

# Tips on How to Network Successfully

Written by Vickie Axfor Austin collegejournal.com

## **1. Treat networking like a game.**

Networking is a time-honored tradition that most people apply every day without knowing it. View it as making contacts, creating relationships, finding out about essentials, even as making friends. Networking is based on the premise that we're all humans and need each other. This is as true in business as it is in other areas of your life. You may need to ask me for ideas or referrals about getting a job, but I'll gladly reciprocate because I know that at some point, I may need to call on you for something. At that point, whether the help is for me or someone else, I'll expect you to reciprocate. It's that simple. You lob the ball over the net, and it comes back to you.

Networking for a job can be fun. Consider it today's answer to the lost art of conversation and its cousin, letter writing. It's all about communicating—making phone calls, conducting information interviews in person or writing letters—to learn if your contacts can refer you to anyone who might want to hire someone with your skills.

The first step is to know what you want to do. Before you pick up the phone to begin networking, take a moment to collect your thoughts. Ask yourself, what do I want? If it's help, be specific. Do you need ideas, names or introductions? Make a list of the items that will help you stay focused during your conversation. Most people really want to help you, a new graduate, with your job search, but first, they must understand what you want. Then they can determine how best to help you.

## **2. Realize that you, too, have something to offer.**

When you're just starting out in a career, it's easy to be intimidated by the concept of networking. After all, you're a new graduate and your knowledge of business may be limited, and your contacts are likely to be already established professionally. What do you have to offer that they might value and why would they make time for you?

It's simple. Most seasoned business people understand the concept of networking. They know that what goes around comes around. Everyone has had to start somewhere. We all remember the folks who took time to counsel, guide and direct us on our first forays into the business world. It's a debt that's never really repaid, unless it's through helping someone else just starting a career.

## **3. Honor the networking code.**

Another way to say this is "do unto others as you would have them do unto you." If you want to have your phone calls returned, return phone calls. If you want help with your career, you must be willing to help others.

To be a successful networker, you also must take contacts' suggestions. If someone provides a lead—an idea or referral name—follow up on it, especially if the person has agreed to "pave the way" for you by making an introductory call. You aren't obligated to accept a position from a referral, but you are expected to follow up. You're also expected to report back to your original contact to say thanks. During that call, you can recount your progress and ask for additional leads.

## **4. Make networking a priority.**

If you're in the throes of a job search, your first priority should be networking. Create a list of people you know and ask them for ideas, referrals and contacts. Generate a buzz about your abilities and your job search, and before you know it, people will be calling you for networking ideas. After you've accepted a job, it's easy to heave a sigh of relief and assume your networking days are over—at least until your next job search. Think again. Every contact you make while working is a potential jewel in your networking crown.

### **5. Keep track of your contacts—and keep up with them.**

That means if you landed the job of your dreams, let networking contacts know that your search has ended and where you're working, and thank them for their assistance. Add their names to your business holiday card list. Call contacts occasionally to see how they're doing with no agenda other than keeping in touch. Let them know what you're up to and do a little self-promotion. This isn't the time to complain or gossip. Maybe there's something they need that you can help them with. Visualize yourself building a large bank of networking good will and making regular deposits.

### **6. Don't wait until you're desperate to network.**

Networking is a lot like flossing your teeth. For it to do you any good, you have to do it regularly. Keep your network alive and well so that if and when there's a change in the wind, you're ready for it. It takes time to rev up your network's engine if it's been cold or idle for too long. You want to keep it humming so you can quickly shift into high gear. Today's job market is volatile and employees are changing jobs often; one of them could be your boss. You may need your network sooner rather than later.

### **7. Look for opportunities others might miss.**

Networking isn't just about finding people who can help you locate a job. Sometimes the most valuable networking you can do is within your company. Perhaps your employer sponsors a charity ball. Other employees might consider this a real groaner, but it's a great opportunity to meet senior managers and their spouses and to support a cause the company considers worthy. Or perhaps a senior executive from your firm is giving a luncheon speech to a local organization. Not only can you learn from this presentation, but you'll be providing him or her with support and building a bond for the future. You'll also be adding new contacts to your network.

### **8. Ask permission to use a name.**

Suppose you visited a contact to conduct an information interview—a short, friendly question-and-answer session designed to help you learn more about a profession or company. Your contact gives you the names of several referrals. Before you leave, ask permission to use your contact's name as the original source. He or she may want to contact the referrals first, which will make your calls proceed more smoothly. But the main reason for asking permission is courtesy. When you mention names, you're capitalizing on your contact's rank and reputation within the business world, so you want to make sure you have his or her knowledge and approval.

### **9. Never underestimate the power of a thank-you note.**

If a busy executive takes time to meet you and assist with your job quest, acknowledge the help you receive with a handwritten note. This lets him or her know that you understand and appreciate the his or her effort and contribution. It also allows you to provide a short progress report and feedback about the referrals. Last but not least, it paves the way for future contact.

### **10. Remember that you're never too old or successful to network.**

Don't think that executives or others in authority positions are uninterested or unreachable. Many senior executives are delighted to be contacted and want to share the knowledge they've acquired over the years. Because of their seniority, they may be isolated and appreciate the chance to impart wisdom or learn something new from a prospective graduate. And when you reach a pinnacle of your own career, remember to keep your network fresh and alive. It's fun, plus you never know when it may come in handy.

# How to Effectively Market Yourself for a Job When You've Been Long-Term Unemployed

1/27/2014

For most people losing a job is a devastating experience. Not finding one right away is even more discouraging, but the sooner you get started looking and the more dedicated you are, the more likely your search will be a positive experience.

The Society for Human Resource Management (SHRM) is the largest HR association in the world, with more than 275,000 members. Our members, HR professionals in organizations representing all sizes and industries, recognize that as a result of the years-long economic downturn, an unprecedented number of Americans have been unemployed for six months or more.

We are educating our members on how to review their organization's hiring procedures to ensure they do not intentionally or inadvertently give less consideration to certain job candidates based solely on their unemployment status. Nevertheless, having a resume with gaps in work history can pose a challenge for the job seeker. This challenge is not insurmountable, and SHRM members offer the following advice to help you, as a job seeker, put your best foot forward.

## **Step 1: Approach your job search as though it WERE your job**

- ▶ Devote time— up to eight hours a day—to finding a job. Set a schedule with daily tasks in order to establish a structured routine. Having a schedule makes people more efficient. Giving yourself a deadline by, say, blocking off 2 p.m. to 4 p.m. to work on an application or make your calls is better than saying you'll get around to it as soon as you can.
- ▶ Try to maintain a flexible attitude, and project a willingness to learn. Your old job/career may not exist anymore, so you may need to develop new skills or apply the old ones in a different

way.

- ▶ If you are feeling stuck, seek out groups of people who are in the same situation. Many community centers, religious entities and other organizations host meetings for job seekers. It may help you to discuss your efforts with others.

## **Step 2: Stay active by engaging in productive activities**

Find activities to show that you are still engaged in your community and focused on gaining skills and qualifications. Activities also fill time on your resume, showing employers that you haven't been stagnant since you left your previous position.

### **Personal Development or Professional Development**

- ▶ Classes at a community college, university or training program can keep you up-to-date with technology and other trends in your field so that you'll be informed when you do go on interviews or even chat informally with employers.
- ▶ Many educational institutions have career centers with well-connected advisors who know what employers are looking for and who is hiring.
- ▶ Consider a training program or temporary position, offered by many employers. Short-term positions give you a chance to test-drive a specific job or company.

### **Development Through Volunteer Engagement**

Volunteering can involve much more than planting trees and painting buildings; it's also a great way to learn new skills. You can design a website, organize an event, write letters on behalf of the organization or have any variety of other responsibilities.

- ▶ Volunteering can give you exposure to a new field or allow you to try out a new career.
- ▶ Volunteering at a specific organization you want to work for is an excellent way to get your foot in the door and make a notable first impression. If you can show you are a valuable and effective volunteer, employers will think you may make a valuable and effective employee.
- ▶ Volunteering enables you to expand your network. By working on a cause you are passionate about, you will meet like-minded people, some of whom may be able to help with your job search.
- ▶ Volunteering is a fun and valuable way to break up the monotony and provide you with an anchor while you look for a job. It can also provide a sense of accomplishment.

## **Step 3: Update and revise your resume**

- ▶ Understand the online application process before submitting your resume. Applying for a job today requires that you tailor your resume to the specific position. Before submitting your resume, make sure it contains some of the key words that are outlined in the job description.
- ▶ Use terms that apply to the specific job and/or industry.

Sprinkling in newer terms can show that you're current with the technology and other trends of the field.

- ▶ Include accomplishments—both at work and outside of it—so employers can see *how* you've done, not just *what* you've done.
- ▶ Quantify your experiences. Use numbers to communicate changes or improvements you have made over a specific period. Examples include quantitative gains in production or performance, notable customer satisfaction, greater organizational performance, cost reductions or cost avoidance.
- ▶ Include legitimate volunteer or nontraditional work experience, to eliminate or decrease any gaps in employment.
- ▶ If your formal education occurred more than 10 years ago, consider taking dates off and adding other training or education you have obtained since then.

#### **Step 4: Network, network, network**

Networking is still the most effective way to find out about jobs. Prepare your “elevator speech,” in which you describe your skills and career goals in two minutes. Preparing ahead helps you take advantage of opportunities to talk, at a moment's notice, with someone who may be in a position to help you.

#### **Reach out to family, friends, neighbors and associates.**

- ▶ Use your connections to your advantage. The more people you know, the better your chances of finding and landing a job. Talk with your previous employers and co-workers. People who have seen you at work before and are in your field of experience can be the best people to know.
- ▶ Seek out community groups for assistance, including those for unemployed people, who help one another with leads, references and other support. Programs, both formal and informal, have started in communities nationwide.
- ▶ If you can't find a group in your community, start one. With nearly a quarter of Americans laid off at some point because of the recession, you do not have to be alone in your search. Be willing to help others in your groups. Paying it forward can be of great benefit when your colleagues get settled in a new role. Not only will it help you, but it looks great to businesses if you let them know you started a group or are active in one that helps people in the community.

#### **Use online sites, including LinkedIn.**

- ▶ If you don't have a LinkedIn profile, create one. Employers use this site to look for new talent so make sure your profile contains keywords that are relevant to jobs that interest you.
- ▶ Use the search function on LinkedIn to find profiles of people seeking positions similar to what you are interested in pursuing. Then use these profiles as templates to modify your profile.
- ▶ See what companies your connections and their connections have worked for. Those who worked at a company a few years ago likely still know people who work there.

- ▶ Join groups that apply to you. Many industries, regions and even companies have their own pages. These are a great source of information and a way to keep current with what's happening in a particular field.

### **Reach out to employers that interest you.**

- ▶ Many companies host open houses or exhibitions to showcase their work. If it looks interesting to you, check it out. Ask questions and make some contacts, too.
- ▶ If you want to talk with someone at an organization, go for it. Reach out to a firm you have great interest in and ask to come in and learn more about it. Don't mention employment in the first conversation. A good first impression can lead to that important referral or helpful information.

### **Look for local nonprofit or government organizations that can help you with your job search.**

Never pay an organization to find you a job—most likely it is not a legitimate business.

- ▶ Take advantage of the services that government-funded Career One Stop centers offer. These centers provide free assistance to job seekers. More information is available at <http://www.careeronestop.org/>
- ▶ Learn about local nonprofit organizations serving the long-term unemployed. The programs are as varied as the communities they serve and can be researched online. Examples of these organizations are:
  - *Platform to Employment (P2E)*, a five-week boot camp that focuses on both skills development and emotional support. Based in Bridgeport, Conn., it has expanded to many other locations, including Chicago, Cincinnati and San Diego.
  - *Neighbors-helping-Neighbors*, a volunteer-led organization through which workers help one another network and reinvigorate their careers. It has meetings throughout New Jersey and is expanding to other states.
  - *LA Fellow Program*, which places qualified middle managers in struggling local nonprofits in the Los Angeles area.
  - Local chambers of commerce, which may list networking events and job fairs.

## **Step 5: Become More Technologically Proficient**

- ▶ It's no secret that many employers look up their applicants online. While most people know to keep offensive pictures and posts off Facebook, you can take this a step further by creating a brand for yourself. Use LinkedIn as your primary tool, but learn more about how to effectively use Twitter and Facebook as a means of "branding yourself."
- ▶ Social networks are an excellent way to interact with potential employers. Sharing information via a status update on LinkedIn

or re-tweeting or tweeting at an employer or sending messages on Facebook with relevant information can get you noticed.

- ▶ Scanning blogs on relevant topics allows you to stay up-to-date with the industry and hear different perspectives. Commenting on blogs and engaging with their authors are other valuable methods of gaining contacts in the field.
- ▶ Joining listserves is a great way to crowdsource your information gathering. People often mention opportunities they heard of or topics they think are worth sharing.
- ▶ Although it's efficient to comb through the larger online job boards, it's worth noting that many listings receive hundreds of applicants. One way to find less visible opportunities is to research what companies you might like to work for and search their sites for vacancies. It takes longer to do this, but you may just find that perfect under-the-radar opportunity. Following up your application with a message to the company contact person further enhances your potential of being noticed.
- ▶ If you need help in navigating the world of computers or even getting access to a computer consider a local library. Most libraries have computers available to the public, and some offer free resources like classes or coaching. Career One-Stops also offer classes and computers for public use.

### **Step 6: Prepare for your future interview**

- ▶ Get fit by exercising and eating right. When you feel good you will come across well in an interview.
- ▶ Consider how you look. A good haircut and neat, clean business attire are a way to say "I respect myself." You don't have to buy expensive suits if you don't have the budget; just scour the resale shops, and make sure the clothes fit and are clean and ironed.
- ▶ Address gaps in your resume's work history upfront. Offering an explanation prevents a potential employer from making assumptions that may be incorrect. Similarly, take the opportunity to address any possible concerns about your being overqualified for the position. When a candidate raises the issue, this can help put an employer's mind at ease.
- ▶ Never underestimate the value of a handwritten note. Send one to each person who takes time to meet with you in an interview or with whom you have a key networking conversation. In a high-tech world, the high-touch approach always gets noticed.

### **Online Resources for the Job Seeker**

[www.shrm.org/workforcereadiness](http://www.shrm.org/workforcereadiness) –SHRM developed this webpage to house information about workforce readiness and long-term unemployment. Information on this site can give you a better understanding of how HR professionals view these issues.

**AARP resources** –AARP's job seeker page is a good place to start for anyone looking for a job, although their language is tailored for

an older crowd. Resources include cover letter tips, using LinkedIn, career planning for older workers, and advice on how to start your own business.

**Career One Stop** – This federal government site hosts a variety of services including searches for short-term training opportunities, resume guides, and other resources with coordinating agencies. The site also has a section dedicated to people who lost their jobs, providing information on unemployment benefits, family support, and job centers in various locations.

**Idealist.org** – Home to over 12,000 volunteer opportunities, Idealist.org can be used to search for community-based volunteer jobs. The site allows you to search through thousands of job openings, internships, events, organizations, and over 500,000 personal member profiles.

**LinkedIn Groups** – The LinkedIn Groups Directory lists over 13,000 groups available to LinkedIn users. After creating a LinkedIn profile, joining groups that fit your interests is one way to stay current with relevant news and connect with like-minded professionals.

**Monster.com Advice** – With hundreds of articles on topics ranging from industry hiring trends, to interview tips for unemployed workers, Monster provides information on every step of the search-to-hire process.

**SimplyHired.com/advice** – Like Monster.com, SimplyHired provides hundreds of articles on various aspects of the job search, job trends, career advice and resume tips.

Like  1



## Key Findings

- **Are organizations hiring interns in 2013?** Nearly two-thirds of organizations have hired at least one intern this year, and 7% of organizations are planning to hire interns. Four-fifths of organizations have hired between one and 10 interns this year.
- **Has the number of internships increased?** Compared with 2012, 34% of organizations offered more internships, 58% offered about the same number of internships and 8% had fewer internships.
- **What type of internships are organizations offering?** The majority (89%) of organizations are offering internships to undergraduate students. One-half of organizations offered internships to graduate students, and 17% to high school students. The most common type of internships for high school (74%) and undergraduate (58%) students is summer internships; however, one-half of internships for graduate students take place year round or do not have a specific time period.
- **How are HR professionals involved with internships?** Two-fifths of respondents indicated that their organization has an internship coordinator. Among these organizations, 80% say that their internship coordinator is employed in the HR function. Slightly more than two-thirds (69%) of organizations report that their HR function provides guidelines on the type of work in which interns can and cannot engage

## Key Findings (continued)

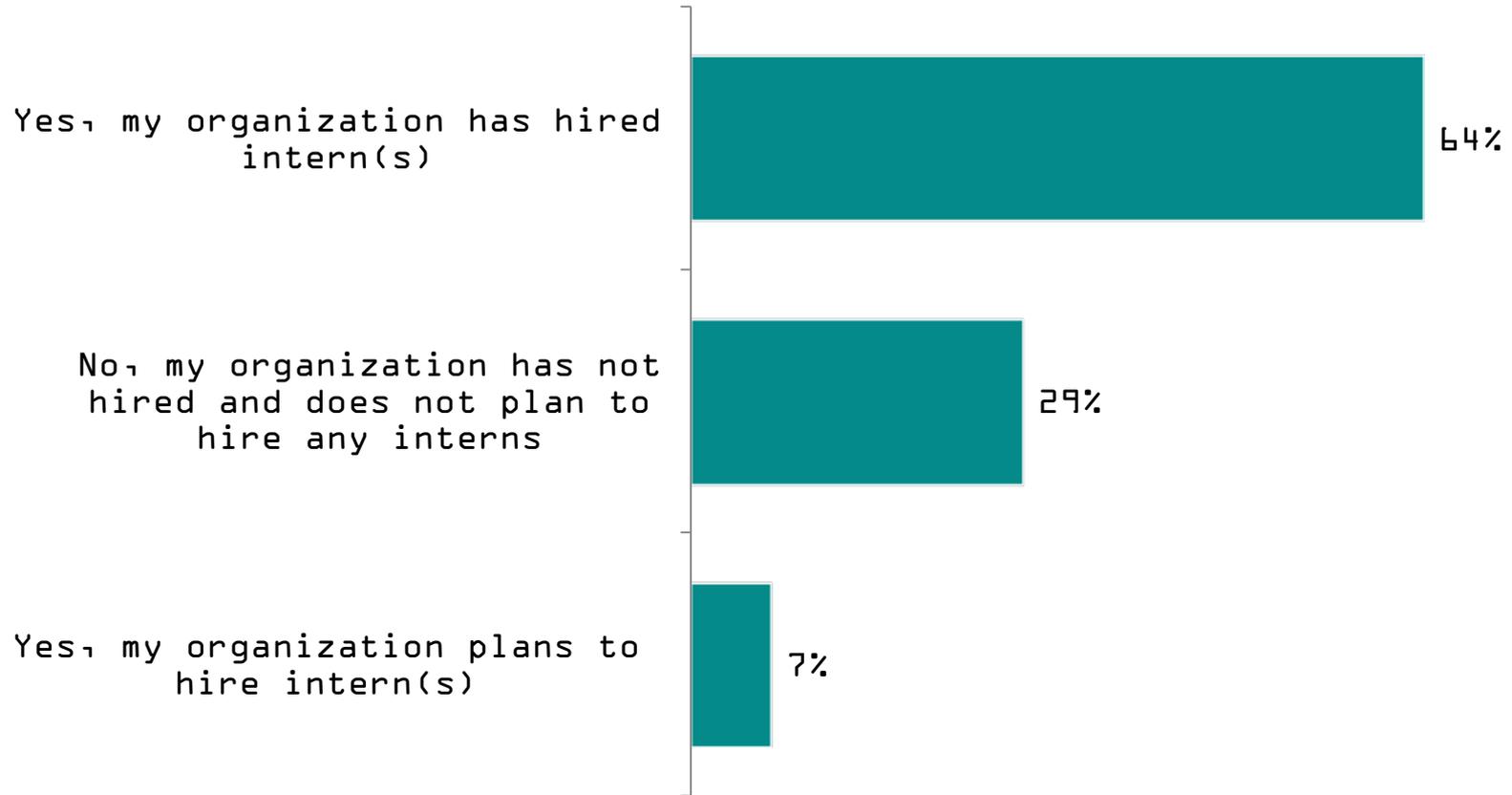
- **What type of activities do organizations arrange for their interns?** The most commonly arranged activities are mentoring meetings (42%), joint group projects for interns (30%) and a presentation/showcase of the interns' work (21%).
- **Do interns typically receive compensation and benefits?** The majority of organizations offer paid internships. Approximately three-fourths of interns are paid an hourly wage that is above the minimum wage. The most common benefit interns receive is on-site parking (48%), followed by paid holidays (18%) and housing assistance or temporary housing (7%).
- **How do internships translate to the "real world"?** Approximately one-half (48%) of organizations report offering full-time positions to 1%-24% of interns. Nearly all (93%) of organizations indicate that they count internships as relevant work experience.

