National College of Ireland

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The Benefits and Advantages of using e-Recruitment as a recruitment tool during an Economic downturn. Is it a viable alternative to traditional methods?

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Introduction

1.0 Introduction to Dissertation

The use of the internet by the general public has increased year on year since its inception in the early 90's. One particular industry that has seen dramatic growth has been the Recruitment Industry. For example the number of on-line recruitment websites on Internet grew from 500 in 1995 to 20,000 in 1998 (Hiring Smart for Competitive Advantage). Today there are more than 40,000 on-line employment sites (International Association of Employment Websites; http://www.employmentwebsites.org/)

The last year and a half has seen a dramatic shift in the prosperity of the global economy. Financial Institutions all over the world are writing down bad debts due to poor decision making and poor risk management. As a net result of all this, businesses everywhere are looking to make cost savings as everyone starts to feel the pinch of this global recession.

In a time when Organisations are shedding numbers wherever possible, it would seem strange to write a dissertation on the topic of recruitment. However in an article entitled 'The Definitive Guide to Recruiting in Good Times and Bad' from www.hbr.com they say "Few companies are thinking about hiring right now, but that's a mistake. If history is any guide, staffing will become a front-burner issue once the economic upheaval eases." This dissertation will re-

enforce why e-Recruitment will become the number 1 recruitment method for Organisations in the coming years. While the focus will be on the Financial Services sector in Ireland, the majority of the findings could be translated to other industries and areas.

1.1 Focus of Dissertation

The focus of the research topic will be on gathering primary research that is relevant to the situation we find ourselves in today. As stated in the Literature Review, advances in new technology, which e-Recruitment certainly is, often occur at a faster rate than the accompanying literature. To this end, it has been necessary for the author to conduct his own research into e-Recruitment trends among professionals in the Financial Services sector in Ireland.

The author will demonstrate that e-Recruitment is a viable tool for HR Managers everywhere especially now in the current economic climate and especially in the future with the advent of new technologies. There are various problems that need to be overcome before e-Recruitment can overtake traditional bricks and mortar recruitment agencies in the race for market dominance.

It must be borne in mind that e-Recruitment does not begin and end with on-line recruiters such as www.monster.ie and www.irishjobs.ie to name just 2 Irish examples. E-Recruitment also covers the use of an Organisation's own website as a tool to attract potential candidates. As early as 2003, 94% of

Fortune 500 companies in the United States were using their own corporate website to recruit new employees directly (Pfeffer, 2006). If candidates have been submitting CV's on-line to companies for vacancies on their own corporate website, then why is there still a need for such third party websites? The reason this has not eliminated the need for on-line recruiters such as the 2 mentioned already, is the problem of branding? You want to work in McDonalds, you would visit their website and fill in the in the on-line form and wait. Everyone knows their brand so knows where to go. However, what if you want to work in the Financial Services sector but not for any of the large banks? How many such companies do you know? That is the problem faced by such organisations and why there is a need, a growing need, for third party recruiters where anyone can go to seek job vacancies in their preferred field of interest.

The scope of the research topic will focus on the advantages that e-Recruitment offers to Organisations over traditional methods such as cost savings, but will also focus on its limitations as merely another tool that HR Managers use in the overall recruitment process. It will also focus on how e-Recruitment is currently being used today by those who make it work i.e. job seekers. Without their adoption of the technology, it would not matter what advances are being made. Most if not all of this information is contained with the Results section of the Dissertation.

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It is the opinion of the author that this dissertation study will be of use to HR Professionals within the Financial Sector in Ireland. It will provide them with a clear understanding of the benefits of e-Recruitment through the Literature review, and will inform them of the current state of e-Recruitment as a resource that is being utilised by the vast majority of young professionals today.

Chapter 2 - Literature Review

2.1 Introduction

The use of the Internet as a tool in the recruitment process is a relatively new phenomenon which helps explain the comparatively small body of literature available on the topic. Most of the literature on the topic covers it within a chapter based on the recruitment process as a whole. However, it is the view of this student that the process of E-Recruitment is worthy of its own study due to the benefits it can bring to the Organisation if executed correctly. Its low costs structure lends itself well to businesses looking to reduce overheads as much as possible in the current economic climate.

The main body of this literature review will focus on how using the Internet as a tool in the recruitment process can help reduce costs from the employer's perspective. However, there is a large body of work available devoted to how e-Recruitment can also benefit the job seeker. Various Internet recruitment websites offer hints and tips to job seekers from how best to present a Curriculum Vitae (CV), how to compile a cover letter and how to prepare for interviews.

As with many topics linked to new technology, the advances in practice often occur at a faster rate than the accompanying literature, in particular the more academic literature. As such, the literature review included academic and practitioner journals as well as more up-to-date web based papers.

The literature review will ultimately help answer the question as to the future of E-Recruitment in the financial sector in particular, and how best it can position itself to be the number 1 method of recruitment going forward. These conclusions will of course be used in conjunction with the student's own primary research which should reinforce the findings from the literature.

2.2 Advertising Methods

In the extensive study carried out by the Public Appointment Service - Research Advisory Panel called "e-Recruitment practices and trends in Ireland" they surveyed a large number of organisations in various sectors both private & public. Its main aim was to determine how Irish organisations are using the Internet to assist in their recruitment process and also how the internet can be used in determining and selecting the right candidate. In 2005 they conducted a survey to ascertain the type of media being employed by Organisations in the recruitment process. The Top 5 methods were;

- Newspapers (Regional & National) - 80%

- Internal Recruitment - 74%

- Recruitment Agencies - 71%

- Internet (Own Corporate and Third Party websites) - 61%

- Employee Referral - 48%

What is worthy of note is how effective Organisations felt each method was. The percentage of Organisations who placed the above methods in their Top 3 was;

- Newspapers - 46% (Effectiveness of Regional newspapers much weaker than National)
- Recruitment Agency - 40%
- Internet - 36%
- Internal Recruitment - 24%
- Employee Referral - 19%

The traditional method of advertising for job vacancies i.e. newspapers is still considered to be the most effective way of recruiting by Organisations. Employee referral (where current employees are given financial incentives to recommend friends and even former colleagues) scored the lowest of the Top 5 effective and popular methods but its use should not be overlooked. However, the remaining 3 methods, Recruitment Agencies, Internet and Internal Recruitment have all come under the e-Recruitment banner of late although Recruitment Agencies still maintain the 'Bricks & Mortar' element which we will discuss later.

Further bad news for the recruitment advertisement business was the collapse in the United Kingdom of one of the largest recruitment advertising agencies

Barkers. In an article in www.mediaweek.co.uk published on 9 July 2009 it asked the following question; "what does it mean for recruitment advertising? - With more spend going online and recruitment advertising hit hard by the recession, some believe the model is broken." (http://www.mediaweek.co.uk/news/918266/Trading-terms-overhaul-eyed-Barkers-crash/ 9 July 2009)

2.3 Uses of and problems with e-Recruitment

Financial Organisations have been quick to embrace the Internet as a means of recruiting while other industries such as those involving the use of machinery or those that offer personal or protective services have been less likely to use it. The Financial sector in particular has a long history of having an extensive graduate recruitment programme. Bank of Ireland initially used online recruitment to help deal with the large number of graduate applicants it was going to receive. The success of this initiative resulted in the Organisation rolling out the use of e-Recruitment as part of its overall HRM policy.

When a firm makes the decision to recruit on-line it must ensure that the process is fair and equitable to all. We have touched on this previously when discussing how some filtering software programmes can discriminate against those of a certain gender, race, and religious belief. Such controversy could adversely affect a company brand. The NHS in the United Kingdom, in itself not the most popular brand among its customers, the British public, decided to roll

out a new policy of on-line recruitment for Junior Doctors called the Medical Training Application Service (MTAS) which turned into a political disaster for the Labour Government. (BBC News Online 2007)

The idea behind the system was to centralise applications for posts in given areas of Britain. However, the on-line application form gave an over biased weighting to the 150 word answers to certain questions on the form as opposed to the lesser weighting given to the candidates actual CV. Junior Doctors everywhere abhorred the system as they felt that the best candidates were being overlooked for certain roles by some who had plagiarised their answers, and it led to mass demonstrations on the streets of London and Glasgow in the summer of 2007. (BBC News Online 2007) It is an abject lesson in the how not to implement an on-line recruitment process and proof that e-Recruitment is not the Holy Grail when it comes to hiring right.

What are the main drivers behind the growth of e-Recruitment as a recruiting tool? As already pointed out, the primary aim is to ensure a reduction in the cost of recruitment which comes about in no small part from a reduction in administration costs (77% surveyed cited this as their main reason for recruiting on-line). Other reasons cited in the survey conducted as part of the "e-Recruitment practices and trends in Ireland" study was the desire to target a larger and more diverse pool of applicants with 74% stating it was their main driver.

The desire to target a larger and more diverse pool of candidate can and does result in a reduction in the quality of applications received. This is perhaps the biggest problem faced by E-Recruitment, the dearth of suitable applications for any given post. In 2004 a similar study to the one carried out in Ireland in 2005 as cited above was conducted in the United States. The following is taken from "Human Resource Management Practice" by Michael Armstrong;

"An IRS survey (from 2004) of recruitment methods for managers established that the top 3 methods of recruitment, based on the quality of the applications received were the use of commercial employment agencies (32%), advertising in specialist journals (23%) and national newspaper advertising (22%). Only 3% rated e-Recruitment as the best method, although 56% used it"

Although 36% of respondents in the Irish survey from 2005 said the Internet was in their Top 3, only 17% rated it as their number 1. It must also be noted that this is recruitment as a whole and not in a specific niche as mentioned in the IRS survey from the US so it is difficult to determine if Irish employers are facing a similar dilemma.

2.3.1. Screening process

Whether this is the case or not it has led to the desire among those recruiting on-line for better methods of screening potential applicants. Despite the complaints from on-line recruiters, only 10% are using self assessment tools at the pre-application stage. The options available for selection and assessment on-line are;

- Pre-application – is the job description given a realistic view of the job on offer? If it is too broad and vague then there will be a deluge of applicants who will think they are suited for the role. Conversely, if the job description is too narrow and specific then it may deter some suitable applicants who may feel under-qualified for the role on offer. Ultimately the goal here is to help the prospective candidate decide whether or not they are suited to the job advertised.

- On-line sifting – An on-line questionnaire is given to give applicants an insight into the challenges of the role on offer. This has been implemented by the Public Appointments Service and results in approx 20% of candidates ruling themselves out as a result of the screening process. There is an option of having a second sifting process to eliminate further undesirable candidates through the use of assessment tests. This would be employed mostly by organisations faced with the prospect of receiving a

large number of applications for any given role, e.g. the Civil Service and Graduate recruitment.

There is not much uptake in the use of on-line screening in Ireland with only 3% using on-line assessment tests. As one would expect the United States is leading the way in electronic screening. A Recruitsoft / iLogos survey of employers found that 12% now test on-line (Peter Cappelli, 2000) PWC uses psychometric tests in determining a candidates suitability while JP Morgan Chase has taken a more interactive approach by establishing who has the necessary credentials based on their answers in an on-line game about job hunting and investment decisions. This is a very clever way of getting accurate information from prospective candidates as the questions are posed in such a way that do not make it seem like it is an attitudinal or aptitude test. When a person's guard is down, one is more likely to garner more honest information.

The tele-communications company Cable & Wireless says the use of psychometric tests has enabled them 'to predict the success of recruits in any particular role from 25% to 75%'. (Chartered Institute of Personnel Development, May 2009) Their head of talent management Matthew Lowery said: "It's also helped transform the business, from one that was burning £1 million a day to one that is now cash positive." (CIPD 2009)

Other examples include the test employed by accountancy firm Deloitte which is located at the first stage of the on-line application process. It involves numeric and verbal reasoning tests. As their UK Head of HR Stevan Rolls said; 'The nature of most of our careers means that it's important people are comfortable with numbers. From a logistical point of view online testing is still the way to go.'

The use of on-line screening however poses a major problem for Organisations. 'Companies that administer on-line tests should be careful, though, because hiring criteria that weed out disproportionate percentages of women, disabled people, workers over 40 or members of minority groups may violate anti-discrimination laws' (Cappelli - HBR Review February 2000) A lot of companies who run such screening usually outsource the task to a third party vendor. Although on-line screening varies from one Organisation to another a lot of the screening consists of either Personality Tests and, in cases where it can be proved reasonable for completing the job, Credit checks. In the United States however, the use of credit checks is illegal in most states and the use of Personality tests designed to uncover psychological problems have been deemed by the US Courts as medical tests and as such banned under the Americans with Disabilities Act.

Any company using on-line screening must be able to prove that the criteria they have selected in the process have been chosen purely to predict job

performance. Personality tests have been proven to be inadequate at proving performance and leave the Organisation open to claims of discrimination.

This could well explain the lack of penetration among Irish Organisations in the use of screening software. Of course the primary reason for this is that Organisations bring so few applicants forward to interview that the use of tests and the efficiencies they would bring do not warrant the financial outlay required to implement such a programme. However, as the software becomes more advanced, it is the opinion of this student that the use of screening tools will increase in the coming years and further cement the use of on-line recruitment as the medium of choice for employers everywhere.

2.4 Costs associated with E-Recruitment

'Cappeli calculated that it costs only about one twentieth as much to hire someone online as to hire that same person through other traditional methods'. (Cappelli, 2000) It's worth pointing out that this large saving is only realised when the recruitment process from A - Z is carried out entirely on-line. Nevertheless, this is still a substantial saving over newspapers and recruitment agencies, and it is this massive cost saving that recruiting on-line represents that have seen it come to prominence over the last 10 years. Pearce & Tuten (2001) state that running a single position in a Sunday newspaper in the United States could cost $1,000 or more while running the same advertisement on-line would cost between $100 and $300 per month. While these figures are

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somewhat dated now, it does give one an idea of the percentage savings that can be made by recruiting on-line.

It is not just when compared to the print media that on-line recruitment is seen to be the emerging and dominant player. Although they are still popular and have moved into the on-line realm, recruitment agencies nevertheless cost more than using exclusively on-line recruitment websites such as www.monster.ie and www.irishjobs.ie Some recruitment agencies can charge somewhere in the region of 30% of an executives first year salary (Pearce & Tuten 2001). It is interesting to note that in 2002 Monster.com generated 75% of its Parent company's profits while only employing 12% of its workforce (BBC News 15 May 2002 http://news.bbc.co.uk/2/hi/business/1986903.stm)

In various surveys carried out, one of the primary reasons for any Organisation deciding to recruit on-line was to reduce the costs associated with recruitment including administrative costs. (PASRAP 2006 and Kerrin & Kettley 2003) This figure was much higher for Organisations in the Private sector as opposed to the Public sector. The Cost per Hire can be broken down into the following 3 categories;

- Advertising costs
- Agency costs
- Costs associated with Trade Fairs

The Cost per Hire would tend to be higher among the more senior executive ranks of an Organisation as such recruits would be harder to source using traditional advertisement methods. They may be currently employed in a job they are satisfied with and are not actively seeking new employment. They are known as the 'Passive Candidate' and in the past it has been very difficult to attract such a candidate.

2.5 Attracting the Passive Candidate using e-Recruitment

Using on-line recruitment methods have made it easier to attract the passive candidate. In a 2007 survey carried out by McKinsey and Company 64% of Managerial workers who changed companies admitted they were not looking for a change at the time of the transition (Flanigan 2008). As you can imagine, attempting to attract the passive candidate is something left only for those in more senior positions where talent maybe lacking somewhat. Scarborough and Elias (2002) said that "The recruitment of key individuals who will contribute significantly to the value - creating capacity of the firm is critical to success" (Armstrong 2003 p33) They are considered by many HR Professionals to be the "Holy Grail" of job candidates due to the fact that they are already happily employed elsewhere and are not seeking new employment and therefore deemed more loyal than those who are actively seeking new employment (Bair 2005)

Of course, how do you attract a potential employee who is not visiting job websites or actively searching newspaper advertisements? Traditional recruitment strategies do not work when attempting to attract the passive candidate. It is a challenge, but that does not mean that it is impossible (Bair, 2005)

In the current economic climate any attempts to attract the passive candidate using traditionally identified methods will incur huge costs. These methods include;

- Use of Recruitment firms to build relationship with candidate who pass on relevant job specs to the passive candidate. This is usually the domain of the leading professional recruitment firms and therefore can result in large fees for the Employer.
- Use of Trade shows and fairs. They are expensive to host and there is often a large amount of follow up work done which needs to be less overt than the Trade fair (inviting candidates to sign for corporate newsletters etc) (Bair 2005)

Both these options are either labour or cost intensive, neither of which is popular at budget time. An increasing number of firms are using the Internet to

attract the candidate they feel is a good fit for their company but who may not be easily swayed from their current employer.

Social Networking sites such as www.MySpace.com, www.Facebook.com and www.LinkenIn.com have increased in popularity in the last few years and are frequented by professionals in a variety of different fields. Posting job advertisements on such websites is a great way of reaching the passive candidate. It also gives the organisation the chance to sell itself to candidates in an environment where the potential candidates don't feel like they are being pressured and may feel a certain sense of self pride that they are being "head-hunted"

The use of the internet to recruit the passive candidate is being used by only a minority of companies but this minority is growing rapidly. The following quote is taken from e-Recruitment: Is it Delivering.

"Being cost conscious but ignoring quality means we are likely to only attract the easy-to-attract, active candidates....... In the past we've paid any price to the head-hunters to find "in demand" candidates but the Internet gives us other options for proactively seeking them out and building a relationship over time by having a presence in the on-line communities they are in......" (Kerrin M, Kettley P, 2003 p.30)

These are the words of a Recruitment Manager in the UK and their words are echoed by the many other HR professionals who are looking to the Internet for the right candidate.

www.LinkedIn.com has become very popular in the last 4 to 5 years as a way of recruiting those still in gainful employment. It is a networking site that links fellow professionals. Job vacancies are posted on its website and a candidate is free to apply. Provided he or she gets a referred by one of their contacts to the Hiring Manager there is a better chance their application will be noticed more. (Press Release, 'LinkedIn, links up with Direct Employers to transform on-line recruitment). Of course in this situation, one is relying on colleagues or even former colleagues to recommend you for the position. One might feel obliged to do so even if you don't feel the person applying for the role is suitable.

In February 2009 LinkedIn launched a new tool aimed at assisting HR Professionals recruit the passive candidate. The tool is called LinkedIn Talent Advantage.

"LinkedIn Talent Advantage lets recruiters unlock the power of LinkedIn's extensive professional network so they can uncover quality passive candidates who are unlikely to be on traditional job boards," said Francois Dufour, LinkedIn's Senior Director of Enterprise Marketing.
http://press.linkedin.com/linkedin-new-hr-tools 2 February 2009.

Despite the use of the Internet to attract the Passive Candidate and the low costs associated with identifying them, there is still a lot of manual work involved in getting them to the interview stage. Constant phone calls, which may be ignored, take time and while this process is on-going an eligible, worthy and cheaper 'active' candidate may well be overlooked. Is a person with a profile on LinkedIn.com really a Passive candidate? While this is not a criticism of the methods employed, it is of the whole notion of the passive candidate.

"Many of us assume that the passive candidate is better because these are the people who are currently employed and therefore, employable." (Ronald Katz, 2008)

One cannot assume that they are automatically doing a good job just because they are still employed. Without access to personnel files one cannot make that decision.

2.6. Current trends in e-Recruitment

So, in these recessionary times are Organisations leaning more and more towards e-Recruitment or is it something that they will use only in conjunction with traditional methods of hiring. A survey conducted by respected journal

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Personnel Today in June 2009 states that nearly half (48%) of the 400 Organisations they surveyed had cut back on their use of recruitment agencies. 66% admitted they were using their corporate website for most jobs and 32% said they used on-line job boards. Only 12% of respondents said they never used their corporate website as a recruitment tool.

"E-Recruitment is no longer a fad, and for the majority of generalist jobs, agency spend is being reduced," (Personnel Today, Peter Gold)

The use of general advertising has also taken a knock with 45% of employers making cuts in their spending with only 9% saying their budget had actually increased. Overall, 86% of respondents felt that the use of e-Recruitment was a more cost effective approach to recruiting than most other methods. In what can be seen as an indication of how far the software associated with e-Recruitment has come in the last few years, 90% of those surveyed said that online recruitment is easy to use, with 9% slightly disagreeing with this statement.

2.6.1 Use of the Intranet and Corporate website

So far we've focused on the use of the Internet in the recruitment process. What a lot of larger Organisations are using today is their own Intranet to recruit employees within the company. The advantages of using this are obvious;

- It is cheaper than posting jobs on a Jobs Board.

- The pool of candidates can be considered of higher quality as they are already employed by the Organisation

- When hiring an internal candidate it is easier to ascertain a person's suitability for the role by simply consulting with their current line manager.

The use of the company intranet has come a long way since companies used it just for posting news stories and the company share price. For those Organisations with an Intranet site, it is a source of information regarding the many facets of the company and is regularly used for meeting the training needs of staff.

It has become more popular in recent times for Organisations to post vacancies on their Intranet site in an effort to promote someone from within the company. In most cases such positions are posted internally a number of days before they appear on the Corporate Internet site.

The intranet site is the best way for the HR Professional to test the use of e-Recruitment. According to Huub Rüel the use of technology in e-HR as a whole is a "new way of thinking about interaction, service provision and communication in order to redefine the HR Professional". Employees are

encouraged to log onto the Recruitment page of the Intranet and see what is on offer within the Organisation. In most cases the e-Recruitment website is centralised and job postings are not split between the various departments within the Organisation.

Recruiting on the company intranet would be deemed an easier job than on the web. Job descriptions can be very specific and are expected to be filled with technical jargon; after all you are dealing with people who should know what the company does.

There are naturally some roles which will never be posted on-line, whether on the company website or on a traditional job board. Due to the public nature of the internet if a company is identified as looking for a new CEO as they say the position advertised on their corporate website, it would no doubt affect the share price of said company. In an interview with the BBC Martin Yate, author of 'Online Job Hunting', says that "It is difficult to protect confidentiality online, and anonymous advertisements rarely attract the right people, so sensitive hires need head hunters."
http://news.bbc.co.uk/2/hi/in_depth/sci_tech/2000/dot_life/1638816.stm

It is this level of confidentiality that the Net just cannot provide right now when it comes to recruitment on-line and therefore means that the traditional

recruitment agency still has a major role to play in the future of recruitment both on-line and traditional.

A key element in the use of E-Recruitment has been its ability to help increase awareness of the brand of the organisation. This cannot be said for more traditional methods of recruitment which rely on advertising in specialist journals or in the recruitment section of national newspapers, where costs are calculated per word or column inch. Obviously, this does not allow an organisation to extol its virtues as an 'employer of choice', as space is at a premium and the advertisement of the role is what is important. This however does not apply to the recruitment process on the Corporate website, where the space is free and one can sell the Organisation to a prospective employee who may want to join the company before even reading the job advertisement. Merrill Lynch has focused on branding itself as an employer of choice by detailing its organisational structure and the standards of excellence to which it holds its employees. (PASRAP 2006)

A 2008 survey conducted by the CIPD stated that 75% of all Organisations used their own corporate website to attract applicants directly.

2.7 Branding

The CIPD believes that the use of branding will grow in importance in 2010. "Creating relationships with potential employees is important, the key way being through employer brand. In order to maximise a brand's potential to attract the right people, it must express core organisational values and messages and be found in the right places." (CIPD E-Recruitment February 2009 http://www.cipd.co.uk/subjects/recruitmen/onlnrcruit/onlrec

What is crucial in maintaining brand image through e-Recruitment is ensuring that the experience of the potential employee is an enjoyable one. If they have a bad experience this will impact negatively on the brand (Kerrin, Kettley 2003)

Oracle, one of the leading software companies in the world, is taking advantage of web based recruitment for almost 10 years now and they feel it is the best way to develop their 'recruitment brand'. Their recruitment brand is one that they hope attracts and retains the best people in the market. Oracle feels that the implementation of web based recruitment has improved their image as an employer and its reputation as a true e-Business (Cullen, Farrelly, 2005)

Once the employee is recruited to the organisation it is vital that the brand image advocated in the recruitment drive is actually implemented in the real work environment. "To deliver benefits, it is important that the employer brand is not merely rhetoric espousing the organisation's values, but is reflective of the actual experience of employees." (CIPD Branding 2009)

Support of one's own organisation plays a crucial role in the recruitment process. Many websites include testimonials from their employees extolling the virtues of the company. A cynic might say that the claims are disingenuous but they are being used more often by organisations on their recruitment websites. Some examples include the following;

Honda (http://corporate.honda.com/careers/details.aspx?id=testimonials)

AirPlus International (http://www.airplus.com/default2.aspx?ni=74313&s=1&v=1&docid=-1&a=1&knp=0&)

Yellow Pages (http://www.yellowpages.com/about/testimonials)

Rio Tinto (http://www.riotinto.com/careers/2507.asp)

All the above mentioned companies are well known brands in their respective industry but they know the value of using the web in helping their brand, and they want to hire those people that will help maintain the brand over the coming years.

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Chapter 3 - Methodology

3.1 Introduction

Part of the decision making process surrounding the author's choices with regard to what methodologies to use for collecting Primary Research meant that the author had to ensure the methods chosen would give a balanced analysis of what the Dissertation is focused on.

