

*Personified*<sup>™</sup>  
a division of CareerBuilder®

*JOB ADVERTISEMENT  
DESIGN & OPTIMIZATION*

*ABC COMPANY*

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*Presented by:*

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## Section I: Executive Summary

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ABC Company was founded in Cordele, Georgia in 1926 and was one of two major American lawn mower manufacturers to survive the Great Depression. Today, ABC Company focuses on lawn mowers and snow blowers and is ranked 893 on the Fortune 1000 list, operating more than 1100 dealerships on 3 continents, and employing over 2,500 people worldwide.

ABC Company is the exclusive southeast distributor of ABC Company Lawn Mowers, Snow Blowers, and Accessories which are provided through a network of authorized ABC Company Retailers. ABC Company office and distribution facilities are located in Macon, Georgia.

ABC Company is currently evaluating the effectiveness of its “Mower Technician” job posting and engaged Personified to provide an analysis and optimized re-write of the job posting for online media.

The major recruitment challenges facing ABC Company are:

- Attracting target talent to job posting that match ABC Company’s desired qualifications
- Filtering out unqualified job seekers
- Spending resources and time sorting through volumes of resumes as opposed to focusing on best candidate matches
- Accurately communicating company culture and benefits as well as defining ABC Company’s recruitment identity to candidates

In reviewing ABC Company’s current job posting, Personified established that there is a good foundation from which to grow. The current posting have some strong key attributes, and by combining them with data collected from internal and external sources, Personified refined all the information and generated effective recruitment messages. These messages capture the details of the position as well as the essence of the company and its culture.



At the conclusion of this analysis, Personified makes several recommendations that will enhance the look and performance of ABC Company's recruitment advertisement. These changes will help in attracting qualified candidates and filter out those who do not match the desired skill sets. The overall impact for ABC Company will be increased productivity as a result of attracting target talent.

## Section II: Project Goals & Objectives

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The goal of Personified's Job Advertisement Design and Optimization Engagement is to clearly describe the duties, expectations and specific skill sets required to perform the job responsibilities of the position being examined. Job postings are critical as they educate and position candidates for success in the role as well as allow new employees to begin a job with a clear understanding of their day-to-day activities. This knowledge means filtered, quality candidates apply to the job. It also enables job seekers to understand ABC Company's culture and determine whether or not they believe themselves to be a good fit.

The Goals of the Job Advertisement Design and Optimization Engagement for ABC Company were to:

- Accurately reflect the duties of the role in order to attract ABC Company's target talent
- Use both competitor and market data to make the job posting relevant
- Evaluate ABC Company's job posting against identified talent competitors' postings to assess strength and value proposition to candidates

The Objectives of the Job Advertisement Design and Optimization Engagement for ABC Company were to focus on three main results:

- Provide ABC Company with an optimized job posting using keywords, accurate job titles, job descriptions and requirements to attract target talent
- Increase the number of qualified candidates applying and entering the interview process for the position, while decreasing the amount of unqualified applicants



- Portray an accurate understanding of what the position entails, what it takes to be successful in the role, and what skills are required, while providing job seekers with a clear understanding of the ABC Company culture and environment.

## Section III: Methodology

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Personified's proprietary approach to job advertisement optimization goes beyond the typical notions of just adding new keywords to a posting. Personified not only honed the current job information but also the company information in order to give job seekers a good understanding of the job and why ABC Company is a great employer. In addition, we analyzed online candidate attraction aptitude and provided suggestions to more effectively recruit ideal talent.

### Research

Personified performed a myriad of research for this engagement. The following data gathering techniques were used in areas of the engagement.

#### **Background Research**

Personified began by gathering background research about ABC Company, such as history, position in industry, mission, awards, accreditations, employee value proposition, and culture. Next, for the jobs, Personified collected company documentation, including the current job descriptions, departmental goals, position interactions and career pathing. Personified also reviewed recruitment-related and company culture content on ABC Company's website.

#### **Interviews**

The next step was for Personified to conduct interviews. The first interview was with the project sponsor Bill Smith. This in-depth conversation helped Personified understand the importance of the role, the target talent desired and the potential gaps in the current job advertisement. In addition, it allowed us to understand what ABC Company expected as the outcome and to determine the current value proposition for candidates.



The second set of interviews was with Hiring Managers who oversee employees in the Mower Technician position. Personified interviewed Jane Klein, David Akins, Tanya Williams and Jim Johnson. The interviews consisted of questions about the duties, tasks, knowledge, skills, and abilities needed to succeed in the position. Personified asked the Managers to describe the top employees and below-average employees in the role they oversee. Personified also asked the current employees to describe a typical day and list their most important responsibilities. The outcome from these interviews was a set of core competencies for the position which later was compared to the current posting in regard to the knowledge, skills, and abilities needed for the position.

In all interviews, Personified also gathered information surrounding the company, culture, working environment, industry position, competition for talent, awards and recognition, and key differentiators.



## Focus Areas

Personified developed ABC Company's new job advertisement by focusing on the most critical areas that affect your organization's ability to successfully attract and recruit talent and thus meet your business objectives. The key areas Personified focused on were:

1. Talent Pool
2. Competition for Talent
3. Job Advertisement
  - a. Job Titles
  - b. Keywords
  - c. Job Basics
  - d. Job Overview
  - e. Job Requirements
  - f. Company Engagement
  - g. Candidate Experience
4. Internet Optimization
  - a. Keywords

## Talent Pool

### **Employment Search Methods**

Personified used its proprietary data to study the search patterns of candidates who meet your criteria to determine exactly what keywords, phrases, concepts, and job titles are needed to write the most effective job advertisement that gains maximum exposure to the right talent.

