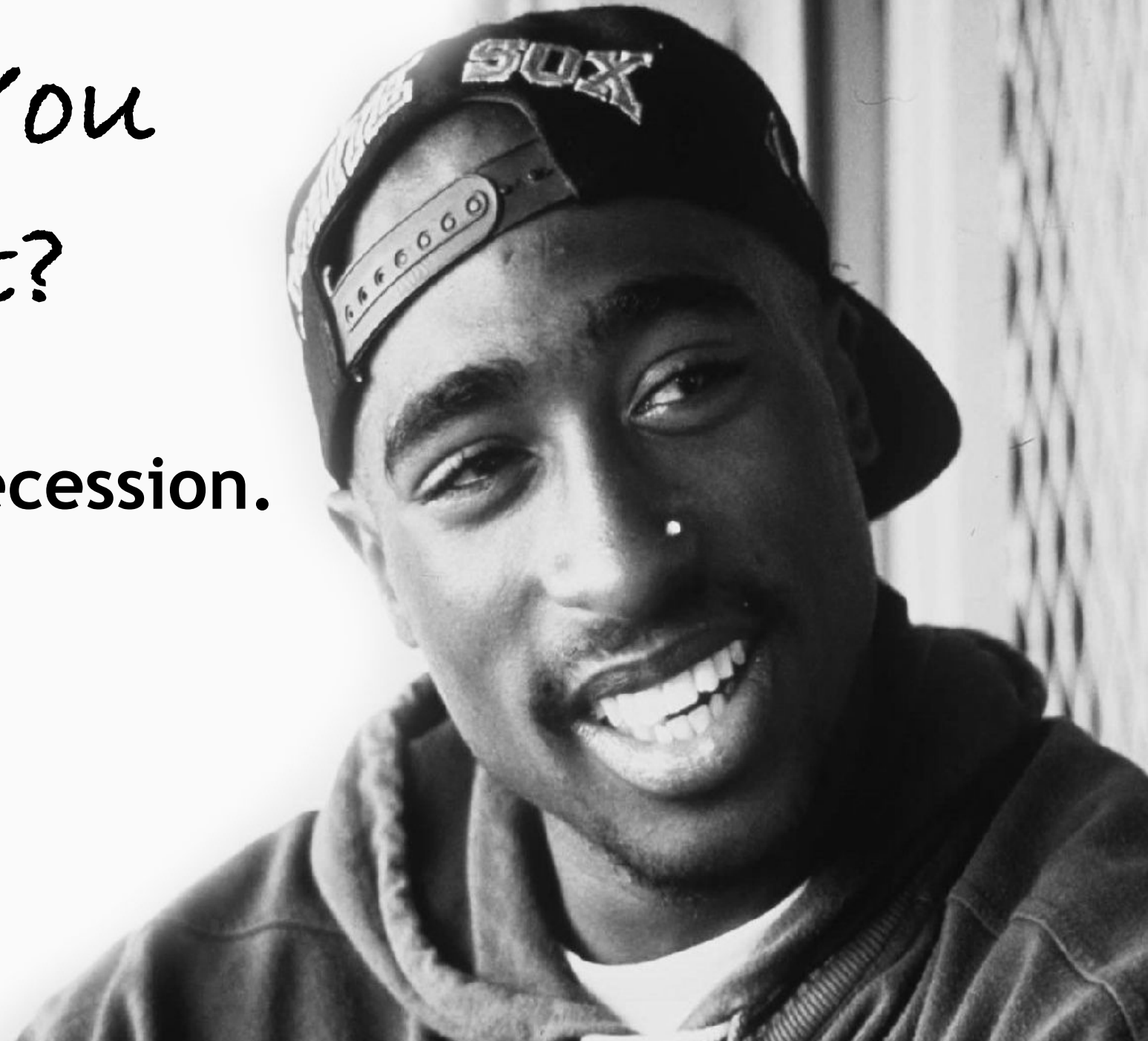


HOW DO YOU
WANT IT?

Recruiting During A Recession.

**HIRING
SUCCESS**



Matt Charney

Chief Content Officer
Allegis Global Solutions



Executive Editor
Recruiting Daily

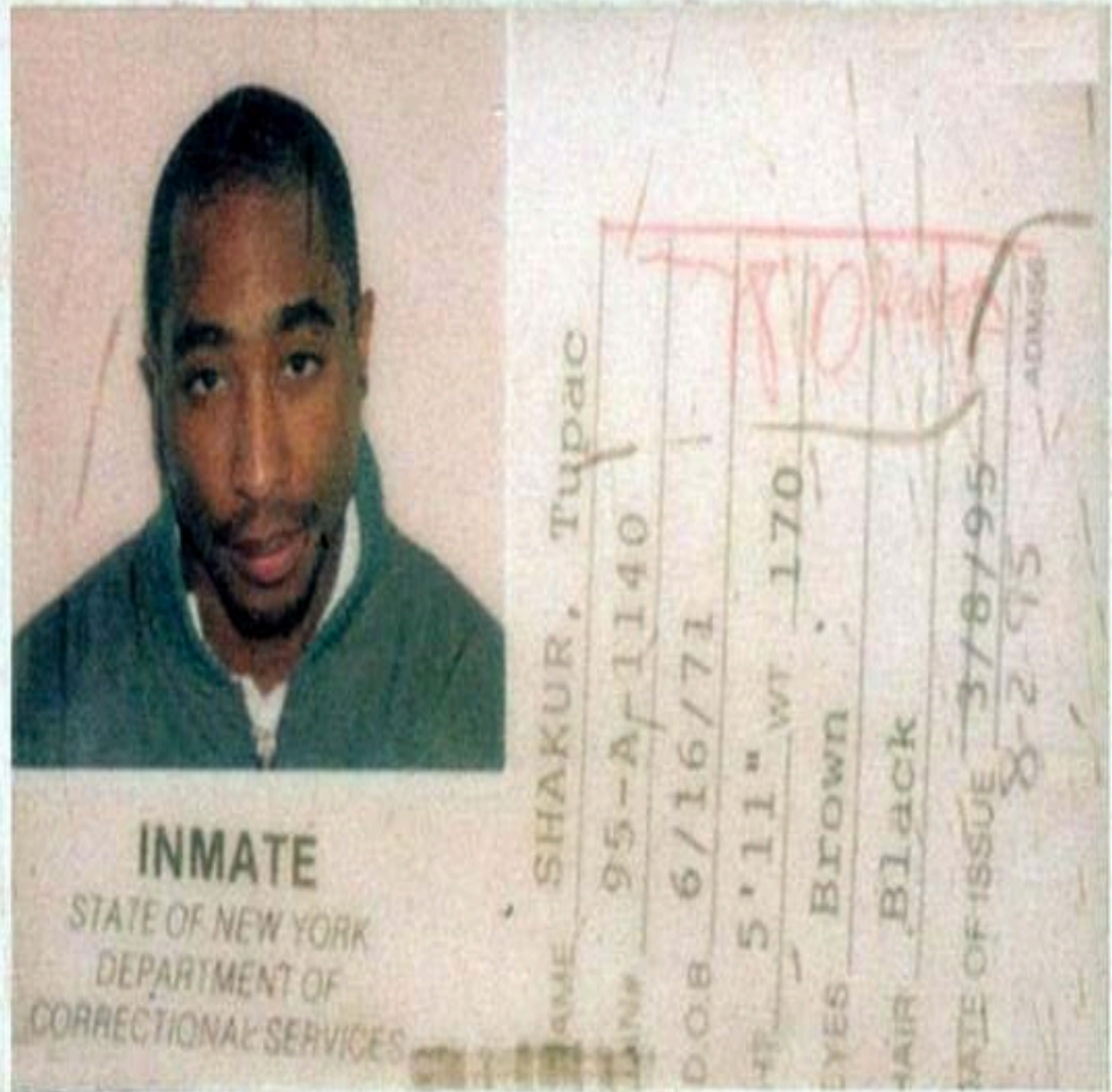


WARNING!

The following content may contain elements that are not suitable for some audiences, viewer discretion is advised.

Starting Through My Rearview

**HIRING
SUCCESS**





Trust me I never lose.
Either I win or learn from it.

Tupac Shakur





Top Social Media Sites (ranked by unique worldwide visitors
November, 2008; comScore)

1. Blogger (222 million)
2. Facebook (200 million)
3. MySpace (126 million)
4. WordPress (114 million)
5. Windows Live Spaces (87 million)
6. Yahoo Geocities (69 million)
7. Flickr (64 million)
8. hi5 (58 million)
9. Orkut (46 million)
10. Six Apart (46 million)
11. Baidu Space (40 million)
12. Friendster (31 million)
13. 56.com (29 million)
14. Webs.com (24 million)
15. Bebo (24 million)



60,000 jobs lost in a single day

Layoffs cut deep into ec

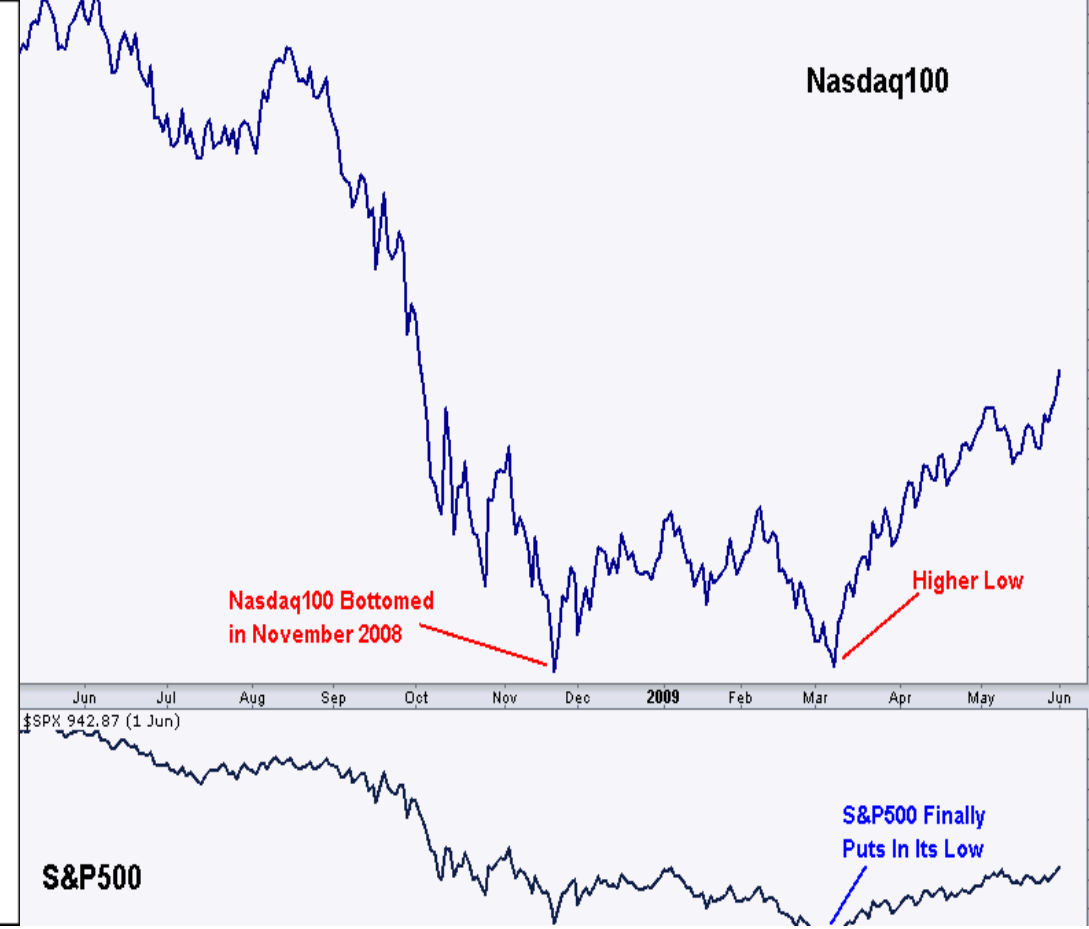
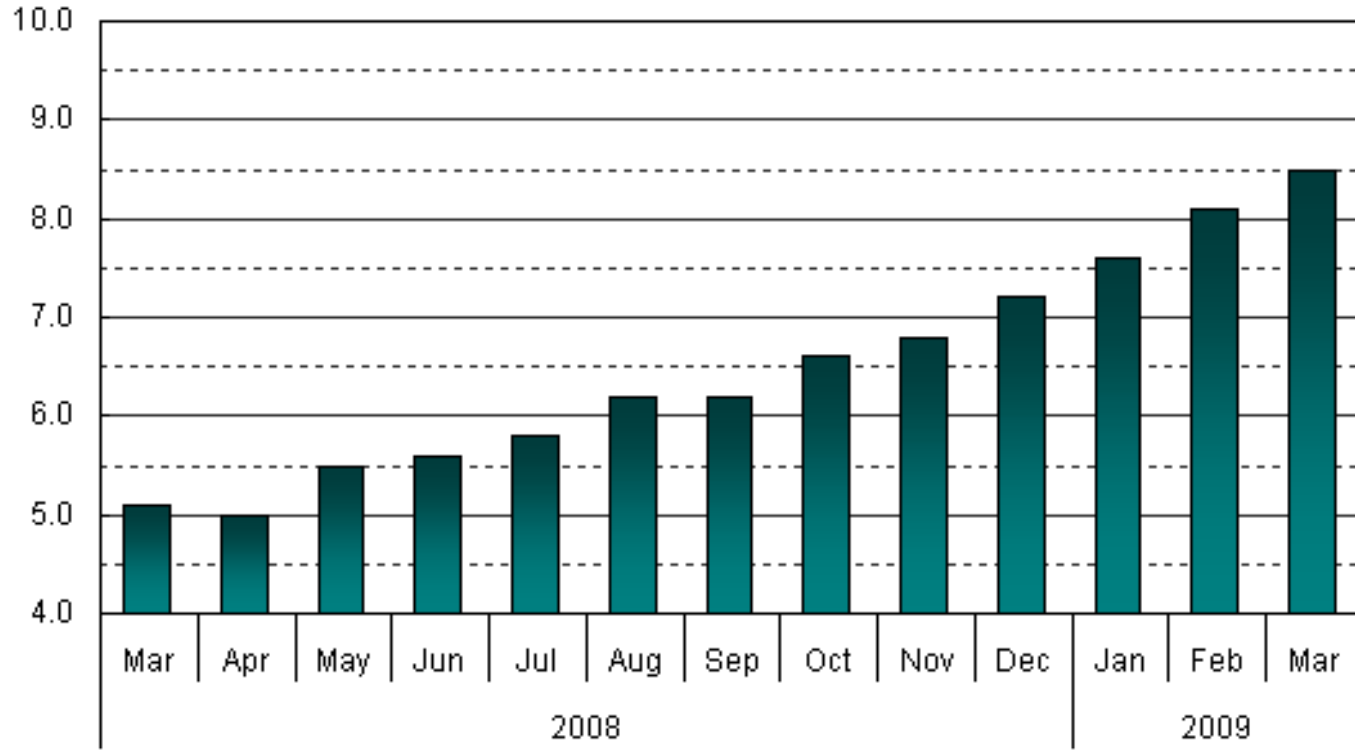
Tens of thousands of workers lose their jobs at major companies as recession grips manufacturing, retail, information technology

Abundant pink slips

Jobs cut in January	Portion of jobs at company
20	100.0%
18.0	



Unemployment rate, March 2008-March 2009



In March 2009...

The mean unemployment duration was **36.9 weeks**, and the median was **21.8 weeks**.

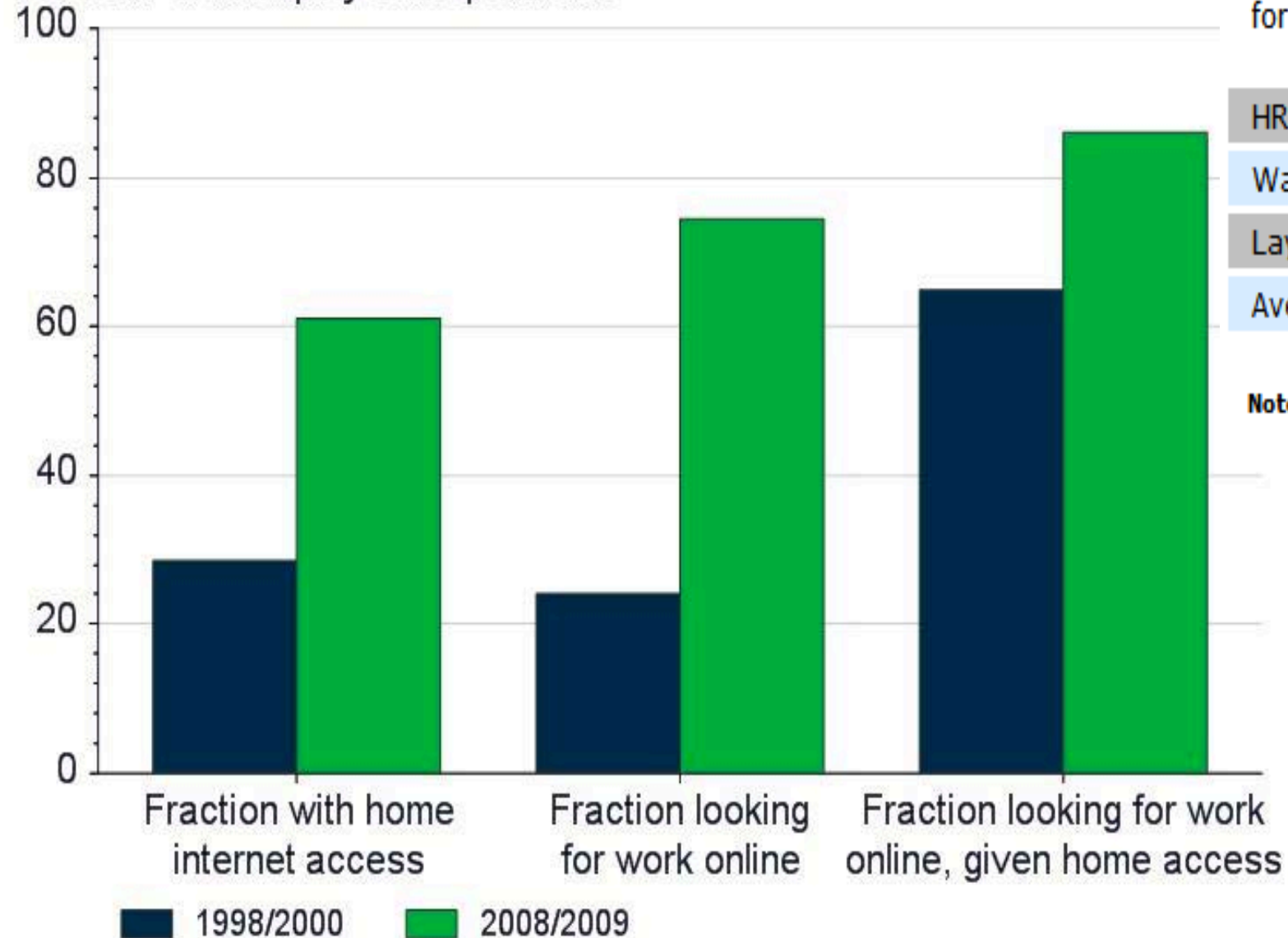
The share of unemployed workers who have been without work for over six months was **43.8%**, one of the highest on record.

