

A REMARKABLE RECRUITING MISALIGNMENT

Sevenstep Reveals a Gulf between Recruiter Investment and Expectation of Recruiters

Businesses are investing more in talent acquisition. Why? Desire and necessity. They have to invest more in recruitment because skill and talent shortages have increased the time, costs and challenges of making good hires. They want to invest more because good talent acquisition is key to creating a company's "most important asset," its talent.

The people recruited into a company today become the workforce of tomorrow, which:

- Powers business performance
- Innovates and shapes the future growth
- Forms workplace that attracts new talent



RISE IN RECRUITING INVESTMENT IN RECENT YEARS

Source: Society for Human Resource Management, cost per hire data from 2012 to 2016

BEST COMPANIES TO WORK FOR... HAVE TWO THINGS IN COMMON:

1. Prioritize recruiting top talent
2. Commit substantial funding to recruitment

Source: Pierpoint International, www.SHRM.org, "Successful Companies Have Strong Recruitment Cultures"

How Are Recruiters Benefiting?

As recruitment investment rises, are recruiters themselves seeing more investment in their careers and skills? Or is that influx of investment concentrated on programs—the systems, tools and tech that support recruiting? Sevenstep conducted an exploratory survey of talent acquisition leaders to find out. Here is what we learned...

Where does the investment go?

RECRUITERS



PEOPLE

SYSTEMS, TOOLS & TECH



PROGRAMS

VS.

Where's the Recruiter Training?

TRAINING TIME & SPEND IS UP...



Organizations spent \$1,273 per employee on learning in 2016, up 1.8 percent from 2015.



Employees averaged 34.1 hours of training in 2016, up from 33.5 hours in 2015

...BUT NOT FOR RECRUITERS

45%

Of companies surveyed 45% provide less than 10 hours of annual training to recruiters.

42%

Of companies surveyed 42% do NOT provide internally developed, proprietary recruiter training

62%

Of companies surveyed 62% do NOT provide third-party recruiter training

"Most Essential Skill" & "Greatest Weakness" - Same Thing.

45% of companies surveyed stated that sourcing skills were "most essential" to their recruitment success. And what did respondents also identify as the "greatest weakness" of their in-house recruiting teams? Sourcing.

Where's the Career Path Heading for Recruiters? Not Far.

Recruiters know that one of the most important ways of attracting and retaining talent is a strong career path. However, the survey once again found a strange contradiction. Few employers seem committed to mapping out career path opportunities for their recruiters.

CAREER STAGNATION IS A PROBLEM...

Harvard Business School and Glassdoor data research proves that employees who stay in the same job without a title change for extended periods of time "are significantly more likely to leave for another company."

Source: 2017 Glassdoor Research Study: "Why Do Workers Quit? The Factors That Predict Employee Turnover"



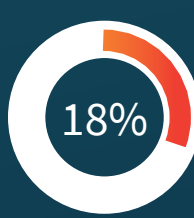
...AND RECRUITERS ARE AT HIGH RISK



70% of companies surveyed do NOT provide formal career assessment programs for recruiters.



65% of companies surveyed do NOT provide formal coaching/mentoring programs for recruiters.



Only 18% of companies surveyed say they offer "strong" career growth opportunities for their in-house recruiters.

Recruiter Performance Ranks "Mediocre"

With limited investment in career pathing and training, the Sevenstep survey, not surprisingly, revealed an underwhelming level of recruiter performance.



Of companies surveyed, only 17% gave a top (9 or 10) satisfaction ranking

The vast majority of talent acquisition leaders surveyed ranked their satisfaction with recruiter performance as "mediocre," between 5-8 on a scale of 1-10.

LITTLE TRAINING

+

LITTLE CAREER PATHING

=

MEDIOCRE PERFORMANCE RESULTS

Key Lesson: Align Investment with Expectations

Mediocre recruiter development yields mediocre recruiting performance. It's just that simple. To boost talent acquisition success, businesses must acknowledge and address the gap between high recruiter performance expectations and low career development investment. Any role that influences the productivity, ingenuity and future of a business by way of building its people should be a role worthy of career development.

High Performance Expectations

Low Talent Investment

Best Practices in Recruiter Training & Career Pathing

Sevenstep is a global leader in recruitment process outsourcing. With the largest recruiter skills training program in the RPO industry, including 160 proprietary courses and four recruiting programs, Sevenstep has been named a top talent acquisition leader since 1998. Below are just some of the career development and training best practices that have helped Sevenstep cultivate a 95% recruiter retention rate and a world-class force of talent acquisition professionals.

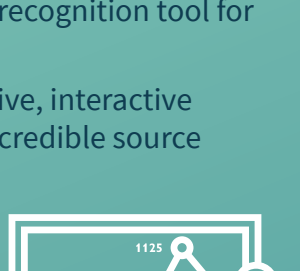
Training

BEST PRACTICE #1

Identify and spotlight internal subject matter experts to lead high-performance recruiter training sessions

WHY IT WORKS

- Reinforces best practices with live examples
- Serves as an excellent recognition tool for top internal talent
- Encourages collaborative, interactive learning from a highly credible source



BEST PRACTICE #2

Make recruiter training ongoing and for everyone with a consistent schedule of systematic programs

WHY IT WORKS

- Universal participation cultivates a culture of constant learning and growth
- Provides highly desired skills enhancement to experienced employees

BEST PRACTICE #3

Build a homegrown recruitment training curriculum

WHY IT WORKS

- 100% customized to your company's structure, brand, and culture

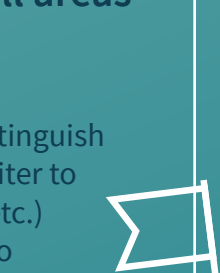
Career Pathing

BEST PRACTICE #1

Create vertical AND horizontal fluidity to allow for recruiter growth into both higher roles and also out into new skill areas

WHY IT WORKS

Provides ways for recruiters to distinguish themselves by rising in title (recruiter to senior recruiter to lead recruiter, etc.) and/or by expanding expertise into recruiting for new accounts, into recruiting for a different vertical market focus



BEST PRACTICE #2

Utilize both formal and informal approaches for optimal performance assessment and recruiter career mapping

WHY IT WORKS

While a formal tool or process for career assessment is useful for organizing and tracking goals and growth, informal engagement with a direct manager/mentor is even more important. These valuable and systematic human touchpoints help to:

- Guide growth plans
- Address obstacles to advancement
- Unlock overall career aspirations

With a global delivery footprint spanning six continents, Sevenstep is a top enterprise RPO provider on HRO Today's Baker's Dozen list. Sevenstep persistently defies industry conventions to provide clients with talent acquisition wins and business performance gains.

To learn more about our unbounded approach to recruitment, visit www.sevensteprpo.com.

The Sevenstep Recruiter Insights survey was conducted between October and November of 2017, reaching talent acquisition leaders from the U.S. and the UK.

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