2016 UK CANDIDATE ATTRACTION REPORT



Faster, Smarter Recruitment Software

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INTRODUCTION

With UK employment remaining steady, even after the Brexit vote, the war for talent continues. Our annual report aims to discover how both agency and in-house recruiters are attracting talent and which promotional activities, channels and sources are helping to fill their roles.

This year over 600 recruiters took part, with an almost perfect 50/50 split between agency-side and in-house recruitment professionals, across all industries and company sizes.

We've tried to be as comprehensive as possible when presenting the data in this report. The aim is to enable you to compare your organisation both within your sector and with similar sized companies. Additionally, we thought it useful to compare and contrast in-house recruitment activities against agency peers in order to see what, if any, differences occur.

We've uncovered some interesting insights, particularly the difference of approach between the two sides of the recruitment fence.

And, despite how widely and frequently it is used, one channel in particular appears to be surprisingly under performing.





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Technology / Telecoms

Transportation / Logistics Utilities / Waste Management

Retail

In-hous	e:	
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KEY FINDINGS

Summary of key insights from the 2016 UK Candidate Attraction Survey



You may already know your next ideal candidate.

Across all sectors agencies and in-house recruiters recognise that their existing candidate database (ATS / CRM etc) contains high quality candidates. Agencies consistently rank their ATS/CRM as the #1 source of quality candidates, across all sectors and company sizes. In-house recruiters rank their candidate database high for quality, but low on quantity. More needs to be done to grow their talent pool of engaged passive candidates.



Candidate scarcity is still the #1 challenge for recruiters

The lack of suitably qualified / skilled / experienced candidates is still seen as the biggest recruitment challenge. In-house recruiters cite Lack of Recruitment Marketing Budget as their second issue. However, agencies feel salaries being lower than market expectations is their next main challenge.



Referrals offer quality, we just need more of them

In-house recruiters consistently rank Employee Referrals as the most reliable source of quality candidates and need to find ways to attract more. Similarly, agencies rank candidates high for quality when they come through their colleagues and network of contacts.



Social Media disappoints, but Professional Social Networks excel

Surprisingly, across virtually all sectors as a candidate sourcing channel, Social Media (Facebook, Twitter etc.) delivers disappointing results for both agency and in house recruiters. On the other hand, Professional Social Networks (LinkedIn etc.) are a prime source for many sectors. Agencies in particular are getting good results from them.



Hiring managers are still playing a vital role in candidate sourcing

Across many industries and sectors hiring managers still have a degree of responsibility for finding candidates. This is particularly prevalent in 'branch based' businesses such as retail, hospitality, leisure and tourism - as well as in government and education.



Agencies and in-house recruiters react differently to new job requisitions

The majority of agency recruiters head straight for their candidate database to identify matching talent. Conversely, in-house recruiters are tending to post the job to their website to attract new talent first.



8

Specialist Job Boards work well in many sectors

In-house recruiters in most sectors take advantage of Specialist Job Boards slightly more than agency recruiters. But it's agencies that tend to rank them higher than their in-house counterparts for both quantity and quality.

Candidate source analysis is inconsistent

The ability to measure and monitor candidate source is inconsistent. Under 40% of recruiters are regularly measuring their sourcing channels.



THE QUICK GUIDE TO USING THIS REPORT

Hey, you're busy, you don't have time to read a 72 page report...we get it! So here's the quick guide to getting to the stuff you're most interested in.

Is your interest in-house or agency only?

Look for the tab in the top corner of each page that will tell you if it is relevant for inhouse or agencies only.

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ADVERTISING / MEDIA / MARKETING

Just want to see your sector?

Jump to Part 4 where we've created sourcing channel quadrants for each sector or industry.

Just want to see results from similar sized companies?

Head straight for Part 5 where we have sourcing channel quadrants for different sizes of organisation.

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Just love data?

Take a look at some of our Further Insights in Part 9.

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Interested in how your peers are attracting talent?

Want a quick overview of each

In Part 7 you'll find at-a-glance infographics

for each of our surveyed channels.

sourcing channel?

Part 2 summarises both agency and in-house responsibilities for candidate sourcing.

And in Part 8 we take a look at some of the recruitment marketing tactics companies are using.



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1 DEMOGRAPHICS

We surveyed 298 in-house recruiters and 315 agency recruiters in August/September 2016.

IN THIS SECTION

In-house Demographics	6
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Agency In-house **51**[%] **49**[%]

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Faster, Smarter Recruitment Software

DEMOGRAPHICS

We received responses from in-house recruiters across all key industries and sectors.

Industries & Sectors Company Size # Employees 10001+ 39 76 5001-10000 63 1001-5000 36 251-1000 Education 84 Under 250 Financial Services Hospitality / Leisure & Travel Industrial & Manufacturing Insurance / Real Estate & Legal Pharm & Life Sciences Professional Services Utilities



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DEMOGRAPHICS

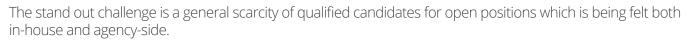
Industries & Sectors Firm Size # Employees 76+ 73 51-75 97 26-50 58 11-25 28 Education 55 0-10 Financial Services Hospitality / Leisure & Travel Insurance / Real Estate & Legal Pharmaceuticals & Life Sciences Professional Services Transpoortation & Logistics Utilities



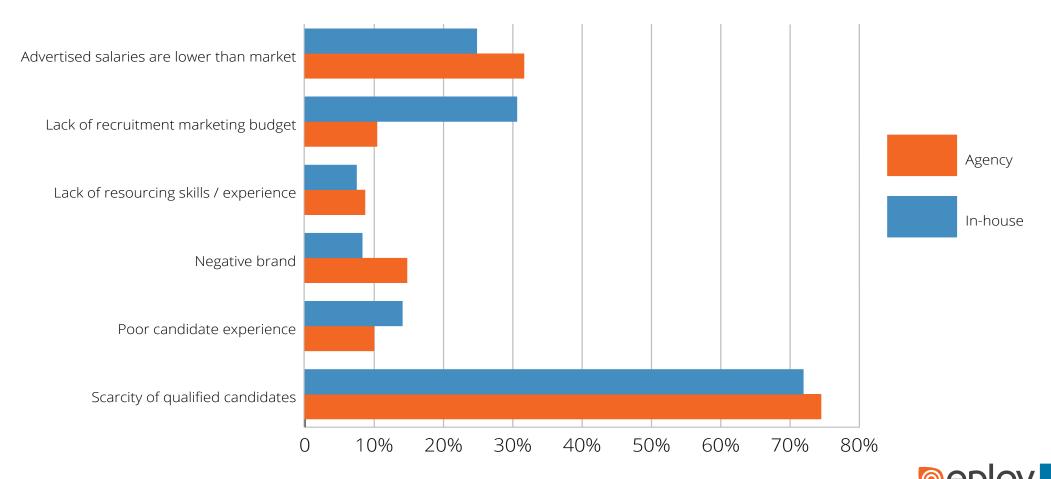
AGENCIES

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WHAT ARE YOUR BIGGEST CANDIDATE SOURCING CHALLENGES?



Second for in-house recruiters is a lack of recruitment marketing budget, whereas recruitment firms find that salaries being below market rates are hampering their ability to source the right talent for their clients.



8 IN-HOUSE

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PART

2

HOW DO YOU MANAGE CANDIDATE SOURCING?

In which we discover who is responsible for finding those illusive ideal talents...

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Who is responsible for sourcing candidate	ates?
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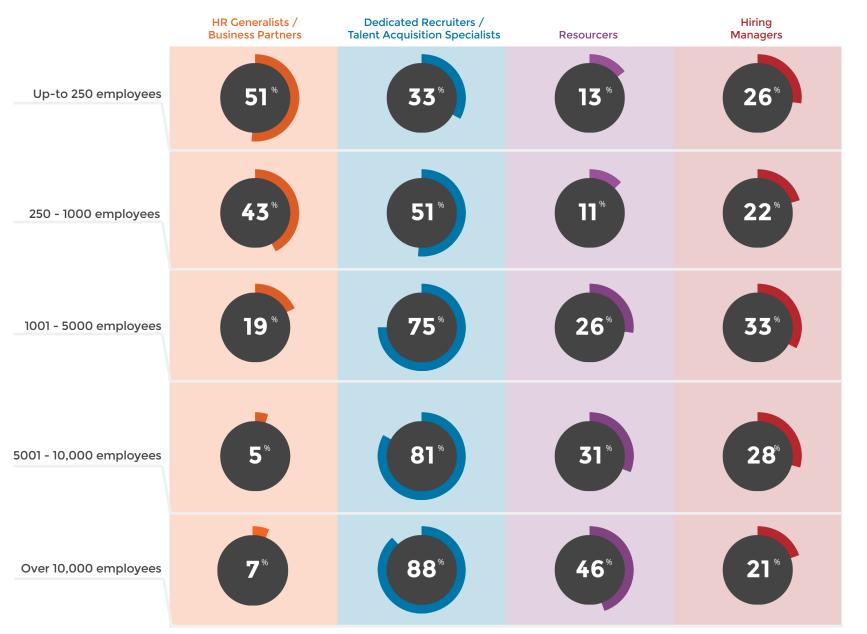
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WHO IS RESPONSIBLE FOR SOURCING CANDIDATES?

We asked in-house recruiters who within their organisation was involved in finding candidates for their vacancies.



In the SME space HR play a major role in sourcing candidates. As companies increase in scale the responsibility shifts more toward dedicated recruiters, TA specialists and resourcers.

Interestingly, the role that hiring managers play in finding candidates remains relatively consistent (21-33%) irrespective of company size.

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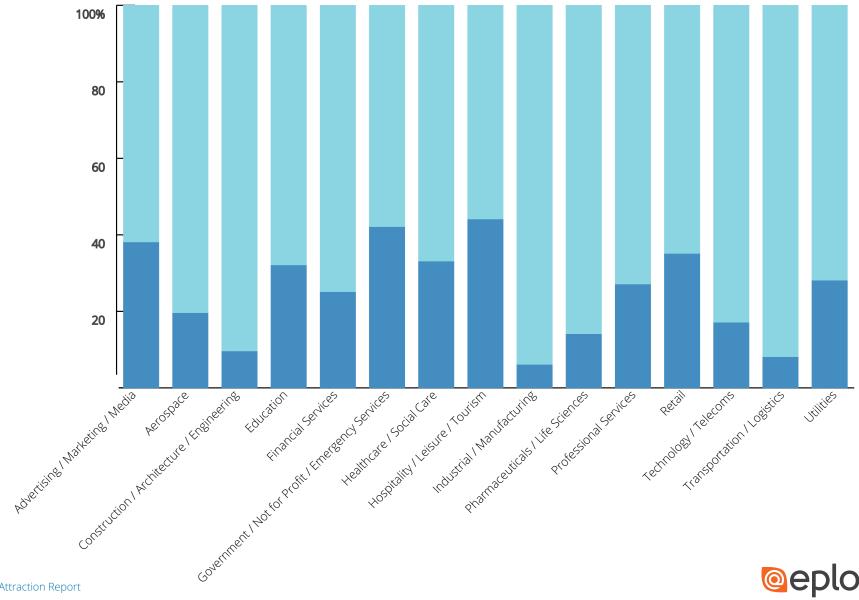


HIRING MANAGER RESPONSIBILITY FOR CANDIDATE SOURCING

Intrigued by our finding that hiring managers are consistently involved in finding candidates irrespective of the size of the company, we wanted to discover if this was more prevalent in specific sectors and industries...And it was...

In 'branch based' organisations, like retail, hospitality and leisure for example, we see an increase in the involvement of hiring managers in finding candidates.

In the public and third sectors too, hiring managers also play their part in candidate sourcing.



IN-HOUSE



WHO IS RESPONSIBLE FOR SOURCING CANDIDATES?

We asked agency recruiters who within their organisation was involved in finding candidates for their open jobs.



Although almost half of small (sub 10 employee) firms have dedicated resourcers, consultants are generally responsible for finding candidates for the jobs they are working on.

As companies grow they are more likely to employ a specialist resourcing team.



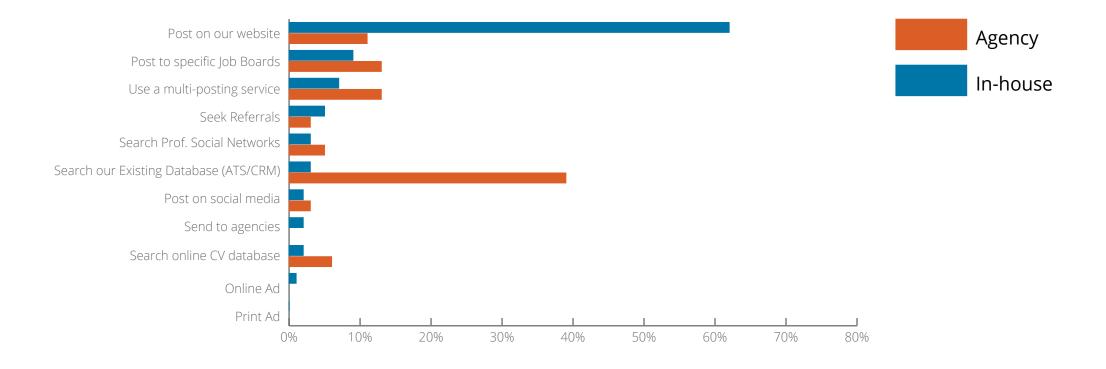


WHAT ARE THE FIRST TOOLS YOU REACH FOR WHEN YOU GET A NEW VACANCY TO WORK ON?

We wanted to get an insight into the mindset of recruiters, when they are presented with a new job to work on, what are the first tools that they reach for?

Here we found a marked difference between the two recruiter groups. In-house recruiters tend to seek out new applicants to their roles by posting the jobs to their website. Although around 10% of agencies will do this, over 39% immediately start working on their existing pool of candidates - those that they already have in their database, searching and sifting to pinpoint matching candidates who they will then approach directly and pro-actively.