A total of **6.2 million workers** had been unemployed for longer than six months.

There were **25.1 million workers** who were either unemployed or underemployed (Source: BLS)

United States job search statistics

Per cent of unemployed respondents



Source: Thomson Reuters Datastream / Kuhn and Mansour (2014) / Fathom Consulting

COST CUTTING

Percentage of HR departments reporting cost-cutting actions taken in past year and average merit increases for 2009, July 2009

HR policies modified	78%
Wage freeze implemented	53
Layoffs conducted	52
Average merit increases	1.5-2

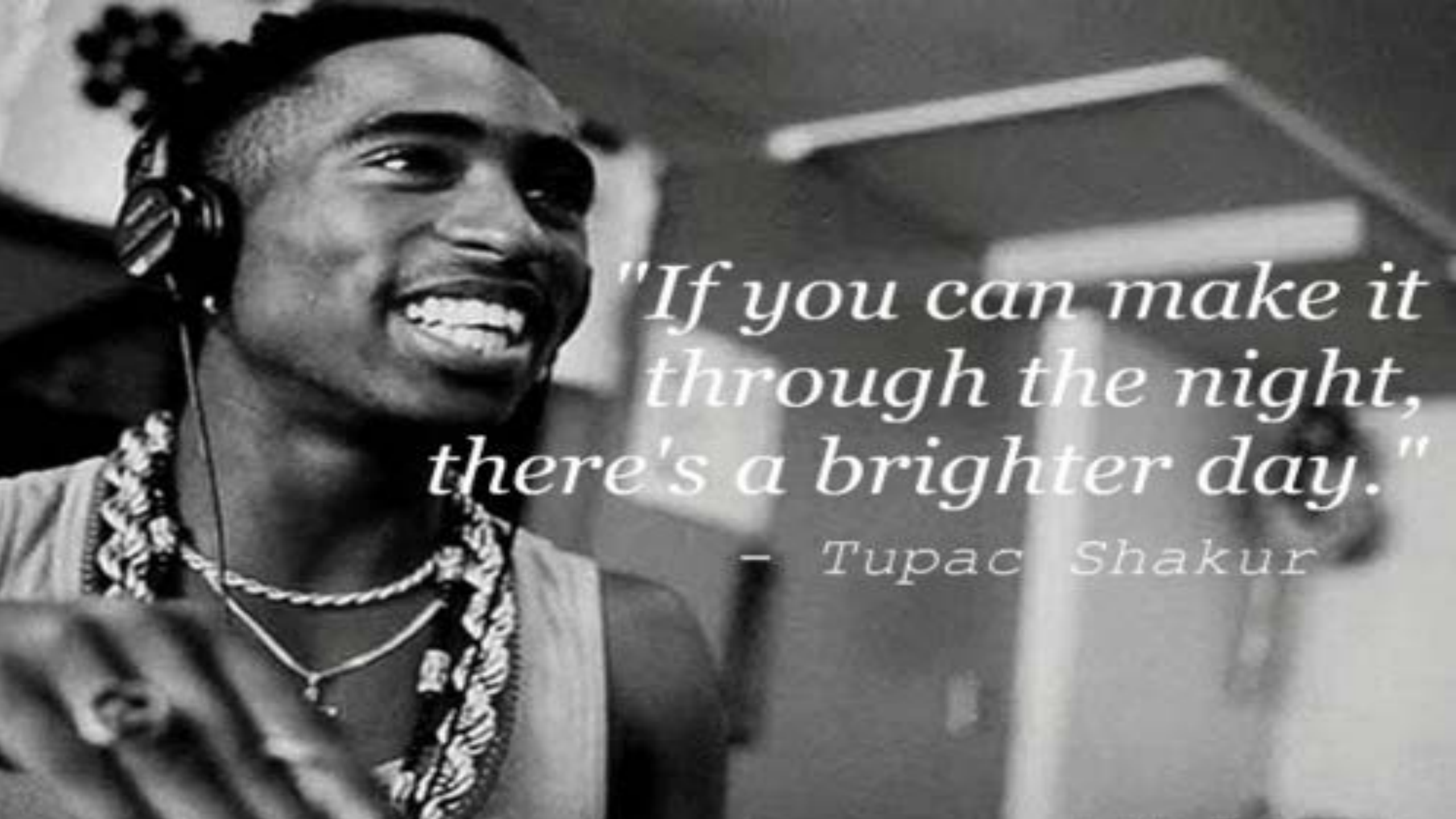
Note: Survey of 400 HR departments

In March 2009...

6.1 unemployed job seekers per opening (BLS)

229 applications average per US non-exempt job posting (MEI March 2009)

600,000 more jobs lost in Q1 '09 to layoffs and departures than voluntary turnover/quits (BLS)

A black and white photograph of Tupac Shakur. He is shown from the chest up, wearing large headphones and a thick, braided chain necklace. He has a joyful expression, looking upwards and to the right with a wide smile. The background is slightly out of focus, showing what appears to be an indoor setting with some architectural lines.

*"If you can make it
through the night,
there's a brighter day."*

- Tupac Shakur

*The Current State of
Recruiting*

**HIRING
SUCCESS**

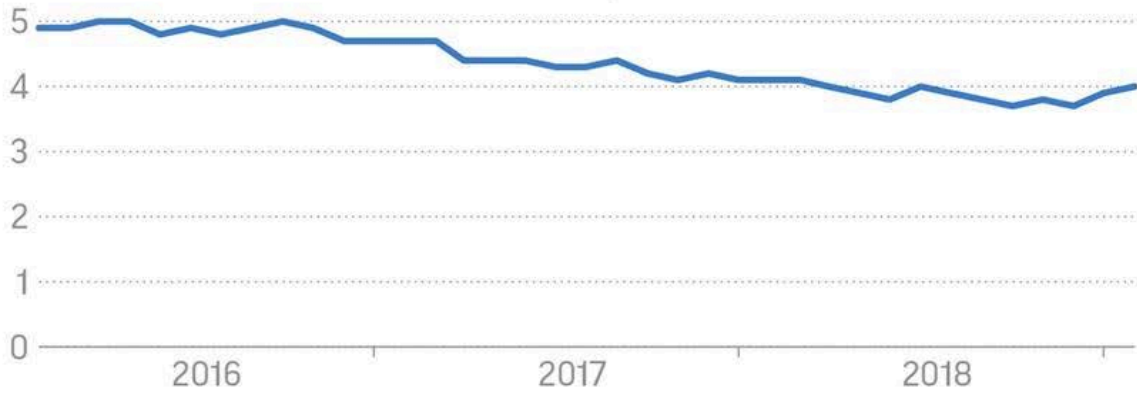


January jobs report

Key indicators from the Bureau of Labor Statistics jobs report.

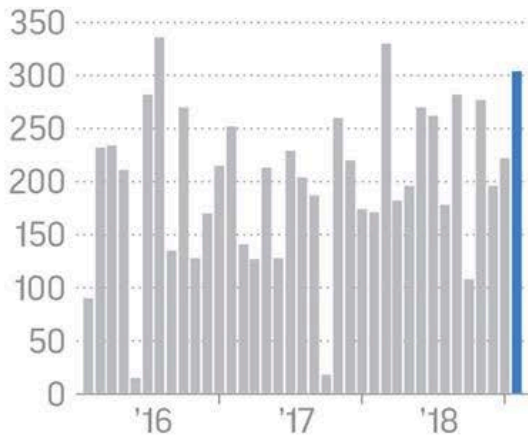
NATIONAL UNEMPLOYMENT RATE

4.0%



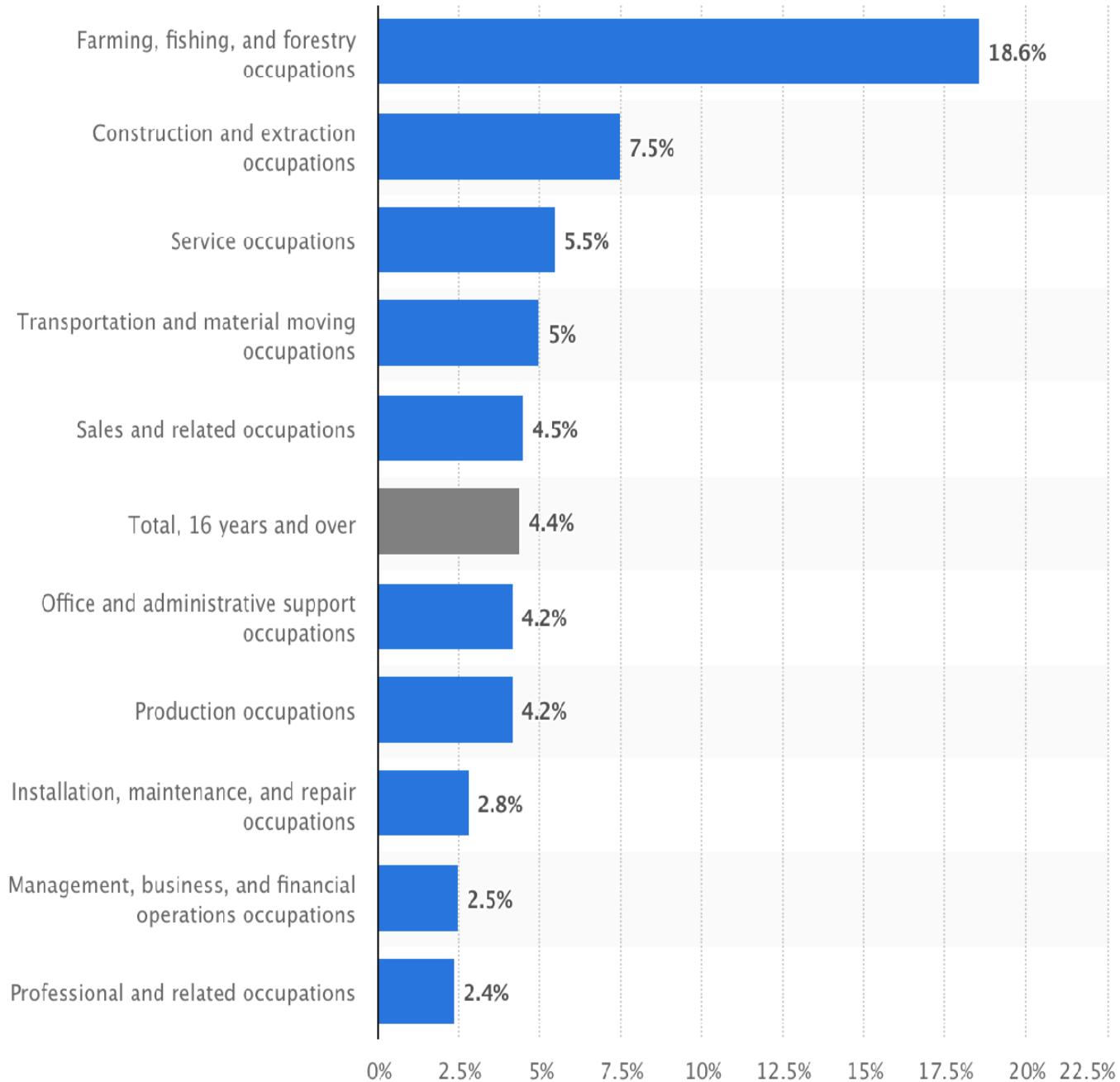
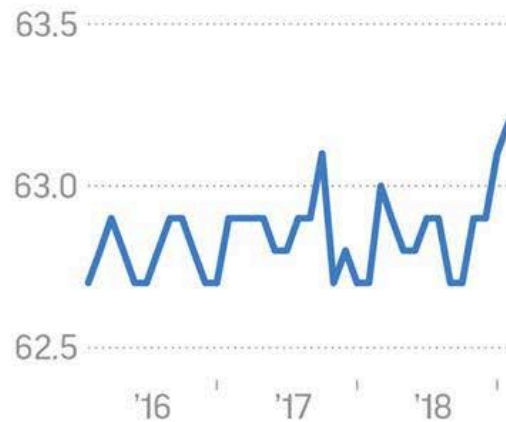
MONTHLY JOB GAINS

304,000



LABOR PARTICIPATION RATE

63.2%



SOURCE: U.S. Department of Labor; Data seasonally adjusted.



United States

The Numbers



4.1%

Pace of GDP growth year over year



155,965,000

Employed persons



2,534,000

Employed persons gain over previous year



3.9%

Unemployment rate



-.5%

Unemployment rate change year over year

Source: [TradingEconomics.com](https://tradingeconomics.com), retrieved Q3 2018

74%

of employers **know the true market value of skills** they need to hire.

71%

of companies are very effective at **using the best talent engagement model mix** to get work done.

68%

take into account the labor market prior to determining how and where they plan to fill positions.

65%

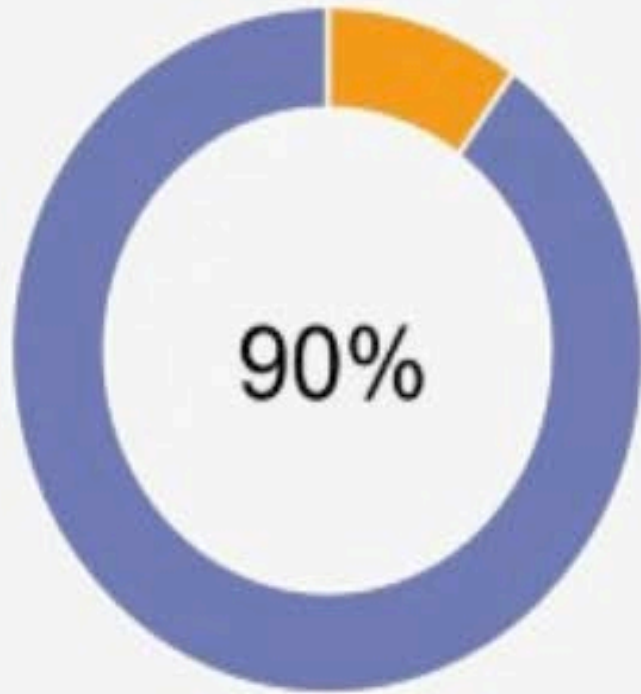
agree that their organization **has strong visibility into global labor market supply and demand**.

and yet:

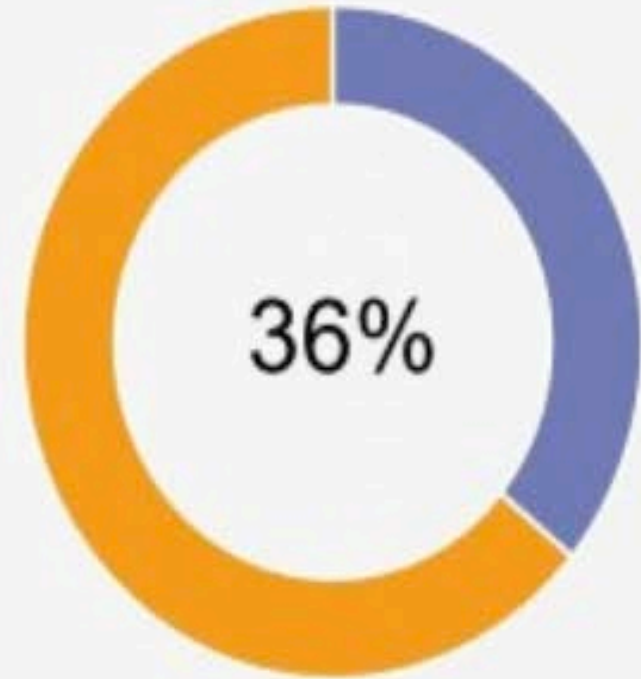
65%

have had to **adjust a business strategy** because they could not secure the right talent in a specific function or geographic area.

2019 is a great time to be a recruiter.