As set out in the proposal this dissertation exercise would require a large amount of Primary research. The author employed 2 different research methods during the course of my dissertation. He conducted a number of interviews with Human Resource Managers in the Financial Sector and also met with some Recruitment Agency representatives to see how the advent of Web based recruitment has impacted on their business. The second method chosen was to use surveys. This allowed the author to gather an array of information into people's habits regarding their use of e-recruitment to look for employment.

3.2 Secondary Research

During the course of the Literature Review the author noticed there was a lack of empirical data regarding the use of e-recruitment that was less than 2 to 3 years old. A lot of the Literature contained Secondary data which was already touched on in the literature review. "Secondary data analysis is the analysis of an existing data set" (Blaxter et al, 2001, p.168). This is certainly true but the

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author did not use the secondary data uncovered as a means of determining his results. A lot of that data was collected a number of years ago and would only serve as an indicator as to how e-recruitment has progresses in the last number of years. The author was more concerned with up to date information and information that took into account the current economic climate.

Finn et al (2000) suggests that Secondary research should only be used as a framework on which to base and ultimately understand the findings of the Primary Research. Due to the lack of textbooks on this subject the majority of the secondary data was gathered from various internet websites. The secondary data I obtained included the following articles;

- E-Recruitment Practices and Trends in Ireland published by the Public Appointments Service Research Advisory Panel provided the student with various figures relating to the use of web based recruitment in the Republic of Ireland and they were used extensively in the Literature Review.
- An article from the Harvard Business Review website entitled 'Making the most of On-line recruiting' written by Peter Cappelli.
- The CIPD website contained various articles that were of benefit to the author. Their articles entitled 'E-Recruitment', 'Branding' and 'Recruitment' were quoted from throughout the Literature Review.

- The BBC website provided some interesting stories that were not mentioned in any other on-line websites.

As this Dissertation topic concerns the Financial Sector, in particular the financial sector in Ireland in 2009 I felt it was necessary to meet the people who help shape the service provided by e-recruiters i.e. HR Managers and the working public. Meeting with HR Managers gave me an idea as to how they are utilising e-recruitment as this time, given the situation the economy finds itself in.

3.3 Primary Research

There is usually a dilemma when conducting primary research and whether or not to choose Quantitative or Qualitative research. As he conducted the literature review the author realised that what was needed, more than anything else, was hard data on the numbers of people frequenting recruitment websites, how often they were doing so, and was this happening to the detriment of other recruitment methods such as recruitment agencies and newspaper advertisements.

Therefore the author focused most of his attention on the quantitative aspect by surveying those working in the financial sector and getting their responses to a set number of questions that were devised with multiple choice answers.

The sample size was approx 100 people (actual responses received 72). This was felt to be a large enough sample of young professionals in the financial sector to be representative of the sector as a whole in Dublin.

The crux of this dissertation relates to the future of e-recruitment over more traditional recruitment methods such as agencies and the use of the print media. The quantitative method employed was the best method for getting the facts that would either support or disprove my underlying hypothesis that the use of e-recruitment is increasing and will continue to do so.

3.4 Methods employed

In the interview process, the author put forward to the HR Managers interviewed a series of questions which would again provide further empirical data to support or disprove the hypotheses. There was room for the interview subjects to give their own opinion on the e-Recruitment process and these opinions have been included in the qualitative data in the findings too.

The questionnaire designed, which you will find in the Appendix, was issued to colleagues and former colleagues, 2 groups associated with the financial sector. It was decided not to disclose the identity of these companies, as part of the decision to treat all primary data obtained strictly private. Both

companies are located within Dublin City Centre and employ over 200 people each.

The author interviewed 4 HR Managers and 1 representative of a Recruitment Agencies (one representative pulled out unexpectedly from a proposed meeting and the author was unable to find a replacement in time). The questions put to them have been included in the appendices. Again their identities are to be kept strictly private and confidential. One of the HR Managers works for a one of the Top 4 banks in the country. Another works for one of the largest Fund Management companies in the World, a company with more than $500 billion assets under management. The remaining two HR Managers interviewed are those of the author's current employer and former employer.

Saunders et al (2000) divide questionnaires into 2 distinct types, those that are self - administered whether it be via e-mail in this case or by post and those that are administered by an interviewer. In the course of the primary research the author employed both methods. In order to avoid the bias mentioned by Oppenheim (2002) which can come from the interviewer's body language and style of questioning it was ensured that the questions were structured in such a way that the answers could be easily given as merely yes or no. Obviously the subjects were keen to elaborate on their responses and at no time were they prompted to give an answer that would support the hypotheses in favour of what they truly believed.

3.5 Survey Sampling and Distribution

The sampling technique employed for distributing the questionnaire was not random as people were chosen whom it was felt would respond to the questionnaire but who would also answer in a truthful manner. They were informed what the questionnaire was for, but at no time were they told what the author's stance was in relation to the questionnaire, so their responses could not be influenced by a desire to give the answer they felt were wanted.

Everyone in the sampling frame works in the Finance industry and they were encouraged to forward it onto their colleagues and friends within the industry for them to complete also. Saunders et al (2000) define a sampling-frame as "a complete list of all the cases in the population from which your sample will be drawn" (p. 154). Therefore I was certain that the final sample would consist primarily of those in the Financial Sector.

The website www.surveymonkey.com was used to construct the survey. Their website allows anyone to build a survey with ease and it also then collects the results for the user. Their help section has some good advice including the following which I followed in the design of my survey;

To enhance the accuracy of respondent's answers, take into consideration the following items (Iarossi 2006, 28):

- Address the wording style, type, and question sequence.

- Make the survey interesting and notice the survey length or how long it takes to answer the entire survey.

- When designing a survey, the author should try to put him/herself "in the position of the typical, or rather the least educated, respondent." (Moser and Kalton 1971, 320)

The author did not employ a Likert Scale model for his responses as he was not seeking agreement from the respondents to various statements but rather their attitudes towards certain methods of recruitment. All responses were 'Yes / No' answers and multiple choice with an open ended option.

The author wanted to move away from the 3 or 5 point scale that is often preferred by those creating surveys. They present respondents with a safe middle ground and in the opinion of this author inhibits them from making a decision on something whether it be positive or negative. Again, the following extract is from the Survey Monkey website;

'Here is where you decide if you want to provide a "neutral" middle category to your scale. If a neutral choice is a possibility, then you may want to include a midpoint answer choice. However, if you want the respondent to take one side over the other, then an even number of categories is suggested. This will force respondents away from the neutral response (Iraossi 2006, 61). Some

people agree that it is best to force the respondents in one direction or the other. If you choose the unbalanced form and force respondents away from the neutral alternative, then as the researcher be careful that this will not introduce bias into the data (Brace 2004, 84).'

http://s3.amazonaws.com/SurveyMonkeyFiles/SmartSurvey.pdf

Question 7 on the survey is typical of the type of question the author employed which was asking respondents how they rated Recruitment Agencies versus on-line recruiters:

How would you rate their effectiveness in finding you full time employment against on-line Recruitment Websites?

Much Better

Slightly Better

About the Same

Worse

As this survey was designed to test people's attitudes towards e-Recruitment having a question that gives a biased approach to the side the author is arguing against, represents a balanced methodology in this author's opinion.

National College of Ireland

The interview and survey part of the research was conducted during the period from 7 July 2009 to 15 July 2009

The font used for this Dissertation is Trebuchet MS which was designed by Microsoft in 1996 and is one of their core web fonts.

Chapter 4 - Results

4.1 Introduction

During the course of the primary research the author conducted a number of interviews with HR professionals and representatives of the recruitment agency business. He also issued a questionnaire to a number of colleagues in the Financial Sector. The aim was to get approx 75 respondents; the number of completed surveys received back was 72.

We will start with the results of the quantitative research i.e. the survey conducted which was distributed to colleagues and former colleagues all of whom are currently employed in the Financial Services sector in Dublin, Ireland.

4.2 - Survey (Aims)

You will find a copy of the survey created in the Appendices. The survey was issued via e-mail to colleagues and former colleagues working in the Financial Services sector that contained a link to the website www.surveymonkey.com. By clicking that link respondents were brought directly to my survey.

The survey consisted of 26 multiple choice questions and its principle aims were as follows;

- To ascertain the penetration of e-recruitment in the workforce by determining how many people have used it and how they feel

about it towards traditional means of recruitment (i.e. job advertisements in newspapers and recruitment agencies)

- To determine how effective people feel web based recruiters are when compared to recruitment agencies in particular.

- To determine if people are still referring to newspapers or industry magazines when searching for employment.

- To determine the penetration of on-line job fairs (a relatively new phenomenon) compared to the traditional Fair hosted in a convention centre such as the RDS.

- To determine the use of social networking sites such as www.linkedin.com and www.facebook.com in searching for employment.

- To determine the use among corporations of their own corporate website as a method of recruiting and also the use of the intranet to the same end.

- To determine if the experience one gets from using a corporate website affects ones feelings towards the corporation\s brand.

- To determine whether the presence of employee testimonials has a positive or negative influence on a person's decision to apply for a position.

You will notice that at no time during the course of the survey did the survey request a person's age or gender. The purpose of the survey was not to establish the use of e-recruitment within a certain age bracket or by a certain gender but rather among those in a particular industry, in this case the Financial Services sector. There are already figures available that show the breakdown of the Irish workforce by age and gender and this information is included in the appendices or you can follow this link

http://www.businessandgender.eu/en/countries/ie/ireland-review

This section will merely show the results of the primary research as it was received. The data will be further analysed in Chapter 5 – Conclusions & Recommendations.

"To qualify each result, or group of results, with comments and comparisons gives the strong impression that you are trying to influence the objective judgment of the reader" (A Structured Approach for Presenting Theses – Chad Perry, Class notes 2009)

4.3 Survey Results

The first question on the survey was;

Question 1 - Have you ever used an on-line recruitment website such as www.irishjobs.ie or www.Monster.ie to search for a job during the course of your career?

Have you ever used an on-line recruitment website such as irishjobs.ie or Monster.ie to search for a job during the course of your career?

■ 7%

□ 93%

□ Yes
■ No
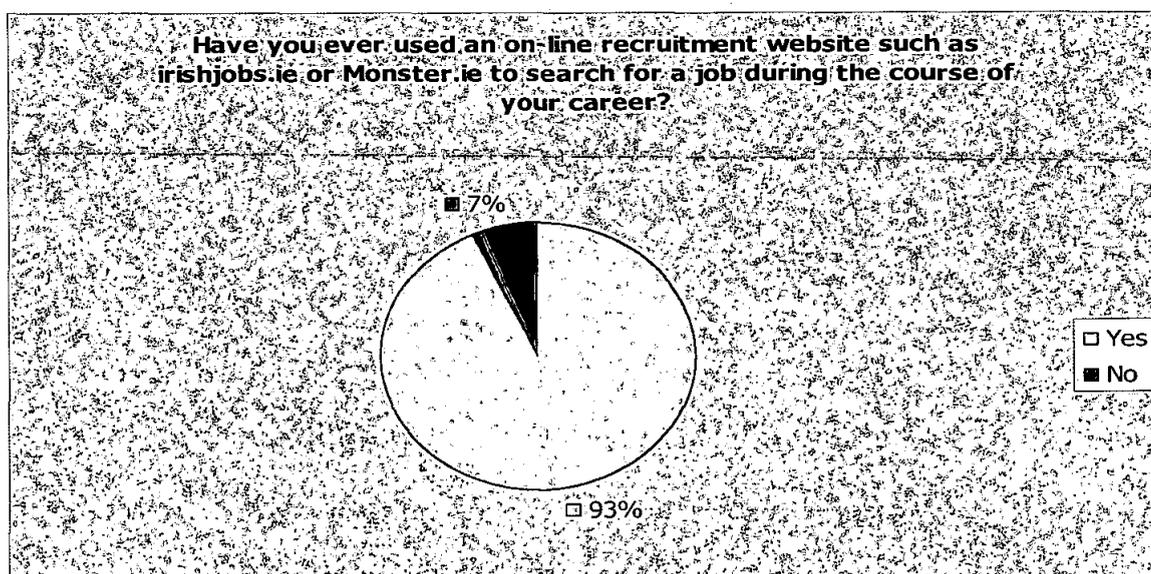
Respondents were presented with a simple Yes / No option and the responses showed that 93% had used it at some point and that only 7% had not. The presence of the 2 suggested websites was there for reasons of their popularity and also to distinguish them from the websites of recruitment agencies. The purpose of the question was to determine the use of web based recruiters only.

The next question asked respondents which web based recruitment websites have they visited. Respondents were presented with a list of websites and were instructed to click more than one if they wished.

Question 2 - What websites have you used (you can tick more than one)

What websites have you used (you can tick more than one)
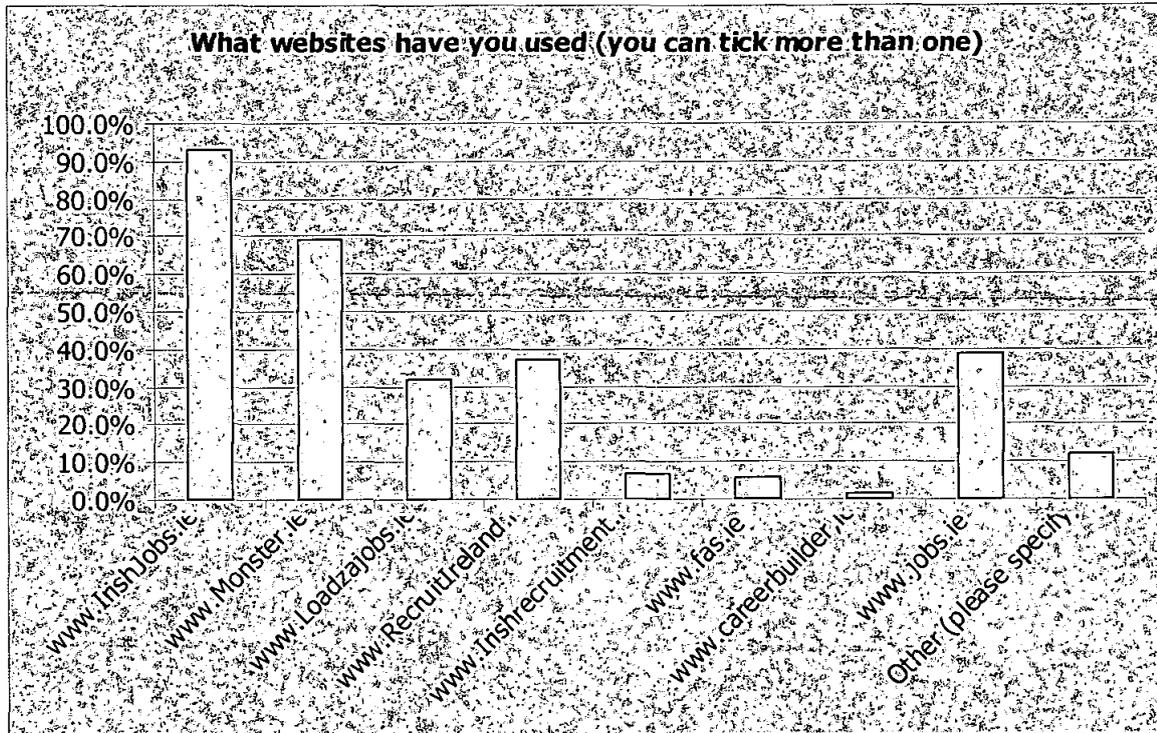
As you can see, a large proportion of those surveyed chose www.irishjobs.ie over any other web based recruitment website with www.monster.ie the second most popular and www.jobs.ie in third. For those who chose other, www.publicjobs.ie was the most frequented. Some users who selected other inserted 'Nil' meaning that there was no option available for the respondent who did not use e-recruitment. This was not discovered in the pilot phase and the student will note this for all future surveys.

The third question asked respondents whether they had registered their CV with any of these websites. This would determine how many people were simply browsing and not seriously looking for new employment.

**Question 3 - Have you registered your CV with any of these websites?**

Have you registered your CV with any of these websites?

46% 54% □ Yes ■ No
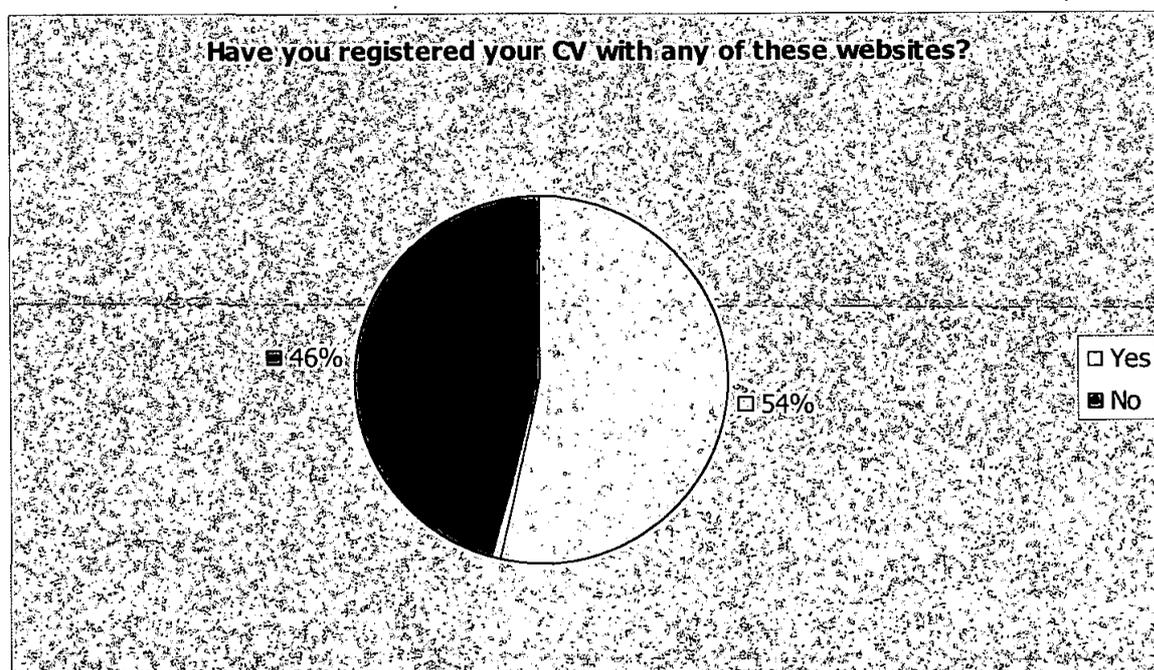
Only a small majority of respondents (54%) had registered their CV with any of the websites. The possible reasons for this will be discussed in chapter 5.

Question 4 asked if the respondents had taken advantage of any of the tools available on e-recruitment websites. It is these sorts of tools that web based recruiters cite when distinguishing themselves from traditional recruitment agencies.

Question 4 - Have you used any of the tools available on these websites, such as CV Building, and Cover Letter tips?

Have you used any of the tools available on these websites, such as CV Building, and Cover Letter tips

☐ 33%

☐ Yes
■ No

■ 67%
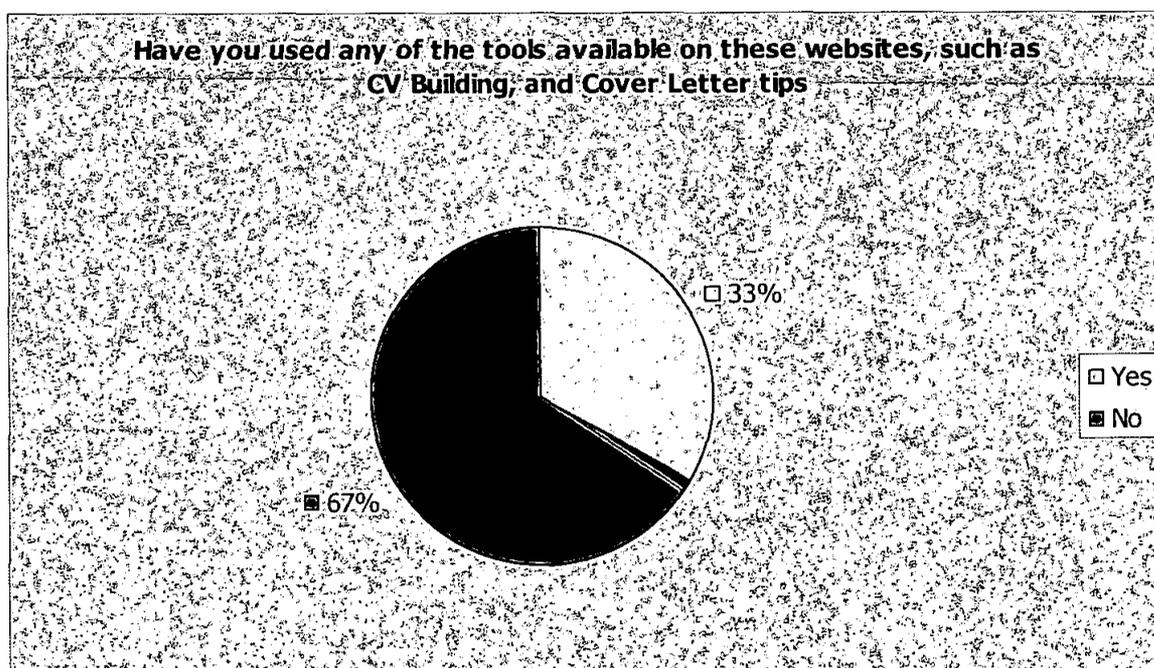
As you can see, not too many people have used these facilities, only 33% saying that they have used the facilities.

The next question, Question 5, asked if respondents had ever sent their CV to a Recruitment Agency that was NOT in direct response to a job advertisement. This was asked to determine if people were more willing to send their CV to an agency rather than register it with an online recruiter.

Question 5 - Have you sent your CV to a Recruitment Agency that was not in direct response to an advertisement?

Have you sent your CV to a Recruitment Agency that was not in direct response to an advertisement?

■ 35%

☐ Yes
■ No

☐ 65%
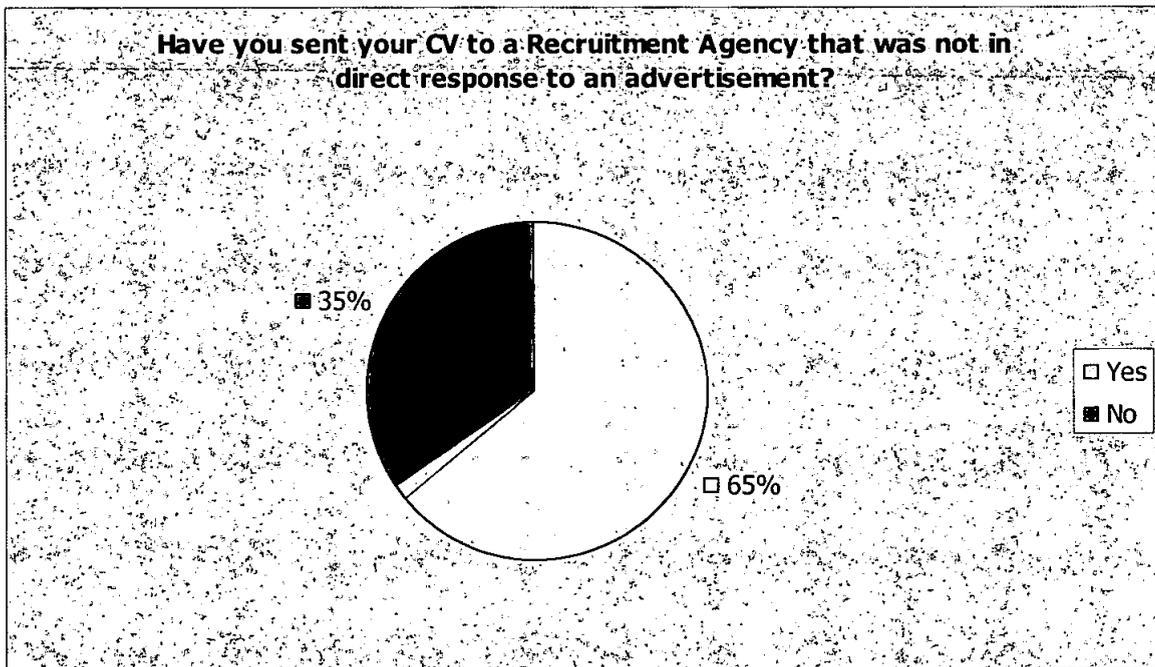
The results would seem to say that more people (64%) are willing to submit their CV to an agency rather than register it with an on-line recruiter where only 56% of respondents had done so. Of course, some people will have done both but it would seem that sending their CV to an Agency is their preferred method.