### **Employment Attributes**

Personified focuses on what target talent desires in an employer. Our survey includes a review of 17 employment attributes that Personified has determined are most critical to job seekers and asks target talent which ones are most important to them. These attributes are: salary, benefits, location, advancement opportunities, work-life balance, reputable company, personal fit with



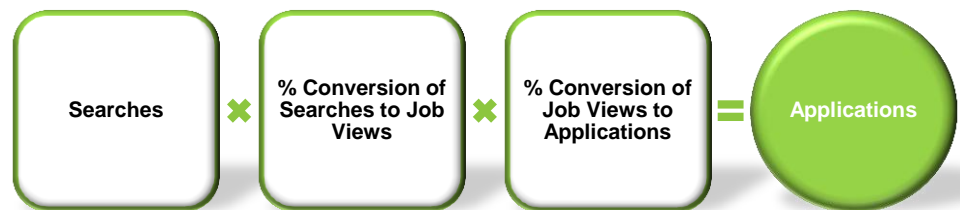
boss, training, bonus and rewards, industry, company culture, interesting assignments, amount of travel, company financials, diverse employee base, environmentally conscious, and community outreach.

## Competition for Talent

When trying to attract talent, it is important to understand your competitors and how you stack up in terms of candidate attraction metrics and critical employment attributes. Personified has compared ABC Company to several competitors provided.

### Job Performance Index

In order to determine how effective your company is with its job advertisement,



Personified uses its proprietary Job Performance Index: applications = searches x the percent of conversion of searches to job views x the percent of conversion of job views to applications. We use this calculation to compare the effectiveness of your company's advertising spend in each of the four areas above vs. your competitors' advertising spend, and we identify critical areas for improvement as well as the key attributes necessary for creating a top performing job.

Searches measures how good your advertising strategy is at getting the most people to see your opportunities for every dollar you spend. The conversion of searches to views measures how many people convert from exposure to the job to interest in the job. Finally, conversion of views to applies looks at how effective you are at converting interest into applications. We evaluate the top performers in each of these areas to build recommendations on how to maximize the performance of your sourcing spend.



## Job Advertisement

Personified focused on ABC Company's current job advertisement. During this phase, Personified recommended enhancements, additions, and even deletions of certain content. Personified then used these recommendations to craft a new job advertisement. The goal of the new job advertisement is to maximize the Personified Job Performance Index, mentioned earlier, in order to gain maximum exposure to your target talent and compel those individuals to apply for your job. Personified evaluated the current advertisement based on the following areas:

**Job Titles.** Personified reviewed your current job title for familiarity and search optimization because an internal title is not always the best job title for an external job posting. The job title is the most important part of the job advertisement because it is weighted heaviest in search results. Thus, Personified helps you use the most appropriate titles and utilize them in the body of the job advertisement.

**Keywords.** Personified used its proprietary data to help ABC Company come up with the best keywords to use in your posting based on what talent is using to find jobs.

**Job Overview.** Personified reviewed all basic information such as location, salary, industry, job type, experience, experience level, education level, and contact information to determine if ABC Company's posting includes clear information and the content that job seekers desire.

**Job Basics.** Personified reviewed and then made recommendations regarding the duties and overall job description within the advertisement for accurate and compelling information based on the research findings.

**Job Requirements.** Personified assessed the minimum requirements to make sure all listed items met the findings from the hiring manager interviews. We also reviewed the preferred qualifications, which are the nice-to-have skills and background for candidates.



**Company Engagement.** Personified evaluated the current company information provided in your job posting to determine if the employment value proposition, which is the perceived value that ABC Company offers as an employer to its employees, is compelling to candidates and truly persuades them to apply to the jobs. From this, we crafted a new company information section that incorporates the new employment value proposition and shows off ABC Company's status as an employer of choice.

**Candidate Experience.** Next, Personified reviewed the advertisement content for readability, flow, and use of formatting. In addition, Personified reviewed all branding (images, colors, logos, etc.) on ABC Company's job advertisement to determine how to enhance the look and feel of an advertisement so it engages candidates to read the content. From this, we designed enhanced the job advertisement to entice candidates to read the content and apply to the jobs.

### Internet Job Optimization

The final step was to help ABC Company leverage the web to increase their job postings exposure to talent. We reviewed keyword buys, other media on which to post, and ABC Company's company job site to make recommendations on how to improve the performance of your posting in a variety of arenas.

### **Search Engine Optimization**

After crafting the basics of the new job advertisement, Personified looked for ways to improve how often your advertisement, posted on your company career site, comes up in job seeker searches on the top four search engines: Google, MSN, Yahoo and Bing. We also suggest simple coding improvements and keywords buys.