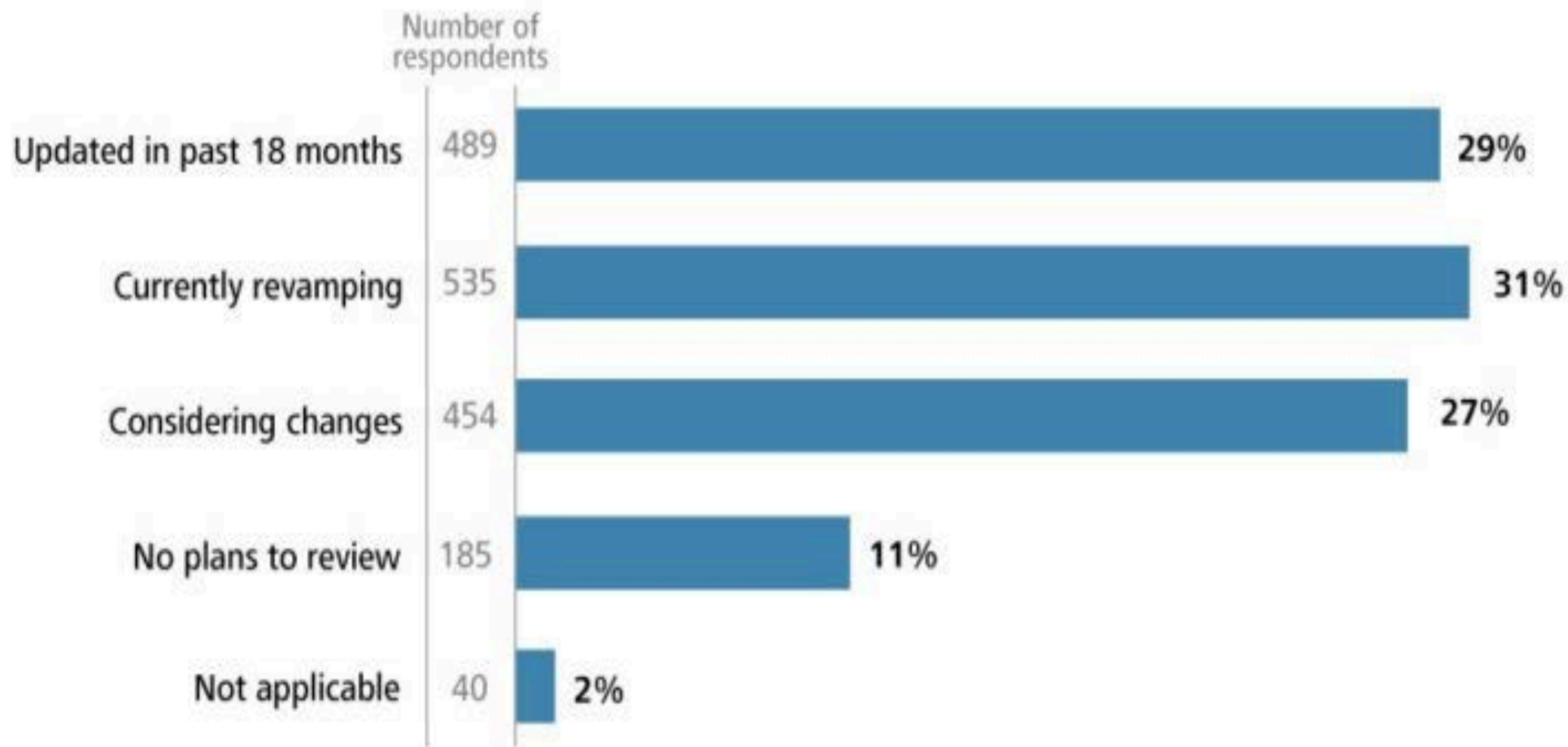
...of global professionals **are interested**
in hearing about new job opportunities



...of them **are actively looking** for new
job opportunities

Figure 1. Most companies reviewing or changing sourcing and recruiting

"When did you last revamp or reengineer your talent acquisition process and strategy?"

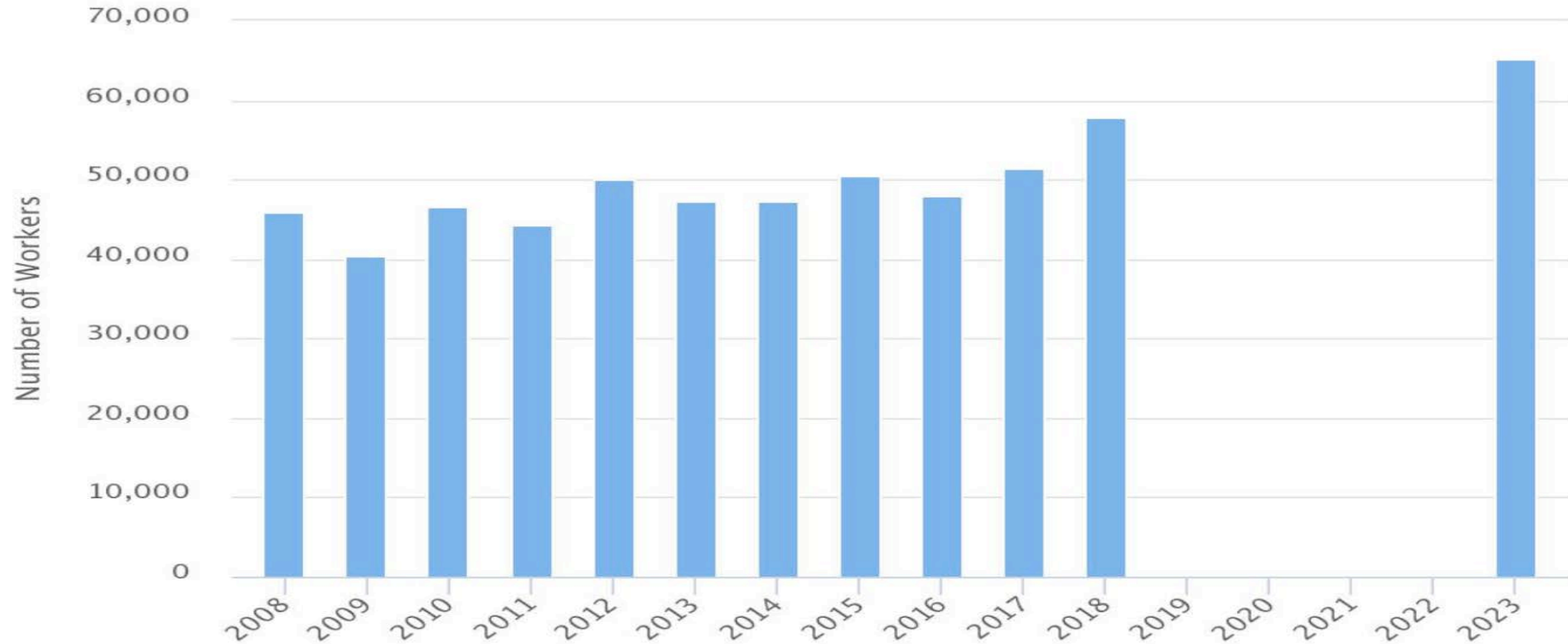


Most In-demand HR roles

BLS: 9% growth in HR management roles (2019-2026)

Rank	Job title	Rank	Job title
1.	Recruiter	9.	Human resources business partner
2.	Human resources manager	10.	Recruiting coordinator
3.	Human resources generalist	11.	Center director
4.	Human resources specialist	12.	Safety manager
5.	Assistant director	13.	Technical recruiter
6.	Human resources coordinator	14.	Safety specialist
7.	Recruitment manager	15.	Human resources supervisor
8.	Director of human resources		

Job Growth Trends: Recruiting & Staffing



RECRUITER SALARY RANGE



Talent and HR leaders say that:

83%

Talent is #1 priority
at their company

83%

They meet with
the C-suite regularly

75%

Their team is key
to the company's

How will the size of your recruiting team change over the next year?

61%

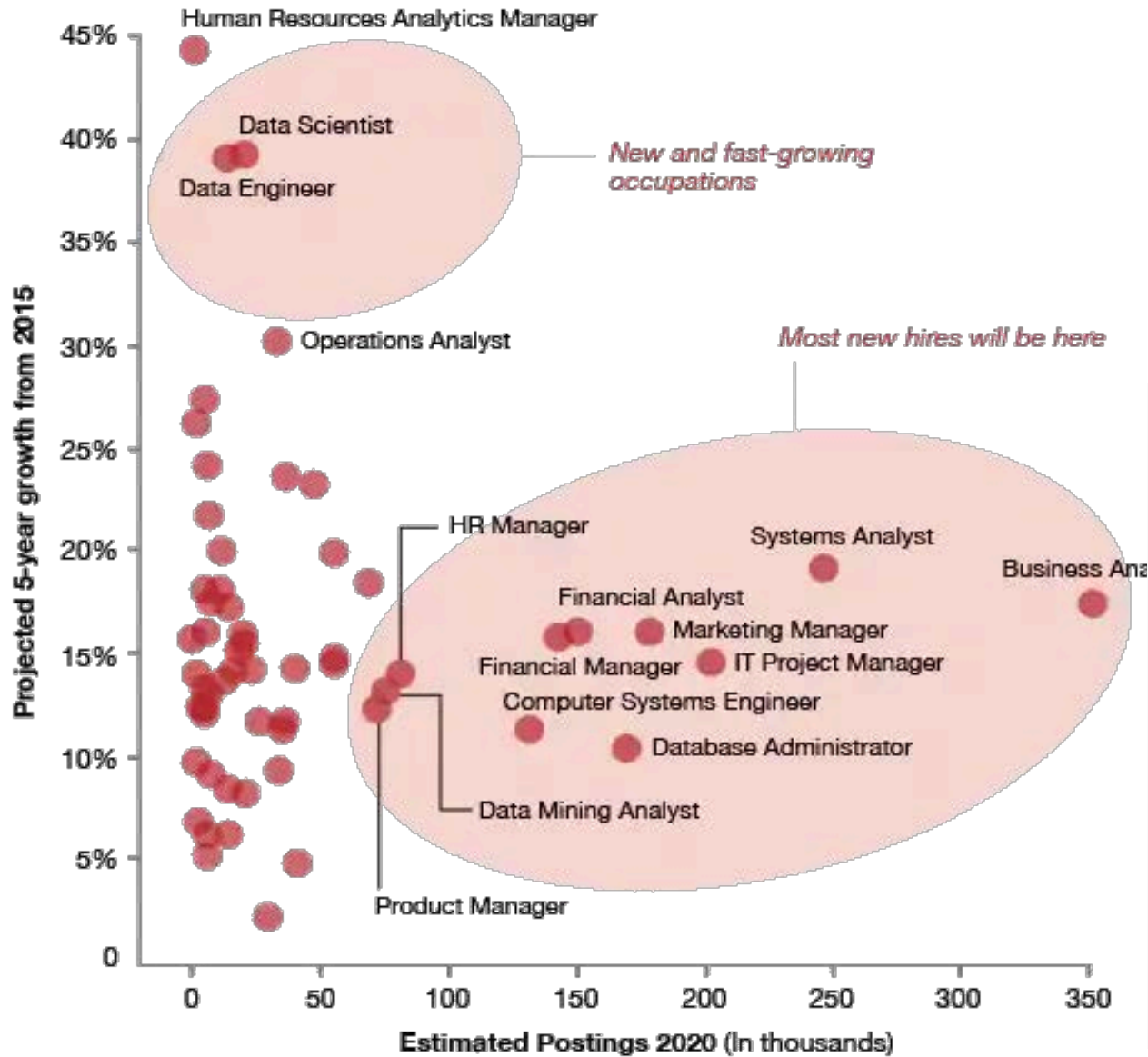
Stay the same

32%

Increase

5%

Decrease



56%

of employers say they are hiring for business growth.

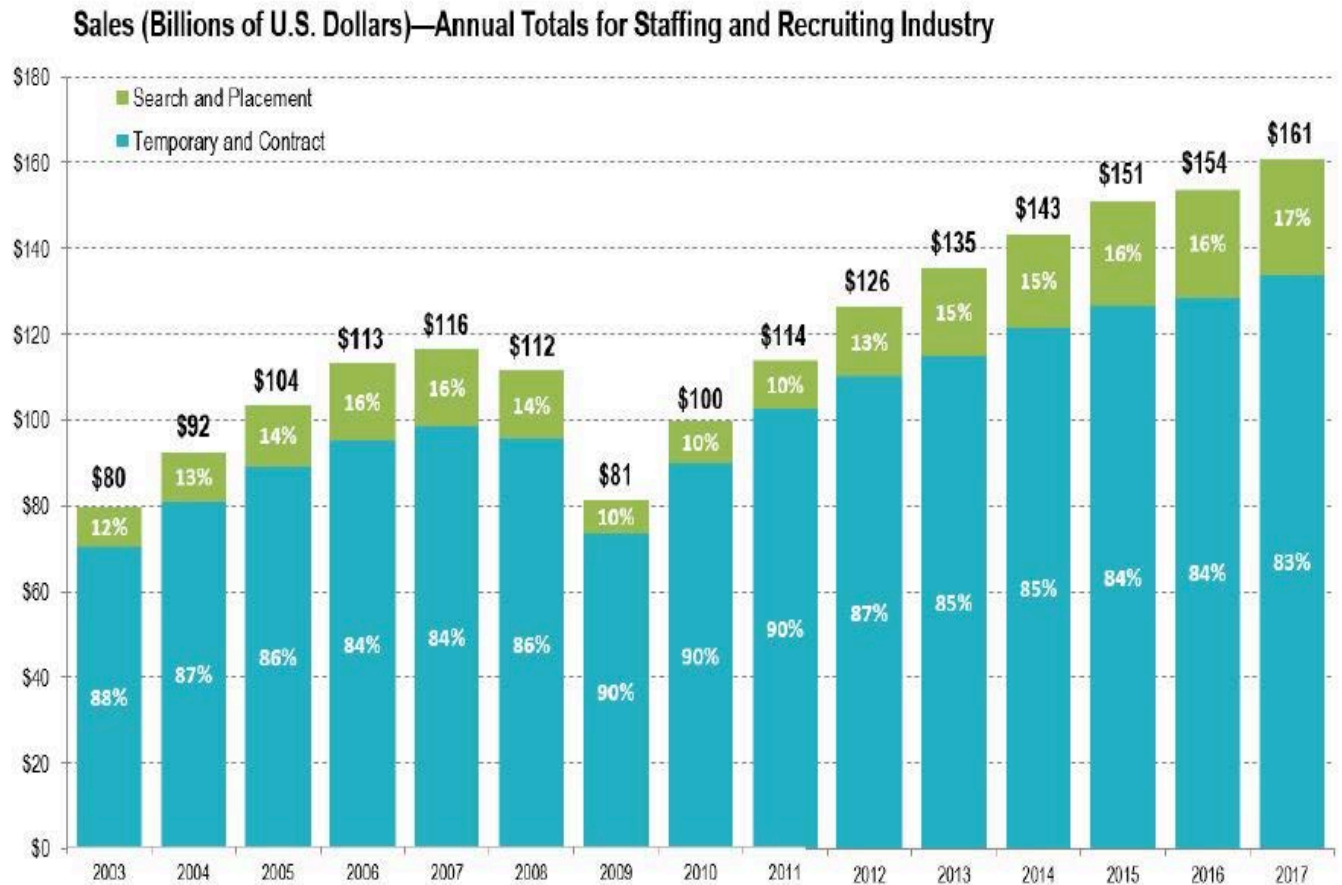
Rank	Job title	Salary adjusted for cost of living	Rank	Job title	Salary adjusted for cost of living
1.	Cleveland, OH	\$80,750	9.	San Francisco, CA	\$74,078
2.	Atlanta, GA	\$79,182	10.	Portland, OR	\$73,696
3.	Columbus, OH	\$79,167	11.	San Jose, CA	\$73,585
4.	Austin, TX	\$79,100	12.	Houston, TX	\$72,924
5.	Boston, MA	\$78,586	13.	Detroit, MI	\$72,695
6.	St. Louis, MO	\$78,369	14.	Madison, WI	\$72,526
7.	Seattle, WA	\$76,508	15.	Chicago, IL	\$71,582
8.	Kansas City, MO	\$76,099			

Note: Each dot represents an occupation in the US jobs market where data science and analytics skills are required.
 Source: PwC analysis based on Burning Glass Technologies data, January 2017.

Recruiting is a big business.

