

# 10<sup>th</sup> Annual CareerXroads Source of Hire Report: By the Numbers

Survey & Report Authors: [Gerry Crispin](#) and [Mark Mehler](#), co-founders [CareerXroads](#)

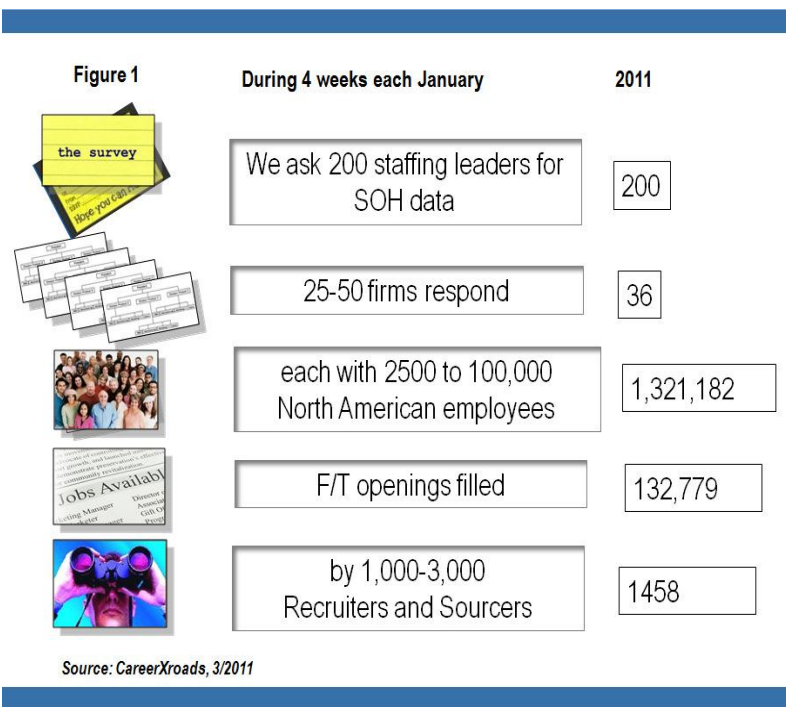
*With all the effort and money chasing prospects, the time invested to keep them warm, screen and select them, it is easy to forget that:*

- *nearly 65% of all openings are filled through internal movement and referrals.*
- *Job boards are not dead. They help take the total attributed to three sources over 75%.*
- *Social media's impact is growing – indirectly and especially among the sources we label Direct Sourcing.*

*More questions are sure to be raised by this year's survey results than there are answers to be found – but that is the general idea.*

*The set of conclusions from our February, 2010 9<sup>th</sup> [Annual SOH Report](#) is still valid. The 2010 data presented here merely underlines the need to continue improving how we measure the interaction of multiple sources i.e. the channels of influence that result in a hire.*

