

2013 ERC Hiring Trends & Practices Survey

June 2013

Conducted by ERC

6700 Beta Drive, Suite 300, Mayfield Village, OH 44143
440/684-9700 | 440/684-9760 (fax)
www.yourERC.com

ERC

Where Great Workplaces Start.

Terms of Use

Copyright © 2013. All rights reserved. No part of this survey may be publically displayed, reproduced, redistributed or resold to third-parties, or otherwise commercially exploited, without prior written permission from ERC. Violation of these terms may result in termination of membership and/or legal action.

The information contained in this report is for informational purposes only and should not be relied upon or considered a substitute for professional or legal advice. ERC will not be responsible for any loss to you or any third party resulting from any decision or action taken in reliance of this information. ERC recommends that you consult your legal counsel regarding workplace matters if and when appropriate.

If litigation is brought upon your firm for copyright infringements or violation of these terms of use, your organization will assume ALL legal expenses incurred on behalf of ERC and, if a member of ERC, your membership with ERC will be suspended pending the outcome of the litigation.

Notice to HR Service Providers (including, but not limited to: Staffing Firms, Consultants, Brokers and Law Firms) – *Information from ERC may not be used for your organization's financial gain. This includes directly/indirectly sharing or disseminating ERC survey information for the benefit of your clients. Violators will be prosecuted to the fullest extent of the law.*

Table of Contents

About Us & Partners	4
Introduction & Methodology	5
Recruitment	6
Selection Process	12
Policies	21
Metrics	30
Demographics	33
Appendix A: Industry & Organizational Size Breakouts	34
Appendix B: Standard Pre-Screening Phone Interview Questions	49
Participating Organizations	58

About Us & Partners

[ERC](#) is Northeast Ohio's largest organization dedicated to HR and workplace programs, practices, training and consulting. ERC membership provides employers access to an incredible amount of information, expertise, and cost savings that supports the attraction, retention, and development of great employees. We also host the nationally recognized NorthCoast 99 program and sponsor the ERC Health insurance program. For more information about ERC, please visit www.yourERC.com.



Thank you to the following ERC partners for their participation in the design and distribution of this survey.*



[Cleveland.com](#) is Northeast Ohio's largest news and information site with online solutions including Hiring Solutions, Search Engine Marketing, and Mobile. Cleveland.com has businesses looking to hire covered!

[Corporate Screening Services, Inc.](#) is a Cleveland-based provider and recognized leader of global background screening products and solutions for many of the nation's top organizations.



[Staffing Solutions Enterprises](#) has been providing innovative recruiting solutions to companies nationwide for over three decades. We combine industry knowledge with state of the art technology to help you acquire, manage and optimize today's top talent.

****Please note: no participant information was shared with any partners, sponsors or other third parties.***

Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in May & June of 2013, on hiring and trends & practices. The survey reports trends in:

- General selection methods
- Reference, background, and credit checks
- Drug tests
- Employment tests
- Pre-screening interviews
- Online, mobile, and social media based recruiting tools
- Hiring decisions
- Sign-on and employee referral bonuses
- Introductory periods
- Hiring metrics
- Hiring projections

All ERC members were invited to participate in the survey in mid May via email invitation and other promotions. The survey officially closed on June 17th, 2013. In order to provide the most reliable and accurate information, data was cleaned and duplicate records were removed. Any outliers or invalid data were also eliminated, yielding a final data set of 115 participating organizations, only from Northeast Ohio. Qualitative data was coded where applicable or analyzed according to commonality or major themes, and all quantitative data was analyzed using statistical software to ensure data validity and reliability.

This report shows several frequencies and response distributions. Breakouts of data are provided for industry and number of employees. Codes for industry data are as follows: M = Manufacturing, NM = Non-Manufacturing, and NP = Non-Profit.

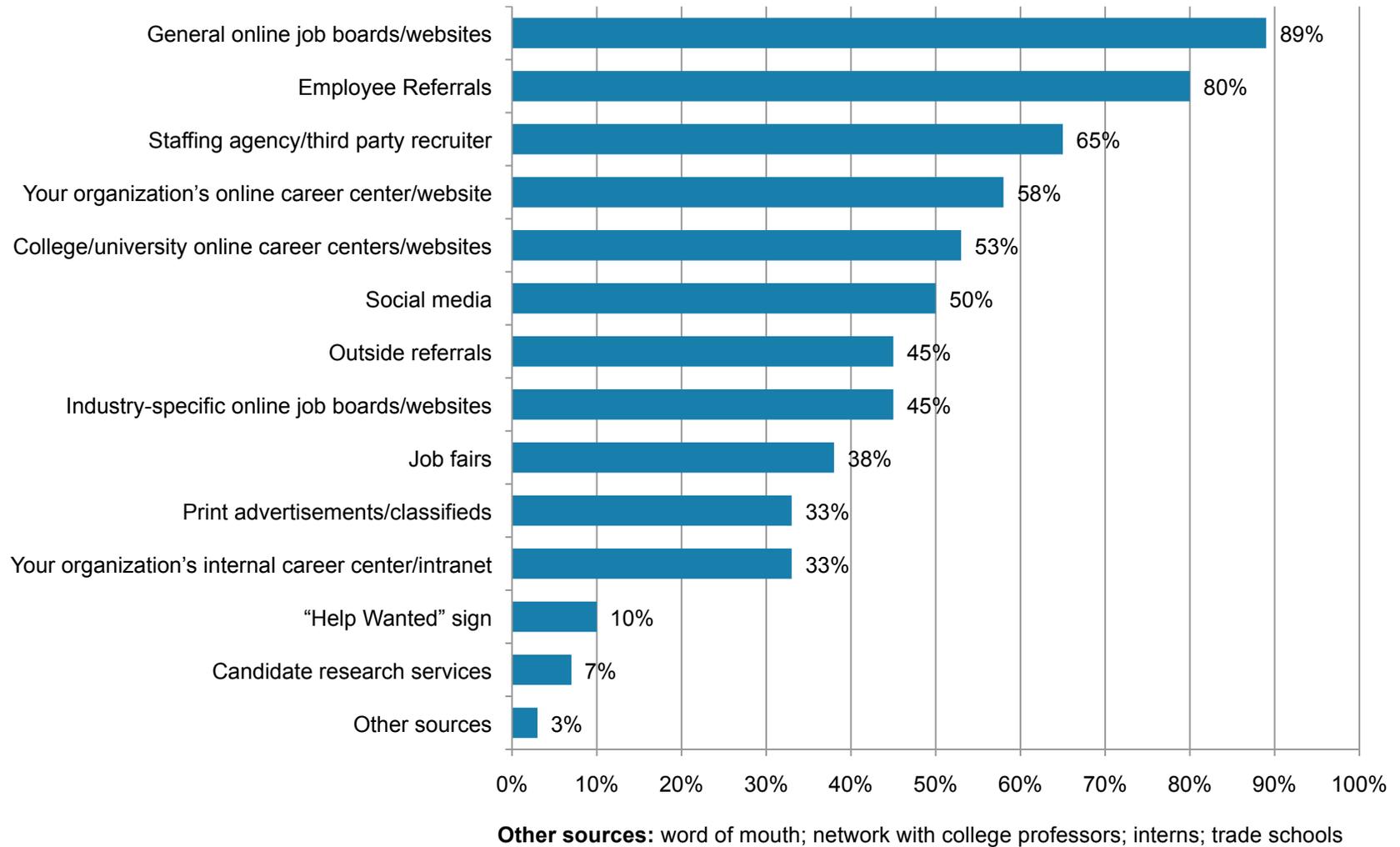
Frequencies of data responses may not total 100% exactly in some cases due to rounding of decimals or the ability for participating organizations to select multiple response options.

Recruitment

2013 ERC Hiring Trends & Practices Survey

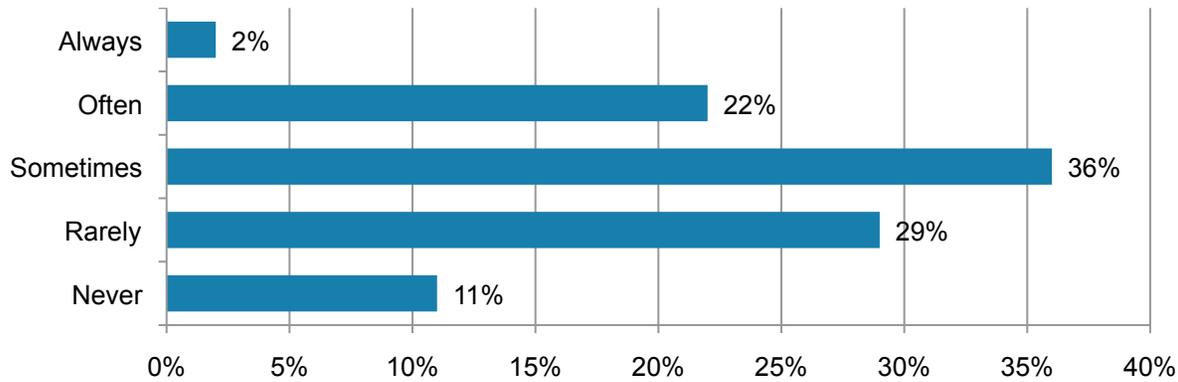
Recruitment sources

Figure 1 | Sources used for recruiting purposes



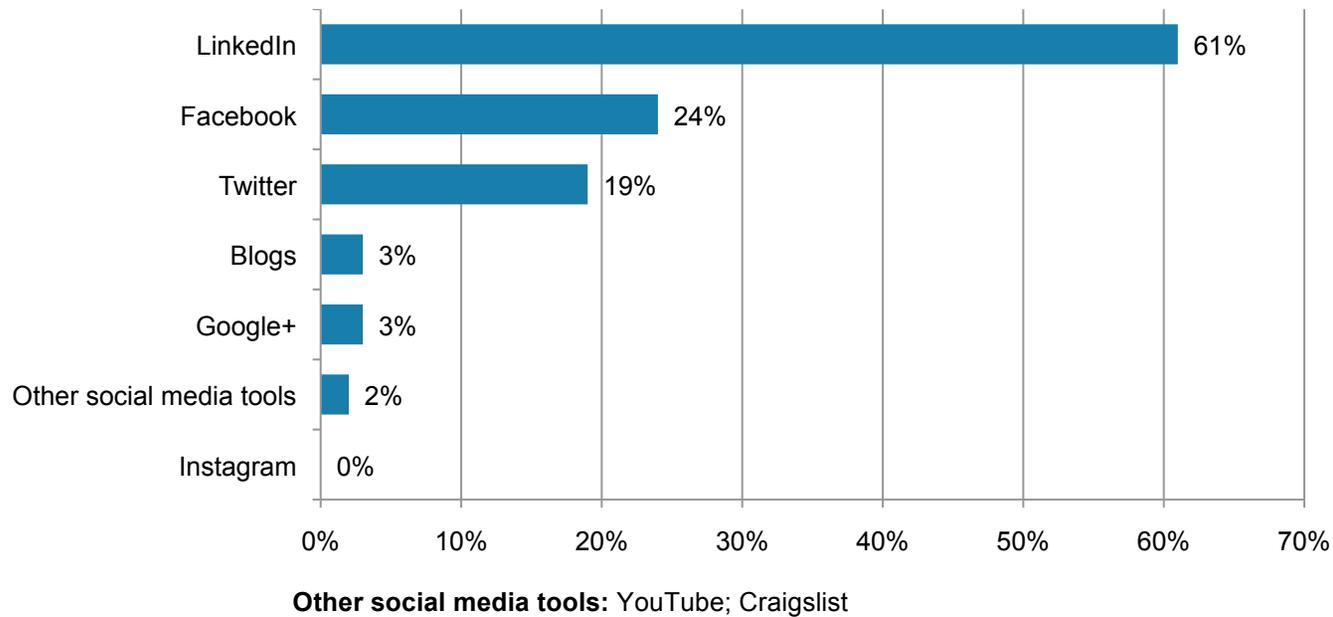
Recruitment

Figure 2 | Frequency with which organizations engage a staffing agency/third-party recruiter