## What do these findings mean for the HR profession?

- Internship programs can be a useful tool for employers that need extra help with their operations and for students that need on-the-job experience—and the importance of this experience has been recognized by most companies, according to this survey.
- Other SHRM research has shown that many companies are struggling to find properly skilled workers to fill their open positions. Internship programs offer an opportunity to train young workers on site and create a pipeline of talent. Approximately four-fifths of organizations have offered a full-time position to an intern after the completion of the internship.
- Building a highly skilled workforce has become a top priority, and better coordination between higher education and the private sector is viewed as an important piece of that effort in order to match supply with demand. If HR professionals are considering an internship program for their organization, an important first step should be to establish connections with local community colleges, technical schools and four-year institutions.

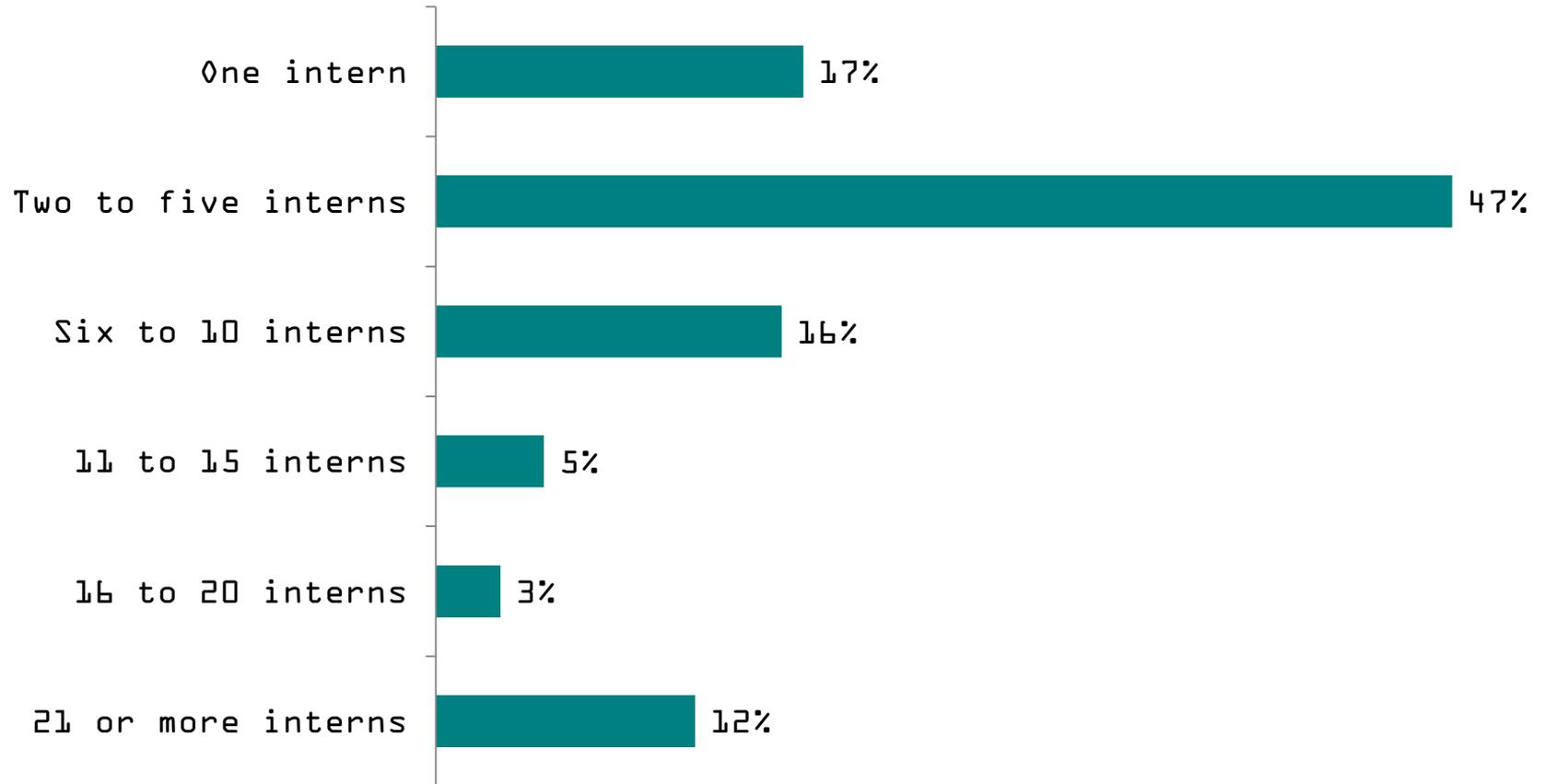
# Availability of Internships

## Has your organization hired or does it plan to hire interns in 2013?



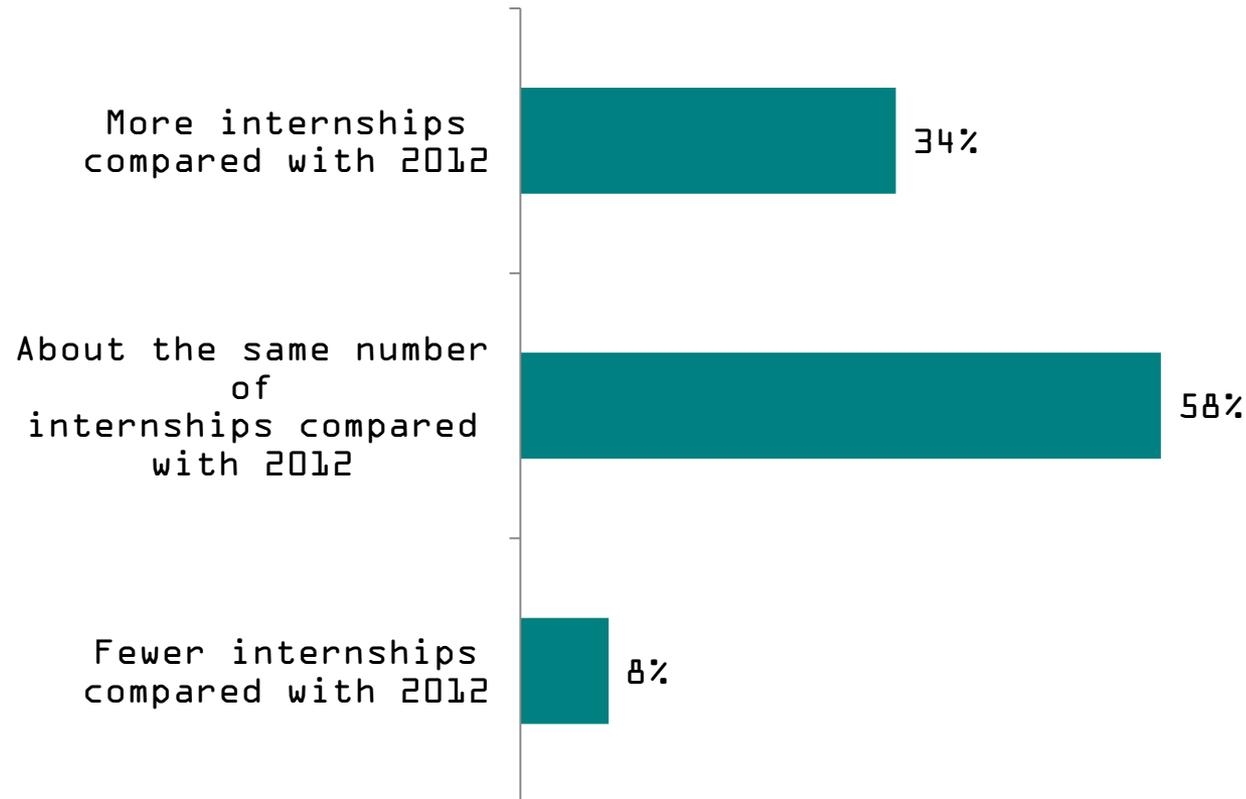
*Note: n = 333. Respondents who answered "not sure" were excluded from this analysis.*

## In 2013, how many interns has your organization hired or does it plan to hire?



*Note: n = 224. Only respondents whose organizations have hired or plan to hire interns were asked this question.*

Compared with 2012, did your organization offer more or fewer internships in 2013?

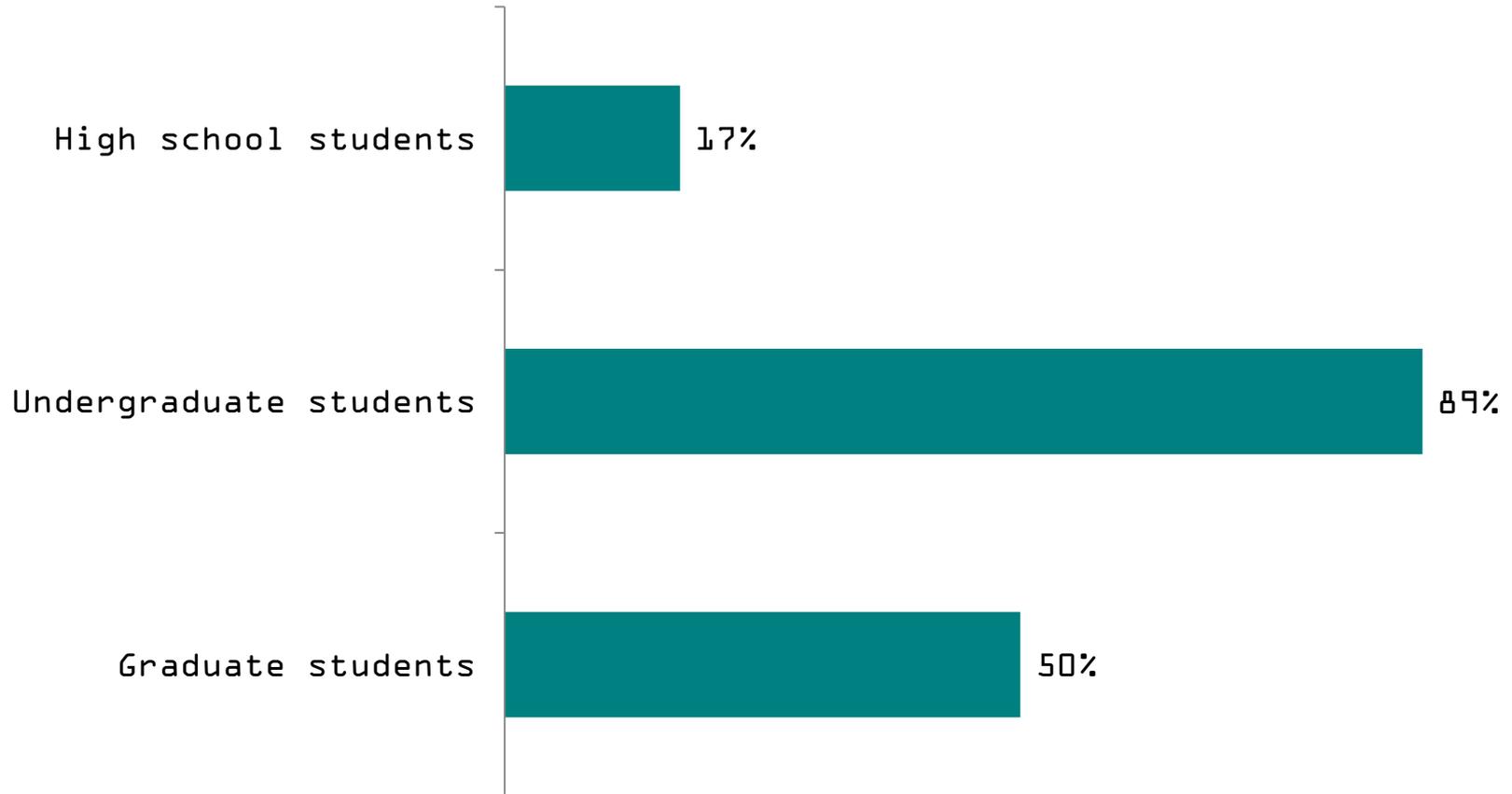


44% of organizations have increased the number of interns hired since the start of the Recession.

*Note: n = 202. Only respondents whose organizations have hired or plan to hire interns were asked this question. Respondents who answered "not sure" were excluded from this analysis.*

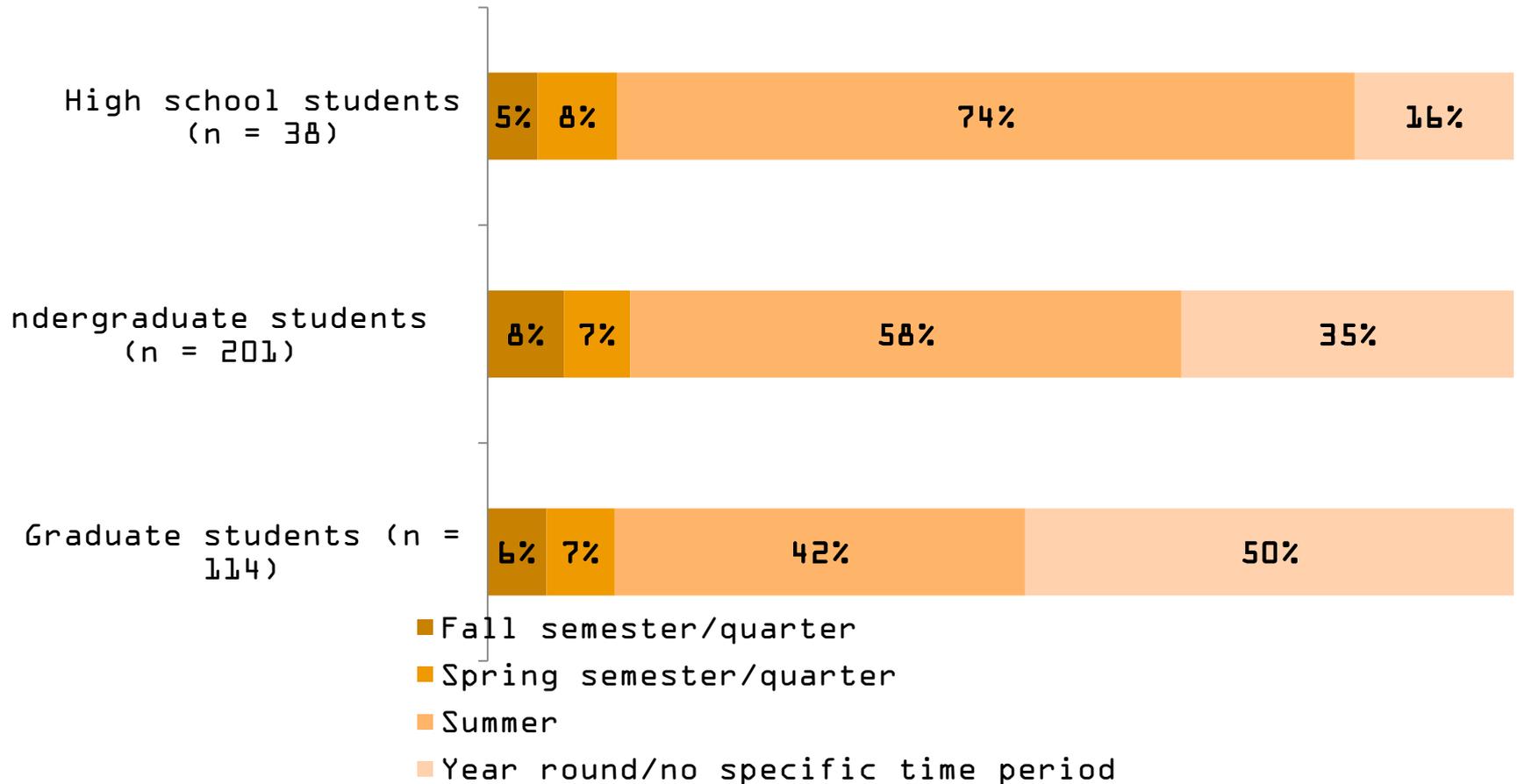
## Types of Internships

## To which of the following categories of students does your organization offer internships?



*Note: n = 227. Only respondents whose organizations have hired or plan to hire interns were asked this question. Percentages do not equal 100% due to multiple response options.*

Generally, during what time of year does your organization offer internships to the following categories of students?