For many in-house recruiters this may not be so easy. Agency databases are more akin to traditional CRM systems - ideal for nurturing long term relationships with candidates. Whereas legacy Applicant Tracking Systems, used mainly in-house, often lack the searching and segmenting tools required to create and target talent pools.



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PART

3

THE SOURCING QUADRANTS

Now we get to the good stuff!

We asked both in-house and agency recruiters to rate each of the main sourcing channels that they use on a regular basis for:

The QUALITY of candidates they generate

The QUANTITY of candidates they provide

The results?...The 'Sourcing Quadrants' which give you an 'ata-glance' view of the effectiveness of each channel.

We've charted quadrants for sectors, company sizes and more.

But, to help you, please read the guide to understanding the Sourcing Quadrant on the next page.

IN THIS SECTION

How to read a Sourcing Quadrant15In-house Sourcing Quadrant16Agency Sourcing Quadrant17

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HOW TO READ A SOURCING QUADRANT

What is a Sourcing Quadrant and how can it help me? Wanna know?... Read on...

The Sourcing Quadrant plots each candidate sourcing channel based on the perceived quantity and quality of candidates it generates.

For example, a channel at the centre point of the guadrants would indicate that, on average, it produces sufficient candidates of sufficient quality.

Channels that appear in the upper two guadrants generate higher quality candidates (e.g. Channels A & B). Channels that produce above average quantities of candidates appear in the two right hand quadrants (e.g. Channels A & D).

The green quadrant, produces both higher quality and higher quantities of candidates (e.g. Channel A). Whereas channels in the red quadrant (e.g. Channel C) are seen to be under-performing in terms of both quality and quantity.

Where is the ideal point in the quadrant?

This, of course, will depend on the types of roles you are recruiting. For example, with higher volume, lower skill roles you may be willing to sacrifice quality for additional quantity (e.g. Channel D)- in which case the lower right quadrant may be suitable for focusing your efforts.

Similarly, an excessive volume of candidates can be problematic. Too many applications can increase administrative burden on recruitment teams.

Comparing agency & in-house responses (example: Channel E)

The survey responses were roughly split between agency-side and in-house recruiters. On the sector specific guadrants (see: Part 4) we have plotted each channel separately based on the responses of each recruiter group. This allows, for example, an in-house recruiter for an engineering company to compare how agency recruiters in the engineering sector rate each channel - and vice versa. In the example on the right, Channel E shows lower quality & quantity reported by in-house recruiters but higher quantity & quality reported by agency recruiters in that sector. The in-house responses are identified by a full colour dot - the agency responses are represented by a white dot with the same colour border. The two dots are then connected with a line. allowing you to see the direction of difference between your peers and vour counterparts.



Ouality of Candidates

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THE IN-HOUSE SOURCING QUADRANT

Corporate Careers Sites and Professional Social Networks are providing a good balance of quality and quantity of candidates. Employee Referrals rate high for quality but quantity needs improving. Social Media & Print are lagging.

In-house recruiters are using a variety of channels to source candidates, with varying degrees of success.

Six channels are rated highly for the quality of candidates they provide, with Professional Social Networks and the company's Careers Site or career section of their website, in general producing decent results.

Employee Referrals are consistently rated high across all sectors and company sizes, but in each case the issue is getting sufficient quantity.

In-house recruiters also seem generally happy with the quality of candidates they get from Specialist lob Boards (those which focus on a particular sector or discipline). Likewise their Preferred Supplier List of recruitment agencies often provide good quality candidates.

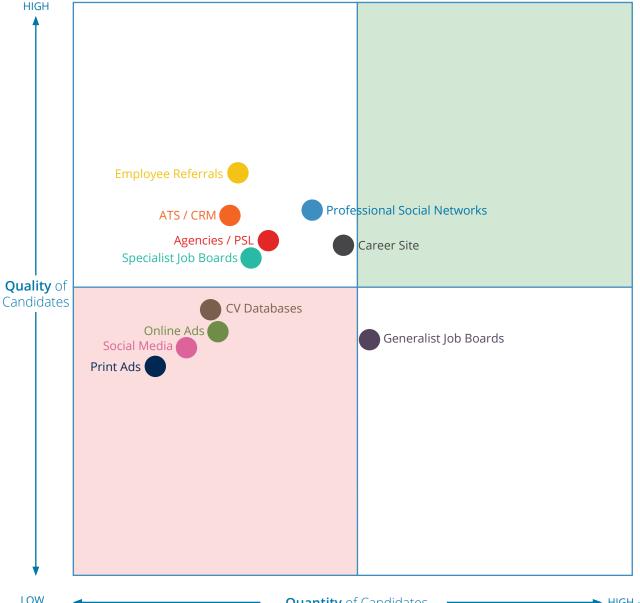
Like agencies (see overleaf), in-house recruiters identify that their existing candidate database (usually stored within their ATS) has a rich seam of quality - but unlike their agency counterparts they struggle with getting sufficient numbers out of it.

A common theme throughout the report is the apparent under-performance of Social Media (e.g. Twitter, Facebook etc) as a candidate sourcing tool. This surprise finding seems at odds with the amount of time invested in recruiting socially as can be seen later in this report.

Also common across the majority of sectors, is the under-performance of Print Advertising which is consistently poorly ranked for both quality and quantity with only a couple of sectors reporting success from this channel.

USAGE	In-house
Website / Career Site	97%
General Job Boards	87%
Specialist Job Boards	82%
Agencies / PSL	84%
ATS / CRM	85%
Social Media	83%
Professional Social Network	92%
Employee Referrals	89%
CV Databases	70%
Advertising (Print)	54%
Advertising (Online)	57%





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THE AGENCY SOURCING QUADRANT

AGENCIES

When it comes to finding candidates, agencies head straight for their database, having a well stocked, warmed up pool of talent is the most efficient and effective sourcing tool at their disposal.

It appears that alongside their people, an agency's most valuable asset is their database. Agency recruitment systems are markedly different to the traditional Applicant Tracking System and typically provide greater search functionality - allowing recruiters to easily match the candidates they already know with the vacancies they are working on.

Professional Social Networks also perform well for quantity & quality. Agency recruiters also rely on referrals from their colleagues and contacts to help find quality talent.

We note that agency recruiters appear to be having greater success than their in-house counterparts when it comes to working the CV Databases (such as CV Library etc). Although in-house Careers Sites are generating more new candidates than agency websites.

Agency recruiters also seem generally happy with the quality of candidates they get from Specialist Job Boards.

Again we see the apparent under-performance of Social Media (e.g. Twitter, Facebook etc.) as a candidate sourcing tool. Print Advertising, which is used by 48% of agencies, is also lagging.

USAGE	Agencies
Website / Career Site	91%
General Job Boards	90%
Specialist Job Boards	75%
2nd Tier Agencies	39%
ATS / CRM	89%
Social Media	80%
Professional Social Network	96%
Employee Referrals	90%
CV Databases	87%
Advertising (Print)	48%
Advertising (Online)	56%

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PART

4

SECTOR SOURCING QUADRANTS

Who is winning the war for talent?

Let's take a look at industries and sectors and discover which channels are providing the winners and which the also-rans.

We'll also play 'spot the difference' - can in-house recruiters learn from their agency counterparts or vice-versa?

Game on!

IN THIS SECTION

Advertising / Media / Marketing	20
Architecture / Construction / Engineering	21
Education	22
Financial Services	23
Professional Services	24
Government / NFP / Emergency Services	25
Healthcare / Social Care	26
Hospitality / Leisure / Tourism	27
Industrial Manufacturing	28
Insurance / Real Estate	29
Pharmaceuticals / Life Sciences	30
Technology / Telecoms	31
Retail	32
Transportation / Logistics	33
Utilities / Waste Management	34



ADVERTISING / MEDIA / MARKETING



In the horn-rimmed world of advertising, marketing and media the usual combination of Employee Referrals, Professional Social Networks and the Careers Site are helping recruiters identify key talent.

Professional Social Networks also perform well for quantity & quality. And agency recruiters also rely on referrals from their colleagues and contacts to help find quality talent.

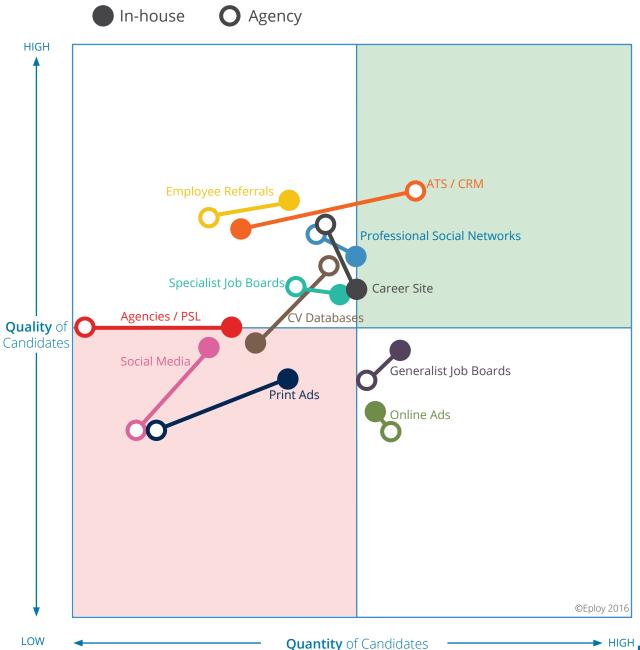
Specialist Job Boards outperform their report-wide average in this sector. As such they are worthy of consideration if you are struggling to find quality candidates.

In-house recruiters are having slightly more success in using Social Media within this sector (perhaps they are recruiting Social Media Managers!) - however, volume is still an issue.

Other channels outperforming their average for in-house recruiters include Generalist Job Boards, Online Ads and Print for generating volume.

On the agency side we see the continued out performance of the candidate database as a prime source of quality and quantity talent.

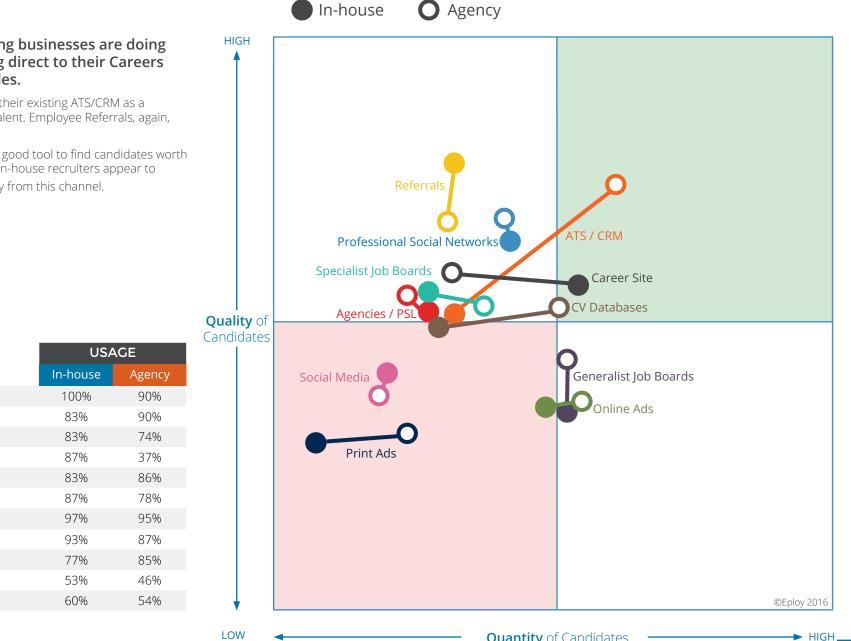
	USA	USAGE	
	In-house	Agency	
Website / Career Site	100%	98%	
General Job Boards	89%	95%	
Specialist Job Boards	93%	81%	
Agencies / PSL	74%	24%	
ATS / CRM	93%	93%	
Social Media	96%	76%	
Professional Social Network	96%	98%	
Employee Referrals	100%	86%	
CV Databases	85%	88%	
Advertising (Print)	56%	33%	
Advertising (Online)	63%	52%	



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ARCHITECTURE / CONSTRUCTION / ENGINEERING



Construction and engineering businesses are doing well with candidates coming direct to their Careers Site to find and apply for roles.

However, in-house teams don't rate their existing ATS/CRM as a particularly useful source of future talent. Employee Referrals, again, are rated highest for quality.

Agencies are finding CV Databases a good tool to find candidates worth submitting to their clients, although in-house recruiters appear to struggle with getting enough quantity from this channel.

	USAGE	
	In-house	Agency
Website / Career Site	100%	90%
General Job Boards	83%	90%
Specialist Job Boards	83%	74%
Agencies / PSL	87%	37%
ATS / CRM	83%	86%
Social Media	87%	78%
Professional Social Network	97%	95%
Employee Referrals	93%	87%
CV Databases	77%	85%
Advertising (Print)	53%	46%
Advertising (Online)	60%	54%

8 IN-HOUSE

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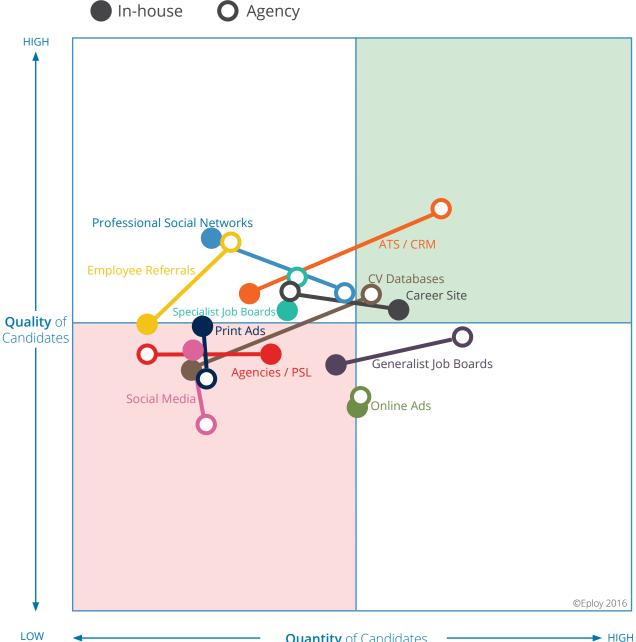


Print is not dead, just yet. In the Education sector, at least, Print Advertising still provides good quality candidates.

