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RESOURCE MANAGEMENT

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# 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

A Survey Report by the Society for Human Resource Management

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June 2007

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## ABOUT THIS REPORT

In March 2007, the Society for Human Resource Management (SHRM) conducted the E-recruiting Survey, which asked U.S. respondents who indicated they had responsibility for planning, implementing or managing recruitment activities about their experiences with Internet recruiting at their organizations. This report presents an analysis of the 2007 E-recruiting Survey results and examines differences among .jobs and non-.jobs organizations by organization staff size and employment sector.

## ABOUT SHRM

The Society for Human Resource Management (SHRM) is the world's largest association devoted to human resource management. Representing more than 210,000 individual members, the Society's mission is to serve the needs of HR professionals by providing the most essential and comprehensive resources available. As an influential voice, the Society's mission is also to advance the human resource profession to ensure that HR is recognized as an essential partner in developing and executing organizational strategy. Founded in 1948, SHRM currently has more than 550 affiliated chapters within the United States and members in more than 100 countries. Visit SHRM Online at [www.shrm.org](http://www.shrm.org).



# Introduction

Recruiting has changed dramatically over the past decade. Trends such as the growing importance of niche job boards and social networking sites, as well as other new e-recruitment technologies such as video resumes, are changing the recruitment landscape. One of the outcomes of the growth of e-recruitment technologies has been that applying for jobs has become simpler and more streamlined. But while this greater reach may have increased the number of qualified applicants, it has also increased the number of applications from unqualified candidates. Now that sending a resume has become as easy as a few clicks, recruiters are forced to wade through more applications and are increasingly reliant on e-recruiting technology to help filter out candidates. This has emphasized the importance of job matching technology. As more structured, customized technologies that focus on job fit continue to develop, they are likely to have a broader influence on the recruitment process overall. For example, many of these technologies reverse the traditional process whereby jobs are posted and candidates apply for them. Instead, the technology allows recruiters to quickly and easily search profiles of (often passive) job seekers to look for the best possible job match. This is just one of the ways that recruiters are aiming to circumvent the process of looking through large numbers of unqualified resumes. Overall, e-recruiting is becoming more sophisticated, and new advancements in the field are bringing greater efficiency to the recruitment process.

One of these advancements is the .jobs domain, which offers organizations a different conduit to more efficiently direct job seekers to organizations' own employment Web sites. .jobs is an Internet top-level domain (TLD). Other commonly known TLDs include .com, .net, .org, .edu and .gov. TLDs help people navigate to particular Internet destinations. The .jobs domain is unique since organizations register part of their corporate name in the .jobs domain, e.g., www.shrm.jobs. This domain's intended use is to provide a simple, fast and consistent method for the human resource management community to communicate the exact online destination of their organization's job page to job seekers using the Internet. For example, if a job seeker is looking for a job at SHRM, this person would simply navigate straight to www.shrm.jobs rather than engage in several steps to access SHRM's jobs page.

Trends such as the growing importance of niche job boards and social networking sites, as well as other new e-recruitment technologies such as video resumes, are changing the recruitment landscape.

New developments such as the .jobs domain could make it faster and easier for job seekers interested in specific organizations to view and apply for available jobs. In theory, organizations that use more refined e-recruiting tools, such as the .jobs domain, are more in tune with the best practices in recruiting. Based on this premise, it is important to examine the differences between these types of organizations. Throughout this report, respondents from .jobs and non-.jobs organizations will be compared in order to examine how effectively these two groups are handling their e-recruitment efforts, approaches and strategies across a range of areas.

# Methodology

## SHRM SAMPLE

A sample of HR professionals who were employed by companies in the United States and who received SHRM's *Staffing Management Magazine* was randomly selected from SHRM's membership database. Approximately 10,000 individual members met these criteria at the time the survey was conducted. Only members who had not participated in a SHRM survey or poll in the previous six months were included in the sampling frame. Members who were students, consultants, academics, located internationally or had no e-mail address on file were also excluded from the sampling frame. In March 2007, an e-mail that included a link to the 2007 E-recruiting Survey<sup>1</sup> was sent to 3,000 SHRM members. A total of 2,605 surveys were successfully delivered, and 450 HR professionals responded, yielding a response rate of 18%. The survey was fielded for a period of 11 days, and three e-mail reminders were sent to sample members in an effort to increase the response rate. Of the 450 HR professionals who responded to the survey, 94 responses were submitted by HR professionals who indicated that they did not have any responsibility for planning, implementing or managing the recruitment activities at their organizations. These HR professionals were excluded from the study.

The sample of 450 HR professionals was generally representative of the SHRM membership population, although there were some differences by organization staff size, with more HR professionals in this sample from large-staff-sized organizations (500 or more employees) and fewer from small-staff-sized organizations (1-99 employees).

## .JOBS SAMPLE

A sample of 1,050 organizations using the .jobs domain<sup>2</sup> was selected from the .jobs database. In March 2007, an e-mail that included a link to the 2007 E-recruiting Survey was sent to these organizations. A total of 960 surveys were successfully delivered, and 152 organizations responded, yielding a response rate of 16%. The survey was fielded for a period of 11 days, and four e-mail reminders were sent to sample members in an effort to increase the response rate.

Of the 152 organizations that responded to the survey, 17 responses were submitted by individuals who indicated that they did not have any responsibility for planning, implementing or managing the recruitment activities at their organizations or by HR professionals from an organization that did not have a .jobs domain. These respondents were excluded from the study.

## NOTES AND CAVEATS

**Analysis by organization staff size:** Throughout this report, analyses by respondents' organization staff size are presented and discussed, when applicable. Organizations are grouped into three categories based on the number of employees at the company: small organizations (1 to 99 employees), medium organizations (100 to 499 employees) and large organizations (500 or more employees).

**Differences:** Conventional statistical methods were used to determine if observed differences were statistically significant (i.e., there is a small likelihood that the differences occurred by chance). Therefore, in most cases, only results that were significant are included, unless otherwise noted.

**Generalization of results:** As with any research, readers should exercise caution when generalizing results and take individual circumstances and experiences into consideration when making decisions based on these data. While SHRM is confident in its research, it is prudent to understand that the results presented in this survey report are only truly representative of the sample of HR professionals responding to the survey.

**Number of respondents:** The number of respondents (indicated by “n” in figures and tables) varies from table to table and figure to figure because some respondents did not answer all of the questions. Individuals may not have responded to a question on the survey because the question or some of its parts were not applicable or because the requested data were unavailable. This also accounts for the varying number of responses within each table or figure.

**Confidence level and margin of error:** A confidence level and margin of error give readers some measure of how much they can rely on survey responses to represent all of SHRM members. Given the level of response to the survey, SHRM is 95% confident that responses given by respondents can be generalized to all SHRM members with a margin of error of approximately 5%. For example, 54% of non-.jobs organizations reported they used an applicant tracking system. With a 5% margin of error, the reader can be 95% certain that between 49% and 59% of SHRM members in the United States would report that their organizations had an applicant tracking system. It is important to know that as the sample size decreases, the margin of error increases, and therefore the margin of error for each individual question will vary depending on the number of responses to that particular question.

# Key Findings

Respondents from all organizations (.jobs and non-.jobs organizations) reported that employee referrals generated the highest quality of job candidates and the best return on investment for their organizations.

The three most commonly reported techniques or strategies respondents from all organizations used to engage passive job candidates were (1) viewing membership directories for associations and trade groups; (2) scanning social networking sites; and (3) mining industry-specific blogs, discussion forums, newsgroups or listservs.

The metrics that all organizations most frequently used to measure the efficiency of their recruiting efforts were time to fill outstanding job vacancies, cost per hire, number of outstanding job vacancies, employee referral rate and first-year turnover.

The most frequently cited online recruiting challenges that all organizations encountered were difficulty attracting high-quality candidates, limited staff resources, difficulty managing the volume of resumes and difficulty attracting diverse candidates.

Organizations with a .jobs domain, compared with companies without such domain, often had better outcomes with e-recruiting. These organizations were significantly more likely to:

- Offer direct navigation in their advertising campaigns.
- Monitor the average number of clicks it takes for a job candidate to find the career section on the organization's Web site.
- Have an applicant tracking system.
- Use search engines to review information posted online by a job candidate.
- Use social networking sites to review information posted by a job candidate.
- Have found candidates through online diversity job boards or niche Web sites.
- Indicate that it was "easy" or "very easy" for job seekers to apply for a job.
- Report that they expected their 2007 recruiting costs to decrease compared with 2006.

Respondents from high-tech organizations and large-staff-sized organizations were more likely to have a .jobs domain, suggesting that these types of organizations may be at the forefront of embracing new technologies.

Respondents from all organizations reported that employee referrals generated the highest quality of job candidates and the best return on investment for their organizations.



# Survey Results

The Internet is used by most organizations as their primary method for recruiting. Since most career sections, such as employment or jobs section/pages on an organization's Web site, are an integrated part within the organization's main corporate Web site, it is important that this integration makes the experience useful for job seekers. Tables 1a-1c compare HR professionals' perceptions of the level of ease for job seekers to use organization's Web site for job searches. Overall, the vast majority of respondents from .jobs and non-.jobs organizations perceived their job pages to be very easy or easy for a job seeker to find, navigate and apply for a job. Organizations with a .jobs domain were significantly more likely to indicate that it was very easy or easy for a job seeker to apply for a job.