National College of Ireland

Question 6 provided respondents with a list of Recruitment agencies to choose from with the question itself asking which agencies they had submitted their CV to. The list was determined from a combination of a Google search for Recruitment websites and the order in which Recruitment Agencies appeared on www.goldenpages.ie

Question 6 - Which one(s) did you use (you can select more than one)?
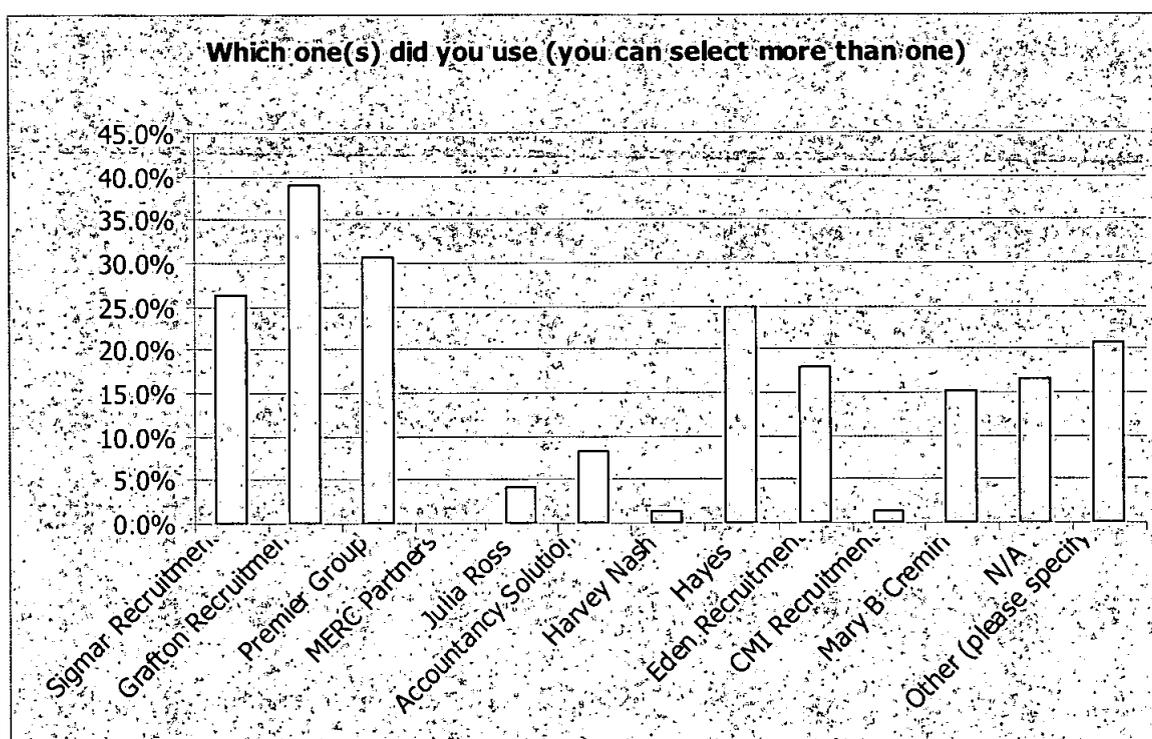
The author could have selected many more Recruitment agencies than the ones that were chosen but did not as this would have made the question far too crowded. For this reason I included an option of 'Other (please specify)'. This open ended option was limited to 150 characters. Respondents included 16 additional Recruitment agencies that had not been included on the original list.

Grafton Recruitment headed the table which is in keeping with analyses

mentioned in the Literature Review.

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Question 7 was an important one as it asked respondents to gauge the effectiveness of Recruitment agencies versus the effectiveness of web based recruiters.

Question 7 - How would you rate their effectiveness in finding you full time employment against on-line Recruitment Websites?

How would you rate their effectiveness in finding you full time employment against on-line Recruitment Websites?

□ 7%

□ 28%

□ 41%

■ 24%

Legend:
- □ Much Better
- ■ Slightly Better
- □ About the Same
- □ Worse
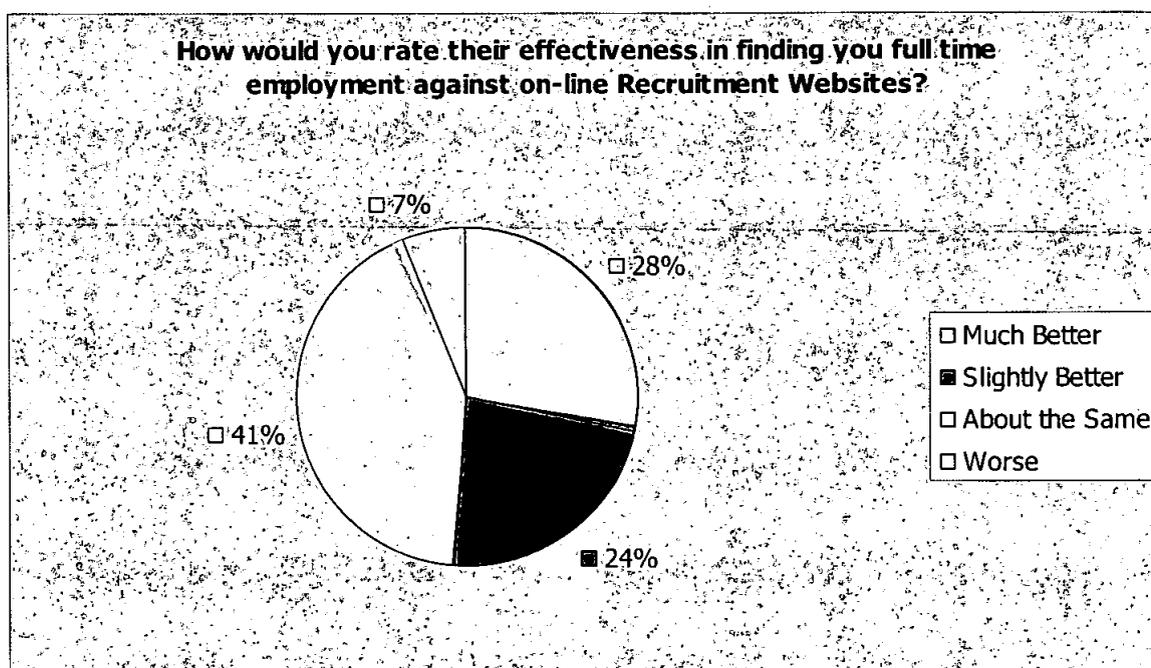
Just over half of all respondents (53%) felt that Recruitment Agencies were better than on-line recruitment websites in terms of effectiveness. It is significant that only 8% of respondents felt that they were worse than on-line recruitment websites. The reasons for this will be discussed in the next chapter.

With the next question I was gauging the use by people of the traditional print media in searching for vacancies.

Question 8 - Do you purchase a newspaper / trade journal specifically to look at their Job ads pages?

Do you purchase a newspaper / trade journal specifically to look at their Job ads pages?

39%

61%

☐ Yes
■ No
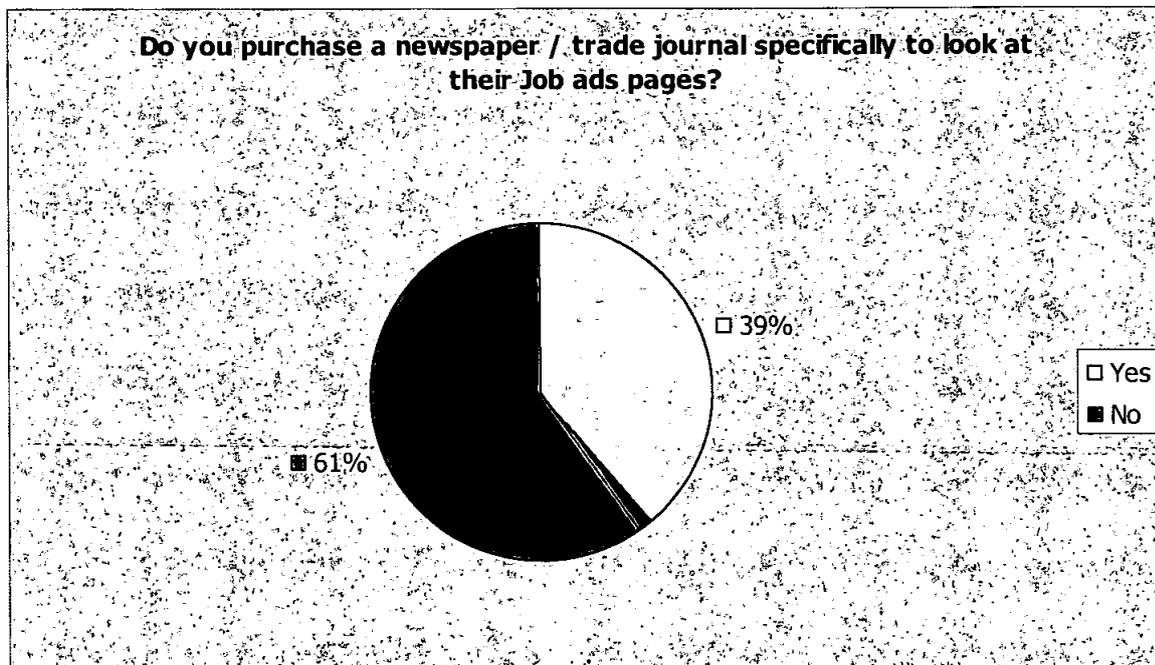
The majority of people it would seem are moving away from the print media to search for job vacancies. This could in part help explain the recent decline in newspaper sales as more and more people are moving to the internet for not only for news but also in the search of job vacancies.

Question 9 asked respondents who answered yes to question 8 which

newspapers / journals they utilise in their search for vacancies.

Question 9 - If Yes, which newspapers / trade journals would you purchase?

(You may select more than one)

If Yes, which newspapers / trade journals would you purchase?(you may select more than one)
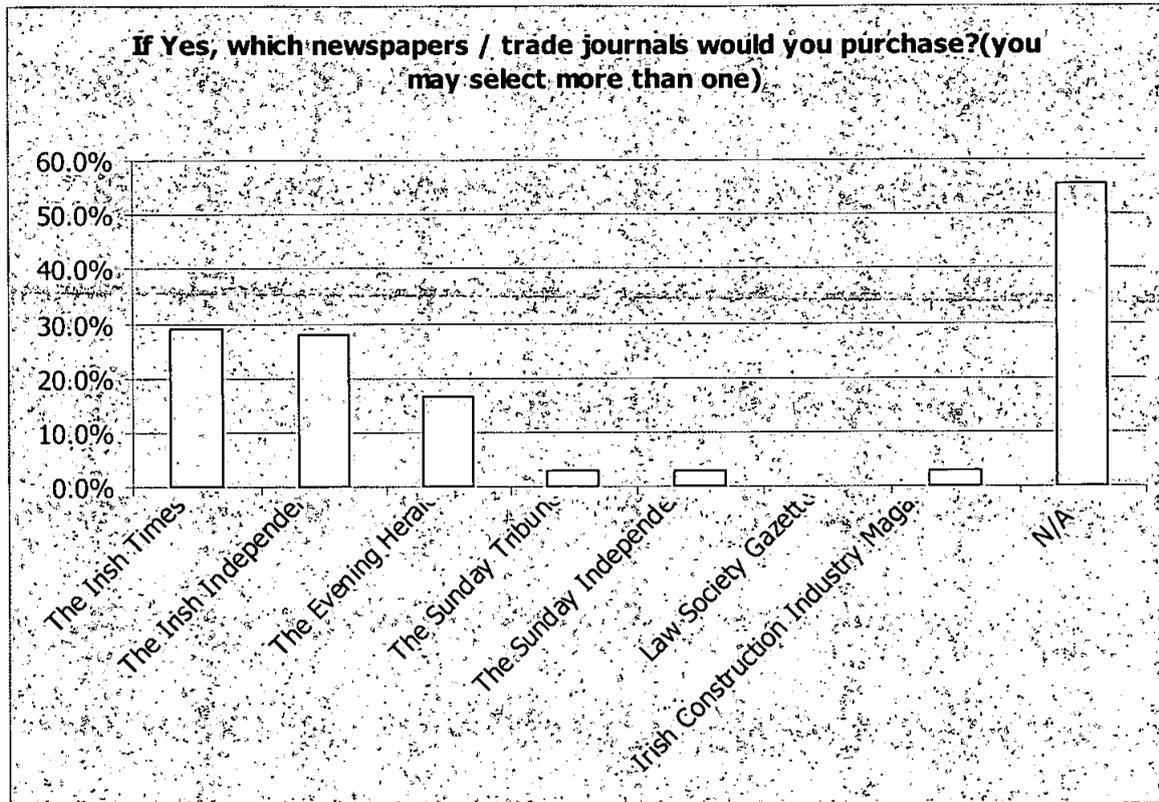
I decided not to list the English tabloids as their readership demographic would

not fit with the young financial professional that my survey was aimed at. The

question asked which newspapers you purchase, so therefore I left out the free

morning newspapers distributed at train stations around the Dublin area.

The 2 Broadsheets mentioned, which accounted for more than 60% of

respondents preferences that purchased a newspaper both carry recruitment

sections at least once a week in their respective papers. However, the question did not apply to a total of 53% of all respondents which shows how much of a downturn the print media has experienced.

Question 10 was open to all respondents and gauged how often they look at newspapers in general compared to the internet to seek job vacancies.

Question 10 - Compared to using the Internet, how often would you use newspapers / journals to look for open positions?

Compared to using the Internet, how often would you use newspapers / journals to look for open positions?

- □ 6%
- ■ 22%
- □ 72%

Legend:
- □ More Often
- ■ About the Same
- □ Less Often
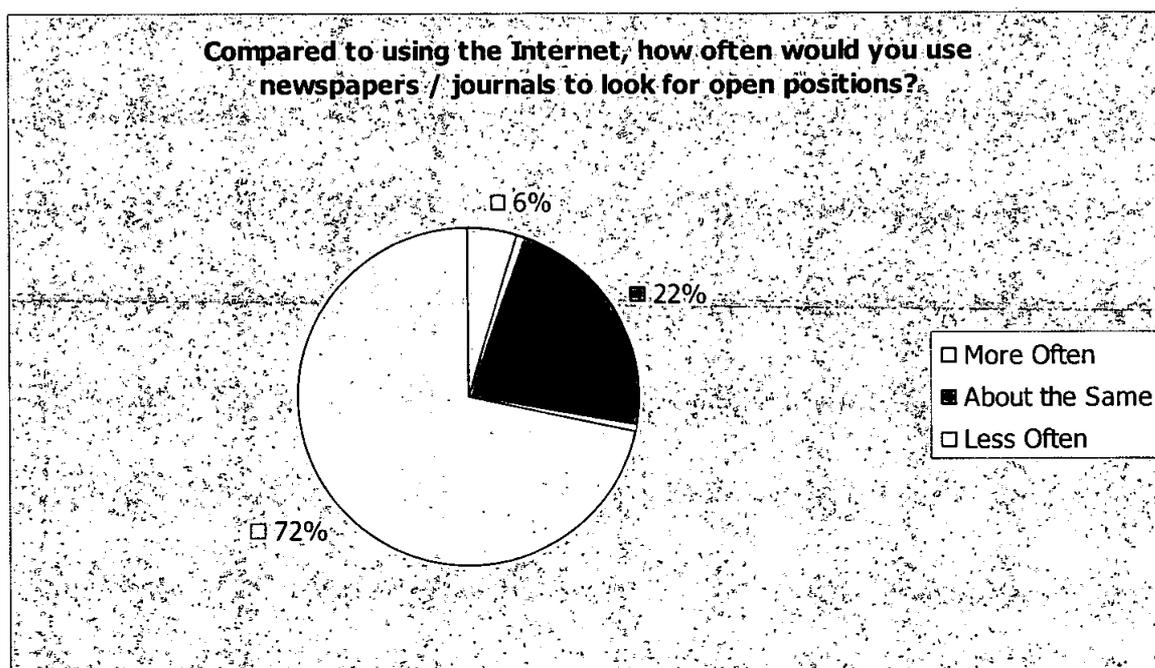
It would seem quite clear that the print media does not have the lead any longer when it comes to people using it to seek employment. During the course of my qualitative research it was quite obvious that employers are no longer using the print media either. I will elaborate on this in more detail in the Qualitative research section.

Questions 11, 12, 13 & 14 were all related to jobs fairs. It is a relatively new phenomenon to conduct Job Fairs on the Internet and the results of the questions in relation to it bore out the fact that this method of e-recruitment has yet to be embraced by job seekers.

Question 11 - Have you ever attended a Jobs Fair such as Grad Fair or any run by FAS?

Have you ever attended a Jobs Fair such as Grad Fair or any run by FAS?

28%

72%

Yes
No
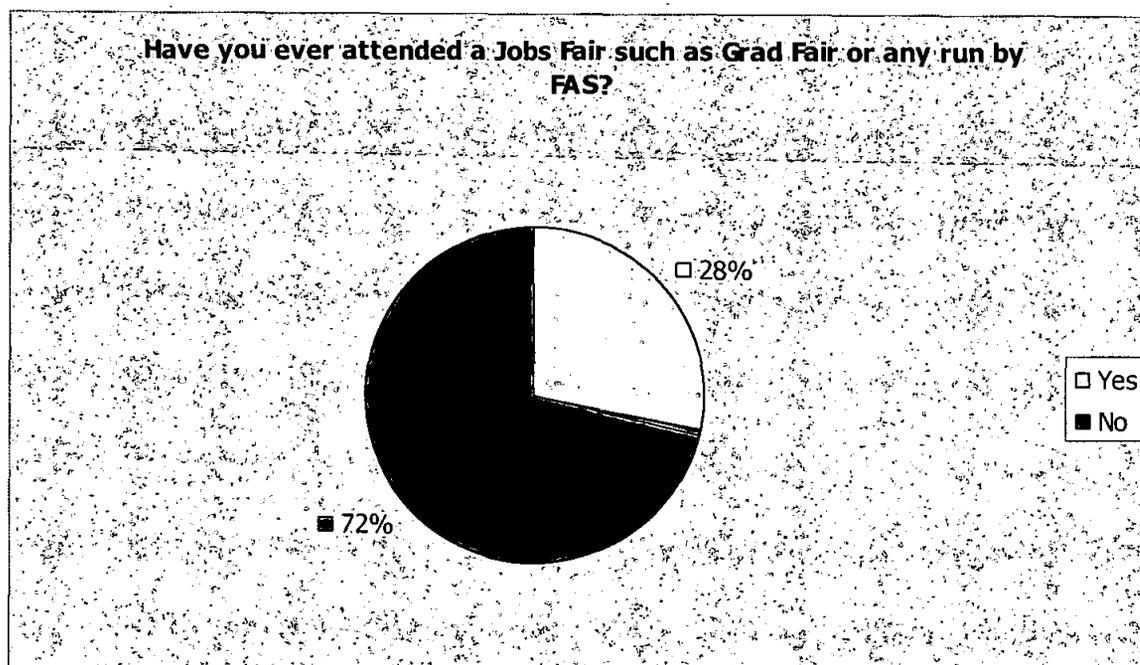
Question 12 - Did attending such an event result in you obtaining at least a
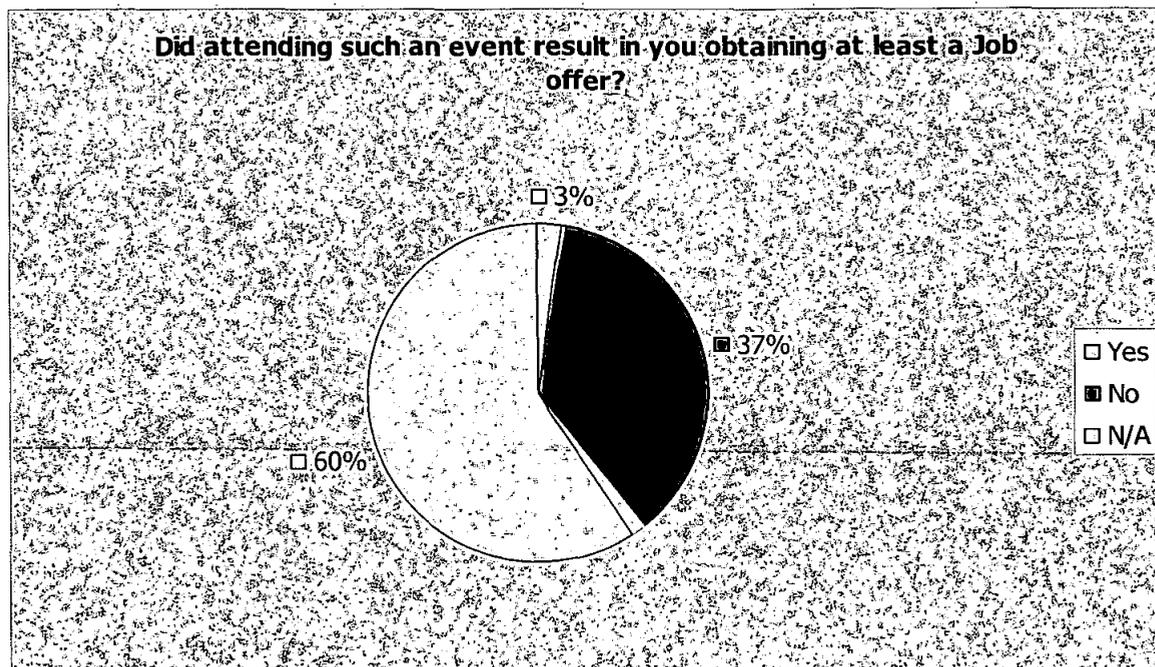
Job offer?

Question 13 - Have you ever attended an on-line Jobs fair such as

www.Jobsfair.ie ?
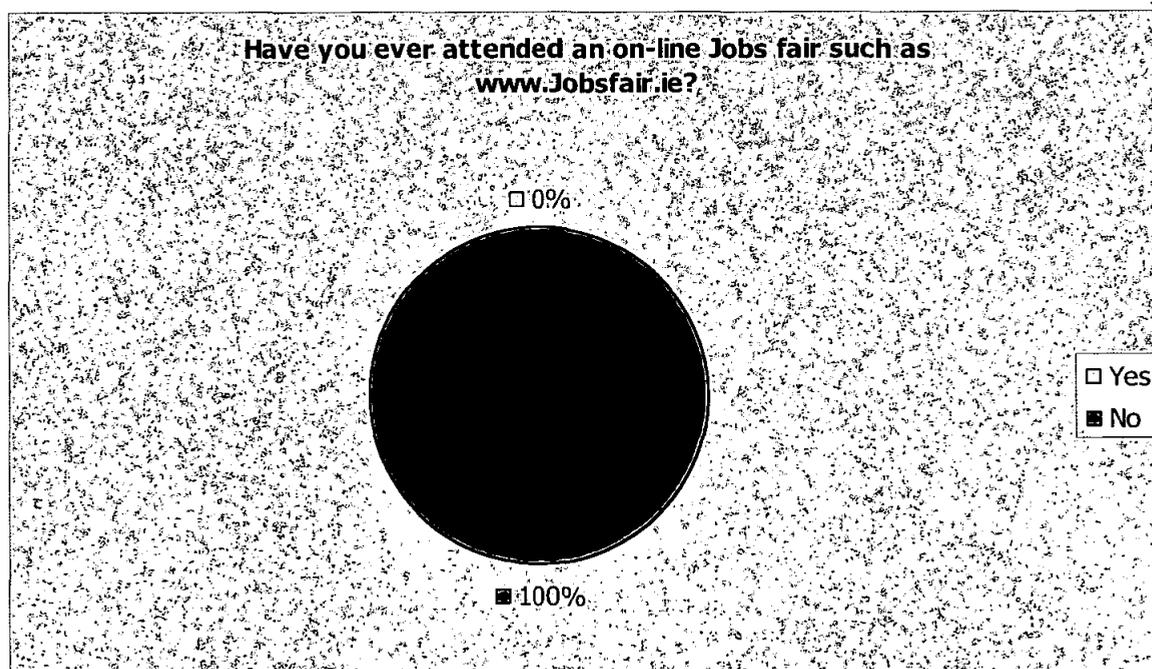
Question 14 - Did attending such an event result in you obtaining at least a Job offer?

Did attending such an event result in you obtaining at least a Job offer?

0%

18%

82%

Yes
No
N/A
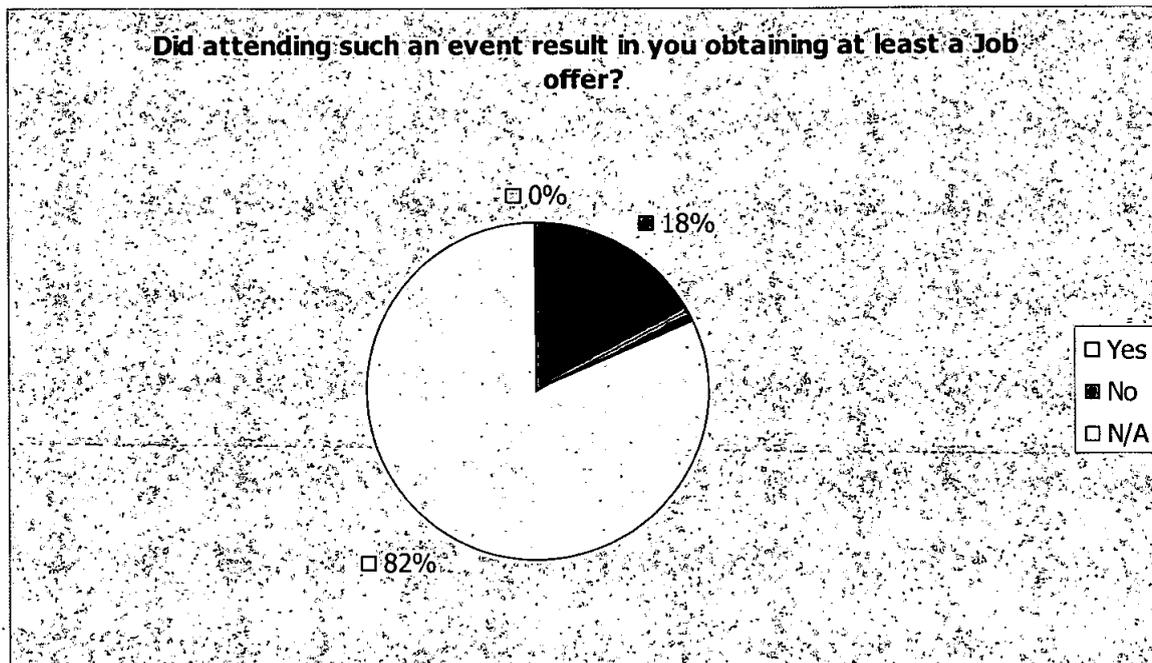
It would seem that Job Fairs are not that common among financial sector professionals. Most people would agree that Job Fairs are primarily aimed at graduates and their relatively poor showing here is not reflective on their overall representation in the recruitment industry. For the question immediately above, the N/A option should be 100% but clearly some respondents did not understand that if they had attended such a fair then the correct response was N/A.