- Staffing and recruiting industry size in US estimated at \$181B in 2018; on pace to exceed \$200B in US in 2019
- Global market for staffing and recruiting at \$532B in 2019 (5.3% annual growth)
- 7,496,000 workers employed in recruiting and staffing in US (8% YoY increase); 56M globally
- 71% of recruiters work at agencies vs. 8% direct employers (*RPOs, career services make up other 21% of market*)

Total Staffing and Recruiting Industry Sales Increased 4.4% to \$161 Billion in 2017

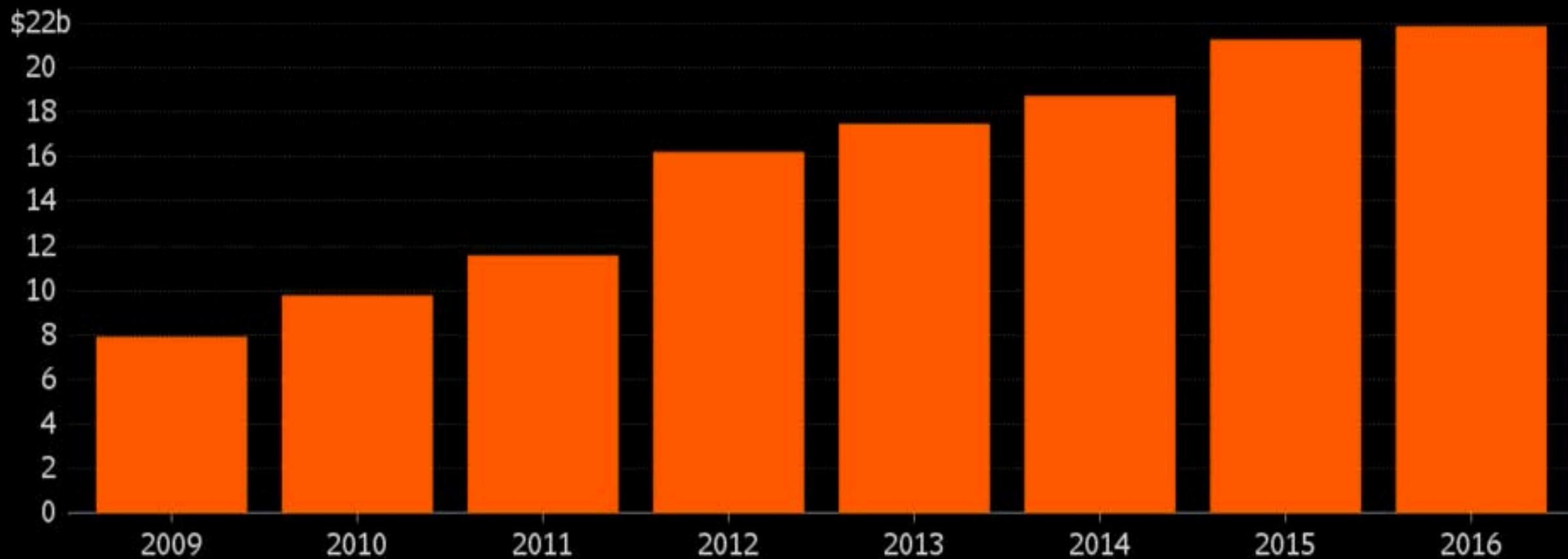


Source: American Staffing Association, Staffing Industry Analysts Inc., U.S. Department of Commerce


We Want You!

Revenue for recruiting services in the U.S. has almost tripled since 2009

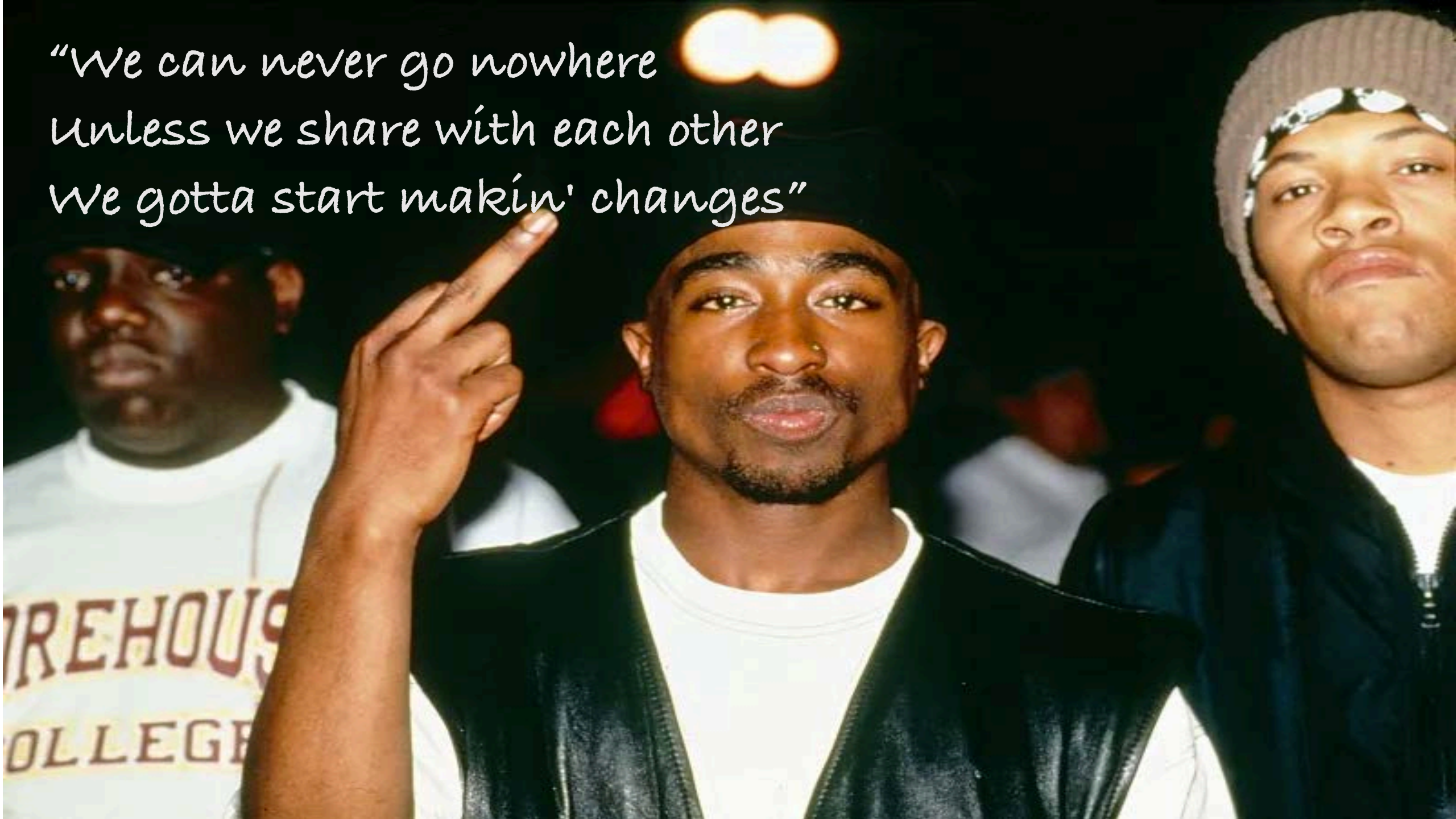
■ Search and placement sales



Source: American Staffing Association

Bloomberg 

"We can never go nowhere
unless we share with each other
we gotta start makin' changes"





**AVERAGE TIME TO FILL
A RETAIL ROLE IN 2018
(DOUBLE FROM 2009)³**

	n	25th Percentile	Median	75th Percentile	Average
Time-to-fill	1,192	20 days	30 days	47 days	42 days
Cost-per-hire	864	\$500	\$2,000	\$4,500	\$4,129
Average employee tenure	1,407	4 years	7 years	11 years	8 years
Annual overall turnover rate	1,159	6%	15%	25%	19%
Annual voluntary turnover rate	934	3%	9%	16%	12%
Annual involuntary turnover rate	912	1%	3%	8%	6%

REGION	# OF HIRES	EXTERNAL COSTS	INTERNAL COSTS	TOTAL COSTS	REGIONAL CPH
Americas	84	\$201,600.00	\$127,432.00	\$329,032.00	\$3,917.05
EMEA	47	\$154,794.50	\$66,340.50	\$221,135.00	\$4,705.00
APAC	52	\$111,322.64	\$39,113.36	\$150,436.00	\$2,893.00
TOTAL/AVG	183	\$467,717.14	\$232,885.86	\$700,603.00	\$3,838.35

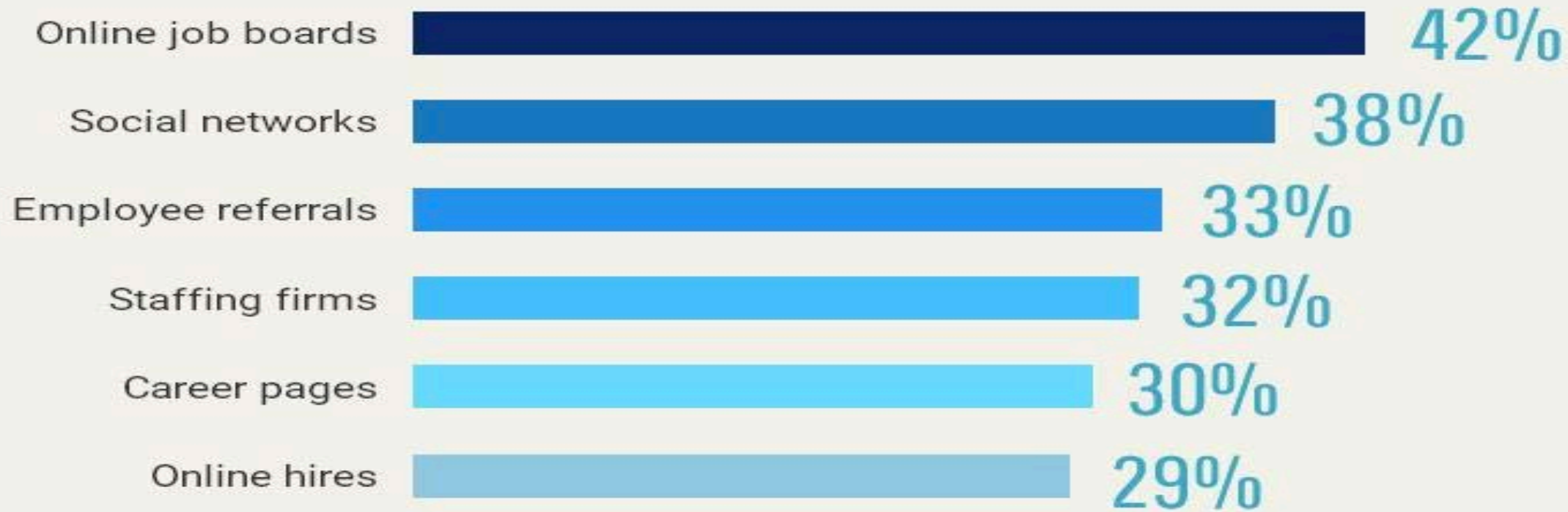
Average cost per hire for companies is

\$4,129

CPH 2009: \$3,838

CPH 2019: \$4,129

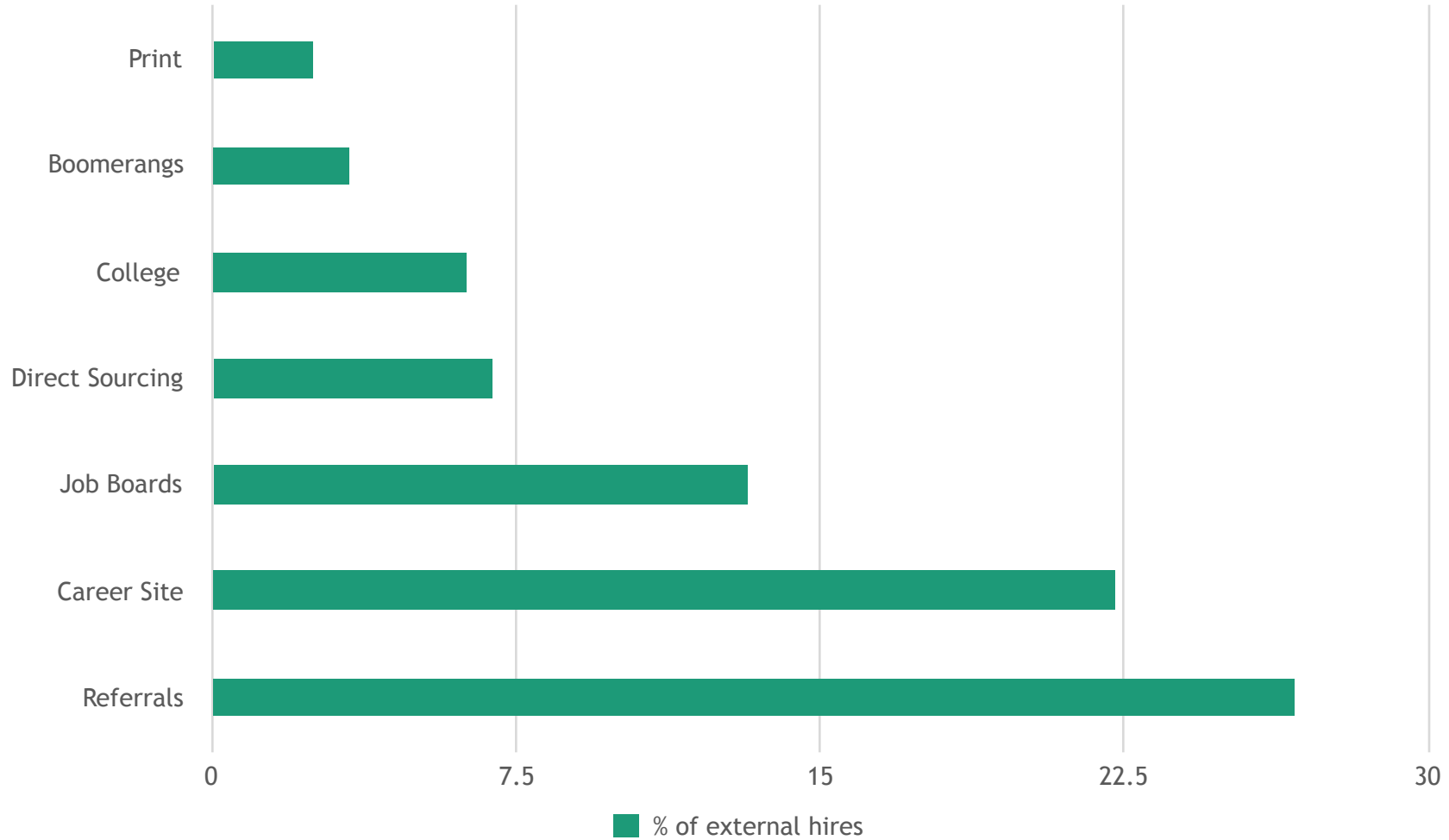
The preferred source of recruiting



42% people treat online job boards as their top sources of hires, while 38% consider social professional networks to be the preferred source, with almost 73% increase from last year.