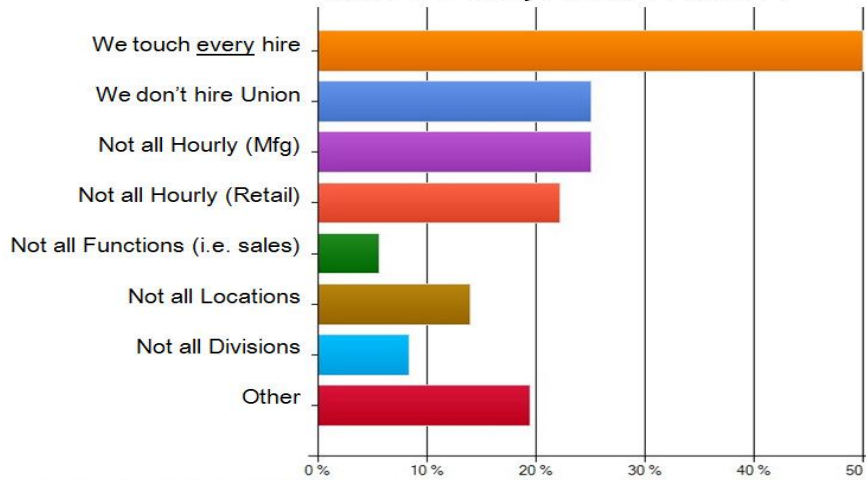
*And now on to the numbers...*



<b>200</b>	Number of specific individuals in large, competitive, well-branded firms that CareerXroads asked to supply their source of hire data during January, 2011.
<b>36</b>	Number of respondents who completed the survey. No specific industry or region was over represented. Hospitals, Government and Non-profits were not represented.
<b>1,321,182</b>	The number of US employees reported to be employed in the firms that responded.
<b>132,779</b>	The total number of F/T US positions filled by responding firms.
<b>1,458</b>	Number of recruiters in the firms that responded.
<b>62,833</b>	Number of positions filled in 2010 by 30 companies due to movement or promotion. (Six respondents did not track or could not track internal movement due to broken ATS, changing ATS or other reasons.)
<b>69,946</b>	Number of positions filled during 2010 from external sources by all 36 companies.
<b>7919</b>	Number of Interns that 34 of the respondents employed in 2010
<b>28.2%</b>	Average percent of eligible interns that 28 of the respondents reported hiring in the last year. (Respondents reported hiring from 0% to 90% of their interns.)
<b>54.3%</b>	Percent of Internal openings that were classified as exempt.
<b>57.6%</b>	Percent of External openings that were classified as exempt.

**Figure 2**

*What FULL TIME hiring is done in the US that you don't oversee?*

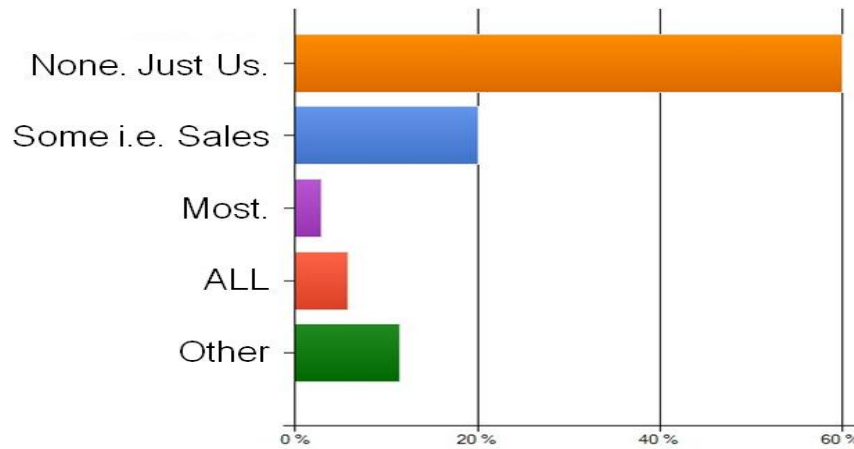


Source: CareerXroads, 3/2011

**50%** of the companies say they 'touch' every hire.

**Figure 3**

*How Extensive is Your Use of RPO in the US?*

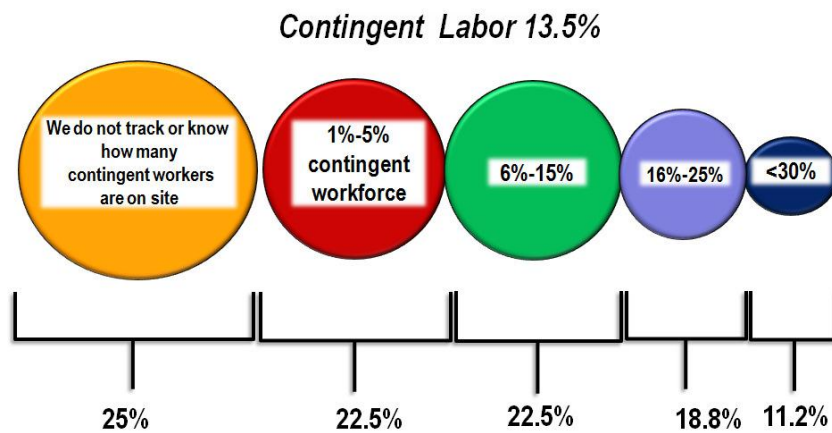


**60%** of survey respondents do not outsource.

Source: CareerXroads, 3/2011

*(RPO = Recruitment Process Outsourcing)*

Figure 4 What % of Your US Workforce is Contingent Labor?



