



PageUp™

# RECRUITMENT

Rethinking the New Normal

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# Introduction

**It's a complex new world: skills shortages, integrated technology that evolves as fast as it can be adopted, and a workforce demographic unlike any other in history, are posing major challenges to organizations.**

In this Volatile, Uncertain, Complex and Ambiguous (VUCA) environment talent acquisition requires a complete rethink.

This presents challenges for organizations looking to engage and keep the best employees, but can also create competitive advantages for organizations that invest in new strategies and technologies early.

With 73% of CEOs identifying skills shortages as a crisis-level priority,<sup>1</sup> strategies to recruit and keep talented personnel must be identified, developed, and implemented.

The war for talent is both urgent and real, taking place in an environment where recruitment is no longer merely a 'post and pray' process, but rather a

personalized journey between employer and employee that begins with 'interest' and ends with hiring and retaining talent.

The current workforce is unlike any in history. Today, we see four generations in the workplace — Baby Boomers, and Generations X, Y and Z — each with vastly different work styles, history and skill sets. In the current workplace, Baby Boomers, with their expectations of stability, hierarchy and a lifetime of experience, work alongside the digital natives of Generations Y and Z who, despite having less experience, frequently have better understanding of key business tools than their more senior and experienced colleagues.<sup>2</sup>

With Millennials now comprising 34% of the US workforce,<sup>3</sup> this dominant generation in the workplace is entrepreneurial, empowered, mobile, and increasingly, freelance. In order to be competitive, the modern organization must be flexible, adaptable and innovative to attract and engage the talent it needs. Those that do it right reap the benefits; the best talent acquirers perform 30% better on business outcomes than organizations ranked at the bottom.<sup>4</sup>





# Introduction

Technology is not only disrupting the established workplace dynamic, but also all business processes, including recruitment, talent and employee engagement, and the employer brand.

Social media and mobile devices have reinvented the consumer relationship, and with it the employer-employee relationship, as millions of people worldwide come to expect a consumer-technology style experience in all aspects of life.

With 2.34 billion social media users worldwide<sup>5</sup> and an estimated 8.6 billion mobile devices<sup>6</sup> (compared to a world population of 7.4 billion<sup>7</sup>), responding to these technologies is no longer optional. These social trends are disrupting the workplace, but they also create opportunities.

The organizations that adapt and respond to these changes will out-perform competitors well into the future.

# Chapter 1:

## Mapping Changes in the Workforce

Today's workplace is undergoing transformation in almost every area — workforces are changing, the ways people work and interact are changing, and the way organizations achieve and measure success is changing. It's in this sweeping revolution that the future can be seen. Or, as President John F. Kennedy put it: "Change is the law of life. And those who look only to the past or present are certain to miss the future."<sup>8</sup>

In the current workforce environment, the organization that doesn't embrace change is certain to miss the future and these transformations flow naturally through to business operations, directly impacting upon the challenges of recruitment.

There are four key areas, or pain points, of social change that impact on organizations' ability to gain and keep the highest quality employees. These are the forces that are having a direct effect on recruitment trends. In the modern world where all social change has an integrated flow-on effect, these four areas influence, impact and combine in increasing complexity:

### Area #1: Demographic Shifts



Demographic shifts are impacting the workforce from every angle — age, location, education, globalization and urbanization are all affecting the talent pool.

*For the first time in history, there are four generations of people in the workplace at once, with vastly different educational backgrounds, work experience, expectations, and work habits and styles.*

The span of ages in the workforce has never been broader than it is now, with people staying in paid employment for longer than ever before.<sup>9</sup>

As Baby Boomers retire, taking with them half a century of learned experience and institutional knowledge, succession planning will become more important. As part of essential succession planning, many organizations are instituting transition-to-retirement programs of flexible or part-time arrangements, which contribute to the across-the-board trend of greater flexibility in the workplace.

*However, the biggest generation in the workforce is now Millennials, who make up 34%.<sup>10</sup>*

And this number will only increase as the workforce gradually becomes peopled with the digital native generations of Y and Z. With high education levels and an innate understanding of modern business processes and tools, these generations are shaking up workplace processes.

While it is significant, cross-generational disruption is by no means the only influential demographic shift affecting the workplace. In a world where organizations are increasingly global, so too is the workforce.

A highly urbanized global workforce is leveraging technology and creating recruitment competition on a scale never seen before. The 2015 EY Megatrends report lists a global marketplace and an entrepreneurial workforce as key trends in the modern and future workforce: “In the global marketplace, the war for talent will become increasingly fierce, necessitating greater workforce diversity to secure competitive advantage.”<sup>11</sup>

With a flexible, entrepreneurial workforce of digital natives, labor shortages in many countries and surpluses in others, the modern organization must find a balance.