Social media & mobile recruiting tools

Figure 3 | Social media tools used for recruiting purposes



Recruitment

Figure 4 | Specific uses of social media tools during the recruiting process

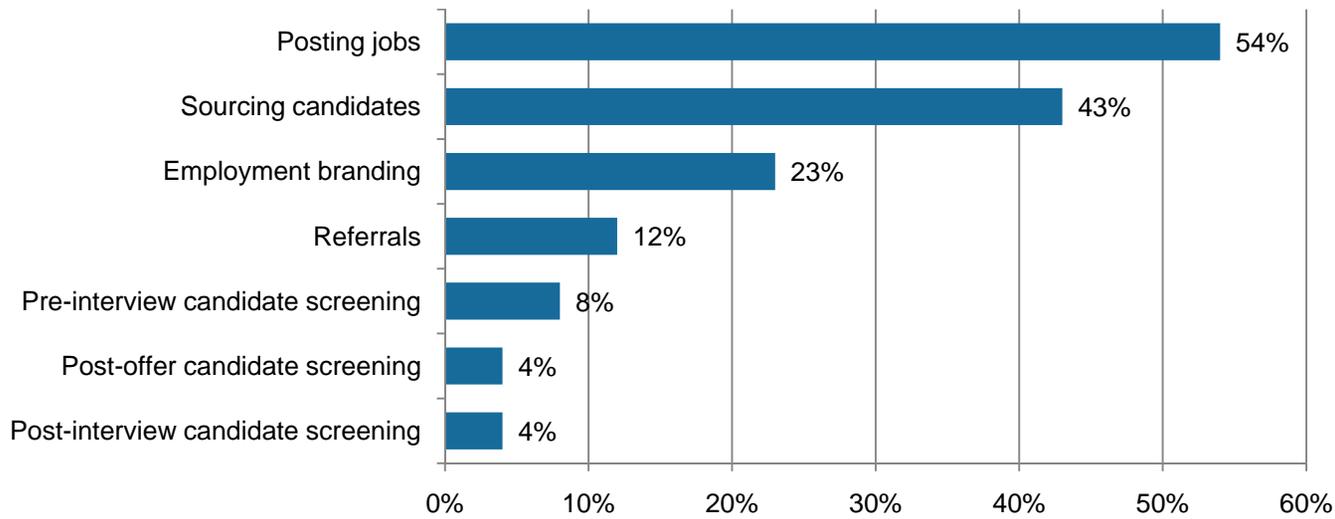
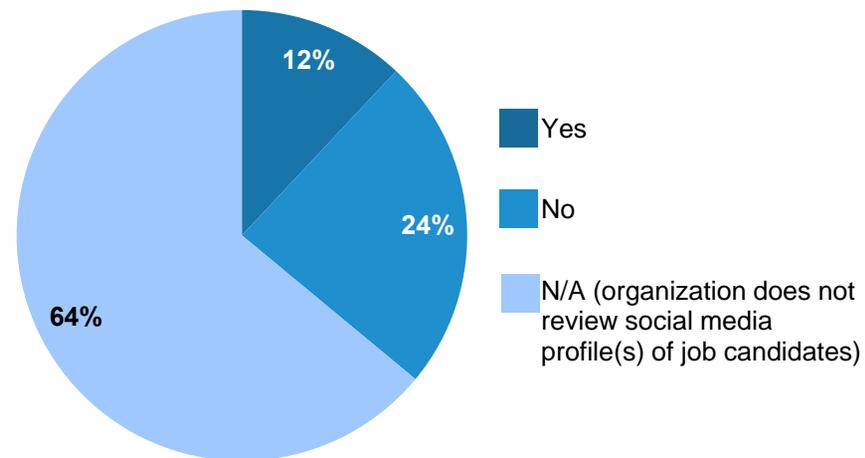
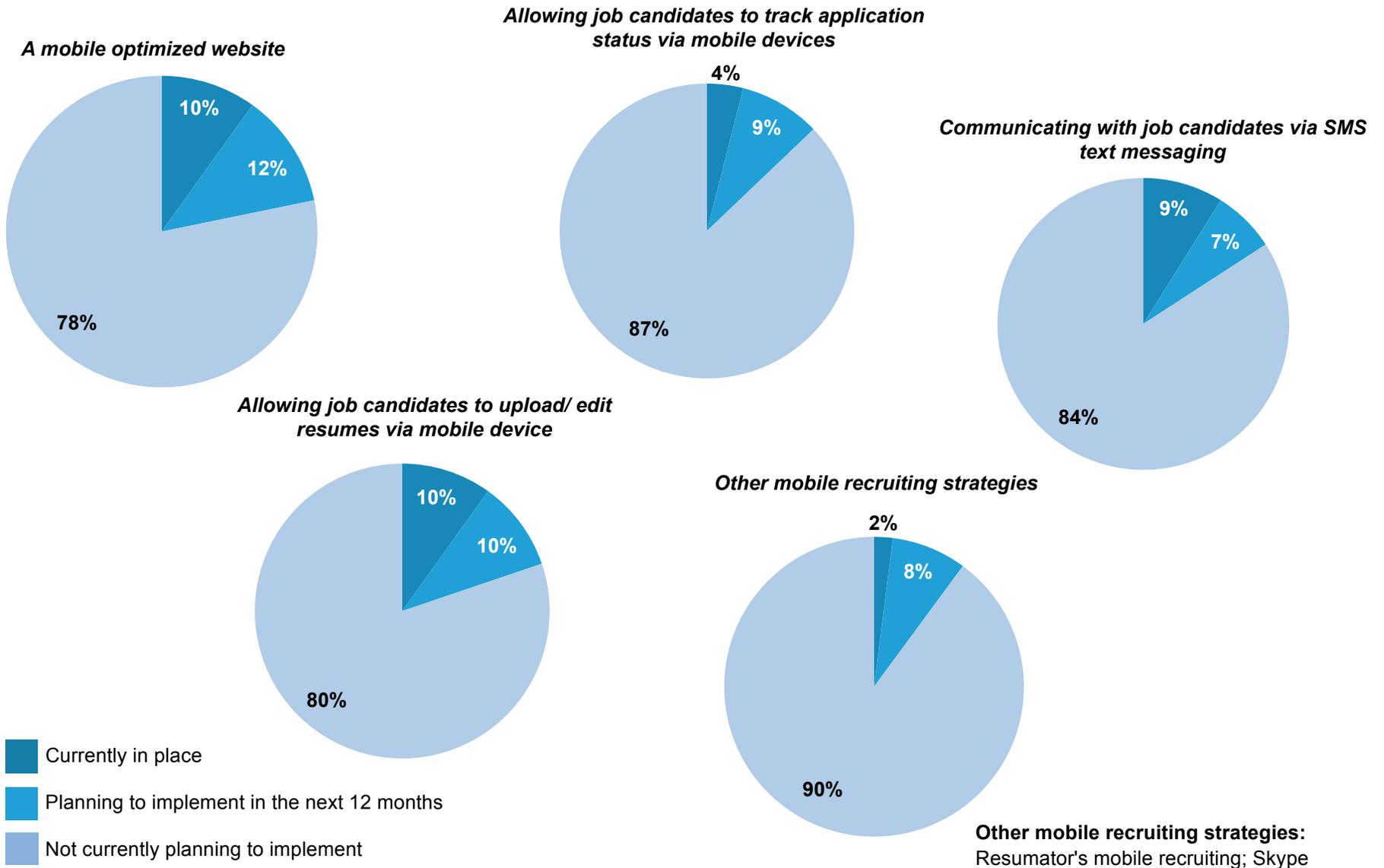


Figure 5 | Hiring managers are responsible for reviewing a candidate's social media profile



Recruitment

Figure 6 | Mobile recruiting strategies being used



Recruitment

Applicant Tracking Systems

Figure 7a | Organizations currently using a formal applicant tracking system

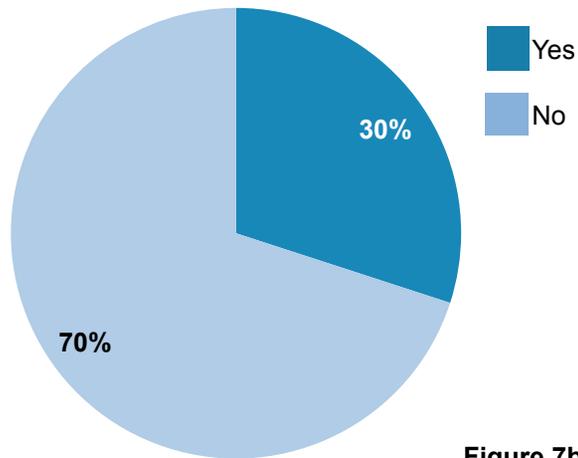
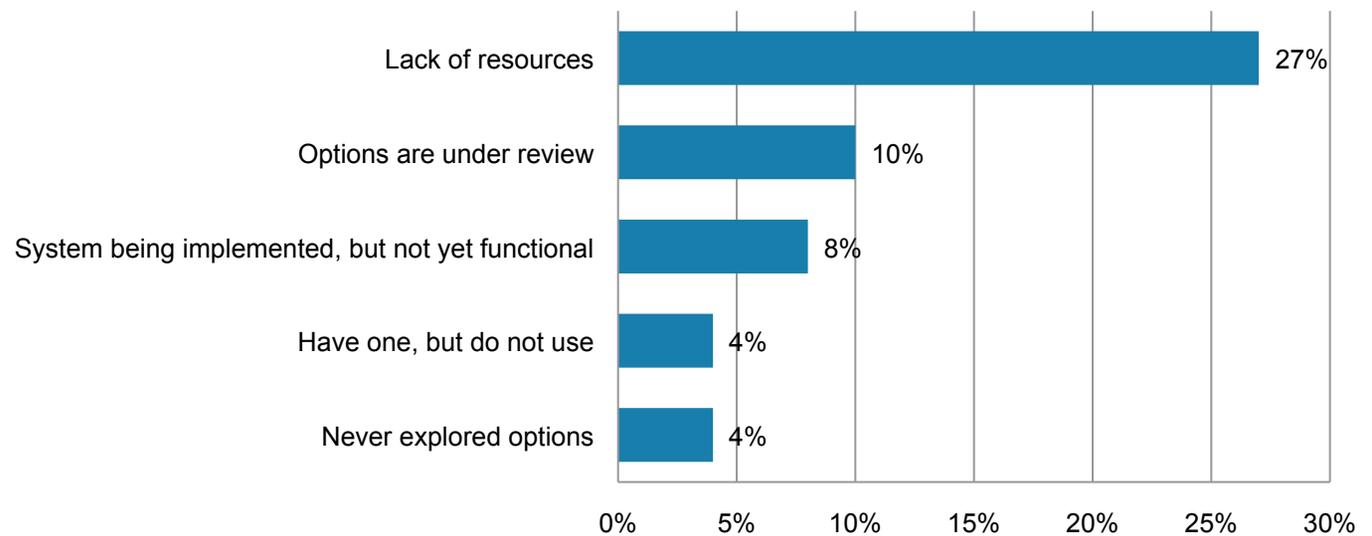
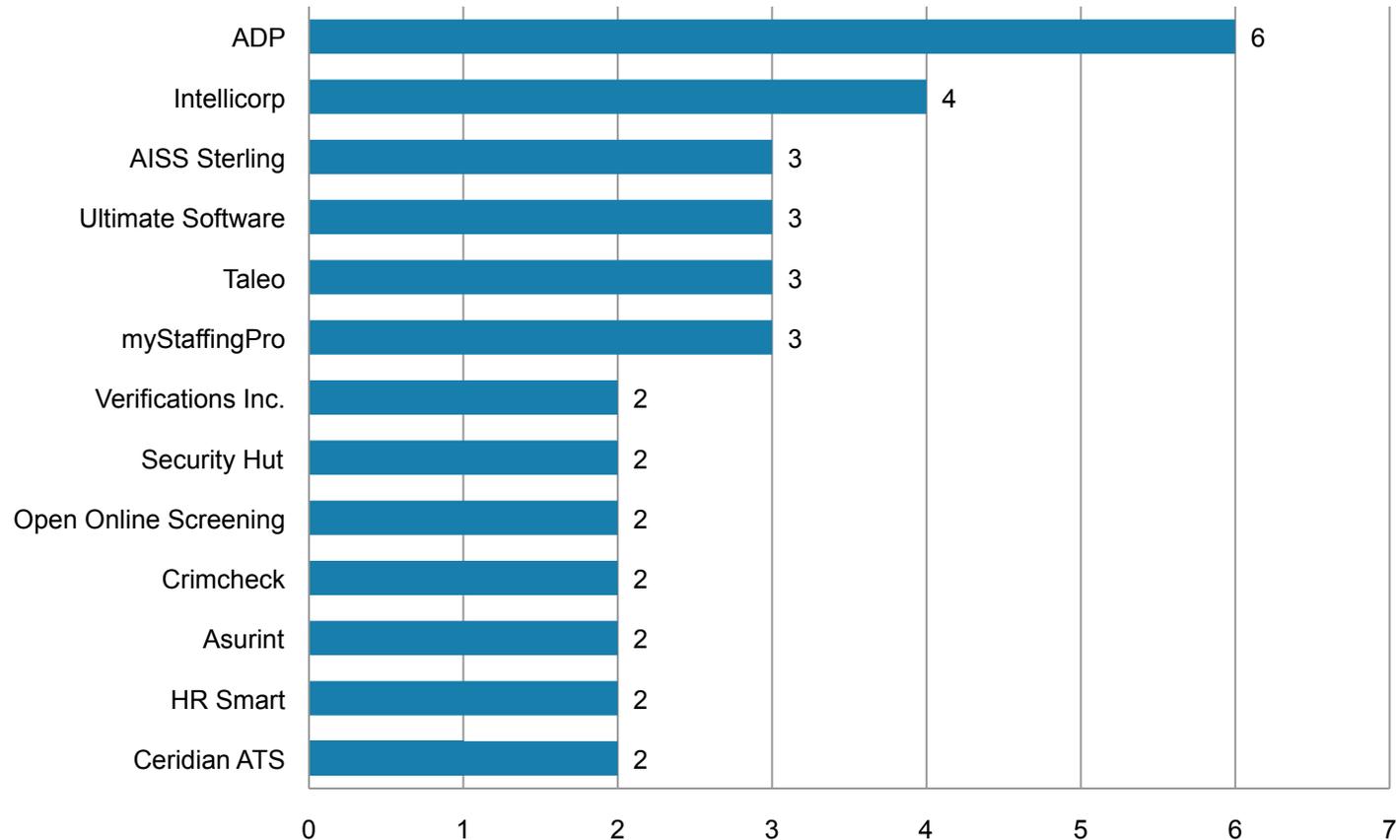


Figure 7b | Reasons organizations are not currently using a formal applicant tracking system



Recruitment

Figure 7c | Formal Applicant Tracking Systems used (# of organizations)



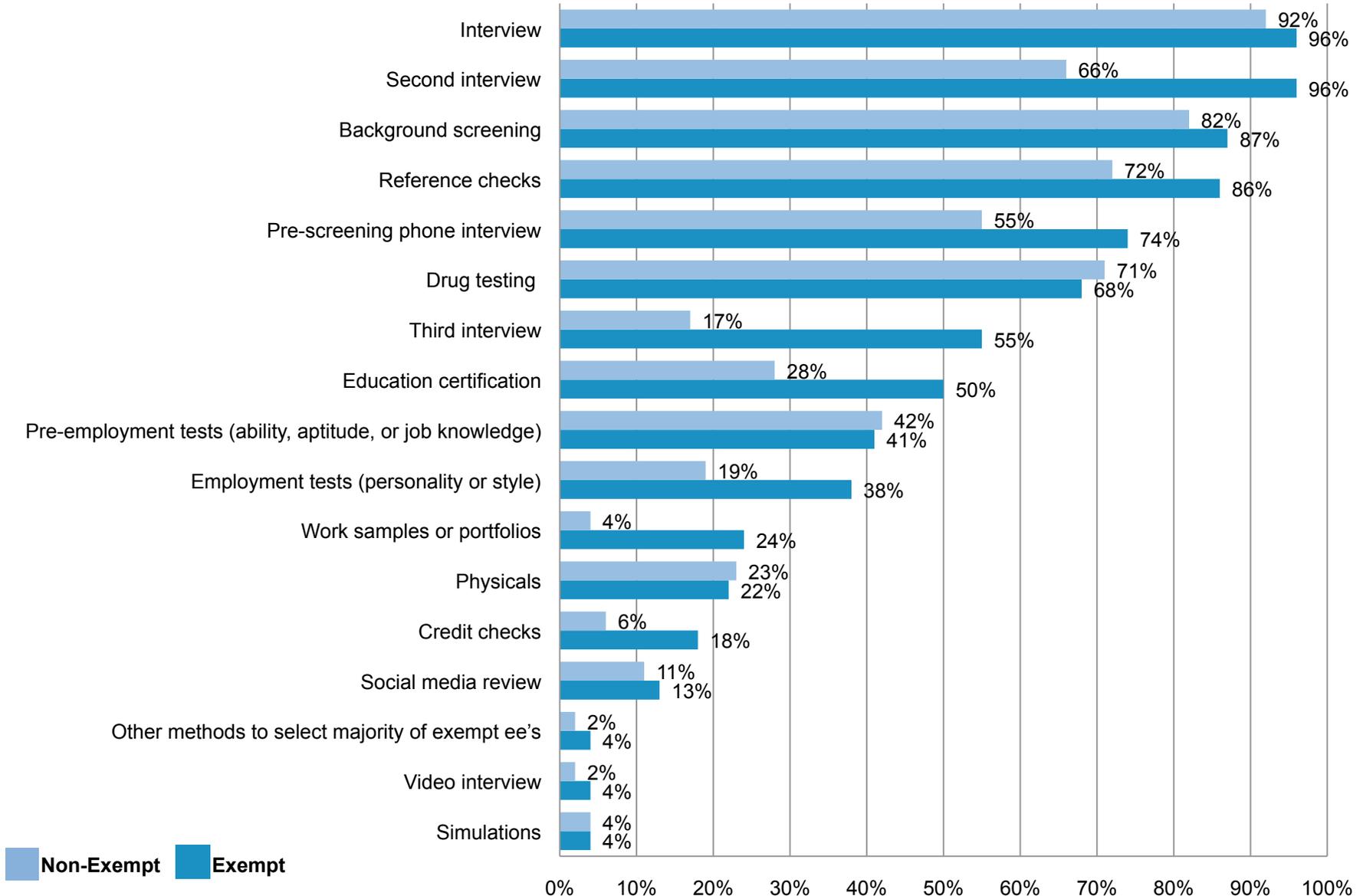
Other vendors (n=1): Avionte; CRM – Salesforce; GreenTree; iCIMS; JobScore; Kenexa; Newton Software; Ohio Department of Aging (ODA and BCI&I) Guidelines; PC Recruiter ; Pre-Select; Resumator; SAP; SmartRecruiter; Spectrum; Virtual Edge; Winsearch / Relational Systems

Selection Process

2013 ERC Hiring Trends & Practices Survey

General Selection Methods

Figure 8 | Selection methods used to hire the majority of candidates (by position type)



