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The McQuaig Institute®



2014 MCQUAIG GLOBAL TALENT RECRUITMENT SURVEY

METHODOLOGY

Finding, hiring and retaining the right people is a challenge faced by all organizations, and a key to any organization's success. The McQuaig Institute set out to take the pulse of talent acquisition efforts at companies around the globe. We sought to identify the current challenges being faced in acquiring and retaining talent and the steps organizations are taking to address those challenges.

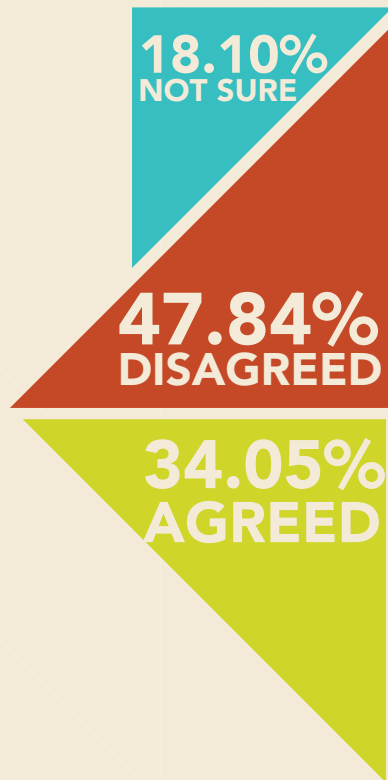
Between May 2 and May 20, 2014, we surveyed nearly 600 HR professionals using an online survey. 52% of respondents were from North America and 48% from around the globe. Of those, 39% were from organizations with fewer than 200 employees, 27% from organizations with 200-999 employees and 34% from organizations with 1000+ employees.



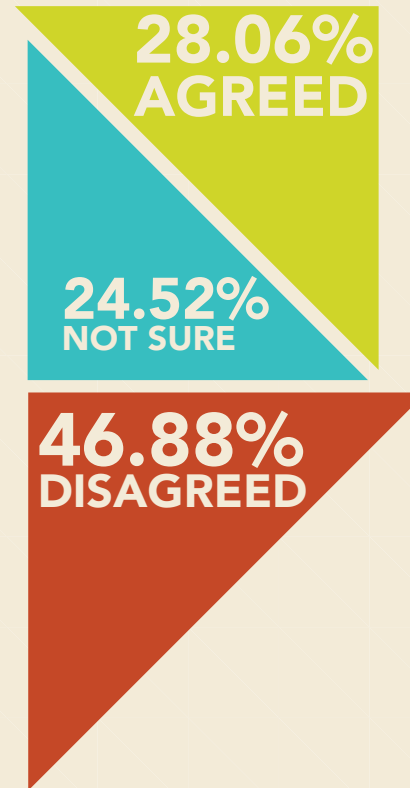
HARDER FOR SOME, EASIER FOR OTHERS

About half of respondents said it's getting neither harder nor easier to find qualified candidates, while the other half were split. This suggests that the global economy is in a state of flux, with pockets of growth and stagnation.

Q: It is more difficult to fill open positions now than it was at this time last year.



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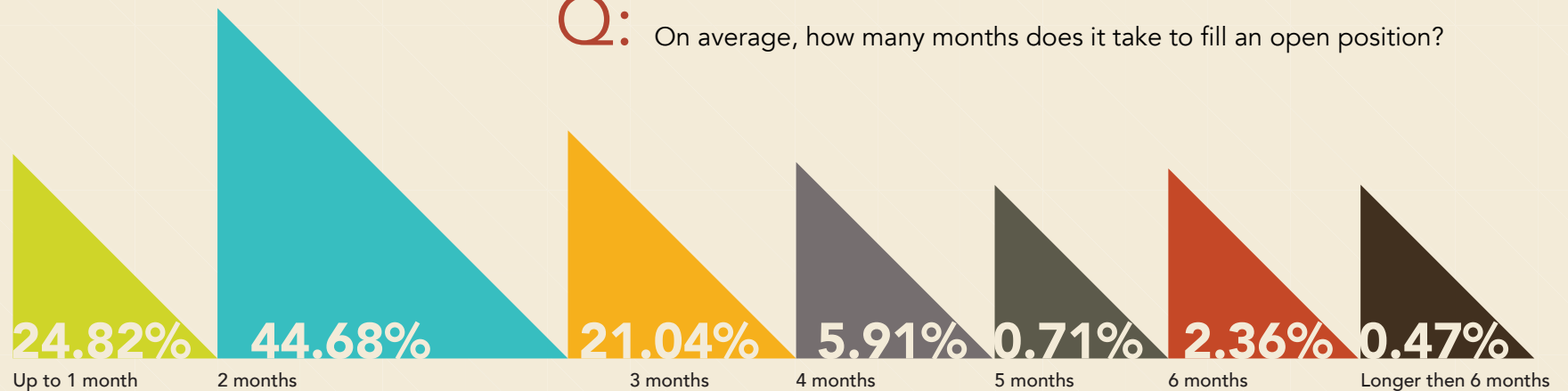


READY, SET, GO!