Top External Sources of Hire, 2009

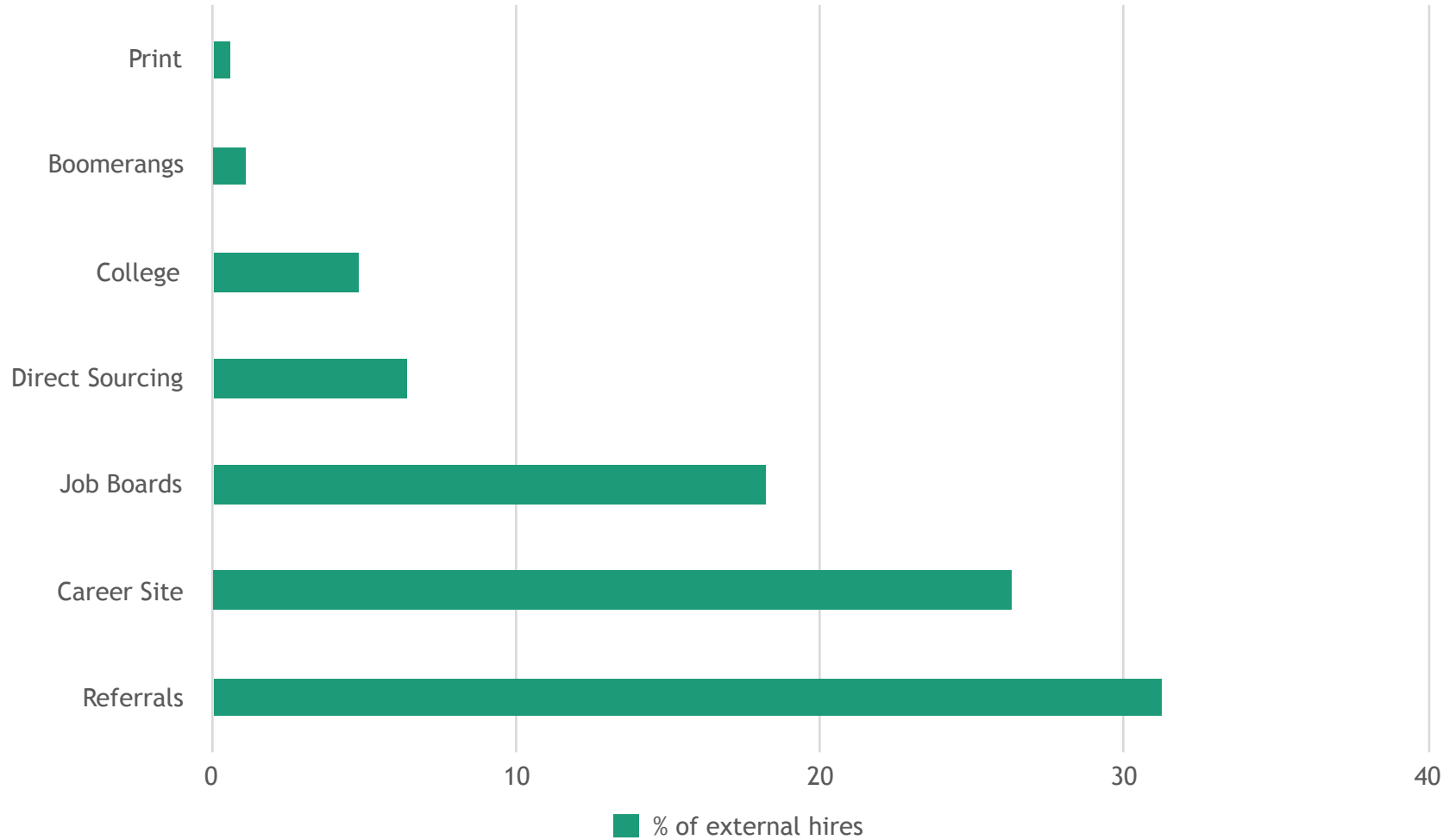
% of external hires



Source: CareerXRoads

Top External Sources of Hire, 2018

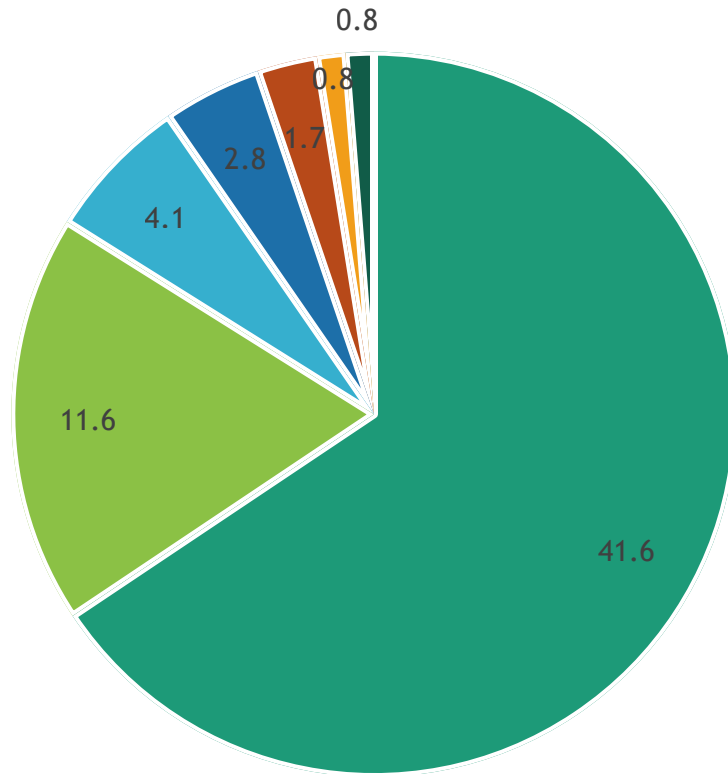
% of external hires



Source: CEB

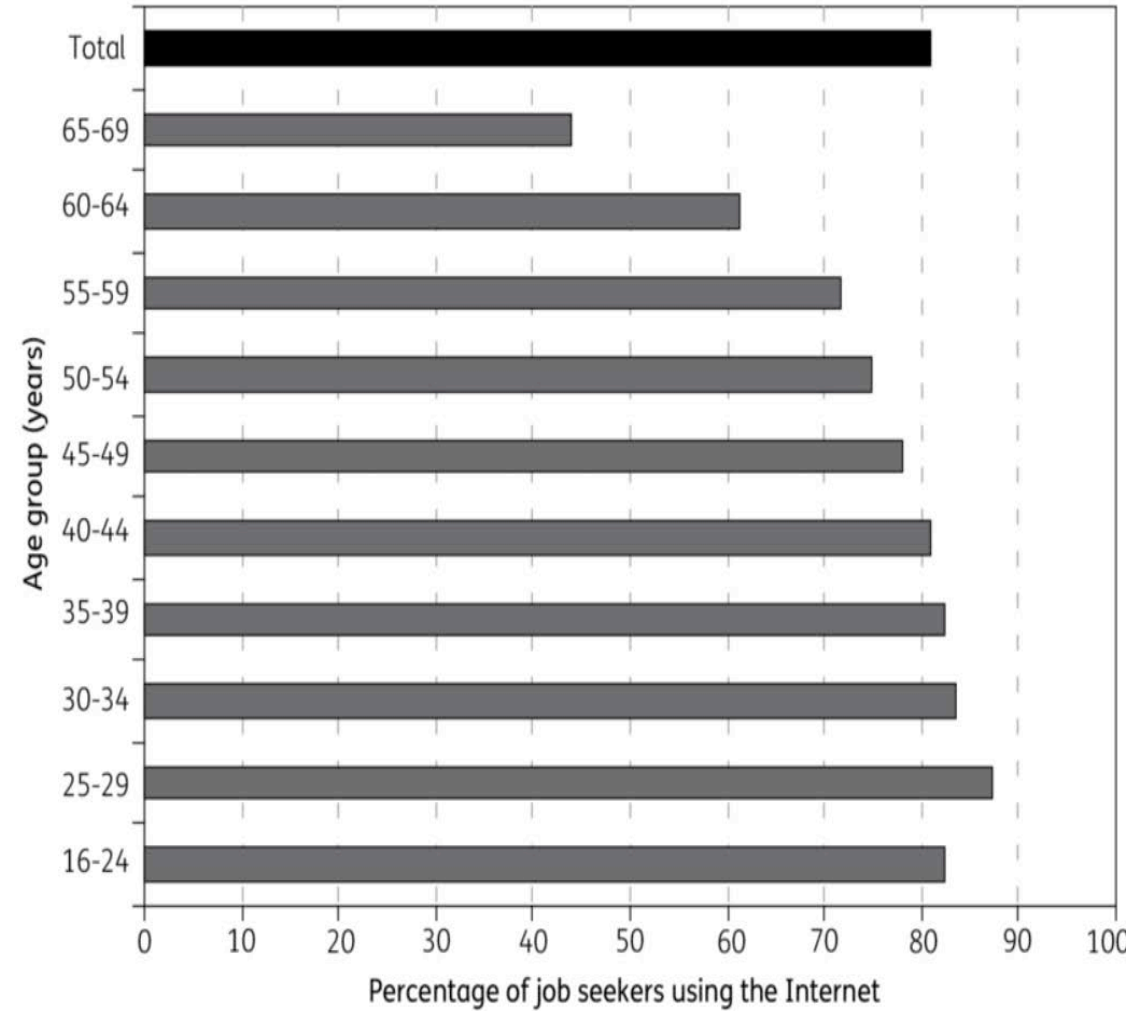
Top Online Sources of Hire, 2009

% of online hires



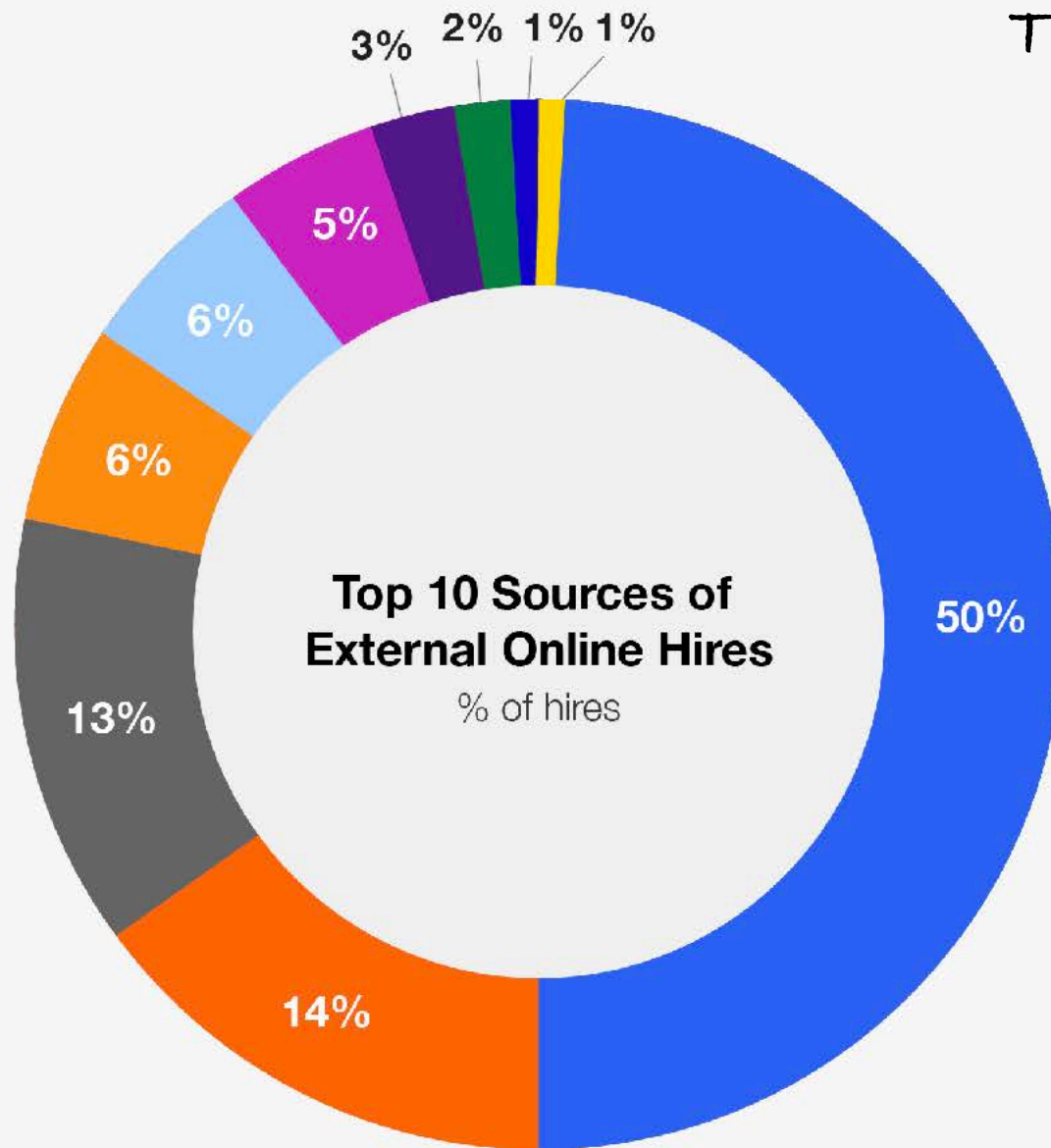
● CareerBuilder
 ● Monster
 ● HotJobs
 ● Craigslist
 ● JobCentral
 ● Dice
 ● The Ladders
 ●

Source: CareerXRoads



Source: LFS, April - June 2009 quarter.

Top Online Sources of Hire, 2018

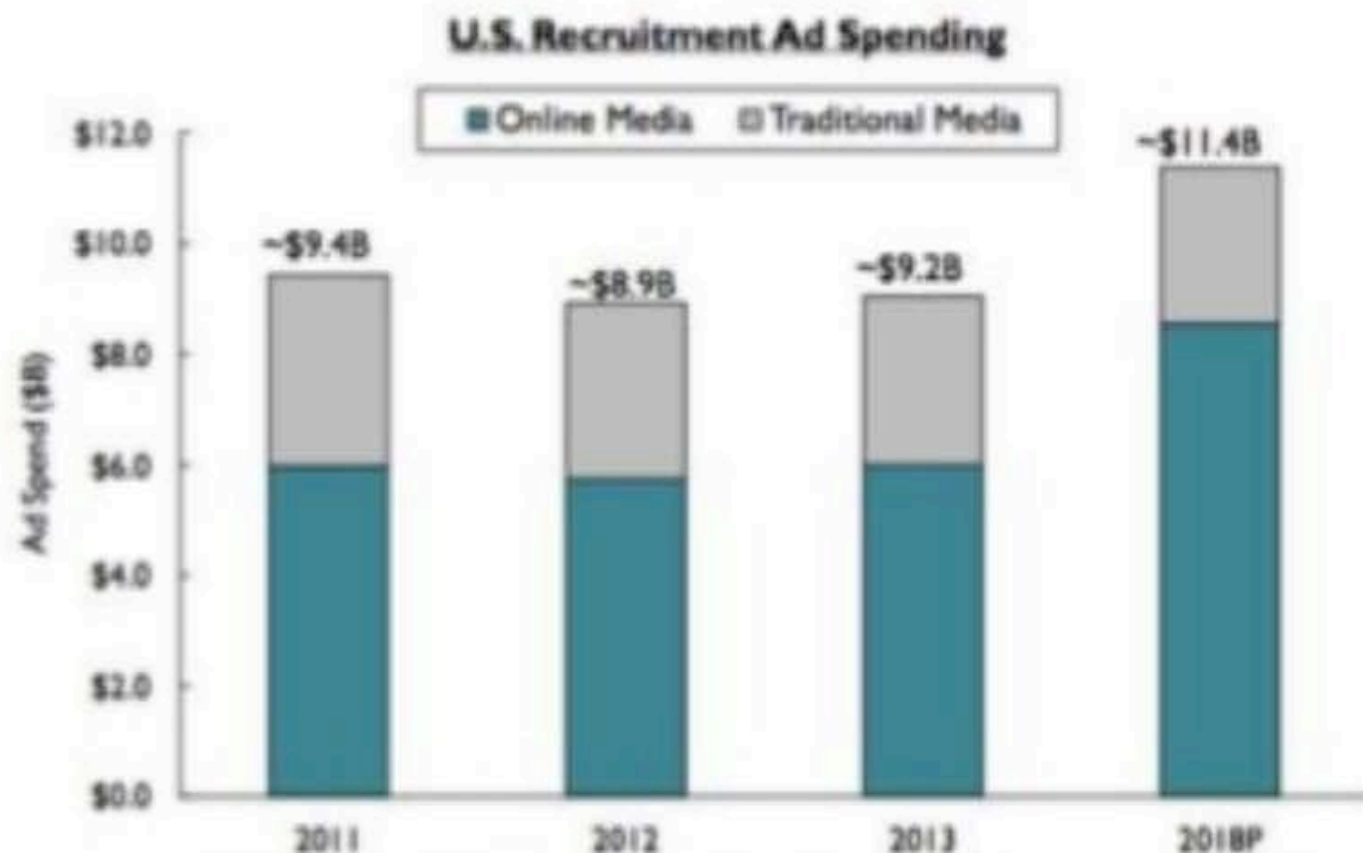


- indeed
- CareerBuilder
- Unspecified Job Board
- Craigslist
- LinkedIn
- Monster
- Simply Hired
- Google
- SEEK
- DICE

Data provided by SilkRoad

Recruitment Ad Spend Industry Projections

- 24% increase in ad spend
- \$11.4 Billion in recruitment ad spend
- 75% of that will be online media



Market Share	2011	2013	2018
Online Media	~65%	~65%	~75%
Traditional Media	~35%	~35%	~25%

