When we began this annual survey four years ago, social recruiting was a new idea to many companies. Between then and now, comScore reports that time spent in social networks grew from 1 out of every 12 minutes spent online to 1 out every 6 minutes. Employers have clearly followed their target talent into social networks. Our 2011 survey found that 89% of respondents will recruit through social media this year, up from 83% in 2010.

As competition for talent grows, social recruiting tops the list two years running as the most popular area to increase investment. Not surprisingly, respondents’ plans to increase spending on candidate sources are closely aligned with their views on the quality of those sources.

- 55% will increase their budgets for social recruiting; referrals, corporate career sites and direct sourcing are other top categories for increased investment.
- Referrals, direct sourcing and social networks are the top rated external sources for quality candidates.
- Only 16% will spend more on job boards and a third of respondents plan to spend less on job boards, third party recruiters and search firms.

The data indicates that recruiting departments, like marketing departments, increasingly utilize the unique environments of multiple networks to reach and engage their targets.

- LinkedIn has led in recruiting usage each year and now almost all of those surveyed (87%) use the professional network, up from 78% last year.
- Recruiting usage of other major networks stayed fairly steady with 55% using Facebook and 47% using Twitter.
- But now, most (64%) have expanded their social recruiting programs to two or more social media channels; and 40% use all three top networks – LinkedIn, Facebook and Twitter.

Proof of a continued recovery for the labor market, 67% of survey respondents said they plan to increase hiring over the next 12 months, up from 56% in 2010. And they indicate that social recruiting will be an essential element of recruiting strategy as hiring competition heats up.

- 77% of survey respondents expect increased competition for talent.
- Nearly 2/3 of companies intend to recruit from competitors in the year ahead.
- 1/3 expect the average new employee to stay 2 years or less.
- Among companies anticipating increased hiring this year, 95% now use or plan to start using social recruiting.

Fortunately, the connections, data and reach offered by social networks can help employers successfully adapt to this environment of high churn and increasing competition for talent – an environment in which they must always be recruiting.
89% of U.S. companies will use social networks for recruiting

Q: DO YOU OR YOUR COMPANY USE SOCIAL NETWORKS OR SOCIAL MEDIA TO SUPPORT YOUR RECRUITMENT EFFORTS?

- YES 80.2%
- NO 10.5%
- PLAN TO BEGIN THIS YEAR 8.7%
- DON'T KNOW 0.6%
Significant growth in social recruiting since 2009

Q: DO YOU OR YOUR COMPANY USE SOCIAL NETWORKS OR SOCIAL MEDIA TO SUPPORT YOUR RECRUITMENT EFFORTS?

<table>
<thead>
<tr>
<th>Year</th>
<th>CURRENTLY USE</th>
<th>PLAN TO BEGIN THIS YEAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>80.2%</td>
<td>8.7%</td>
</tr>
<tr>
<td>2010</td>
<td>73.3%</td>
<td>9.3%</td>
</tr>
<tr>
<td>2009</td>
<td>68%</td>
<td>13.7%</td>
</tr>
</tbody>
</table>

Significant growth in social recruiting since 2009
87% use LinkedIn and 2/3 use two or more networks for recruiting

**Q** WHICH SOCIAL MEDIA DO YOU USE FOR RECRUITING?

<table>
<thead>
<tr>
<th>Social Media</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>LinkedIn</td>
<td>86.6%</td>
</tr>
<tr>
<td>Facebook</td>
<td>55.3%</td>
</tr>
<tr>
<td>Twitter</td>
<td>46.6%</td>
</tr>
<tr>
<td>YouTube</td>
<td>11.6%</td>
</tr>
<tr>
<td>Blog</td>
<td>16%</td>
</tr>
<tr>
<td>None</td>
<td>9.4%</td>
</tr>
</tbody>
</table>

- **64%** use two or more social networks for recruiting
- **40%** use three or more social networks for recruiting

Jobvite Social Recruiting Survey 2011
LinkedIn gains 8% while Facebook and Twitter hold steady

Which social media do you use for recruiting?

