

2017 ERC Hiring Trends & Practices Survey

June 2017

Conducted by ERC
387 Golf View Lane, Suite 100
Highland Heights, OH 44143
440/684-9700 | www.yourERC.com

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Where Great Workplaces Start.

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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 partner for their participation in the design and distribution of this survey.*



[Staffing Solutions Enterprises](#) is a women's owned business enterprise specializing in career matchmaking and recruitment solutions. Founded by our CEO Carmella Calta, the business has sustained growth through determined commitment to core values of integrity, customer service and innovation. To compete and meet customer demand,

Carmella has inspired the adoption and creation of industry leading Human Resource technology solutions. Our technology solutions have improved the efficiency and effectiveness of client recruiting and placement services ranging from small local enterprises to global corporations. Our technology based solutions include three highly effective products that expand our core recruitment service capability.

**Please note: no participant information was shared with any partner, sponsor or other third party.*

Introduction & Methodology

This report summarizes the results of ERC's survey of organizations in Northeast Ohio, conducted in March & April of 2017, on practices related to hiring trends & practices. The survey reports trends in:

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

All ERC members were invited to participate in the survey on March 14 via email invitation and other promotions, and participated in the survey through April 21. 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 118 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. In some cases, breakouts are not included due to quantity of data or insufficient sample.

Recruitment

Recruitment sources

Figure 1 | Sources used for recruiting purposes

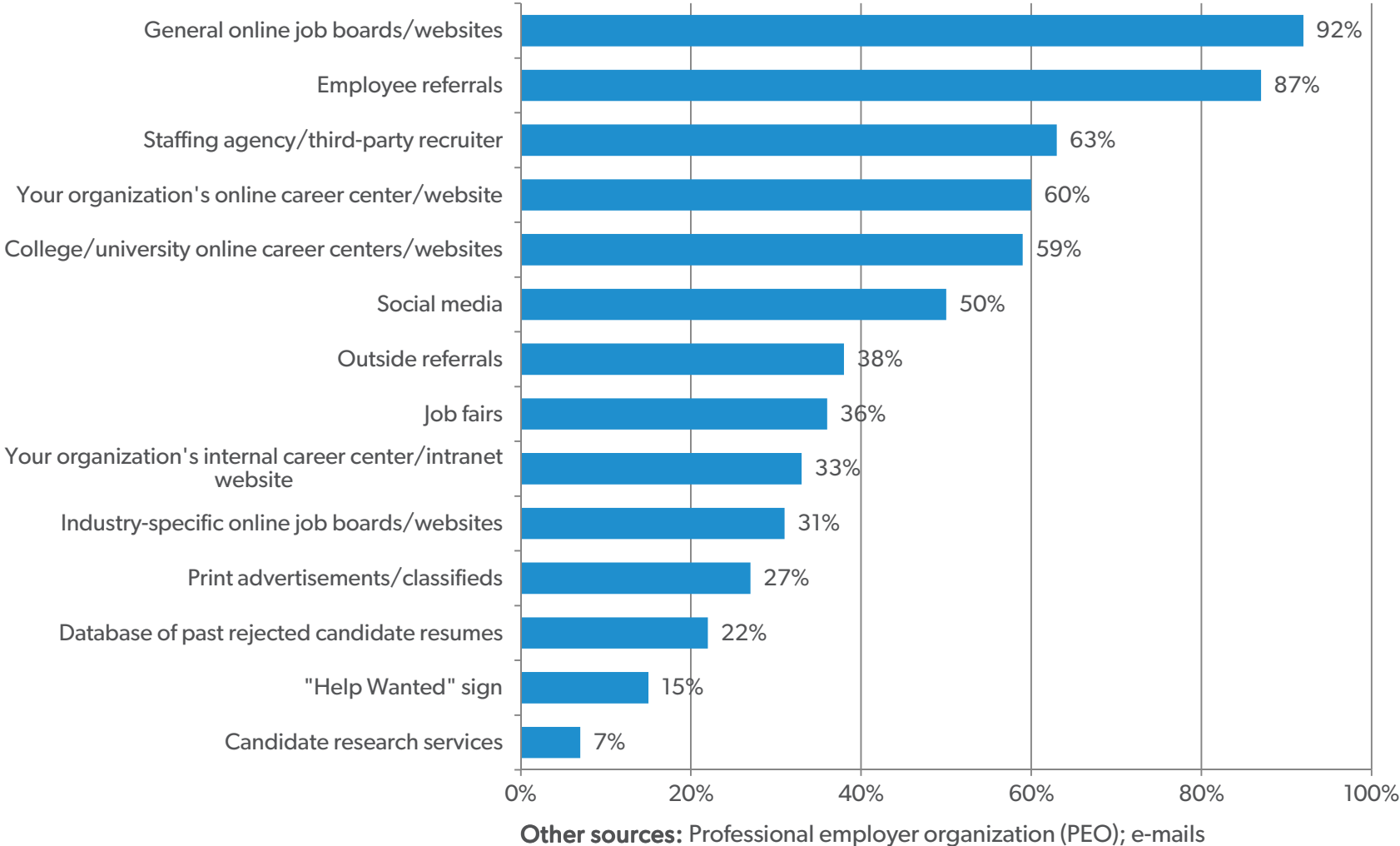
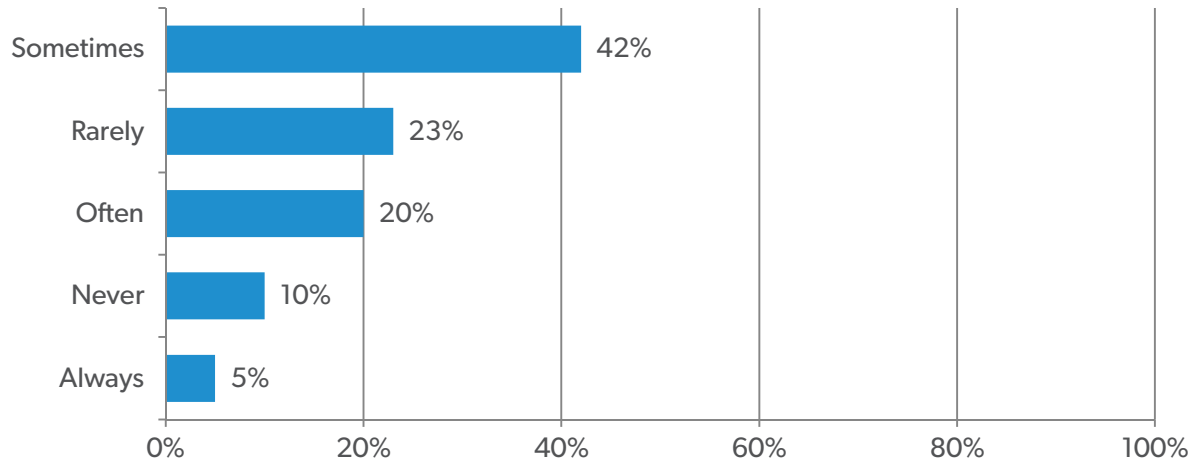


Figure 2 | Frequency with which organizations engage a staffing agency/third-party recruiter



Social media & mobile recruiting tools

Figure 3 | Social media tools used for recruiting purposes

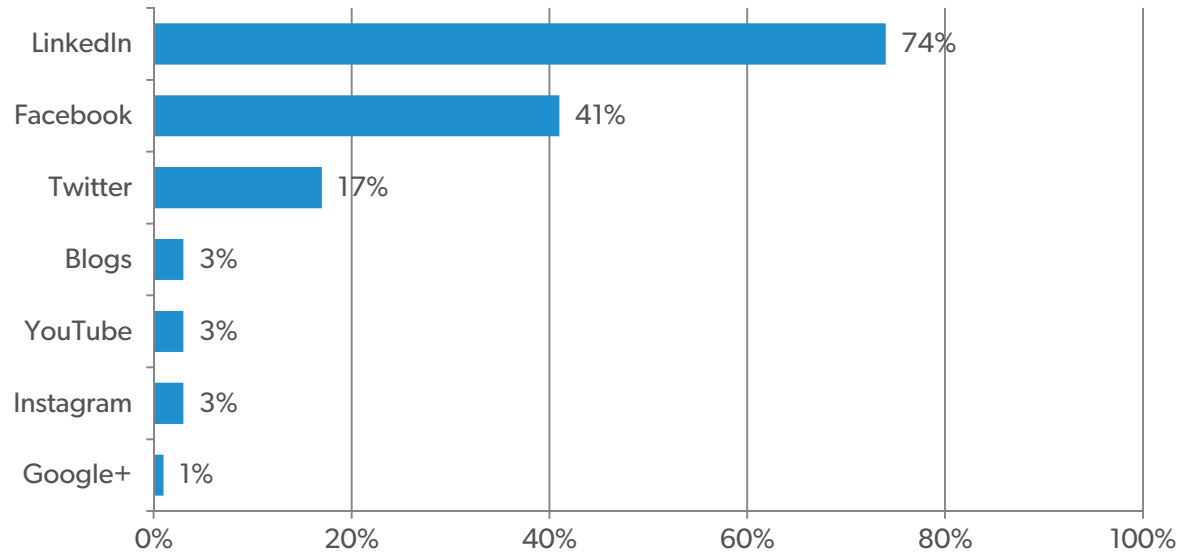


Figure 4 | Specific uses of social media tools during the recruiting process

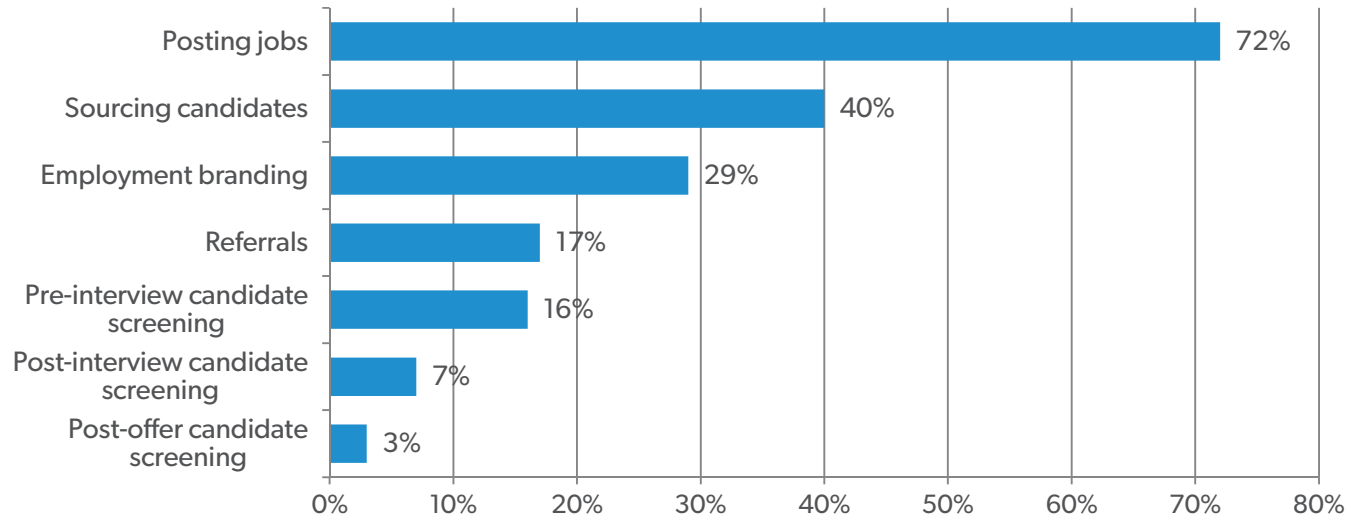


Figure 5 | Person(s) who is responsible for reviewing candidates' social media profile(s)

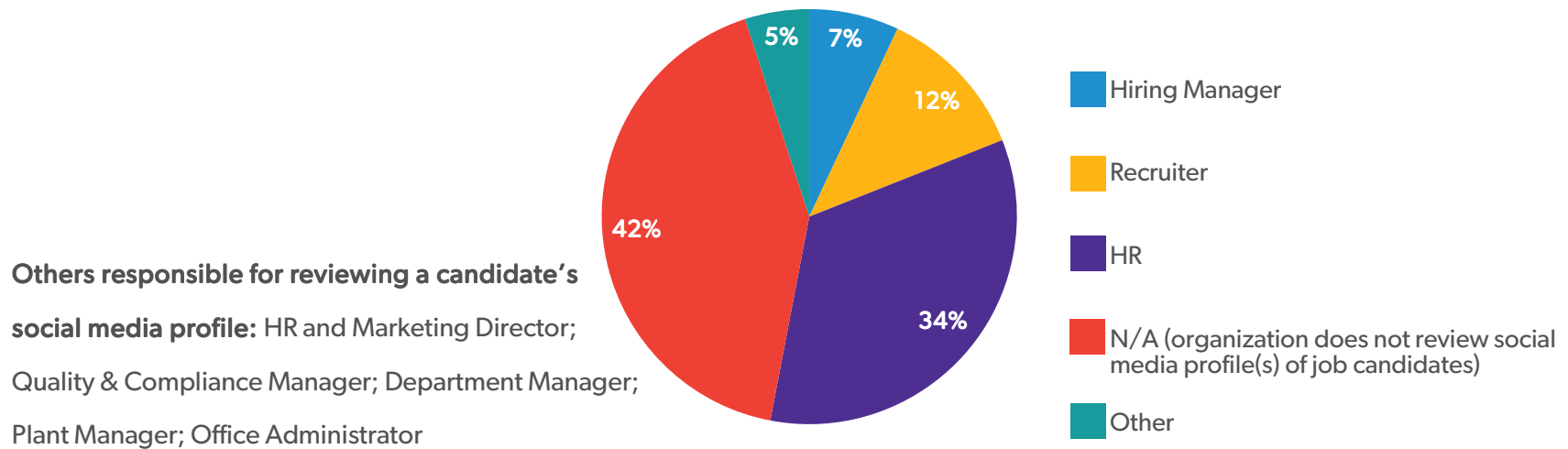
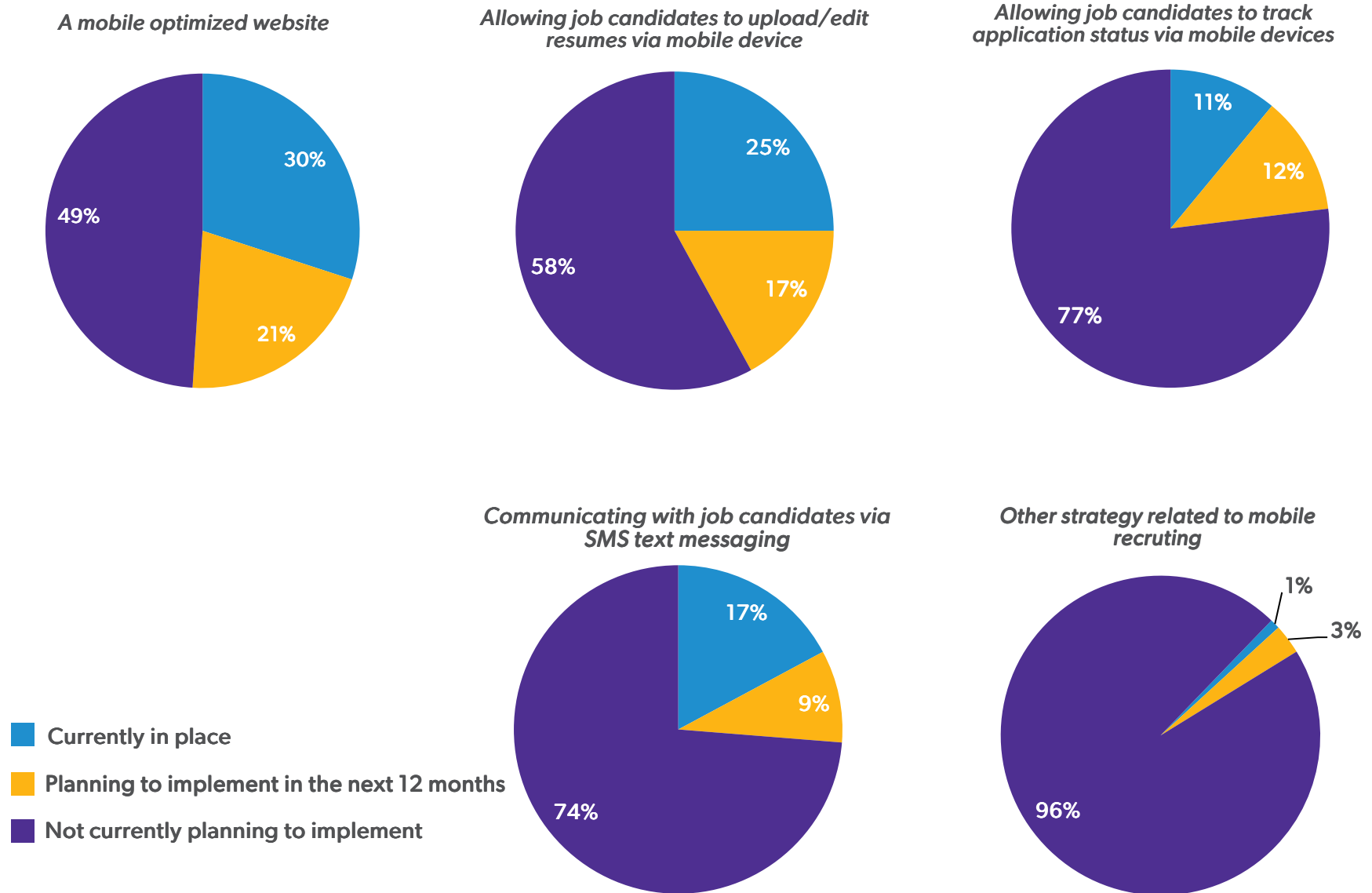


