Candidate Tracking Statistics

Published April 2010

How 720 candidates in programs (July 2009 to January 2010) learned about and landed positions, including trend data for up to 10 years.

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March 20, 2010

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Candidate Tracking Statistics Narrative 2010

Summary of Charts on Trends in Job Search

Background

Introduction: This report accompanies the slides titled ***"Candidate Tracking Statistics March 2010"*** which can be obtained from the IMPAXIS Library (keyword: tracking). It is designed to share important information on the effectiveness of different job search techniques in today's labor market. It does this by analyzing data collected by candidates recently exiting their programs and examining the effects of age, income and gender.

The "***Candidate Tracking Statistics March 2010"*** slides are organized as follows:

- How candidates learned about the opportunity landed (Exhibits 1-5)
- How candidates landed the opportunity, once identified (Exhibits 9-11)
- The impact of income, age and gender on job search techniques (Exhibits 6-8)
- Trends over the last 5 to 10 years (Exhibits 12 -28)

Demographic Data

The statistics are based upon 720 IMPACT Group candidates who successfully landed new positions from July 2009 to Jan 2010 and shared information on the outcome of their searches**.**

- **Gender**: Men made up 59% of the total group and females accounted for 41% of the total group.

- **Age**: The age break down of the group is shown in the table below. Nearly three in four (73%) are over 40 years of age.

Age	%
<40	27%
40-49	41%
50+	32%

- **Pre-Program Income**: The pre-program income of the group is shown in the table below.

Income	%
<$60K	25%
$60-$100K	51%
$100K+	24%

Notes:

Note that this sample represents 720 professional and executive level job seekers. It is an educated, exempt population of individual contributors through senior executives, representing above average median household incomes.

Method:

In the service exit survey, which is completed online through IMPAXIS™, candidates are asked to share information on how they learned about and subsequently landed their next opportunity. Other data is collected on job search duration and new job details, including income.

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Highlights

Introduction:

This study covers a period of significant economic downturn which began in 2008 and prevailed through 2009. The number of online help wanted ads dropped by 36% in the twelve months, from 4.5M in July 2008 to 3.3M in July 2009 (Conference Board[1]), reflecting significant reduction in hiring during this time. A survey recently published by CareerXroads[2] reveals that among the 41 employers in its annual study of "sources of hire", the number of internal hires/promotions reached a peak of 51% in 2009, reflecting the decision among large employers, in particular, to fill positions internally. Job search strategies reported in this update were clearly impacted by economic conditions and these are reflected in the commentary that follows. As the economic picture improves, some of the negative effects on some job search strategies are anticipated to ameliorate. This includes an increase in effectiveness of executive recruiters and online marketing in particular.

There are five main strategies for learning about opportunities that are tracked in this study and three strategies for landing opportunities. In the current study, a new Exhibit (Exhibit 12) has been added to show trends since 2004 in the five strategies for learning about opportunities. By a significant margin, networking and published openings are today the most common ways that candidates are learning about opportunities, as this new exhibit reveals.

- **Networking remains the most effective strategy for those earning over $60K.** Networking effectiveness as a means to uncover an opportunity has trended up since 2005. The latest numbers reveal that a plateau was reached in the last two years, with numbers unchanged for both men (46%) and women (39%). (Exhibit 13). While the overall average effectiveness of networking remains unchanged, there has been a steady increase in effectiveness for those with incomes in the $60-$100K range, in particular, as well as for those in the 40-49 age range. (Exhibits 14 and 15). Also noteworthy is that those earning above $100K had a one in two chance of learning about the opportunity through networking, up 10% since 2005. (Exhibit 14).

  Face-to-face meetings and telephone/VM remain the most prevalent means by which candidates are networking (Exhibit 4). Email and online networking edged up another percentage point this year to 6% (up from 3% in 2008).

  Overall, networking effectiveness has reversed its declining trend that began in 2005 (after the last recession of the early 2000s), suggesting that its effectiveness may be correlated with reduced demand for labor. As the economy improves and demand for labor rises, the Internet may assume a greater role in how opportunities are identified. (Exhibits 13-16).

- **Published openings effectiveness increases to 34%, in spite of a significant drop in online postings of 36%.**
  On average, there is a one in three chance that candidates will learn about their next opportunity through a published opening. This is up 2% since the last report, surprisingly so, given the sharp decline in the number of published openings during this time. Print ads account for 3% of the openings found, versus 31% of online postings. Not surprisingly, employers' postings are the most effective means to learn about online openings at 24% while recruiter online postings accounted for 7% (Exhibit 5).

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The effectiveness of employer postings is also noted in the 2010 CareerXroads[2] study of employers' "sources of hires," where 22.3% new hires were attributed to the employer's website in particular.

Published openings are more successful as a job search strategy for those **earning less than $60K.** There is a clear distinction in the likely success of published openings, based on income. 44% of those earning less than $60K reported learning about the opportunity through a published opening, versus 31% and 29% respectively for those in the income ranges $60-100K and $100K+ (Exhibit 6).

- **Online Marketing is down to an 8% chance of success in uncovering the next opportunity.** The success of online marketing (online resume posting) has returned to levels not seen since 2003 when this strategy was still in its infancy. As the economy improves, it is anticipated that the effectiveness will return to pre-recession levels (10%+). Because employers are indicating an interest in greater adoption of emerging social media sources, there is no certainty around the long term viability of this strategy. It appears to be equally likely that an employer will find a resume online as that a recruiter will find a resume online. (Exhibit 2).

- **Overall Internet effectiveness as a "Lead Generator" is 45%.** When the role of the Internet is separately identified within each main strategy, (i.e. online marketing - 8%; online published openings - 31% and email/online networking - 6%), (Exhibits 2, 4 and 5), the Internet accounted for **45%** chance, on average, for learning about the next opportunity (up from 41% in 2008).

- **Landing opportunities:** When we track how candidates are **landing** opportunities, **46%** indicated they made a direct application to the employer (as compared to 45% in 2009). Among those making a direct application, **applying online** was the most common method, increasing to 26% effectiveness (up from 22% last year), and no doubt reflecting the growing requirement by employers to apply online. (Exhibit 9). Networking is the second most effective method (behind direct application), with 34% success rate. Among networking approaches, **referrals** from within the organization (18%) and outside the organization (9%) are the most successful ways to land the opportunity (Exhibit 10). The CareerXroads[2] study interestingly reported that 26.7% of all external hires made by organizations in its study came from referrals, making it the number one external source of hiring for the participating firms.

Executive Recruiters Impacted by Recession

- Recruiters play a more important role than Exhibit 1 suggests (in spite of two difficult years for the industry). Since recruiters are also searching resumes posted online (4%), posting the positions they are sourcing online (7%) and adopting other online strategies (7%), they account for 18% of the chance of connecting a candidate with an opportunity (Exhibit 3). There has been a downward trend in the overall effectiveness of recruiters since 2005, when recruiters accounted for 23% effectiveness when all strategies are reassessed this way.
- Candidates also attributed success in **landing** an opportunity to recruiters. In **15%** of cases, an executive recruiter presented or referred the candidate to the employer. (Exhibit 9).

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- Recruiter effectiveness generally mirrors economic conditions, where effectiveness declines as unemployment rises. There is some evidence that recruiters are somewhat less effective in the current climate. (Exhibits 19-21 and 27). They are most effective for those under 40 (14%) and least effective for those over 50 (5%) (Exhibit 7).

Blended Strategies Continues to be a Best Practice in Landing Opportunities

Since 2003, we have separately asked candidates to share with us how they first learned about an opportunity and, as a follow up question, we ask them how they landed that opportunity. The importance of using multiple approaches to landing an opportunity once it is identified still holds true.

- Once an opportunity is identified, we recommend the adoption of multiple strategies to land an opportunity. Our data suggest the value in simultaneously making a direct application (e.g. applying online appears to be the preferred approach by many employers today) and looking for referral opportunities (internal and external).
- Social networks (e.g. LinkedIn, Twitter, Facebook, etc) can be important in identifying referral opportunities. Although more anecdotal than quantifiable at this juncture, we can point to candidate reported examples of successful use of these networks as a means to identify connections to hiring decision makers within target organizations. Further evidence of this can be found in the 2010 CareerXroads[2] survey where employers indicated their plans post recession,

" …… to build or emphasize social media; build or rebuild sourcing teams; employ more SEO (search engine optimization)/SEM (search engine marketing) campaigns and initiatives; expand referrals; use more niche boards where necessary; and reduce overall use of job boards in general – major boards particularly. There were also frequent mentions of training (cold calling), branding and improvement of career sites."

Importance of Factoring in Income, Age and Gender

While Exhibit 1 shows the averages across the entire sample, the break down by income, age and gender (Exhibits 6-8) reveals some significant differences in the effectiveness of each strategy as noted above:

- **Income Effect**
  Strategies will vary in effectiveness based on income. The two most effective ways of learning about an opportunity are networking and published openings. Depending on income level, one will be more slightly more effective.
  - Above $100K, networking is clearly the most successful strategy with 50% of candidates surfacing the opportunity in this way. (Exhibit 6).
  - Published openings are the most significant way of learning about an opportunity for those earning less than $60K with 44% effectiveness. (Exhibit 6).
  - The pattern for those in the $60-$100K income range falls in between the two earnings brackets, with networking at 46% effectiveness and published openings accounting for 31% effectiveness.

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- **Age Effect for the 50+ age group**
  When age is factored into the effective job search strategies equation, networking (46%) continues to be more important for those over 50. (Exhibits 7 & 15). Recruiters were significantly less successful, dropping from 13% to 5% for those over 50 in the last two years. (Exhibit 21). Published openings, however, increased to 33% (from 30%) in the last year. (Exhibit 18).
- **Gender Effect**
  Historically, men have been more likely to learn about opportunities through networking and women have been more successful with published openings. (Exhibit 8). After two years of narrowing, this gap has widened once more. See Exhibits 13 (networking) and 16 (published openings) in particular. After two years of gender differences becoming indistinguishable, there are indications that gender differences are prevailing.

References:

[1] Conference Board Online Help Wanted Ads: http://www.conference-board.org/economics/helpwantedonline.cfm

[2] CareerXroads 9th Annual Source of Hire Study: http://www.careerxroads.com/news/SourcesOfHire10.pdf

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Published March 2010

How 720 candidates in programs
(July 2009 to January 2010) learned about and landed positions, including trend data for up to 10 years.

See accompanying “Candidate Tracking Narrative”.

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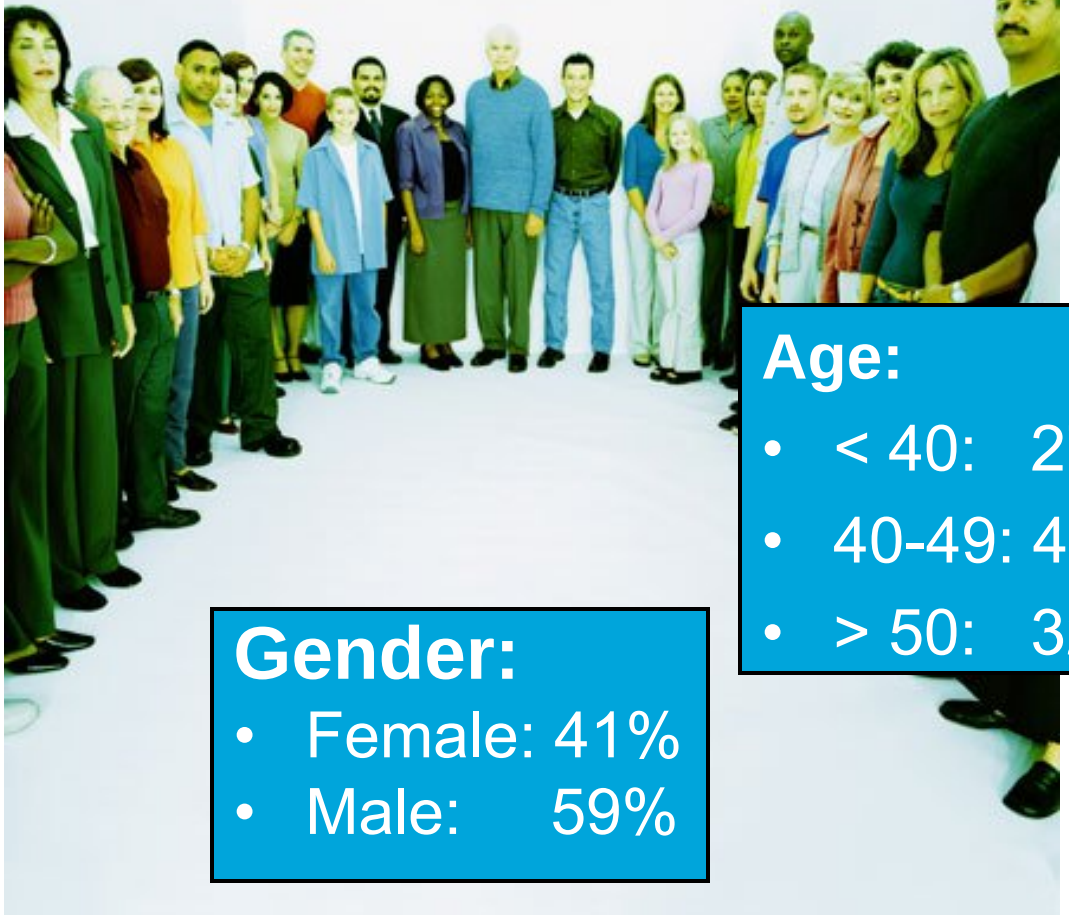
Demographic Data

720 candidates who landed between JUL 2009 and JAN 2010



Income:

- < $60K: 25%
- $60K-$100K: 51%
- > $100K: 24%

Age:

- < 40: 27%
- 40-49: 41%
- > 50: 32%

Gender:

