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HR and Recruiting
Statistics for **2016**

A STATISTICAL REFERENCE GUIDE FOR SAVVY RECRUITERS

Introduction

With more access to information than ever before, job seekers are now carefully considering their choices. Experiences and issues exposed on social media and review sites can either undermine or enhance an employer's reputation—all this makes **building trust** absolutely critical.

Last year, our popular eBook [*50 HR and Recruiting Stats That Make You Think*](#) helped bring to light trends in social media, diversity and mobile recruiting. This year's candidate-driven market led us to focus on different topics like trust, employee engagement and leadership. Hiring and retaining employees now **starts from the inside out**.

We hope this collection of statistics from sources like Bersin by Deloitte, KPMG, Edelman, Gallup and Glassdoor research gives you the intelligence you need to **make improvements** in your company's employee recruitment and retention practices.

Recruiting



Filling positions in a candidate-driven market is more expensive and takes longer. Therefore, it's in an employer's best interest to **proactively optimize** recruiting practices and focus on retention, so that changing jobs is not the fastest way to a promotion.

1



\$4,000 is the average amount U.S. companies **spend to fill** an open position.

2



It takes an average of **52 days to fill** an open position, up from 48 days in 2011.

Source for #1 and #2: Talent Acquisition Factbook 2015, Bersin by Deloitte, April 2015

3



90% of recruiters say the market is **candidate-driven** in 2015, up from 54% in the second half of 2011.

4

The **top two obstacles** to increasing headcount are:

- 1 | shortage of candidates (31%)
- 2 | lengthy hiring practices (27%)

Source for #3 and #4: Recruiter Sentiment Study 2015 2nd Half, MRI Network, 2015

5

47% of declined offers in the second half of 2015 were due to candidates **accepting other jobs**, up 10 points from the first half of 2015.

Source: Recruiter Sentiment Study 2015 2nd Half, MRI Network, 2015

6

47% of small businesses report there are few or **no qualified applicants** for the positions they are trying to fill.

Source: NFIB, November 2015

7

51% of employees are considering a **new job**.

Source: Workforce Panel, Gallup, November 2015

8

One in three employers are concerned voluntary exits will **increase**.

Source: Harris Poll for Glassdoor, February 2015

9

52% of hiring decision makers say passive candidate sourcing has been **less effective** for their company.

Source: Harris Poll for Glassdoor, 2014

10

67% of employers believe retention rates would be higher if candidates had a **clearer picture** of what to expect about working at the company before taking the job.

Source: Harris Interactive Survey for Glassdoor, 2014

11

89% of Glassdoor users are either **actively looking** for jobs or would consider better opportunities.

Source: Glassdoor U.S. Site Survey, January 2016

12

57% of Glassdoor visitors are employed either **full-time or part-time**.

Source: Glassdoor U.S. Site Survey, January 2016

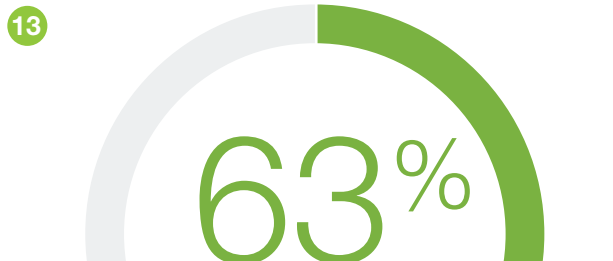
Trust and Transparency



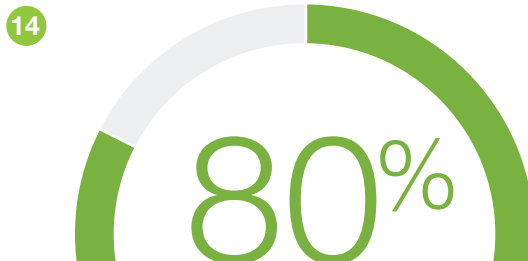
Issues of trust are relevant to both employees and consumers.

After all, **every employee is also a consumer**, and more likely than ever to consult reviews or other information online before making important decisions.

Highly publicized events involving product recalls, employment scandals and questionable business practices create an environment of mistrust, leading consumers to demand more information about products, services and employers. Moving toward organizational **transparency helps foster an environment of trust**. Transparency is not just a buzzword; it may be a necessity for business survival in the 21st Century.



of consumers **refuse to buy** products and services from a company they **do not trust**



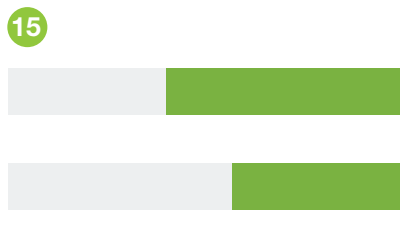
of consumers **choose to buy** products from companies they **trust**



while **58%** will **criticize** that organization to a friend or colleague.



and **68%** will **recommend** those companies to a friend.