Figure 6 | Mobile recruiting strategies being used



Applicant Tracking Systems

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

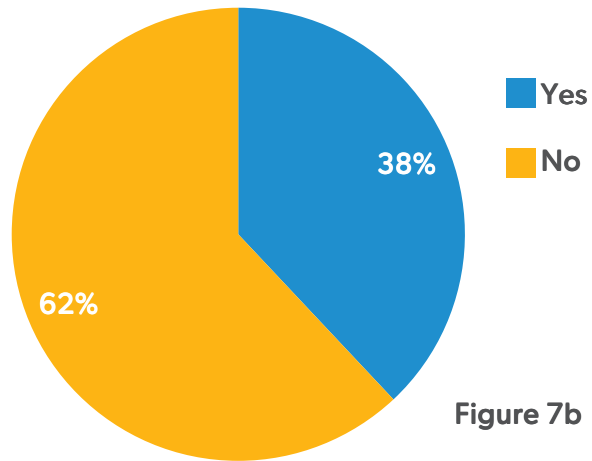


Figure 7b | Reasons organizations are not currently using a formal applicant tracking system

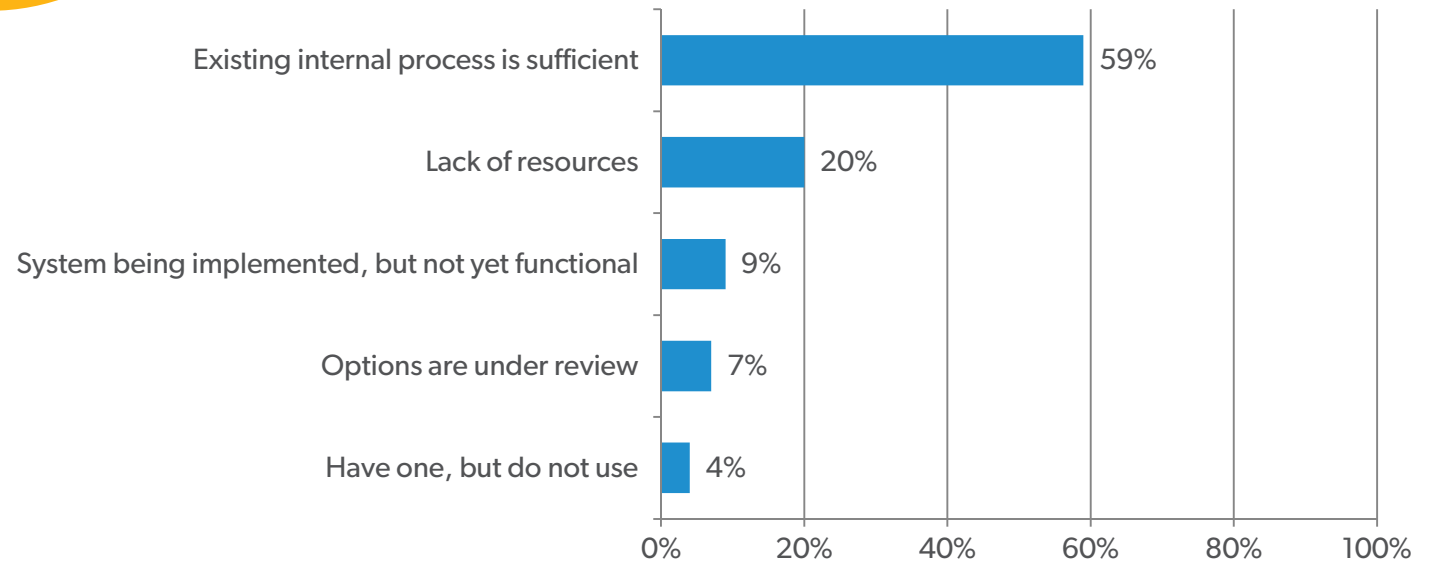
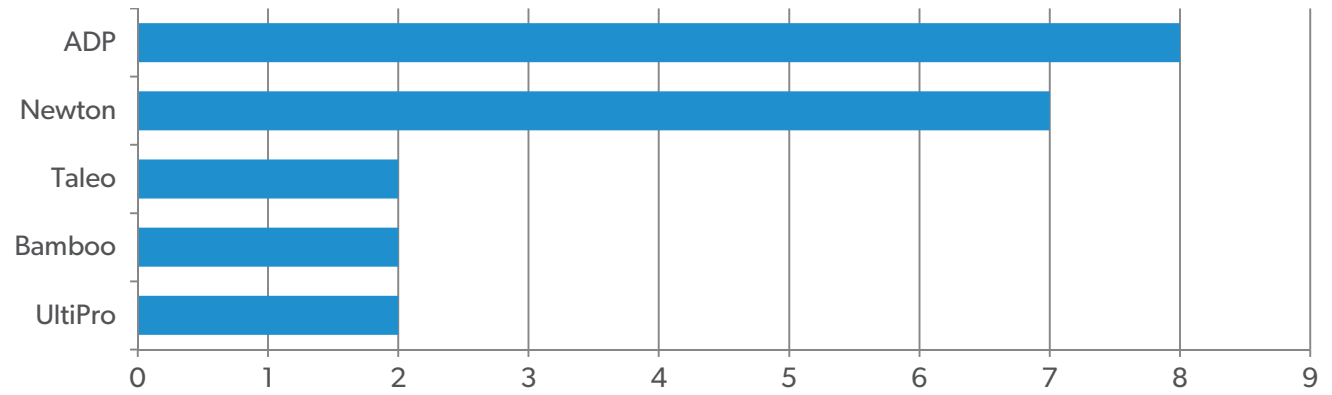


Figure 7c | Formal Applicant Tracking Systems used (# of organizations)

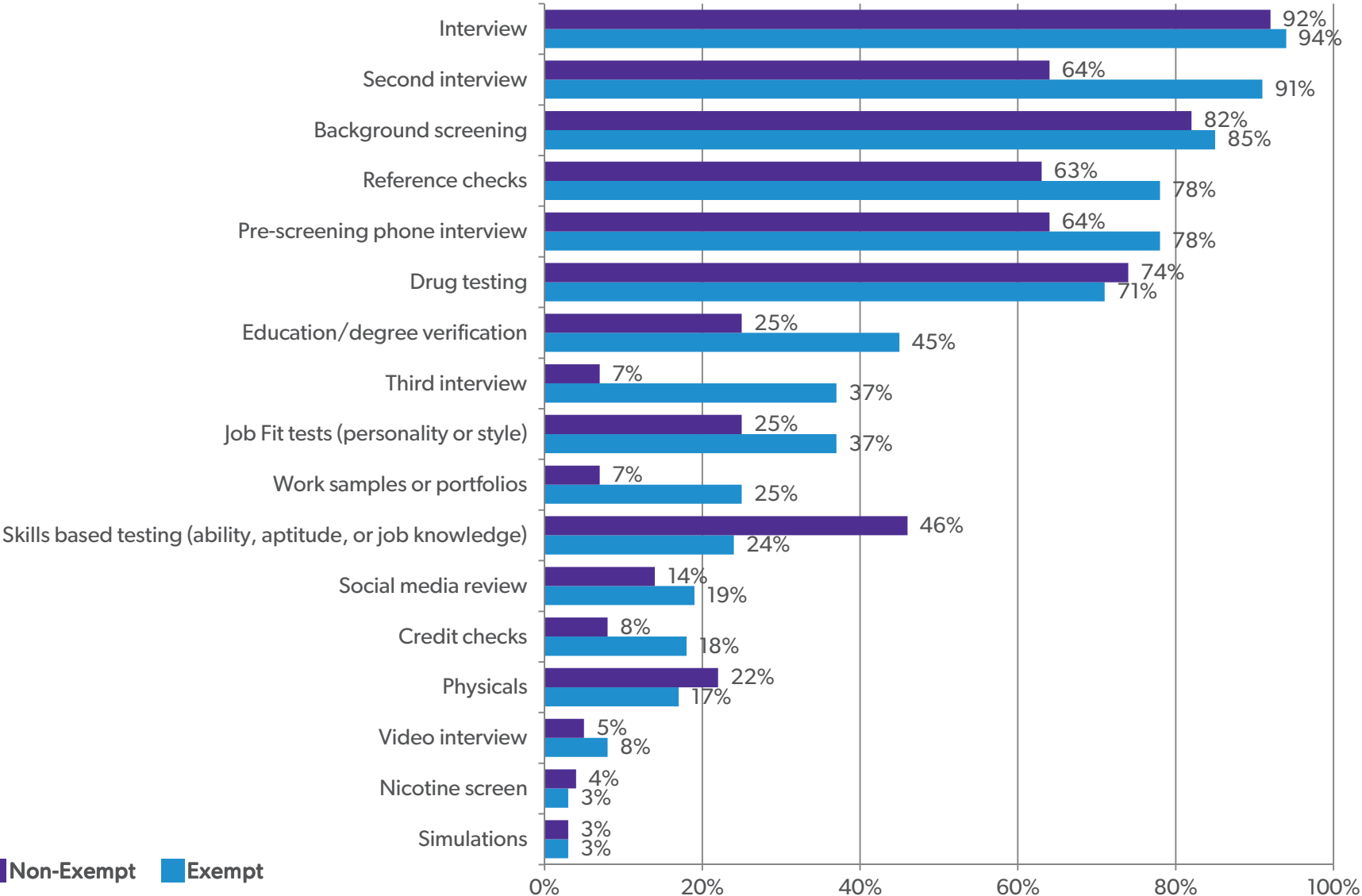


Other vendors (n=1): SmartRecruiters; HRsource; BrassRing; My Staffing Pro; CATS; JobScore; ACT; Applitrack; JobVite; HRnetSource; iCIMS; CPI-HR; Paychex; Greenhouse; Paycom; Paylocity

Selection Process

General Selection Method

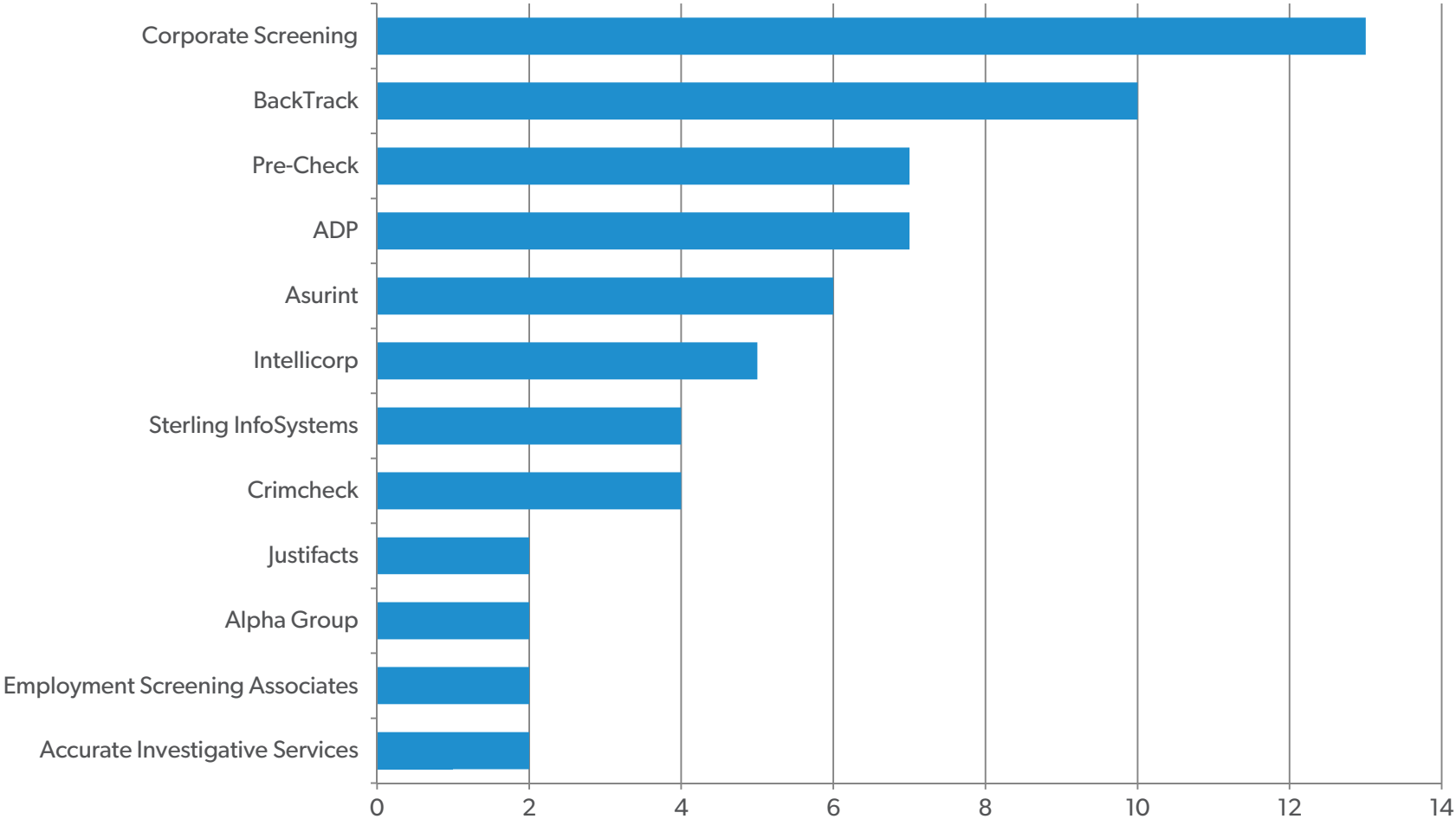
Figure 8 | Selection methods used to hire the majority of candidates (by position type)



Hiring & Selection Related Vendors

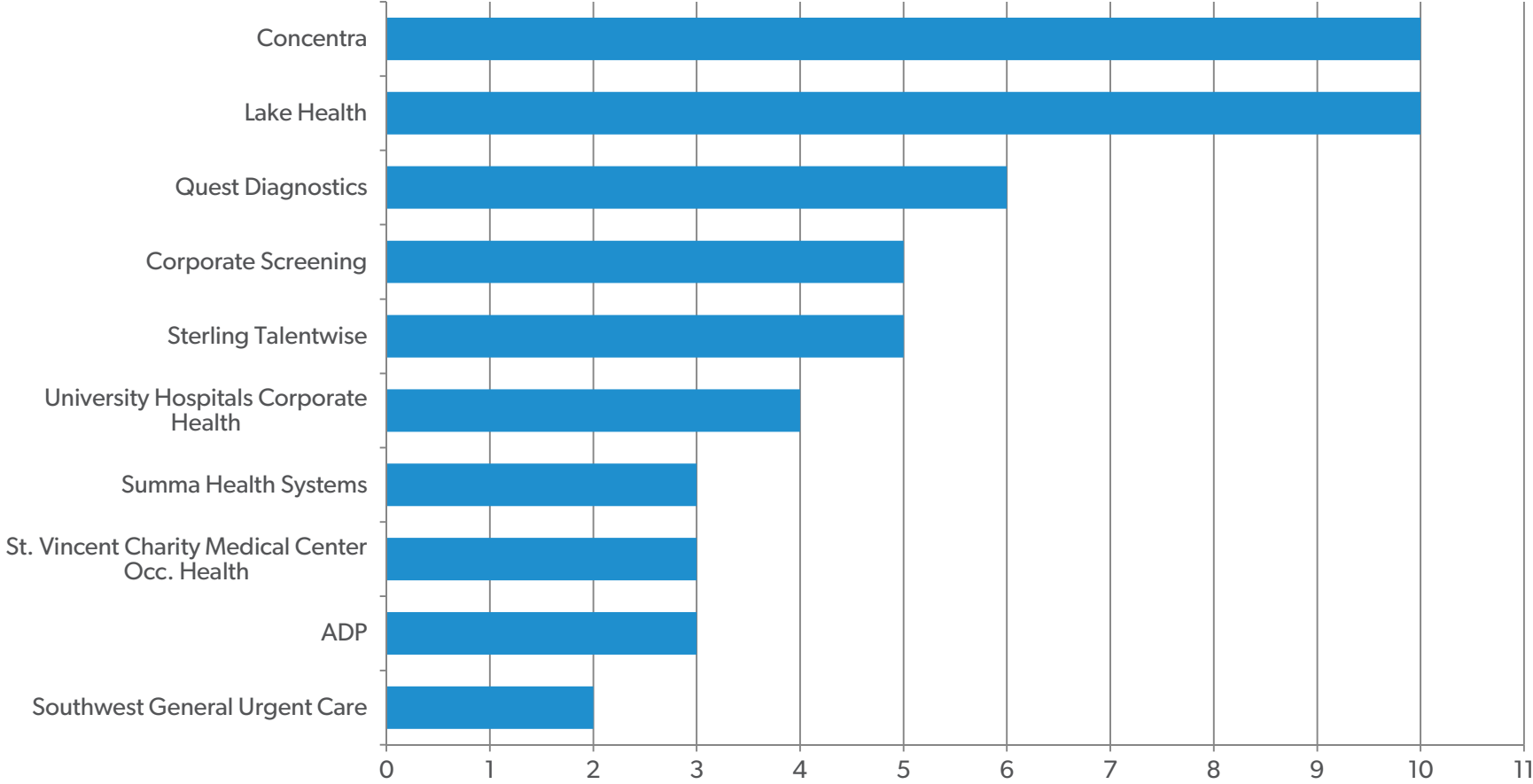
Figure 9 | Vendors used by organizations for the following hiring and selection methods (# of organizations)