- Female: 41%
- Male: 59%

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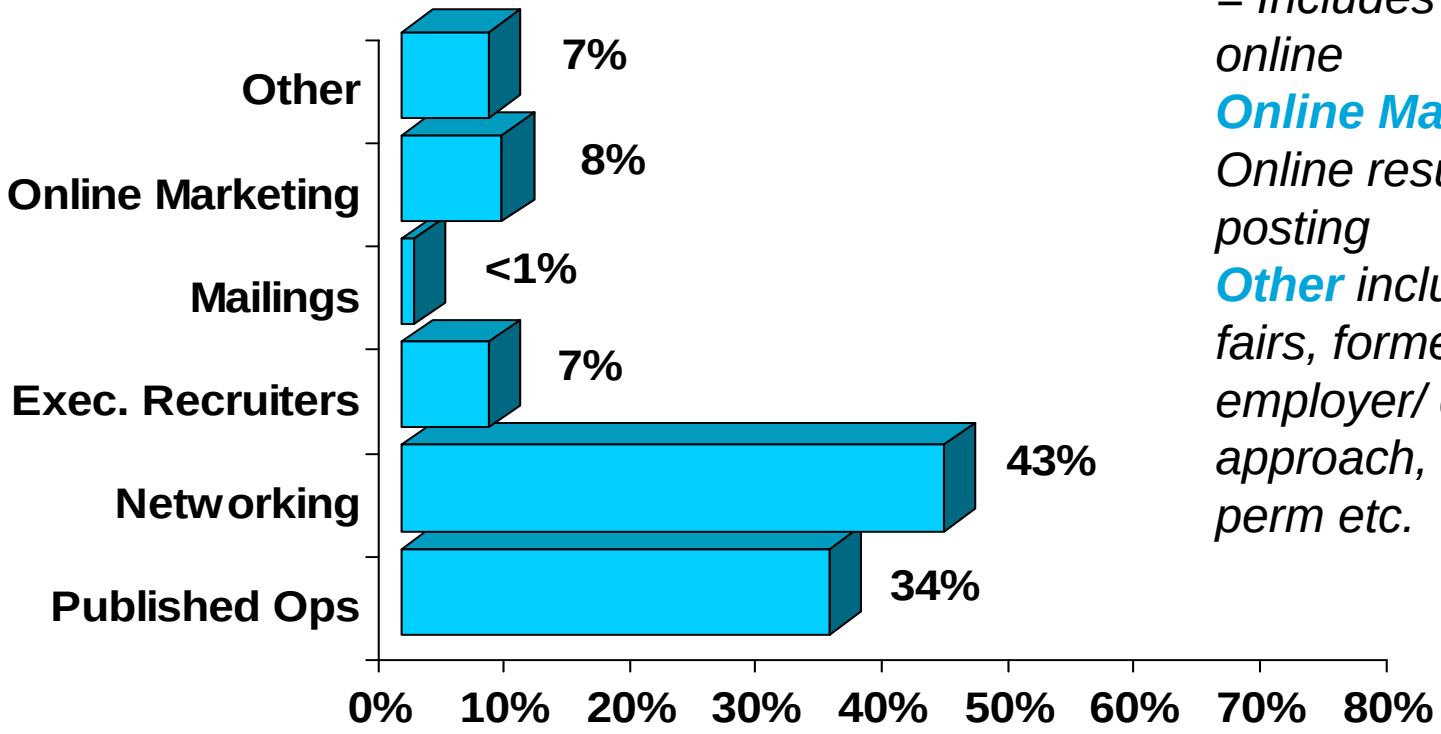
How candidates learned about opportunity

Exhibit 1

N= 720



Published Openings *= Includes print & online*
Online Marketing *= Online resume posting*
Other *includes job fairs, former employer/ colleague approach, temp to perm etc.*

Note: Executive recruiters account for 18% when the numbers are recast to account for recruiter related online marketing & published openings. See Exhibit 3.

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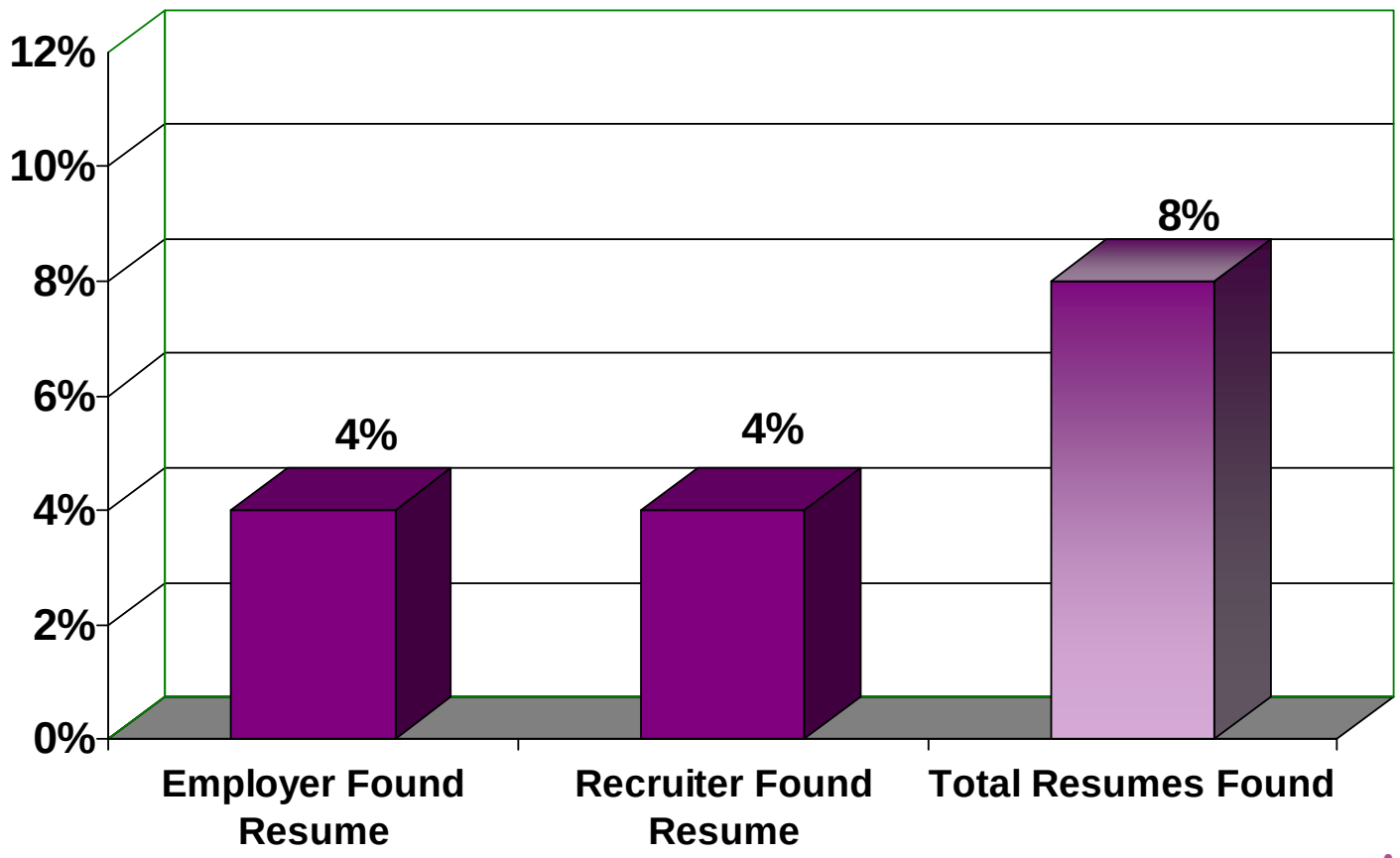
How candidates learned about opportunity

Online Marketing breakdown

Exhibit 2



Online Marketing = Online resume posting

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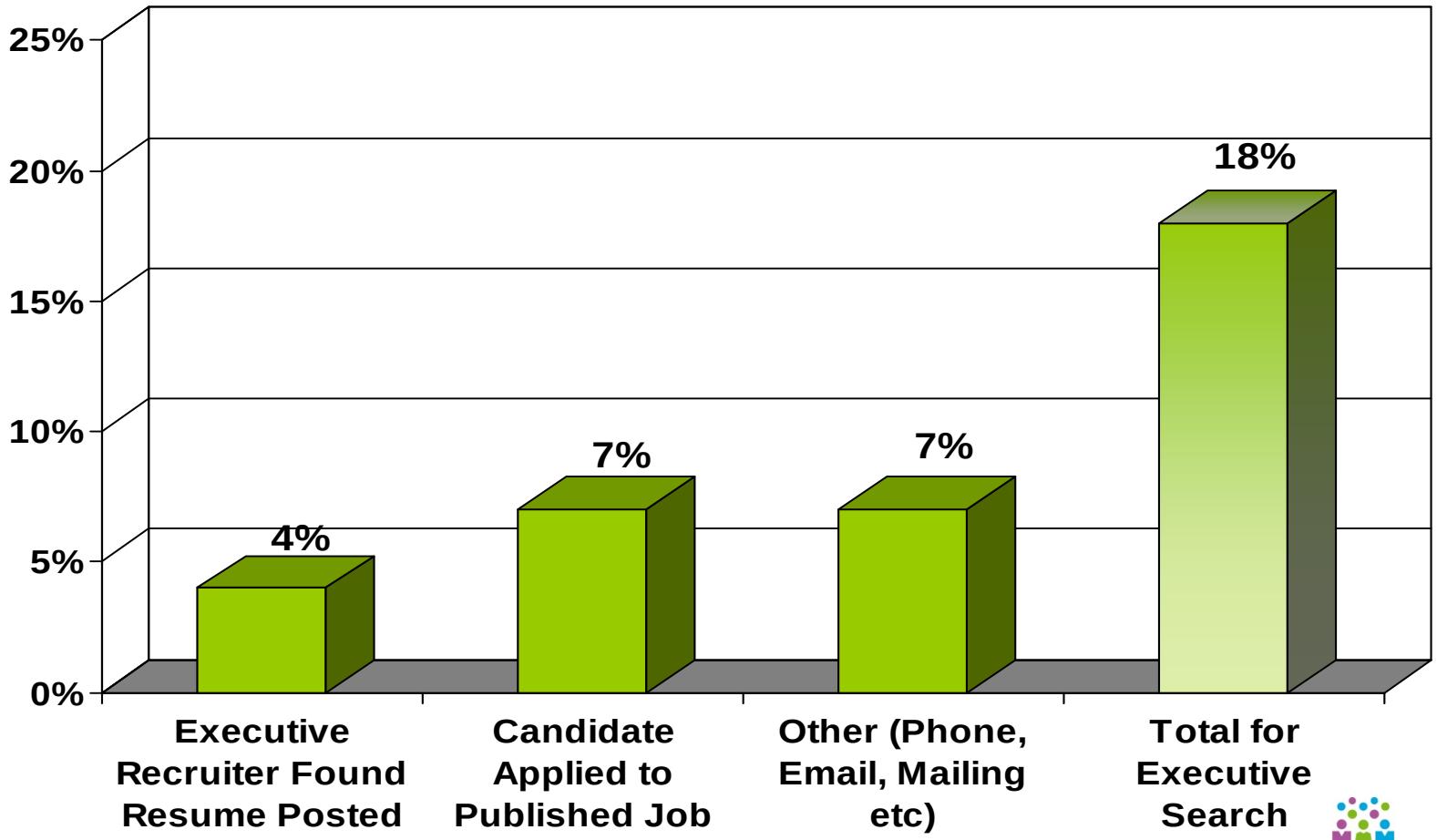
How candidates learned about opportunity

Executive Recruiters Breakdown

Exhibit 3



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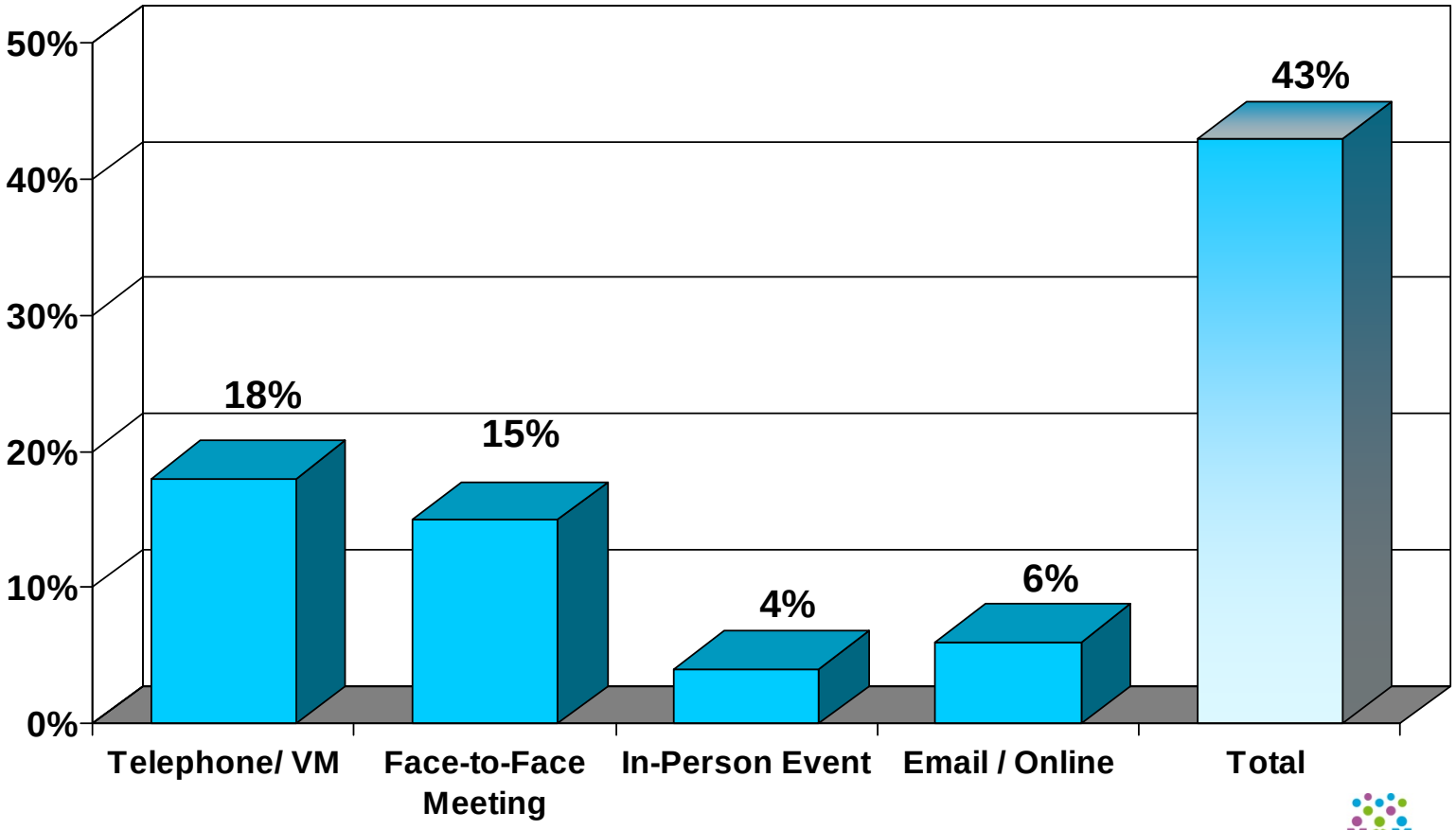
How candidates learned about opportunity