Interestingly, however, this is the only sector that we cover where Employee Referrals fall behind in quality, at least for in-house recruiters. Agency-side they are still having success in working with their colleagues and contacts to find the right people.

Staying agency-side we also see CV Databases performing well, although in-house recruiters are not seeing as much success with this channel...Perhaps they should look again, only 58% are currently using them - compared to 95% of agencies working in this sector.

	USA	GE
	In-house	Agency
Website / Career Site	100%	95%
General Job Boards	95%	97%
Specialist Job Boards	95%	86%
Agencies / PSL	79%	54%
ATS / CRM	63%	95%
Social Media	74%	86%
Professional Social Network	84%	95%
Employee Referrals	79%	89%
CV Databases	58%	95%
Advertising (Print)	74%	65%
Advertising (Online)	47%	68%





FINANCIAL SERVICES

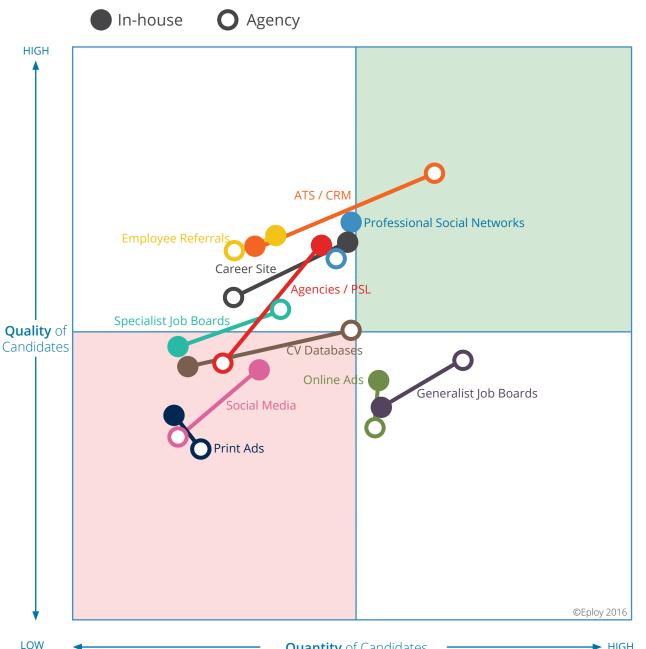


In-house recruiters appear to rate their PSL agencies highly in the Financial Services space. Agencies themselves rank their ATS/CRM as the best source of quality and quantity candidates.

In-house recruiters in this sector are also having above average success with Professional Social Networks, although less so with Specialist Job Boards. Online Ads also appear to be attracting a higher volume of candidates than average but quality still lags.

Agencies are finding decent volume through Generalist Job Boards. Could there be a gap in the market for Specialist Job Boards to step up?

	USAGE	
	In-house	Agency
Website / Career Site	94%	87%
General Job Boards	84%	87%
Specialist Job Boards	81%	72%
Agencies / PSL	94%	43%
ATS / CRM	94%	87%
Social Media	91%	78%
Professional Social Network	91%	94%
Employee Referrals	97%	89%
CV Databases	81%	89%
Advertising (Print)	53%	45%
Advertising (Online)	59%	52%



Quantity of Candidates

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PROFESSIONAL SERVICES



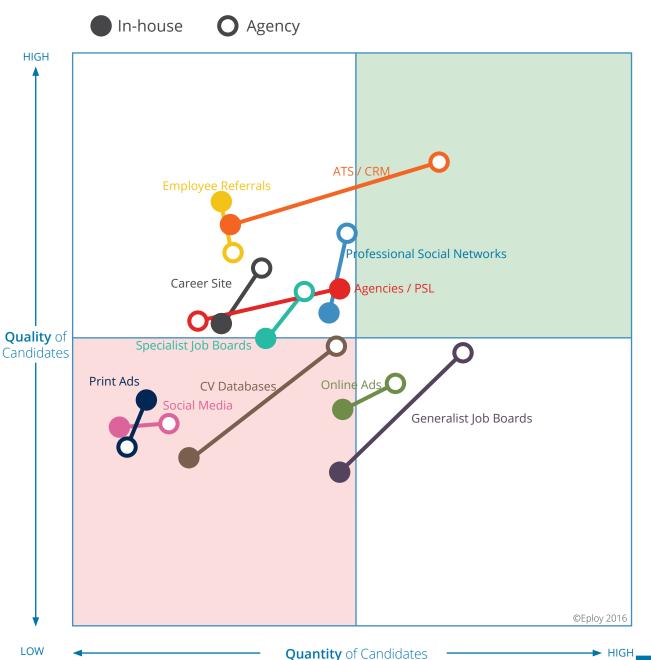
Agencies rank the quality of candidates they are finding through Professional Social Networks higher than their in-house counterparts with nearly all recruiters using them as a sourcing channel.

However, their ATS/CRM is still ranked as the most reliable source of quality candidates.

We also see a dip in quantity and quality of candidates coming direct to company Careers Sites in this sector. Again we see agencies taking advantage of CV Databases and having significantly better success than in-house recruiters.

Print Advertising by in-house recruiters is above average in terms of usage but results are typically ranked low for both candidate quality and quantity.

		~=
	USA	GE
	In-house	Agency
Website / Career Site	97%	88%
General Job Boards	94%	89%
Specialist Job Boards	91%	75%
Agencies / PSL	91%	32%
ATS / CRM	94%	87%
Social Media	88%	81%
Professional Social Network	100%	96%
Employee Referrals	97%	88%
CV Databases	73%	87%
Advertising (Print)	64%	44%
Advertising (Online)	67%	54%



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GOVERNMENT, NfP & EMERGENCY SERVICES

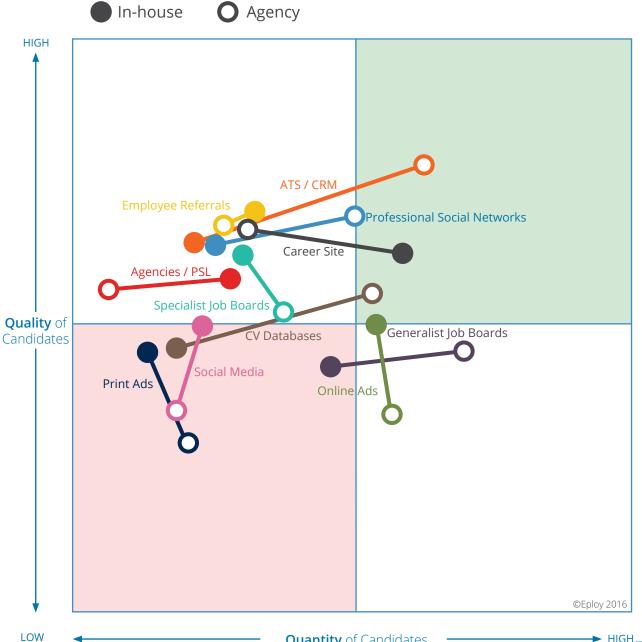


In the public and third sectors we see wide differences between the agency and in-house usage of some of the channels. This offers opportunities for each to learn from the other's results.

Agencies are doing well with their ATS/CRM and Professional Social Networks, whereas in-house recruiters are largely successful at attracting candidates to apply directly on their Careers Site. In-house are also doing slightly better than average with Social Media as a sourcing channel, although the volume of candidates coming through is still low.

CV Databases have a low usage in-house but the vast majority of agency recruiters in this space take advantage of them - with apparent good results in quantity & quality. However in-house are outperforming when it comes to attracting candidates via Generalist Job Boards.

	USAGE	
	In-house	Agency
Website / Career Site	97%	95%
General Job Boards	85%	88%
Specialist Job Boards	68%	69%
Agencies / PSL	71%	38%
ATS / CRM	56%	90%
Social Media	76%	86%
Professional Social Network	79%	100%
Employee Referrals	65%	98%
CV Databases	41%	95%
Advertising (Print)	41%	52%
Advertising (Online)	53%	64%



Output

HEALTHCARE & SOCIAL CARE

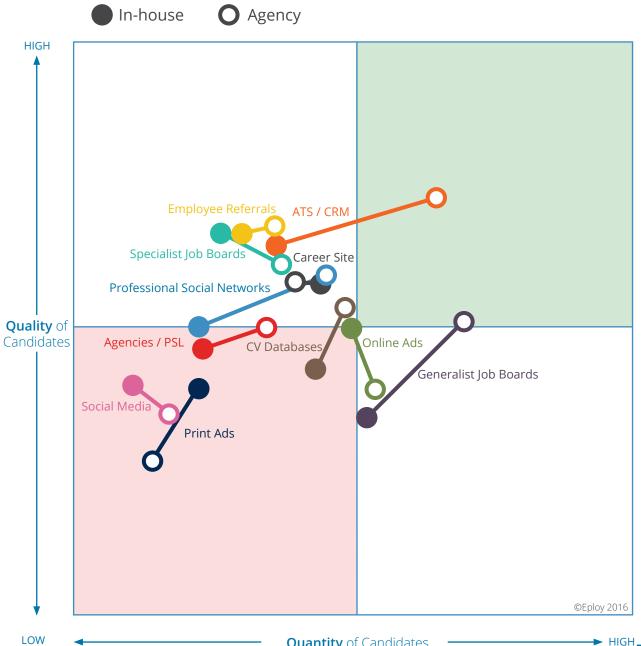


Specialist Job Boards are a good source of quality candidates for both agencies and in-house.

However, in-house recruiters are getting mixed value from Professional Social Networks unlike their agency counterparts where they are a seen as a strong source.

CV Databases have a low usage in-house but the vast majority of agency recruiters in this space take advantage of them - with apparent good results in quantity & quality. However in-house are outperforming when it comes to attracting candidates via Generalist Job Boards.

	USAGE	
	In-house	Agency
Website / Career Site	100%	93%
General Job Boards	76%	87%
Specialist Job Boards	71%	84%
Agencies / PSL	71%	45%
ATS / CRM	76%	85%
Social Media	82%	82%
Professional Social Network	94%	95%
Employee Referrals	88%	91%
CV Databases	71%	84%
Advertising (Print)	59%	60%
Advertising (Online)	59%	69%



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Quantity of Candidates ©Eploy, 2016 UK Candidate Attraction Report



LOW

HOSPITALITY / LEISURE / TOURISM



The Hospitality, Tourism & Leisure sector benefit from high numbers of candidates coming direct to their Careers Site to find and apply for jobs. It's the top performing channel in this sector.

Agencies continue to work their ATS/ CRM as their main source. They also get good volume, if not quality, from the Generalist Job Boards which they find outperform Specialist Job Boards. However, in-house recruiters in this sector are getting quality from the Specialist Job Boards.

Print Advertising has above average usage across both sides - but the results they generate are still very low.

	USA	GE
	In-house	Agency
Website / Career Site	94%	97%
General Job Boards	94%	95%
Specialist Job Boards	94%	86%
Agencies / PSL	94%	49%
ATS / CRM	100%	89%
Social Media	94%	89%
Professional Social Network	100%	97%
Employee Referrals	100%	97%
CV Databases	75%	92%
Advertising (Print)	63%	62%
Advertising (Online)	63%	76%

R IN-HOUSE

AGENCIES



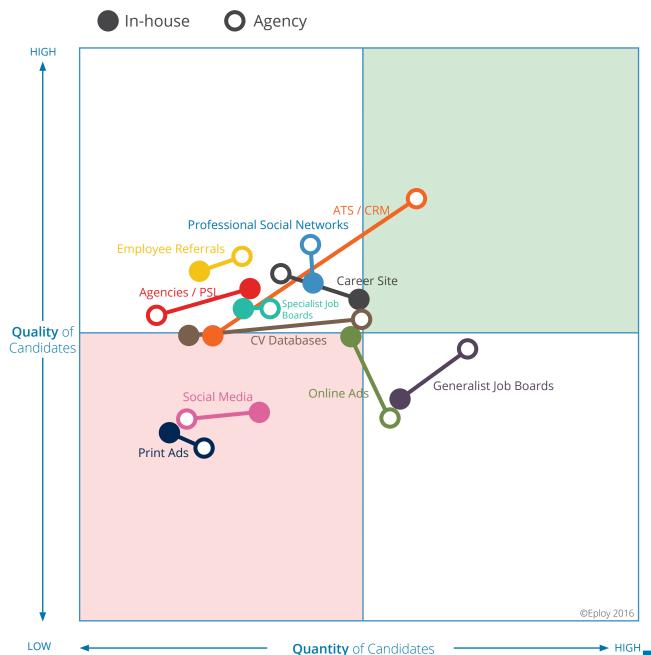
INDUSTRIAL / MANUFACTURING



The widest difference in results in the industrial & manufacturing sector are seen in the use of the internal candidate databases (ATS / CRM). Agencies excel although in-house have a mixed experience with significantly lower quality than average.

Agencies also find CV Databases as a good mix of quality and quantity. In-house recruiters are getting decent results from Online Ads and candidates coming direct to their Careers Site.

	USAGE	
	In-house	Agency
Website / Career Site	90%	91%
General Job Boards	80%	91%
Specialist Job Boards	75%	70%
Agencies / PSL	90%	34%
ATS / CRM	80%	89%
Social Media	55%	79%
Professional Social Network	80%	97%
Employee Referrals	80%	90%
CV Databases	65%	89%
Advertising (Print)	35%	46%
Advertising (Online)	30%	50%



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INSURANCE / REAL ESTATE



In Insurance and Real Estate, in-house recruiters are finding the best mix of quality and quantity of candidates from Employee Referrals.

In-house teams also report their Agencies/ PSL provide good quality, although their Careers Sites appear to be a little less effective than companies in other sectors.

There is a massive difference in the quality of candidates from Print Ads, although still below the required standard for both sectors.

In-house teams are also having good success with Online Ads in this sector, which is perhaps indicative of the commercial nature of roles.