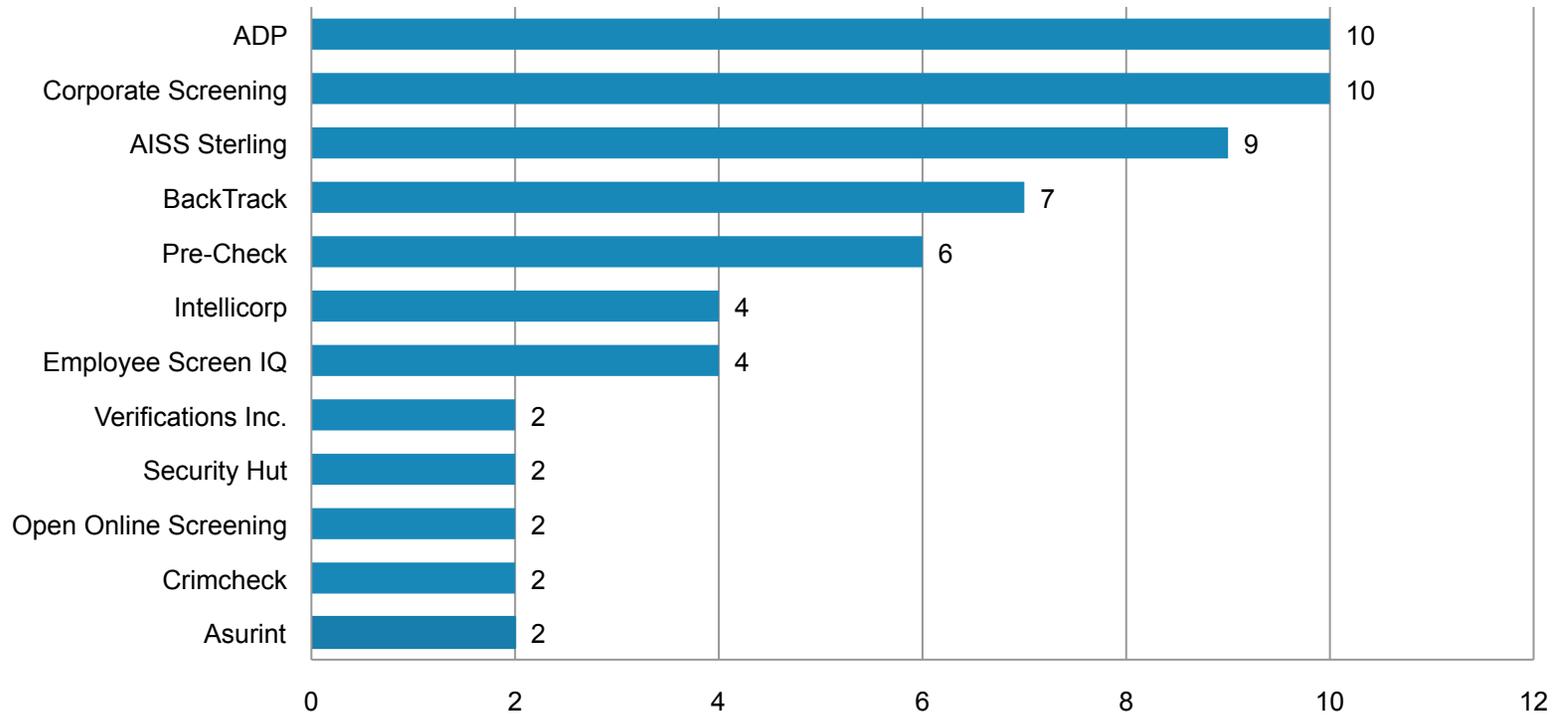
■ Non-Exempt ■ Exempt

Selection Process

Hiring & Selection Related Vendors

Figure 9 | Vendors used by organizations for the following hiring and selection methods (# of organizations)

Background screening (# of organizations)

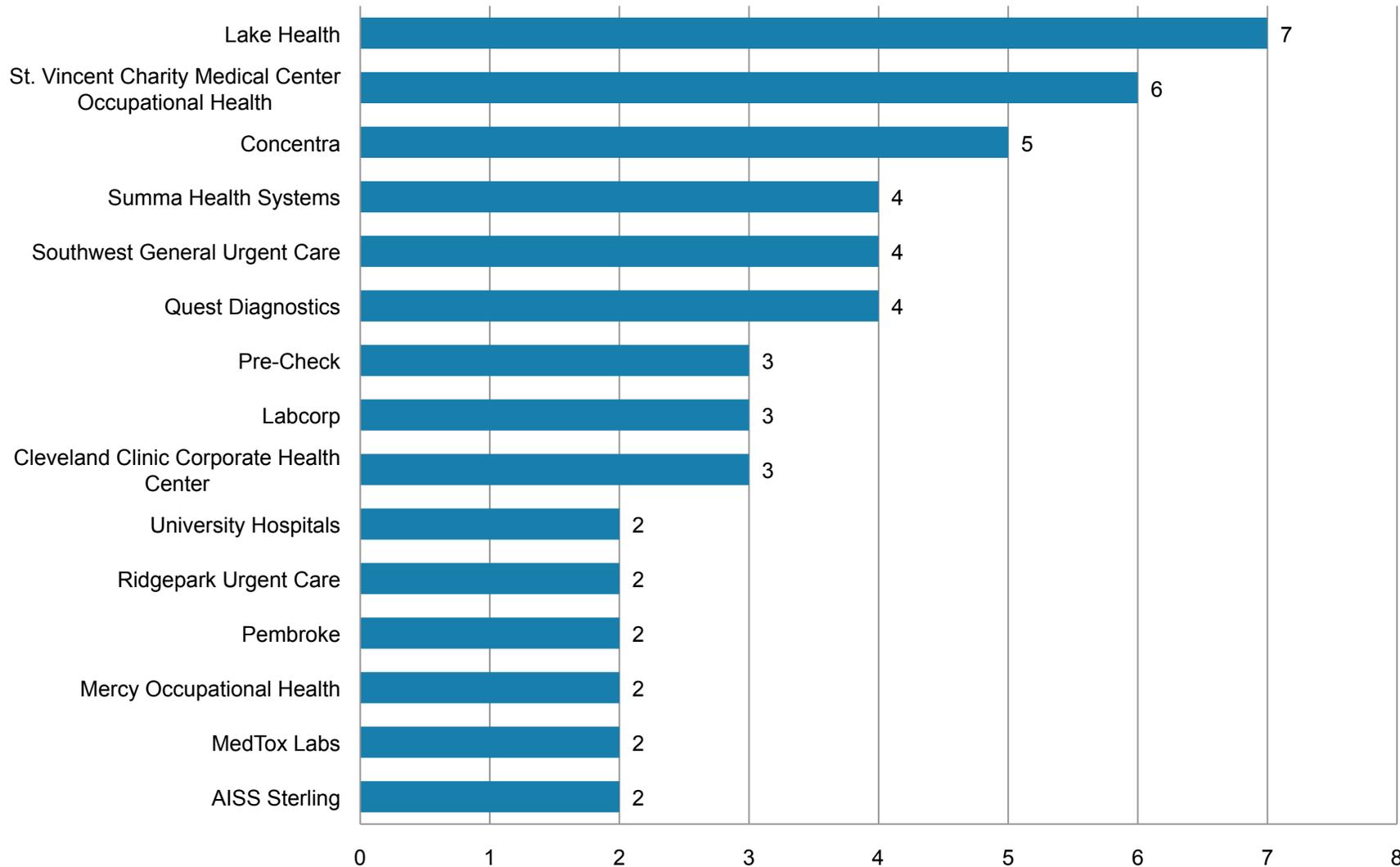


Other vendors (n=1): Accurate Background; American Background Alliance; Background Research Group; BCI&I; BGC Background Checks; Executive Security; FastFingerprints; First Advantage SBS; GIS; HireRight; Justifacts; LaborChex; LexisNexis; Meyers Research & Consulting; Safe Guard; ScreenPoint; Selection.com; Staffing Solutions Enterprises; Superior Employment Screening; Tri-Cor; Validex; Workcomp

Selection Process

2013 ERC Hiring Trends & Practices Survey

Drug Testing (# of organizations)

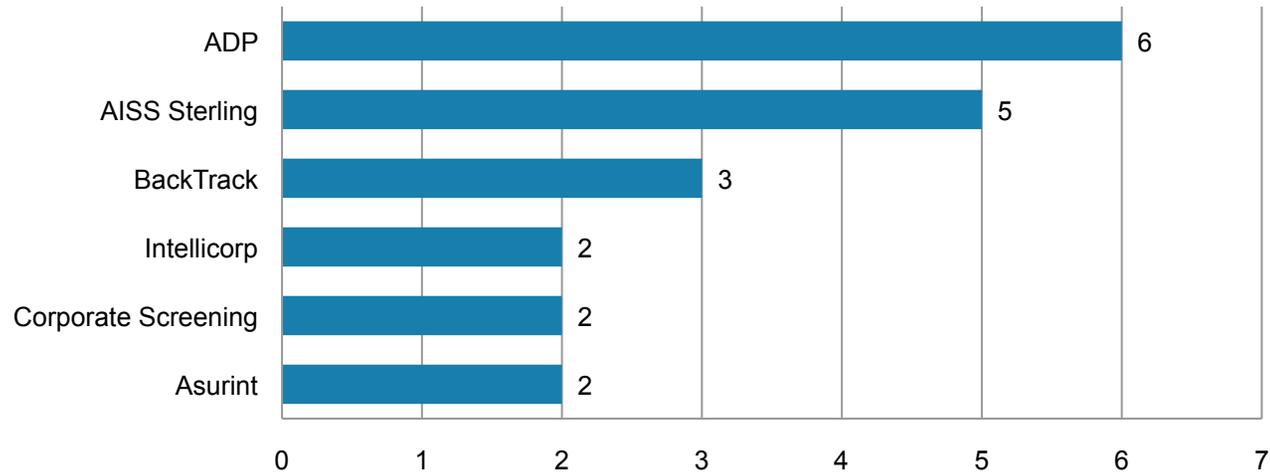


Other vendors (n=1): ADP; Backtrack/e-Screen; Corporate Screening; Employee Safe, Inc.; Employee Screen IQ; Executive Security; Firelands Corporate Health; MedPro Group; MedSource; Middlefield Clinic; Occucenters East Side; Omega; Parma Hospital; Robinson Health Affiliates; Staffing Solutions Enterprises; State Road Occupational Medical Facility; Workcomp; Working Partners

Selection Process

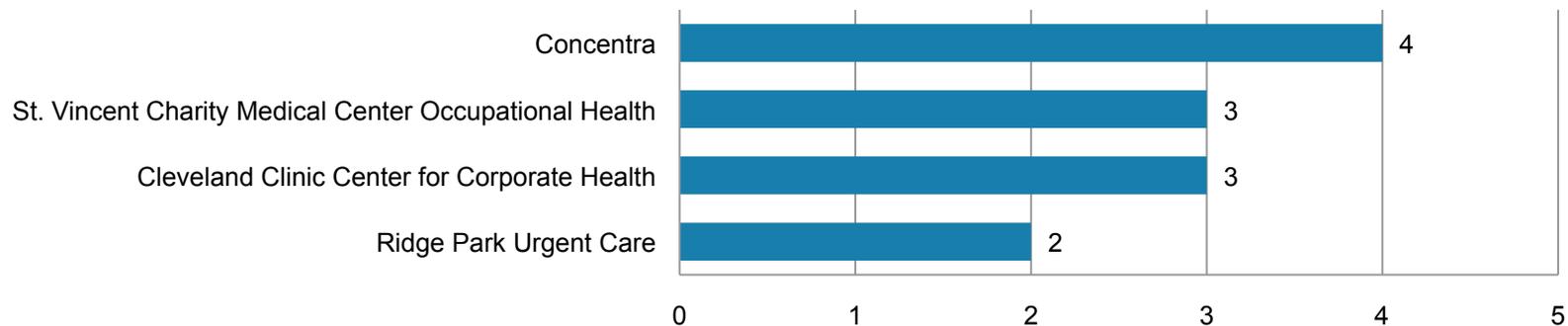
2013 ERC Hiring Trends & Practices Survey

Education Certification (# of organizations)



Other vendors (n=1): American Background Alliance; HireRight; HR Dept; LexisNexis; National Student Clearing House; Safe Guard; Security Essentials; Superior Employment Screening; Tri-Cor

Physicals (# of organizations)

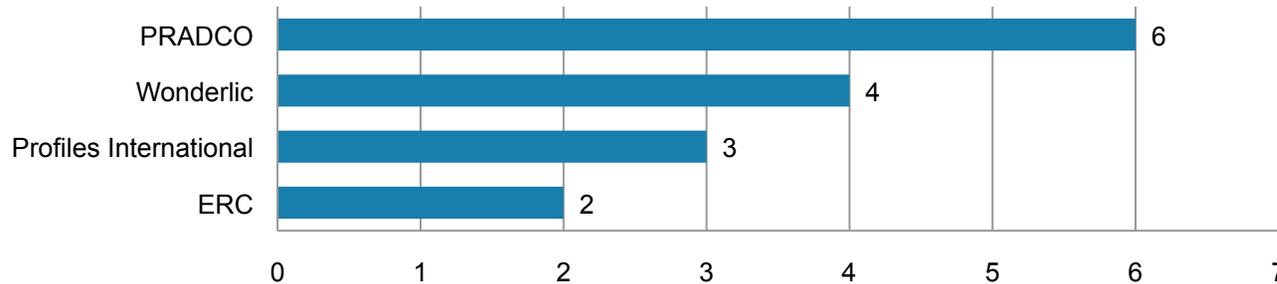


Other vendors (n=1): Cleveland Clinic Urgent Care- Bainbridge; Firelands Corporate Health; Lake Health; Med Works; MedSource; Occucenters East Side; Robinson Health Affiliates; Southwest Urgent Care; Summa Western Reserve Hospital Urgent Care; US Healthworks

Selection Process

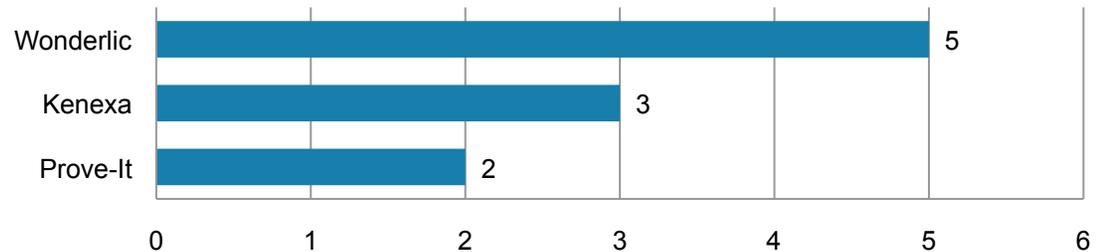
2013 ERC Hiring Trends & Practices Survey

Pre-employment tests: personality or style (# of organizations)



Other vendors (n=1): Advanced Insights; Berke Group; Brainbench; Criteria Corp; DiSC Assessment; GNeil; Hire Well Now; Human Capital; Impact Training and Development; LCCC; PAN - GPP-I; Praendex, Inc.; Predictive Index; PsyMax Solutions; Sales Research Group; Telintel; The Achiever (Personality Profiles); Bothwell Group; The Cooper Group; Trimetrix; Watterson Associates

Employment tests: ability, aptitude, or job knowledge (# of organizations)



Other vendors (n=1): Berke Group; Brainbench; Champion; Criteria Corp; GNeil; Hire Well Now; LCCC; PAN; Personnel Profiles, Inc.; Profiles International; Psymax; Ramsay; SHL Solutions; Temp agency; Test One; The Cooper Group; Trimetrix

