SOCIAL MEDIA AUDIT 2012

The Graduate Cut

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Social Media Audit – 2012

Over the last few years, Social Media has appeared, gained momentum and, in some respects, dominated the conversation in graduate recruitment. But for many companies it remains one of the most difficult things to get right.

In 2010, Penna looked to help clarify what was happening in the market place when it conducted the Social Media Audit. Two years on we have conducted the survey again with a slightly larger sample (96 graduate recruiters participated) and a broader remit in terms of findings. This document presents a summary of our findings.

Exec Summary

Many of the survey findings reflect a growing comfort in the use of Social Media. For example in 2010 over half of recruiters felt Social Media was 'dangerous' and felt uncomfortable using it, today that figure has fallen to 4% - a phenomenal turnaround!

People are also more confident in their use of Social Media - in 2010 the majority of respondents (55%) rated their knowledge and use of Social Media overall as only "OK". No one claimed to be an expert. Now over 40% describe themselves as confident users and 10% even view themselves as experts - which in a sector as dynamic as 'Social Media' is certainly remarkable.

Companies are also increasingly gaining quantifiable benefits from their social presence, the most common benefit being 'increased brand presence'; while 91% felt there was a causal link between managing reputation and being an employer of choice.

No surprise then that we are liable to see an on-going growth in the use of Social Media as a recruitment tool. Our findings suggest that all the main sites: Twitter, LinkedIn, Facebook and YouTube will see growth of at least 60% in terms of recruitment usage.

In terms of 'depth' of use, Facebook has seen the most significant change in the last two years: 79% of recruiters now maintain a Facebook page, with 60% of them doing this regularly. This site is clearly a very important tool in terms of building engagement.

More holistically recruiters are increasingly keen to actively manage their online reputation (98% stated this as an objective). But there is an acknowledgement that this is not always easy with half of the organisations we surveyed feeling they were not managing their reputation well - the main barriers being a lack of 'time' and a lack of 'tools' . The most successful companies spend at least 10 hours a week on reputation management and importantly do it as part of a normal working day. However, this is not a task that needs to be done 'in-house' with increasing numbers of companies outsourcing 'reputation management'.

The survey also looked at how Social Media is used in the selection process. Overall around 1/3rd of companies stated they are or might use Facebook to evaluate candidates, and this figure is liable to be significantly greater if you consider the use of the whole spectrum of social sites such as LinkedIn. However, the majority of companies have no policy in place with regards to recruiters viewing materials about candidates on social sites. As you might expect, this emerged as one of the major concerns with regard to the usage of Social Media – the majority (64%) stating it was a concern that candidate information available online could get in the way of a fair recruitment process.

Implications

So what are the implications of the survey results? Firstly, recruiters are starting to match the levels of engagement shown by undergraduates as regards Social Media and as a result we will see an on-going rise in the use of Social Media as a recruitment tool. Increasingly, recruiters are looking to use a wider range of social tools, or existing media more effectively (already professional use of Social Media is more diverse than personal use). It could be that the rise of Social Media is now primarily driven 'demand side' and candidates are going to have to embrace 'corporate Facebook pages', 'YouTube channels' etc if they are going to apply effectively or even find out about opportunities. Conversely, employers not embracing Social Media will be putting themselves at a disadvantage as the fulcrum of recruitment moves social.

Interestingly, despite the clear growth in the adoption of Social Media in recruitment, many companies are still conflicted about allowing employees to access it at work. While we estimate only 6% have a complete ban on its use, most companies try to restrict access (obviously difficult in the age of the smart phone). However, particularly for Generation Z and younger Generation Yers, Social Media is an integral part of their lives and using Social Media to recruit and then trying to discourage use at work would seem contradictory and confusing. Companies probably need to trust today's graduates to use Social Media sensibly at work (many of the arguments about restricting use seem to mirror arguments used about allowing access to the internet all those years ago).

As recruiters start to use a more diverse range of Social Media the challenge is how to use them in an effective and integrated fashion – the key issue being getting your social content in front of the people you want to influence. This however is proving ever more difficult as social platforms are evolving rapidly primarily due to their desire to encourage active engagement with users and in turn monetise their platforms. All this points towards an ever growing importance, for recruiters, to generate social content people are going to engage with (if not social platforms are liable to categorise it as uninteresting and it could become invisible.) Good Social Media has always been about good content - recruiters will need to focus on this ever more.

Recruiters also appreciate that as Social Media has gained popularity, so to the number of conversations about them across the web has increased. These conversations are a good reflection of how well a company is doing in the recruitment market so it is important to monitor what is being said.

However many companies are struggling to do this at the moment which leaves them in the unenviable position of investing more in social recruitment but not being able to utilise one of the main measures of success. Worse, it leaves them in the dark if things do go wrong and without the ability to tweak their recruitment and selection process during the life of a campaign. While much monitoring can be done in-house, an effective solution for those companies that do not have the time or expertise to monitor is – to outsource. Companies outsourcing having a 90% success rate as regards effective monitoring.

As with monitoring, managing reputation is not done well by a high percentage of companies. Successful reputation management is related to consistency, responsiveness and time, but again many companies do not have the time or means to manage reputation successfully. External outsourcing is a successful option for HR teams as is getting current students involved. One solution to be avoided is outsourcing internally (eg to marketing). Recruitment, it would seem, is best done under the clear guidance of HR.

The majority of companies have no policy in place for how Social Media should be used as part of the recruitment process; all the same, social content is still widely used to evaluate candidates. The message here is probably primarily for candidates - manage your accounts carefully and be clear in the segregation of your profiles between personal and professional. For recruiters there is clearly a need to think carefully about whether social information can be used to inform recruitment – as people share more, Social Media could well provide valuable insights as long as the information gained can be used objectively.

To learn more about how Penna can build and manage your Social Media Presence please contact:

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Introduction – about the survey

Our graduate Social Media audit seeks to explore how graduate recruiters are using Social Media across a range of uses. This survey explores, the obstacles as well as the successes that organisations are having with regards to Social Media. Encompassing various themes, we look into how recruiters use Social Media both personally and professionally, we look to gauge the success of organisations when it comes to monitoring and managing reputation, as well as covering the more controversial issues such as Social Media for hires and use in the selection process.

Where possible, we always try to talk about the implications of the findings. If we have a point to make, we make sure that every comment has a recommendation.

As this report will show, it may not be easy to use Social Media but it can be done.

Research Methodology

An online survey was launched in July 2012, and the survey was left open until October 2012. The survey was completed by 96 recruiters. A full list of respondents is provided in the Appendix.

Industry and Sector Makeup

Looking at the industry make up, we can see that the bulk of firms are financial services firms (19%). The majority of respondents also come from large organisations with 66% employing more than 1,000 people.

Three-quarters of the respondents are employed in the private sector.

Profile of a typical respondent

The majority of respondents are female (65%).

The majority of respondents fall between the ages of 30 to 39 (45%).

All respondents who participated were responsible for graduates however, the survey also revealed that over 60% were responsible for interns and experienced hires. Whilst the typical respondent was a Graduate Recruitment Manager, our survey also garnered responses from Resource Managers, Heads of Resourcing as well as senior figures responsible for recruitment at director and regional level positions.
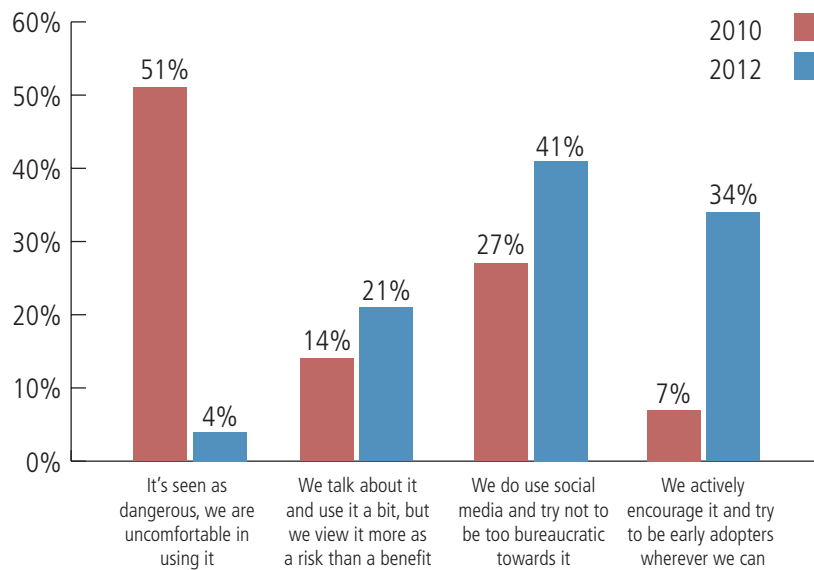
The Social Media Standpoint

