

What is your MOST challenging position to fill and why?

"For diverse candidates - engineers and craft labor."

"Software Developers - competition and compensation."

"Nurses, Our pay does not compare to private sector. Also, Engineers- can not attract diverse candidates."

"Retail Sales. Candidates are lacking on the required experience and qualifications."

"Niche recruitment consultant in particular locations."

"Instrument techs."

"All are challenging but not impossible. It is more than just the skill set but also the motivational fit and cultural fit."

"Information Technology due to demand."

"Our niche technical positions. Women normally do no hold these types of jobs, so it is increasing difficult to source and attract and hire them into our organization."

"Sales role."

"Project Managers - very niche market."

"Outside sales in a rural area where spanish or a foreign language is critical."

"Mid-Managment to senior positions."

"The technical ones because there are no women."

"Most of our operations position are hard to fill because they are niche roles in the insurance industry. Our unemployment rate is at 3.7%."

"Psychiatrist."

"Trained cook, they either good cooks - poor managers or reverse.

""Kitchen helpers, short orders cooks, have a hard getting the proper pace...Those are positions that don`t open up to much advancement and sometimes require to work odd hours."""

"Experienced IT."

"Software Developer."

"Mid level management positions--candidates with solid manager experience are difficult to find."

"Technical / Maintenance, CDL Class A drivers - lack of qualified talent across US."

"Analytics positions - limited population with skill sets needed, salaries not competitive in marketplace."

"IT Developers (PERL/SQL)."

"Consumer Market Executives - they do not have the 360 up strategy acumen needed for the span of control they cover."

"DCS - Electrical engineers to travel globally for 1-2 years at a time."

"Factory Engineers."

"IT roles like developers. There are few on the market to even attract. Most developers are from foreign countries so it can be very difficult to find US citizens."

"Trades positions - equipment operators, mechanics, electricians, ac mechanics. This is due to the lack of focus on the need for traditional trades and the income focus."

"Pharmacy Account Manager - New York City - has to be a pharmacist, experience within PBM industry, strong communication/presentation skills and work for a very modest salary!"

"Research positions - need specific skills."

"A senior level consultant because it requires the exact right mix of skills and experience."

What is your MOST challenging position to fill and why? *(Continued)*

"Psychiatrist."

Any Management role. Most candidates may be solid on the technical dimension of the role. So few are as well versed with the human dimension of the role."

"IT developers because of limited talent pool and low client salary expectations."

"Technical Positions."

"Any IT related roles."

"Cloud Based Developers. Very new technology."

"We have many areas, EEG/HIM."

".NET Developers."

"Manufacturing roles at remote sites."

"Fundraising Director - field position, high travel manages 2 offices staff of 10-15."

"President."

"Bilingual positions."

"Administration Staff. Attracting diversity in lower paying positions is a challenge."

"Philanthropy."

"Fully cleared java/j2ee candidates because of competition among other companies looking for these candidates."

"Engineering and Technician programs. The talent pool is already small, and the specific needs we have make it even more difficult."