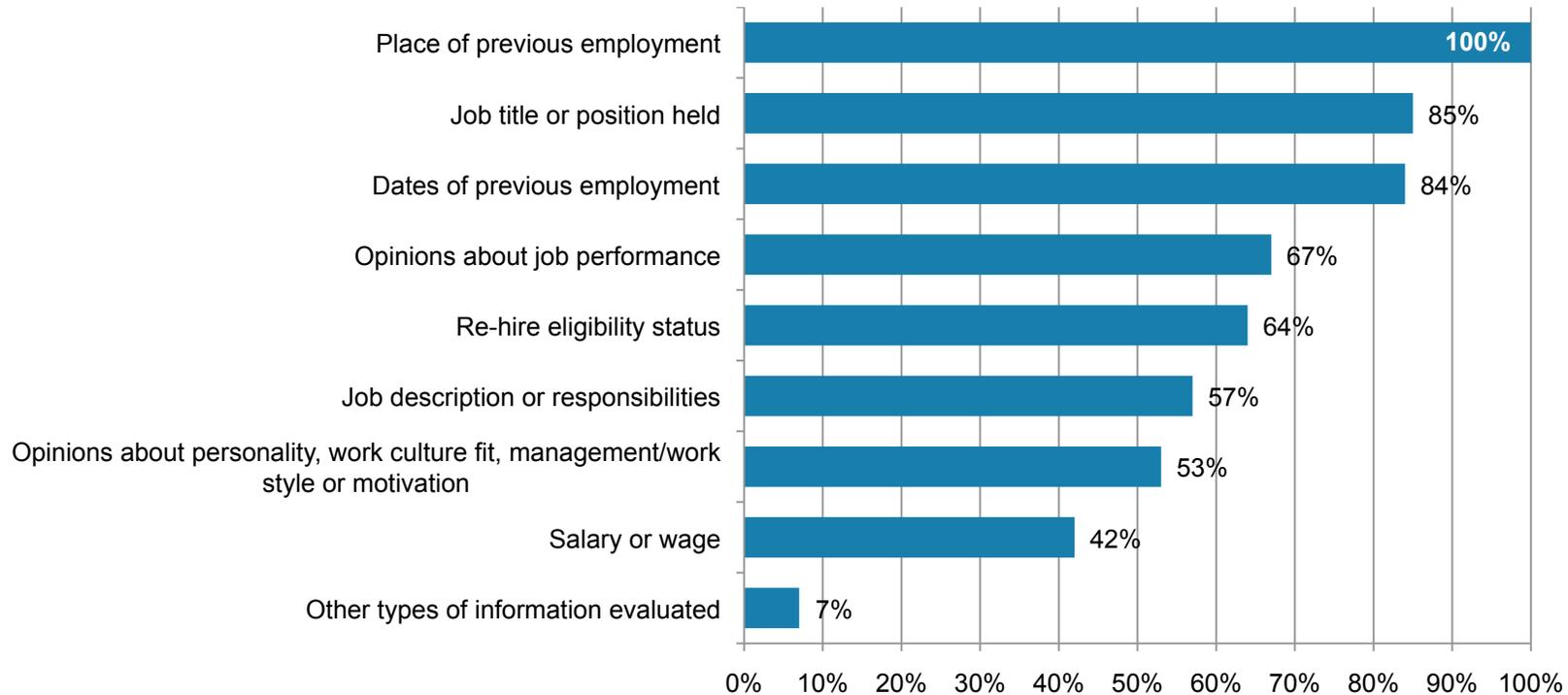
Video Interview (# of organizations)

Vendors (n=1): Skype; Hirevue; Employee Screen IQ

Selection Process

Information evaluation

Figure 10 | Types of information evaluated by organizations conducting reference checks



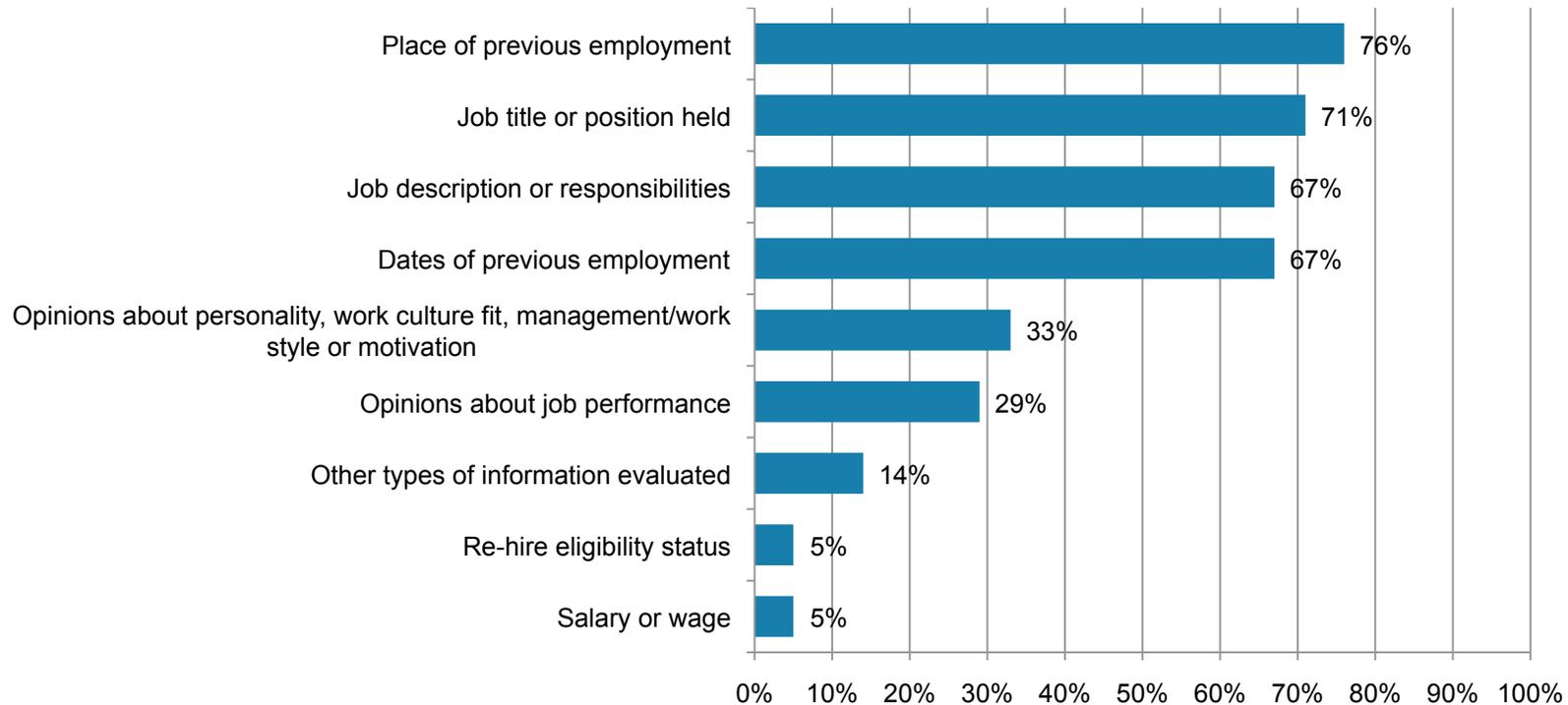
Other types of information evaluated by organizations conducting reference checks

- How did candidate add value? What caused candidate to struggle? Insight about how candidate leads and follows. What else might be helpful?
- Dependability, professionalism, and communication skills
- What can we do to help [job candidate name] become more successful in our company?
- Attendance for non-exempt
- Reliability, ability to work with others
- Communication / interpersonal skills
- Most of the time dates of employment and rate of pay are only offered.

Selection Process

2013 ERC Hiring Trends & Practices Survey

Figure 11 | Types of information evaluated by organizations using social media tools



Other types of information evaluated by organizations using social media tools

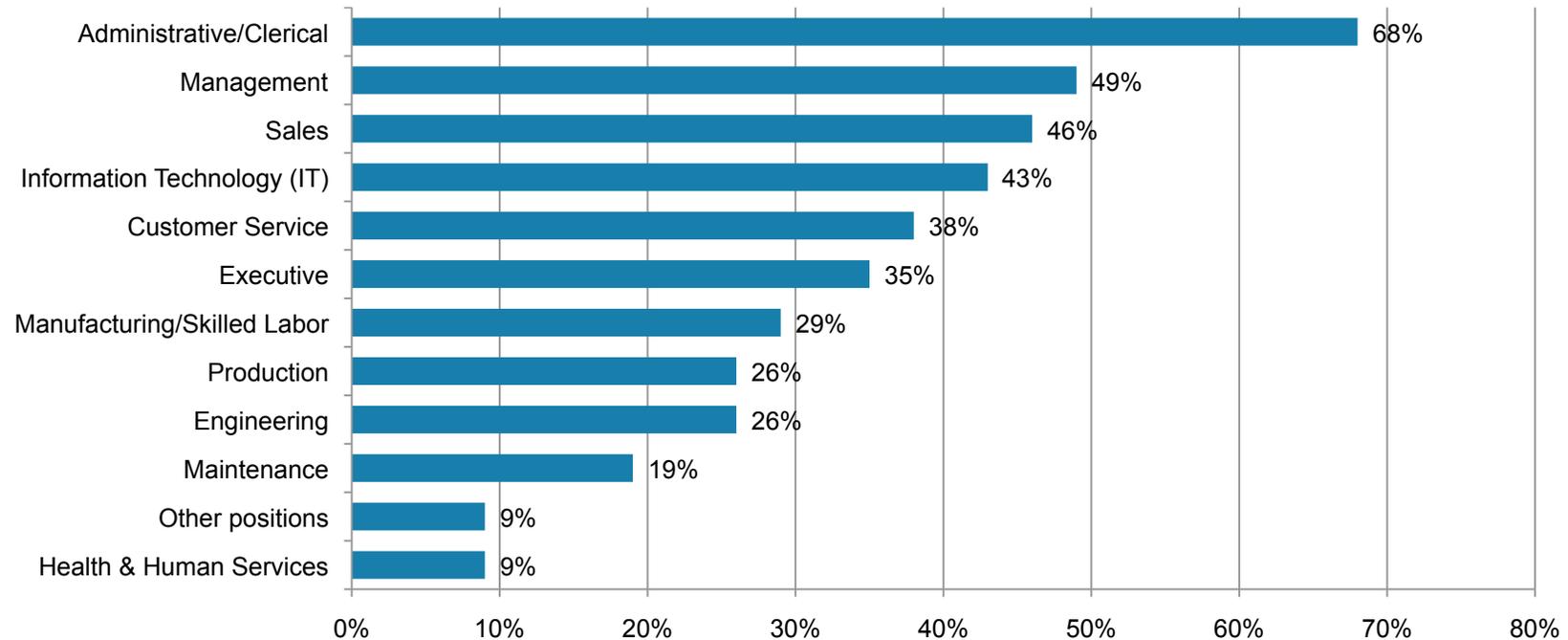
- Privacy settings, likes and dislikes
- Whatever's out there
- Any references posted on LinkedIn are reviewed

Selection Process

2013 ERC Hiring Trends & Practices Survey

Employment tests

Figure 12 | Positions for which organizations use employment tests (e.g. ability, aptitude, or job knowledge)



Other positions for which employment tests are used: Finance & accounting; CDL drivers & heavy equipment operators; consulting services

Types of assessments used during hiring process:

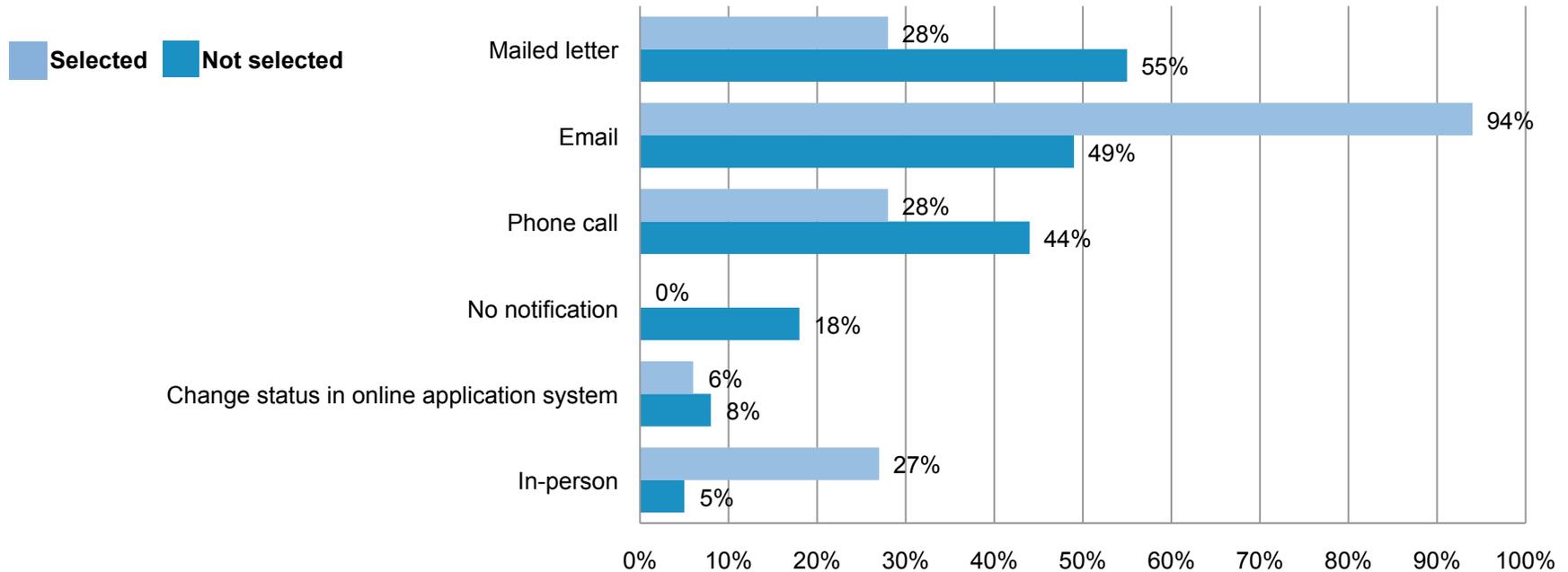
- Aptitude
- Communication skills
- Competency and leadership
- Comprehension, proofing and spelling
- Computer, typing, and writing
- Critical thinking/Problem solving
- Customer service skills
- Ethics
- General knowledge
- Job-specific knowledge
- Learning ability
- Machinist, welding, and electrical
- Mathematical skill or ability
- Mechanical ability
- Microsoft Office tests (Word, Excel, etc.)
- Numerical and arithmetic reasoning
- Personality, behavior, and attitude

Specific assessments cited: Bennett Mechanical Comprehension Test; Watson Glaser Critical Thinking Appraisal; The Achiever (Personality Profiles); Applicant Potential Test; Sales Success Predictor; Ramsay basic skills; Ramsay mechanical aptitude; SMI assessment tool; Predictive Index; Profile Assessment; Watterson Associates personality test; Pradco; Telintel; Human Performance Evaluation; DiSC profile; Myers Briggs; PRADCO; Wonderlic WPT IQ assessment; Profile XT; OPQ; Nocti (various tests specific to job, e.g. maintenance); Berke Group battery

Selection Process

Hiring decisions

Figure 13 | Communication methods used to notify job candidates of a hiring decision



Other communication methods notifying job candidates that they have *not* been selected:

- Letters are mailed to candidates interviewed in person only
- If we bring the candidate in for an interview, we call them
- Phone call if they have had an interview, email if not.
- Form letter generated by HR Smart
- Thank you for your interest post cards
- Email only if they had an interview
- Only exempt salaried positions receive mailed letter.
- Contact all who are interviewed by phone call or letter