LinkedIn: 2011 - 87%, 2010 - 78%
Facebook: 2011 - 55%, 2010 - 55%
Twitter: 2011 - 47%, 2010 - 45%
Blog: 2011 - 16%, 2010 - 19%
YouTube: 2011 - 12%, 2010 - 14%
Social recruiting works: 2/3 have successfully hired through social networks

Q  HAVE YOU SUCCESSFULLY HIRED A CANDIDATE THROUGH A SOCIAL NETWORK?

- **YES** 63.6%
- **NO** 36.4%

58% SUCCESSFULLY HIRED FROM SOCIAL NETWORKS IN 2010
95% report they’ve hired through LinkedIn

Q: HAVE YOU SUCCESSFULLY HIRED THROUGH ONE OF THESE SOCIAL NETWORKS?

- LINKEDIN: YES 94.5%
- FACEBOOK: YES 24.2%
- TWITTER: YES 15.9%
- BLOG: YES 3.1%
Best outside talent comes from referrals, direct sourcing and social networks

Q RATE THE QUALITY OF CANDIDATES FROM THESE SOURCES WHERE 10 REPRESENTS THE HIGHEST QUALITY.

<table>
<thead>
<tr>
<th>Source</th>
<th>Quality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referrals</td>
<td>8.6</td>
</tr>
<tr>
<td>Internal Transfers</td>
<td>8.2</td>
</tr>
<tr>
<td>Direct Sourcing</td>
<td>7.8</td>
</tr>
<tr>
<td>Social Networks</td>
<td>7.0</td>
</tr>
<tr>
<td>Corporate Career Site</td>
<td>6.8</td>
</tr>
<tr>
<td>3rd Party Recruiters or Search Firms</td>
<td>6.4</td>
</tr>
<tr>
<td>Campus Recruiting</td>
<td>6.4</td>
</tr>
<tr>
<td>Job Boards</td>
<td>6.1</td>
</tr>
<tr>
<td>Search Engine Optimization</td>
<td>6.1</td>
</tr>
</tbody>
</table>
Social media leads all other categories for increased investment

How is your company changing its investment on these candidate recruiting sources in 2011 compared to 2010?

<table>
<thead>
<tr>
<th>Source</th>
<th>Spending More</th>
<th>No Change</th>
<th>Spending Less</th>
<th>Don't Know or N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Media</td>
<td>54.5%</td>
<td>34.1%</td>
<td>1.6%</td>
<td>9.8%</td>
</tr>
<tr>
<td>Referrals</td>
<td>29.8%</td>
<td>60.6%</td>
<td>2.9%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Corporate Career Site</td>
<td>27.7%</td>
<td>55%</td>
<td>3.4%</td>
<td>13.9%</td>
</tr>
<tr>
<td>Direct Sourcing</td>
<td>25.5%</td>
<td>58.4%</td>
<td>2.7%</td>
<td>13.4%</td>
</tr>
<tr>
<td>Job Boards</td>
<td>16.4%</td>
<td>46.1%</td>
<td>31%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Search engine optimization</td>
<td>14.5%</td>
<td>51.1%</td>
<td>5.5%</td>
<td>28.9%</td>
</tr>
<tr>
<td>Campus Recruiting</td>
<td>13.9%</td>
<td>50%</td>
<td>11.9%</td>
<td>24.2%</td>
</tr>
<tr>
<td>Internal Transfers</td>
<td>13.5%</td>
<td>66.8%</td>
<td>11.9%</td>
<td>17.9%</td>
</tr>
<tr>
<td>3rd Party Recruiters or Search Firms</td>
<td>12.1%</td>
<td>37.4%</td>
<td>32.5%</td>
<td>17.9%</td>
</tr>
</tbody>
</table>
Candidate online profiles matter even more to companies in 2011

Q: HOW DO YOU USE THE ONLINE PROFILES OF CANDIDATES?

- **ALWAYS SEARCH**: 45.1%
- **OCCASIONALLY SEARCH**: 29%
- **REVIEW IF CANDIDATE PROVIDES**: 12.9%
- **DO NOT REVIEW AT ALL**: 13%

Always search for candidate profiles in 2011: 45% (32% in 2010)
Always important, high quality referrals matter even more to those with increased hiring

Q: DO YOU COMPENSATE EMPLOYEES FOR REFERRALS?