Networking Breakdown

Exhibit 4



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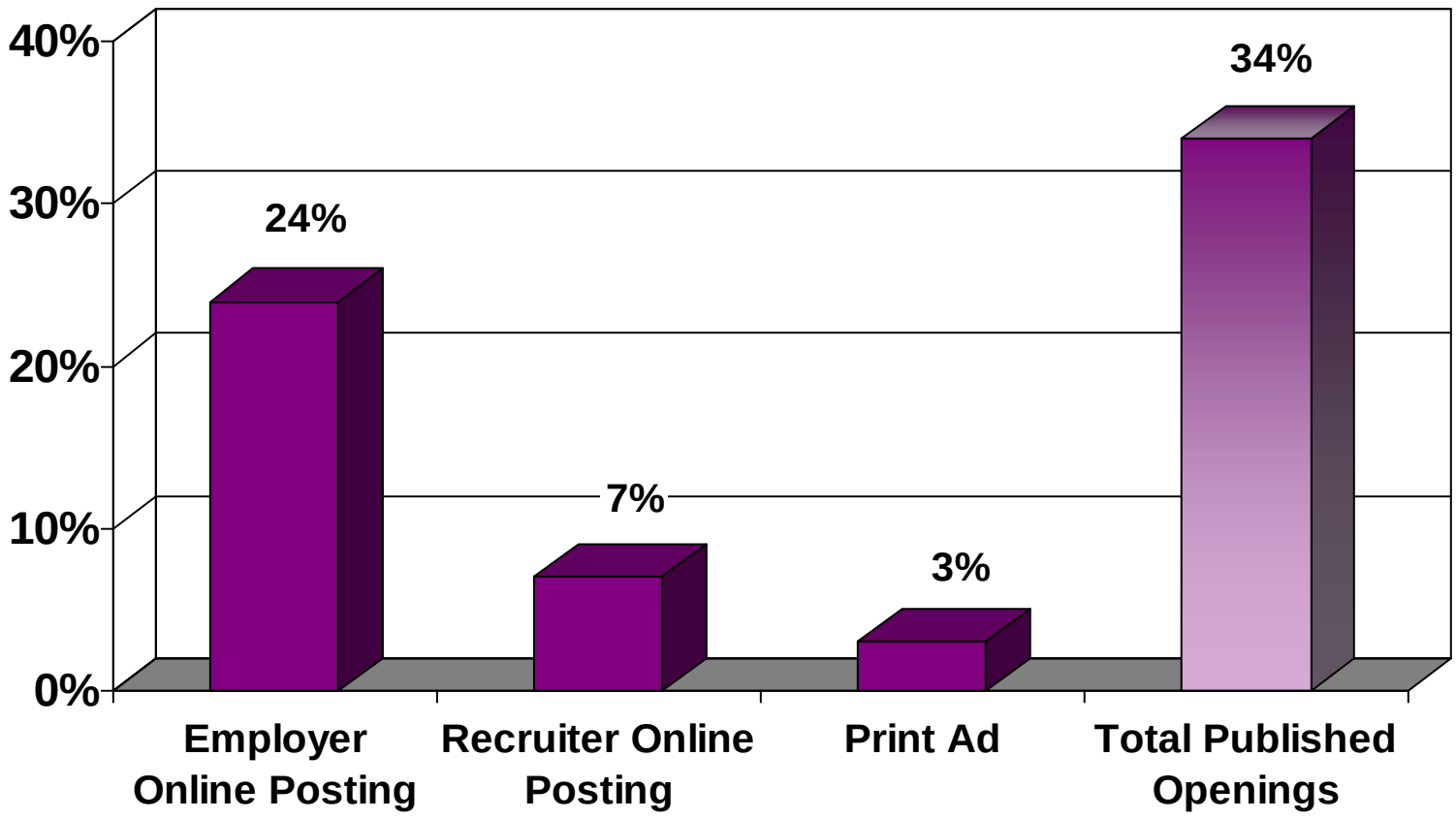
How candidates learned about opportunity

Published Openings Breakdown

Exhibit 5



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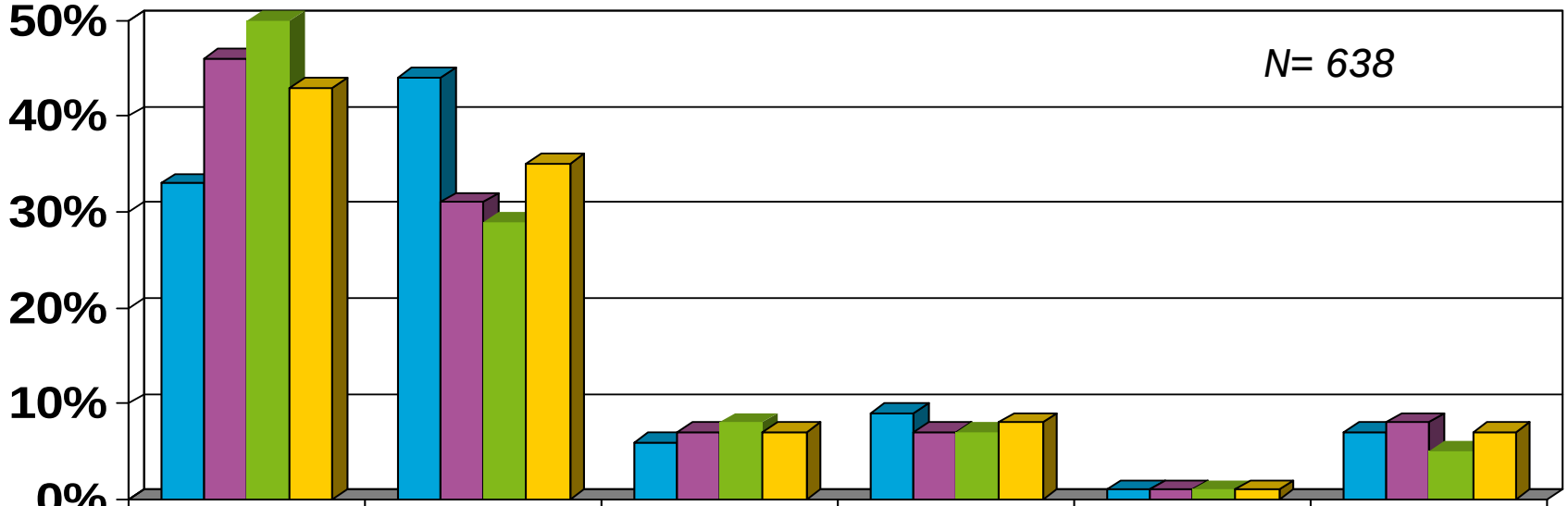
How candidates learned about opportunity

Effect of pre-program salary

Exhibit 6



	Networking	Published Openings	Executive Recruiters	Online Mktng	Mailings	Other
<$60K	33%	44%	6%	9%	1%	7%
$60-100K	46%	31%	7%	7%	1%	8%
>$100K	50%	29%	8%	7%	1%	5%
Average	43%	35%	7%	8%	1%	7%

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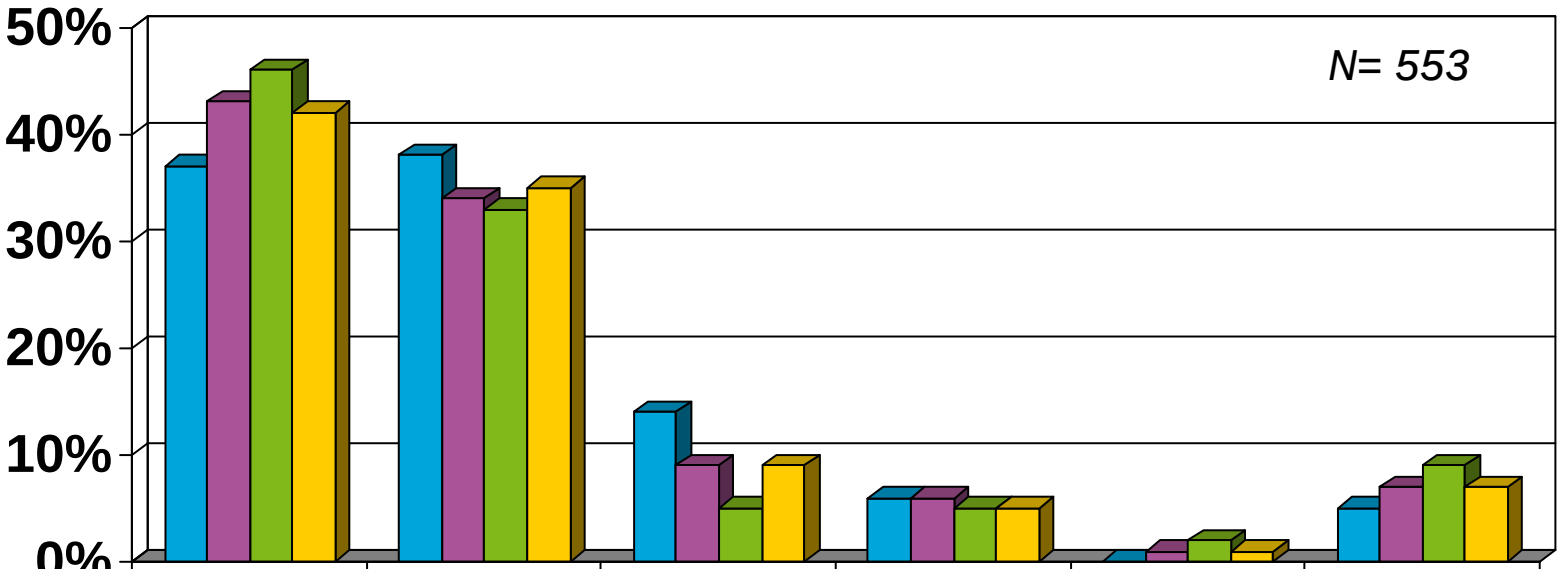
How candidates learned about opportunity

Effect of Age

Exhibit 7



	Networking	Published Openings	Executive Recruiters	Online Mktng	Mailings	Other
< 40	37%	38%	14%	6%	0%	5%
40 - 49	43%	34%	9%	6%	1%	7%
50+	46%	33%	5%	5%	2%	9%
Average	42%	35%	9%	5%	1%	7%

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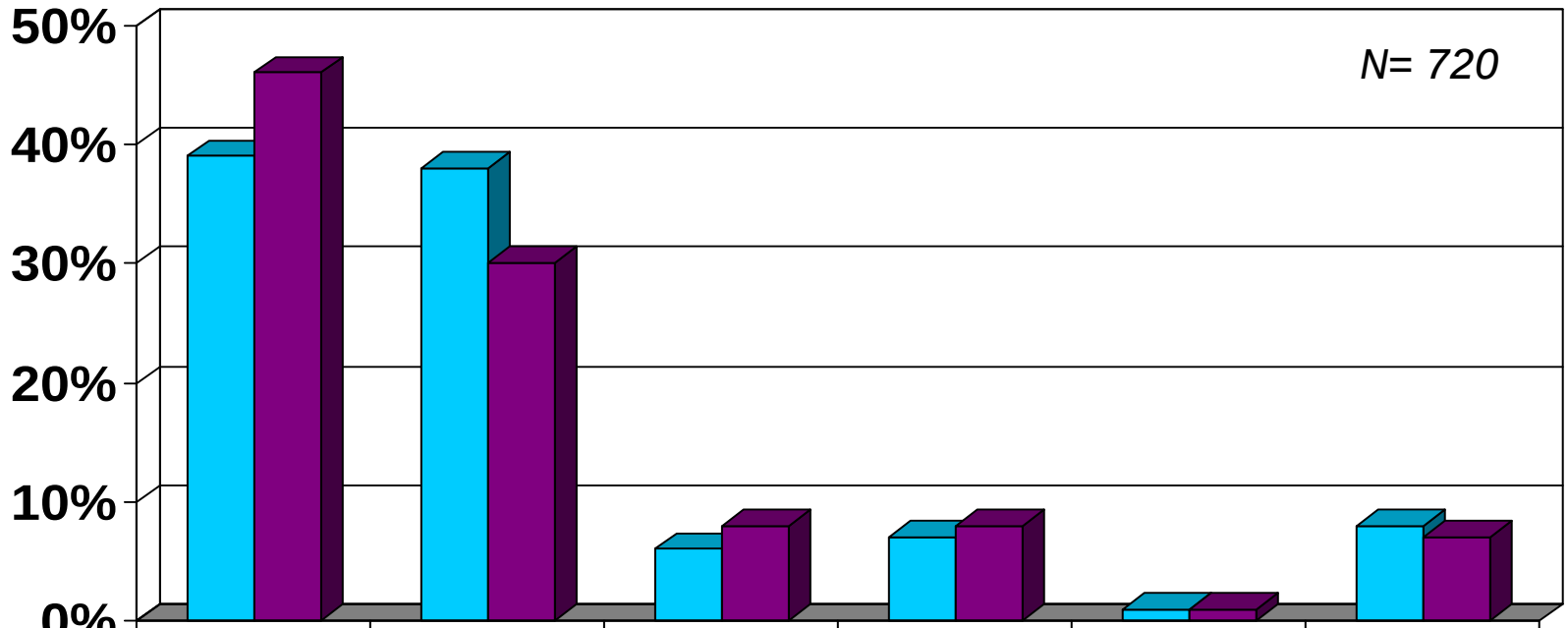
How candidates learned about opportunity