Content provided by friends and family is **most trusted by 72%**.

Content provided by employees is **trusted by 52%**.

Source for #13, #14 and #15: Edelman 2015 Trust Barometer, January 2015

16 **Employees** rank among the **most trusted influencers** when communicating about their company's engagement and integrity.

Source: Edelman Trust Barometer, January 2015

17 **32%** of senior executives say **building trust** is one of their **biggest challenges**, second only to expansion and top line growth over the next one to two years.

Source: Global Consumer Executive Top of Mind Survey, June 2015

18 **Nearly 75%** of executives believe their consumers **demand transparency**.

Source: Global Consumer Executive Top of Mind Survey, June 2015

19 **90%** of job seekers find the **employer perspective useful** when learning about jobs and companies.

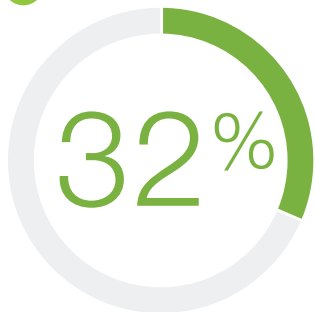
Source: Glassdoor U.S. Site Survey, January 2015

Employee Engagement



In almost any endeavor, enthusiasm and commitment—the very definition of engagement—**breed success**. Employees who understand their contribution to the company’s mission are more likely to bring a positive attitude and commitment to the workplace, which trickles down to company performance at every level: operations, product design, customer service, etc. Research on engagement and company performance shows a strong correlation between the two, proving that **employee engagement is crucial** to business success.

20



of U.S. workers were **engaged** in their jobs in 2015.

Source: Gallup daily tracking, January 2016

21

Companies with employee engagement programs achieve **26% greater year-over-year increase** in annual company **revenue**, compared to those who do not have formal programs.

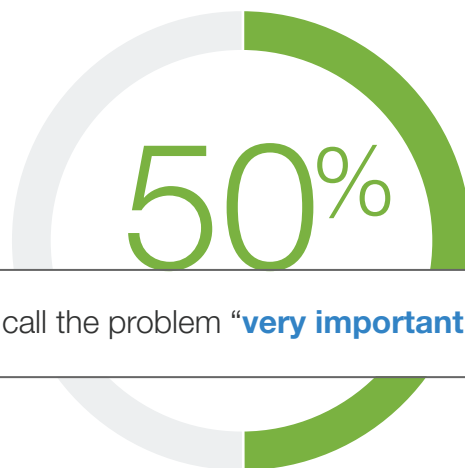
Source: Aberdeen, October 2015

22



of organizations cite culture and engagement as one of their **top challenges**

&



call the problem "**very important**".

Source: Global Human Capital Trends 2015, Deloitte, February 2015

23

Mission-driven companies have { **30%** higher levels of **innovation** } and they tend to be **first or second** in their market segment. { **40%** higher levels of **retention** }

Source: Becoming Irresistible, Deloitte, February 2015

24

66% of HR respondents report they are **updating** their engagement and retention strategies.

Source: Global Human Capital Trends 2015, Deloitte, February 2015

25

49% of employees would **recommend** their employer to a friend.

Source: Glassdoor Data Labs, December 2015

26

While **90%** of executives understand the importance of employee engagement, **fewer than 50%** understand how to address this issue.

Source: Conference Board, cited by Deloitte University Press, January 2015

Leadership and Management



It's often said that culture is set from the top down. But direct managers have just as much impact on employee engagement as top leaders. By recruiting, training and retaining **strong managers and executives**, companies create an environment of trust that will naturally **improve employee engagement** and **increase retention rates**.

27

Managers who are **not** engaged or actively disengaged **cost the U.S. economy \$319 billion to \$398 billion annually.**

Source: State of the American Manager, Gallup, April 2015

28

High-performing companies spend **1.5X to 2X more on leadership** than other companies, and **reap results** that are 3X or 4X the levels of their competitors.