Background screening (# of organizations)



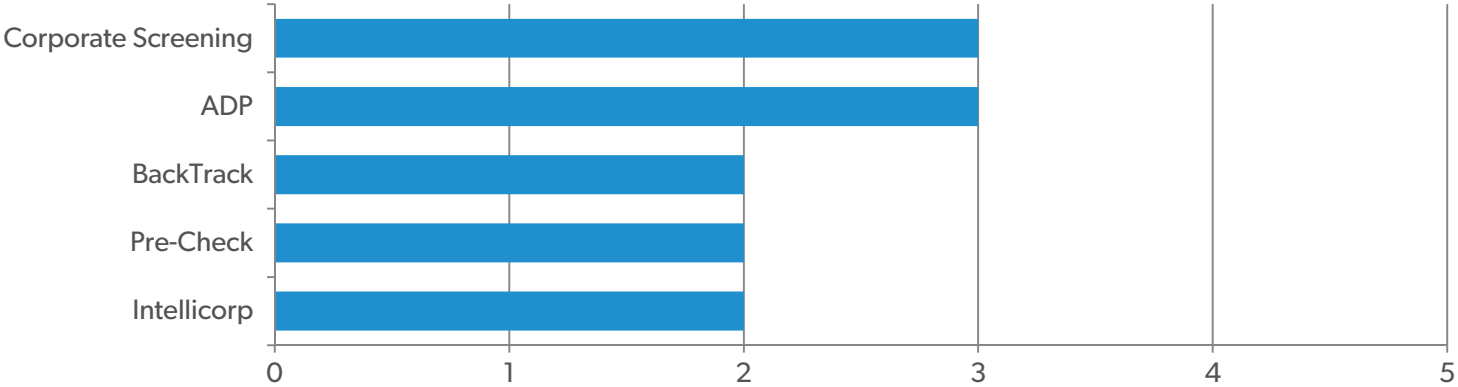
Other vendors (n=1): Community Health Center; ESA Screening; First Advantage; Quick Search; SafeGuard; Verified Credentials; PeopleFacts; Pinkerton; Active Screening; Intellisource; BCII, S2Verify; FastFingerprints; Tricor Employment Screening; OpenOnLine; Fabco; PreTrax

Drug Testing (# of organizations)



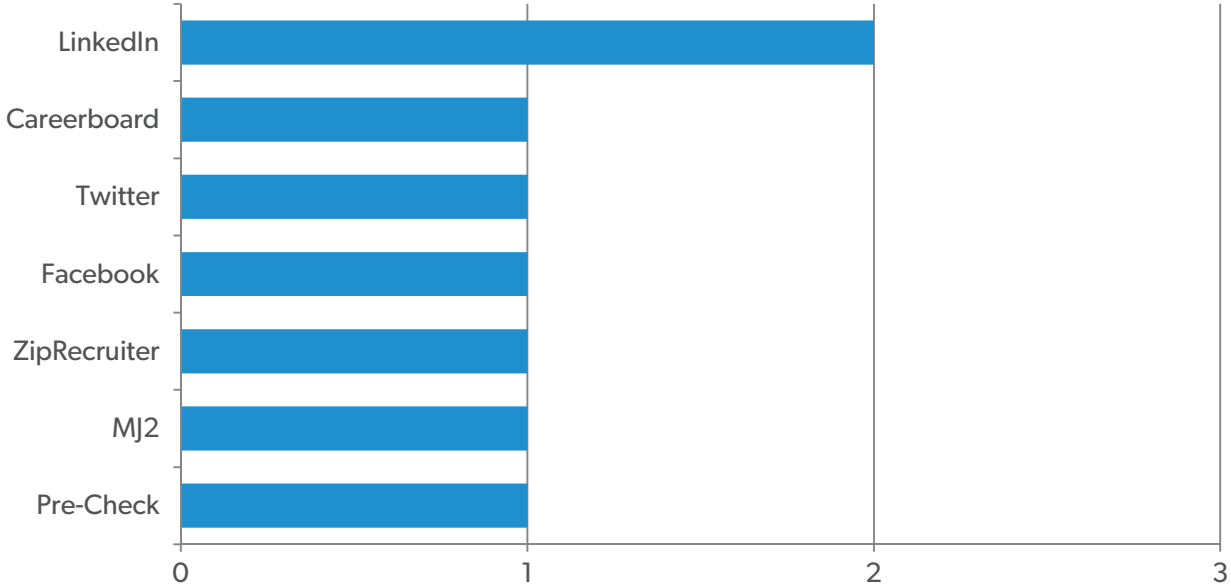
Other vendors (n=1): AultWorks HireRight; Pre-Check; S2Verify; Truescreen; Crimcheck; Employers Choice; Occucenters Eastside; Cleveland Clinic; Western Reserve Occupational Health; MedSource; Integrity; Arc; Work Health & Safety Services; Accredited Labs; Psychemedics

Reference Checks (# of organizations)

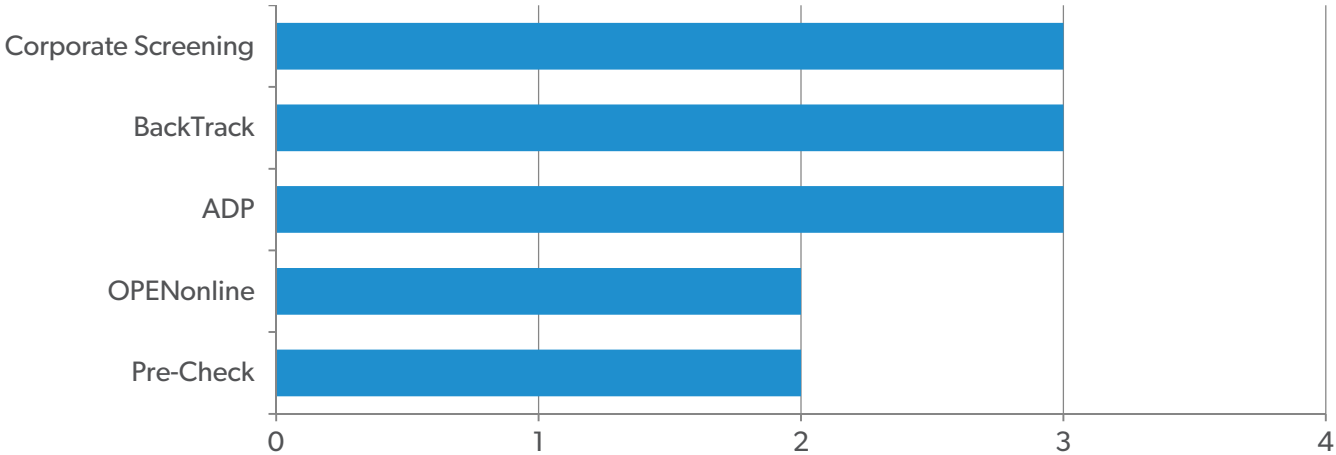


Other vendors (n=1): CrimCheck; S2Verify; Safeguard; Sterling; Poly-Tech

Media/Marketing (# of organizations)

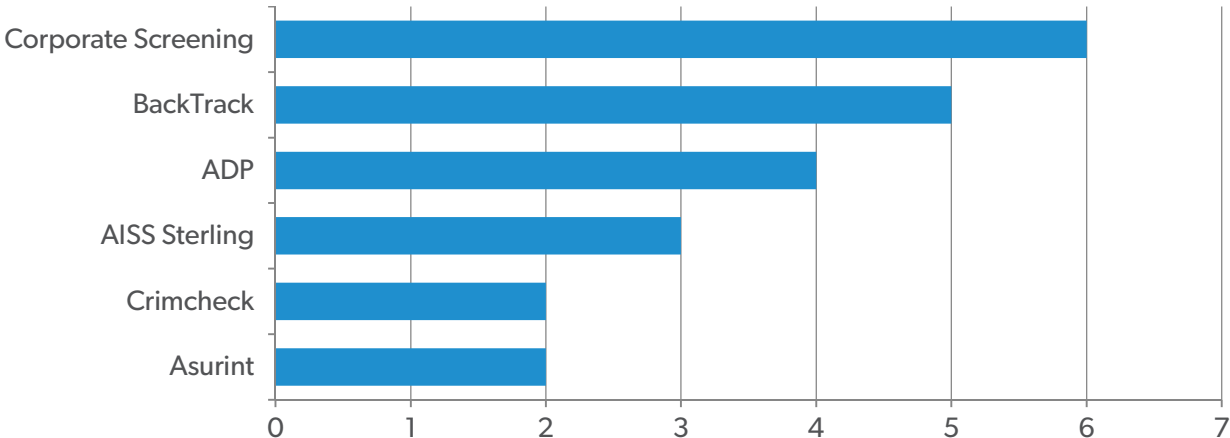


Credit Checks (# of organizations)



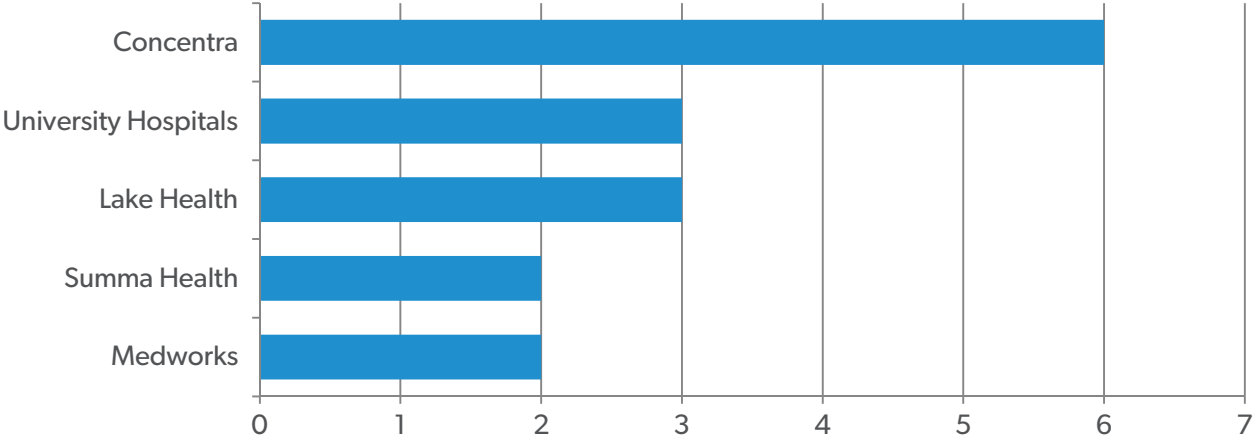
Other vendors (n=1): Asurint; IntelliCorp; SASS; S2Verify; Verified Credentials; PeopleFacts; Justifacts; Tricor Employment Screening

Education/degree verification (# of organizations)



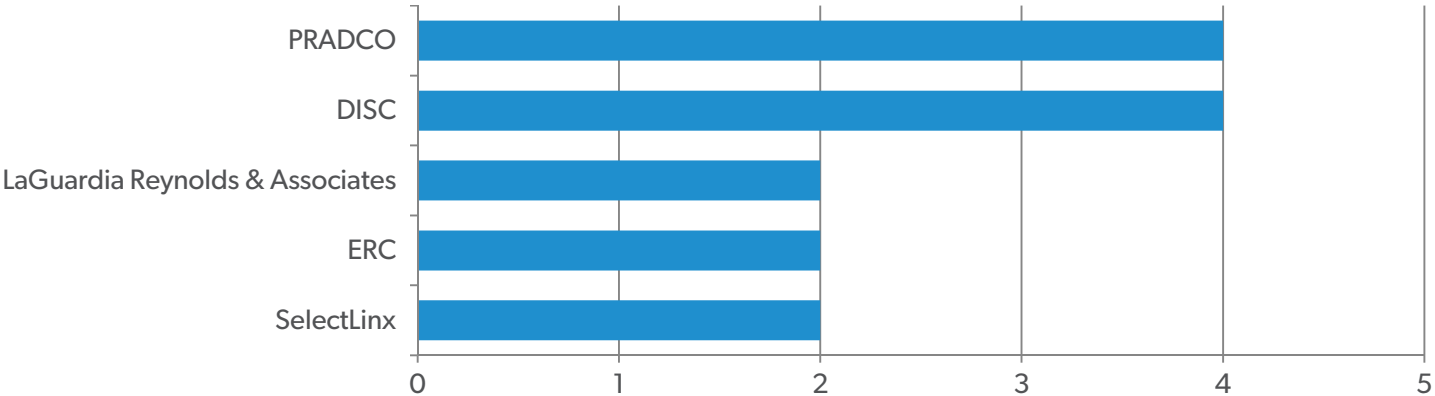
Other vendors (n=1): ASE; Pre-Check; Intellicorp; TraceBack; National Student Clearinghouse; S2Verify; Justifacts; Employment Screening Associates; Accurate; QuickSearch

Physicals (# of organizations)



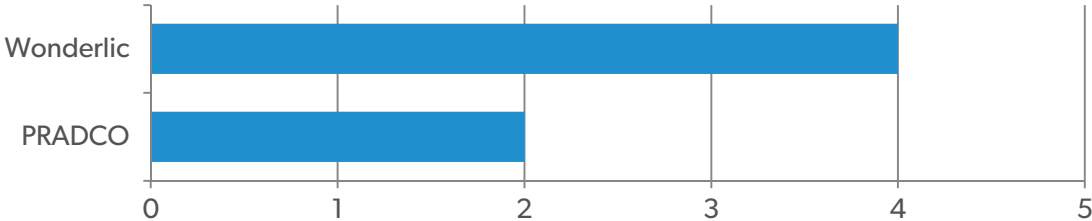
Other vendors (n=1): AultWorks; OccuCenters; Sterling; MedSource; St. Vincent Charity Occupational Health; Corporate Screening

Job Fit tests (personality or style) (# of organizations)



Other vendors (n=1): Culture Index; Watterson & Associates; Caliper; Candidate Resources; TTI Success Insights; Applitrack; Healthcare Source; Impromax; Achiever Personality Testing; HC Assessments; Predictive Index; The Cooper Group; Gartner; LMI

Skills based testing (ability, aptitude, or job knowledge) (# of organizations)



Other vendors (n=1): Criteria Corporation; ERC; Prove-It; The Cooper Group; Screenpointe; CASNET; Candidate Resources; eSkills; Kenexa; Saleskey; Servicekey; Watterson & Associates; JVS; LMI; Civil Service; SHL

Recruitment Process Outsourcing (RPO)

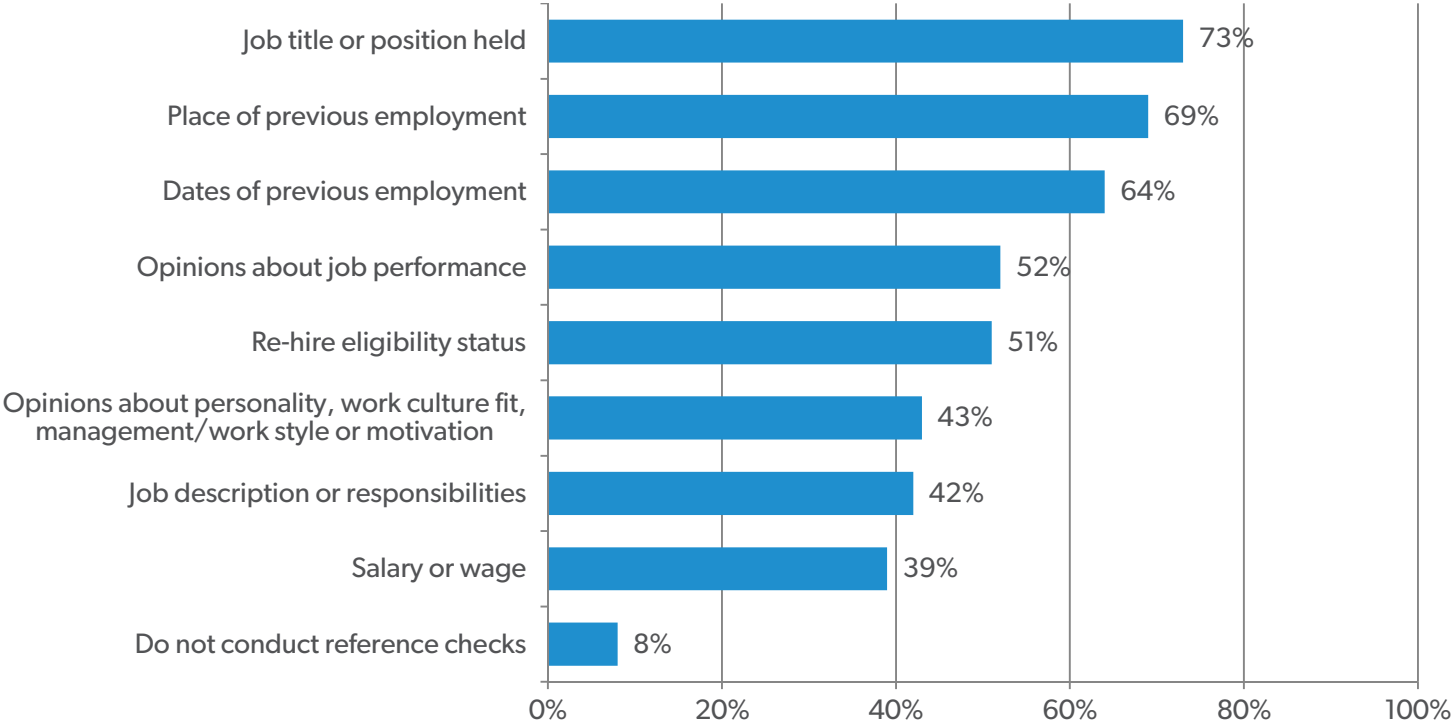
Vendors (n=1): Safe Staffing; Precision; TAMS Group