*Note: Only respondents whose organizations have hired or plan to hire interns were asked this question. Percentages do not equal 100% due to multiple response options.*

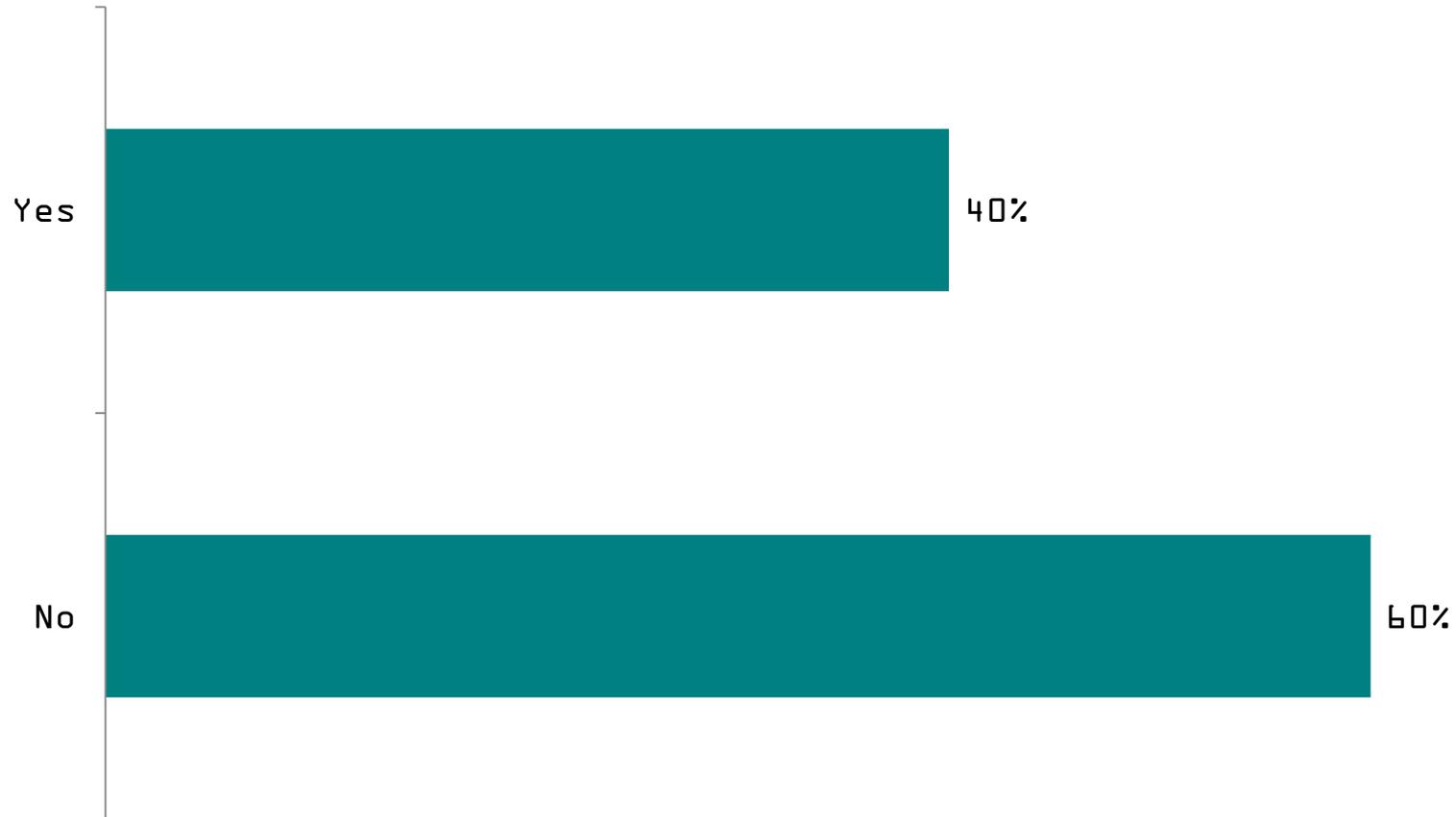
## What is the typical length of internships at your organization?

	1-3 months	4-7 months	8-11 months	12 months or more	It varies with the type of internship
High school students (n = 35)	80%	0%	3%	0%	17%
Undergraduate students (n = 199)	64%	14%	2%	3%	17%
Graduate students (n = 112)	53%	14%	4%	4%	25%

*Note: Only respondents whose organizations have hired or plan to hire interns were asked this question.*

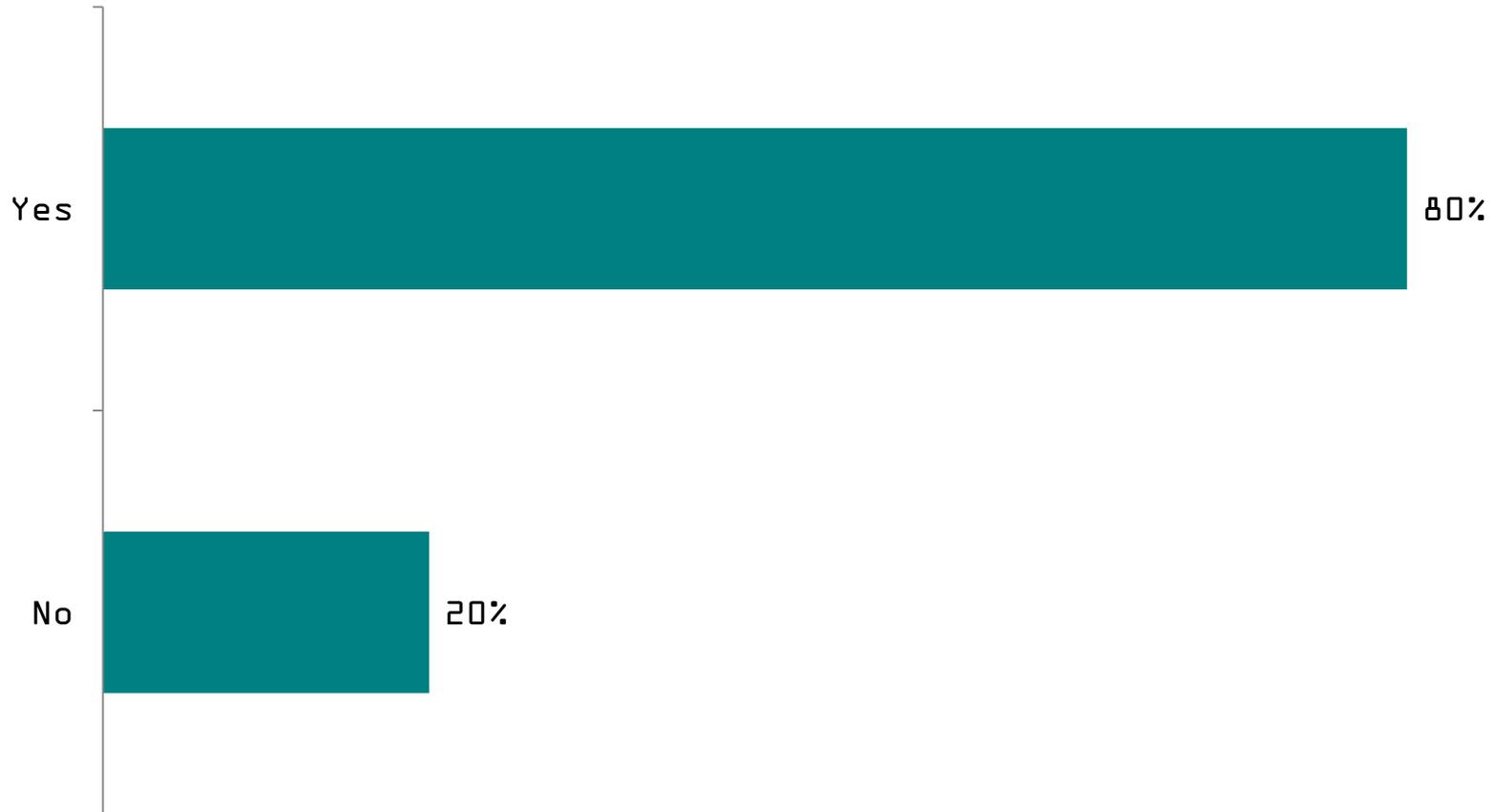
## HR Functions Within Internships

## Does your organization have an internship coordinator?



*Note: n = 205. Only respondents whose organizations have hired or plan to hire interns were asked this question. Respondents who answered "not sure" were excluded from this analysis.*

## Is your organization's internship coordinator employed in the HR function?



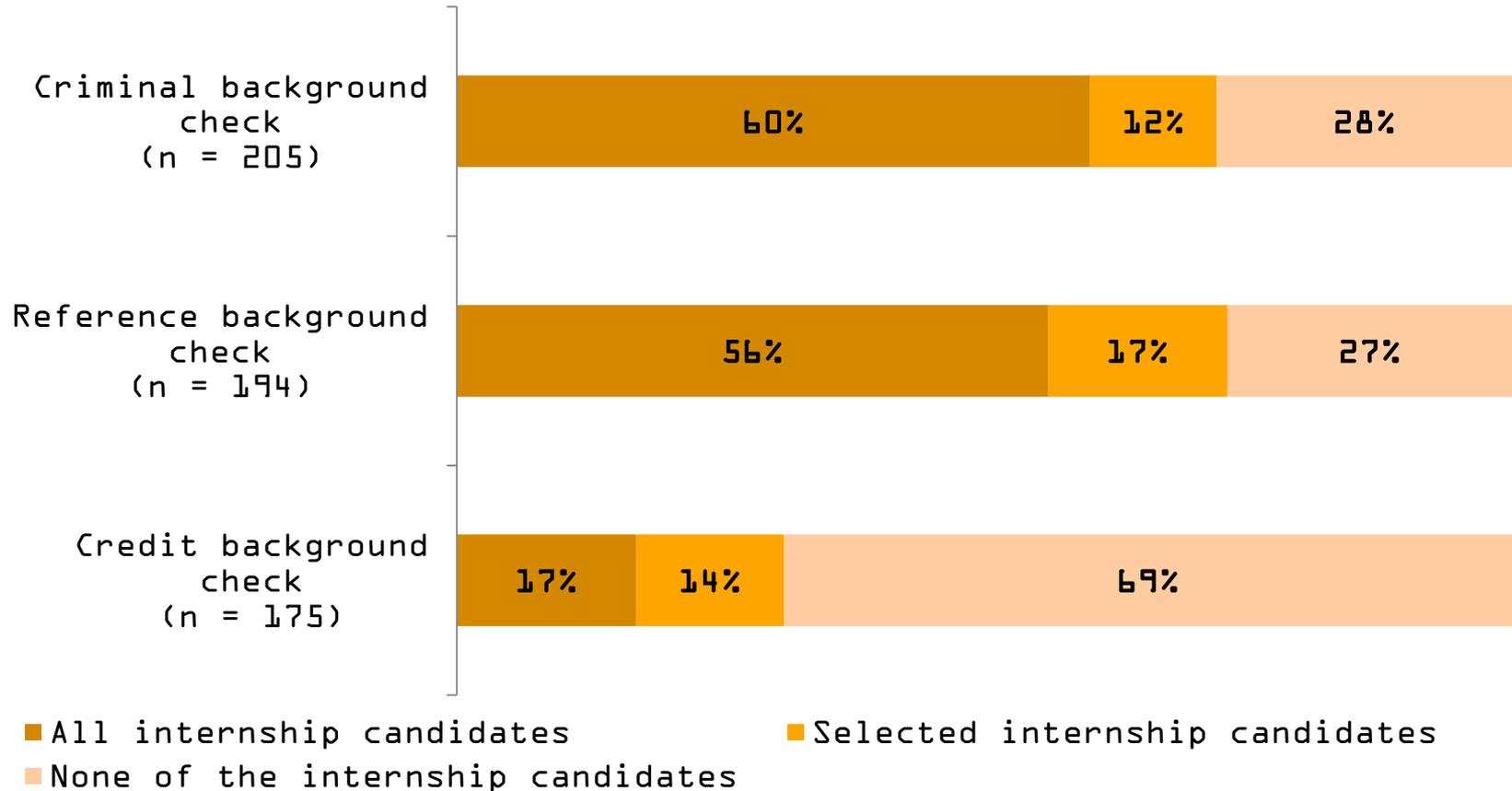
*Note: n = 80. Only respondents whose organizations have hired or plan to hire interns, and have an internship coordinator were asked this question. Respondents who answered "not sure" were excluded from this analysis.*

## How does your organization recruit applicants for its internships?

	Percentage
Employee referrals	48%
On-campus college recruiting	41%
Online college recruiting	38%
Informal networking	29%
Career section of organization's website	22%
Job fairs	22%
Internal job postings	16%
Social networking websites (e.g., Facebook, LinkedIn)	13%
Industry-specific/niche online job boards	11%
National online job boards (e.g., careerbuilder.com, hotjobs.com)	8%
Coordination with academic institutions	6%
Regional online job boards	4%
Print advertising	3%
Direct hire agencies/search firms (excluding temp agencies)	2%
Trade publications (print and online)	1%
Temporary agencies	1%
Other	7%

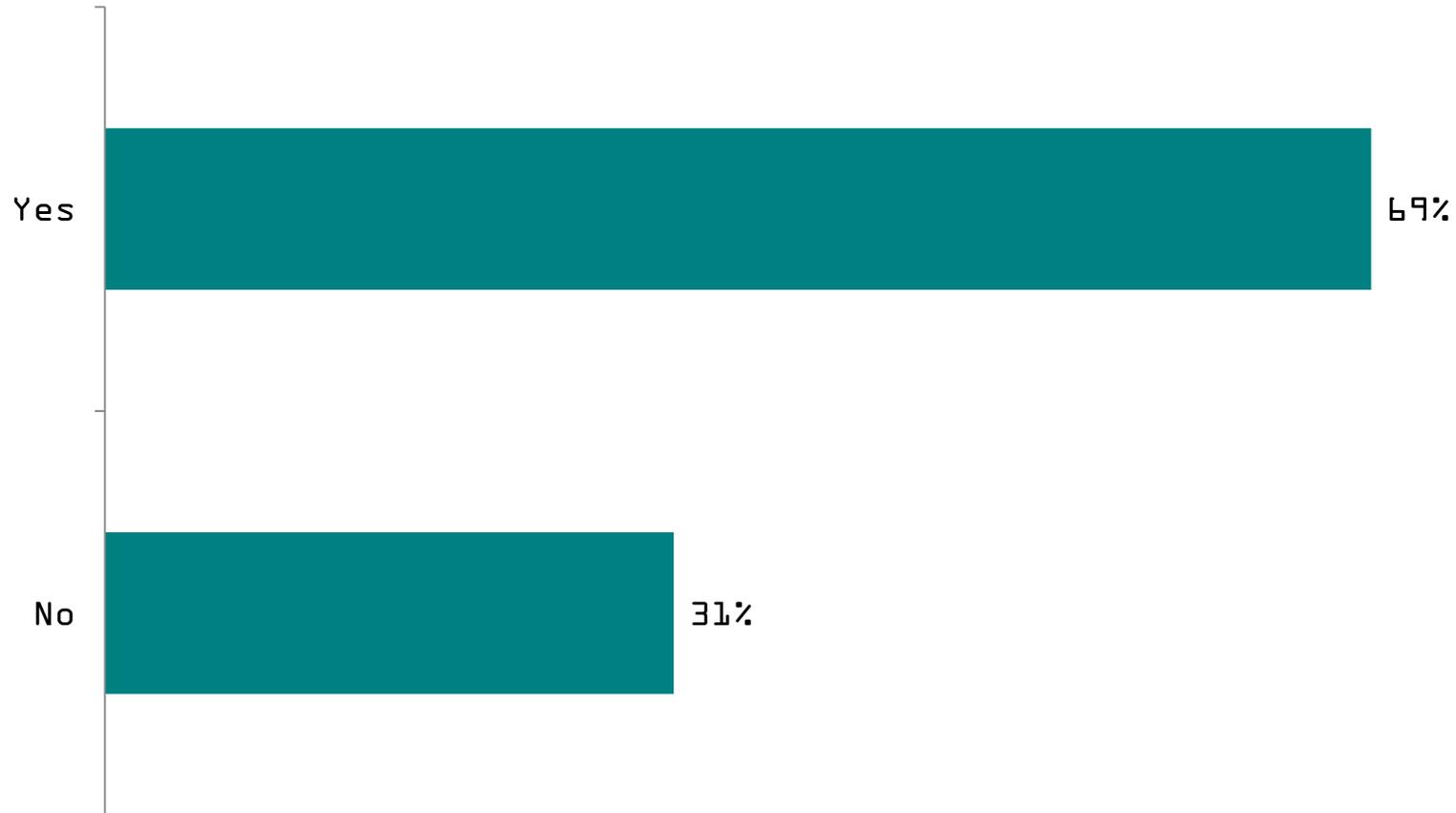
*Respondents who answered "not sure" were excluded from this analysis. Percentages do not equal 100% due to multiple response options.*

## Does your organization conduct any of the following background checks on its internship candidates?



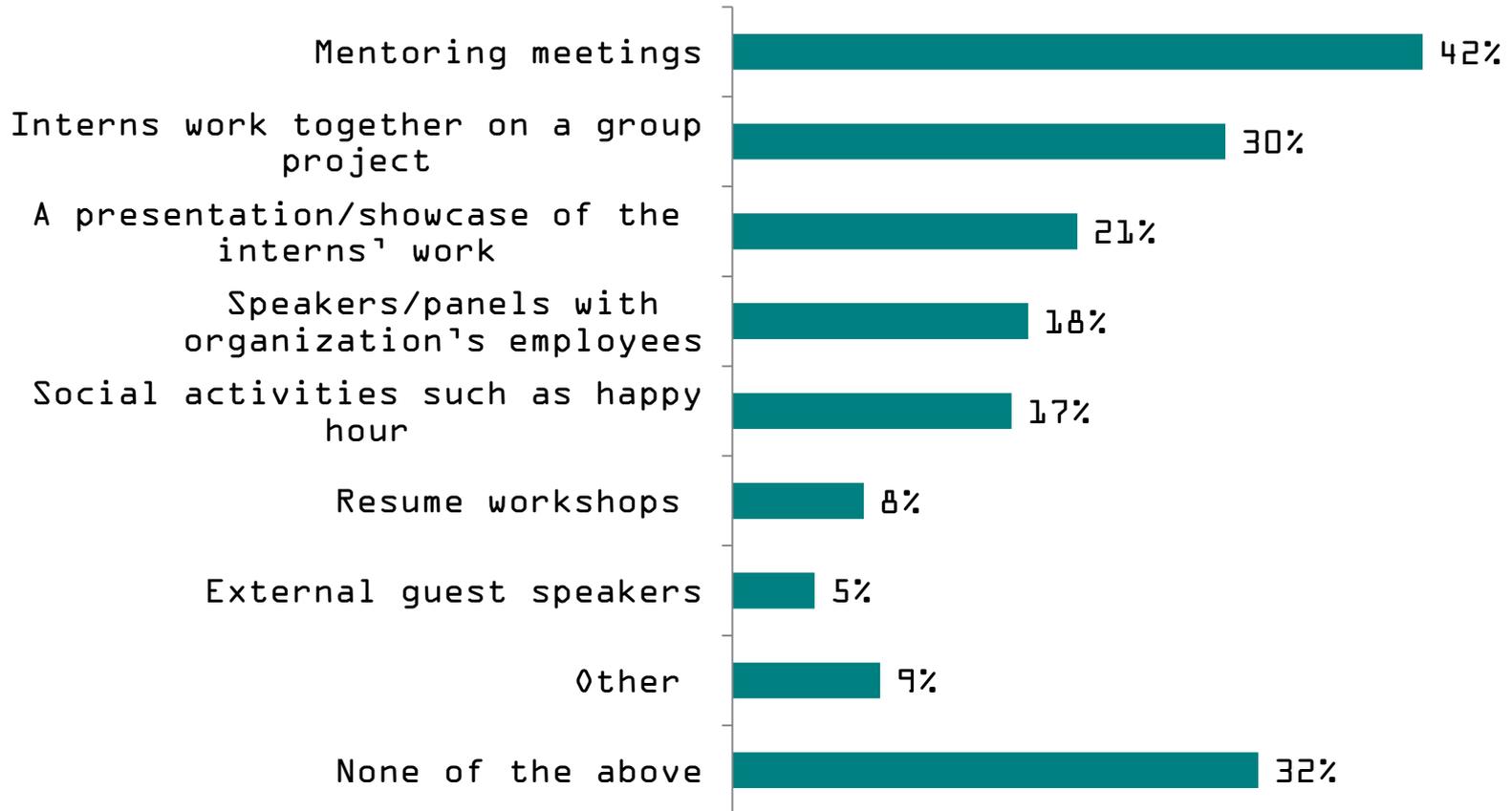
*Note: Only respondents whose organizations have hired or plan to hire interns were asked this question. Respondents who answered "not sure" were excluded from this analysis.*

Does your organization's HR function provide guidelines on the type of work that interns can and cannot engage in?