Source: Global Human Capital Trends, Deloitte, February 2015

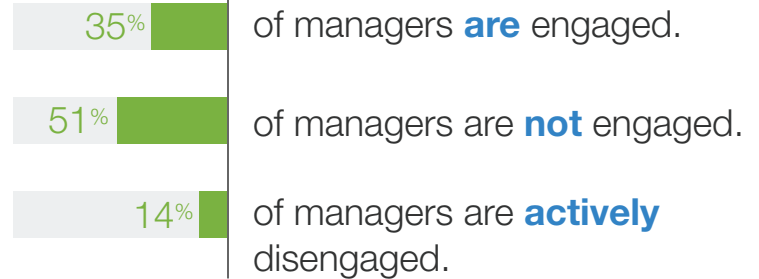
29



1 in 2 employees have left their job to **get away from their manager** at some point in their career.

Source for #29 and #30: State of the American Manager, Gallup, April 2015

30



31

84% of organizations anticipate a **shortfall** in the minimum number of qualified leaders over the next five years.

Source: State of Leadership Development, Brandon Hall, August 2015

35

Only 17% of employees **highly rate** communications from their company's top leader and senior leadership.

Source: Employees Rising, Weber Shandwick, April 2014

32

86% of global HR and business leaders cite leadership as a **top issue** for 2016.

Source: Global Human Capital Trends, Deloitte, February 2015

36

59% of employees who are supervised by highly engaged managers are **more likely** to be engaged than those supervised by actively disengaged managers.

Source: State of the American Manager, Gallup, April 2015

33

Only 26% of employees agree that "my employer **listens** and **responds** well to me."

Source: Employees Rising, Weber Shandwick, April 2014

37

More than 67% of Millennials believe it is management's job to provide **accelerated** development opportunities to encourage them to stay.

Source: Becoming Irresistible, Deloitte, February 2015

34

Only 18% of current managers have the **high talent** required of their role (that unique combination of talents needed to help a team achieve excellence in a way that significantly improves a company's performance).

Source: State of the American Manager, Gallup, April 2015

38

69% is the average CEO approval rating on Glassdoor.

Source: Glassdoor Data Labs, December 2015

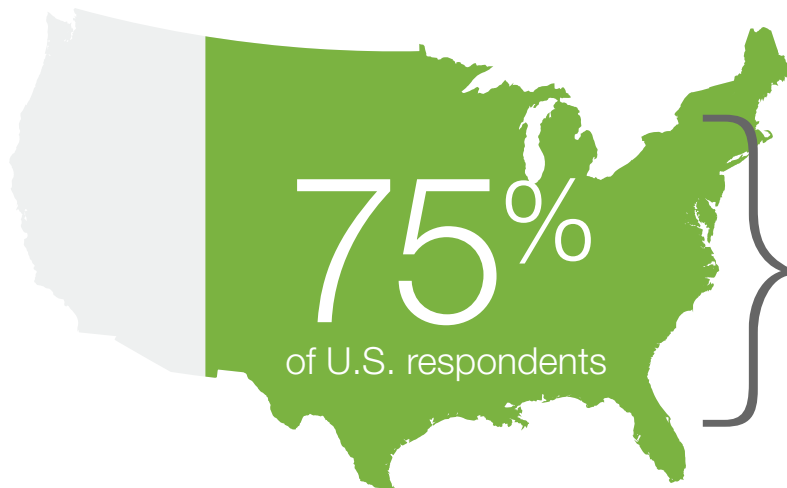
Social Media



With **76% of all U.S. Internet users on social media**¹, social channels like Facebook, Twitter, Snapchat and Instagram have become increasingly popular for employer communication and employee recruitment. Company leaders and employees alike can **influence perceptions** through their personal social accounts. By encouraging and training leaders and employees to use social media on the company's behalf, employers can **generate goodwill** and provide a **first-hand view** of life at the company for customers, candidates and future employees.

