



F T I<sup>®</sup>  
CONSULTING

# Key Findings from a Survey of Hiring Decision-makers

December 5, 2011

# Methodology

**FTI Consulting conducted a survey of hiring decision-makers in order to learn how job applicants were perceived with regards to the knowledge and skills they need to succeed in the workplace.**

**The survey was conducted online from November 15-19, 2011 among N=1,006 employed professionals across a wide representation of industries in the United States.**

**Respondents qualified for the survey based on their experience in the workplace and their role in the hiring process.**

# Methodology (Continued)

Respondents qualified as a Hiring Decision-Maker if they **performed two of the below** activities at least “Occasionally,” in addition to possessing 5 years or more of work experience.

Activity	Regularly / Occasionally	Infrequently / Never
Supervise at least one direct report	86%	14%
Review resumes and job applications	82%	18%
Interview job applicants and prospective employees	78%	22%
Make hiring decisions	76%	24%
Recruit candidates for job openings	68%	32%
Develop job descriptions for new positions	60%	40%

Position	
Senior Management	29%
Mid-Level Management or Supervisor	54%
Non-Supervisory Staff	17%

Work Experience (Years)	
1 – 10*	9%
11 – 20	28%
21 – 30	34%
31+	29%

\*Business Owners qualified regardless of their work experience

# Key Survey Findings

## Hiring decision-makers...

- ❖ **See prospective employees as deficient on key workplace skills and knowledge**
- ❖ **Believe the higher education system could do a better job preparing students for the workplace**
- ❖ **Are roughly split as to whether students would be better served by a more career-focused education or a broad-based education**

# Hiring

# Despite the slow economic recovery, hiring decision-makers report an active couple of years.

*Which of the following best describes the situation at your organization?*

**41%**

**LOOKING TO HIRE**

**8%**

**LOOKING TO CUT**

**51%**

**NEITHER**

*And, how likely is it that your organization will hire new employees OVER THE NEXT YEAR OR SO?*

