Recruiting Research Survey

Volume 7 • Diversity Survey 2015

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Welcome to AIRS® 2015 Diversity Survey

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 regarding 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

- The number of respondents that reported having a separate diversity team fell by 27%.

- The reported average annual budget for Diversity has fallen 30%.

- For the second year in a row the number of respondents who felt Career Advancement & Professional Development were the most important factor to job seekers, fell.

- Survey respondents reported salary as the most important factor to job seekers, increasing 129% from 2 years ago and 35% from last year.

- The number of respondents who said culture is the most important factor to job seekers has nearly doubled from last year.

- "Sourcing" continues to be the most effective source of Diversity Recruiting.

- Respondents reported that LinkedIn fell by 50%, as the most effective sourcing tool for diversity.

- 20% of respondent's organizations changed their definition of diversity to include military, veterans or disabled candidates.

- 46% of respondents have a program in place to specifically target Veterans.

- 23% of respondents have a program or invest in encouraging young children to pursue a particular skill set.

- 15% of respondent's have programs in place to attract experienced and/or older individuals.

AIRS 2015 Diversity Survey

What best describes the industry of your company?

Industry	Percentage
Healthcare	11.2%
Information Technologies	9.6%
Employment - Staffing Agency	8.8%
Government	6.4%
Other	6.4%
Non-Profit	5.6%
Aviation, Aerospace & Defense	4.8%
Construction & Engineering	4.8%
Employment - Executive Search	4.0%
Insurance	4.0%
Retail	4.0%
Services	4.0%
Banking	3.2%
Financial Services	3.2%
Manufacturing	3.2%
Energy & Utilities	2.4%
Food & Beverage	2.4%
Wholesale & Distribution	2.4%
Computer Software	1.6%
Media	1.6%
Publishing & Printing	1.6%
Chemicals	0.8%
Electronics & Semiconductors	0.8%
Employment - IT Contractor	0.8%
Pharmaceutical & Biotechnology	0.8%
Sports & Recreation	0.8%
Transportation, Logistics, Storage	0.8%

How many employees in your organization?

Less than 50
13.6%

51-100
4.0%

101-500
14.4%

501-1,000
8.8%

1,001-5,000
22.4%

5,001-25,000
19.2%

More than 25,000
17.6%
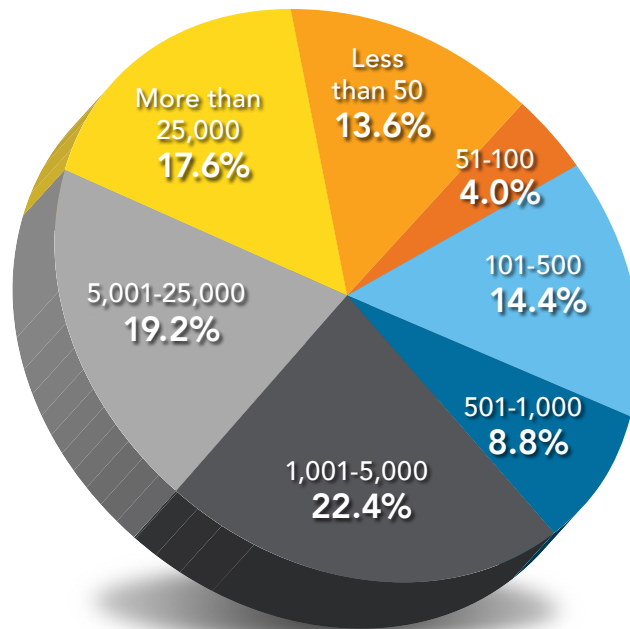
How many recruiters in your organization?

More than 50
12.8%

26-50
10.4%

11-25
16.0%

6-10
19.2%

Less than 5
41.6%
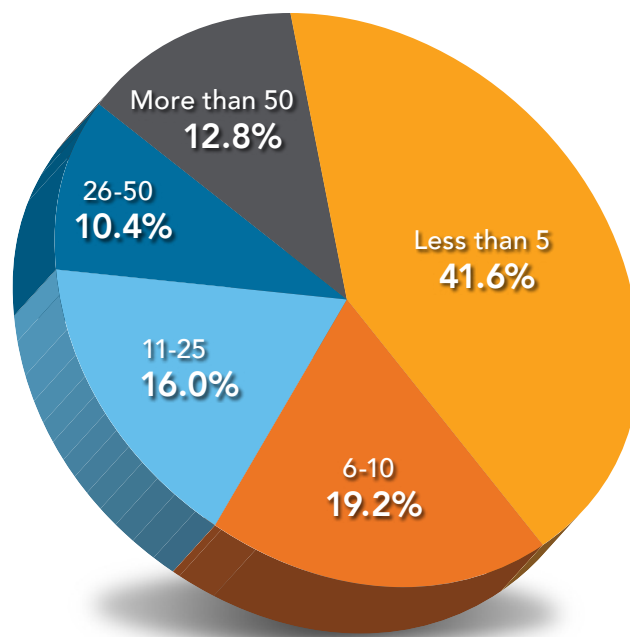
Does your organization have a Diversity Recruiting Program?
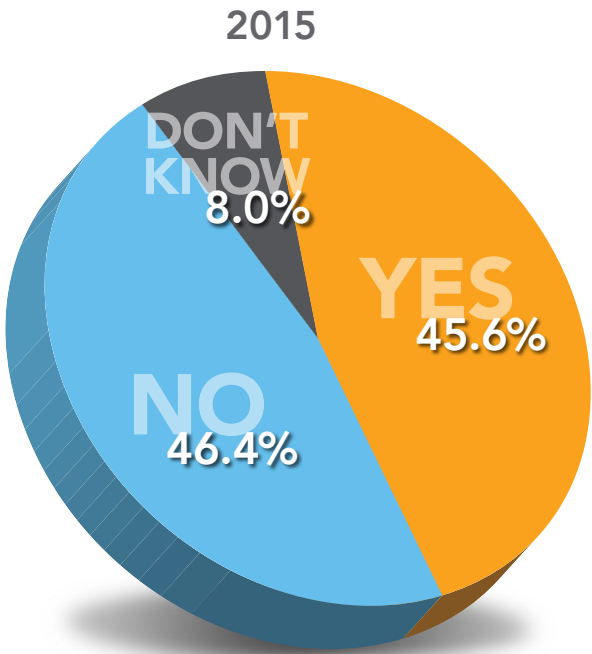
2015

	2015	2014	% change from the prior year
Yes	45.6%	46.3%	Decreased by 2%
No	46.4%	43.9%	Increased by 6%
Don't Know	8.0%	8.5%	Decreased by 0.5%

Does your organization have a dedicated Diversity Recruiting Team?
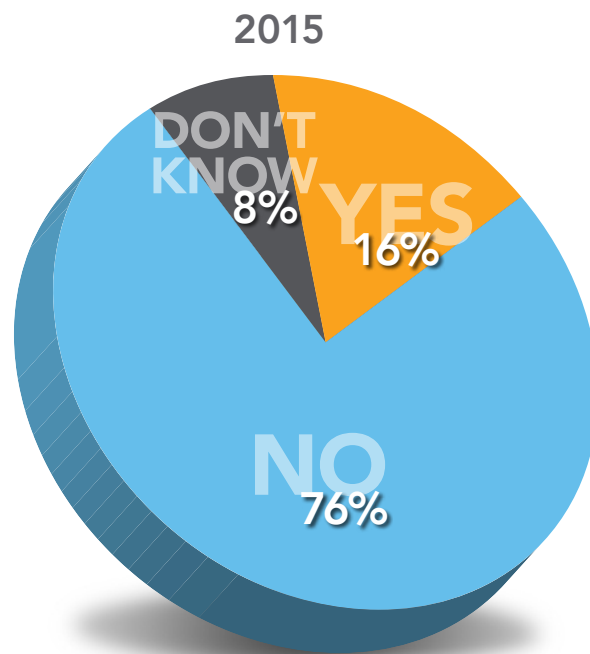
2015

	2015	2014	% change from the prior year
Yes	16.0%	22.0%	Decreased by 27%
No	76.0%	73.2%	Increased by 4%
Don't Know	8.0%	4.9%	Decreased by 63%

If yes, how many team members?