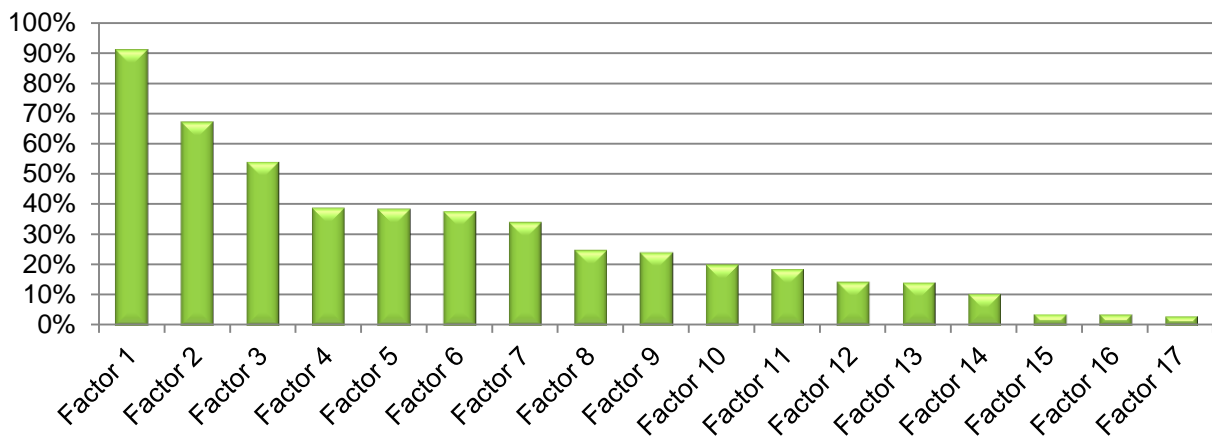


## Section IV: Key Findings

### Talent Pool

In order to understand areas of improvement for ABC Company's job advertisement, Personified benchmarked candidate's desired factors when considering an employer based on proprietary candidate surveys. To appreciate the needs and wants of job seekers, we examined the factors target talent considered when applying for a position. In creating the revised posting, Personified utilized this information to ensure the posting focused on employment attributes that are most important to your desired pool.

**Figure 1: Ranked Importance of Employment Factors to Target Talent**



When asked to rank the criticality of the factors, [Factor 1] was most frequently ranked as being one of the top five most important factors when considering a job. [Factor 2] and [Factor 3] rounded out the top three most frequently ranked in the top five most critical employment factors. On aggregate, about 51 percent of target talent ranked [Factor 3] followed by [Factor 4] (at 41 percent) and [Factor 5] (at 40 percent) as one of the five most critical factors.



In order to attract top talent, it is imperative to be competitive in the areas most target talent finds critical so you can leverage them in recruitment. Specifically, you should first evaluate whether you have [Factor 1] and [Factor 2], as well as [Factor 3] since the vast majority of target talent places the most weight on these factors in employment decisions. These factor in your messaging, both in your job advertisements as well as when your recruiters are talking with candidates about employment opportunities.

It is essential to understand which factors are the most important to target talent in evaluating a job opportunity, but it is also critical to understand which factors are the least important. Data indicates that target talent places some value on [Factor 15], has [Factor 16] or [Factor 17]. However, excelling in these areas will not help you win top talent unless you are effective in the areas that job seekers find most critical. Since you have a candidate's attention for only a limited amount of time, you must choose what information to communicate wisely. Focusing on [Factor 1], [Factor 2], [Factor 3], and other desired factors is critical on job advertisement and during initial conversations with candidates, while addressing 'nice-to-have' factors, such as [Factor 16] and [Factor 17] can be discussed later in the process.

## Talent Competitors

Our first step in understanding the specific areas of improvement for ABC Company's job posting was to compare ABC Company's posting to similar postings advertised by identified competitors and determine relative strengths and weaknesses.

Figure 2, below, considers 24 posting attributes that are enticing to target talent and assesses ABC Company's position in each category versus named competitors. The scale used notes that 1=the attribute information is available on the job advertisement and 0=the attribute information is not available.



Figure 2: Talent Competitor Posting Analysis

Posting Attributes	ABC Company	Applesoft Mowers	Southeast Mowers	Mike's Mowers	Mowe's	European Mowers Int'l
[Attribute 1]	0	1	0	0	1	1
[Attribute 2]	1	0	0	0	0	1
[Attribute 3]	1	1	1	0	0	1
[Attribute 4]	0	0	0	0	0	0
[Attribute 5]	1	1	0	1	1	1
[Attribute 6]	1	1	0	1	0	1
[Attribute 7]	1	1	1	1	1	1
[Attribute 8]	0	1	1	0	0	1
[Attribute 9]	0	0	0	0	0	0
[Attribute 10]	0	0	0	0	0	1
[Attribute 11]	0	0	0	0	0	0
[Attribute 12]	0	1	1	1	1	0
[Attribute 13]	1	0	0	0	0	1
[Attribute 14]	0	0	0	0	0	1
[Attribute 15]	0	0	0	0	0	1
[Attribute 16]	1	1	0	0	0	1
[Attribute 17]	0	0	0	0	0	0
[Attribute 18]	0	0	0	0	0	0
[Attribute 19]	0	0	0	0	0	0
[Attribute 20]	1	1	0	0	1	1
[Attribute 21]	1	1	1	1	1	1
[Attribute 22]	1	1	0	1	1	1
[Attribute 23]	0	0	0	0	1	0
<b>Total</b>	<b>10</b>	<b>11</b>	<b>5</b>	<b>6</b>	<b>8</b>	<b>15</b>