"Research Fellows...very small diverse talent pool."
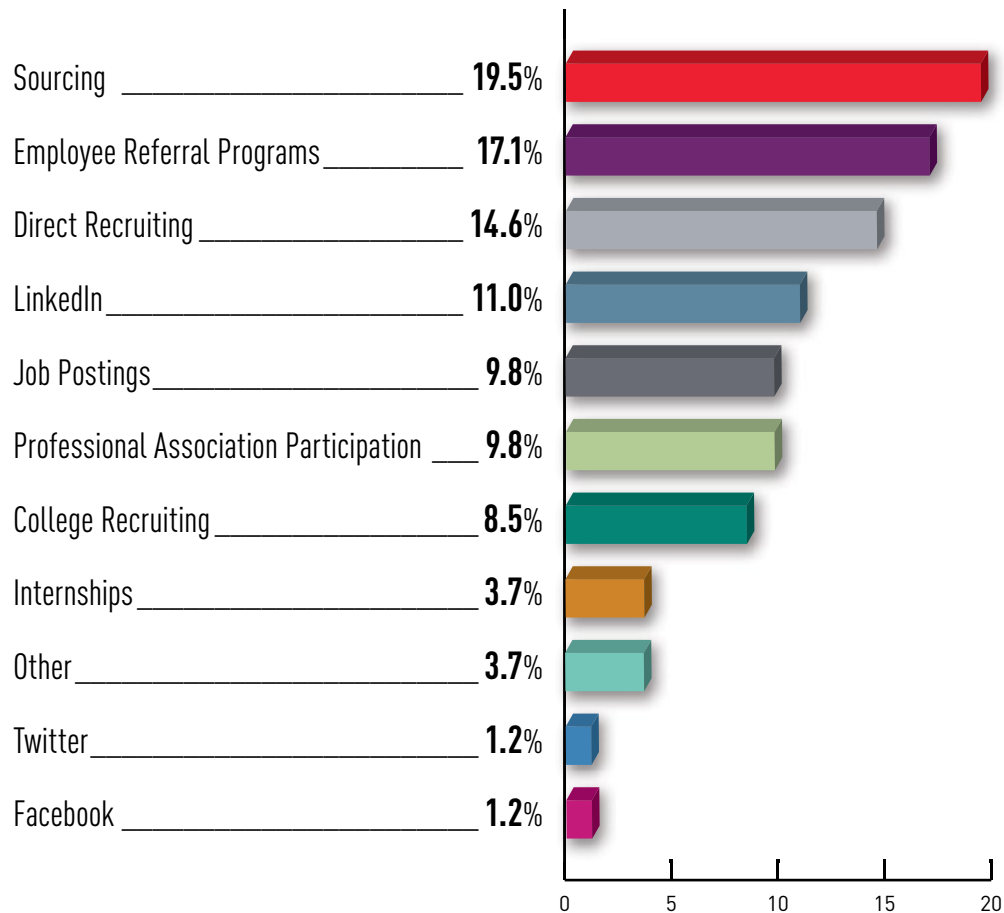
"Anything with relocation."

"A highly trained designated FAA representative, a DER."

"Higher level managers/directors."

"Malware/Reverse Engineers with active security clearances. There a just so very few of them who can get into the kernel level and reverse engineer malicious code."

"Installation technicians."

What is the most creative and/or effective tool that you use in your Diversity Recruiting program and what has the effect been?

Tool	Percent
Sourcing	**19.5**%
Employee Referral Programs	**17.1**%
Direct Recruiting	**14.6**%
LinkedIn	**11.0**%
Job Postings	**9.8**%
Professional Association Participation	**9.8**%
College Recruiting	**8.5**%
Internships	**3.7**%
Other	**3.7**%
Twitter	**1.2**%
Facebook	**1.2**%

Effect of using this tool

"Effective college recruiting in diverse communities fosters strong relationships with quality potential candidates."

"College Recruiting - Strong co-op program attracts diverse students."

"Sourcing - Allows to cast a wider net."

"Sourcing - Direct sourcing of diverse applicants via various sources including LinkedIn."

"Employee Referral Programs -More quality hires."

"Sourcing - in infancy stage."

"Direct Recruiting - I was able to identify the key players within a specific market."

"Internships - it helps you to develope in a specific area."

"Facebook - We also use our personal research and Government sites for job searching."

"Twitter - has increased number of applicants to choose from."

"Sourcing - very good."

Effect of using this tool *(Continued)*

"Employee Referral Programs - We have associate resource groups and target a small group of positions weekly. This email directly to them has increased our referrals!"

"Sourcing - more options."

"Job Posting - So far, receiving a good number of responses."

