

10 LESSONS

We've Learned from 2015's Opportunities in Staffing Study



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For those of you who don't know, "Opportunities in Staffing" is the definitive guide for staffing firms to identify key trends and performance benchmarks for the staffing industry, better understand what truly drives satisfaction and loyalty, and get tools and approaches to improve both of those things. It's the one time in the year we get to pull back the curtain and really get a deep look at what's going on in the world of staffing – and what we can do to get better.

Now in its 10th year, the 2015 "Opportunities in Staffing" study, published by CareerBuilder and Inavero and based on responses from 3,020 staffing industry clients, 9,525 job candidates and 864 internal staffing firm employees, identifies key trends and performance benchmarks for staffing industry clients, candidates and internal staff.



We have sought out and identified key behaviors that increase loyalty from clients, candidates and internal staff. Focusing and delivering on these key behaviors are the best way to move the needle with the people who affect the success of your organization the most.

This year, as in previous years, we tracked the three metrics proven to have the biggest impact on long-term success: client and job candidate awareness, utilization and satisfaction. Our findings showed that client awareness (the measure of clients' ability to name at least two staffing firms from memory) and client satisfaction have decreased this year, while client utilization has increased.



When it comes to candidate satisfaction, getting to know candidates as people is of utmost importance to them after they first apply to a position, and after being placed, they expect firms to get back to them in a timely manner. While these may seem like “nice to haves,” not doing either of these things can result in a negative candidate experience and a negative reputation for your firm.

These findings – and many more highlighted in this brochure and in the full report – highlight major opportunities for your staffing firm to enhance your services for clients and candidates while growing your business. The recommendations included in this research study, along with our sector-level highlights, will provide you and your team with the timely trends and information you need to stay ahead of the competition.