## APPLICANT TRACKING SYSTEM

Applicant Tracking System (ATS) is a software that allows the electronic management of an organization's recruitment efforts. The core purpose of this application is to improve the productivity and efficiency of recruitment through a streamlined process. Organizations with a .jobs domain (66%) were significantly more likely than those from non-.jobs organizations (54%) to have an applicant tracking system or a similar type of software that allows the electronic management of the organization's recruitment efforts. These data are displayed in Figure 1. Respondents employed by large-staff-sized organizations were more likely than those employed by small-staff-sized organizations or medium-staff-sized organizations to indicate that their organizations had an ATS. This was true for .jobs and non-.jobs organizations.<sup>3</sup>

Respondents who indicated that their organizations had an ATS were asked to rate the degree to which they agreed or disagreed with a series of statement relating to their organization's system. As illustrated in Table 2, respondents from .jobs organizations were more likely than those from non-.jobs organizations to rate their organizations' ATS more positively. Respondents from .jobs organizations were significantly more likely to report that the tracking system has improved the efficiency of tracking candidates and managing resumes (90% for organizations with a .jobs domain and 80% for organizations without a .jobs domain), the efficiency of managing their organizations' recruiting efforts (90% and 76%) and the quality of candidates (53% and 35%).

## SOURCING CANDIDATES

Attracting a large number of candidates allows an organization to select from a more robust pool of diverse qualified candidates. This section examines the recruiting sources that have generated the largest quantity of job candidates within the past 12 months.

The sources that provided the largest quantity of job candidates were national online job boards (30% for .jobs organizations and 26% for non-.jobs organizations), employee referrals (13% compared with 10%), career section on the organization's Web site (11% compared with 15%), regional online job boards (11% compared with 9%) and industry-specific/niche online job boards (9% compared with 13%). These data are depicted in Table 3.

The focus of recruiting is not simply to attract a suitable number of candidates. Attracting *high-quality* applicants is very important because the screening process necessitates a considerable amount of the organization's resources to screen those

**Table 1a | Perceived Level of Ease for Job Seekers to Find the Jobs Page on Organization's Web Site**

|                          | <b>.jobs Organizations<br/>(n = 135)</b> | <b>Non-.jobs Organizations<br/>(n = 306)</b> | <b>Differences</b> |
|--------------------------|--|--|--------------------|
| Very easy/easy           | 93%                                      | 91%  |                    |
| Difficult/very difficult | 7%                                       | 9%   |                    |

Note: Only respondents who indicated that their organizations had a career section on their Web site were asked this question. Respondents who indicated "not sure" or "not applicable" were excluded from this analysis. Blank cells in the last column indicate that no statistically significant differences were found.  
Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Table 1b | Perceived Level of Ease for Job Seekers to Navigate Around the Jobs Page on Organization's Web Site**

|                          | <b>.jobs Organizations<br/>(n = 135)</b> | <b>Non-.jobs Organizations<br/>(n = 295)</b> | <b>Differences</b> |
|--------------------------|--|--|--------------------|
| Very easy/easy           | 90%                                      | 86%  |                    |
| Difficult/very difficult | 10%                                      | 14%  |                    |

Note: Only respondents who indicated that their organizations had a career section on their Web site were asked this question. Respondents who indicated "not sure" or "not applicable" were excluded from this analysis. Blank cells in the last column indicate that no statistically significant differences were found.  
Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Table 1c | Perceived Level of Ease for Job Seekers to Apply for a Position on Organization's Web Site**

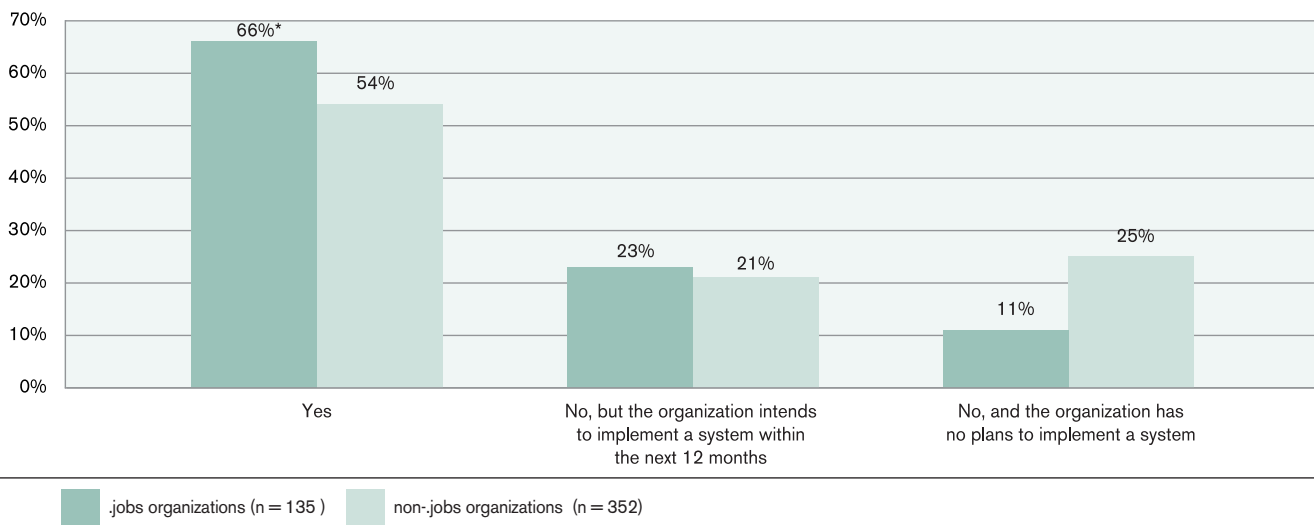
|                          | <b>.jobs Organizations<br/>(n = 128)</b> | <b>Non-.jobs Organizations<br/>(n = 277)</b> | <b>Differences</b>                               |
|--------------------------|--|--|--|
| Very easy/easy           | 89%                                      | 80%  | .jobs organizations ><br>non-.jobs organizations |
| Difficult/very difficult | 11%                                      | 20%  |  |

Note: Only respondents who indicated that their organizations had a career section on their Web site were asked this question. Respondents who indicated "not sure" or "not applicable" were excluded from this analysis. Blank cells in the last column indicate that no statistically significant differences were found.  
Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

candidates who lack the minimum knowledge, skills and abilities (KSAs) that are required. As shown in Table 4, respondents from .jobs and non-.jobs organizations reported that employee referrals generated the highest quality of job candidates.

A source that seems to be gaining in popularity is the use of niche job boards that concentrate on either a specific location or a specific profession. This greater focus on

**Figure 1 | Organizations With an Applicant Tracking System**



\*Denotes a significant difference between organizations with a .jobs domain and those without.  
 Note: Percentages may not total 100% due to rounding. Respondents who indicated "not sure" were excluded from this analysis.  
 Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Table 2 | Levels of Agreement With Selected Statements Related to the Organization's Applicant Tracking System**

|  | Strongly Agree/Agree         |                                   | Differences                                   |
|--|------------------------------|-----------------------------------|---|
|  | .jobs Organizations (n = 89) | Non-.jobs Organizations (n = 191) |   |
| The tracking system has improved the efficiency of tracking candidates and managing resumes          | 90%                          | 80%                               | .jobs organizations > non-.jobs organizations |
| The tracking system has improved the efficiency of managing organization's recruiting efforts        | 90%                          | 76%                               | .jobs organizations > non-.jobs organizations |
| The tracking system has improved the quality of candidates   | 53%                          | 35%                               | .jobs organizations > non-.jobs organizations |
| The tracking system has improved the quality of new hires  | 46%                          | 39%                               |   |
| The tracking system effectively screens out candidates that do not meet the minimum job requirements | 37%                          | 33%                               |   |

Note: Only respondents who indicated that their organizations had an applicant tracking system were asked this question. Blank cells in the last column indicate that no statistically significant differences were found. Data sorted in descending order by ".jobs organizations" column.  
 Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

differentiation or segmentation of markets also aims to narrow down the number of applicants to only those who are most relevant and qualified. Larger, more general job boards are already being affected by this trend and could respond by changing some of their tactics in order to improve job fit and narrow down the number of unqualified applications.

Recruiting can be expensive and time-consuming, therefore, it is necessary for organizations to determine and focus the majority of their resources on recruitment sources that generate the best return on investment. Overall, respondents from .jobs and non-.jobs organizations reported that employee referrals generated the best return on investment (33% for organizations with a .jobs domain and 31% for organizations without a .jobs domain), followed by national online job boards (23% compared with 22%). These data are depicted in Table 5.

Employee referral programs can supply organizations with high-quality job candidates at a reduced cost. These programs are very successful; however, organizations should try using a variety of sources to make sure they are reaching a broad cross-section of potential applicants. Using a wide range of recruiting sources is a great way to reach a diverse mix of candidates.

**Table 3 | Recruiting Source That Generated Largest Quantity of Job Candidates**

|  | <b>.jobs Organizations<br/>(n = 135)</b> | <b>Non-.jobs Organizations<br/>(n = 356)</b> |
|--|--|--|
| National online job boards (excluding temporary agencies)                    | 30%                                      | 26%  |
| Employee referrals   | 13%                                      | 10%  |
| Career section on the organization's Web site                                | 11%                                      | 15%  |
| Regional online job boards   | 11%                                      | 9%   |
| Industry-specific/niche online job boards                                    | 9%                                       | 13%  |
| Internal job postings  | 8%                                       | 6%   |
| Print advertising  | 5%                                       | 5%   |
| Headhunters/search firms (CareerBuilder.com, Monster.com, HotJobs.com, etc.) | 4%                                       | 8%   |
| Trade publications (print and online)  | 3%                                       | 3%   |
| Temporary agencies   | 2%                                       | *  |
| Online college recruiting  | 1%                                       | *  |
| Open house events  | 1%                                       | 0%   |
| On-campus college recruiting   | 0%                                       | 2%   |
| Job fairs  | 0%                                       | 1%   |
| Networking events  | 0%                                       | *  |
| TV advertising   | 0%                                       | 1%   |
| Radio advertising  | 0%                                       | 0%   |
| Not sure   | 4%                                       | 2%   |

\* Less than 1%.