*Note: n = 188. Only respondents whose organizations have hired or plan to hire interns were asked this question. Respondents who answered "not sure" were excluded from this analysis.*

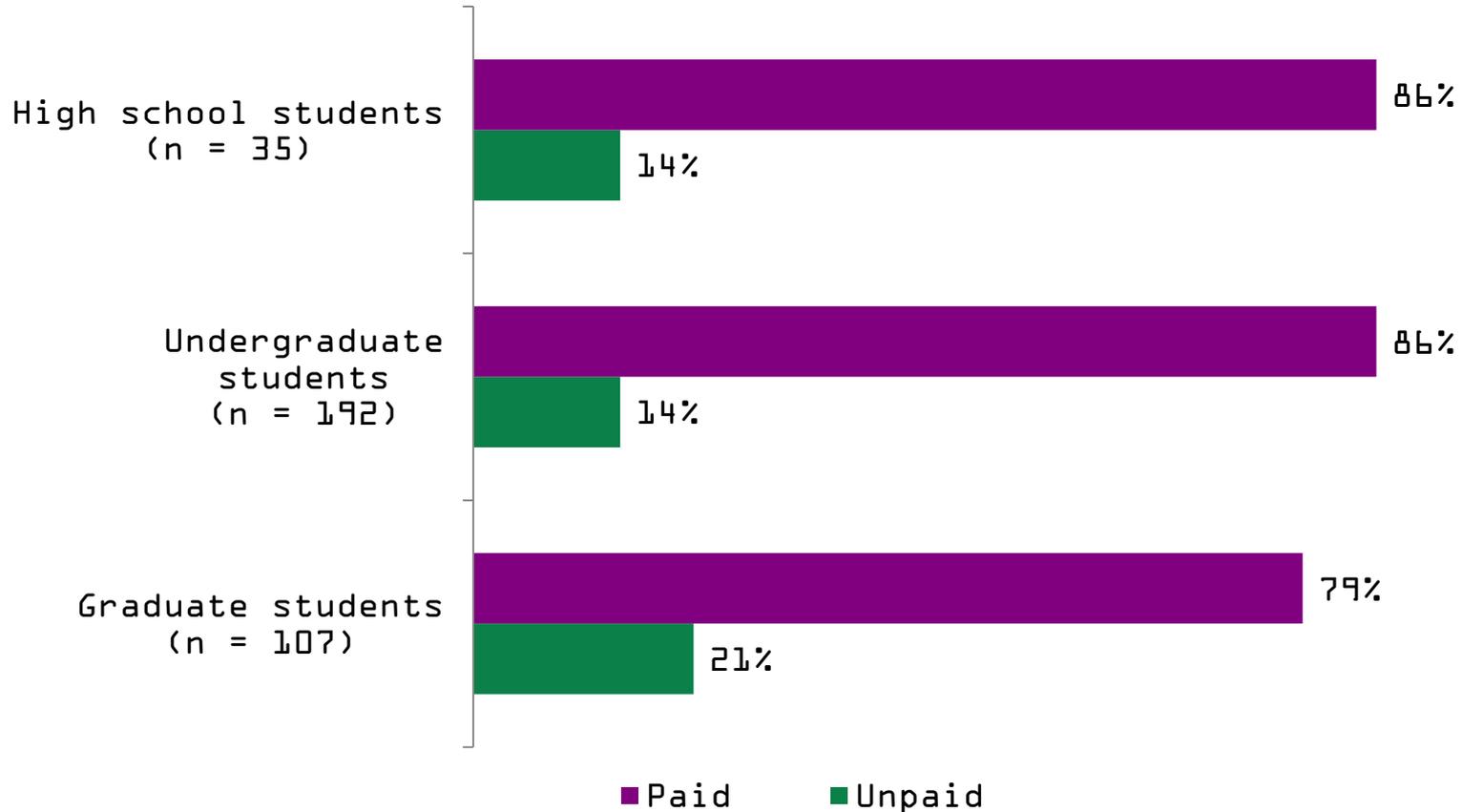
## What types of activities does your organization arrange specifically for its interns?



*Note: n = 223. Only respondents whose organizations have hired or plan to hire interns were asked this question. Percentages do not equal 100% due to multiple response options.*

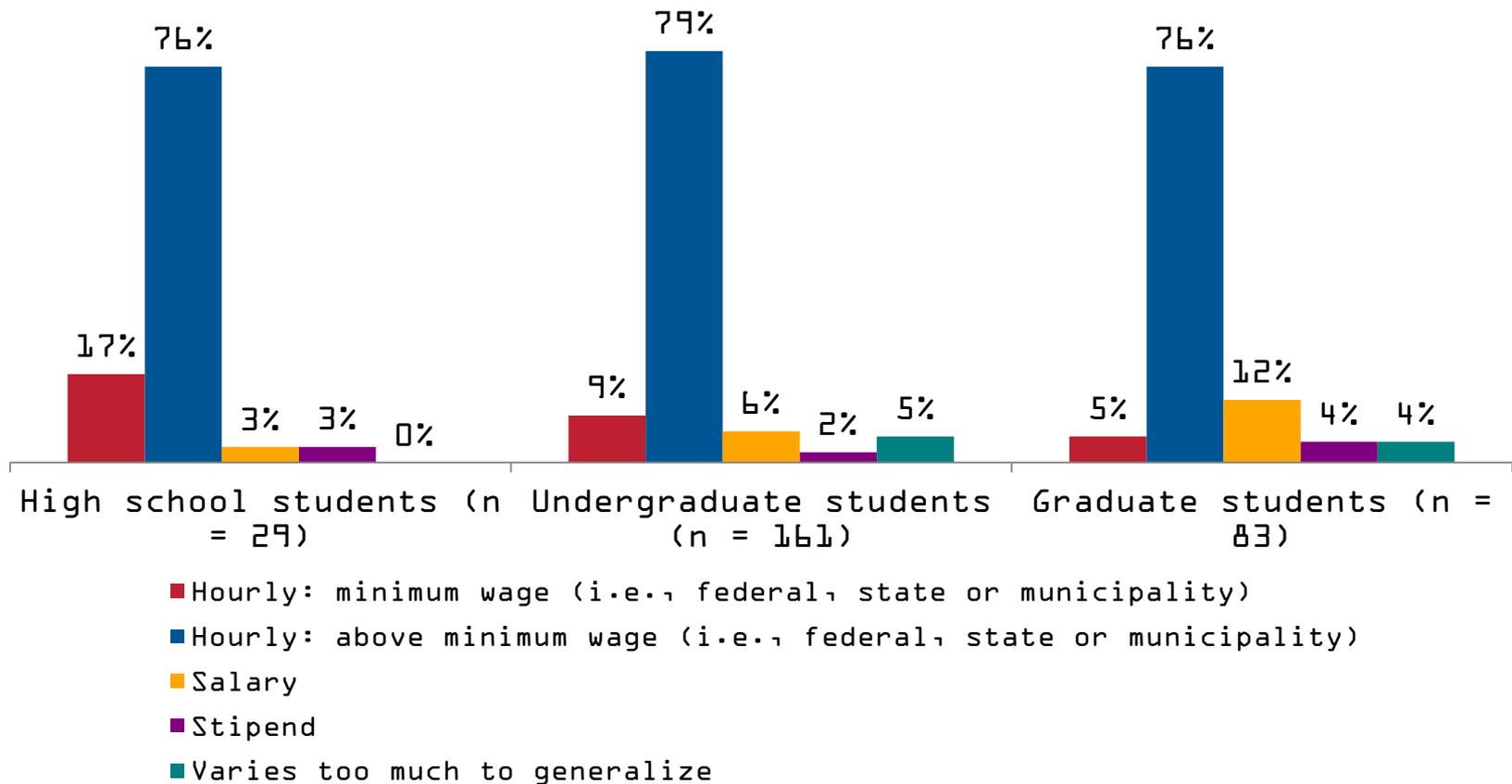
## Compensation and Benefits

For the following categories of students, are your organization's internships typically paid or unpaid?



*Note: Only respondents whose organizations have hired or plan to hire interns were asked this question. Respondents who answered "not sure" were excluded from this analysis. For the purpose of this survey, a "paid internship" means interns receive hourly wages, a salary or a stipend.*

## How does your organization generally compensate its interns?



*Note: Only respondents whose organizations have hired or plan to hire interns and offer paid internships were asked this question. Respondents who answered "not sure" were excluded from this analysis. Percentages do not equal 100% due to rounding. For the purpose of this survey, "hourly minimum wage" refers to federal, state or municipality regulations.*

What is the average hourly wage that is offered to the following group(s) of students participating in internships?

### High school students (n = 19)

- Median: \$10.00 per hour
- Mean: \$10.10 per hour

### Undergraduate students (n = 103)

- Median: \$12.00 per hour
- Mean: \$12.74 per hour

### Graduate students (n = 53)

- Median: \$12.50 per hour
- Mean: \$13.85 per hour

*Note: Only respondents whose organizations have hired or plan to hire interns and offer paid, hourly (above minimum wage) internships were asked this question.*

Which of the following aspects, if any, are used to determine an intern's compensation?

	Percentage
Department in which the intern is working (e.g., HR, IT, Marketing)	48%
Level of education (e.g., high school, undergraduate, graduate)	44%
The entry-level wage for relevant work at your organization	39%
Relevant work experience	32%
Amount of work experience	28%
Grade/class level (e.g., junior, senior, first-year graduate student)	23%
Length of internship	13%
Other	9%
None of the above	8%

*Note: n = 185. Only respondents whose organizations have hired or plan to hire interns and offer paid internships were asked this question. Percentages do not equal 100% due to multiple response options.*

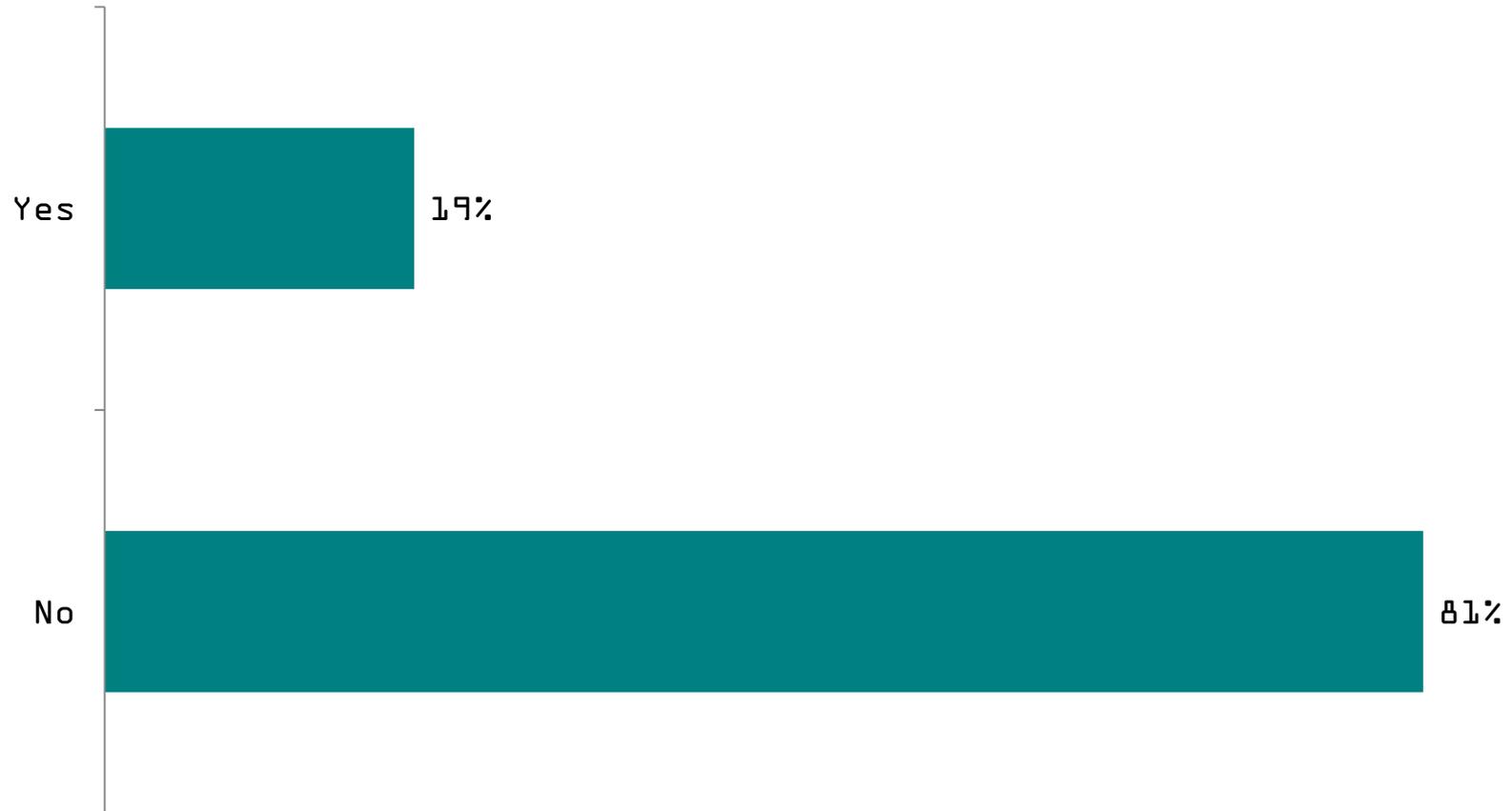
## Does your organization offer interns any of the following benefits?

	Percentage
On-site parking	48%
Paid holidays	18%
Housing assistance or temporary housing	7%
A paid time off plan (e.g., sick, vacation and/or personal leave)	6%
Health insurance benefits	5%
Relocation costs	4%
Transportation subsidy	3%
Parking subsidy	3%
Other	7%
None of the above	37%

*Note: n = 217. Only respondents whose organizations have hired or plan to hire interns were asked this question. Percentages do not equal 100% due to multiple response options.*

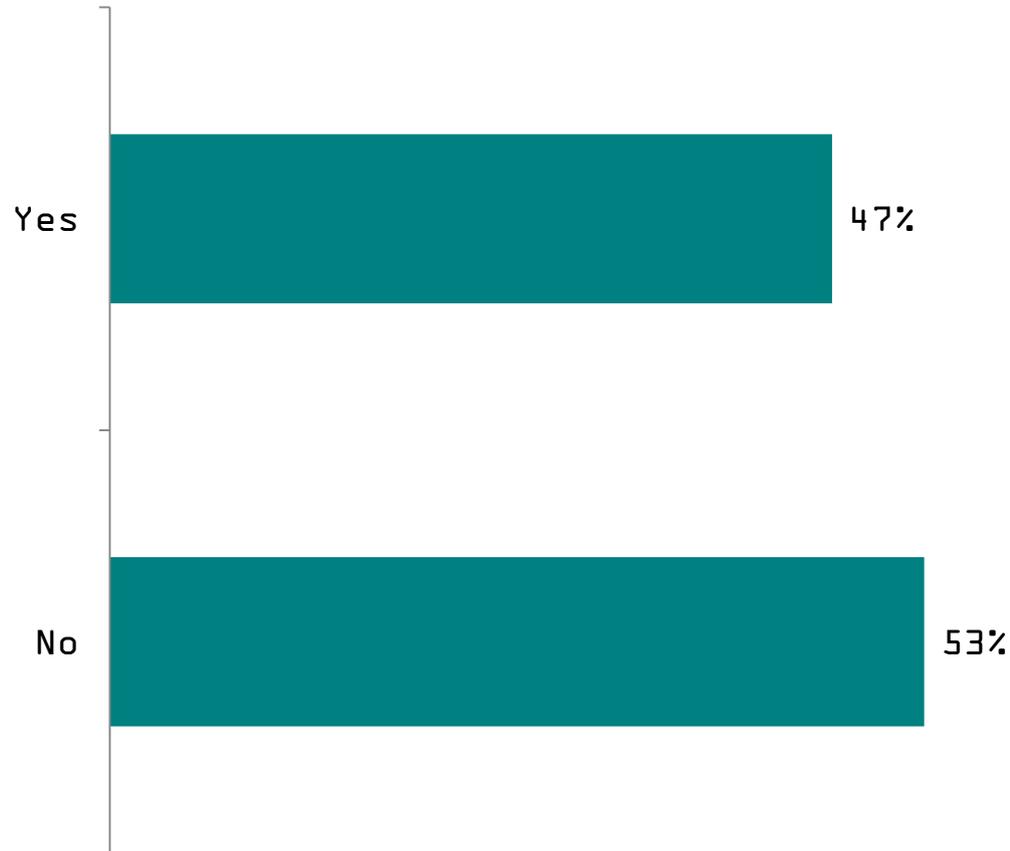
## Academic Institutions

Does your organization require that interns receive academic credit from their academic institution for their internship?