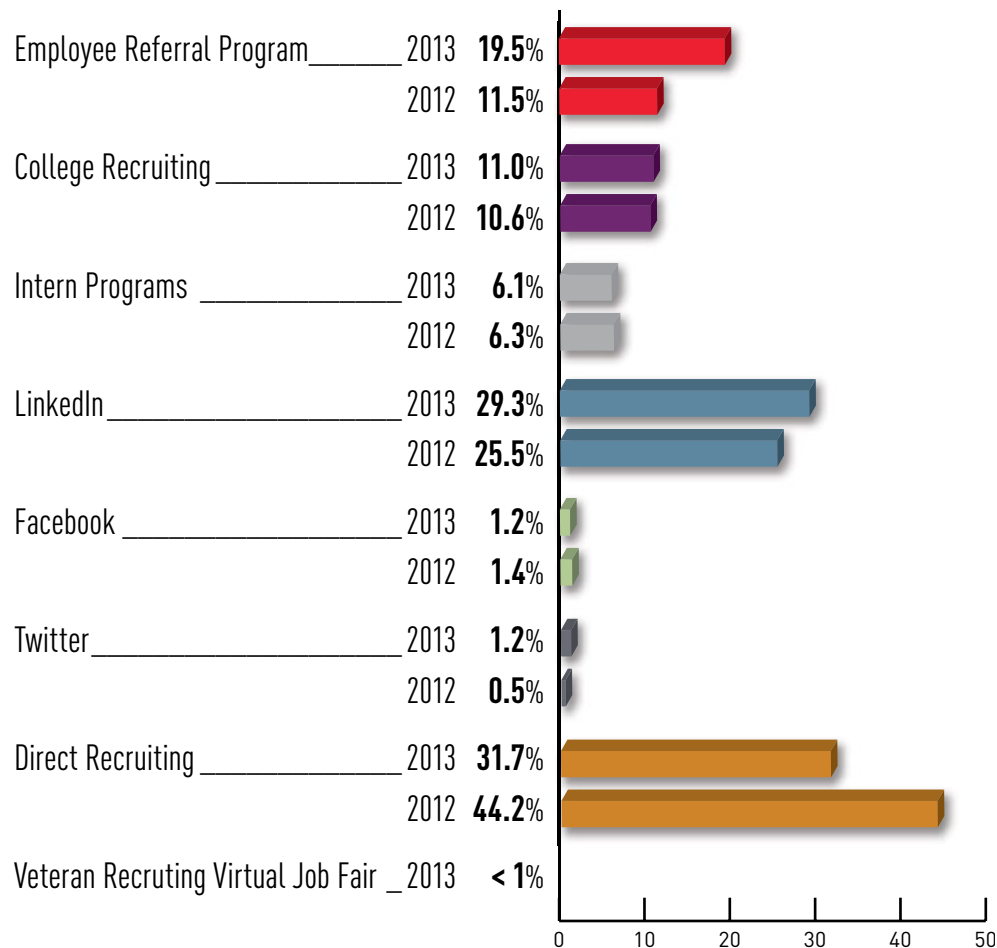*"College Recruiting - Interested intern candidates; currently no openings to slot them."*

"Sourcing - some interviews."

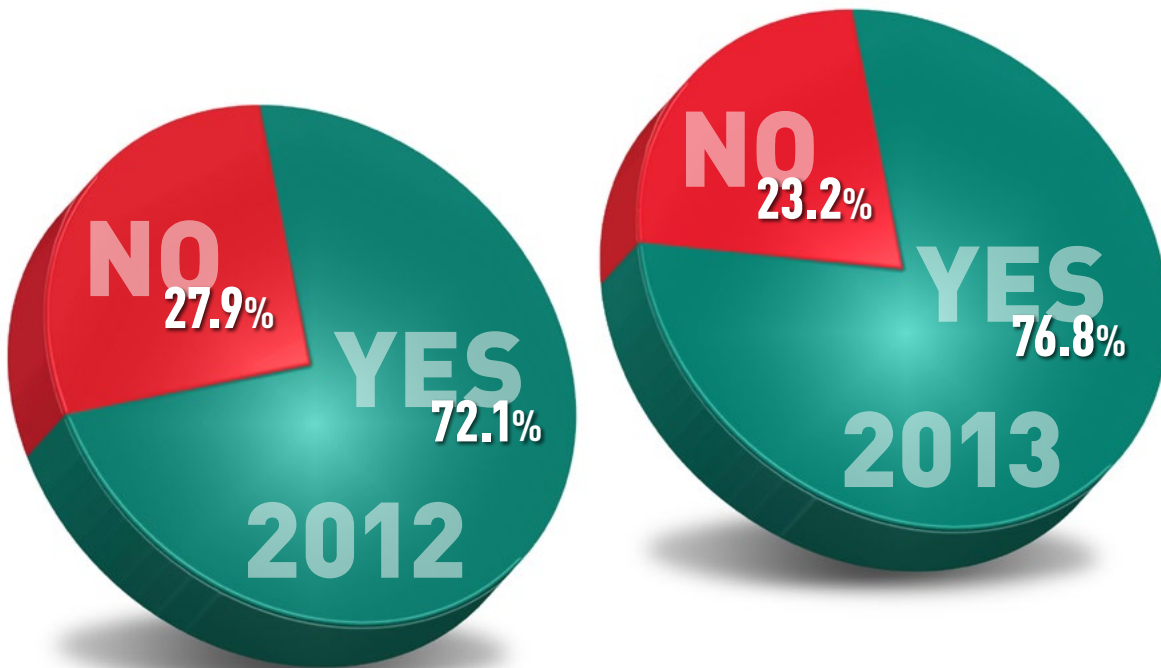*"Job Postings - Toolkit to train our field team members to source for diverse talent."*