Note: Data sorted in descending order by ".jobs organizations" column. Percentages may not total 100% due to rounding.

Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

Tables 6a and 6b show the average percentage of job candidates and new hires that resulted from respondent organizations' online recruiting efforts within the past 12 months. Compared with non-.jobs organizations, those from .jobs organizations reported a greater average percentage of candidates that resulted from their online recruiting efforts. Respondents from .jobs and non-.jobs organizations reported that slightly less than one-half of their new hires resulted from their online recruiting efforts.

### DIRECT NAVIGATION IN ADVERTISING

Direct navigation describes the method an Internet user uses to navigate the Internet in order to arrive directly at a specific Web site. Organizations with a .jobs domain provide job seekers with a simple and direct method to access the company jobs page. This involves the user bypassing any online search engines and navigating directly to the domain. Respondents were asked if they offered direct navigation that took job seekers directly to the URL on the organization's jobs page (e.g., www.shrm.jobs) rather than providing a general URL (www.shrm.org) in their advertising campaigns to job seekers. As illustrated in Figure 2, respondents from .jobs organizations (72%)

**Table 4 | Recruiting Source That Generated Highest Quality of Job Candidates (Within the Past 12 Months)**

|  | <b>.jobs Organizations<br/>(n = 135)</b> | <b>Non-.jobs Organizations<br/>(n = 356)</b> |
|--|--|--|
| Employee referrals   | 33%                                      | 28%  |
| National online job boards (CareerBuilder.com, Monster.com, HotJobs.com, etc.) | 13%                                      | 13%  |
| Internal job postings  | 11%                                      | 13%  |
| Headhunters/search firms (excluding temporary agencies)                        | 10%                                      | 15%  |
| Trade publications (print and online)  | 9%                                       | 6%   |
| Print advertising  | 7%                                       | 6%   |
| Career section on the organization's Web site                                  | 4%                                       | 3%   |
| Industry-specific/niche online job boards                                      | 3%                                       | 4%   |
| Regional online job boards   | 3%                                       | 3%   |
| Open house events  | 2%                                       | *  |
| Networking events  | 1%                                       | *  |
| On-campus college recruiting   | 1%                                       | 3%   |
| Online college recruiting  | 1%                                       | 1%   |
| Temporary agencies   | 1%                                       | *  |
| Job fairs  | 0%                                       | 1%   |
| TV advertising   | 0%                                       | 1%   |
| Radio advertising  | 0%                                       | *  |
| Not sure   | 3%                                       | 1%   |

\* Less than 1%.

Note: Data sorted in descending order by ".jobs organizations" column. Percentages may not total 100% due to rounding.

Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

were significantly more likely than those from non-.jobs organizations (50%) to offer this form of direct navigation to the jobs page in their advertising campaigns. Respondents from large organizations were more likely than those from small organizations to indicate that their organizations practiced direct navigation in advertising campaigns to job seekers. These results were true for organizations both with and without a .jobs domain.<sup>4</sup>

Among respondents who indicated their organizations offered this feature in their advertising campaigns, the vast majority of respondents from all organizations indicated that providing direct navigation to the career section on their organization’s Web site has encouraged more job candidates to apply for a job (92% for .jobs organizations and 89% for non-.jobs organizations) and has improved the effectiveness of their advertising campaigns (93% compared with 90%). These data are depicted in Figures 3 and 4.

Fewer clicks necessary to access information on the Internet translate into less effort, faster access to desired content and a better overall experience. As shown in Figure 5, respondents from .jobs organizations (46%) were significantly more likely than those

**Table 5 | Recruiting Source That Generated Best Return on Investment (Within the Past 12 Months)**

|  | <b>.jobs Organizations<br/>(n = 135)</b> | <b>Non-.jobs Organizations<br/>(n = 356)</b> |
|--|--|--|
| Employee referrals   | 33%                                      | 31%  |
| National online job boards (CareerBuilder.com, Monster.com, HotJobs.com, etc.) | 23%                                      | 22%  |
| Career section on the organization’s Web site                                  | 9%                                       | 8%   |
| Print advertising  | 8%                                       | 7%   |
| Internal job postings  | 7%                                       | 11%  |
| Trade publications (print and online)  | 7%                                       | 3%   |
| Regional online job boards   | 3%                                       | 3%   |
| Headhunters/search firms (excluding temporary agencies)                        | 2%                                       | 6%   |
| Industry-specific/niche online job boards                                      | 2%                                       | 4%   |
| Open house events  | 2%                                       | 0%   |
| On-campus college recruiting   | 1%                                       | 3%   |
| Networking events  | 1%                                       | 1%   |
| Job fairs  | 0%                                       | 1%   |
| Online college recruiting  | 0%                                       | 1%   |
| Radio advertising  | 0%                                       | *  |
| Temporary agencies   | 0%                                       | 0%   |
| TV advertising   | 0%                                       | 0%   |
| Not sure   | 2%                                       | 1%   |

\* Less than 1%.

Note: Data sorted in descending order by “.jobs organizations” column. Percentages may not total 100% due to rounding.

Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

from non-.jobs organizations (19%) to measure how many clicks it took for a job candidate to get to the jobs page on their organization’s Web site from their online recruitment advertisements.

Online recruitment advertising is growing at a significant rate when compared with traditional print advertising. Table 7 examines the use of selected attributes of online recruitment advertisements by organizations with and without a .jobs domain.

**Table 6a | Average Percentage of Candidates Resulting From Online Recruiting Efforts (Within the Past 12 Months)**

| .jobs Organizations<br>(n = 126) | Non-.jobs Organizations<br>(n = 322) | Differences                                  |
|----------------------------------|--------------------------------------|--|
| 63%                              | 54%                                  | .jobs organizations > non-jobs organizations |

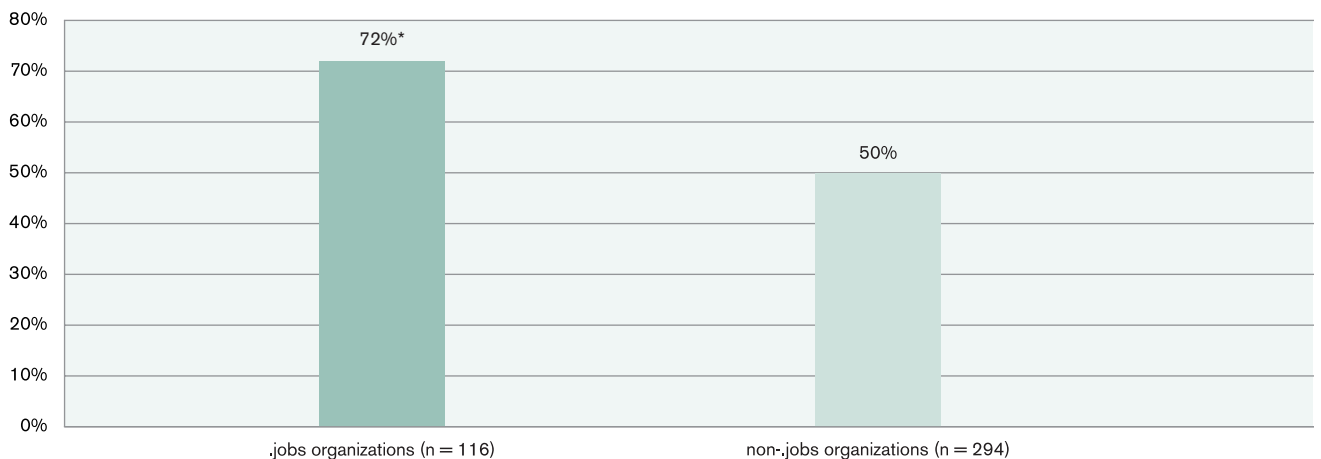
Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Table 6b | Average Percentage of New Hires Resulting From Online Recruiting Efforts (Within the Past 12 Months)**

| .jobs Organizations<br>(n = 125) | Non-.jobs Organizations<br>(n = 315) | Differences |
|----------------------------------|--------------------------------------|-------------|
| 46%                              | 44%                                  |             |

