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# Talent Acquisition Excellence

## Using Employee Advocacy In Building A Great Employer Brand

9 steps for getting started

- By Mark Willaman

## The State of Pre-hire Assessments

The art of finding and hiring quality candidates
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# EDITOR'S NOTE

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A great employer brand is a wonderful thing. It positions your organization as the company where top talent wants to be. It improves recruiting, employee retention and engagement and also leads to higher revenue and lower costs.

It's no wonder why 68 percent of the "world's most attractive employers" have employer branding strategies in place as of 2017, and of those that don't, 76 percent plan to develop them, according to the ERE Employer Branding Now survey.

There are many components to effective employer branding—a few examples include creating a standout employer value proposition (EVP), consistently applying the EVP messaging to all talent sourcing and customer contact points, and developing quality content that supports the EVP.

To learn more, check out this edition's cover article ***Using Employee Advocacy In Building A Great Employer Brand*** by Mark Willaman.

This month, we also bring you an exclusive HR.com research. The research is based on a survey, *The State of Recruitment Marketing Survey*, conducted by HR.com in early 2018 to learn more about the current state of recruitment marketing.

This research will help you understand how well do organizations understand and utilize recruitment marketing, what is the current and future importance of recruitment marketing, what is driving organizations to use recruitment marketing, what are the barriers to successful recruitment marketing, what are the fundamental components of recruitment marketing, what are the benefits associated with recruitment marketing and more.

Moving on there is Jill Holomek Bothwell's article, ***Hiring Manager Insights For Making Good Decisions***, where she highlights why hiring managers should be diligent and consistent in their interview and selection process despite a tight market.

Also included in this edition is another exclusive HR.com research *The State of Assessments survey*, which we hope will help you understand both the use and value of modern assessments. Check out the primary findings and key takeaways from the research, conducted by HR. com and HireVue.

Also read ***Why Hiring For GDPR Is Harder Than It Seems*** by Kon Leong, ***Inclusive Recruitment Pays Off*** by Linda Behmke and ***Ways To Attract And Keep Excellent Employees*** by Eric Czerwonka, among others featured this month.

We hope this edition of ***Talent Acquisition Excellence*** will give you practical suggestions, as always, for improving company practices around interviewing, sourcing, on-boarding etc. and help you find best candidates.

Enjoy reading and do not forget to mail us your feedback.

Have a say?
Write to the Editor.

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Editor, Talent Acquisition Excellence

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# Using Employee Advocacy In Building A Great Employer Brand

## 9 steps for getting started

By Mark Willaman

A great employer brand is a wonderful thing. It positions your organization as the company where top talent wants to be, the benefits of which are remarkable:

- Improved recruiting
- Improved employee retention and engagement
- Higher revenue and lower costs

It's no wonder why 68 percent of the "world's most attractive employers" have employer branding strategies in place as of 2017, and of those that don't, 76 percent plan to develop them, according to the ERE Employer Branding Now survey.

There are many components to effective employer branding—a few examples include creating a standout employer value proposition (EVP), consistently applying the EVP messaging to all talent sourcing and customer contact points, and developing quality content that supports the EVP.

Another critical element: building and sustaining an employee advocacy program, which is the most effective way to communicate and promote your employer brand. In this article, we:

- Define what an employee advocacy program is
- Explain the power of employee advocacy
- Discuss the benefits of effective advocacy programs
- Reveal three keys for building an effective advocacy programs
- Provide nine steps for getting started

### What is an Employee Advocacy Program?

Employee advocacy is when employees of an organization speak positively about the organization. An employee advocacy program is when an organization has a formal program that encourages and facilitates employee advocacy—primarily through social media, but also through email, chat, forums, discussion boards and other ways that people communicate.

### Why is Employee Advocacy So Powerful?

Employee advocacy is powerful for two reasons: trust and the power of numbers.



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Trust: When an organization advocates itself as a great place to work, people are naturally skeptical. Any organization can say that, whether it's true or not. When an organization's employees serve as advocates, however, people take notice.

Power of numbers: Whether you have 10 employees or 10,000, each employee is a potential brand evangelist to help distribute and communicate positive information about your organization. Through their various social media accounts, many employees have networks that reach hundreds or even thousands of people.

An effective employee advocacy program enables you to:

- **Reach New People**. Your employees' networks are likely significantly different and broader than your organization's networks.
- **Reach People in New Ways**. Potential customers and others are exposed to your brand in new ways, supporting marketing and sales efforts.

## What are the Benefits of Effective Employee Advocacy Programs Aside from Employer Branding?

An effective employee advocacy program helps your organization be the best it can be. In particular:

- **It Fosters Faith and Loyalty Among Employees**. You're involving employees more deeply in the organization, and showing that you value them. This helps boost retention, and also supports employee engagement.
- **It Demands Quality Management**. An organization that mistreats employees can't have an effective employee advocacy program. Having a goal of encouraging employee advocacy in turn encourages your organization to treat employees in a way that gives them a reason to advocate for you.

## What are Key Strategies for Success with Employee Advocacy Programs?

Getting employees to participate is the primary success driver and challenge for employee advocacy programs. Many organizations struggle to get employees to participate—even those that have quality management and a strong culture.

The primary cause of these struggles: the wrong content.

Way too many employers make the mistake of expecting employees to share content that they have no reason to want to share. For example, marketing content. We're sorry, but your employees aren't going to be motivated to share your latest white paper on their Facebook accounts. Besides, the white paper has nothing to do with your employer brand.

## Strategy 1: The Right Content

You want, and need, employees to voluntarily share information about your organization. They will, and will be proud to do so—if the content, article, story is meaningful to them. So you need to generate content that is meaningful to them. And the better the content is, the better your results will be. Not only are employees more likely to share great content, but great content also will maximize engagement—clicks, likes, comments, reshares, etc.

Recognize that while some content might be relevant for all employees to share, other content may only be appropriate to employees in a certain region or department (e.g. marketing). Your employment branding team should align your content development strategy to various company advocacy "groups" within the organization. This allows them to produce content that resonates and is emotionally appealing to these groups and their social networks.

Examples of company advocacy groups:

- All employees
- Location/region: [California] employees
- Interest: [Technology]
- Affinity: [Pets at work]
- Department [Marketing]
- Event: [Walk to end Alzheimer's or a tradeshow]
- Outside Constituents: [Customers or Board Members]



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Below are examples of information employees might be delighted to share.

| | |
|---|---|
| Events | • Charity event your company is sponsoring (e.g., Alzheimer's walk) |
| Awards | • Awards your organization receives (e.g., socially responsible employer) |
| Milestones | • Celebrating long-term employees (in their department) who achieve benchmark anniversaries or are recognized for their contributions at the company |
| Photos | • Employee pets at work<br>• Company events<br>• Historic photos of your company (a major brewer shared pictures of their breweries around the world — a big success.) |
| Misc Consumer Information | • Recipes (a restaurant chain encouraged their cooks to share their favorite recipes). |
| News | • Articles that portray the company in a positive manner. |
| Rating Sites | • Requests to "rate" the company on sites like Glassdoor, Yelp, etc. |
| Video | • Tour of an interesting production facility<br>• New product<br>• Interviews with interesting staff members<br>• Entertaining company commercial |

## Strategy 2: Consider an Employer Branding Consultant

Many companies enlist the help of employer branding specialists/consultants to help with their employee advocacy programs. If you're struggling to start or improve your program, don't have enough content to support your employer branding initiatives or are unable to create employer branding content on an ongoing basis, find an employer branding consultant to help.

## Strategy 3: Use Employee Advocacy Software

For employees to become advocates, they must first be informed. You can use email or other corporate communication systems already in place to ask employees to share information — e.g., one email per week to employees with some content ideas for the team to share. Employee advocacy software, however, is more effective, allows you more control, and gives you the power of measurement.

In particular, employee advocacy software enables you to:

- Find, manage and organize employer branding content
- Create and manage "groups" of advocates
- Find content to curate
- Send advocates content to share, people to connect with and messages
- Notify advocates of sharing opportunities and allow for "one-click" sharing
- Help advocates grow their social networks and build their thought leadership
- Encourage participation through gamification
- Access analytics (advocate activity, top content, reach, etc.) to make adjustments



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## Get Started with Employee Advocacy

Interested in getting started with an employee advocacy program? Start with these nine steps to create a solid foundation.

**1. Strategize**: What do you want to accomplish? Awareness of the corporate brand. Set specific, measurable goals your program should accomplish. Decide whether or not to use an employer branding consultant.

**2. Get Buy-In**: Secure buy-in and solicit feedback from senior management and employees. Regardless of how many advocates you start with, let the whole company know what you're doing and why. Be sure to keep leadership involved as much as possible — employees should see that there's buy-in throughout the company.

**3. Establish Guidelines**: Content is being shared on behalf of your brand so provide examples of appropriate content and what's acceptable.

**4. Identify Advocates**: Some employers invite all employees to participate in their advocacy program while others identify their "social stars," employees who are likely to have early success with your program. Determine which approach is right for your culture. Either way, advocacy works best when it's not forced (e.g., requiring or paying people to share). But keep this in mind — people who are happy in their jobs and have large social networks make the best advocates.

**5. Train Advocates**: Train advocates to get them familiar and comfortable with sharing content.

**6. Create Content**: Great content that supports your EVP is the foundation of an effective advocacy program. Have a process in place to keep fresh content coming.

**7. Push Content to Advocates**: Invest in an employee advocacy software platform that makes it easy for employees to access and share content.

**8. Measure**: Make sure to identify your KPIs, and be able to measure how the advocacy program supports your employer branding goals.

**9. Reward**: Acknowledge advocates and consider rewarding them for participating, regardless of their sharing engagement (something they may not control).

*This article first appeared here.*

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**Mark Willaman** is Founder and President of Fisher Vista, LLC and HRmarketer.com. Mark has over fifteen years of proven success in the human resource and healthcare industries. In addition to being a pioneer in the use of web-based technologies for the delivery of employee benefits, Mark has a track record of conceptualizing and implementing innovative, creative and highly successful marketing campaigns targeting HR and employee benefit decision makers.

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# Making Diverse Recruiting Easier For All Resourcing Professionals

## It can't be done on a whim

By Charles Hipps

Every organization understands this powerful statement: "A more diverse workforce has been proven to be one that will increase organisational performance by providing multiple, fresh perspectives leading to innovation and better risk management. The improvement that diverse workforces bring to business delivery is linked to the diversification of the marketplace."

But for many this is more difficult than it perhaps ought to be! More often than not, recruiting teams are doing what they've always done, seeing the same candidates and visiting the same events. Spending budgets are always categorized to suit those practices, sometimes introducing a new avenue, but lacking real understanding of what those additions are bringing to the table. Meanwhile, those traditional, long-standing programs aren't getting the audits required to understand actual return on investment.

It's all in line with the adage, "If you always do what you've always done, you'll always get what you've always got."

Yet, for more diversity, organizations need the ability to see underlying potential or lack thereof. Does that university's career fair actually bring in the right applicants or are you wasting precious resources on it every year? How about those niche job boards? Is your targeted talent finding your job posting and are they actually fitting your needs?

Diversity & inclusion can't just be done on a whim. You need to set aspirational goals based on your historic data and then start to construct a customised event/workshop that meets these goals. Your previous successes will help to identify partners or professional groups who can also help build credibility alongside representative members of your existing team. If a culture doesn't include or develop diverse employees, then you won't be able to sustain a diverse workforce in the long term.

Remember, the ultimate goal is to contribute to your corporate brand reputation, expanding your network of diverse professionals and increasing cultural awareness among current employees. Overall this makes complete business sense, a 2015 study from Bersin by Deloitte showed that diverse companies had 2.3 times higher cash flow per employee over a three-year period than non-diverse companies did.

So, devoting attention and management to these audiences can only serve to help strengthen engagement with diverse communities and help to realise practical, actionable items for the better of your organization in future hiring campaigns.



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Recent studies from Royal Holloway University of London and the University of Birmingham suggests managers often select candidates for client-facing jobs who fit the 'traditional' image of a role, with many placing as much importance on an individual's speech, accent, dress and behaviour as on their skills and qualifications.

This introduces disadvantages for candidates whose upbringing and background means they are not aware of 'opaque' city dress codes - for example, some senior investment bankers still consider it unacceptable for men to wear brown shoes with a business suit

Top recruiters might receive over 150,000 applications a year and rising from a mixture of core and non-core schools and not have time to sift fairly. Predictive analytics can ease this pressure. Used well, it will sift and flag to you, candidates that have all the key indicators of success you're looking for, but that didn't go to a target school – i.e. schools that are not on anyone's core schools lists but do have exceptional talent.

It's important to look back at MI and analytics to learn what's worked well and what hasn't. It takes time to make a change and see results quickly, but the business case for diversity is too strong to ignore so don't let that deter you.

Good intelligence will mean that you can see react if certain initiatives are not changing the ratio of diversity applications in your favour and find new ways of making sure that talent remains invested in your business.

Recruiters can achieve benefits from measuring participation such as:

- Providing stronger evidence and recordkeeping to support hiring decisions
- Identifying & quantifying any historic bias to reduce bias in future decision making
- Reducing the economic bias to exclude

Events are just the first step to securing talent and embedding diversity in your organisation. Efforts need to be made to keep interested candidates warm thereafter. Engagement along the way is critical to taking the positive sentiments captured at an event and making sure the most promising candidates go on to become recruits.

Intuitively recruiters can use CRM tools to make sure they are flagging the best of the best from the moment they register to an event. From there, it is important to keep emphasising your EVP in all your communications including on the application system where candidates check-in to find the progress of their application.

Signposting content without making interested candidates have to navigate back to the Careers pages is one easy way of doing this. These simple mechanisms can continue to celebrate diversity & inclusion without being stereotypical or unavailable to applicants who do not fall into either category.

Furthermore, recruiters can look at using talent pools to capture speculative applications when you do not have an open campaign and then issue invites to events. This same technology can be used to keep unsuccessful candidates warm after being told their application has been over so if a future position opens up, they can be put forward for a role with no new information needed to be captured.

Hiring a diverse team can be a profitable decision, but that doesn't mean it's easy to do. Embedding technology into your strategies allows recruiters to understand what's working and what can be adjusted for better results. This session will help you understand just where to begin to set you on the right path to handling this sensitive area well.

• • •

**Charles Hipps** is CEO and Founder of WCN.

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# Hiring Manager Insights For Making Good Decisions

## The three-dimensional approach

By Jill Holomek Bothwell

The current candidate market is tight, and companies are struggling to find the talent they need to fill open positions. The cost is high when jobs remain vacant, but the cost can be even higher if the wrong candidate is selected.

Even though candidates are scarce, hiring managers still must be diligent and consistent in their interview and selection process. While there are plenty of variation in styles, processes and perspectives when approaching partnering with hiring managers, in HR, it is important to screen in a consistent and holistic way.

When an organization uses assessments and spend time training their leaders on effective interviewing, selection and onboarding tactics, they are at a great advantage. However, this can be quite difficult, especially when the time and resources for that level of supportive tools are not available. This is particularly true today, when there are fewer candidates to choose from and hiring managers are eager to make a choice.

### A Simple Three-Dimensional Approach

Most hiring managers respect the role of the recruiter and know that the HR department is filled with expertise, so they will likely be receptive to being advised throughout the process.

When faced with the long list of compliance-related training that organizations are required to handle, effective interview training can fall off the radar. While courses can be made available online for leaders to view at their convenience, there is often little time to take advantage of these options. The answer can be to hit hiring managers at the beginning of the process with a very simple approach: assessing candidates through a three-dimensional lens that examines experience, capabilities and behavioral traits.

Companies may be thinking, "We do already that!," and while that may be true, it is most important to be consistent in partnering with hiring managers to ensure execution.

### Experience, Capabilities and Behavioral Traits Defined

Interviews should begin by discussing the candidate's experience. This dimension is often thoroughly vetted by the recruiter prior to the beginning of the process. However, hiring managers should still review thoroughly before interviewing so that they are familiar with the individual's experience and know if it will fit well into the particular role. One to three questions should be appropriate.



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Within all the dimensions, there is an art to writing and asking questions to be the most effective. Even though behavioral traits is a dimension of its own, weaving the discovery of behavioral attributes into every question is integral. A person's behavior does not fundamentally change over the course of their adult life, so their past performance will likely predict future performance. Therefore, when scripting all questions, refrain from phrasing that leads with "how *would* you…"; but rather, "how *did* you." This approach causes candidates to explain experiences by describing real situations, rather than hypothetical or sensationalized situations.

For example, when looking for an organizational development or process improvement consultant, this theory can translate into an experience related question such as, "This position is responsible for process improvement initiatives. Please describe your experience using process improvement methodologies. Describe the methods you have used and how you managed those processes to successful outcomes? Looking back, was there anything you would have done differently to achieve even stronger outcomes?"

This last question is the behavioral piece, and can help to discover insight such as how reflective or coachable the candidate is. While no human is perfect, it is how open individuals are to change and if they possess the desire to be a lifelong learner that can make one employee stronger over another. Thus, if you do not ask, you will not be able to properly compare candidates without getting this more concrete information.

Digging into the candidate's capabilities is the key to discovering if they have the ability to do the job well. First, define the key capabilities needed in this role to perform. Then, formulate targeted questions that ask about those capabilities in a similar format as the earlier example. For example: "Please describe a project you led to improve a process. Describe the initiative. What was the outcome? Looking back was there anything you would have done differently?" In both this example and the last, calling on past experiences helps to gauge how the candidate would react to future, hypothetical workplace situations or problems.

The last and most important part in a thorough interviewing process is discovering whether candidates have the right behavioral traits to be a good fit, not only in the specific role, but also in the greater team and organization. Again, this is where it is necessary to define the most critical traits and script questions – those that will help to uncover the facts. For example, if a hiring manager has a lot of strong personalities on their team, a question that might draw out insight may be as follows: "Describe a situation you faced with a co-worker, in looking back, you wished you would have handled differently? How has that experience impacted you as you face similar situations?" Again, asking about specific past examples can help to paint a picture of a candidate's future actions.