2015

More than 20 – **0.0%**

10-20 – **0.0%**
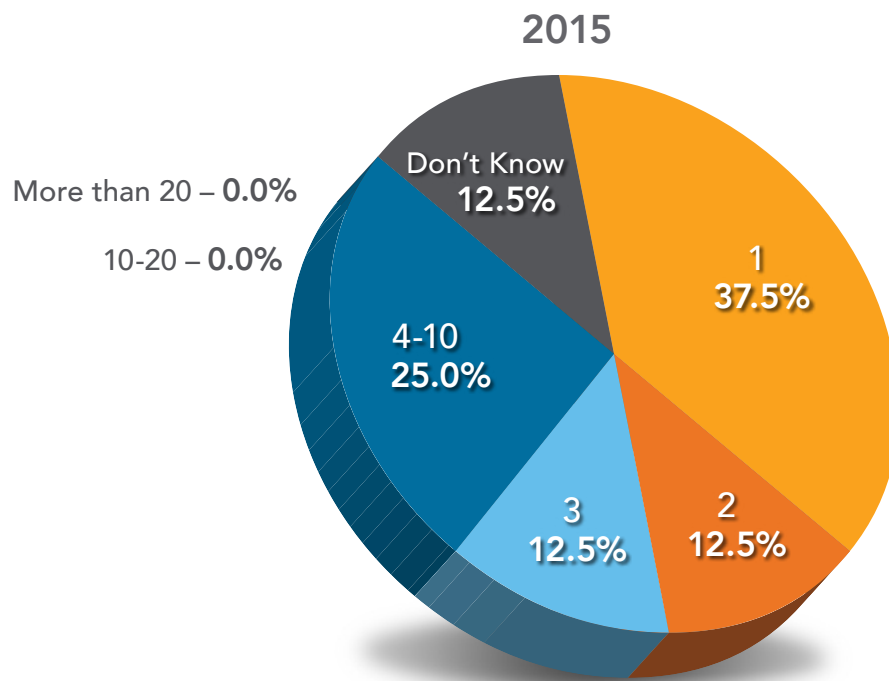
	2015	2014	% change from the prior year
1	37.5%	16.7%	Increased by
2	12.5%	13.3%	Decreased by 6%
3	12.5%	6.7%	Increased by 87%
4 to 10	25.0%	13.3%	Increased by 88%
10 to 20	0.0%	0.0%	0%
More than 20	0.0%	6.7%	Decreased by 100%
Don't Know	12.5%	43.3%	Decreased by 71%

What is your annual budget for Diversity Recruiting?

Category	Year	Percentage
No Budget	2015	47.4%
	2014	46.9%
Less than $5,000	2015	7.7%
	2014	5.0%
$5,001–$7,500	2015	2.6%
	2014	1.2%
$7,501–$10,000	2015	1.3%
	2014	2.4%
$10,001–$25,000	2015	3.8%
	2014	2.4%
$25,001–$50,000	2015	2.6%
	2014	0.0%
$50,001–$100,000	2015	1.3%
	2014	3.8%
More than $100,000	2015	3.8%
	2014	6.2%
Don't Know	2015	29.5%
	2014	32.1%
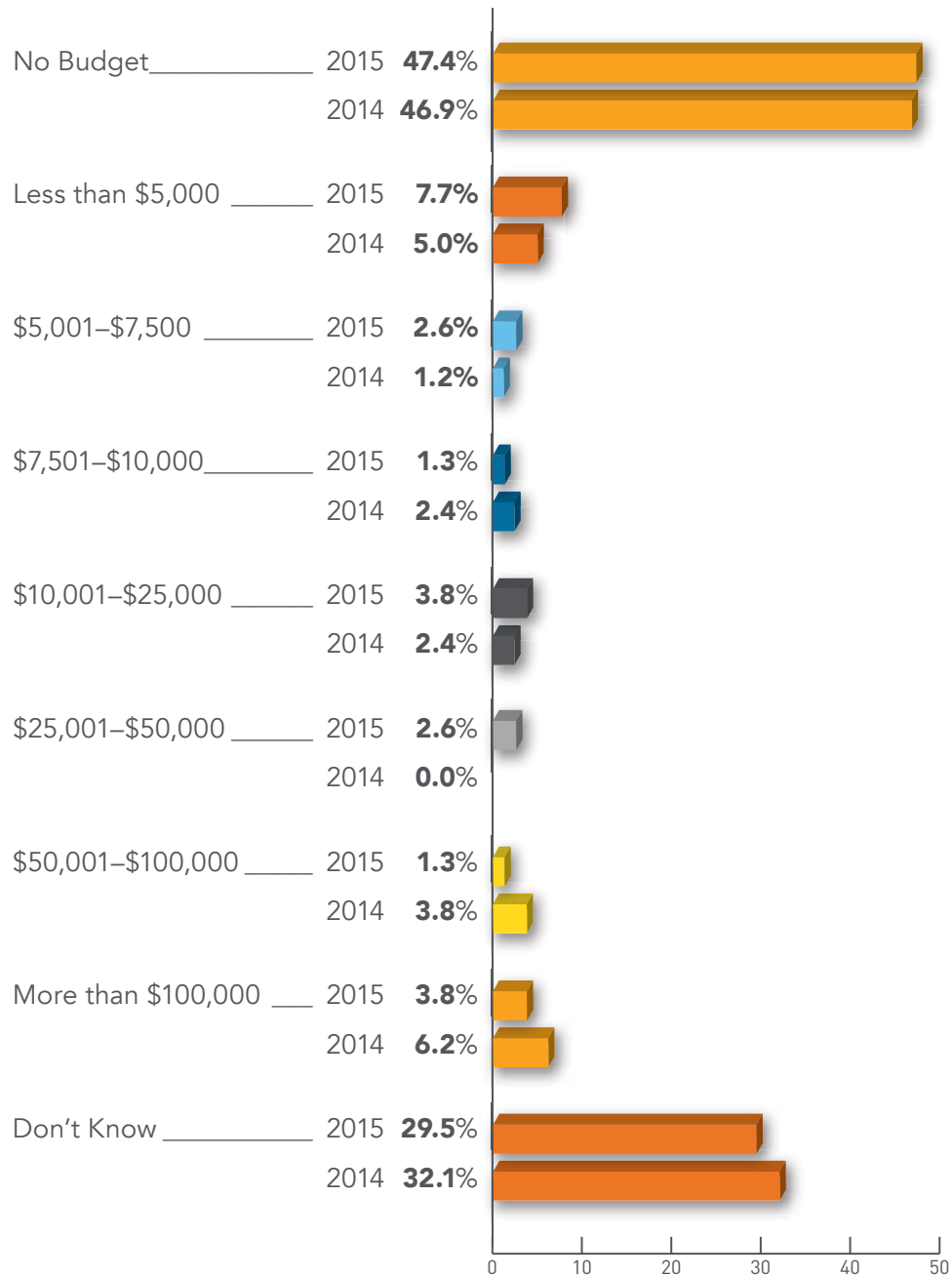
Do you believe your company has a clear Diversity Recruitment Program objective?
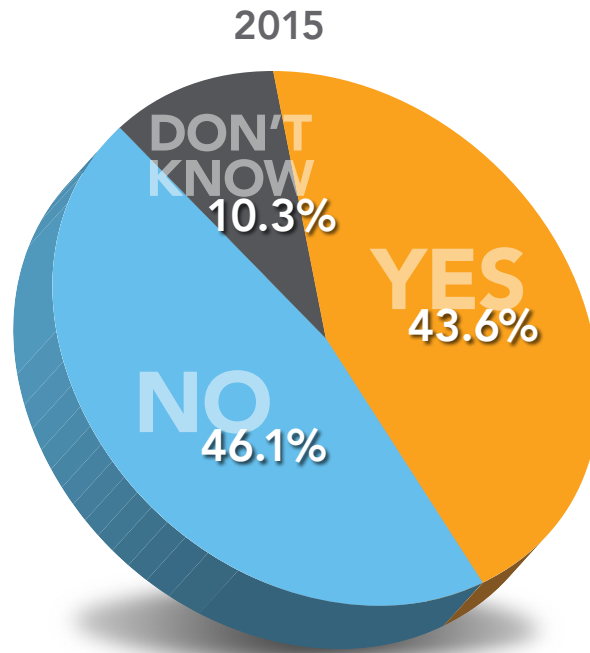
2015