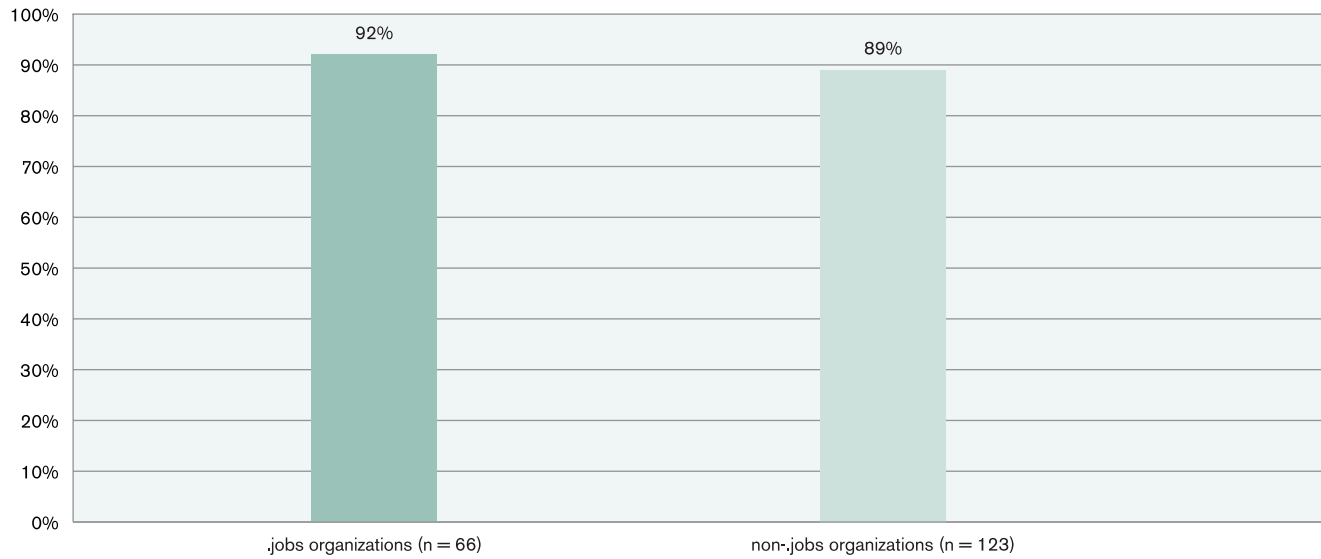
Note: Blank cells in the last column indicate that no statistically significant differences were found.  
Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Figure 2 | Direct Navigation Offered in Advertising Campaigns**



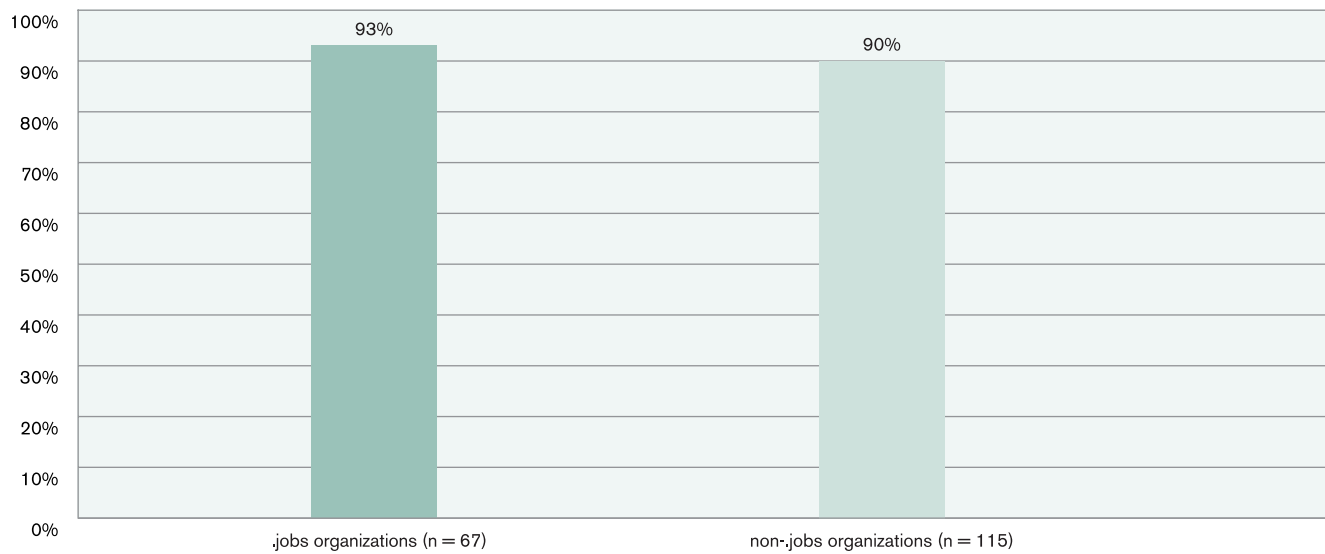
\*Denotes a significant difference between organizations with a .jobs domain and those without.  
Note: Respondents who indicated “not sure” were excluded from this analysis.  
Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Figure 3 | Direct Navigation Has Encouraged More Job Candidates to Apply for a Job**



Note: Only respondents who indicated that their organizations practiced direct navigation were asked this question. Respondents who indicated "not sure" were excluded from this analysis.  
Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Figure 4 | Direct Navigation Has Improved the Effectiveness of Advertising Campaigns**



Note: Only respondents who indicated that their organizations practiced direct navigation were asked this question. Respondents who indicated "not sure" were excluded from this analysis.  
Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

### REVIEW OF INFORMATION POSTED BY A JOB CANDIDATE ONLINE

While the Internet has made it much easier for job seekers to find and apply for jobs, the wealth of personal information accessible online has also opened the door for organizations to review online information posted about a job candidate on other areas of the Web. As shown in Figure 6, respondents from .jobs organizations (65%) were significantly more likely than those from non-.jobs organizations (49%) to use search engines to locate information posted online about a job candidate.

Among respondents who used search engines to review information, about one-fifth, regardless of whether they were employed by an organization with a .jobs domain, indicated that a job candidate had been eliminated within the last 12 months based on information discovered using a search engine. Respondents who indicated that their organizations did not currently use search engines to review information about job candidates were asked how likely their organizations were to begin using this resource. Nearly half of respondents (48%) from .jobs organizations and 40% from non-.jobs organizations indicated their organizations were either somewhat or

**Figure 5 | Tracking Clicks Necessary for Job Candidates to Reach the Organization's Career Section From Online Recruitment Advertisements**



\*Denotes a significant difference between organizations with a .jobs domain and those without.  
 Note: Respondents who indicated "not sure" or "not applicable" were excluded from this analysis.  
 Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Table 7 | Selected Attributes of Online Recruitment Advertisements**

|  | .jobs Organizations<br>(n = 135) | Non-.jobs Organizations<br>(n = 356) | Differences                                   |
|--|----------------------------------|--------------------------------------|---|
| Informs candidates that additional job information can be found on the organization's Web site | 85%                              | 65%                                  | .jobs organizations > non-.jobs organizations |
| Includes a URL to the organization's Web site  | 84%                              | 81%                                  |   |
| Encourages candidates to apply for a job on the organization's Web site                        | 81%                              | 64%                                  | .jobs organizations > non-.jobs organizations |

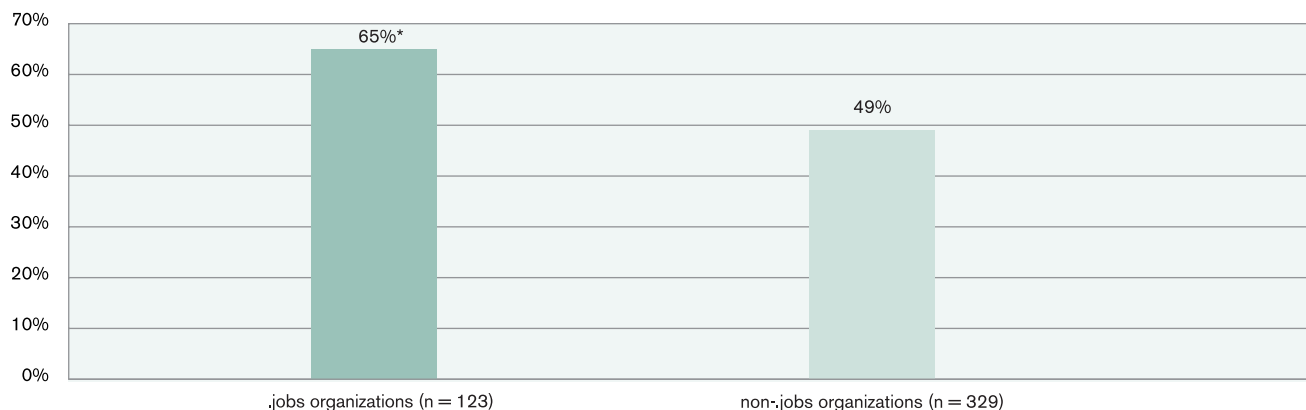
Note: Respondents who indicated "not sure" or "not applicable" were excluded from this analysis. Blank cells in the last column indicate that no statistically significant differences were found. Data sorted in descending order by ".jobs organizations" column.  
 Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

very likely to begin using this technique within the next 12 months. These data are displayed in Figures 7 and 8.

Social networking sites are growing in popularity, with literally hundreds of sites in existence today. Web sites such as MySpace, Facebook and Friendster are mediums that allow members to communicate by blogs, instant message, voice and videoconference. A potential employer also can view the personal information shared on these Web sites. As shown in Figure 9, respondents from .jobs organizations (29%) were significantly more likely than those from non-.jobs organizations (15%) to use social networking sites to review information posted by a job candidate.