## Area #2: The Flexibility Imperative

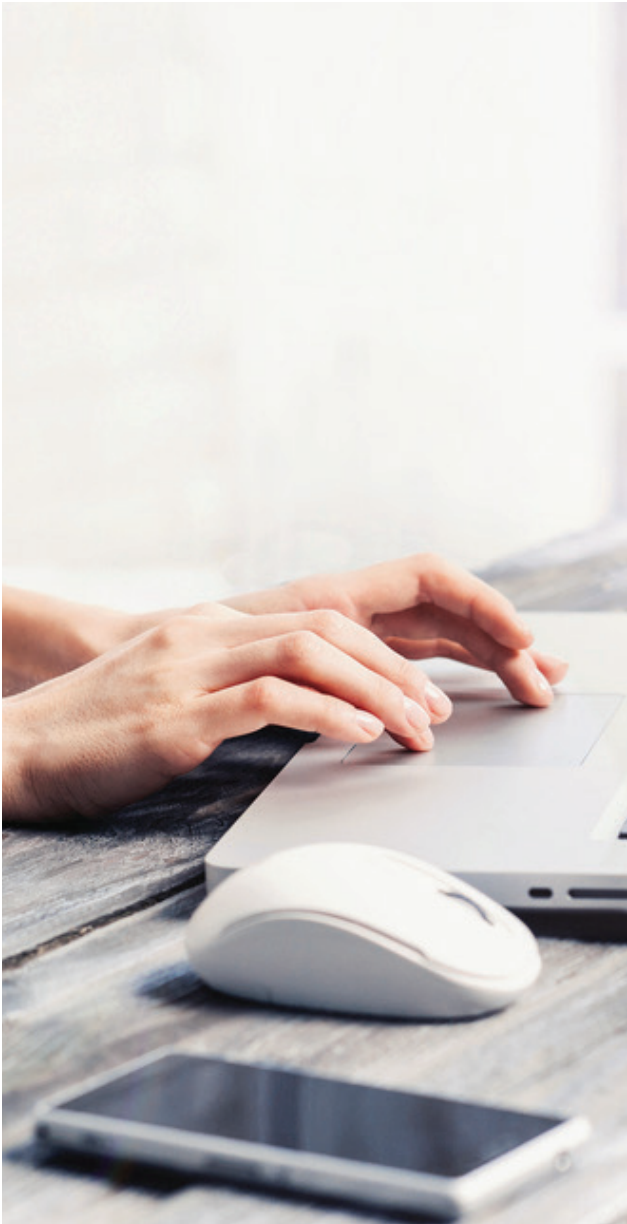
Demographic shifts and technological advances are contributing to a cultural shift for flexibility, particularly among younger people coming into the workforce. This in turn has created an economic imperative for organizations to align their employment practices towards a flexible, global marketplace. With the footprint of work shifting towards elastic arrangements that favor people seeking to work freelance and remotely, talent acquisition must become as flexible as the working arrangements the workforce is seeking.

*It is forecast that within the next five years, 40% to 50% of the workforce will consist of contractors and freelancers.<sup>12</sup> This will completely change the traditional workplace structure.*



If approached correctly — strategically, rather than reactively — the benefits of flexibility can turn into economic benefits for the organization. With 68% of current graduates saying the ability to work remotely influences their likelihood of accepting a position, and 74% expecting flexible schedules in the workplace,<sup>13</sup> there are opportunities for organizations. By providing the flexibility that employees are looking for, they can reap the benefits of a happier, more productive and motivated workforce, with lower turnover and lower levels of absenteeism.

## Area #3: The Age of Technology



The internet, email, mobile phones, social media, and smart devices have revolutionized and disrupted all aspects of our social interaction. Developments in technology evolve faster than they can be implemented. Technology is by far one of the most influential and visible changes to organizational practice over the last decade, and it has impacted and influenced almost all other social change.

Digital disruption is pushing the on-demand economy, creating an 'always online' workforce and a demanding consumer market, with the sum of human knowledge (and quite a few cat videos) available at the touch of an ever-present, glowing screen.

The total integration of technology into our everyday and work lives has created the demand for a highly skilled workforce. A younger, technologically native workforce population is bringing new skills and demands to the table, and is revolutionizing how, where and when work can be done. New consumer technology is constantly changing how people interact, and this impacts on what is expected as well as what can be achieved in the workplace.

It is technology that enables the truly global workplace, building connections across time, geography and social barriers.



## Area #4: Socio-cultural Impact

The very technology that enables all of these changes in process and productivity is also transforming how people engage and interact. There are now more mobile devices than people in the world and literally billions of people connect on social media every day.<sup>14</sup> Connectivity has become so ubiquitous that the United Nations has declared access to the internet a human right.<sup>15</sup>

This connectivity to the modern world is flowing through to the workplace, creating a workforce that is switched on and collaborative. Modern workers are willing to draw their personal knowledge and experience into their professional life, blurring traditional lines, and bringing fast-paced strategic thinking into the office.

*The new  
'always on'  
workforce is  
highly  
informed,  
connected,  
and brings  
their social  
connections  
to work.*

This blurring of the professional and personal that techno-social changes bring also means that people have come to expect an alignment between their personal values and those of their employer. For this reason applicants will often assess an organization's overall brand, rather than simply the position description, to see if they are a good cultural fit.

An employee who is willing to bring their social connections into the workplace expects a reciprocal relationship. As a result, organizations that achieve against a modern recruitment model are increasingly investing in their employer brand. As Tony Hsieh, CEO of Zappos, says: "A company's culture and a company's brand are really just two sides of the same coin. What goes around the office comes around to the customer."<sup>16</sup>

## Chapter 2: Exploring Trends in High Impact Talent Acquisition

The social shifts discussed in Chapter 1 are driving a new range of recruitment trends. These are the trends that are shaping modern talent acquisition into a personalized, high tech, social crusade for engagement across the whole recruitment ecosystem.<sup>17</sup>

Increasingly, organizations are recognizing that engagement matters in the workplace — that it drives high performance and creates a stable workforce: For companies to unleash their workforce potential, they need to create an environment which retains talent and entices others to join. Today's best and brightest are drawn to workplaces where they can do their best work, make a difference, connect with like-minded people and be recognized for their accomplishments.<sup>18</sup>

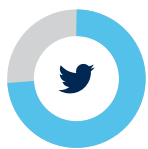
The trends that arise from these social changes in the workplace are explored in more depth below.

### Sourcing

The modern candidate expects a seamless recruitment experience, and this means that social integration, proactive targeting, and direct sourcing have become part of the new normal. Effective recruitment has become proactive — the combination of a passive workforce and an entrepreneurial, Millennial generation means that recruiters need to go to where the talent is. The days of simply posting job advertisements and waiting for the right candidates to find you, are long gone.



Online and social media presence and mobile connectivity have a huge impact on the footprint of recruitment activity. The seamlessness of this connectivity could be the deciding factor in being able to successfully recruit high-value talent.



**74% of companies** claim to have at least a moderate employer brand presence on social media...<sup>19</sup>



but only **17% of companies** have a clearly defined strategy to strengthen their employer brand using social networks.<sup>20</sup>

*Social media networks is where they need to be positioned — a quarter of all job seekers use social media as their primary tool for job searching, and approximately **70% of 18-34 year olds** say they found their previous job on social media.<sup>21</sup>*

Mobile optimization is also key to sourcing, as the modern candidate expects to be able to search, apply, receive and accept a position on a mobile device. Across the board, Millennials expect technological integration, and if sourcing is not fully mobile optimized, organizations will fall at the first hurdle.