## Supporting Your Hiring Managers to See it Through

It is important to support hiring managers and hold them accountable to a thorough approach. This can be aided by creating supporting materials, such as a short PowerPoint or instructional document that is presented as the recruitment process is kicked off, "build your own" interview guide templates and sample questions that they can plug and play, and correlating evaluations tools so they round out the selection in a consistent way.

At the end of the day, employees provide hiring managers the support they need so that they can evaluate their candidates consistently and holistically, leading to better hires for the organization.

• • •

**Jill Holomek Bothwell** is Senior Product Manager, Human Capital Management at Infor.

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Featured Research

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# The State of Pre-hire Assessments

## The art of finding and hiring quality candidates

Exclusive HR.com Research

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**ARTICLE**
The Potential of AI to Overcome Human Biases, Rather than Strengthen Them
Lindsey Zuloaga
Director of Data Science, HireVue
HireVue

# The State of Pre-hire Assessments

## The art of finding and hiring quality candidates

In October 2017, the official U.S. unemployment rate was 4.1%.

With unemployment levels at its lowest rates, are employers having difficulty locating the talent they need in this tight labor market? The answer is yes.

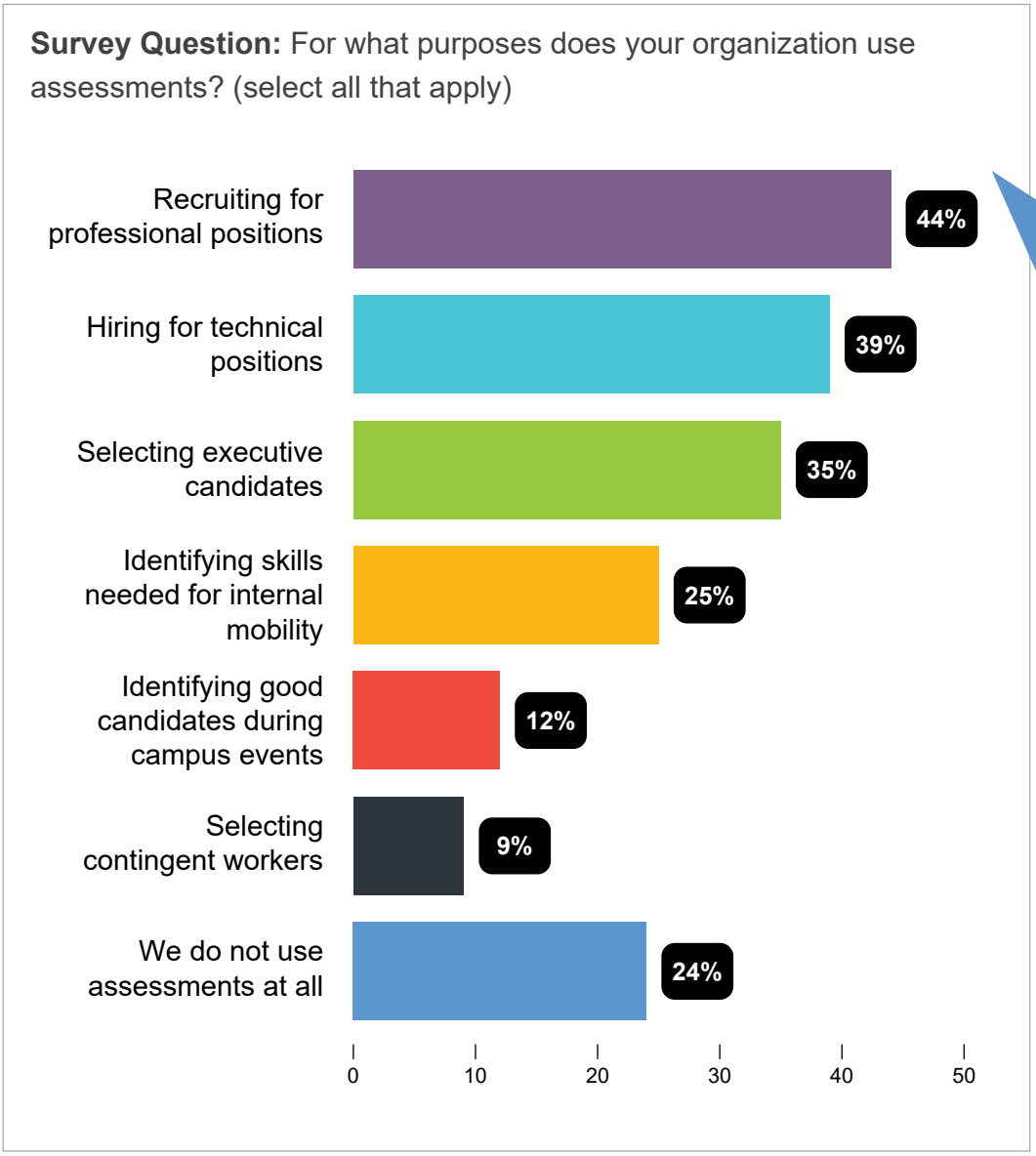
Recruiting and selecting talented people is a top HR priority for HR, and with the low talent pool, many are leveraging assessment tools and processes to find, hire and select the best candidates.

To better understand both the use and value of modern assessments, HR.com and HireVue, an HR software company, launched The State of Assessments survey. The survey ran in September and October of 2017.

Here are the top 11 findings from the survey:

### 1. Finding Enough Qualified Candidates is a Major Challenge

The majority (79%) of respondents said that "finding enough qualified candidates" is very difficult. Many




**Recruiting professional employees is the most commonly cited reason for using assessments**

also cite other challenges such as moving candidates through the recruiting process within an acceptable timeline.

These two challenges are related. It does no good for an employer to find qualified people if it takes too long to bring those people aboard. After all, in today's labor market, a qualified candidate may well slip through the organization's proverbial fingers and wind up with a faster-moving competitor.

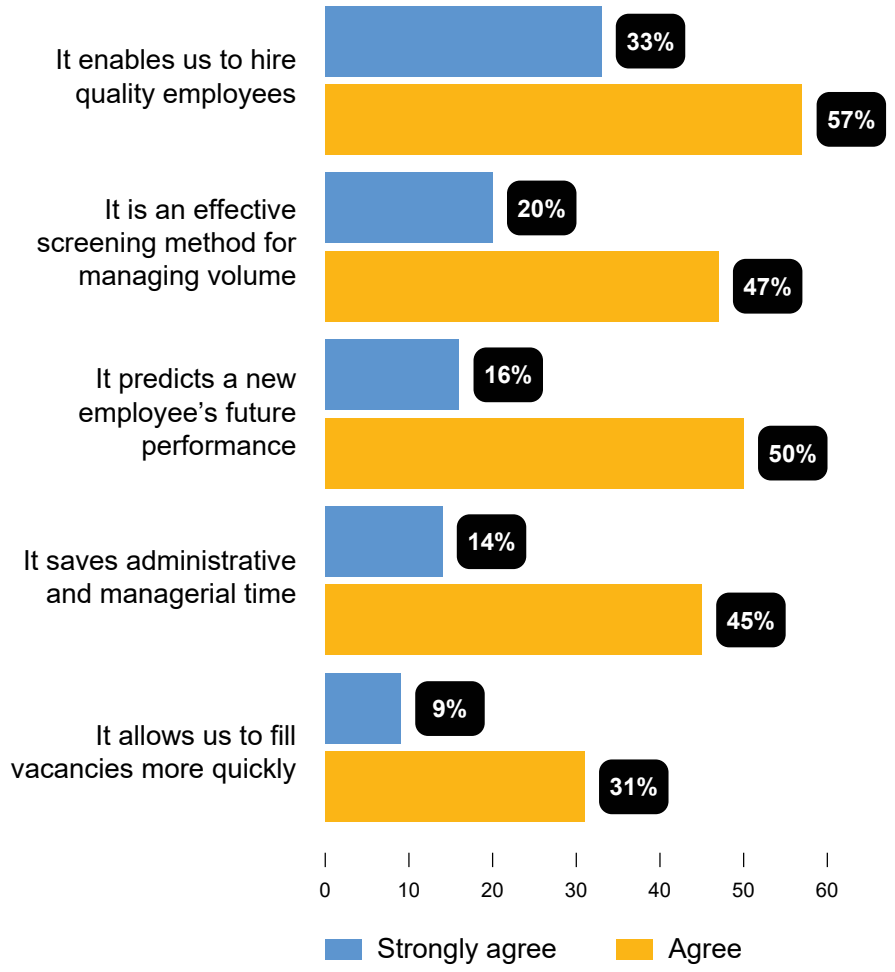
### 2. Most Organizations Use Candidate or Employee Assessments

Most (76%) companies use some sort of assessment, with the most common usage being the recruitment for professional positions and to select executive candidates.

A majority use assessments in the selection of external candidates for open positions. Although some indicated that they use assessments for purposes of internal mobility, respondents rated this application lower than for recruitment and selection purposes.

Respondents from larger sized entities (i.e., more than 1,000 employees) were somewhat more likely than average to use assessments in general (88% versus the 76% average) and pre-hire assessments in particular.

**Survey Question:** To what extent do you agree with the following statements about your pre-hiring assessment process? [percent strongly agree and agree]




**Pre-hire assessments should also be capable of boosting recruitment efficiency**

### 3. Pre-Hire Assessments Systems Enable to Hire Quality Candidates

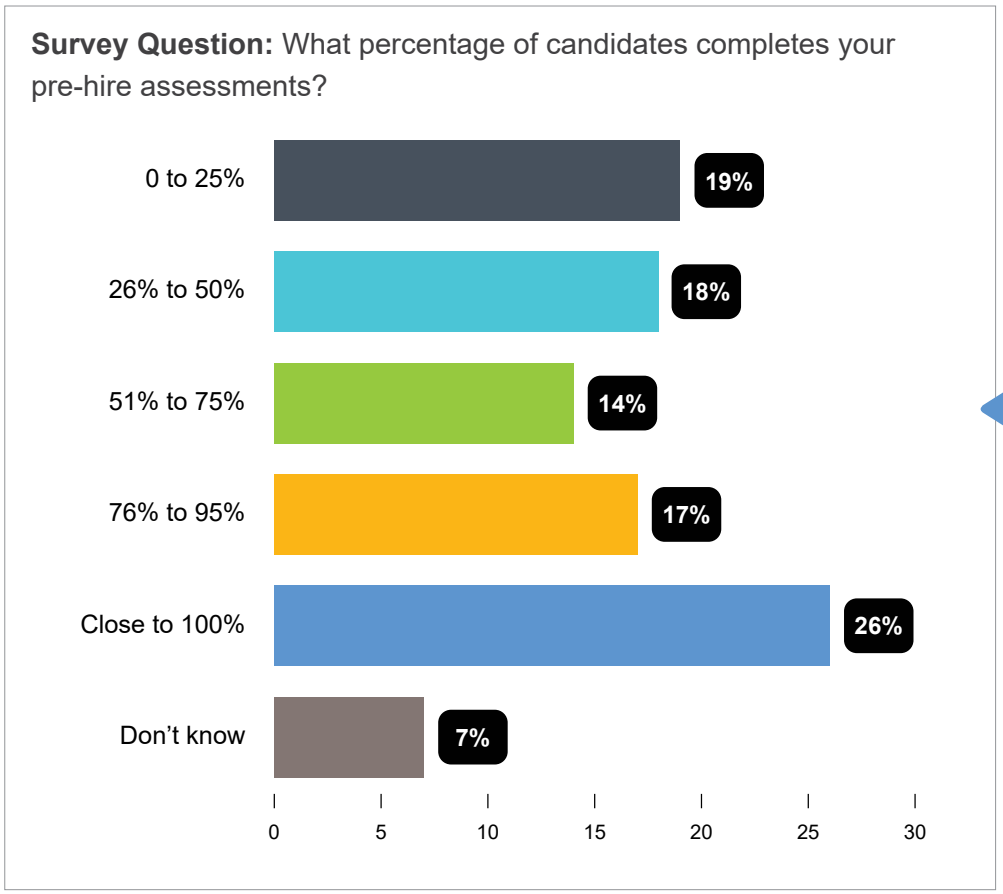
Ninety percent of respondents said their assessment tools enable them to hire quality employees. However, only 66% agreed that their assessment process allows them to predict a new employee's future performance.

There are also administrative benefits in using a pre-hire assessment tool. Most see such tools as a way to manage the volume of potential candidates as well as to reduce administrative and management time associated with the recruitment, selection, and hiring of candidates. In short, organizations want both quality and efficiency from their assessment tools.

### 4. Users Seek Accuracy and Ease-of-Use

Seventy two percent of respondents cited accuracy as the most desired feature in an assessment tool. Over half also selected analytical reporting capabilities and ease-of-use for job candidates. Others said that the tool should also have good analytical and reporting capabilities.

Respondents from larger organizations most value assessment tools with the "ability to be used on multiple platforms, including mobile devices," which makes sense given the complexity of multiple locations, diverse roles, and typically higher investments in technology. This highlights the fact




**Only about a quarter of respondents reported that nearly all candidates completed their assessments**

that organizations will demand different features based on the unique needs of their businesses.

**5. Competency Analysis and Reporting Function; Core Features Users Need**

In this type of analysis, the competencies of a candidate are compared to those required of the role. It is a core need of organizations using assessments. But specific competency analyses are not enough in themselves.

Nearly as important is the reporting function of the assessment tool, which provides not just a summary but an interpretation of assessment results. In short, this feature helps users make sense of the data and it helps them explain the results to others.

**6. Psychometrics and Work Simulations Features are also Key**

Psychometrics and work simulations have been incorporated into the pre-hiring process by about a third of the respondents who use pre-hiring assessment tools.

But this fraction goes up substantially when we focus on companies that strongly that agree that pre-hire process enables them to hire quality employees. About half of them use psychometrics (53%) and work simulations (48%). In contrast, only 30% of others use psychometrics and just 26% use work simulations.

**7. Artificial Intelligence; Not a Popular Feature Yet**

Relatively few respondents say their pre-hire assessments currently include artificial intelligence.

We should note, however, that some of today's top vendors incorporate artificial intelligence to improve and otherwise generate features such as competency-based assessment summaries that are grounded psychometrics.

**8. Relatively Few Organizations Have High Completion Rates**

Only about a quarter of respondents (27%) believe that most of their candidates complete the assessment, whereas 33% said that half or less of their candidates complete their assessments.

There are, of course, many possible reasons candidates quit their assessments part way through. In some cases, they may lose patience or just run out of time. In other cases, the assessment may convince them that they are not a good skills fit for the job, or the types of questions may suggest to them that they do not wish to work in the kind of corporate culture that they believe the tool reflects.

**9. Getting Right Candidates to Complete the Entire Process is a Major Challenge**

Nearly half of respondents (46%) reported that "getting the right candidates to complete the entire process" is a major challenge for them.

Our analysis showed that companies that strongly agree that pre-hire process enables them to hire quality employees were considerably more likely than others to say that a larger percentage of candidates complete assessments. Although we cannot assume causation here, the data is suggestive that there may be a benefit—in terms of finding quality candidates—associated with higher completion rates.

**10. Gamification and Psychometrics Might Improve Completion Rates?**

Among organizations that have close to 100% high completion rates, 16% use gamification to a high or very high degree, compared to 11% for all firms. Whereas 37% of all organizations use psychometrics to a high or very high degree, the same was true for 48% of those with high completion rates.

Thirty nine percent of organizations (compared to the average of 27%) that use gamification to a high or very high degree said that close to 100% of their candidates complete their assessments.

Correlation is not the same as causation, of course, so we should not assume these features of assessment improve completion rates, but these data do support the possibility.

**11. Not New Users, but Existing Users to Make Further Investments**

One might guess that the organizations likely to invest in pre-hire assessments in the next year would be those that have invested little in the past. However, just the opposite is true.

Organizations that already believe that their pre-hire assessment process enables them to hire quality candidates were most likely to invest in such assessments in the next 12 months. Why?

Perhaps because these organizations have the greatest appreciation of the value and potential return on pre-hire assessment investments. Similarly, organizations with existing systems are more likely to make investments than those without existing systems.

**Conclusion**

Organizations that makes good hiring decisions tend to have higher productivity and lower turnover. This can have a positive effect on their bottom line too. This is why finding and hiring quality candidates is a top priority for human resources today and technology such as pre-hire assessments can help HR to make better decisions during the hiring process. ■

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**The State of Pre-hire Assessments**

The art of finding and hiring quality candidates

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# The Potential of AI to Overcome Human Biases, Rather than Strengthen Them

## Making hiring, lending, and even the legal system fairer for traditionally marginalized groups

By Lindsey Zuloaga

Biased artificial intelligence tends to grab headlines. A quick Google search for "AI bias" returns dozens of stories where an algorithm made some sort of discriminatory comment or decision.

For those who still equate "AI" with "Skynet," artificial intelligence - one of the most promising technological developments of the last century - must seem terrifying.

***Today's data scientists have a duty to test that their algorithms are not biased, ensuring their efforts do not unfairly impact certain demographic groups.*** Properly applied, we can use AI to unfurl the biases that exist in our society today. We can make things like hiring, lending, and even the legal system fundamentally fairer for traditionally marginalized groups.

To this end, some data science teams are stripping their datasets of demographic data. The theory here is that removing demographic data from consideration will make an algorithm's decisions unbiased across different groups of people.

For instance, if an algorithm "learns" that a certain demographics are more likely to default on their loans, it will tend to disproportionately punish members of that group when they go to apply. By removing any demographic markers from the training data, you can theoretically avoid this.

This line of thinking is sound, to a certain extent. While hearts are in the right place, this approach can still "bake-in" some of our existing societal biases. This approach successfully removes *explicit* demographic data, but does nothing for *implicit* demographic data.