It's taking companies, on average, just over two months to fill vacant positions. To keep this number low, and move it even lower, companies need strategies to make the hiring process faster and more efficient. Leveraging data and setting up talent pipelines can go a long way to supporting this goal.



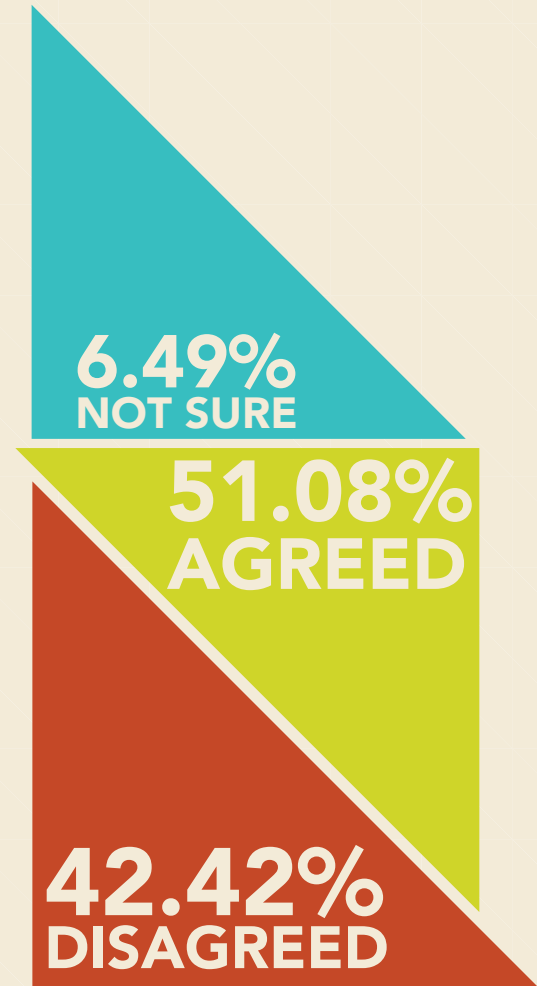
Q: On average, how many months does it take to fill an open position?



CULTURAL FIT NO EASY TASK

Over half of of HR professionals say it's hard to find a cultural fit. Small businesses are having the most trouble (57%), which makes sense because a cultural mismatch can have a much higher cost if it leads to turnover.

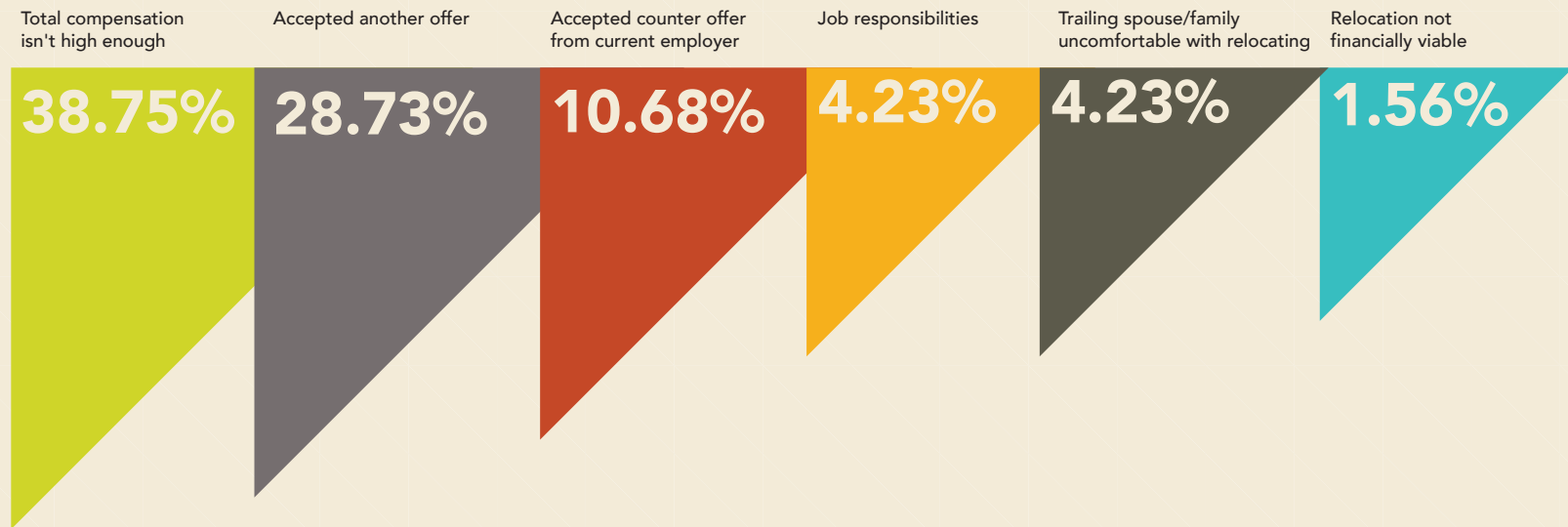
Q: It is hard to find candidates to fit our culture.