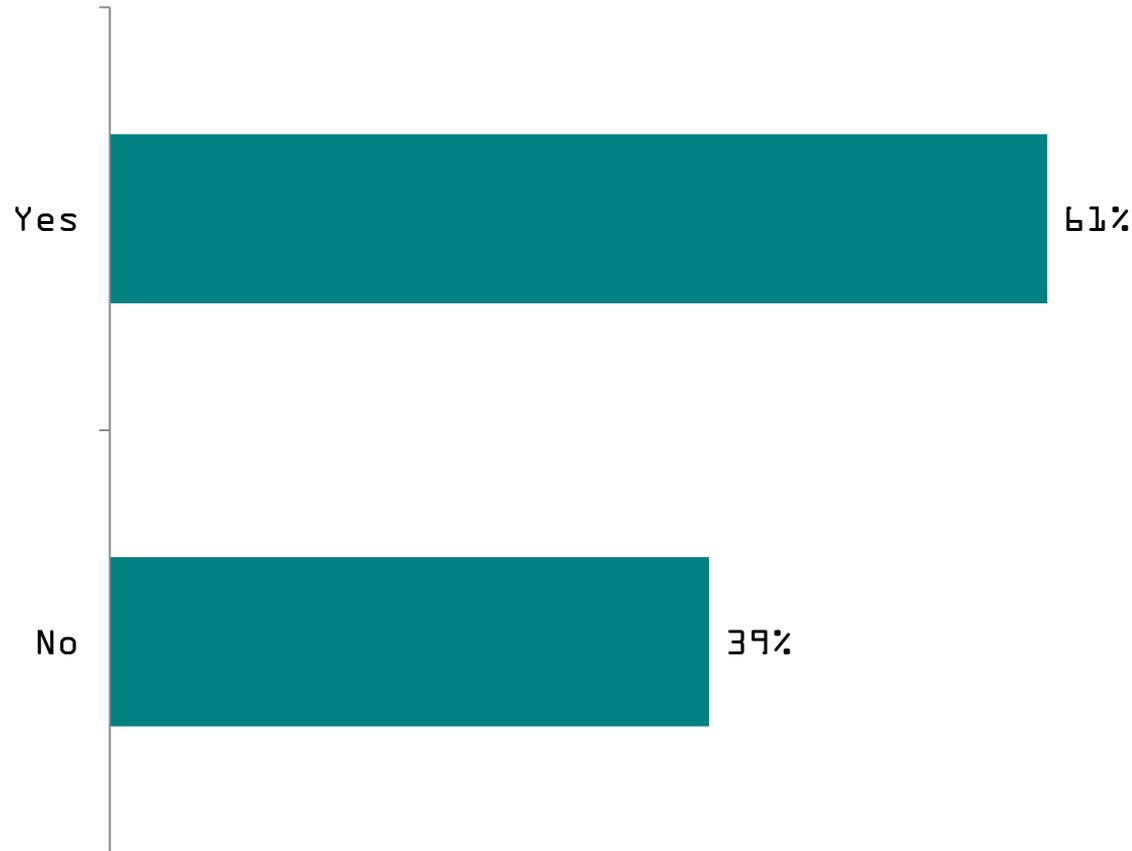
*Note: n = 180. Only respondents whose organizations have hired or plan to hire interns were asked this question. Respondents who answered "not sure" were excluded from this analysis.*

Do most interns (75% or more) receive academic credit from their academic institution for completing an internship at your organization?



*Note: n = 104. Only respondents whose organizations have hired or plan to hire interns and do not require that interns receive academic credit from their academic institution for their internship were asked this question. Respondents who answered "not sure" were excluded from this analysis.*

Does your organization require that all interns be tied to an academic institution to participate in an internship (i.e., individuals who are not tied to a school are not allowed to participate)?



*Note: n = 195. Only respondents whose organizations have hired or plan to hire interns were asked this question. Respondents who answered "not sure" were excluded from this analysis.*

# Internships as Relevant Work Experience

## Does your organization provide letters of recommendation or references for its interns?



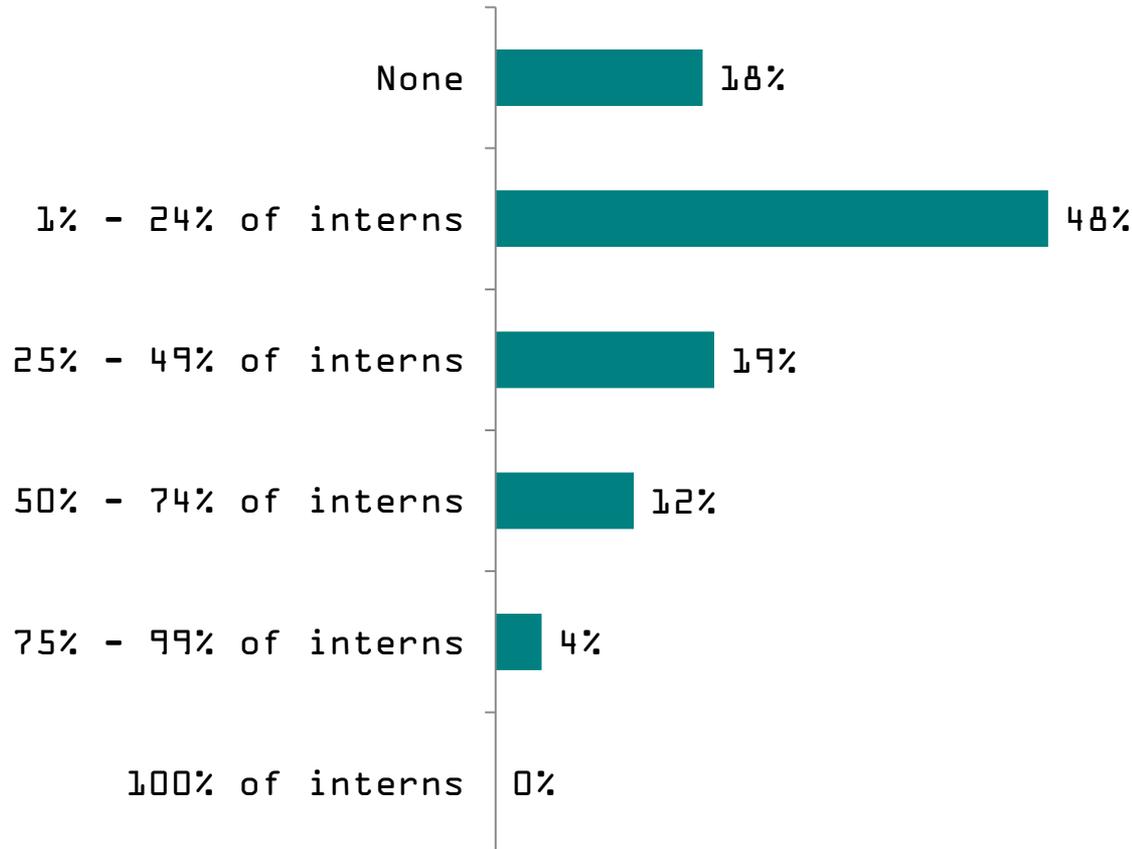
*Note: Only respondents whose organizations have hired or plan to hire interns were asked this question. Only respondents who answered "yes" are shown. Respondents who answered "not sure" were excluded from this analysis.*

When hiring for entry-level positions, does your organization count internships as relevant work experience?



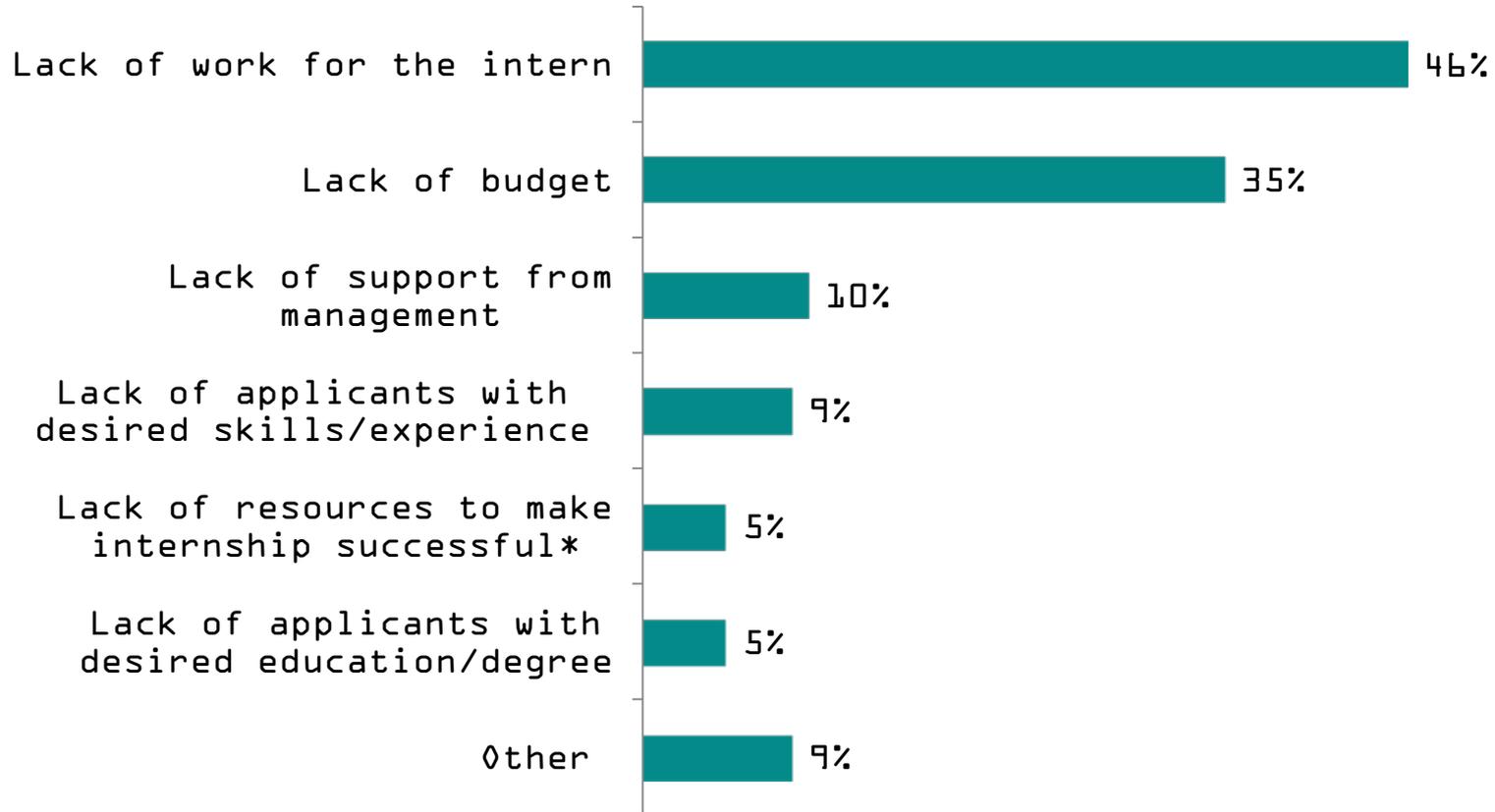
*Note: n = 178. Only respondents whose organizations have hired or plan to hire interns were asked this question. Respondents who answered "not sure" were excluded from this analysis.*

## What percentage of interns are offered full-time positions at your organization after their internship has ended?



*Note: n = 165. Only respondents whose organizations have hired or plan to hire interns were asked this question. Respondents who answered "not sure" were excluded from this analysis. Percentages do not equal 100% due to rounding.*

## For what reason(s) is your organization not hiring interns in 2013?



*Note: n = 76. Only respondents whose organizations have not hired and do not plan to hire interns were asked this question. Percentages do not equal 100% due to multiple response options. An asterisk (\*) indicates that this response option was developed from open-ended responses.*

# Demographics

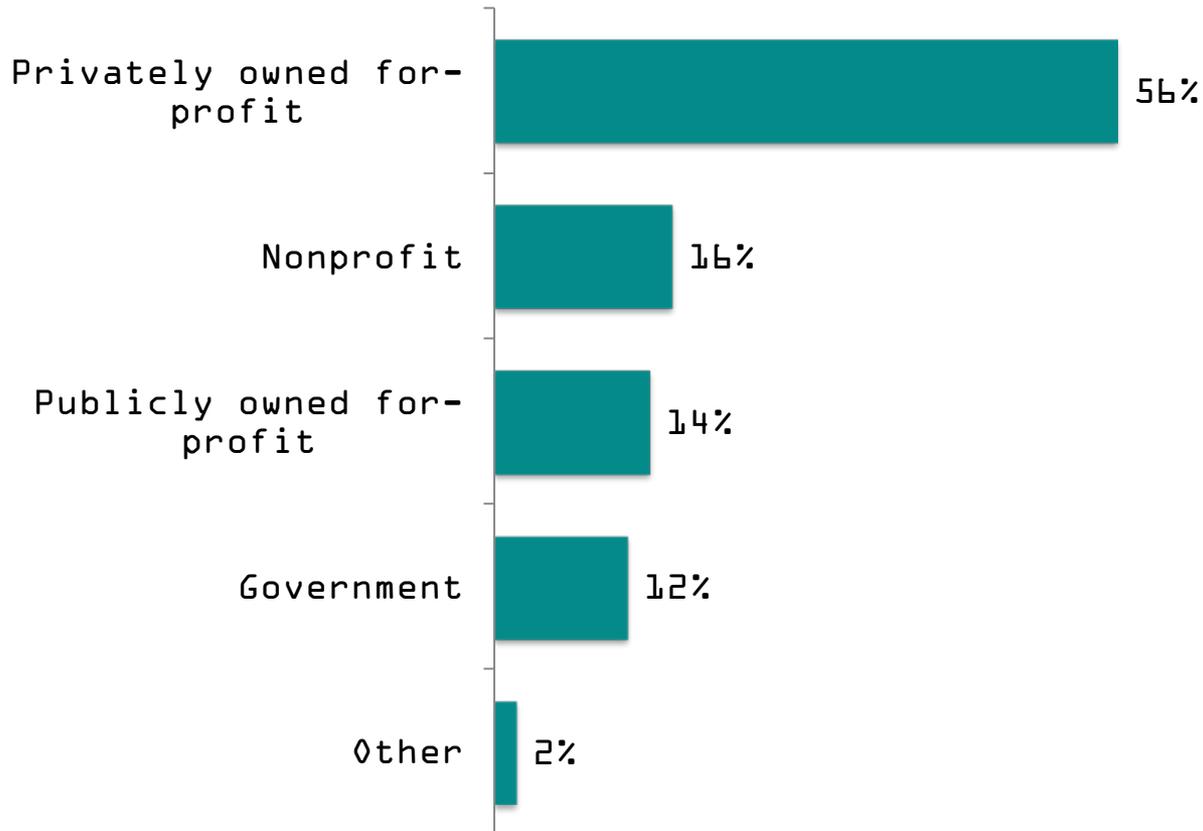
	Percentage
Professional, scientific and technical services	20%
Manufacturing	15%
Health care and social assistance	13%
Government agencies	12%
Other industry	11%
Finance and insurance	10%
Educational services	7%
Construction	5%
Administrative and support and waste management and remediation services	4%
Wholesale trade	4%
Information	4%

*Note: n = 284. Percentages do not equal 100% due to multiple response options.*

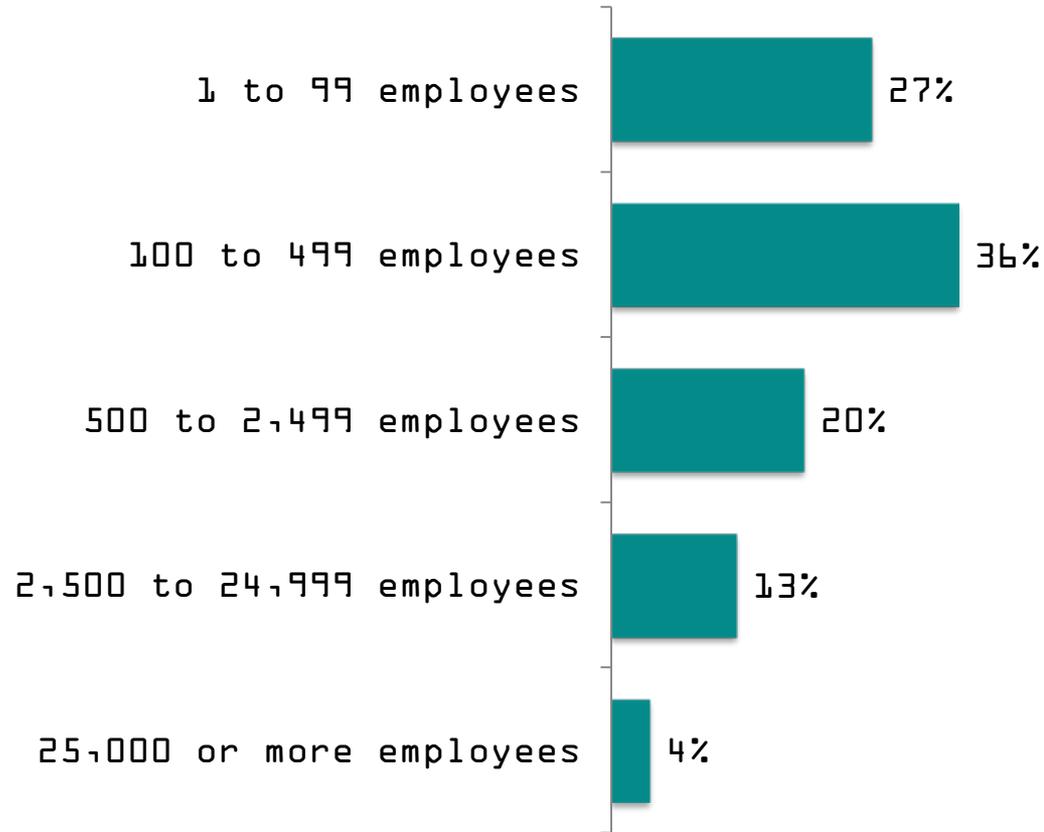
## Demographics: Organization Industry (continued)

	Percentage
Religious, grantmaking, civic, professional and similar organizations	4%
Real estate and rental and leasing	3%
Transportation and warehousing	3%
Utilities	3%
Accommodation and food services	3%
Retail trade	3%
Arts, entertainment, and recreation	2%
Agriculture, forestry, fishing and hunting	1%
Repair and maintenance	1%
Mining, quarrying, and oil and gas extraction	1%
Personal and laundry services	1%

*Note: n = 284. Percentages do not equal 100% due to multiple response options.*



*n* = 291



*n* = 294

Does your organization have U.S.-based operations (business units) only, or does it operate multinationally?