Explicit demographic data describes specific and labelled demographic markers. For example, patient data in a hospital setting is always labelled with gender, ethnicity, and age, since that data is crucial for determining the proper treatment. That data is explicit.

Implicit demographic data predicts certain demographics, though you may not expect it to. Zip code, for instance, can correlate highly with ethnicity. If your algorithm's training data includes zip code, chances are high the trained algorithm will make its decisions based partially on ethnicity. In most cases this is not a good thing. In other words: certain training data that seems like it *shouldn't* predict ethnicity, gender, or age *does* predict it.

If the goal is to train the algorithm to treat all groups without bias, removing explicit demographic data may be insufficient. Demographic information can

still leak into the data via other measures (like zip code) that are correlated with this data.

**So where does bias ultimately come from?**
Occasionally, you might get unlucky with algorithm optimization and see some bias as a result. For the most part, however, bias comes from the training data itself which many times is a result of a human's biased judgement.

**Consider this hypothetical:**
Let's say we want to build an AI that recommends who gets promoted at a certain company. To do so, we would look at all the previous performance metrics and promotion data from that company. Since we know men tend to get promoted more than women, we also strip away any explicit gender markers.

**The resulting algorithm is quite likely to be biased. How so?**
It is well documented that women aren't just promoted at lower rates than men - they also tend to receive lower performance reviews for the same work. Perhaps in this particular instance performance measures were entirely subjective (and biased) or a hostile work environment made it difficult for women to achieve to their full potential. The bottom line is, if we are using performance reviews as inputs to predict promotion, sexism will be baked into the trained algorithm.

In this case, elements of the company's performance metrics are an indicator of gender - just like zip code is an indicator of ethnicity. Unfortunately, we may walk away seeing that the model has great accuracy without even realizing some input data is causing bias.

Since it is very difficult to know how bias is going to present itself once the algorithm is trained, ***post-training algorithm auditing*** is critical for identifying the implicit data that causes the greatest potential for bias.

**Here's how it works:**
If a specific group is adversely impacted, you can go back to the training data and attempt to build a *separate* algorithm designed to predict membership of that group. The data that ends up predicting group membership can then be "repaired" in some way or removed completely from the training data. Then you can retrain the primary algorithm and re-audit until the adverse impact is mitigated. Through this iterative process you can strike a balance between good performance (predicting what you want to predict, like likelihood to promote) and mitigated bias.

In the promotion example, you would end up with a model that does not take into account any performance metrics that were sexist, just objective performance metrics. In other words, removing any gender clues from the training data.

In order to implement this process, you need to have enough inputs that removing or morphing some does not ruin the algorithm's predictive power entirely. This is what would end up happening if you tried to use this method on a traditional job or aptitude assessment with 100 or so closed-ended multiple-choice questions and very few competencies or traits.

Looking at data in this way can help bring human bias to light. Training *does* exist to help us address our biases, but these programs are highly variable in their effectiveness and can sometimes have the opposite effect. Human bias isn't going away any time soon.

The use of AI to identify and remove bias holds real promise for AI to assist with decision-making that is usually done by biased humans. We have a moral duty to make those decisions that have historically marginalized certain groups fundamentally more fair. ■

• • •

**Lindsey Zuloaga,** PhD, is HireVue's Director of Data Science. She holds a PhD in Applied Physics from Rice University and leads HireVue's Data Science team, building the sophisticated machine learning algorithms that analyze video interviews and make hiring fairer.

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A global leader in consumer goods, Unilever's products can be found in more than 190 countries. Their 400+ brands meet their consumer's needs across personal and home care, food, and more. To meet rapidly changing and dynamic consumer demands, Unilever recognized the need to attract talent from around the globe, appealing specifically to the Millennial workforce. Melissa Gee Kee, Strategy Director to CHRO & Global HR4HR Director, explains, "Our executives expect that 60 percent of our workforce to be Millennials by 2020. With this in mind, we needed to engage with this generation through innovative technology that is engaging, dynamic and able to move quickly."

Unilver's recruitment transformation began with its Future Leaders Programme, a highly selective programme for recent college graduates that selects 800 individuals from a pool of 250,000 applicants.

> "We were hiring based solely on experience and we wanted to start screening for potential too."
>
> **MELISSA GEE KEE**
> Strategy Director to the CHRO & Global HR4HR Director

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**INCREASE IN NEW HIRE DIVERSITY**

The team at Unilever partnered with multiple solution providers to create an end-to-end, engaging, and digital candidate experience; they used HireVue to initiate mobile-optimized,recorded video interviews coupled with interview assessment technology.

> "We had to ensure we had a digital process, but one that that felt very human, not robotic, and it had to better and more efficient at selecting candidates than an in-person interview."
>
> **MELISSA GEE KEE**
> Strategy Director to the CHRO & Global HR4HR Director, Unilever

With HireVue Assessments, artificial intelligence (AI) analyzed candidates' recorded interviews to filter up to 80% of the candidate pool. The proprietary algorithm surfaced candidates most likely to be successful at Unilever based on interview attributes–like facial expressions, body language, and word choice–demonstrated to be predictive of job success.

Candidates received and provided feedback at each step of the process, even if they were not ultimately selected for a position. Unilever has deployed this reimagined hiring process in over 53 countries in multiple languages, and over 80% of candidate feedback is positive. Not only is the process significantly improved for candidates, saving over 50,000 hours of candidate time, it provided Unilever with substantial returns as well. In just one year, the Unilever team saved over £1 million, reduced recruiting time by 75%, and hired their most ethnically and gender diverse class to date.

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# The State of Pre-hire Assessments

Talent Acquisition Excellence Featured Research.
May 2018.

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## The State of Artificial Intelligence in HR

HR professionals will see explosive growth in their use of artificial intelligence (AI) over the next five years. This growth will not only transform HR technologies but will have a major and perhaps unsettling impact on the workforce. In fact, the study found that nearly twice as many HR professionals envision AI-related technologies causing a net loss in jobs rather than those predicting a net gain. In the meantime, what steps should organizations take? Read our 8 key takeaways.

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## Supporting the Modern Learner

Many of today's organizations suffer from poor learning cultures and inadequate learning and development (L&D) functions. This can be an enormous problem at a time when most executives believe there are skills gaps in today's workforce. This study highlights today's L&D trends and challenges, provides suggestions for how organizations may boost learning effectiveness, and highlights how to help modern learners gain new skills.

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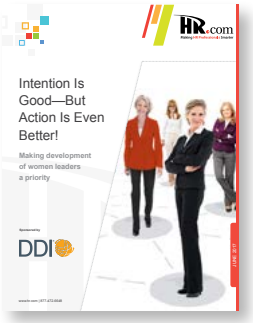
## Making development of women leaders a priority




Few HR professionals believe that gender diversity is a high or very high priority for their CEOs. This finding may help explain why few organizations are accelerating the leadership development of women. Despite the public focus on gender diversity in the workplace, only 27% of HR professionals see commitment to gender initiatives from their CEOs.

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## The Impact of Performance Management on Engagement

Good performance management practices drive higher employee engagement levels. The study found that many employers suffer from low levels of employee engagement, especially when engagement is defined as a willingness to give discretionary effort. It also found that when positive, proactive reasons motivated performance reviews, employees tended to be more engaged and willing to give discretionary effort.

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# How To Find The Right Candidate For A Job?

## The biggest recruiting challenge in 2017 was the shortage of skilled candidates

By Kristina Martic

**Finding the right job candidates** is one of the biggest recruiting challenges. Recruiters and other HR professionals that don't use best recruiting strategies are often unable to find high-quality job applicants. With all the changes and advances in HR technologies, new recruiting and hiring solutions have emerged. Many recruiters are now implementing these new solutions to become more effective and productive in their jobs.

According to Recruitment strategies report 2017 done by GetApp, the biggest recruiting challenge in 2017 was the shortage of skilled candidates.

The process of finding job candidates has changed significantly since few years ago. Back then, it was enough to post a job on job boards and wait for candidates to apply. Also called "post and pray" strategy.

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Today, it is more about building a strong Employer Branding strategy that attracts high quality applicants for hard-to-fill roles. Today, it is more about building a strong Employer Branding strategy that attracts high quality applicants for hard-to-fill roles.

## Steps for Finding the Right Job Candidates

### 1. Define your ideal candidate a.k.a candidate persona

Not knowing who your ideal candidate, or candidate persona, is, will make finding one impossible. To be able to attract and hire them, you need to know their characteristics, motivations, skills and preferences.

Defining a candidate persona requires planning and evaluation. The best way is to start from your current talent starts or your best employees. Learn more about their personalities, preferences, motivations and characteristics. Use these findings to find similar people for your current and future job openings.

### 2. Engage your current employees

You probably already know that your current employees are your best brand ambassadors. Same as current product users are best ambassadors for product brands. Their word of mouth means more than anyone else's. Encourage their engagement and let them communicate their positive experiences to the outside. Remember, your employees are your best ambassadors, and people trust people more than brands, CEO and other C-level executives.

Involving your current employees can not only help you build a strong Employer Branding strategy, but it can also help your employees feel more engaged and satisfied with their jobs.

### 3. Write a clear job description

Even though many recruiters underestimate this step, it is extremely important to do it right! Writing a clear and detailed job description plays a huge role in finding and attracting candidates with a good fit. Don't only list duties, responsibilities and requirements, but talk about your company's culture and Employee Value Proposition.

### 4. Streamline your efforts with a Recruitment Marketing tool

If you have right tools, finding the right job candidates is much easier and faster than without them. Solutions offered by recruitment marketing software are various, and with them you can build innovative recruiting strategies such as Inbound Recruiting and Candidate Relationship Management to improve Candidate Experience and encourage Candidate Engagement.

Sending useful, timely and relevant information to the candidates from your talent pool is a great way for strengthening your Employer Brand and communicating your Employee Value Proposition.

### 5. Optimize your career site to invite visitors to apply

When candidates want to learn about you, they go to your career site. Don't loose this opportunity to impress them. Create content and look that reflects your company's culture, mission and vision. Tell visitors about other employees success and career stories.

You can start by adding employee testimonials, fun videos, introduce your team, and write about cool



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project that your company is working on.

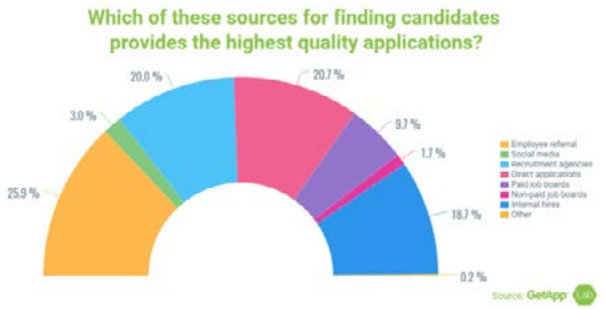
Don't let visitors leave before hitting "Apply Now" button.

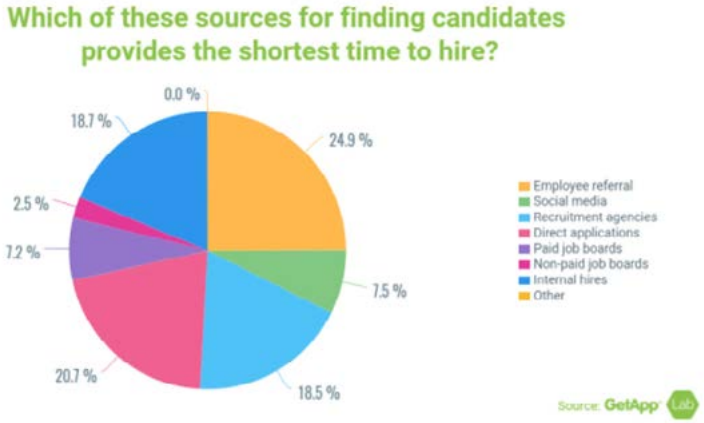
## 6. Use a recruiting software with a powerful sourcing tool

Today, there are powerful sourcing tools that find and extract candidates profiles. They also add them directly to your talent pool. Manual search takes a lot of time and effort, and is often very inefficient. With a powerful sourcing tool, you can make this process much faster, easier and more productive. These tools help you find candidates that match both the position and company culture.

## 7. Use an Applicant Tracking System

Solutions offered by applicant tracking systems are various, but their main purpose is to fasten and streamline the selections and hiring processes. By fastening the hiring and selection process, you can significantly improve Candidate Experience. With this, you can increase your application and hire rate for hard-to-fill roles. Did you know that top talent stays available on the market for only 10 days?




## 8. Implement and use employee referral programs

Referrals are proven to be best employees! Referrals can improve your time, cost and quality of hire, and make your hiring strategy much more productive. Yet, many companies still don't have developed strategies for employee referrals. This is another great way to use your current employee to help you find the best people. To start, use these referral email templates for recruiters, and start engaging your employees today!

GetApp's survey has proven that employee referrals take shortest to hire, and bring the highest quality job applicants.
If you don't have ideas about how to reward good referrals, here's our favorite list of ideas for employee referral rewards.

**Kristina Martic** is Head of Marketing and Employer Branding at TalentLyft. She has 4 years of experience in Marketing, Operations and Business Analytics. Kristina is passionate about and is currently working in the fields of Marketing, HR and Talent Acquisition.

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# Why Hiring For GDPR Is Harder Than It Seems

## Finding answers to some of your most pressing questions

By Kon Leong

Hiring data privacy professionals, such as a Data Protection Officer (DPO) is an important step towards GDPR compliance. With the May 25 deadline around the corner, organizations should ensure they are taking the appropriate steps to meet compliance standards, including filling this critical role. Here are the answers to some of the most pressing questions around hiring data privacy professionals.

### What are some traits organizations should look for when hiring for GDPR?

The most difficult trait to find in a potential DPO is an understanding of the technical challenges associated with data silos, and how to bridge across them. Yes, knowledge of the regulation itself is important, but it may ultimately be more effective to find someone with a mastery of solving architectural problems such as



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silos and train them on the details of the regulation, as opposed to vice versa. This is because the architectural component is the one with the longest learning curve.

As an alternative, if you can find someone who already has both qualities you may want to act quickly, because these individuals are truly rare.

### Do you think organizations or potential candidates fully understand the rigors associated with the role?

Very few do. Although GDPR is rising on the list of enterprise priorities, many organizations don't understand even a fraction of the technical challenges. There are many professionals out there who have read the regulation front to back and can recite every article, but few of them truly realize the degree to which today's siloed architectures are resistant to GDPR compliance. It's important to look for someone who understands how to bridge across data silos to manage data privacy on an enterprise level.

For example, take the matter of a simple Data Subject Access Request. If an individual asks you to delete their data, it's not as simple as performing a search. Their data could lie in any number of different repositories, and if you're planning to search them individually it's going to be a long night. Even once you find it all, can you delete it? No, because you have to make sure it's not being held for other purposes that might outweigh GDPR requirements—eDiscovery holds, records management, regulatory compliance, etc. These are all function-based silos with distinct data policies, and GDPR becomes a whole different nightmare if they aren't unified. It's important to have an effective method of reconciling these various policies, and an easy way to see which of them apply to a particular document.

### We know the GDPR goes into effect on May 25 of this year. What should companies be doing in the meantime?

Organizations should be well on their way to implementing appropriate technologies and procedures for managing GDPR compliance which goes hand in hand with hiring the right people. This must be a holistic process, involving stakeholders from Privacy, Legal, Compliance, IT, and the C-suite.

From here, prudence calls for an assessment of where and how your organization uses personal data. In addition to the typical databases used for storing consumer data, you may find personal data in unexpected places such as file shares, SharePoint, print and scan folders, etc. It will be important that organizations are able to search and apply policies to data lying in all the various repositories.

You can think of the type of system required as records management on a much larger scale. Organizations have long classified and applied policies to traditional business records, which has allowed them to retain, manage and find companies' most important documents. Expanding records management methodologies to the entirety of enterprise data will lay a solid foundation for managing personal data. Easier said than done.

Ultimately, any effective system for GDPR compliance will have to begin with controlling data at the document level, and there are a limited number of individuals who truly understand how to do so enterprise-wide: This is what makes hiring for GDPR deceptively challenging.

• • •

**Kon Leong** is CEO and Founder of information governance company, ZL Technologies.

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# The State of Recruitment Marketing 2018

## Attract top talent and build the employer brand to achieve business success

The growing importance of employer brands and the rise of social media have given rise to recruitment marketing, or RM.

RM represents an affirmative way for organizations to engage with prospective employees by using similar social media tools complemented by powerful marketing technologies that allow employers to build, broadcast, protect, and burnish the employer brand.

Because of its relatively recent and speedy emergence, recruitment marketing still remains a mystery to some HR professionals. Even those with a clear understanding of it have a difficult time staying current with this fast-evolving area.

To learn more about the current state of recruitment marketing, HR.com conducted *The State of Recruitment Marketing Survey* in early 2018.