**85%**

**LIKELY**

**15%**

**NOT LIKELY**

*Has your organization hired new employees WITHIN THE PAST YEAR?*

**87%**

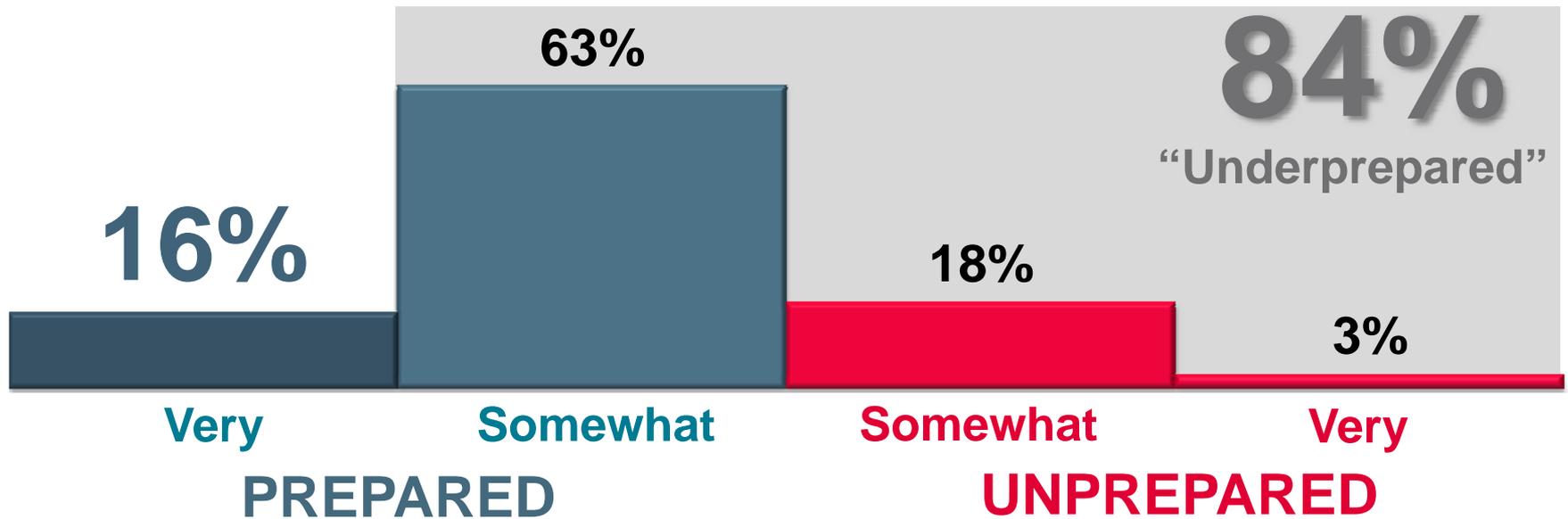
**HIRED**

**13%**

**NOT HIRED**

# Few hiring decision-makers say that most applicants are very prepared with the knowledge and skills to do the job.

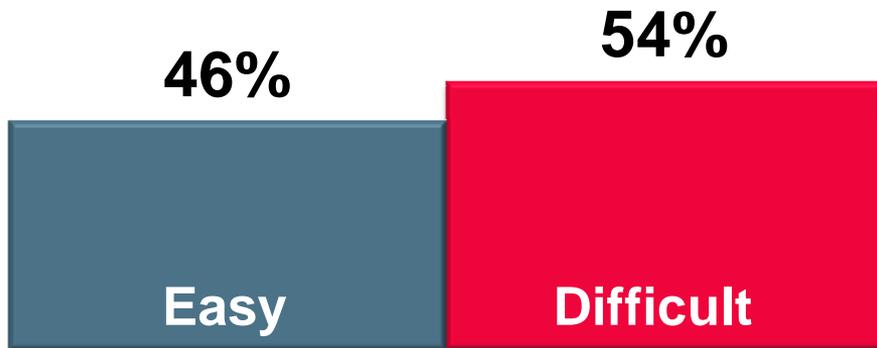
*From your experience, thinking generally about the pool of applicants for open positions at your organization, how well prepared are most applicants with the knowledge and skills they need to do the job?*



# However, they admit to difficulties in finding the right applicants to fill open positions.

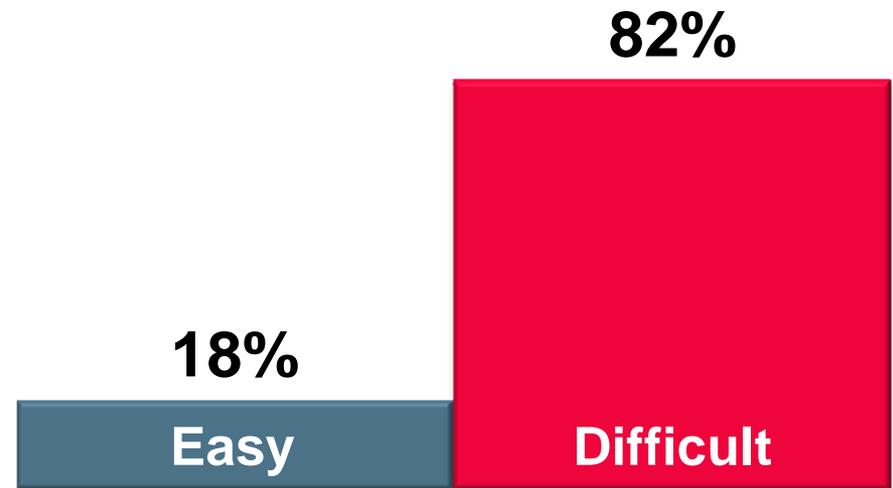
This is especially true among hiring decision-makers who believe that applicants are “Unprepared.”

*And, generally speaking, how would you rate the process of finding applicants who have the necessary knowledge and skills to work at your organization?*