Added to this, managers are increasingly demanding quick turn-around in recruitment, and as a consequence, they want a seat at the recruitment table. More than 50% of organizations report that business managers are taking hands-on accountability for human capital management, and organizations where this occurs are more likely to have employee development plans in place with employees that exceed performance expectations, and see greater retention of high performers.<sup>22</sup>

Sourcing in the modern environment needs to be responsive, connected, and take full advantage of technology. Apps, social sourcing, and mobile approval processes will all help cut down processing time and remove bottlenecks to filling a position. Ultimately, using technology to streamline sourcing processes and improve identification of candidates will save time and money. As Bob Myhal, former CEO of NextHire, notes: "You need to take advantage of the new tools and resources that allow you to move beyond the résumé. This will help ensure you're finding the right hire and ultimately saving your business time, headaches and cold, hard cash."<sup>23</sup>

## Employer Branding

Talent acquisition is becoming increasingly strategic and holistic — it's no longer simply about the position; it is also about how the organization presents itself and what it stands for, to a generation of workers who are looking for something more meaningful than just a paycheck. Therefore, those that aim to attract the best talent are quick to market their 'employer brand' as well as their available positions.

Social media has irrevocably linked the company reputation with the customer experience.<sup>24</sup> Marketing the employer brand on social media is essential, and in doing this existing employees are either your best asset, or your downfall.

*Today's social media means the employer brand is shaped and reshaped in a very public manner, as employees, past and present, share their thoughts and feelings about organizations.<sup>25</sup>*

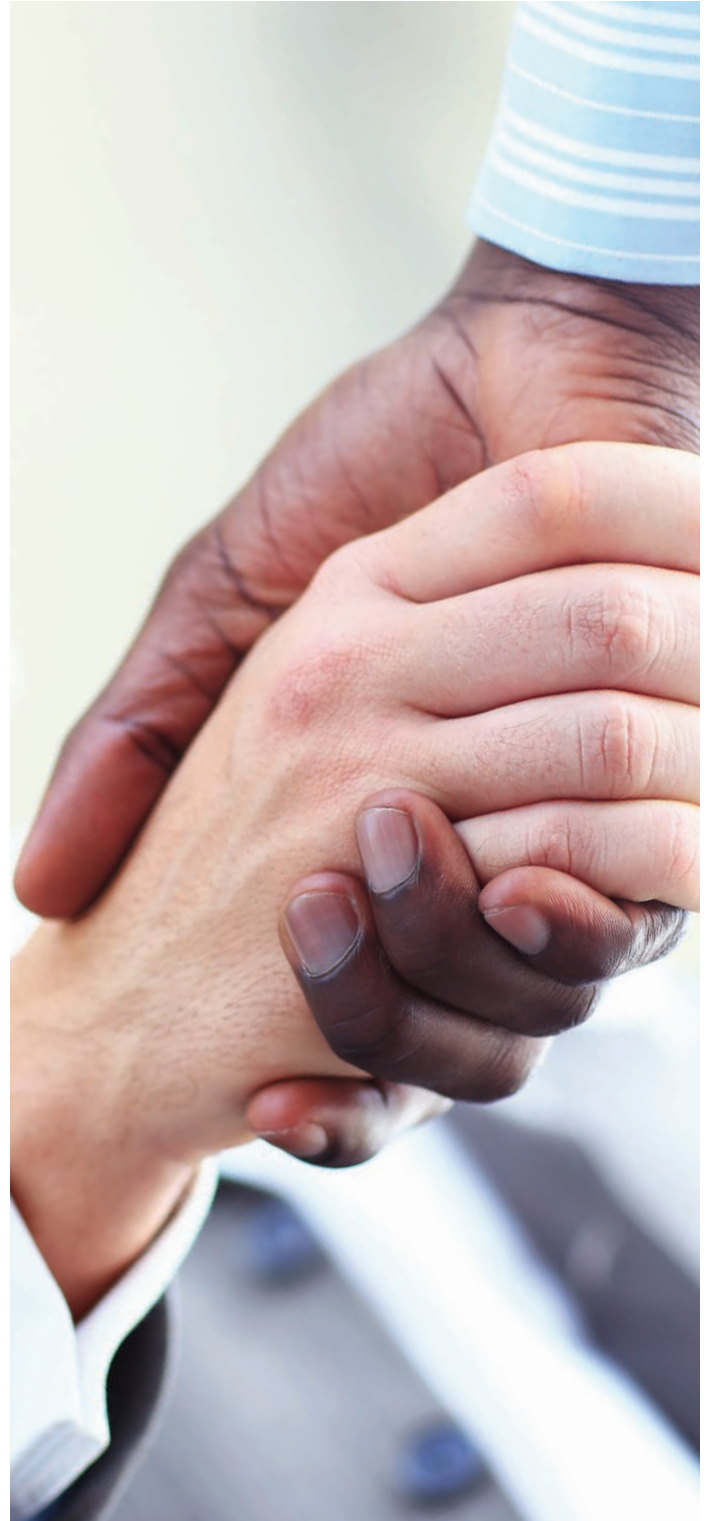




A well-thought out and implemented employee value proposition (EVP) will help with the attraction and retention of highly skilled employees, and contribute to the quest to engage and maintain that engagement. In the modern, highly connected world where social media is at our fingertips, any disconnect between the marketed 'brand' and the reality of working in the organization can negatively impact the relationship with candidates and employees alike.

***Your organization can't just build an EVP. You have to walk the walk.*** The EVP has to be as authentic as it is attractive or it will undermine the goals you are seeking to achieve. And this affects the entire candidate-facing brand of your organization. Research by Glassdoor shows a link between employee satisfaction and the market value of a company — a one-star increase in your Glassdoor rating equates to a 7.9% increase in market value.<sup>26</sup>

A strong employer brand acting in concert with a strong EVP will contribute to your ability to use employees as brand ambassadors. The pervasiveness of social media means that if your employer brand doesn't reflect reality, it will be found out. But this can be used to your advantage, because it supports the authenticity of the brand. The employer brand is believable because it is authentic. Engaged employees will promote your brand, attracting other people who are looking for a similar sense of engagement and fulfillment.