Corporate job openings attract

250

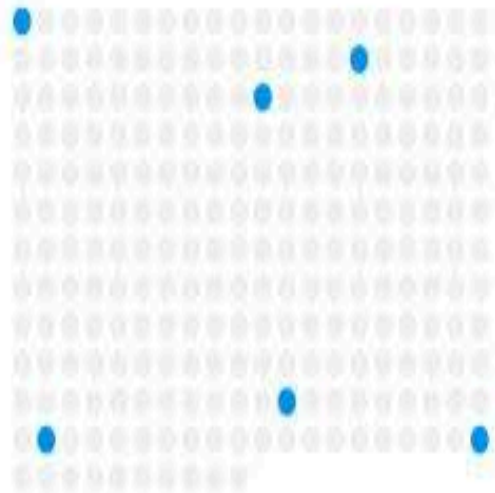
resumes



Out of these candidates

4-6 will be

interviewed

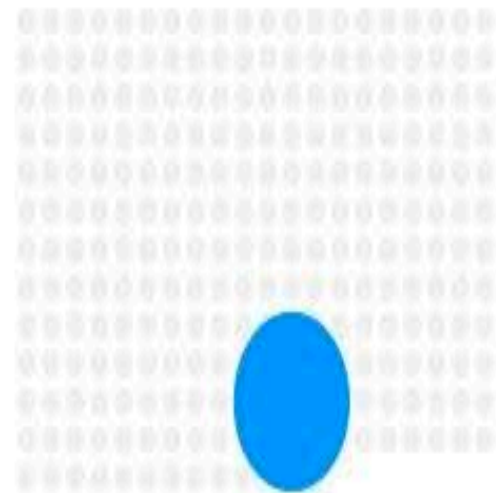


Only

1

will

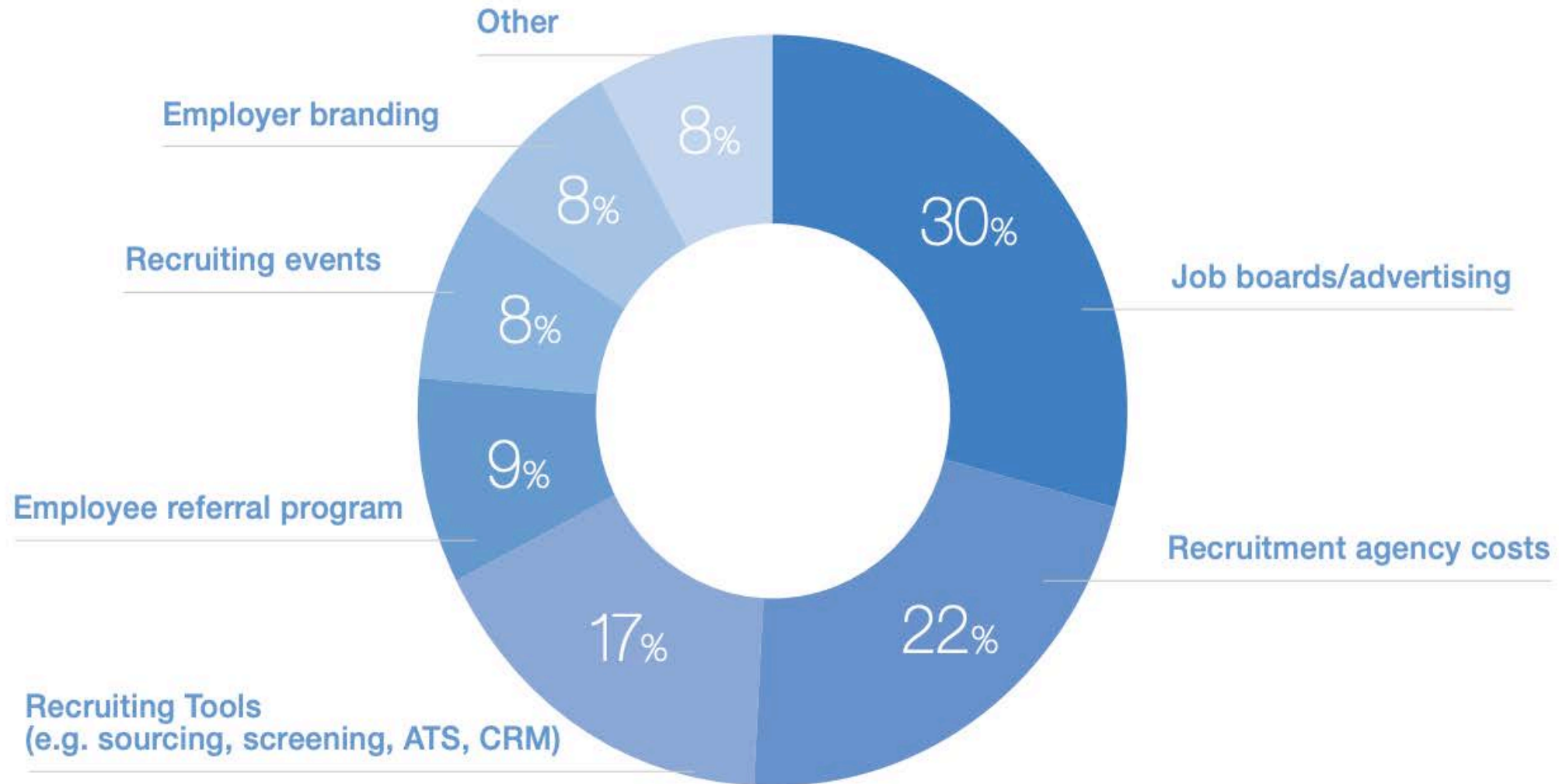
get a job offer





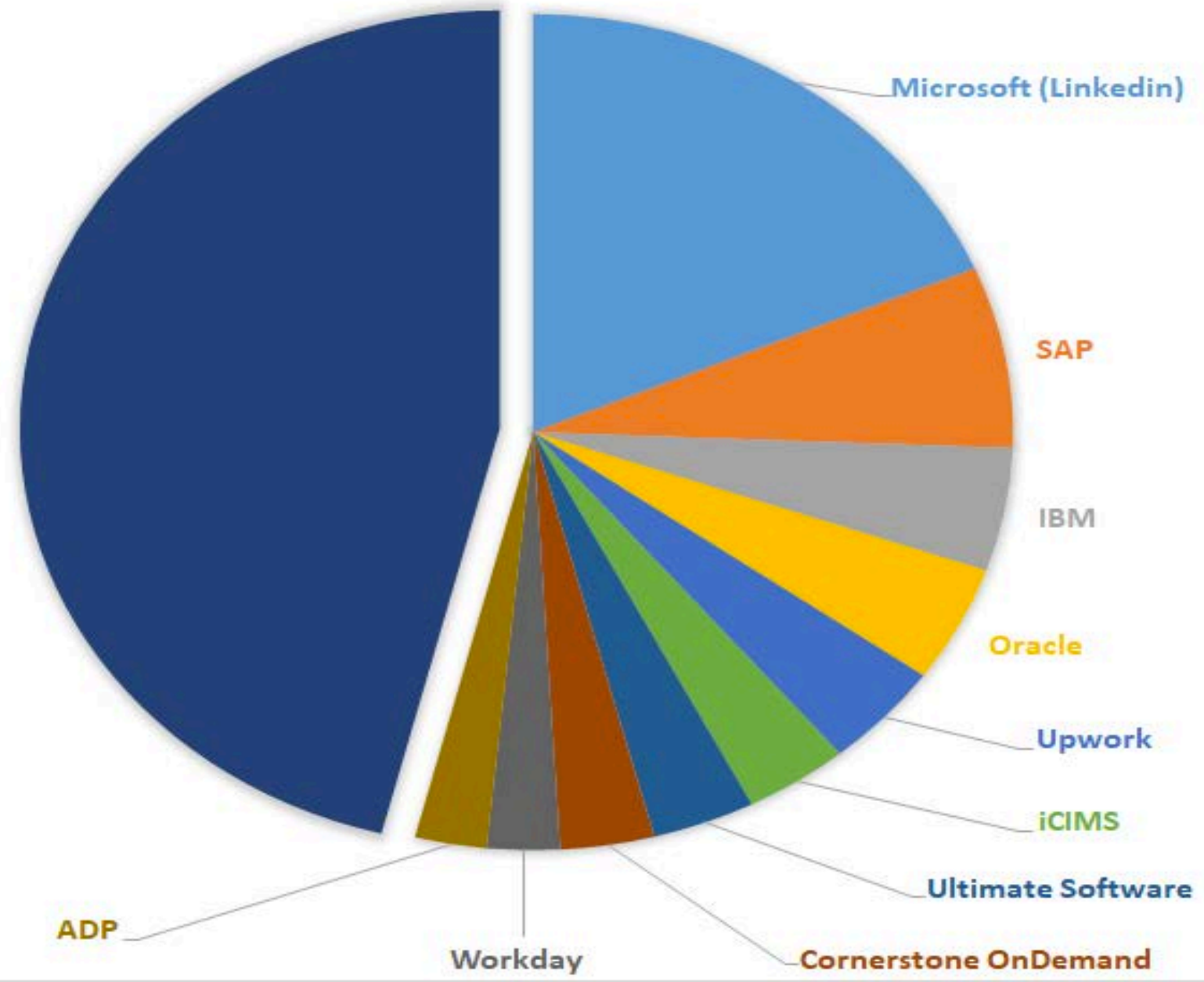
2009 Recruitment Budget

What is the current breakdown of your recruiting budget?



2018 Recruitment Budget

EXHIBIT 1: 2017 TALENT ACQUISITIONS APPLICATIONS MARKET SHARES
SPLIT BY TOP 10 TALENT ACQUISITIONS VENDORS AND OTHERS, %



Top 5 Providers
(2008):
Taleo
ADP
Brassring
SAP eRecruit
Peoplesoft

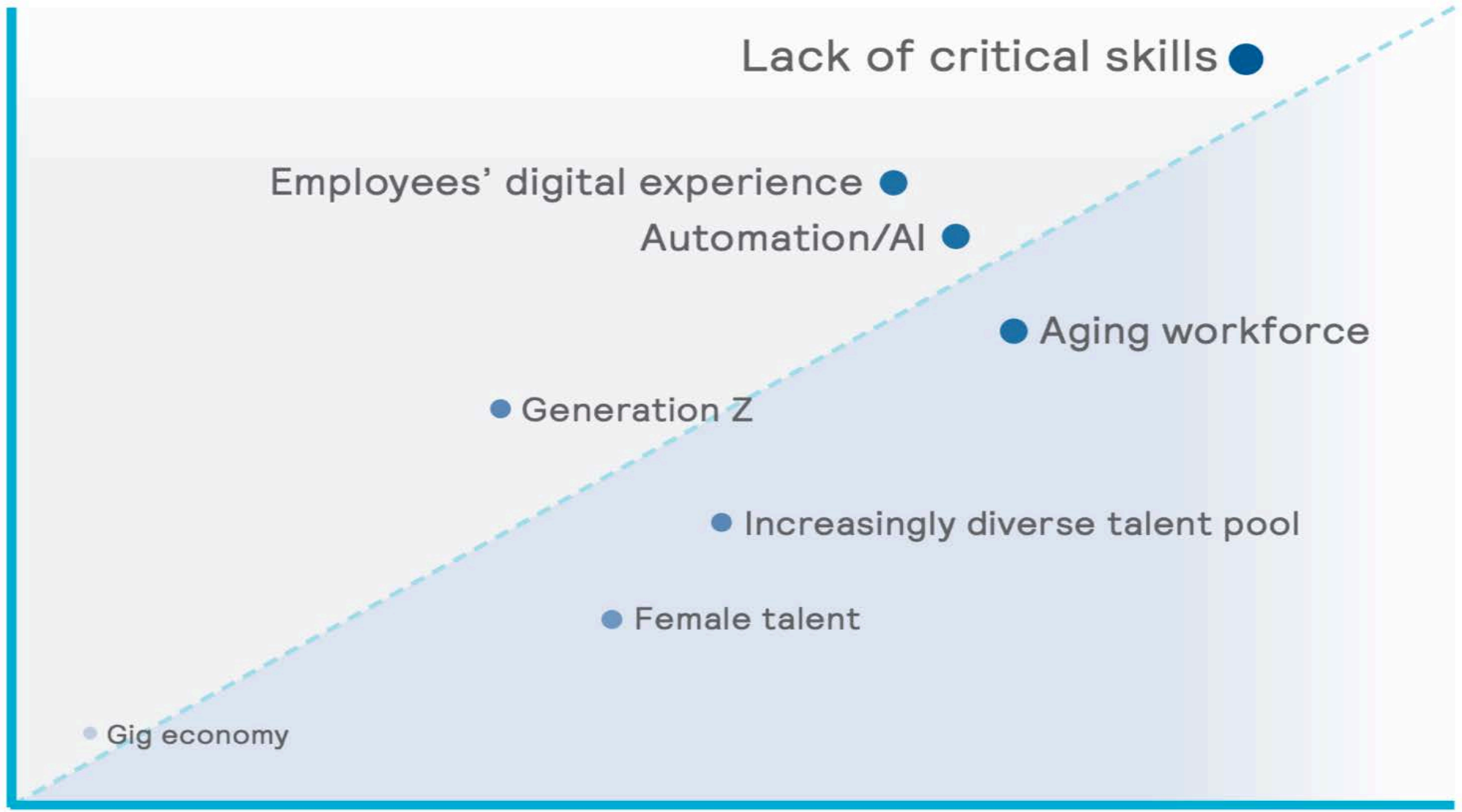
Most concerned

C-SUITE EXECUTIVES

Least concerned

HR LEADERS

Most concerned



The gift or the curse?

- Top SOH is still internal hires
- Time to fill has increased
- Applicants per hire has remained
- Candidate experience still not fixed
- Cost per hire is up
- Retention is down

The Most Frequently Used Recruiting Metrics

Source of Hire	57%
Time to Hire	50%
Applicants per Hire	42%
Candidate Experience	41%
Cost per Hire	41%
Retention	38%
Offer Acceptance Rate	37%
Quality of Hire	36%
Vacancies Vs. Positions Filled (Over Time)	36%
Diversity	25%
Talent Pipeline Growth	23%
Employer Branding	22%
Application Completion Rate	21%
Cold Outreach (Email Response Rate)	20%
Net Company Growth	16%
Social Engagement	13%
Other	7%

80%



...of recruiters think they have a “high” to “very high” understanding of the jobs they’re recruiting for.

61%



...of hiring managers disagree with recruiters’ self-assessment, and rather say that recruiters have a “low” to “moderate” understanding of the jobs they’re recruiting for.

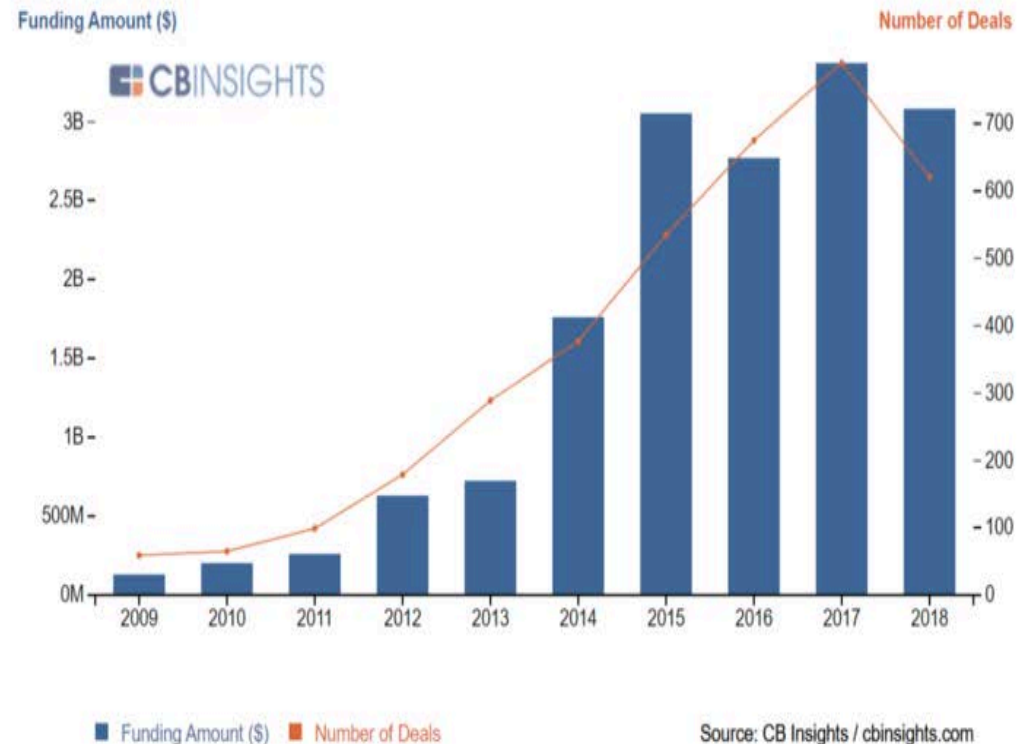


What's changed?

Top 2008 Talent Challenges (SHRM/Economist):

1. Attracting the right candidates
2. Availability of skills
3. Employee engagement & retention
4. Employer branding
5. Diversity and inclusion

\$16.0 Billion in Investment in HR Tech Since 2009 (2,918 companies)

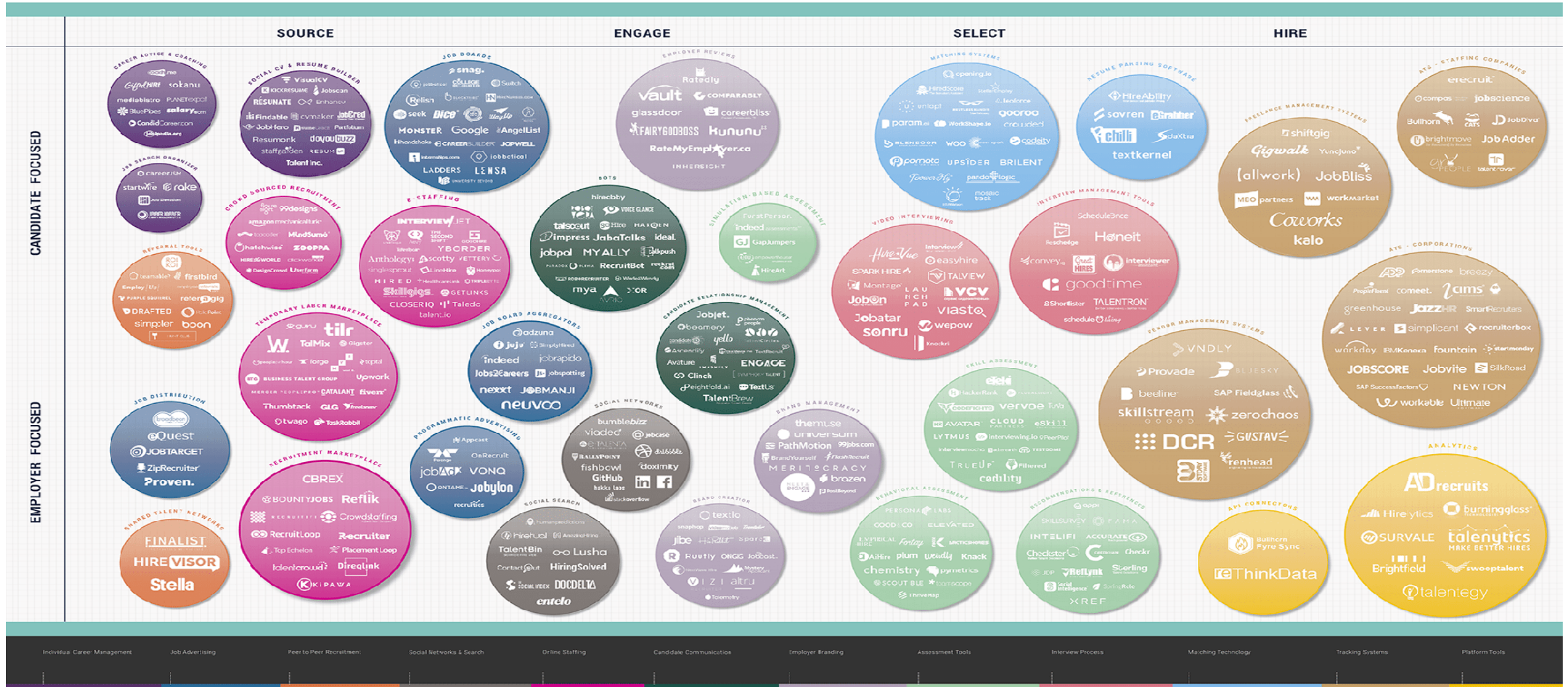


More than half
are brand new:
25% seed
31% series A

\$6.5B last
two years

Vendors created problems for you to solve!!!

Only buy what you can't do personally, or you're planning your own obsolescence. You can interview candidates on video without investing in a video interviewing provider, for example.