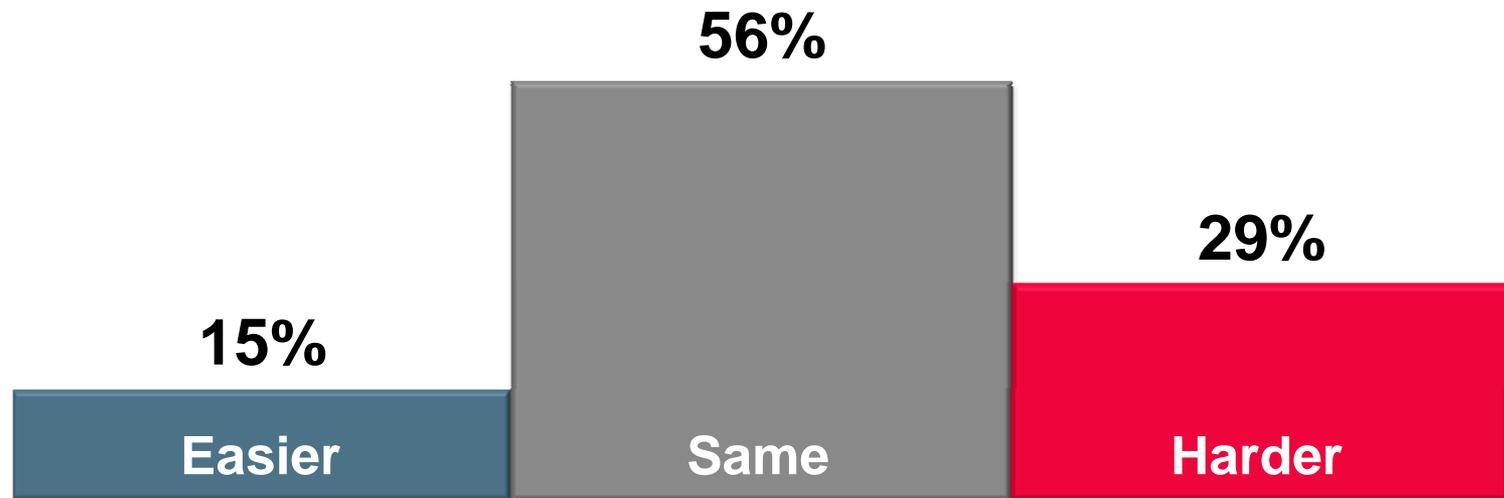
**Industry:  
High-Tech: 62%**

*AMONG HIRING DECISION-MAKERS WHO RESPONDED APPLICANTS ARE “UNPREPARED”*



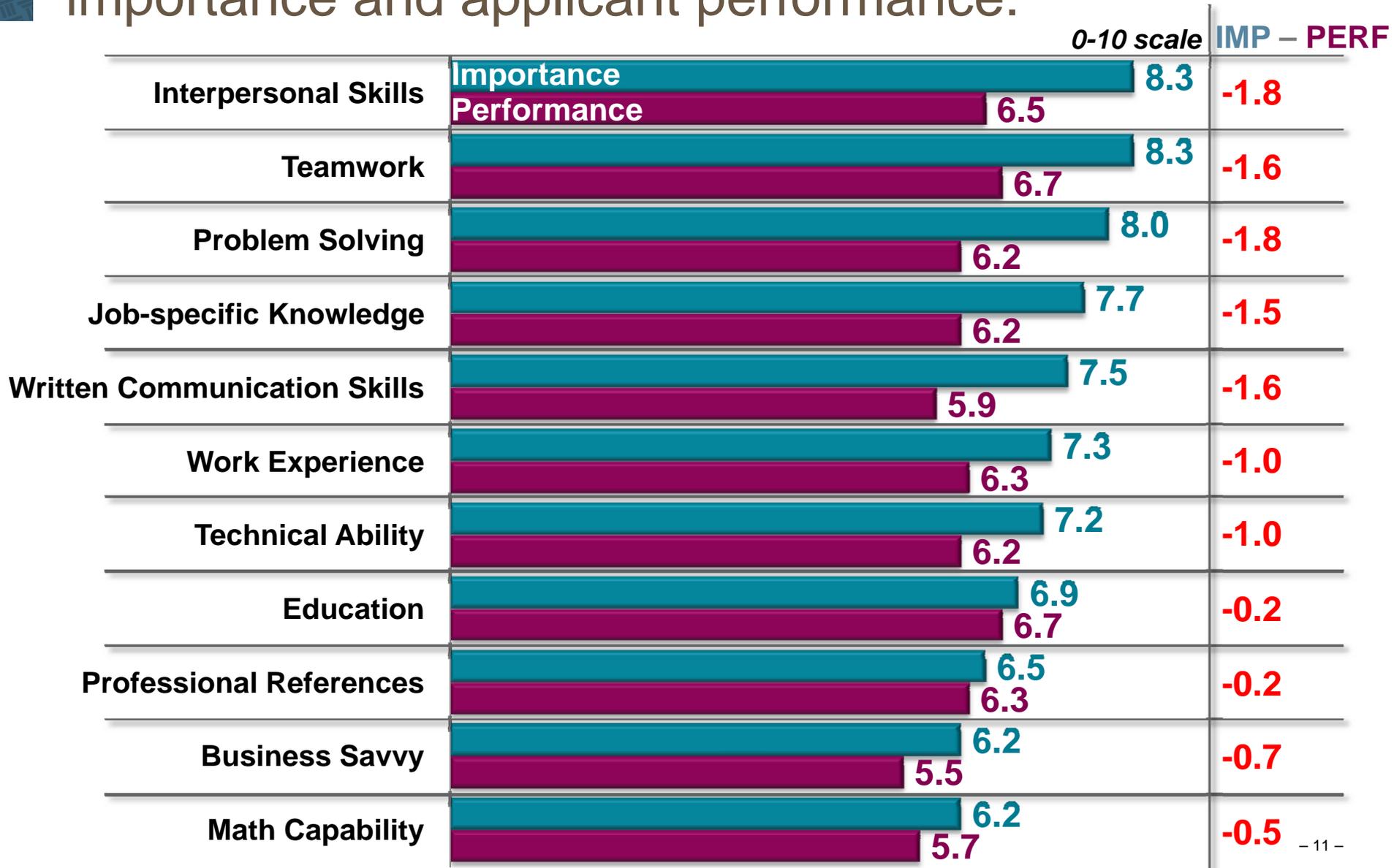
And, almost one in three believe the process of finding qualified applicants is becoming harder.