"Employee Referral Programs - We have had great success through our referral programs identifying diverse candidates."

*"College Recruiting - Increase of diversity of talent pipeline."*

What is the most effective sourcing tactic you have deployed in the past 12 months to support your Diversity Recruitment goals?

Tactic	Year	Percentage
Employee Referral Program	2013	19.5%
	2012	11.5%
College Recruiting	2013	11.0%
	2012	10.6%
Intern Programs	2013	6.1%
	2012	6.3%
LinkedIn	2013	29.3%
	2012	25.5%
Facebook	2013	1.2%
	2012	1.4%
Twitter	2013	1.2%
	2012	0.5%
Direct Recruiting	2013	31.7%
	2012	44.2%
Veteran Recruiting Virtual Job Fair	2013	< 1%

Does your company have an Employee Referral Program?

NO 27.9%
YES 72.1%
2012

NO 23.2%
YES 76.8%
2013

Has your Employee Referral program positively impacted your Diversity Recruiting program?


YES 22.0%
DON'T KNOW 53.6%
NO 24.4%
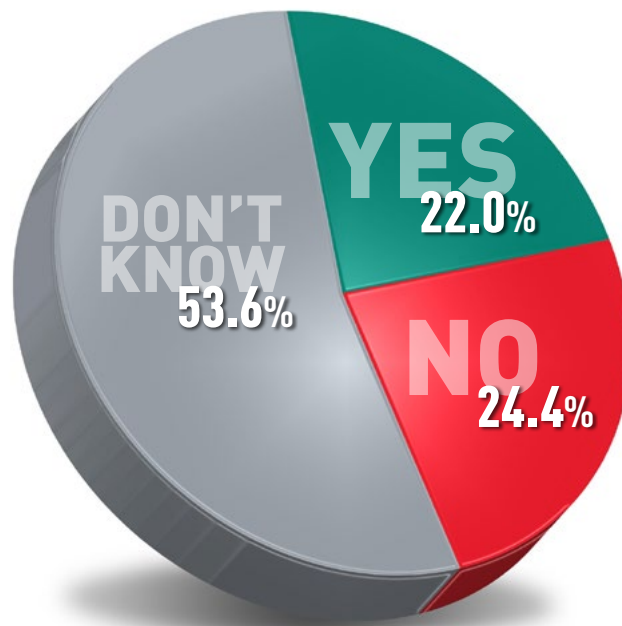
Does your organization offer a reward or incentive to an employee that refers a diverse candidate that is hired for their organization?