	USA	GE
	In-house	Agency
Website / Career Site	95%	87%
General Job Boards	90%	77%
Specialist Job Boards	81%	74%
Agencies / PSL	95%	38%
ATS / CRM	86%	83%
Social Media	81%	83%
Professional Social Network	95%	94%
Employee Referrals	90%	85%
CV Databases	81%	85%
Advertising (Print)	57%	53%
Advertising (Online)	62%	60%



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Quantity of Candidates ©Eploy, 2016 UK Candidate Attraction Report



PHARMACEUTICALS / LIFE SCIENCES



Pharma and Life Sciences is one of the sectors where in-house recruiters excel with Employee Referrals, which is by far and away their highest rated sourcing channel.

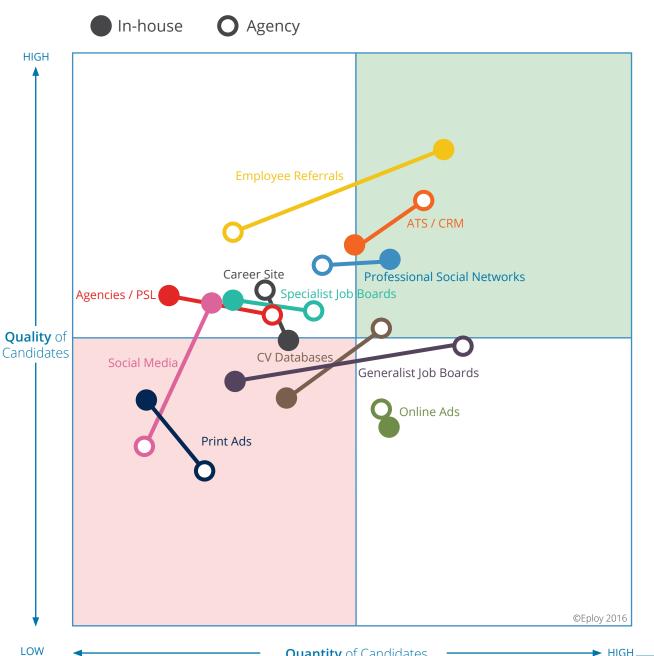
In-house recruiters are also far more likely to work pro-actively with their existing ATS / CRM and Professional Social Networks. Perhaps this is to be expected - with the very specialist nature of the roles they are recruiting for.

Interestingly this is one of only a couple of sectors that appears to be having any sort of success recruiting via Social Media - although agencies are not getting the same results.

Print Advertising is also widely still used within the sector in-house -although results are still underwhelming.

Agencies are having success mining CV Databases to find elusive talent. They are also getting good volume through the Generalist Job Boards - which are ranked much lower by their in-house counterparts.

	USA	USAGE	
	In-house	Agency	
Website / Career Site	100%	90%	
General Job Boards	100%	86%	
Specialist Job Boards	100%	76%	
Agencies / PSL	86%	36%	
ATS / CRM	86%	86%	
Social Media	100%	78%	
Professional Social Network	100%	93%	
Employee Referrals	86%	90%	
CV Databases	86%	86%	
Advertising (Print)	86%	39%	
Advertising (Online)	71%	53%	
-			



Output

Quantity of Candidates

TECHNOLOGY / TELECOMS

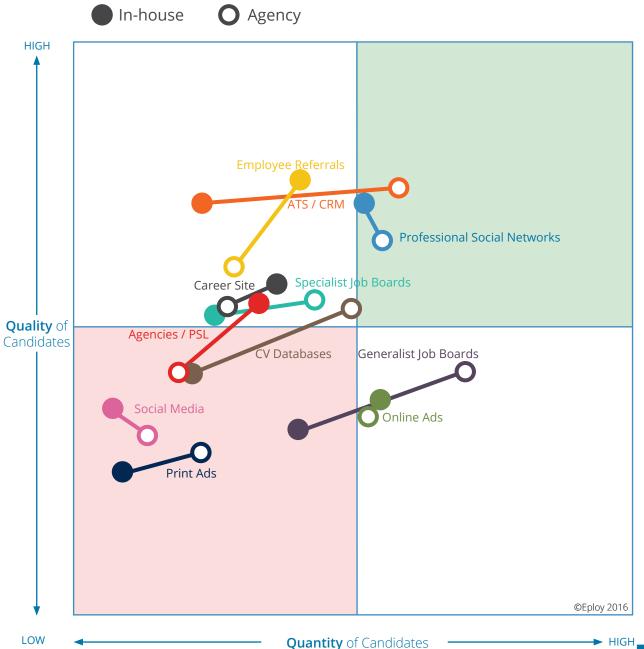


Results in the tech sector are quite typical of the overall survey results.

Once again Professional Social Networks are proving a good source of quality and quantity. In-house recruiters might benefit from investing in technology that helps them mine their existing ATS/CRM, which they value for the quality of candidates they contain - although they recognise a lack of depth.

Agencies, however, are experiencing good quality and quantity from their ATS/CRM.

	USA	USAGE		
	In-house	Agency		
Website / Career Site	100%	91%		
General Job Boards	91%	92%		
Specialist Job Boards	78%	73%		
Agencies / PSL	84%	38%		
ATS / CRM	97%	92%		
Social Media	84%	81%		
Professional Social Network	100%	97%		
Employee Referrals	100%	88%		
CV Databases	75%	88%		
Advertising (Print)	50%	43%		
Advertising (Online)	59%	51%		





RETAIL

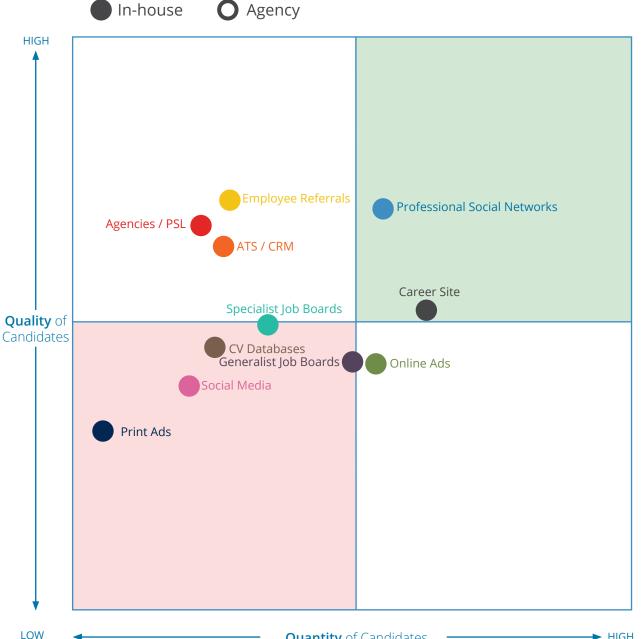


Retailers are getting good quantities of qualified candidates direct through their website and are adept at using Professional Social Networks.

Surprisingly, given the strength of retailers' social media presence this is not echoed in the results for Social Media as a sourcing channel which is still ranked second lowest with only Print Advertising (used by just 50% of respondents) beneath it.

We have omitted results for agencies due to receiving only a low number of responses from agencies declaring retail as a specialism.

	USA	USAGE		
	In-house	Agency		
Website / Career Site	100%	-		
General Job Boards	91%	-		
Specialist Job Boards	78%	-		
Agencies / PSL	84%	-		
ATS / CRM	97%	-		
Social Media	84%	-		
Professional Social Network	100%	-		
Employee Referrals	100%	-		
CV Databases	75%	-		
Advertising (Print)	50%	-		
Advertising (Online)	59%	-		





LOW

TRANSPORTATION / LOGISTICS

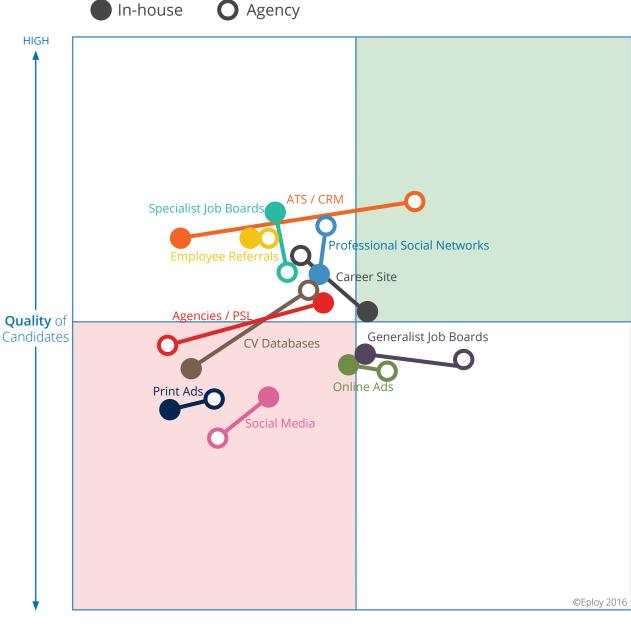


If you want to find quality candidates in the transport and logistics space you might want to take a look at the Specialist Job Boards.

Event though both in-house and agency recruiters report lower usage of the Specialist Job Boards than the average across all sectors - the results from both are better than expected when compared to other sectors.

In-house recruiters rely on their Careers Site, Professional Social Networks and Agencies/PSL to provide the volume, and report higher quality from their ATS/CRM and Employee Referrals.

	USAGE		
	In-house	Agency	
Website / Career Site	95%	91%	
General Job Boards	82%	91%	
Specialist Job Boards	77%	66%	
Agencies / PSL	77%	45%	
ATS / CRM	82%	87%	
Social Media	82%	70%	
Professional Social Network	86%	94%	
Employee Referrals	82%	94%	
CV Databases	73%	85%	
Advertising (Print)	59%	51%	
Advertising (Online)	59%	51%	



Output

Quantity of Candidates

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LOW

UTILITIES

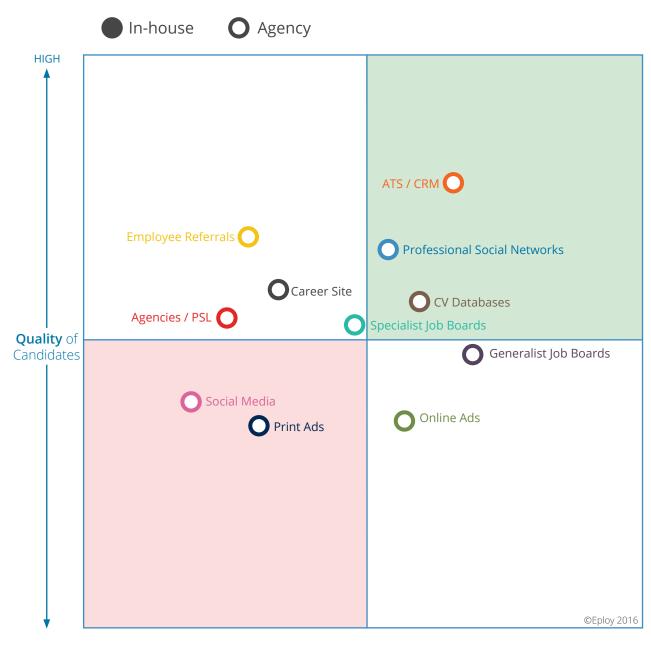


In the utilities sector, agencies report that CV Databases can provide a good mix of candidates.

Professional Social Networks and Specialist Job Boards are also working well for identifying quality candidates. Volume can be gleaned from the General Job Boards and Online Ads.

We have omitted results for in-house recruiters due to receiving a relatively low number of responses from companies in this sector.

	USA	USAGE		
	In-house	Agency		
Website / Career Site	-	92%		
General Job Boards	-	94%		
Specialist Job Boards	-	76%		
Agencies / PSL	-	38%		
ATS / CRM	-	92%		
Social Media	-	86%		
Professional Social Network	-	98%		
Employee Referrals	-	94%		
CV Databases	-	90%		
Advertising (Print)	-	56%		
Advertising (Online)	-	60%		



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Quantity of Candidates

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PART 5

COMPANY SIZE QUADRANTS

In which we attempt to answer the age old question...Does size really matter?

In this section we chart sourcing quadrants based on the company size (number of employees).

IN THIS SECTION

In-hou	se:			
L	ess than 25.	0 Emplo	yees	36
2	250 - 1000 E	mployee	es	37
1	001-5000 E	mployee	es	38
5	5001-10,000	Employ	ees	39
(Over 10,000	Employ	ees	40
Agenc	y:			
1	-10 Employ	ees		41
1	1-25 Employ	yees		42
2	26-50 Emplo	oyees		43
5	50-75 Emplo	oyees		44
7	75+ Employe	ees		45

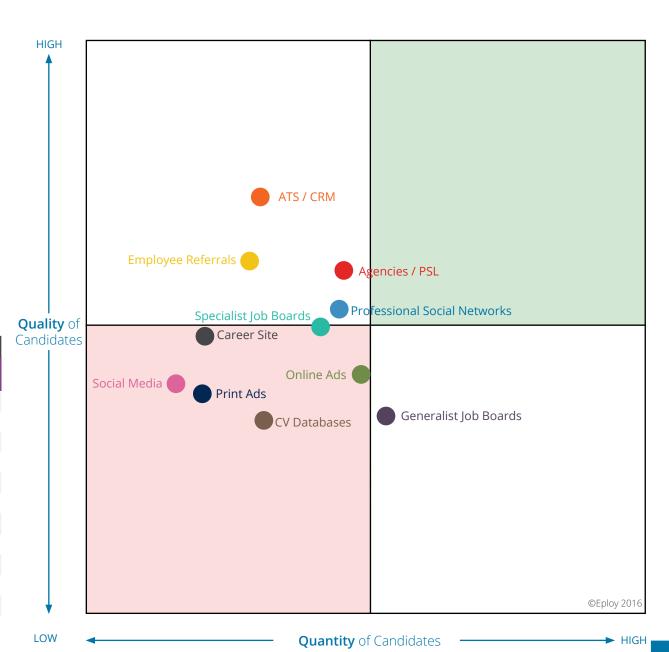


LESS THAN 250 EMPLOYEES

SMEs are heavily reliant on Agencies / PSL for their candidate sourcing and, aside from their use of Specialist Job Boards, tend to use other channels less than would be expected.