## Internal Mobility

Talent mobility strategies are increasingly important in addressing the challenges of the modern workforce. A well-implemented internal talent mobility strategy supports employee retention and engagement in the workplace.

*Companies with high engagement, strong leadership, reputation, and performance culture achieve 57% higher total shareholder returns,<sup>27</sup> and yet 22% of companies have either no program or an ineffective program to measure and improve engagement.<sup>28</sup>*

Mobility within the organization helps drive engagement and retention by giving employees — particularly younger employees who are more likely to seek new experiences — access to new skill sets, training, and experiences. Organizations will gain considerable value from an internal mobility strategy if they use it to identify and move talent between different business areas. From the employee perspective, this addresses development needs and builds career opportunities, as well as an increase in the sense of contributing to the achievements of the organization. From the organization's point of view, the result is a more engaged workforce with a greater scope of skills and experiences that can be used to fill identified gaps.

Integrating activities across work groups and implementing skill sharing across areas will help to remove recruitment silos, and improve internal recruitment. Internal recruitment will, in turn, help keep employees engaged and feeling appreciated. Millennials are notorious (in a good way!) for their desire for new experiences, and providing the opportunity to move within the organization, whether up or across, will help meet that desire while retaining key skills and talent.

Modern human resources tools are a valuable addition to a talent mobility strategy as they give visibility of the entire available workforce, as well as enable talent mobility to be integrated into other strategies, such as performance management. To achieve this, organizations need systems and processes that integrate recruitment, performance, learning, development, and succession.

## Candidate Experience

Now more than ever, ensuring a positive candidate experience across all platforms and interactions with the organization is essential. In this endeavor, technology and engagement work together to ensure an integrated and seamless experience.

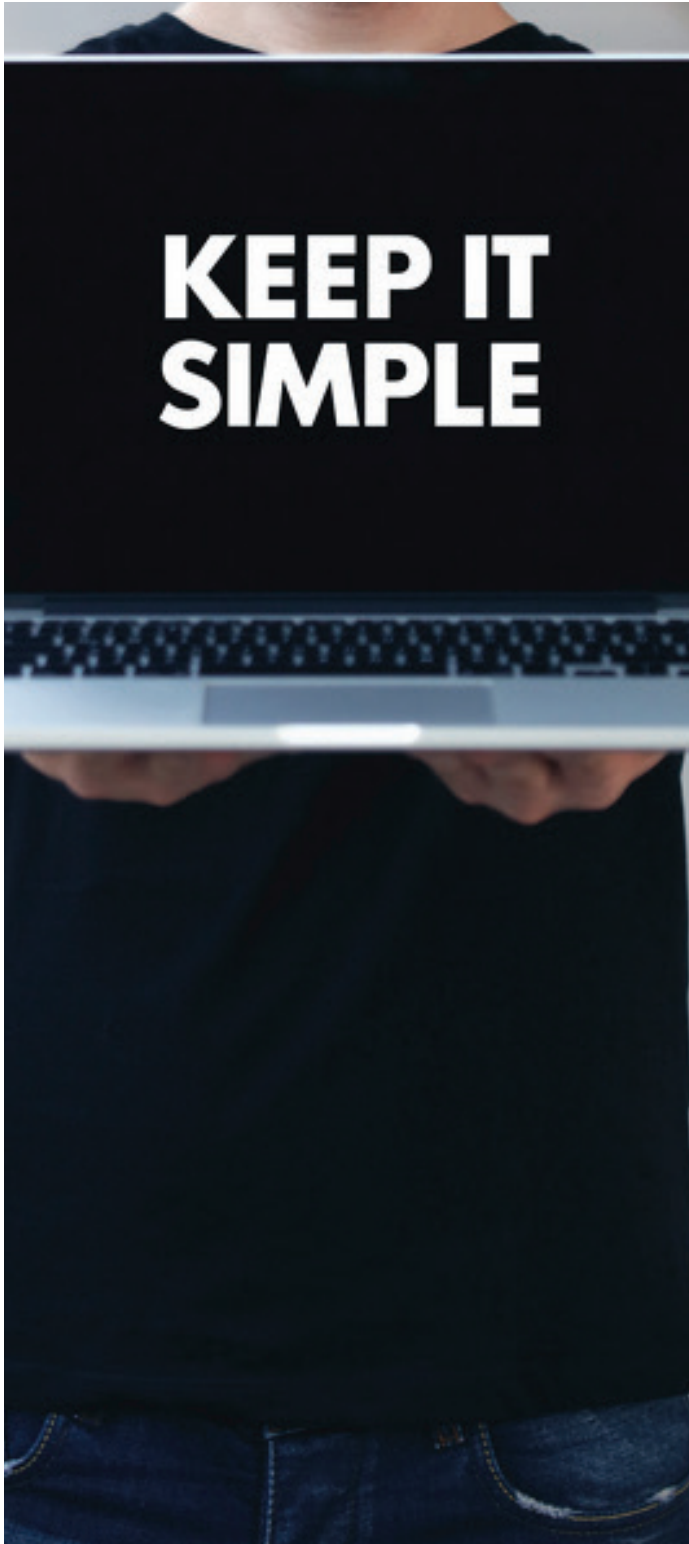


With a billion more mobile devices than people in the world, it's not surprising that **53% of 18-29 year old job seekers** have used their smartphones to find a job.<sup>29</sup>

And as noted in the introduction, approximately 25% of all job seekers have used social media as their primary job search tool, and 70% of 18-34 year olds, report that they found their previous job through social media.<sup>30</sup> The potential concern here is that a significant number of organizations are limiting their talent pool by not maximizing their sourcing channels to meet candidates via their preferred medium.

Embedding mobile and social application processes are important steps on the path to making the search and application processes fast, easy and online. This can be achieved with mobile optimized sites, the ability to populate application forms from social media profiles, and the ability to upload a CV from the cloud. Fostering the 'consumer experience' for your candidate, where you are aiming to provide a service to them on their terms helps to ensure a positive candidate experience.