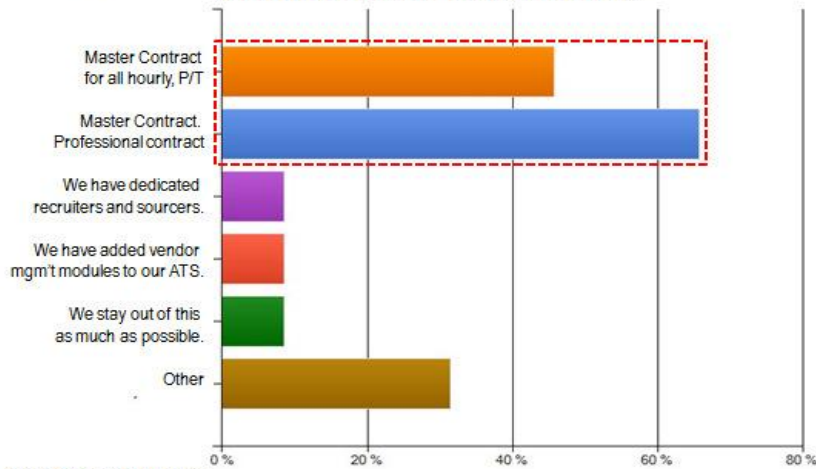
Source: CareerXroads, 3/2011

**13.5%** (on average) of their workforce is contingent.

The distribution is something else altogether. This report does not include how firms or their partners source contingent hires.

**25%** of firms do not know the size of their contingent population.

**Figure 5** *How Do You Handle Contingent Hiring?*

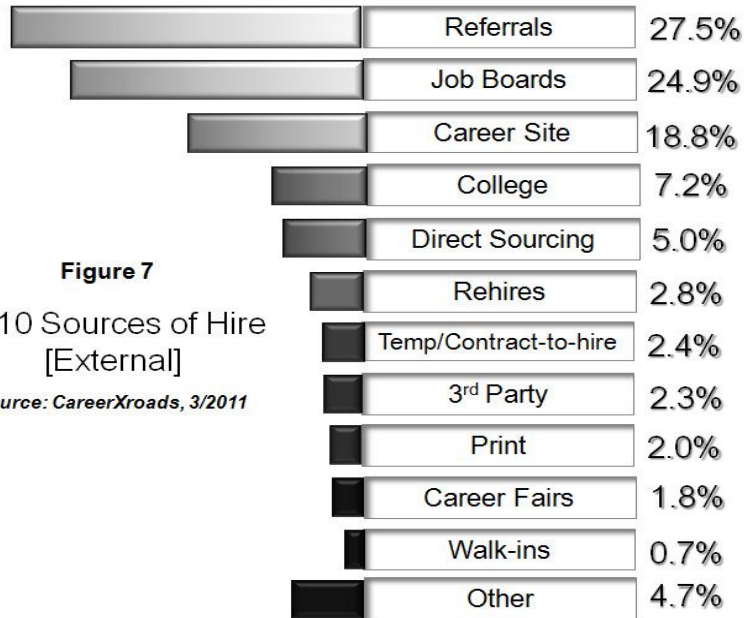


Source: CareerXroads, 3/2011

**45.7% & 65.7%** of survey respondents who respectively report they have 'Master Contracts' with vendors to supply hourly & P/T or professional contract (Sales, IT, Engineering) labor.



**50.3%** of ALL hires were filled from internal movement by the 30 firms that tracked both internal and external sources. Internal Movement is the #1 Source of Hire. It is the second year in a row that internal movement was attributed to at least 50% of the positions filled.