	2015	2014	% change from the prior year
Yes	43.6%	36.6%	Increased by 19%
No	46.2%	51.2%	Decreased by 10%
Don't Know	10.3%	11.0%	Decreased by 6%

Has your Diversity Recruiting budget increased, decreased or stayed the same over the past 12 months?

2015

INCREASED
11.5%

DECREASED
2.6%

DON'T KNOW
38.5%
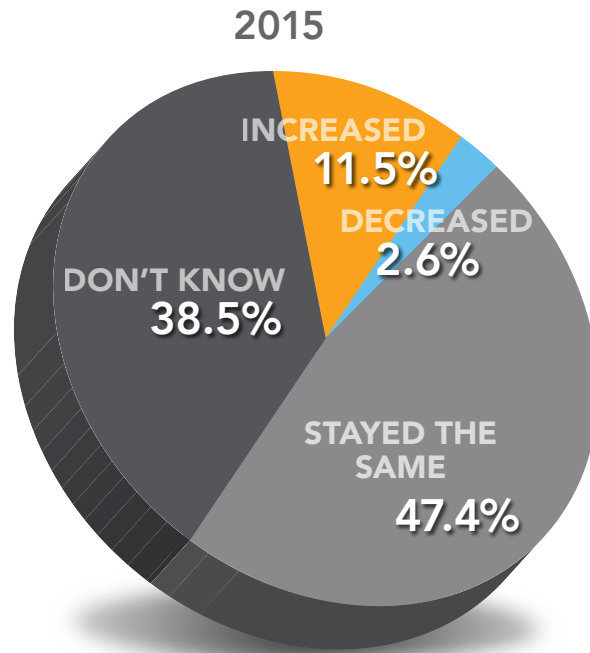
STAYED THE
SAME
47.4%

	2015	**2014**	% change from the prior year
Increased	11.5%	15.9%	Decreased by 28%
Decreased	2.6%	2.4%	Increased by 8%
Stayed the Same	47.4%	48.8%	Decreased by 3%
Don't Know	38.5%	32.9%	Increased by 17%

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

2015

DON'T KNOW
15.4%

INCREASED
42.3%

STAYED THE SAME
41.0%
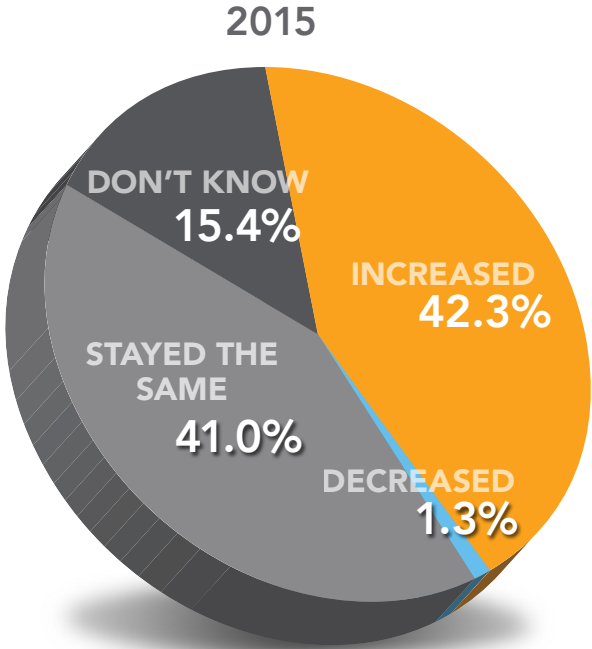
DECREASED
1.3%

	2015	2014	% change from the prior year
Increased	42.3%	47.6%	Decreased by 11%
Decreased	1.3%	3.7%	Decreased by 65%
Stayed the Same	41.0%	31.7%	Increased by 29%
Don't Know	15.4%	17.1%	Decreased by 10%

Has your company's definition of diversity changed in the past 12 months?
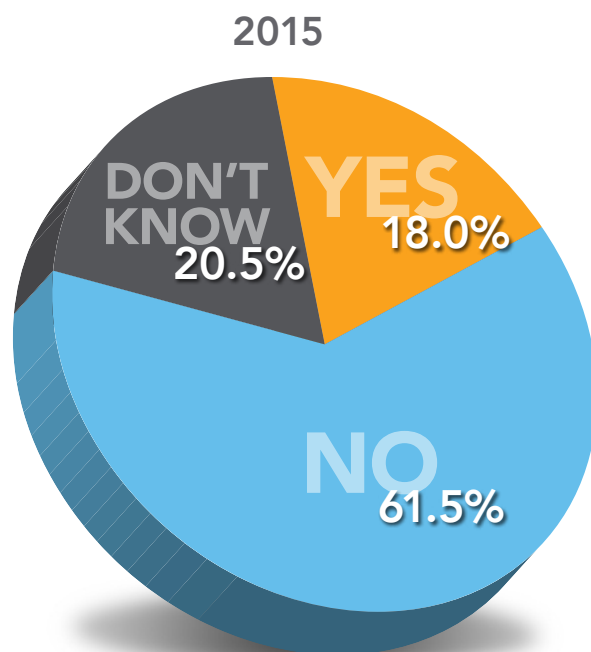
2015

	2015	2014	% change from the prior year
Yes	18.0%	11.5%	Increased by 56%
No	61.5%	65.4%	Decreased by 6%
Don't Know	20.5%	23.1%	Decreased by 11%

If yes, please explain.

"Increased number of veterans working for us; increased outreach and recruiting of veterans; individuals with disabilities as well as other minority groups."

"Include disabled vets and others"

"We had no definition in the prior 12 months"

"While we don't have an official program, we do have an affirmative action plan and we must report our EEO and VETS/Disability annually. We have updated our definitions based on the new federal changes to include disabilities, trans-gender, etc."

"Trying to build Diverse Recruitment."

"Expanded focus"

"I don't think it has changed - we are just placing our focus on gender recruitment (since we are manufacturing) and military recruitment. Those are our 2 initiatives for 2015."

*"Including veterans and disability"*

"More inclusive of gender orientation. Also as a federal contractor have placed more emphasis - past 18 months plus on hiring individuals with disabilities."

"More focus on diversity initiatives and outreach."