Introductory Period

Figure 14a | Organizations with a probationary/introductory period for new hires

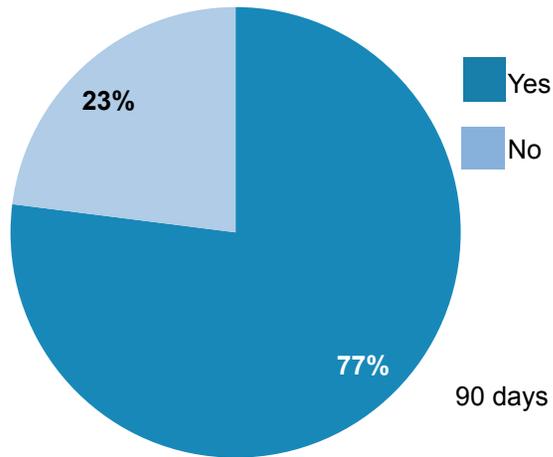
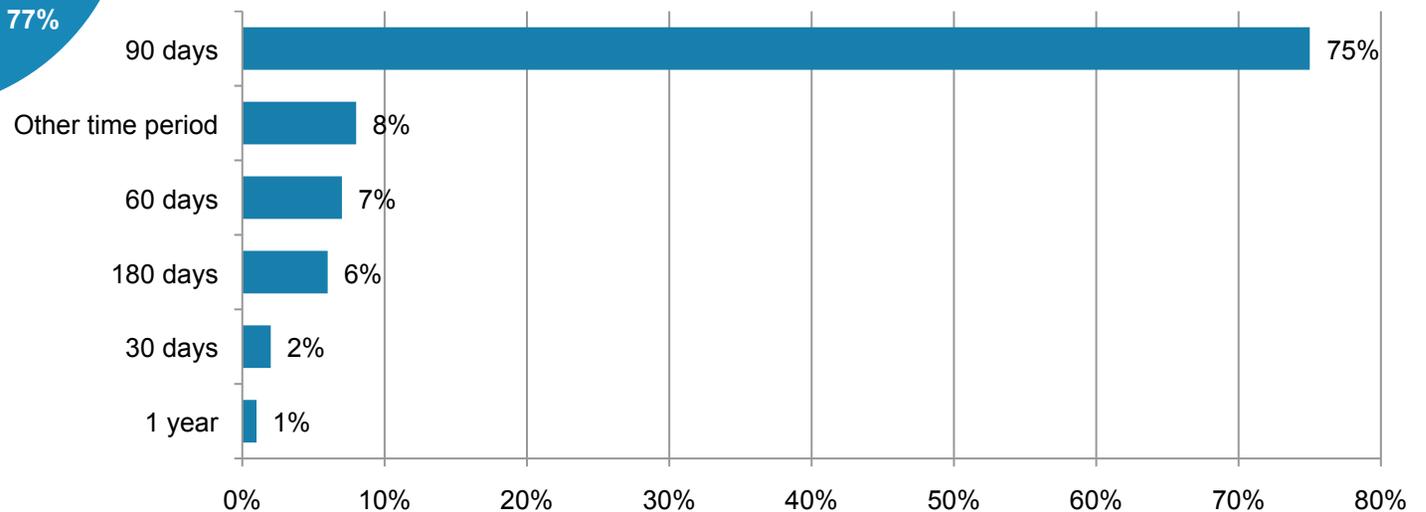


Figure 14b | Length of the probationary/introductory period for new hires



Other types/lengths of probationary or introductory periods for new-hires:

- 30 days for insurance and 90 days for job objectives
- Do a 90 day on-boarding process, but not probationary
- Introductory period with evaluations at 30, 60 & 180 days
- None for salaried employees
- 90 days for hourly production employees only
- 90 days for hourly employees only
- 90 days for temporary employees only
- For hourly folks there is a 90 day probationary period

Job Postings

Figure 15a | Organizations that require all open positions be posted internally before being posted externally

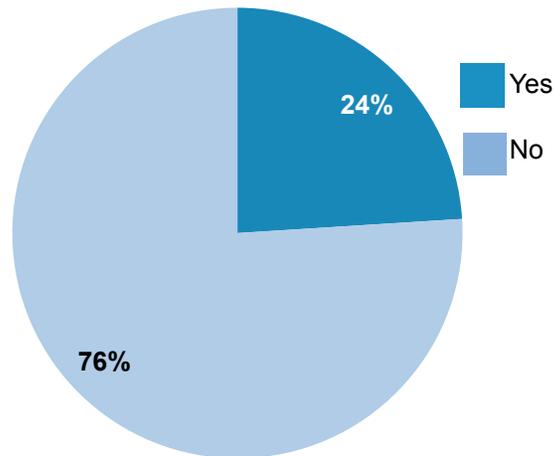


Figure 15b | Length of time open positions must be posted internally before being posted externally

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Average # of days	6.5	8.7	7.0	7.0	7.8	7.3	7.0	7.5

Other lengths of time positions must be posted internally before posting externally:

- Varies
- No specified period
- No specified amount of time.
- Employees are advised that jobs are posted on our corporate Career Builder site and our company website.
- As long as applicable for the position and situation.

Reference, background and credit checks

Figure 16 | Organizations that communicate to potential employees that the results of one of the following types of testing or screening adversely affected the decision making process

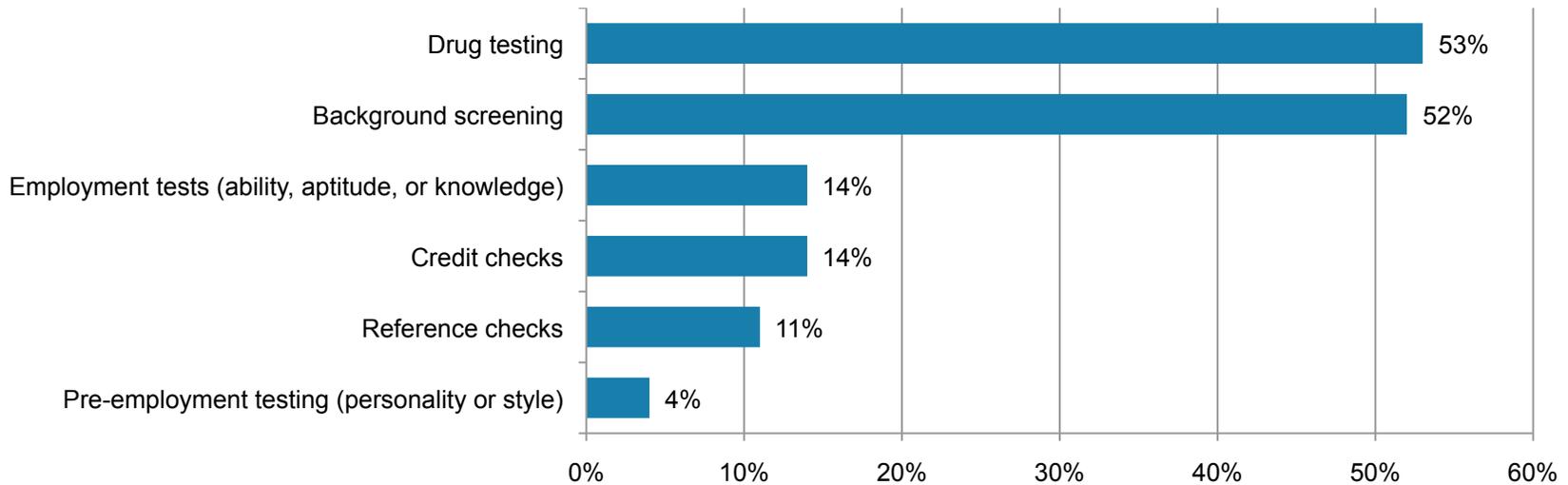


Figure 17 | Reasons organizations indicate they would not hire a candidate

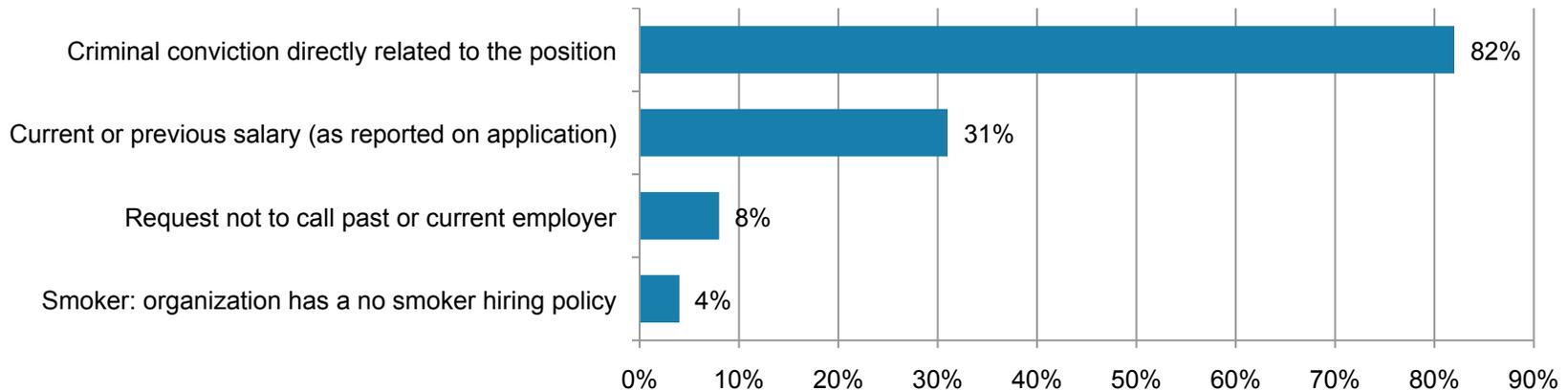
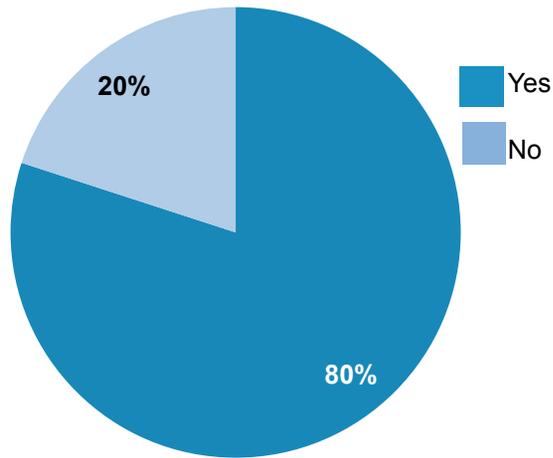
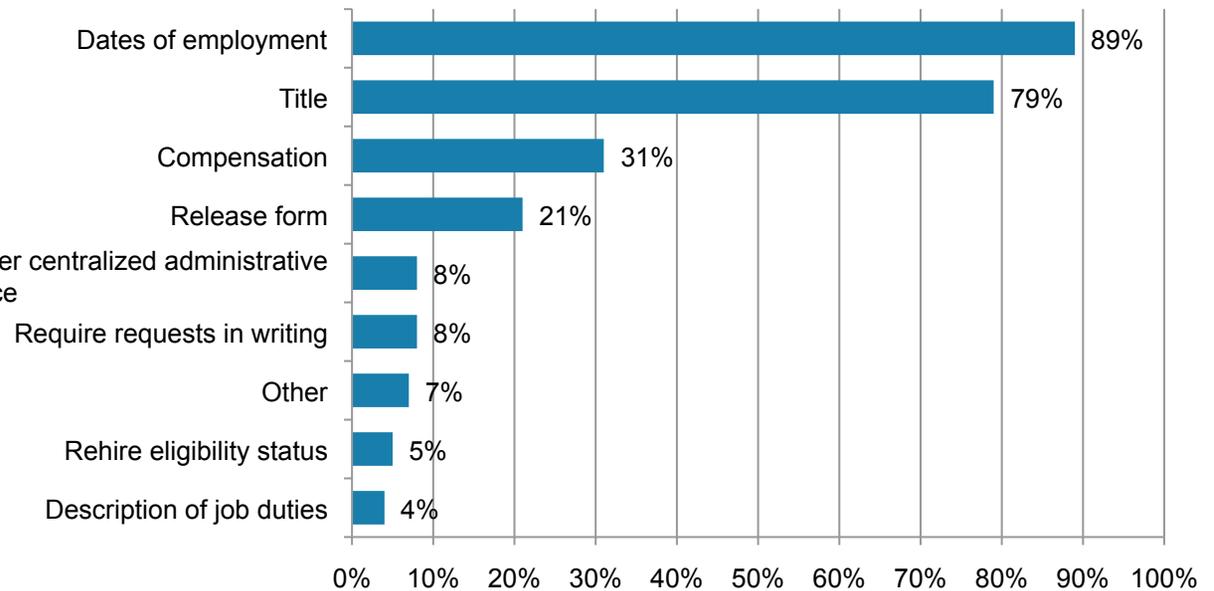


Figure 18a | Organizations with a policy limiting information disclosures for reference checks on former employees



Requests handled by HR or other centralized administrative source

Figure 18b | Types of information disclosure limitations on reference check requests

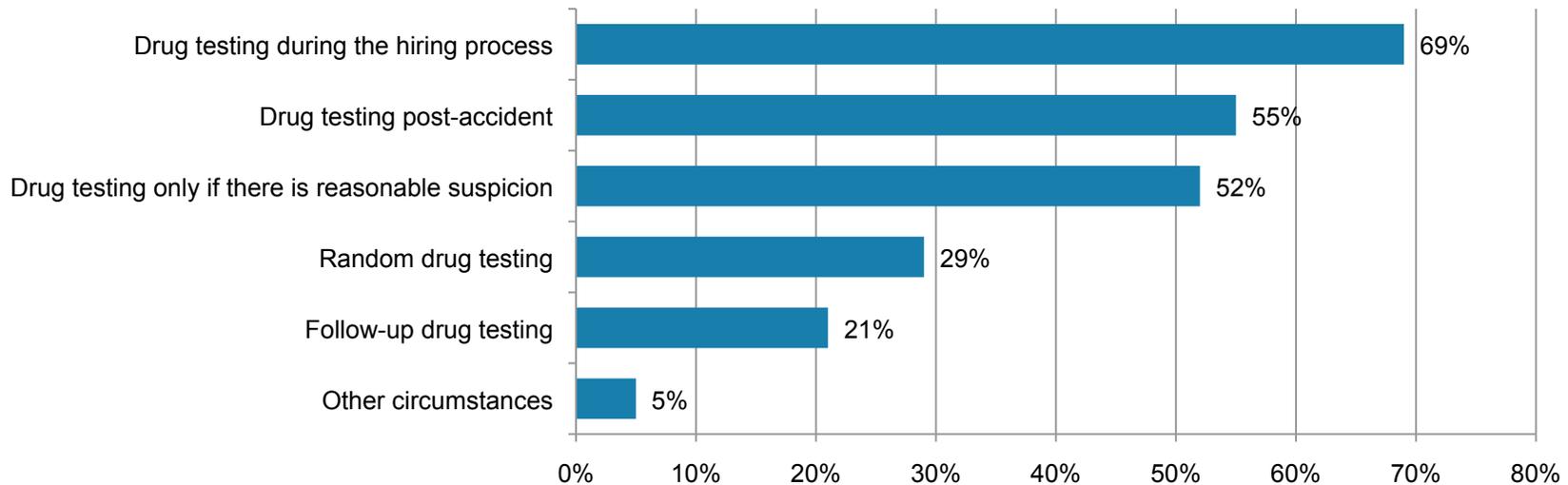


Other disclosure limitations on reference check requests:

- Dates of employment and pay rate. Caller must know rate of pay before confirming.
- Verify dates of employment, title, if they left voluntarily.
- We only give factual information that we can support with documentation, etc.
- We give position, full-time/part-time, dates of employment. Salary information is only given with written permission, and not over the phone.
- We do not discuss performance, attendance
- Third party will provide the information.