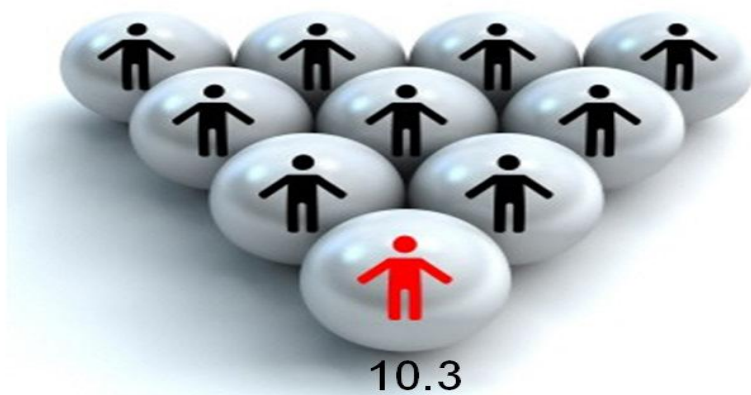


**Figure 7**  
2010 Sources of Hire  
[External]  
*Source: CareerXroads, 3/2011*

**27.5%** of hires are attributed to Referrals. Referrals are the #1 Source of External Hires.

Where oh where are the “Social Media” hires? Read on.

**Figure 8** How many Referrals does it take to make one hire?



Source: CareerXroads, 3/2011

<b>10.3</b>	Number of referrals it takes to make one hire. Only 16 firms were able to supply the total number of referrals they made in 2010: 223,940. They attributed 21,978 hires to these referrals.
<b>45%</b>	Percent of survey respondents who attribute ALL (100%) of their referral hires to their employees.
<b>47.2%</b>	Percent of firms surveyed that reported they make 1-20% of their hires from Alumni referrals.
<b>51.7%</b>	Percent of firms surveyed that reported they make 1-20% of their hires through referrals from vendors, customers, and sources other than employees and alumni.

**Figure 9** How Do You Define Direct Sourcing?

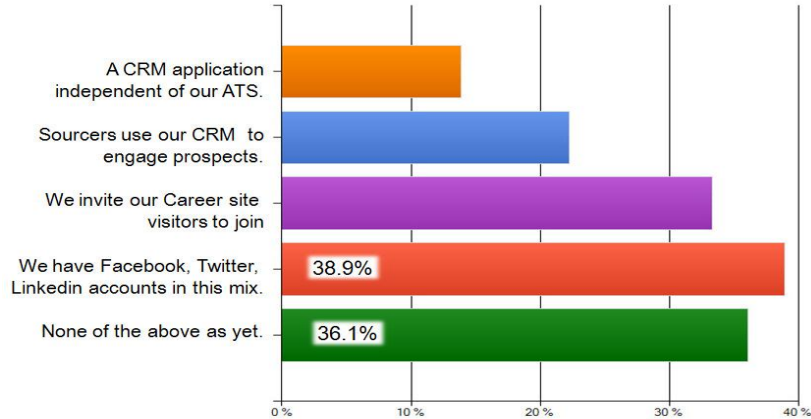
	We don't consider this Direct Sourcing.	We don't do this at all.	This is a small part of our Direct Sourcing hire number	This is a significant part of our Direct Sourcing hire number	This is the primary way we Direct Source.
Mining our internal (ATS) resume databases to identify candidates that haven't applied for a specific job.	20.0% (7)	14.3% (5)	31.4% (11)	22.9% (8)	11.4% (4)
Mining externally purchased or free resume/profile databases to identify candidates who may not know anything about our company.	2.9% (1)	2.9% (1)	57.1% (20)	31.4% (11)	5.7% (2)
Researching Profiles on Social Networks such as LinkedIn/Facebook etc.	0.0% (0)	11.4% (4)	31.4% (11)	45.7% (16)	11.4% (4)
Developing Search Engine/Social Network/Mobile Marketing campaigns to drive prospects into "lead" databases.	8.6% (3)	31.4% (11)	45.7% (16)	14.3% (5)	0.0% (0)
Cold calling/emailing individuals identified through research generated internally or externally.	2.9% (1)	5.7% (2)	60.0% (21)	22.9% (8)	8.6% (3)

Source: CareerXroads, 3/2011

**88.5%** of the firms surveyed consider social media part of their Direct Sourcing efforts.

Cold Calling is equally embedded in the corporate sourcers' tool kit.