Attitudes have changed

It is surprising to think that as recently as 2010 HR was largely suspicious of the benefits of Social Media in recruitment:

• 51% seeing at as dangerous and uncomfortable using it

• 14% talk about it and using it a bit, but viewing it more as a risk than a benefit
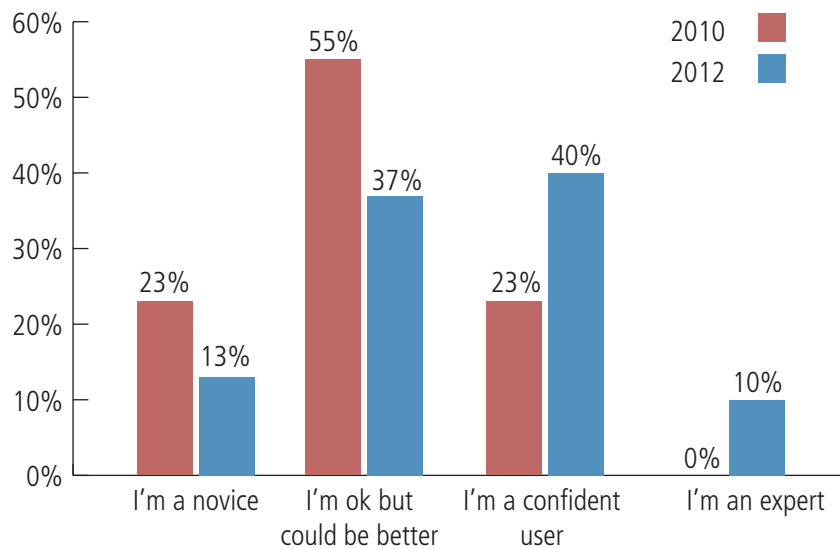
However, just 2 years later 75% of graduate recruiters are now actively using and supporting its use, with 34% of graduate employers actively encouraging its use and looking to be early adapters.

What we are also seeing is a **growing confidence** amongst graduate recruiters with regards to Social Media. In 2010, the majority of respondents (55%) rated their knowledge and use of Social Media overall as, "OK, but could be better" and a further 23% claimed to be novices – not a single organisation claimed to be an expert.
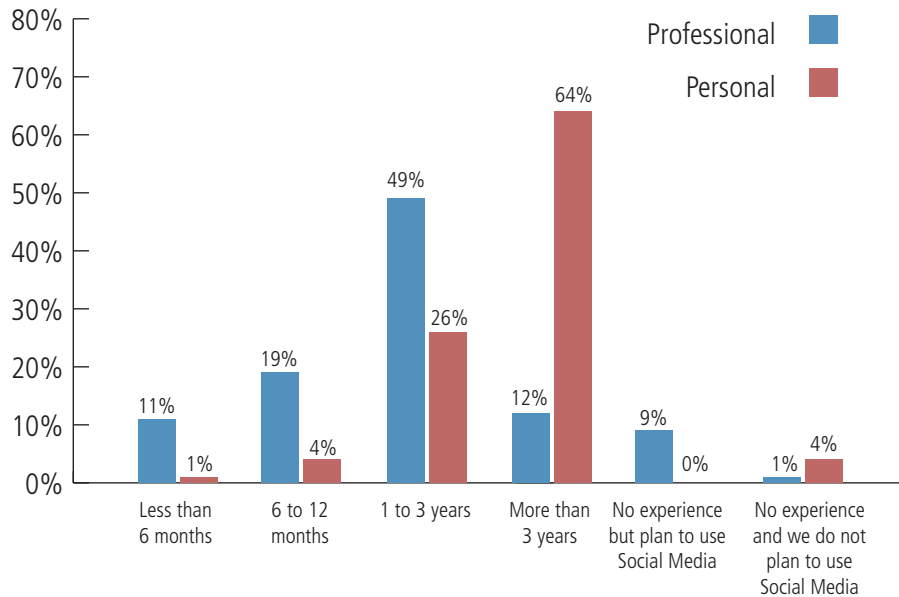
In contrast, when we compare these findings to the results of 2012, only 13% see themselves as 'Novices' but 40% describe themselves as confident users. 10% even view themselves as experts - which in a sector as dynamic as 'Social Media' is certainly remarkable.

How would you rate your knowledge and use of Social Media overall?

Legend: 2010, 2012

- I'm a novice: 23% (2010), 13% (2012)
- I'm ok but could be better: 55% (2010), 37% (2012)
- I'm a confident user: 23% (2010), 40% (2012)
- I'm an expert: 0% (2010), 10% (2012)

Length of Use

Growing confidence with Social Media is liable to be related to how long people have been working with or using, so we asked recruiters how long they had been using Social Media personally and professionally.

Legend: Professional, Personal

- Less than 6 months: 11% (Professional), 1% (Personal)
- 6 to 12 months: 19% (Professional), 4% (Personal)
- 1 to 3 years: 49% (Professional), 26% (Personal)
- More than 3 years: 12% (Professional), 64% (Personal)
- No experience but plan to use Social Media: 9% (Professional), 0% (Personal)
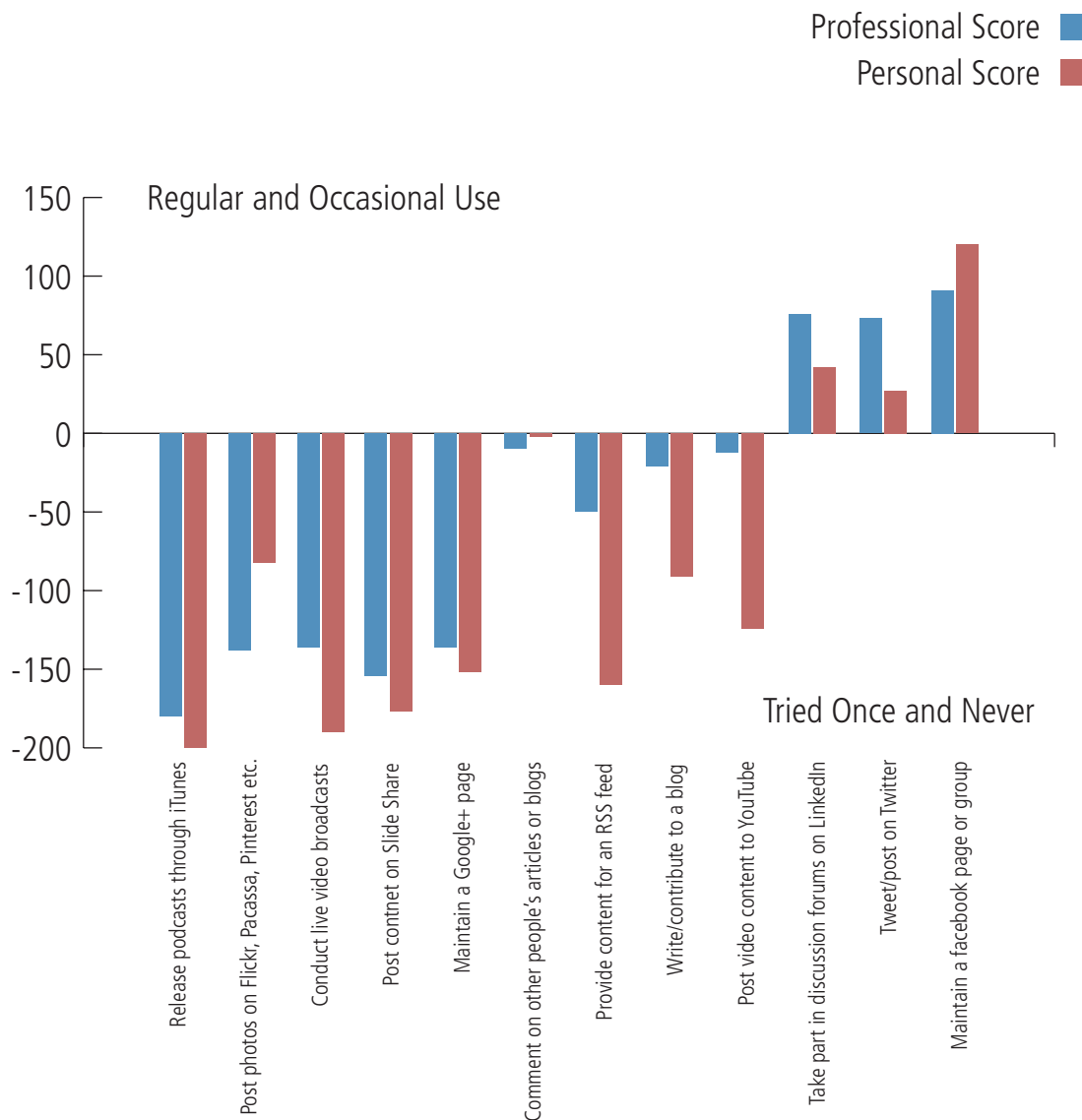- No experience and we do not plan to use Social Media: 1% (Professional), 4% (Personal)

What we can see is that professional use is lagging personal use by one or two years. Therefore, we would anticipate saturation might be reached as early as 2013.