Among respondents who used social networking sites to review information, 37% from .jobs organizations and 8% from non-.jobs organizations indicated that within

**Figure 6 | Using Search Engines to Review Online Information Posted by Job Candidates**



\*Denotes a significant difference between organizations with a .jobs domain and those without.  
 Note: Respondents who indicated "not sure" or "not applicable" were excluded from this analysis.  
 Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

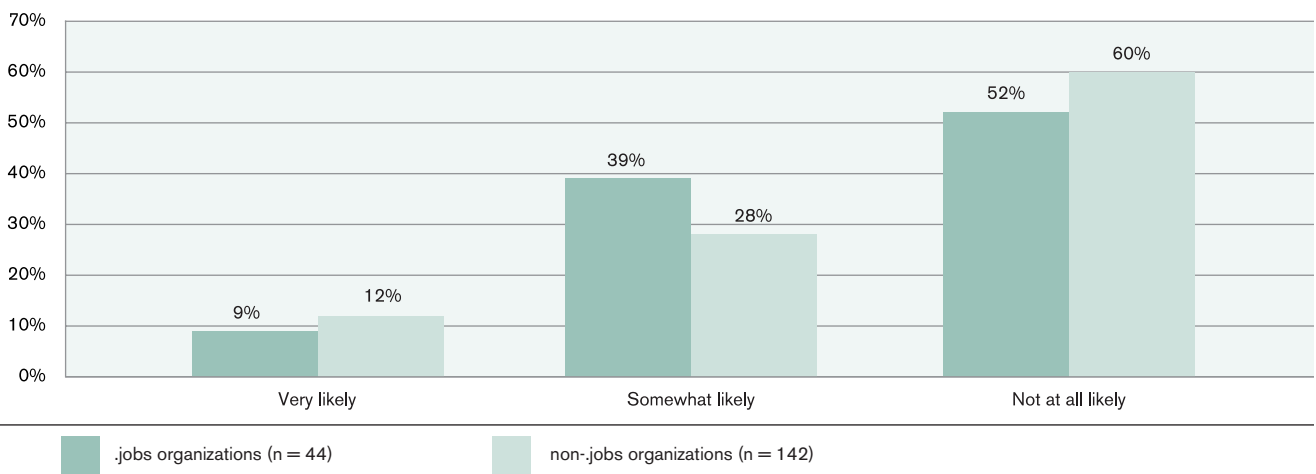
**Figure 7 | Eliminated a Job Candidate Based on Information Discovered From a Search Engine (Within the Past 12 Months)**



Note: Only respondents who indicated that their organizations used search engines to review information posted by a job candidate online were asked this question. Respondents who indicated "not sure" were excluded from this analysis.  
 Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

the last 12 months a job candidate had been eliminated based on information discovered on a social networking site. Among respondents who indicated that their organizations did not use these sites, 38% of HR professionals from .jobs organizations and 26% of those from non-.jobs organizations indicated their organizations were either somewhat or very likely to begin reviewing candidate’s information on these Web sites within the next 12 months. These data are displayed in Figures 10 and 11.

**Figure 8 | The Likelihood Organization Will Begin Using Search Engines to Review Online Information Posted by Job Candidates (Within the Next 12 Months)**



Note: Only respondents who indicated that their organizations did not use search engines to review information posted by a job candidate online were asked this question. Respondents who indicated “not sure” were excluded from this analysis.

Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Figure 9 | Using Social Networking Sites to Review Online Information Posted by Job Candidates Online**



\*Denotes a significant difference between organizations with a .jobs domain and those without.

Note: Respondents who indicated “not sure” were excluded from this analysis.

Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

## PASSIVE JOB CANDIDATES

A passive candidate is someone currently employed and not actively seeking new employment but who may be open to a job opportunity if an attractive offer were presented. Recruiting passive candidates was once a challenge, but the Internet now provides creative recruiters with an opportunity to reach out to this group. This section examines selected online techniques or strategies that can be used to discover passive candidates. The three most commonly reported techniques or strategies were

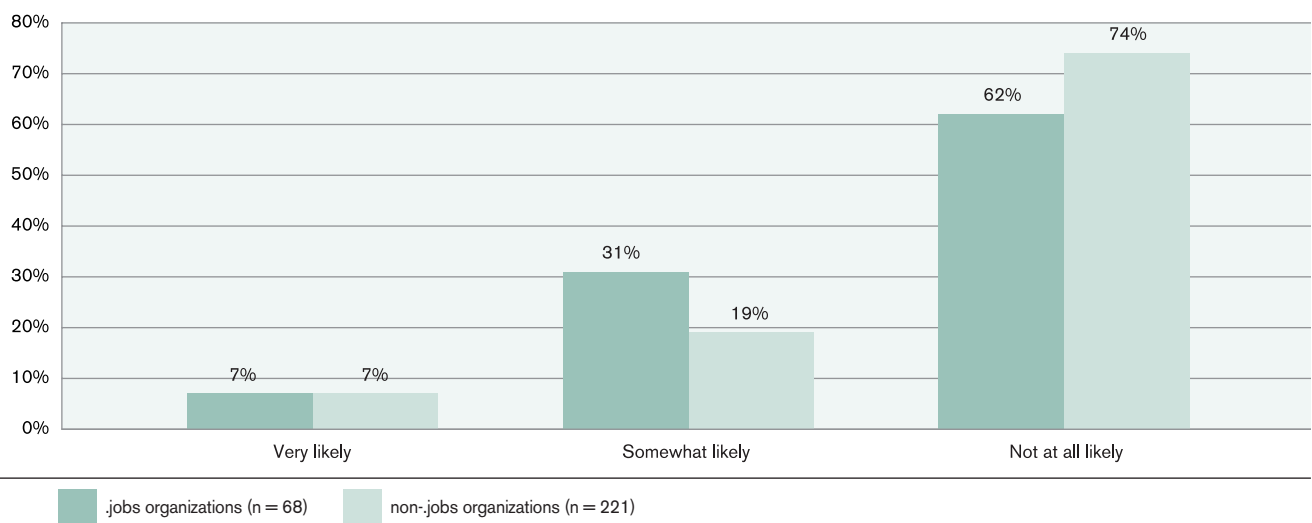
**Figure 10 | Eliminated a Job Candidate Based on Information Discovered From a Social Networking Site (Within the Past 12 Months)**



Note: Only respondents who indicated that their organizations used social networking sites to review information posted by a job candidate online were asked this question. Respondents who indicated "not sure" were excluded from this analysis.

Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Figure 11 | The Likelihood Organization Will Begin Using Social Networking Sites to Review Online Information Posted by a Job Candidate (Within the Next 12 Months)**



Note: Only respondents who indicated that their organizations did not use social networking sites to review information posted by a job candidate online were asked this question. Respondents who indicated "not sure" were excluded from this analysis.

Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

(1) viewing membership directories for associations and trade groups (52% for .jobs organizations and 44% for non-.jobs organizations); (2) scanning social networking sites (41% compared with 24%); and (3) mining industry-specific blogs, discussion forums, newsgroups or listservs (30% compared with 25%). Overall, respondents from .jobs organizations were significantly more likely to use social networking sites and the technique known as flip searching/flipping than were non-.jobs organizations. These data are depicted in Table 8.

With the exception of locating authors of written works, within the next 12 months .jobs organizations were more likely than non-.jobs organizations to increase the use of all the selected techniques and strategies to discover passive job candidates (see Table 9).

## RECRUITING METRICS

Successful organizations are always looking for ways to refine and improve their recruiting methods. The use of metrics helps organizations set practical expectations that help to align their recruiting efforts with the organization's business strategy. With a few exceptions, .jobs organizations were more likely than non-.jobs organizations to use metrics to measure the efficiency and costs of their recruiting efforts. These data are illustrated in Table 10.

Respondents from .jobs organizations were asked if selected metrics increased, remained the same or decreased after their organization obtained a .jobs domain. Overall, the following measures decreased since obtaining the .jobs domain: average cost per applicant (30%), average cost per hire (26%), cost per qualified candidate (23%), overall recruiting costs (19%), time to fill outstanding job vacancies (26%) and time to hire a candidate (20%). The following metrics increased: quality of candidates (27%) and quality of new hires (29%). These data are depicted in Figure 12.

**Table 8 | Selected Online Techniques or Strategies Used to Discover Passive Job Seekers**

|  | <b>.jobs Organizations<br/>(n = 135)</b> | <b>Non-.jobs Organizations<br/>(n = 356)</b> | <b>Differences</b>                            |
|--|--|--|---|
| Viewing membership directories for associations and trade groups           | 52%                                      | 44%  |   |
| Scanning social networking sites   | 41%                                      | 24%  | .jobs organizations > non-.jobs organizations |
| Mining industry-specific blogs, discussion forums, newsgroups or listservs | 30%                                      | 25%  |   |
| Flip searching/flipping <sup>A</sup>                                       | 31%                                      | 19%  | .jobs organizations > non-.jobs organizations |
| Peeling back <sup>B</sup>  | 19%                                      | 12%  |   |
| Locating authors of written works  | 14%                                      | 11%  |   |
| X-raying <sup>C</sup>  | 13%                                      | 12%  |   |

A Using a search engine to mine the Internet for candidates that link themselves to specific Web pages

B Peeling back an organization's URL to reveal employee directories or employee contact information

C Using a search command, through a major search engine, to locate employee directories or employee contact information on nonpublic Web pages

Note: Respondents who indicated "not sure" were excluded from this analysis. Blank cells in the last column indicate that no statistically significant differences were found. Data sorted in descending order by ".jobs organizations" column.

Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

## RECRUITING BUDGET/COST

Figure 13 depicts the change in the cost associated with recruiting between 2006 and 2007. More than half of organizations with (56%) and without (59%) a .jobs domain reported that the costs of recruiting in 2007 were expected to increase when compared with their costs in 2006. Overall, organizations with a .jobs domain were

**Table 9 | Expected Change in Use of Selected Techniques and Strategies to Discover Passive Job Candidates (Within the Next 12 Months)**

|   | <b>.jobs Organizations (n = 104)</b> | <b>Non-.jobs Organizations (n = 281)</b> | <b>Differences</b>                            |
|---|--------------------------------------|--|---|
| <b>Viewing membership directories for associations and trade groups</b>           | Increase                             | 58%                                      | .jobs organizations > non-.jobs organizations |
|   | Remain the same                      | 40%                                      |   |
|   | Decrease                             | 2%                                       |   |
| <b>Scanning social networking sites</b>   | Increase                             | 49%                                      | .jobs organizations > non-.jobs organizations |
|   | Remain the same                      | 50%                                      |   |
|   | Decrease                             | 2%                                       |   |
| <b>Mining industry-specific blogs, discussion forums, newsgroups or listservs</b> | Increase                             | 53%                                      | .jobs organizations > non-.jobs organizations |
|   | Remain the same                      | 47%                                      |   |
|   | Decrease                             | 0%                                       | *   |
| <b>Flip searching/flipping<sup>A</sup></b>  | Increase                             | 44%                                      | .jobs organizations > non-.jobs organizations |
|   | Remain the same                      | 56%                                      |   |
|   | Decrease                             | 0%                                       |   |
| <b>Peeling back<sup>B</sup></b>   | Increase                             | 36%                                      | .jobs organizations > non-.jobs organizations |
|   | Remain the same                      | 64%                                      |   |
|   | Decrease                             | 0%                                       |   |
| <b>Locating authors of written works</b>  | Increase                             | 24%                                      |   |
|   | Remain the same                      | 77%                                      |   |
|   | Decrease                             | 0%                                       |   |
| <b>X-raying<sup>C</sup></b>   | Increase                             | 41%                                      | .jobs organizations > non-.jobs organizations |
|   | Remain the same                      | 57%                                      |   |
|   | Decrease                             | 2%                                       |   |

\* Less than 1%.

A Using a search engine to mine the Internet for candidates that link themselves to specific Web pages

B Peeling back an organization's URL to reveal employee directories or employee contact information

C Using a search command, through a major search engine, to locate employee directories or employee contact information on nonpublic Web pages

Note: Percentages may not total 100% due to rounding. Respondents who indicated "not sure" were excluded from this analysis. Blank cells in the last column indicate that no statistically significant differences were found.

Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

significantly more likely to report that their organizations' 2007 recruiting costs would decrease when compared with their 2006 costs (19% compared with 10%).

As shown in Figure 14, about one-half of HR professionals from organizations with and without a .jobs domain reported that their 2007 recruiting budget increased compared with their 2006 budget, while approximately one-third reported that it remained the same.

## RECRUITING CHALLENGES

Respondents were asked to indicate the online recruiting challenges their organizations experienced over the past 12 months. Table 11 examines the most common challenges organizations have encountered: (1) difficulty attracting high-quality candidates (67% for .jobs organizations and 67% for non-.jobs organizations); (2) limited staff resources (46% compared with 39%); (3) difficulty managing the volume of resumes (39% compared with 27%); and (4) difficulty attracting diverse candidates (34% compared with 30%). Respondents from organizations with a .jobs domain were significantly more likely to report managing the volume of resumes as a concern, while organizations without a .jobs domain were significantly more likely to indicate difficulty attracting enough candidates as a challenge.

## DIVERSE JOB CANDIDATES

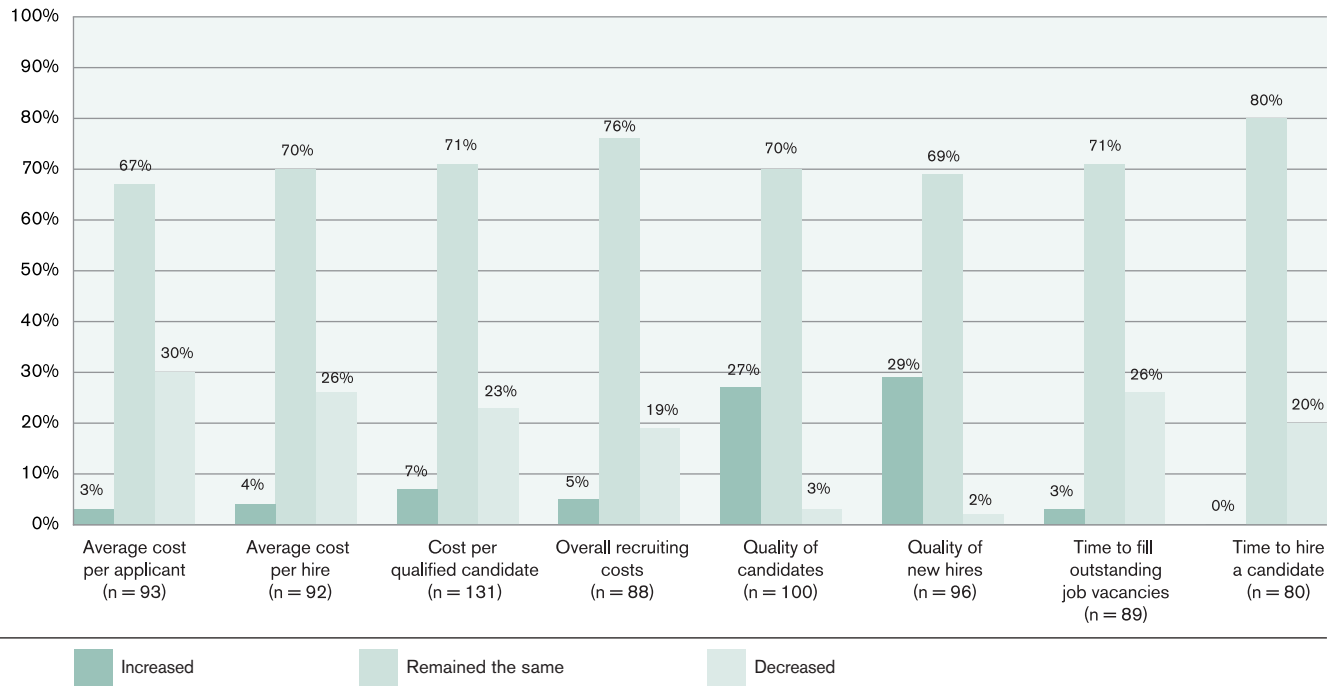
Today, organizations are dealing with a broad range of international rules and regulations, more diverse job markets and cultural differences among customers and

**Table 10 | Metrics Used to Measure the Efficiency of Recruiting**

|  | <b>.jobs Organizations<br/>(n = 135)</b> | <b>Non-.jobs Organizations<br/>(n = 356)</b> |
|--|--|--|
| Time to fill outstanding job vacancies | 75%                                      | 64%  |
| Cost per hire                          | 64%                                      | 59%  |
| Number of outstanding job vacancies    | 64%                                      | 63%  |
| Employee referral rate                 | 62%                                      | 58%  |
| First-year turnover                    | 62%                                      | 60%  |
| First-year termination rate            | 61%                                      | 54%  |
| Time to hire a candidate               | 59%                                      | 55%  |
| Percentage of diverse hires            | 46%                                      | 43%  |
| Six-month turnover                     | 39%                                      | 38%  |
| Number of interviews                   | 33%                                      | 38%  |
| Quality of new hires                   | 33%                                      | 36%  |
| Cost per applicant                     | 25%                                      | 23%  |
| Cost per qualified candidate           | 22%                                      | 17%  |

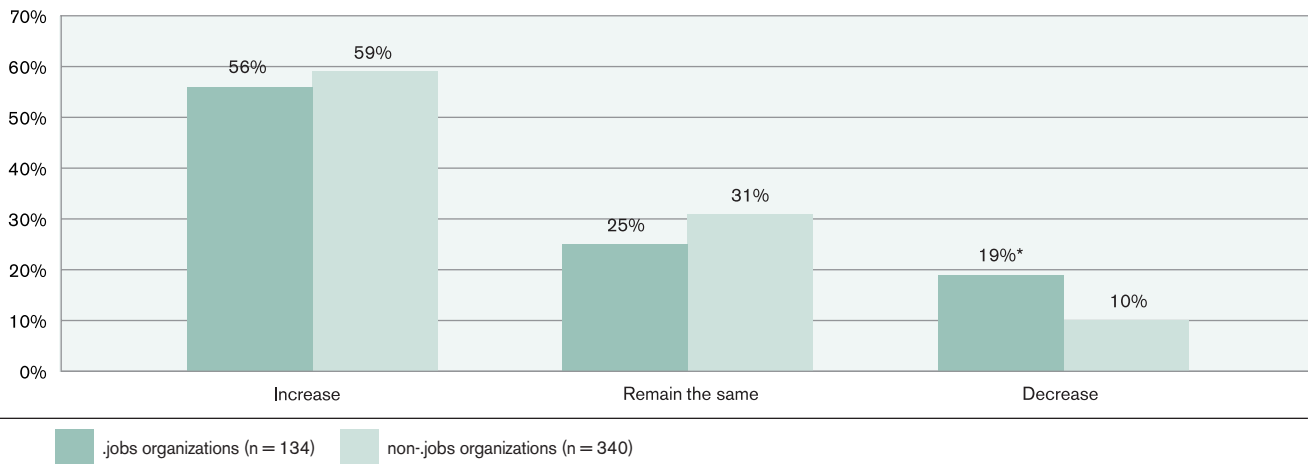
Note: Respondents who indicated "not sure" were excluded from this analysis. Data sorted in descending order by ".jobs organizations" column.  
Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Figure 12 | Change in Performance Metrics Since Obtaining .jobs Domain**



