



2016 Candidate Engagement Study
Part One: Attraction
January 2017

Hudson

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2016 CANDIDATE ENGAGEMENT STUDY

PART ONE: ATTRACTION

ABOUT THE STUDY

LinkedIn has made it easy to find virtually any business professional across the globe. This includes identifying candidates according to work experience, special skills and educational attainment – all within a few easy clicks.

No doubt LinkedIn has transformed candidate access; however, it's now an employee's market, and high-quality candidates in sought-after roles are constantly courted by would-be employers. As a result, many new employment solicitations go unanswered.

Today's challenge is no longer identifying and sourcing talent, but rather engaging them in the recruitment process. So how do talent acquisition professionals cut through the noise to get candidates' attention?

This study seeks to identify the best methods for getting and keeping candidates' interest, broken down by candidate demographic. It examines the engagement techniques that talent acquisition professionals claim are the most effective, then compares those claims against what candidates rate as most effective. The results highlight candidate outreach and engagement strategies that yield the greatest returns.

METHODOLOGY

The study consisted of qualitative and quantitative phases. For the qualitative phase, 10 recruiters and six candidates across multiple regions were interviewed by phone. These in-depth interviews defined the issues that impact candidate engagement most and helped focus the questionnaire for the next phase of research.

During the quantitative phase, 4,203 candidates from North America, Latin America, EMEA and APAC completed an online questionnaire. The candidates were sourced from social media and Hudson's extensive global database. Additionally, 153 North American recruiters also completed the survey. This report includes findings from North America only.

Unemployed candidates: Respondents who were unemployed were not classified as active or passive candidates. While this group most closely resembles active candidates, they have their own unique characteristics. In those tables where "total" responses are identified, the total contains unemployed, passive and active candidates.

2016 CANDIDATE ENGAGEMENT STUDY

PART ONE: ATTRACTION cont'd

ABOUT THE PROS

Separate from the study, commentary from a seasoned corporate recruiter, an agency sourcing expert and a Ph.D. organizational psychologist are peppered throughout the report to shed light on the survey findings. The pros included in the report are:

Kasey Butler

Senior Client Relationship Manager, Hudson Americas

Jenifer “Jak” Kihm, Ph.D.

Industrial/Organizational Psychologist, Operant

Mike Wolford

Sourcing Manager, Hudson Americas

PASSIVE VS. ACTIVE CANDIDATES

Traditionally an active candidate is a person actively or casually looking for a new job a few times per week, and a passive candidate is a person deemed to be satisfied with his/her current job and only searching occasionally for a new job, if at all. However, the definition of active and passive candidate and the perceived value of each is evolving.

Today, mobile devices give candidates 24/7 job board access, which allows them to regularly monitor the job market and turn from passive to active job seeker with the click of an apply button.

A 2015 talent attraction study by Indeed confirms that savvy employees constantly keep their eyes on new job opportunities. In fact, 65 percent of people look at new jobs again within 91 days of being hired, and 50 percent of people who make \$100K to \$110K search new jobs within 28 days of being hired.¹ According to the Indeed study, "people who actively look at job opportunities are younger and better educated."

In short, the job search never ends. This marks a transformation in the long-held belief that passive candidates are recruiting's "Holy Grail" of high-quality, happily employed people working away at their desks, unaware of the busy talent acquisition world around them until a recruiter shows up with the prospect of a new role.

Some recruiters recognize this shift; however, changes in deep-rooted and unconscious beliefs can take time. Have recruiters' perceptions caught up?

Rather than active and passive candidates, some now refer to candidates as inbound or outbound. Inbound recruiting focuses on engaging with candidates who are looking or receptive to open positions. Outbound recruiting involves reaching out to candidates who are not actively seeking new jobs.

The Indeed study found that many recruiters are beginning to place greater value on active candidates who reach out via inbound recruiting, while questioning the assumed value of passive candidates reached through outbound efforts. A majority of recruiters in the study also recognized the benefits of the inbound candidates' motivation levels, and took into account the extra expense of outbound recruiting.²

Recruiters in our study spend the majority (63.5 percent) of time focused on active candidates, yet when it comes to the perception of quality, they still tend toward a bias for passive candidates.