*And, over the last several years, has it become easier or more difficult to find applicants with the necessary knowledge and skills to work at your organization?*



# Skills

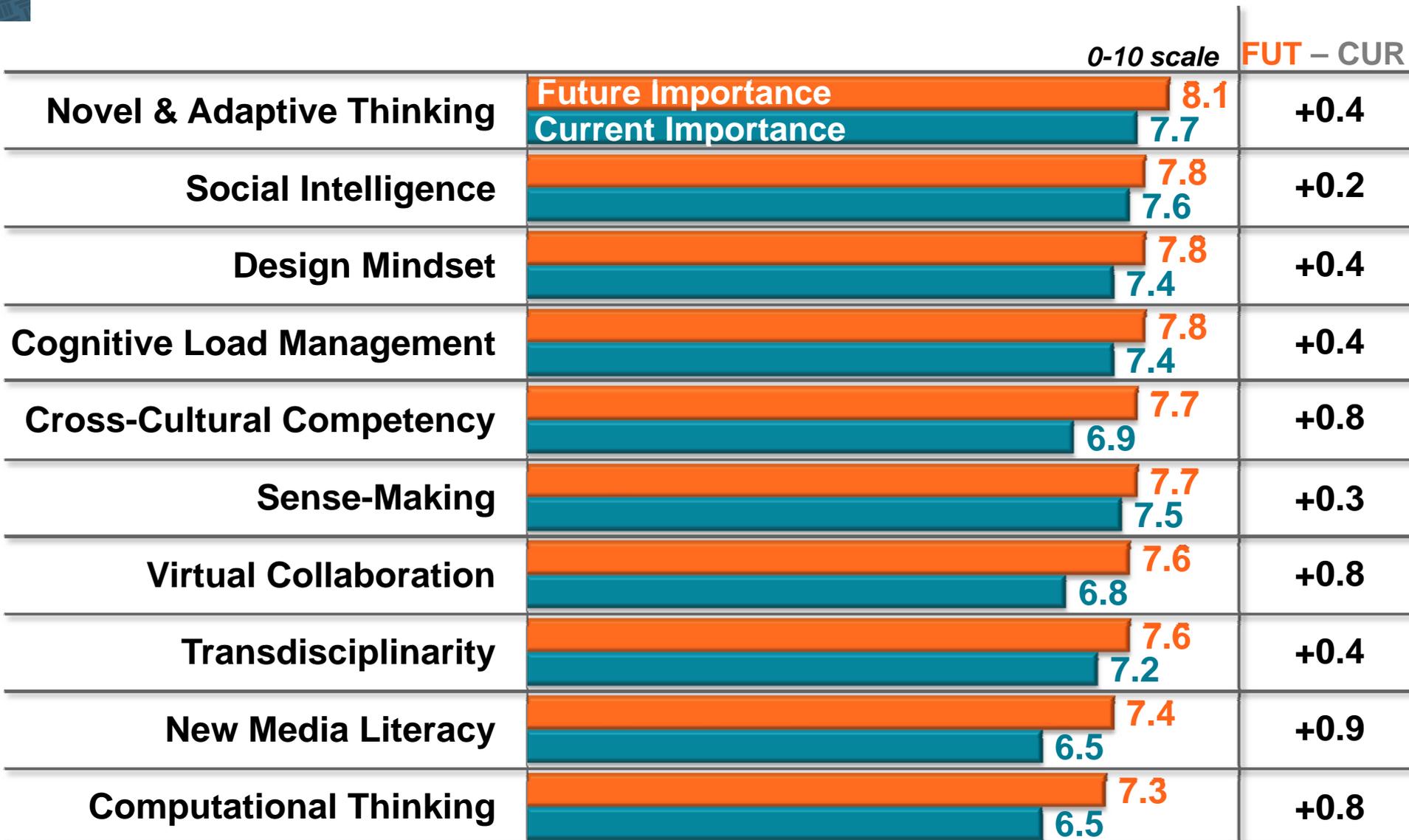
On every skill and hiring criteria tested, decision-makers' ratings reveal a gap between stated importance and applicant performance.