**Here are some of the key findings:**

**1. Social Media, Competition for Talent and Millennials Are Driving RM**
Over 60% of respondents cited three different drivers of recruitment marketing:

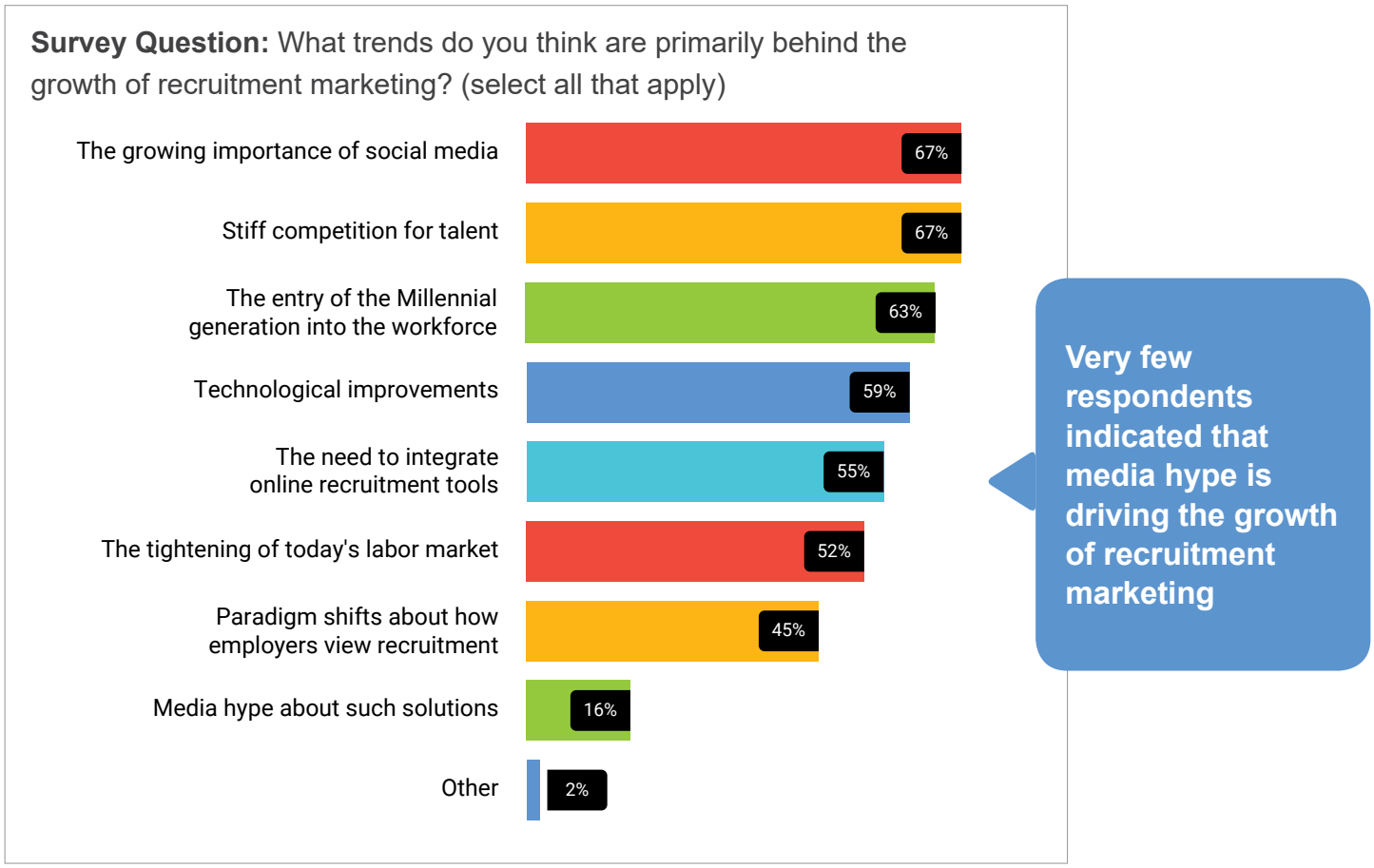
- the growing importance of social media
- the stiff competition for talent
- the entry of the Millennial generation into the workforce

The rising importance of social media and the competition for talent were both chosen by 67%, suggesting that these are both critical factors in the emergence of recruitment marketing.

In part, social media makes recruitment marketing possible, serving as a mechanism for both tracking and communicating with potential employees. Since the Millennial generation basically grew up on social media, they are an especially good (and large!) demographic group to target.

**2. Candidate Engagement Is an Important Element of RM**
The elements organizations use to engage candidates are quite varied, but the three most frequently used include:

- internal mobility (e.g., posting job openings for internal candidates)




- targeted ads (e.g., targeting job ads based on a candidate's characteristics)
- talent networks (e.g., capturing leads without requiring candidates to apply)

Each of these is used by over a quarter of respondent organizations. Meanwhile, more cutting edge technologies such as chatbots are used by only a small fraction of organizations.

### 3. Job Marketing and Employment Branding Are Most Used in RM Processes

Two areas of recruitment marketing that stand out as most commonly used in RM processes are job marketing employment branding.

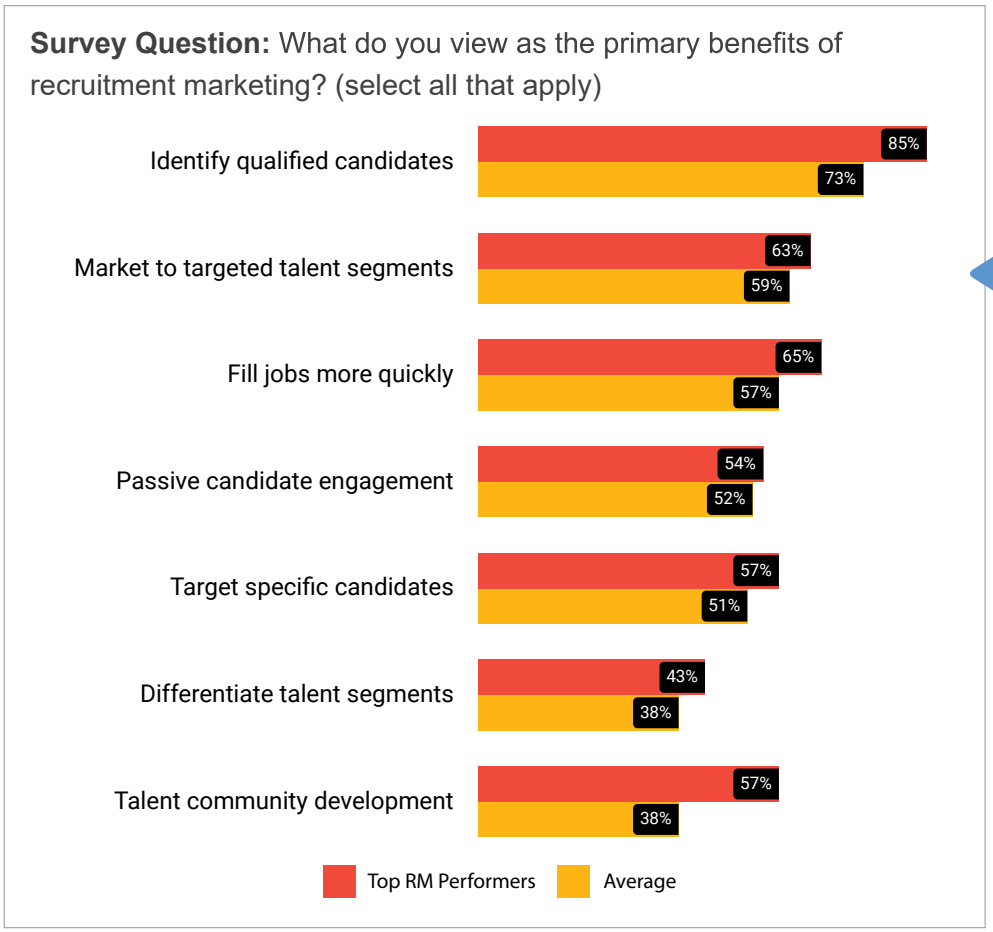
This illustrates that RM is both "marketing"—that is, increasing the awareness of a brand—and "recruitment"—that is, increasing the awareness of a specific job opening. Fewer include a technology platform as part of their RM process, but this may change over time as new technologies and service providers emerge.

**Other findings:**

- 63% say recruitment marketing has become more important in the last two years
- 90% say recruitment marketing will become more important in the future
- About a quarter say their organizations are "power users" of recruitment marketing
- Only 32% rate the level of their understanding of recruitment marketing as "very high" or "high"
- Only 32% has a specific unit within HR or talent acquisition dedicated to recruitment marketing

### Barriers to Successful Recruitment Marketing

Lack of financial resources and understanding are the biggest barriers to recruitment marketing adoption.




**Talent community development is the benefit that best distinguishes average performers from high performers**

Recruitment marketing is an emerging best practice as opposed to a well-established one. Thus, it's reasonable to expect organizations to fund recruitment marketing at lower than ideal levels until talent acquisition teams can make an effective business case, and that tends to take time.

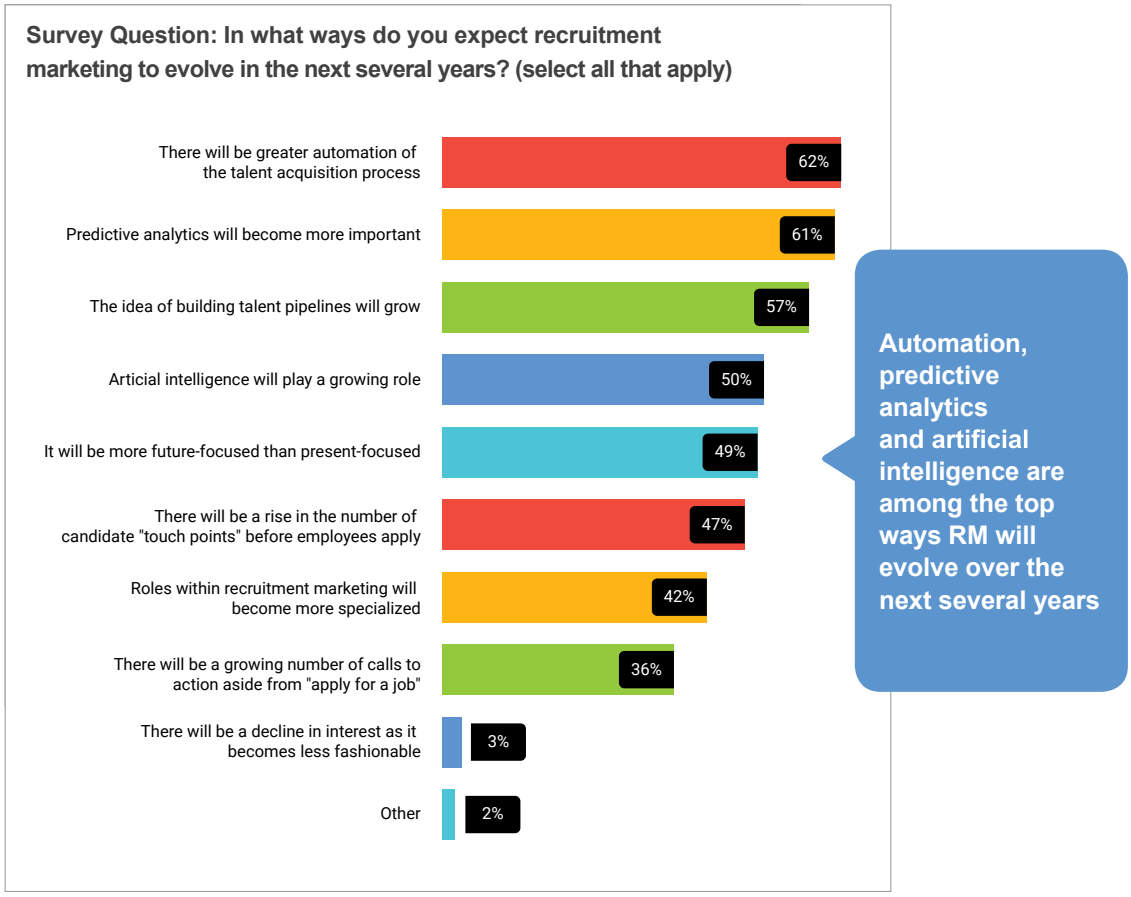
Another factor is that it is nearly impossible to raise an initiative to strategic importance if there is a general lack of understanding about the subject matter.

### What Do Successful Recruitment Marketing Organizations Do Differently?

Higher performing organizations do more candidate engagement and make more frequent use of technology. They make greater use of each of the broad areas associated with the recruitment marketing process, especially technology platform and candidate engagement. These companies (75%) are much more likely to include candidate engagement as against others (44%).

High performers are more likely to use every RM technology component and are considerably more likely to make use of available technology tools. The most widely used tools that help organizations connect with high-quality job candidates are job boards, social media, or web-based search capabilities.

They were considerably more likely to use application programming interfaces, or APIs. Top performers were also two times more likely than average to use recruitment marketing workflow automation, and they were three times more likely to use an open platform for improved partnership. They are also more likely to embrace candidate engagement initiatives, specifically, they are over twice as likely as average to include the following components:




- talent networks
- career site personalization
- email lead nurturing
- advanced CRM (that is, candidate relationship management)
- chatbots

## Benefits of Recruitment Marketing

The primary benefit of recruitment marketing is the ability to identify qualified candidates. There are also other benefits, such as marketing to targeted talent segments and filling jobs more quickly.

High performers are much more focused than average on developing a community of talented people from whom they can draw in the future.

## Conclusion

Nothing in business stands still for long, particularly in areas where technology plays a significant role. Recruitment marketing reflects this ongoing reality. Technology advances are expected to lead the future evolution of recruitment marketing.

It is time for companies to consider making recruitment marketing a key element of their talent acquisition programs. Organizations that are not yet engaged in recruitment marketing may increasingly find themselves at a competitive disadvantage as RM matures. And, those organizations that are engaged in recruitment marketing but not yet performing at high levels, should evaluate their processes and look for areas of weakness that could be improved. ■

Exclusive HR.com Research

The State of Recruitment Marketing 2018

Attract top talent and build the employer brand to achieve business success

READ THE RESEARCH REPORT

# Marketing Strategies to Boost Recruitment Success

## 7 strategies to reduce time to find and time to hire metrics

iRecruit™

By Brian M. Kelly

The most successful organizations today use recruitment marketing strategies to define and build their employer brand to attract candidates. Recruitment marketing is all about being visible. Being findable. Reaching out to potential candidates and communicating with them. Creating an ongoing dialogue that enables the candidate learn about your brand, your purpose.

The primary goal of recruitment marketing is to build a talent network of qualified candidates in order to increase the number of applicants, and ultimately reduce time to find, and time to hire metrics.

**Here are 7 Strategies You Can Do Today to Boost Recruitment Success**

**1. Make Sure Your Career Center is Visible on Your Website and Easy to Find**
Review your company website with fresh eyes, imagine you are seeing it for the first time. Now imagine you want to find out if your company is hiring and you want to see a list of job openings. Where do you go? Can you get there in one click?

Your "Jobs!" or "Apply Now" or "Careers" link should be immediately visible above the fold (no scrolling). Make it as obvious as possible that this is where candidates can go to learn about your job openings. Don't bury your "Jobs" link under a menu tree/maze, or force an applicant to scroll down a long page to find the link buried in the footer of the webpage. It may seem obvious, but candidates simply can't apply if they can't find where to go.

**2. Revise Your Job Descriptions with SEO in Mind**
Whenever you post a new job to your applicant tracking software, make sure you keep the job advertisement short and readable – about 500-600 words maximum. Don't use internal only titles like "Adm. Asst. II" which are unlikely to be used as keywords in an online search. Do post a job title that someone would use to search "Administrative Assistant," and repeat your job title 4-5 times in the actual description. Use lists to make it clear what any requirements are, and what the job duties are. Tip: Search Indeed.com or ZipRecruiter.com to see what your competition is using as keywords.

**3. Edit Your Online Job Application**
When was the last time you tested out your online job application form? How many questions did it have? How long did it take you to complete? Completion rates for job application forms drop drastically the more questions it has. You can increase your conversions dramatically simply by making it quicker and easier to apply. An initial job application should not have to take more than a few minutes to submit.

Your applicant may have just found out about the job, and wanted to find out more. Value the applicant's time as much as you value your own. Establish a mutual interest before you ask for additional information. In addition, your applicant tracking

software should not require or force anyone to register in order to apply.

**4. Tell a Story with a Career Path**

One of the easiest ways to increase retention in entry level employees, and to increase the number of entry level applicants you receive is to show the candidate a Career Path. This is a simple, yet effective way to visually demonstrate how an entry level worker can grow in their role(s) at your organization as they gain experience, knowledge, and training on the job. Example General Labor:

**Career Pathing:**

The General Labor example shows how the entry level can move to specialist, or crew lead through to superintendent. The purpose of a Career Path is to show the potential options at your organization that the candidate has.

**5. Don't let your Applicant Tracking Software become a black hole**

Research has shown again, and again that there's almost nothing a good candidate likes than feeling like their resume has fallen into a "black hole". It's true, no one likes to be ignored. Candidates should be treated as if they are important customers according to Indeed's Senior Vice President for Marketing Paul D'Arcy who spoke at the Indeed Interactive conference in 2017. This is especially important if you are in a public-facing business like a restaurant, or bank, or retail organization.

Many employers treat their Applicant Tracking Software as a data collection tool without realizing it's also a fantastic communications tool. So how can you improve your communications with candidates?

- Respond Immediately to Applicants.
- Follow Up on the Status of the Position.
- Interview Scheduling.
- Directions to the interview.
- Thank You Emails after Interviews.

**6. Don't Forget Internal Candidates, Returners, and Employee Referrals**

Internal candidates, and even past employees who may be interested in returning may be your number one source of hire. Use your ATS to communicate open positions directly to them. You can also encourage employees to help you expand your reach on social media by sharing any job openings your organization has with their contacts.

**7. Advertise! Go Where Your Target Audience Is**

To increase the number of qualified candidates, you may need to increase your reach. Start by posting your job to your ATS, then out to Indeed, Monster, ZipRecruiter or job specific niche websites. Use sponsored advertising to get more exposure on these networks. Make sure you are regularly posting your job content out to social media, especially LinkedIn. ■

• • •

**Brian M. Kelly** is Managing Partner of Cost Management Services (CMS). CMS is focused on automating recruiting and human resources departments. Brian has taken his 25 years in the HR industry to design iRecruit & electronic onboarding tool iConnect to completely streamline the applicant tracking, recruiting & onboarding process.