When comparing the quality between active versus passive candidates, passive candidates are...

	Total
Net better	57.5%
Much better	14.0%
Slightly better	43.6%
About the same	40.8%
Slightly worse	1.7%
Much worse	0.0%
Don't know	13.3%

PASSIVE VS. ACTIVE CANDIDATES cont'd

Overall, the majority (57.5 percent) of surveyed recruiters feel that passive candidates are better in quality than active candidates; however, only 14 percent believe they are “much better” and 43.6 percent feel they are “slightly better.” It’s worth noting that 40 percent believe that passive candidates are “about the same” as active candidates.

FROM THE PROS

“I believe the bias for passive candidates exists because hiring managers assume that active candidates are unemployed and passive candidates are employed; therefore the candidate who is employed must be better quality. Unless we hunt down a candidate, the candidate is not worth it. When I encounter this, the first thing I say to the hiring manager is, ‘So if you apply to a job because it is a fit with your skills and career goals that means you aren’t as qualified as a person who didn’t apply?’ This helps them to see that their bias is unfounded.” Kasey Butler

“The language of ‘passive’ and ‘active’ candidate is going away. Referring to passive and active candidates infers that recruiters have some control on when a candidate is activated into a job search. The truth is we don’t. If a person has a bad day at work or suddenly gets passed over for an expected promotion, she can go onto Indeed and instantly become an active job seeker. When we present candidates to a hiring manager, they don’t know if the person came from passive sourcing or applied via Monster. We need to get rid of this sourcing snobbery (a term coined by talent acquisition expert Glen Cathey in 2011), and drop this perception that passive candidates are higher quality, which is solely based on myth.” Mike Wolford



How big of an impact does your employer brand have on keeping candidates engaged?

Whether active or passive, inbound or outbound, a compelling and well communicated employer brand appeals to candidates.

The Society for Human Resource Management defines an employer brand as “what the organization communicates as its identity to both potential and current employees. It encompasses an organization’s mission, values, culture and personality. A positive employer brand communicates that the organization is a good employer and a great place to work. Employer brand affects recruitment of new employees, retention and engagement of current employees, and the overall perception of the organization in the market.”

In our study, nearly nine out of 10 (88.1 percent) recruiters indicated the employer brand has an impact on keeping all candidates engaged.

Impact of Employer Brand On Keeping Candidates Engaged

	Total
Impact (net)	88.1%
Great impact	44.0%
Moderate impact	44.0%
Little to no impact	7.3%
You have no defined employer brand	4.6%

A vibrant employer brand is crucial for attracting and maintaining candidate engagement, but what separates the best employer brands from the rest?

Top Employer Brand Behaviors

In Hudson’s 2014 global study “*How to Launch a Successful Employer Brand: Building on the Practices of Top Employer Brands*,” we examined the branding strategies of top employer brands versus those not considered top employer brands. Below are the primary differences in behaviors. Top employer brand companies are more likely to:

- Have the CEO or president as the most senior sponsor of employer branding activity (44.5 percent) versus other brand companies (25.1 percent).
- Involve other departments and groups, such as non-CEO executive team members, marketing, PR and sales, in promoting the employer brand.
- Clearly define the employee value proposition and also designate organizational responsibilities for the employer brand.
- Run employee events to communicate the employer brand and develop internal brand ambassadors (80.6 percent for top companies versus 53.4 percent for the rest).

Need employer branding expertise? [Contact Hudson](#)

METHODS TO ATTRACT CANDIDATES



Please select all the methods your company uses to attract active & passive candidates.

There are essentially four primary methods recruiters use to attract passive candidates: LinkedIn InMail, employee referral programs, LinkedIn postings and phone calls. The most common methods to attract active candidates are online job boards (100 percent), LinkedIn postings (87.2 percent) and employee referral programs (84.0 percent).