# Future Skills Profile - The Institute for the Future has outlined 10 new skills that are relevant and necessary in the 21<sup>st</sup> century work environment.

<p><b>Sense-Making:</b> The ability to determine the deeper meaning or significance of what is being expressed.</p>	<p><b>New Media Literacy:</b> The ability to critically assess and develop content that uses new media forms, and to leverage these media for persuasive communication.</p>
<p><b>Social Intelligence:</b> The ability to connect to others in a deep and direct way, to sense and stimulate reactions and desired interactions.</p>	<p><b>Transdisciplinarity:</b> Literacy in and ability to understand concepts across multiple disciplines.</p>
<p><b>Novel &amp; Adaptive Thinking:</b> Proficiency at thinking and coming up with solutions and responses beyond that which is routine or rule-based.</p>	<p><b>Design Mindset:</b> Ability to represent and develop tasks and work processes for desired outcomes.</p>
<p><b>Cross-Cultural Competency:</b> The ability to operate in different cultural settings.</p>	<p><b>Cognitive Load Management:</b> The ability to discriminate and filter information for importance, and to understand how to maximize cognitive functioning using a variety of tools and techniques.</p>
<p><b>Computational Thinking:</b> The ability to translate vast amounts of data into abstract concepts and to understand data-based reasoning.</p>	<p><b>Virtual Collaboration:</b> The ability to work productively, drive engagement, and demonstrate presence as a member of a virtual team.</p>