Effect of Gender

Exhibit 8



	Networking	Published Openings	Executive Recruiters	Online Mktng	Mailings	Other
Female	39%	38%	6%	7%	1%	8%
Male	46%	30%	8%	8%	1%	7%

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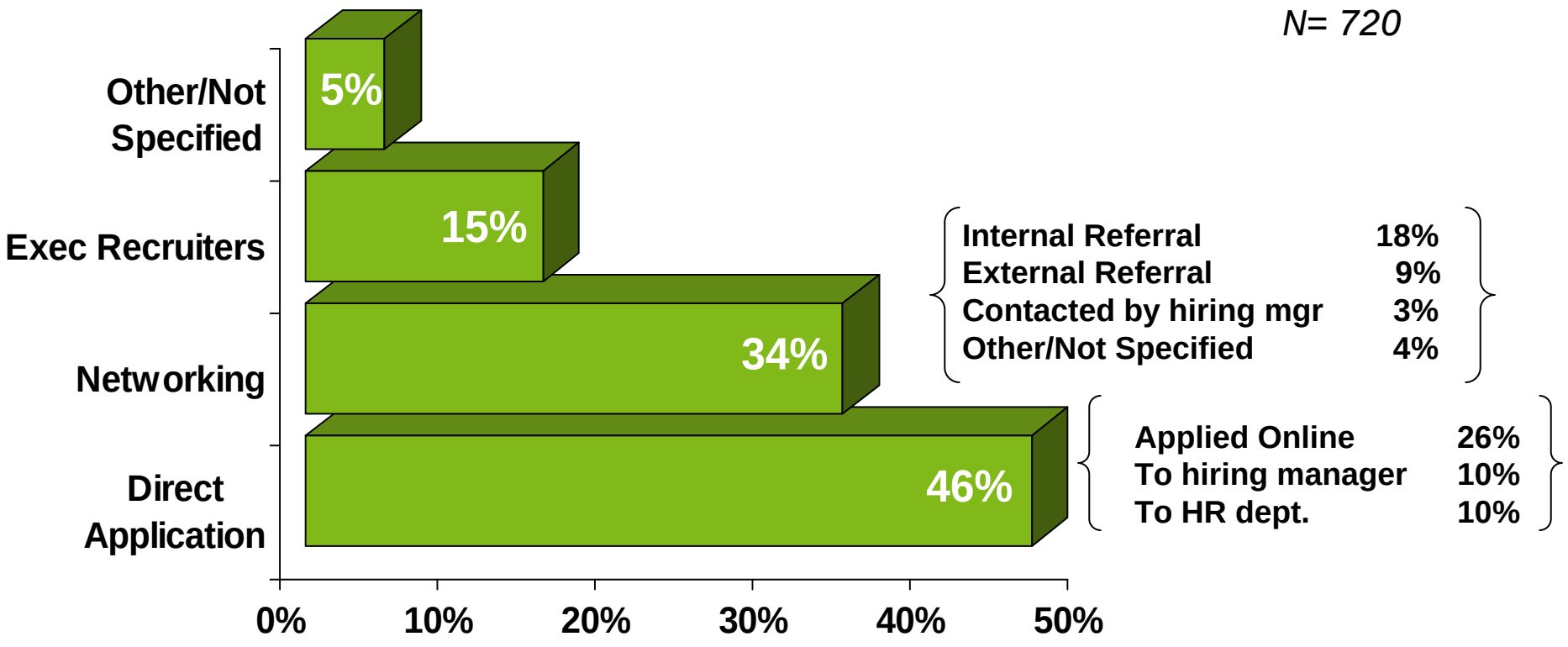
How candidates landed opportunity

Exhibit 9



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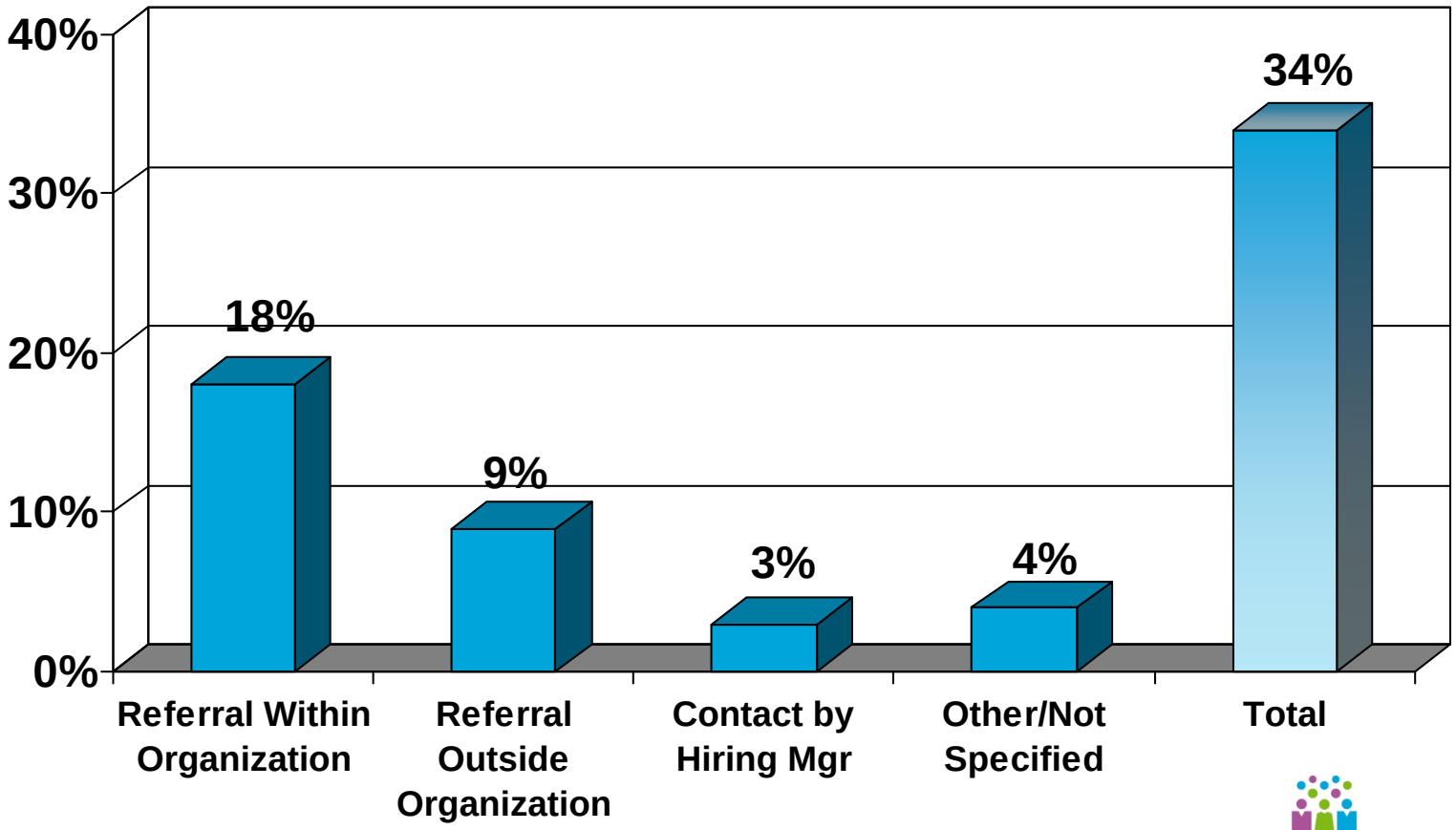
How candidates landed opportunity

Networking Breakdown

Exhibit 10



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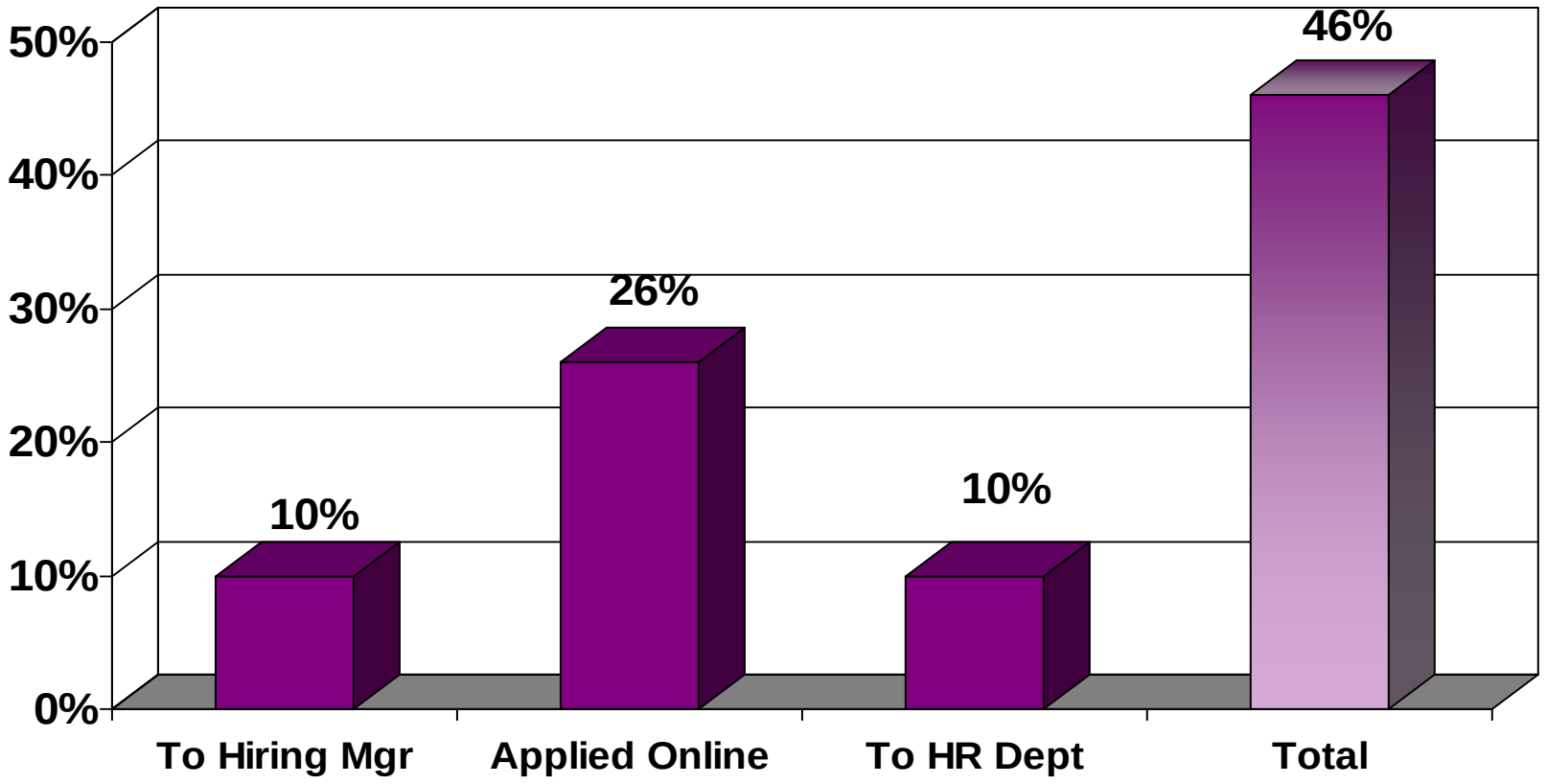
How candidates landed opportunity

Direct Application Breakdown

Exhibit 11



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Job Search Trends ….
…in Learning about Opportunities

2000 – 2010

*The following slides show trends in how candidates **learned** about the opportunities they landed.*