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# How Predictive Analytics, Automation & AI Will Impact Job Advertising Spend

## Get the most from your recruitment budget

By Alaina Beauchamp

**Job Advertising in Today's Recruitment Marketing Ecosystem**

With HR budget season around the corner, the recruitment industry is moving toward a more data-driven approach to allocating their annual spend. Between job advertising, partnerships, employer branding events, and other recruitment expenses, there's a lot to factor when it comes to balancing a recruitment budget. And as the US labor market tightens, employers are becoming more conscious of how they spend their recruitment budget to reach both active and passive job candidates.

The average employer spends 30% of their recruitment budget on job advertising, yet is unable to prove the ROI of their advertising efforts. In other words, employers are spending a substantial portion of their recruitment budget on advertising job openings without knowing if they are getting their money's worth in sourcing and hiring quality candidates.

Three recruitment KPIs are driving change in today's recruitment industry. These include time-to-hire, cost-per-hire, and applicant quality. Through automation, predictive analytics, and artificial intelligence, employers are more enabled than ever before to improve the efficiency and effectiveness of their advertising efforts.

**Efficiency and Effectiveness Driving Change**

Over the next several years, recruitment marketing will become more dependent on technology enabled by automation and built on predictive analytics and AI to maximize ROI. Automation, predictive analytics, and AI work in unison to help employers reduce their time-to-hire and cost-per-hire, while increasing their applicant quality.

Before a job opening is even advertised, predictive analytics show the expected performance of the job over a specific period by analyzing vast amounts of historical data. With AI-enabled algorithms, the technology is then able to automate time consuming manual processes that are prone to human error and lead to higher internal costs. This results in job advertisements that are measured and monitored in real-time to meet its predicted performance.

With this advanced approach, technology does what it can do best: make cost-effective and time-efficient job advertising spend decisions in a fraction of a second. Instead of wasting your time managing how your budget is spent across multiple job sites and trying to sort the data manually to track performance and measure ROI, you can focus on choosing the right candidates to hire.

**Meet pandoIQ**

pandoIQ is the most advanced recruitment job advertising solution enabled to eliminate the inefficient processes and unnecessary spending common to employers with complex hiring needs.

pandoIQ fully-automates and optimizes the process of advertising jobs using algorithms built on advanced data science, machine-learning and artificial intelligence. The disruptive platform empowers employers to get the most from their

recruitment spend using a single, data-driven solution that eliminates the manual processes, data silos, and inefficient spend common to managing job advertising across multiple job sites independently.

pandoIQ's proprietary campaign algorithms utilize PandoLogic's 10+ years of historical job performance data comprised of 199 billion data attributes to establish predictive-performance benchmarks that determine when, where and how each job is campaigned online. The pandoIQ algorithms then allocate budget and optimize campaign spend in real-time across all jobs during the campaigning period. Additionally, the platform gives employers full visibility into predicted performance, overall spend and individual job performance in real-time.

*To learn more about how pandoIQ can help you source the right talent from across the Web, click here.*

• • •

**Alaina Beauchamp** is the Director of Demand Generation at PandoLogic.

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# MICROTARGETING:

## What You Need to Know about Social Recruiting's Newest Controversy

If you're like most people, banner ads are following you. And you've noticed.

You Googled something or shopped online and now you're seeing sponsored Instagram posts and Facebook ads related to your search and other online behavior. Sound familiar?

Targeting internet users based on likes, searches, and profile information—also known as microtargeting—is a proven approach to online marketing and advertising. And it's becoming more common in the recruiting sphere.

Digital advancements have empowered recruiters with the capability to narrow their candidate search on social platforms, such as LinkedIn and Facebook.

The practice promises much, but it's important for recruiters to be aware of potential downsides.

### Social Recruiting: A Proven Practice That's Here to Stay

The prevalence of targeted jobs ads on social platforms has increased in concert with the rise in social recruiting. In its 2015 survey, the Society for Human Resource Management (SHRM) found that 84% of organizations were already using social recruiting.

In 2017 Facebook joined the likes of LinkedIn and Google—introducing a jobs bookmark that delivers targeted job advertisements to over 1 billion people every month. Many recruiters are using this tool to connect with potential job seekers based on interests and geographic location.

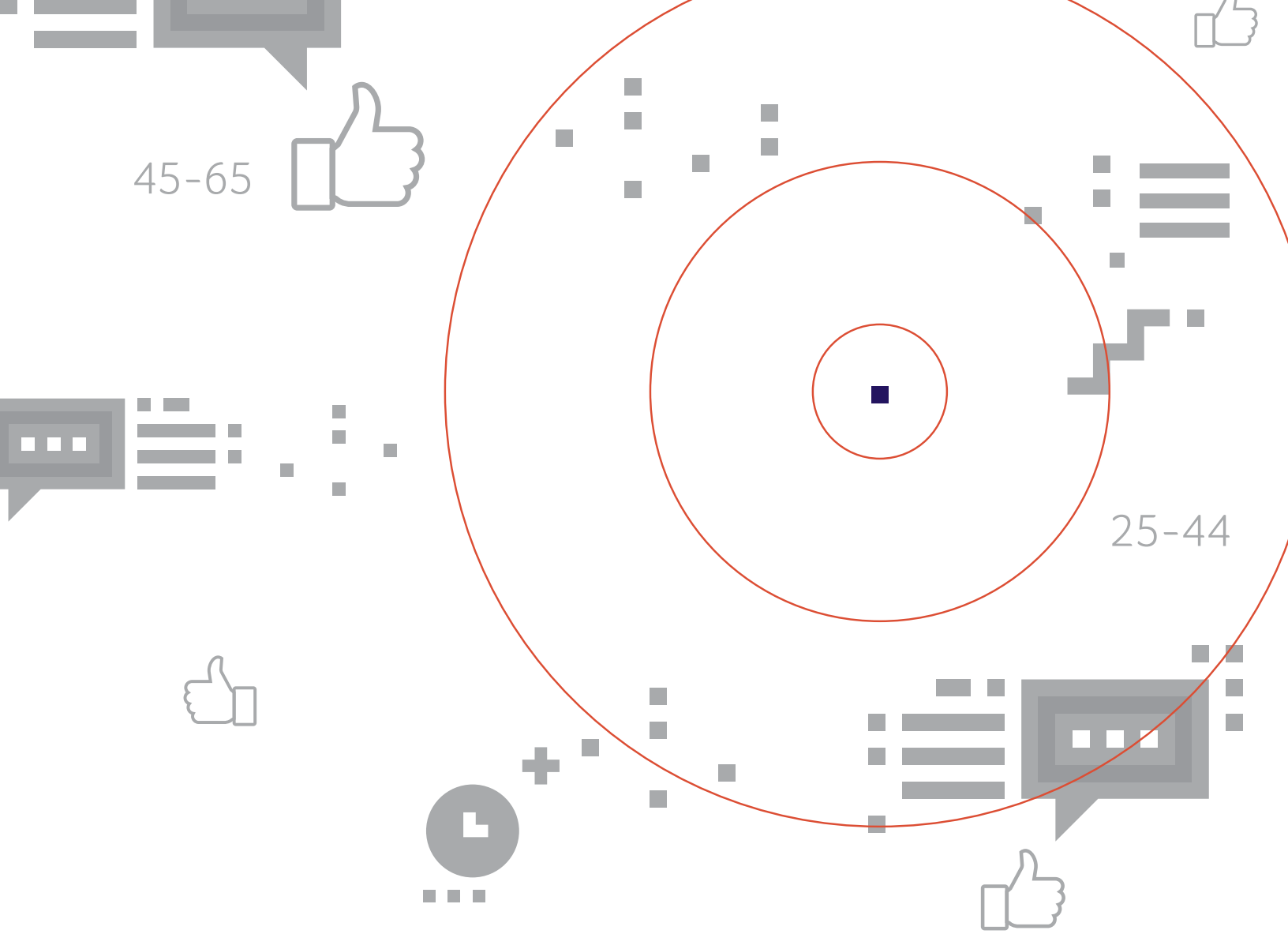
But at the same time, the rapid growth of social recruiting has generated questions about its legality.

### The Focus on Facebook

For talent acquisition leaders, the undeniable appeal of Facebook in particular is its sheer volume of users and its user-friendliness.

With a user population that surpasses LinkedIn by fourfold, Facebook offers an efficient and low-cost means of expanding the talent funnel—reaching more (and perhaps more specifically qualified) applicants. Quick "Apply Now" buttons and options like auto-population from your social profile make submitting an application almost effortless.

But demographic targeting capabilities inherent in Facebook's business model—which centers on the "ability of advertisers to deliver their message to the precise audience most likely to respond"—




has drawn attention from the media, from potential applicants, and from workers' rights organizations and legal workers, who deem the practice as unjust.

## How Microtargeting Creates a Space for Employment Discrimination

While advertisers exercise their power to create microtargeted ads influenced by users' web activity and social profile, what stirs controversy for recruiters is the potential for job-specific ads to permit inadvertent—or deliberate—employment discrimination.

While recruiters know well the regulations regarding employment discrimination, these laws predate social media. All the same, they still apply—to recruiters, companies, and social platform executives.

So where does the line fall between the search for an ideal candidate and employment discrimination? And how can talent acquisition leaders identify and eliminate discriminatory practices?

To get these answers, and a checklist of questions to help you safeguard your recruiting practices, downloading our latest eBook: *Microtargeting: What You Need to Know about Social Recruiting's Newest Controversy*.

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# Digital Transformation: The Catalyst for Change in Recruitment Marketing

## Areas we need to consider

SYMPHONY TALENT

By Roopesh Nair

Think about how information is consumed and products are sold today. Digital rules – and when people shop online for a product or service, they're exposed to tweets, posts, text messages, news alerts, videos, and product recommendations that are carefully curated, highly targeted and personalized.

Consumer brands know they have to digitally transform their businesses to thrive. It's no different in the world of Talent Acquisition. Digital transformation is changing everything, including how we find great people. To achieve a candidate-centric experience, we need to go beyond simply posting opportunities – and begin marketing them.

There are multiple opinions out there about what "recruitment marketing" is and how companies can leverage various tools, content channels, and technologies to attract "best fit" talent. One thing is certain: the candidate journey is no longer simply transactional. Numerous factors, both emotional and rational, are part of making an informed career choice. We need to connect with candidates on a personal level.

I have conversations every day with companies that are evaluating how they can improve their ability to reach and attract "A" talent. Several common themes emerged, along with areas we all need to consider:

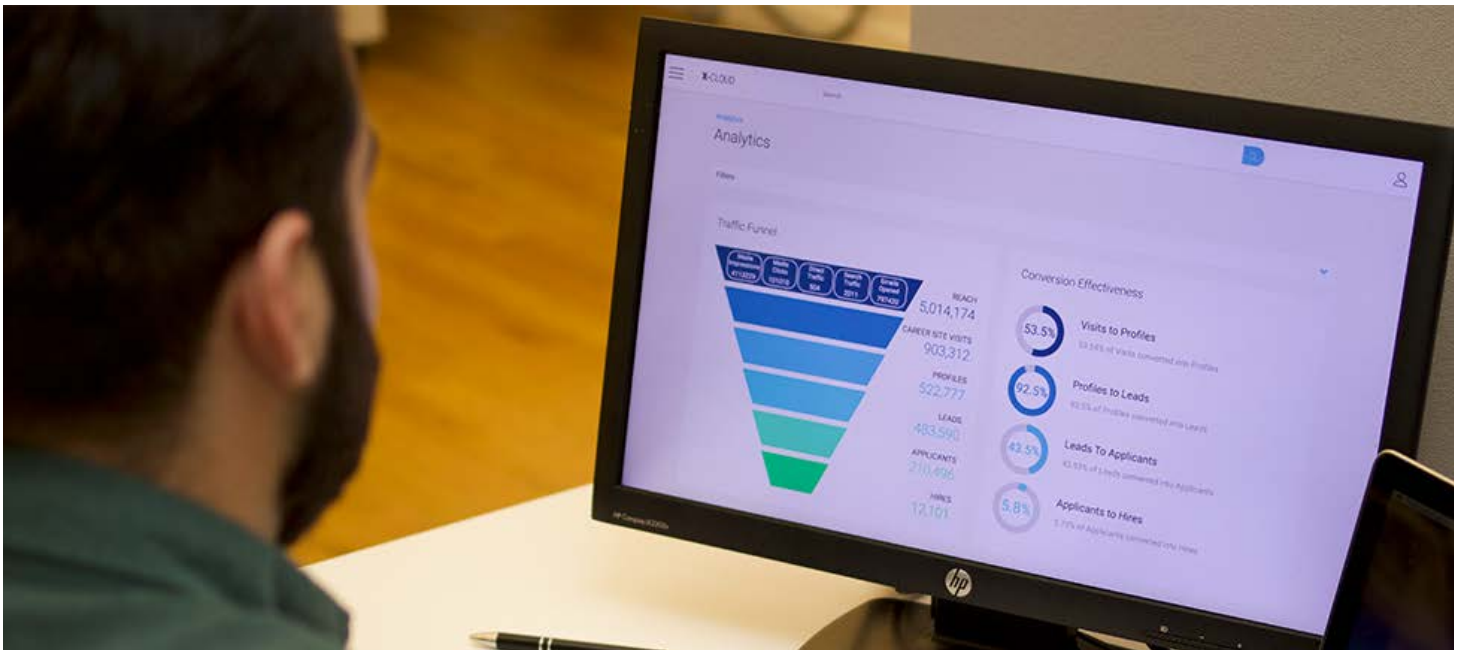
### Your Employer Value Proposition

When was the last time you reviewed your EVP? Is it working hard to help build relationships with great candidates? Ask yourself a few simple questions:

***Is it credible?*** Your EVP isn't a marketing ploy. It should be based upon what it's really like to work in your organization. Look at the great aspects of working for your company, and don't shy away from areas that need some work. Above all, don't make claims you can't deliver on!

***Is it relevant?*** Different types of candidates use different decision-making criteria. For example, sales candidates would be driven by a hot product, a dynamic and growing market, or attractive compensation. Engineers may want to work autonomously and join a culture where they bring innovative products to market. Consider where your jobs are located and whether there is a talent shortage in a particular market, since they will also determine the messages you'll want to incorporate.

***Is it sustainable?*** Every organization has an aspirational or "future state." A well-crafted EVP considers this and expresses who you are now, where you want to be in the future, and who will get you there.




***Does it stand out?*** Differentiation makes the strongest case for choosing your company over a competitor. Set up clear expectations around the give and get: what you provide and what they can expect in return. Consider the emotional aspect of the employee experience and leverage current employees as influencers

**The Candidate Experience**

Again, think like a consumer and use this perspective to assess your recruitment media and social content strategy. Nearly one third of all consumers say a brand's website is the most important channel for personalization. On career sites, a simple place to start is with videos that describe a "day in the life" not only at the company but in the role that they will take on. Obviously, a personalized career site is a fantastic start. However, you should be considering ALL the elements that make up a great candidate journey.

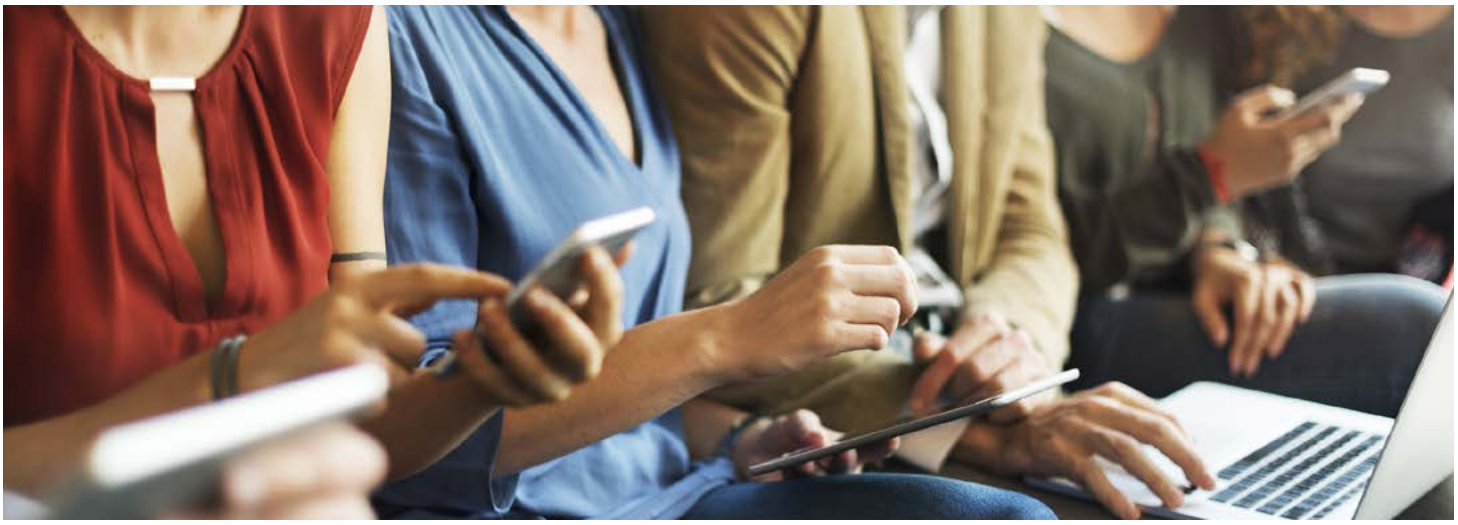
***Is it omnichannel?*** Remember, the ability to express your brand story in an honest, transparent and engaging way will put you miles ahead of the prevailing "post-and-pray" scenario. Therefore, relationships should be built at every possible touchpoint – whether a candidate comes through your homepage, clicks on a banner, lands on a job description or is simply "browsing" what's out there.

***Is it data driven and automated?*** There are tools available that utilize machine learning to identify the most effective channels for you to reach the right candidates. They can help you deliver a consistent and relevant omnichannel interaction with your brand, reaching out to candidates in ways (such as automated email drip campaigns) that "speak" to their interests and get more targeted and personalized over time. And if a candidate's "dream job" is a bit of a stretch for them right now, it's possible to leverage machine learning to suggest other roles that are a great fit. Not only does this build a positive image for your company, an applicant might even tell friends who may be perfect for another role!