U.S.-based operations only	75%
Multinational operations	25%

*n = 342*

What is the HR department/function for which you responded throughout this survey?

Companywide (companywide)	71%
Business unit/division	13%
Facility/location	16%

*n = 204*

Is your organization a single-unit organization or a multi-unit organization?

Single-unit organization: An organization in which the location and the organization are one and the same.	36%
Multi-unit organization: An organization that has more than one location.	64%

For multi-unit organizations, are HR policies and practices determined by the multi-unit headquarters, by each work location or by both?

Multi-unit headquarters determines HR policies and practices	49%
Each work location determines HR policies and practices	3%
A combination of both the work location and the multi-unit headquarters determines HR policies and practices	47%

*Note: n = 203. Percentages do not equal 100% due to rounding.*

## Survey Methodology

- Response rate: 12%
- 359 HR professionals from a randomly selected sample of SHRM's membership participated in this survey
- Margin of error: +/-5%
- Survey fielded: June 17-July 16, 2013

- [Staffing in Special Markets: College Students](#)
- [Legal & Regulatory: Internship Pay: Are We Legally Required to Pay Interns?](#)
- [HR Experts Urge More Protections for Interns](#)
- [Intern Salaries Hold Steady for 2013](#)
- [SHRM's Resources for HR Educators](#)
- [SHRM StudentFocus](#)
- [HR Young Professionals](#)

For more survey/poll findings, visit [shrm.org/surveys](http://shrm.org/surveys)

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## About SHRM

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 250,000 members in over 140 countries, the Society serves the needs of HR professionals and advances the interests of the HR profession. Founded in 1948, SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates.



# SHRM Survey Findings: Social Networking Websites and Recruiting/Selection



## Key Findings: Recruiting Job Candidates

- **Organizations are increasingly using social networking sites for recruiting.** More than three-quarters (77%) of organizations reported using social networking sites to recruit potential job candidates, an increase from 56% in 2011 and 34% in 2008.
  - Publicly and privately owned for-profit organizations are more likely than nonprofit and government organizations, and nonprofit organizations are more likely than government organizations, to use social networking sites to recruit potential job candidates.
- **Why do organizations use social networking websites to recruit potential job candidates?** The majority (80%) say the primary reason is the ability to recruit passive job candidates who might not otherwise apply or be contacted by the organization.
  - Compared with 2008 and 2011 data, organizations are increasingly using social networking websites to target candidates with a specific set of skills (69%), to increase employer brand and recognition (67%), and to allow potential candidates to easily contact their organization about employment (57%).
- **What are the reasons that organizations decide NOT to use social networking sites for recruitment?** About one-half of organizations are concerned with legal risks or discovering information about protected characteristics (e.g., age, race, gender, religious affiliation) (52%) or do not have enough HR staff time to use this recruiting method (48%). One out of four (26%) cite questions about the accuracy of the information on social networking websites.
  - Government organizations are more likely than nonprofit organizations to have concerns about legal risks/discovering information about protected characteristics.

## Key Findings: Recruiting Job Candidates

- **LinkedIn is the most commonly used site for recruitment.** Of those organizations that use social networking sites for recruitment, the vast majority (94%) use LinkedIn. This is followed by Facebook (54%), Twitter (39%) and professional or association social networking sites other than SHRM Connect (29%). Less than 10% of organizations use other sites like Google+, YouTube, SHRM Connect, Pinterest and Foursquare.
  - Publicly owned for-profit organizations are more likely than nonprofit and government organizations to use LinkedIn to recruit potential job candidates.
- **What job levels do HR professionals typically target when recruiting via social networking websites?** Nonmanagement salaried (87%) and management (e.g., directors, managers) (80%) positions are the most commonly targeted job levels. About one-half (48%) of organizations target nonmanagement hourly employees, and 41% target executive/upper management positions (e.g., CEO, CFO).
- **What methods do organizations use to recruit potential job candidates using social networking websites?** Organizations use social networking sites to search for passive job candidates (71%), create interest in jobs by posting useful information or contributing to discussion (68%), search for active job candidates (66%), and create a group or page for the organization to post information and career opportunities (59%).

- **Do organizations use social networking websites or online search engines to screen job candidates?** About two-thirds of organizations have never used or no longer use social networking websites (69%) or online search engines (65%) to screen job candidates. Twenty percent currently use social networking websites for screening, and 28% use online search engines. Twelve percent plan to use social networking websites to screen job candidates, and 7% plan to start using online search engines for screening.
- **Why do organizations NOT use social networking websites for screening job candidates?** Three-quarters (74%) of organizations are concerned with legal risks or discovering information about protected characteristics (e.g., age, race, gender, religious affiliation). Sixty-three percent say the information from these sites may not be relevant to a candidate's work-related potential or performance, and 61% think the information may not be relevant to whether the candidate is a good fit for the organization.
- **How often do organizations use online search engines to screen job candidates?** For organizations that use online search engines to screen job candidates, about one-half frequently or always screen for nonmanagement salaried positions (50%), management positions (49%) and executive/upper management positions (47%). Fewer organizations (39%) frequently or always screen candidates for nonmanagement hourly positions using online search engines.

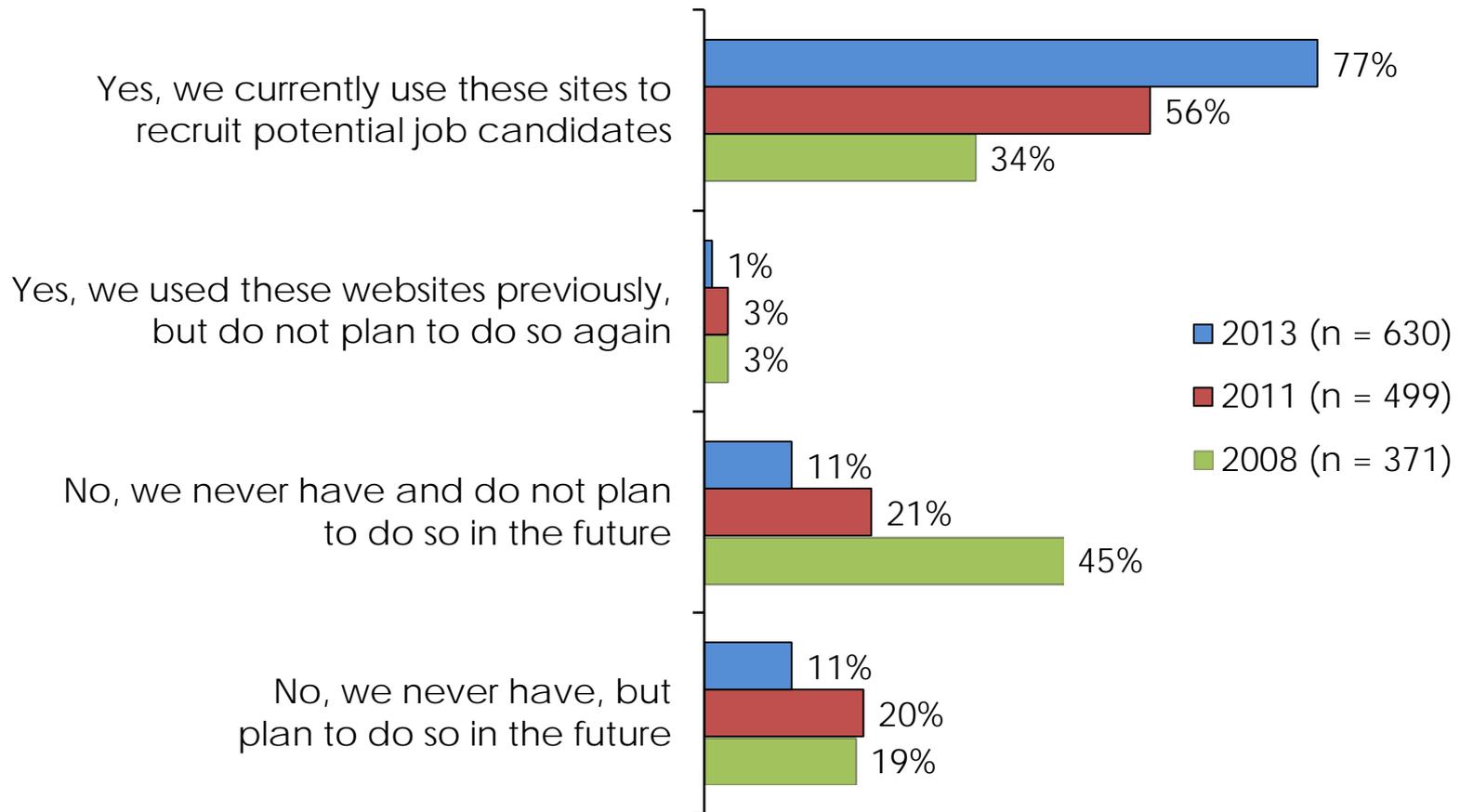
- **LinkedIn is the most commonly used social networking site for screening job candidates.** Of those organizations that use social networking sites for screening, a large majority (92%) use LinkedIn. This is followed by Facebook (58%), Twitter (31%), Google+ (25%), and professional or association social networking sites other than SHRM Connect (14%). Less than 10% of organizations use other sites like YouTube, Pinterest, MySpace, Foursquare and SHRM Connect.
  - Compared with 2011 data, more organizations are using LinkedIn, Twitter and professional or association social networking sites for screening job candidates, and fewer are using Facebook and MySpace.
- **Do organizations have a policy regarding the use of social networking websites to screen job candidates?** More than one-half (57%) of organizations do not have a formal or informal policy with regards to screening candidates via social networking websites. Of organizations that have a formal or informal policy, 21% prohibit the use of these sites and 21% allow the use of these sites.
  - Privately owned for-profit and government organizations are more likely than publicly owned for-profit organizations to have no formal or informal policy.
  - Of those organizations that currently do not have a formal policy, 28% plan to implement one within the next 12 months.

## What do these findings mean for the HR profession?

- **Using social networking websites for recruiting could give HR professionals a competitive advantage in attracting talent.** Many HR professionals are using social networking websites as a tool to recruit passive job candidates who might not otherwise apply or be contacted by the organization. Another frequently cited reason for using social networking websites is to recruit for positions that require certain skills.
- **HR professionals could benefit from using social networking websites to increase brand recognition and generate interest in their organization.** Many HR professionals are posting useful information to websites and contributing to discussions as an indirect means of recruitment.
- **Organizations may want to consider whether they need policies related to recruiting and screening job candidates via social networking websites.** Over the past five years, a growing number of HR professionals have been using social networking websites for recruitment. In addition, about one-quarter of organizations use online search engines or social networking websites to screen job candidates. Yet, more than one-half of organizations do not currently have a policy regarding the use of social networking websites for screening job candidates. The primary reasons HR professionals cite for not using social networking websites for recruitment and screening are the legal risks, the lack of the job-relatedness of much of the information found online, privacy concerns, and the lack of verifiable data.

# Using Social Networking Websites for *Recruiting* Job Candidates

# Has your organization ever used social networking websites to recruit potential job candidates, or does your organization plan to do so in the future?



*Note: Percentages may not total 100% due to rounding. Respondents who answered "don't know" were excluded from this analysis.*

## Comparisons by organization sector

- Publicly owned for-profit and privately owned for-profit organizations are more likely than nonprofit and government organizations to use social networking sites to recruit potential job candidates.
- Nonprofit organizations are more likely than government organizations to use social networking sites to recruit potential job candidates.

### Comparisons by organization sector

Publicly owned for-profit (87%) Privately owned for-profit (84%)	>	Nonprofit (69%) Government (48%)
Nonprofit (69%)	>	Government (48%)

*Note: Only statistically significant differences are shown.*

## Reasons Organizations Are Using Social Networking Websites for Staffing or Recruiting

<b>Reasons for Using Social Networking Websites for Recruiting</b>	<b>2008</b> (n = 125)	<b>2011</b> (n = 277)	<b>2013</b> (n = 485)
To be able to recruit passive job candidates who might not otherwise apply or be contacted by the organization	69%	84%	80%
To be able to target job candidates with a very specific set of skills	38%	52%	69%
To increase employer brand and recognition	35%	60%	67%
To allow potential job candidates to easily contact the organization about employment	29%	47%	57%
It is less expensive than other methods of recruiting job candidates	--	67%	56%
To be able to target a specific job level to recruit or contact (e.g., entry level, managers, executives)	40%	54%	55%
To be able to target a specific geographic region in which to recruit job candidates	31%	44%	45%

*Note: Excludes respondents who indicated their organization currently does not use social networking websites to recruit potential job candidates. Totals do not equal 100% due to multiple response options.*

## Reasons Organizations Are Using Social Networking Websites for Staffing or Recruiting (continued)

<b>Reasons for Using Social Networking Websites for Recruiting (continued)</b>	<b>2008 (n = 125)</b>	<b>2011 (n = 277)</b>	<b>2013 (n = 485)</b>
To be able to identify potential job candidates in other geographic regions	--	39%	41%
It results in more qualified job candidates relative to the amount of time and effort invested	27%	36%	40%
To be able to effectively disseminate job- and organization-related information	18%	33%	34%
To create an online community focused on the organization	18%	36%	33%
It results in a large quantity of job candidates relative to the amount of time and effort invested	20%	29%	29%
It enables us to better target traditionally underrepresented groups (e.g., women, minorities, veterans, people with disabilities)	--	22%	24%
Other	3%	3%	1%

*Note: Excludes respondents who indicated their organization currently does not use social networking websites to recruit potential job candidates. Totals do not equal 100% due to multiple response options.*

## Reasons Organizations Are NOT Using Social Networking Websites for Staffing or Recruiting

<b>Reasons for NOT Using Social Networking Websites for Recruiting</b>	<b>2011 (n = 259)</b>	<b>2013 (n = 143)</b>
Concerns about legal risks/discovering information about protected characteristics (e.g., age, race, gender, religious affiliation)	53%	52%
Not enough HR staff time to use this recruiting method in addition to others	43%	48%
Questions about the veracity of the information contained on social networking websites	27%	26%
Lack of knowledge or skills to recruit using this method among HR staff	17%	16%
Social networking websites do not have job candidates at the job level that the organization is targeting	11%	15%
Smaller quantity of job candidates relative to the amount of time and effort invested	7%	12%
Less qualified job candidates relative to the amount of time and effort invested	5%	8%
Other	24%	12%

*Note: Excludes respondents who indicated their organization currently uses social networking websites to recruit potential job candidates. Totals do not equal 100% due to multiple response options.*

## Comparisons by organization sector

- Government organizations are more likely than nonprofit organizations to have concerns about legal risks/discovering information about protected characteristics (e.g., age, race, gender, religious affiliation).

**Comparisons by organization sector:  
Concerns about legal risks/discovering information about protected characteristics**

Government (74%)

>

Nonprofit (34%)

*Note: Only statistically significant differences are shown.*

Social Networking Websites Used for Recruitment	2011	2013
<b>LinkedIn</b>	<b>95%</b>	<b>94%</b>
Facebook	58%	54%
Twitter	42%	39%
Professional or association social networking site other than SHRM Connect	23%	29%
Google+	*	8%
YouTube	*	8%
SHRM Connect	6%	5%
Pinterest	*	4%
Foursquare	1%	1%
MySpace	3%	0%
Second Life	1%	0%
Other	6%	2%

*Note: (2013 n = 484; 2011 n= 277). Excludes respondents who indicated their organization currently does not use social networking websites to recruit potential job candidates. Total does not equal 100% due to multiple response options. An asterisk (\*) indicates this response option was not available in 2011.*

## Comparisons by organization sector

- Publicly owned for-profit organizations are more likely than nonprofit and government organizations to use LinkedIn to recruit potential job candidates.