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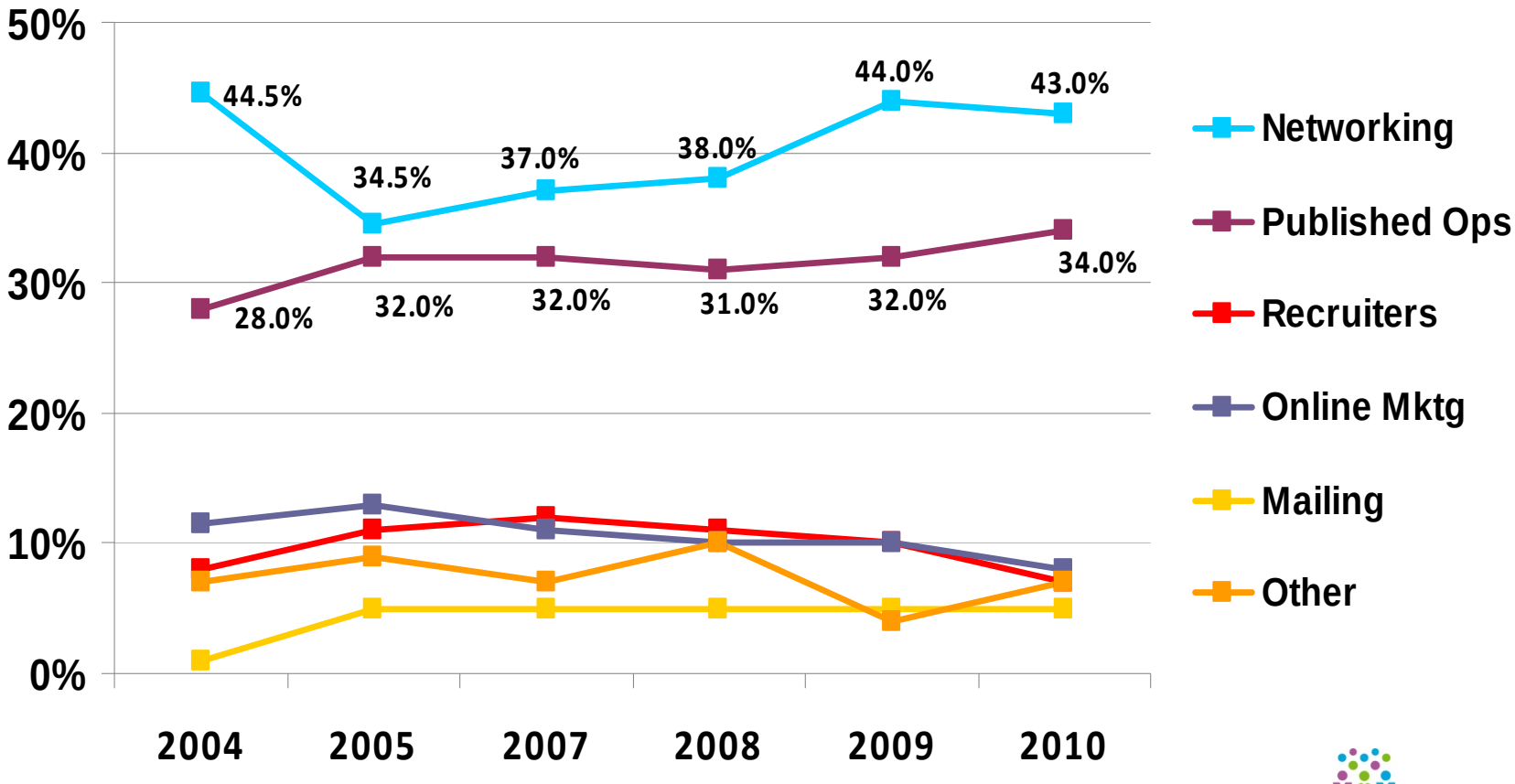
Trends in Learning About Opportunities
All Strategies

Exhibit 12



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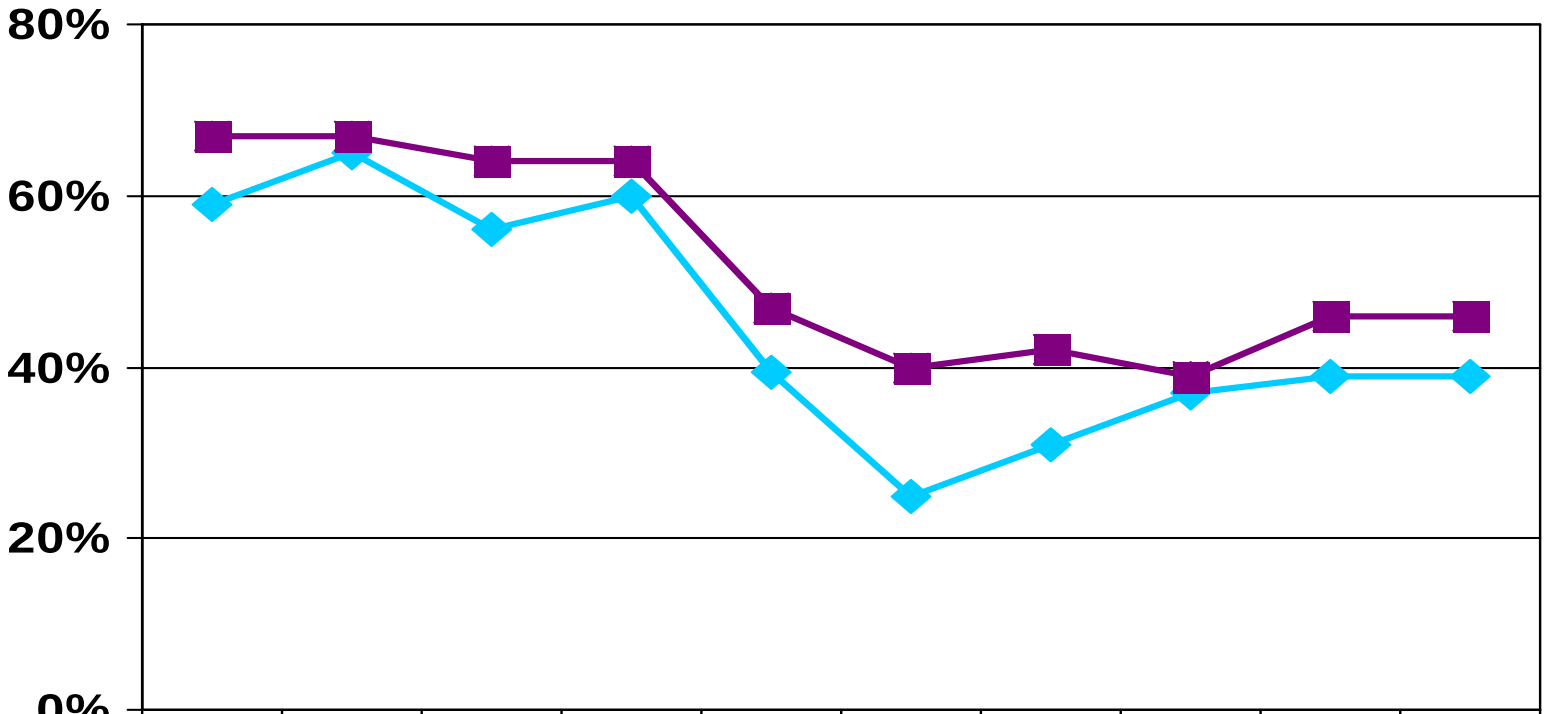
Trends in Effectiveness of Networking

Gender Effect

Exhibit 13



	2000	2001	2002	2003	2004	2005	2007	2008	2009	2010
Female	59%	65%	56%	60%	39.5%	25%	31%	37%	39%	39%
Male	67%	67%	64%	64%	47%	40%	42%	39%	46%	46%

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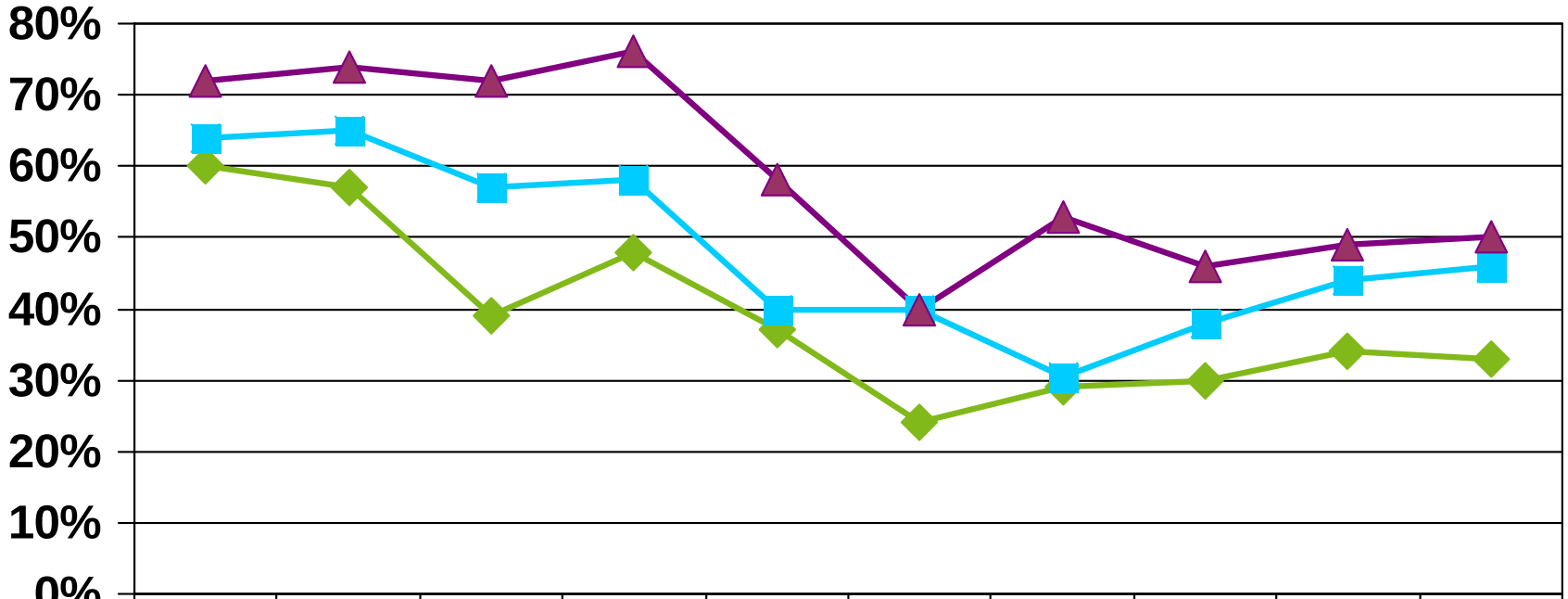
Trends in Effectiveness of Networking

Income Effect

Exhibit 14



	2000	2001	2002	2003	2004	2005	2007	2008	2009	2010
<$60K	60%	57%	39%	48%	37%	24%	29%	30%	34%	33%
$60-100K	64%	65%	57%	58%	40%	40%	30.5%	38%	44%	46%
>$100K	72%	74%	72%	76%	58%	40%	53%	46%	49%	50%

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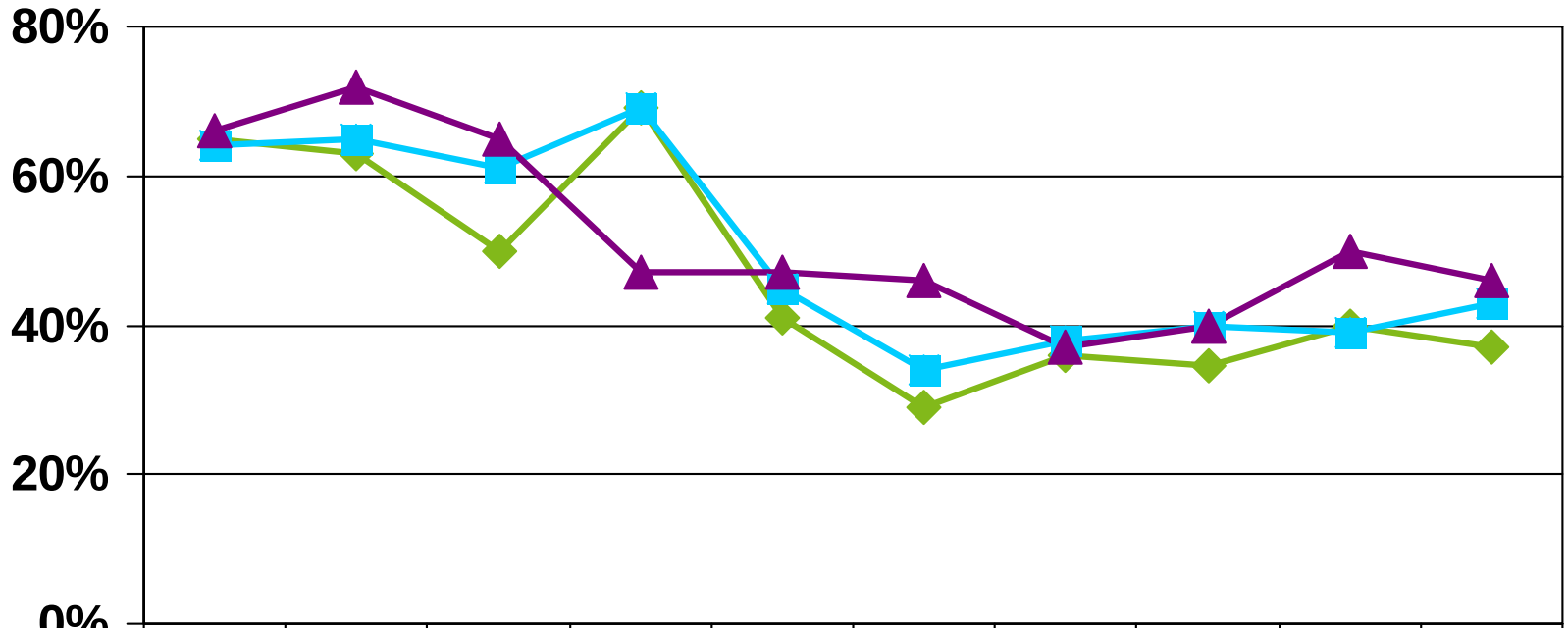
Trends in Effectiveness of Networking

Age Effect

Exhibit 15



	2000	2001	2002	2003	2004	2005	2007	2008	2009	2010
< 40 Years	65%	63%	50%	69%	41%	29%	36%	35%	40%	37%
40-49 Years	64%	65%	61%	69%	45%	34%	38%	40%	39%	43%
> 50 Years	66%	72%	65%	47%	47%	46%	37%	40%	50%	46%