- YES: 69.1%
- NO: 25.4%
- DON'T KNOW: 5.5%

84% of those with significantly increased hiring pay employees for referrals.
Want quality candidates? Use referrals

Which of these are true about hires from referrals compared to those from other sources?

| Fit with company culture and values is better | 69.8% |
| Recruiting process is shorter                | 66.8% |
| Less expensive to recruit                    | 51.2% |
| Manager satisfaction is higher               | 40.3% |
| Duration of employment is longer             | 39.1% |
| Qualifications are better                    | 35.7% |
| Time to productivity is shorter              | 27.9% |

Copyright © 2011 Jobvite, Inc.
2/3 of U.S. companies expect to increase hiring in the coming year

Q WHAT ARE YOUR EXPECTATIONS FOR HIRING AT YOUR COMPANY IN THE NEXT 12 MONTHS?

- INCREASE SIGNIFICANTLY: 25.3%
- INCREASE SOMEWHER: 41.4%
- ABOUT THE SAME: 23.6%
- DECREASE: 6.5%
- DON'T KNOW: 3.2%

66.7% SAID HIRING WOULD INCREASE IN 2011
55.9% SAID HIRING WOULD INCREASE IN 2010

Jobvite Social Recruiting Survey 2011
Employers expecting significant churn – more intense recruiting efforts ahead

Q  **HOW LONG DO YOU THINK YOUR AVERAGE NEW EMPLOYEE WILL STAY WITH YOUR COMPANY?**

<table>
<thead>
<tr>
<th>Duration</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>6 months or less</td>
<td>0.9%</td>
</tr>
<tr>
<td>1 year or less</td>
<td>4%</td>
</tr>
<tr>
<td>18 months or less</td>
<td>6.7%</td>
</tr>
<tr>
<td>2 years or less</td>
<td>19.8%</td>
</tr>
<tr>
<td>3-5 years</td>
<td>47.7%</td>
</tr>
<tr>
<td>More than 5 years</td>
<td>13.7%</td>
</tr>
<tr>
<td>Don’t know</td>
<td>7.3%</td>
</tr>
</tbody>
</table>

1/3 Employers expecting significant churn – more intense recruiting efforts ahead.
The war for talent heats up

Q HOW DO YOU EXPECT HIRING COMPETITION TO CHANGE OVER THE NEXT 12 MONTHS?

- SOMETHAT MORE: 44.2%
- SIGNIFICANTLY MORE COMPETITIVE: 33.3%
- ABOUT THE SAME: 19.3%
- SOMETHAT LESS: 1.1%
- SIGNIFICANTLY LESS: 0.4%
- DON'T KNOW: 1.6%

77% EXPECT HIRING COMPETITION TO INCREASE

Jobvite Social Recruiting Survey 2011
Competitive hiring requires a strong offense AND defense

**Q** DO YOU CURRENTLY OR PLAN TO RECRUIT EMPLOYEES FROM COMPETITORS?

- CURRENTLY RECRUIT FROM COMPETITORS: 46.7%
- DON'T CURRENTLY, BUT PLAN TO: 14.3%
- DON'T KNOW: 22.7%
- WILL NOT RECRUIT FROM COMPETITORS: 16.4%
- DON'T KNOW: 22.7%

**Q** HOW CONCERNED ARE YOU REGARDING COMPETITORS RECRUITING YOUR EMPLOYEES?

- SOMewhat Concerned: 38.5%
- VERY Concerned: 18.5%
- NOT Very: 16%
- A LITTLE: 22.2%
- NOT AT ALL: 4.8%
Recruiting passive candidates is the leading strategy for competing against other employers

Q WHAT STEPS DO YOU TAKE TO COMPETE AGAINST OTHER EMPLOYERS?