Video Interview (# of organizations)

Vendor: Sparkhire (n=2)

Information evaluation

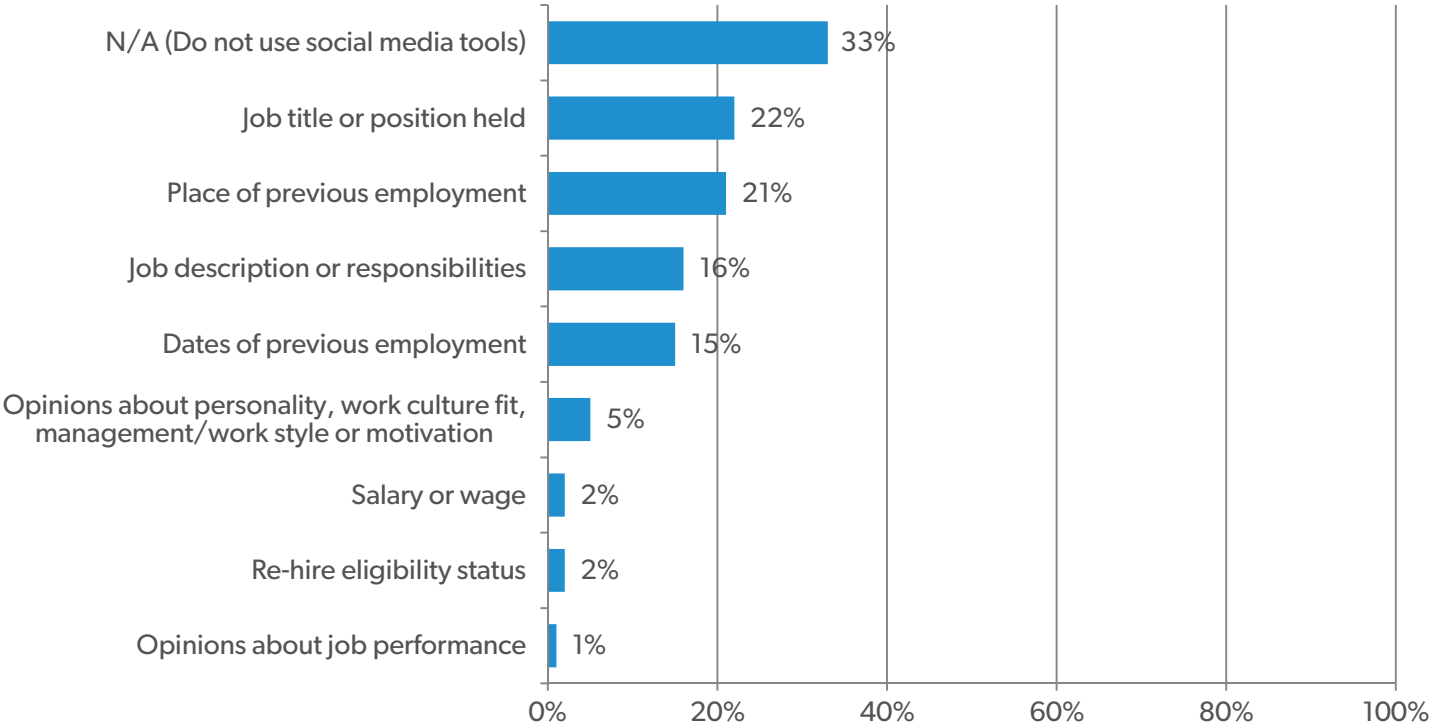
Figure 10 | Types of information evaluated by organizations conducting reference checks



Other types of information evaluated by organizations conducting reference checks

- Ability to work well with colleagues and supervisors
- Ability to follow direction

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

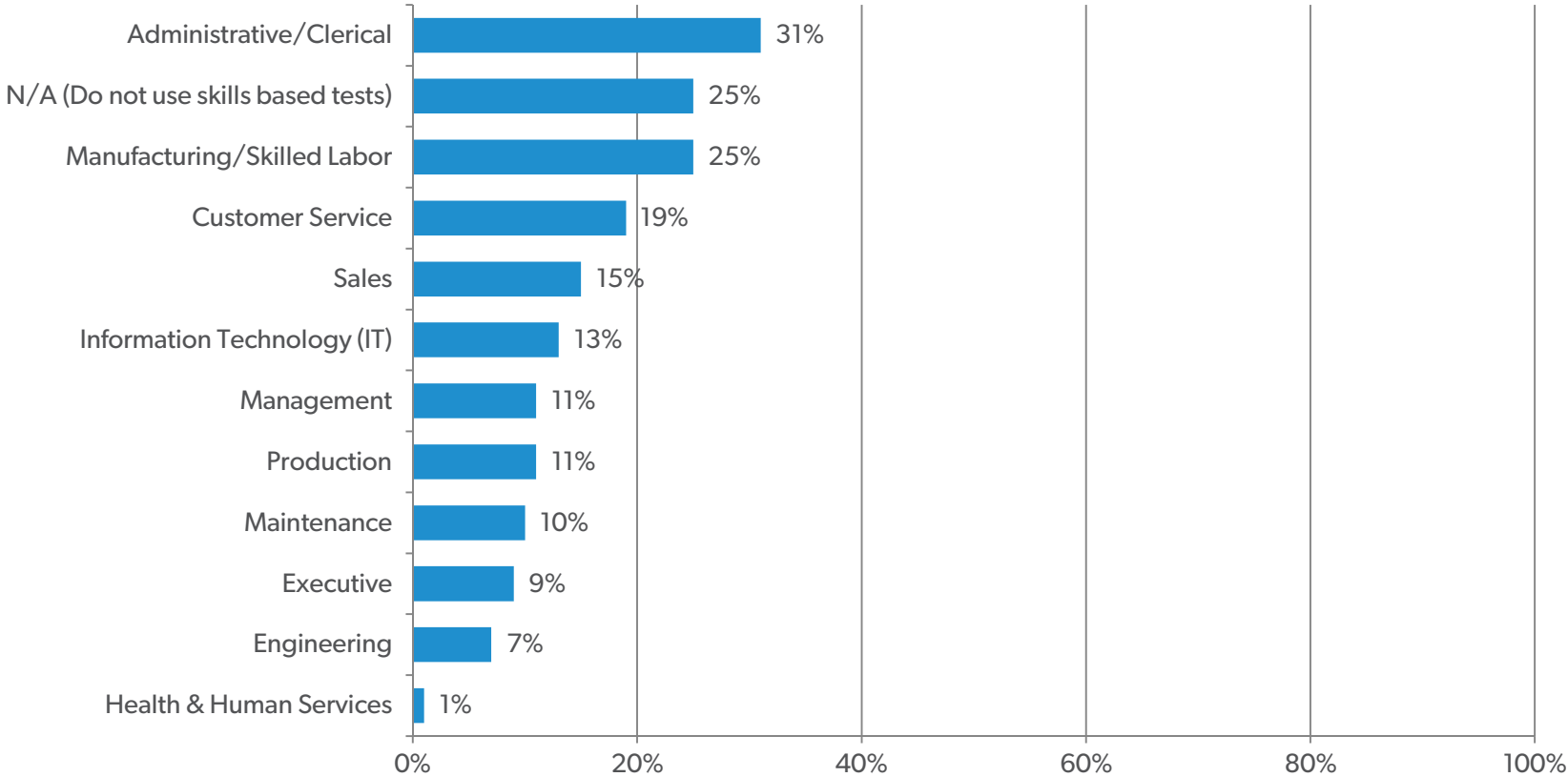


Other types of information evaluated by organizations using social media tools

- Skills, personality, and judgement
- Associations
- Hobbies and interests that could affect work

Employment tests

Figure 12 | Positions for which organizations use skills based testing (ability, aptitude, or job knowledge)



Other positions for which skills based tests are used: Field Workers; Technical; Creative Marketing; Editorial

What organizations are measuring during the hiring process:

- Cognitive ability
- Leadership
- Sales Competencies
- Critical Thinking
- Level of creativity
- Work habits
- Editorial skills
- Mathematical skill or ability
- Emotional Intelligence
- Mechanical Aptitude
- Job-specific knowledge
- Personality

Specific assessments cited: Achiever Assessment; Bennett Mechanical Aptitude Test; CPP; DISC; Culture Index; Predictive Index; WPI; The Birkman Method; California Inventory; Watson-Glaser; Caliper; 16PF; MBTI; EOS

Hiring decisions

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

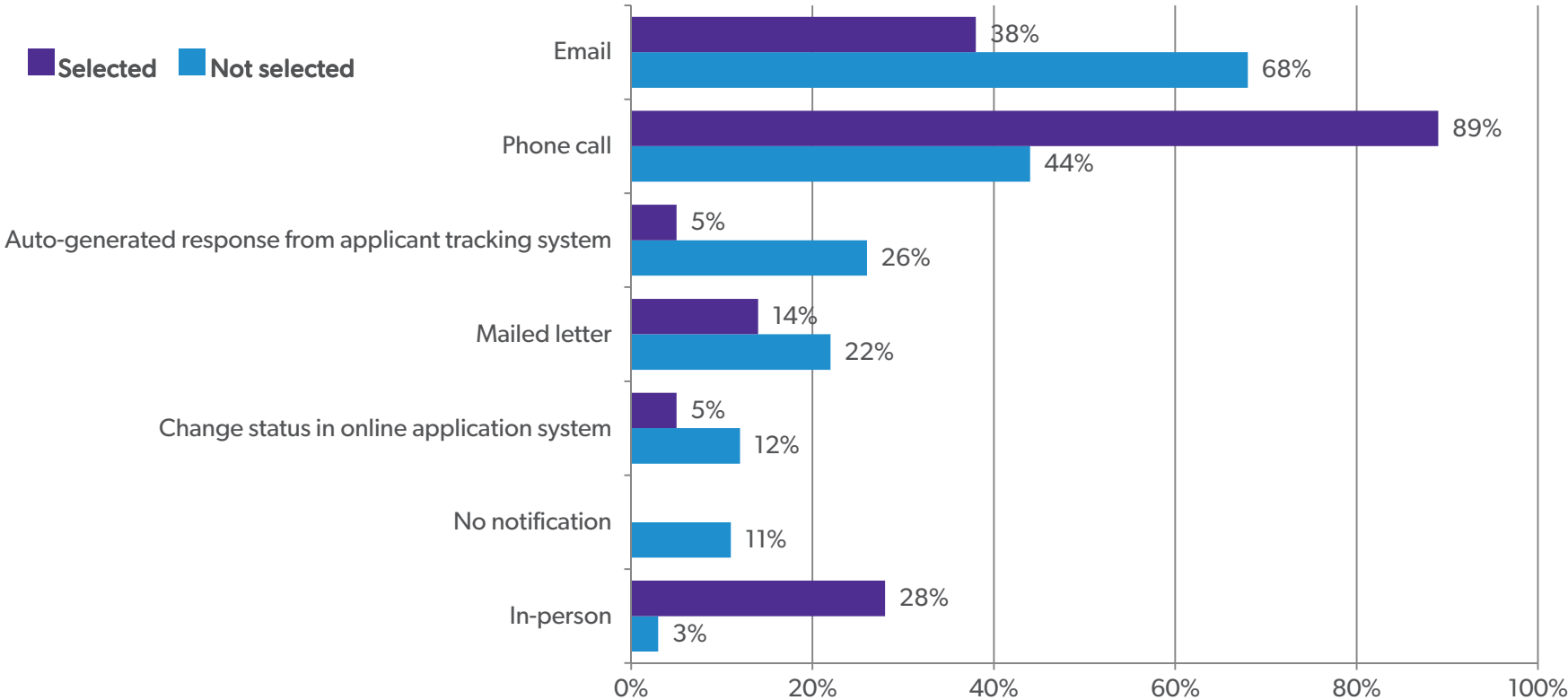


Figure 15a | Organizations indicating whether or not their hiring plans for 2017 have been impacted by the new presidential administration (President Trump)

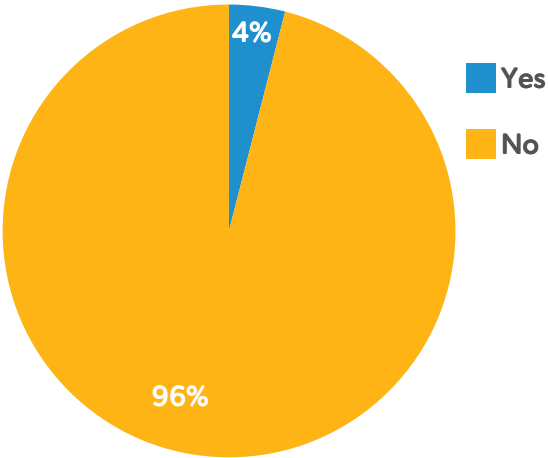
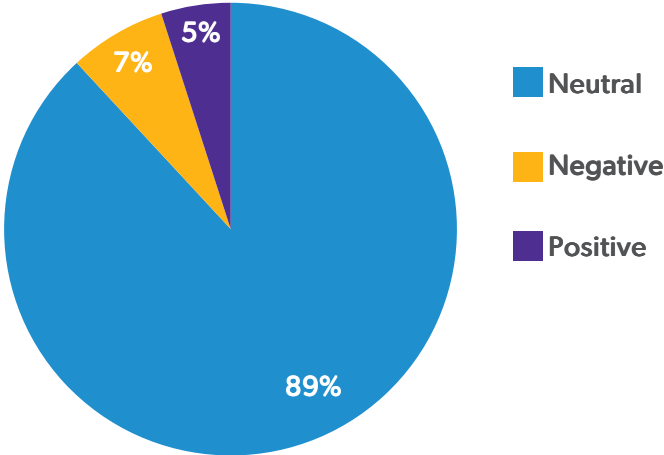


Figure 15b | Organizations' opinions of the impact the new presidential administration (President Trump) has on their hiring plans



Policies

Introductory Period

Figure 16a | Organizations with a probationary/introductory period for new hires

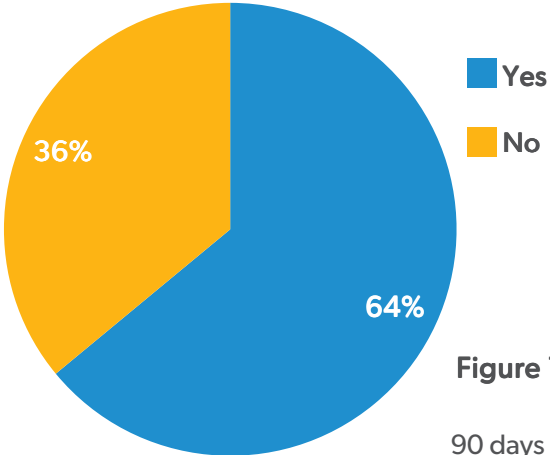
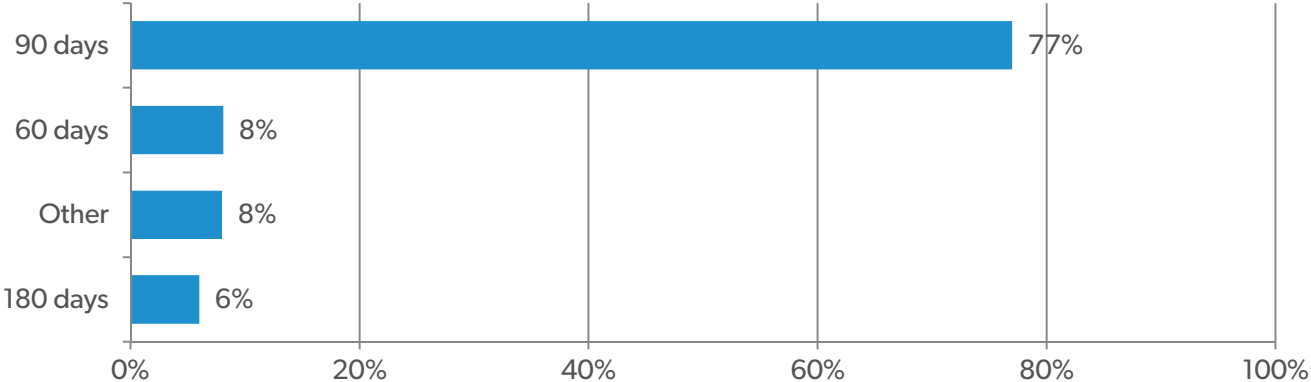