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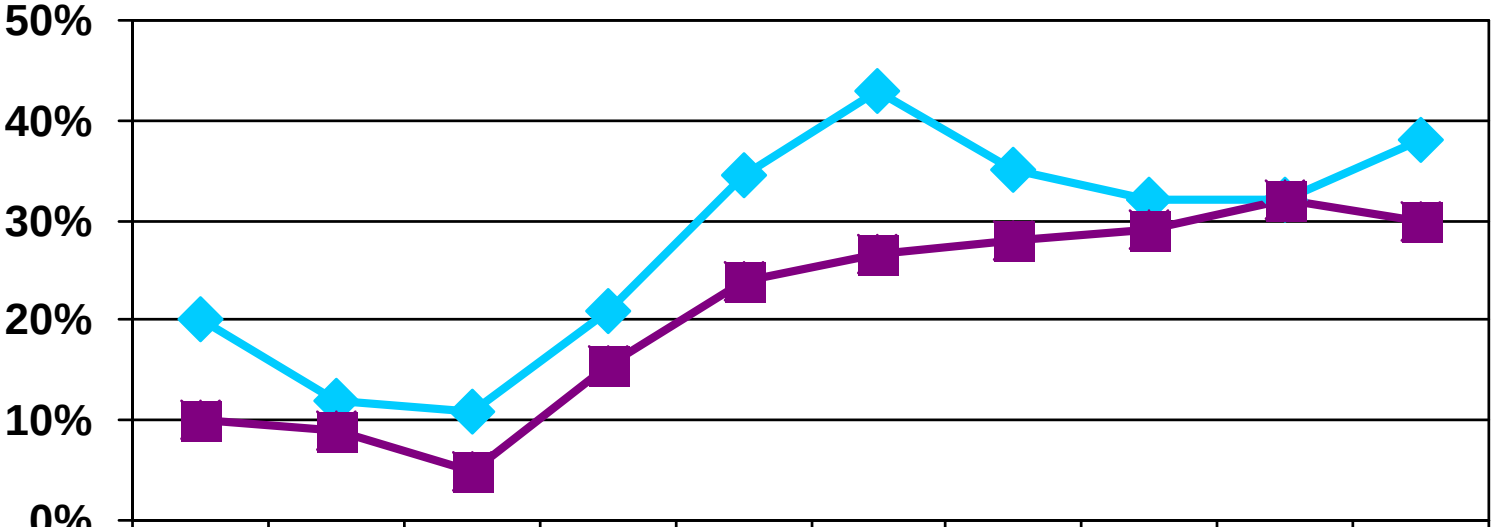
Trends in Effectiveness of Published Openings

Gender Effect

Exhibit 16



	2000	2001	2002	2003	2004	2005	2007	2008	2009	2010
Female	20%	12%	11%	21%	34.5%	43%	35%	32%	32%	38%
Male	10%	9%	5%	15.5%	24%	26.5%	28%	29%	32%	30%

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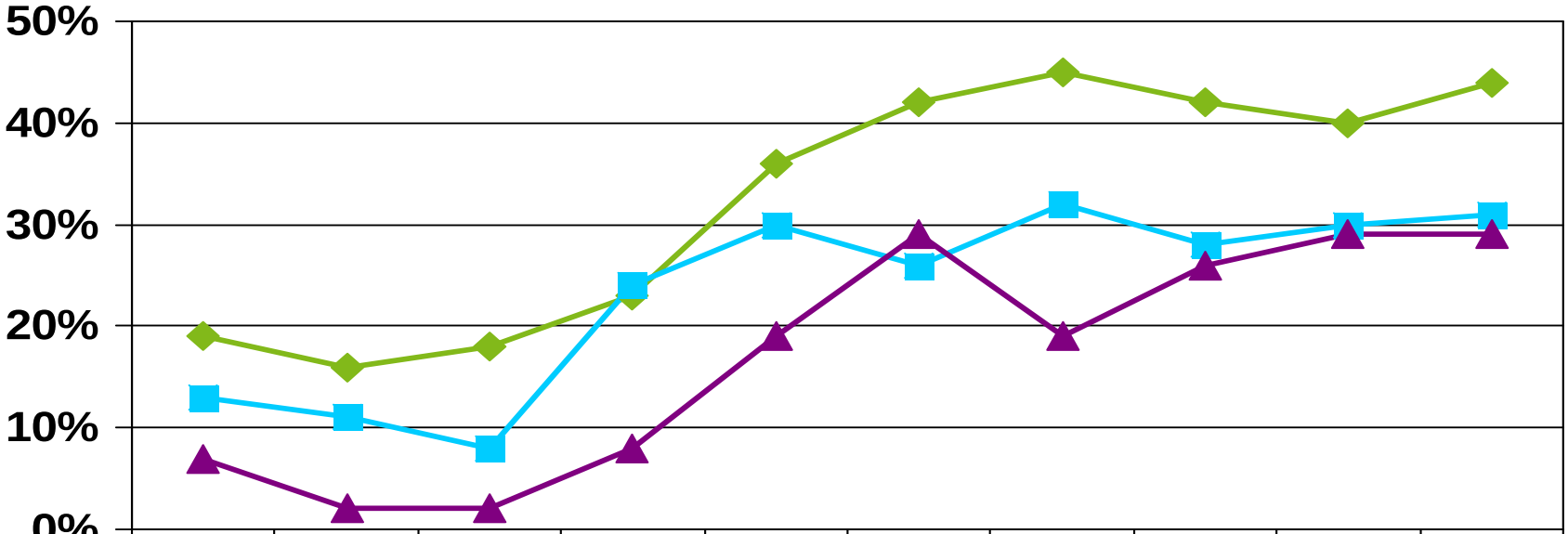
Trends in Effectiveness of Published Openings

Income Effect

Exhibit 17



	2000	2001	2002	2003	2004	2005	2007	2008	2009	2010
<$60K	19%	16%	18%	23%	36%	42%	45%	42%	40%	44%
$60-100K	13%	11%	8%	24%	30%	26%	32%	28%	30%	31%
>$100K	7%	2%	2%	8%	19%	29%	19%	26%	29%	29%

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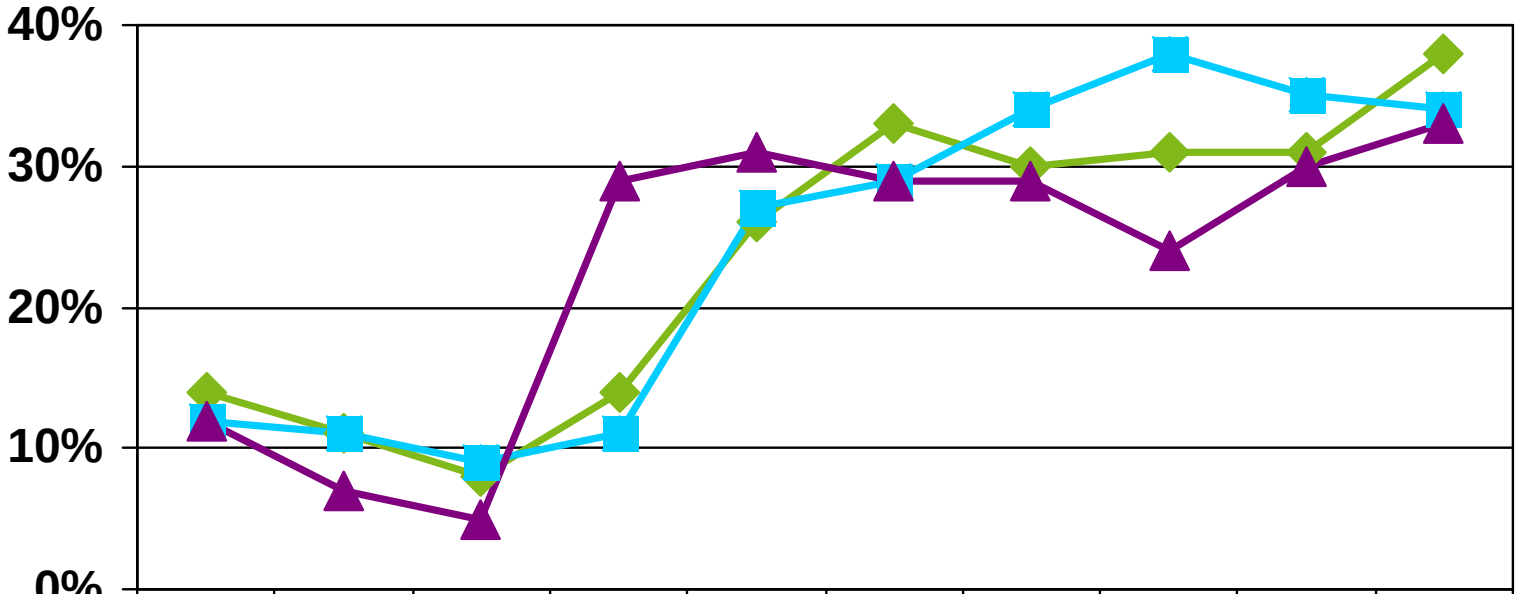
Trends in Effectiveness of Published Openings

Age Effect

Exhibit 18



	2000	2001	2002	2003	2004	2005	2007	2008	2009	2010
< 40 Years	14%	11%	8%	14%	26%	33%	30%	31%	31%	38%
40-49 Years	12%	11%	9%	11%	27%	29%	34%	38%	35%	34%
> 50 Years	12%	7%	5%	29%	31%	29%	29%	24%	30%	33%

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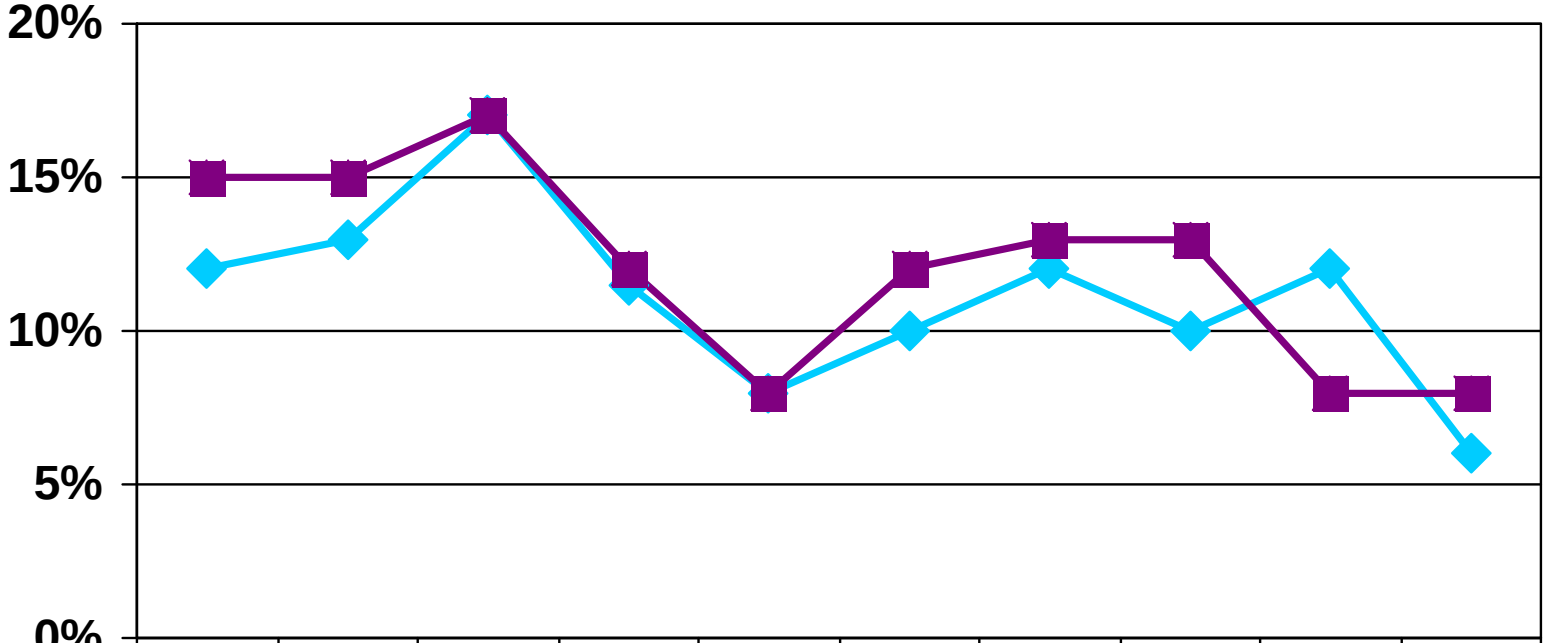
Trends in Effectiveness of Executive Recruiters

Gender Effect

Exhibit 19



	2000	2001	2002	2003	2004	2005	2007	2008	2009	2010
Female	12%	13%	17%	11.5%	8%	10%	12%	10%	12%	6%
Male	15%	15%	17%	12%	8%	12%	13%	13%	8%	8%