Drug testing

Figure 19 | Circumstances under which drug testing is conducted



Other circumstances under which organizations conduct drug testing:

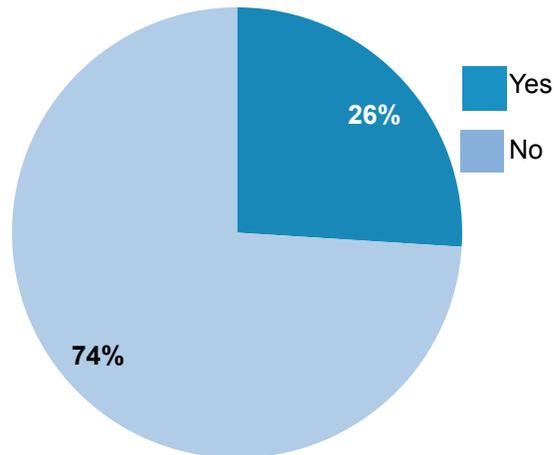
- Drug testing is done at the client's request.
- Random testing is only performed if, after a post-incident positive drug/alcohol test, the employee agrees to 12 months of random testing as part of a last-chance agreement in order to maintain employment.
- Often required by our customers prior to coming on site
- Return to work after 30 or more days of absence.
- If an employee comes forward asking for help under our Drug Free Workplace Policy and completes the necessary treatment program, we ask for follow-up testing for a period of 1 year from the date of release in program.
- Only for certain positions

Follow-up actions or procedures taken if drug testing fails in any situation:

- Termination/No Hire (n=36)
- Second chance or last chance agreement (n=14)
- Mandatory substance abuse treatment or counseling (n=10)
- Referral to Employee Assistance Program (EAP) (n=8)
- Situation dependent procedures (n=8)
- Suspension (n=5)
- Other disciplinary action/corrective action (n=4)

Sign-on and employee referral bonuses

Figure 20 | Organizations providing sign-on bonuses for any position



Types of jobs for which sign-on bonuses are provided and the average amount of the bonus offered

- Hard to fill job or highly sought candidate
- This is strictly dependent upon the hiring manager and their budget. Typically sign-on bonuses can be for items like relocation, to make sure we get the right candidate, etc. These are often higher-level, management positions.
- Developers
- IT positions. Varies by level of job.
- Management and Executive positions
- This varies on position. The last sign on bonus was for an IT position but the employee must stay 6 months first
- Manufacturing, customer service \$5,000 - \$10,000
- Salaried positions, no standard
- All positions- negotiable amount
- Management positions
- Some exempt positions - \$2,500.
- Salaried, amount depends on level
- This varies by the need for the position and the applicants we are getting
- We may offer a sign-on bonus for any exempt level position depending on the situation.
- Occasionally, on a case by case basis
- Only for senior level positions, amount varies
- Situational – average of \$10,000. Management and above.
- Senior manager
- Hard to fill positions
- Depends upon the position; ranges from \$500 to \$20,000.
- Management \$1,000 - \$10,000
- Sales - the amount ranges greatly
- Very rarely and only for executive level positions
- Mostly our salaried positions
- Sales: \$5,000
- Sales Positions. Bonuses have ranged from \$5,000 - \$10,000 paid out over 1 year time frame.

Figure 21a | Organizations providing employee referral bonuses (by position type)

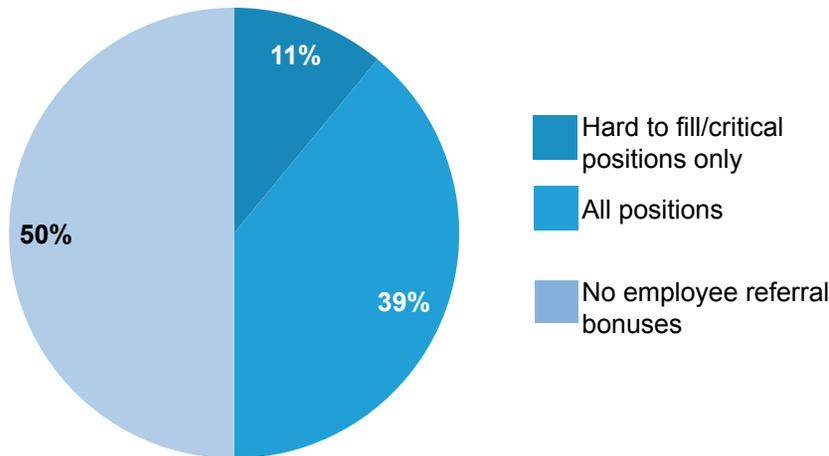


Figure 21b | Maximum amounts of employee referral bonuses offered

Maximum bonus awarded	Description of policy and amount of employee referral bonus
Less than \$100	<ul style="list-style-type: none"> \$50 bonus after new hire remains on staff for 90 days \$75
\$100	<ul style="list-style-type: none"> The referring employee receives \$100 after the referred employee successfully completes 90 days. Regular full-time and part-time employees are eligible for an employee referral bonus. A Candidate Referral Form must be completed for each referral and forwarded to Human Resources. Please contact Human Resources for a Candidate Referral Form. If a [company name] employee refers a candidate who is hired and who successfully completes 90 days of service, they will receive \$100.
\$150	<ul style="list-style-type: none"> \$50 after 6 months and another \$100 after one year of employment
\$200	<ul style="list-style-type: none"> Non relative, must remain employed for 6 months, \$200 award \$100 upon hire and \$100 after 6 months \$100 upon hire, and \$100 after new hire completes 90 days Bonus amount is \$200. Referred employee must be in the position over 90 days. Bonus is paid out at mandatory attendance quarterly meetings. Employees who refer a qualified candidate who subsequently is hired and remains employed for at least three (3) months are eligible for a referral-bonus payment of \$200. Subject to tax withholding. partial payment made after 90 days, 180 days and 360 days (maximum of \$200)

Policies

Maximum bonus awarded	Description of policy and amount of employee referral bonus
\$250	<ul style="list-style-type: none"> • \$50 after 90 days and \$250 for hard to fill positions • Candidate must list employee as referral on application. \$125 is paid out to the employee who referred the candidate after 60 days and an additional \$125 after 6 months. • CNC Machinist; CNC Maintenance - \$100 at hire and \$100 after 6 months if new hire is still there. [hard to fill/critical positions only] • \$250
\$300	<ul style="list-style-type: none"> • Only run program as needed. \$100 for completing 90 days and another \$200 for an additional 6 months employment. [hard to fill/critical positions only] • \$300 if candidate is hired and maintains employment for at least 6 months • \$300 is paid to a staff member how refers a candidate we hire. • The referring employee receives \$100 if his/her referral is still employed after 6 months, and receives an additional \$200 if the referral is still employed after 12 months.
\$350	<ul style="list-style-type: none"> • If an employee refers someone for an open position and they are hired, the employee will receive \$350 if that individual stays past their introductory period of 90 days.
\$400	<ul style="list-style-type: none"> • Employees get a \$400 referral bonus for a referral that is hired. They get \$200 when the referral starts, and the other \$200 after the referral has been here for 90 days.
\$500	<ul style="list-style-type: none"> • 6 months of employment for the referred candidate- \$500 for the referring employee • \$500 for a hired referral • \$500 one year after hire (must still be employed). • \$500 based on achieving six months of service [hard to fill/critical positions only] • \$500 after 6 months of employment of the new hire • The referring employee receives a onetime \$500 bonus after the referred employee has been with the company for 6 months. • It varies. \$500 was the latest amount for a shop technician [hard to fill/critical positions only] • \$500 for a full time employee with a 120 day waiting period; \$250 for a part time employee with a 120 day waiting period • New hire at 90 days- employee receives \$100. New hire at 6 months- employee receives \$100. New hire at 1 year- employee receives \$300. • \$300 after 6 months of employment and \$200 after 1 year of employment • After 90-day probationary period \$250 for non-clinical; After 90-day probationary period \$500 for clinical • If person referred is hired and is successful for 6 months, employee who referred receives a \$500 bonus. • For production - \$250 - For salary - \$500. Employee must complete form for recommending someone for the position. If the recommended employee is hired then we pay the referral amount on first day. • An employee is eligible to receive a \$500 bonus per referral. \$250 is paid upon hire and \$250 is paid upon completion of the 90 day probationary period.

Maximum bonus awarded	Description of policy and amount of employee referral bonus
\$1,000	<ul style="list-style-type: none"> • \$500 - \$1,000 • Application Developer, Nurses \$500 - \$1000 after 90 days [hard to fill/critical positions only] • We offer a \$1000 referral bonus for all levels of full-time, regular positions. We pay 50% at the employees 90 days and the remaining 50% at 6 months. • \$500 - \$1000 (depending on level of position). New hire must be employed for 90 days before bonus will be paid out.
\$1,500	<ul style="list-style-type: none"> • \$1500.00 [hard to fill/critical positions only] • Depends on position, \$300-\$1500 [hard to fill/critical positions only]
\$2,000	<ul style="list-style-type: none"> • Level 1: \$500 for administrative or service support hires; Level 2: \$750 for entry-sales, professional or managerial hires; Level 3: \$1,000 for senior-sales or mid and upper-level managerial hires; Level 4: \$2,000 for hard-to-fill, highly specialized positions
\$2,500	<ul style="list-style-type: none"> • Non-exempt - \$750; Exempt - \$1,500; Sales type positions - \$2,500
\$3,000	<ul style="list-style-type: none"> • Technical positions: maintenance \$3000; process tech \$2000; supervisors & managers \$3000 [hard to fill/critical positions only]

Other employee referral bonus policies:

- Depends on position, individual must remain employed for 6 months [hard to fill/critical positions only]
- Employee receives 1.25% of new hire's salary once the new hire has passed the 90 day introductory period.
- Get a certain dollar amount upon hire and then a second payment after the new hire has completed 6 months of continued employment

Hiring Metrics

Figure 22 | Average time to fill in days (average # of calendar days from the date a job requisition is approved to the date an offer is accepted by a hire)

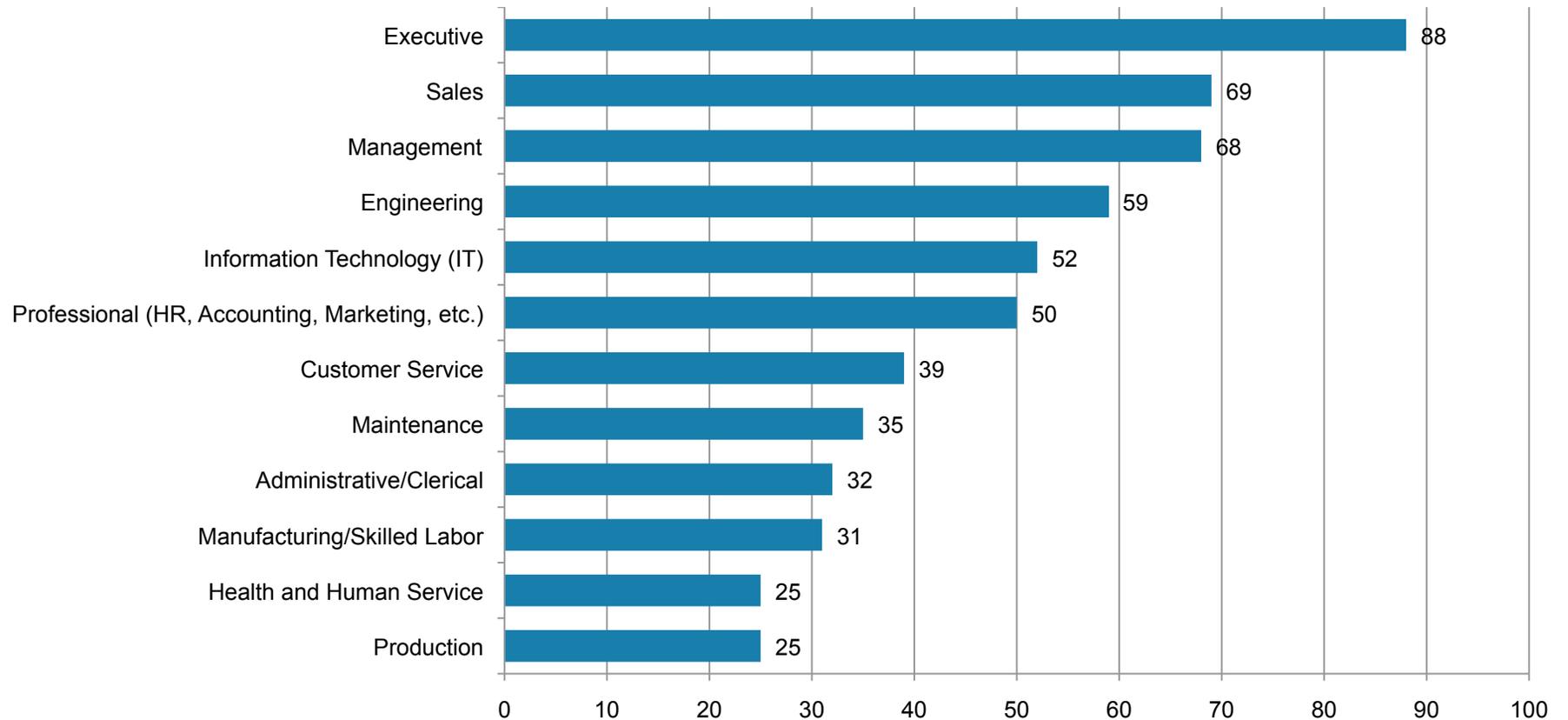


Figure 23 | Average costs associated with hiring process

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Cost of hire (<i>all costs involved with a new hire</i>)	\$6,449	\$2,205	\$2,733	\$2,165	\$4,719	\$7,536	\$1,850	\$4,545
Cost of vacancy (<i>costs of having work completed in absence of a staff member</i>)	\$13,809	\$1,500	\$6,657	\$8,750	\$7,463	\$15,578	0%	\$10,160

Figure 24 | Average percent of offers extended to candidates that were accepted in 2012

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Average % of accepted offers	86	91	89	92	86	90	88	89

Figure 25 | Average time to start

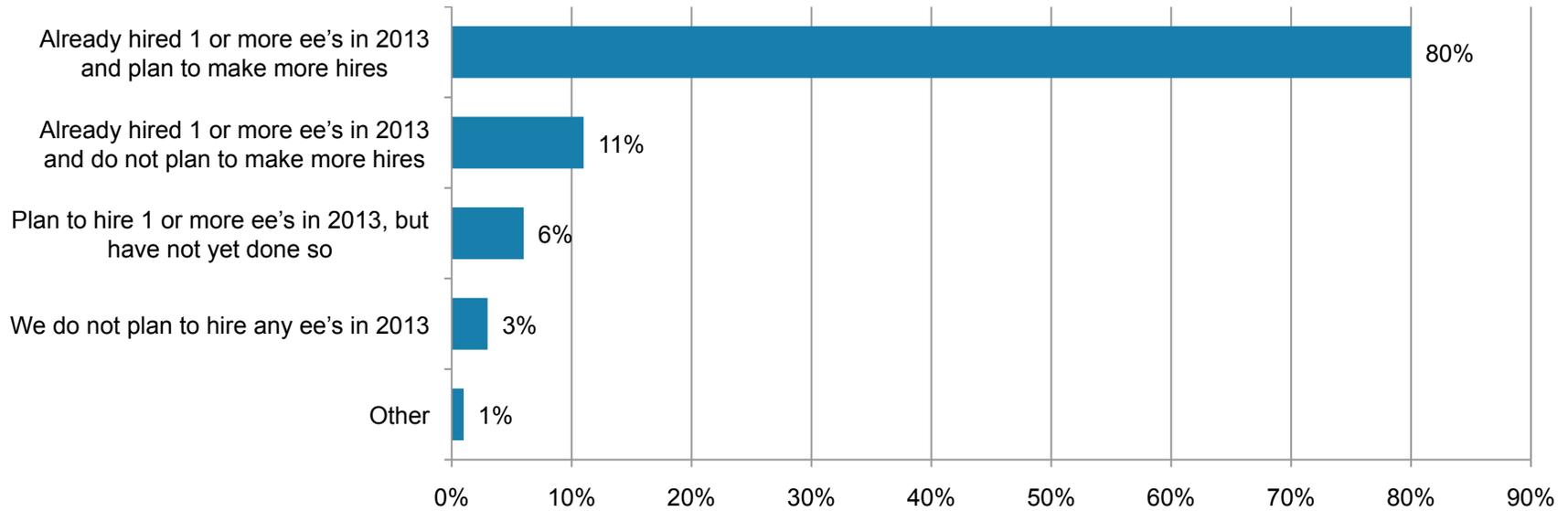
	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
# of days	15	12	18	16	12	16	17	14

Figure 26 | Average vacancy rate (average # of vacant positions divided by total # of positions)

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Average vacancy rate	6	3	9	5	5	8	6	6

Hiring Projections

Figure 27 | Organization's hiring plan for 2013



Other hiring plans for 2013: Recalling laid off employees

Respondent Demographics

Below is a breakdown of the industries and sizes that the 114 respondents represent.