Recruiters cite LinkedIn InMail most often (83.2 percent) as the method for attracting passive candidates; and they use the platform at a far greater rate than they did for active candidates (56.0 percent).

LinkedIn InMail, phone calls and personalized emails are much more time consuming per candidate, and are often more difficult to carry out effectively. Though phone calls are most preferred by passive candidates, it's important to bear in mind that passive candidates are less receptive than active candidates overall to any form of communication.

Since the study, LinkedIn has launched "Open Candidates," a new feature that allows candidates to signal to recruiters that they are open to new job opportunities. Per LinkedIn, candidates "can specify the types of companies and roles they are most interested in and be easily found by the hundreds of thousands of recruiters."

Methods Used by Recruiters to Attract Candidates

	Active	Passive	Difference
LinkedIn InMail	56.0%	83.2%	27.2%
Employee referral programs	84.0%	81.6%	-2.4%
LinkedIn postings	87.2%	74.4%	-12.8%
Phone calls	59.2%	73.6%	14.4%
Recruiting agencies	57.6%	67.2%	9.6%
Personalized email	49.6%	62.4%	12.8%
Online job boards	100.0%	61.6%	-38.4%
In-person networking events	62.4%	53.6%	-8.8%
Industry trade associations	45.6%	48.8%	3.2%
Boolean searches	41.6%	44.8%	3.2%
Talent pools	41.6%	40.8%	-0.8%
Facebook	34.4%	36.0%	1.6%
Twitter	24.0%	28.8%	4.8%
General, non-personalized email	26.4%	20.0%	-6.4%
Craigslist	34.4%	17.6%	-16.8%
Newspaper job listings	26.4%	12.8%	-13.6%

METHODS TO ATTRACT CANDIDATES Cont'd

FROM THE PROS

“LinkedIn’s popularity underpins the need to customize emails and stand out from the crowd. You’ve got to demonstrate that you read the candidate’s profile and provide a compelling reason why the candidate should consider the role. Also, given the high quality of candidates referred into a company, all companies should have a user friendly, well communicated referral program that incentivizes employee participation.” Kasey Butler

“LinkedIn is a powerful channel, but every sourcer should be hesitant to rely on any one channel. If 90 percent of recruiters are using InMail, it means that all your competitors are using it to reach many of the same candidates. It just ends up becoming a lot of noise for the candidate. You need to identify your talent market and get to know them. Otherwise, what makes your InMail any different from what they are already getting?”

The other thing to be mindful of with LinkedIn is that the average active user only visits the site one time per month, and many won’t get the message unless they go onto LinkedIn to read the message. That’s just not fast enough. I know our response rates from LinkedIn are decreasing, and this is alarming. Recruiters should always diversify their sourcing channels.” Mike Wolford

EFFECTIVENESS OF METHODS TO ATTRACT PASSIVE CANDIDATES



In your experience, please indicate how effective each of the following methods is in attracting passive candidates.

Of the 16 engagement tools rated by recruiters in the survey, 10 were rated as “effective” (4 or 5 on a 5-point scale) by at least one-half of respondents.

Phone calls were rated most effective overall, selected by 88.9 percent of the recruiter respondents. Recruiters rated personalized email (85.5 percent) and recruiting agencies (81.5 percent) as the next two most effective methods. These top three methods are fairly traditional, but clearly still deliver results. They also don’t rely on the candidate responding to a posting or seeing a job opening notification.

Interestingly, LinkedIn job postings were rated as effective for attracting passive candidates by nearly three-quarters (72.8 percent) of recruiters, online job boards by nearly one-half (45.6 percent), and newspaper ads and Craigslist by one-third (33.3 percent). All of these methods require the passive candidate see the job notification and proactively reach out to the recruiter.