DON'T KNOW 7.3%

YES 19.5%

NO 73.2%
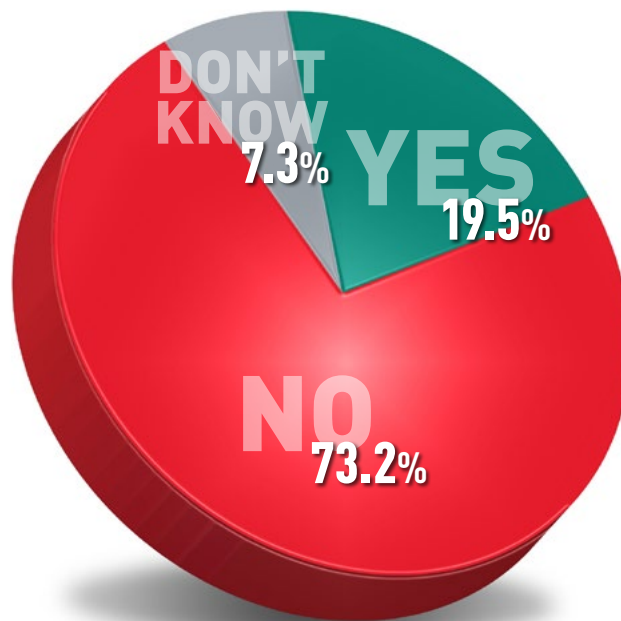
Does your organization produce metrics regarding their Diversity Recruiting initiatives and goals?

DON'T KNOW 13.4%

YES 41.5%

NO 45.1%
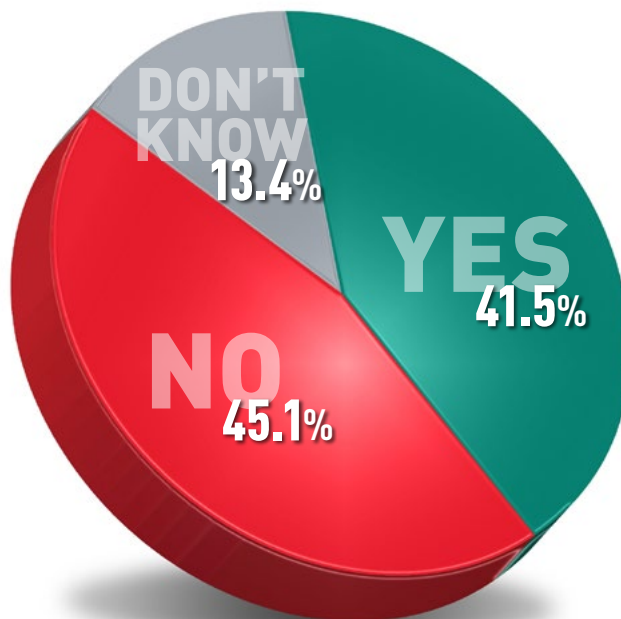
Does your company build Diversity Recruiting Metrics into Performance Plans?

DON'T KNOW 14.6%

YES 20.7%

NO 64.7%
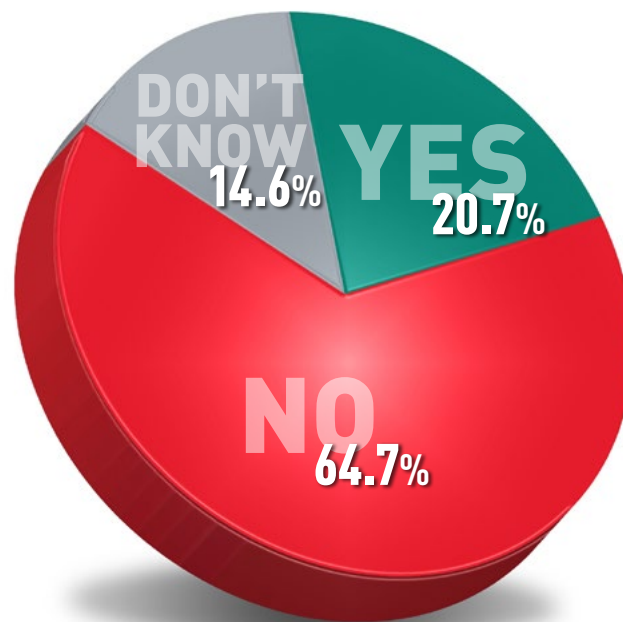
Does your organization have a program in place to specifically attract veterans?