Site Usage – Personal versus Professional

So, is the increase in confidence and usage simply a reflection of people's personal use of Social Media? What does this increase use look like practically for some of the key social sites?

The chart below looks at professional and personal use of social sites. The higher the score, irrespective of direction (i.e. positive or negative), the higher the frequencies of Social Media use. Positive scores are an indication of "Regular" or "Occasional" use and negative scores are an indication of scarce use – i.e. "Once" or "Never".

What we see is a variation between sites used personally and professionally with just two exceptions (Facebook and Pinterest). Professional use is more prevalent than personal use for example with Twitter, 73% Tweet regularly or occasionally professionally, but only 59% personally, while with LinkedIn 78% use it professionally but only 68% personally. The biggest areas of contrast between personal and professional use of Social Media tools are: blogging and use of video's both considerably more likely to be used professionally.

It seems likely therefore, that recruiters are separating their 'social lives' from their professional ones. However, although recruiters may feel more accomplished in using Social Media personally, they are starting to evolve strategies and gain confidence in using the wider Social Media platforms professionally.

How graduate employers handle their organisations reputation

Monitoring Reputation

It has been said that a simple explanation of what your employer reputation could be is *"what people say about you in the pub."* We know that word of mouth has always played a part in influencing students to apply, or not, to companies that hire graduates. But these conversations are increasingly happening online, being recorded and indexed. Therefore, when we are talking about all the sources of information available to potential candidates, over and above official channels such as the graduate website, brochure and on-campus events, the information being shared between audiences themselves could play an ever-more significant role in what people think about you.

So being aware of what candidates are saying about your organisation is important - ultimately, anything that is said online has the ability to go offline – this is illustrated by some quotes from this year's survey:

"There are numerous examples of candidates on Milkround or Wikijobs who declare that they have decided not to join us for a variety of reasons or who indicate that they have withdrawn their applications - however there are also contrary comments from candidates who share positive experiences." [sic]

"We have candidates that have applied due to what they read online either through a 3rd party forum (Vault, etc.) - at the same time, we have had candidates in our process who have declined to pursue us due to a 3rd party forum."

And perhaps not surprisingly then, when asked, *"How important do you think it is to monitor your reputation as an employer by reading blogs, chatrooms, online news stories, tweets etc?"*, 96% said it was important, of whom 53% thought it extremely important.

But how well have recruiters been able to monitor their reputations? The answer is mixed and although 53% of companies do feel they are monitoring their reputation well this still leaves a high percentage (47%) who felt that they were not monitoring effectively.

This is particularly significant as many companies who monitor well feel it gives them a significant competitive advantage.

"We monitor it, but see it as a tool for us to be aware of what our reputation is and to put in place things to change. It is no different to conversations that were previously had on the 'student grapevine' but the difference now is that we are able to find out what students' perceptions of us as an employer are more easily. There will always be negative comments, but they happen to our competitors as well - Social Media sites mean that we are now aware of them and can work to challenge perceptions."

Despite the benefits, barriers remain to effective monitoring; the three key barriers being:

- We haven't got the time to do this – 54% mentioned this (67% of the organisations who stated they didn't have time, also didn't monitor their reputation well)

- It's nobody's clear responsibility – 50% (60% of those who mentioned that it was nobody's clear responsibility didn't monitor well)

- We don't have the tools to do it systematically – 42% (amongst the 42% of organisations who didn't have the tools for monitoring, 54% don't monitor well).

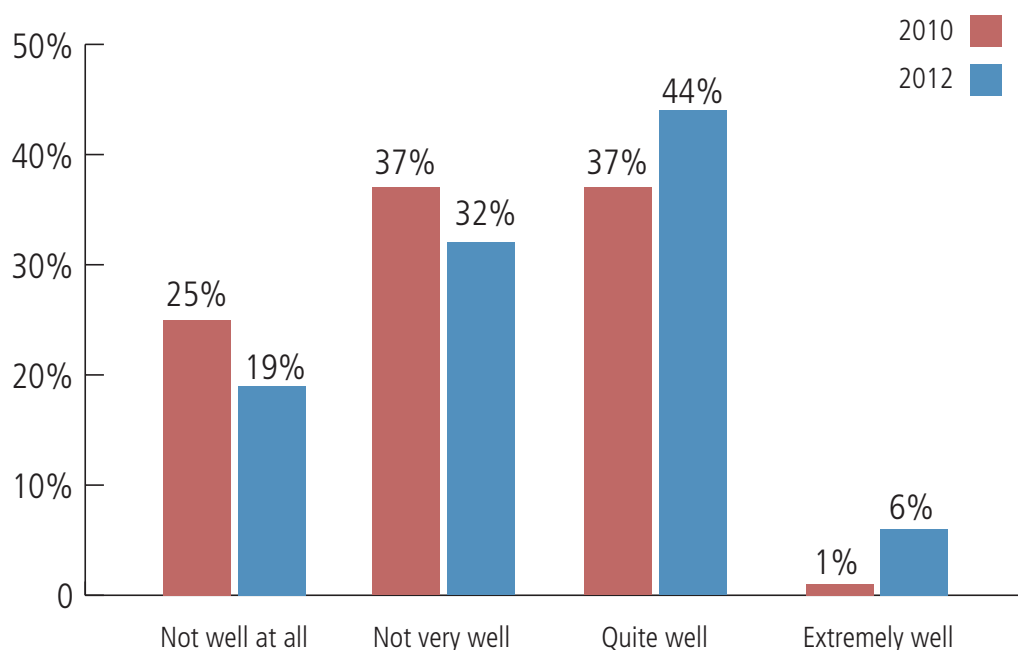| Responses	All	Well	Not Well
Other internal dept. (marketing, comms, PR)	46%	59%	41%
A combination of teams & departments	35%	58%	42%
Mine/HR team's	28%	68%	32%
We haven't assigned responsibility	25%	18%	82%
External agency (marketing, comms, PR)	11%	90%	10%
You can't monitor your reputation online, it's impossible	2%	50%	50%

Organisations that are not very good at monitoring their reputation outscore the better able organisations significantly in one core area: not assigning responsibility. We can see that if organisations do not assign responsibility, understandably, they do not monitor well – this is reflected in the 82% of respondents who do not assign responsibility and subsequently, do not monitor well.

Another interesting finding from the table reveals that external agencies may contribute to good monitoring. Although organisations who use external agencies make up only a small amount overall (11%), their use may be warranted as 90% of those who do use external agencies are able to monitor their reputation well.

Managing Reputation

Managing is about reacting online, whereas monitoring is about being aware of what is mentioned about your organisation online. Reputation management was seen as important by 98% of our respondents. One key reason for this perceived importance is that organisations believe that managing their reputation will have a causal impact on them becoming an employer of choice – with 91% of respondents holding this view.

How well have you been able to actively manage your reputation as an employer across blogs, chatrooms, online news stories, tweets etc?

We can see that reputation management does seem to be improving although barriers continue to remain - there are still 50% of organisations who feel they do not manage well.
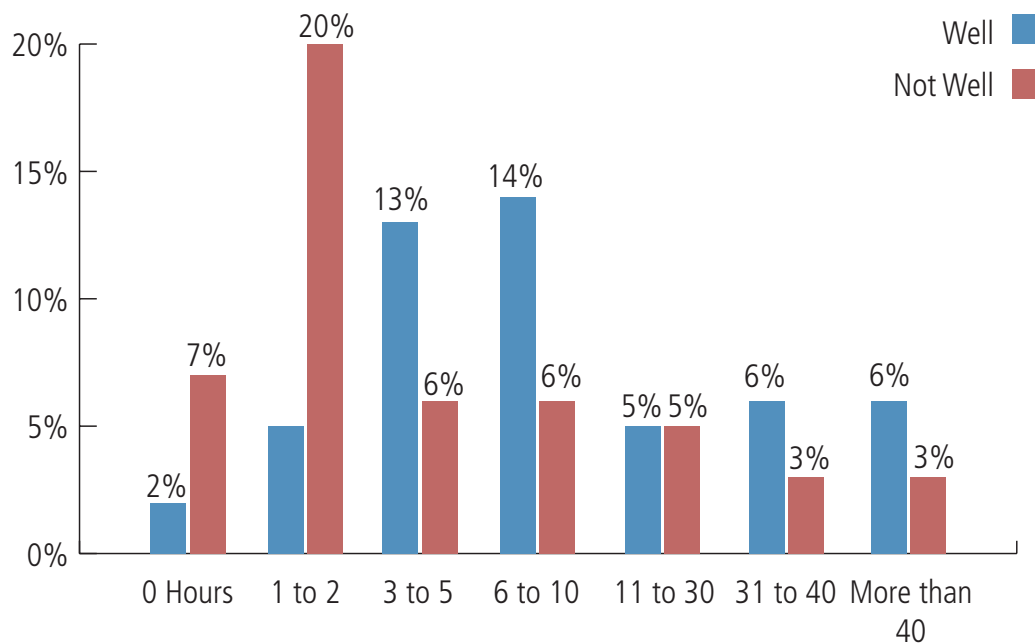
What are the main barriers you face in managing your employer reputation online?