As for results, standout differences are the under performance of their Careers Site or careers pages and the results they get from using CV Databases.

	USA	USAGE		
	< 250 Employees	Compared to average		
Website / Career Site	94%	-3		
General Job Boards	85%	-2		
Specialist Job Boards	82%	0		
Agencies / PSL	88%	+4		
ATS / CRM	74%	-11		
Social Media	79%	-4		
Professional Social Network	85%	-7		
Employee Referrals	79%	-10		
CV Databases	62%	-8		
Advertising (Print)	53%	-1		
Advertising (Online)	47%	-10		



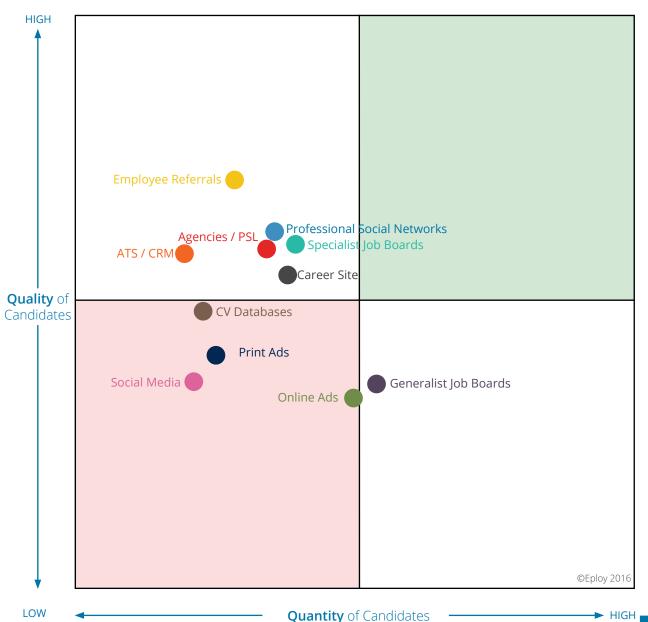
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250-1000 EMPLOYEES

Companies with between 250 and 1000 employees are getting good quality candidates via Specialist Job Boards and Employee Referrals.

They are still reliant on using multiple channels to gain the right number of candidates and, at this size, their Careers Site or careers pages are starting to gain traction.

250-10 EmployWebsite / Career Site91%General Job Boards82%Specialist Job Boards84%Agencies / PSL82%ATS / CRM78%Social Media78%Professional Social Network85%Employee Referrals87%	yees to average % -6
General Job Boards82%Specialist Job Boards84%Agencies / PSL82%ATS / CRM78%Social Media78%Professional Social Network85%	
Specialist Job Boards84%Agencies / PSL82%ATS / CRM78%Social Media78%Professional Social Network85%	% - 5
Agencies / PSL82%ATS / CRM78%Social Media78%Professional Social Network85%	.
ATS / CRM78%Social Media78%Professional Social Network85%	% +2
Social Media78%Professional Social Network85%	% -2
Professional Social Network 85%	% -7
	% -5
Employee Referrals 87%	% -7
	% - 2
CV Databases 61%	∕0 -∠
Advertising (Print) 51%	-
Advertising (Online) 54%	% -9



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1000-5000 EMPLOYEES

In-house recruiters at organisations with between 1000 and 5000 employees are more likely to be using General Job Boards and CV Databases but rely on their Careers Site to provide the right mix of candidate quality and quantity.

However, their reported results show a lower than expected performance from Specialist Job Boards and CV Databases, with Employee Referrals ranked highest for quality.

	USA	GE
	1000-5000 Employees	Compared to average
Website / Career Site	98%	+1
General Job Boards	93%	+6
Specialist Job Boards	80%	-2
Agencies / PSL	84%	-
ATS / CRM	83%	-2
Social Media	76%	-7
Professional Social Network	92%	-
Employee Referrals	90%	+1
CV Databases	76%	+6
Advertising (Print)	54%	-
Advertising (Online)	53%	-4



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5001-10,000 EMPLOYEES

In larger companies, with between 5000 and 10,000 employees, Professional Social Networks can provide the right number and highest quality of candidates.

However, Online Advertising is also reported to provide both good quality and sufficient quantity - as do their Career Sites.

At this size, companies appear to have enough brand awareness to also benefit from Social Media as a sourcing channel.

	USA	AGE
	5001- 10000 Employees	Compared to average
Website / Career Site	100%	+3
General Job Boards	85%	-2
Specialist Job Boards	90%	+8
Agencies / PSL	85%	+1
ATS / CRM	88%	+3
Social Media	90%	+7
Professional Social Network	98%	+6
Employee Referrals	93%	+4
CV Databases	75%	+5
Advertising (Print)	65%	+11
Advertising (Online)	63%	+6

HIGH				
			Professional Social Networks	
	Employee Referr	als 🛑 ATS / CRM 🛑	_ Online Ads	
	pecialist Job Boards Agencies / PSL	Social Media	Career Site	
uality of – ndidates	Print Ads	CV Databases	Generalist Job Boards	
				©Eploy 20

Quantity of Candidates

LOW

OVER 10,000 EMPLOYEES

In corporations with 10000+ employees and above, only their careers site generates above average

quantity and quality of candidates. Additionally, quality candidates are gleaned from Employee Referrals, Professional Social Networks and Specialist Job Boards. They are also

Professional Social Networks and Specialist Job Boards. They are also more likely to use their existing ATS / CRM for talent pooling, helping them to pro-actively target candidates they already know.

Although they are more likely to use CV Databases, the results they are experienced are lower than average for candidate quality.

	USA	AGE
	10,000+ Employees	Compared to average
Website / Career Site	100%	+3
General Job Boards	85%	-2
Specialist Job Boards	81%	-1
Agencies / PSL	83%	-1
ATS / CRM	93%	+8
Social Media	91%	+8
Professional Social Network	96%	+4
Employee Referrals	93%	+4
CV Databases	73%	+3
Advertising (Print)	54%	-
Advertising (Online)	64%	+7



Quantity of Candidates

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HIGH

IN-HOUSE

1-10 EMPLOYEES

As we can see from the usage table below, small agencies with up to 10 employees, report lower take-up of each of the surveyed sourcing channels.

Yet, like their larger competitors, they still rank their ATS / CRM as the best source of candidates. Online Advertising also appears to help, and these agencies are also experts at getting value from CV Databases and Professional Social Networks.

	USAGE	
	1 - 10 Employees	Compared to average
Website / Career Site	86%	-5
General Job Boards	87%	-3
Specialist Job Boards	65%	-10
Agencies / PSL	26%	-13
ATS / CRM	74%	-15
Social Media	73%	-7
Professional Social Network	92%	-4
Employee Referrals	78%	-12
CV Databases	80%	-7
Advertising (Print)	33%	-15
Advertising (Online)	40%	-16



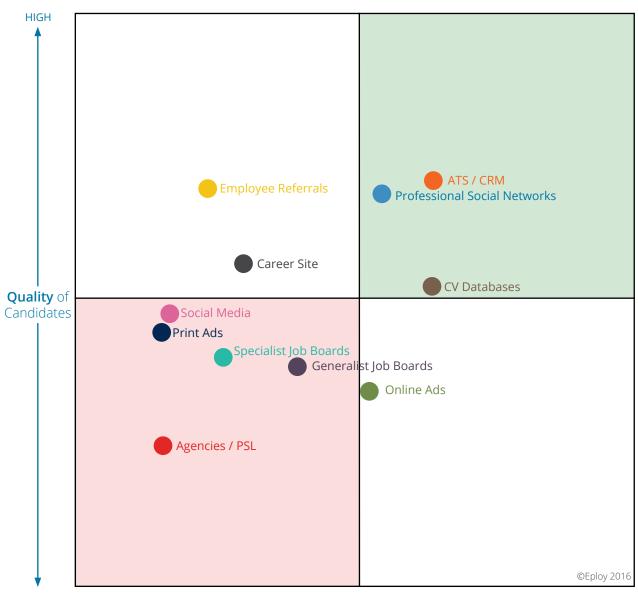
HIGH

11-25 EMPLOYEES

Mid-sized recruitment firms report CV Databases, Professional Social Networks and their ATS / CRM as the right mix of sources for getting to enough quality candidates first.

Yet, like their larger competitors, they still rank their ATS / CRM as the best source of candidates. Online Ads also appears to help, and these agencies are also experts at getting value from CV Databases and Professional Social Networks.

USAGE	
11 - 25 Employees	Compared to average
98%	+7
91%	+1
68%	-7
32%	-7
98%	+9
84%	+4
99%	+3
95%	+5
87%	-
44%	-4
46%	-10
	11 - 25 Employees 98% 91% 68% 32% 98% 84% 99% 99% 95% 87% 44%



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► HIGH

26-50 EMPLOYEES

Growing firms, between 26 and 50 employees also get best value from their ATS / CRM and Professional Social Networks.

Referrals from their colleagues and contacts are also a good source, as is their website. Other channels, however, appear to be underperforming.

	USAGE	
	26 - 50 Employees	Compared to average
Website / Career Site	88%	-3
General Job Boards	81%	-9
Specialist Job Boards	72%	-3
Agencies / PSL	36%	-3
ATS / CRM	83%	-6
Social Media	77%	-3
Professional Social Network	96%	-
Employee Referrals	92%	2
CV Databases	84%	-3
Advertising (Print)	45%	-3
Advertising (Online)	50%	-6



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AGENCIES

51-75 EMPLOYEES

We found that recruitment firms between 51 and 75 employees are getting good results from Specialist Job Boards.

Over 85% of firms in this group will use Specialist Job Boards and are getting good quality and quantity from them. Other results mirror the results across all firms, with a slight improvement in volume from CV Databases.

	USAGE	
	51 - 75 Employees	Compared to average
Website / Career Site	80%	-11
General Job Boards	78%	-12
Specialist Job Boards	85%	+10
Agencies / PSL	39%	-
ATS / CRM	95%	+6
Social Media	71%	-9
Professional Social Network	87%	-9
Employee Referrals	99%	+9
CV Databases	80%	-7
Advertising (Print)	52%	+4
Advertising (Online)	48%	-8



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76+ EMPLOYEES

The largest firms are heavily reliant on the investment made in their ATS / CRM, the only source ranked above average for both quality and quantity.

These firms also appear to benefit from their brand awareness, with their Careers Site producing better results than those of smaller agencies.

	USAGE	
	76+ Employees	Compared to average
Website / Career Site	96%	+5
General Job Boards	97%	+7
Specialist Job Boards	82%	+7
Agencies / PSL	51%	+12
ATS / CRM	96%	+7
Social Media	86%	+6
Professional Social Network	98%	+2
Employee Referrals	92%	+2
CV Databases	96%	+9
Advertising (Print)	59%	+11
Advertising (Online)	74%	+18

USAGE



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Quantity of Candidates

HIGH

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PART

6

MEASURING CANDIDATE SOURCE EFFECTIVENESS

To really maximise the potential return from each of your candidate sourcing channels its essential to measure them.

Are you?

IN THIS SECTION

In-house :46Agency:47



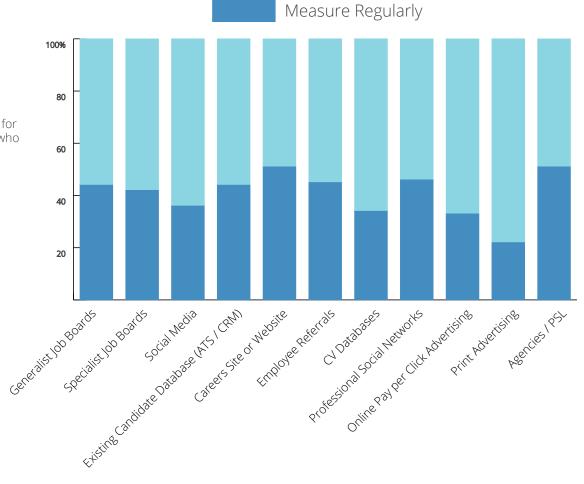
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WHICH CHANNELS DO YOU MEASURE REGULARLY?

Less than half of in-house recruiters are regularly measuring their recruitment sourcing channels.

They are more likely to keep a close eye on their Careers Site application levels and monitoring their Agencies/ PSL.

Print Advertising, which we have seen to be overall lowest ranked for quality and quantity is also the least measured channel by those who use it.



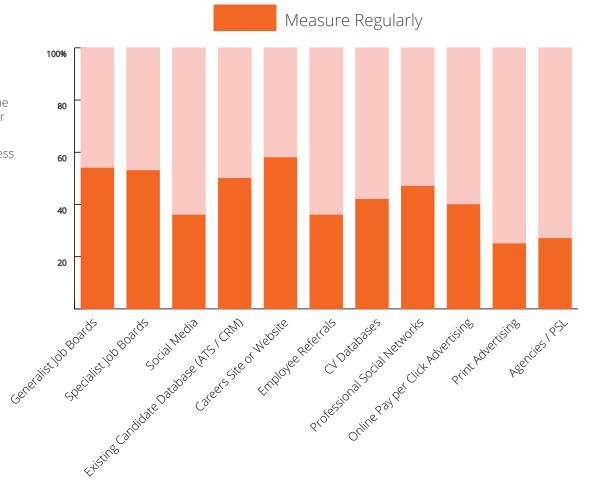
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WHICH CHANNELS DO YOU MEASURE REGULARLY?

Recruitment firms are more likely than their inhouse counterparts to regularly measure their candidate sourcing channels.

Over half of those polled claimed to be consistently monitoring the results from Generalist Job Boards and Specialist Job Boards, their ATS / CRM and Careers Site.

Somewhat surprisingly those that use Second Tier Agencies are less likely to measure their results.



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PART

7

SOURCING CHANNEL SUMMARIES

At a glance comparisons between in-house and agency attitudes and results for each sourcing channel.