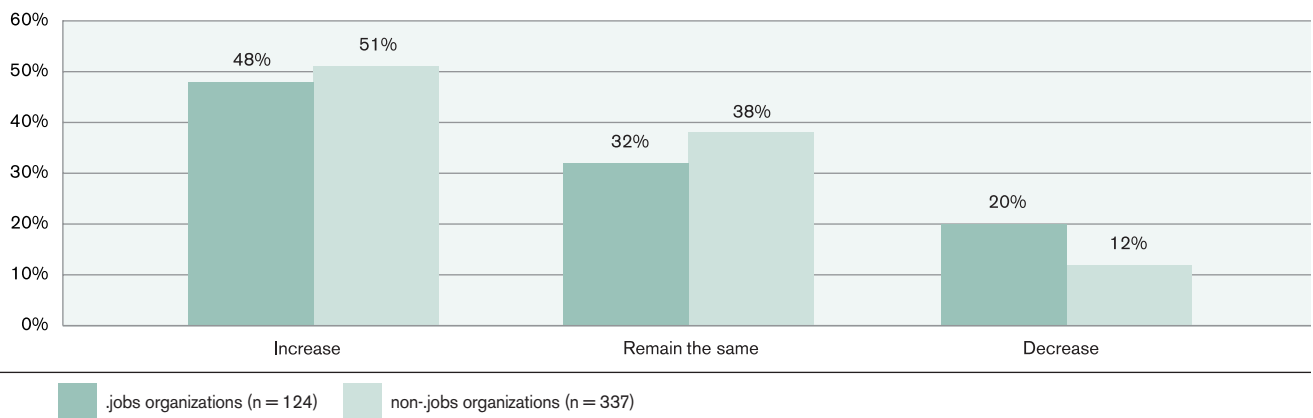
Note: Only respondents who indicated that their organizations had a .jobs domain were asked this question. Respondents who indicated "not sure" were excluded from this analysis. Percentages may not total 100% due to rounding.  
 Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Figure 13 | Expected Change in Recruiting Costs in 2007 Compared With 2006**



\*Denotes a significant difference between organizations with a .jobs domain and those without.  
 Note: Respondents who indicated "not sure" were excluded from this analysis.  
 Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Figure 14 | Change in Recruiting Budget in 2007 Compared With 2006**



Note: Respondents who indicated “not sure” were excluded from this analysis. Percentages may not total 100% due to rounding.  
 Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

**Table 11 | Online Recruiting Challenges Organizations Have Encountered Over the Past 12 Months**

|   | <b>.jobs Organizations<br/>(n = 135)</b> | <b>Non-.jobs Organizations<br/>(n = 356)</b> | <b>Differences</b>                            |
|---|--|--|---|
| Difficulty attracting high-quality candidates | 67%                                      | 67%  |   |
| Limited staff resources                       | 46%                                      | 39%  |   |
| Difficulty managing the volume of resumes     | 39%                                      | 27%  | .jobs organizations > non-.jobs organizations |
| Difficulty attracting diverse candidates      | 34%                                      | 30%  |   |
| Difficulty attracting enough candidates       | 19%                                      | 30%  | non-.jobs organizations > .jobs organizations |
| Limited recruiting budget                     | 18%                                      | 18%  |   |
| Limited time                                  | 15%                                      | 18%  |   |
| Problems with the HRIS system                 | 14%                                      | 16%  |   |
| High recruiting costs                         | 16%                                      | 10%  |   |
| Large number of overqualified candidates      | 11%                                      | 10%  |   |
| Other   | 4%                                       | 3%   |   |
| No challenges                                 | 3%                                       | 7%   |   |

Note: Percentages do not total 100% because multiple responses were allowed. Blank cells in the last column indicate that no statistically significant differences were found. Respondents were able to indicate up to three challenges. Data sorted in descending order by “.jobs organizations” column.  
 Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

employees. In this global economy, a workforce with diverse backgrounds, education, points of view, cultures and ages is a strategic business advantage. Recruiting a diverse workforce is an ongoing challenge for many organizations. In this survey, respondents from .jobs and non-.jobs organizations rated attracting diverse candidates as one of the main recruiting challenges their organizations had encountered over the past 12 months. Many organizations are now using specialized Web sites as a resource to recruit a wider mix of talented candidates. As shown in Figure 15, .jobs organizations were significantly more likely than non-.jobs organizations to have received candidates through online diversity job boards or niche Web sites (37% compared with 8%). Respondents from .jobs and non-.jobs organizations also showed some variations depending on organizational sector. Publicly owned for-profit organizations were more likely than privately owned for-profit organizations to indicate their organizations received job candidates through using online diversity job boards.<sup>5</sup>

Among respondents who have received candidates through an online diversity job board or niche site, 81% of respondents from .jobs organizations and 71% of those from non-.jobs organizations indicated that their organization hired someone through one of these sources. These data are displayed in Figure 16.

**Figure 15 | Found Job Candidates Through Online Diversity Board/Niche Site (Within the Past 12 Months)**

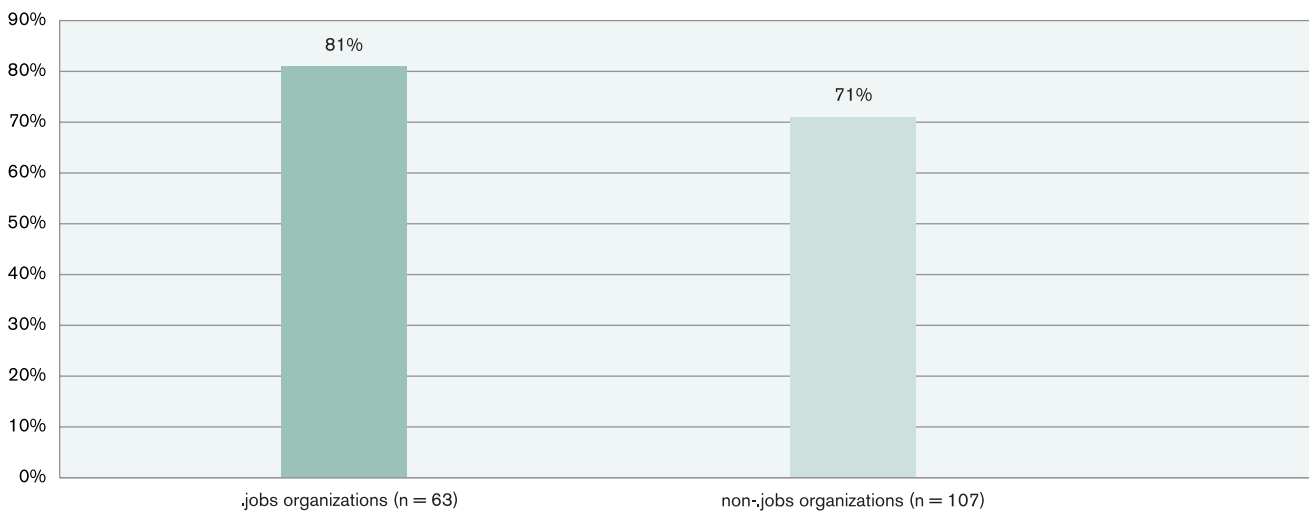


\*Denotes a significant difference between organizations with a .jobs domain and those without.

Note: Respondents who indicated "not sure" were excluded from this analysis.

Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain

Figure 16 | Hired Job Candidates Through an Online Diversity Board/Niche Site (Within the Past 12 Months)



Note: Only respondents who indicated that their organizations had received job candidates through online diversity job boards/niche Web sites were asked this question. Respondents who indicated "not sure" were excluded from this analysis.  
Source: SHRM 2007 Advances in E-Recruiting: Leveraging the .jobs Domain



# Conclusions

The .jobs domain provides job seekers with a simple, fast and consistent destination. This low-cost resource is a valuable tool that can positively affect the effectiveness of an organization's recruiting efforts. Throughout this study, there were significant differences between organizations with and without a .jobs domain. Overall, the survey results demonstrate that organizations with a .jobs domain have more effective recruiting practices across a range of areas. While there is a link between having a .jobs domain and having more effective recruiting practices, it is important to note that it does not mean there is a direct cause-and-effect relationship. Thus, more effective recruiting is not simply a consequence of having a .jobs domain. The use of additional recruitment methods in conjunction with tools like a .jobs domain helps improve the efficiency of recruiting. Organizations would be wise to evaluate their current processes and procedures to see if different strategies and techniques could be integrated into their recruitment strategy.

As recruiters become more focused on finding certified professionals or other highly educated workers with specialized skills, it could drive the need for integrated technologies that are able to search a number of data sources to come up with detailed supporting information that may not appear on resumes or standard applications. The increased use of social networking sites as a part of the recruitment process is related to this trend. Many recruitment specialists view the use of social and professional networking sites as one of the most important trends in e-recruiting. There are two reasons for this: first, these types of sites can be used as a way to establish employer brand, especially among young people, and second, recruiters can obtain more detailed information about candidates and find potential job matches through the social and professional connections that form the basis of such networking services.