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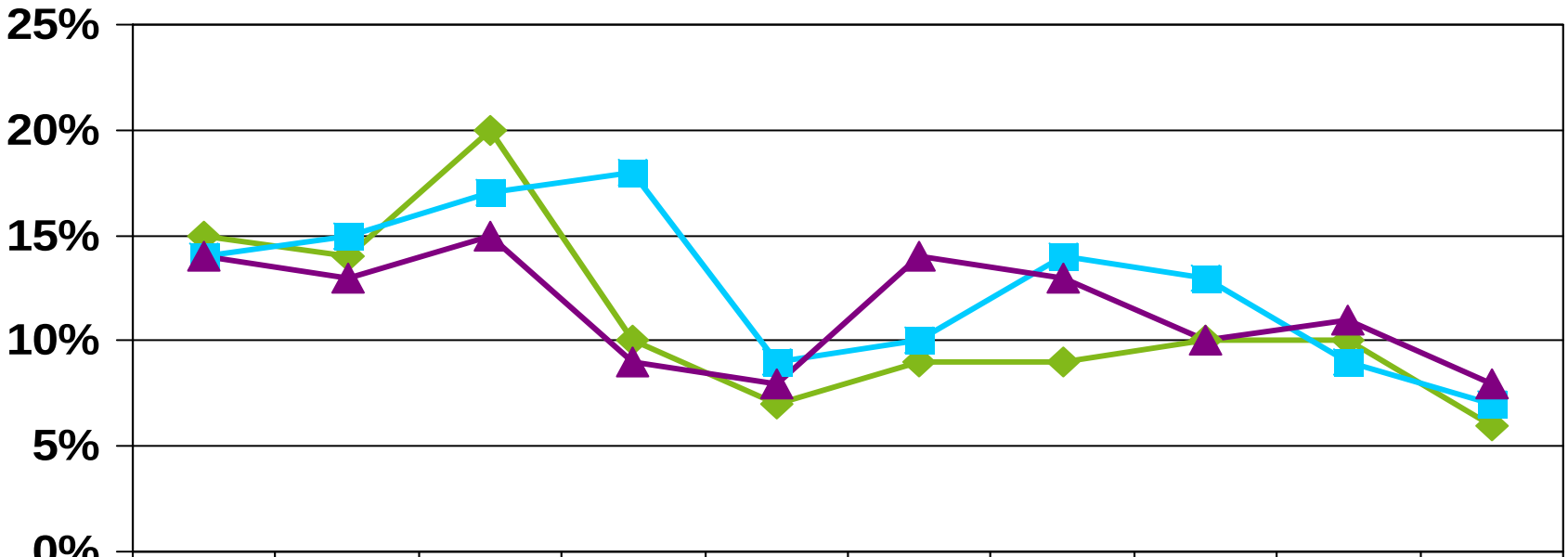
Trends in Effectiveness of Executive Recruiters

Income Effect

Exhibit 20



	2000	2001	2002	2003	2004	2005	2007	2008	2009	2010
<$60K	15%	14%	20%	10%	7%	9%	9%	10%	10%	6%
$60-100K	14%	15%	17%	18%	9%	10%	14%	13%	9%	7%
>$100K	14%	13%	15%	9%	8%	14%	13%	10%	11%	8%

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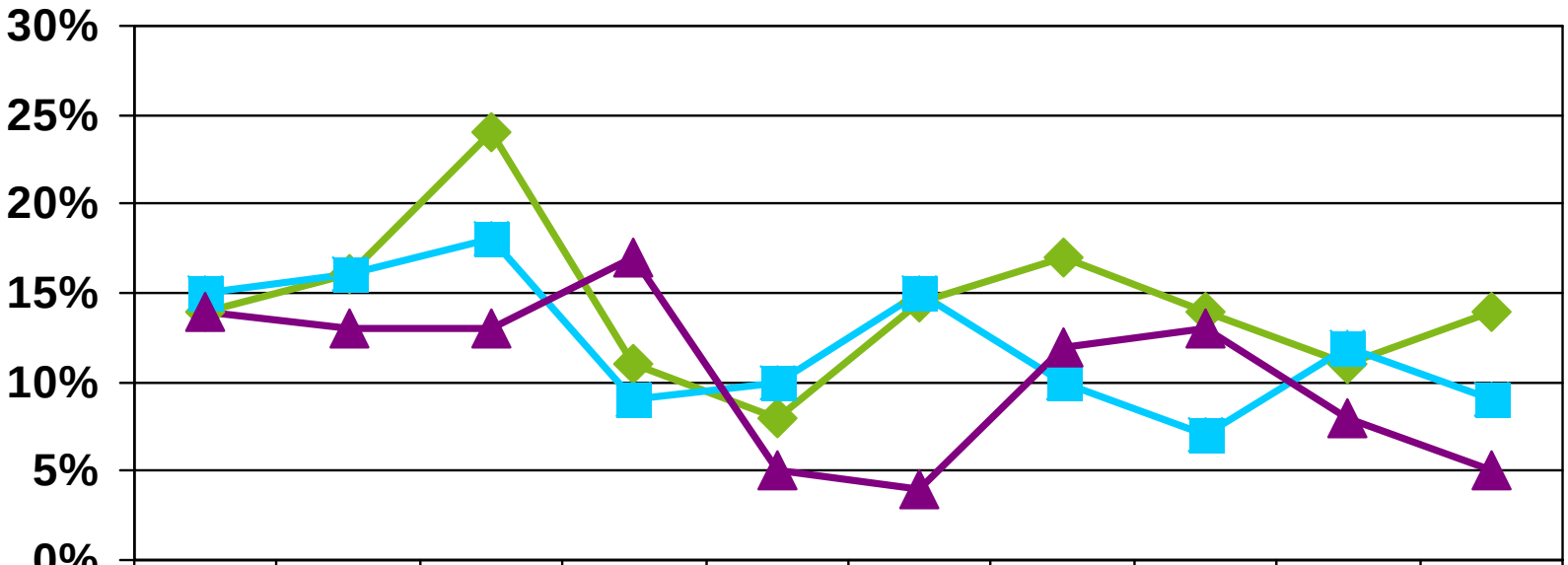
Trends in Effectiveness of Executive Recruiters

Age Effect

Exhibit 21



	2000	2001	2002	2003	2004	2005	2007	2008	2009	2010
< 40 Years	14%	16%	24%	11%	8%	14.5%	17%	14%	11%	14%
40-49 Years	15%	16%	18%	9%	10%	15%	10%	7%	12%	9%
> 50 Years	14%	13%	13%	17%	5%	4%	12%	13%	8%	5%

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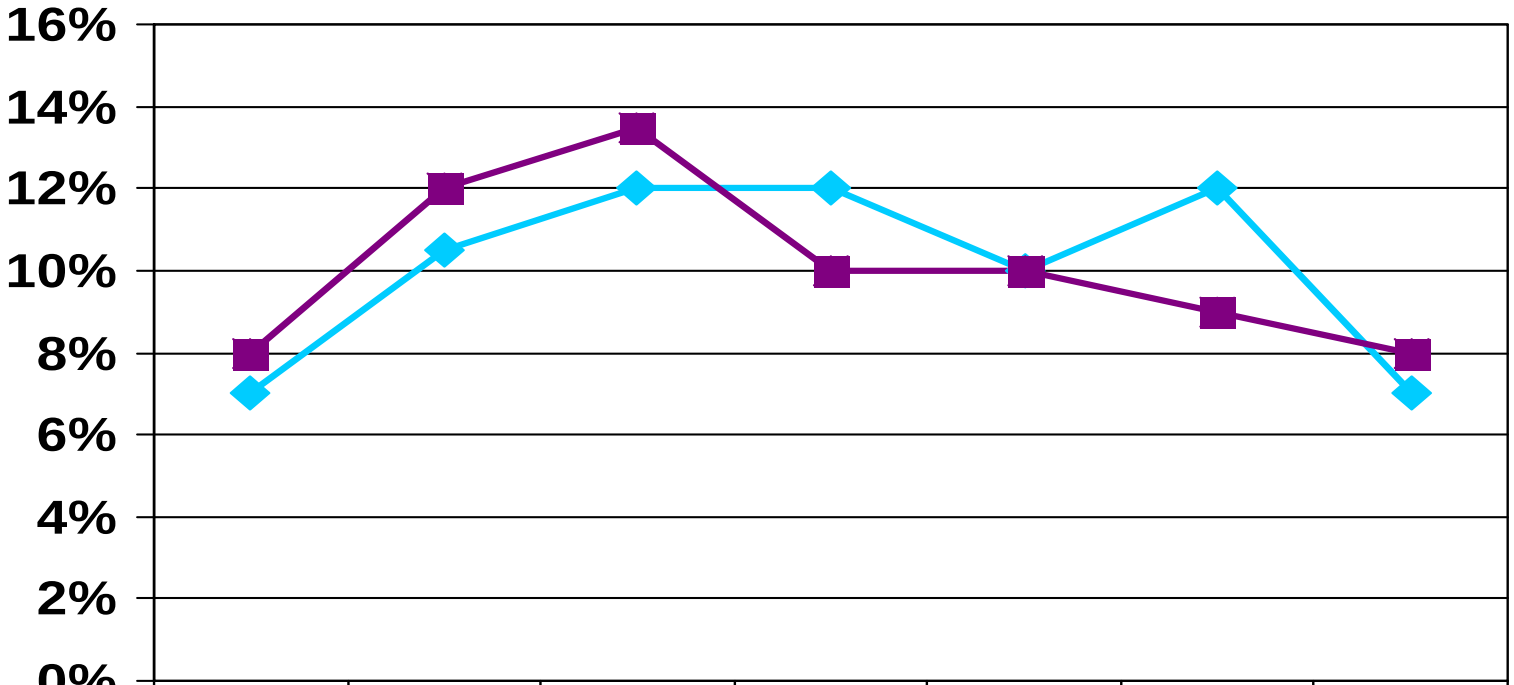
Trends in Effectiveness of Online Marketing

Gender Effect

Exhibit 22



	2003	2004	2005	2007	2008	2009	2010
Female	7%	10.5%	12%	12%	10%	12%	7%
Male	8%	12%	13.5%	10%	10%	9%	8%

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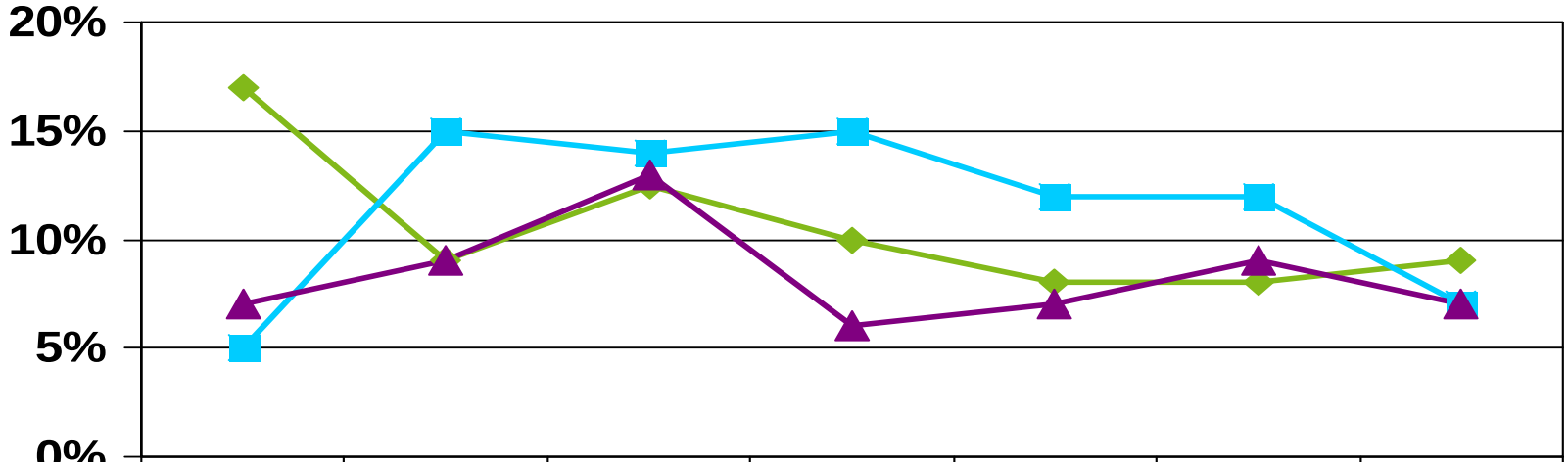
Trends in Effectiveness of Online Marketing

Income Effect

Exhibit 23



	2003	2004	2005	2007	2008	2009	2010
<$60K	17%	9%	12.5%	10%	8%	8%	9%
$60-100K	5%	15%	14%	15%	12%	12%	7%
>$100K	7%	9%	13%	6%	7%	9%	7%

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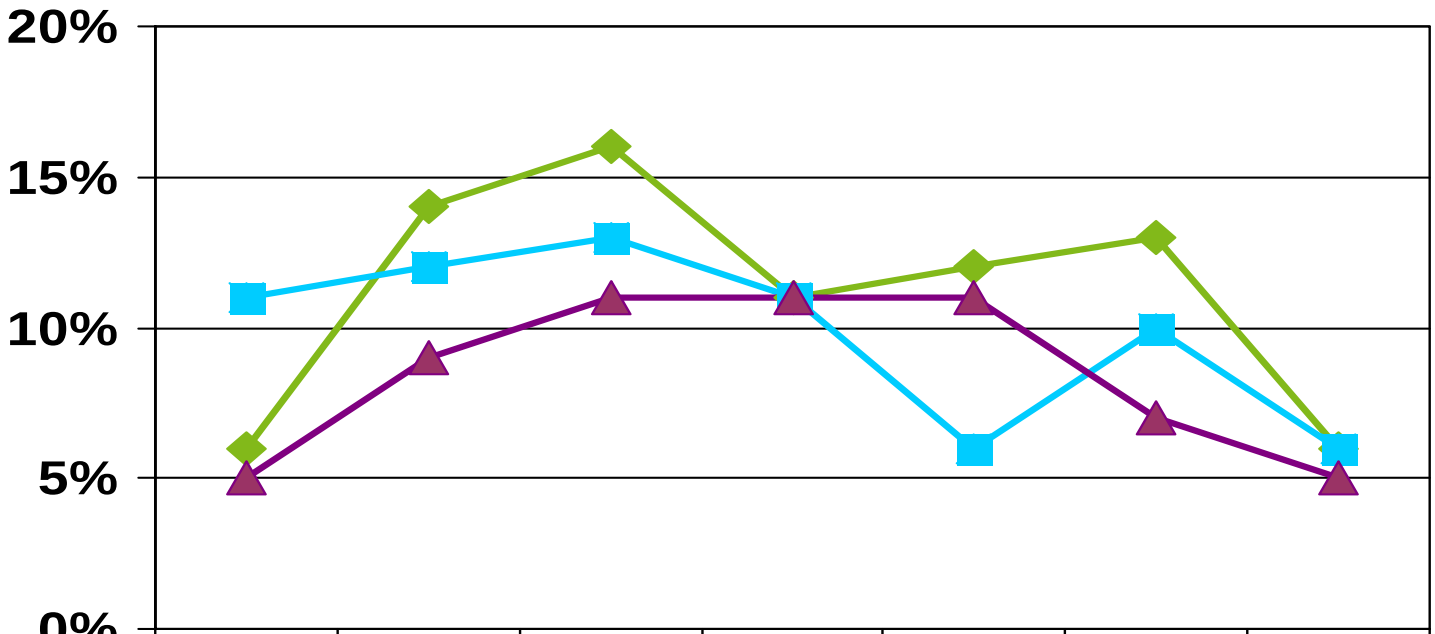
Trends in Effectiveness of Online Marketing