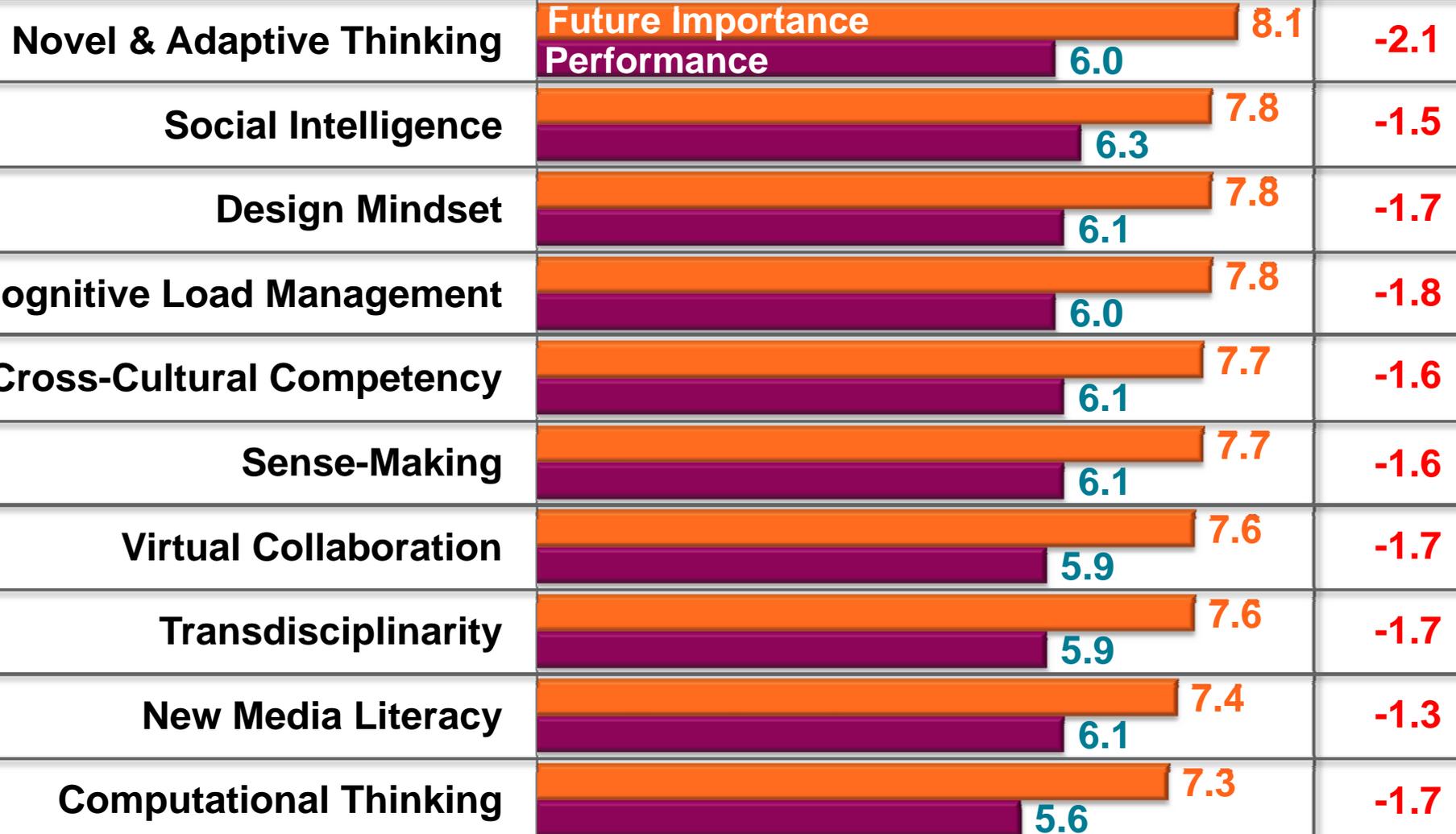
Decision-makers believe these skills will continue to gain in importance from their current high levels.



Decision-makers see a significant gap between the importance of “future skills” and current job applicants’ performance on them. **Implication: the current workforce needs retraining to compete in the future.**