Responses	All	Well	Not Well
We haven't got the time to do it	57%	39%	61%
We don't have the tools to do it systematically	42%	39%	61%
It's nobody's clear responsibility	37%	34%	66%
We haven't got budget to do it	32%	40%	60%
We've never thought about it/It's not on the agenda	15%	17%	83%
The organisation doesn't want to do it	2%	50%	50%
We've tried it but couldn't make it work	0%	0%	0%

As with monitoring reputation the main barriers are 'Time' and 'Tools' although the highest differential in the research exists amongst those who state, "We've never thought about it/It's not on the agenda": 83% of organisations who cite this as a barrier are not able to manage their reputation well.

As we have seen, a lack of time is the most mentioned reason as to why people are not managing their reputation online, so it is worth considering how much time companies do spend on this task.

How many hours per/week (approximately) is dedicated to managing Social Media within your organisation?
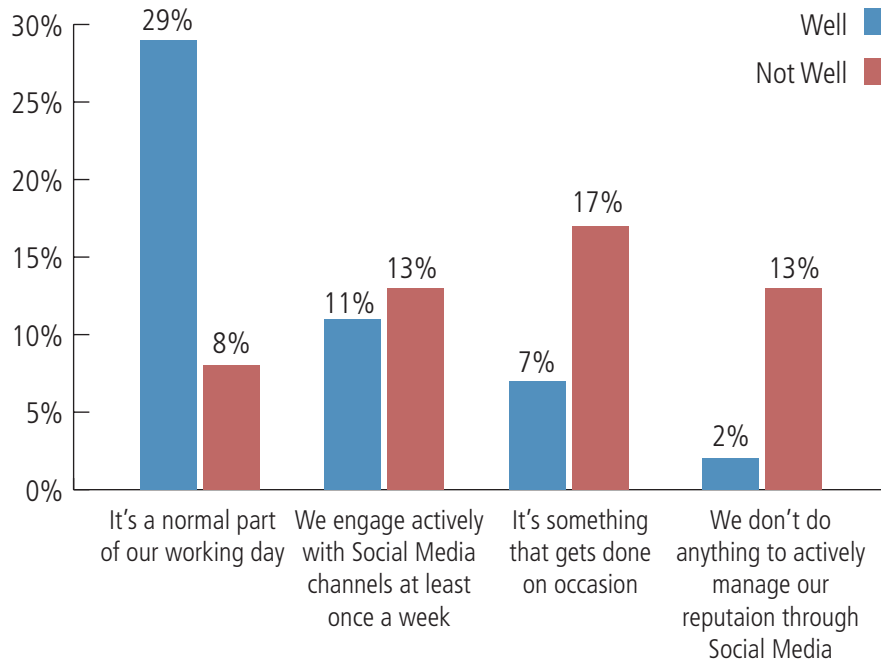

There are some clear correlations between time spent managing reputation and effectiveness, for example unless you dedicate at least 3 to 5 hours a week to reputation management your chances of success seem significantly diminished, although optimally you will need to look at spending 6 to 10 hours.

However, managing reputation is often complex and so hours alone will not ensure effective reputation management, for instance, we can see that 6% of companies who spend over 31 hours a week managing their reputation still do not feel they are doing it well.

Regularity of management as well as total hours is worth considering - over half of those that manage their reputation well manage do so as a normal part of their working day.

How regularly do you manage your online reputation as an employer?

Whilst time and effort is clearly important in managing reputation what impact does the department responsible for managing, have?

Three 'reputation management' approaches were seen as most effective:

• External agencies – 62% effective

• A combination of teams & departments – 63% effective

• Recent graduates – 67% effective

If we look at the 50% of companies that feel they do not manage their reputation well, the first immediate difference, with those who feel they do not manage their reputation well, is that they are far more likely not to have assigned responsibility for reputation management.

Whose responsibility is it to manage employer reputation online?

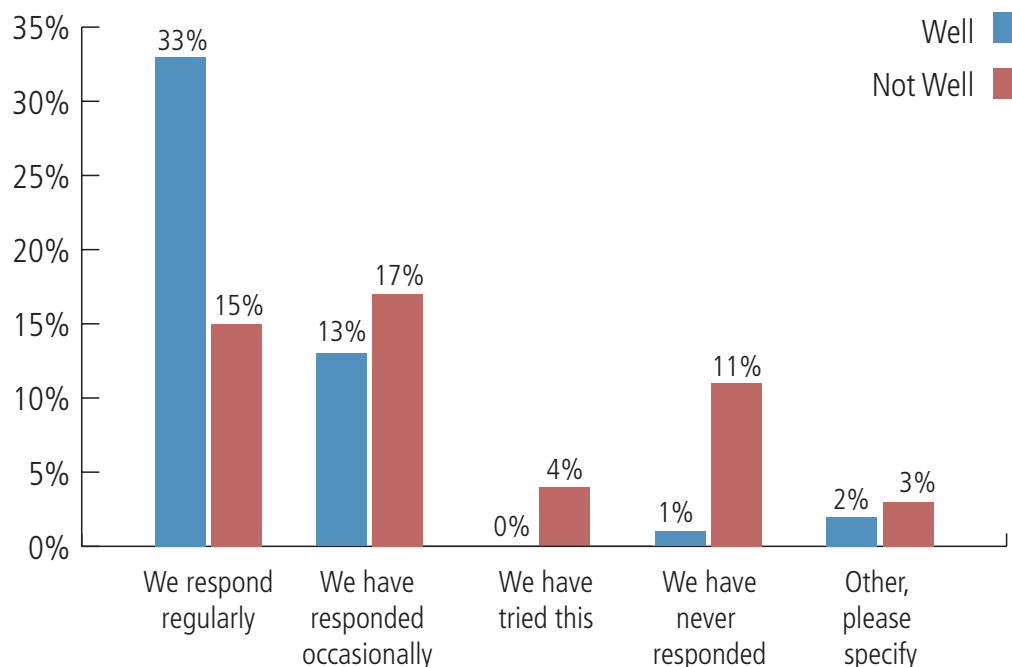| Responses	All	Well	Not Well
Other internal dept. (marketing, comms, PR)	56%	47%	53%
Mine/HR team's	42%	57%	43%
A combination of teams & departments	41%	63%	37%
We haven't assigned responsibility	16%	23%	77%
External agency (marketing, comms, PR)	14%	62%	38%
Our graduates	11%	67%	33%
You can't manage your reputation online, it's impossible	1%	100%	0%

However also noticeable was that those using 'Other departments e.g. marketing or PR' to manage reputation' seem to put themselves at a disadvantage with 53% who take this approach not managing reputation well (over 25% of the total of organisations sampled).

The message here would appear to be that while the worst thing you can do is not assign responsibility you might also be wary of passing on responsibility to other internal departments.

Taking Action

How would your establishment respond to comments made about your organisation online?

78% of organisations respond "occasionally" or "regularly" to comments made about them online, importantly there is also a clear correlation between companies who respond regularly and those who manage their online presence well.

Legend: ■ Well (blue) ■ Not Well (red)

Response	Well	Not Well
We respond regularly	33%	15%
We have responded occasionally	13%	17%
We have tried this	0%	4%
We have never responded	1%	11%
Other, please specify	2%	3%

If we follow this up by asking, 'How do you decide when to comment, and when not to comment' we find that of those who manage well, they showed a strong tendency to always respond to relevant comments.

"The only time we would choose not to comment is if there is a comment that is made that is unprofessional, profane or absurd. This happens less than 1% of the time - the remainder of the time we respond to all comments."