Age Effect

Exhibit 24



	2003	2004	2005	2007	2008	2009	2010
< 40 Years	6%	14%	16%	11%	12%	13%	6%
40-49 Years	11%	12%	13%	11%	6%	10%	6%
> 50 Years	5%	9%	11%	11%	11%	7%	5%

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Job Search Trends ….
…in Landing Opportunities

2004 – 2010

*The following slides show trends in how candidates **landed** their opportunities.*

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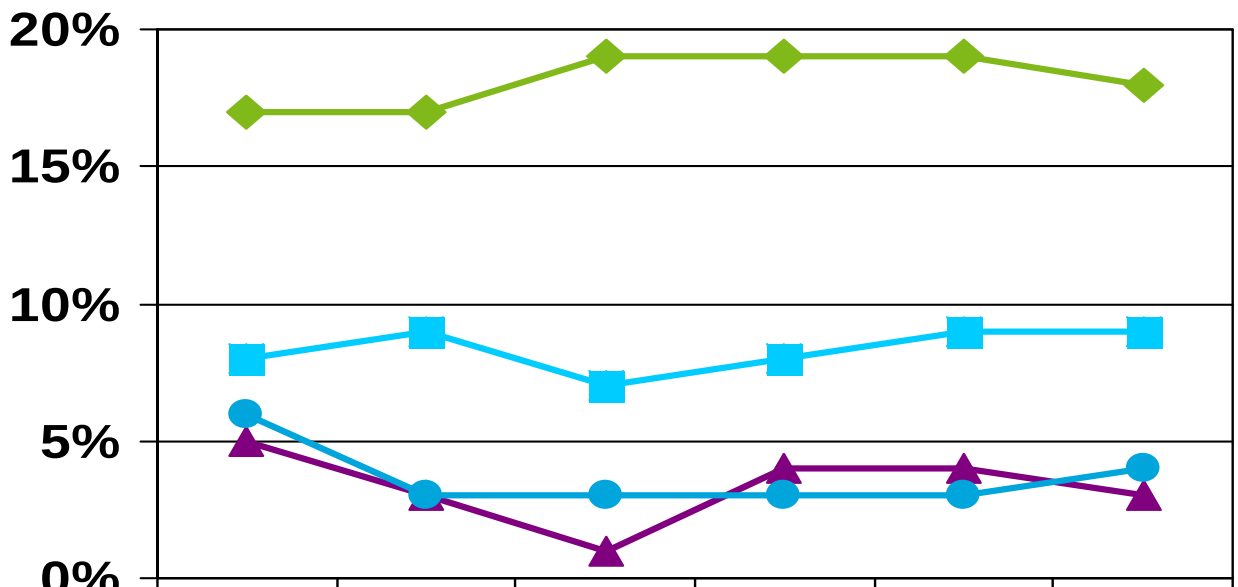
Trends in Landing Opportunities

Networking

Exhibit 25



	2004	2005	2007	2008	2009	2010
Internal Referral	17%	17%	19%	19%	19%	18%
External Referral	8%	9%	7%	8%	9%	9%
Hiring Mgr/HR Contact	5%	3%	1%	4%	4%	3%
Other/Not Specified	6%	3%	3%	3%	3%	4%

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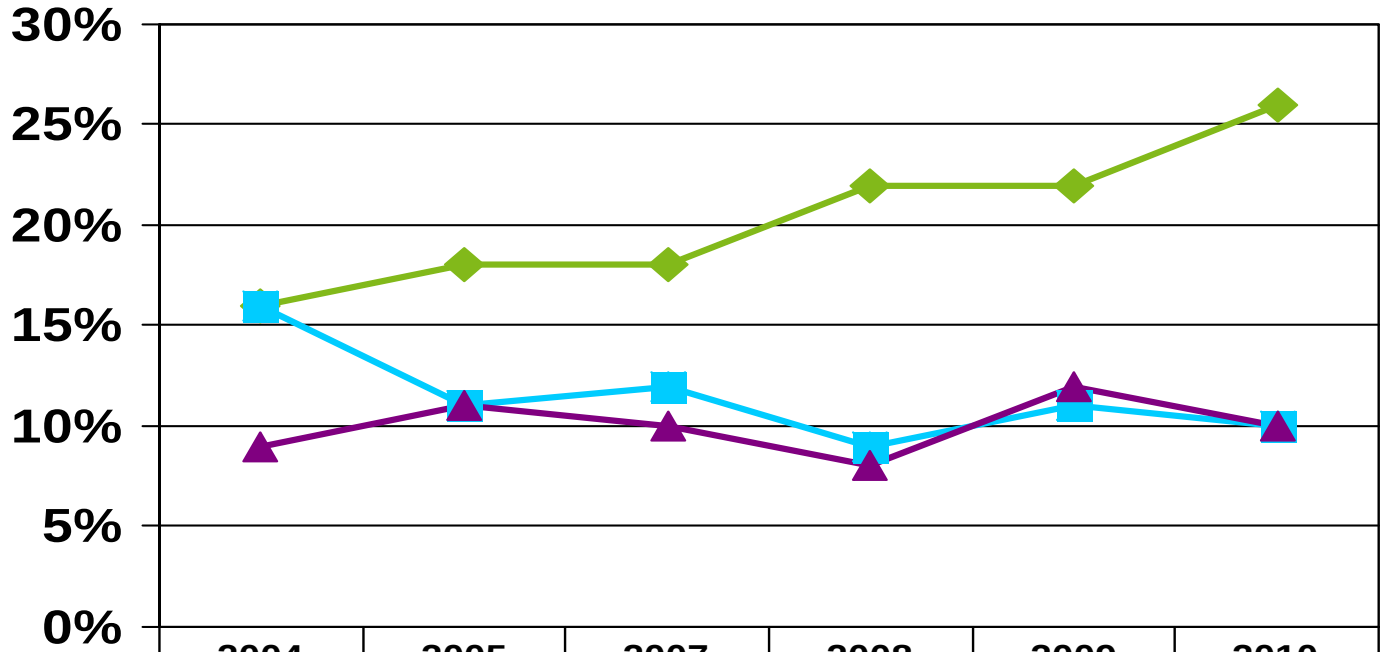
Trends in Landing Opportunities

Direct Application

Exhibit 26



	2004	2005	2007	2008	2009	2010
Applied Online	16%	18%	18%	22%	22%	26%
To Hiring Mgr	16%	11%	12%	9%	11%	10%
To HR dept	9%	11%	10%	8%	12%	10%

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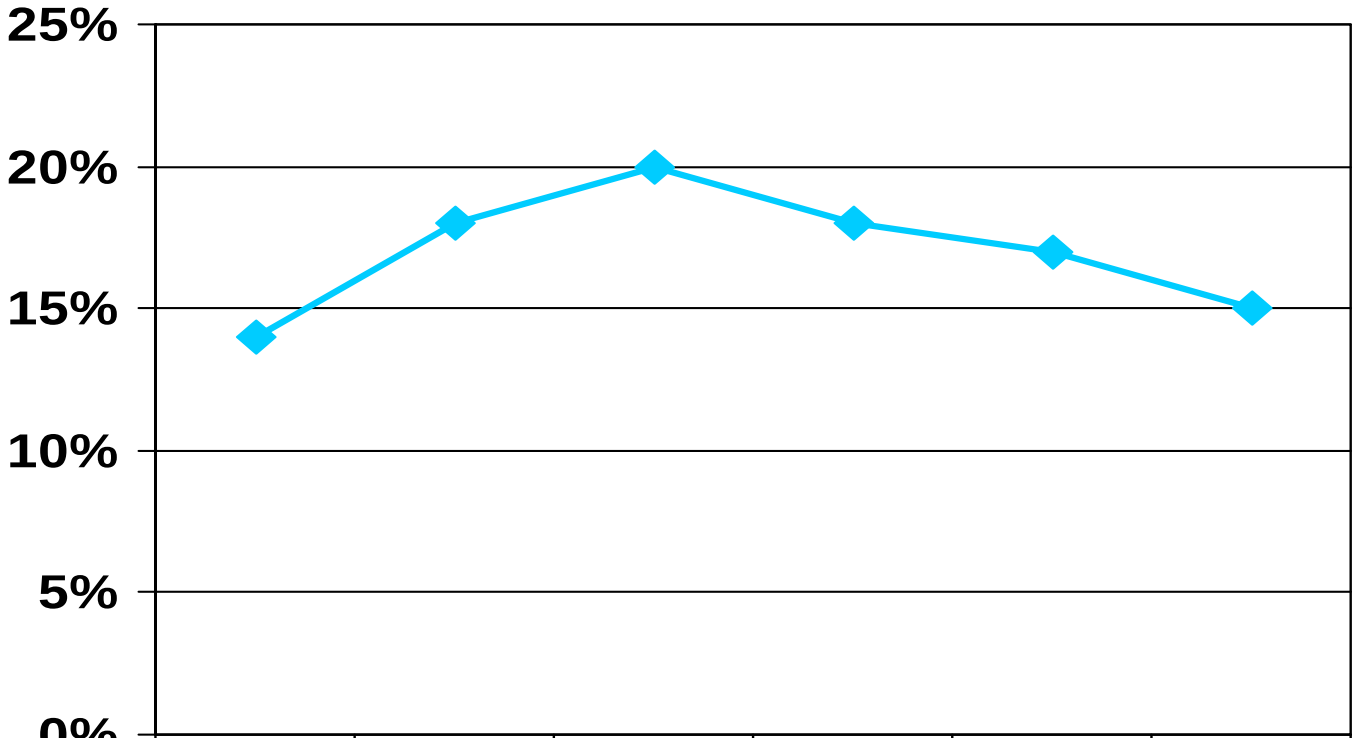
Trends in Landing Opportunities

Executive Recruiters

Exhibit 27



	2004	2005	2007	2008	2009	2010
Exec Recruiters	14%	18%	20%	18%	17%	15%

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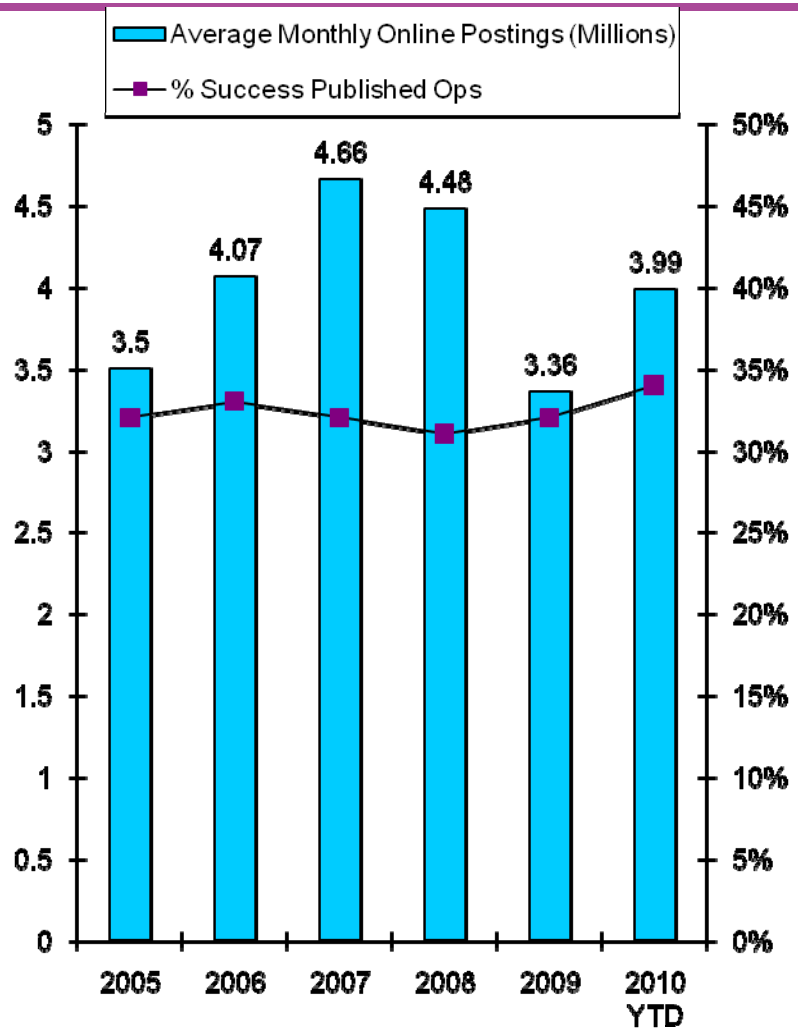
Success of published openings relative to the number of online published openings

Exhibit 28

- Online Postings (in millions) Source: The Conference Board Help Wanted OnLine Data Series™



% Success = IMPACT Group Candidates learning about the opportunity they landed through a published opening

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