THANKS, BUT I'VE GOT A BETTER OFFER

Low compensation and competing offers lead the way for why candidates turn down job offers. In the US 48% said no because an offer was too low. This could be a sign the market is heating up. It also suggests a need to focus on employer brand and employee satisfaction activities to help reduce the weight compensation has in a candidate's decision.

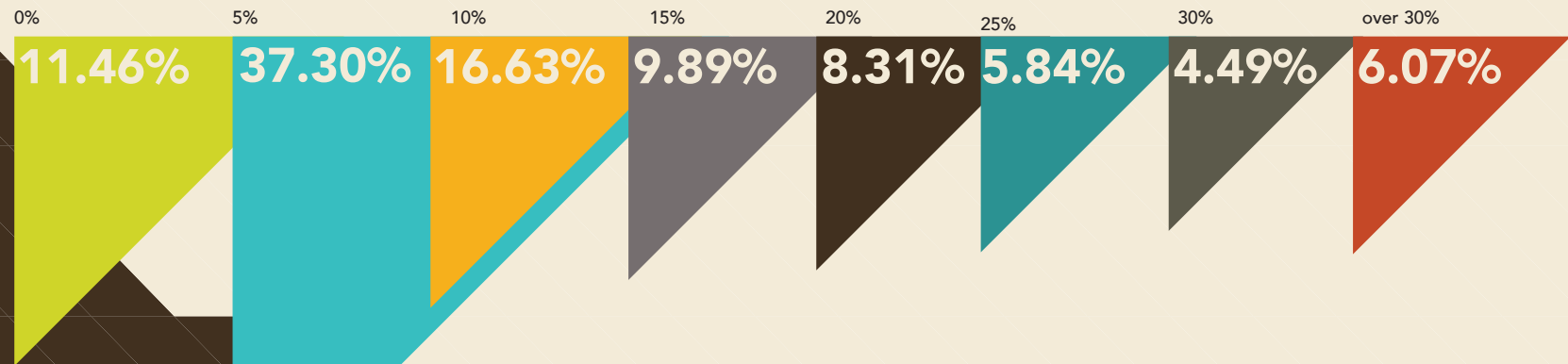
Q: What is the most common reason candidates turn down offers of employment from your organization?



EVEN WHEN THEY ACCEPT YOUR OFFER ...

When averaged out, the survey suggests 10% of new hires don't last a full year.

Q: What is your perception of the percentage of newly hired employees who do not complete their first year on the job?





LACK OF SKILLS ARE NOT DRIVING TURNOVER

Nearly two-thirds say inadequate skills are not the usual cause when a hire doesn't work out. So, why are they leaving? People most often quit their boss, so this suggests to us that more investment in onboarding and helping managers coach is needed.

Q: When a hire doesn't work out, it's usually because their skills were inadequate.