**Figure 10** How Do You Manage 'Talent Communities'?

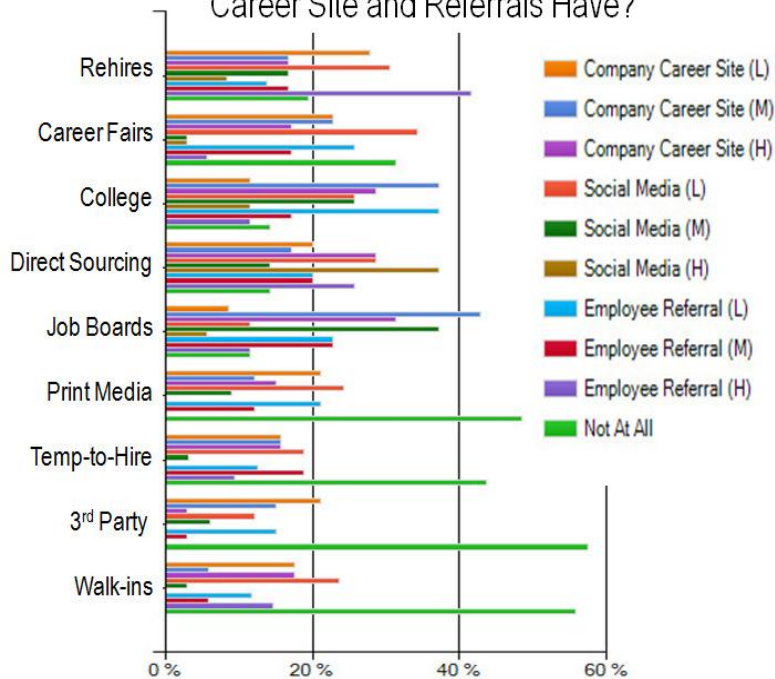


Source: CareerXroads, 3/2011

**38.9%** of firms manage prospects and candidates with social media tools. (A recent but separate study of Fortune 500 firms noted 45% include links to social media embedded on the career page sections.)

**36.1%** survey respondents not engaged in social media or pipeline development.

**Figure 11** What Impact Does Social Media, Career Site and Referrals Have?

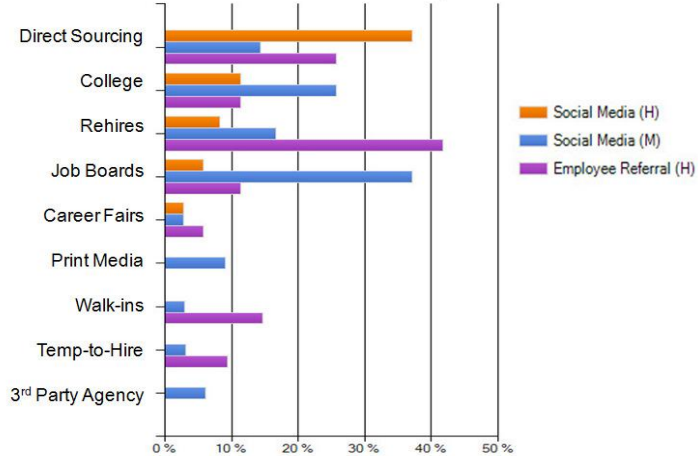


Source: CareerXroads, 3/2011

Only one source is attributed for each hire despite the belief that multiple-sources are believed in play

Survey respondents offered their opinion about the relative impact (High, Medium, Low) that their Corporate Career Site, Social Media initiatives and Employee Referral programs have on hires attributed to other sources. The resulting nine combinations shown in Figure 11 were further analyzed and the two most pervasive influences, Social Media and Employee Referrals, are shown below (Figure 12) with their impact in descending order.