	Percent
Industry	
Manufacturing	43%
Non-Manufacturing	34%
Non-Profit	20%
Organizational Size	
1-50	25%
51-200	52%
201-500	18%
Over 500	6%

Appendix A: Industry & Organizational Size Breakouts

Recruitment

Figure 1.1 | Sources used for recruiting purposes

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	<i>M</i>	<i>NM</i>	<i>NP</i>	<i>1-50</i>	<i>51-200</i>	<i>201-500</i>	<i>Over 500</i>	<i>Total</i>
General online job boards/websites	86%	92%	87%	75%	92%	95%	100%	89%
Employee Referrals	78%	90%	70%	82%	75%	95%	71%	80%
Staffing agency/third party recruiter	76%	67%	35%	50%	64%	85%	71%	65%
Your organization's online career center/website	45%	67%	70%	39%	58%	75%	86%	58%
College/university online career centers/websites	43%	62%	57%	32%	58%	55%	86%	53%
Social media	47%	62%	35%	29%	47%	75%	86%	50%
Industry-specific online job boards/websites	37%	46%	61%	39%	42%	55%	57%	45%
Outside referrals	41%	51%	39%	50%	36%	55%	71%	45%
Job fairs	35%	44%	35%	7%	39%	65%	71%	38%
Your organization's internal career center/intranet	22%	44%	39%	11%	27%	60%	100%	33%
Print advertisements/classifieds	33%	31%	30%	29%	31%	50%	29%	33%
"Help Wanted" sign	12%	10%	0%	4%	8%	25%	0%	10%
Candidate research services	2%	8%	13%	7%	2%	10%	43%	7%
Other sources	6%	0%	0%	4%	2%	5%	0%	3%

Figure 2.1 | Frequency with which organizations engage a staffing agency/third-party recruiter

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Never	4%	10%	27%	19%	12%	0%	0%	11%
Rarely	27%	26%	45%	27%	27%	35%	43%	29%
Sometimes (e.g. seasonally or project based)	33%	44%	23%	42%	31%	40%	43%	36%
Often	33%	21%	5%	12%	29%	20%	14%	22%
Always	4%	0%	0%	0%	2%	5%	0%	2%

Figure 3.1 | Social media tools used for recruiting purposes

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
LinkedIn	57%	79%	35%	36%	61%	90%	71%	61%
Facebook	14%	31%	30%	21%	24%	20%	43%	24%
Twitter	4%	26%	35%	18%	19%	25%	14%	19%
Google+	0%	8%	0%	4%	2%	0%	14%	3%
Blogs	0%	5%	4%	7%	2%	0%	0%	3%
Other social media tools	2%	3%	0%	4%	0%	5%	0%	2%
Instagram	0%	0%	0%	0%	0%	0%	0%	0%

Figure 4.1 | Specific uses of social media tools during the recruiting process

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Posting jobs	51%	62%	48%	25%	59%	70%	86%	54%
Sourcing candidates	35%	64%	22%	29%	36%	75%	71%	43%
Employment branding	10%	38%	22%	11%	20%	30%	71%	23%
Referrals	2%	23%	13%	11%	8%	20%	29%	12%
Pre-interview candidate screening	6%	13%	4%	14%	3%	10%	14%	8%
Post-interview candidate screening	0%	10%	4%	7%	0%	10%	14%	4%
Post-offer candidate screening	0%	8%	4%	4%	2%	5%	14%	4%

Figure 5.1 | Hiring managers responsible for reviewing a candidate's social media policy

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Yes	4%	18%	23%	39%	3%	5%	0%	12%
No	20%	26%	27%	11%	19%	45%	57%	24%
0% (organization does not review social media profile(s) of job candidates)	76%	56%	50%	50%	78%	50%	43%	64%

Figure 6.1 | Mobile recruiting strategies being used**A mobile optimized website**

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Currently in place	9%	10%	11%	8%	11%	0%	29%	10%
Planning to implement in the next 12 months	7%	18%	11%	21%	7%	0%	43%	12%
Not planning to implement at this time	84%	72%	79%	71%	82%	100%	29%	79%

Allowing job candidates to upload/edit resumes via mobile devices

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Currently in place	11%	8%	11%	9%	5%	11%	43%	10%
Planning to implement in the next 12 months	9%	11%	11%	4%	11%	5%	29%	10%
Not planning to implement at this time	80%	82%	79%	87%	84%	84%	29%	81%

Communicating with job candidates via SMS text messaging

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Currently in place	9%	11%	5%	13%	5%	16%	0%	9%
Planning to implement in the next 12 months	5%	11%	5%	4%	9%	0%	14%	7%
Not planning to implement at this time	86%	79%	89%	83%	85%	84%	86%	85%

Allowing job candidates to track application status via mobile devices

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Currently in place	2%	3%	11%	0%	2%	5%	29%	4%
Planning to implement in the next 12 months	7%	13%	5%	0%	11%	5%	29%	9%
Not planning to implement at this time	91%	84%	84%	100%	87%	89%	43%	88%

Other strategy related to mobile recruiting

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Currently in place	3%	3%	0%	0%	0%	12%	0%	2%
Planning to implement in the next 12 months	5%	11%	13%	10%	10%	0%	20%	8%
Not planning to implement at this time	92%	86%	88%	90%	90%	88%	80%	89%

Figure 7a.1 | Organizations currently using a formal applicant tracking system

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Yes	18%	38%	35%	18%	20%	55%	86%	30%
No	82%	62%	65%	82%	80%	45%	14%	70%

Figure 7b.1 | Reasons organizations are not currently using a formal applicant tracking system

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Lack of resources	29%	31%	20%	0%	36%	38%	0%	27%
Options are under review	17%	0%	10%	0%	11%	25%	0%	10%
Existing internal process is sufficient	42%	54%	50%	91%	39%	13%	0%	46%
System being implemented, but not yet functional	4%	8%	10%	0%	7%	13%	100%	8%
Never explored options	4%	0%	10%	9%	0%	13%	0%	4%
Have one, but do not use	4%	8%	0%	0%	7%	0%	0%	4%

Selection Process

Figure 8.1 | Selection methods used to hire the majority of candidates (by position type)

Exempt positions

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Interview	98%	100%	87%	93%	97%	100%	100%	96%
Second interview	96%	97%	91%	93%	95%	100%	100%	96%
Background screening	90%	90%	78%	79%	88%	90%	100%	87%
Reference checks	86%	85%	91%	86%	81%	95%	100%	86%
Pre-screening phone interview	69%	85%	61%	71%	66%	90%	100%	74%
Drug testing	84%	56%	52%	39%	69%	95%	86%	68%
Third interview	59%	62%	39%	57%	56%	50%	57%	55%
Education certification	53%	41%	61%	36%	54%	55%	57%	50%
Employment tests (ability, aptitude, or job knowledge)	35%	64%	22%	46%	39%	45%	29%	41%
Pre-employment tests (personality or style)	45%	41%	22%	29%	37%	50%	43%	38%
Work samples or portfolios	20%	23%	30%	36%	19%	20%	29%	24%
Physicals	39%	5%	13%	14%	27%	15%	29%	22%
Credit checks	16%	18%	22%	25%	17%	15%	0%	18%
Social media review	6%	15%	22%	29%	5%	20%	0%	13%
Simulations	6%	5%	0%	4%	3%	10%	0%	4%
Video interview	8%	3%	0%	4%	5%	0%	14%	4%
Other methods to select majority of exempt ee's	4%	3%	4%	4%	5%	0%	0%	4%

Non-exempt positions

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Interview	92%	95%	87%	89%	90%	100%	100%	92%
Background screening	84%	85%	78%	68%	85%	90%	100%	82%
Reference checks	67%	67%	91%	68%	71%	75%	86%	72%
Drug testing	88%	62%	52%	50%	69%	100%	86%	71%
Second interview	55%	74%	74%	64%	69%	55%	71%	66%
Pre-screening phone interview	35%	79%	57%	39%	53%	75%	86%	55%
Employment tests (ability, aptitude, or job knowledge)	41%	54%	30%	25%	47%	50%	43%	42%
Education certification	24%	26%	39%	21%	29%	25%	57%	28%
Physicals	39%	5%	17%	11%	25%	25%	43%	23%
Pre-employment tests (personality or style)	16%	31%	4%	14%	14%	40%	29%	19%
Third interview	12%	28%	4%	29%	12%	15%	14%	17%
Social media review	4%	15%	13%	25%	3%	15%	0%	11%
Credit checks	2%	13%	4%	7%	7%	5%	0%	6%
Simulations	4%	5%	0%	0%	3%	15%	0%	4%
Work samples or portfolios	0%	5%	9%	4%	2%	10%	14%	4%
Video interview	2%	3%	0%	0%	2%	0%	14%	2%
Other methods to select majority of non-exempt ee's	2%	0%	4%	4%	2%	0%	0%	2%

Figure 10.1 | Types of information evaluated by organizations conducting reference checks

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Place of previous employment	100%	100%	100%	100%	100%	100%	100%	100%
Job title or position held	86%	81%	86%	89%	81%	84%	100%	85%
Dates of previous employment	91%	73%	86%	81%	81%	89%	100%	84%
Opinions about job performance	57%	70%	77%	78%	65%	58%	57%	67%
Re-hire eligibility status	55%	65%	77%	63%	65%	58%	71%	64%
Job description or responsibilities	48%	57%	73%	74%	48%	53%	71%	57%
Opinions about personality, work culture fit, management/work style or motivation	52%	46%	64%	74%	40%	63%	43%	53%
Salary or wage	41%	43%	41%	44%	33%	63%	43%	42%
Other types of information evaluated	9%	3%	9%	7%	6%	11%	0%	7%

Figure 11.1 | Types of information evaluated by organizations using social media tools

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Place of previous employment	75%	82%	50%	63%	83%	83%	100%	76%
Job title or position held	100%	73%	50%	63%	100%	50%	100%	71%
Dates of previous employment	75%	73%	25%	38%	100%	83%	0%	67%
Job description or responsibilities	75%	64%	50%	50%	83%	83%	0%	67%
Opinions about personality, work culture fit, management/work style or motivation	0%	45%	50%	38%	33%	33%	0%	33%
Opinions about job performance	0%	36%	25%	13%	33%	50%	0%	29%
Other types of information evaluated	0%	18%	0%	13%	0%	33%	0%	14%
Salary or wage	0%	9%	0%	0%	17%	0%	0%	5%
Re-hire eligibility status	0%	9%	0%	0%	17%	0%	0%	5%

Figure 12.1 | Positions for which organizations use employment tests (e.g. ability, aptitude, or job knowledge)

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Administrative/Clerical	54%	77%	82%	50%	77%	58%	80%	68%
Management	50%	50%	36%	38%	51%	50%	60%	49%
Sales	54%	53%	0%	38%	46%	50%	60%	46%
Information Technology (IT)	35%	53%	27%	56%	40%	33%	40%	43%
Customer Service	42%	50%	0%	25%	43%	42%	40%	38%
Executive	38%	33%	27%	19%	40%	42%	40%	35%
Manufacturing/Skilled Labor	62%	13%	0%	19%	37%	33%	0%	29%
Engineering	54%	13%	0%	31%	26%	25%	20%	26%
Production	46%	20%	0%	6%	40%	17%	20%	26%
Maintenance	42%	7%	0%	6%	23%	33%	0%	19%
Health & Human Services	8%	7%	18%	6%	9%	8%	20%	9%
Other positions	0%	10%	18%	19%	6%	8%	0%	9%

Figure 13.1 | Communication methods used to notify job candidates of a hiring decision

Candidate has not been selected

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Mailed letter	51%	62%	48%	54%	47%	70%	86%	55%
Email	45%	49%	57%	57%	44%	55%	43%	49%
Phone call	55%	31%	43%	32%	47%	50%	43%	44%
No notification	16%	23%	13%	21%	19%	15%	0%	18%
Change status in online application system	4%	13%	4%	4%	5%	10%	43%	8%
In-person	10%	0%	4%	7%	7%	0%	0%	5%

Candidate has been selected

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Email	94%	90%	100%	96%	92%	100%	86%	94%
Mailed letter	33%	23%	22%	39%	24%	30%	14%	28%
Phone call	31%	21%	35%	32%	25%	35%	14%	28%
In-person	29%	31%	22%	25%	27%	30%	29%	27%
Change status in online application system	0%	0%	0%	0%	0%	0%	0%	0%

Policies

Figure 14a.1 | Organizations with a probationary/introductory period for new hires

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Yes	85%	67%	78%	64%	86%	70%	71%	77%
No	15%	33%	22%	36%	14%	30%	29%	23%

Figure 14b.1 | Length of the probationary/introductory period for new hires

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
90 days	78%	84%	56%	76%	76%	69%	80%	75%
Other time period	10%	8%	6%	0%	8%	23%	0%	8%
60 days	10%	4%	6%	12%	8%	0%	0%	7%
180 days	0%	0%	28%	12%	2%	8%	20%	6%
30 days	3%	4%	0%	0%	4%	0%	0%	2%
1 year	0%	0%	6%	0%	2%	0%	0%	1%

Figure 15.1 | Organizations that require all open positions be posted internally before being posted externally

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Yes	19%	26%	30%	11%	22%	45%	29%	24%
No	81%	74%	70%	89%	78%	55%	71%	76%

Figure 16.1 | Organizations that communicate to potential employees that the results of one of the following types of testing or screening adversely affected the decision making process

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Drug testing	59%	51%	39%	29%	54%	85%	43%	53%
Background screening	49%	59%	43%	39%	47%	80%	57%	52%
Credit checks	14%	15%	9%	14%	15%	15%	%	14%
Employment tests (ability, aptitude, or knowledge)	12%	13%	17%	14%	8%	30%	14%	14%
Reference checks	12%	13%	4%	11%	10%	15%	14%	11%
Pre-employment testing (personality or style)	6%	0%	4%	0%	2%	15%	0%	4%

Figure 17.1 | Reasons organizations indicate they would not hire a candidate

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Criminal conviction directly related to the position	84%	82%	78%	82%	83%	80%	71%	82%
Current or previous salary (as reported on application)	35%	31%	22%	36%	24%	50%	14%	31%
Request not to call past or current employer	8%	10%	4%	14%	7%	0%	14%	8%
Smoker: organization has a no smoker hiring policy	6%	5%	0%	4%	3%	10%	0%	4%

Figure 18a.1 | Organizations with a policy limiting information disclosures for reference checks on former employees

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Yes	73%	82%	91%	61%	83%	90%	100%	80%
No	27%	18%	9%	39%	17%	10%	0%	20%

Figure 18b.1 | Types of information disclosure limitations on reference check requests