Figure 16b | Length of the probationary/introductory period for new hires

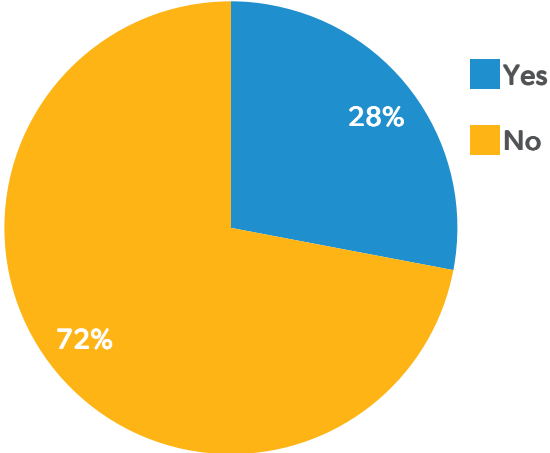


Other lengths of probationary or introductory periods for new-hires:

- 30 days
- 45 days
- 120 days

Job Postings

Figure 17 | Organizations that require all open positions be posted internally before being posted externally



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

- Coincides with external posting
- Varies by position
- No specified length of time

Reference, background, and credit checks

Figure 18 | 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

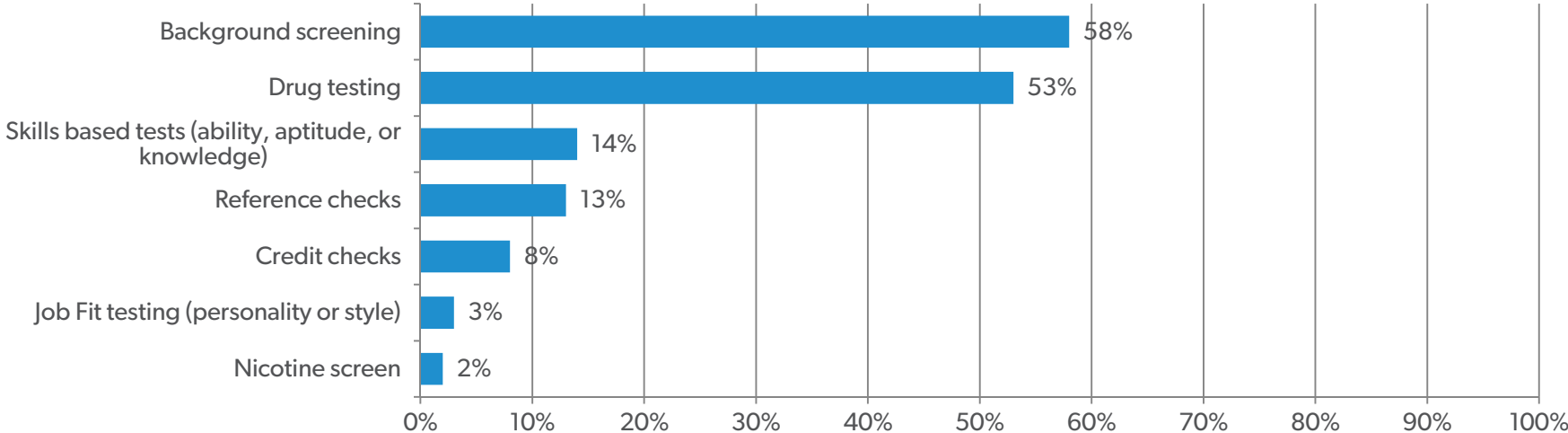
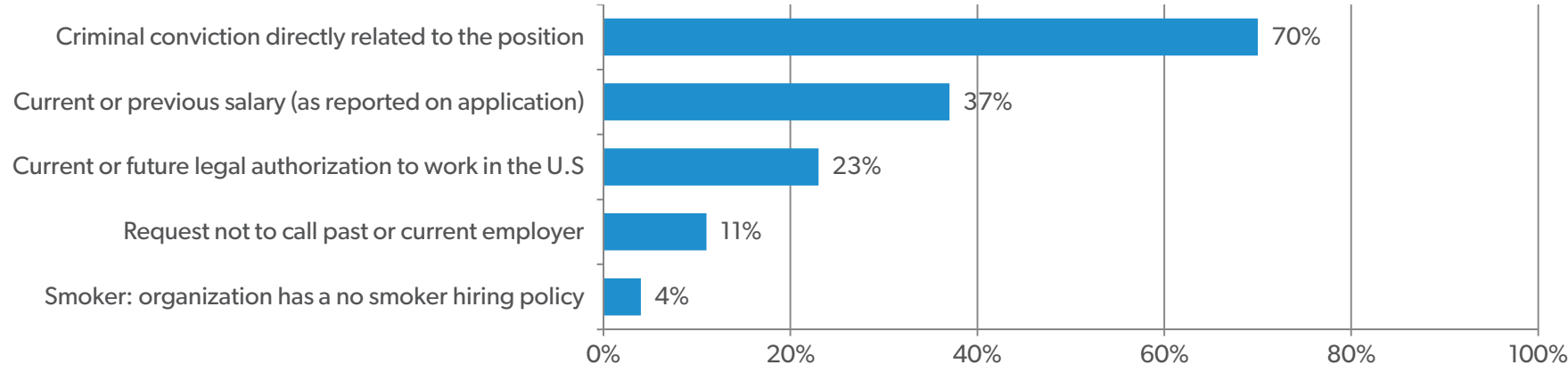


Figure 19 | Reasons organizations indicate they would not hire a candidate



Other reasons: Failure of drug screening; undisclosed employment history; poor recommendation from previous employer or reference; presence of immediate family members employed at the organization; discrepancies between interviews

Figure 20a | Organizations with a policy limiting information disclosures for reference checks on former employees

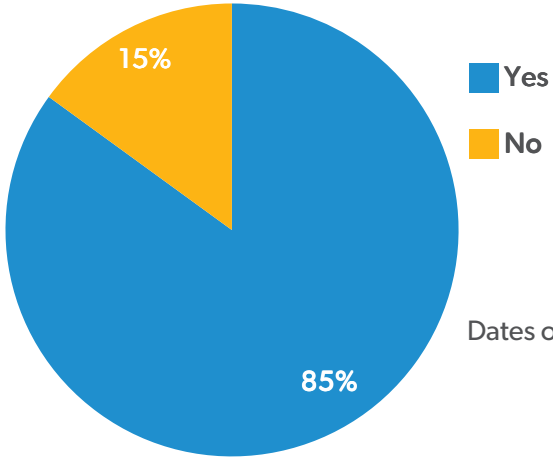
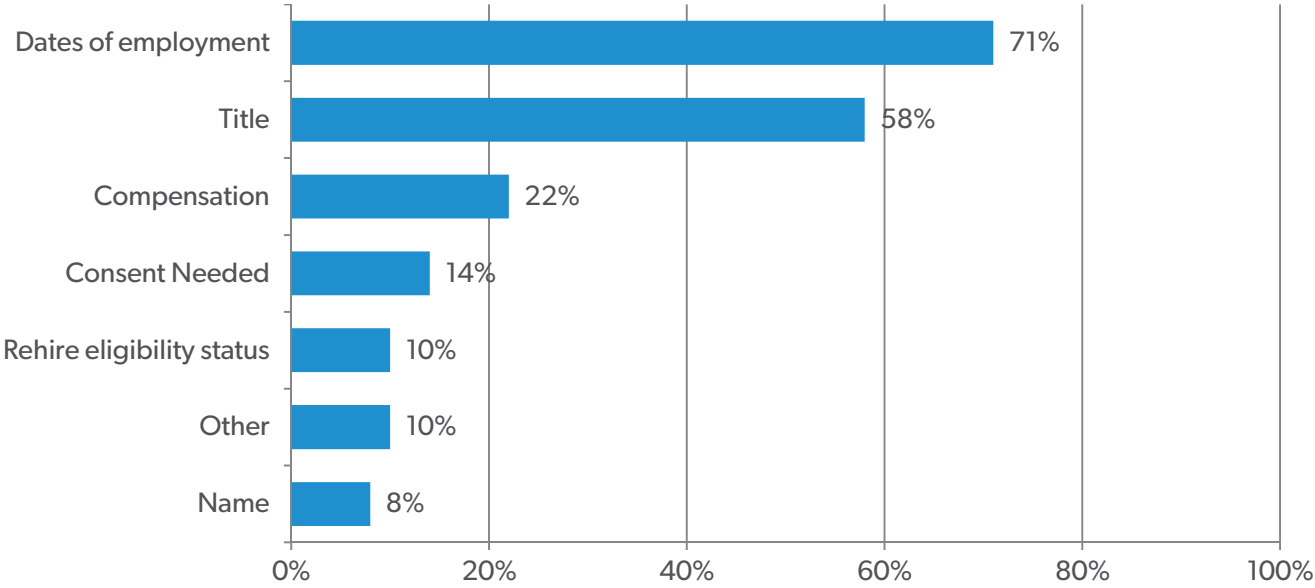
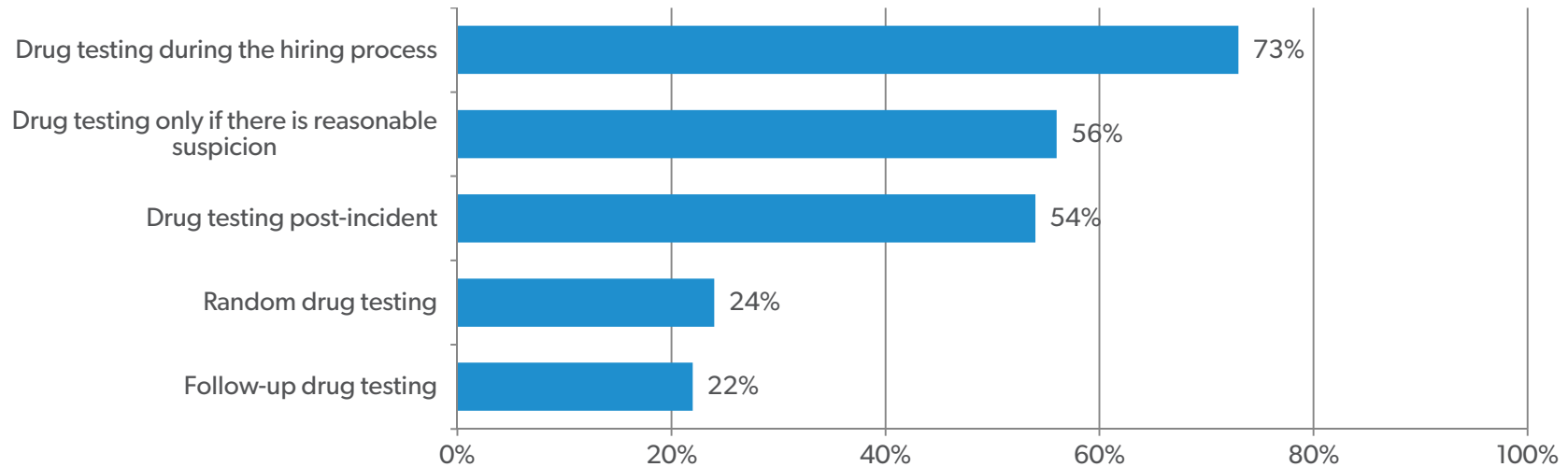


Figure 20b | Types of information disclosure limitations on reference check requests



Drug testing

Figure 21 | Circumstances under which drug testing is conducted



Other circumstances under which organizations conduct drug testing:

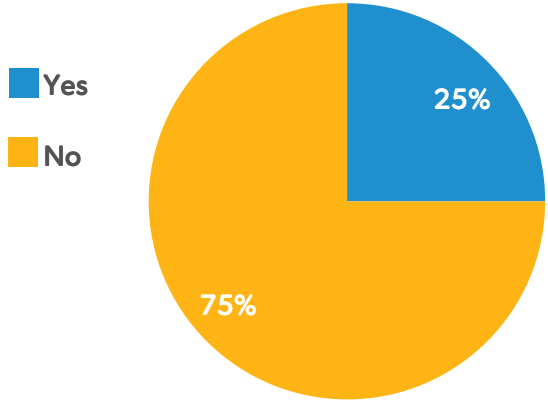
- DOT requirements
- Return to work suitability
- Annually for all employees

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

- Last chance agreement
- Termination or rescinded offer
- Offer unpaid time off for rehab
- Follow up drug test every 30 days for 3 months. If they fail any one of the 3 termination will take place.
- Employees are referred to the Employee Assistance Program.
- Suspension & Independent Medical Review.
- A discussion is had and based on response, or circumstances, an additional occurrence warning is given to the employee.
- In some cases, an employee may retain their position with counseling, meeting the stipulations of an improvement plan, and no repeat failed tests.
- A second screening of the specimen. If still failed then termination.
- The employee is given a second chance. They are given opportunity to go through substance abuse assessment (at company's cost) followed by a conditional employment arrangement based on the employee following the recommendations of the Substance Abuse Professional.

Sign-on and employee referral bonuses

Figure 22 | 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

- Loan Officers, varies
- Typically executive positions, up to \$25,000
- Exempt - depends \$2,500- 5,000
- Every position is different. Mostly used for executives and is negotiated per offer.
- Hard to fill positions; up to \$3,000 per hire
- To help with relocation expenses, dependent on role.
- Engineering. Amount depends on the position and the person's experience (demand for that experience).
- Executive/Management but is not a standard
- Executive level positions
- Case-by-case, typically for field workers with a far drive for a specific project location
- Typically in executive but may consider at lower level when having difficulty recruiting or need to do in order to be competitive
- Usually for experienced accountants - \$2,500
- Sales- no set amount
- Only in rare instances. This is determined at an executive level.
- For hard-to-fill roles, we have offered up to \$1500 for a sign-on bonus.
- We have offered sign on bonuses to non-commissioned employees such as IT & Engineering.

Figure 23a | Organizations providing employee referral bonuses (by position type)

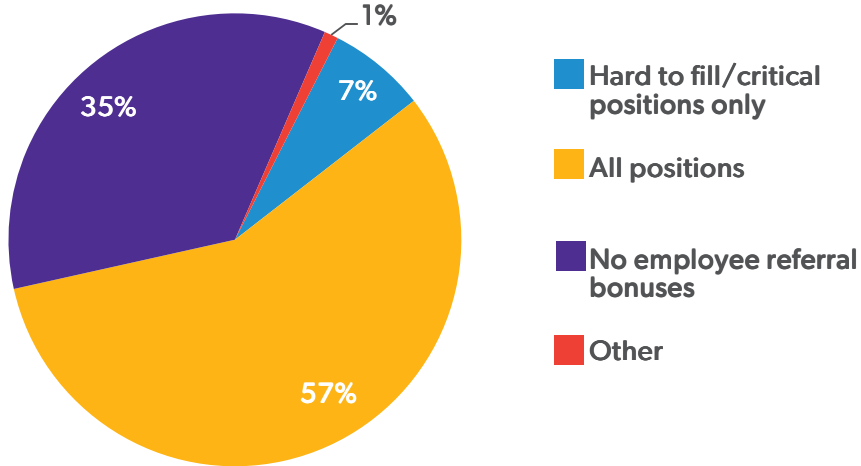


Figure 23b | Maximum amounts of employee referral bonuses offered

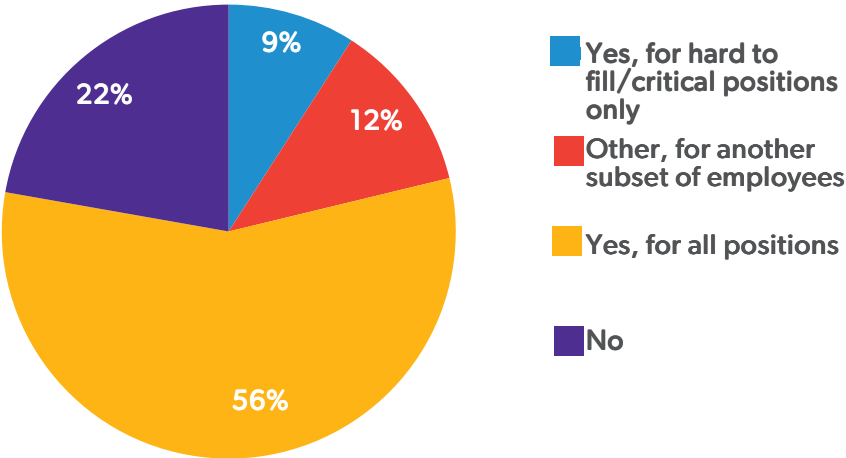
Maximum bonus awarded	Description of policy and amount of employee referral bonus
\$50	If the new hire stays for 90 days, the referring associate receives \$50.00 \$50 for Part Time
\$75	\$75.00 at 90 days Employee is paid \$75 after the new hire has been with the company for 90 days.
\$100	\$100 for Full Time \$100 employee referral bonus paid after 90 days of service for the new employee If the new hire stays with the agency for 6 months, the employee that referred the new hire gets \$100
\$150	We encourage employees to refer qualified candidates for open positions. If the Company hires the referred candidate, the referring employee will be paid a \$150 referral bonus minus applicable taxes after the new employee has completed 90 days of employment. Both the referring employee and the new employee must be actively employed at the time of payment or no payment shall be made to the referring employee. Employee Referral Payment forms may be obtained from the Human Resources department. If an employee's referral is hired, they must complete the standard 90 day introductory period, and then the employee will receive a check for \$150 for helping to grow our team.
\$200	\$150 if referral makes it thru 3 month probationary period \$200 Bonus when new hire reaches 90 days of employment.