Question 15 mentioned the use of Social Networking sites as a means of

recruitment. This relates to the area of recruitment known as Passive

Recruitment.

Question 15 - Do you use, or do you intend to use Social Networking sites

such as www.Facebook.com and www.LinkedIn.com to search for jobs?
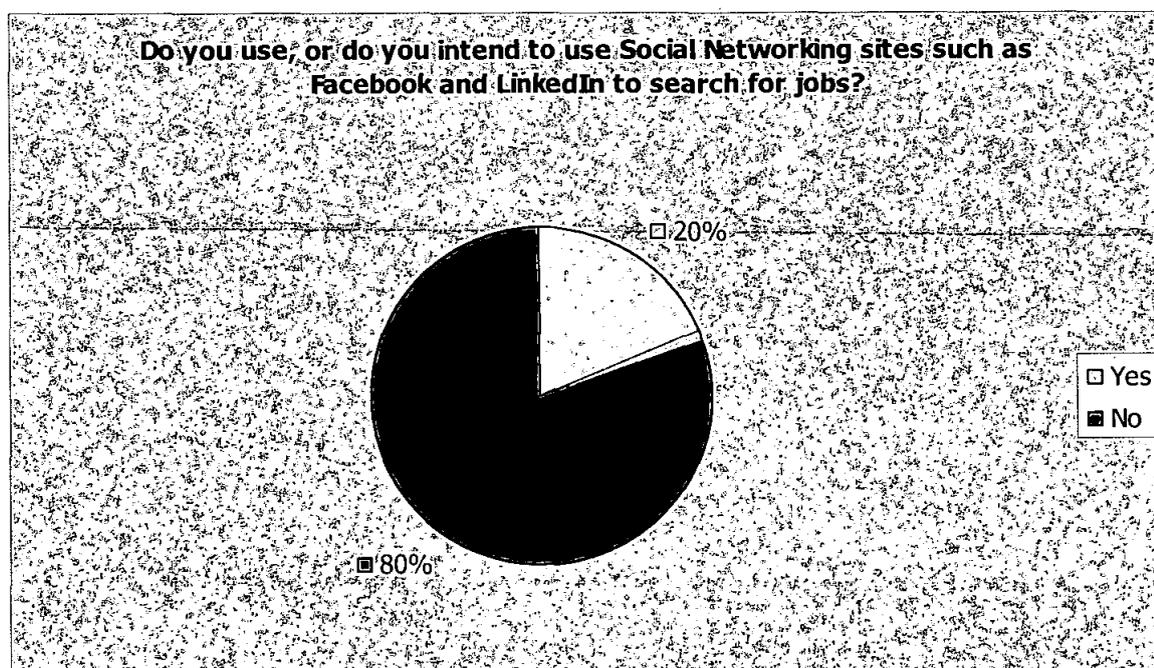
The majority of respondents (80%) do not use Networking sites to search for

jobs. However their presence on such sites and in particular on

www.linkedin.com would suggest that they are open to new possibilities.

Question 16 touches on this further.

Question 16 asked respondents if they had ever been approached as a direct result of having their information on a Social Networking site. This process is more commonly known as Head - Hunting and the advent of social networking sites has been a huge boon for such types of recruiters.

Question 16 - If yes, have you ever been approached by either an Employer or a Recruitment Agency as a result of having your information posted on such sites?

If yes, have you ever been approached by either an Employer or a Recruitment Agency as a result of having your information posted on such sites?

4%

25%

71%

Yes
No
N/A
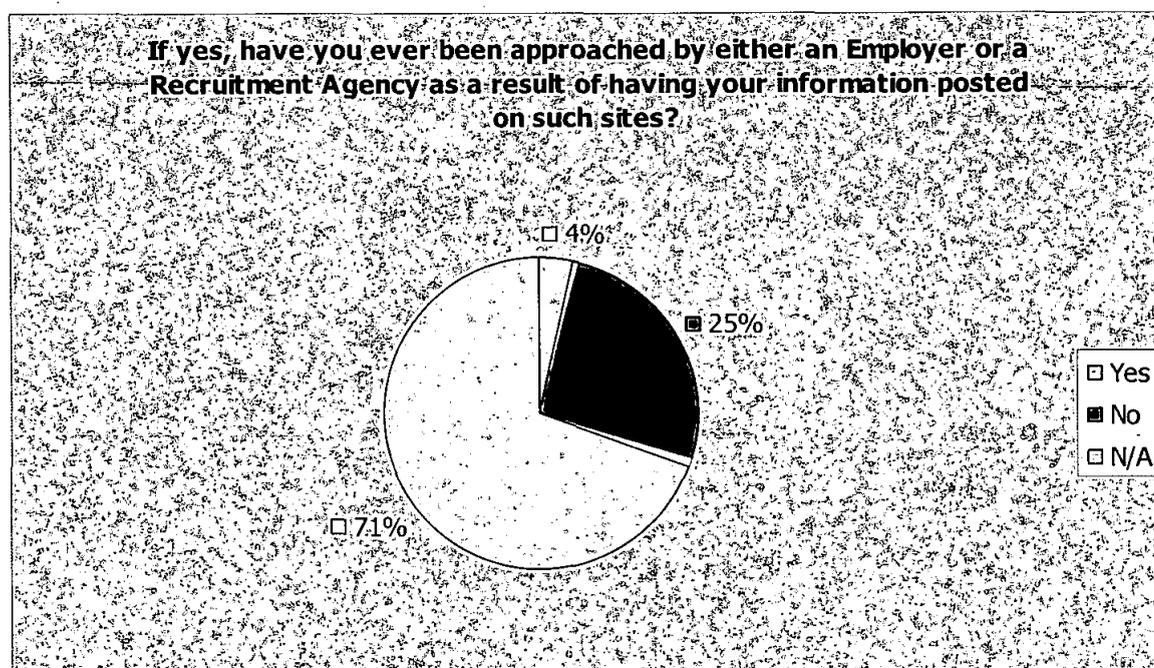
As you can see the question did not apply to the majority of respondents but it is worthy of note to mention that 4% were approached. This may not sound like much but it proves that Head hunters are utilising on-line tools to approach passive candidates. Further research carried out by this student showed that there are a number of informal networks of HR Managers who pass on information relating to employees they may have previously made redundant

for new positions that may arise within other organisations. This will be discussed further in the Qualitative section.

The next series of questions were designed to determine whether or not the company people worked for had its own Corporate website / Intranet, whether jobs were advertised there (both for public and employee only consumption) and if the presence of employee testimonials influence the decision to apply for a vacancy there.

Question 17 - Does your current employer have its own corporate website that is accessible to the general public?

Does your current employer have its own Corporate website that is accessible to the general public?

■ 7%

□ Yes
■ No

□ 93%
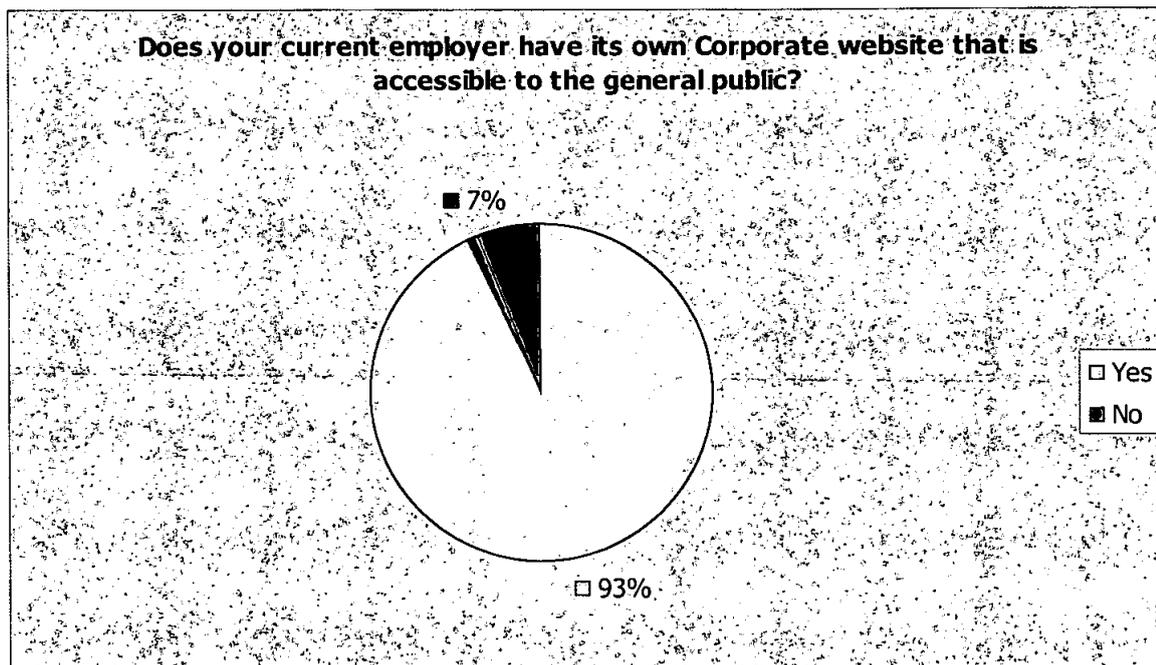
Today, most organisations will have their own website, some just to have a presence on the web which might detail what the company does, while others will have a fully functioning website that they'll advertise heavily and which will have an entire section given over to Careers within the organisation. As most of the respondents work in the Financial Services sector it is no surprise to see that the majority of respondents said yes to this question.

Question 18 - If yes, do they advertise open positions there?

If yes, do they advertise open positions there?

- □ 7%
- ■ 18%
- □ 75%

Legend:
- □ Yes
- ■ No
- □ N/A
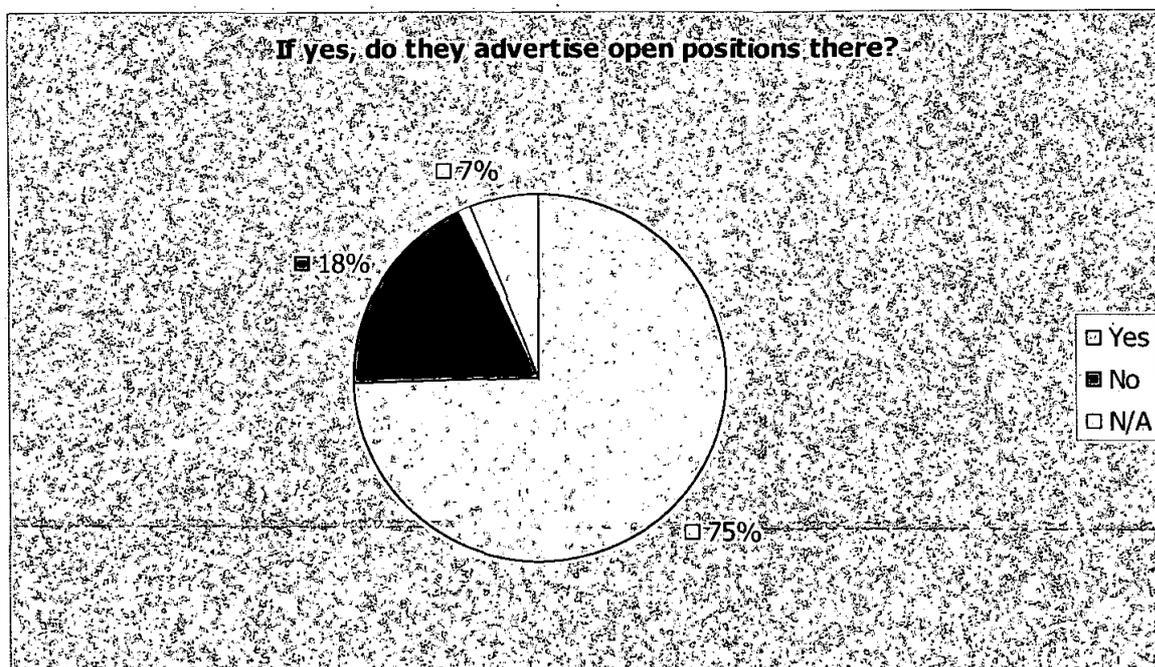
It is worth noting that 17% said that they do not advertise open positions on their corporate website. Perhaps this is due to the down turn and at this moment in time the corporation in question does not have any vacancies.

Question 19 & 20 are similar to the previous 2 questions, however in this instance it talks specifically about the corporate Intranet.

Question 19 - Does your current employer have its own Intranet side, accessible only by employees?

Does your current employer have its own Intranet side, accessible only to employees?

9%

91%

☐ Yes
■ No
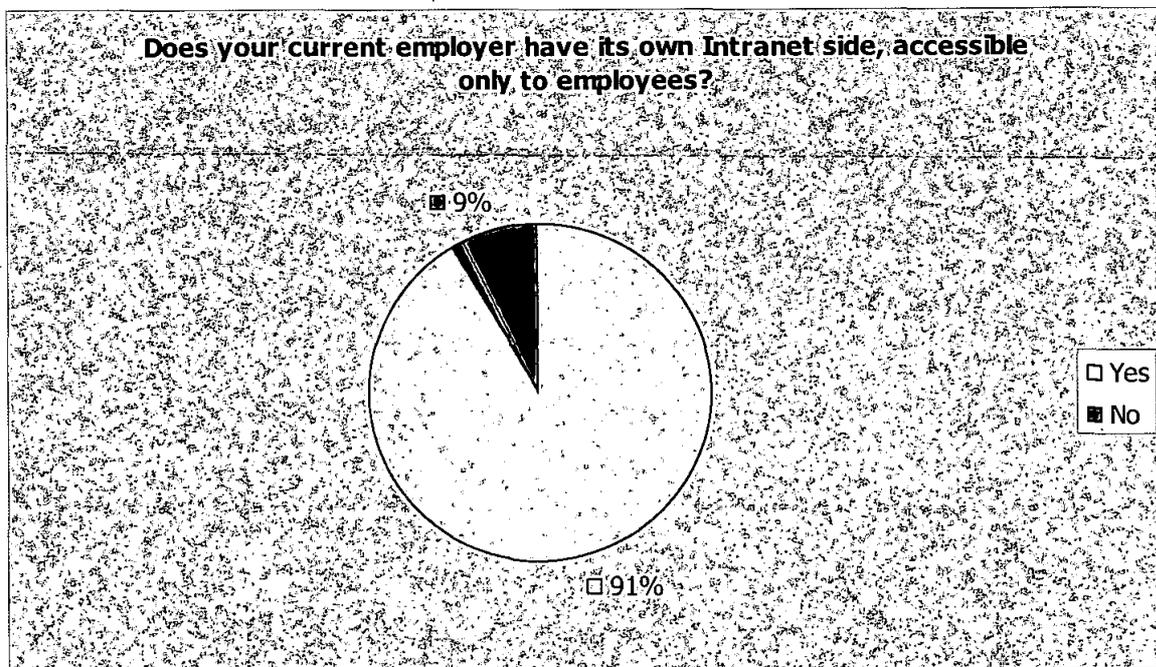
The vast majority of companies have their own intranet websites as seen in the Literature, so these statistics are not surprising.

Question 20 - If yes, do they advertise open positions there?

If yes, do they advertise open positions there?

☐ 8%

■ 8%

☐ Yes
■ No
☐ N/A

☐ 84%
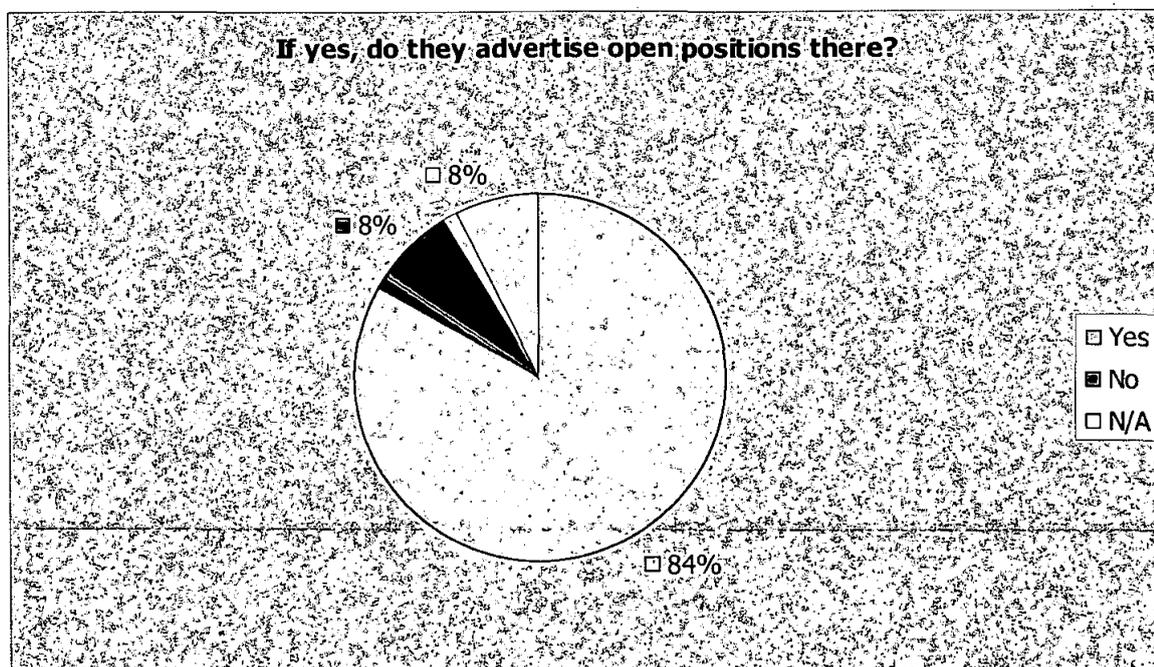
Some companies use their intranet as a *source of information* relating to various HR functions; pension scheme, holiday entitlements, sick leave etc. but not all advertise vacancies on their intranet. This is a surprise given how easy it is and the cost savings from recruiting internally. This will be covered in more detail in chapter 5.

Question 21 related to the presence of an Employee Referral scheme which I discovered during my qualitative research to be an often used method to recruit.

Question 21 - Do they have an Employee Referral scheme where you can submit the CV of a friend on-line?
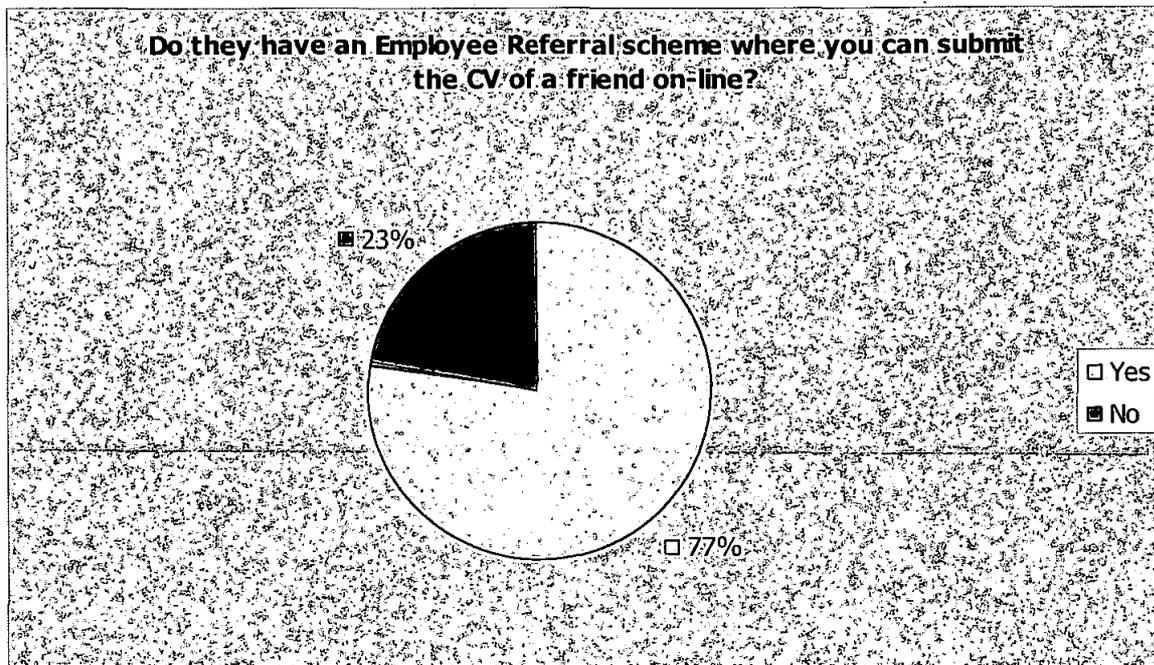
1 in 4 companies do not have an employee referral scheme, but this figure is most likely down to those that do not have an intranet or do not use it for recruiting purposes.

Question 22 - Have you ever used a Corporate website to seek vacancies directly with an Organisation i.e. using the careers section on such Corporate websites as www.aib.ie and www.hsbc.ie ?

Have you ever used a Corporate website to seek vacancies directly with an Organisation i.e. using the careers section on such Corporate websites as www.aib.ie, www.hsbc.ie?

40%

60%

☐ Yes
■ No
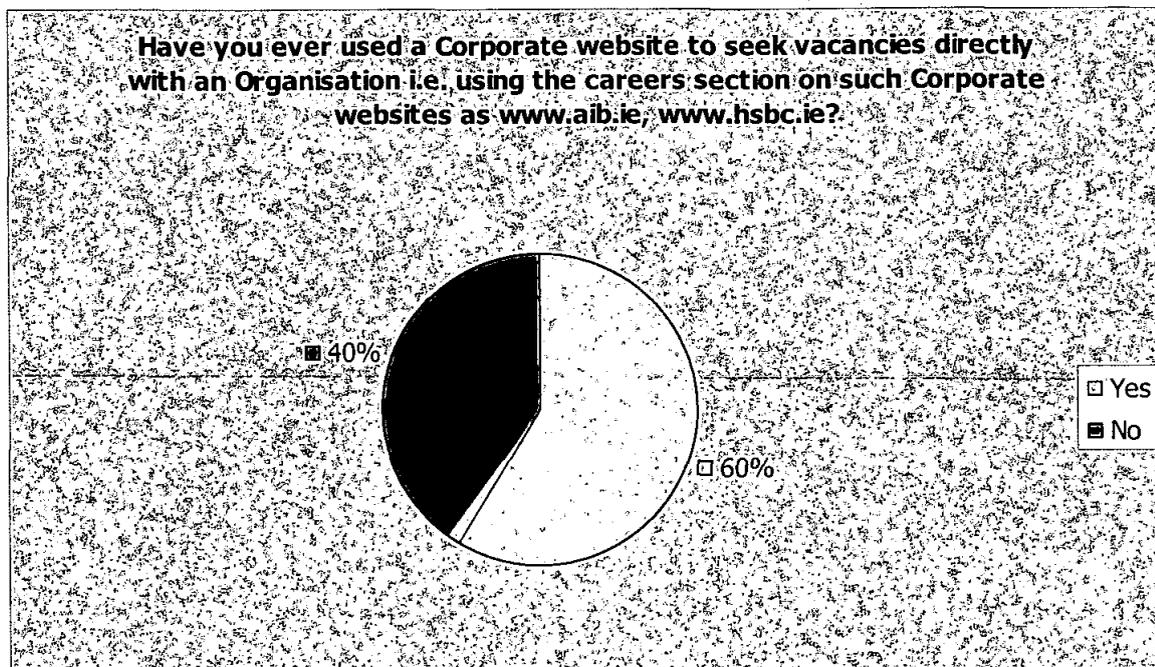
This question was borne out of the Literature review which indicated that more and more corporations are looking to obtain CV's directly from the public. This policy tends to be adopted by larger corporations who would have the resources at their disposal to filter through a large number of unsolicited CV's if they indeed offer this facility. This policy would only seem to work with the more well known corporations who have a well established brand and are in the public eye.

Question 23 - If yes, how would you rate the experience whether your application was successful or not?

If yes, how would you rate the experience whether your application was successful or not?