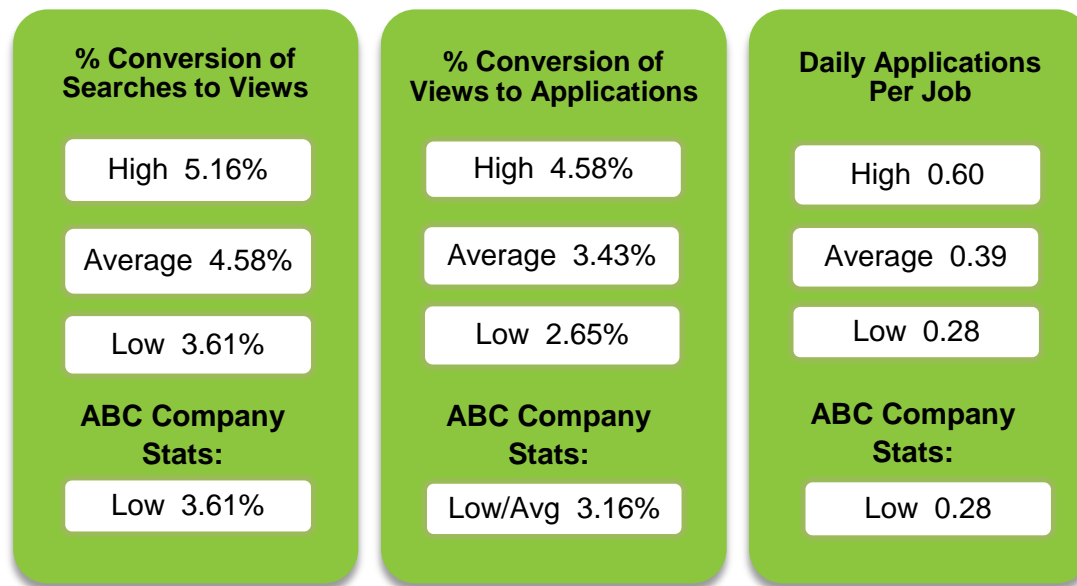
In the above chart, ABC Company is compared to its identified competitors. European Mowers International scored the highest with 15 of the 23 attributes in its job posting. ABC Company ranks third on the list with a score of 10 out of 23 attributes. This information tells us that ABC Company's posting have many areas of improvement on which to focus. A relative comparison indicates that ABC Company's posting does not have technical strength such as keywords and accurate titles that provide exposure to qualified job seekers. Substantively, the posting lacks



information about the company and its culture and has a sterile listing of responsibilities and requirements. Having representation in every one of the chart's categories would maximize ABC Company's exposure to qualified job seekers and strengthen the quality of candidates.

**Figure 3: Snapshot of Performance of All Talent Competitors**

**Mower Technician**



**Analysis:** Job seekers are not clicking on the job once it appears in a search as much as competitors' jobs. Once a job seeker does read the posting, the statistics improve slightly and show applications at a Low/Average rate. The low number of daily applications suggests applicant drop-off once the candidate clicks "Apply Now". These statistics reveal that the most pressing issue is to create more posting exposure; this can be enhanced by including a stronger title and keywords.



## Job Advertisement

Personified's recommendations are based upon the gaps identified in your current posting compared to your competitors' postings. In this section, Personified outlines the information gathered from research conducted, presents ABC Company's current posting, and provides a new job posting with the intention of positioning ABC Company as the clear employer of choice.

## Research

Personified's interviews revealed specific information about the duties performed each day and the soft skills required for the position. Overwhelmingly, our research revealed that a perfect candidate would possess certain soft skills such as a passion for the ABC Company brand and a flexible, outgoing demeanor more so than any technical skills required of the position. All of the interviewees believed that a personality match was far more important than background and/or experience. Therefore, Personified added many soft skills as requirements. These types of details may increase qualified candidates while decreasing applicants that are not a good match for the position.

Figures 4-8 highlight the information gathered in the interviews and whether or not it was emphasized in the original advertisement.

## Original Advertisement: Mower Technician

Systems Analyst- ABC Company

### **JOB DESCRIPTION**

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#### **Summary Description**

Repair, customize, maintain, or overhaul both customer and dealer owned mowers as close to the allotted time schedule as possible with excellent quality.



**Key Results Areas:**

- Service Department Operations
- Customer Service

**Major Duties and Responsibilities:**

**1) Service Department Operations**

- See attached Technician Skill Progression worksheet for Competencies & Commitments.
- Provide prompt, dependable, **high quality**, vehicle service to (internal & external) customers.
- Complete repair work within the scheduled or allotted time period whenever possible. Continually improve this “efficiency” skill.
- Maintain productivity (time spent working on billable jobs) as close to 100% as possible.
- Accept work assignments from Service Writer / Manager.
- Request parts for the job as early as possible when needs become known.
- Perform service, repair, and customization work in accordance to factory specifications.
- Assist Service Writer, when requested, with writing up work orders, communicating with customers, test riding, or any other issue which will help ensure customer satisfaction.
- Notify Service Writer / Manager of additional work needed or any delays in expected completion as soon as they become known so that customer may be contacted and notified of the delay.
- After job is finished ensure proper completion and filing of paperwork.
- Keep work area as clean as possible and assist others with maintaining shop cleanliness.
- Maintain technical (PHD and other) qualification by completing any necessary training programs assigned to you by the Service Manager.

**2) Customer Service**

- Minimize come-backs and deal with them promptly and satisfactorily when they do occur.
- Keep customers' vehicle cleaner than when it was dropped off.

**3) Other Duties, As Assigned.**

**JOB REQUIREMENTS**

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**Qualifications:**

- Completion of a factory authorized formal training or equivalent work experience.
- Current mower technician license.

**Job Requirements:**



- Service Technicians need both basic and special tools to properly diagnose and service our products. All Service Technicians are required to own a set of tools within 60 days of hire.

**Figure 4: Hiring Manager vs. Current Posting on Knowledge, Skills, and Abilities**

Job Knowledge, Skills, and Abilities	Job Advertisement	Hiring Manager
Completion of a factory authorized formal training program or equivalent work experience.	X	X
Current mower technician license.	X	X
Service Technicians need both basic and special tools to properly diagnose and service our products. All Service Technicians are required to own a set of tools within 60 days of hire.	X	X
Passion for ABC Company brand and industry		X
Ability to effectively perform duties in time sensitive environment		X
Positive attitude, coachable and willing to learn new skills		X
Detail-oriented and precise		X

**Revised Advertisement: Labor – Mechanic – ABC Company Mowers**

**Company Overview**

**Experience the Excitement....**

ABC Company unites people deeply, passionately and authentically. And in this unity there is a rich and unending variety of personal experiences. From town to town and country to country, ABC Company transcends cultures. With both global significance and local relevance, it's no



surprise that ABC Company ranks as one of the strongest brands in the world. Of course, such recognition is gratifying, but igniting the fire within people all over the world is much more important.