**30.52%
AGREED**



**8.44%
NOT SURE**

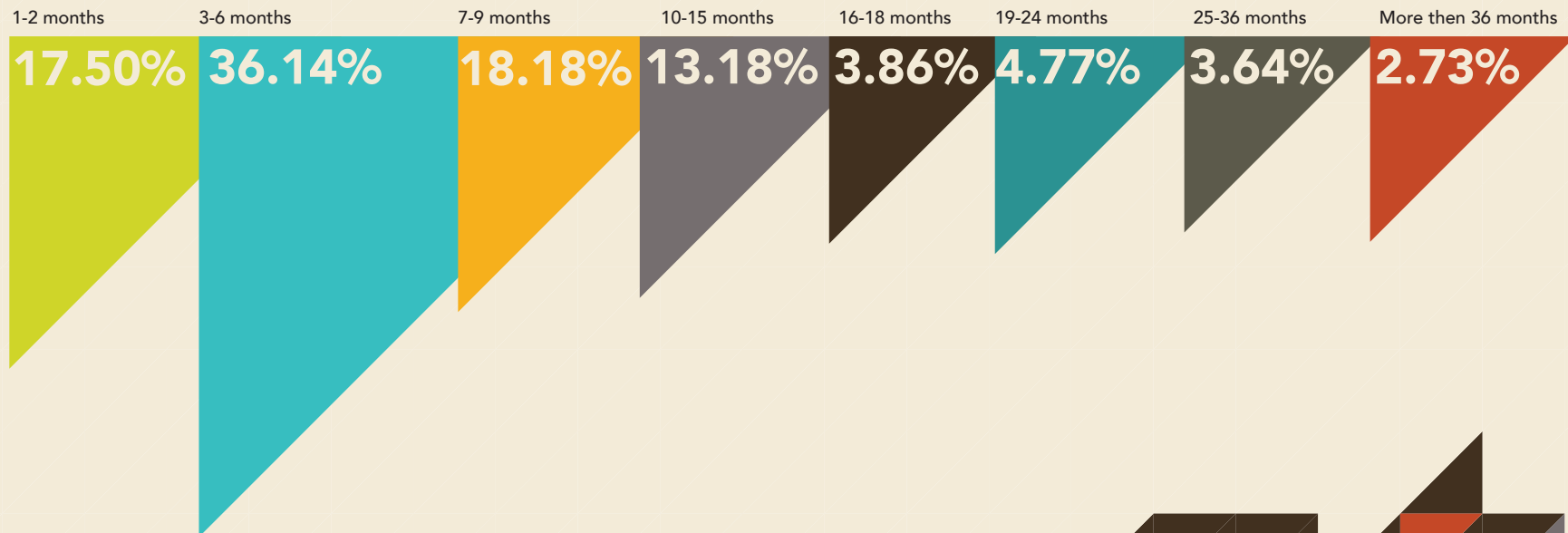


**61.04%
DISAGREED**

THE HONEYMOON'S OVER

It seems employees are becoming disengaged sooner than traditional wisdom has suggested. The weighted average for our respondents suggest disenchantment starts to set in around the 9-month mark. That means someone hired today will be less productive in just three quarters.

Q: At what stage in a new job do you think dissatisfaction begins?



HIRING MANAGERS ARE TOO BUSY

Although finding qualified candidates and the right technical skills rank #1 and 2, respondents also said that skills aren't why people are leaving. And when we add "Getting hiring managers to make time for interviews" and "Getting agreement from hiring managers" together, their combined weight puts them at a close #2. That suggests that one of HR's key challenges is engaging hiring managers in the recruiting process. More needs to be done to make it easier for these critical participants to get involved.