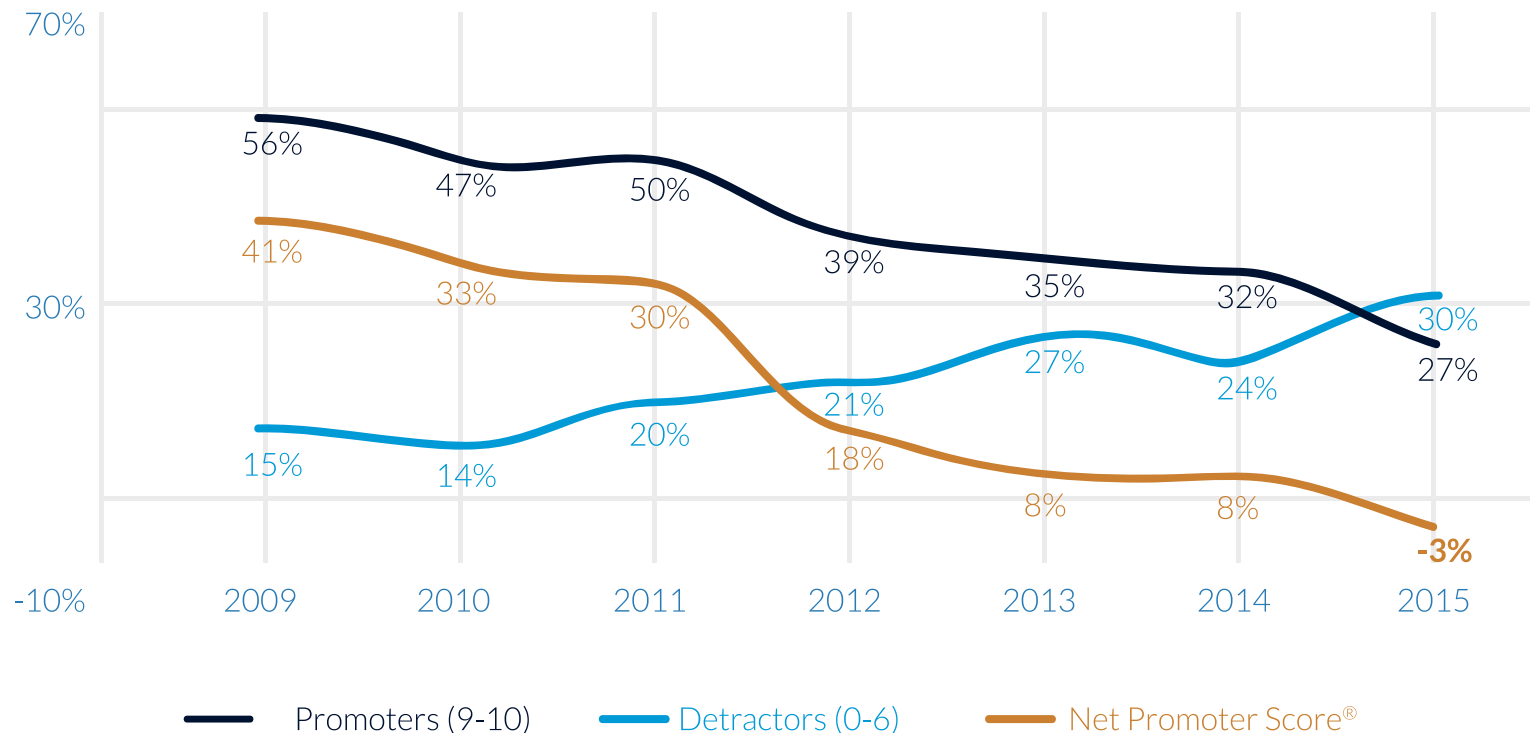


CLIENT AND CANDIDATE SATISFACTION

1

DO: Give Clients a Superior Experience to Set Yourself Apart. For the first time there are more client detractors than promoters, and client satisfaction has dropped to a new low of a -3 percent NPS.* With industry-wide satisfaction at such low levels, there is now more opportunity than ever to use world-class client experience as a differentiator in the marketplace.