IN THIS SECTION

Generalist Job Boards	50
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Social Media	52
Your Candidate Database (ATS / CRM)	53
Your Website / Careers Site	54
Employee & Contact Referrals	55
CV Databases	56
Professional Social Networks	57
Online PPC Advertising	58
Print Advertising	59
PSL / Agencies	60

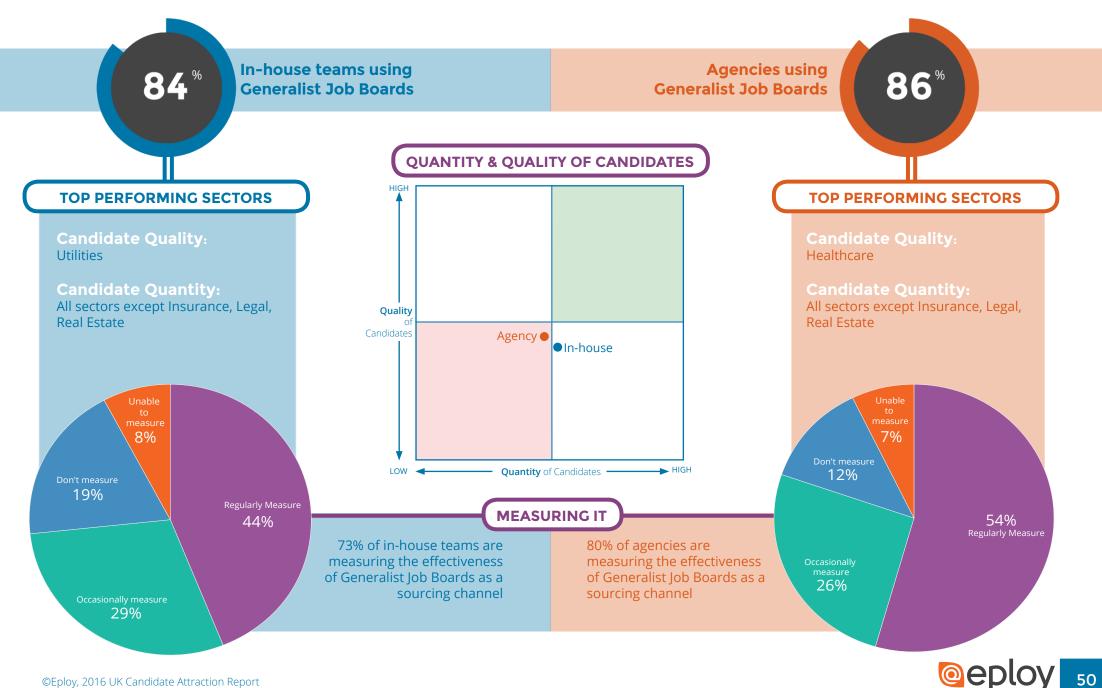
 Paster, Smarter

 Recruitment Software

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GENERALIST JOB BOARDS

& IN-HOUSE AGENCIES

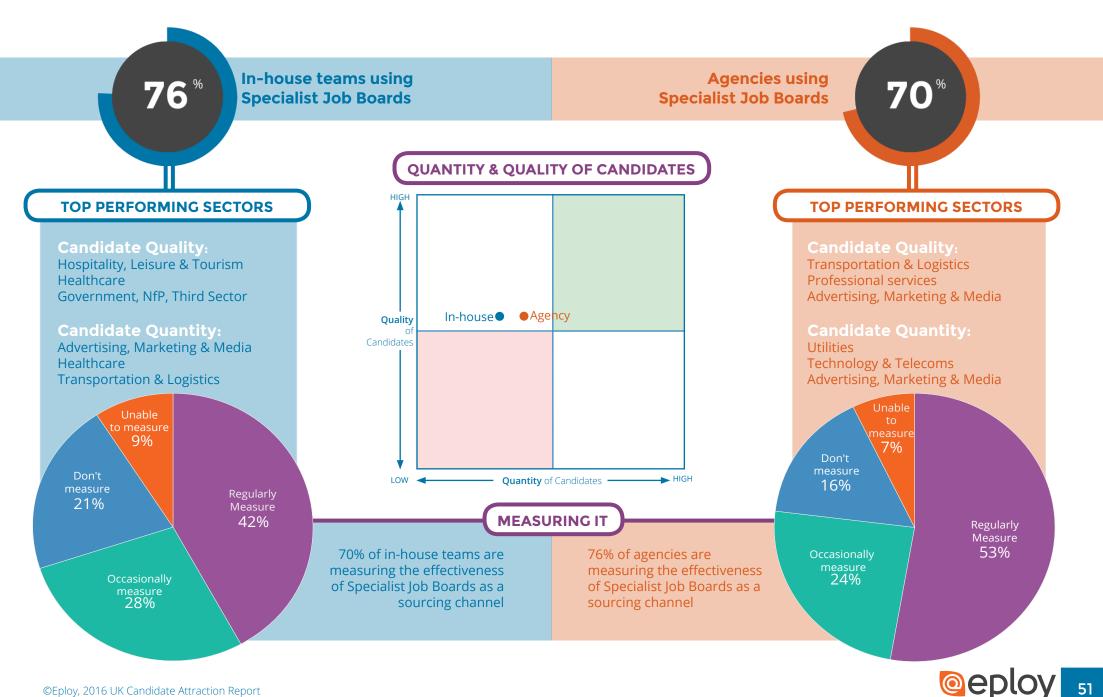


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SPECIALIST JOB BOARDS

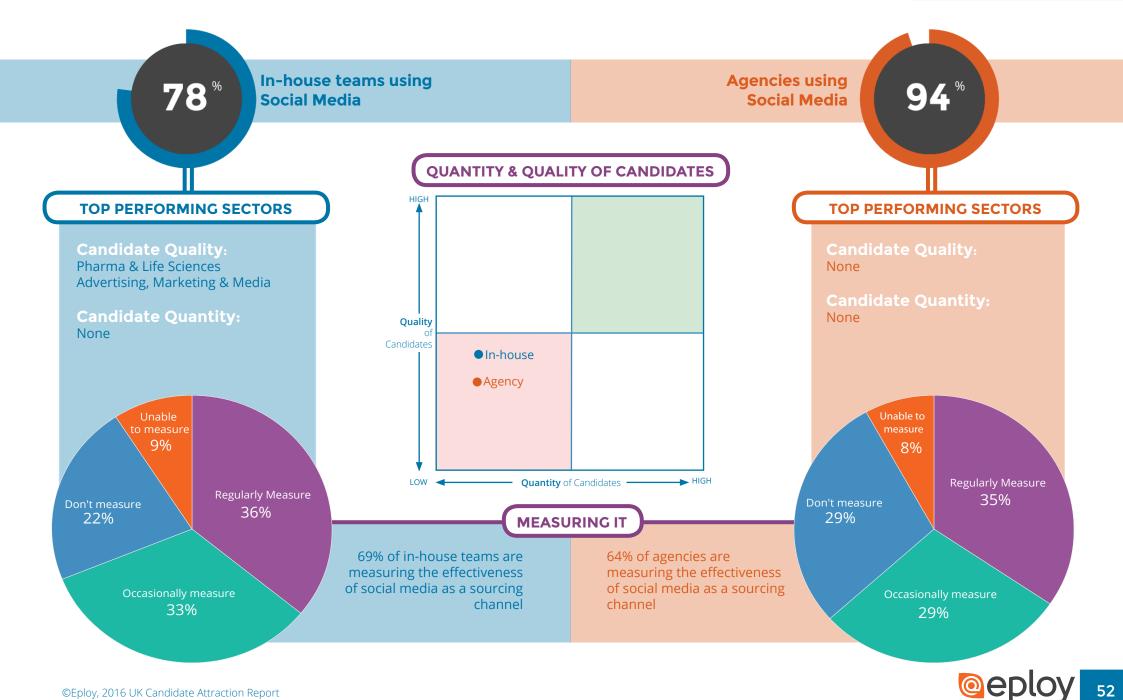
8 IN-HOUSE AGENCIES





SOCIAL MEDIA

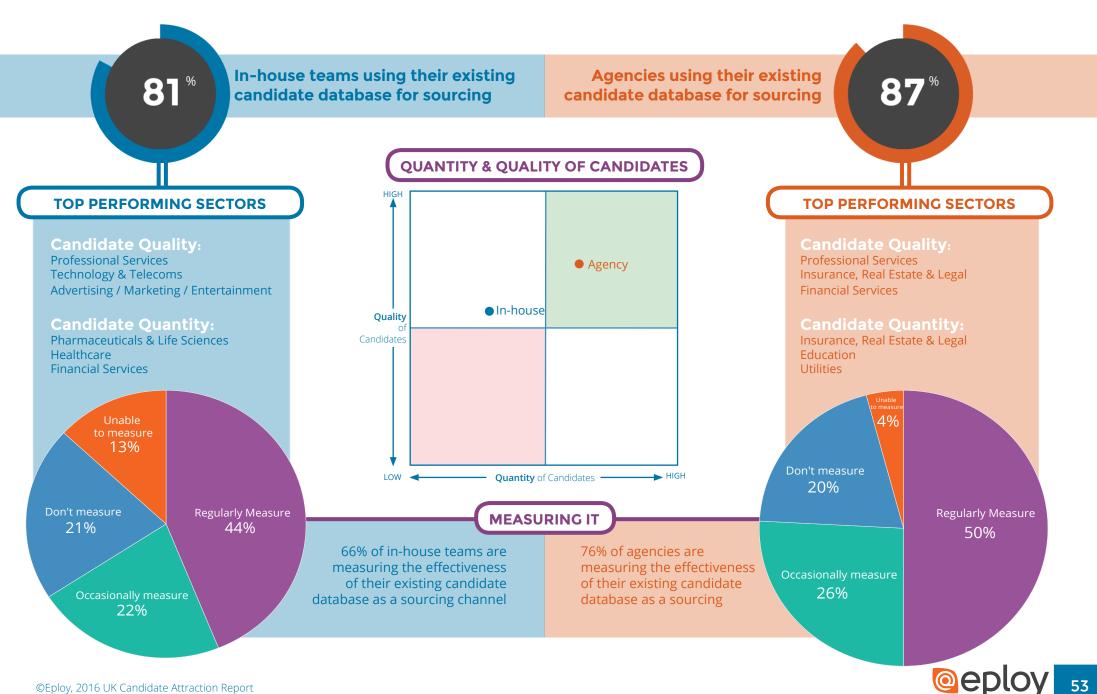






YOUR ATS / CRM / CANDIDATE DATABASE

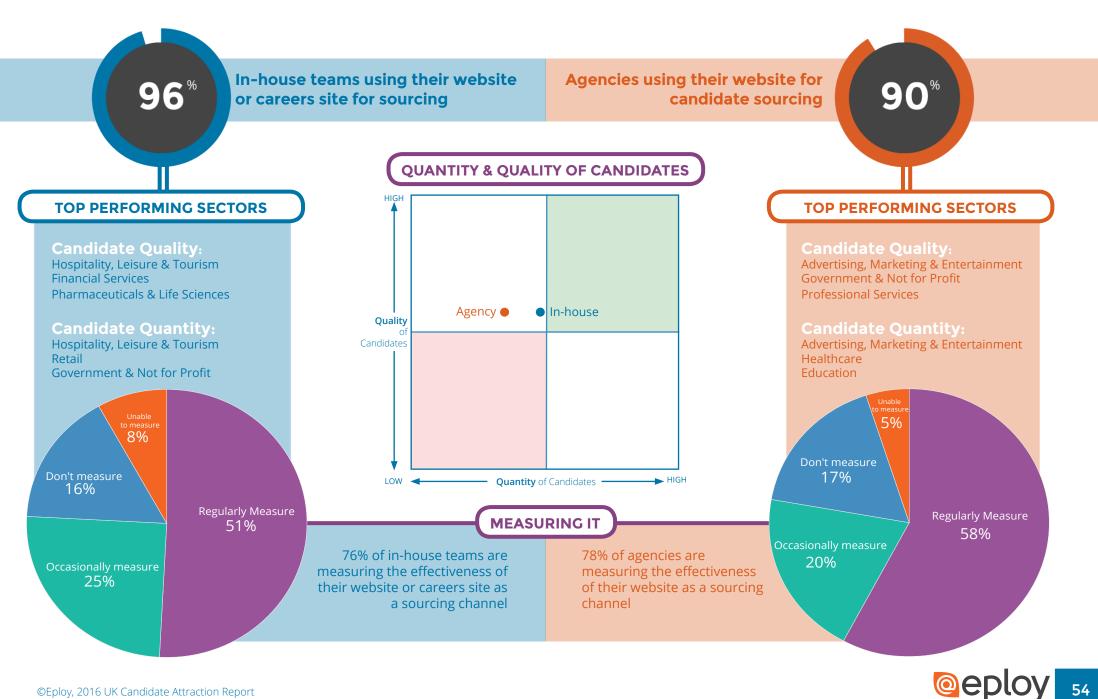






YOUR WEBSITE OR CAREERS SITE







EMPLOYEE / CONTACT REFERRALS

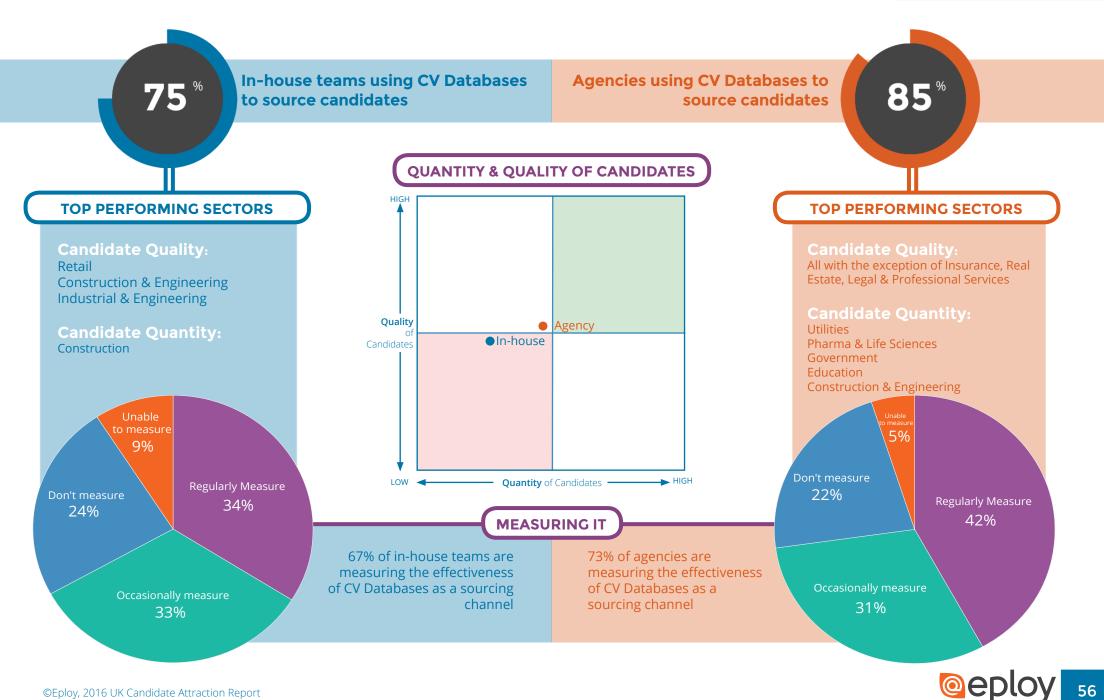






CV DATABASES

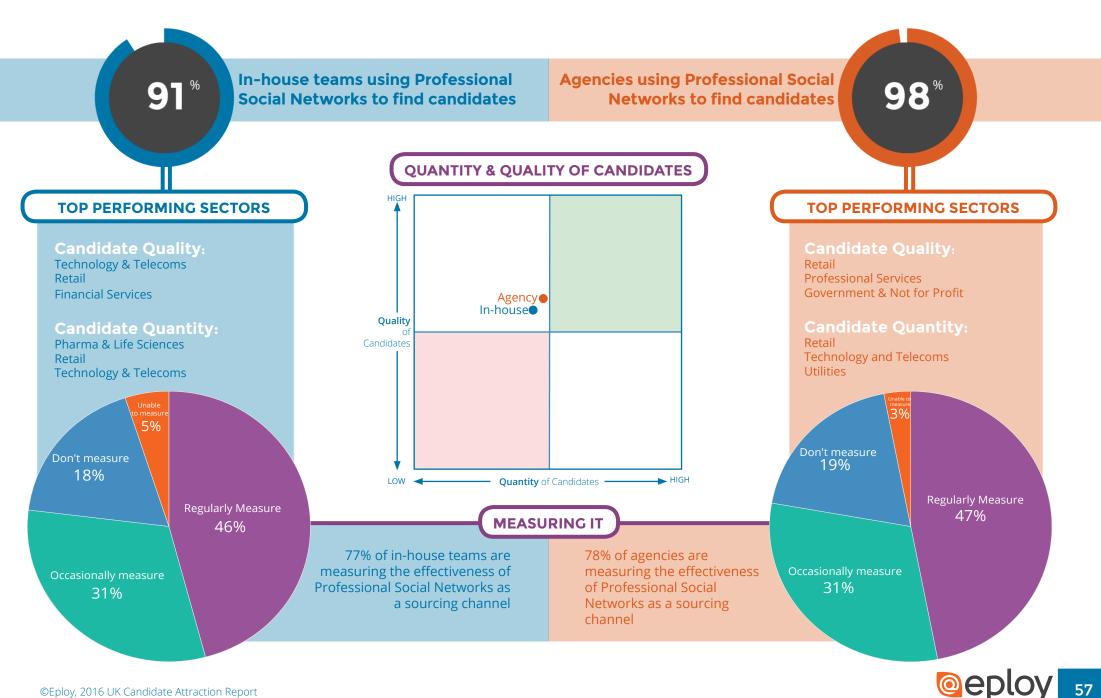