Maximum bonus awarded	Description of policy and amount of employee referral bonus
<p>\$250</p>	<p>\$250 for hourly \$50 after 45 days completed, \$100 at 90 and \$250 at 180 days \$250 to referring employee if employee and new hire are both employed after 90 days and if new hire passes probationary period \$250 per referral - Unlimited amounts of referrals allowed. New employee must work 90 days before current employee gets the \$250. If candidate is employed for 90 days. The employee referring candidate is awarded \$250.00</p>
<p>\$300</p>	<p>\$100 for referral employed 3 months. Additional \$200 for referral employed 6 months. \$300. \$150 after 90 days; \$150 after a year. \$100 once hired and employed 30 days then an additional \$200 if still employed at 6 months \$50 after 60 days/\$250 after 6 months Our basic program: \$50 upon hire and \$250 after 6 months of employment Non-exempt \$300</p>
<p>\$500</p>	<p>\$500. \$250 after 3 months and another \$250 after 6 months. Mgmt and HR not eligible. This is paid out through the payroll. Entry level Production = \$500 \$500 non exempt \$500 for salary \$500 after the referral achieves one year of service. If your referral is hired, you will be awarded \$500 after 90 days of referee's employment with good standing. \$250 at the time of hire and \$250 after 6-months \$250 when the referral starts and then another \$250 after 90 days Hourly/ Non-Exempt, and Individual Contributor - \$500 after 30 days \$500 after they have been on our payroll for 6 months \$500 for all hourly positions Determined by grade level:, 7 - 10 \$200, 11 - 14 \$300, 15 - 19 \$400, 20 - 26 \$500 For positions below a manager - \$500 Non-Exempt \$500 \$500 for all positions/ \$250 paid after 90 days and \$250 paid after 180 days \$500 entry Exempt \$500 \$500 for maintenance We give \$250 at the start of the hire and an additional \$250 if they stay for 6 months \$250 after 6 months and \$250 after a year Employees must submit a referral form prior to the candidate being offered an interview. First bonus of \$250 is paid when the candidate is hired. Second bonus of \$250 is paid after the candidates 6 month of employment. Employee will receive 1 full day off paid after successful completion of 1 year of employment. If referral is hired and still employed - Award at 6 months = \$250.00, Award at one year = \$250.00.</p>

Maximum bonus awarded	Description of policy and amount of employee referral bonus
\$750	\$750 for technical & supervisor positions Exempt \$750 \$750 for standard
\$800	\$200.00 if the referral is hired; \$200.00 if the referral is here at 90 days; \$400.00 is referral is here at one year.
\$1,000	Skilled trades or Professional = \$1,000 20% will be paid at the end of 60 days of employment. The balance will be paid at the end of 6 months. The bonus amounts are gross amounts and subject to the bonus tax rate. The employee that did the referral will receive \$1000.00 if after 6 months the employee is in good standing For hard to fill roles: \$500 when the referral starts and then another \$500 after 90 days Manager/ Supervisor - \$500 after 30 days/ \$500 after 90 days Depends on the role, ranges from \$250-1,000 \$500 paid immediately after new employee starts work, another \$500 paid at the end of their 3 month probationary period. \$1000 for management positions Executive \$1,000 Both employees have to be in good standing after 180 days - \$1,000 \$1000 midlevel Manager and above \$1000 \$500 after the first three months after hire. \$500 after six months after hire \$1000 for management \$1,000 for any part time hire
\$1,500	Salary=\$500 after 30 days and another \$1000 after 6 months Director and above - \$500 after 30 days/ \$750 after 90 days/ \$750 after 180 days \$500 after 6 months, \$600 after a year and \$400 value in prize selection \$1500 for harder to fill positions \$1500 executive or hard to fill
\$2,000	\$2,000 Exempt For positions above a manager - \$1,500 to \$2,000 \$1,000 after new hire is employed for 30 days; subsequent \$1,000 after new hire is employed for 180. Director levels and higher, and HR, are ineligible to receive bonuses. Only applies to full time positions.
\$2,500	\$2,500 for any other full time hire We provide referral bonuses from \$1,000 to \$2,500 depending on the position
\$5,000	\$5,000 for manager and above Bonuses can be up to \$5,000 depending on the tier that the position is in and whether it is full-time, part-time or PRN.

Contracts/job agreement documents

Figure 24 | Organizations requiring job candidates to sign a contract or other job agreement document upon offer of position

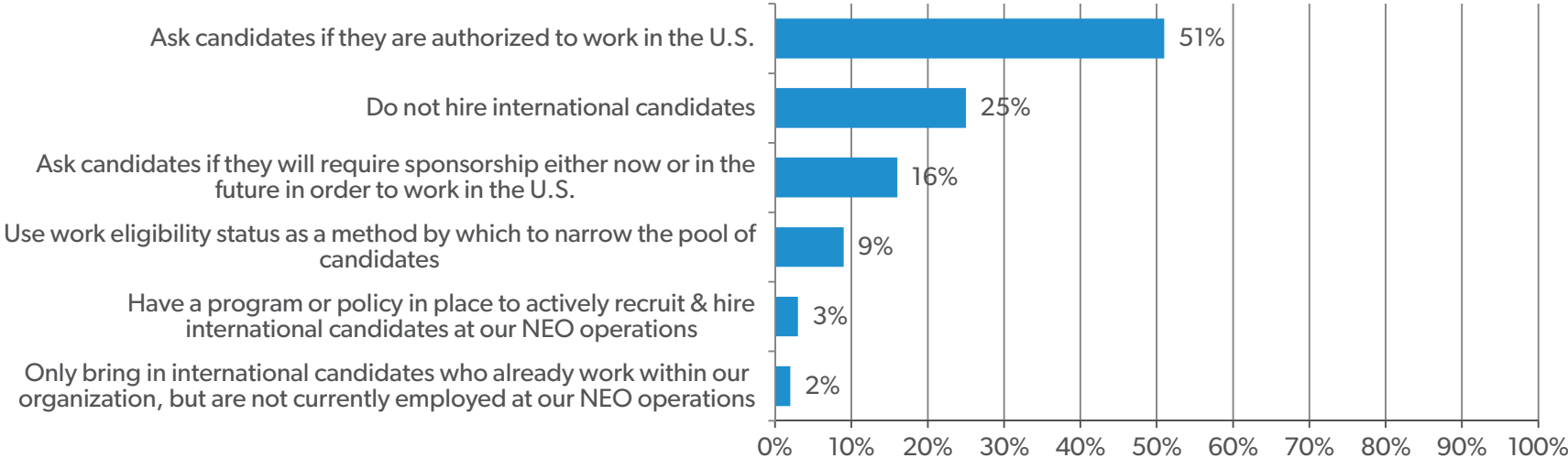


Other subset of employees and types of documents:

- Non-Compete agreement for Management, Sales and Field Service employees
- Sign an offer acceptance letter indicating they have no current health conditions that could reasonably be expected to affect job performance (per Joint Commission on Accreditation of Healthcare guidelines), New managers
- If we are paying for some tuition reimbursement on new employees we may state that they would have to pay it back within a certain period of time
- Lab or technical positions with knowledge of proprietary trade secrets complete a non-disclosure agreement.
- All employees sign a non-compete agreement upon hire

Recruiting & hiring practices

Figure 25 | Practices in place for international candidates applying to work for organizations in Northeast Ohio



Other responses:

- We will hire international candidates when they have outstanding skills and we can offer sponsorship.
- Never had the opportunity to hire international candidates.

Figure 26 | Organizations with a formal policy in place for the use of social media for recruiting purposes

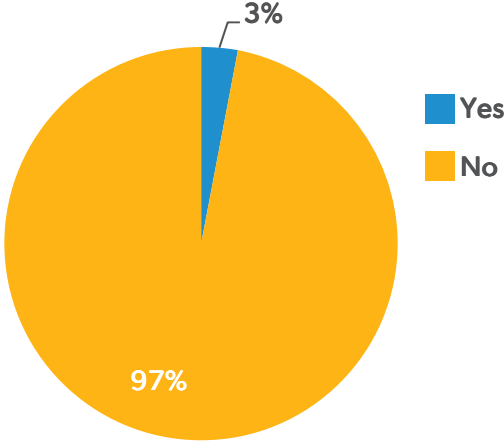
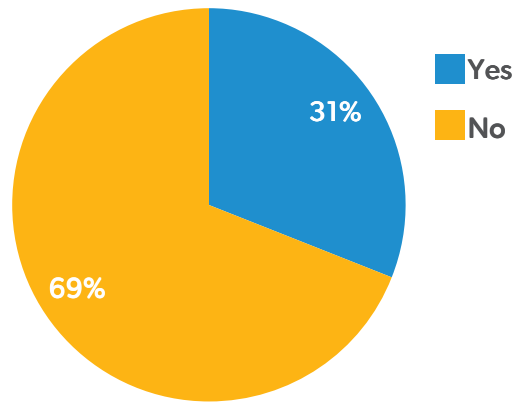


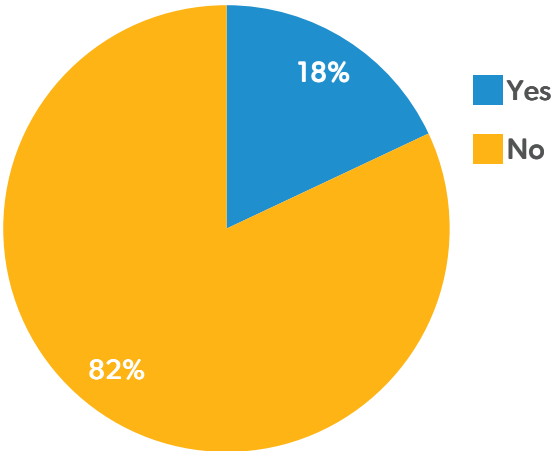
Figure 27 | Organizations that provide relocation assistance



Specific policies concerning relocation assistance:

- Depends on the position. We have offered small moving expense benefits.
- Depending on the position, we offer up to \$25,000 for relocation reimbursements
- Moving support - transportation of goods to new location
- Every position is different. Mostly used for executives and is negotiated per offer.
- Employees are compensated for some of the costs involved in house hunting and transportation.
- Depends on the position or level in the organization. It is a cash amount.
- Relocation is typically offered for Executive level positions
- Varies depending on candidate requirement/position hired for
- Moving expenses
- For specific positions and circumstances: a flat amount to cover moving expenses
- If individual requires relocation we would determine based on position. Typically offer anywhere from \$3-5K relocation bonus.
- Dependent upon position and may range from \$5,000 to \$25,000 (for executives). All relocation costs including house hunting trips are reimbursable.
- We typically provide a flat dollar amount, or relocation bonus.
- Depending on location and position, up to \$5,000 to cover moving expenses related to the acceptance of position.
- Pack and move, house hunting, temp living
- Moving expenses paid at the lowest of three quotes.

Figure 28 | Organizations with practices around diversity and inclusion



Resources used to attract a diverse candidate pool:

- Specific professional groups composed of qualified and diverse candidates
- Job fairs
- Social media
- Employee Referrals
- America’s Job Exchange
- AAP tactics
- Community outreach
- Radio advertisement
- Post jobs with minority groups and use Ohio Means Jobs to target a more diverse group of people.

Metrics

Hiring Metrics

Figure 29 | 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)

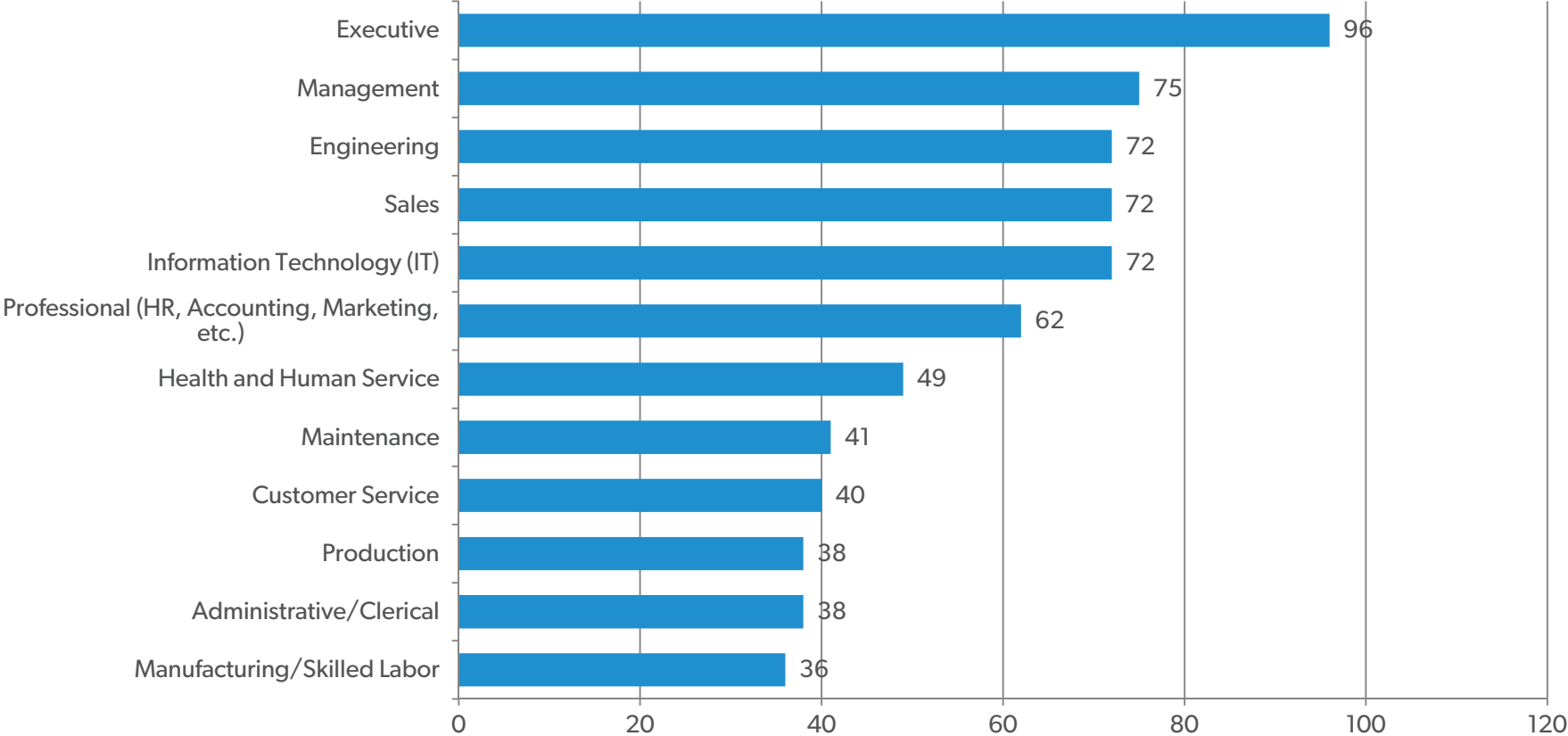
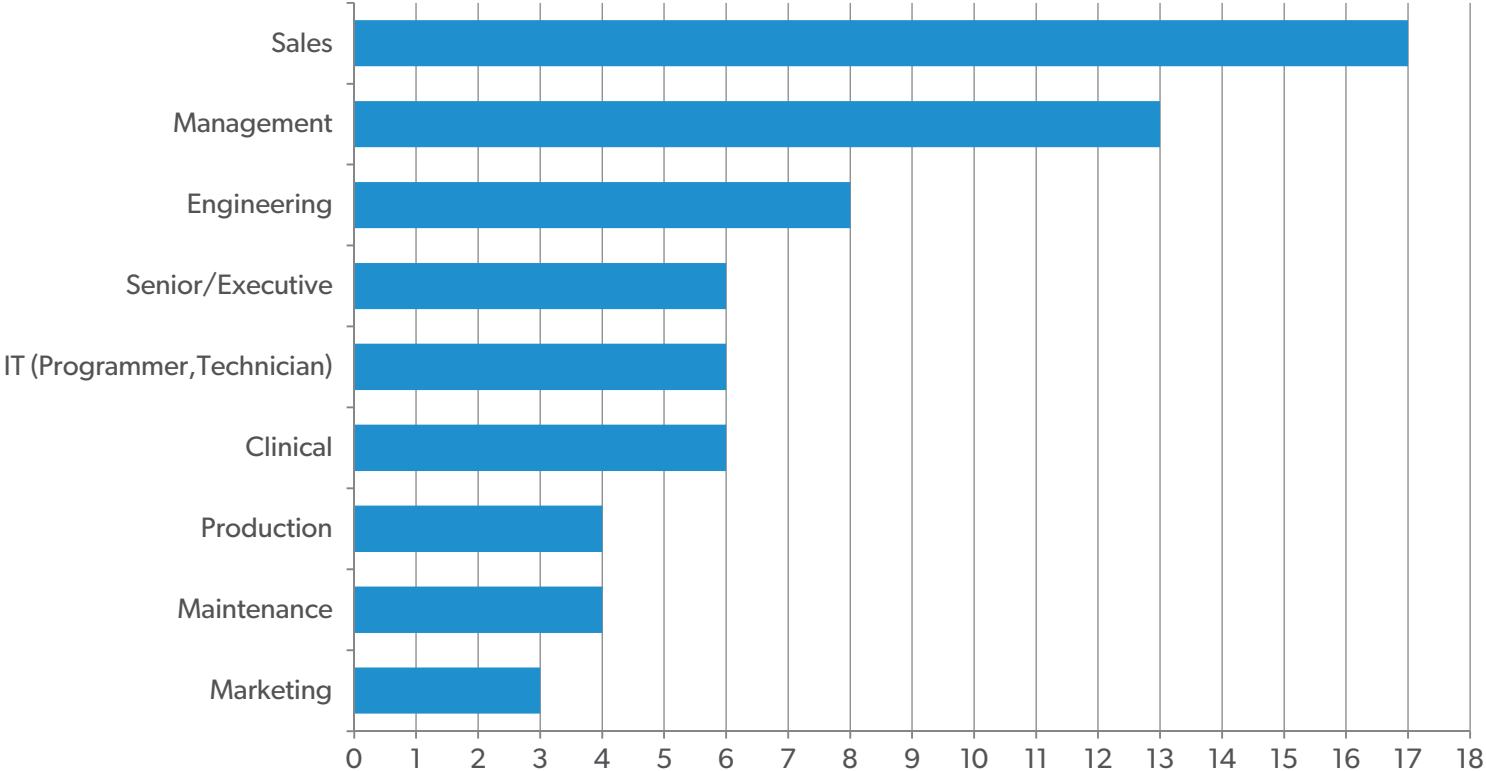