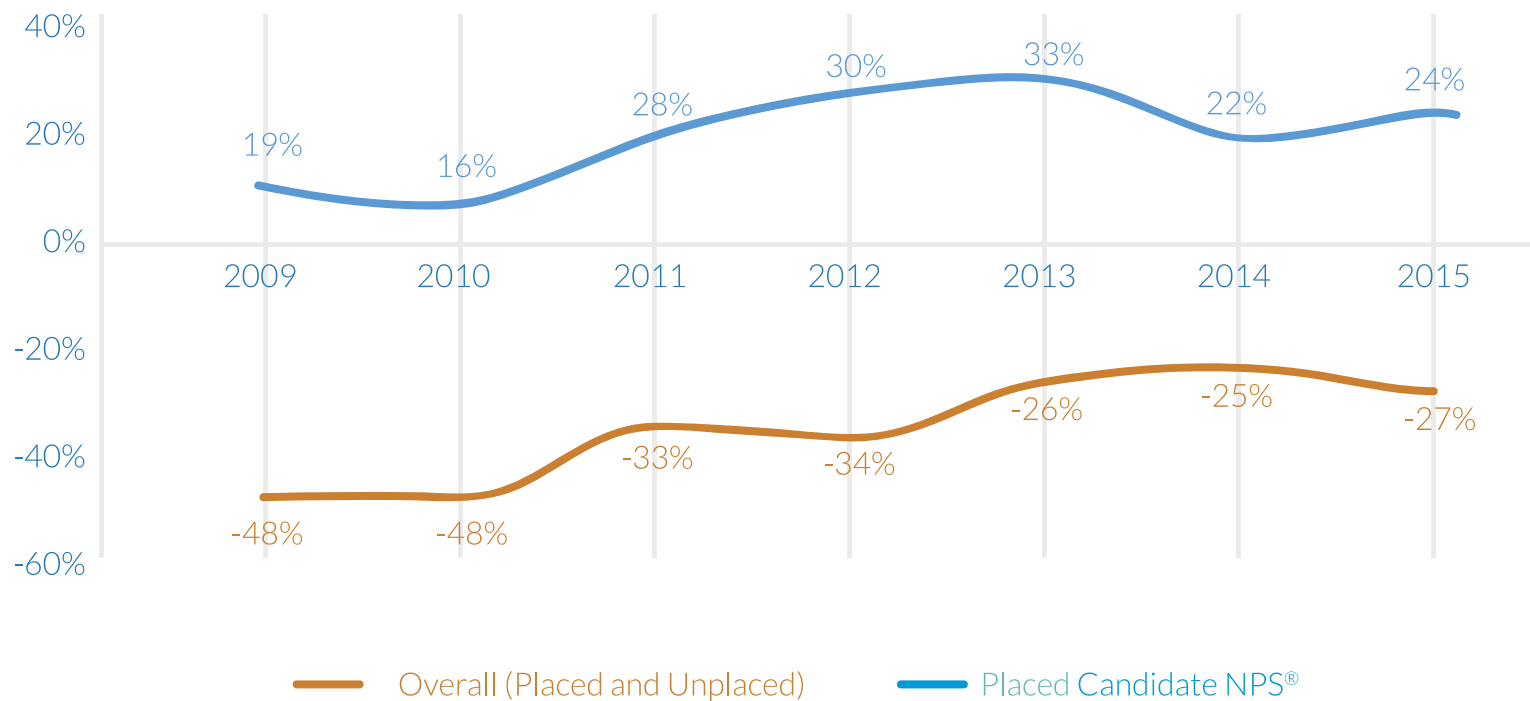
CLIENT LIKELIHOOD TO RECOMMEND WORKING WITH PRIMARY STAFFING FIRM



2

DO: Put Candidate Experience First. After a sharp decrease in NPS from 2013 to 2014, placed candidate satisfaction scores increased 2 percent this year from 2014. This is promising, as a small increase in 2015 may indicate a slow recovery. Key to gaining a referral – and keeping this trend moving in a positive direction – is candidate satisfaction.

CANDIDATE LIKELIHOOD TO RECOMMEND WORKING WITH PRIMARY STAFFING FIRM



3

DO: Work to Understand Client Needs from the Start. Responsiveness and strong fit are key client satisfaction drivers. While filling a position, client satisfaction hinges most on the submitted candidates themselves, and whether they are a strong skills match for the position and a good culture match for the company. Much of this perception can be improved by successfully managing expectations and pushing to understand a client's needs from the onset.

CLIENT NPS DIFFERENCE WHEN FOLLOWING OCCURS VS. NOT

Client	NPS	
	When First Working with a Client	
	Follow up on requests/issues in 24 hours	+59% (6% vs. -53%)
	Set realistic expectations about open position client has	+58% (8% vs. -51%)
Client	NPS	
	When Filling a Position	
	Submit candidates that match position's specifications	+69% (6% vs. -63%)
	Submit candidates with good culture fit	+64% (9% vs. -55%)
Client	NPS	
	After a Position is Filled	
	Resolve clients' issues in 24 hours	+55% (4% vs. -51%)
	Resolve placed talents' issues in 24 hours	+51% (3% vs. -48%)
Client	NPS	
	After a Position is Filled	
	Debrief on placed talents' performance at the end of the assignment	+39% (10% vs. -29%)

4

DO: Check in Early and Often. After being placed, how satisfied job candidates are (or are not) largely hinges on how long it takes recruiters to resolve issues and give candidates the tools they need to be successful in their new position. Follow-up actions taken by recruiters after a candidate is placed are important in maintaining a strong relationship and ensuring candidate satisfaction.

TALENT NPS DIFFERENCE WHEN FOLLOWING OCCURS VS. NOT

Talent	First Applied for Position	Get to know candidate as a person	+61% (34% vs. -27%)
		Set expectations on best way to communicate throughout process	+56% (30% vs. -26%)
		Identify additional positions candidates is qualified for	+49% (25% vs. -24%)
	After Being Placed	Resolve issues in a timely manner	+71% (36% vs. -35%)
		Provide tools and information needed for candidate to be successful	+61% (40% vs. -21%)
		Return emails/calls within 24 hours	+47% (31% vs. -16%)