"We try to at all times, but often other users jump to our defence before we have a chance to reply!"

"You have to make a decision on each comment. If something is put up that is clearly irrelevant to working at [name of organisation] and is unnecessary to the page, then we will remove that comment. Other than that, we try to be diplomatic and answer pretty much all of the questions that we are asked. It is important that you have an escalation process in case something comes up that you are unable to answer. As I look after the Graduate Recruitment Facebook page, it helps to be sat near GR themselves to be able to answer the questions straight away if I am unsure of an answer."

"We profile the people that comment and assess the extent of the damage they can do. If its direct question re: jobs, etc, we generally will respond asap but if it's a general statement, we analyse whether to respond or not."

Seeking help in the form of external agencies

When we asked organisations about where responsibility lies with regard to monitoring and management of reputation, we found that for organisations who used an external agency, the vast majority of organisations were able to monitor and manage their reputation well – the results of which can be seen below (results found previously):

External agency (marketing, comms, PR)	All	Well	Not Well
Monitoring	11%	90%	10%
Management	14%	62%	38%

To further explore the perceived usefulness of external agencies, we asked: When do you think it is appropriate that an external agency could be used to help Social Media implementation?

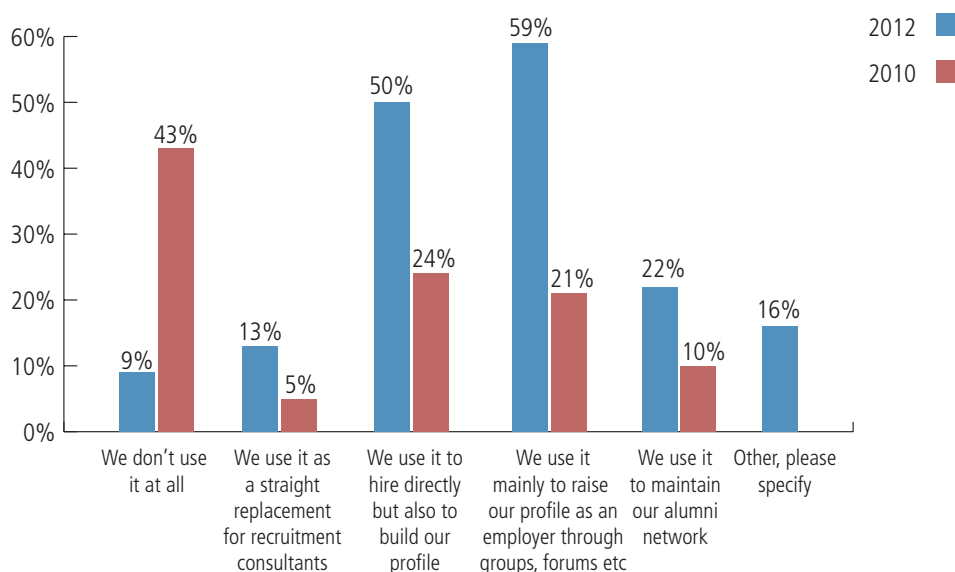| Responses	Percent
Design/Development	70%
Analytics	56%
Strategy	53%
Monitoring	49%
Research	46%
Content Creation	42%
Status Updates (tweets etc)	20%
Community Management	18%
None, because we would try to do it all ourselves	17%
Other, please specify	3%

How graduate employers use LinkedIn, Facebook and Twitter

This section seeks to find out how graduate employers are using three of the most popular Social Media for recruitment: LinkedIn, Facebook and Twitter.
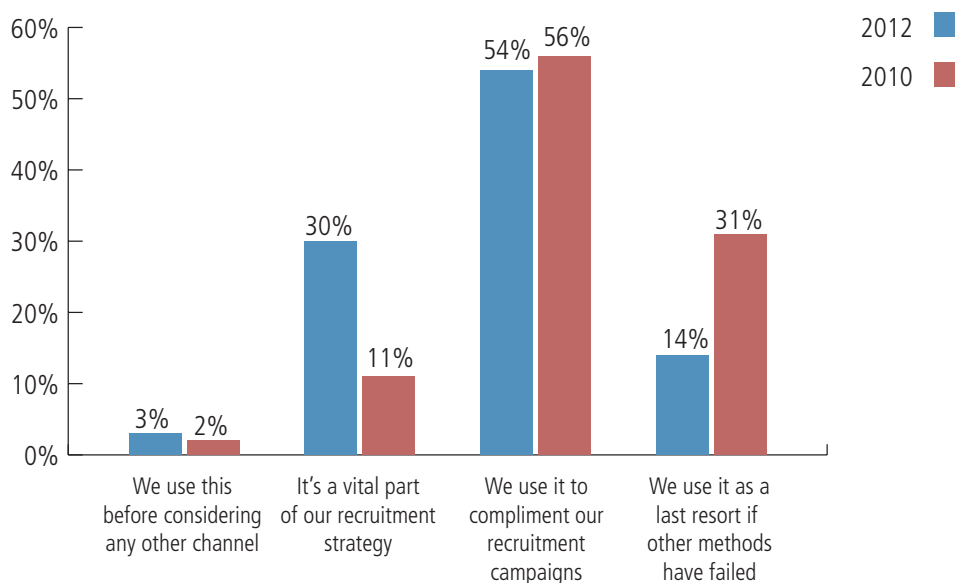
LinkedIn

What use does your organisation make of LinkedIn?

There has been a very significant growth in the use of LinkedIn in the last two years – the number of companies using it as part of their graduate recruitment growing from 57% to 91%. The majority of firms use LinkedIn to raise their profile through groups, forums etc (59%), and to hire directly and build their profile (50%).
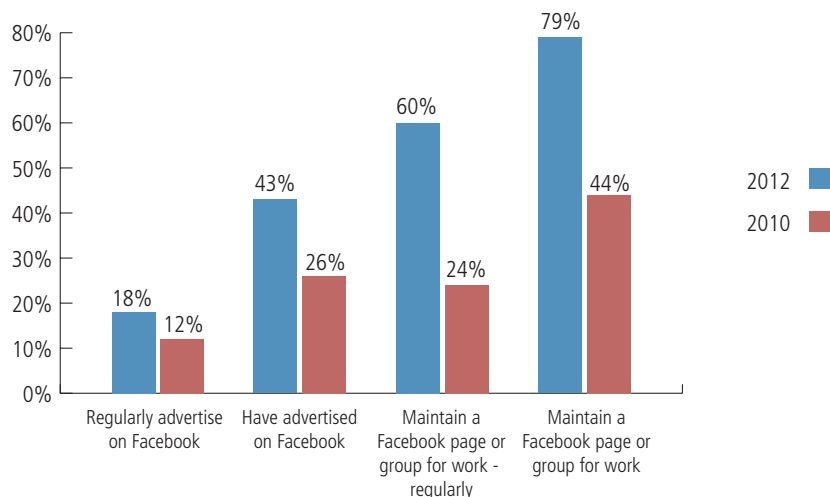

Where does LinkedIn fit into your approach to recruiting?

Not only are more people using LinkedIn, it is a more important part of their strategy. In 2010, 31% of organisations use LinkedIn as a "last resort"; this year, this figure represents only 14%. 30% of organisations now see LinkedIn as a vital part of their recruitment strategy. Organisations who stated that they didn't use it previously were ignored.

Facebook

Facebook pages are becoming increasingly important to graduate recruiters - 79% of recruiters now maintain a Facebook page (up from 44% in 2010) with 60% maintaining the page regularly. The growth of those maintaining a page regularly is the most impressive indicating that this is more than just a peripheral activity.
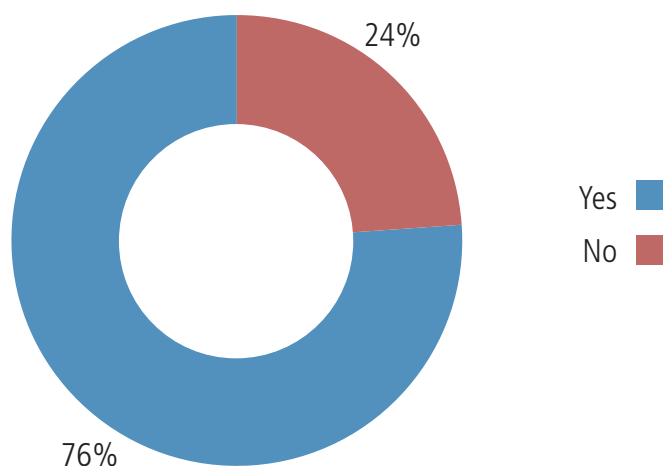

The growing importance of Facebook as a destination is not reflected in the growth of Facebook advertising where only 18% of recruiters are using it regularly, considering how many have tried it (over 40%) this may raise some questions about the effectiveness of the medium for advertising.