**Figure 12** Perceived Impact of Social Media and Referrals On Hires Attributed to Specific Sources

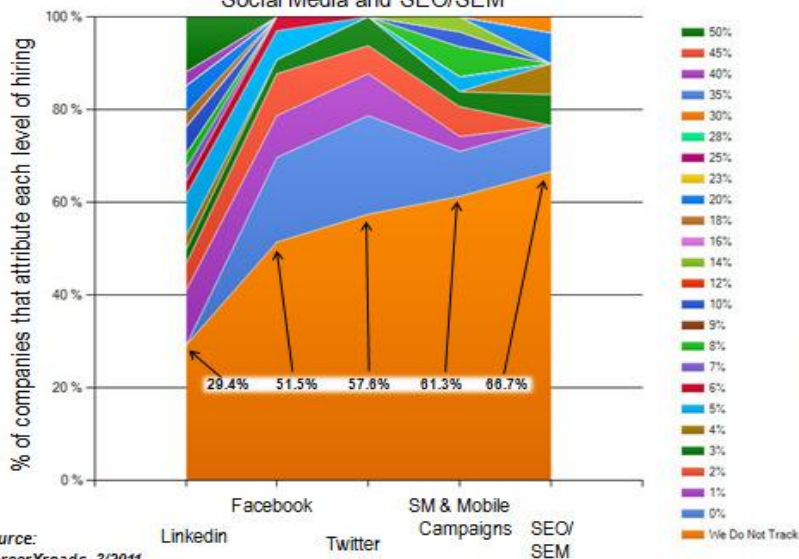


Source: CareerXroads, 3/2011

**Four** sources – Direct Sourcing, College, Rehires (Boomerangs) and Job Boards – where the attributed hires are also likely to be the result of social media and employee referral influences.

The degree and extent that social media is having an impact will become easier to measure as individual firms describe, document and share their results.

**Figure 13** Hires (%) Directly or Indirectly Attributed to Social Media and SEO/SEM



29.4%-66.7% of responding firms do not track hires attributable to LinkedIn, Facebook, Twitter, specialized mobile and social media campaigns and other SEO and SEM initiatives.

Hires that *are* attributed to the tools noted in Figure 13 vary widely from firm to firm.

Understanding relevant search results has been a strength of aggregate and niche job board models. Corporations would be wise to spend more efforts on measuring the impact of SEO/SEM. It is our belief that many firms source much further down the channel and thus lose opportunities to begin at the beginning.

**A noteworthy number: 101,000,000**

Number of global searches on Google for 'jobs' last month. (Source: Google Keyword Tool. From Davis Advertising, 2011 Second Annual Survey of Job Posting Sites, Chris Taylor)

**Figure 14** Job Board Hires

	No Hires in 2011	Hired Up to 2%	Hired >2% to 5%	Hired >5% to 10%	Hired >10% to 20%	Hired >20%
Monster	11.1%	27.70%	11.20%	27.90%	11.10%	11.10%
CareerBuilder	14.3%	28.60%	11.50%	17.20%	20.00%	8.60%
Ladders	67.0%	19.0%	3.0%	8.0%	3.0%	0.0%
Job Central	48.4%	16.2%	22.7%	9.7%	0.0%	3.2%
Craigs List	62.0%	20.9%	9.0%	6.0%	3.0%	0.0%
DICE	46.10%	34.30%	8.80%	8.70%	0.00%	2.10%
Aggregate	13.30%	23.60%	26.70%	15.00%	10.00%	12.00%
All Other Niche JB's	13.80%	37.90%	24.30%	3.40%	6.80%	13.80%