HR experts agree that well-implemented technology, and making the process as simple as possible, are the essentials of modern recruitment — Laura Kerekes, Chief Knowledge Officer at ThinkHR, says:

*“The cardinal sin of modern recruiting is not making the process easy enough for candidates. Use modern recruitment marketing technologies to ‘make the process engaging and simple’.”<sup>31</sup>*

In such a competitive recruitment environment, engaging with potential employees before they start through a comprehensive and engaging employee onboarding process, has also become crucial; 22% of staff turnover occurs in the first 45 days of employment, and 33% of new hires look for a job within their first six months. More often than not this is an outcome of poor onboarding.<sup>32</sup>

By starting the onboarding engagement in the post-recruitment, pre-commencement period, organizations can safeguard against losing key talent to competitors, as well as ensure that they are ready to hit the ground running.



## Analytics

The availability of recruitment analytics dashboards, brought about by the development and integration of technology into all aspects of business, is a gift to the strategic recruiter. Analytics dashboards can automatically generate data, helping strategic recruiters choose the right channels and determine where to spend their time in pipelining. This data will allow the continuous tweaking, testing and improvement of processes.



Analytics are creating a new era in recruitment management, measurement and engagement. With technology and analytics, talent acquisition professionals have the capacity to target and measure all actions, from ‘push’ and ‘pull’ recruitment, to response rates, time-to-fill, cost-to-hire, turnover, and everything associated with the entire recruitment/employment relationship. Technology allows a truly quantified office.

But beyond basic metrics, analytics also enable strategic assessment of sourcing and quality of talent, and help recruiters plan for the human capital needs of the organization. Analytics give visibility of current and future talent, as well as opportunities. As Jon Bischke, CEO of Entelo, puts it: “One of the ways big data is impacting recruiting is around using social data to identify people who are more likely to be open to new opportunities. (Tools can use) people’s online public footprint to help predict when they might be ready to leave an employer and seek a new job.”<sup>33</sup>

Big data can also be leveraged to cut through many of the layers of traditional recruiting. Bob Myhal argues that big data is becoming key to recruitment:

*“We’re moving to a digital hiring model ... Innovative tools that use social media, big data and other technologies to give tremendous insight into individual job seekers will (be) the primary screening method.”<sup>34</sup>*

Data and metrics already drive a vast number of business decisions and productivity measures, and this trend is well on its way in the recruitment field. Sophisticated software can comprehensively measure recruitment processes and results. Required skills can be anticipated and filled, and performance and assessment information can be put back into the system to help gauge productivity.



However, data on recruitment processes and employee engagement is only useful if organizations are able to use it to inform and improve their performance in this area — **although 75% of companies believe analytics are important, only 8% believe their organizations are strong in this area.**<sup>35</sup>

## Building Candidate Pipelines

With so many networks and channels available to job seekers, the ability to develop and maintain relationships with potential candidates is essential. Building candidate pipelines is a key strategy to achieving success in the modern recruitment environment.

Cutting edge talent acquisition must be a strategic, proactive and forward thinking activity — one that uses all the tools available to maximize the value of the recruiting function. Developing a candidate pool that enables you to pipeline candidates will allow a strategic, rather than reactive, response in filling ‘as they arise’ vacancies, as well as ensuring higher quality of talent.

According to Bersin’s high-impact talent acquisition study, candidate pool development is the one of the most influential performance drivers in talent acquisition.<sup>36</sup> And Aberdeen has found that 68% of best-in-class companies proactively build candidate pipelines, regardless of current hiring needs. This is compared to an industry average of 47%.<sup>37</sup>





However, it is important to balance quantity with quality. The key value of the candidate pool is that it allows for the provision of high impact talent, so while it is important to have a high volume of leads, it is equally important to ensure a pipeline of quality talent is maintained.

Developing engagement with candidate pools, through the use of online communities, blogs, video and social media enables more methodical identification of appropriate talent, proactively targeted over time. This engagement is the key component to converting your candidate pool into a pipeline. Good recruiters must know how to create this engagement, but also how to nurture relationships with potential candidates over time, ensuring engagement levels don't drop off.

Organizational talent acquisition functions also need to be able to predict areas of change — mapping the ebb and flow of the business, being completely up-to-speed on developments in specific areas, and applying this knowledge to strategic forecasting for candidate identification. The best talent acquisition professionals need to be able to network and identify talent in multiple fields to ensure that they can supply talent on-demand through their pipeline.

Talent on-demand requires the ability to forecast demand and make plans to meet it. Used in conjunction with internal analytics on everything from business performance to employee engagement and achievement, forecasting can revolutionize the ability to engage high performing employees.



## Chapter 3: Building Best Practice Recruitment

Fully optimized global recruitment is a business critical proposition. To achieve it, your organization needs to skillfully and proactively handle current changes, while also keeping an eye fixed on the future. This means you need to move beyond just identifying change drivers and trends, to using those trends to inform business practice. To embed best-practice talent acquisition, your organization needs to be agile enough to understand and manage what's coming.

While some companies are standout early adaptors, most vary widely on technological, analytical and strategic maturity, with a fair number overwhelmed by the sheer range of products and systems now available.

This chapter outlines several best practice approaches to address the current and future trends in talent acquisition outlined in the previous chapter.



## Recruitment Management Technologies

Recruitment management technologies are the right-hand of modern talent acquisition. Investment in next-generation recruitment products allows an embedded, integrated approach to candidate management that goes beyond just an applicant tracking system. By automating transactional activities, time can be reassigned to more strategic human capital management activities. But further than this, a unified recruitment management system (RMS) integrates the full scope of the candidate experience — acquisition, onboarding, provisioning and succession — and provides a comprehensive and customizable experience that is both visible and measureable.