**Your Investments**

You've defined your EVP, used it to communicate your Employer Brand, and you've invested in attracting candidates using digital media, job boards, and social channels. But are you getting the most out of these investments? Ask yourself the following:

***Do they maximize efficiency?*** Remember, "investment" goes beyond just financial considerations. You also need to look at how machine learning and automation can be used to enhance your TA team's effectiveness. In most HR environments, the CRM, ATS and career website are supported by different



vendors. To get an overview of how it's all working, your team has to get "into the weeds," pulling siloed data from three or more disparate sources.

Today, fully-integrated platforms exist that allow you to view all that data in one place – and from a holistic, big-picture perspective. This makes it much easier to see how the different pieces are working together – and where things are going right (or wrong). In virtually every instance, machine learning will free up your team to focus on what they're best at: building relationships.

***Do they create value?*** You're spending a lot of media money to find ten good candidates. Of those ten, only one gets hired – and the other nine sink into the infamous ATS "black hole." These candidates may not have been right for the original position, but perfect for another role. Then a similar position opens again a few months later and you're back at square one – spending money and resources to repeat the process all over again.

If this sounds familiar, it might be time to invest in a platform that allows you to combine your CRM and ATS, leveraging the data to maintain relationships with the other nine candidates, one or more of whom could now be a perfect fit. The result? You've just saved time, energy, and your media budget!

## A Final Word

As you review your recruitment marketing strategy, make sure you think about not only the type of talent you want, but the journey that you want to take them on. Maximize your investment by looking at AI tools in the marketplace that help you to get the most out of every recruitment dollar you spend, and once you have their interest, provide the candidates a "Wow" moment when they engage with your career site and as you communicate with them.

Recruitment marketing means many things to many people. But above all – like consumer marketing – it's about building relationships and establishing interest in your brand. ■

*For more than 45 years, Symphony Talent has partnered with forward-thinking talent acquisition leaders to help attract the best talent and stand apart from the competition. To learn more about Symphony Talent's solutions, click here to speak with an expert.*

• • •

**Roopesh Nair** is President & CEO of Symphony Talent. He has an extensive background in driving digital transformations to elevate brands in a variety of industries. Roopesh holds degrees from the Indian Institute of Technology, Columbia Business School and UC Berkeley.

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# Crossing the Chasm to Recruitment Marketing Maturity

## Understanding individual recruitment marketing maturity is paramount for success

Talemetry
RESULTS. SIMPLIFIED.

By Kerry Fuqua

For successful talent acquisition organizations, recruitment marketing has evolved into a core discipline that now provides and dictates overall recruitment strategy. The challenging recruiting landscape has also compelled the most innovative and forward-thinking talent acquisition leaders to adopt modern recruitment marketing strategies and processes, while implementing new technologies to support them.

With each shift in consumer and candidate behavior, employers are introduced to new tactics and technical capabilities, which highlight the lack of alignment between strategies with resources and initiatives that promise to have the biggest business impact. As an employer, understanding individual recruitment marketing maturity is paramount for success.

### Trends Impacting Recruitment Marketing

With the rapid evolution of recruitment marketing over the last 15 to 20 years, there has been a progression of technological capabilities that have significantly impacted recruiting in a short period of time. Each of these has increased pressure on recruiting to match pace with shifting expectations of candidates.

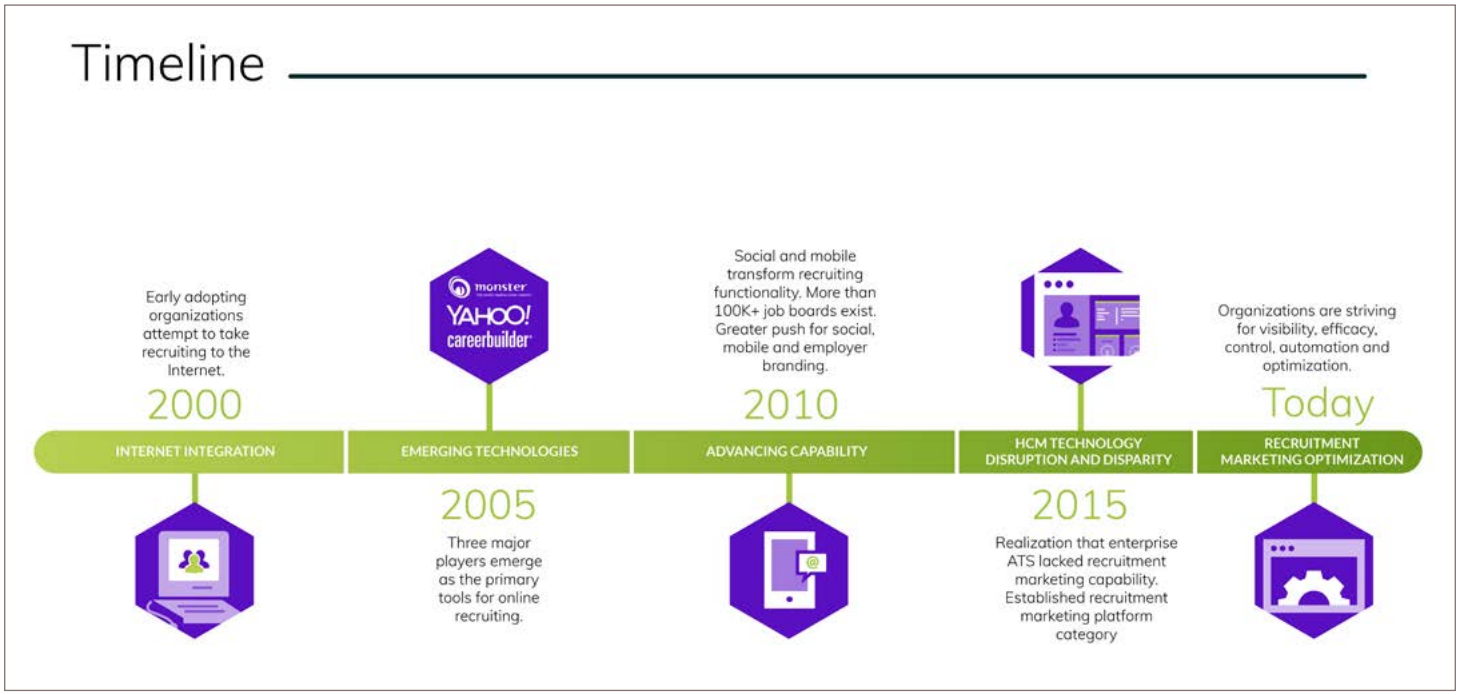


*Figure 1: Eras of Recruitment Marketing*

Another trend that is challenging recruiters today is the type of skills organizations need and want for their businesses—the hottest, emerging skills now are very different than what companies were looking for five to seven years ago. A recent Hays study supports this—while nearly 60% of companies are increasing headcount, 75% of organizations are reporting a skills shortage. And because of the skills gap, time to hire has increased. Plus with consumer access to information now at our fingertips, we now expect enterprise organizations to be more efficient as well. And we expect our experiences will be consistent as we move from device to device—rather than siloed between devices and channels.

Finally, it's important to not overlook one key trend as the recruitment marketing landscape has continually shifted. While we have focused nearly entirely on the candidate experience, the recruiter experience should be just as important to us. Recruiters have had to adapt and change rapidly, and have more demands today placed on them than ever before. We have to enable and empower recruiters who are responsible for delighting candidates to deliver the best possible experience, and provide them strategies and technologies that can support this.

**Modern Recruitment is Modern Marketing**

We can also study the similarities between modern recruitment and modern marketing. Modern marketing is complex, multichannel, personalized, integrated and data-driven. This carries over to modern recruitment. Understanding this similarity is what led to the formation of the Evolve℠ Maturity and Efficiency Framework, developed by Talemetry (see Figure 2). This is a proprietary operational framework for simplifying the path to world-class results for enterprise talent organizations and recruitment marketing professionals.

**Core Process Areas and Capabilities in Recruitment Marketing**

Modern recruitment marketing consists of six process areas and capabilities. Understanding whether organizations have the right strategy and plans in place with the right technology is essential in knowing where improvements or investments should be made to the overall recruitment marketing process. The six recruitment marketing processes are:

- Inbound marketing
- Sourcing
- Outbound
- Relationship management
- Candidate engagement
- Conversion and outcomes

The first five processes drive to conversion and outcomes. And there are many capabilities within

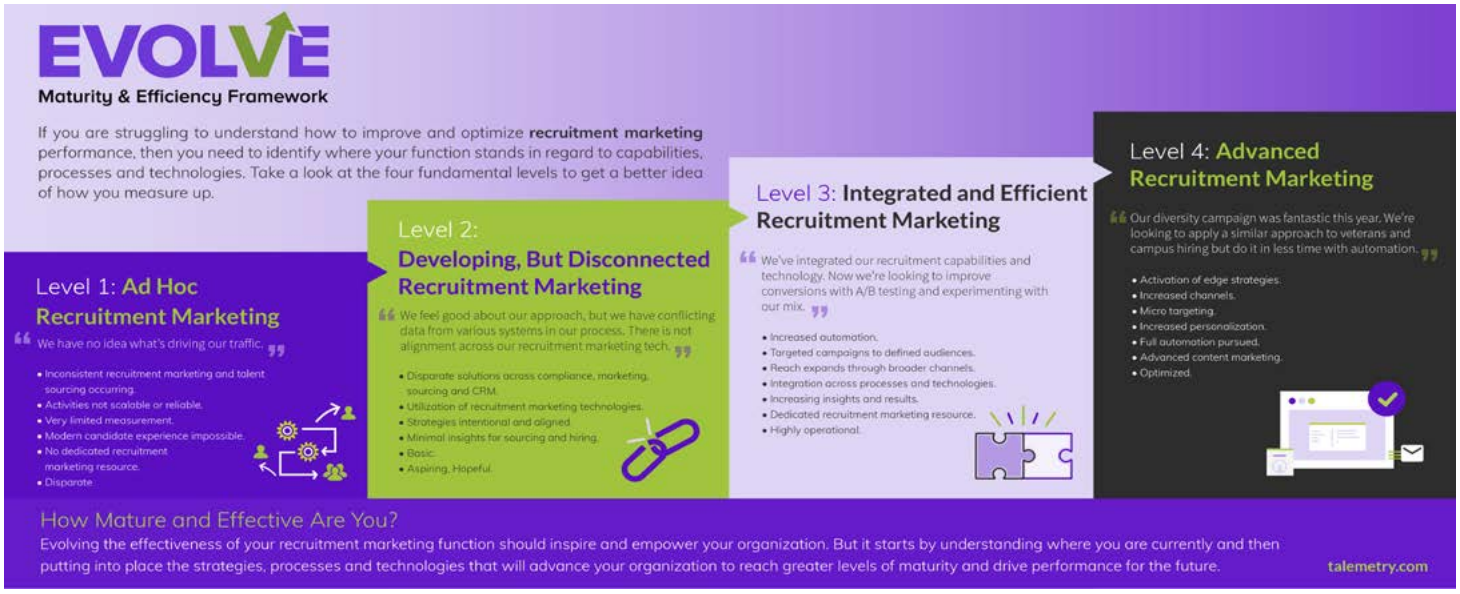


*Figure 2: The Evolve℠ Maturity and Efficiency Framework Developed by Talemetry*

each of these six areas, but not every capability is right for each organization's goals.

**Recruitment Marketing Maturity Levels**

A successful recruitment marketing function consists not only of technology, but also includes people, processes, organization and culture. And while technology has evolved rapidly over the last two decades, the other components of recruitment marketing have not kept pace. Clearly, different organizations are at different levels of recruitment marketing maturity. Some companies have established, connected and optimized processes, but others are less mature, with disconnected and *ad hoc* recruitment marketing processes. As showcased in Figure 2, the four levels of recruitment marketing maturity are:

- Level 1: Ad Hoc Recruitment Marketing
- Level 2: Developing, But Disconnected Recruitment Marketing
- Level 3: Integrated and Efficient Recruitment Marketing
- Level 4: Advanced Recruitment Marketing

Many larger enterprises are typically at Level 2 and perhaps emerging into Level 3. At a Level 2 Maturity, technology is not connected or integrated, skills may be lacking, or the right strategy might not be in place to take advantage of capabilities. When approaching Level 3 Maturity, organizations realize greater efficiencies by connecting capabilities, processes and technologies.

Overall, the opportunity for organizations lies in getting the most out of time and resources put into recruitment marketing—and the Evolve℠ Framework helps reveal real possibilities of where this can happen today and where we can improve tomorrow.

**Take the Next Step to Recruitment Marketing Maturity**

For more insight on understanding how mature your organization is compared to the Evolve℠ Maturity and Efficiency Framework, we invite you to listen to the replay of the recent webinar by Talemetry: Evolve the Effectiveness of Your Recruitment Marketing.

By understanding where you are currently based on the Evolve℠ Framework, you can more effectively map out and begin connecting core recruitment marketing processes and capabilities. Using this proprietary model will also help your organization in achieving quicker hires, lower cost per hire, better quality of hire, and eventually, less turnover. After all, taking out the inefficiencies in your recruitment marketing process will help you make your recruiting organization—and ultimately your business performance—more successful. ■

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**Kerry Fuqua** is Director of Marketing at Talemetry.

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# Recruitment Marketing Platform

One large global bank was able to **reduce advertising spend** by **45%** as a result of their ability to attract and build meaningful relationships with new candidates organically.

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# 5 Proven Reasons to Make Chatbots Central to Your Recruitment Process

## Engaging with your candidates efficiently

By Nikolay Manolov

Candidate experience is the name of the game, especially lately. In talent acquisition, we're facing one of the tightest candidate markets in recent history. We have to compete with one another for traffic and attention, we're often frustrated at the skills gap, struggling under exhausting time to hire deadlines, and losing candidates when we can't engage with them faster.

***Enter chatbots for recruitment.***

You're aware from online experience that chatbots are a great stopgap between the standard FAQs page and an interview or live experience with another person. Just as other marketing tools like crowdsourced reviews have impacted the candidate experience and recruitment marketing toolbox, recruiters all over the world are seeing incredible results using chatbots for recruitment.

Chatbots are built for support and scalability, which makes them perfect for busy recruiters and talent acquisition professionals trying to build their employer brand, conquer candidate experience and of course, hire the right people for their company in a timely manner. It's well documented that while many C-level executives may have ambitious hiring plans, it's quite rare for an increase in budget to accompany those plans. That leaves HR pros on a constant search for tools that can make their jobs easier and more impactful, without a long implementation process or a hefty price tag.

Here are 5 reasons that chatbots are the perfect counterpart for your recruiting process:

**Recruitment Chatbots are Always on**

Unemployment rates are low, meaning most candidates are searching for new employment after work hours. Unlike your teammates and recruitment assistants, a chatbot never has to leave. If a job seeker has questions about a position at your company at 3:23 a.m., there is a friendly answer waiting for them. Using a chatbot can expose you to more passive candidates who use off-hours to find better opportunities!

This 24-hour capability also allows chatbots to screen out less desirable candidates, especially if your company is lucky enough to get a LOT of applicants or your career site is heavily trafficked.

Even during business hours, a chatbot can positively impact candidate experience. On average, people spend 7 minutes on hold. Bots can replace live chat and other forms of contact such as emails and phone calls, especially in the early parts of your recruitment process. XOR automates the recruitment process from the moment the candidate arrives all the way through to the job offer: pre-screening, filtering, answering frequently asked questions, scheduling interviews, and providing status updates.

**Recruiters are Only Human**

Chatbots are NOT. Not only can chatbots handle thousands of conversations simultaneously, XOR.ai can have these conversations in 100+ languages. Studies show that humans can handle 3-4 tasks at the same time. Recruiters might also get tired of hearing the same questions from candidates, walking applicants through your 20-field, 4-page online

application, listing your benefits package or handing our directions to your office.

A chatbot can easily and cheerfully hand out this information in hundreds of languages to thousands of candidates for locations all over the world, allowing your recruiters to do the parts they love best!

**Did you know 75% of job seekers who apply for jobs online don't even hear back from the employer at all? Creating a positive experience with a recruitment chatbot has potential to greatly increase your online employer brand if done correctly; 83% of job candidates share their experience with a company with friends and family, and 64% will share experiences with social media.**

**Using Chatbots for Recruitment Saves Money**

Removing the administrative burden from your employees makes their jobs better and more strategic. Chatbots are an investment which helps businesses to reduce required staff. Using chatbots in your recruiting process also helps make the most of your traffic spend. Many companies spend a great deal of money on job boards and search engine optimization to direct qualified candidates to their career site. XOR turbocharges conversion rates by at least 85% -- this means when you finally get someone to your job listing or careers page, they are far more likely to give you their information and start the job application process!

Chat interfaces are performing much better from a lead capture perspective. XOR, a customizable recruitment chatbot and workflow automation, has helped IBS Software increase inbound conversion to 53%, compared to a 10-15% average. All XOR clients experience an increase in conversions from 50% all the way up to 240%.

**Candidates are Actually Happier Talking to Chatbots!**

Your candidates might spend a great deal of time checking out your website, but that doesn't always mean they've made the decision to speak to someone about opportunities at your company. In fact, they may have questions they wouldn't necessarily ask a human (think dress code, benefits list, skills required, scheduling back and forth).

Using a chatbot during your recruiting process can cut down on application abandonment, since 60% of candidates leave applications in the middle of the process due to length and fatigue. Chatbots are super responsive, completely customizable and available at all hours. This flexibility is likely why 93% of candidates XOR surveyed are delighted with their recruiting chatbot experience.

People frequently use messengers to chat with their friends and families or in their workplace. We are using this popular technology to improve the application experience.