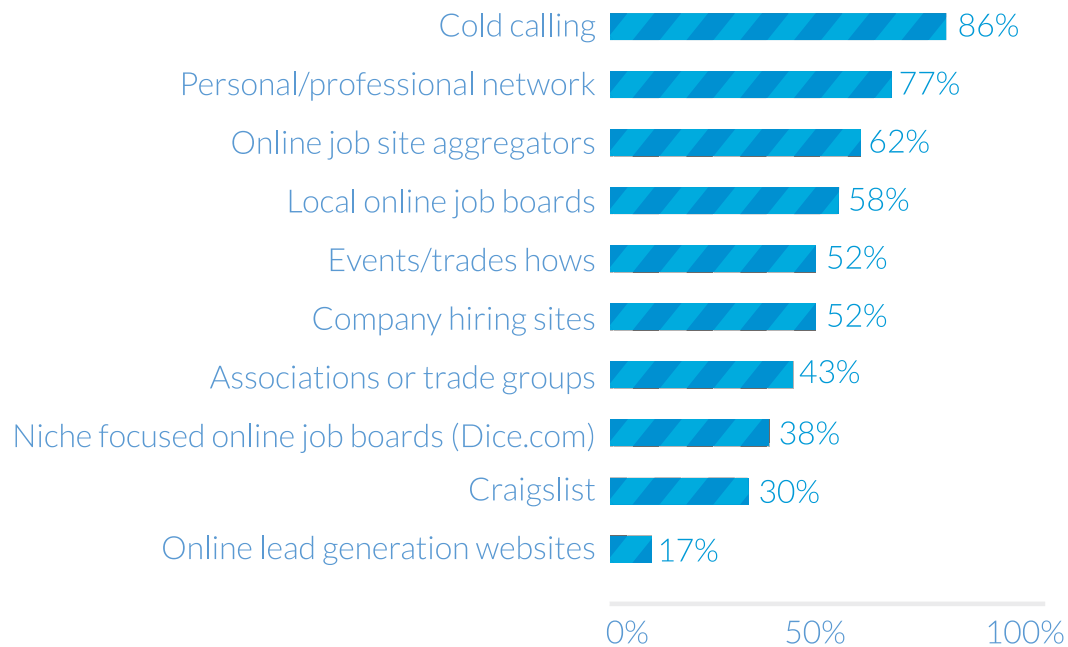


SOURCING

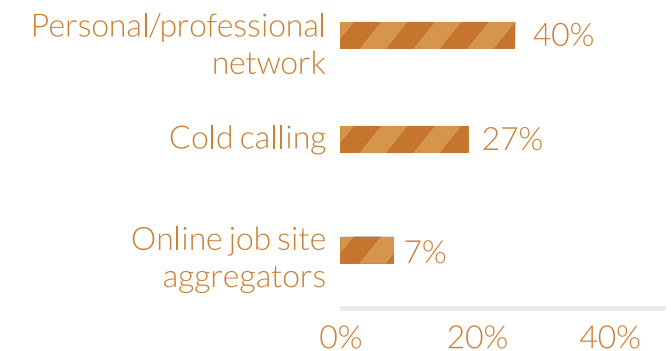
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DO: Rely On Old-School Methods. While sourcing job candidates has shifted more heavily to online-based network models, sourcing new clients remains more traditional. The two most common and successful ways to source new clients are cold calling (86 percent) and an employee's personal and professional network (77 percent).

Staffing Employees: Most Common Sources of New Clients



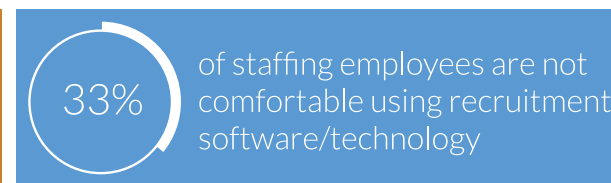
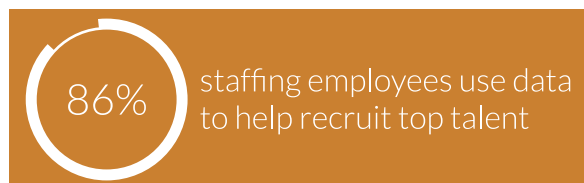
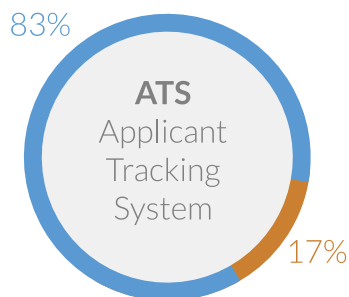
Staffing Employees: Most Successful Sources of New Clients



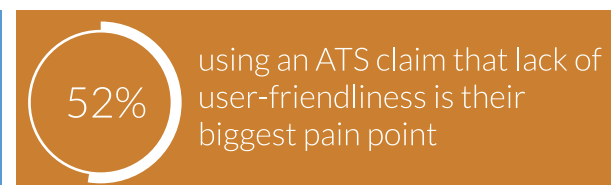
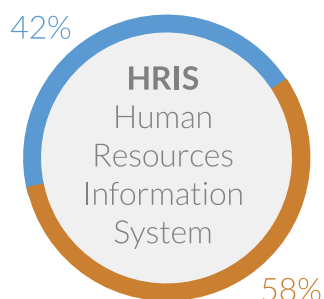
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DO: Use Data to Make Better Hiring Decisions AND Ensure Everyone Is Comfortable

Using Recruitment Technology. The use of recruitment technology such as an ATS or HRIS is becoming increasingly vital to stay competitive: 86% of staffing employees use data to aid in both the recruiting process and the sales process. **However, one in three staffing employees are not comfortable using recruitment technology.** Are you fully capitalizing on the benefits that your technology offers?