8 IN-HOUSE AGENCIES





PROFESSIONAL SOCIAL NETWORKS

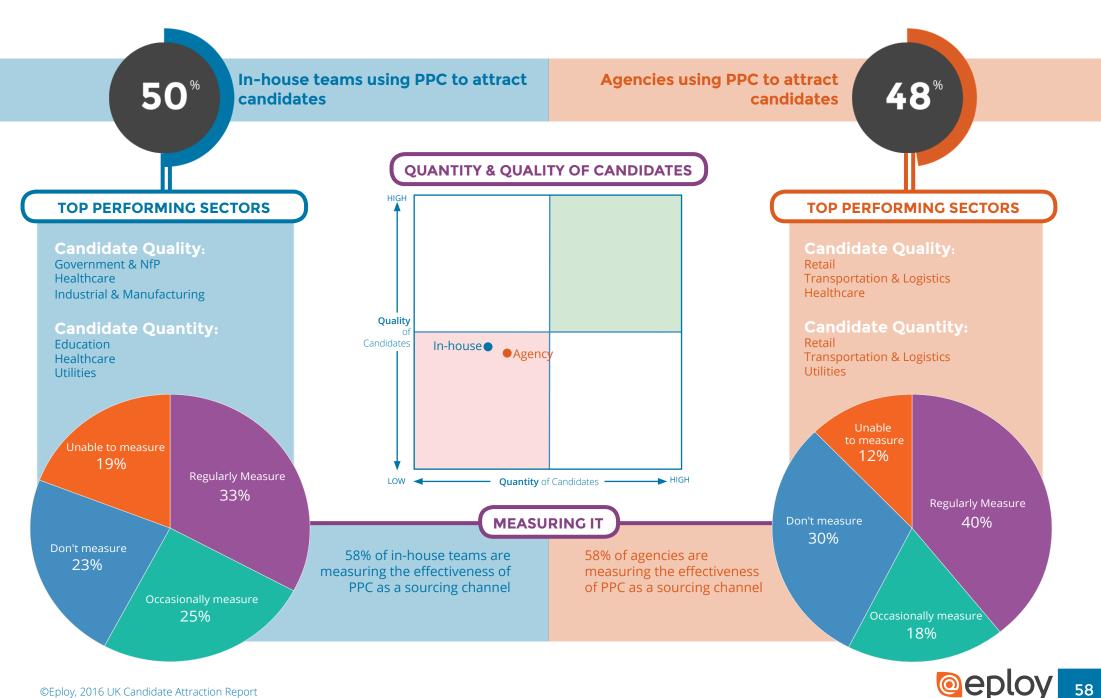






ONLINE PAY-PER-CLICK ADVERTISING

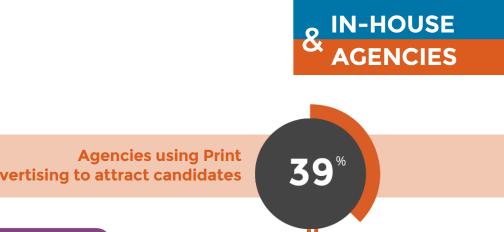


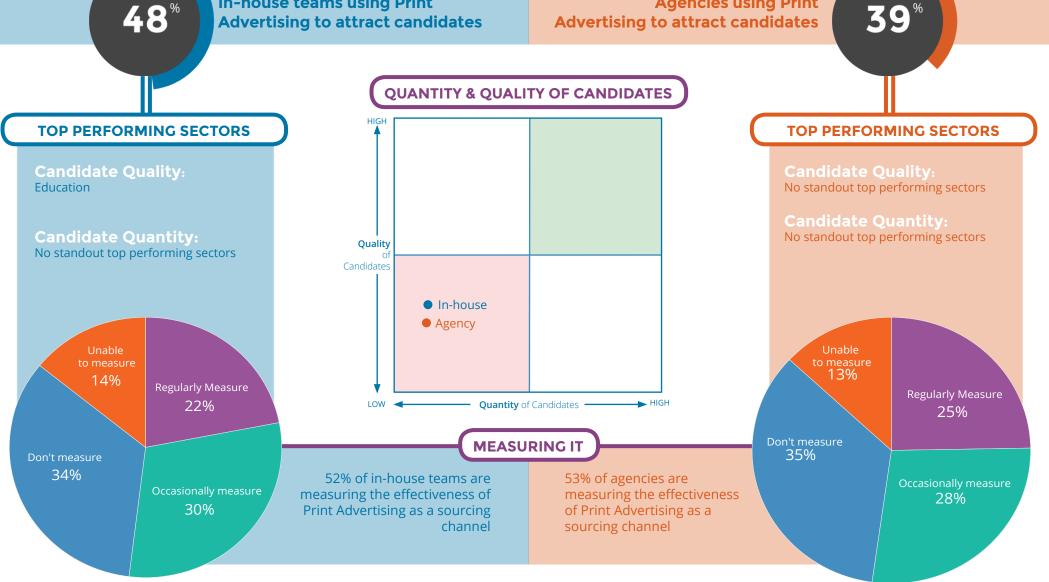


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PRINT ADVERTISING

In-house teams using Print



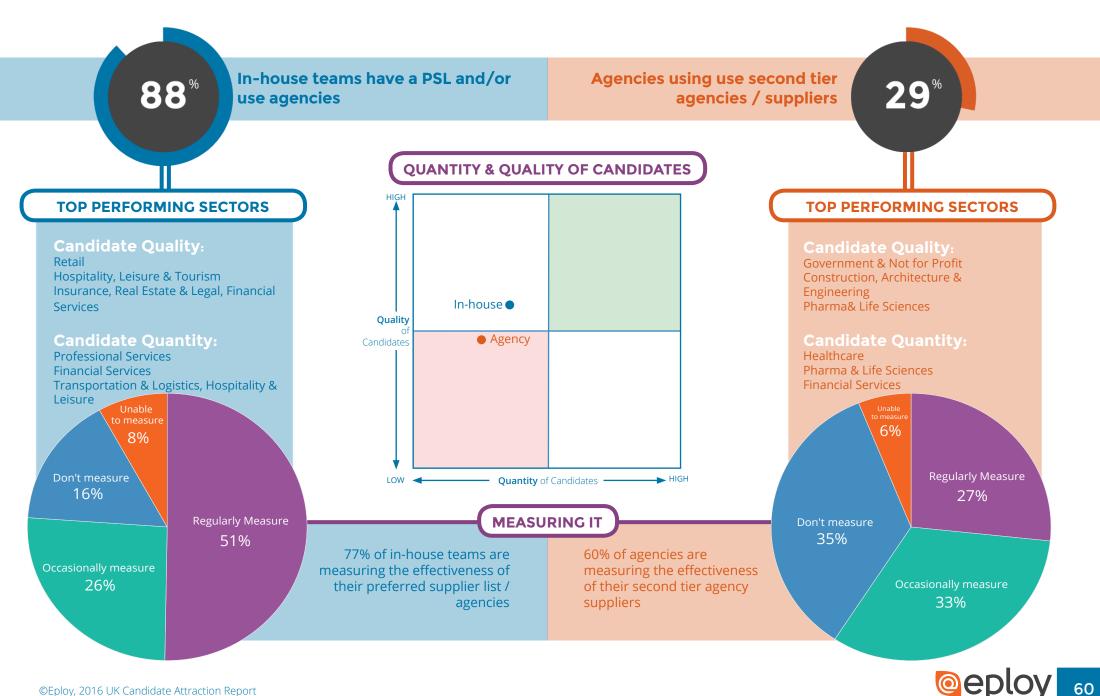


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AGENCIES / PSL (& 2nd TIER AGENCIES)







PART

8

RECRUITMENT MARKETING TACTICS

We looked at how you are using modern online and offline marketing tactics from promoting your jobs and employer brands...and attempt to discover if they are having an impact.

IN THIS SECTION

In-house Marketing Activities Agency Marketing Activities 61 62

 Paster, Smarter

 Recruitment Software



RECRUITMENT MARKETING TACTICS

IN-HOUSE

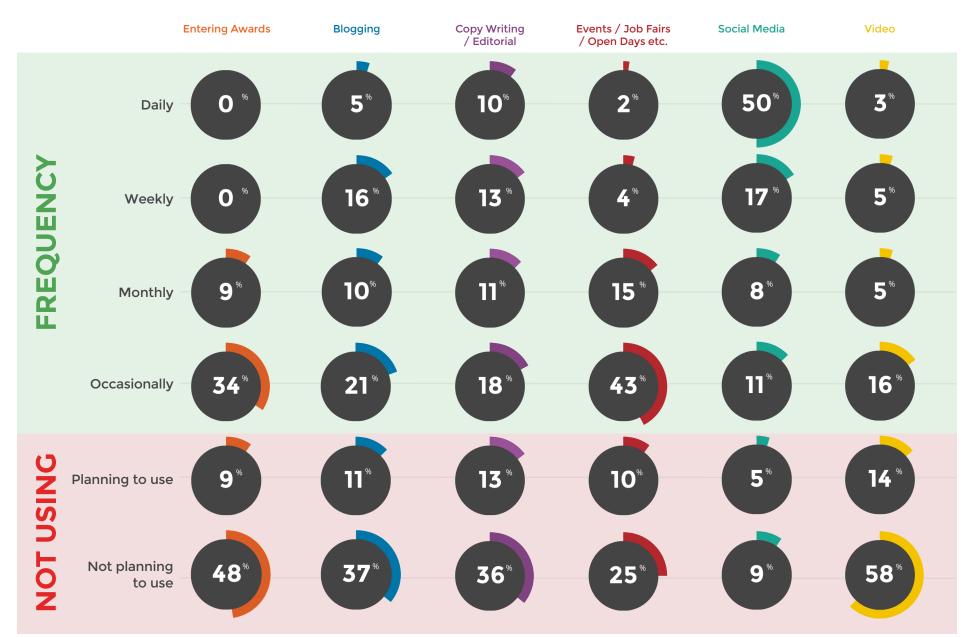
We asked which recruitment tactics you employ to complement your job postings, and how frequently you use them.