- 4%
- 30%
- 21%
- 19%
- 26%

Legend:
- ☐ Excellent
- ■ Very Good
- ☐ Average
- ☐ Poor
- ■ N/A
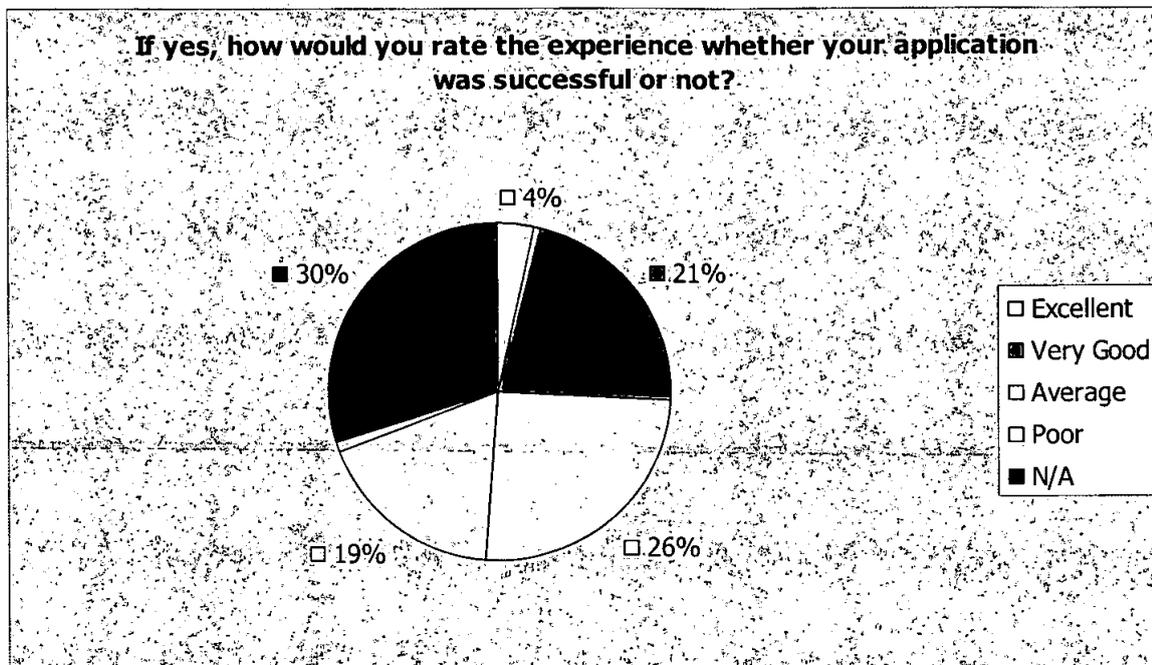
Again, this question comes from the Literature and is determining people's attitudes towards the corporations brand which they are trying to build in their recruitment experience. There was no clear data on how people felt towards the company and hence the reason for this question and the following question. As you can see the majority of people had an average or better experience (51%) with only 1 in 5 having a poor experience.

Question 24 - Do you feel this affected your feelings towards the Corporation's Brand whether they are positive or negative?

Do you feel this affected your feelings towards the Corporation's brand whether they be positive or negative?

- 36% — Yes
- 23% — No
- 41% — N/A
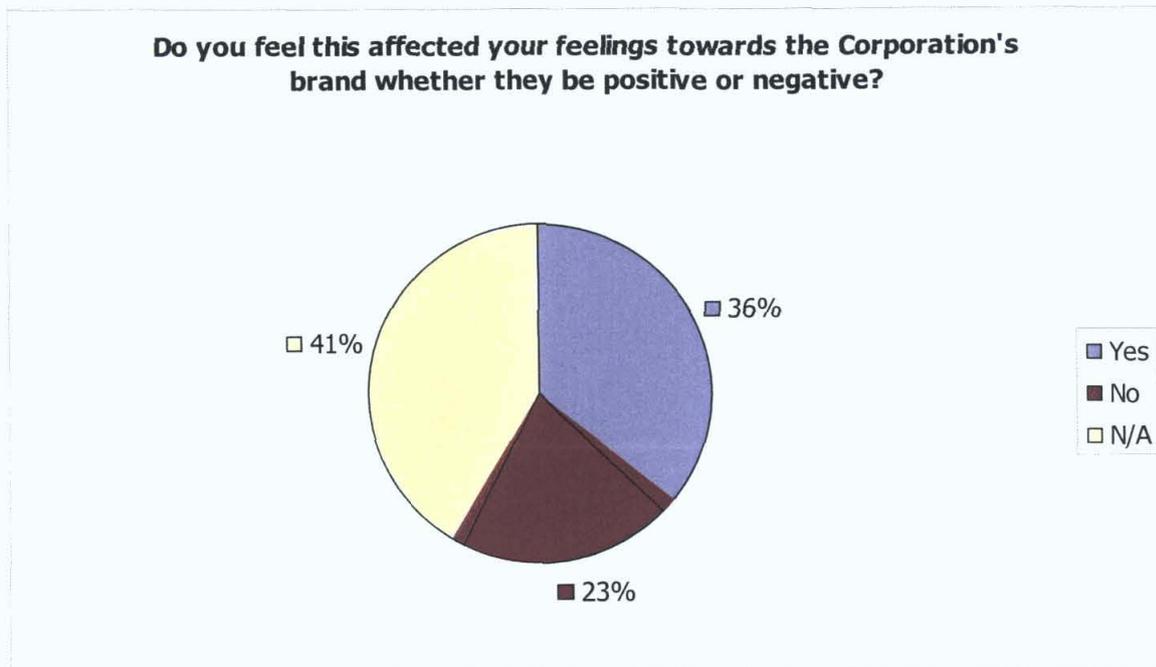
Interestingly 1 in 4 felt their experience impacted negatively on their feelings towards the corporation's brand. Companies are recognising the need to respond to all applications in a timely manner even if this means just acknowledging receipt of an application form.

Question 25 - Do employee testimonials on corporate websites influence your decision to apply for a position within the Corporation?

Do employee testimonials on corporate websites influence your decision to apply for a position within the Corporation?

□ 36%

■ 64%

□ Yes
■ No
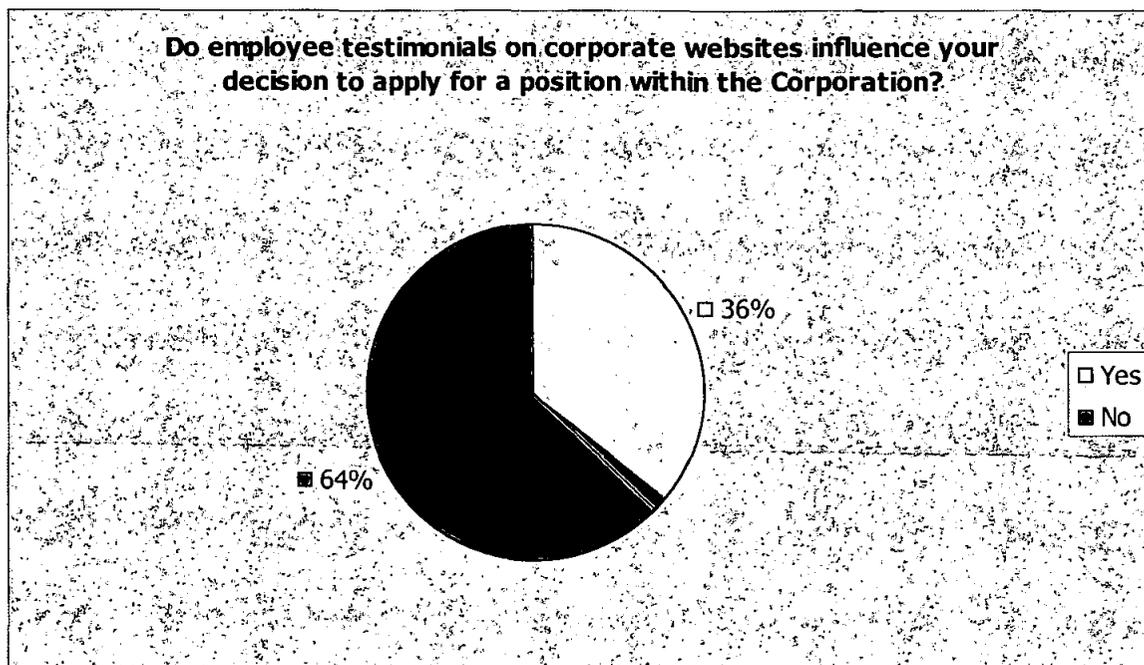
Employee testimonials are becoming more common place on career sections of corporate websites and again there was no extant data to suggest their effectiveness. Almost two thirds of people are not affected by them, which of course could mean that they just ignore them or feel that the language used is disingenuous as no corporation is going to portray themselves in a negative light. For this reason the next and final question was presented to respondents.

Question 26 - Do they have a positive or negative influence on you?

Do they have a positive or negative influence on you?

□ 53%   □ 43%   ■ 4%

□ Positive
■ Negative
□ N/A
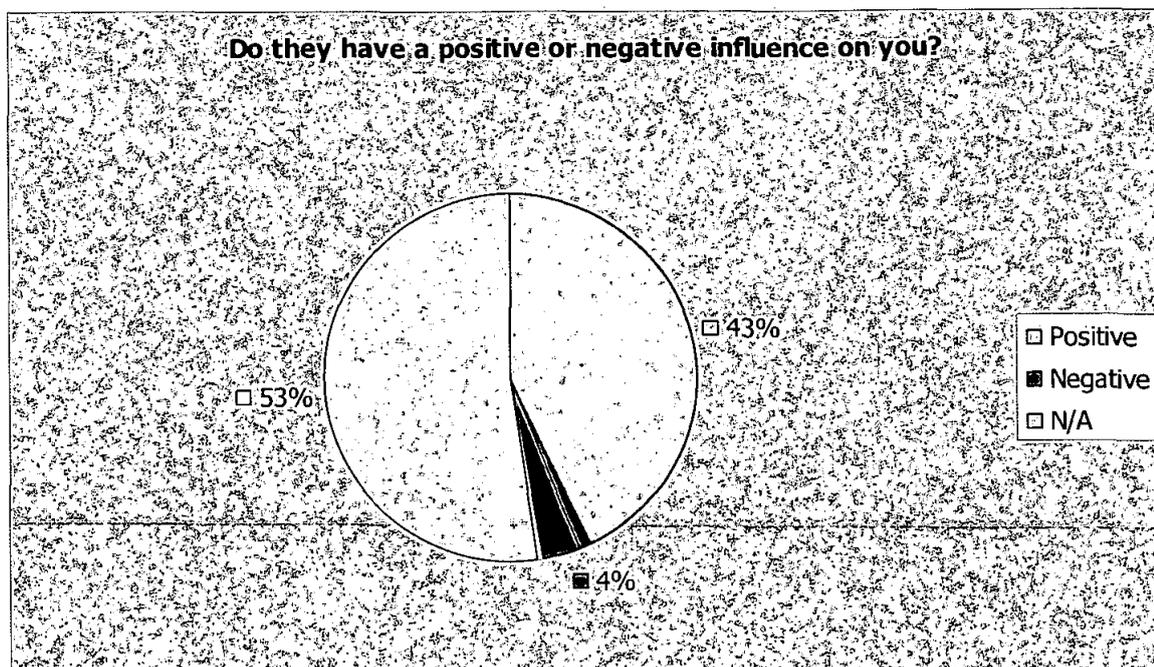
Perhaps the 4% who answered in the Negative are somewhat cynical in nature to begin with.

4.4 Interview Results

The next set of results relates to the qualitative research carried out by the student. Due to the nature of the dissertation topic the methodology employed for conducting the qualitative research meant that it was easier to utilise a quantitative approach to the research.

Every interviewee was presented with a list of questions that would elicit definitive answers but also give scope for opinion, feelings and attitudes towards the topic. The list of questions is contained in the appendices.

The student interviewed 4 HR Professionals, but for personal and business 2 of them declined to be recorded so the student was forced to take extensive notes during the course of the interview. As a result the appendices only contain transcripts from interviews with 2 HR Professionals.

I will list each question and give a brief synopsis of the answers received. For more information on this, please see the appendices.

Are you currently using e-Recruitment?

Those companies that were still hiring (only 1 out of the 4 HR Professionals I spoke to said they were still hiring) said they were using e-recruitment. The other 3 said they had used it up until the current economic downturn. This was not a reflection on the use of e-recruitment as a tool; moreover it is an indication of the economic climate that we are in at the moment that a lot of companies have ceased hiring new staff.

As the results of the survey indicated, more than 90% of candidates are using e-recruitment despite the fact that only 25% of companies are actively using it at present.

When did your organisation start using e-recruitment?

3 of the 4 organisations starting using e-recruitment in either 2003 or 2004. Only one had been using it for longer than that; 7 or 8 years was the answer received. The uses of e-recruitment have been mentioned in the literature since the end of the 1990's, however this was mainly in the United States which tends to be further ahead of the European Union and the rest of the world when it comes to embracing new HR technologies. None of the companies interviewed have a large presence, if any, in the United States which would certainly explain the slow take up.

What percentage of your budget is spent on e-recruitment?

This gave a variety of answers with 2 companies saying they don't have a set budget and that it changes from month to month depending on needs. They both admitted that their recruitment was very reactive; noticing a vacancy and then filling it rather than preparing for a vacancy and filling the role before it happened. Again these 2 companies emphasised that they are not recruiting at present so all talk of budgets was made with reference to the situation around this time last year. One organisation said that it does not have a recruitment budget and that it only had one when the company was in start up mode. The final company said that all its budget was dedicated to the use of e-recruitment which interestingly is the only company still recruiting.

Have you noticed a drop or rise in the quality of CV's received?

3 out of 4 said that there was a significant difference in the quality of CV received from recruitment websites such as www.irishjobs.ie as opposed to the quality received from Recruitment Agencies. However the 1 company that is still recruiting mentioned that they had noticed a significant rise ("a 100% rise") in the quality of CV received due to the numbers of experienced people being made redundant in the financial sector.

Are you still using traditional methods of advertising? E.g. Newspaper / Journal advertisements, Job Fairs etc.

Half of the respondents answered No to this question while another said that they rarely use it if at all. One company, which is renowned for hiring college graduates, admitted that they still have a presence at job fairs such as Grad Ireland and Grad Fair both North and South of the border.

Are you still using Recruitment agencies?

All respondents answered yes to this question but qualified it by saying that they only use agencies when recruiting for highly specialised positions within their sector. They all mentioned the prohibitive costs associated with using Recruitment agencies as a factor in not using them to fill entry level or more junior positions within their organisation. E.g. On organisation had to pay more than EUR 18,000 to an agency to fill one position.

Do you use just one e-Recruitment website or many?

The answer among all respondents was that they use more than one website but this figure was never more than 3.

Which recruitment websites do you use?

All respondents said they used the Top 3 e-recruitment websites
www.irishjobs.ie, www.monster.ie and www.jobs.ie 3 of the 4 respondents
mentioned that they also post jobs on the careers sections of universities. This
use of e-recruitment had not come up in the Literature and will be explored
more fully in the chapter 5.

Do you employ filtering techniques?

All respondents said they employed some filtering questions, such as had the
person worked in the financial sector before, what was their proficiency in the
English language but commented that they were limited to what they could ask
due to anti - discrimination legislation. All were eager to point out that they
are equal opportunities employers. It was also noted that all respondents
employed their own filtering techniques when assessing CV's. Due to the large
volume of CV's received via e-recruitment it was necessary to go through each
one with all commenting that only 5% to 10% at most would be viable for the
position on offer.

One respondent cited concerns about the use of filtering by a Third party such
as www.jobs.ie which is now offering a filtering service as part of its basic
package. Would they employ the same filtering techniques that the

organisation itself would adopt? The respondent was concerned that good quality candidates would be overlooked because of a narrow filtering technique.

Do they use social networking sites such as www.facebook.com or www.linkedin.com in order to recruit the 'Passive' candidate?

None of the respondents said that they used such sites or similar to recruit passive candidates. One did point out that 'other' companies use it to perform background checks on potential candidates. Although one cannot prove such conjecture, it is the opinion of this student that these methods are most likely employed by the HR Manager who made the claims. One other candidate spoke of an informal network of HR Managers who exchange information with one another regarding staff they may have recently made redundant and who might be suitable for an upcoming role in another company. The network, while only e-mail based for now, could have the potential to turn into a successful business model should an e-recruitment company wish to adopt it.

The company with the employee referral scheme said they do not use external resources to attract the passive candidate as their scheme works in much the same way. It has the advantage of having the recommendation of a current employee too.

Do you advertise vacancies on your corporate website?

One respondent said they do not use their corporate website to advertise vacancies as it is still in its infancy. 2 respondents said they do advertise on their corporate website as well as on their own intranet site. Another said they mainly advertise open positions on their intranet only as they prefer to fill the majority of its positions from within.

Which is more effective, your corporate website or the Third party website?

For those who answered the question above in the affirmative all were of the opinion that their Intranet site was better overall. However, 2 respondents were in agreement that the Third party websites were better for filling the roles that could not be filled from within. None of the companies mentioned would be household names but would be familiar to those in the financial sector, meaning that the higher profile the name the more direct applications they would receive via their corporate website. This applied to only 1 of the respondents.

What are the cost savings, compared to traditional methods of recruiting?

All were in agreement that the cost savings by using e-recruitment were vast, however this was tempered somewhat by the time wasted filtering through inappropriate CV's. All said that they do not use Recruitment Agencies as much as before and did not see this changing in the near to medium term. There is an attraction towards the once off fee that e-recruiters charge as opposed to the percentage commission charged by Recruitment agencies although there was criticism of one e-recruiters policy of only allowing block booking of vacancies on its website which could cost over EUR 3,000.

One of the respondents gave a breakdown of their recruitment figures over a 3 month period from July to September 2008. This company is known for hiring recruits and is not entirely representative of the sector as a whole but worth presenting as they are one of the largest employers in the Irish Financial Services Centre.

<u>Dublin Office</u>

	CV's Rec'd	1st Interviews held	2nd Interviews held	Offers made
July 2008	142	44	12	9*
August 2008	155	20	15	10†
September 2008	104	18	10	2††

*Source - 2 via Recruitment Agency, 1 Direct hire from corporate website, 1 Referral via Employee Referral Scheme, 5 via Job Fairs

†Source - 1 via Recruitment Agency, 2 Direct hire from corporate website, 3
Referral via Employee Referral Scheme, 2 Re-hires, 2 via e-Recruitment
website.

††Source - 0 via Recruitment Agency, 3 Direct hire from corporate website, 1
Referral via Employee Referral Scheme, 0 Re-hires, 2 via e-Recruitment
website.

Chapter 5 - Conclusions and Recommendations

5.1 Introduction

In the previous chapter the author presented the findings of the primary research that was conducted. The information was stated as a matter of fact and there was no elaboration on the data by the author. This chapter will allow the author to not only comment further on the primary data gathered but to also draw conclusions from it and the Literature review presented in chapter 2.

5.2 Conclusions & Recommendations

What was very apparent from the literature available was that newspaper advertising was still the most popular way for companies to advertise job vacancies. However, the research conducted by the author would tend to disprove that. In the survey undertaken as part of the dissertation process, the author asked the question; "Do you purchase a newspaper / trade journal specifically to look at their Job ads page?" The majority of people answered no, some 59%. This is endemic of the overall decline in popularity of the print media in general with many newspapers going out of business in recent times or on the brink of collapse.

(http://news.bbc.co.uk/2/hi/americas/7913400.stm Crisis in the US newspaper industry 27 February 2009)

The literature stated that 80% of Organisations were using newspapers (Regional & National) to advertise vacancies. This however was in 2005 and in the intervening 4 years the Internet has continued to grow, while the circulation figures for newspapers has declined. Also 4 years ago the economy was much more buoyant than it is now meaning that HR Departments had the budgets to take out full page advertisements in The Irish Times and The Irish Independent. For most companies, this is a luxury they can ill afford especially when space is at a premium in such advertisements.

The advent of the internet allowed HR departments reach a much wider audience with their recruitment advertisement and it was one that would stay visible to potential candidates for much longer. The advantage of placing recruitment adverts on the internet is that the Organisation can get more space to sell their own Organisation as well as describing the role in much more detail. Advertising in one of the daily broadsheets, whilst it would certainly have a particular cachet, is not the most efficient use of a recruitment budget. The collapse of one of the largest recruitment advertisement agencies in the United Kingdom, Barkers, is evidence that the majority of recruitment advertising is moving to the on-line world.

How can a newspaper compete with the on-line recruitment website? The answer is that there is not much they can do. Newspapers have already

reported a drop in revenue from recruitment advertisements in 2008 (http://www.sbpost.ie/post/pages/p/story.aspx-qqqt=MEDIA+AND+MARKETING-qqqs=mediaandmarketing-qqqid=42085-qqqx=1.asp Sunday Business Post 31 May 2009) and this trend is likely to continue given the current economic climate. However, The Guardian newspaper in London can be an example of what to do for Irish newspapers. They have an extensive range of jobs on offer in over 30 categories. A recent count of the jobs on offer on their website www.jobs.guardian.co.uk amounted to over 8,600. While there may well be some overlap of categories it is still an impressive total. The Irish Independent have a 'Jobs' section on their website but it is merely a link to www.loadzajobs.ie a website which is already owned by Independent News & Media.

The literature also stated that Organisations felt that the use of newspapers is their most effective method of advertising with 46% of those surveyed saying so. Again this information is 4 years old now and the survey carried out by the author would indicate that this figure has declined in particular among younger professionals who made up the majority of respondents in the author's survey. When asked how often they looked at a newspaper / trade journal to look for an open position compared to looking on the internet only 6% said they did so more often than the internet. The overwhelming majority (72%) said they used newspapers less often with only approx 1 in 4 saying they used newspapers more often than or as often as the internet.

The author would recommend to e-Recruitment websites that they continue in their current vain and that soon they will have overtaken newspapers as the most used method to advertise open positions by Organisations. (In the 2005 survey only 17% of respondents listed e-Recruitment as their number one method) The continued use by on-line recruiters of search engine type tools, where users can type in key words which in turn provide them with a list of vacancies associated with that word, will only serve to enhance their penetration among an increasingly Technically enabled workforce. The author would recommend that on-line recruiters set up strategic alliances with newspapers that have an on-line presence to link whatever on-line careers section the newspaper may have to their own website. This will assist the e-recruiter to further enhance its market share and will have a certain prestige if they are associated with some of the more esteemed publications such as The New York Times, The Wall Street Journal or The Times in London.

The main problem facing all on-line recruiters today involves the number of CV's that Organisations receive via its portal that are in no way suited to the vacancy being advertised. This has been universally decried during the interview process undertaken by the author. The literature showed that only 3% of Irish Organisations are using on-line assessment tests and during the course of the primary research it was discovered that none of the Organisations questioned were using such tests although all did admit to using some sort of

filtering technique such as tailored job descriptions and enquiring on a potential candidates employment experience.

Some of those questioned stated that they use in house filtering to sift through all CV's received. This was not being done with sophisticated software but was rather a manual process completed by people with experience in what the Organisation is looking for in a candidate. Examples given of the sifting process included looking for gaps in a CV (long unexplained periods between jobs) and 'Job Hopping'. Job Hopping is described as someone who does not stay in one job for more than one year. Although there may always be a rationale behind each move, most HR Managers would agree that it reflects badly on the candidate.

On-line recruiters such as www.jobs.ie are now offering a filtering system as part of its basic package but again this is not being achieved through advanced software but rather by a person doing the same job as the HR professionals mentioned already. It is the view of the author that in order to advance the use of e-Recruitment as a sophisticated recruitment tool, they will need to invest heavily in filtering software which must be tailored to the needs of each individual Employer. This also includes the ability to administer on-line assessment tests or psychometric tests, which many large American Corporations already offer on their own websites such as Cable & Wireless and JP Morgan Chase.

The service of administering psychometric tests is generally out-sourced by Organisations to a third party specialist such as Saville & Holdsworth Ltd based in the UK, and any tests are generally performed on site. This is not only time consuming for the applicant but also for the Organisation who will also have to pay a premium for the use of the testing company. The cost savings to any Organisation are immense and any e-recruiter which can develop the requisite technology to control such tests in an on-line environment will find themselves at a distinct advantage over their rivals.

However, as mentioned in the literature there is a problem with filtering and screening software as it can and often time does inadvertently discriminate against minorities. The author would recommend to any e-Recruitment website to check the local legislation before attempting to role out any such software in order to avoid any legal action in the future.

In recent years the idea of reaching the Passive Candidate has taken on a new dimension with the arrival of social networking sites such as www.linkedin.com and www.xing.com. These 2 in particular are aimed at the modern professional who desires to create contacts with fellow professionals in a similar field. On-line recruiters should be looking to these websites to see how they can help organisations tap into the passive candidate market.

Recruiting the passive candidate, especially in Senior Management positions, can and is a very expensive operation. Very often specialised recruiters, or 'Head Hunters', are employed by organisations to find the right person. This was borne out in the interview phase of the author's research where each respondent stated they still use Recruitment Agencies when seeking an individual with very specific talents and experience to fit a particular role. While some respondents to the survey said they used social networking sites to seek employment (21.5%) only 20% of those said they had been approached by an employer or recruitment agency as a result of having their information posted. However, we must take into consideration that not all respondents to the survey are of Senior Management material, so the fact that 20% of those who said they used social networking sites had been 'Head Hunted' is proof that recruiters are taking advantage of these facilities.