TOP TRENDS SHAPING THE FUTURE OF RECRUITING AND HIRING

Very/extremely important

Mostly/completely adopted

Diversity



New interviewing tools



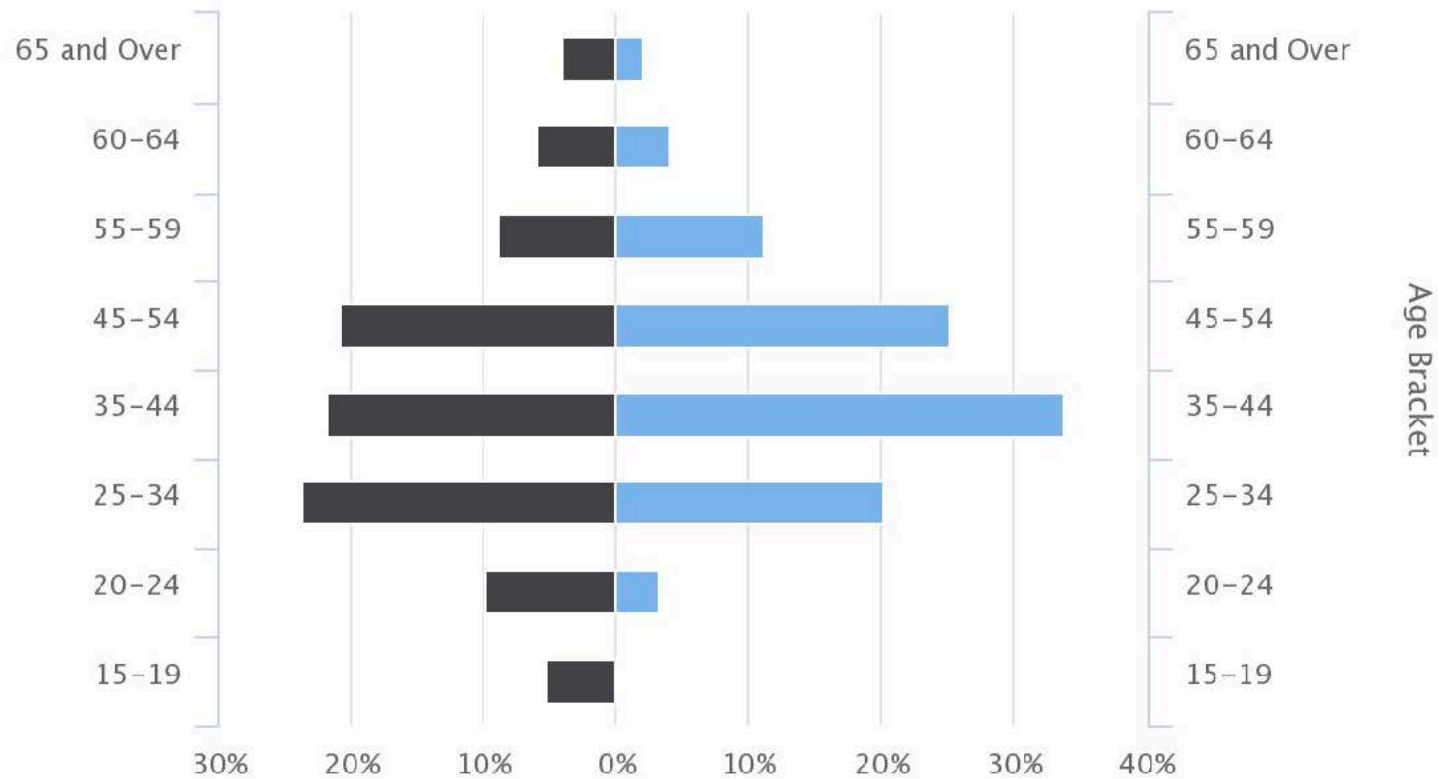
Data



Artificial Intelligence

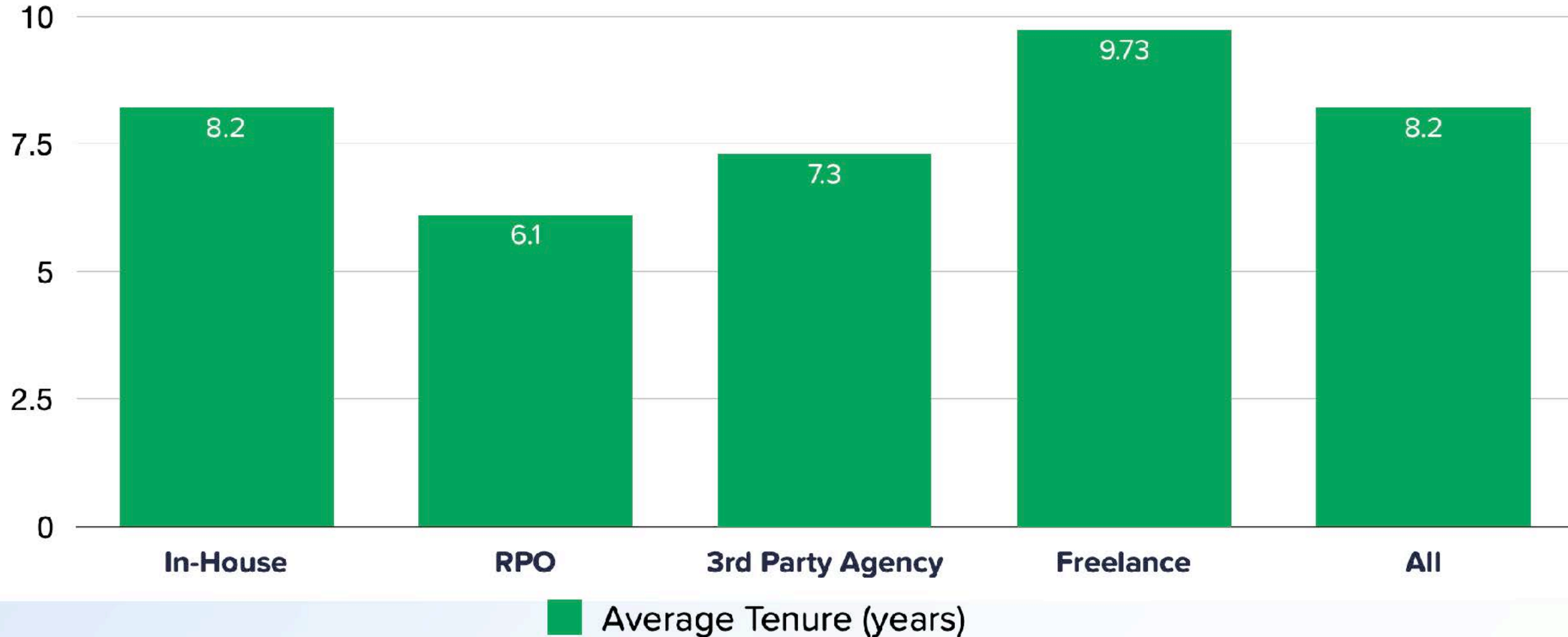


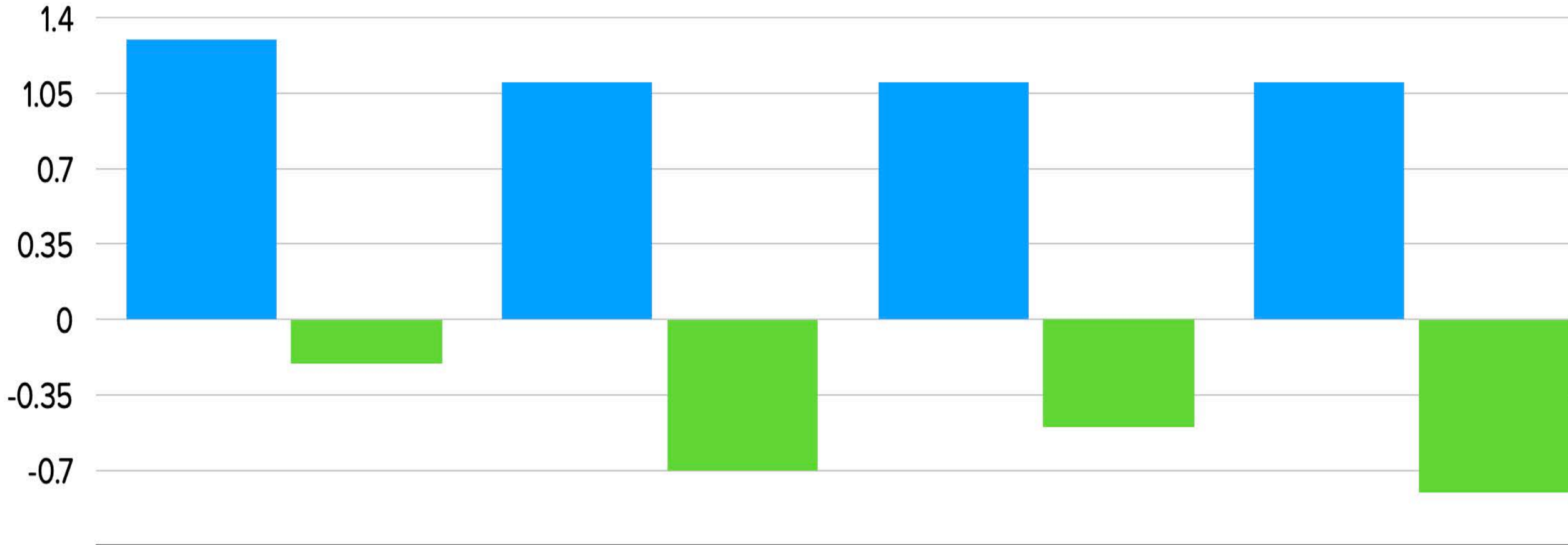
Talent Gap in Talent Acquisition?



Average Age: 42 years (compared to the all jobs average of 40 years)

Average Tenure of a Recruiter





Implemented new tech in last 12 months

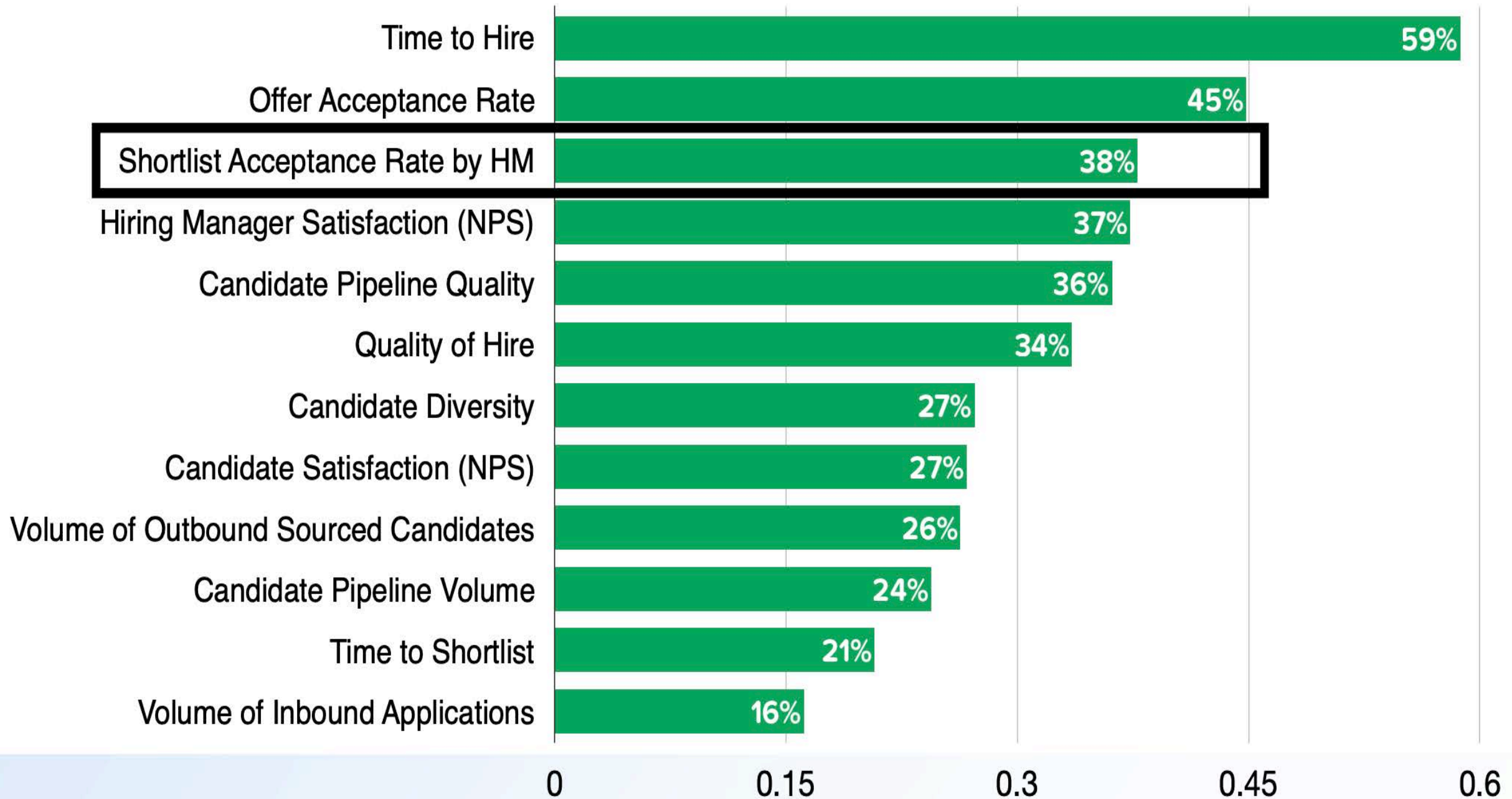
Implemented Talent Analytics to support HM decisions

Implemented tech to minimise bias

Seeking to invest in AI/Automation

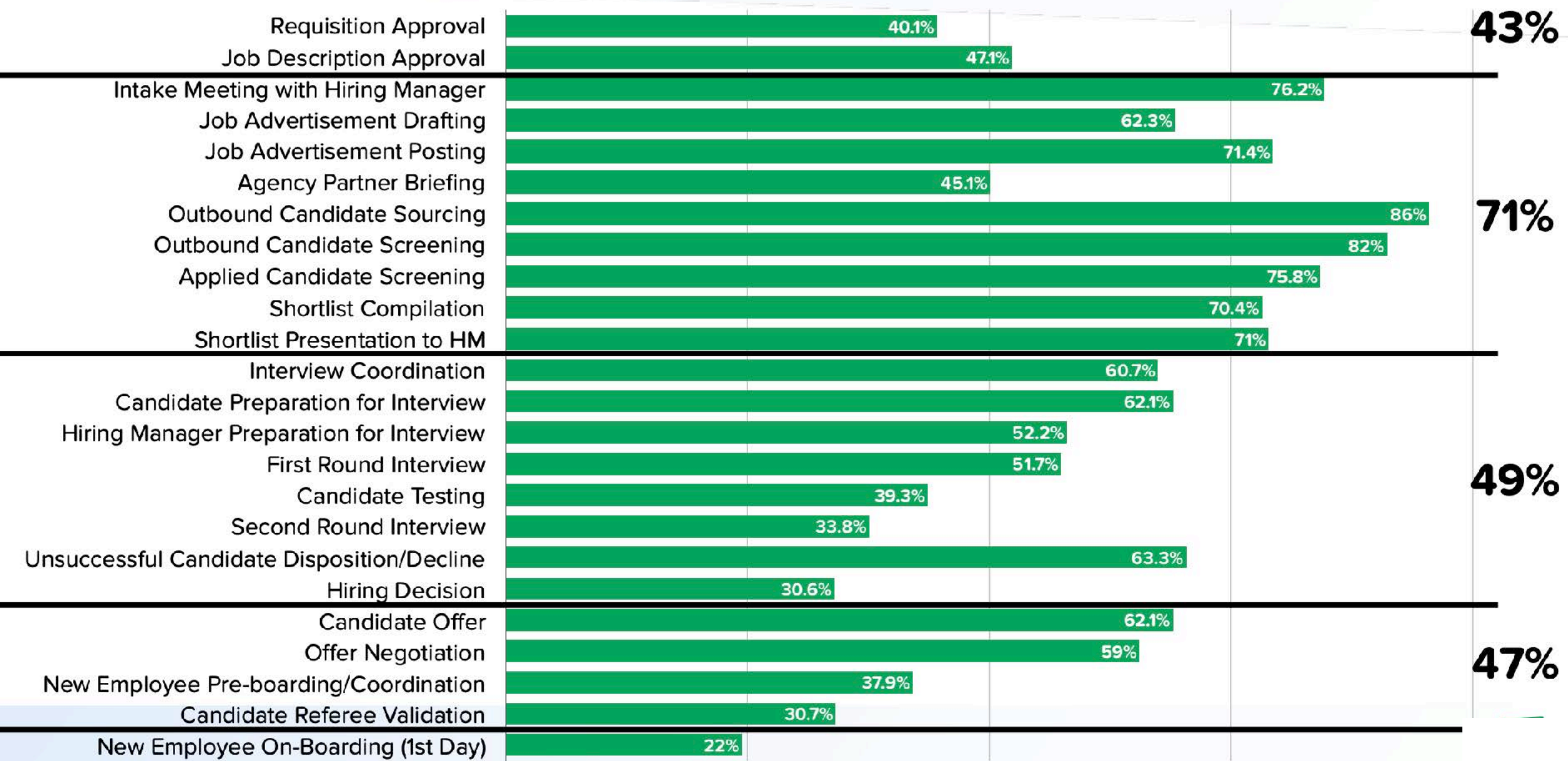
In-House

Agency



What part of the Recruiting Process are you a stakeholder of?





43%

71%

49%

47%

Winter is coming...

It's not a matter of *if*, but *when*. The economy and hiring is cyclical.

Recruiting spend is way up, with no real way to calculate ROI

The more you spend, the more risk you create.

The key to recruiting in a recession is the same as in full employment.