The ABC Company culture strongly propels our company to the successful heights we enjoy today. A culture that provides employees with continued opportunities for growth and professional development because we believe that people are our only long term competitive advantage. Our culture believes in providing high customer satisfaction by supplying products and services that delight customers and offer value. And, our culture and values promote employee development, diversity, and leadership excellence.

### **Job Description**

#### **Experience The Excitement of Working With ABC Company Mowers!**

ABC Company is the exclusive distributor for the ABC Company Mowers, parts, accessories and branded products and related services which are provided through a national network of authorized ABC Company retailers.

We are currently seeking mower mechanics to provide prompt, dependable, high-quality, vehicle service to our customers. Our mechanics are a key driver in providing exceptional customer service and making the ABC Company experience positive in every way.

#### **Responsibilities:**

- Accept work assignments from Service Writer / Manager.
- Request parts for the job as early as possible when needs become known.
- Perform service, repair, and customization work in accordance to factory specifications.
- Complete repair work within the scheduled time period
  - Maintain productivity (time spent working on billable jobs) as close to 100% as possible.
  - Notify Service Writer / Manager of additional work needed or any delays in expected completion as soon as they become known so that customer may be contacted and notified of the delay.
  - Assist Service Writer, when requested, with writing up work orders, communicating with customers, test riding, or any other issue which will help ensure customer satisfaction.
  - Ensure proper filing of paperwork upon completion of repairs.
  - Deliver customer's vehicle in cleaner condition than when it was dropped off.
  - Keep work area clean and assist others with maintaining shop cleanliness.
  - Maintain technical (PHD and other) qualification by completing any necessary training programs assigned by the Service Manager.

#### **Requirements:**

- Completion of a factory authorized formal training program or equivalent work experience.
- Current mower technician license.



- Service Technicians need both basic and special tools to properly diagnose and service our products. All Service Technicians are required to own a set of tools within 60 days of hire.
- Passion for ABC Company brand and industry
- Ability to effectively perform duties in time sensitive environment
- Positive attitude, coachable and willing to learn new skills
- Detail-oriented and precise

### **This Is Where We Thrive!**

Our commitment to quality management and employee development is paramount to the ABC Company culture and to our future success. As a complement to our people-centric environment, we provide an amazing benefits package to ensure the well-being of our valued employees and their families.

- Competitive compensation plan-guaranteed salary and bonus program
- Dental, prescription drugs, 401(k), Life Insurance, Disability Insurance (long and short term)
- Paid time off for vacation and holidays-7 days year one, 14 days year 3, 21 days year 5+
- Personalized Career Development Plan
- Family-oriented and very flexible scheduling, especially in the winter (off season).

We work hard and play hard.

We inspire and fulfill dreams around the world through ABC Company mower experiences, be a part of it!

Apply today!

### **Key Findings, Challenges and Recommendations**

There are key differences between internal job postings and external job postings suited for the internet. While the goals of both are to attract target talent to your organization, there are numerous things to consider when posting online. For example, how talent searches for positions, what types of information they look for, how the technology behind the job boards used works, the candidate experience, and more. Internal job descriptions are well suited for use on ABC Company's internal employment website and internal communications. External job postings, however, should be written to attract the right talent and maximize recruitment advertising spend with the sites used. Based on ABC Company's original job posting,



Personified has outlined key findings, best practices and recommendations in the following section.

### Challenge # 1: Job Titles

#### **Key Findings:**

ABC Company's current job title does not emphasize the most searched keywords. Editing the title of the position to highlight keyword phrases that are more frequently searched will dramatically improve the postings visibility to relevant job seekers.

#### **Best Practice:**

Use words within the job title that a job seeker would use most often to search for the position. Studies show that traditional job titles increase view rates by 5 times. CareerBuilder's relevancy search technology begins with job titles, by ensuring that your job title has the most descriptive/relevant keywords, you are also ensuring that ABC Company's posting will appear as close to the top of job seeker search results as possible. Many other job boards have also moved to relevancy-based models, or are currently in the process of making that change, so this suggestion should apply to most online ads.

#### **Recommendation:**

Based upon the most popular keywords searched, we recommend using the following titles to generate the most qualified applicant pool.

\*Please note that spaces before and after the hyphens must be entered.

- "Mower Technician" would become:  
**Labor – Mechanic – ABC Company Mowers**

This recommendation was derived from the data below which is a snapshot of the average number of monthly keyword searches of popular titles that relate to the position being analyzed over the last 3 months. We recommend that in addition to using the strongest keywords in your



titles, you consistently add “ABC Company” at the end. By implementing this strategy, you will provide more exposure to your jobs (keywords and also attract candidates that are interested in the ABC Company brand, which is an important factor to all of your Hiring Managers.

Please note that it is important you do not add a hyphen to “Entry Level”. Without a hyphen, this phrase yielded 16,489 searches last month, but with the hyphen, only 1,402. Your current posting titles are highlighted in red.

Mower Technician-Alternative Titles	Job Search Count
Labor	6,579
Mechanic	2,829
Small Engine Mechanic	151
<b>Mower Technician</b>	<b>2</b>

## Challenge # 2: Excessive Detail in Job Description and Requirements Sections

### Key Findings:

The current job posting consistently includes specific information about the responsibilities of the position and duties an employee will perform on a daily basis. While clearly elaborating in these areas will ensure that job seekers will know what is expected of them so they may determine whether they are willing to undertake the tasks, including too much detail may be overwhelming and detrimental.