*Methods to Attract Passive Candidates
Rated Very Effective/Effective by Recruiters*

	Effective (net)
Phone calls	88.9%
Personalized email	85.5%
Recruiting agencies	81.5%
Employee referral programs	79.8%
Boolean searches	79.2%
LinkedIn InMail	77.8%
In person networking events	73.0%
LinkedIn postings	72.8%
Talent pools	66.7%
Industry trade associations	52.6%
Online job boards	45.6%
Newspaper job listings	33.3%
Craigslist	33.3%
Facebook	31.8%
General, non-personalized email	20.8%
Twitter	17.6%

EFFECTIVENESS OF METHODS TO ATTRACT PASSIVE CANDIDATES cont'd

Boolean searches were rated as effective by 79.2 percent of recruiters. Boolean sourcing allows recruiters to search for candidate information, including resumes and cover letters, stored within personal websites and on job boards and social platforms.

FROM THE PRO

"I suggest texting if you have the cell phone number; it's the most effective way to get in front of your prospect. I also do both email and phone calls, but ultimately how you present your message is just as important as the medium used.

In my view, recruiters are going to solicit and should use the communication method that makes them most comfortable whether it is email or phone. When calling a candidate, do it from a cell phone and not a company landline. If a candidate sees a general number, such as one with a '5000' at the end, they are less likely to pick up. Above all, be specific and use a specific call to action whether it is an email, phone call or voice message." Mike Wolford

EFFORT REQUIRED FOR RECRUITING PASSIVE CANDIDATES



Sourcing and recruiting passive candidates requires “more aggressive” engagement efforts, according to 82.6 percent of the study’s recruiter respondents.

How many contact attempts are required to activate a passive candidate? Only 11.5 percent of recruiter respondents indicate that one contact was enough to convert a passive candidate into an active one, while the largest segment (64.4 percent) indicate it would take 2-3 contacts. Not all recruiters are tracking the number of contacts it takes to successfully engage a passive candidate, with 13.3 percent of respondents saying they don’t know how much contact the process takes.

Number of Contacts Required to Activate a Passive Candidate

	Total
Once	11.5%
2-3	64.4%
4-5	16.3%
5-7	5.8%
7-10	1.0%
More than 10 times	1.0%
Don't know	13.3%

FROM THE PROS

“I’m surprised it’s only two to three times. In my experience, it takes more outreach because passive candidates are guarded and happy in their current role and therefore aren’t necessarily comfortable talking after the first contact. They need to know you are an expert in the field, and it takes a few contacts to establish that trust. You have to build the trust with them so they feel comfortable engaging with you.”
Kasey Butler

“Tracking candidate outreach is essential, and I find that RPO recruiters are exponentially more disciplined in their data entry and ATS usage than corporate recruiters and headhunters. If you don’t track outreach, you won’t know what works best and what to expect. The best recruiters are like sales people when it comes to knowing what works and how much outreach is required to get a meeting.” Jenifer “Jak” Kihm

“You’ve got to use a story to engage the candidate. Without a compelling story, your recruiting email will likely go unanswered. In the past, I recruited technical people for an organization that reissued military bulletproof vests to rural police departments that could not afford them. One day our company received a thank you letter from a police officer describing how he had been shot on the job, and the bulletproof vest saved his life. He thanked us for allowing him to go home to his family that night. We used that story and the compelling message around how our work saves lives, and our candidate response rate increased quickly and dramatically.” Mike Wolford

CANDIDATE SOURCES OF INFORMATION ABOUT JOB OPENINGS



How/where did you FIRST find out about the position opening for your current role?

These findings align with a 2015 Pew Research Center study that found that “80 percent of recent job seekers made use of professional contacts, close friends or family, and/or more distant personal connections in their most recent search for employment – nearly identical to the 79 percent who utilized resources and information they found online.”⁴

Where Candidates First Learned of Job Opening for Their Current Role

	Total
Job boards (Indeed, CareerBuilder, Monster, etc., but not associated with a University/College)	23.8%
Referral from a friend or colleague	23.8%
You contacted the company initially yourself	12.5%
You were contacted by a recruiter outside the hiring organization	11.6%
You were contacted by the organization's recruiting manager	9.8%
LinkedIn job posting	6.7%
You were already in contact with the hiring company	4.3%
University/College placement office/resources	1.2%
Professional association job boards	0.9%
Don't recall	0.9%
Other	4.6%

Candidate responses varied greatly, with no one area selected by one-quarter or more of the respondents. Job boards and referrals were the two most often-cited information sources for a new job, with both being chosen by 23.8 percent respondents.