RECRUITMENT MARKETING TACTICS

AGENCIES





PART 9

FURTHER INSIGHTS

In which we take a deeper delve into the data to answer questions like:

Is Social Media a waste of time... or should I just be doing more of it?

If we write a blog once per week will we get more suitable candidates?

IN THIS SECTION

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 Paster, Smarter

 Recruitment Software



DOES SOCIAL MEDIA IMPROVE WITH REGULARITY?



We were intrigued by the apparent poor perception of Social Media as a sourcing channel across both agency and in-house recruiters and the vast majority of sectors and company sizes.

This poor performance is pulled sharply into focus when considered in the context of the frequency with which it is used. Half of agencies head for Twitter and Facebook on a daily basis with over a quarter of In house recruiters following suit.

So, we went back to the data to see whether the quality and quantity of candidates improved with the frequency of Social Media usage.

The results were marginal as you can see in the Sourcing Quadrant to the right.

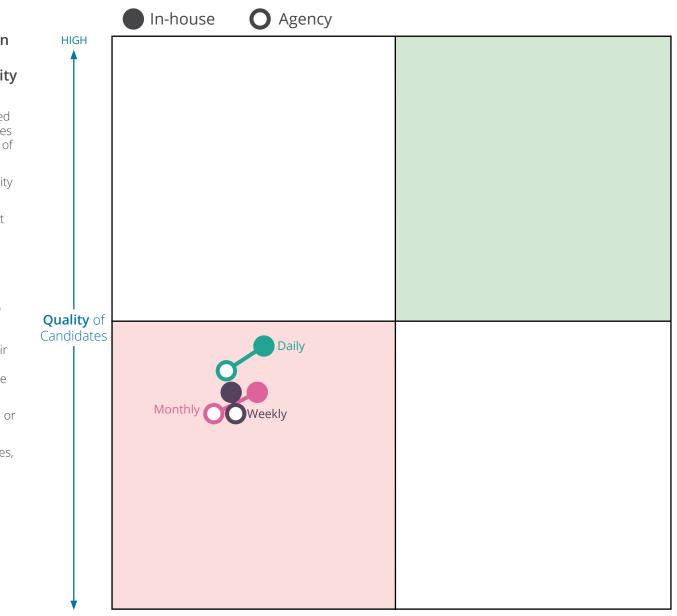
According to our survey respondents daily activity on Social Media appears to improve candidate quantity and quality - but not to a large extent.

Does this mean that Social Media, as a candidate sourcing channel, is a waste of time?

We don't think so. Many recruiters can testify to the success of their social campaigns. But perhaps we need to look at the approach - what is your social activity? Is it just being used as a tool to promote current open jobs to active job-seekers?

Or, are you using social media for promoting your employer brand or are you using it to provide valuable content to passive candidates?

So next, we looked at the content, over and above specific job pages, that you are using online...





WILL YOUR WEBSITE ATTRACT MORE/BETTER CANDIDATES IF YOU BLOG REGULARLY?



We looked at Blogging as a tool for providing valuable content to candidates. 34% of in-house recruiters and 53% of agencies blog at least occasionally.

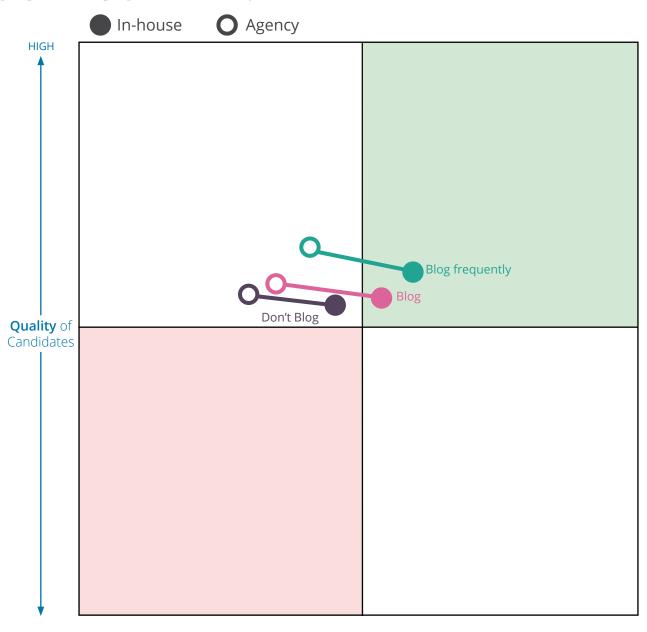
So, we took a look at the data to see if the frequency of your blogging has an impact.

To do this we compared companies that don't blog, blog occasionally and blog frequently in terms of the quantity and quality of candidates applying direct via their careers sites / websites.

The hypothesis being that if quality candidates read your blogs they are more likely to apply for your roles.

The data seems to indicate that this may well be the case - although obviously we cannot be certain that this is causality rather than coincidence.

However, companies that blog on their recruitment sites appear to fare better than those that don't. And companies that blog frequently (at least once per week) get greater numbers of higher quality candidates applying for their positions.

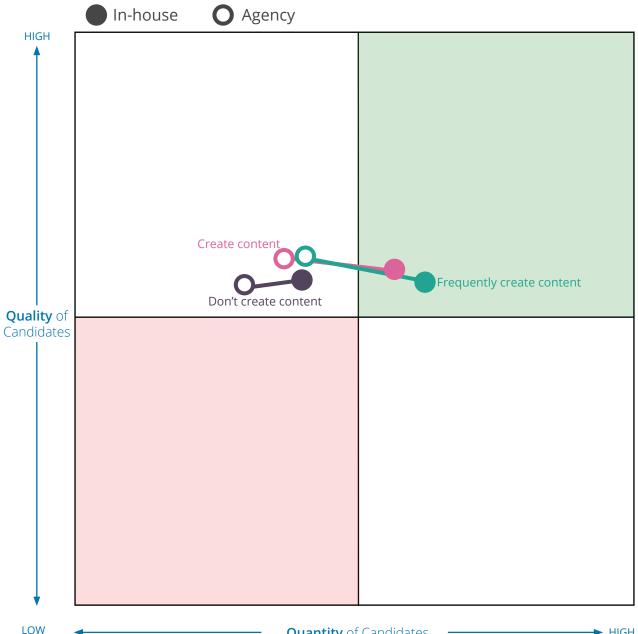




WILL YOUR WEBSITE ATTRACT MORE/BETTER CANDIDATES IF YOU PUBLISH MORE CONTENT?

Outside of blogging we also took a look at the results of companies that have a propensity to create content and editorial.

Again, we took their website / career site performance as the measure, and we saw similar results for improved quantity of candidates, with candidate quality remaining broadly similar.





8 IN-HOUSE

AGENCIES



MAXIMISE YOUR CANDIDATE DATABASE AS A SOURCING TOOL

EPLOY SEARCH FEATURES

As well as being an awesome Applicant Tracking System, Eploy is packed full of search goodies, helping you to pinpoint the ideal candidates in your database for your jobs. Here are three top search tools you get as standard with Eploy.

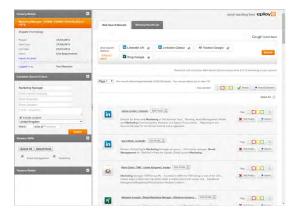
1. QUICK MATCH

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Eploy's Quick Match tool automatically matches candidates to vacancies (and vacancies to candidates!).

You can narrow your search down using simple filtering tools to get to a manageable shortlist of the very best candidates.

2. SOCIAL SEARCH



Eploy's Social Search Tool helps you find the best candidates on leading social platforms, all from one place.

3. QUERY BUILDER

Quick Select:	And Or Search Skills and CVs Skills CVs Only
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For power-searching turn to Eploy's Query Builder. Now you can create complex boolean searches - without writing a single line of boolean.

Search for candidates, companies, and contacts using Query Builder across every field in the database. It returns results in lightning fast time helping you get to the best candidates, quicker.



HELP HIRING MANAGERS SOURCE CANDIDATES TOO!

EPLOY HIRING MANAGER PORTAL

Our survey shows that in over 25% of companies Hiring Managers also have responsibility for candidate sourcing. Eploy's Hiring Manager portal gives them a web-based, mobile optimised streamlined interface that's a cinch to use and delivers stellar results.

Resourcing Gives quick access to the hiring manager's current vacancies and assigned candidates	CV access View candidate p CVs and applicati		Contact candidates Enable email communication through the portal, every conversation is tracked and store against the vacancy and contact				stored	Access anywhere, any time On smartphone, tablet, PC or Mac, all your hiring managers need is an internet connection		
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VISUALISE YOUR CANDIDATE SOURCING SUCCESS

EPLOY DASHBOARDS

Simply put, if you want to make sure you are using the right channels to promote your jobs, you need to be able to measure them accurately, in real time. With Eploy you can. Because Eploy has self service recruitment dashboards built in.

Eploy Dashboards are the solution to your busy recruitment day. Now you can plan your activities, monitor your KPIs, collaborate better as a team and really see the impact of your work.

Why get stuck with standard reports that don't adapt to your changing priorities?

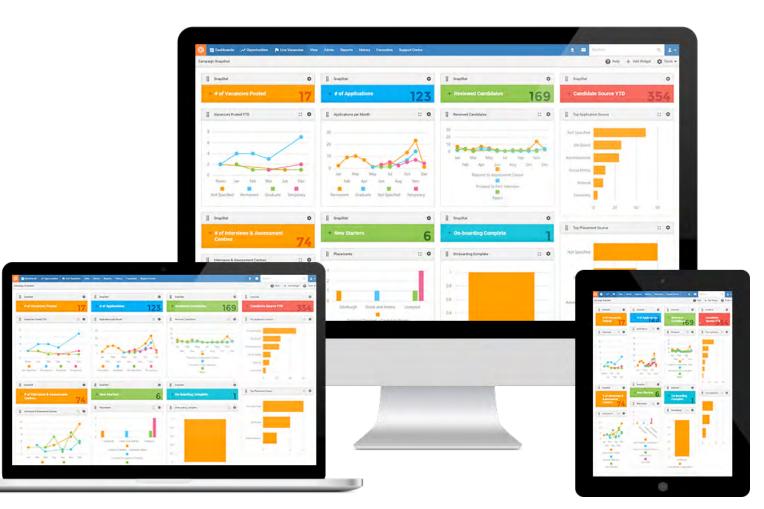
Measure your recruitment process

Eploy Dashboards monitor the pulse of your recruitment - alerting you to the things that need to get done, inspiring your teams to success and much, much more.

Eploy's unique Metrics Engine gives you the power to define precisely WHAT needs to be measured, whilst Eploy Dashboards control HOW they are displayed.

Self-service Recruitment Analytics

Whether you choose charts, gauges or SnapStats – your dashboards are fully interactive; just click to see the candidates, contacts, vacancies and activities behind the numbers...giving you actionable insights to make successful decisions.





MAXIMISE YOUR CAREERS SITE FOR CANDIDATE ATTRACTION

EPLOY CANDIDATE PORTAL

Many recruiters report they are getting good quality candidates direct from their careers site or website. With Eploy's Candidate Portal you can maximise your recruitment marketing and deliver a stellar candidate experience.

Eploy Candidate Portals help convert your prospects to candidates. A smooth and straightforward online application process is seamlessly integrated into your careers site.

Effortless registration & applications

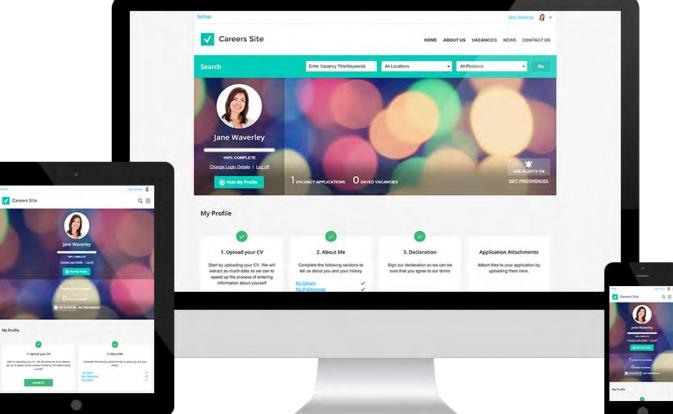
With just a few clicks, candidates can register securely - even using their social network profiles like LinkedIn, Google+ and Facebook - and upload their CV. Eploy automatically extracts all key information into the candidate's profile, no rekeying required. Eploy even suggests the best positions for each candidate and alerts them by email. Instantly connecting candidates with your career opportunities.

Flexible search to find ideal roles

No matter how many open positions you have available, candidates can quickly search and apply for their ideal role. Search options include role types, departments, by salary band, location or any other criteria.

Mobile recruiting - socially connected

Eploy Candidate Portals are mobile responsive as standard - meaning a consistent journey and brand on all devices. Plus, candidates can use their social network profiles to register & apply and even upload their CV from cloud storage like Dropbox, OneDrive & Google Drive.





ABOUT EPLOY

Finding and recruiting candidates who are the perfect fit for your roles is always challenging. Fortunately Eploy's world-class recruitment software makes it much, much easier.

We've been helping leading companies move to the cloud and recruit faster and smarter since 1998.

Eploy is precision-engineered to work on every platform and add value to every stage of the recruitment journey. Eploy automates and simplifies recruitment processes to help you attract, engage, recruit and onboard candidates quickly. As Eploy is also your full talent engagement platform you can manage your relationships with candidates, departments and hiring managers better. With a high degree of measurability, you can track and analyse your recruitment performance, quality, costs and timescales accurately.

Our cloud-based recruitment platform is reinforced with marketleading mentoring and cross-sector expertise so you get the training and support you need to achieve a powerful commercial advantage.

FIND OUT MORE

Eploy for In House Recruitment

The cloud based Applicant Tracking System and Recruitment CRM, seamlessly integrated with your careers site.

Download the in-house brochur



Eploy for Recruitment Firms

The complete solution for modern recruitment firms. Recruitment CRM with Sales Pipeline Management, self-service dashboards and candidate tracking.

Download the agency brochure



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