### Best Practice:

By thoroughly describing the position you are recruiting for, you will attract more qualified candidates that truly understand the types of skill sets you are seeking and feel confident they possess the desired qualifications. Including specific information about the position will also help by increasing the number of related terms in the job posting and giving the job seeker a realistic idea about the duties associated with the position. However, be mindful that excessive



information will often distract or confuse the job seeker, so making sure every bullet is relevant and not repetitious is recommended.

**Recommendation:**

The current posting is lengthy and “sterile” in that it reads like an internal job description and does not tell a story; it is not an advertisement designed to excite and attract job seekers. Personified recommends that you provide an overview of the core daily and weekly activities to give the job seeker a more accurate understanding of the required responsibilities. These activities should reflect specific tasks in addition to duties that may require a specialized background. This is especially important in order to substantiate the need for certifications and licenses. Ensure that you do not include internal language only understood within the organization that a job seeker will not understand (i.e. “Follow the E.X.C.E.E.D. repair process).

**Challenge # 3: Keywords**

**Key Findings:**

ABC Company’s current posting does not maximize the use of keywords to attract qualified candidates. Enhancing your posting with the most searched keywords throughout the text will improve the visibility to job seekers performing online searches.

**Best Practice:**

As more job boards implement relevancy-based searching, it will become increasingly important to include keywords that relate to the position within the posting form. Ideally, all related terms would naturally appear within the text of the advertisement. However, if you are unable to integrate the keywords into the text of the ad, you can always include a list of terms at the bottom of the posting. Adding this list of related keywords will allow you to include any terms that you would like your job posting to show up in a search run by job seekers. Most job boards can add the most effective keywords to the posting so that they are not visible to the job seeker but will still be searchable. This is a viable option as this method does not interfere with the aesthetic quality of the posting.



**Recommendation:**

Based upon the top 200 keywords used in searches on CareerBuilder in December 2009, we have listed below the keywords that are applicable to ABC Company’s posting. In revising your advertisement, Personified increased the number of times the top relevant keywords appear naturally throughout the text. This will certainly increase your postings visibility to target candidates. In the future, ABC Company should keep the following keywords in mind when formulating job postings for online advertisement as they will increase the number of times your postings appear to desired job seekers.

**Figure 9: Top Relevant Job Search Keywords**

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**Mower Technician**



**Challenge # 4: Categories**

**Key Findings:**

ABC Company’s current job posting effectively provides 3 Job Types on CareerBuilder. Maximizing each field and using the most relevant and searched categories will increase the postings exposure to your desired audience.

**Best Practice:**

Select all relevant categories and avoid using vague categories (ex. “Other” and “Other Great Industries”) when more specific ones are applicable and available. Most job boards ask job posters to select the particular categories applicable for each posting. For example, CareerBuilder allows you to post your jobs in up to three job types. By listing your position in the



maximum number of each category, you can easily increase the responses you receive. In fact, maximizing job categories can increase your posting’s exposure by up to 400%.

**Recommendation:**

Using the most popular and relevant categories will increase the number of quality candidates you receive. It is important to keep the job seeker’s behavior in mind when selecting your categories. It is not always as important to focus on selecting categories you believe best represent your company and the nature of the position as categories that qualified job seekers will be searching in, so it is perfectly acceptable to use broad categories that will capture a large audience and filter from there. The table below shows the category selections we would recommend for your posting on CareerBuilder:

**Figure 10: Recommended Categories**

Mower Technician	CareerBuilder
	3 Job Types (Categories)
Job Types	Automotive Skilled Labor-Trades Installation – Maintenance- Repair

**Challenge # 5: Compensation Information**

**Key Findings:**

Compensation information (salary range, bonus, etc.) was not included within the compensation field of the job posting. Providing this to the job seeker upfront gives them a good idea of what they have the potential to earn and will eliminate your time wasted on candidates that are out of the desired range.



**Best Practice:**

Include specific compensation information whenever possible in order to increase the response to postings. Research shows that postings which include compensation information outperform those that do not. If the position is paid based upon experience, you can include the compensation pay range and state that the pay is based upon experience. Any form of compensation information is better than none at all as it is an important factor in a job seeker's determination of a good opportunity. Adding compensation data will allow ABC Company to receive more qualified resumes and spend less time focusing on candidates that look great on paper but end up seeking more compensation than the position offers.

**Recommendation:**

Personified has added estimated ranges to the compensation fields in your revised posting. If this information is not on point, please feel free to adjust it according to what is reasonable. Although some industry posting have a sentence within the text that refer to the compensation package, it is more important to provide this info in the appropriate field so that the job seeker can immediately find and assess it.

**Challenge # 6: Company Information**

**Key Finding:**

While ABC Company's posting includes some information about the company and its commitment to customer service, the job seeker does not get a clear understanding of ABC Company's culture and the experience they should expect when joining the organization. It is important for candidates to know the company's history, what it stands for and what makes ABC Company an employer of choice. This is especially important with multiple competitors for talent.

**Best Practice:**

Studies have shown that detailed job postings that focus on the company as well as the position can get three times as many responses. Most companies use information from their website to



create a specific company section in their postings. It is important to include facts and history about your company but also information that makes your company unique and attractive to the job seekers as a great place to work. Showcasing your company's mission statement, values and commitment to employees is especially powerful. The more enticing and informative you can make your posting, the more qualified candidates you will attract.