Gartner predicts that by 2019, nearly 60% of HR leaders will use a unified talent management strategy.<sup>38</sup> The uptake of a technology-integrated solution has been shown to significantly improve performance: organizations with a higher-than-average adoption of HR applications (such as talent management technologies) have a 13% greater return on equity than if they didn't.<sup>39</sup>

Agile, cloud-based RMS solutions overcome many of the difficulties of implementing a unified system. A cloud-based RMS integrates more seamlessly into existing recruitment ecosystems, as well as is considerably more adaptable to multi-device use: mobile access increases manager adoption of technology from 41% to 66%.<sup>40</sup> These systems will allow recruiters and hiring managers to easily and affordably find, evaluate and organize top job candidates, while innovative assessment and filtering techniques will help provide a 360-degree holistic view of top applicants.<sup>41</sup>

In striving to achieve best practice in this area, it is essential to invest in a mature solution backed by solid R&D and a track record of performance, as well as one that suits your business model. The modern workforce has come to expect a seamless consumer-style experience from all interactions. This means an RMS that doesn't deliver may not have strong uptake, and will be a significant barrier to attracting new talent.

*A cloud-based RMS integrates more seamlessly into existing recruitment ecosystems, as well as is considerably more adaptable to multi-device use: **mobile access increases manager adoption of technology from 41% to 66%.***<sup>41</sup>

## Benchmarking and Forecasting

Until now, the more sophisticated use of analytics has been primarily focused on external stakeholders, and rarely exploited by HR.<sup>42</sup> But the use of benchmarking, forecasting and embedded analytics are essential for everything from talent acquisition to strategic workforce innovation.

Predictive analytics can match the workforce to operational needs — they can be used to anticipate skills shortages, meet upcoming demand, and mitigate against the inevitable skills shortages that demographic changes will bring. The on-demand economy is gradually taking over, and HR will need to embed a level of responsiveness that can only be achieved through forecasting.

*Four out of five CEOs say data analytics is critical to ensure a successful digital strategy,<sup>43</sup> but at present, the use of analytics is not focused on strategically improving talent management.*

It is also worth noting that although most organizations claim they want data-driven strategic HR outcomes, less than 24 months ago, 70% were yet to take action to achieve this.<sup>44</sup>

However, companies that excel in talent and HR analytics will out-compete and out-perform their peers in the coming years. Talent acquisition-mature organizations are four times more effective at improving workforce decisions through metrics.<sup>45</sup>

The key is to invest in the development and use of effective, comprehensive metrics, as well as a commitment to benchmarking performance across a particular industry. Comprehensive metrics are particularly important for comparative analytics and analysis. In order to drive productivity, talent management data analytics must be compared with, and integrated into, whole-of-business data.

The power of an integrated talent management system is that it will facilitate both broad metrics — time-to-fill, quality of hire, manager satisfaction — as well as analytics that will drive strategic innovation.

Ultimately in the future, the best talent-centric organizations will focus on analysis and workforce management, making strategic decisions that are based on predictive modeling, big data, and prescriptive analytics.

## Proactive Sourcing

*With 73% of CEOs citing skills shortages at crisis levels,<sup>46</sup> organizations can no longer expect talent to come to them, but must invest in a broad range of strategies to identify, engage and recruit prospective employees.*

Organizations need to look for candidates through their social media profiles, and anywhere else they have a web presence, since today's professionals expect employers to search for them and take their online branding and positioning very seriously<sup>47</sup> — the modern recruitment experience is very much a proactive, employer-based one.



As we've already recognized, when it comes to proactive sourcing, technology and social media are essential tools, in the hands of the recruiter. It is well established that technology issues, such as a lack of mobile optimization, will discourage talent from applying for jobs.

Again, a seamlessly integrated talent management system can remove a considerable amount of the burden in this regard, by providing the mobile optimization, cloud connectivity and social integration that are basic requirements for the best-in-field recruiter.

Beyond the tools that enable talent sourcing, proactive talent acquisition also requires forecasting, internal mobility and strategic workplace planning. Embedding market intelligence and knowledge to understand future trends and changes, both within the workplace and the economy more broadly are necessary to effectively target for future skills shortages, or future innovation needs. Forecasting to meet these challenges is then supported by identifying and engaging candidate pools, and implementing a pipeline for identified talent, both internally and externally.



## Empowering Hiring Managers

The transactional approach to HR is all but obsolete, and the pressure is on to ensure that recruitment is simple and timely. Shared responsibility for talent management across the organization makes a significant difference in the employee experience, creating stronger engagement and loyalty.<sup>48</sup>

Hiring managers are increasingly caught between the transactional and the strategic, and organizations need to support this business area to make recruiting faster and easier. Technology can step into the breach here, enabling the automation of many transactional activities, while providing savings. One of the key areas that technology can improve talent acquisition is in removing bottlenecks — mobile and cloud-based solutions allow fast engagement from all business areas, streamlining recruitment.

Effective technology solutions can also improve the interactions between hiring managers and recruitment teams.

This is key as research shows that internal engagement and relationship building is essential to recruitment. Bersin reports that a strong relationship between recruitment teams and hiring managers is by far the top driver of talent acquisition performance:

*“The impact of effective relationships with hiring managers is seen not only by smarter hiring decisions and increased productivity but also through the greater perception and value of talent acquisition as a whole in the organization.”<sup>49</sup>*





## Recruitment Marketing

**Nine out of 10 candidates** are likely to apply for a job when it's from an employer brand that is actively maintained<sup>50</sup> — that is, an organization with a strong brand identity. The way an organization attracts talent has changed, and recruitment-specific marketing has become a key component of this process.

*INSERT FAMOUS  
BRAND HERE*

Recruitment marketing enables you to use your organizational brand to attract talent into a recruiting funnel. It's about attracting people not just to a specific position within your organization — and to obtain its maximum value, you need to leverage all of the available avenues. While recruitment marketing uses a lot of traditional marketing techniques, it's important to remember the difference. Where traditional marketing aims to sell value and subsequently volume, recruitment marketing aims to sell affinity, and attract quality. Therefore, it needs to be both targeted and specific — you have finite positions to fill, and you want the best possible employees in those positions.

To achieve this, you need to build an engagement ecosystem, where potential employees feel a sense of personal engagement with your organization. A strong social, mobile and web presence, and a confident networking strategy will all sell your brand. Investing in cutting-edge communication tools are also an essential part of selling your employer brand — Millennials, who are expected to make up 75% of the workforce by 2025,<sup>51</sup> have come to expect a consumer-quality technology experience in all areas of their life, including employment.