FROM THE PROS

“Job boards will always provide a place for candidates to feel like they are being proactive in their job search; however, I believe their interactions with job boards will change. Job boards are transforming into data centers of market intelligence, trends, data and company reviews, and candidates will increasingly rely on them for this data—not just for job advertisements.” Kasey Butler

“Job boards are the landing pad about the job. You can only get so many characters in Twitter and other social channels. It's essential for job boards to have really unique and targeted mechanisms for drawing people to the boards, particularly Millennials. Younger candidates aren't just going to log onto the job board. The more these boards are on social sites and leveraging digital advertising like Google Remarketing, they will continue to be successful.” Jenifer “Jak” Kihm

CANDIDATE SOURCES OF INFORMATION ABOUT JOB OPENINGS cont'd

“Job boards are in flux right now given the recent acquisitions. In June 2016, Microsoft announced the acquisition of LinkedIn for \$26 billion. Later that month, Simply Hired was shut down. Then Randstad purchased Monster.com for \$439 million in August 2016. In early September, CareerBuilder was put up for sale. Randstad reported that the purchase of Monster supports its goal of becoming an end-to-end recruiting firm. It’s unknown what the effects of taking these job boards offline will be, but it will be interesting to see what replaces them or what new innovation is used to attract talent.” Mike Wolford

Where Candidates First Learned of Job Opening Key Differences by Age

	18-24	25-34	35-44	45-54	55+
Referral from a friend or colleague	53.8%	25.6%	26.5%	25.0%	14.3%
Job boards	15.4%	20.7%	20.5%	20.0%	31.4%

The primary source for initial job information is largely the same across age segments, with two exceptions. More than one-half (53.8 percent) of the youngest age group (18-24) learned of their current job opening through referrals, which was higher than any other source for this age group. Among candidates age 55 and older, 31.4 percent first learned of their current position through traditional job boards.



What are ALL the sources you used to find a position during your LAST job search? Please select all that apply.

All Sources of Information Candidate Responses

	Total	Active	Passive
Job boards	71.9%	73.4%	50.0%
LinkedIn job posting	70.1%	64.3%	47.4%
Personal network contacts	51.6%	48.8%	48.7%
LinkedIn personal network	48.0%	46.4%	25.0%
Company website job listings	47.9%	42.5%	35.5%
Recruiter outside hiring company	39.8%	39.7%	22.4%
Referral from an employee	33.0%	30.6%	27.6%
Recruiting manager from hiring company	25.2%	23.0%	7.9%
Association job boards	20.3%	22.6%	13.2%
University/College placement office/resources	11.7%	11.9%	5.3%
Craigslist	10.2%	9.9%	3.9%
Facebook	3.5%	7.1%	10.5%
You were already in contact with hiring company	7.4%	2.0%	6.6%
Other	2.9%	2.0%	0.0%

CANDIDATE SOURCES OF INFORMATION ABOUT JOB OPENINGS cont'd

FROM THE PRO

"I believe this reflects that younger people are active on social networks, which gives them larger overall networks and allows them to touch more people instantaneously. Information is passed along more and faster in the social world than outside of it.

People with families don't have time to Tweet and be on Instagram. Since they aren't on social media as often, they aren't as notified by their network about opportunities." Kasey Butler

*All Sources of Information
Key Differences by Age*

	18-24	25-34	35-44	45-54	55+
LinkedIn job posting	52.2%	69.7%	71.5%	81.1%	75.4%
Recruiter outside hiring company	21.7%	36.1%	42.3%	47.2%	49.3%

Here, the importance of job boards is further demonstrated, with nearly three-quarters (71.9 percent) of job seekers using them as a source during their last job search.