### **Recommendations:**

Personified recommends you add specific sections addressing the company's background, culture and benefits to excite the job seeker. The goal here is to illustrate why the candidate would want to work for ABC Company as opposed to your competitors and what makes ABC Company different. Personified focused on ABC Company's unique history and strong commitment to a superior customer experience.

### **Revised Company Overview**

#### **Experience the Excitement....**

ABC Company unites people deeply, passionately and authentically. And in this unity there is a rich and unending variety of personal experiences. From town to town and country to country, ABC Company transcends cultures. With both global significance and local relevance, it's no surprise that ABC Company ranks as one of the strongest brands in the world. Of course, such recognition is gratifying, but igniting the fire within people all over the world is much more important.

The ABC Company culture strongly propels our company to the successful heights we enjoy today. A culture that provides employees with continued opportunities for growth and professional development because we believe that people are our only long term competitive advantage. Our culture believes in providing high customer satisfaction by supplying products and services that delight customers and offer value. And, our culture and values promote employee development, diversity, and leadership excellence.



## Challenge # 7: Location

### **Key Findings:**

ABC Company's posting is listed in a location with the greatest exposure to the job seeker market. By posting jobs in the closest DMA (Designated Market Area) as opposed to the specific city in which they are located, you increase visibility to candidates that are local and willing to commute.

### **Best Practice:**

Posting jobs in major metropolitan areas will maximize the job postings exposure. While it is helpful to note the specific location of the position in the job description if you so desire, posting it in a DMA will definitely expose it to the most job seekers located in and around a major city. Understanding that employers are generally interested in hiring local candidates (unless relocation is an option), widening the location will draw in candidates that may be willing to commute or are local but have not seen the posting because it is listed in a more remote location. Take into consideration that in our current economic climate people are willing to commute further than in previous years. What may have been an undesirable commute six months ago may now be quite realistic for many candidates.

### **Recommendation:**

After analyzing your posting location for proximity to appropriate DMA's, we found that your posting was listed in an optimal location. When recruiting in locations that are more remote and perhaps less desirable to candidates, you may want to consider adding the specific address to the posting text so that candidates are aware of the exact location and can assess whether they would be amenable to working there.



## Challenge # 8: Candidate Experience

### **Key Findings:**

Your application process is simple and easy; a candidate only has to complete three steps to apply to a job. By using the CareerBuilder “Apply Now” feature, a candidate can submit their resume by cutting and pasting it or uploading it, which takes less than a minute.

### **Best Practice:**

Industry standards have shown that the more steps a candidate must complete during the application process, the more candidates are likely to drop off. Candidate drop off rates can be as high as 50% per page with considerably higher drop off rate of up to 90% if personal information is asked or required. Screener or knock-out questions are considered part of the candidate experience and should be targeted, clear and concise.

### **Recommendations:**

As your application is short and easy for a candidate to navigate, Personified does not recommend any changes at this time, as long as the method works for you. However, you may want to consider adding filter questions to your application process that would help screen out unqualified candidates and allow you to focus on best matches. For example, the Mower Technician position prefers Service Schooling and requires a current mower technician license. You may want to consider adding a filter question as a job seeker applies such as:

Which best describes your education background?

- a. No High School Diploma
- b. High School Diploma Only
- c. High School Diploma and Service School
- d. High School Diploma and Bachelor’s degree

By asking multiple choice questions, you will get more accurate feedback and thereby have the opportunity to focus on resumes that best fit the requirements you seek. CareerBuilder allows



you to rank resumes according to your preferred responses to streamline the recruitment process.

## Internet Job Optimization

The challenge with optimizing specific job postings for search engine optimization is that job postings are typically hosted within a framed page by a third party. For best results, the website hosting the job advertisement and job search functionality must be optimized for searches on the internet.

Search engines, such as Google, MSN, Bing, and Yahoo, use a variety of factors built into websites that determine how that website is ranked in searches on their sites. Two of the most commonly discussed factors in search engine optimization are the use of a “Title Tag” and “Meta Tag Keywords.” The text you use in the title tag is one of the most important factors in how a search engine may decide to rank your web page – and may determine how your website or job search page appears in the search results. For example, a .Net website specifically built to house and optimize job postings may be presented in a Google search as:

## Truck Driver Jobs

Browse the current **job** listings and complete the driving careers application. **Truck-driver.jobs.net** is the first step in exploring a **job** opportunity in ...  
***truck-driver.jobs.net/?***

*In the above example, the “Title Tag” becomes the link or title that is optimized for seekers to click on.*

“Meta Tag Keywords,” offer information about a website but are not visible to users visiting a site. Organizations attempting to optimize their websites have historically filled the HTML sections of their pages with keywords hoping to appear higher in searches, some often “spamming” search results with too many. While each search engine looks for different factors in website coding, it is important to know what meta tag keywords may assist the job listings pages.



## Recommendations:

Personified researched the most popular words and phrases used on the internet regarding the posting we analyzed and made keyword buy recommendations on four prominent search engines to maximize your posting' visibility (as shown in Figure 11).

**Figure 11: Recommended Keywords for Ad Optimization**

Recommended Keyword Purchased-Mower Technician	Google	MSN	Yahoo!	Bing
Mechanic	X	X	X	X
Mower Mechanic	X	X	X	X
Mechanic Jobs	X		X	
Mower Repair	X		X	
Mechanics	X	X	X	X
Customer Service Jobs	X		X	

## Section V: Recommendation Summary

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### Job Advertisement

Figures 12 and 13 show you the current advertisement versus the revised advertisement with the updated branding template (*in this example there is no original job posting [figure 13] and the revised posting is not the actual description listed above, as this is a test sample. An actual clients report would have their original job posting and revised job posting with the clients branding and job descriptions*). The new look and feel will help engage candidates and reinforce your image and name with each candidate.