Figure 30 | Most challenging positions to fill (# of organizations):



Other challenging positions to fill (n < 3):

Service Technicians; Warehouse; Data Entry; Construction; COO; Welders; CNC Machinist; Laborer; Factory Workers; Industrial Sewing Machine Operator; Entry Level; Saw Operator; Warehouse Assistant; Project Estimator; Early Childhood Intervention Teacher; Teachers of Second Language; Process Technicians; CDL Drivers; PhD Electrochemists; Construction Estimator; Coil Winder; Media; General Assembly; Chemist; Metallurgical Technician; Attorney; Accounting; Housekeeping; Rigging; Service Technician; Customer Service; CNC Operators; Bookkeeper; Extrusion Operators; Business Development; E-Commerce; Skilled Artisans

Figure 31 | Average costs associated with hiring process over the past 12 months

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Cost of hire (all costs involved with a new hire)	\$10,748	\$6,865	\$500	\$8,179	\$8,741	\$6,488	\$7,750	\$7,923
Cost of vacancy (costs of having work completed in absence of a staff member)	\$17,870	\$5,029	\$3,000	\$900	\$7,333	\$15,527	\$5,000	\$8,346

Figure 32 | Average percent of offers extended to candidates that were accepted over the past 12 months

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Average % of accepted offers	87%	92%	91%	88%	91%	90%	89%	90%

Figure 33 | Average time to start over the past 12 months

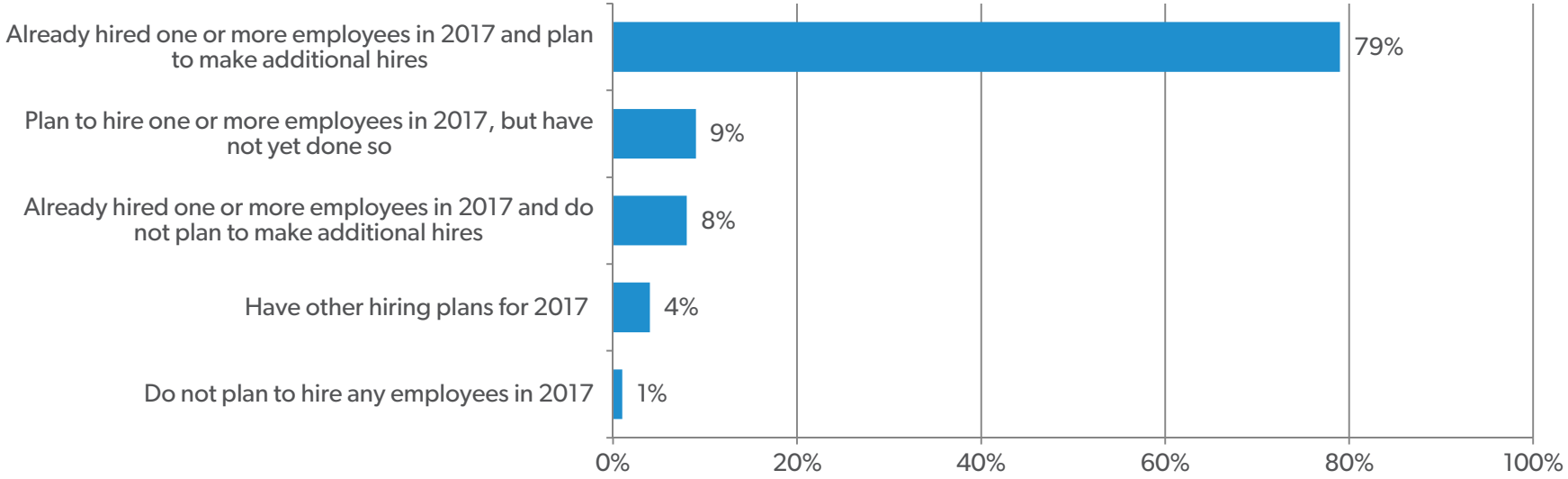
	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
# of days	20	16	17	12	17	30	17	18

Figure 34 | Average vacancy rate (average # of vacant positions divided by total # of positions) over the past 12 months

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Average vacancy rate	8%	10%	13%	4%	11%	13%	4%	9%

Hiring Projections

Figure 35 | Organizations' hiring plans for 2017



Organizations planning to make additional hires for the following positions:

- Accounting & Inventory Specialist
- Accounts Payable Coordinator
- Accounts Receivable Coordinator
- Administrative Assistants
- AP Coordinator
- Applications Engineer
- Architect
- Assembly
- Assembly Line Leads
- Assistant Marketing Manager
- Assistant Toy Designer
- Associate Account Manager
- Audit associate
- Audit Senior associate
- Billing Coordinator
- Billing Specialist
- Bookkeeper
- Business Development Executive
- Buyer
- Cabinet Assembler
- Call Center Specialist
- Caretakers
- CDL operators
- CFO
- Chief of Staff
- Chucker Operator
- Claims Adjuster
- Client Engagement Manager
- Client Relations
- Clinical Liaison
- CNC Machinist
- CNC Operator
- Coil Winder
- Community-Based Therapist
- Compliance & Relationship Manager
- Construction Administrator
- Construction Manager
- Content Marketing Creator
- Controller
- Conversion Services Specialist

- Cost Accountant
- Customer Experience
- Customer Relationship Manager
- Customer/Consumer Services Support
- Data Coordinator
- Data Input
- Design Engineer
- Developer
- Digital Marketing Strategist
- Director of Engineering
- Director of Sales
- Director of Strategic Sourcing
- Director Property Management
- Distribution Center Associate
- District Sales Manager
- Docketing Clerk
- Drafters
- EarthCare Supervisors
- E-Commerce
- Electrical Assembler
- Electrical Engineer
- Engineering
- Engineering Supervisor
- Executive VP Sales & Marketing
- Extrusion Operator
- Fabricators
- Financial Analysts
- Front Desk Agent
- Graphic Designer
- Guide
- Healthcare Integration Therapist
- Help Desk Technician
- Housekeeping House person
- Housekeeping Laundry
- Housekeeping Lobby Attendant
- Housekeeping Room Attendant
- HR Admin
- HR Generalist
- HR Specialist
- Inbound Call Center
- Inside Sales
- Interns
- IT Director
- IT Engineer
- IT Support
- Kitchen Production
- Laborers
- Loan Officer
- Machine Operators
- Maintenance Technicians
- Managerial Accountant
- Manufacturing Engineer
- Market Development Manager
- Marketing
- Marketing Research Analyst
- Material Handler
- Mechanical Maintenance Technician
- Media Manager
- Media Relations Officer
- Medical Records Specialist
- Medical Technologist (MLT)
- Mentors
- On Call Driver
- Outpatient Therapist
- Outside Sales
- Packager
- Pharmacy Technician
- Phlebotomist
- Plant Operator
- Plush Designer
- Pool Attendant
- Prepress Technician
- Pricing Analyst
- Product Engineer
- Product Marketing Director
- Production Operators
- Production Workers
- Project Manager
- Purchasing Agent
- Purchasing Coordinator
- Quality Improvement Associate
- Quality Inspector
- Receiving Clerk
- Recruiter
- Regional Sales Manager
- Residential Assistants
- Restaurant Busser
- Restaurant Hostess
- Restaurant Server
- Restaurant Supervisor
- Revenue Cycle Specialist
- Safety Manager
- Sales Support Specialist
- Saw operator
- Scheduling Representative
- School-Based Therapist
- Seasonal grounds person

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- Secretary
- Senior Accountant
- Senior Financial Analyst
- Shipper
- Tax associate
- Teachers (Early Learning)
- Team Leader
- Technical Assistance
- Therapists
- Tool Designer
- Truck Driver
- Warehouse
- Warehouse Coordinator

Other hiring plans for 2017:

- We have employee retiring and plan to replace them
- To replace only those who leave-no new positions
- Hiring is dependent on business needs

Respondent Demographics

Below is a breakdown of the industries and sizes that the 118 respondents represent.

	Percent
Industry	
Manufacturing	40%
Non-Manufacturing	35%
Non-Profit	11%
Did not indicate	14%
Organizational Size	
1-50	18%
51-200	49%
201-500	12%
Over 500	9%
Did not indicate	13%

Appendix A: Industry & Organizational Size Breakouts

Recruitment

Table 1 | Sources used for recruiting purposes

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
General online job boards/websites	94%	95%	85%	86%	93%	100%	100%	92%
Employee Referrals	89%	90%	77%	76%	86%	100%	100%	87%
Staffing agency/third party recruiter	81%	59%	23%	67%	60%	79%	50%	63%
Your organization's online career center/website	49%	71%	85%	29%	67%	64%	90%	60%
College/university online career centers/websites	51%	66%	92%	57%	62%	57%	80%	59%
Social media	40%	59%	54%	48%	50%	43%	60%	50%
Outside referrals	43%	32%	38%	57%	22%	64%	50%	38%
Job fairs	38%	34%	38%	33%	28%	57%	60%	36%
Your organization's internal career center/intranet	26%	37%	46%	10%	34%	43%	60%	33%
Industry-specific online job boards/websites	19%	34%	69%	19%	31%	29%	60%	31%
Print advertisements/classifieds	32%	17%	46%	19%	24%	50%	60%	27%
Database of past rejected candidate resumes	6%	27%	46%	19%	14%	21%	60%	22%
"Help Wanted" sign	23%	15%	8%	19%	16%	29%	10%	15%
Candidate research services	4%	5%	15%	0%	5%	7%	20%	7%

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

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Never	0%	15%	23%	14%	9%	7%	0%	10%
Rarely	21%	20%	38%	10%	29%	14%	40%	23%
Sometimes (e.g. seasonally or project based)	43%	46%	38%	52%	40%	36%	50%	42%
Often	30%	15%	0%	19%	19%	29%	10%	20%
Always	6%	5%	0%	5%	3%	14%	0%	5%

Table 3 | Social media tools used for recruiting purposes

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
LinkedIn	74%	80%	69%	62%	78%	71%	100%	74%
Facebook	30%	54%	46%	43%	40%	43%	50%	41%
Twitter	9%	20%	38%	5%	19%	14%	30%	17%
Blogs	2%	5%	0%	0%	3%	0%	10%	3%
YouTube	2%	5%	0%	0%	3%	7%	0%	3%
Instagram	2%	0%	0%	0%	2%	0%	0%	3%
Google+	0%	0%	8%	0%	0%	0%	10%	1%

Table 4 | 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	77%	73%	77%	71%	74%	71%	100%	72%
Sourcing candidates	43%	41%	31%	19%	40%	57%	50%	40%
Employment branding	30%	29%	23%	14%	33%	29%	40%	29%
Referrals	17%	22%	15%	14%	17%	21%	30%	17%
Pre-interview candidate screening	19%	12%	8%	24%	16%	14%	0%	16%
Post-interview candidate screening	9%	10%	0%	14%	9%	0%	0%	7%
Post-offer candidate screening	6%	0%	0%	0%	5%	0%	0%	3%

Table 5 | Person(s) who is responsible for reviewing candidates' social media profile(s)

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Hiring Manager	9%	3%	0%	10%	5%	0%	0%	7%
Recruiter	15%	8%	9%	5%	7%	15%	40%	12%
HR	37%	36%	18%	30%	42%	38%	0%	34%
N/A (organization does not review social media profile(s) of job candidates)	37%	44%	64%	40%	40%	46%	60%	42%
Other	2%	10%	9%	15%	5%	0%	0%	5%

Table 6 | 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	16%	49%	25%	29%	33%	15%	50%	30%
Planning to implement in the next 12 months	23%	15%	33%	14%	19%	38%	30%	21%
Not planning to implement at this time	60%	37%	42%	57%	48%	46%	20%	49%

Allowing job candidates to upload/edit resumes via mobile devices

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Currently in place	18%	28%	38%	29%	17%	29%	60%	25%
Planning to implement in the next 12 months	16%	15%	38%	0%	23%	29%	20%	17%
Not planning to implement at this time	66%	56%	23%	71%	60%	43%	20%	58%

Communicating with job candidates via SMS text messaging

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Currently in place	23%	21%	9%	14%	21%	25%	22%	17%
Planning to implement in the next 12 months	5%	10%	27%	10%	9%	17%	0%	9%
Not planning to implement at this time	72%	69%	64%	76%	70%	58%	78%	73%

Allowing job candidates to track application status via mobile devices

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Currently in place	2%	18%	25%	5%	8%	17%	40%	11%
Planning to implement in the next 12 months	7%	18%	17%	5%	13%	25%	20%	12%
Not planning to implement at this time	90%	64%	58%	90%	79%	58%	40%	77%

Other strategy related to mobile recruiting

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Currently in place	0%	3%	0%	0%	2%	0%	0%	1%
Planning to implement in the next 12 months	3%	3%	10%	0%	2%	10%	11%	3%
Not planning to implement at this time	97%	94%	90%	100%	96%	90%	89%	96%

Table 7 | Organizations currently using a formal applicant tracking system

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Yes	22%	51%	54%	14%	35%	50%	90%	38%
No	78%	49%	46%	86%	65%	50%	10%	62%

Selection Process

Table 8a | 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	100%	95%	100%	100%	97%	100%	100%	94%
Second interview	96%	93%	92%	90%	95%	93%	100%	91%
Background screening	83%	88%	100%	76%	90%	86%	100%	85%
Reference checks	79%	80%	100%	90%	79%	64%	100%	78%
Pre-screening phone interview	83%	85%	77%	67%	84%	86%	100%	78%
Drug testing	85%	61%	77%	62%	78%	93%	60%	71%
Education/degree verification	47%	34%	77%	19%	45%	64%	80%	45%
Third interview	40%	34%	46%	33%	41%	43%	30%	37%
Job Fit tests (personality or style)	43%	37%	38%	38%	38%	29%	60%	37%
Work samples or portfolios	32%	17%	23%	19%	24%	21%	50%	25%
Skills based testing (ability, aptitude, or job knowledge)	26%	29%	15%	33%	24%	21%	30%	24%
Social media review	19%	24%	8%	38%	19%	7%	10%	19%
Credit checks	15%	22%	8%	14%	16%	29%	20%	18%
Physicals	28%	5%	15%	14%	17%	21%	20%	17%
Video interview	13%	5%	8%	0%	10%	14%	10%	8%
Nicotine screening	2%	2%	15%	10%	0%	0%	20%	3%
Simulations	0%	2%	0%	5%	0%	0%	0%	3%

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

Non-exempt positions

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Interview	96%	95%	100%	95%	97%	93%	100%	92%
Background screening	79%	88%	100%	71%	90%	86%	90%	82%
Drug testing	87%	66%	77%	62%	79%	100%	60%	74%
Second interview	55%	73%	100%	62%	71%	71%	70%	64%
Pre-screening phone interview	64%	76%	77%	52%	72%	64%	80%	64%
Reference checks	60%	63%	100%	76%	66%	64%	60%	63%
Skills based testing (ability, aptitude, or job knowledge)	47%	56%	31%	67%	40%	50%	50%	46%
Education/degree verification	21%	17%	62%	0%	22%	50%	60%	25%
Job Fit tests (personality or style)	28%	27%	38%	24%	28%	29%	30%	25%
Physicals	32%	10%	23%	14%	22%	36%	20%	22%
Social media review	13%	20%	8%	33%	14%	0%	10%	14%
Credit checks	9%	15%	0%	10%	12%	7%	0%	8%
Third interview	4%	7%	23%	19%	5%	0%	10%	7%
Work samples or portfolios	4%	7%	15%	5%	9%	0%	10%	7%
Video interview	4%	5%	8%	5%	3%	14%	0%	5%
Nicotine screening	2%	5%	15%	10%	2%	0%	20%	4%
Simulations	0%	5%	8%	5%	2%	0%	10%	3%