The author feels there is great potential for e-Recruitment to take the lead on recruitment agencies if they can effectively merge such social networking sites of the type mentioned above into their overall product offering. It is the opinion of the author that a system that would allow passive candidates view certain job roles as they become available by comparing them to their experience on websites such as www.linkedin.com would help e-recruiters become the first point of contact when employers are looking for experienced, niche workers.

Already LinkenIn offer sophisticated tools to HR Professionals such as their LinkeIn Talent Advantage tool used to assist in hiring the passive candidate. However, LinkedIn is not an on-line recruiter and is merely a tool used by HR Professionals, meaning the work is still being done by the HR Dept and is very labour intensive. If e-Recruitment websites can offer these functions as part of it's overall package to clients it will put them in a similar position to Recruitment Agencies who no doubt use these websites too.

If e-Recruitment companies can take advantage of these tools they will be able to shake off their image, in Ireland at least, that they are only good for hiring people into entry level positions and middle management, but one must go to a Recruitment Agency if one is looking for someone more senior. Of course the primary disadvantage of using web based recruiters to hire for Senior Management positions such as CEO or CFO is that once the information is in cyberspace it is in the public domain. Companies seldom want it known that they are looking to replace their top staff which is why they use a Recruitment Agency where secrecy can be more easily assured.

The use of the corporate website over the last 10 years has changed dramatically. No longer is it a tool merely for posting news stories about the Organisation but is now an integrated part of the company's overall HR strategy including recruitment. This form of e-Recruitment is one that an organisation

can easily manage and the costs are already catered for in the remuneration budget.

Most major corporations advertise vacancies with their Organisation on their corporate website. The author believes that this trend will continue to increase with a lot of companies mentioning their website on general advertisements in the print media. Creating awareness of the brand among the general public is the primary way of directing people to the organisation's website and once there they can access the careers section which on better designed sites is very prominent. The research conducted by the author indicates that a lot of organisations are advertising on their corporate website and that the majority of people (65%) have used the careers section at some point in seeking employment. What is encouraging is that 75% of respondents rated the experience as average or better.

The potential cost savings for organisations is vast if they could eliminate the use of third party websites in order to attract potential candidates to their own website.

An interesting statistic that came from the research of the author was the reluctance of people to register their CV with an on-line recruitment agency. Question 3 of the survey asked whether people had registered their CV with an on-line recruiter. While the majority said they had, it was only 54% meaning

that 46% had not. When compared to the amount who had sent their CV unsolicited to a Recruitment Agency (65% Yes; 35% No) it begs the question why are people less likely to trust on-line recruiters? During the course of an interview with a representative of a recruitment agency, it became clear to the author the primary failing of using e-Recruitment for the candidate; there is no relationship between them and the Recruiter.

E-Recruitment could be seen as faceless by many people which helps explain why the Recruitment agency will always have a place in the recruitment process. On-line recruiters may have sales staff that meet with employers but they do not have representatives who will meet with those seeking employment. This is the primary failing of e-Recruitment in the author's opinion; the lack of the human touch.

There is no easy way for e-Recruiters to remedy this without changing their business model entirely so they have a presence similar to recruitment agencies. This would not make sense for them to do as it would mean an increase in costs that they most likely could not absorb. However the author is of the opinion that this will change and people will get used to dealing with a computer to find them a job. After all, people got used to withdrawing their money from a computer, ordering food using only a computer and buying expensive product and services using only a computer. The 21st Century, despite seeing a population rise to over 6 billion citizens, is now more than

ever a more impersonal place to be which people have accepted and as a result

this author feels the future looks bright for e-Recruitment.

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National College of Ireland

Appendix A

Transcript of Interview conducted by Stephen Cunningham with HR Professional Jane Smith - Dublin 7 July 2009.

SC: Are you currently using e-recruitment as part of your overall strategy?

JS: we're not using e-recruitment at the moment because we're actually in a downturn and most of what we're actually doing is letting people go. So at the moment we don't have a strategy for using e-recruitment.

SC: In the past we're you using e-recruitment at any point before the downturn?

JS: Yes, we would have used it in the past. We would have used agencies more in the past. E-recruitment came in the last approx. 5 years and we would have started using e-recruitment from that point in time.

SC: That's in keeping what I've been hearing from people; that they've started using in the last 5 years, even though it's been around a lot longer.

SC: That answered my next question. When have you started using e-recruitment? About 5 years ago?

JS: Yes, at around that time more or less would have been when we started using it.

SC: Even though it has been around somewhat longer than that? That you only embraced it around that time?

JS: From the records that I can see from the organization, certainly would have been from about 5 yrs ago.

SC: What percentage of your budget is spent on e-recruitment? Well, not now but in the past?

JS: We wouldn't have had a budget for recruitment because.... The only time we've had a budget was when we were in start up mode or in a growth phase and the company has been for 16 years in Ireland.

SC: Do you don't set out your strategy as to what method you're going to use and then apportion a part of the budget to e-

recruitment. You just get your budget in total when it's already decided.

JS: Yes. I think if we were an organization that was in a growth spurt, we would have to set budgets aside. But I think it's just the nature of the life cycle the organization is in and the kind of environment we're in.

SC: When you have used e-recruitment at whatever point, did you notice a drop or rise in the quality of the CVs that were received? Did you ever get a wealth of them and only 1 or 2 was applicable for the role?

JS: Yes, I think from a few years back, maybe I would have used it personally. Let's say in this company about 3 years ago. And at that time we would have used an agency and we would have used e-recruitment at the same time, because we were trying really hard to fill a particular role. And at the time, the agency would come back with very relevant and valid CVS very quickly. And the e-recruitment site that we had chosen gave maybe 6 responses. The role was in an accountancy field and the type of responses that we got back seemed to be non-national type groups as well.

We seemed to be very slow to actually get from it what we needed. So we ended up going with the agency at that time.

SC: Where you using multiple recruitment websites or were you just using just one that you were focusing on?

JS: We looked at a number of difference recruitment websites at the time and I give you the names if that's ok.
We looked at www.irishjobs.ie, www.jobs.ie, and I think www.monster.ie was the other one that we would have looked at. We have used www.irishjobs.ie in the past. Again if we had multiple roles, it made sense to do. But if we had the one job to fill, www.irishjobs.ie were trying to charge us like EUR 3,500. That was about 3 years ago, because they had that package that said, we'd set you up for 3-6 months and allow you to put like 5 - 10 roles in there. And we were saying, well actually we only have one role and it doesn't make sense for us to do that.
Whereas www.jobs.ie, I think we paid for 1 role for 1 month to put up on the website about EUR 450.00. And it was very immediate; it was immediately as of that day.
That was the reason then that we went with www.jobs.ie instead of www.irishjobs.ie.

SC: Are you still using traditional methods of advertising like advertising in traditional media like trade journals?

JS: No, we don't. We don't advertise at all in newspapers. Our company wouldn't be well known as such. We have found that agencies work the best for us. It's been very expensive but it has filled the roles for us very quickly when we needed them in the past.

SC: That answered the next question if you're still using recruitment agencies. So they would have been your primary source?

JS: They would have been in the past up until now. But I think, if we were to look into the future, I don't think we would use recruitment agencies. I think we would use the e-recruitment. In the past we paid an extortionate amount of money for our rates because we are a small company. We're a large organization but we're a small company and we would have paid nearly 25% of a person's salary. Other large companies can negotiate rates, maybe down to 15% and we weren't able to do that. So for the calibre for the person we were looking for I think we ended up a few year

back paying something like EUR 18,000 to actually hire somebody in. so it's a massive cost.

In the environment we're in at the moment, we don't need to go to an agency anymore because most people go to other HR professionals. They either know someone who has worked in their organization that has been made redundant; they can give a personal recommendation for, and we can hire them in.

So I think if we were to recruit again we weren't going to use an agency, unless we needed very specific person. But right now there are so many good calibre people who are out there in the market. I'm currently getting them in the HR professional's network. Where we would get jobs offered like sent by email to other HR managers and if we know somebody, we respond back. And that's free.

So to back fill position we would probably use that and maybe e-recruitment like www.jobs.ie again, who have actually changed their service in their offering now due to the volume of CVs that are coming in, they're offering a manual filtering method. So you can put your job up, it goes live I think for EUR 395 for one month for one job. All your responses come back in and you can set up your filtering questions. And then what happens is that they will also assign you an account manager who will actually also do a filter for you on your behalf for the same money and they will email you those that they think are the best CVs to you directly.

There is no reason why we would have to pay the amount of money that we did to agencies in the past.

SC: So the downturn and the amount of people who are being made redundant and would have the experience that you were looking for is a boost for you guys if you're using e-recruitment because if these people are proactive, they'll have their CVs on these websites already.

JS: Exactly, the whole shift has moved, the power is now back with the employer. There are so many people out there who are looking for work. While in the past it was very difficult to get a high calibre person, if you were in a hurry especially. And an agency would have solved that.

But e-recruiters will be the way to go. The problem with that is actually that even with the filtering service, you get inundated CVs. So even the fact that they are offering the service of filtering those CVs for you on your behalf that increases the likelihood of people using e-recruitment in the future.

SC: One of my questions is do you use filtering techniques? Because from my research I found that not many employers who are utilizing websites have filtering techniques. But as you said

actually websites now are using filtering and are giving you the filtering techniques.

JS: Yes, and they offer you as well the option to maybe put free filter questions: how may year experience do you have or similar questions. So you would have used that as a filter maybe in the past. Like that the person must have fluent English, so do you have fluent English as a check yes, they must answer it correctly. But as the filtering they are offering manual filtering now is definitely a plus. Now I'm not sure if every e-recruiter is doing that. But I know the ones do that I have looked at are doing this.

SC: Those would obviously be the ones that are setting themselves apart from the others and would be more used, I guess. Because there are a lot of people out there, so you would want to limit the amount of time spent looking at CVs.

JS: Yes, exactly. And the whole issue with an e-recruiter or e-recruitment is that you get 400 CVs in. You can't actually go through that volume. So definitely, anyone who does that (filtering methods) would set themselves apart.

SC: Do you use social networking sites, like www.linkedin.com or www.facebook.com to recruit passive candidates? Right now that might not be the case, but have you used it in the past?

JS: I am part of www.linkedin.com and I also have a www.facebook.com account myself. But I actually wouldn't really consider it at the moment. Maybe I'm not www.linkedin.com enough at the moment. But maybe in the future, in a couple of year's time, people will see that as a possibility. Maybe when people get more linked in. and that HR professionals use it same as emailing jobs back and forth, and candidates that we have. I could definitely see the potential for it.

SC: This networking of HR managers that you spoke of earlier that is more of an informal thing rather than an organized website?

JS: it's not actually a website it's an organization that's been set up with I think about 50 members which are HR managers for the financial sector and we meet maybe once a quarter. And then we would also have one person who's been hired to manage the feedback and information between all the different groups. So if we have a question in general we could put it out there to the group and somebody could answer it and could come back and you

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have your answer and everything is confidential. So we use this same forum then if somebody has a job that they're advertising it goes out to that group and if you know high calibre people or candidates, particular in the people being made redundant, then that position can be filled free of service as it"s not something that anyone would charge for.

So I could see that using something like www.linkedin.com or online aspect of something similar would definitely be useful.

SC: Do you advertise vacancies on your corporate website if you have one?

JS: We do have a corporate website. The problem with it is, it's based in the US and we don't have an Irish page that we could use. And they don't have the resources to keep on top of all the jobs openings. All that is done at a local level, so they don't put them onto the corporate website.

SC: So they don't advertise them?

JS: No, don't do that at all. Again in the US from a corporate group they would actually use monster which would be the main one that you're using over there. They don't use agencies so much.

SC: And that would be the same with the intranet, if you have one? Does your organization have an intranet?

JS: Yes, we do have the external corporate website and we do have an internal intranet as well. Or neither do we advertise open position, so there are actually no jobs advertised on either of them. And I think again it's more of the fact that from the maintenance end of it they wouldn't be able to do it. But there wouldn't be much maintenance at present due to the Global hiring freeze….

SC: This kind of makes the next question redundant because you actually don't use either corporate website or intranet. The next question would be, what's more effective, your corporate website or 3rd Party websites?

JS: Well for us it would say 3rd party websites.

SC: We've touched on in already but what is the cost savings compared to traditional methods of recruiting? I.e., using e-recruitment websites whether they are 3rd party websites or your own website?

JS: There's huge cost savings if you look at the kind of money we would have spend on hiring marketing specialists or similar we would have had to pay maybe in the past, I think it was EUR 6,000. Because again, it's on a percentage basis and we would have used from the agencies Brightwater, Premier, Lacreme or we would have used Mary B Cremin and things like that.

And it's difficult to negotiate when you're a smaller organization as I said. So from a cost perspective we definitely won't be using agencies again if we were to hire again.

We would definitely be using online recruitment and they've come on so much. Even www.irishjobs.ie are now coming down from their EUR 3,500 and they now give a one month slot for one job, so they're seeing now that not everybody is going to have a big group of jobs.

SC: I wasn't aware that those websites did that sort of thing where they gave block options rather than giving you the option of one job. And now maybe that is all that people have.

JS: And with www.jobs.ie if a job was filled after one week that was it. But now seeing how the market is going, that if you only have one job and you paid for a month they might consider maybe

letting do another job for the three weeks or so. They're being much more flexible than what they ever were in the past.

SC: Well I guess they still get the money when you fill the job or not, but it makes you come back.

JS: Yes, and now they're actually giving you the service with it that they never did before. Before you would pay your money, you talked to somebody who would put the job up and that was it, you're done. Whereas now it would seem that they're more interested in helping you with your job, help you put it up, and now would filter it for you. And you didn't get that from the e-recruiters before. And I think now that's additional offerings that will probably make it even more attractive in the future.

SC: Have you guys gone to job fares or have you ever used them in the past for recruitment purposed? For example a stall at a FAS jobs fare or anything similar to that?

JS: No, not that I can recall. I was never involved in it anyway. We would have used an agent to supply us even if we were looking for production staff. We would have said, we need 25 people and they would have said, we'll have 25 people for you in 2 weeks time.

We've never had a large batch of jobs for accountants or customer service representatives that would go to job fares. We rather had looked for a large badge for production or we were going looking for individual jobs that wouldn't lend themselves to a jobs fare type of scenario.

SC: I was reading about some Irish company that was doing job fares online where people who would normally have a stall they could now have a fare online where they could take about their organization and sell it. And you could then link to their website and you could get a form. That was something I discovered so I thought that would be another e-recruitment type that you could use in the future because I think it could be cheaper than setting up a stall. But you don't us it?

JS: No we don't. I think the way things will go in the future; we will use more things like www.linkedin.com or www.facebook.com as the technologies become better.
With younger HR professionals it might be more of an option and people are using websites more and more, so it might become more of an option in the future with people sharing information online

SC: So you think going forward e-recruitment would have a much better future than traditional recruiting?

JS: Absolutely. Maybe agencies would be used in specialized areas would be fine but not for the standard jobs. Compared what we paid for agencies years ago today you could probably fill that job in two weeks easy because there's so many people looking for work. You'd never have to pay those sums again. And absolutely, I think e-recruitment is the way forward.

SC: Thank you for your time.

Appendix B

Transcript of interview conducted by Student Stephen Cunningham with HR Professional 'Mary Byrne' on 6 July 2009.

Stephen Cunningham: OK, the first question I have is, are you currently using E-Recruitment?

Mary Byrne: No, because there has been a recruitment freeze since October 2008. So, basically prior to that though we were (using e-recruitment). So we'd use, basically how we'd set up is we'd use our own internal recruiter so we'd try not to... we try to generate interest into the Organisation through Recruitment Fairs, Employee Referral Schemes, which seem to work a lot better so the percentage of use of e-recruitment i.e. www.irishjobs.ie and www.monster.ie being the 2 main ones that we'd use and our own company website for internal job vacancies. We found the percentages of applications that we received weren't that high through e-recruitment....

SC: Really?

MB: Yeah, there wasn't, it's not our main source.

SC: When did your Organisation start using it?

MB: About 2004. There was kind of significant growth within the Organisation since around 2003 to around 2005 and recruitment was the main aspect of the role (her role as HR Manager) and we'd use.... It was kind of an extra tool along with several other tools we'd use like recruitment fairs.

SC: So that was quite late, a lot of other.... It kicked off (use of e-recruitment) towards the end of the Nineties.

MB: Mainly because the Organisation in Ireland has only been operational since 1999.

SC: OK

MB: And it was kind of like 2003 / 2004 when there was a big drive for recruitment but prior to that it wasn't so since 2004 there was a lot of on-line recruitment or e-recruitment but prior we used a lot of different skills like agencies as the HR Dept was very small it was only 1 person. It (e-recruitment) just wasn't a tool that we used but when recruitment became a lot heavier and more focused, the Organisation started to focus more on recruitment then the organisation started to reach out and took on e-recruitment as an additional tool.

SC: OK. So what percentage of your budget is spent on e-recruitment?

MB: It depends. We wouldn't have a set budget for recruitment each year, because we vary month to month depending on new business that came on board. Because there was such great growth is was kind of a reactive process so we'd have a vacancy and the vacancy needs to be filled as opposed to finding a vacancy and knowing it needs to be filled in the future. It's kind of changed more so now to a pro-active thing because we have the time. But because we were growing so fast it was kind of reactive so there is no kind of budget as such, we just keep an eye on it.

SC: So there is no set percentage?

MB: No

SC: Have you noticed a drop or rise in the quality of CV's received in the last few years since you starting using e-recruitment?

MB: An improvement? From our point of view we wouldn't get the strongest CV's from e-recruitment. So we find that we might get one or two really strong ones within a week or a month for a particular vacancy, but there is a lot, you'll have to go through an awful lot or irrelevant CV's to get to those (the good ones). So the calibre of CV received is the same but it would never be our first point of call, we'd get strong CV's from other sources.

SC: And they'd be the ones you'd received from www.irishjobs.ie or www.monster.ie, the lesser quality ones?

MB: Yes. People just send CV's blankly without tailoring their CV or Cover Letter specifically to the particular job. So they see a job in Finance and they just send a CV and it will have no relevant experience, it wouldn't be relevant to us.

SC: Do you still use traditional methods of advertising, like job fairs newspaper advertising?

MB: Yes. Mostly job fairs. When we were recruiting there'd be a lot of graduate recruits so we'd reach out to Grad Fair, Grad Ireland any kind of colleges and stuff we'd have a stand there. We'd take a proactive approach by going into colleges, sending Senior Management and HR into the likes of Trinity College and DCU and to give speeches. We'd also set up meetings with Universities so that the first time graduates or soon to be graduates hear about Funds it's our organisation. It's very tailored and structured and we want to get the message out to Grads that we're the Market leader.

SC: So that's your primary advertising method?

MB: Yes, for graduates. Most of our candidates we receive their CV's directly. We have an employee referral Scheme whereby employees refer their friends or previous colleagues and they get paid for that, an award if the person stays for 6 months. That's proved really popular and it's good for us....

SC: And it's cheaper too....

MB: It's cheap and you have the personal recommendation with the idea that an employee isn't going to recommend someone that isn't strong because it's a knock on their reputation. And because the funds industry is quite small a lot of people have worked with other people in the past. That's predominantly our strongest and most successful (method of recruitment)

SC: OK.

MB provided SC with a list of figures showing the sources for the hires made during the months of July, August and September 2008.

SC: Are you still using recruitment agencies even for junior or lower positions as well as senior roles?

MB: More for very specialised positions. We have an in house recruiter so if we found it difficult like some of the IT roles are trickier to recruit so we'd go to specialised agencies. But very, very seldom, we try to avoid it all costs because

of the costs associated with it. We took on an in house recruiter to minimise those costs as agency costs were so high.

SC: So the next question is do you use just one Recruitment website or many? You said you use www.irishjobs.ie and www.monster.ie

MB: They'd be the main 2 we use yes.

SC: You've answered the next question already (Which recruitment websites do you use?)

SC: Do you employ filtering techniques like questionnaires?

MB: yes we use standard questions, we need answered.

SC: but general questions so you don't discriminate against certain types or genders?

MB: yes, definitely. We're an equal opportunities employer.

SC: do you use social networking sites like www.linkedin.com or www.facebook.com?

MB: No, we don't

SC: So you don't try to attract passive candidates?

MB: Not through websites like that, no.

We use more like employee referrals. Like the word of moth system where employees talk to friends who might not necessarily look to work elsewhere. And we ask employees to forward CVs of friends if they're looking for a job which is easiest and quite handy.

SC: Do you advertise vacancies on your corporate website?

MB: Yes, we do. Mainly for internal

SC: So are they first advertised on your intranet and if no suitable applicant is found you put it outside?

MB: It depends on the role, really. A general rule is that employees get promoted within so only in exceptional circumstances would we recruit management in. But we have done in the past. So what we tend to do because were recruiting from within, we recruit more junior roles.

So for a senior management role we would advertise that within the company first, and then might to advertise that externally if no suitable candidate is found. .

SC: Yes, I've been on the X website and there weren't that many advertisements at all even though I chose all vacancies.

MB: We can't advertise at the moment anyway, because we don't have many.

SC: Yes, I noticed that a lot of companies don't advertise for e.g. CEO on their website.

MB: We would normally recruit more internally, yes.

SC: So when you say corporate website, you do mean more internally rather than the external one?

MB: Yes, we always refer applicants back to any advertisement we have back to the corporate website because we don't want to.

SC: And the internal employee referral Scheme, can that be worked through the internal site?

MB: No, it's literally that you send HR a CV. The employee would send the friend's CV to HR and then we take it from there.

SC: What is more effective your intranet/company website or a third party website? In case of quality of recruits and job offers made? By what you said earlier, I would say your intranet.

MB: Yes, it would be something (the intranet) we really couldn't do without. It's just a tool that we use.

If it was a case of that we need to use a 3rd party website. There would be one or two that might go to a third party website because we tend to recruit within.

SC: What are the cost savings compared to traditional methods of recruiting? Have you found the cost savings to be minimal or large enough?

MB: We don't use 3rd party or agencies as much, so you save on fees like that. Again we don't really have figures. So there definitely is a cost saving. But whether or not you get the same calibre of staff...

SC: Well, I guess with the amount of time you spend going through all those CVs, that extra time that does cost money.

MB: And you have to respond back to them etc. It's all done on email, so we save costs.

It would definitely be a cost saving, but because of the calibre of CVs you're getting in....

SC: it (the quality) would be rather minimal.

MB: Yes.

SC: And what would you think going forward would be the policy towards e-recruitment? Like with the economic downturn now and the fact that job fares are probably not that cheap to run? Do you think the advances that they made in employment techniques for companies, would you consider increasing your budget in the future that you currently have?

MB: I think, because we work in funds it's very much work of mouth. In the near future if we were to start recruiting again, a lot of people who'd know of friends who might be out of work who'd have the relevant experience that we'd need so it's more word of mouth. We don't currently see the need for it (e-recruitment) and then the benefit of using e-recruitment. For us as an organisation it wouldn't really be our first choice. There are definitely other methods and preferred methods that we'd use.

It's just because we don't use the website to recruit employees. Maybe it's just arrogance that we say we don't need to.....

SC: Well, anyone in the funds industry would know X so it certainly would be one of their top choices for a job. But at this time we both know there's not that many jobs going now....

MB: No, so if vacancies still arise we have more applicants because people have been out of work so there's really no need to spend an awful lot money on recruitment

We've had a lot of people who left for travel and now came back who are willing to come back.

SC: Thank you for your time.

Appendix C

Transcript of Interview conducted by Stephen Cunningham with Harry Smith a Recruitment Agency Representative - Dublin 8 July 2009

SC: How has the proliferation of web-based recruiters affected business for today's traditional bricks and mortar agencies like yourselves?

HS: Well, I suppose, it has taken its toll a little bit. There had always been web-based recruiters but now in the current environment with the amount of people on the market, companies tend to use their own websites and go their own way; obviously to cut costs on agencies and professional fess. So it has taken a toll on ourselves and we don't get as many roles as we had, and we're only used now for more specific roles. Maybe were they find it difficult in the market or it's a specific skill or contract role where they're contacting us. So for the basic entry level role they have stopped using us. Sometimes we do get used for it but primarily most our business is now more senior end and more specialist than when the market was a lot tighter when we've been used for all aspects because there weren't enough people in the market for the jobs. So it has taken its toll but that's more down to market circumstances rather than the efficiency of online web-based recruiters. It's a double edged sword because now they're using it more and when they do use them, they get a huge amount of applications for roles, maybe not relevant applications for roles. So it's just adding to the extra work load they're taking onboard. So some of the

companies are using their own in-house recruiters to look after that. But obviously it's a huge amount of administration because if you put a job up you could have 80 applicants of which maybe only 5% are applicable for the job but you still have to go through all that. So it has taken its toll but we see now in the first six months it had a huge impact on ourselves but now it's staring to come back to using us because there's so much administration involved looking after individuals. So we have seen a pick up in the last few weeks in recruitment.

SC: Did you have to lower the percentage charged to companies for successful placements as a result?