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

	2015	2014	2013	% change from 2014	% change from 2013
Career Advancement	19.2%	14.6%	26.4%	32%	-27%
Professional Development Opportunities	16.7%	22.0%	25.0%	-24%	-33%
Like their work	14.1%	11.0%	11.1%	28%	27%
Like their boss	0.0%	3.7%	0.0%	-100%	0
Salary	23.1%	17.1%	10.1%	35%	129%
Benefits	2.6%	3.7%	2.9%	-30%	-10%
Vacation/Time Off	1.3%	0.0%	0.0%	1%	1%
Flexible Scheduling	3.8%	4.9%	4.3%	-22%	-12%
Retirement Plan	0.0%	0.0%	0.0%	0%	0%
Diverse Workforce	0.0%	2.4%	0.0%	-100%	0%
Culture	14.1%	7.3%	11.5%	93%	23%
Location	2.6%	3.7%	2.4%	-30%	8%
Company Ethics	0.0%	2.4%	1.4%	-100%	-100%
Belief in Company/Product	2.6%	7.3%	4.8%	-64%	-46%

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

2015

NO
47.4%

YES
52.6%

2014

NO
59.1%

YES
48.1%

2013

NO
44.1%

YES
55.9%
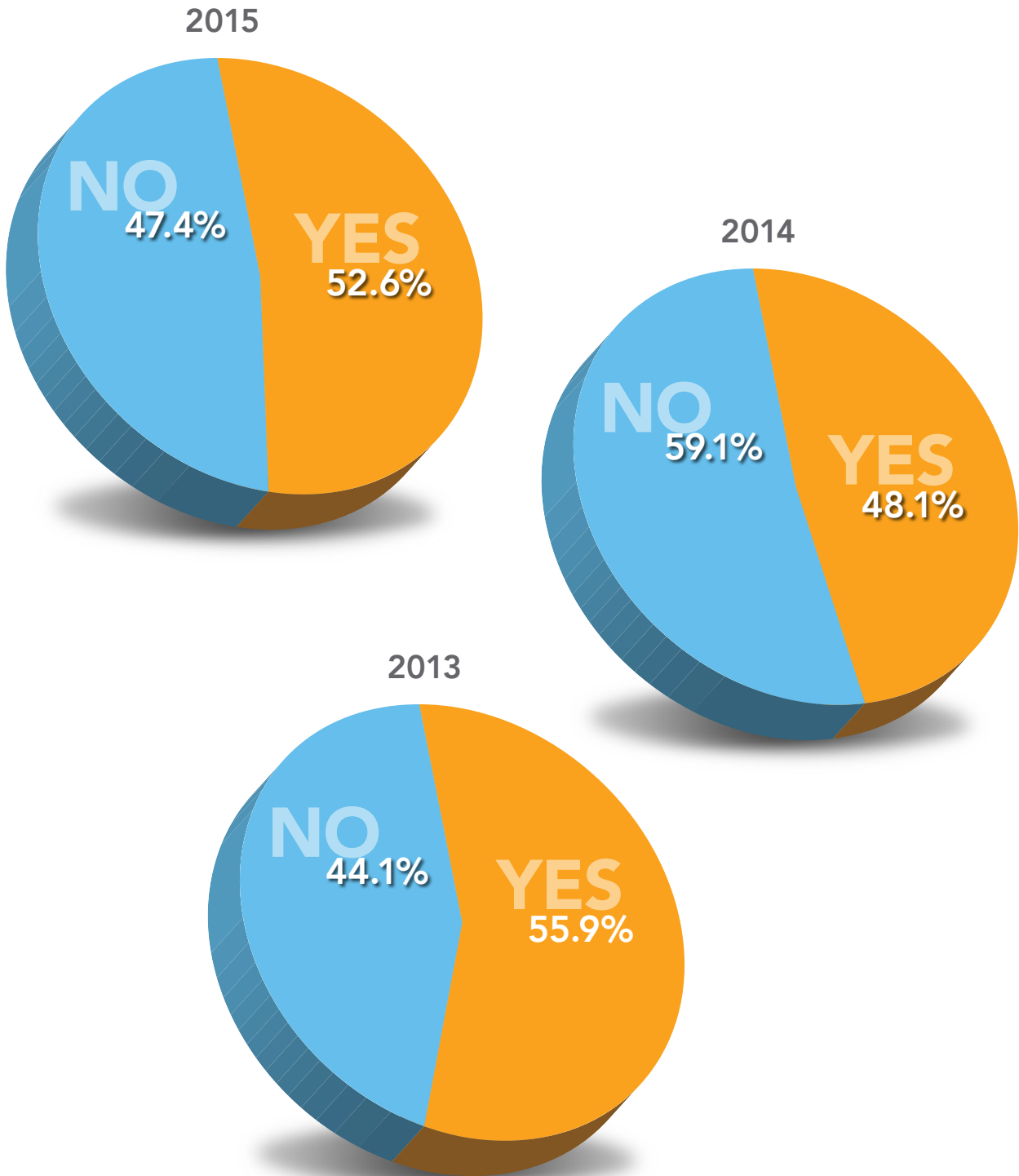
If yes, please explain.

"Less candidates are connected to the mission, more are looking for "what's in it for me""

"Candidates are seeking culture fit and social/community responsibility as items that are of significant importance when selecting an employer."

"Work/Life Balance and the work must be challenging or exciting to them"

"Flex schedules"

"Younger applicants are more concerned with company culture, and the company's mission"

"Many want to feel they are making an impact, love what they do and have work life balance."

"After the crash in 2008, candidates were looking for stability and now that the market has shifted, they're wanting more money, more challenge and growth opportunities and are being selective about cultural fit."

"More and more candidate are looking for flexibility and a diverse workforce...."

"Remote work"

"During the recession it was about stability, now people want to grow and find the job that will take them to the next step in their career path"

"They value more than a salary. Culture, personal growth and happiness become intangibles hard to quantify."

"Culture, flexibility seem more important"

"Full time roles aren't quite as important as they used to be now that they understand there's no such thing as "permanent". Now they are looking to be compensated as much as possible"

"Is it only a lateral move? That helps in making a decision about moving."

"People are looking for stability and work/life balance equally."

"Not always about money but more so interested in benefits, wellness initiatives, corporate responsibility, culture and flexibility."

"More focus on doing meaningful work and work/life balance"

"Salary has come up more often"

"More candidates are negotiating flexible work schedules and telecommuting opportunities"

"Market is heating up for talent. Compensation has increased as a motivating factor for some."

"I don't think you can sum it up in one item. I see people geared towards work/life balance, culture, combo total rewards and liking what they do too."

"Culture, span of responsibility, flexible work arrangements and of course salary"

"Candidates are not just focused on a salary anymore. They are focused on the work that they do and the growth opportunities within the organization."

"Candidates are looking at benefits and stability"

"Salary is always on the top, but I find it is also the hours and location."

"More are interested in flexible scheduling on the job and ability to have interesting projects to complete"

"Unfortunately people tend to be "short sighted" with quick job changes. Our industry requires 3 to 6 months for every position before person is fully functional - quite a difficult challenge."

"Work life balance"

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

	2015	2014	2013	% change from 2014	% change from 2013
Buy-in from Senior Management	12.8%	18.3%	15.4%	-30%	-17%
Buy-in from Hiring Managers	15.4%	n/a	n/a	n/a	n/a
Lack of budget	5.1%	13.4%	12.0%	-62%	-58%
Lack of manpower dedicated to diversity recruiting	12.8%	25.6%	20.2%	-50%	-37%
Lack of training	3.8%	7.3%	7.7%	-48%	-51%
Lack of candidates with the right experience	32.1%	35.4%	44.7%	-9%	-28%
Changing culture of organization	17.9%	n/a	n/a	n/a	n/a

What is your MOST challenging position to fill? Please explain why.

"We have several. The common theme is that we are locked into contracts & accreditation that require a specific Human Services degree."

"Unique jobs requiring hard to find skills. This is due to the diversity of jobs that we have."

"Sales...because they are the most challenging positions to fill at large."

"Sr. Level cleared professionals. The candidate pool is extremely limited."

"Senior Management; Executive Management, Operations Support and Mortgage Lenders."

"Developers not skilled"

""Software Developers, especially Java and .NET. These positions are difficult to fill for a few reasons.
1. There is more demand than supply - I've heard there are 11 open jobs for every developer.
2. Companies often want a very specific combination of experience and skills that narrows the field drastically.
3. Many developers are on H1B visas and many of our clients are not willing to sponsor candidates. Our firm does not work with 3rd party agencies, so we can't use H1B candidates on a contract basis either.""