Tools such as video conferencing and mobile optimization are about building and maintaining your brand to reach, engage, and keep your talent. But you may want to think beyond that — integrating virtual or augmented reality into your recruitment process can personalize your relationship with candidates. Introducing gamification into the application process can create an energizing sense of competition that also helps build engagement.

Marketing your employee brand globally to reach a mobilized global audience is a smart way to tap into today's labor market. Technology has given organizations the ability to recruit globally and individuals the ability to work remotely, so you also need to market your brand for a global audience.

Recruitment marketing is about attraction as opposed to retention, although obviously you want both. In fact, attraction will lead to engagement and retention, so test your approaches and trial different methods to see what works for your organization, and review the impact. Build your brand correctly and your employees will perpetuate it for you. Metrics used for measuring marketing success have been tried and tested and are always worth doing — recruitment marketing should be high impact for high value.

# Chapter 4:

## A Guide to RMS Best Practice

In Chapter 3 we identified the best practice approaches to ensure that your organization is not just meeting today's recruitment challenges, but innovating for change and development. What should be clear from this is that talent acquisition needs to be a fully strategic proposition that leverages the value that technology brings to the table. Chief among these tools is a world-class recruitment management system (RMS).

***Here are 10 gold-standard attributes you should look for in an RMS, to help you choose the right one for your organization:***

1. Lives in the Cloud
2. Integrates Seamlessly
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6. Empowers Hiring Managers
7. Leverages Analytics
8. Facilitates a Seamless Candidate-to-Employee Transition
9. Delivers a Unified Experience
10. Comes with Outstanding Service and Support

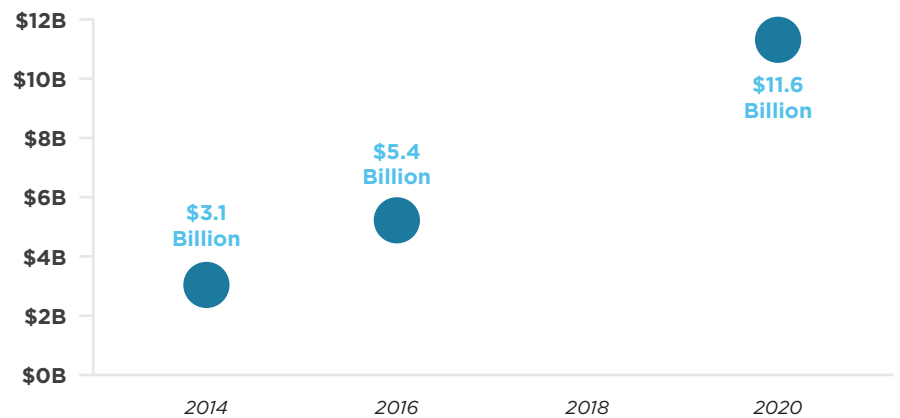
# 1. Lives in the Cloud

Cloud computing has taken off.

Revenue from cloud-based Software-as-a-Service (SaaS) hit \$5.4 billion in 2016, up from \$3.1 billion in 2014.

By 2020, the revenue for SaaS alone is expected to hit \$11.6 billion.

**Software-as-a-Service Globalized Annual Revenue**



There is predicted to be a 45.8% growth in external cloud adoption over the 24 month period of 2016/17.<sup>52</sup> This growth has been driven by exponential demand for cloud-based SaaS solutions — and for good reason.

For starters, SaaS computing can mean lower IT costs for your organization. Cloud-based RMS solutions reduce your onsite IT costs by transferring much of the heavy computing — such as data storage and bulk computing power — offsite to your service provider. They also allow organizations to move with speed and agility, staying up-to-date with best practices in recruitment, talent management and technology in the simplest possible way.

Being hosted in the cloud and accessible over the internet enables access from desktops and mobile devices anytime, anywhere. This removes the need to hire managers and HR professionals to be in the office to access, approve and manage recruitment activities. SaaS solutions also mean doing away with complicated installation processes and troubleshooting. This can save days, weeks and reduce the need for liaison.

The best systems are instantly scalable to meet fluctuating demands and have the added bonus of being 'versionless', meaning they update automatically without the need for downtime and assistance from onsite IT staff.

## 2. Integrates Seamlessly

A first-class RMS enables an integrated approach to talent acquisition, so it's essential to find one that fits in seamlessly with your existing systems including HRIS, social networks and apps, background screening services, and analytics and video tools. Without this integration a large part of the value of an RMS is undermined. What you need is an RMS that plugs in to HR, LinkedIn, Facebook, career sites, and online assessment and video interviewing providers.

By creating a seamless recruitment ecosystem you can reduce the complexity of your partner networks, decrease administration and the chance of human error, and deliver a truly faultless user experience. You want your RMS to deliver the perfect customer experience to everyone who interacts with it — candidates, hiring managers, recruiters and line-of-business managers.



## 3. Accommodates Your Organizational and Sector Needs

The recruitment market is a mature one, giving you the option to find an RMS that meets your specific needs. You need a flexible solution that suits your talent acquisition approach. To find this, you require a provider that offers depth of functionality and configurability as well as the ability to streamline both volume and specialist recruitment processes.

Specialist recruitment practices, such as those used in higher education, have unique requirements and may require more options and configurability. Before you invest, make sure your RMS choice supports complex position management, higher education workflows, EEO and OFCCP reporting and search committee processes.



## 4. Supports a Proactive Approach

Recruitment is merging with marketing as organizations put a lot more effort into employer branding and proactive sourcing to secure the best people. Your talent acquisition tools should support these activities.

An RMS is not just for managing job applications — you should choose a system that includes robust search and candidate relationship management (CRM) capability. Don't get caught out by selecting a provider that outsources CRM capabilities at an additional cost — the best RMSes will provide CRM capability as part of core functionality.

*The best RMSes should also support proactive search and employer branding by using social media to find and engage candidates: The top reason 82% of companies cite for using social media for recruitment is to recruit passive job candidates.<sup>53</sup>*

Research also shows us that the best candidates come via referrals, so make sure you're maximising the value of your employees by choosing an RMS that manages this for you.