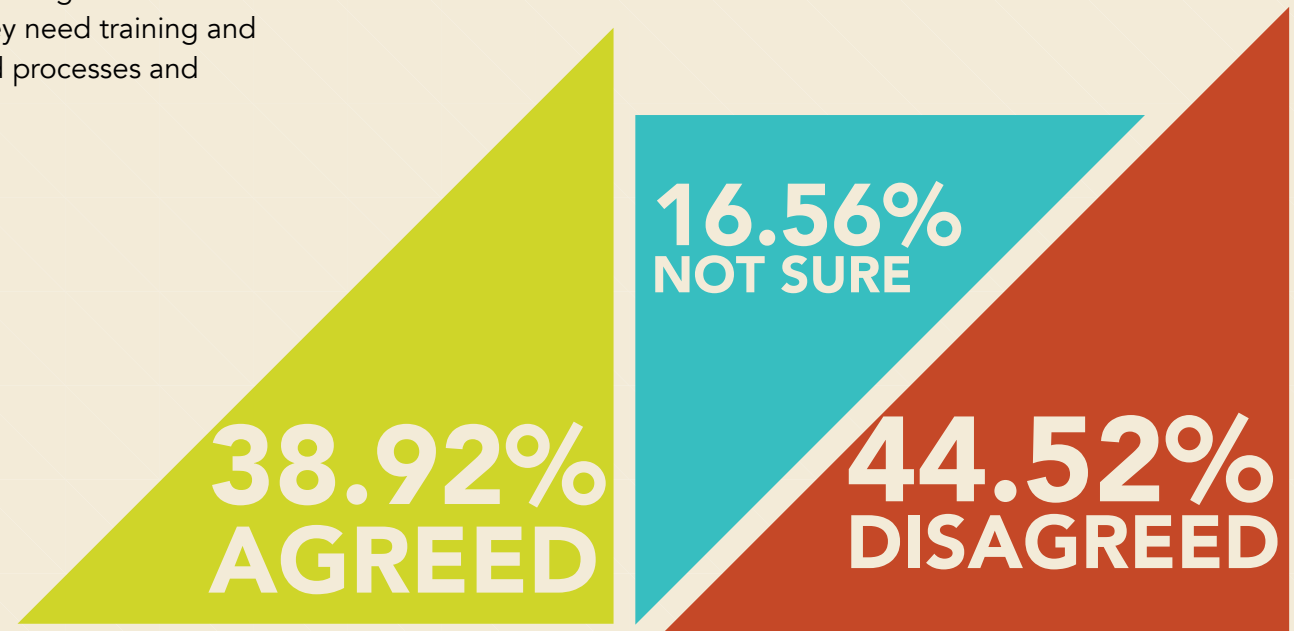
Q: What are the THREE biggest challenges you face when trying to recruit talent?



HIRING MANAGERS NEED HELP

Nearly half of respondents say their hiring managers are not strong interviewers. At large companies, it's 65%! Hiring managers need help. The overwhelming majority of hiring managers have no interview training and don't do it enough to get better on the job. They need training and support from HR in terms of standard processes and targeted behavioral questions.

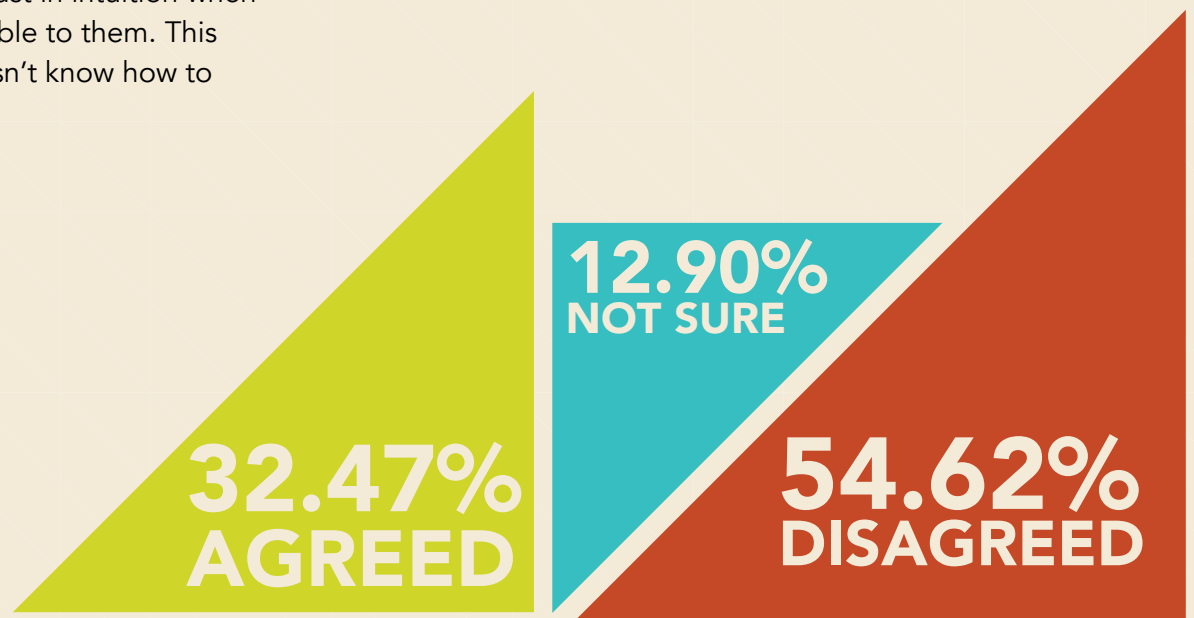
Q: Our hiring managers are excellent interviewers.



TIME FOR A GUT CHECK

Thankfully, more than half of HR professionals don't think their "gut feeling" is the best predictor of success. Large companies are even more likely to put their trust in data and processes (63%). Still, that's a large number of HR professionals putting their trust in intuition when so much useful data is available to them. This could be a sign that HR doesn't know how to access or use that data.