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Dates of employment	97%	84%	84%	88%	96%	81%	71%	89%
Title	94%	71%	68%	69%	87%	69%	71%	79%
Compensation	25%	29%	42%	38%	31%	25%	29%	31%
Release form	19%	26%	16%	19%	18%	44%	0%	21%
Require requests in writing	6%	13%	5%	0%	7%	25%	0%	8%
Requests handled by HR or other centralized administrative source	6%	13%	5%	0%	13%	6%	0%	8%
Other	3%	6%	16%	6%	7%	6%	14%	7%
Rehire eligibility status	6%	3%	5%	13%	2%	6%	0%	5%
Description of job duties	3%	6%	0%	6%	2%	6%	0%	4%

Figure 19.1 | Circumstances under which drug testing is conducted

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Drug testing during the hiring process	82%	62%	57%	43%	71%	95%	86%	69%
Drug testing post-accident	80%	36%	39%	29%	61%	80%	43%	55%
Drug testing only if there is reasonable suspicion	67%	36%	48%	29%	56%	70%	57%	52%
Random drug testing	39%	28%	9%	11%	32%	40%	43%	29%
Follow-up drug testing	29%	15%	13%	7%	25%	30%	14%	21%
Other circumstances	8%	3%	0%	7%	7%	0%	0%	5%

Figure 20.1 | Organizations providing sign-on bonuses for any position

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Yes	27%	31%	13%	14%	21%	40%	71%	26%
No	73%	69%	87%	86%	79%	60%	29%	74%

Figure 21.1 | Organizations providing employee referral bonuses (by position type)

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
No employee referral bonuses	60%	28%	65%	61%	52%	37%	29%	50%
All positions	32%	56%	26%	29%	40%	53%	43%	39%
Hard to fill/critical positions only	9%	15%	9%	11%	9%	11%	29%	11%

Metrics

Figure 22.1 | Average time to fill in days (average # of calendar days from the date a job requisition is approved to the date an offer is accepted by a hire)

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	<i>M</i>	<i>NM</i>	<i>NP</i>	<i>1-50</i>	<i>51-200</i>	<i>201-500</i>	<i>Over 500</i>	<i>Total</i>
Executive	73	103	108	87	95	76	105	88
Sales	68	76	70	69	76	62	31	69
Management	66	63	81	79	66	64	60	68
Engineering	62	51	n/a	46	64	61	n/a	59
Information Technology (<i>IT</i>)	56	51	49	73	46	56	21	52
Professional (<i>HR, Accounting, Marketing, etc.</i>)	51	47	53	63	47	50	21	50
Customer Service	42	33	46	59	38	33	17	39
Maintenance	34	42	26	20	32	42	n/a	35
Administrative/Clerical	28	35	36	38	33	28	10	32
Manufacturing/Skilled Labor	26	66	n/a	38	29	31	n/a	31
Production	22	37	n/a	34	21	26	n/a	25
Health and Human Service	15	30	27	30	32	19	n/a	25

Figure 27.1 | Organization’s hiring plans for 2013

	<i>Industry</i>			<i>Number of Employees</i>				<i>All Employers</i>
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Already hired 1 or more ee’s in 2013 and plan to make more hires	81%	79%	78%	50%	86%	95%	100%	80%
Already hired 1 or more ee’s in 2013 and do not plan to make more hires	13%	10%	9%	25%	9%	0%	0%	11%
Plan to hire 1 or more ee’s in 2013, but have not yet done so	4%	5%	9%	18%	2%	5%	0%	6%
We do not plan to hire any ee’s in 2013	0%	5%	4%	7%	2%	0%	0%	3%
Other	2%	0%	0%	0%	2%	0%	0%	1%

Appendix B: Standard Pre-Screening Phone Interview Questions

Below is a full list of the standard questions each organization asks during a typical pre-screening phone interview with a job candidate.

Why are you looking?
Compensation level?
Why did you leave “X” Company?
What are you looking for in your next job/company?

*What were your responsibilities?
What are some common issues you have faced and how did you resolve them?
What type of work environments and have you been exposed to in the past?
Are you currently employed? If yes, why are you looking to leave? If not currently employed, why did you leave your most recent company?
What is your salary requirement?*

What prompted you to apply to our company?
What are some of the things that you value in an employer?
How would you describe your work style and your work ethic?
How do you continue to stay current with trends in your field?
What have you done in the last year to continue your learning/education?
If you had only one word to describe yourself, what would it be? Why?
What challenges do you foresee in this type of job and how would you overcome them?
What are the clues you have come to recognize you are under too much stress?
Would you feel comfortable with us contacting your Boss(es)? Peers? Subordinates? Customers?
What do you think they (above) would say about you?
Describe an instance when you had to overcome a difficult situation. How did you do it?
What do you like most about your current position? Why? What do you like least? Why?
When did you last receive feedback at work that made you feel proud? When did you receive criticism that upset you?
Describe a situation where multi-tasking was necessary to complete a specific goal. How did you feel about that situation?
Do you have any specific salary requirements?
What resources do you use to manage your time? May we see it in a follow-up interview?

What is your motivation to succeed?
What do you need your next employer to provide for you to succeed?

Rate yourself in the following areas (1 being weak, 10 being strong):

Organization Skills

Interpersonal Skills

Creative Thinking

Technical Skills

Analytical Thinking

Time Management Skills

What have you done in the last year to improve the weakest of the above skills?

Past job experience, education, relevant work experience.

Why they left the last job?

Salary requirements.

Behavioral based questions.

We have standard questions related to each of our positions. Most often these questions revolve around why the candidate is currently looking/interested, what they're looking for in their next job, and job specific skills they may have acquired along the way.

How did you hear of our organization or the opening?

What do you see yourself doing five years from now?

How do you make yourself indispensable to a company?

What's your greatest strength?

What's your greatest weakness?

Tell me about a time when your workload was heavy. How did you complete your work?

Tell me about a time when you had to accomplish a task with someone who was particularly difficult to get along with.

How do you accept direction and, at the same time, maintain a critical stance regarding your ideas and values?

What are some examples of activities and surroundings that motivate you?

Tell me how you handle an ethical dilemma.

Tell me about a time when you had to resolve a problem with no rules or guidelines in place.

Varies by position and skills needed (focused on job-specific skills).

What is driving you to leave your current position?
What are your career goals? What are your personal goals?
What do you think it will take for you to be successful in this position?
What are your salary requirements?

What prompted you to contact us about this position?
What do you know about our organization and offerings?
Why are you applying for this position?
How could these be a good fit for you?
Why should we consider you for this position?
Why are you looking for a new job?
Do you have any previous data entry / computer skills?
What is your keying rate and accuracy?
Do you currently know anyone that works at [company name]?
Do you have any experience specific to skills required for this job?
What is your current compensation (base and bonus potential and achieved)
What was your final GPA?

Are you available to work the hours of the position?

Questions directly surrounding knowledge, skills and abilities as they relate to the specific job description.

Employment history pertaining to position requested
Money requirements.

Why they are interested in the job; why they want to leave their current job; confirm salary range? Test if they understand the job and seem to have the skills for the job.

Why are you looking to leave your current employer? OR Why did you leave your last employer? What experience do you have related to the job?
Is there anything I have not told you about the company or the position you would like to know?

The pre-screen phone interview is conducted by a third party service to qualify the candidate...this is used in a salaried and technical positions...questions vary based on the type of position

How did they hear about the position?
If an ad, what attracted them to apply?
Have they visited our website?

*Tell me about your current/previous position.
Why are you looking to leave? Why did you leave?
What are your salary requirements?
What attracted you to this position?*

Depends on the position. Most phone screening is used for IT positions. We generally want to know their ability to communicate well. Sometimes our IT staff will phone screen for computer knowledge.

*Describe your work history and education.
What are some of your job responsibilities at your current position?
What are your salary requirements?
Why are you currently looking for a new position?
How did you hear about the position?*

Background - previous work experience
Accomplishments
What do they know about the company?
Computer skills
Dealing with customers

*What puts you in the job market currently?
What are the top 3 things you're looking for in a company?
What attracted you to our position?
Have you looked at our website?
What are you best at in the workplace? Give me a specific example of a situation at work that demonstrates this.
What kind of salary are you looking for?*

Why are you looking for a new employment opportunity?
What caught your interest in our position?
What do you know about our company/products?
Salary requirements?
How does your experience align with the job duties & requirements of our position?
Availability? Willing to work flexible/extended hours?
Plus a couple of position specific questions.

*The interviewer reviews applicant's resume and prepares questions.
If the applicant is employed, one standard question is why are you looking to change jobs?*

Description of previous experience

Questions regarding applicant's prior work experience, skills, and qualifications for position.

Salary requested, reason for applying

Employment history, driving eligibility, auto insurance and other minimal qualifications

Why did you apply?
Have you heard of our organization before? Did you visit our website?
In comparison to our job posting, explain your credentials and qualifications.

*Job Interest
Availability/Restrictions*

Why are you looking for a job?
What are your salary requirements?
Tell me about your work experience.

*Is the listed salary/hourly wage acceptable?
Are the listed work days/times acceptable?
Are you a tobacco user? (We have a no-nicotine hiring policy)*

*Can you describe in detail your qualifications for the position?
What could be your soonest start date?
What are your questions about the job and/or our organization?*

How they found out about us.
Why they are interested in the company and the position?
Explanation of education and work experience?
Why are they looking to leave/left their current/most recent employer?
What other types of positions they are targeting in their job search?
Salary expectations.

*Basic screening questions:
Favorite and least favorite things in last 3 jobs?
Why they left the last 3 jobs?
What they are looking for in a company/position, etc.?*

We conduct our own phone screen typically to confirm interest in the position, verify salary requirements and discuss basics of the position.

Questions are based upon position.

Why are you looking for a new position?
What interested you in applying for a job with us?
What pay are you expecting?
Why did you move from your prior employers?

*What is your availability for travel?
Do you smoke?
In the prescreening phone interview we are looking for how they are on the phone and how they treat our receptionist.*

Explain work/education experience
Reasons for transition history
Compensation history
Familiarity with our company

What do you know about us?

Why are you looking to leave your current position?

What are your salary requirements?

Why are you looking for a new position?

Why did you leave your last position? (Complete chronology)

Why are you interested in this position?

Why are you interested in [company name]?

What do you know about [company name]?

What is your experience in technology?

Did you have a chance to read the job description?

How do your skills and experiences make you a good fit for the job (be specific)?

What are your salary expectations?

Are there any other opportunities/interviews/offers pending?

Non-competes or non-solicits?

What do you know about us?

Why are you interested in the opportunity?

What are your career goals? (test passion, energy, match)

What are you really good at professionally? (dialogue)

What are you not interested in or not good at, professionally? (dialogue)

Who were your last 3 bosses and what would they say about you?

What is your dream job?

What do you want to be doing on a day to day basis?

Describe a job where there is healthy work-life balance.

What data tools have you used and how? (ask about appropriate tools- Excel, Access, SQL etc. - based on position)

What's the toughest analytical problem that you've faced and how did you solve it?

What questions do you have for me?

What are your career goals?

What are you interested in or do really well?

What are you not interested in or not do so well?

*Who were your last two bosses and how will each of them rate your performance (1-10) TORC?
Why are you interested in joining [company name] and what can you bring to us?
What do you want and need from your next job?
Give me 5 words that best describe your performance.*

What do you know about the organization?
Work history questions
Some position specific questions

*Salary requirements?
Availability?
Reason for leaving current job?
Why interested in position and company?
Ability to travel?*

Range of compensation desired?
Have candidate summarize what they think the job is/entails
Questions that would indicate whether or not candidate did any research on our company.

Questions vary depending on position.

Job History - why left?
Review credentials
Salary?
What about position appealed to them?

*Reasons for looking?
Compensation desired?
Why do they want to work for us?
Tool used to ensure appropriate comp level and skill set.*

Basic questions related to:
Ability to do the job.

Desire to do the job and meet objectives.
Salary requirements.
What do you know about the organization?

What do you do in your current position?
Why are you leaving or why did you leave your last position?
What characteristics are you looking for in an ideal manager for you?

*Why did you select [company name] as a potential employer?
Reasons for leaving current/past positions?*

Will ask about work history and job requirements - typically pertains to a driver positions and lifting requirements and CDL license

*Strengths
Education
Why looking?
Salary requirements?*

General screening questions:
Why leaving last job?
What type of position seeking?
Pay range?
Shift availability?

Participating Organizations

A Raymond Tinnerman
A-Brite Plating Company
ABS Materials
Advance Payroll Funding Ltd.
Akro-Mils
Aluminum Line Products Co.
American Roll Formed Products
Applied Industrial Technologies, Inc.
ASM International
Bainbridge Township
BH Solutions Group, Inc.
Boiler Specialists, Inc.
Briteskies
C&K Industrial Services
C.TRAC
CareerBoard.com
Carlisle Brake and Friction
CASNET
Catholic Charities Corporation
Chemspec USA, Inc.
Cleveland Center for Eating Disorders
Climax Metal Products Co.
College Now Greater Cleveland
Cornwell Quality Tools Company
Credit First National Association, division of Bridgestone/Firestone
Crossroads LCACS
CROWN Cork and Seal - Massillon Plant
Cuyahoga Arts & Culture
Cuyahoga County Board of Health
D&S Automotive
DRB Systems, Inc.
Duramax Marine, LLC
EGC Enterprises, Inc
Empaco Equipment
Enerco Group, Inc.
Excelas, LLC

Family Heritage Life
Fasteners For Retail, Inc. dba FFR-DSI, Inc.
FedEx Custom Critical
FirstMerit Bank
FormFire
Freeman Mfg & Supply Co.
Goodwill Industries of Lorain County, Inc.
Great Lakes Brewing Co.
Greater Akron Chamber
Group Transportation Services
Guidestone
HP Manufacturing
Integrity Staffing Services, Inc.
InterDesign
International Institute of Akron
JumpStart, Inc.
Kappus Company
Kerr Lakeside Inc.
Koinonia Homes
Lake County Council on Aging
LifeShare Community Blood Services
Litigation Management
Lumitex, Inc.
Main Street Gourmet
Majestic Steel USA
Mantaline Corporation
Marsh, Berry & Company, Inc.
Medical Service Company
Meister Media Worldwide
Multi-Wing America
National Association of College Stores
National Machine Company
Neighborhood Family Practice
Neundorfer, Inc.
NOPEC
NSL Analytical Services, Inc.

OSG-Sterling Die, Inc.
Oswald Companies
Panther Expedited Services
Park Place Technologies
Prestan Products LLC
Price for Profit
Process Technology
Pyrotek, Inc.
Ranpak Corp
Recovery Resources
Rhein Chemie Corporation
Rotek Incorporated
Specialty Equipment Sales Co.
SSP
Szarka Financial
Tangent Company LLC
Tegrit Group
The Center for Health Affairs
The Holden Arboretum
The Hygenic Corporation
The Lanly Company
The Little Tikes Co.
The Master Products Company
The Reserves Network
The Tranzonic Companies
TMG Performance Products
Transformer Engineering
TT electronics integrated manufacturing services
Tylok International, Inc.
Wayne Homes
WEISS North America, Inc.
Weltman, Weinberg & Reis
Western Reserve Area Agency on Aging
Wheeler Manufacturing.
Willoughby Supply
Winter Equipment Company, Inc.
Wrayco LLC
Youngstown Orthopaedic Associates

2013 ERC Hiring Trends & Practices Survey

Conducted by ERC

6700 Beta Drive, Suite 300, Mayfield Village, OH 44143
440/684-9700 | 440/684-9760 (fax)
www.yourERC.com

Be sure to follow us online for the latest survey information from ERC:

 www.yourERC.com  [linkedin.com/groups?gid=86241](https://www.linkedin.com/groups?gid=86241)

 twitter.com/connectwithERC