**A recruitment chatbot can:**

- **Ask candidates for feedback at the end of an application**
- **Request a candidate recommendation**
- **Express gratitude for the candidates time and interest**

**Did you know only 11% of companies ask candidates for feedback after the application process? Imagine how much insight you're missing out on that could greatly improve your hiring process, before candidates make the decision of turning to social media. XOR's feedback reports allow you to collect feedback and extract meaningful data that will guide improvements to your hiring process.**

**Automating Tasks Your Recruiters Don't Want to do**

Because they've done it a hundred times. Scheduling interviews that work for the candidate (who may still be working), the recruiter, the hiring manager and more is a difficult job that's also pretty boring.

Instead of leading candidates to approach yet another empty web form application with small hopes of hearing from anyone at all, digital assistants, like XOR, greet candidates, answer questions, and gathers information necessary from the application as it's being filled out.

If the digital assistant identifies information from the application as qualified for the role, an offer to schedule an interview will be offered right away to the candidate. If the information collected from the interview shows the candidate is not fit for the specific role, the digital assistant then redirects the candidate to a role that is more suitable for their information entered.

This necessary recruitment function no longer has to be performed by a human, freeing up your recruiters and hiring managers to focus their effort on recruiting the candidate to work for your company.

Using a chatbot in your recruitment process isn't even difficult to implement. It takes about 30 minutes to set up, and you can easily customize the chatbot to make your hiring process easier and more fun.

Right away, you can see how your traffic converts into applications at a much higher rate than before.

**Learn more about XOR here (and snag one FREE month!)**

Many professionals in the space are wondering if candidates are even ready for this technology.

The world has gone mobile. More than 65% of job application traffic comes from mobile devices, and conversational interfaces are perfect for this scenario too.

Is it difficult to try? Not at all! It takes just 30 minutes to setup chatbot, and you can see how your traffic converts into applications at a much higher rate than before. Don't let the biting curiosity get to you, schedule a demo with XOR to see how digital assistants can transform your candidate conversion rates. ■

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**Nikolay Manolov** is Co-Founder and Chief Technology Officer of XOR.AI, a leading chatbot and AI company that helps turbocharge recruitment and hiring efforts. Nikolay has a long history of working in the computer software industry and has been awarded the 1st prize at a 2018 nationwide chatbot and AI competition in Russia.

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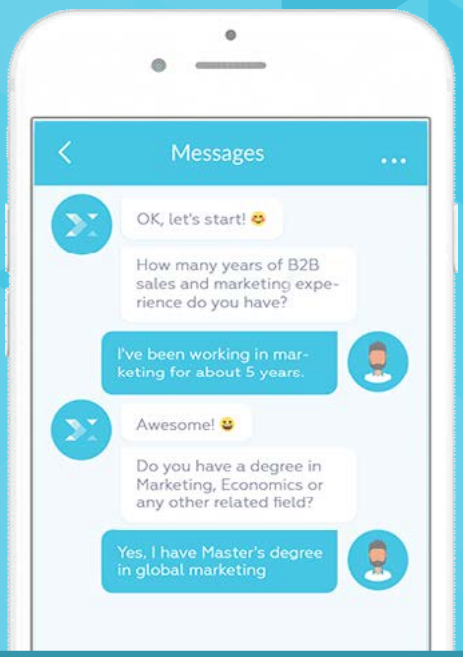


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# Can AI *Really* Improve Candidate Experience?

## What do candidates really want

By Patty Silbert

The recruitment process is rarely straightforward or simple. No matter how finely-tuned your process is, to a candidate it can feel long and full of uncertainty which can make applying a stressful—and often negative—experience.

Since the introduction and development of Artificial Intelligence (AI) in recruitment, there has been a lot of discussion in regards to how this technology will transform the recruitment process, especially in terms of engaging candidates on your site, reducing time in screening and eliminating bias. But just how much will your investment in AI really improve candidate experience for the better?

Are we addressing what candidates *really want* from the experience?

**What do Candidates Want?**
For seven years, **Talent Board**, the non-profit organization behind the candidate experience (CandE) awards, has been researching, measuring, and sharing the business value of job candidates' experiences. Their annual study of the recruitment practices of hiring organizations and their job seekers reactions and preferences gives us a pretty good idea of where AI can help talent acquisition move the needle and where it can't:

**They want to be respected as a customer**
Corporate marketing teams and customer service-focused companies aren't the only ones using their sites and social media channels as a way to create more lasting connections with customers. Award-winning hiring organizations do the same.

According to Talent Board's report, top companies often make their recruiting teams available to answer questions during live chats on career sites and social media and are experimenting with AI-powered assistants (chatbots) as a way to get candidates the answer to common questions quickly, creating a personalized FAQ.

These chatbots have emerged as one of the AI technologies that have had the most significant impact on the candidate experience. Another is in machine learning in the career site design: it can gather information from visitors allowing it to understand what that candidate's looking for, remember their preferences, and "recommend" job opportunities that would appeal to the candidate.

It's important to note that, while these AI solutions seem "experience-elevating" on their own, they alone can't provide candidates the customer-centric experience they're looking for. After all, when was the last time you purchased something without reading a review, or seeking-out information to validate your buying decision? Is there content on your career site that is relevant to that job seeker? Are you managing your reputation on review sites like Glassdoor and Indeed? Because it's only when these AI solutions are used as part of a more robust strategy to communicate with and educate potential candidates on your opportunity that they have real value.

**They want a faster and easier application process**
When was the last time you applied for one of your own jobs? For too many of us, the answer is "never." But companies with award winning candidate

experiences do just that. Why? Because no matter how well they perform in other areas, a long and unwieldy application can cause the highest rate of abandonment with the process—and the most disregard for the company.

According to a survey from Jibe Inc. 60% of candidates feel that online job applications are more challenging to fill out than other common types of applications, including an application for a mortgage (48%) or student loan (32%). As if that wasn't bad enough, 19% of respondents said **they would rather spend a day in line at the DMV**—with 12% opting to get a root canal—it's that painful.

Candidates want to understand their progress and know how much of an application is left. When customers shop online, they have insight into how many steps are left before they complete their purchase. Candidates deserve a similar experience, something CandE Award winners routinely offer. This includes an option to save applications as drafts and complete later, a progress indicator showing percentage completed, or being advised how long it should take to finish the application before even starting.

AI has yet to make much of an impact on the application process itself. That's why it's up to HR leaders to continually review and make improvements and demand more of their ATS providers.

**They want better and more relevant communication**

Candidates will tell you there is nothing more frustrating than the spending hours filling out a job application only to receive an auto generated messages that it's being reviewed. In fact, 58% of jobseekers report that they have a negative impression of a business if they don't respond to an application beyond the standard "we've received your application" email.

AI can be of real help in this regard. With the support of AI, recruiters won't be able to mistakenly let applications slip through the system without being looked at and, importantly, candidates with the most relevant qualifications and experience will be put to the top of the pile. AI can track the application and keep candidates updated with its process - including whether they've been unsuccessful or are on to the next stage.

But while AI can help provide a continual stream of relevant information to candidates so that they don't feel like their application has gone into "a black hole," a best-in-class experience demands more. Personal outreach via email or phone call after screening and/or interview and continually providing (and asking for) feedback is what differentiates a great experience, according to Talent Board. In fact, nearly two-thirds of candidates dispositioned by their award-winning companies said they were encouraged to apply for another job.

Nothing differentiates a candidate experience as best-in-class like the quality of candidate communication throughout the process. According to the 2017 report, "even a small percentage of going above and beyond can improve overall candidate sentiment and, ultimately, impact on the bottom line."

**So, is AI the answer?**

There's no doubt that when it comes to creating a better candidate experience, AI can play a very important role. It's just not the total answer. Applying an AI solution without a strategic plan to improve other facets of the candidate experience—from social and content marketing engagement to application and follow through—might prevent your candidates from **hating** your application process but it won't create the kind of relationships that will cause candidates to stay in the process for long, refer others, and love your employer brand. And that's what every company wants from their candidate experience, isn't it? ■

• • •

President of Newton Talent since 2018, **Patty Silbert** has over 30 years of experience developing the innovative solutions that help HR professionals just like you meet their most pressing recruitment challenges and their companies achieve their talent acquisition goals. She is a regular writer and speaker on the subjects of recruitment strategy, employment branding, HR technology, and leadership..

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# How To Attract And Retain Great Employees?

## Top 5 ways to recruit your top talent

By Katie Lunden

Small businesses face a common challenge.

According to the 2018 Goldman Sachs 10,000 Small Businesses Summit report, **70% of small businesses struggle to find and retain skilled talent.**

At 70 percent, this issue is nearly a pandemic among small businesses.

In fact, according to the Summit (the largest gathering of U.S. small business owners), recruiting was the top barrier preventing small businesses from growing more quickly.

Without the right employees, it's hard for small businesses to grow and thrive.

So, what's a small business to do?

The good news is that there are many ways to attract and retain high-level talent. You may just have to play outside of the traditional benefits sandbox.

Let's take a look at five proven ways your small business can recruit and retain top talent.

### 1. Offer Flexible Work Schedules

Today's employees value flexibility.

People live unique and varied lives. And – this may come as a surprise to some – employees are people. (More about this later.)

Flex hours, flex days, and remote work provide employees with the ability to balance their work lives and their personal lives.

Whether your employees struggle to juggle daycare schedules, band practice or trips to the gym, everyone benefits from some flexibility in life.

### Ctrip's Remote Experiment

Chinese travel website Ctrip conducted an experiment where they allowed half of their workforce to work remotely for 9 months.

When the experiment ended, Ctrip found that their employees were 13% more productive working from home than the office and that the business had saved roughly $1900 per remote employee.

### Your Action Plan

**Offer flex time**. Flex time can be executed a number of ways. It can mean having defined windows for arrival and departure (for instance, employees must arrive between 9am – 10:15 and leave between 5pm and 6:15). Or, it can mean that employees can work whatever hours they choose as long as they meet a minimum number of hours or complete a minimum number of tasks.

**Budget for flex days**. Flex days can also be interpreted a number of ways. Some companies offer days off that are accrued by working extra hours during the days that are worked during the week.



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**Allow your employees to work remotely**. Working remotely simply means working from a location that is not your office. Provide employees with portable laptops instead of PCs so they can take their work on the go.

## 2. Provide Opportunities for Advancement

The promise of career advancement is a compelling enticement for new hires and current employees.

Higher status, new challenges and an increase in pay are appealing, particularly for the top-level talent small businesses are seeking.

If you want to attract – and hold onto – skilled employees, you have to give them opportunities to grow with your business.

The facts support this. A 2016 Gallup poll found that **87% of millennials feel that career growth opportunities are important** in a job.

Newsflash – millennials are your future employees!

However, small businesses often have short corporate ladders and limited funding for higher salaries.

But, don't be discouraged. While you may not be able to offer a corner office and a three-figure salary, that's okay. Small businesses have other traits in their favor.

### Your Action Plan

**Speak openly and speak often…** about the opportunities for advancement at your company. Make sure your job candidates know what the path to advancement looks like at your business.

**Keep the conversation going**. Continue to touch base with employees once they're hired. Discuss employee's strengths and values. And touch base about how they feel about where their career is now… and where they'd like it to go.

**Walk the talk**. Don't just talk about advancement – support your employees when the time comes for them to evolve into a new role. Be open to their feedback and give them the autonomy to create their own path if it supports your business.

## 3. Create a Positive Corporate Culture

The average American spends most of their day at work.



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If your business has a toxic work culture – retention will suffer and you'll have trouble getting quality talent in the door.

But, if you build it (a positive work culture), they will come.

Okay, so maybe your office isn't the Field of Dreams.

But, a positive work culture has a tremendous impact on your employees.

Emma Seppala and Kim Cameron of the Harvard Business Review write in their article "Proof That Positive Work Cultures Are More Productive":

…a large and growing body of research on positive organizational psychology demonstrates that not only is a cut-throat environment harmful to productivity over time, but that a positive environment will lead to dramatic benefits for employers, employees, and the bottom line.

Corporate culture can be a mysterious intangible thing. But it is immediately detectable.

## Your Action Plan

**Acknowledge and reward good work**. The Gallup Business Journal recently shared,

The best managers promote a recognition-rich environment, with praise coming from every direction and everyone aware of how others like to receive appreciation.

Good work can be rewarded with simple words of praise, public recognition in front of peers, monetary bonuses, awards, positive evaluations, and promotions. Just make sure to recognize your employees' contributions… or they won't be your employees for long.

**Establish corporate values**. Millennial consumers are known for their desire to align themselves with brands that share their values. Millennial employees want to feel that their work matters and speaks to values as well.

**Foster social connections**. Encourage your employees to think of and treat each other as teammates. In fact, research has shown that employees with a "best friend" at work tend to perform better than employees without a close social connection.

## 4. Treat Your Employees Like People

We've all heard that business is business. "It's not personal."

But, work is personal. We work with people all day long.

When companies fail to remember that employees are people, those companies falter.

If you want to keep employees around, showing them care as human beings is a great way to do it.

I learned this lesson when I worked as a corporate trainer.

We were taught that our students don't care what you know, until they know that you care.

So, in order to connect with and successfully train students, it was essential to treat those students with respect and care.

The same is true of employers and employees. Employees respect companies that respect them. And, employees want to invest in companies that invest in them. This reciprocity is actually a documented concept of social psychology.

## Your Action Plan

**Respect personal commitments and crises**. If an employee experiences a death in the family or a medical emergency provide them with the time, space, and support they need to get through it.

Don't be the employer who says, "Yes, I know you're having surgery. But, will you be in that day?"

If an employee needs to pick up their kids from daycare, don't shame them for leaving early. Instead,



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talk about how to best structure their work so that they can still accomplish all of their goals.

**Give your employees the autonomy to do their job in their most productive way**. This may mean allowing for flexible hours (which we already know you're going to start doing, right?), providing a converter to create a standing desk station, or simply refraining from micro-managing.

**Support your employees' well-being**. Allow employees to hit the gym during work hours. Offer incentives for making healthy life choices like quitting smoking, exercising or meditating. Or, even initiate your own company health program with access to a gym and personal trainers.

If you care about your people, your people will care for your business.

## 5. Crowdsourcing as a Talent Scaling Solution

Sometimes, you can get bogged down when hiring for a specific position. At other times, you need only part-time help or someone who can easily scale their hours to match your needs.

In such cases, consider crowdsourcing as a talent scaling solution.

Hiring people is hard. There's a lot that goes into the decision. From recognizing the need to justifying the costs, sifting through applicants and interviewing standouts, negotiating contracts and onboarding new hires — it's a complex process with a lot of room for error.

The stakes are even higher for [small businesses and] startups. Every penny spent has got to deliver a return, and new hires take a whole lot of pennies. What's more, those new hires, if they're worth their salt, are probably going to turn around and ask you to spend even more pennies to make it possible for them to do their job. This is especially true when it comes to marketing and design.

But this is where crowdsourcing can help minimize risk and maximize return.

There are three distinct ways using crowdsourcing platforms for your creative needs can help you better manage how you scale your team.

**1. Temporary talent stop gaps** — Let's face it. Sometimes a [small business or] startup simply does not have the budget to hire a designer full-time. Sometimes they don't have the money to hire a traditional freelancer.

**2. Longer-term Freelance Relationships** — One of the really cool things about creative crowdsourcing platforms is that they are a seriously deep talent pool where you're exposed to tremendous professionals you might not otherwise have been able to reach with your recruitment efforts or in your own searches for assistance on the web.

**3. Employment Auditions** — Perhaps one of the most underutilized features of creative crowdsourcing platforms is the leveraging of the talent pool for direct hiring purposes. Not only do these projects let you see the design chops of the participants, but they showcase things like communication skills, receptiveness to criticism, work pace, and more.

Many of our clients leverage crowdspring in just this way. Over the past decade, our community of 210,000 creatives has helped some of the world's best small businesses, entrepreneurs, agencies, Brands and non-profits with logo design, website design, print design, product design, packaging design, and even naming businesses and products.

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**Katie Lunden** is on the customer support team at **crowdspring**. Katie helps entrepreneurs, small businesses and agencies with branding, design, and naming, and regularly writes about entrepreneurship, small business and design.

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# Inclusive Recruitment Pays Off

## Providing employment for neurodiverse and disabled adults

By Linda Behmke

A recent story in USA Today noted that as Americans are making job changes, many are switching to different industries or launching new careers altogether -- a sign that the tight labor market is giving workers more career freedom.

While this career mobility and empowerment is good news for workers, many of whom suffered during the Great Recession, a choosier talent pool has a downside for employers: an estimated six million jobs are currently unfilled.

To adjust to a tight labor market, employers and human resources managers must exercise greater creativity in their hiring practices. One untapped and overlooked resource: individuals who are considered neurodivergent, such as people with autism spectrum disorder (ASD).

Several years ago, I read a powerful book, No Greatness without Goodness, written by corporate executive Randy Lewis. As the father of a child with autism, Lewis had a vision to provide meaningful employment for neurodiverse and disabled adults.

The book lit a fire within me. As the largest diagnostic information and services provider in the United States, Quest processes tens of thousands of laboratory tests every night. While the demand for medical laboratory technologists is projected to grow by double digits in the next decade, labor economists note that retiring Baby Boomers and declines in training programs for laboratory personnel will exacerbate the shortage of available workers. Employees who handle specimen processing must be responsible, highly focused, and detail-oriented -- skills that many persons with ASD possess.

Despite these unique capabilities, two-thirds of young people with autism were less likely to be employed not only than so-called “neuro-typical” individuals, but also than their peers with other disabilities. A 2015 report found 58 percent of individuals in their twenties with autism were employed, a rate far lower than employment rates of young people with intellectual or learning disabilities, speech impairments, or emotional disturbance, and a world apart from the nation’s overall employment rate.1

Recognizing the potential to tap into an overlooked source of talent, Quest launched its DiverseAbilities Employee Business Network program in 2017 by partnering with a team of national disability consultants who were recruited and supported by Autism Speaks and NEXT for AUTISM to help employers develop autism hiring initiatives to diversify and strengthen the labor pool. DiverseAbilities seeks out individuals who identify on the autism spectrum for jobs that match their abilities. The program is now operational at our clinical laboratories in Tucker, Georgia and Lenexa, Kansas, and will be rolled out to additional Quest labs in the future. The program has allowed us to fill positions that were historically difficult to fill with qualified



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individuals, but also created a more dynamic, innovative, and inclusive workplace for all of our employees.