DON'T KNOW 7.3%

YES 41.5%

NO 51.2%
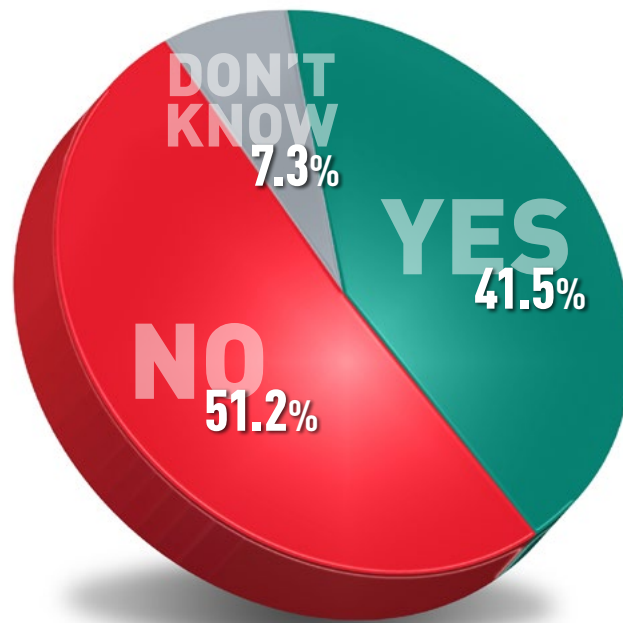
If yes, please explain.

"Strategy includes a dedicated resource that manages direct recruitment efforts, transition assistance, and internal training. The company also offers a paid military leave benefit."

"We have veterans preference points so veterans rank higher."

"We are in the process of implementing. We have OFCCP goals that we have to meet and have an affirmative action plan."

"Participation on panels and veteran career fairs."

"We have a military translator on our website, we partner with the local and state military bases to promote our job openings."

"Assigned recruit specialist to target veteran candidates."

"Targeted veteran job postings."

"We currently focus our recruitment efforts around SACC events and direct hires."

"Over 150 Military Recruiting Attache's across the country attending Career Fairs, Job Counseling, and searches in our ATS. In addition we have an MSAG Network (Military Support Assistance Group) nationwide that assists in community efforts for Veteran Initiatives."

"Milicruit and other similar organizations."

"In process of creating a program."

"Hire a Hero."

"We place Veteran hires above non-veteran hires."

"We are working on something specific and will be working with third-party vendors who specialize in vet hiring."

"We have a very solid Military Relations program that has been in existence for a number of years with 4 dedicated recruiters, all former military who visit bases and TAP centers, go to military job fairs and are liaisons with transitioning military."

Does your organization have an orientation and retention program in place specifically for diverse employees?

DON'T KNOW 14.6%

YES 12.2%

NO 73.2%
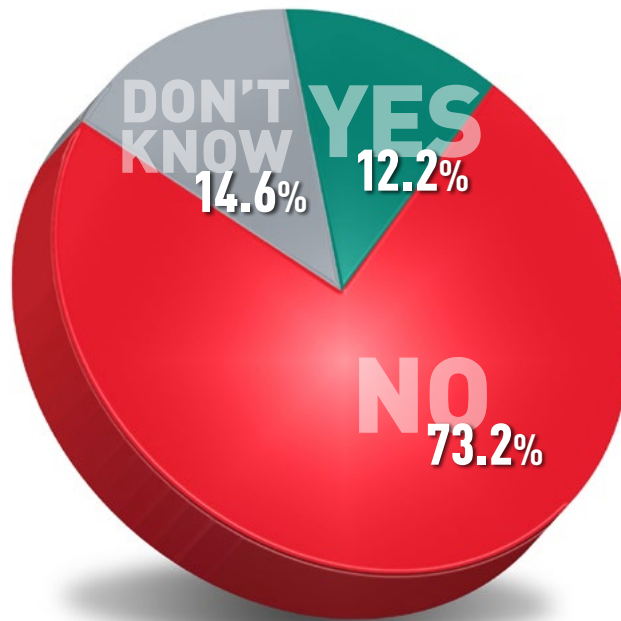
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