Source: ¹ Pew Internet, October 2015

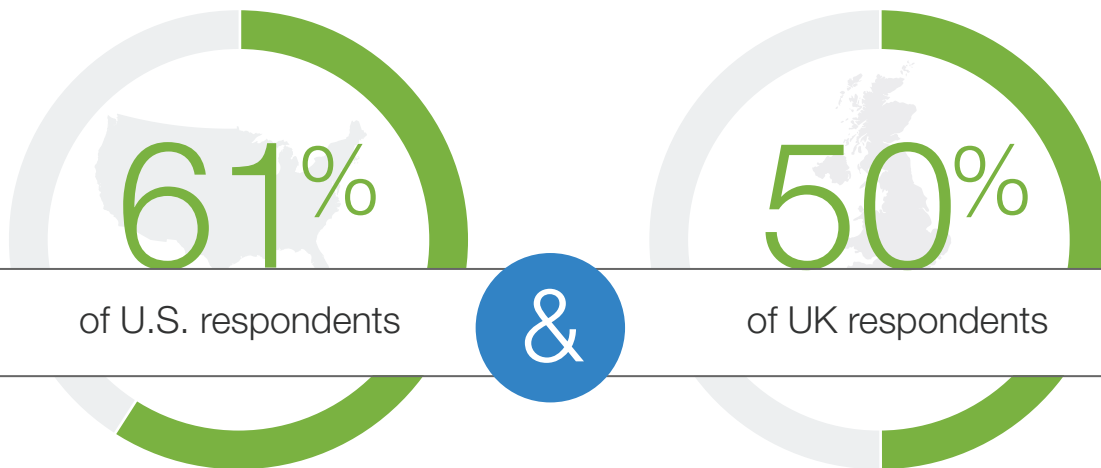
39



believe that companies whose C-Suite executives and leadership team use social media to communicate about their core mission, brand values and purpose are **more trustworthy**.

Source: The Global Social CEO Survey 2014, Brandfog

40



are **more likely to purchase** from a company whose values and leadership are clearly communicated through executive leadership participation on social media.

Source: The Global Social CEO Survey 2014, Brandfog

41 **39%** of employees have shared praise or positive comments online about their employer.

Source: Employees Rising, Weber Shandwick, April 2014

42 There is a **50%** increase in employees recommending company's products or services when the employer encourages social sharing.

Source: Employees Rising, Weber Shandwick, April 2014

43 **Only 33%** of employers encourage employees to use social media to share news and information about their work or employer.

Source: Employees Rising, Weber Shandwick, April 2014

Reviews



From books to tires to dentists, virtually no aspect of life has escaped online reviews. Company **responses to reviews** have become increasingly important, particularly for high-touch products and services. Employers are no exception. Acknowledging faults, thanking people for their contributions and publicly committing to improvement are new expectations in the era of transparency.

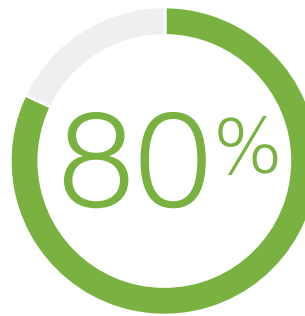
44



7 in 10 Americans seek out advice and opinions **before** making a purchase.

Source: American Lifestyles, Mintel, June 2015

45



of shoppers conduct research online before making a purchase **over \$500**.

Source: Fourth Annual Major Purchase Consumer Study, Synchrony Financial, November 2015

46

61%

of Glassdoor users report that they **seek** company reviews and ratings before making a decision to apply for a job.



47

62%

of Glassdoor users agree their perception of a company **improves** after seeing an employer respond to a review.

Source for #46 and #47: Glassdoor U.S. Site Survey, January 2016

48

The majority of job seekers **read at least 6 reviews** before forming an opinion of a company.

Source: Glassdoor U.S. Site Survey, January 2016

49

69% of active job seekers are **likely to apply** to a job if the employer actively manages its employer brand (e.g., responds to reviews, updates their profile, shares updates on the culture and work environment).

Source: Glassdoor U.S. Site Survey, January 2016

50

The **Top 5** pieces of information job seekers want employers to provide as they research where to work are:

- 1 | Details on compensation packages
- 2 | Details on benefits packages
- 3 | Basic company information
- 4 | Details on what makes the company an attractive place to work
- 5 | Company mission, vision and values

Source: Glassdoor U.S. Site Survey, January 2016

Conclusion



At Glassdoor, we believe in **empowering people** with information that helps them make more informed job decisions. When employees have first-hand information that helps them find a job they **love**, and companies have insights that help them create a **more engaged** and productive workforce.

It's easy to stay up to date!

[Subscribe Now](#)

to see the latest news in recruiting and branding best practices.

About Glassdoor

With millions of company reviews, salary reports, interview reviews and benefits reviews on more than 500,000¹ companies worldwide, Glassdoor is a trusted and transparent place for today's candidates to search for jobs and research companies. Glassdoor helps employers across all industries and sizes advertise their jobs and promote their employer brands to a well-researched, highly selective candidate pool. By advertising jobs via mobile devices, email alerts and throughout Glassdoor, employers influence candidates at the moment they're making decisions. This results in **better applicant quality** at a significantly **lower cost-per-hire** compared to traditional job boards.²



To get involved in the conversation on Glassdoor and start managing and promoting your employer brand, email employers@glassdoor.com, call (415) 339-9105 or visit www.glassdoor.com/employers.

For the latest in recruitment marketing tips, best practices and case studies, follow us on Twitter: [@GDforEmployers](https://twitter.com/GDforEmployers).

Sources: ¹Glassdoor Internal Data, June 2015; ²Brandon Hall Group Report: Understanding the Impact of Employer Brand, November 2014