0-10 scale

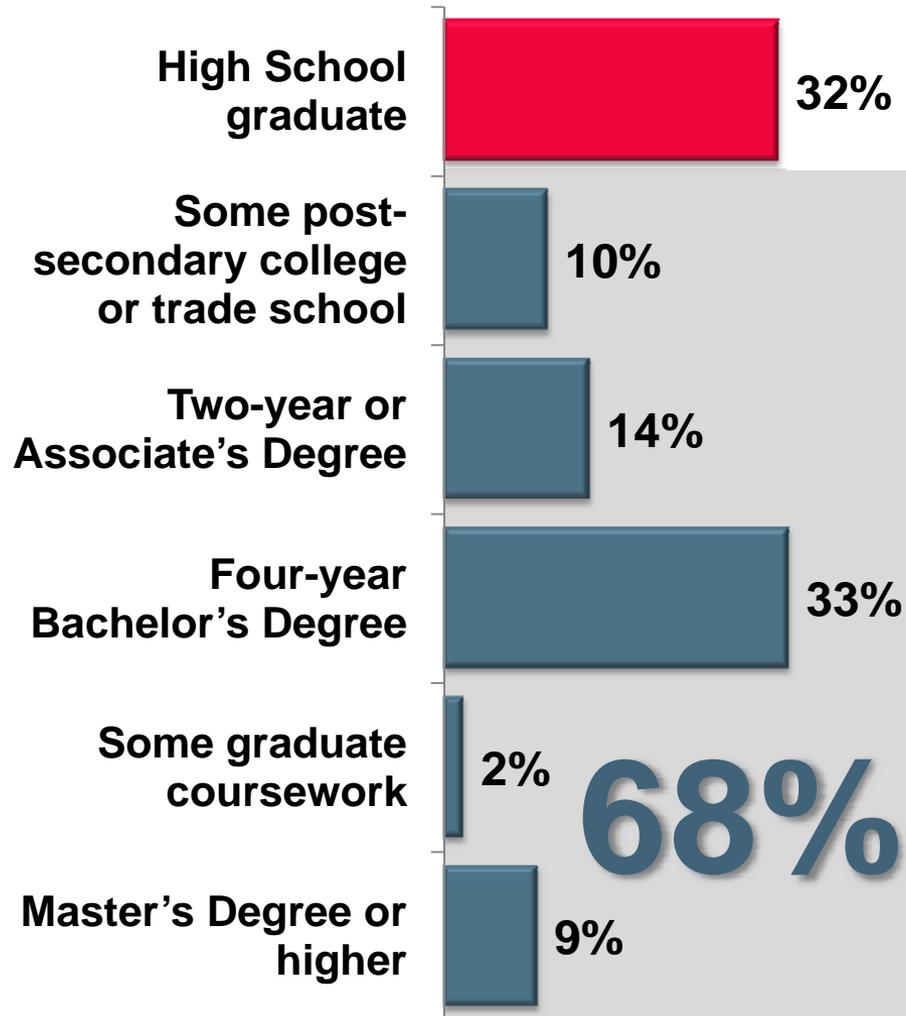
IMP – PERF



# Higher Education

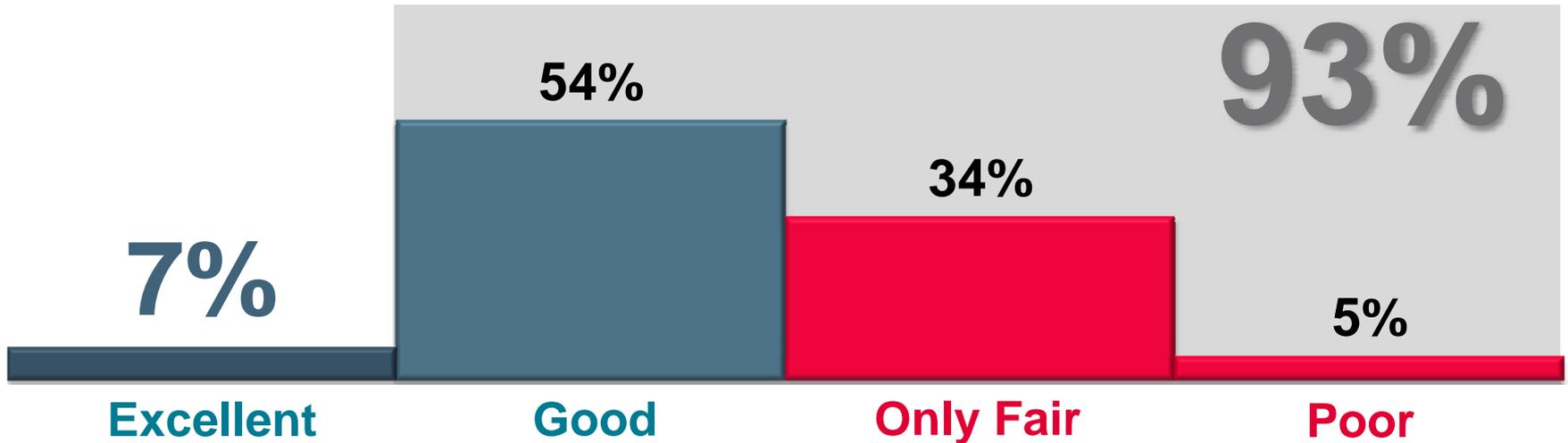
# More than two-in-three hiring decision-makers say they expect applicants to have progressed beyond a high school diploma.

*When considering applicants for open positions at your organization, what is the minimum level of education you expect those applicants to have completed?*



However, few believe that the higher ed. system does an excellent job preparing students with the necessary knowledge and skills for the workplace.

*From your experience, how would you rate the performance of the higher education system in this country of preparing students with the knowledge and skills they need to perform in the workplace?*