Facebook Access at Work

Granting Facebook access at work has always been a contentious issue and in 2010 30% of organisation said they did not offer access, this situation has changed little since then with 24% of organisations still not allowing access. Indeed it is one of the few areas that has not shown significant change.

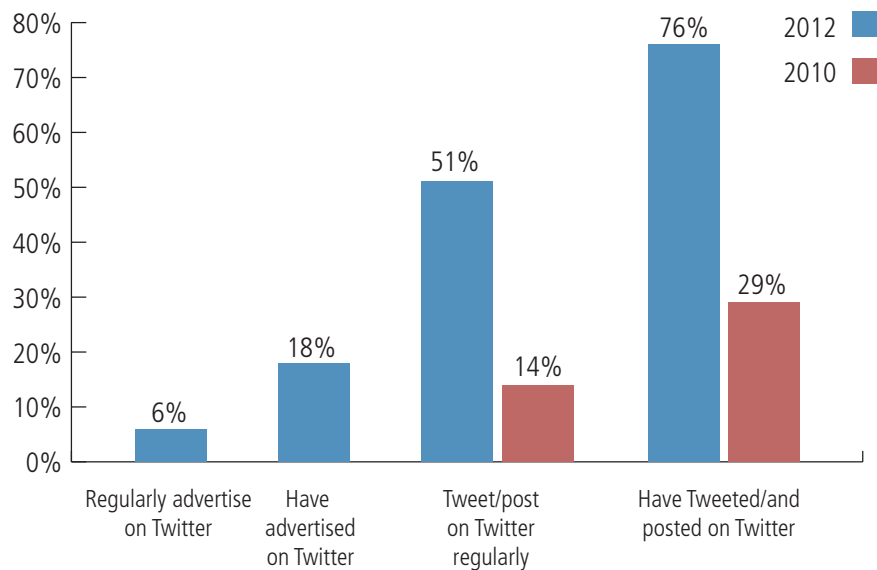**Does your organisation allow Facebook access at work?**

We investigated this further and found that only 21% of those companies allowing access did this on an unrestricted basis with for example another 21% restricting access to work related activities and 14% allowing access only a specific times.

Of those indicating they did not allow access only 24% had a complete ban - often allowing access for work related activities. In spite of this ban, there is growing acceptance that employees can access it via their Smartphone regardless.

So in reality probably as few as 6% of companies actively have a total ban on Facebook at work.

Twitter

There has been a 160% growth in the number of recruiters who have "Tweeted" in a professional capacity, up from 29% in 2010 to 76% in 2012. Of those tweeting, 51% doing so regularly, up from 14% in 2010.
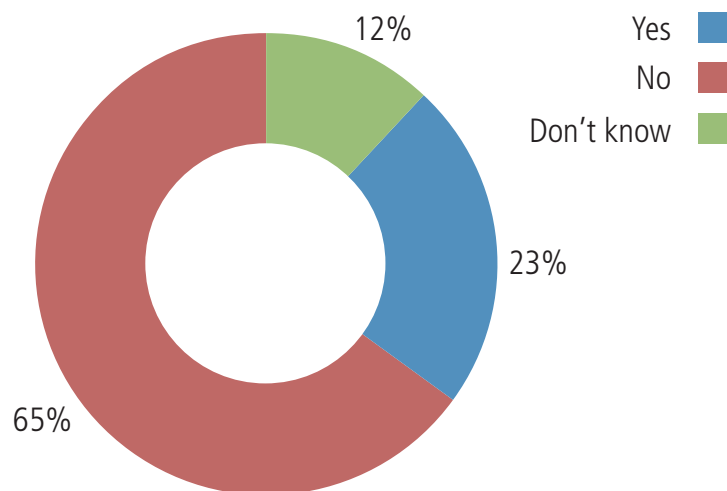

Twitter Advertising

When the 2010 survey was live Twitter advertising was only just in its early states in terms of offering. Their initial offering came in the form of purchasable "promoted tweets", to appear in selective search results on the Twitter website. In July 2012, twitter introduced "targeted tweets". Now advertisers are able to directly target users based on the interests they reveal in their tweets. There has however been a relatively low take up of Twitter advertising and while 18% of graduate recruiters have advertised on Twitter, only 6% do so regularly.

How graduate employers use Social Media in the selection process

Clearly sites such as Facebook and LinkedIn are increasingly used as part of the attraction process – but how are they used in the selection process? Here we were looking to find out if firms were influenced by social profiles when making decisions about candidates and if firms had policies in place to govern this usage.

In this section, graduate employers were asked if clear policies were in place for how line management should be viewing sites such as Facebook as part of the recruitment process. Moreover, probing further, employers were then asked if Facebook was used in the presence or absence of these policies.

Do you have a clear policy on how Line Management should be viewing material on sites such as Facebook as part of the recruitment process?
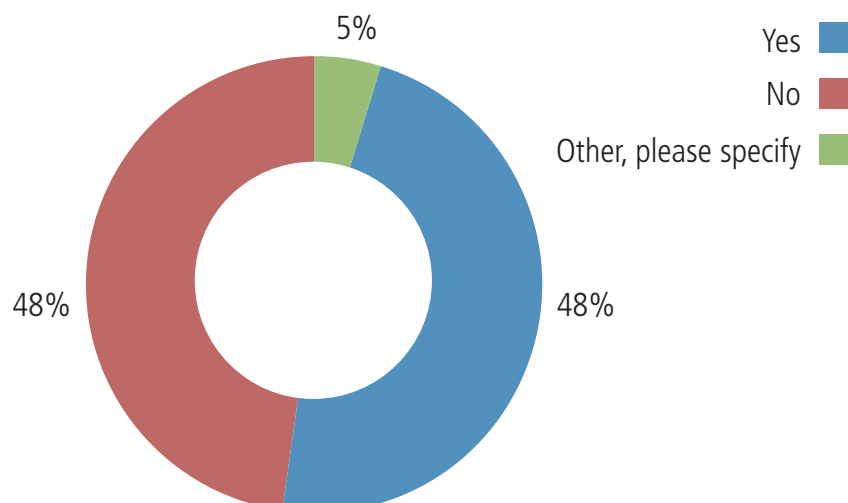

12%

Yes ■

No ■

Don't know ■

23%

65%

As you can see the majority of companies have no policy in place as regards viewing materials on sites such as Facebook, although some organisations did make a distinction between 'social sites' such as Facebook and professional sites such as LinkedIn and sometimes blogs.

"We recommend that they ignore views/opinions of candidates however, blogs and websites created by candidates could be used to show demonstration of a particular competency or behaviour."

Organisations who said "Yes", we have a clear policy

Having looked at the number of organisations who have a policy, we discovered that 23% of organisations have a policy in place. To further explore how these organisations use sites such as Facebook, we asked: **If you do you have a clear policy, are sites such as Facebook used as part of the recruitment process?**

5%

Yes ■

No ■

Other, please specify ■

48%

48%

From the organisations who responded, there was roughly a 50:50 split in terms of using Facebook as part of the selection process, with opinions amongst those that don't use the medium strongly expressed:

"In fact, our recruitment team and line managers understand if they access Facebook to view candidates, that constitutes gross misconduct"

Organisations who said "No", we do not have a clear policy

We asked: **If you do not have a clear policy, are sites such as Facebook used as part of the recruitment process?**

While the majority of organisations without a policy did not refer to Facebook during the recruitment process (66%) there was still a sizable minority (28%) that did.
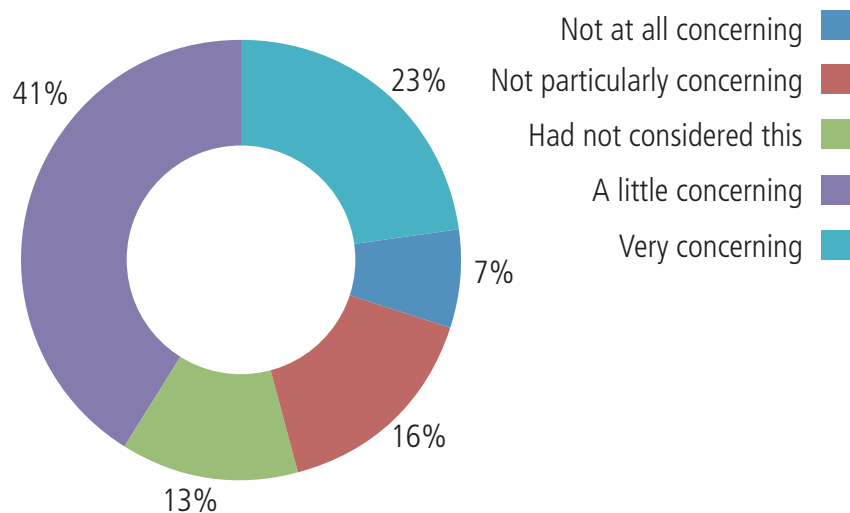
Overall use of Facebook to evaluate Candidates

Overall around 1/3rd of companies are or might use Facebook to evaluate candidates, even when there is no policy in place to guide this usage. However this figure is liable to be significantly bigger if you consider the use of the whole spectrum of social sites such as LinkedIn.