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Figure 12: Revised Job Advertisement Designs



# ABC Technology Company Worldwide

[Send to Printer](#) | [Save this job](#) | [Email this job](#)

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**JOB OVERVIEW**

Company: Not Available  
 Base Pay: \$65,000 - \$80,000 /Year  
 Other Pay: Full MDV Insurance options, profit-sharing, 401(k) w/ co. match

Employee Type: Full-Time Employee  
 Industry: Computer Software  
 Internet - ECommerce

Manages Others: No  
 Job Type: Design  
 Information Technology

Required Education: 4 Year Degree  
 Required Experience: At least 3 year(s)  
 Required Travel: Not Specified  
 Relocation Covered: Yes  
 Reference ID: Not Available  
 Location: US-IL-Chicago



Contact: Jennie Dede  
 Phone: Not Available  
 Email: [Send Email Now](#)  
 Fax: Not Available

**COMPANY OVERVIEW**

ABC Technology Company Worldwide is an international leader in the computer manufacturing industry. With headquarters in Chicago, and plants located globally, we employ more than 10,000 people worldwide. Our products are sold at more than 20,000 retail locations as well as online at our distributor websites. We pride ourselves on leading the industry in research and advancements and we value the employees that allow that type of innovation to be possible.

To reward our employees for their hard work and dedication, we offer competitive salaries and unsurpassed benefit options. With medical, dental, and vision insurance options that can be customized for you and your family, you can have peace of mind about the healthcare you and your family are receiving. Our 401(k) program includes a company match and profit sharing contribution, allowing us to assist our employees in planning for their future. Our corporate headquarters and manufacturing facilities have onsite childcare, fitness equipment, and cafeterias so our employees can save time and maintain a healthy work-life balance.

**Systems Analyst** Apply now

**JOB DESCRIPTION**

We are currently looking for a Systems Analyst to work on our software development team. The person in this position will be responsible for analyzing software that is used when our distributors purchase products online.

**Duties of this position include, but are not limited to the following:**

- Provide staff and users with assistance solving computer related problems, such as malfunctions and program problems.
- Test, maintain, and monitor computer programs and systems, including coordinating the installation of computer programs and systems.
- Use object-oriented programming languages, as well as client and server applications development processes and multimedia and Internet technology.
- Confer with clients regarding the nature of the information processing or computation needs a computer program is to address.
- Coordinate and link the computer systems within an organization to increase compatibility and so information can be shared.
- Consult with management to ensure agreement on system principles.
- Expand or modify system to serve new purposes or improve work flow.
- Interview or survey workers, observe job performance or perform the job to determine what information is processed and how it is processed.
- Determine computer software or hardware needed to set up or alter system.
- Train staff and users to work with computer systems and programs.

**JOB REQUIREMENTS**

Candidates for the Systems Analyst position should meet the following qualifications:

- Bachelor's degree in computer science or related area of study
- 3-5 years of experience analyzing ecommerce software and implementing new features
- Ability to understand the implications of new information for both current and future problem-solving and decision-making
- Ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems
- Ability to determine causes of operating errors and make decisions about how to resolve the errors
- Experience with Microsoft SQL Server, MySQL software, Oracle procedural language/structured query language PL/SQL, and Sybase SQL Server
- Experience translating or explaining what information means and how it can be used to high-level executives

Apply now

**CareerBuilder.com's Advice**

 For your privacy and protection, when applying to a job online: Never give your social security number to a prospective employer, provide credit card or bank account information, or perform any sort of monetary transaction. [Learn More >>](#)

By applying to a job using CareerBuilder.com you are agreeing to comply with and be subject to the CareerBuilder.com Terms and Conditions for use of our website. To use our website, you must agree with the Terms and Conditions and both meet and comply with their provisions.



## Short and Long Term Recommendations

### **Immediate (start within the next six months)**

Implement revised job posting which will showcase ABC Company's enhanced content and branding to attract the desired target talent. Utilize best practices outlined in this report to maximize advertising exposure and target top talent, such as:

- Ensure job title advertised yields strongest results in keyword searching
- Provide accurate detail in the job description and requirements sections of the job posting
- Maximize formatting in job branding to engage the reader
- Ensure appropriate Job Types are utilized
- Add appropriate keywords to job posting to maximize views
- Include compensation information in job posting
- Post job in largest local DMA to get most exposure
- Ensure candidate experience is clear, concise and easy to navigate
- Purchase appropriate keywords on major search engines

### **Long Term (start in the next six to 18 months)**

Adding a recruitment video would be instrumental in refining ABC Company's recruitment identity and refreshing the look and feel of the careers page. Many companies have created testimonial videos and flash branding to enhance the aesthetic quality of their recruitment section and find that job seekers are especially attracted to and informed by this modern medium. You may also want to strengthen your recruitment page by providing more information regarding diversity programs, charity and community involvement, as well as opportunities for professional growth. Taking these steps would align ABC Company with what target talent is seeking in an employer.

## **Conclusion**

With recent focus, both internally and in the market, placed on employment branding and communicating corporate culture, ABC Company could benefit from adopting the recommended branding option Personified has created in addition to using the new job advertisement.



Measuring the effectiveness of ABC Company's return on investment on advertising and making changes to maximize effectiveness based on the job performance index formula, will ultimately result in better qualified candidates and cost savings.

A strong company culture with growth potential is highly desired by job seekers in the current economy. Educating job seekers on who ABC Company is and what the opportunities are will allow you to attract the right talent the first time – increasing cost effectiveness and decreasing lost revenue from open positions.

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