— Currently utilize — Do NOT currently utilize



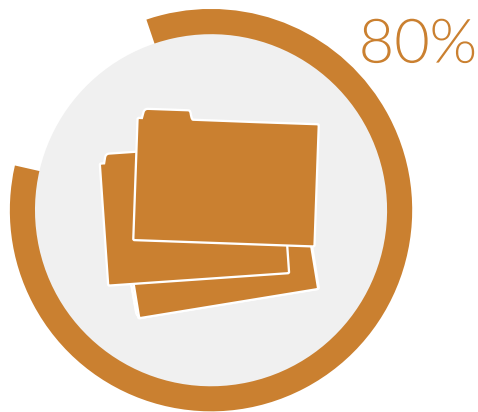


RETENTION

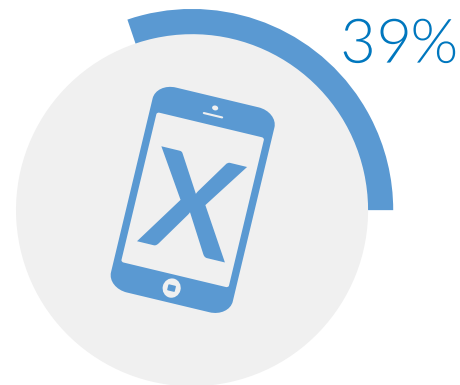
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DO: Be Human. Though for the most part, candidates have positive things to say about the job search process, there are a few areas where sizable percentages of candidates think it's changed for the worse. Nearly a third think the application itself has gotten longer, and more than 2 in 5 candidates say hiring manager responsiveness has gotten worse. Candidates aren't happy with the diminishing level of human contact – and you shouldn't be, either.

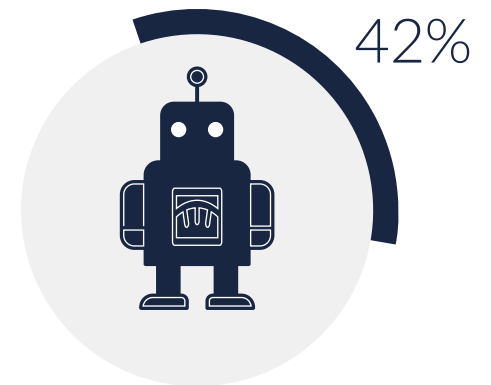
COMPARED TO PREVIOUS JOB SEARCHES, CANDIDATES THINK THE CURRENT SEARCH:



Length of typical application is the same or longer



Hiring manager responsiveness has gotten worse



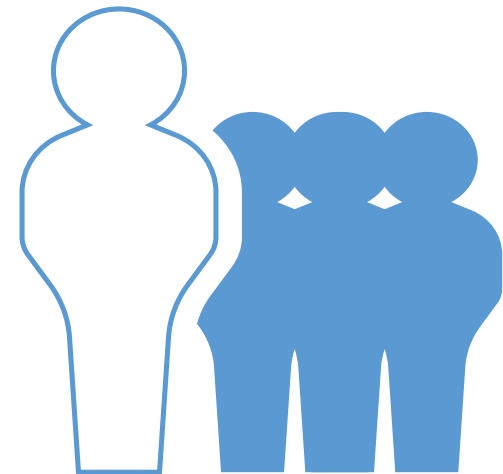
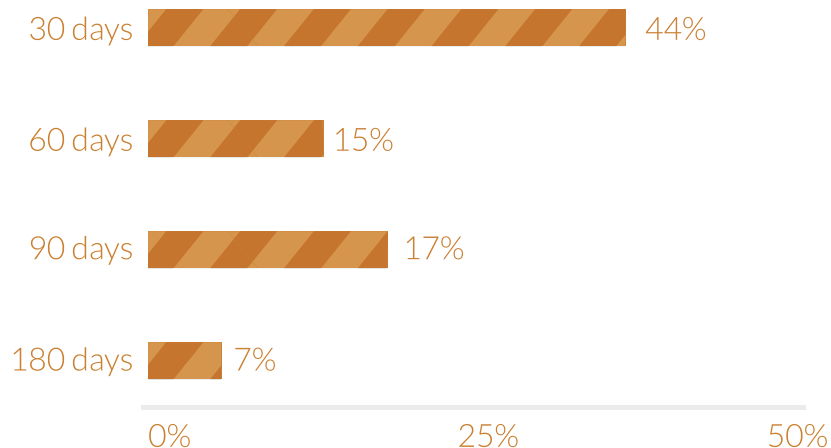
Amount of human contact has decreased