LinkedIn job postings were just behind conventional job boards, with 70.1 percent of respondents citing it as a source. LinkedIn personal networks were also used by nearly half (48 percent) of candidates.

More than three-quarters of those in both the 45-54 age category and the age 55 and older category used LinkedIn job postings, while the percentage using the job postings in their last search tracks downward with the age of the candidate. The use of recruiters outside the hiring company, on the other hand, tracks upward as the age of the candidate matured, with more than twice as many in the age 55 and older segment (49.3 percent) working with recruiters compared to those below age 25 (21.7 percent).

FROM THE PRO

"The younger candidates are typically applying for roles that are more plentiful. Hiring managers can use social media and job boards because they are going for volume rather than trying to find a needle in the haystack. Companies tend to engage recruiters for the more senior-level, specialized roles." Kasey Butler

CANDIDATE SOURCES OF INFORMATION ABOUT JOB OPENINGS cont'd

Key Differences by Gender

	Male	Female	Difference
Job boards	68.2%	80.5%	12.3%
Association job boards	17.5%	25.0%	7.5%
Referral from an employee	32.1%	39.6%	7.5%

Job boards and employee referrals were used more frequently by females than males in their last job search.

FROM THE PROS

"I find that women tend to be more socially active. Given that, it doesn't surprise me that women are more active in these channels." Kasey Butler

"Unconscious bias is one reason why women have to work harder to get a new job, which is reflected here. They have to work their networks harder." Jenifer "Jak" Kihm

"Women may use these information sources more than men because they have better social networks or else they are not afraid to ask, whereas men feel they can do it on their own. Being referred by someone else into a company is a very effective way to get a job." Mike Wolford

CANDIDATE SOURCES OF INFORMATION ABOUT A COMPANY



What are all the sources of information that you used to research the company itself during your last job search? Please select all that apply.

Not surprisingly, researching a company prior to an initial interview is almost universal, with 94.1 percent of respondents researching the company in advance.

Sources of Company Information Candidates Use

	Effective (net)
Company website	91.1%
LinkedIn company page	64.2%
Company review sites (i.e., Glassdoor)	57.8%
Personal network contacts	39.4%
News sites	34.3%
Employee referrals	23.7%
LinkedIn groups	21.2%
Sites with financial performance data, such as Morningstar	17.2%
Facebook	14.2%
Blogs	12.1%
Twitter	7.2%
Instagram	4.4%
Other	3.6%

Company websites are used by nearly every (91.1 percent) respondent who researched a company prior to their interview. LinkedIn company pages are used by nearly two-thirds (64.2 percent) of those that researched a company, while company review sites are used nearly as often (57.8 percent).

*Sources of Company Information Used
Active vs. Passive Candidates*

	Active	Passive
Company website	89.7%	80.3%
LinkedIn company page	61.4%	40.9%
Company review sites (i.e. Glassdoor)	58.8%	48.5%
Personal network contacts	32.6%	47.0%
Employee referrals	16.7%	25.8%

CANDIDATE SOURCES OF INFORMATION ABOUT A COMPANY cont'd

Sources of Company Information Used
Key Differences by Age

	18-24	25-34	35-44	45-54	55+
LinkedIn job posting	52.2%	69.7%	71.5%	81.1%	75.4%
Recruiter outside hiring company	21.7%	36.1%	42.3%	47.2%	49.3%

Parsing the data by passive versus active candidates and generational categories further demonstrates the importance of the company websites, LinkedIn and review sites for candidate engagement.