"High level research / technical jobs because many candidates require sponsorship to work in the US and most companies do not want to offer sponsorship."

"Critical Care nurses...they are in high demand and the supply is low"

"CTO"

"Senior management - underlying racial profiling"

"Variable as several in different functional areas at different times in the progress of the organization."

"Java Developers - they are hard to find. We usually end up with H1B visa holders filling this position."

"Risk and Compliance positions. Experienced candidates come from out of the metro DFW area. No relo available."

"Bridge Engineer - market is rebounding and candidates are in short supply."

"We had a position that was a JR Information Assurance position. Required a certain clearance level and expertise in UNIX."

"Psychologists and IT jobs- we just can't pay competitively enough to attract high quality candidates"

"H.I.T. roles. Our clients don't pay market rate."

"Individuals willing to learn and respect a job"

"Computer Engineer for one client since they require a PHD and they have a rigorous interview process."

"Purple squirrels -- roles that involve more than 1 normal set of duties."

"Senior Java architect. Java adds new technology in every month."

"Environmental positions - lots of Safety candidates are out there but not as many multi-media candidates"

"Mostly technical IT positions. Tight market."

"ER and Telemetry Nurses due to a shortage of nurses."

"Where a TS/SCI w/Poly (security clearance) is required."

"Diverse IT"

"Electrical Engineers with 5+ years of experience"

"Predictive Modeling Actuary - very small field of employees and a high-demand field. Companies tend to hang on to them."

"Medical roles with small external market data"

"It's difficult to nail down one specific role - as the largest medical device company in the world, we have many niche positions that require very specific scientific skill sets."

What is your MOST challenging position to fill? Please explain why. *(Continued)*

"Sport Sciences positions - shallow candidate pool with the best candidates working for major sports leagues (NFL, NBA, etc.), so difficult to compete with their current compensation."

"IT related positions"

"Engineers - it is where our plants are located. We are in small remote towns that no one wants to relocate to with their family."

"IT jobs are our most difficult positions to fill since we are unable to meet salary expectations."

"Developers"

"Visim Modellers- simply a lack of people with his skills. It is not used by many companies."

""IBM AS/400, Synon/2e, Cool2e, RPG experience 3+ years of experience with .NET Framework 2.0 or higher and C# . SQL experience, including stored procedures; preferably Microsoft SQL Server (challenge is lack of qualified candidates in geo areas)""

"Qualified CDL-A Delivery Drivers"

"ERP Systems like JD Edwards"

"Experienced trades people, because our organization does not recruit them."

"SIGINT Collection Requirements Manager. This is so because there are very few candidates with the specialized skills needed for the role."

"VP of PreConstruction"

"PACU Manager - finding someone that has the experience and education"

"Medical due to salary requirements in government vs private and public medical institutions"

"Certified Network Engineers"

"Technical position with complex requirements/criteria"

"Urology-we have a solo general practice with a physician that will be retiring in a few years. New grads want robotics and partners, most of the practicing physicians that apply are near retirement."

"SW Engineer"

"Medical Directors - asking physicians to consider positions at a different level in their career - steady pay, but it may be 1/2 of what they earned."

"Sales. We have a lot of criteria that is very hard to meet; then several deep interviews with hiring manager and company execs. We will not consider candidates who have bounced around a lot (and this happens a lot in sales) and the challenge of finding candidates who will be a fit with the manager is just really hard."

"Scientists"

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

	2015	2014	% change from 2014
Sourcing	16.7%	19.5%	-14%
Direct Recruiting	14.1%	14.6%	-3%
Employee Referral Programs	11.5%	17.1%	-33%
LinkedIn	10.3%	11.0%	-6%
Networking	9.0%	n/a	n/a
Professional Association Participation	7.7%	9.8%	-21%
Military & Veteran organization or websites	7.7%	n/a	n/a
College Recruiting	6.4%	8.5%	-25%
Job Postings	6.4%	9.8%	-35%
Other	5.1%	3.7%	38%
Internships	3.8%	3.7%	3%
Internal Affinity Groups	1.3%	n/a	n/a
Twitter	0.0%	1.2%	-100%
Facebook	0.0%	1.2%	-100%
Glassdoor	0.0%	n/a	n/a

Effect of using this tool?

Networking

- *Better visibility in the communities, provided exposure to*
- *Identifying top leaders in field even if no position exists.*
- *We have worked hard to develop connections with local agencies that assist veterans, individuals with disabilities and other diverse groups with job placement. Now that these relationships have been established, their clients feel more confident in applying at our institution and our hiring managers have become more confident in extending job offers to these individuals.*
- *an opportunity to share initiatives*

Sourcing

- *By sourcing directly instead of relying on other sources, we are able to dig deeper to identify the right candidates.*
- *Direct sourcing of prospective applicants has been effective though we currently do not have the resources to do this anymore.*
- *We screen for potential longevity and fit with the community as high priority for consideration. With minimal diversity in our area, it is important that they will enjoy long term our northern climate and significant winter weather, as well as having to travel for cultural support. We are not looking for a quick fill as it takes too long to fill a position. This has been successful for us.*

Direct Recruiting

College Recruiting

- *Greater presence on campus has increased our applicant pool for entry-level positions*
- *More diverse candidates coming into the organization.*

Employee Referral Programs

- *Our employees know great people who are a good fit for our company.*

Other

- *N/A Like I mentioned earlier, the nature of our jobs draw diverse candidates*
- *We don't have a diversity recruiting program.*

LinkedIn

- *the photo feature allows me to confirm someone's given ethnicity / sex.*
- *Able to reach out directly to diverse candidates*

Internships

- *Get to see if the person is qualified for the job.*

Military & Veteran organization or websites

- *We have found great candidates, relocation has been paid, we have brought great skill to our company and our referral network is growing from this source.*
- *We have attended several Veteran job fairs and have been branching out in this area.*
- *Veteran Recruiting Virtual job fairs - have actually had hires! Typical job fairs - we have not had hires.*

Professional Association Participation

- *AT this moment have not seen a change*

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

	2015	2014	2013	% change from 2014	% change from 2013
LinkedIn	15.4%	29.3%	25.5%	-47%	-40%
Networking	12.8%	n/a	n/a	n/a	n/a
Sourcing	11.5%	n/a	n/a	n/a	n/a
Employee Referral Programs	9.0%	19.5%	11.5%	-54%	-22%
College Recruiting	7.7%	11.0%	10.6%	-30%	-27%
Professional Association Participation	6.4%	n/a	n/a	n/a	n/a
Job Postings	6.4%	n/a	n/a	n/a	n/a
Direct Recruiting	6.4%	31.7%	44.2%	-80%	-86%
Internal Affinity Groups	3.8%	n/a	n/a	n/a	n/a
Internships	3.8%	6.1%	6.3%	-38%	-40%
Military & Veteran organization or websites	3.8%	< 1%	n/a	280%	n/a
Glassdoor	1.3%	n/a	n/a	n/a	n/a
Indeed	1.3%	n/a	n/a	n/a	n/a
ZipRecruiter	1.3%	n/a	n/a	n/a	n/a
Twitter	0.0%	1.2%	0.5%	-100%	-100%
Facebook	0.0%	1.2%	1.4%	-100%	-100%
Other	6.4%	n/a	n/a	n/a	n/a

Does your company have an Employee Referral Program?