Source: CareerXroads, 3/2011

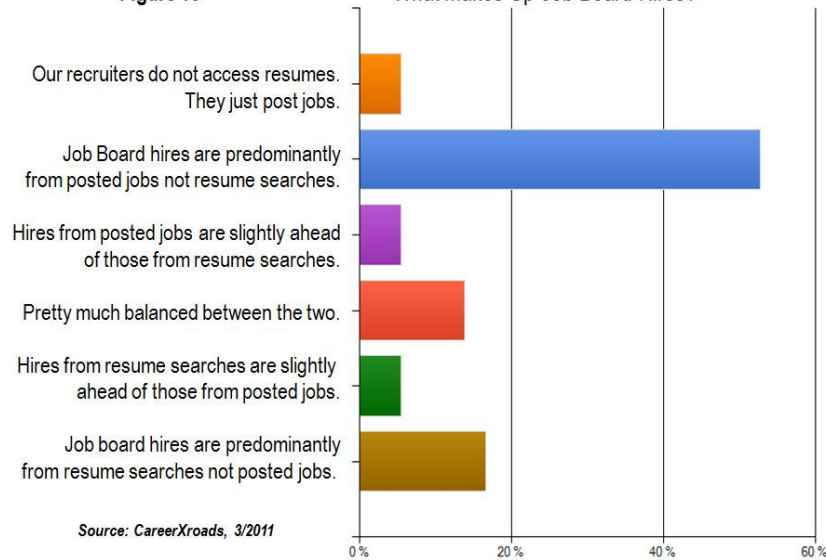
As seen here, **88.9%** of survey respondents attribute at least one hire to Monster during 2010.

Collectively, companies attribute 24.9% of external hires to job boards (see Figure7).

Reports of Job Boards' death are, perhaps, premature.

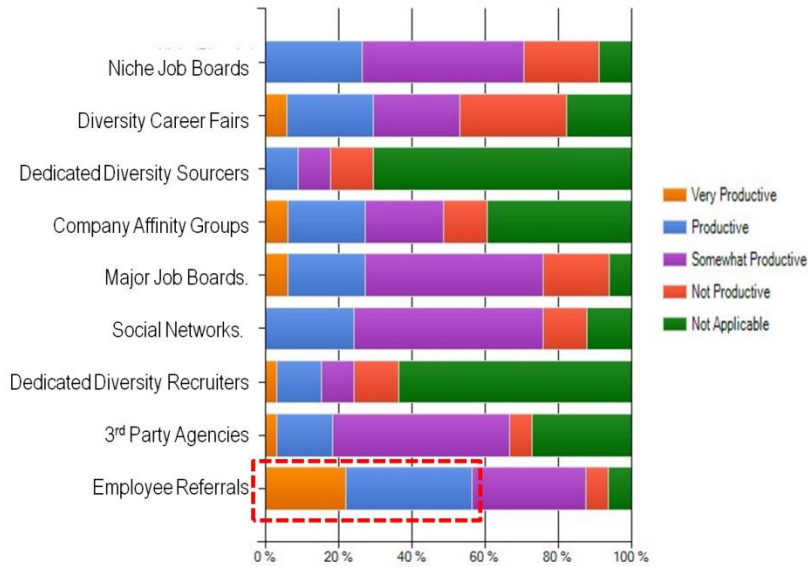
Figure 15

What Makes Up Job Board Hires?



**52.8%** of firms say their job board hires are predominantly from postings not resume searches.

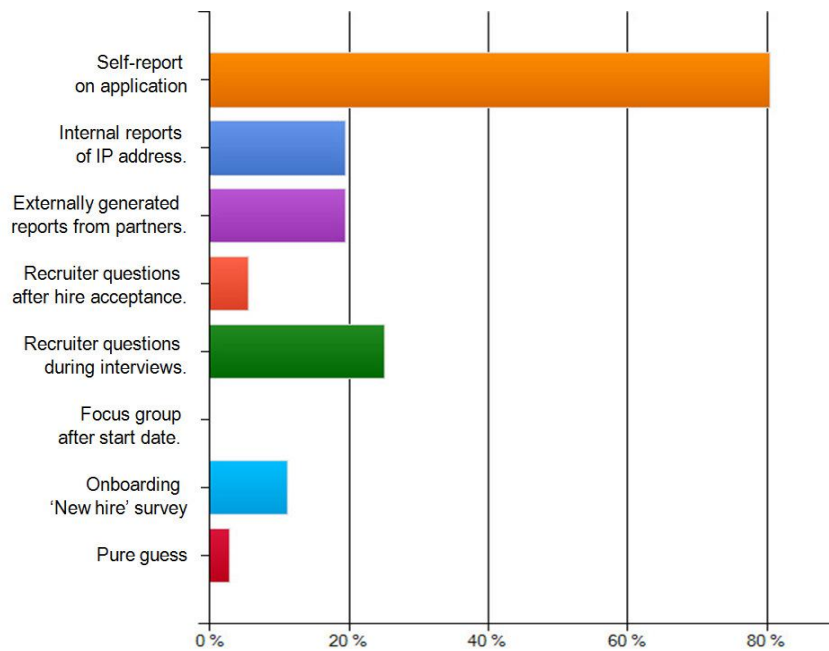
**Figure 16** What Sources Are Productive For Diversity?