HS: Not as a result of web-based recruiters more of a result of competition. Obviously, we have to be more conscious of our clients cost. I work in the financial service sector so we have reduced our rates somewhat but we can't reduce them too much or we wouldn't make any money and it wouldn't we worth our while. So we have reduced our charges a little bit but it really depends of the client. So it's due to the market circumstances and not to web-based recruiters.

SC: do you think that the progress that has been made by recruitment websites in certain fields such as offering filtering techniques as part of their basic package will improve their market share going forward?

HS: I supposed it has improved it but there has been a huge influx of a lot more web-based recruiters / online companies. So before there might have only been two or three websites who did it, now there is about 10 or 15 websites so there's more of a bigger spread across a lot of different more websites. So it has made it easier to search but there's just a lot more websites out there as well. So I'm thinking it's more the volume of websites out there rather than the packaging itself.

SC: Do you think the more websites there are the more share they will take away from recruitment agencies?

HS: Not really. I think it's more the market. If the market is tight, there's more competition in the market at the moment. If you look at www.recruitireland.com, they offer free advertisement to all the companies and they don't have every job on the market on their website and they're offering free advertisement and not every company in Ireland are advertising with them.
So I'm not sure if that's really true or not so I think it's just more down to the market rather than any specific agency or that there's more websites coming unto the market. It's more that it's a lot more efficient and more companies are coming onto the market directly. But if you look they're not getting every job either.

www.irishjobs.ie and www.monster.ie will still be the main websites that people will use because of their branding. And even with other websites like www.recruitireland.ie or www.financejobs.ie and people are still using www.irishjobs.ie and www.monster.ie predominantly even though those ones cost.

SC: Where would you see the recruitment industry going in the next 5 years? Will be going more towards the web-based?

HS: There will be a lot more web-based obviously there will still be need for recruitment agencies cause recruitment agencies have been part of our culture of the last 60 years. No matter what but what they'll be used for is for more job specific. It'll be a lot more tight. It'll be a lot more in-house for the junior roles but for the senior for more specialist roles, they'll be using agencies. I see ourselves; we'll be going a lot more specialised. It all really depends of what will happen in the market within in the next year and a half, two years will be tough and about 50 of the recruitment agencies that were here 2 years ago are not going to be in existence. There's a lot less people working in recruitment at the moment so it is a lot tighter. So in the short tem we'll be used for very specialised positions and then it really depends on how the market goes. And because we're such a small country and small economy if we get to turn ourselves around in the next two years, it'll go back to the way it was. Because we don't have enough labour in the economy.

SC: you have already answered the final question: will recruitment agencies still be used or will they only be used to fill highly specialised positions?

HS: Recruitment agencies will always have a part to play. At the moment yes, it will only be for specialised positions. It will really depend on how the market will go. If we can turn ourselves around in the next two years it'll get back to how it was. It'll never be the way it was three or four years ago. Because it'll be a lot slower built up. People will be a bit more caution than they were in the past.

SC: Regarding using social networking websites like www.linkedin.ie, have you ever used that site to find a passive candidate?

HS: Yes, I have used linked in. it's more as part of your networking. It's more of a branding thing. We're a recruitment agency, we're not a headhunting company so we can't go out but part of our psl's we're not allowed to headhunt people.
But people do use it to contact us. And people have contacted me through www.linkedin.com

SC: You are aware of head-hunters using www.linkedin.com?

HS: Yes, definitely. I used to work in a headhunting firm. And we used it all the time.

But now we don't use it because we work in financial services and we don't head-hunt people. We can't be targeting employees out of our clients. If they come to us that's fair game, but we can't be targeting. It's part of our agreements that we don't target their staff.

I know of friends who work in headhunting they definitely use it.

It's used more for senior positions and in the UK

SC: I'm sure in this environment you're probably getting a lot of unsolicited CVs, do you have a system where you maintain them if you can't match them to anything?

HS: Yes, certainly. We have a database. One of the reasons why I chose Agency X to work with over other recruitment agencies is that in Agency X we always try to steer people in the right direction. Even if we can't help them at that moment, we always reply to their emails and try to help.

For example graduates, at the moment you just can't help graduates because companies aren't going to pay an agency fee for a person without experience. But we have come up with a couple of different packs for different people depending on what they're looking to go into. We have a pack for graduates with websites they can go to, here's some positions you should apply to if you're looking to get into here, this is how you do your CV, and this is how to

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do your cover letter. So we try to help them that way. Our culture is that if you can't help people directly, you try to find a way. And I always think that if you helped people, they'll come back to you in a year or two. So we always try our best to help everybody even if we can't help them directly.

SC: Thank you for your time.

Questions used in Interview with HR Professionals

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1. Are you currently using e-Recruitment?

2. When did your organisation start using e-Recruitment?

3. What % of your budget is spent on e-Recruitment?

4. Have you noticed a drop or rise in the quality of CV's received?

5. Are you still using traditional methods of advertising?

6. Are you still using Recruitment agencies?

7. Do you use just one Recruitment website or many?

8. Which Recruitment websites do you use, if any?

9. Do you employ filtering techniques?

10. Do you use Social Networking sites such as LinkedIn, or Facebook in order to recruit the passive candidate?

11. Do you advertise vacancies on your corporate website?

12. Which is more effective, your corporate website or the third party website?

13. What are the cost savings, compared to traditional methods of recruiting?

Questions used in Interview with Recruitment Agent Representative

1. How has the proliferation of web based recruiters affected business for traditional bricks and mortar recruitment agencies?

2. Have you had to lower the commissions you charge to companies for successful placements as a result?

3. Do you think that the progress being made by recruitment websites in certain fields such as offering filtering techniques as part of the basic package will improve their market share going forward?

4. Where do you see the Recruitment industry going in the next 5 years?

5. Will Recruitment Agencies still have a major part to play, or do you feel they will only be used for filling highly specialised positions?

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BREAK GENDER STEREOTYPES, GIVE TALENT A CHANCE

Review of the national situation for the purpose of the workshop in IRELAND

2008

Document produced in the framework of the Contract "Raising the awareness of companies about combating gender stereotypes", commissioned by the European Commission to the International Training Centre of the ILO in partnership with EUROCHAMBRES.

National College of Ireland

This document is supported by the European Community Programme for Employment and Social Solidarity (2007-2013). This programme was established to financially support the implementation of the objectives of the European Union in the employment and social affairs area, as set out in the Social Agenda, and thereby contribute to the achievement of the Lisbon Strategy goals in these fields.

The seven-year Programme targets all stakeholders who can help shape the development of appropriate and effective employment and social legislation and policies, across the EU-27, EFTA and EU candidate and pre-candidate countries.

The programme has six general objectives:

(1)   to improve the knowledge and understanding of the situation prevailing in the Member States (and in other participating countries) through the analysis, evaluation and close monitoring of policies;

(2)   to support the development of statistical tools and methods and common indicators, where appropriate broken down by gender and age group, in the areas covered by the programme;

(3)   to support and monitor the implementation of Community law, where applicable, and policy objectives in the Member States, and assess their effectiveness and impact;

(4)   to promote networking, mutual learning, identification and dissemination of good practices and innovative approaches at EU level;

(5)   to enhance the awareness of the stakeholders and the general public about the EU's policies and objectives pursued under each of the policy sections;

(6)   to boost the capacity of key EU networks to promote, support and further develop EU policies and objectives, where applicable.

For further information, see: http://ec.europa.eu/employment_social/progress/index_fr.html.

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FOREWORD

Does the European economy manage to make full use of its human capital?

This document intends to contribute to this discussion, from the perspective of gender equality.

This document has been prepared in the framework of the contract "Raising the awareness of companies about combating gender stereotypes" commissioned by the European Commission, Directorate-General for Employment, Social Affairs and Equal Opportunities to the International Training Centre of the ILO in partnership with the association of European Chambers of Commerce and Industry (EUROCHAMBRES).

The initiative, which involves Chambers of Commerce and SME organizations in 15 EU Countries[1], aims to help SMEs discover how overcoming gender stereotypes can have a positive impact on productivity and competitiveness. On this purpose, 15 workshops on "Break Gender Stereotypes, Give Talent a Chance" are organized for business relays and SME managers in the selected countries.

The Country Reviews do not have the ambition to give an exhaustive picture of gender issues in the labour markets of the 15 countries. They rather aim to enrich the workshops and the tools presented therein with country-specific information. They collect up-to-date statistical data and qualitative information on the different ways in which women and men enter and progress into employment and occupations in the various countries. In addition, information on existing legislative provisions, public and private initiatives and good practices is provided. Suggestions on the impact of gender stereotypes are also offered, to initiate dialogue and action at enterprise level.

The final aim is to offer concrete suggestions on how SMEs in the selected countries can overcome gender stereotypes and tap the business potential of gender equality.

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[1] Bulgaria, the Czech Republic, Estonia, France, Germany, Greece, Hungary, Ireland, Italy, Malta, Poland, Portugal, Romania, Slovenia, Spain

1. STATISTICS

Table 1: Statistical data

Demography and Employment		Ireland			EU27		
		Men	Women	Total	Men	Women	Total
1. Total population 2007	(figure in 1000)	2,157	2,158	4,315	241,671	253,457	495,128
	(Figure in %)	50.0	50.0	100.0	48.8	51.2	100.0
2. Life expectancy 2005	(%)	77.1	81.8	78.4	75.4	81.5	:
3. Fertility rates 2005	(%)		1.88			1.51[b]	
4. Employment rate 2007	(%)	77.4	60.6	69.1	72.5	58.3	65.4
5. Unemployment Rate	2007 (%)	4.9	4.2	4.6	6.5	7.8	7.1
6. Activity rate 2007 (%)		81.4	63.3	72.4	77.6	63.3	70.5
7. Youth unemployment rate 2007 (%)		10.0	8.1	9.1	15.2	15.8	15.5
8. Long term unemployment rate 2007 (%)		1.7	0.9	1.4	5.6	6.6	6.0
9. Part-time work 2006 (%)		7.2[d]	32.3[d]	18.0[d]	4.4	25.8	14.4
10. Employees 2007q04 (1000)		907	854	1,761	97,388	86,042	183,430
11. Self-employment 2007q04 (1000)		197	40	237	15,491	7,417	22,908
12. Entrepreneurs 2007q04 (1000)		103	22	125	7,574	2,375	9,949
13. Average hourly pay 2002 (in euro)		18.29	13.47	16.20	13.79[c]	10.40[c]	12.56[c]
14. Gender Pay Gap in unadjusted form 2006[g]			9			15	
15. Participation in decision-making 2007							
National Parliaments (%)		87	13	100	76	24	100
President in largest publicly quoted companies (%)		95	5	100	97	3	100
Member of highest decision-making body in largest publicly quoted companies (%)		93	7	100	90	10	100
GEM Value 2007			0.699			:	
GEM Rank 2007			19			:	
16. Graduations of women and men in tertiary education 2004							
ISCED 5 (%)		42.8	57.2	100	40.8[c]	59.2[c]	100[c]
(Ratio Women/Men)			1.3			1.4[c]	
ISCED 6 (%)		54.3	45.7	100	56.8[c]	43.2[c]	100[c]
(Ratio Women/Men)			0.8			0.8[c]	
17. Single-headed households, 2005 (%)		:	:	:	14[c]	14[c]	:
18. Children in childcare aged 0-2 years, 1-29hrs/30+hrs 2006 (%)			13/5			14/12	
19. Children in childcare aged 3 to mandatory school ages, 1-29hrs/30+hrs 2006 (%)			80/13			44/40	

NOTES: a - 2004, b - 2005, c – EU25, d – Eurostat 2007, e - Estimation, g – The Pay Gap is the difference between men's and women's average gross hourly earnings as percentage of men's average gross hourly earnings (for paid employees), p - Provisional, : - No data

Source: European Commission, *Indicators for monitoring the Employment Guidelines including indicators for additional employment analysis, 2008 compendium.* Except:

1, 10, 11, 12: Eurostat Database

3: Eurostat News Release, "A statistical illustration of the situation of women and men in the EU27", 32/2007, March 2007 d UNDP, Human Development Report 2007/08, Table 1

1: Eurostat, «Salaires bruts en Europe, Principaux résultats de l'enquête sur la structure des salaires 2002», *Statistiques en bref, population et conditions sociales*, 12/2005, Communautés européennes, 2005

: European Commission, DG EMPL, Database on women and men in decision-making d the Human Development Report 2007/2008 (for the GEM rank and value)

17: European Commission, *The life of women and men in Europe – A statistical portrait*, Luxembourg, Office for Official Publications of the European Communities, 2008

18, 19 (EU27 data): Commission of the European Communities, *Commission staff working document* accompanying document to the *Report from e Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - plementation of the Barcelona objectives concerning childcare facilities for pre-school-age children*, Brussels, 2008. {COM (2008) 598}

National College of Ireland

2. SITUATION AND STEREOTYPES

2.1. WOMEN IN THE LABOUR MARKET

There has been a significant increase in women's labour market participation in Ireland over the past decade. In 1995 the number of women in employment was 482,900, with a fifth working part-time. By 2006 there were 879,800 women active in the workforce. This represents an increase of 83% in the number of working women over eleven years, with an increase of 67% in the number of women working full time and trebling of the number of women working part-time. Women represented 42.8% of the labour force in 2007. The employment rate for men increased from 69.1% in 1997 to 77.4% in 2007[2].

In Ireland, women are significantly more likely to be looking after the family if not in the labour force. Women are more likely than men to leave employment or to change employers to obtain part-time employment when they have children or other family responsibilities. Indeed, still a fifth of working women work part-time. The National Centre for Partnership and Performance, a Government think-tank, has commented that "women who take career breaks to care for children often face significant barriers to re-enter the workforce representing a labour market constraint that needs to be addressed. Highly skilled women face particular difficulties in re-entering the workforce at an appropriate level."

Young women are much more likely than their mothers to be working or looking for a job. In addition, among women aged 25 to 54 who have two or more children below age 16, the full-time employment rate is only 22%[3].

Ireland had the lowest reported rate of unemployment among men and women aged 55 to 64 in the EU in 2006. However, on the other hand, the female employment rate for women aged 55-64 years has almost doubled over the period 1997-2007, but is still very low by EU standards[4].

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[2] Kavanagh M., *Women, Learning, and the Labour Market in Ireland - Irish country report for inclusion in the EAEA study on Gender Aspects in Lifelong Learning,* AONTAS – The National Adult Learning Organisation, June 2007

[3] Cournède B., *Removing Obstacles to Employment for Women in Ireland,* Economics Department Working Papers no. 511, ECO/WKP(2006)39, OECD, September 2006

[4] European Commission, *Indicators for monitoring the Employment Guidelines including indicators for additional employment analysis, 2008 compendium*

2.2. OCCUPATIONAL SEGREGATION

Occupational gender segregation refers to differences between genders in employment occupations. Despite the reduction of the gender employment gap in most EU countries in recent years, employment in the EU remains highly segregated. Women are over represented in some occupations and economic sectors, such as services and care professions, and under-represented in others, such as scientists and engineers. As a consequence of segregated labour markets there is an under-representation of women in sectors crucial for economic development.

Ireland is one of the countries with the highest rates of labour market segregation in the EU. The rates of gender segregation in Ireland stand at 22.7 in economic sectors, one of the highest in the EU, and 26.8 in occupations in 2005. These indexes measure gender segregation in the labour market; the higher the value of both indexes, the higher the segregation biased against women. However, as with all indicators, the index should be interpreted within a specific context as well as its individual components and care should be taken in cross-country comparisons. Women in Ireland predominate in caring roles, which are often less well paid. The following table shows the gender segregation index in occupations and economic sectors in Ireland.

Table 2: Country Segregation Index 2005[5]

	Gender segregation in occupations	Gender segregation in economic sectors
Ireland	26.8	22.7
EU27	24.9	17.8

Source: European Commission, *Indicators for monitoring the Employment Guidelines including indicators for additional employment analysis 2008 compendium*, pp. 52-53.

In Ireland, six sectors of activity employed just over 64.5% of all working women in 2005, all of them involving the supply of market or public services. These sectors are, as indicated in the table below: health care and social services, retailing, education, hotels and restaurants, business activities and public administration. These same six sectors, however, accounted for only 31% of men in employment. Men concentrate in the construction sector, agriculture and retail trade, although the degree of concentration for men is much lower than for women (except for construction). The following table shows the concentration of men and women in sectors of activities:

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[5] The concentration of men and women in different occupations and economic sectors is measured with an occupational segregation index. Gender segregation in occupations is calculated as the average national share of employment for women and men applied to each occupation; differences are added up to produce the total amount of gender imbalance expressed as a proportion of total employment. Gender segregation in economic sectors is calculated as the average national share of employment for women and men applied to each sector; differences are added up to produce the total amount of gender imbalance expressed as a proportion of total employment.

Table 3: Concentration of men and women in sectors of activities (NACE two digit)[6]

% of women employed	IE	EU25	% of men employed	IE	EU25
Health & Social work	18.9	17.2	Construction	20.7	13.0
Retail trade	13.5	12.5	Agriculture	8.9	5.2
Education	10.7	11.4	Retail trade	5.7	6.3
Hotels & restaurants	8.0	5.1	Business activities	5.3	6.1
Business activities	7.4	7.3	Land transport	4.5	4.2
Public administration	6.0	7.3	Public administration	4.4	7.2
Financial intermediation	3.1	2.2	Hotels & restaurants	4.1	3.4
Other service activities	2.8	2.6	Wholesale trade	3.3	4.1
Cultural & sporting activities	2.4	2.1	Manufacture food & beverages	3.3	2.5
Manufacture food & beverages	2.1	2.2	Education	3.2	3.8
Wholesale trade	1.9	2.6	Health & Social work	3.0	4.0
Construction	1.5	1.5	Vehicle sale & repair	3.0	3.2
Agriculture	1.3	3.8	Metal products	1.4	3.1
Private households	0.8	2.3	Machinery	0.8	2.7
Top 6	64.5	60.8	Top 6	49.6	41.9

Note: Persons aged 15 years and over. No distinction is made between private and public sectors. The top six are according to the EU average which may not coincide with the top six in each country. In the adaptation we have made we have ordered the sectors according to the country importance, but some important sectors might not appear.

Source: Adapted from "The concentration of women and men in Sectors of Activity", *Statistics in Focus publication (Population and Social Conditions,* 53/2007 - NACE 2 digit), and for a comparison with EU aggregated data see "European Business: Facts and figures 2008", IBSN 978-92-79-07024-2 available from the Eurostat web page.

Table 4 shows how women and men concentrate in different occupations in Ireland. The concentration of Irish men and women in the top 6 occupations is higher than the EU average. As in the rest of the EU, in Ireland women tend to concentrate into fewer occupations than men. Most Irish women work as shop salespersons and demonstrators, housekeeping and restaurant services workers, personal care and related workers and administrative workers. Many of these professions are traditionally considered to be feminine (nurses, child care) and are often undervalued in society and thus less well paid. Men concentrate in very different occupations to women, mainly as managers of small enterprises, motor vehicle drivers, and high skilled manual workers. These occupations are generally better paid and have more social recognition than the occupations in which women are concentrated.

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[6] NACE is an international classification of economic activities. The digits indicate the level of disaggregation: the higher the value the more level of disaggregation.

Table 4: Occupational patterns of women's and men's employment (ISCO three digit)[7]

% of women employed	IE	EU25	% of men employed	IE	EU25
Shop salespersons & demonstrators	10.4	8.0	Managers of small enterprises	11.8	4.4
Other office clerks	7.1	5.2	Building frame & related trades workers	8.0	4.7
Housekeeping & restaurant services workers	6.3	3.9	Motor vehicle drivers	5.8	5.2
Personal care & related workers	6.1	6.6	Building finishers & related trades workers	5.0	4.0
Secretaries & keyboard-operating clerks	5.4	3.7	Production & operations department managers	3.8	2.6
Domestic & related helpers, cleaners & launderers	4.3	7.6	Machinery mechanics & fitters professionals	3.7	3.5
Managers of small enterprises	4.0	2.9	Architects, engineers & related professionals	3.4	3.1
Finance &sales associate professionals	1.8	2.9	Shop salespersons & demonstrators	3.4	2.6
Administrative associate professionals	0.3	4.4	Finance &sales associate professionals	2.4	3.3
Nursing & midwifery associate professionals	0.2	2.6	Physical & engineering science technicians	1.6	3.6
Top 6 in each country	**41.2**	**35.6**	**Top 6 in each country**	**38.0**	**25.5**

Note: The top six occupations are listed according to the EU average, and may not coincide with the top six in each country. In the adaptation the occupations are ordered according to the country importance, but some important occupations might not appear.

Source: Adapted from "The concentration of women and men in Sectors of Activity", *Statistics in Focus, Population and Social Conditions* 53/2007.

The figures indicated in the *Report on Equality between Women and Men* (European Commission, 2008) for Ireland's distribution by sex for managers show an increase in women in decision making positions rising from 27.3% in 2001 to 30.2% in 2006. However, the involvement of women in decision-making, at both enterprise and political levels on the home stage is still comparatively low. In the private sector, boardrooms and senior executive positions remain largely male dominated. Among the top 50 companies in Ireland, female representation is only 5 per cent among chief executives[8]. Small numbers of women are beginning to achieve partnership in leading accounting and legal firms, but overall women in Ireland remain underrepresented in economical and political decision-making positions.

Table 5: Distribution of managers by sex in EU Member States – 2001 and 2006 (%)

	Women	Men	Women	Men
	2001		2006	
Ireland	27.3	72.7	30.2	69.8
EU27	30.1	69.9	32.6	67.4

Note: EU aggregate for 2001 is the value for EU-25 and not EU-27.
Source: Adapted from the *Report on equality between women and men*, pp.32. (European Commission, 2008. ISCO 12 and 13).

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[7] ISCO is an international classification of occupations. The digits also indicate the level of disaggregation: the higher the value the more level of disaggregation.

[8] European Commission, DG EMPL, Database on women and men in decision-making

2.3. THE ROLE OF SMEs

Research carried out by the Small Business Forum[9] indicates that over 97% of businesses in Ireland today are small, that is, employ fewer than 50 people. Small workplaces accounted for over 60% of the workforce (1,262,900 people) in the second quarter of 2006. They form an essential part of the supply chain for larger firms, and in particular are part of the support infrastructure needed to attract and retain foreign investment[10].

The same proportion of males and females employed in small workplaces are classified as highly skilled non-manual (37%). In contrast, almost 61% of females in employment in small workplaces are classified as working in low skilled or elementary occupations compared to just 24% of males. Employment in wholesale and retail trade, construction, and financial and other business services accounted for over 44% of the total number of persons employed in small workplaces in the second quarter of 2006[11].

While indigenous companies have traditionally focused on local markets, and are crucial in the supply chain for larger companies, some small companies are beginning to recognize the potential in international markets and growing to capitalise on opportunities. The Small Business Forum highlighted weak management capability and the lack of innovation as the important challenges faced by small businesses in Ireland[12].

Regarding entrepreneurship, it is much more common among Irish men than Irish women. One in ten Irish men (10.5%), compared to one in twenty-four Irish women (4.2%), are early stage entrepreneurs. Men are 2.3 times more likely than women to be a nascent entrepreneur and nearly three times more likely than women to be new firm entrepreneurs. In terms of established entrepreneurs, men are more than three and half times more likely than women to be established entrepreneurs[13].

2.4 GENDER STEREOTYPES

Gender stereotyping exists in all sectors in Ireland. It may diminish the opportunities of women and men in the workplace, and reinforce inequalities experienced by women in access to resources, power and respect. Gender stereotyping is the generalisation of what roles, occupations and work is appropriate to women and men, often justified by tradition, and inaccurate generalisations arising from the limitations in choice for men and women. Stereotyping limits choice, inhibits innovation and prevents effective problem solving. Generally speaking gender stereotypes are being reinforced, not changed. Women tend to work in jobs that involve caring, nurturing and providing services for people while men monopolise senior managerial positions and manual jobs which involve using machinery or production processes regarded as physically onerous.

Given the gender segregation patterns visible in the Irish labour market, the predominance of women as housewives and carers, and the continued segregation in education, it is safe to assume that gender stereotyping exists in Ireland. The challenge is to build awareness about the impact of gender stereotyping

[9] *Small Business is Big Business – Report of the Small Business Forum*, The Small Business Forum, May 2006
[10] *Small Business in Ireland*, Stationery Office, Dublin, Ireland, May 2010
[11] Ibid
[12] Fitzsimons p., O'Gorman C., Entrepreneurship in Ireland in 2006 - The Irish Annual Report, Global Entrepreneurship Monitor (GEM)
[13] Ibid

for the SMEs, in particular the loss of skill, and innovation that involves the early exit of women from the labour market, and the underestimation of women's management and leadership skills.

Women in employment have been shown to have higher educational qualifications than their male counterparts. There are, therefore, other factors that clearly impact on the ability of women to translate educational qualifications into greater participation in higher paid employment. Recent research[14] suggests that subject choice at third-level (and before) determines the areas in which women work. The study also found that women were more likely than men to opt for careers in the public sector and caring professions. The research focused on the experience of graduates who had completed third level education three years previously and found that the gender pay gap had clearly emerged during this three-year period.