Table 9 | Types of information evaluated by organizations conducting reference checks

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Job title or position held	70%	71%	92%	81%	71%	71%	80%	73%
Place of previous employment	70%	66%	85%	81%	66%	64%	90%	69%
Dates of previous employment	62%	59%	85%	67%	60%	71%	80%	64%
Opinions about job performance	51%	51%	62%	76%	48%	29%	60%	52%
Re-hire eligibility status	51%	44%	77%	57%	53%	36%	60%	51%
Opinions about personality, work culture fit, management/work style or motivation	43%	41%	54%	62%	41%	21%	50%	43%
Job description or responsibilities	38%	49%	38%	76%	34%	43%	20%	42%
Salary or wage	38%	32%	54%	29%	43%	21%	60%	39%
Do not conduct reference checks	11%	10%	0%	0%	10%	21%	0%	8%

Table 10 | Types of information evaluated by organizations using social media tools

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
N/A (Do not use social media tools)	26%	41%	38%	33%	29%	43%	50%	33%
Job title or position held	30%	15%	15%	10%	28%	21%	20%	22%
Place of previous employment	30%	15%	15%	10%	26%	21%	20%	21%
Job description or responsibilities	17%	15%	15%	5%	26%	7%	0%	16%
Dates of previous employment	19%	10%	15%	5%	21%	14%	20%	15%
Opinions about personality, work culture fit, management/work style or motivation	4%	10%	0%	14%	5%	0%	0%	5%
Salary or wage	4%	0%	0%	0%	3%	0%	0%	2%
Re-hire eligibility status	2%	0%	0%	5%	2%	0%	0%	2%
Opinions about job performance	0%	2%	0%	0%	0%	0%	10%	1%

Table 11 | Positions for which organizations use skills based tests (e.g. ability, aptitude, or job knowledge)

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Administrative/Clerical	26%	37%	46%	29%	31%	36%	40%	31%
N/A (Do not use skills based tests)	26%	29%	23%	24%	28%	21%	40%	25%
Manufacturing/Skilled Labor	36%	17%	0%	38%	22%	14%	10%	25%
Customer Service	15%	32%	8%	29%	19%	14%	20%	19%
Sales	15%	22%	8%	14%	17%	29%	10%	15%
Information Technology (IT)	9%	22%	8%	5%	14%	14%	20%	13%
Management	9%	20%	0%	5%	14%	21%	0%	11%
Production	19%	7%	0%	19%	14%	7%	0%	11%
Maintenance	17%	5%	0%	5%	12%	14%	0%	10%
Executive	9%	12%	0%	5%	12%	7%	0%	9%
Engineering	13%	5%	0%	10%	9%	7%	0%	7%
Health & Human Services	0%	2%	0%	0%	2%	0%	0%	1%

Table 12a | Communication methods used to notify job candidates of a hiring decision

Candidate has not been selected

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Email	68%	73%	69%	67%	78%	36%	80%	68%
Phone call	51%	34%	77%	62%	47%	21%	60%	44%
Auto-generated response from tracking system	17%	37%	38%	14%	26%	43%	50%	26%
Mailed letter	21%	22%	23%	19%	24%	21%	30%	22%
Change status in online application system	9%	12%	31%	0%	12%	21%	30%	12%
No notification	13%	17%	0%	14%	16%	7%	0%	11%
In-person	2%	2%	8%	0%	2%	0%	20%	3%

Table 12b | Communication methods used to notify job candidates of a hiring decision

Candidate has 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
Phone call	94%	88%	100%	81%	95%	93%	100%	89%
Email	43%	41%	31%	52%	41%	14%	30%	38%
In-person	32%	27%	8%	43%	22%	29%	40%	28%
Mailed letter	15%	12%	31%	19%	16%	14%	0%	14%
Change status in online application system	2%	7%	15%	0%	5%	14%	10%	5%
Auto-generated response from tracking system	2%	7%	8%	5%	3%	14%	10%	5%

Policies

Table 13a | 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	74%	54%	62%	71%	62%	69%	50%	64%
No	26%	46%	38%	29%	38%	31%	50%	36%

Table 13b | 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	82%	82%	63%	73%	81%	75%	80%	77%
60 days	12%	9%	0%	13%	8%	13%	0%	8%
Other	6%	5%	13%	13%	6%	0%	20%	8%
180 days	0%	5%	25%	0%	6%	13%	0%	6%

Table 14 | Organizations that require all open positions 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
Yes	21%	28%	50%	14%	33%	29%	25%	28%
No	79%	72%	50%	86%	67%	71%	75%	72%

Table 15 | 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

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Background screening	53%	71%	69%	52%	66%	57%	80%	58%
Drug testing	62%	49%	54%	48%	57%	71%	40%	53%
Skills based tests (ability, aptitude, or knowledge)	19%	10%	8%	14%	14%	14%	10%	14%
Reference checks	15%	17%	8%	24%	10%	14%	20%	13%
Credit checks	9%	5%	15%	14%	5%	7%	20%	8%
Job Fit testing (personality or style)	6%	0%	0%	5%	3%	0%	0%	3%
Nicotine screen	2%	0%	8%	5%	0%	0%	10%	2%

Table 16 | Reasons organizations indicate they would not hire a candidate

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Criminal conviction directly related to the position	72%	76%	92%	71%	84%	50%	70%	70%
Current or previous salary (as reported on application)	49%	32%	31%	24%	47%	43%	40%	37%
Current/future legal authorization to work in U.S.	21%	27%	31%	19%	26%	29%	10%	23%
Request not to call past or current employer	9%	7%	31%	14%	7%	21%	10%	11%
Smoker: organization has a no smoker hiring policy	2%	5%	15%	10%	2%	0%	20%	4%

Table 17a | Organizations with a policy limiting information disclosures for reference checks on former employees

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Yes	91%	78%	85%	71%	86%	100%	90%	85%
No	9%	22%	15%	29%	14%	0%	10%	15%

Table 17b | Types of information disclosure limitations on reference check requests

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Dates of employment	77%	76%	77%	67%	78%	86%	80%	71%
Title	57%	63%	77%	29%	69%	71%	80%	58%
Compensation	23%	24%	23%	5%	29%	14%	40%	22%
Consent Needed	13%	20%	15%	5%	22%	0%	20%	14%
Rehire eligibility status	9%	10%	23%	10%	12%	14%	0%	10%
Other	11%	10%	15%	5%	12%	14%	10%	10%
Name	9%	7%	15%	0%	16%	0%	0%	8%

Table 18 | Circumstances under which drug testing is conducted

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Drug testing during the hiring process	89%	66%	77%	62%	81%	100%	60%	73%
Drug testing only if there is reasonable suspicion	72%	49%	46%	43%	66%	50%	70%	56%
Drug testing post-incident	70%	46%	38%	67%	52%	79%	40%	54%
Random drug testing	28%	24%	15%	14%	24%	43%	20%	24%
Follow-up drug testing	26%	20%	15%	38%	22%	14%	10%	22%

Table 19 | Organizations providing sign-on bonuses for any position

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Yes	28%	20%	38%	14%	28%	36%	40%	25%
No	72%	80%	62%	86%	72%	64%	60%	75%

Table 20 | Organizations providing employee referral bonuses (by position type)

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
All positions	66%	68%	15%	43%	62%	71%	70%	57%
No employee referral bonuses	26%	29%	62%	52%	29%	29%	10%	35%
Hard to fill/critical positions only	6%	2%	23%	5%	7%	0%	20%	7%
Other	2%	0%	0%	0%	2%	0%	0%	1%

Table 21 | Organizations requiring job candidates to sign a contract or other job agreement document upon offer of position

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Yes, for all positions	53%	73%	23%	67%	49%	69%	70%	56%
No	18%	15%	38%	14%	26%	0%	20%	22%
Other, for another subset of employees	16%	5%	31%	10%	12%	23%	10%	12%
Yes, for hard to fill/critical positions only	13%	7%	8%	10%	12%	8%	0%	9%

Table 22 | 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	5	7	6	7	5	5	14	6

Table 23 | Practices in place for international candidates applying to work for organizations in Northeast Ohio

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Ask candidates if they are authorized to work in the U.S.	66%	54%	31%	43%	59%	50%	70%	51%
We do not hire international candidates	19%	34%	15%	33%	26%	29%	0%	25%
Ask candidates if they will require sponsorship either now or in the future in order to work in the U.S.	17%	27%	0%	10%	19%	21%	20%	16%
Use work eligibility status as a method by which to narrow the pool of candidates	13%	10%	8%	14%	10%	14%	0%	9%
We have a program or policy in place to actively recruit & hire international candidates at our Northeast Ohio operations	2%	2%	8%	0%	3%	0%	10%	3%
We will only bring in international candidates who already work within our organization, but are not currently employed at our Northeast Ohio operations	4%	0%	0%	0%	3%	0%	0%	2%

Table 24 | Organizations with a formal policy in place for the use of social media for recruiting purposes

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
No	100%	95%	92%	95%	96%	100%	100%	97%
Yes	0%	5%	8%	5%	4%	0%	0%	3%

Table 25 | Organizations with practices around diversity and inclusion

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
No	87%	83%	69%	80%	86%	93%	50%	82%
Yes	13%	18%	31%	20%	14%	7%	50%	18%

Table 26 | Organizations that provide relocation assistance

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
No	62%	71%	69%	81%	72%	50%	22%	69%
Yes	38%	29%	31%	19%	28%	50%	78%	31%

Table 27 | Organizations' hiring plans for 2017 that have been impacted by the new presidential administration (President Trump)

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
No	98%	95%	92%	90%	98%	100%	89%	96%
Yes	2%	5%	8%	10%	2%	0%	11%	4%

Table 28 | Organizations' opinions of the impact the new presidential administration (President Trump) has on their hiring plans for 2017

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Neutral	94%	83%	88%	75%	96%	100%	50%	89%
Negative	0%	11%	13%	8%	4%	0%	50%	7%
Positive	6%	6%	0%	17%	0%	0%	0%	5%

Metrics

Table 29 | 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)

	Industry			Number of Employees				All Employers
	M	NM	NP	1-50	51-200	201-500	Over 500	Total
Executive	129	76	70	75	83	92	151	96
Management	87	72	57	73	79	69	68	75
Engineering	78	68	0	63	72	76	82	72
Sales	93	57	25	100	61	82	51	72
Information Technology (IT)	99	51	69	140	63	47	70	72
Professional (HR, Accounting, Marketing, etc.)	57	67	59	64	64	55	63	62
Health and Human Service	54	30	65	n/a	55	0	58	49
Maintenance	48	31	41	53	44	25	32	41
Customer Service	52	33	30	62	32	34	35	40
Production	41	29	47	36	47	24	19	38
Administrative/Clerical	41	39	32	42	37	28	39	38
Manufacturing/Skilled Labor	41	25	n/a	38	48	23	15	36

Table 30 | Organizations' hiring plans for 2017

	<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>
Already hired one or more employees in 2017 and plan to make additional hires	74%	85%	69%	52%	83%	93%	89%	79%
Plan to hire one or more employees in 2017, but have not yet done so	11%	7%	8%	29%	3%	7%	0%	9%
Already hired one or more employees in 2017 and do not plan to make additional hires	13%	5%	0%	19%	7%	0%	0%	8%
Have other hiring plans for 2017	2%	0%	23%	0%	5%	0%	11%	4%
We do not plan to hire any employees in 2017	0%	2%	0%	0%	2%	0%	0%	1%

Appendix B: Standard Pre-Screening Phone Interview Questions

Below is a list of the standard questions and prompts organizations ask during a typical pre-screening phone interview with a job candidate.

General/Introductory:

- Tell me a bit about yourself.
- Why are you considering leaving your current position?
- What do you know about our company?
- How did you hear about the job?
- Why did you apply for this position?
- What interested you about this particular position?
- What attracted you to our job?

Past Employment/Experiences:

- What is your current job situation?
- Walk me through your career history.
- What is the most important thing you're looking for in a company/job?
- Describe your background for the position.
- What is the most significant accomplishment you have made in your career?
- Who were your last five bosses, and how will they each rate your performance on a 1-10 scale when we talk to them?
- Have you worked in an environment with measureable job goals, and if so, how did you do?
- Explanation of transitions/gaps in employment history.
- Tell me about a time you went above and beyond at work.
- Tell me about a recent goal you set for yourself and how you went about achieving that goal.

Future Aspirations & Personal Characteristics/Preferences:

- What strengths can you bring to help the organization succeed in this role?
- What are you really good at professionally?
- What qualities do you seek in a manager/supervisor?
- What would you consider your greatest weakness/strength?
- What are you not good at or not interested in doing professionally?
- Why did you choose this career?
- If you could change anything about your current company, what would it be?
- How do you typically perform on a team?
- What ethical dilemmas have you faced and how did you respond?
- Why do you think this position would be right for you?
- What are you looking for in your next position?
- Please describe your learning style.
- In what areas do you strive to improve or further develop yourself?
- What motivates you to perform your best?
- What's your dream job or work environment?
- Are you a Top Performer and why?
- What is your highest level of decision making experience?
- What are your strengths?
- What do you feel you need to improve upon?

- How are your problem solving skills? Give an example of what you solved and how.
- What is your skill set for this position?
- What do you need to succeed?
- What characteristics are you looking for in an ideal manager for you?
- What do you think hinders you?
- Which of our company Core Values are most aligned with your personal values? Why? Please provide an example of a time in your career when you have most powerfully embodied our values.
- Please describe your past experiences and interest in working in small teams and/or individually. Do you have a preference?

Job Specific

- Do you have reliable transportation?
- Can they relocate (if applies)?
- Are you available to work overtime?
- Necessary software/equipment experience?
- Are you able to stand, sit, bend, lift and twist throughout your shift?

- Are you willing to travel?
- What is your current licensure?
- Are the posted shift hours/days acceptable to you?
- What is your availability?
- Have you signed a non-compete?
- Do you have experience on any manual machines and single speed drill press?
- Can you read and follow a blueprint and schematics?
- What is the most advanced feature in the Microsoft suite that you use on a regular basis?
- Are you eligible to work in the US?
- What's your salary expectation?
- What salary range is acceptable?

Concluding

- If offered a position, when would you be available to start?
- Do you have interest in coming in for an interview?
- Do you have any questions for me?

Participating Organizations

Accurate Metal Sawing
 Akron Polymer Products
 Alpine Dairy, LLC
 Aluminum Line Products Company
 American Midwest Mortgage
 Anderson International Corp.
 Apple Growth Partners
 A. Raymond Tinnerman
 Bay Corporation
 Bettcher Industries
 C&K Industrial Services, Inc.
 Carlisle Brake & Friction
 CASNET
 Cast Nylons Limited
 Catholic Charities
 Child Guidance & Family Solutions
 Choice Cabinet
 Clark-Reliance Corporation
 Cleveland Heartlab
 Cleveland Housing Network
 Coastal Pet Products, Inc.
 Congregation of St. Joseph
 Corporate Screening Services, Inc.
 Custom Products
 De Nora Tech, LLC
 Douglass & Associates
 Duramax Marine, LLC
 Earnest Machine
 Embrace Pet Insurance
 Empaco Equipment
 Energy Focus, Inc.
 Equity Trust Company
 ExactCare Pharmacy
 Excelas, LLC
 Executive Arrangements
 EYE Lighting International of North America

Fire-Dex, LLC
 Food for Thought
 Forest City Companies, Inc.
 FormFire
 Freeman Mfg. & Supply Co.
 Fusion, Inc.
 Gerber Poultry
 GLT Companies
 Graco, Inc.
 Hinkley Lighting, Inc.
 HW & Co.
 ICI Metals, Inc.
 ID Images, LLC
 Intigral, Inc.
 John G. Johnson Construction Company
 Kerr Lakeside, Inc.
 Lake County ESC
 Lake Health
 Laszeray Technology
 LayerZero Power Systems, Inc.
 LifeShare Community Blood Services
 Lorain County Domestic Relations Court
 Lumitex, Inc.
 Majestic Steel USA
 Maloney + Novotny, LLC
 Mar-Bal, Inc.
 Marous Brothers Construction
 MB Dynamics
 Medical Service Company
 Meister Media Worldwide
 Merritt Woodwork
 MJM Industries, Inc.
 Momentive Performance Materials
 Myers Industries, Inc.
 NACS, Inc.
 NAE/NWAN

National Telephone Supply
 NSL Analytical Services, Inc.
 OSG USA, Inc.
 Park Place Technologies
 Parkwood, LLC
 Pearne & Gordon LLP
 PRC Medical, LLC
 quasar energy group
 Ramco Specialties
 RDA Management
 Robin Industries, Inc.
 Ross Environmental Services
 Samsel Supply
 Smithers-Oasis
 Summers Rubber
 Superior Roll Forming
 Tap Packaging Solutions
 The Cleveland Foundation
 The MetroHealth System
 Things Remembered
 Thompson Hine LLP
 TPC Wire and Cable Corp.
 Trelleborg Sealing Profiles
 TT Electronics Integrated Manufacturing Services
 Unique Paving Materials Corp.
 United Disability Services
 Universal Development
 Vizion Solutions
 Weaver Industries
 Wild Republic
 Willoughby Supply Company
 Willoughby-Eastlake Public Library
 Winter Equipment Company, Inc.
 Zion Industries, Inc.

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