<table>
<thead>
<tr>
<th>Feature</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>RECRUIT PASSIVE CANDIDATES</td>
<td>57.8%</td>
</tr>
<tr>
<td>BETTER BENEFITS</td>
<td>54.3%</td>
</tr>
<tr>
<td>FLEXIBLE HOURS</td>
<td>46.6%</td>
</tr>
<tr>
<td>HIGHER COMPENSATION</td>
<td>29.8%</td>
</tr>
<tr>
<td>OPTION TO WORK REMOTELY</td>
<td>29%</td>
</tr>
<tr>
<td>FASTER HIRING PROCESS</td>
<td>26.5%</td>
</tr>
</tbody>
</table>
Respondent Demographics: Employer and Job Role

**Q WHAT TYPE OF ORGANIZATION DO YOU WORK FOR?**

- **EMPLOYER** 81.7%
- **RECRUITMENT AGENCY** 12.4%
- **SELF, INDEPENDENT CONTRACTOR, CONSULTANT** 5.8%

**Q WHAT IS YOUR ROLE AT YOUR COMPANY?**

- **RECRUITING, STAFFING** 45.8%
- **HUMAN RESOURCES** 30.0%
- **EXECUTIVE** 11.8%
- **CONSULTANT** 4.5%
- **HIRING MANAGER** 4.1%
- **OTHER** 3.7%

800+ U.S. RESPONDENTS
Respondent Demographics: Company Size & Industry

**Q** HOW MANY EMPLOYEES DOES YOUR COMPANY HAVE?

- 101–1,000: 34.5%
- 1–100: 26.9%
- 1,001–5,000: 18.9%
- 5,000+: 19.7%

**Q** WHAT INDUSTRY DO YOU WORK IN?

- SOFTWARE, TECHNOLOGY, INTERNET: 25.3%
- SERVICES: 17.8%
- HEALTH CARE: 13.1%
- FINANCE, INSURANCE, REAL ESTATE: 10.6%
- MANUFACTURING: 8.7%
- RETAIL, WHOLESALE: 4.5%
- EDUCATION: 4.0%
- GOVERNMENT: 4.0%
- NONPROFIT: 3.9%
- TRANSPORTATION: 2.5%
- COMMUNICATIONS, UTILITIES: 2.1%
- OTHER: 2.1%
- CONSTRUCTION: 1.4%

Jobvite Social Recruiting Survey 2011

Copyright © 2011 Jobvite, Inc.
ABOUT THIS SURVEY
The Jobvite Social Recruiting Survey 2011 was conducted online between May and June 2011; over 800 people U.S. respondents completed the survey. The survey was completed by individuals responding to an email invitation sent to a registered list of human resources and recruiting professionals. Respondents answered questions using an online survey tool and the response data is available only in aggregate form. For more information about the survey, please contact our media relations team at jobvite@atomicpr.com.

ADDITIONAL SOCIAL RECRUITING RESOURCES
- The State of Social Recruiting Infographic
- Embeddable Charts
- Jobvite Index
- Job Seeker Nation 2010 Survey
- Jobvite Customer Videos
- Jobvite Product Tours

ABOUT JOBVITE
Jobvite is the leading recruiting platform for the social web.

Jobvite enterprise solutions are proven to perform at the scale and with the reliability required by world-class companies. Social recruiting products from Jobvite lead the market in their proven ability to drive referral hires – by enabling jobs to be shared across social networks, on websites and via email by recruiters, hiring managers and every employee. Jobvite is a complete, modular Software-as-a-Service (SaaS) platform which can optimize the speed, cost-effectiveness and ease of recruiting for any company.

Jobvite Source is the social recruiting and candidate relationship management application that targets relevant talent in LinkedIn, Facebook and Twitter to drive referral hiring virally. It’s a single intuitive application that manages all sourcing programs and then measures the results, surfacing relevant candidates from all over the web to create a talent pool for your company.

Jobvite Hire is the applicant tracking system for the social web that’s easy for everyone to use - and robust enough to be adopted by some of the fastest growing companies in the world. From social referral, to interview management to advanced analytics, Jobvite Hire is the faster, more productive way for everyone to work together.

CONNECT WITH US
www.jobvite.com
www.twitter.com/jobvite
www.facebook.com/jobvite
www.linkedin.com/company/jobvite
650-376-7200