DO: Tap Into an Untapped Goldmine of Candidates. As only 1 in 4 candidates are rehired, a real opportunity exists to stay in contact with the best placed candidates. The largest percentage of clients define being “rehired” as placing talent again within 30 days of their last assignment ending. This untapped source of talent has already been vetted and deemed worthy to place – and they’re at every firm’s fingertips.

DEFINITION OF “REHIRE”

Staffing Firms define “rehire” as placing talent within ____ after their previous assignment



Only 1 in 4 Placed Talent are Rehired!

9

DO: Treat Candidates the Way You Want to be Treated. Candidates are going it alone: The vast majority of candidates say they're not receiving simple assistance from their firm in key areas – and that it's preventing them from becoming more valuable prospects. Nearly 9 in 10 do not receive any sort of career coaching from their firm, and more than 1 in 2 don't receive so much as a resume review. Providing these missing services will not only help candidates to help themselves, but it will also strengthen your relationship with them by showing that your firm is interested in investing in their potential.

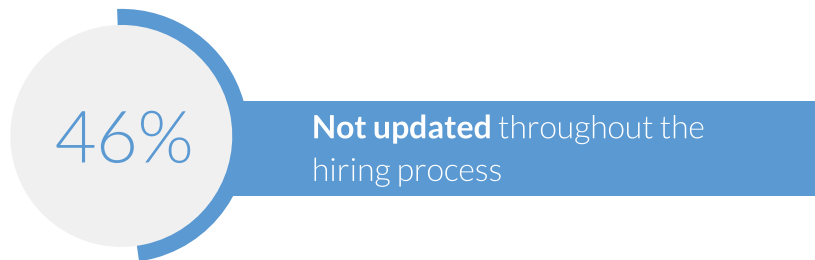
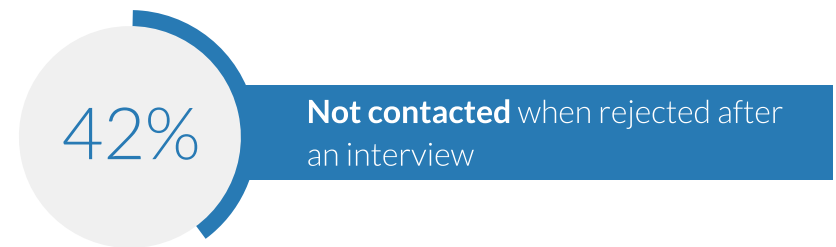
CANDIDATES RECEIVED **NO** ASSISTANCE FROM THEIR FIRM IN THE FOLLOWING AREAS:



10

DO: Avoid the Communication Black Hole. Many candidates report receiving no communication at key points in the job search process. The lack of communication when candidates believe they may be on the verge of employment can be infuriating for the candidate – and can have repercussions for your firm. Leaving candidates in the dark not only impacts them on a personal and professional level, but it can also be an ignition source for bad reviews and referrals for you.

CANDIDATES ARE **NOT** BEING COMMUNICATED WITH AT CRUCIAL TIMES IN THE PROCESS:



Get more insights from 2015's Opportunities in Staffing:
See full survey results by industry, get expert
recommendations, download the webinar and discover
more key findings at **www.opportunitiesinstaffing.com**

****Net Promoter Score:** This popular measure of satisfaction is a simple calculation based on a client's likelihood to recommend a particular staffing firm. The percentage of promoters (those rating a 9 or 10 on a 10 point scale) minus the percentage of detractors (those rating their firm a 6 or lower) yields the Net Promoter Score, or NPS. Net Promoter Score and NPS are registered trademarks of Satmetrix Systems, Inc., Bain & Company, Inc., and Fred Reichheld.*

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ABOUT CAREERBUILDER®

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