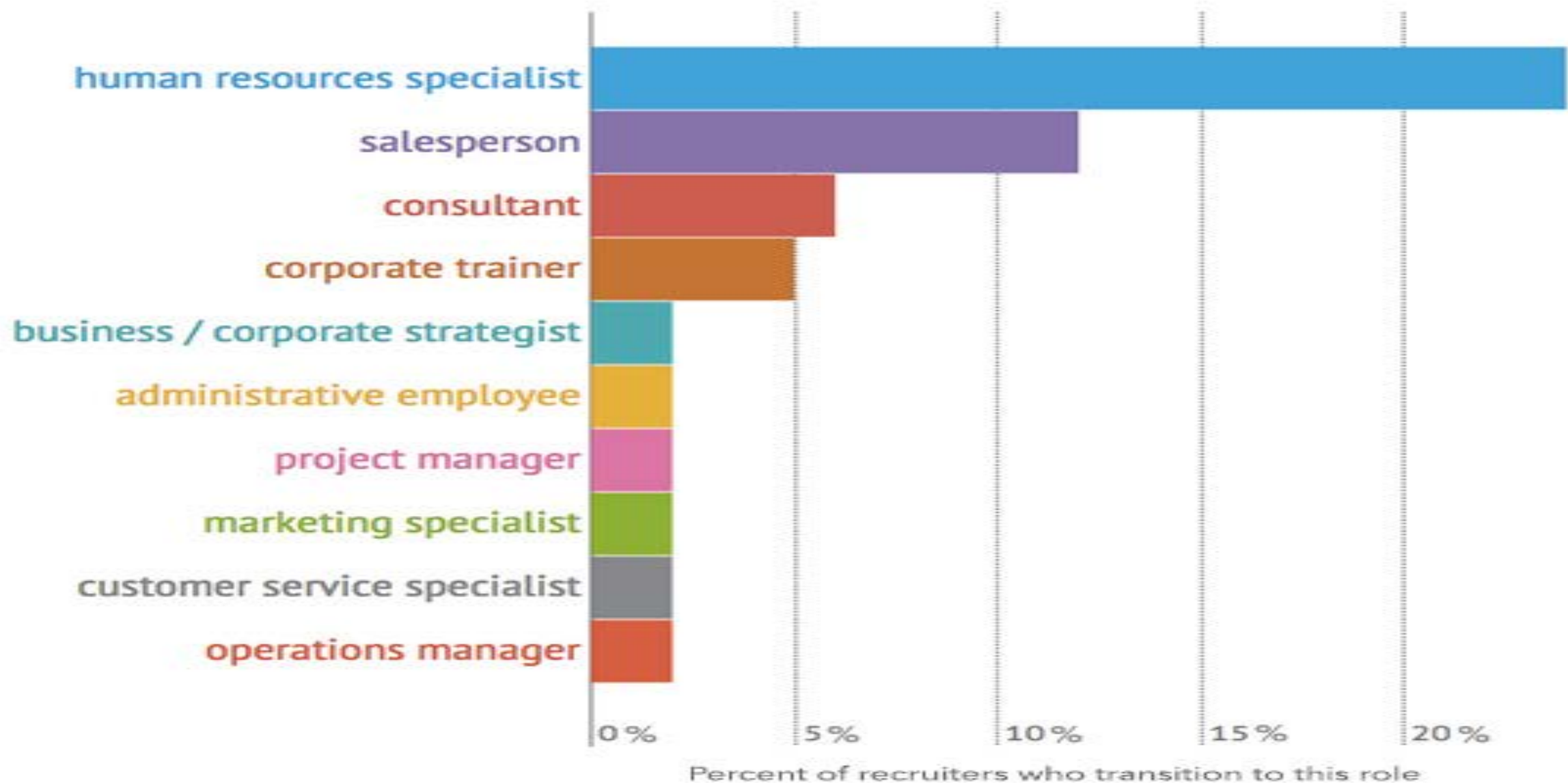
It's all about doing more with less, and being able to demonstrate results with data that's tied to business objectives outside of HR/TA.

Why You Should Care.

- Recruiters were among the hardest hit professions in the 2007-2009 recession; majority of impacted recruiters left sector during latest recession for other jobs and industries
- For comparison, construction hardest hit in terms of total job losses and unemployment percentage in 2008; now 8 in top 10 most in demand job titles are all construction related (other 2 are data).
- Hiring demand has outstripped recruiting supply, forcing most newly created recruiting roles in last 3 years to be filled by people with no prior recruiting experience.
- Recruiters are less experienced but getting paid more than before the recession due to market demand, creating an even greater cost center than before
- TA invests in recruiting jobs for the short term; long term investment is not in recruiter development, training or upskilling, but instead, in technology

Most of the people in this room (statistically) will no longer be in recruiting in 5 years.

The 10 most common career transitions for recruiters

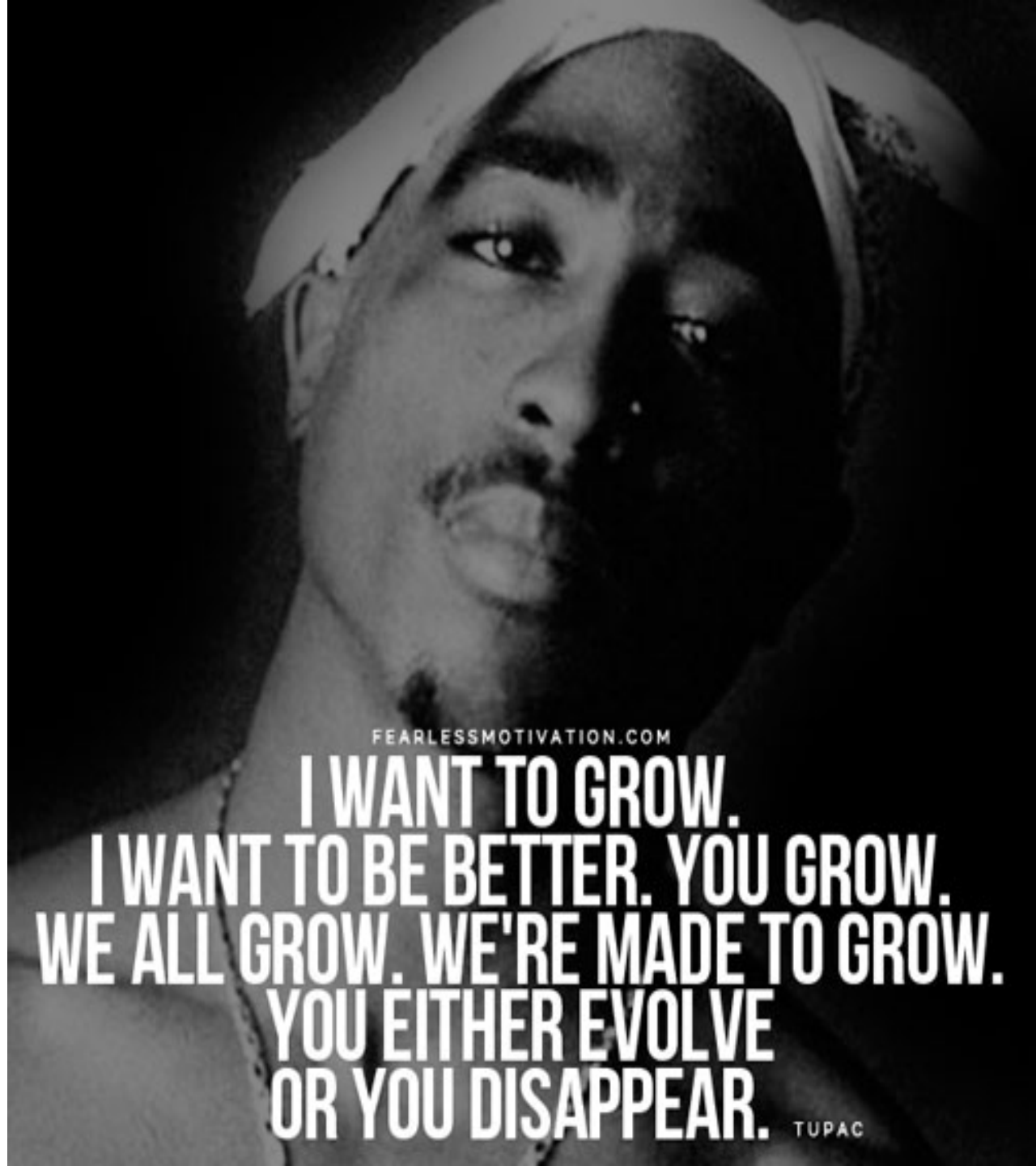


Recession Proof Recruiting

Make your HMs happy: *Focus on the experience and satisfaction with the hiring process from the people you work for, not the candidates who may never make it.*

Work smarter: *Job advertising > recruitment marketing. Your ATS > job board database. You > matching technologies, bots and "AI."*

Monitor the competition: *Job descriptions are the best source of competitive intelligence.*



FEARLESSMOTIVATION.COM

**I WANT TO GROW.
I WANT TO BE BETTER. YOU GROW.
WE ALL GROW. WE'RE MADE TO GROW.
YOU EITHER EVOLVE
OR YOU DISAPPEAR.**

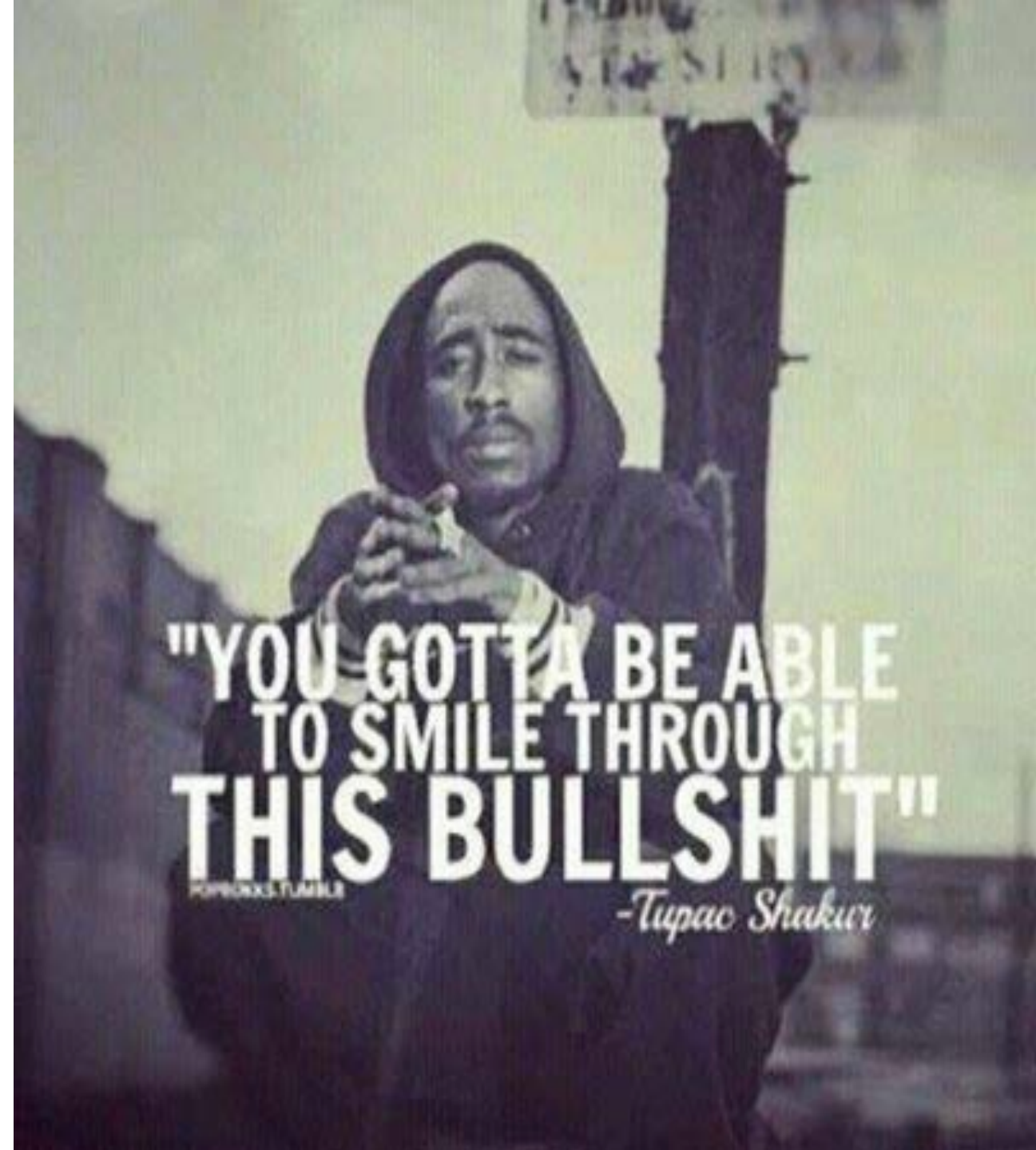
TUPAC

Ask as many questions as you can. Learn as much about the business, not the business of recruiting, as possible.

The best price isn't free, it's based on performance. Get what you pay for.

Be a recruiter. Not a marketer, or a data storyteller, or a branding expert. Be the best at that, and you'll become indispensable.

Remember that you're going to be a candidate again.



Stop talking about trends.

Focus on what works, not what's possible.

Trends aren't defined by data, not influencers.

Be your own thought leader (and trust yourself).

Win through iteration, not innovation. Play the long game.

“
Don't believe everything
you hear. Real eyes,
Realize, Real lies.
”



What you can do.

Know the business

Know your people

Know your data

Know yourself.

Know what's next.

Be an individual, work hard,
study, get your mind
straight, and trust nobody.

Tupac Shakur

quote fancy

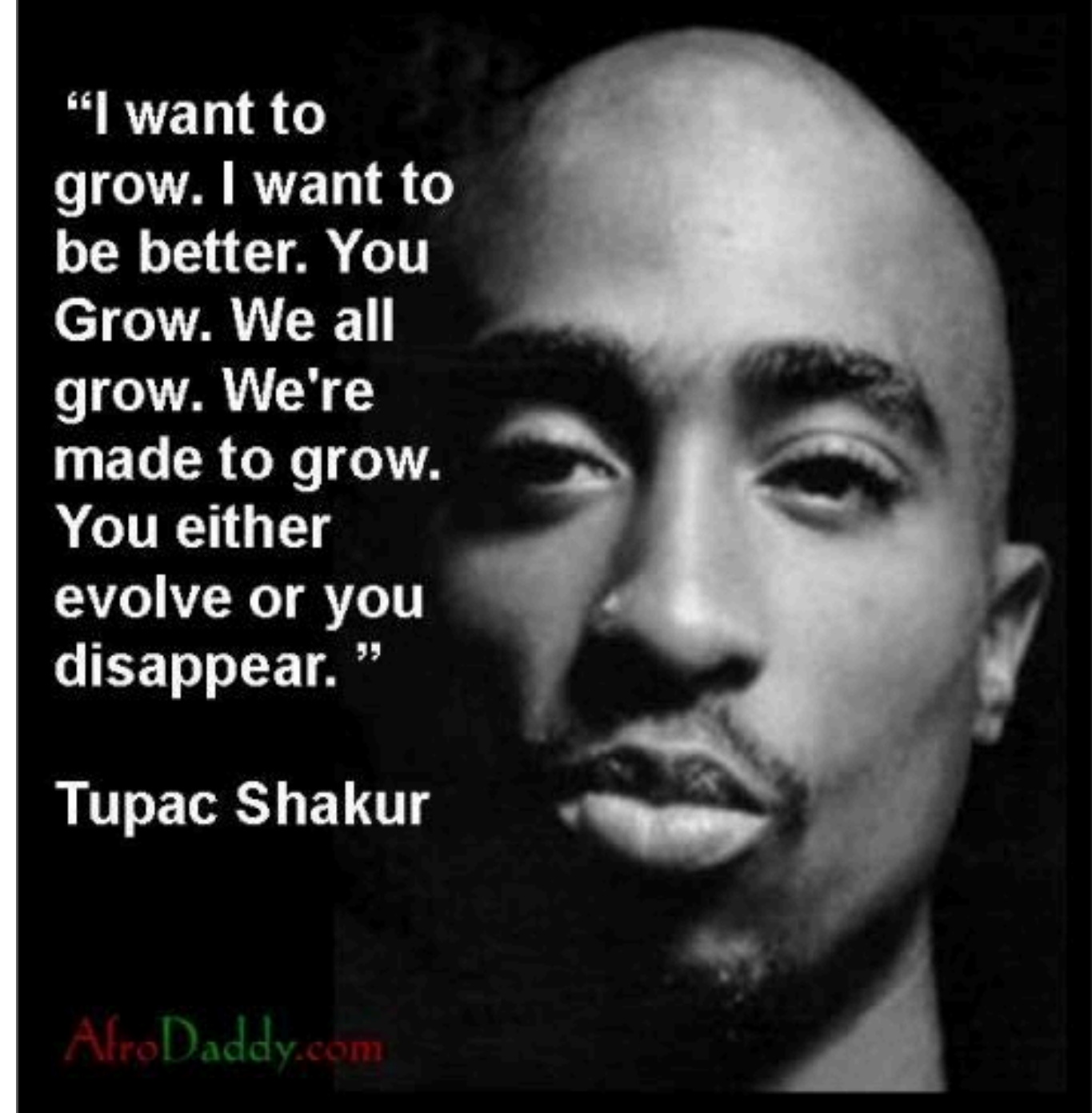
Just make the damn hire.

That is the only thing that matters in recruiting in any economy.

A black and white photograph of T.I. (Clifford Smith) looking slightly to the right. He has a goatee and is wearing a white t-shirt. The image is used as a background for a quote.

"I think we can make it, in fact, I'm sure. And if you fall, stand tall and come back for more."

bobad@tumblr

A black and white close-up portrait of Tupac Shakur, looking directly at the camera with a serious expression. The lighting is dramatic, highlighting his facial features against a dark background.

**“I want to
grow. I want to
be better. You
Grow. We all
grow. We’re
made to grow.
You either
evolve or you
disappear.”**

Tupac Shakur

AfroDaddy.com

I ain't mad
at ya.

Choose Your Adventure Bingo Number

Attract

77