Source: CareerXroads, 3/2011

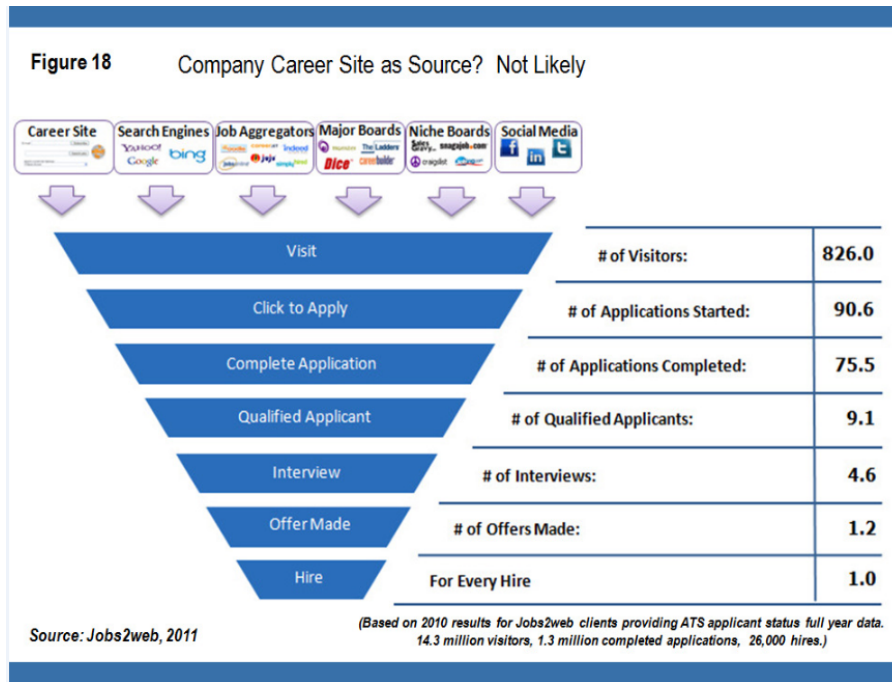
**55.3%** of respondents said that Employee Referrals are “Productive” or “Very Productive” sources of diversity hires.

**Figure 17** How Do You Collect Source Of Hire Data?



Source: CareerXroads, 3/2011

**80%** of firms rely on self-report as one of their methods acquiring source of hire data. However, fewer than 25% indicated self-report and nothing else.



It takes **826** visitors to your Career Site (on average) to obtain one hire. This excellent Jobs2web slide (Figure 18) helps to illustrate that the 18.8% hires attributed to Company Career Sites (Figure 7) very likely came from somewhere else.

As part of the channel in which prospects become candidates, a company career site's influence will increasingly be as a dock to close, confirm or tie-in the relationship you've begun elsewhere. Career sites are critical but they are more likely to be the end point not the beginning or middle. How many of these nearly 1 in 5 hires can better be attributed to other sources?

Effectively measuring the influence of every source allows for investment in the channels that offer the best yields.

**One more number for you:**

**10** - Number of years Gerry Crispin & Mark Mehler have collected source of hire data from our colleagues for this CareerXroads annual report. Do not hesitate to write, question or discuss these results.

Mark Mehler & Gerry Crispin

732-821-6652

[mmc@careerxroads.com](mailto:mmc@careerxroads.com)