2015

NO
26.9%

YES
73.1%

2014

NO
23.2%

YES
76.8%

2013

NO
27.9%

YES
72.1%
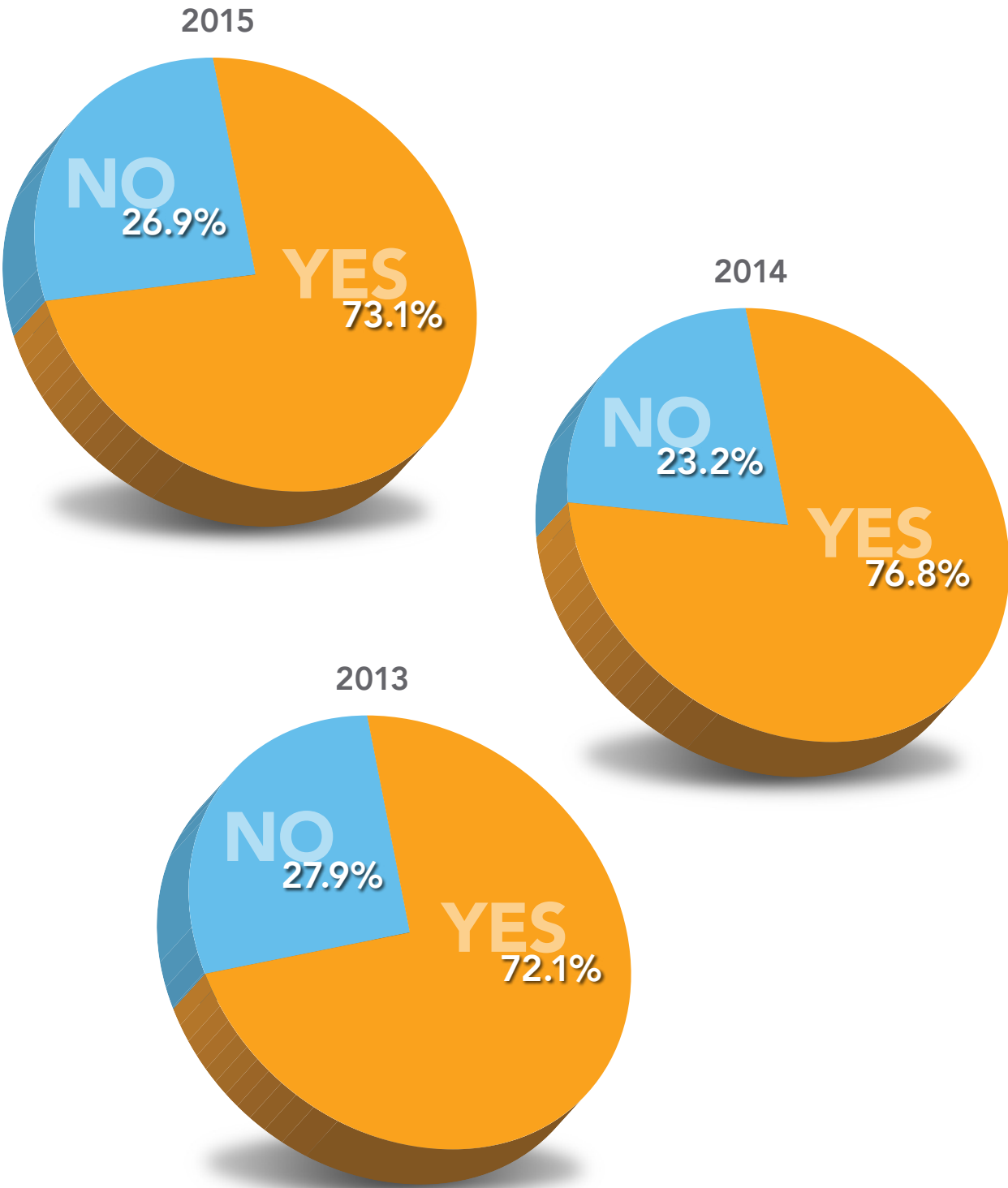
Has your Employee Referral program positively impacted your Diversity Recruiting program?

2015

YES
24.4%

DON'T KNOW
39.7%

NO
35.9%

2014

YES
22.0%

DON'T KNOW
53.6%

NO
24.4%
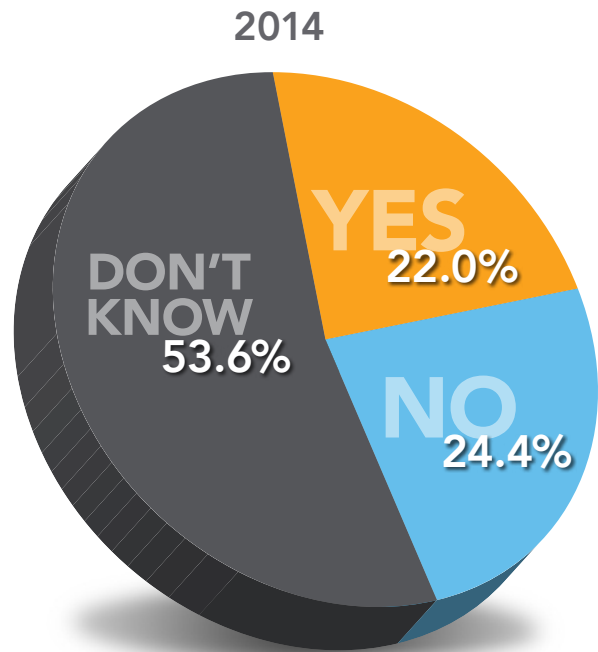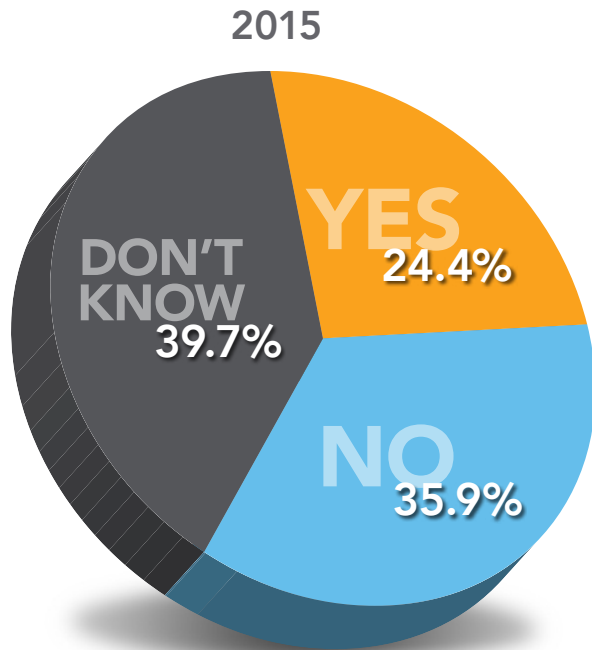
Does your organization offer a reward or incentive to an employee that refers a diverse candidate that is hired for their organization?