The Forum on the Workplace for the Future 2005 found from a survey done with 8000 employees in both public and private sectors that "women receive less training than men, have less discretion over their work, receive less information in the workplace and have high levels of work stress"[15]. Female workers in the private sector also receive less training than their male counterparts, which creates a real discrimination against women, as work-related training can have a strong influence on earnings, job security or career prospects. Education and training are central to the advancement of women as they enter or advance through the labour market and it is a key element for women who wish to re-enter the labour market after a maternity leave. The position is no better in the public life. In 2007 13% of public representatives (TDs) in Dáil Eireann (national parliament) were women, well below the average EU rate of 23%[16].

[14] National Women's Council of Ireland, *National Women's Strategy 2007-2016*, April 2007
[15] Kavanagh M., *Women, Learning, and the Labour Market in Ireland - Irish country report for inclusion in the EAEA study on Gender Aspects in Lifelong Learning*, AONTAS – The National Adult Learning Organisation, June 2007
[16] European Commission, Report on Equality between Women and Men 2008, Office for Official Publications of the European Communities, 2008

3. SUCCESS STORIES

The Equality Authority[17]

The Equality Authority chairs programmes aimed at promoting best practice in delivering planned and systematic approaches in the workplace, supported by the social partners. This includes the Equality Review Programme and the Equal Opportunities at the Level of the Enterprise Programme. The Equality Review Programme, funded through the Department of Justice, equality and Law Reform, was developed to support organisational examinations of practices, perceptions, policies and procedures to reveal good practice and areas for improvement to promote equal opportunities. The Equal Opportunities at the level of the Enterprise Committee, with membership of representatives from the employers organisations, the trade unions and government departments produced two sets of Guidelines for Enterprises, *'Guidelines for Best Practice in Relation to Equal Opportunities Policy'* and *'Guidelines for Equality Training'*. In addition, the Committee provides support to SMEs. Funding is provided to the SME to engage equality expertise to promote employment equality policies and deliver equality and diversity training. These responses demonstrate the willingness, when provided with a supportive context, on the part of employers and employees to put in place best practice measures and play their role in achieving equality. The Equality Authority has developed initiatives on the issue of stereotyping, including research on inequality and the stereotyping of young people and background papers on gender stereotyping in marketing.

National Framework Committee for Work Life Balance Policies[18]

The Department of Enterprise, Trade and Employment chairs the National Framework Committee for Work Life Balance Policies. The Committee was established under the Programme for Prosperity and Fairness and continues under the current National Agreement. Its membership is made up of representatives from employer's organisations, trade unions, government departments and the Equality Authority. The National Framework Committee has developed a support scheme to assist in the development of planned and systematic approaches to work-life balance at enterprise level. Under this scheme, an experienced consultant can be made available to work with small to medium sized enterprises in developing and implementing work life balance policies and arrangements. In addition the Committee supports the annual Work Life Balance Day.

Supporting Women Entrepreneurs Locally (SWELL)

In Longford, a small town in a rural area with limited employment opportunities, barriers to self-employment were regarded as particularly serious. Longford Women's Link identified the low level of entrepreneurial activity among women as a critical issue. The research showed particular difficulties for women trying to earn money by working for themselves: in obtaining information; in obtaining start-up finance; and in trying to balance a working life with roles as a parent or partner or carer. To redress this issue, five local agencies Longford Women's Centre, Longford County enterprise Board, Longford County Development Board, Longford Community Resources Ltd and County Longford Vocational Education Committee formed the Longford EQUAL Development Partnership. The project was called SWELL-Supporting Women Entrepreneurs Locally in Longford.

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[17] More information at: http://www.equality.ie/
[18] More information at http://www.worklifebalance.ie/

The project involves:

- 'One-stop' information service through the Women's centre, in an atmosphere where women feel comfortable and encouraged to ask questions;
- Pre-enterprise training that will build women's self-belief in their own skills and abilities;
- One-to-one mentoring support service, where in a confidential and sympathetic setting women can obtain information specific to their needs and issues as well as discuss the balancing of work and family commitments;
- Referral to key local agencies and support structures with whom the Women's Link has developed relationships;
- Networking with women in business networks.

Women in Science & Engineering Research (WiSER)[19]

The centre for Women in Science & Engineering Research (WiSER) is a project in Trinity College Dublin. WiSER seeks to develop sustainable practices to ensure that women can compete in research on an equal basis using their scientific expertise, knowledge and potential. WiSER research has revealed that despite knowledge of the barriers experienced by women in Trinity College Dublin and concerted effort on a number of fronts, gender inequality persists. The website identifies that:

- Within the EU-25 women make up 30% of undergraduates and 36% of PhD students in science and engineering, but only 9% of full professors; and
- In Trinity College, women account for 43% of undergraduates in science and engineering, but this drops to only 4% at full-professor level.[20]

The WiSER project was established to devise practical strategies to prevent this loss of skill, knowledge and talent. WiSER runs a wide variety of activities throughout the year which aim to increase the representation of women in science and engineering. Some are directed specifically at women in the college, including seminars, training, workshops and other networking opportunities. Others, like the WiSER conference, aim to engage in the wider debate about the position of women.

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[19] More information at http://www.psu.edu/spacegrant/wiser/
[20] More details on the Website of the project, at www.tcd.ie/wiser/

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4. SUPPORT

In 2007 the Department of Justice, Equality and Law Reform produced the National Women's Strategy. This strategy covers a ten-year period and *"aims to provide a framework within which the outstanding gaps in the position of women in Irish society will be addressed"*. It highlights Ireland's approach to gender equality with three elements: firstly, the Constitution, backed up with detailed legislative provisions, which creates the fundamental entitlement to equality; secondly, the introduction of the concept of gender mainstreaming in public policy making albeit in a limited way; and thirdly, positive action measures to address gender inequality. Membership of the European Union is viewed by many as historically significant in the promotion of gender equality legislation in Ireland. This Strategy is to be monitored through a committee, consisting of the social partners.

An Inter-Departmental Committee identified a broad range of different fields of government, economic and social activity that impact upon the lives of women in Ireland today. Three key themes have been identified to encompass the holistic approach and these are

- Equalising socio- economic opportunity for women;
- Ensuring the well-being of women; and
- Engaging as equal and active citizens.

The main Constitutional reference to equality appears in Article 40.1 while the position of women in Irish society is addressed in Article 41.2. There is considerable debate as to the function of these articles in Irish society, some arguing that they support gender stereotyping, and others arguing that they support the "family". An All-Party Oireachtas Committee and the Constitution Review Group are two bodies that have argued the need to make the articles gender neutral. The recommendations of the All-Party Oireachtas Committee are contained in a report on a much wider brief in relation to the family and are under consideration by the relevant Departments now.

There is Irish legislation specific to the position of women in Ireland, some more general and applying to all citizens but of particular relevance to the role of women in Irish society. Among the more relevant enactments are the Employment Equality Acts 1998 and 2004, and the Equal Status Acts 2000 to 2004, which outlaw discrimination in employment and in the supply of goods and services on nine grounds, including gender. The acts cover most aspects of employment, including advertising, pay, dismissal and collective agreements, and apply to all types of employment. The Equality Act 2004, which came into force on the 19th of July 2004 amends and consolidates the Employment Equality Act 1998 and the Equal Status Act 2000. It also gives effect to EC directives on equal treatment of men and women, equal treatment employment directive and race discrimination.

In addition to employment equality and equal status legislation there are the:
- Maternity Protection Acts 1994 and 2004, which provide for maternity leave and other facilities, the Adoptive Leave Act 1995;
- Parental Leave Acts 1998 and 2006;
- Carer's Leave Act 2001;
- Protection of Employees (Part-time Work) Act 2001;

- Protection of Employees (Fixed-term Work) Act 2003;
- National Minimum Wage Act 2000;

Harassment, also defined in the Equality Acts, is any form of unwanted conduct related to any of the nine grounds, which has the purpose of effect of violating a person's dignity and creating intimidating, hostile, degrading, humiliating or offensive environment for the person. It includes unwanted conduct, may include acts, requests, spoken words, gestures or the production, display or circulation of written words, pictures or other material. The Equality Authority has published a Code of Practice on Harassment and Sexual Harassment at Work, which has been approved by the Minister (S.I. No 78 of 2002). Sexual harassment is any form of unwanted verbal, non-verbal or physical conduct of a sexual nature.

Positive Action recognises that certain groups in society have been disadvantaged, and the Acts permit employers to take steps with a view to ensuring full equality in practice between employees on all of the nine discriminatory grounds.

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15

ACRONYMS

EC	European Commission
EU	European Union
EU25	The 25 Member Countries of the European Union (from May 2004 to December 2006)
EU27	The 27 Member Countries of the European Union (as from January 2007)
GDP	Gross Domestic Product
GEM	Gender Empowerment Measure
GNP	Gross National Product
IE	Ireland
ISCED	International Standard Classification of Education
ISCO	International Standard Classification of Occupations
NACE	Classification of Economic Activities in the European Community
NGO	Non-governmental Organization
SMEs	Small and Medium Enterprises
UNDP	United Nations Development Program

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1. Have you ever used an on-line recruitment website such as Irishjobs.ie or Monster.ie to search for a job during the course of your career?

	Response Percent	Response Count
Yes	93.1%	
No	6.9%	
answered question		
skipped question		

2. What websites have you used (you can tick more than one)

	Response Percent	Response Count
www.Irishjobs.ie	93.1%	
www.Monster.ie	69.4%	
www.Loadzajobs.ie	31.9%	
www.Recruitireland.ie	37.5%	
www.Irishrecruitment.ie	6.9%	
www.fas.ie	5.6%	
www.careerbuilder.ie	1.4%	
www.jobs.ie	38.9%	
Other (please specify)	12.5%	
answered question		
skipped question		

3. Have you registered your CV with any of these websites?

|	Response Percent	Response Count
Yes	54.2%	39
No	45.8%	33
answered question		72
skipped question		0

4. Have you used any of the tools available on these websites, such as CV Building, and Cover Letter tips

|	Response Percent	Response Count
Yes	33.3%	24
No	66.7%	48
answered question		72
skipped question		0

5. Have you sent your CV to a Recruitment Agency that was not in direct response to an advertisement?

	Response Percent	Response Count
Yes	65.3%	47
No	34.7%	25
answered question		72
skipped question		0
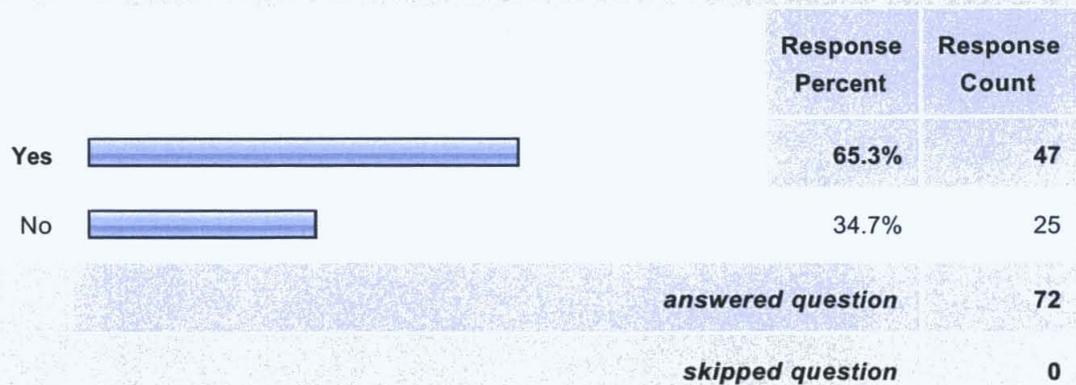
6. Which one(s) did you use (you can select more than one)

|		Response Percent	Response Count
Sigmar Recruitment		26.4%	19
Grafton Recruitment		**38.9%**	**28**
Premier Group		30.6%	22
MERC Partners		0.0%	0
Julia Ross		4.2%	3
Accountancy Solutions		8.3%	6
Harvey Nash		1.4%	1
Hayes		25.0%	18
Eden Recruitment		18.1%	13
CMI Recruitment		1.4%	1
Mary B Cremin		15.3%	11
N/A		16.7%	12
Other (please specify)		20.8%	15
		answered question	72
		skipped question	0
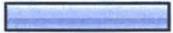
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7. How would you rate their effectiveness in finding you full time employment against on-line Recruitment Websites?

|	Response Percent	Response Count
Much Better	27.8%	20
Slightly Better	23.6%	17
About the Same	41.7%	30
Worse	6.9%	5
answered question		72
skipped question		0

8. Do you purchase a newspaper / trade journal specifically to look at their Job ads pages?

	Response Percent	Response Count
Yes	38.9%	28
No	61.1%	44
answered question		72
skipped question		0

9. If Yes, which newspapers / trade journals would you purchase?(you may select more than one)

|	Response Percent	Response Count
The Irish Times	29.2%	21
The Irish Independent	27.8%	20
The Evening Herald	16.7%	12
The Sunday Tribune	2.8%	2
The Sunday Independent	2.8%	2
Law Society Gazette	0.0%	0
Irish Construction Industry Magazine	2.8%	2
N/A	55.6%	40
Professional Body Journal e.g. ACCA, CIMA (Please specify)		3
answered question		72
skipped question		0

10. Compared to using the Internet, how often would you use newspapers / journals to look for open positions?

	Response Percent	Response Count
More Often	5.6%	4
About the Same	22.2%	16
Less Often	72.2%	52
answered question		72
skipped question		0
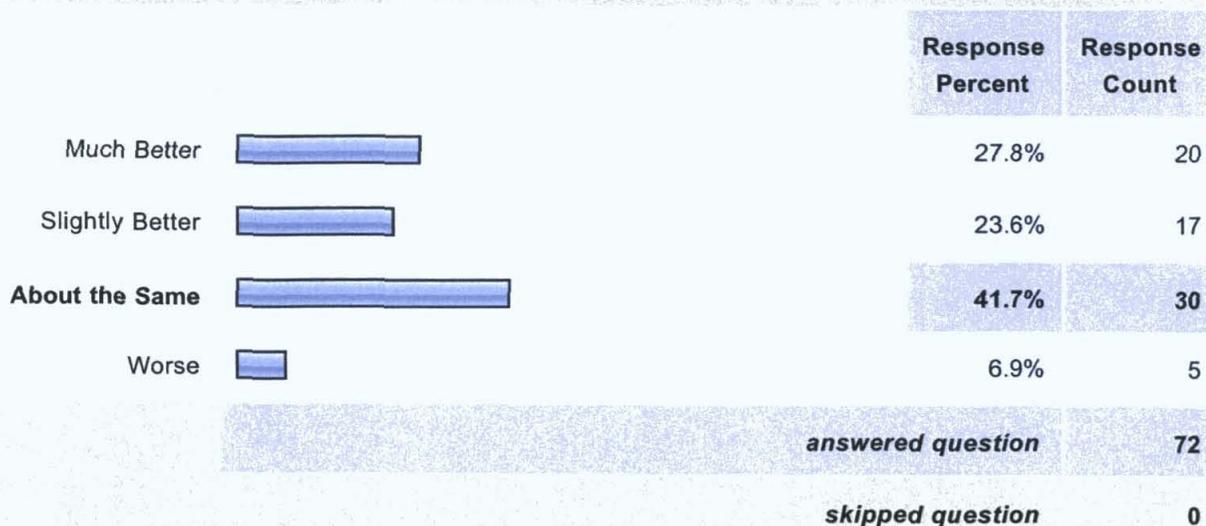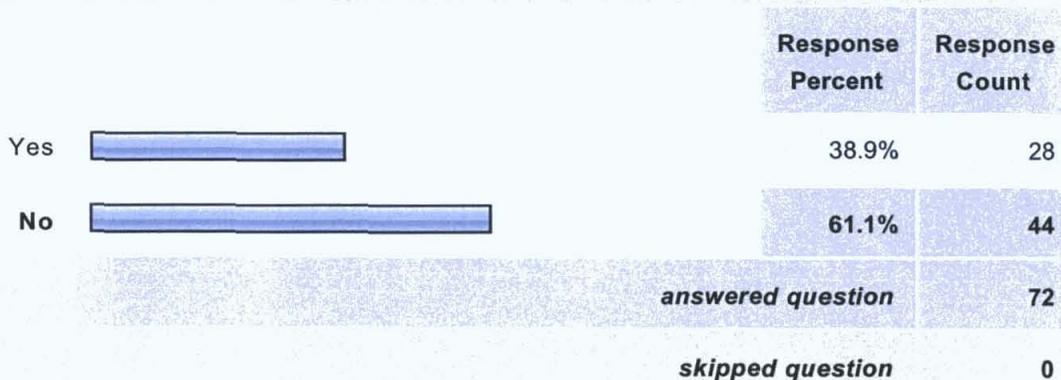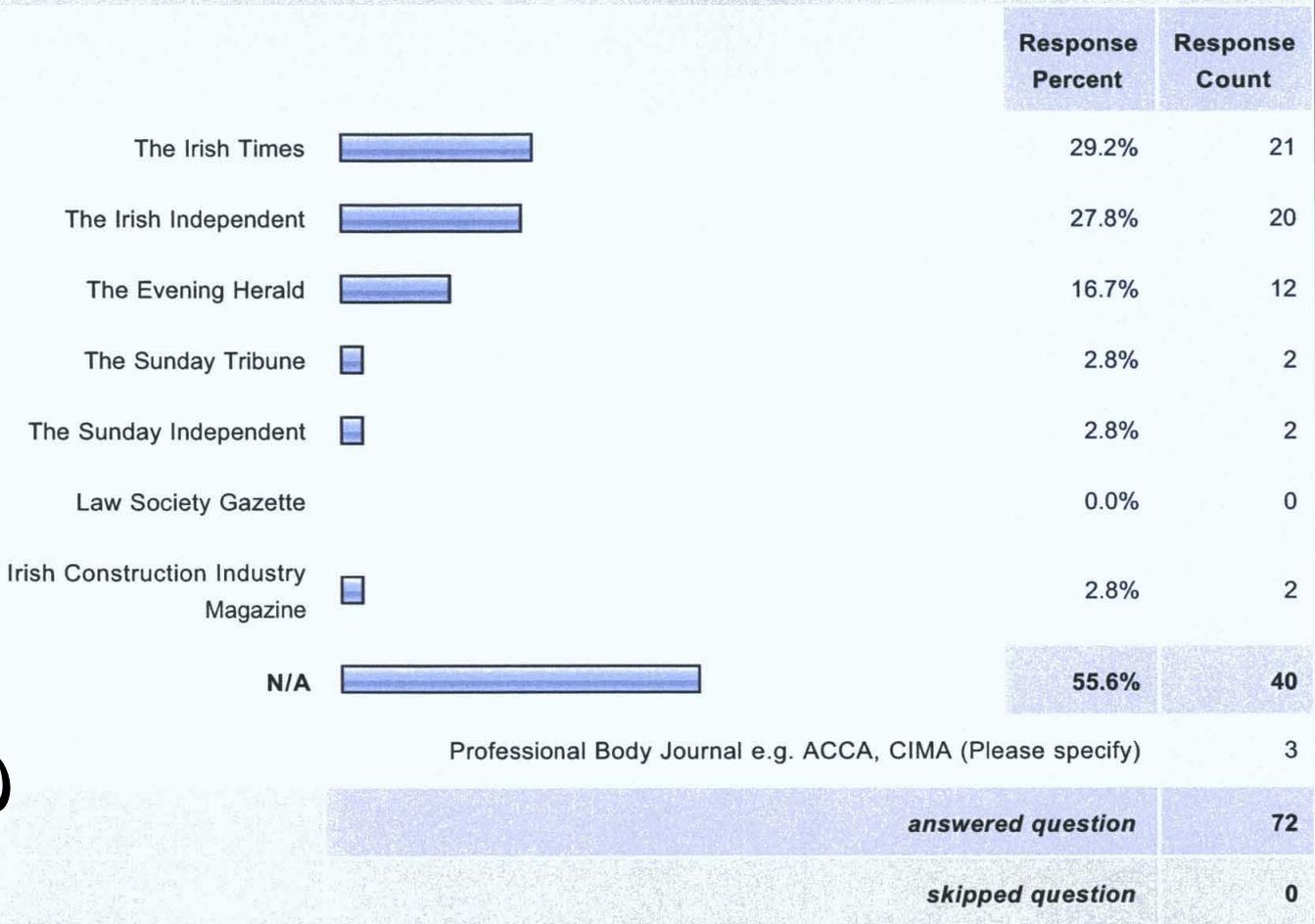
11. Have you ever attended a Jobs Fair such as Grad Fair or any run by FAS?
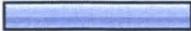
	Response Percent	Response Count
Yes	28.2%	20
No	71.8%	51
answered question		71
skipped question		1

d attending such an event result in you obtaining at least a Job offer?

	Response Percent	Response Count
Yes	2.8%	2
No	36.6%	26
N/A	60.6%	43
answered question		71
skipped question		1

13. Have you ever attended an on-line Jobs fair such as www.Jobsfair.ie?

	Response Percent	Response Count
Yes	0.0%	0
No	100.0%	71
answered question		71
skipped question		1

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14. Did attending such an event result in you obtaining at least a Job offer?

|	Response Percent	Response Count
Yes	0.0%	0
No	18.3%	13
N/A	81.7%	58
answered question		71
skipped question		1
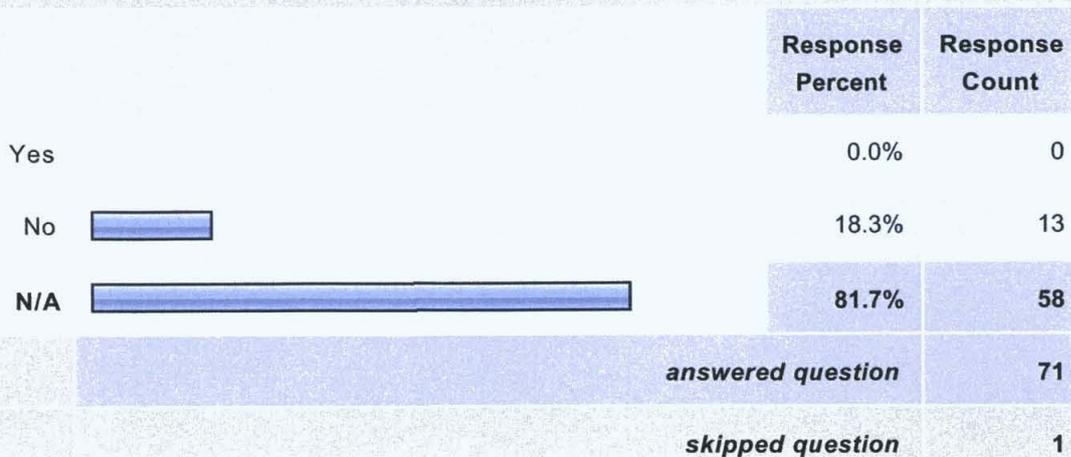
15. Do you use, or do you intend to use Social Networking sites such as Facebook and LinkedIn to search for jobs?

	Response Percent	Response Count
Yes	19.7%	14
No	80.3%	57
answered question		71
skipped question		1

**If yes, have you ever been approached by either an Employer or a Recruitment Agency as a result of having your information posted on such sites?**

|	Response Percent	Response Count
Yes	4.2%	3
No	25.4%	18
N/A	70.4%	50
answered question		71
skipped question		1

17. Does your current employer have its own Corporate website that is accessible to the general public?

	Response Percent	Response Count
Yes	93.0%	66
No	7.0%	5
answered question		71
skipped question		1

18. If yes, do they advertise open positions there?

	Response Percent	Response Count
Yes	74.6%	53
No	18.3%	13
N/A	7.0%	5
answered question		71
skipped question		1

19. Does your current employer have its own Intranet side, accessible only to employees?

	Response Percent	Response Count
Yes	91.5%	65
No	8.5%	6
answered question		71
skipped question		1

20. If yes, do they advertise open positions there?

	Response Percent	Response Count
Yes	83.1%	59
No	8.5%	6
N/A	8.5%	6
answered question		71
skipped question		1

**21. Do they have an Employee Referral scheme where you can submit the CV of a friend on-line?**

	Response Percent	Response Count
Yes	77.1%	54
No	22.9%	16
answered question		70
skipped question		2

22. Have you ever used a Corporate website to seek vacancies directly with an Organisation i.e. using the careers on such Corporate websites as www.aib.ie, www.hsbc.ie?

	Response Percent	Response Count
Yes	60.0%	42
No	40.0%	28
answered question		70
skipped question		2

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23. If yes, how would you rate the experience whether your application was successful or not?

	Response Percent	Response Count
Excellent	4.3%	3
Very Good	21.4%	15
Average	25.7%	18
Poor	18.6%	13
N/A	30.0%	21
answered question		70
skipped question		2

24. Do you feel this affected your feelings towards the Corporation's brand whether they be positive or negative?

	Response Percent	Response Count
Yes	35.7%	25
No	22.9%	16
N/A	41.4%	29
answered question		70
skipped question		2

25. Do employee testimonials on corporate websites influence your decision to apply for a position within the corporation?

	Response Percent	Response Count
Yes	35.7%	25
No	64.3%	45
answered question		70
skipped question		2

26. Do they have a positive or negative influence on you?

	Response Percent	Response Count
Positive	42.9%	30
Negative	4.3%	3
N/A	**52.9%**	**37**
answered question		70
skipped question		2

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