As we enter into our second year of the program and prepare for its expansion, we've learned several important lessons that may help human resource executives who would like to develop a program at their own organizations:

Don't make rigid assumptions about what positions will – and won't -- work. According to Autism Speaks, every year 50,000 adults with autism are ready to enter the workforce. As you consider what positions within your organization might complement individual skill sets, keep in mind that autism is not one-size-fits-all, and that no one should be characterized by one aspect of his/her physical, mental or emotional characteristics. While our new DiverseAbilities employees have been a great fit in lab processing roles, per our original goal, we aim to consider DiverseAbilities candidates for other positions in our company as we move forward with the program.

Work on recruitment with a community of experts. Social service agencies and advocacy organizations can help ensure that your outreach touches the right people. Our DiverseAbilities program would not have been possible without the partnership with Autism Speaks, NEXT for AUTISM, key business and community organizations, and the team of national disability consultants. We also collaborate with other large employers, such as Staples, to share best practices for these types of programs.

Anticipate and address barriers to success. The investment in new processes can help employees acclimate successfully from the first moment of contact. For example, people with ASD may be disinclined from making eye contact with others, so Quest's hiring managers engage in a customized interview process that helps them anticipate this behavior. We also implemented "autism etiquette" training for the existing employee population to help foster a harmonious workplace sensitive to the nuances of individuals with autism. New employees will benefit from employee manuals that help prepare them for their new roles and responsibilities.

At Quest, we also partner new hires with a "buddy" who provides one-on-one interaction until the employee feels comfortable in his/her role and in the workplace.

Be flexible, but keep expectations consistent and high. Laboratories typically require employees to process many specimens for testing according to rigorous quality criteria – and time measures. We encourage our new employees on the autism spectrum to learn slowly and at their own pace before any productivity factors are introduced. We found that this approach was a transferable "key learning" to benefit other new employees.

The results of our DiverseAbilities Employee Business Network program to date have been an unequivocal success. Our employees with ASD have, on average, higher productivity, less absenteeism, and lower turnover. And through the program we are providing opportunities for meaningful employment for people with ASD. By taking a creative approach in a tight job market, HR managers who are open to people with ASD and other neurodisabilities can tap into an overlooked source of talent, possibly filling open positions quickly and for the long-term while creating a more inclusive culture. As one Quest manager explains, individuals with ASD are "just great workers and co-workers, which every employer values."

***Reference***

*1. A.J. Drexel Autism Institute. http://drexel.edu/autisminstitute/research-projects/research/ResearchPrograminLifeCourseOutcomes/indicatorsreport/#sthash.31XId4lN.dpbs ###*

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**Linda Behmke** is Global Inclusion Partner and DiverseAbilities Employee Business Network Lead at Quest Diagnostics.

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# Why Your Next Hire Should Be A Developer

## Adapting to change doesn't require a whole rewrite of your business model

By Ralph Perdomo

Marc Andreessen wrote this popular, oft-cited article that first appeared in the Wall Street Journal back in 2011. You won't need to read the whole piece to get its gist, though; Andreessen's succinct headline is enough to glean his point—

### Software is Eating the World

It may have been only slightly prescient then, but today, Andreessen's words have become gospel for the tech community as a whole.

Unfortunately, the word according to Anderssen hasn't traveled very far outside the tech industry. What's more, his foretelling can be seen as a tale of things to come if industries don't get in the game:

*"More and more major businesses and industries are being run on software and delivered as online services—from movies to agriculture to national defense. [...] Over the next 10 years, I expect many more industries to be disrupted by software, with* ***new world-beating Silicon Valley companies doing the disruption in more cases than not.****" [emphasis ours]*

If industries and organizations alike don't heed this warning, they'll quickly find themselves disrupted and displaced by a tech company. After all, it happened to hotels with Airbnb. It happened to taxis with Uber and Lyft. And it will most certainly happen to your organization.

Adapting to this threat, however, doesn't require a whole rewrite of your business model. Rather, it can be as simple as adding a prophet of Andressen to your payroll—a developer.

### Modern-Day Machinists

Let's define what a developer is—or rather—what a developer can be for your organization: a modern-day machinist. The similarities are, after all, uncanny.

Consider when factory machinery breaks; it's the machinist left to investigate and solve the problem. Whether it's a matter of replacing the defective part with some off-the-shelf components, or milling a new cog out of a slab of aluminum, the machinist is ultimately responsible for fixing the system.

In the case of a developer, the problems they solve typically involve connecting pre-existing pieces of code—the machinist's equivalent to ordering an off-the-shelf component—or coding a unique function entirely—the equivalent to milling a new part.

Both developer and machinist are ultimately responsible for "hacking" a solution into place.

### The Lazy Man Works Once

It's not just the hard skills a developer possesses that makes him or her a great hire (read, the actual ability to code). Rather, it's the soft skills he or she brings to the table. More specifically, however, it's their laziness.



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In fact, Larry Wall, creator of the Perl scripting language, defined a developer's unique type of laziness as a virtue:

*"The quality that makes you go to great effort to reduce overall energy expenditure. It makes you write labor-saving programs that other people will find useful, and document what you wrote so you don't have to answer so many questions about it. Hence, the first great virtue of a programmer."*

Yes, developers have the intrinsic skills of programming, but they also know the subtler skill of finding system efficiencies—a trait that's become increasingly important in these highly-competitive times.

A lazy developer, then, will only work once—just enough time it would take to automate their workflow.

## Learned From the Best

Universities not only teach this laziness to developers, they pride themselves in doing so. It's a core part of the computer science curriculum, after all. It goes by a different name there: abstraction. Here's how Harvard defines it:

*"Complex details that may not be of interest are abstracted away so that the programmer works with only what is necessary to him. Abstraction is a key part of computer science, and more life in general."*

Abstraction is how developers can build upon the work of those who came before them. There's no need to re-invent the wheel when a developer sits in front of a computer to code. The hard work's been done by someone else. The industrious developer merely needs to find the right resource to get the job done.

And those resources are aplenty for the developer.

Resources such as GitHub, the largest development environment that also boasts a large repository of shareable and editable code, to API libraries that allow developers to extend the functionality of a program by "calling into" another program. The developer has these, and many other tools, readily available in their tool box.

In reality, then, hiring one developer is like hiring a world of developers at your organization. For that price, can you afford not to hire a developer?

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**Ralph Perdomo** is a Research Analyst and Writer at Nvoicepay—a fintech company headquartered in Portland, Oregon.

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# Ways To Attract And Keep Excellent Employees

## 8 tips to create a hiring process that attracts the best

By Eric Czerwonka

Looking to improve employee retention and keep your best employees longer? It starts with the hiring process. In this article we've outlined eight tips for creating a hiring process and company culture that attracts the best of the best.

How do you improve employee retention?

While it's easy to assume that finding and keeping great employees is all a matter of hiring the right person, the truth is that a company's ability to attract and retain excellent employees is more often than not, begins internally.

For companies today, the challenge is not only finding good candidates, but creating a workplace that encourages them to stay for longer. Since some 81% of employees say that they would consider leaving their current role, should a better offer arise, this is an issue that's especially relevant

If you're looking for ways to attract and keep a winning team, here are a few things that you can do to draw in excellent applicants and improve employee retention.

### 1. Create Detailed Job Descriptions

Don't be vague! Having a detailed job description, that outlines the specific job title and duties that the new employee will be expected to perform serves two very distinct purposes.

First, being specific with the title and the required duties can help to weed out unqualified applicants or those who just aren't interested in the role. Secondly, it will also help the employee tremendously once they begin the new job. They'll know exactly what's expected of them, and will be able to ease their way into their new role far more easily.

Having clearly defined duties will also help them to excel in their role, and will give management important benchmarks that they can use to track their progress.

### 2. Don't Rush the Hiring Process

As you know, hiring is an extremely involved process. It's important to ensure that all applicants have been thoroughly assessed, and their references and credentials have all been confirmed.

While the average recruiter spends just six or seven seconds reading a resume, it's important to invest some time up front to ensure that you find the most qualified candidates. Being thorough may require an initial investment upfront, but it can help to save time in the long run.

### 3. Address Your Company's Reputation

Instead of chasing down potential employees, let them come to you. While your company may not be as well-known as, say, Google or Zappos, you can still create a workplace that will attract the very best.

With the rise of websites like Glassdoor that allow employees



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to rate companies that they've worked for, potential applicants today are likely to have a look at your company, before they even submit their resume. It's important to work to create a company that's reputable, a place where people want to work.

### 4. Provide Opportunities for Advancement

Motivated employees won't stick around for long if they're not given opportunities to advance and grow.

Instead of looking to keep your employees in entry-level positions as long as possible, consider encouraging them to climb the ranks in your company. Forgo passing over existing employees in favor of new hires, and instead look to source applicants internally for management positions whenever possible. Doing so will provide your team with the motivation that they need to stick around longer; giving them less of a reason to abandon ship.

### 5. Offer Opportunities for Growth

According to one poll, a whopping 72% of employees feel that their supervisor or management doesn't care about their growth.

If you want to keep your best employees for longer, consider encouraging them to grow and develop their skills. Offering incentives for them to gain new credentials and qualifications, such as reimbursements for tuition, can help them to take pride in their work, and could provide the incentive they need to stay.

### 6. Focus on Teamwork

Some 97% of employees and executives believe lack of alignment within a team impacts the outcome of a task or project.

> **Management should be encouraged to show their appreciation to their team. Even offering a simple "thank you" can go a long way toward helping to boost engagement and productivity.**

Teamwork is crucial for your company's continued success; and a vital part of improving the workplace environment and boosting productivity.

### 7. Give Them Flexibility

Achieving a work-life balance is high on the list of priorities for most employees, and a company that's accommodating will instantly win favor with potential candidates.

Implementing a flexible hours contract, when applicable, can help to make it easier for your team to achieve that work-life balance. Additionally, allowing your team to work from home one or two days a week can also make your workplace far more attractive; and encourage your team to stay. Think tracking a remote workforce is difficult? Think again. With the right time tracking tools, it's easy to keep track of remote hours; and verify that your employees are working when they claim to be.

### 8. Show Appreciation

When asked what leaders could do to improve engagement, 58 percent of respondents in one survey said that they could 'give recognition.'

Management should be encouraged to show their appreciation to their team. Even offering a simple "thank you" can go a long way toward helping to boost engagement and productivity.

With the above steps, you'll be able to not only attract great candidates, but also boost workplace engagement and morale; encouraging the best employees to stay longer.

• • •

**Eric Czerwonka** is an entrepreneur and Co-Founder of Buddy Punch.

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# Why Now Is The Time To Find New Ways To Get In Touch With Talent?

## Learn how to actively manage your online presence

By Moritz Kothe

The entire landscape of the recruiting process continues to change as both employers and prospective applicants adjust to web-based recruitment platforms. The greater transparency fostered by online review sites is a net positive for both parties: applicants can get the scoop on prospective employers, while companies have greater opportunities to highlight the qualities that make them shine. In fact, recent research shows that the external employer review sites pretty accurately map onto the actual internal culture of a company.

However, although the overall correlation between external review sites and internal employee surveys is strong, there is a negative bias of approximately half a star for external reviews. This may reflect the tendency for former employees to voice dissatisfaction with a company via online reviews, whereas internal surveys of current (presumably happily employed) workers are slightly more positive.

So what does this mean for your recruiting process?

The negative bias on external review sites makes it even more important that you actively manage your online presence to present the best possible face of your organization, giving prospective applicants accurate information about your company. Stagnant online content just won't cut it anymore. Additionally, modern job seekers emphasize the importance of proactive communication, including pre-application dialogue with prospective employers. Use the following strategies to breathe new life into your recruitment process and retain top talent.

### Actively Manage Your Online Presence

Over the past few years, the scales have tipped in favor of job applicants. Candidates have more access to information about companies than ever before, and the low unemployment rate means that employers must work to stand out. To proactively manage your online presence, consider the following tips:

### 1) Familiarize Yourself With What's Out There

Do a Google search: "work at [your company]" to see what comes up. Synthesize the reviews to determine themes about areas in which you excel and areas in need of growth. Try to avoid feeling defensive about negative reviews. Instead, view them as opportunities to learn where you need to prioritize change. Use the reviews to come up with a strategy to address weaknesses in your corporate culture.



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## 2) Promote Positive Aspects of Company Culture

These days, job candidates want more than a good position. They want to work for a company with a clear mission and strong, positive company culture. In fact, 69% of all job seekers believe company culture is critical or very important when considering a job. The commitment to working for a company with a positive culture is even stronger for Millennials, with 78% saying it drives their decisions. This makes it imperative that you highlight unique aspects of your organization, such as flexible work schedules or compelling leadership opportunities, as part of your recruitment efforts.

## 3) Ensure That Your Content Reaches its Targets

All of your web content (and especially your application portal) should be mobile friendly, as research shows that job seekers increasingly use their smartphones, tablets, and other devices to apply for jobs. Investing in mobile web development pays dividends for your recruitment pipeline.

## Find New Ways to Get in Touch with Talent

Modern job seekers are used to having information at their fingertips. This means that your organization needs to stay nimble to keep up. Rather than relying on your company website to convey information, you'll need a more dynamic form of communication. This fits candidates' expectations, that more candidates view the application and interview process as a two-way street for both parties to judge fit.

One way to get in touch with talent is by leveraging social media. Maintain multiple social media accounts (i.e. Twitter, Facebook, Instagram, Snapchat etc.) to promote your organization's recent achievements and your company culture. Use hashtags, reply to comments, and seek out new talent to keep conversations going.

Another way to engage candidates in conversation is by using a Q&A feature. This allows prospective applicants to ask questions, which can be answered by your organization or by current and former employees. Dynamic communication lets you provide up-to-date information, follow up with applicants who have conveyed interest in a position, and address any negative feedback lurking online. Plus, you provide a positive impression of your company as responsive, modern, and transparent.

By actively managing your online presence and using novel platforms to communicate with talent, your organization will set itself up for recruitment success. Greater pre-interview communication allows candidates and employers to judge fit, eliminating wasted time and effort. Remember to constantly re-evaluate your outreach efforts to stay ahead of the curve, as this will set you apart from other organizations.

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**Moritz Kothe** is Chief Executive Officer of kununu.

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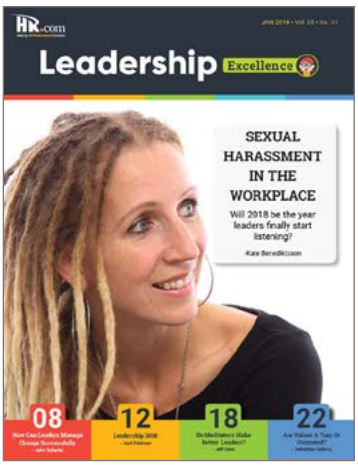


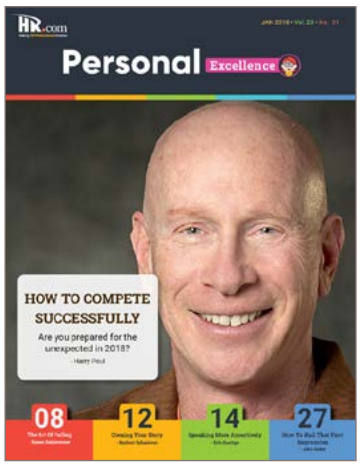


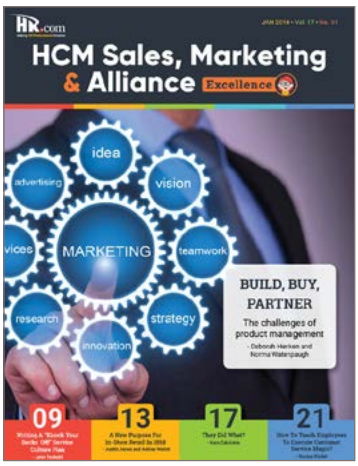

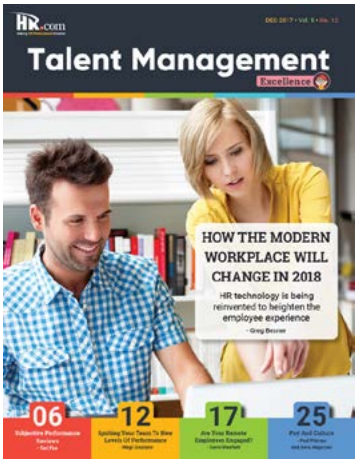


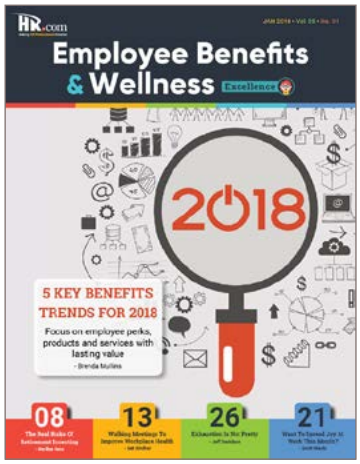

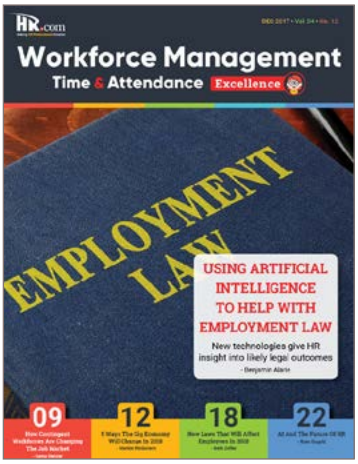

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