2015

DON'T KNOW 6.4%
YES 17.9%
NO 75.6%

2014

DON'T KNOW 7.3%
YES 19.5%
NO 73.2%
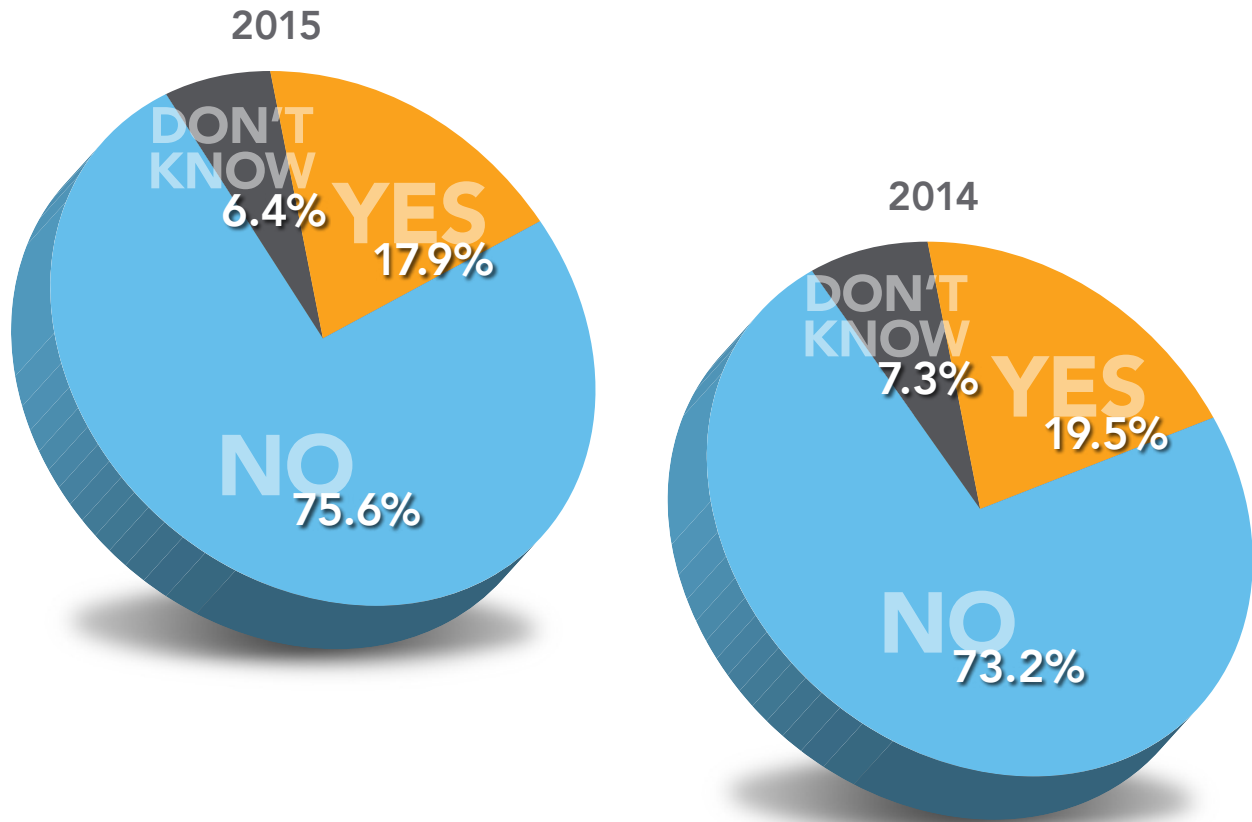
If yes, please explain.

"But the amount of money doesn't provide a big incentive to the referer"

"We provide cash awards between 3k-10k for all referrals across our organization."

"They pay referral fee"

*"Incentives are offered regardless of diversity status."*

"We offer a bonus for employees that refer people to our company."

"As we do not have a specific diversity recruiting program in place, employees are rewarded for any referral of a candidate that is hired for the organization."
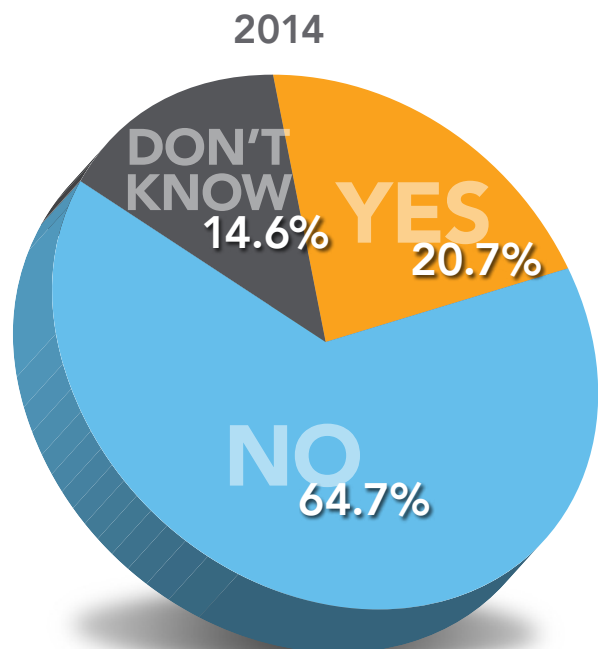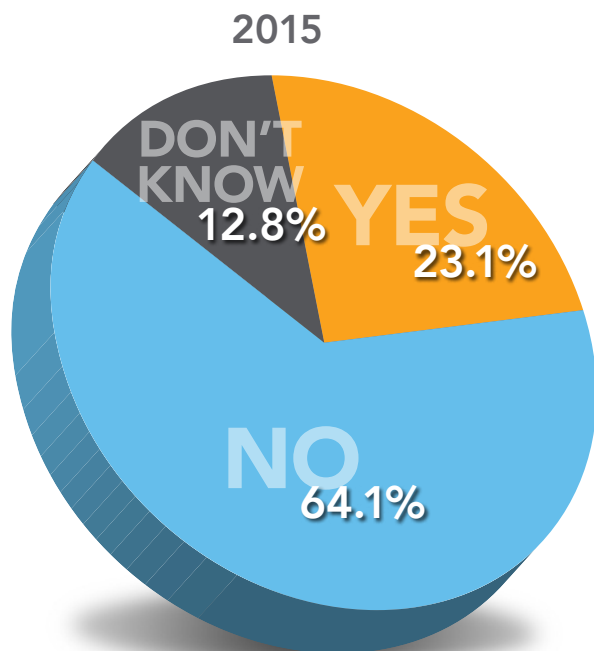
"We pay a referral award for all positions, some have higher amount. But it doesn't change if a diverse candidate."

Does your organization produce metrics regarding their Diversity Recruiting initiatives and goals?

2015

DON'T KNOW 11.5%

YES 44.9%

NO 43.6%

2014

DON'T KNOW 13.4%

YES 41.5%

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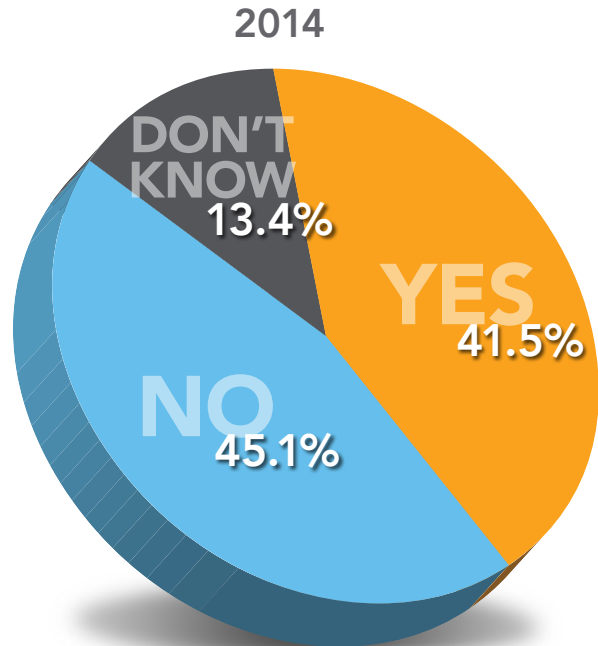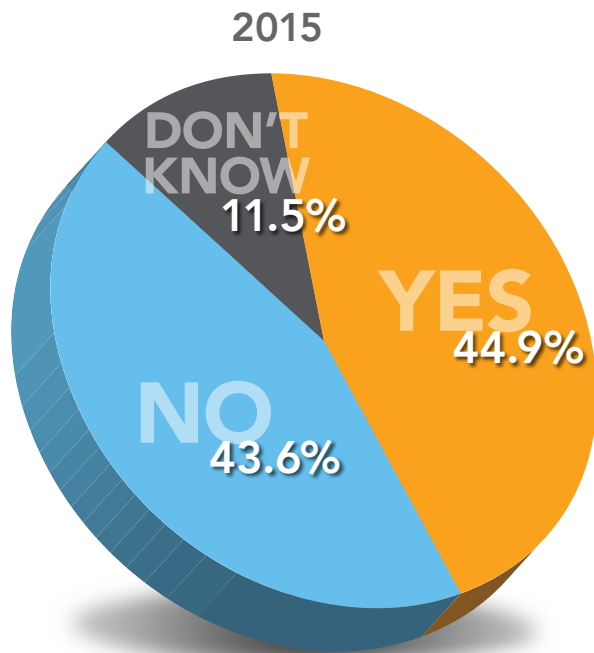
Does your company build Diversity Recruiting Metrics into Performance Plans?