Q: "Going with my gut" brings me the best hires.



SEEKING AN EDGE

70% of companies are using behavior or personality assessments as part of their recruiting process. The insights from these assessments have been shown to deliver better results to companies that employ them and the word seems to be spreading.

Q: Do you regularly use behavior or personality assessments in your hiring process?

30.43%
NO

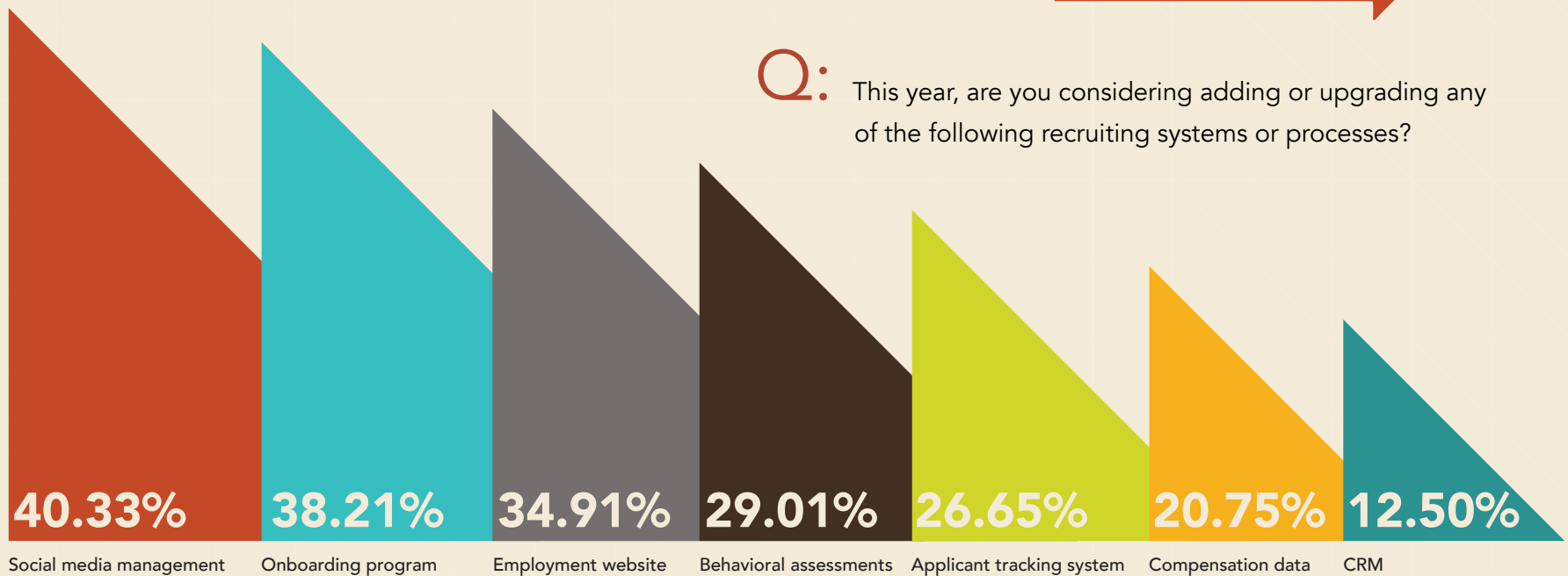
69.57%
YES

ONBOARDING THE BIG PRIORITY

Social media management was the top planned investment globally, but onboarding ranked #1 in Canada, the US and amongst large and mid-sized companies. Companies are realizing they need investment here in order to keep those employees they worked so hard to find and hire.



Q: This year, are you considering adding or upgrading any of the following recruiting systems or processes?



THE MCQUAIG SYSTEM: A SIMPLE, ACCURATE TALENT ASSESSMENT TOOL

- Define Job Requirements
- Assess Candidate Potential
- Identify & Develop Leaders

- ✓ *Detailed, easy-to-read and actionable*
- ✓ *Unlimited support*
- ✓ *1-on-1 consulting*
- ✓ *Web-based, no installation*
- ✓ *Customized interview guides*
- ✓ *Money back guarantee on Unlimited Memberships*

A SIMPLE, ACCURATE SYSTEM THAT EMPOWERS YOU TO HIRE,
RETAIN AND DEVELOP THE RIGHT PEOPLE THE RIGHT WAY.

SEE HOW IT WORKS
REQUEST A FREE
DEMO