### Comparisons by organization sector: LinkedIn

Publicly owned for-profit (99%)

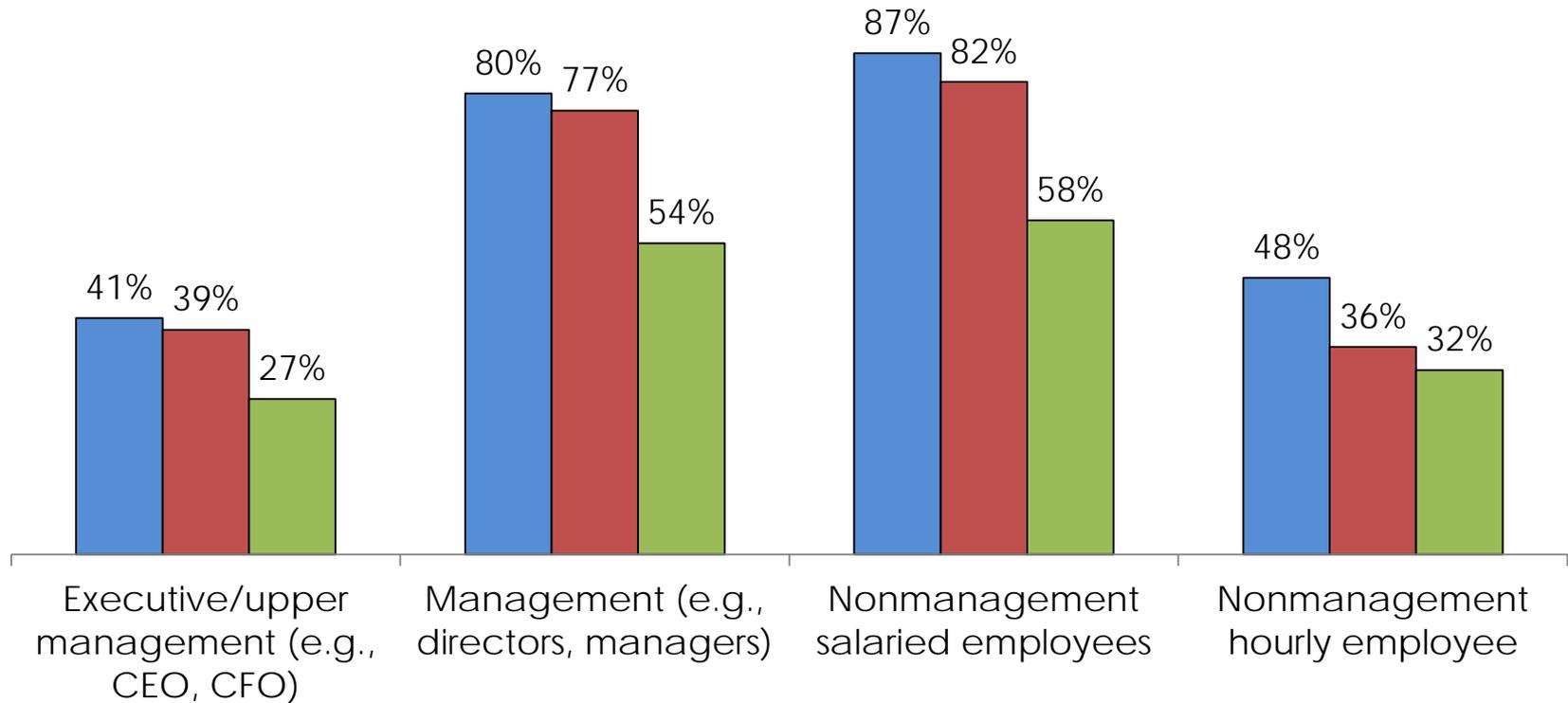
>

Nonprofit (88%)  
Government (86%)

*Note: Only statistically significant differences are shown.*

## Targeted Job Levels Organizations Are Attempting to Fill When Using Social Networking Websites

■ 2013 (n = 481) ■ 2011 (n = 277) ■ 2008 (n = 125)



*Note: Excludes respondents who indicated their organization currently does not use social networking websites to recruit potential job candidates. Totals do not equal 100% due to multiple response options. Respondents who answered "don't know" were excluded from this analysis.*

## Comparisons by organization sector

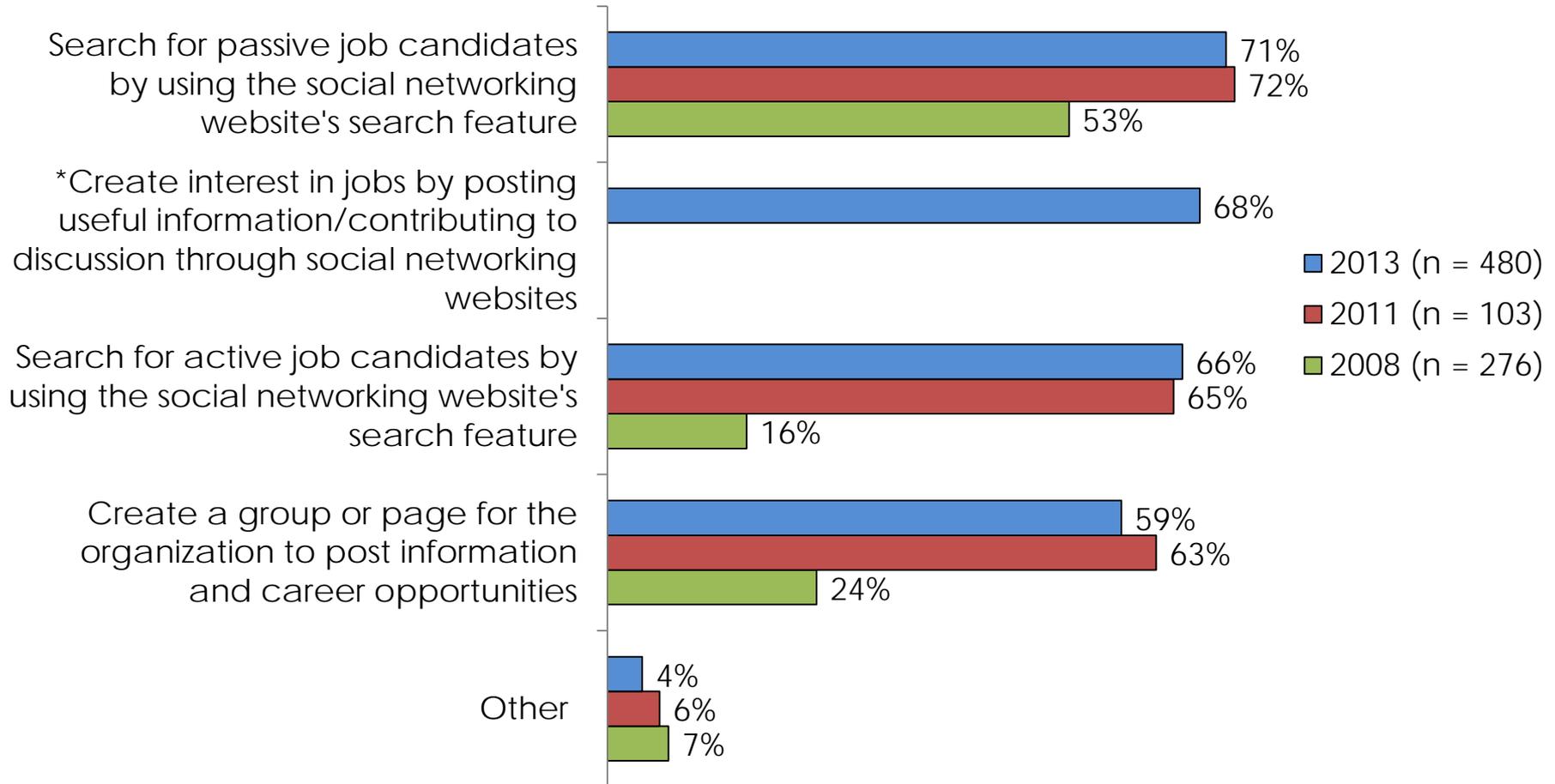
- Publicly owned for-profit and privately owned for-profit organizations are more likely than government organizations to target nonmanagement salaried employees when using social networking sites to recruit potential job candidates.

### Comparisons by organization sector: Nonmanagement salaried employees

Publicly owned for-profit (89%) Privately owned for-profit (91%)	>	Government (66%)
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*Note: Only statistically significant differences are shown.*

## How Do Organizations Recruit Potential Job Candidates Using Social Networking Websites?



Note: Excludes respondents who indicated their organization currently does not use social networking websites to recruit potential job candidates. Totals do not equal 100% due to multiple response options. An asterisk (\*) indicates this response option was not available in 2011.

## Comparisons by organization sector

- Publicly owned for-profit and privately owned for-profit organizations are more likely than nonprofit and government organizations to search for passive job candidates by using the social networking website's search feature.

### Comparisons by organization sector: Search for passive job candidates by using the social networking website's search feature

Publicly owned for-profit (79%) Privately owned for-profit (80%)	>	Nonprofit (55%) Government (41%)
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- Publicly owned for-profit and privately owned for-profit organizations are more likely than nonprofit organizations to create interest in jobs by posting useful information or contributing to discussion through social networking websites.

### Comparisons by organization sector: Create interest in jobs by posting useful information or contributing to discussion

Publicly owned for-profit (75%) Privately owned for-profit (73%)	>	Nonprofit (55%)
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- Privately owned for-profit organizations are more likely than nonprofit and government organizations to search for active job candidates by using the social networking website's search feature.

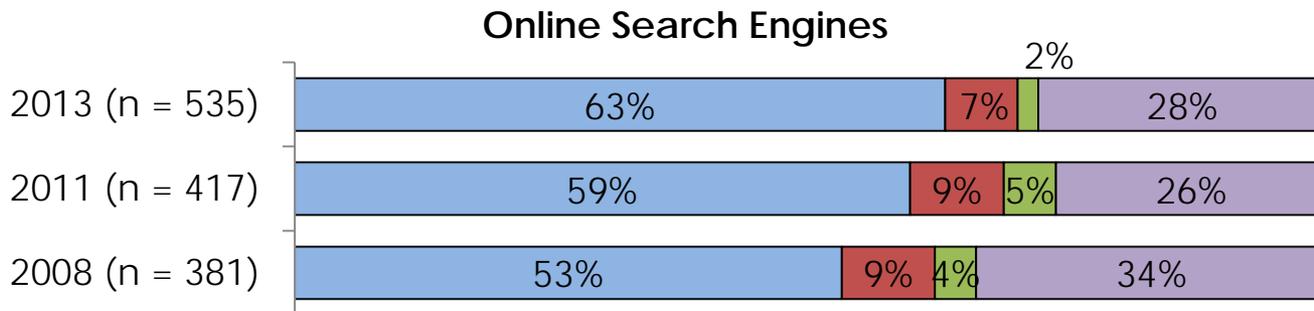
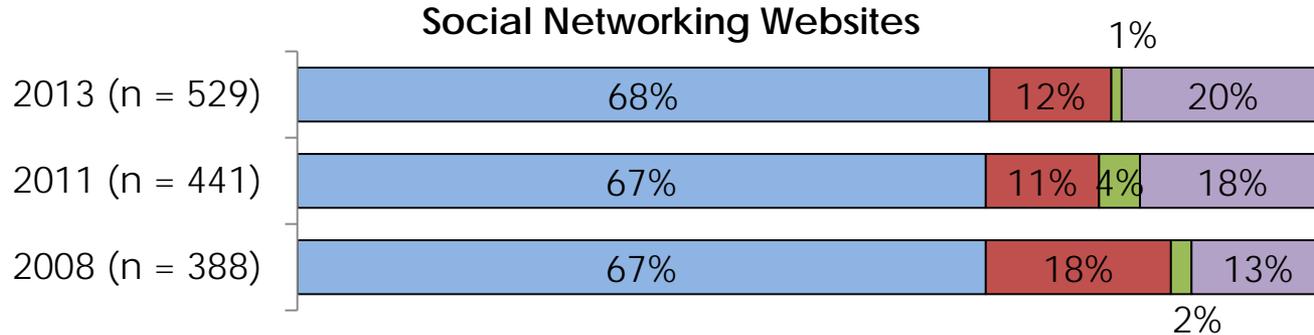
### Comparisons by organization sector: Search for active job candidates by using the social networking website's search feature

Privately owned for-profit (76%)	>	Nonprofit (53%) Government (48%)
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Note: Only statistically significant differences are shown.

# Using Social Networking Websites for *Screening* Job Candidates

Has your organization used social networking websites or online search engines to screen job candidates at any point in the hiring process, or does it plan to do so?



- No, we have never used this method and do not plan to do so
- No, we never have, but plan to
- Yes, we used them previously, but do not plan to do so again
- Yes, we currently use this online tool to screen job candidates

Note: Total may not equal 100% due to rounding. Respondents who answered "don't know" were excluded from these analyses.

## Why does your organization NOT use social networking websites to screen job candidates?

Reasons for NOT Using Social Networking Websites for Screening	2008 (n = 337)	2011 (n = 461)	2013 (n = 406)
Concern about legal risks/discovering information about protected characteristics (e.g., age, race, gender, religious affiliation)	54%	66%	74%
Information about job candidates taken from these sites may not be relevant to their work-related potential or performance	36%	45%	63%
Information about job candidates taken from these sites may not be relevant to whether they are a good fit for the organization	26%	33%	61%
Concerns about invading the privacy of job candidates	40%	33%	48%
Inability to verify with confidence the information from an applicant's social networking page	43%	48%	47%
Not all job candidates have information on social networking sites	*	34%	43%
It takes too much time and effort in relation to information gained	19%	17%	18%
Job candidates might be less likely to apply if they knew the organization screened job candidates in this manner	9%	7%	11%
Other	16%	8%	6%

*Note: Only organizations that do not use social networking websites to screen job candidates were asked this question. Totals do not equal 100% due to multiple response options. An asterisk (\*) indicates response option was not available in 2008.*

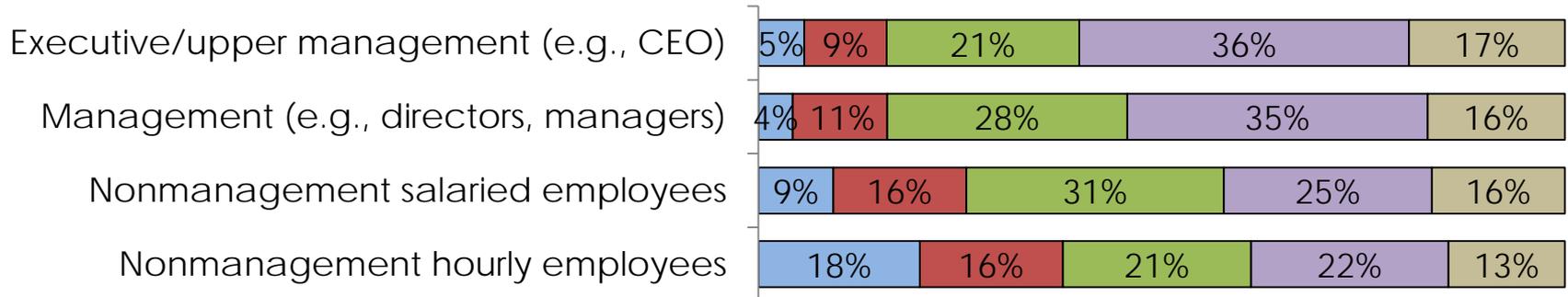
## How often do organizations use online search engines to screen job candidates at any point in the hiring process for the targeted job levels?