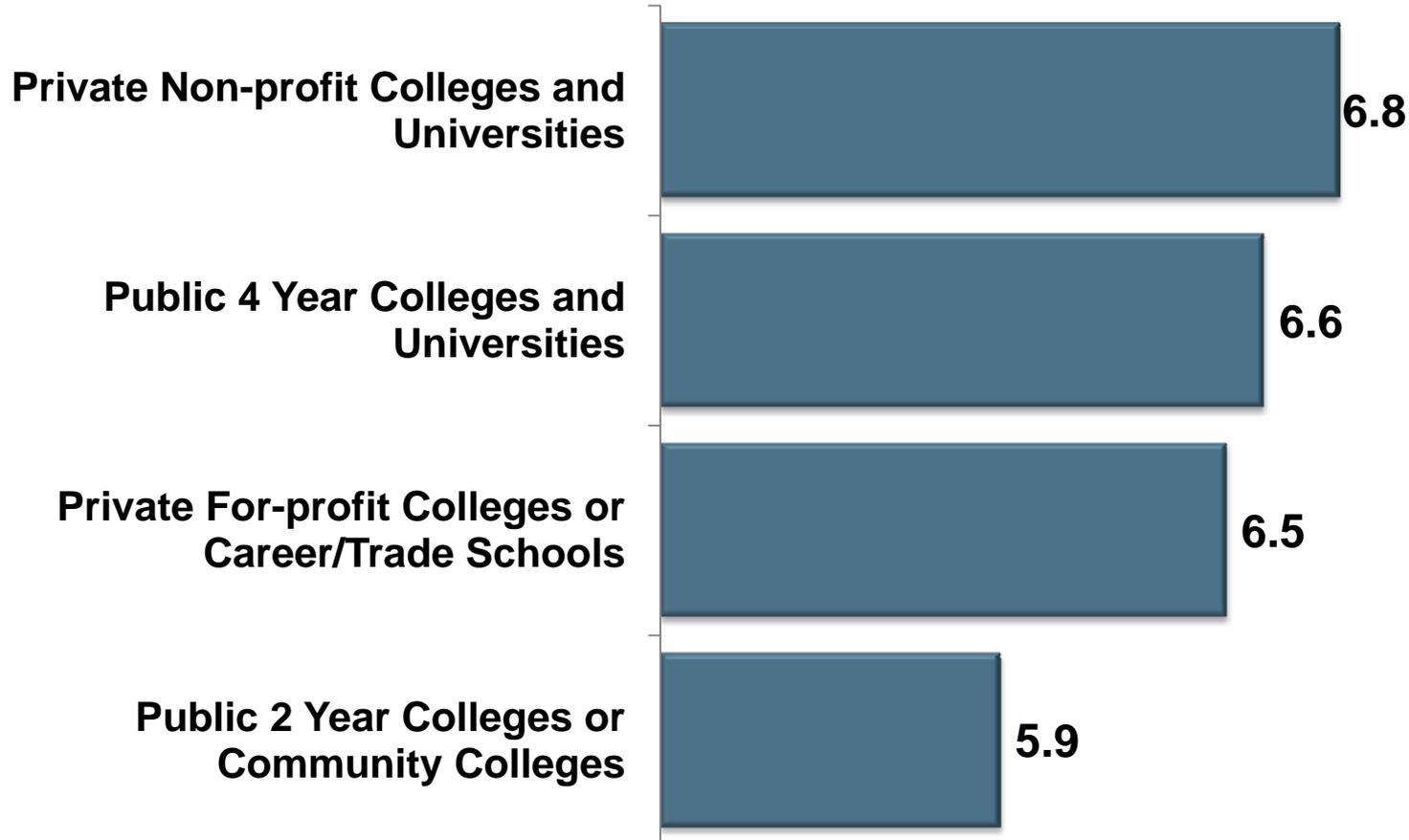


**Industry (Fair/Poor):**  
**Professional Services: 54%**

# Decision-makers believe all types of education institutions can improve how they prepare students.

*Thinking specifically about different types of institutions in the higher education system, how well do you believe that each of the following types of schools do at preparing students with the knowledge and skills they need to perform in the workplace?*

**0-10 scale**



Hiring decision-makers are split on what would better serve students – an education that specifically prepares them for the workplace or a broad-based education that helps them choose their best career path.

*And, which of the following statements do you agree with more?*

**45%**

Most students would be better served by pursuing an education **FOCUSED** on a **SPECIFIC SET** of skills that will allow them to learn about one area in greater detail, giving them expertise and training and preparing them for the workplace.

**Industry:**  
**Health Care: 55%**

**55%**

Most students would be better served by pursuing a **BROAD-BASED** education through which they can learn about a wide range of subjects, giving them a diverse knowledge base and allowing them to choose a career path that best fits their interests and ability.

**Industry:**  
**Education: 62%**

By a 9-1 ratio, decision-makers believe that a job applicant's skills and ability are more important than the type of degree they possess.

*And, what, in your opinion, is more important...*