**JOB APPLICATION**

1. PERSONAL DATA		2. PREVIOUS EXPERIENCE	
NAME	<input type="text"/>	JOB 1	<input type="text"/>
SURNAME	<input type="text"/>	JOB 2	<input type="text"/>
ADDRESS	<input type="text"/>	JOB 3	<input type="text"/>
EMAIL	<input type="text"/>	JOB 4	<input type="text"/>
EXTRACT	<input type="text"/>		

**3. PICTURE UPLOAD**

SELECT

## 5. Prioritizes the Candidate Experience

*23%  
of all keyword  
searches from  
mobile devices  
contain the  
word 'job'.<sup>55</sup>*

Advanced social and mobile capability is now essential to deliver a first-class candidate experience. Candidates have come to expect a consumer experience when they are applying for a job and you want to make sure you are delivering it.

With 23% of all keyword searches from mobile devices containing the word 'job',<sup>54</sup> and 90% of organizations using social media to attract candidates,<sup>55</sup> if you aren't prioritizing the candidate experience, you're probably missing out on the best talent.

Mobile is now a key touch-point for engagement, so when you're choosing an RMS make sure it delivers a mobile experience that is as good as its desktop experience. Millennials also expect to be able to use their social media profile to apply for jobs, and a best-in-class RMS should be able to provide this functionality.

## 6. Empowers Hiring Managers

We are seeing an increase in direct hiring, with business areas demanding faster turn-around and less administrative burden. You need to equip your hiring managers to move quickly and decisively.

Make sure your solution is streamlined and easy to use. Ideally, your RMS should empower hiring managers to increase efficiencies. Through mobile optimization you should also be using it to remove bottlenecks to critical tasks, such as approvals. An easy-to-use system that is available anytime, anywhere, will have a far greater uptake than one which is complex or tied to your desktop.

## 7. Leverages Analytics

Performance in business today hinges on analytics and strategy, and recruitment is no exception. Targeted, strategic, big data analytics will give the modern organization the ability to outperform industry peers. Sophisticated analytics capabilities should be a core requirement when shopping for an RMS vendor. Your RMS should have the in-built ability to measure effectiveness and efficiency of recruitment activities to support both automation and streamlining. By moving your analytics to strategic assessment, such as looking at sourcing effectiveness and quality of hire, or using them to build a talent pipeline, you gain a competitive advantage.

Embedded analytics and reporting capability should be a non-negotiable feature of your RMS. Make sure you check out these features before making a choice.

## 8. Facilitates a Seamless Candidate-to-Employee Transition

Engagement of new hires is essential from the day that both parties say "yes". You need to fast-track induction and make a great first impression with an onboarding process that is welcoming and productive. As such, comprehensive onboarding functionality is non-negotiable in a modern RMS.

Make sure that new hires hit the ground running via an engaging and interactive onboarding portal, designed to ensure all HRIS and payroll mandates are catered for, as well as provide induction and learning opportunities.

Best-in-class onboarding functionality also gives managers one-click access to know when a new employee will commence, what their learning and induction path is and where they are in that process at any given time. Your RMS should give you the option for new starter activities to be assigned from a central administration hub or by the manager, and allow you to track these activities through to completion.

## 9. Delivers a Unified Experience

Embedding your recruitment solution within a fully integrated unified talent management (UTM) solution can provide your organization even greater value than a simple, stand-alone RMS. It achieves this by supporting talent mobility and enabling you to scale your workforce quickly to meet business needs.

A world-class, UTM solution delivers one experience to candidates (that become employees) throughout the entire employment lifecycle — from recruitment to onboarding, learning and development, performance management, and promotion and succession.

An RMS that is part of a UTM solution will align your internal and external hiring and talent pools, enabling identification of the right people for the right roles at the right time. While supporting the candidate experience, it will also help your organization identify, develop, engage and recruit for the future.



## 10. Comes with Outstanding Service and Support

When you're looking for an RMS, look beyond the software to the experience you want delivered. You should look at the vendor's track record and the quality of the support they offer. High quality support will let you modify and personalize the system to better suit your workplace and give you maximum benefit. This means finding an experienced and reputable vendor offering a package that includes top-notch support during implementation, as well as on an ongoing basis. When you're weighing up your options, make sure your licensing fees include post-sales support to avoid hidden costs.

Market experience is also a key factor. Does your vendor have a significant amount of specialist experience behind them? Do they have the experience you need in your industry? It's also worth looking at client retention — choosing a vendor with a strong client retention rate will give you confidence that you're getting top quality service.







# Conclusion

**Recruitment, which was once a simple process of post-and-fill, has become a complex field; as complex and strategic as any other key business area with just as many demands, challenges and areas requiring specialist attention.**

As a dynamic relationship between the organization and the candidate, talent acquisition must be fully and intelligently integrated within appropriate technology solutions.

For recruitment professionals, the current generation of RMS solutions create an opportunity to develop and innovate into the future — to get ahead of the pack.

The tools of modern recruitment are more and more important for organizations that want to manage their talent acquisition strategically.

While investing in strategic recruitment can create both financial and time costs, getting it right in this area gives your organization a competitive advantage, and will set you up for a solid return on investment into the future.

In the current recruitment environment, it's never been more important to ask yourself how effective your talent acquisition strategies are. But don't just ask, act.

In the fiercely competitive arena of the modern recruitment market, you need an innovative approach to attract talent. And to recruit and retain it, you need a first-class RMS.

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We are a global, talent management software provider helping organizations strategically align their human resources across borders, business units, cultures and languages.

Our SaaS-delivered and mobile-enabled solution unifies Recruiting and Onboarding, Learning and Development, Performance Management, Compensation, Career Planning and Succession Management, with Advanced Workforce Analytics running across all modules; assisting employers overcome talent management challenges that are inherent in operating across multiple countries.

We support local and multinational organizations, including several Fortune 500 employers, and our solution is being accessed in more than 190 countries across a broad range of industries. We serve customers globally, with offices in New York, London, Singapore, Hong Kong, Manila, Melbourne and Sydney.

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