2015

DON'T KNOW 12.8%

YES 23.1%

NO 64.1%

2014

DON'T KNOW 14.6%

YES 20.7%

NO 64.7%

Does your organization have or plan to have a program in place to specifically attract veterans?

2015

DON'T KNOW 14.1%
YES 46.2%
NO 39.7%

2014

DON'T KNOW 7.3%
YES 41.5%
NO 51.2%
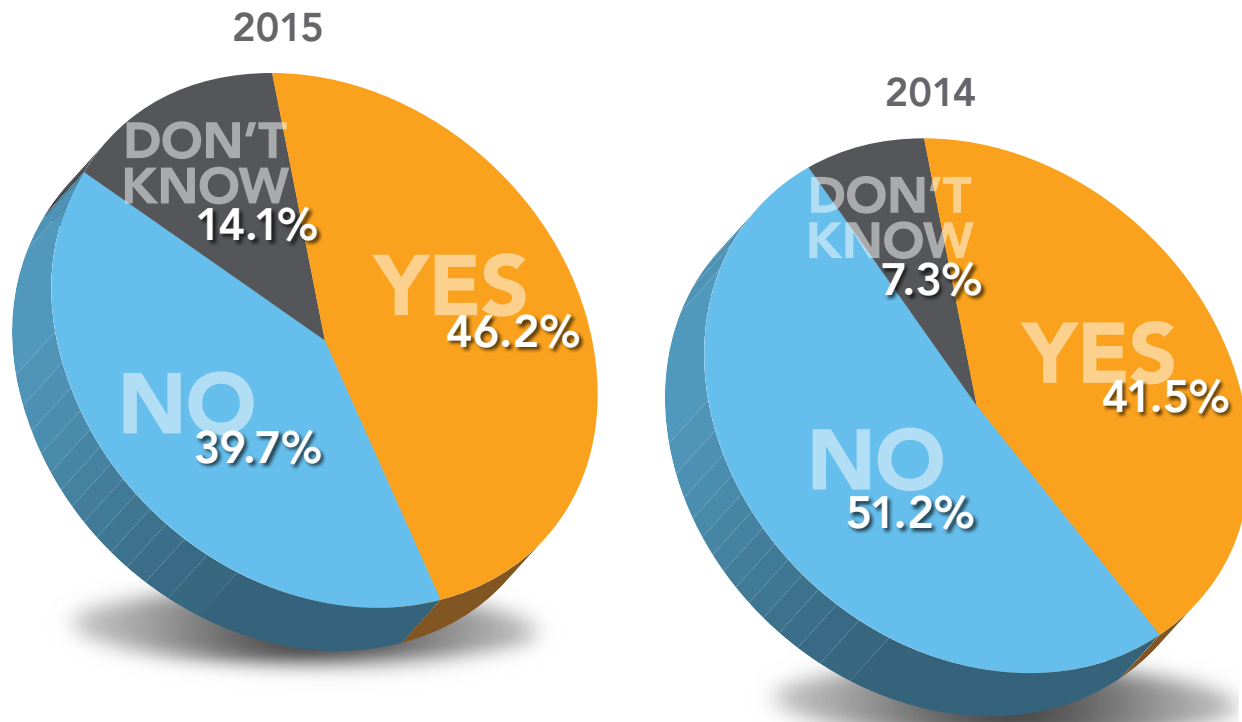
If yes, please explain.

"We have Veteran's Affinity Group on campus."

"Outreach and recruiting efforts have increased through career fairs and networking attendance. Will also work with current veterans employed with us to understand and develop additional opportunities."

"We are researching how best to attract veterans for our IT positions, however, this will not be a standalone program. It's part of our never ending search for top notch candidates. Military trained IT professionals are excellent!"

"We go to veteran-type job fairs and have highlighted our veteran hires in industry magazines."

"We post on cleared sites."

"Ads on vet-specific sites, radio advertising as 'veteran friendly',"

"Work directly with local veteran org"

"We have a plan in place and will continue to grow it. This is part of my performance plan as I am over military/veteran diversity for our company."

"We are in the process of establishing our program for Veterans and currently are specifically targeting Vets through Vet Job Fairs and sourcing."

"We have become a part of the veterans local efforts"

"Attend veteran recruitment events"

"Several areas: Our website has dedicated site, our outreach from EEO Coordinators and others, presence in 100,000 Jobs Mission, Hero.Health.Hire and VeteranRecruiting Virtual Job fairs plus local outreach."

"We currently have a veterans recruiting program. We have veterans site on our career site and the military translator"

Does your organization currently have or plan to have a program that invests in or encourages young children to pursue a particular skill set?

DON'T KNOW 12.8%

YES 23.1%

NO 64.1%
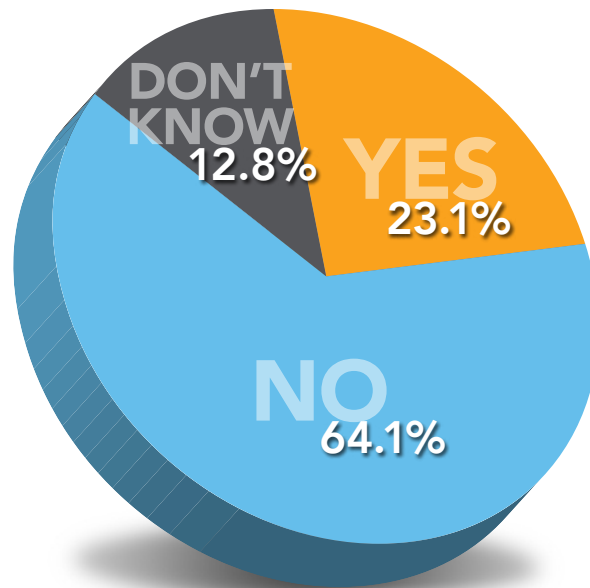
Does your organization have or plan to have a program that attracts older/experienced individuals?

DON'T KNOW 17.1%

YES 15.8%

NO 67.1%
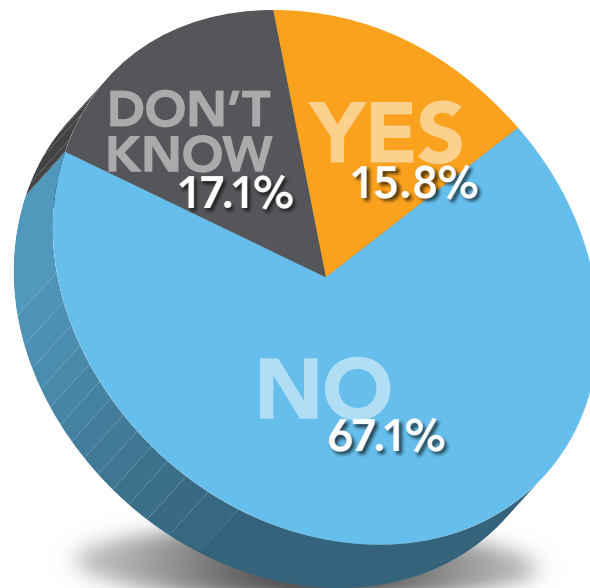
Does your organization have an orientation and retention program in place specifically for diverse employees?

2015

DON'T KNOW 8.9%

YES 16.7%

NO 74.4%

2014

DON'T KNOW 14.6%

YES 12.2%

NO 73.2%