Over the past decade, as e-recruitment technologies migrated to the Web and costs went down, it opened up the use of e-recruiting to non-HR users. As a result, ease of use is likely to continue to be a developing feature of recruitment technologies. So while e-recruiting may now be focusing on increasing the depth of information about job fit, it is also likely to continue to lead to a wider span of access to technology-based recruitment services for employers, whether or not they have a dedicated HR department.

Overall, e-recruiting will no doubt grow more sophisticated and hopefully bring even greater efficiency to the recruitment process.

Future trends in e-recruitment are likely to aim to achieve a few key goals: to increase the number of quality candidates that recruiters are able to tap while simultaneously filtering out unqualified job candidates, to improve job matching and to continue making improvements in searchability and ease of use. Trends such as the growing importance of niche job boards and social networking sites as well as other new technologies are also likely to affect future recruiting strategies.

Along with all of its many benefits, there are a few concerns that recruiters mention when looking to the future of e-recruiting. One is that there is the danger of becoming too reliant on technology to make the best job matches. Privacy will also continue to be an ongoing issue, especially when data collected extend beyond traditional resume information, such as video resumes and information gathered from social networking sites. In addition, broader future recruiting challenges are also likely to influence e-recruiting. Overall, e-recruiting will no doubt grow more sophisticated and hopefully bring even greater efficiency to the recruitment process.

# Organizational Profile

| Job Title                                |  |   |
|--|--|---|
|  | <b>.jobs<br/>Organizations<br/>(n = 135)</b> | <b>Non-jobs<br/>Organizations<br/>(n = 344)</b> |
| Director                                 | 33%  | 28%   |
| Manager                                  | 25%  | 27%   |
| Recruiter                                | 10%  | 13%   |
| Vice president                           | 10%  | 11%   |
| Generalist                               | 4%   | 9%  |
| President/CEO                            | 4%   | 3%  |
| Consultant                               | 4%   | 3%  |
| Assistant or associate<br>vice president | 3%   | 2%  |
| Specialist                               | 2%   | 2%  |
| Administrator                            | 2%   | 1%  |
| Supervisor                               | 2%   | 1%  |
| Other                                    | 2%   | 2%  |

Note: Percentages may not total 100% due to rounding. Data sorted in descending order by ".jobs organizations" column.

| Organization Staff Size  |  |   |
|--------------------------|--|---|
|                          | <b>.jobs<br/>Organizations<br/>(n = 134)</b> | <b>Non-jobs<br/>Organizations<br/>(n = 335)</b> |
| 1-99 employees           | 15%  | 25%   |
| 100-499 employees        | 31%  | 38%   |
| 500 or more<br>employees | 54%  | 38%   |

Note: Percentages may not total 100% due to rounding.

| HR Department Staff Size |  |   |
|--------------------------|--|---|
|                          | <b>.jobs<br/>Organizations<br/>(n = 132)</b> | <b>Non-jobs<br/>Organizations<br/>(n = 331)</b> |
| 1-4 employees            | 34%  | 51%   |
| 5-9 employees            | 15%  | 12%   |
| 10-24 employees          | 16%  | 19%   |
| 25-49 employees          | 11%  | 9%  |
| 50-99 employees          | 7%   | 4%  |
| 100 or more<br>employees | 17%  | 5%  |

Note: Percentages may not total 100% due to rounding.

| Organization Sector                        |  |   |
|--|--|---|
|  | <b>.jobs<br/>Organizations<br/>(n = 135)</b> | <b>Non-jobs<br/>Organizations<br/>(n = 339)</b> |
| Publicly owned<br>for-profit organization  | 41%  | 44%   |
| Privately owned<br>for-profit organization | 36%  | 32%   |
| Nonprofit organization                     | 19%  | 17%   |
| Government<br>organization                 | 4%   | 5%  |
| Other                                      | 1%   | 2%  |

Note: Percentages may not total 100% due to rounding. Data sorted in descending order by ".jobs organizations" column.

### Organization Industry

|  | <b>.jobs<br/>Organizations<br/>(n = 132)</b> | <b>Non-.jobs<br/>Organizations<br/>(n = 337)</b> |
|--|--|--|
| Services (profit)                      | 14%  | 16%  |
| Health                                 | 17%  | 15%  |
| Finance                                | 8%   | 12%  |
| High-tech                              | 13%  | 5%   |
| Wholesale/retail trade                 | 9%   | 7%   |
| Manufacturing<br>(durable goods)       | 2%   | 9%   |
| Government                             | 6%   | 5%   |
| Insurance                              | 8%   | 4%   |
| Manufacturing<br>(nondurable goods)    | 5%   | 6%   |
| Construction and<br>mining/oil and gas | 2%   | 5%   |
| Educational services                   | 5%   | 4%   |
| Services (nonprofit)                   | 4%   | 2%   |
| Telecommunications                     | 1%   | 2%   |
| Transportation                         | 2%   | 3%   |
| Newspaper publishing/<br>broadcasting  | 2%   | *  |
| Utilities                              | 2%   | 1%   |
| Other                                  | 3%   | 6%   |

\* Less than 1%.

Note: Percentages may not total 100% due to rounding. Data sorted in descending order by ".jobs organizations" column.

### Organization Census Region

|  | <b>.jobs<br/>Organizations<br/>(n = 128)</b> | <b>Non-.jobs<br/>Organizations<br/>(n = 322)</b> |
|--|--|--|
| Midwest (Illinois, Indiana, Iowa,<br>Kansas, Michigan, Minnesota,<br>Missouri, Nebraska, North<br>Dakota, Ohio, South Dakota,<br>Wisconsin)  | 41%  | 38%  |
| South (Alabama, Arkansas,<br>Delaware, District of Columbia,<br>Florida, Georgia, Kentucky,<br>Louisiana, Maryland, Mississippi,<br>North Carolina, Oklahoma, South<br>Carolina, Tennessee, Texas,<br>Virginia, West Virginia) | 27%  | 27%  |
| West (Alaska, Arizona, California,<br>Colorado, Hawaii, Idaho, Nevada,<br>New Mexico, Montana, Oregon,<br>Utah, Washington, Wyoming)   | 16%  | 19%  |
| Northeast (Connecticut,<br>Maine, Massachusetts, New<br>Hampshire, New Jersey, New<br>York, Pennsylvania, Rhode Island,<br>Vermont)  | 15%  | 17%  |

Note: Percentages may not total 100% due to rounding. Data sorted in descending order by ".jobs organizations" column.

# Endnotes

<sup>1</sup> This survey instrument is available upon request by contacting the SHRM Survey Program at [surveys@shrm.org](mailto:surveys@shrm.org) or by phone at 703-535-6301.

<sup>2</sup> The .jobs domain allows organizations to register part of their corporate name in the .jobs domain, e.g., [www.shrm.jobs](http://www.shrm.jobs).

<sup>3</sup> These data are not depicted in a table.

<sup>4</sup> These data are not depicted in a table.

<sup>5</sup> These data are not depicted in a table.



# SHRM Survey Reports

## AVAILABLE TO MEMBERS AND THE PUBLIC

1. SHRM/CareerJournal.com 2006 Job Retention Poll Findings (39 pages, December 2006)
2. SHRM/CareerJournal.com 2006 Workplace Vacation Poll Findings (30 pages, September 2006)
3. SHRM/CareerJournal.com 2006 Workplace Romance Poll Findings (17 pages, January 2006)
4. SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Survey Report (40 pages, November 2005)
5. Organizational Communication Poll Findings (24 pages, June 2005)
6. Workplace Productivity Poll Findings Survey Report (17 pages, January 2005)
7. SHRM/CareerJournal.com Workplace Privacy Poll Findings (47 pages, January 2005)
8. SHRM/CareerJournal.com 2004 U.S. Job Recovery and Retention Poll Findings (33 pages, November 2004)
9. Employee Trust and Loyalty Poll Findings (21 pages, July 2004)
10. Job Negotiation Survey Findings (41 pages, April 2004)
11. Job Opportunities Survey (39 pages, September 2003)
12. Job Recovery Survey (28 pages, August 2003)
13. Job Opportunities Poll (39 pages, April 2003)
14. Job Satisfaction Poll (74 pages, December 2002)
15. HR Implications of the Attack on America (23 pages, September 2002)
16. Corporate Credibility and Employee Communications Survey (14 pages, August 2002)
17. Job Opportunities Poll (30 pages, August 2002)
18. Workplace Romance Survey (24 pages, February 2002)
19. School-to-Work Programs Survey (16 pages, January 2002)
20. HR Implications of the Attack on America: Executive Summary of Results of a Survey of HR Professionals (13 pages, October 2002)

21. Negotiating Rewards Poll (14 pages, October 2001)
22. Search Tactics Poll (8 pages, April 2001)

#### AVAILABLE TO MEMBERS ONLY

1. 2007 Job Satisfaction Survey Report (68 pages, June 2007)
2. 2007 Benefits Survey Report (86 pages, June 2007)
3. 2007 Change Management Survey Report (37 pages, April 2007)
4. 2007 Corporate Social Responsibility Pilot Study (56 pages, March 2007)
5. 2006 Weapons in the Workplace Survey Report (33 pages, November 2006)
6. 2006 Workplace Diversity and Changes to the EEO-1 Process Survey Report (34 pages, October 2006)
7. 2006 Strategic HR Management Survey Report (31 pages, October 2006)
8. Manufacturing Industry Findings on Human Resource Topics (47 pages, July 2006)
9. 2006 Benefits Survey Report (80 pages, June 2006)
10. 2006 Job Satisfaction Survey Report (57 pages, June 2006)
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