According to Glassdoor data, the majority of job seekers read at least 6 reviews before forming an opinion of a company.⁵

FROM THE PROS

"Regardless of whether or not a person thinks Glassdoor is here to stay, I believe companies need to be aware of what is being said about them. The employer and consumer brand reputations are determining factors for candidates. A few bad Glassdoor comments can really affect your employer brand. More mature workers typically seek word-of-mouth feedback from friends about a company, but younger workers look to Glassdoor. I don't believe that you need to pay Glassdoor to have a good Glassdoor profile though. Just be sure to respond to criticism. Plus it underpins why it's important to make the candidate experience as excellent as possible to counteract any negativity about the company on Glassdoor." Kasey Butler

"Any company thinking about talent acquisition is foolish to ignore Glassdoor, which must include regular monitoring of and responding to reviews. Plus the Talent Acquisition team should be all over the interviewing section to find areas for improvement. Review sites like Glassdoor and Indeed (which has a company review section) will just become more powerful." Jenifer "Jak" Kihm

"Review sites provide an opportunity for companies to get closer to candidates. It's the best chance for you to tell your story. No matter what company you are, you will have reviews on Glassdoor. It's a critical channel if you are serious about hiring volume. Tens of thousands of people could be looking at Glassdoor, your website and your LinkedIn page to research you. Companies control the narrative on LinkedIn and their websites, and while on Glassdoor you cannot control the narrative, you can be part of it. It's PR 101 to respond to a negative review right away. You can either apologize or try to refute it with data, but without a response, the court of public opinion will assume you are guilty." Mike Wolford

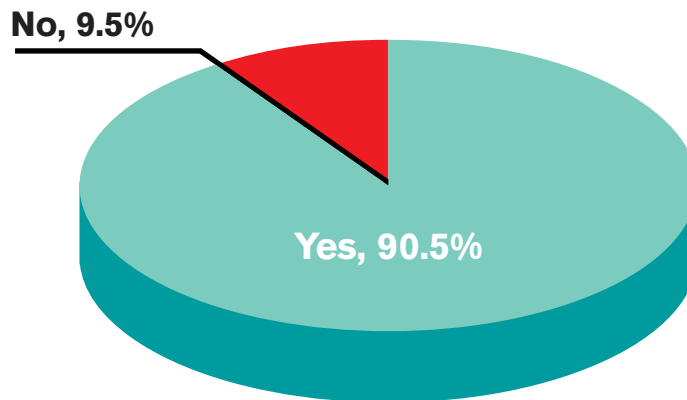
CANDIDATE WILLINGNESS TO REFER RECRUITERS



Generally speaking, are you willing to direct recruiters to contacts you know who may be interested in a position for which you have been contacted but are not interested in yourself?

Of course, not every candidate will be interested in a position for which they've been contacted or even interviewed. Yet overall, 90.5 percent of candidate respondents indicated they would be willing to refer recruiters.

Since referrals are among the leading way recruiters attract candidates, asking disinterested candidates for a referral is an important source of new candidates. This makes them a valuable part of the network, and further emphasizes the importance of the candidate experience in the hiring process. Candidate perceptions of a recruiter and/or recruiting process have implications beyond just the role at hand. The key lies in how you ask for the referrals...



Willingness to Refer Recruiters

FROM THE PROS

"Referrals are important, but in the initial outreach to a candidate, don't write or say, 'If this role is not for you, do you know someone?' It implies that the candidate isn't that important, and you'll talk to whomever. Instead talk to the original candidate about the opportunity. If the candidate says 'no thank you,' then you are in a position to ask if they know someone else who might be interested. In other words, the candidate had a shot, you've built a rapport, but it's just not for that person. Now the job is something of value to pass onto a friend." Mike Wolford

"You need to give the candidate something first before you ask them to do something. First discuss the role, provide industry knowledge and information, then you can ask for a referral." Kasey Butler

Hudson now offers **Predictive Talent Pooling** where we map out the entire existing talent pool for a role in a particular market and analyze whether a specific person within the pool has been seeking a new role. Predictive Talent Pooling takes recruitment efficiency to a new level. [Contact us.](#)

SOURCES CITED

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ABOUT HUDSON

Hudson is a global talent solutions company. We help transform the workplace and unleash the full potential of organizations and individuals. Our expert team and proprietary tools provide you with unique insights and services that help you maximize your success. Across the globe, we deliver a range of recruitment, talent management and recruitment outsourcing solutions to get you and your business where you want to be. More information is available at <http://us.Hudson.com>.

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