"We may look at LinkedIn, but not SOCIAL media like Facebook"

But is this a concern to recruiters?

How much of a concern is it for you that candidate information available online could get in the way of a fair recruitment process if used injudiciously?

- Not at all concerning
- Not particularly concerning
- Had not considered this
- A little concerning
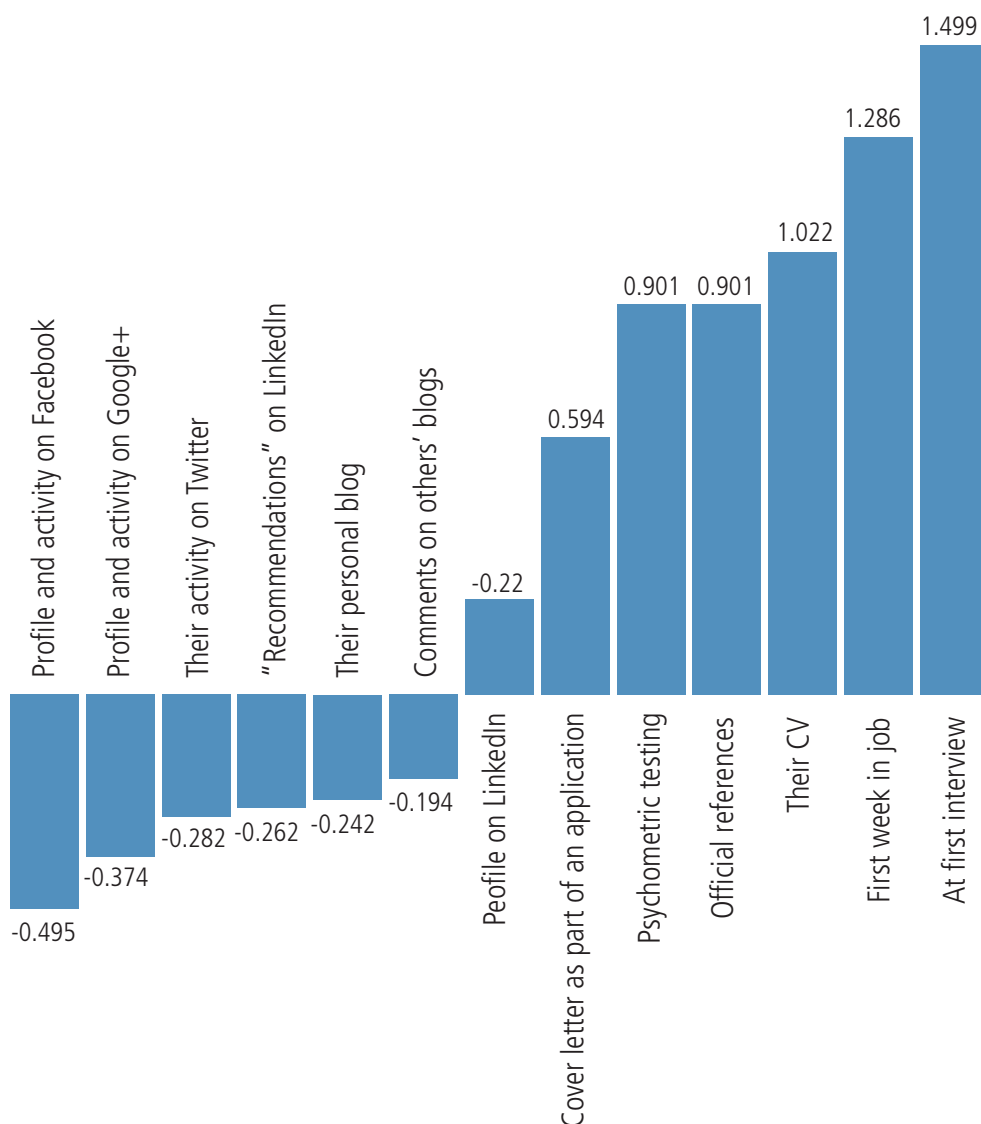- Very concerning

41%
23%
7%
16%
13%

The majority (64%) stated it was a concern that candidate information available online could get in the way of a fair recruitment process.

Reliability of Social Information

The concern expressed by recruiters about using candidate information available online can largely be explained by the value recruiters attribute to the usefulness of candidate information available on social sites.

We asked organisations to state how reliable they thought candidate information was from a variety of social and non-social assessment methods. This chart was produced by scoring the answer options depending on their reliability. "Extremely reliable" and "Reasonably reliable" for instance were scored as +2 and +1 respectively, and "Not that reliable" and "Not all reliable" were given scores of -1 and -2 respectively; all the scores were totalled to give an overall "Reliability" score. The advantage of using the above score system is that by excluding "Not Applicable" we are effectively looking at graduate recruiters that have only used these methods before.

When looked at overall, the only Social Media seen as at all reliable overall was LinkedIn.

When it comes to LinkedIn it is interesting to note that perhaps mixed opinions exist with concern to different aspects of LinkedIn. For instance, while LinkedIn profiles have managed to remain positive; recommendations on LinkedIn to do not seem to be viewed favourably.

For recruiters as a whole, nothing beats "A first interview" and the "First week in job" when it comes to assessing candidates.

Measurement

Measurement of Social Media is not always straightforward due in part to the large number of variables and outputs that need to be considered. However, in our survey 60% of graduate recruiters do look to measure social activity in one way or another.

The organisations who stated that they measure Social Media were asked to assess the value of a variety of indicators by ranking them in order of preference. Amongst organisations that measure and keep track of their Social Media efforts, the most useful indicator perceived by recruiters are "the quality of followers".

Please rank the usefulness of these Social Media measurement indicators

Responses	Rank
The quality of followers: qualified, the kind of people you may want to recruit etc	3.68
Mentions, comments & posts etc	3.51
The volume of subscribers, likes & followers etc	3.33
Sentiment figures & metrics	3.3
Shares, re-links, pass-alongs, Diggs, G+1's etc	3.19

Benefits

So what benefits does Social bring to recruitment overall?

Recruiters were asked how Social Media has benefited their organisation - 67% of recruiters agreed that Social Media has benefited their organisation in some way or form. A third of graduate recruiters felt otherwise.

We then asked the recruiters who had benefited from Social Media what was important to them in terms of what could be gained from Social Media.

How has Social Media benefited your organisation? Rank in order of importance for your establishment (1st Choice = the most important)