### 2013



n = 120-140

### 2011

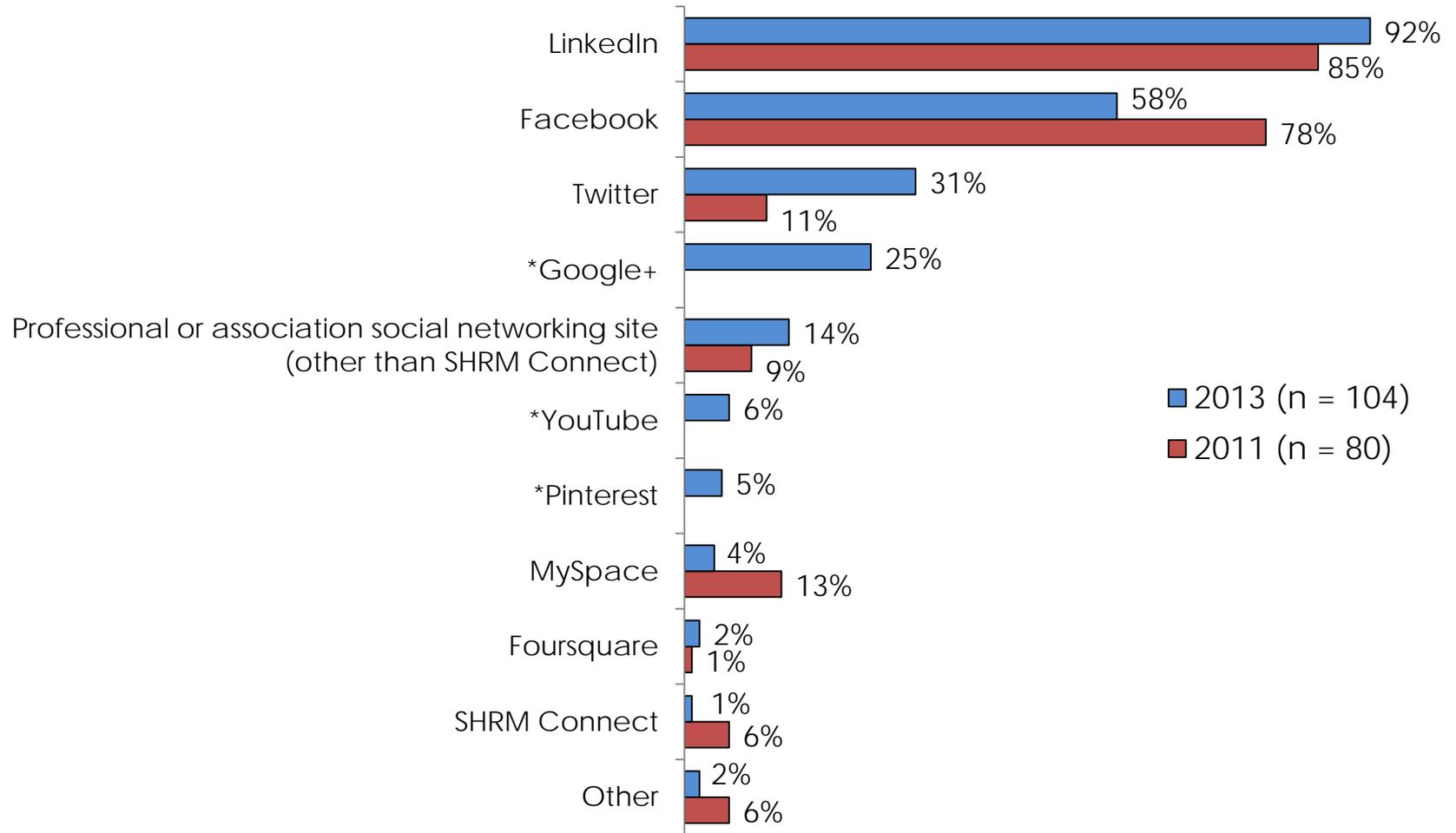


n = 110

■ Never 
 ■ Seldom 
 ■ Occasionally 
 ■ Frequently 
 ■ Always

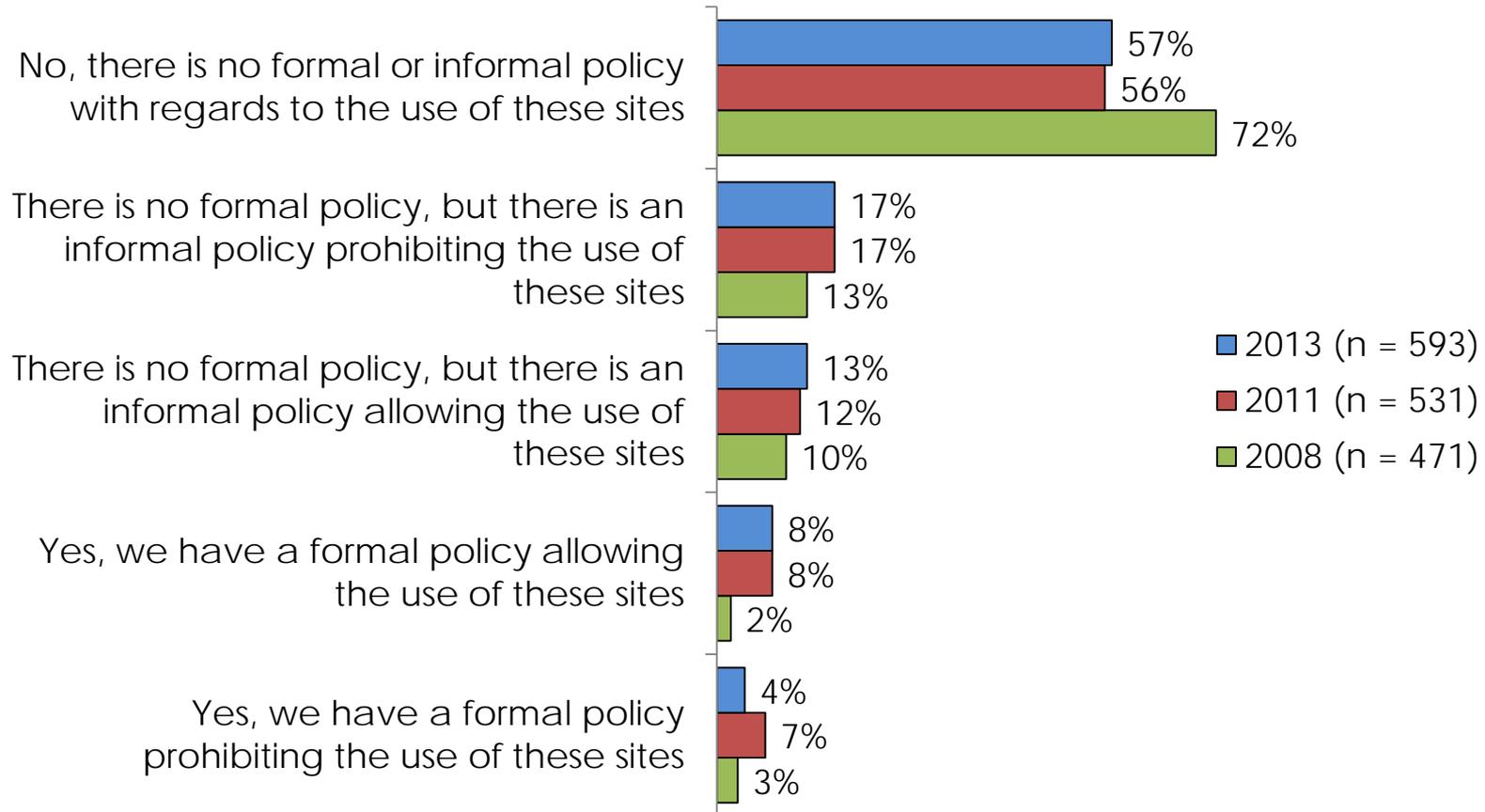
*Note: Only organizations that use online search engines to screen job candidates at any point in the hiring process were asked this question. Percentages may not total 100% due to rounding. Respondents who answered "don't know" were excluded from this analysis.*

## The Most Common Social Networking Websites Organizations Use to Screen Job Candidates



*Note: Only organizations that use social networking websites to screen job candidates were asked this question. Total does not equal 100% due to multiple response options. An asterisk (\*) indicates this response option was not available in 2011. "Second life" is not reported because no respondents selected this option.*

## Does your organization currently have a formal or an informal policy regarding the use of social networking websites to screen job candidates?



Note: Percentages may not total 100% due to rounding. Respondents who answered "don't know" were excluded from this analysis.

# Does your organization currently have a formal or an informal policy regarding the use of social networking websites to screen job candidates?

## Comparisons by organization staff size

- Organizations with 1 to 499 employees are more likely than organizations with 2,500 to 24,999 employees to have no formal or informal policy with regards to the use of social networking websites to screen job candidates.

### Comparisons by organization staff size: No formal or informal policy with regards to the use of these sites

1 to 99 employees (72%)	>	2,500 to 24,999 employees (47%)
100 to 499 employees (68%)		

- Organizations with 25,000 or more employees are more likely than organizations with 1 to 99 employees to have an Informal policy prohibiting the use of social networking websites to screen job candidates.

### Comparisons by organization staff size: Informal policy prohibiting the use of these sites

25,000 or more employees (31%)	>	1 to 99 employees (7%)
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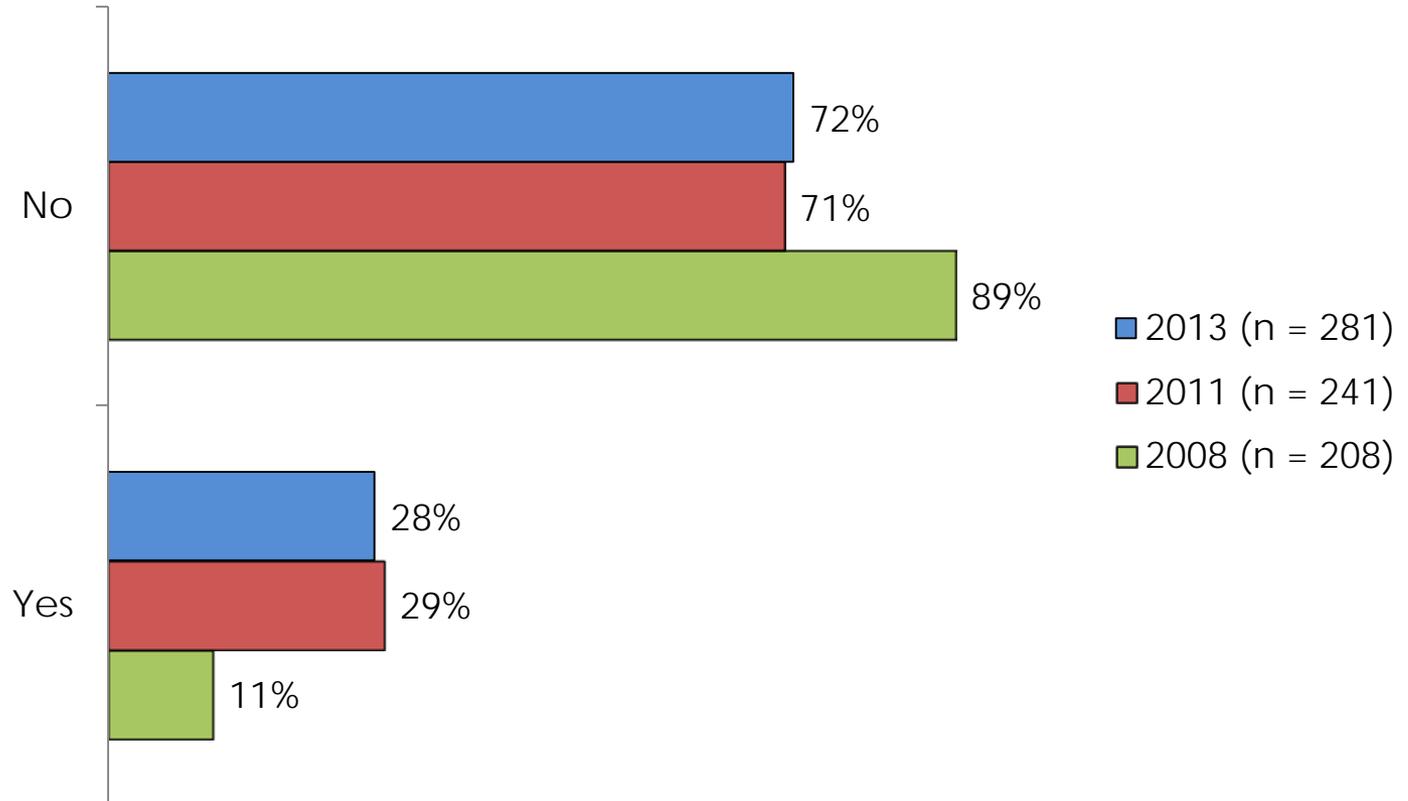
## Comparisons by organization sector

- Privately owned for-profit and government organizations are more likely than publicly owned for-profit organizations to have no formal or informal policy with regards to use of social networking websites to screen job candidates.

### Comparisons by organization sector: No formal or informal policy with regards to the use of these sites

Privately owned for-profit (61%)	>	Publicly owned for-profit (44%)
Government (71%)		

## Does your organization plan to implement a formal policy regarding the use of social networking websites to screen job candidates within the next 12 months?



*Note: Only organizations that do not currently have a formal policy regarding the use of social networking websites to screen job candidates were asked this question. Respondents who answered "don't know" were excluded from this analysis.*

# Demographics

## Demographics: Organization Industry

Industry	Percentage
Health care, social assistance (e.g., hospitals, clinics, doctor's offices, in-home care, nursing homes)	17%
Services—professional, scientific, technical, legal, engineering	14%
Financial services (e.g., banking)	9%
Government/public administration—federal, state/local, tribal	8%
Educational services/education (e.g., universities, schools)	7%
Manufacturing—other (not auto)	7%
Construction, mining, oil and gas	4%
Consulting	4%
Retail/wholesale trade	4%
High-tech	3%
Insurance	3%
Transportation, warehousing (e.g., distribution)	3%

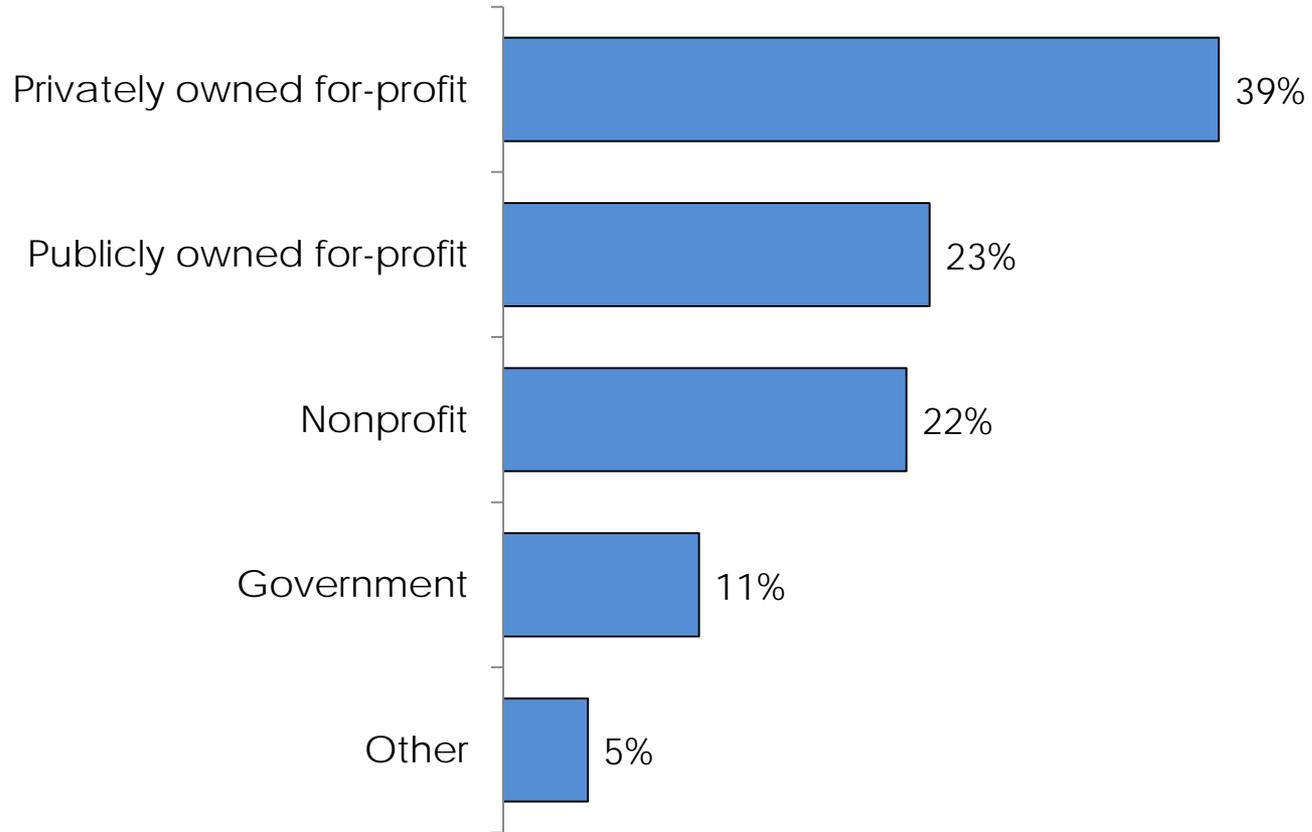
*Note: n = 629. Percentages do not total 100% due to rounding.*

## Demographics: Organization Industry (continued)

Industry	Percentage
Arts, entertainment, recreation	2%
Other services (e.g., other nonprofit, church/religious organizations)	2%
Utilities	2%
Biotech	1%
Manufacturing—auto/auto-related	1%
Pharmaceutical	1%
Publishing, broadcasting, other media	1%
Services—accommodation, food and drinking places	1%
Telecommunications	1%
Association—professional/trade	<1%
Real estate, rental, leasing	<1%
Other	3%

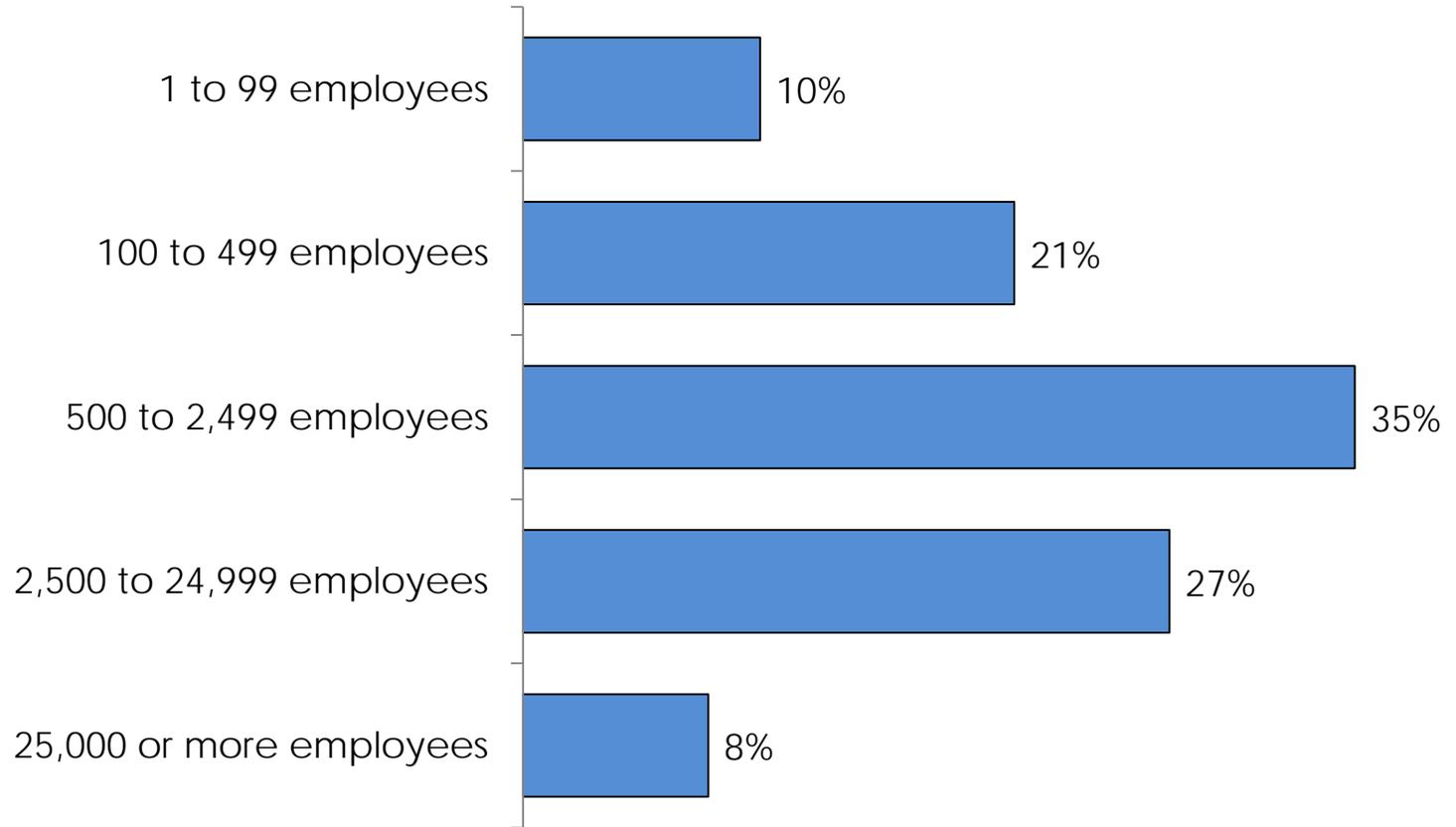
Note: n = 629. Percentages do not total 100% due to rounding.

## Demographics: Organization Sector



*n* = 625

## Demographics: Organization Staff Size



*Note: n = 555. Percentages do not total 100% due to rounding.*

**Does your organization have U.S.-based operations (business units) only, or does it operate multinationally?**

U.S.-based operations only	70%
Multinational operations	30%

*n* = 638

**Are any of your employees at your work location unionized (under a collective bargaining agreement)?**

Yes	20%
No	80%

*n* = 619

**Is your organization a single-unit organization or a multi-unit organization?**

Single-unit organization: An organization in which the location and the organization are one and the same	26%
Multi-unit organization: An organization that has more than one location	74%

*n* = 629

**For multi-unit organizations, are HR policies and practices determined by the multi-unit headquarters, by each work location or by both?**

Multi-unit headquarters determines HR policies and practices	51%
Each work location determines HR policies and practices	3%
A combination of both the work location and the multi-unit headquarters determines HR policies and practices	46%

*n* = 478

## Survey Methodology

- Response rate = 19%
- 651 HR professionals from a randomly selected sample of SHRM's membership with the job function of recruiting/staffing participated in this survey
- Margin of error +/-4%
- Survey fielded February 25-March 8, 2013
- 2011 data taken from *SHRM Poll: Social Networking Websites and Identifying Potential Job Candidates* and *SHRM Survey Findings: The Use of Social Networking Websites and Online Search Engines in Screening Job Candidates* (fielded December, 2010-February, 2011)
- 2008 data taken from *SHRM Staffing Research: Online Technologies and Their Impact on Recruitment Strategies* (fielded July-September, 2008)

- For more survey/poll findings, visit [www.shrm.org/surveys](http://www.shrm.org/surveys)
- For more information about SHRM's Customized Research Services, visit [www.shrm.org/customizedresearch](http://www.shrm.org/customizedresearch)
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