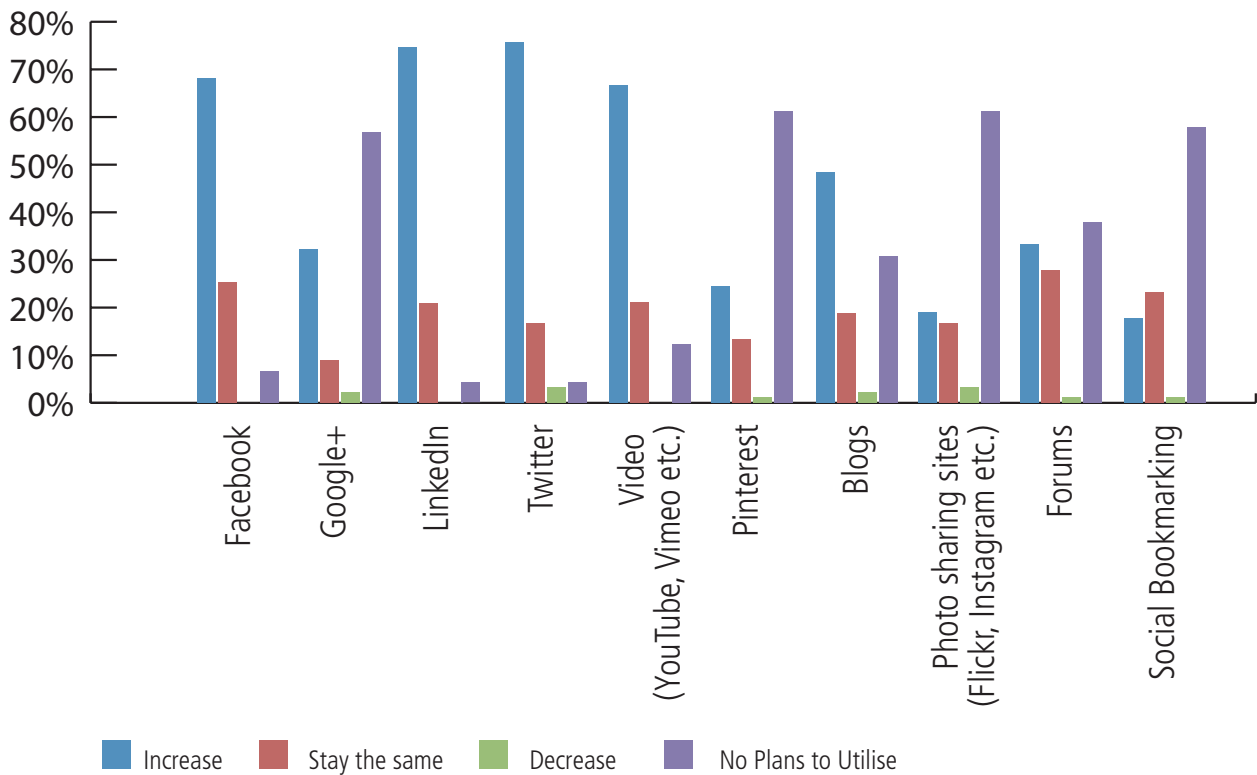| Responses	Total Score	Overall Rank
Increased brand awareness	418	1
Increased traffic to career website	353	2
Generated leads	264	3
Reduced expenses (e.g. Advertising)	257	4
Created an engaged and accessible talent pool	241	5
Improved search rankings (e.g. Google)	240	6
Helped to create a talent community	238	7
Developed loyal fans	218	8
Reduced time to hire	138	9

Amongst the companies who have derived a benefit (i.e. the 67%), they seem to have derived a wide variety of benefits from Social Media. The most significant to all those who have gained was an increase in brand awareness.

Future Plans

Here we'll look at how graduate employers plan to change their use of Social media – if at all. Based on these findings the most significant growth will be in Twitter, LinkedIn, Facebook and YouTube – all of which had scores of over 60% in terms of potential growth.

It is worth mentioning that this rate of growth is far higher than with any non Social Media channel where only the use of Search Engines was seen as liable to grow by over half of respondents.
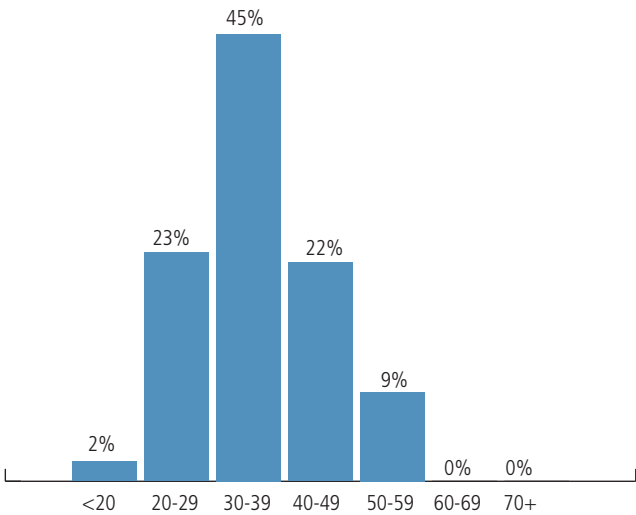
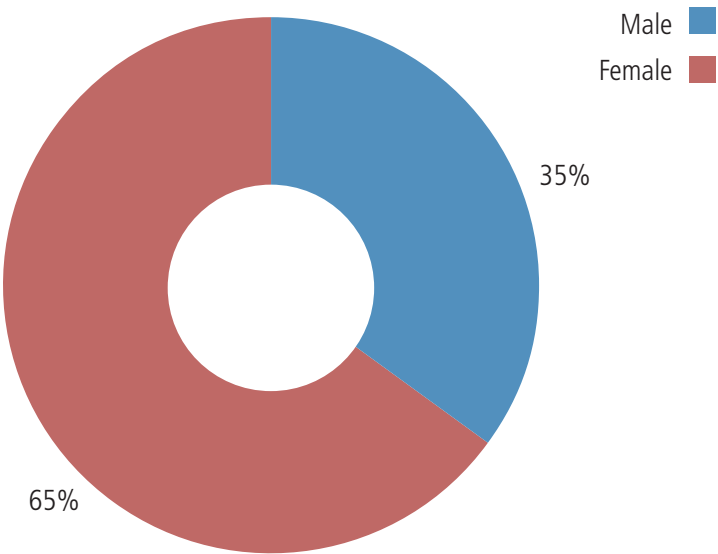**How will your organisation change their use of Social Media in the near future?**

Legend: Increase ■ Stay the same ■ Decrease ■ No Plans to Utilise ■

Appendix

In total, 96 recruiters who were responsible for graduates took part.

How old are you?

Are you?

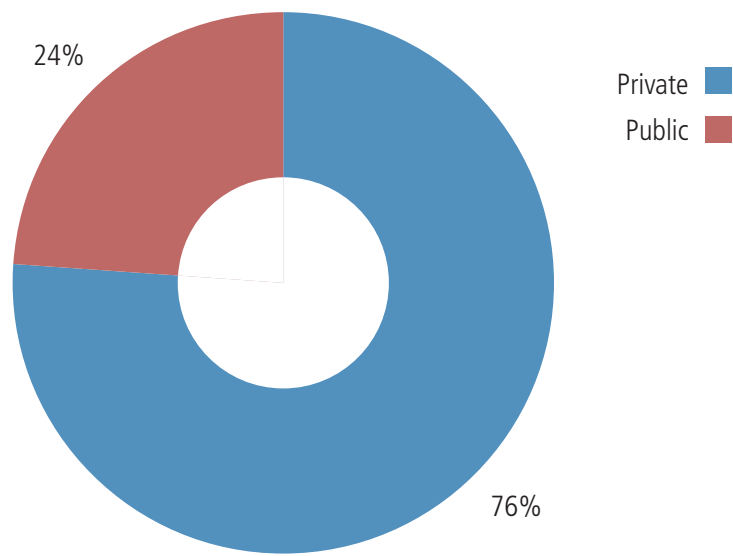**Which industry do you work in?**

A horizontal bar chart showing the percentage of respondents by industry (scale 0% to 20%):

Industry	Approximate %
Financial Services	~19%
Public sector & services	~10%
Engineering & Manufacturing	~10%
IT	~9%
Retail	~9%
Education	~7%
Marketing, Advertising, PR & Media	~6%
Energy	~6%
Legal	~4%
Food & Drink Manufacturing	~4%
Healthcare	~4%
Transport & Logistics	~3%
Charity / not-for-profit	~3%
Water	~1%
Catering & Hospitality	~1%
Travel, leisure & tourism	~1%
Aerospace, Defence and Marine	~1%
Chemicals	~1%
Science / R&D	~1%

Approximately how many people work for your organisation?

Which sector do you work in?

24%

Private
Public

76%

The survey respondents:

Ageas UK

AkzoNobel

Apex Hotels

Aspire Bristol

Associated British Foods

Atos

Avanade

Aviva

Barclays

British Airways

Cancer Research UK

Capgemini UK plc

Centrica

Claire's

Clifford Chance

Crawford & Company

Diageo

Direct Line Group

Dyson

EADS/Airbus

Endsleigh Insurance

ENER-G

Enterprise Rent-A-Car

European Commission

Explore Learning

Financial Skills Partnership

FirstGroup

Friends Life

Gazprom Marketing and Trading

GLA

Harrow Council

J.P. Morgan

Jaguar Land Rover

John Lewis

Kingfisher plc

King's College Hospital NHS Foundation Trust

KPMG

Linklaters LLP

Lloyd's Register Group Limited

Logica

London Borough of Barking & Dagenham

LSNW

MC Consultancy

MKCDC

Mott MacDonald

NCVO

Network Rail

NHS

NHS Leadership Academy

PDWA

Powys County Council

Provident Financial plc

Qedworks

Research Councils UK Shared Services Centre

RM Education

Royal Bank of Scotland

RSA

SAS

Scottish Power

Selfridges & Co

Severn Trent Water

Siemens

Standard Bank

Thales

The British Council

The Guardian

TSL Education

UK Power Networks

UNI Global Union

Unilever

Waitrose

West Midlands Councils

William Jackson Food Group

Some firms chose not to disclose their identity.