

**Total Integration:**

*Your Roadmap for Streamlining the Recruiting Function*

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## Overview

Since the 1980's, Applicant Tracking Systems have gained tremendous momentum, allowing HR departments and recruiters to effectively track applicants. Although the Applicant Tracking System (ATS) has lessened the administrative burden, it has yet to address ways to streamline and integrate the entire recruiting process. Furthermore, according to SHRM's *2005 HR Technology Survey Report*, HR professionals indicated that their expectations were not being met when it comes to spending less time on administrative work and recruiting effectiveness. As such, HR managers and recruiters are looking for ways they can add value to their functions.

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*-- SHRM 2005 HR Technology Survey Report*

Significant advances in technology have paved a road for new process-improvement tools that can easily integrate with a variety of ATS systems. Organizations of all sizes can recognize significant benefit from streamlining their recruiting function. There are five key areas where recruiting functions can gain value:

- 1.) Real-time Job Postings
- 2.) Resume Data and Application Integration
- 3.) Third-Party Resume Database Integration
- 4.) Reporting
- 5.) Leveraging External Technologies

This report will help you better understand these technologies by demonstrating how they are being utilized by HR departments to focus on higher-level activities while substantially improving an organization's bottom line. We also summarize the benefits of total integration and provide a framework for unifying your recruiting function. Specifically, this report will:

- Help you identify better, faster ways of interacting with recruitment sites;
- Show you ways to streamline processes and eliminate administrative tasks;
- Provide guidance on how to attract and engage higher-quality candidates; and
- Illustrate how you can enhance your brand while reducing your time-to-fill and cost-per hire

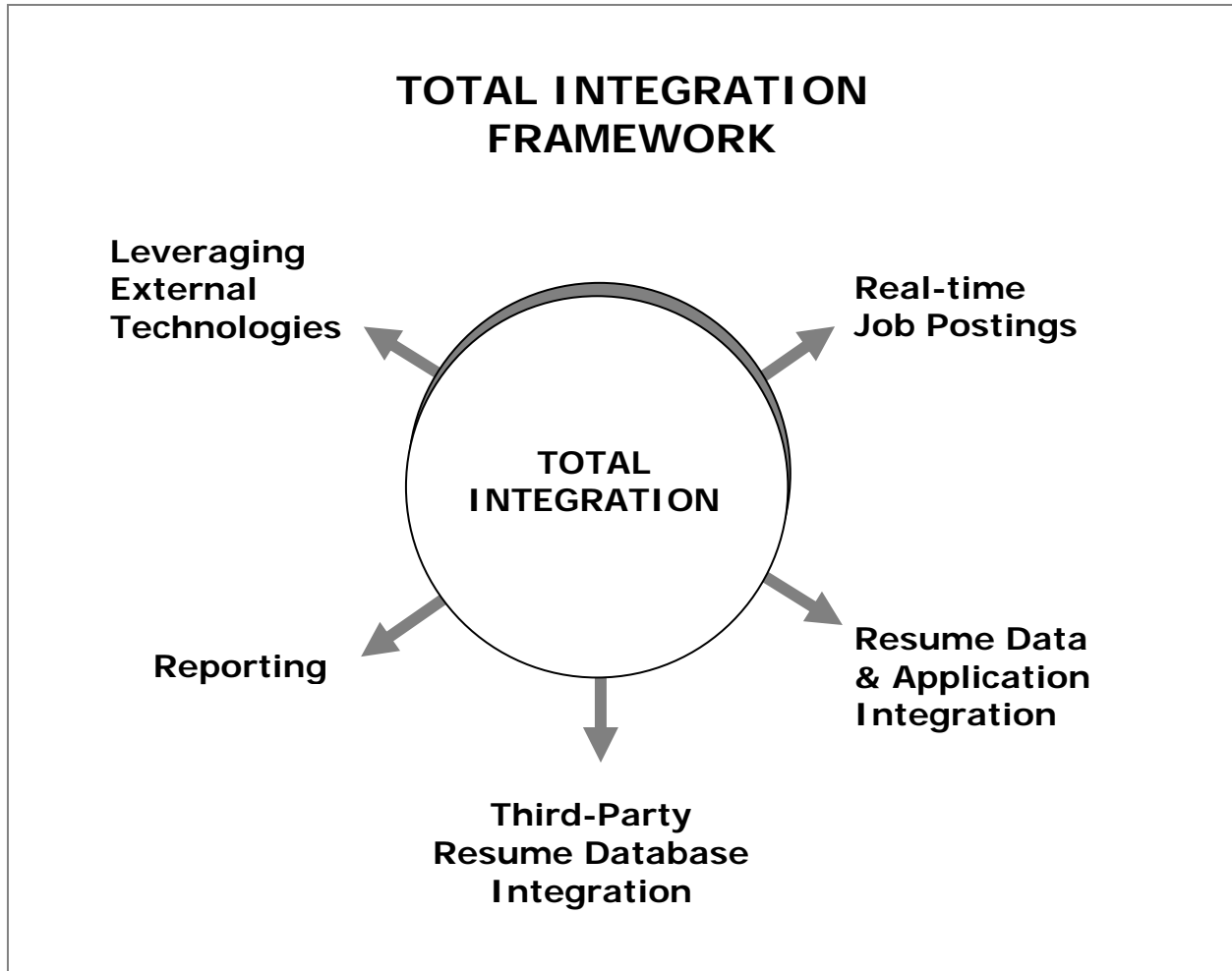
## Roadmap to Total Integration

To achieve total integration, HR managers need to first evaluate their function and identify areas for improvement. Key questions to ask include:

- 1.) What are the areas where I could be adding value?
- 2.) What areas are we spending too much time? Too much money?
- 3.) Are my reports providing me with the information I need? Is the information accurate?
- 4.) Am I getting too many unqualified candidates?
- 5.) What is my current time-to fill and cost-per hire? Could these numbers be improved?

If you're like many HR directors and managers, you're most likely looking to improve your department in some if not all of these areas. However, your overall objective should be geared toward realizing a higher return on your technology investment. Ultimately, this investment will pay off, allowing you to recognize improvements in the areas outlined above.

So what are some of these technologies? How can they be utilized to start you down the road to total integration? We answer these questions along with the benefits in the following sections.



### Real-time Job Postings

As we all know, the recruiting process starts the moment a position needs to be filled. According to a benchmarking study performed by WetFeet, a recruiting solutions provider, "Companies invariably use a large mix of universal and targeted job boards to source candidates, with some companies reporting that they use as many as a dozen or more different boards on a regular basis." Given this startling statistic, recruiters would inevitably be spending much of their time posting and logging in to the various jobs sites – time that could be spent on higher-level activities.

With so many job sites and so little time, Job Postings is one area that could significantly benefit from automation and technology integration. Currently, jobs can be posted to job boards in multiple ways – mapping, cross posting and bulk/real-time posting:

**Mapping** (also known as screen scraping) is the ability to post jobs from a company website to a job site. The job site "scrapes" the jobs directly from a company's website. Certain fields are required to allow the job site to map to jobs and all jobs must be accessible to "spidering" technology. Not every corporate website will allow the mapping program to pull back all jobs, limiting mapping's effectiveness.

**Cross Posting**, similar to mapping, is the ability to send jobs to a job site as well as other niche job sites. Software reads your job posting information and posts jobs to the appropriate job boards according to geography and industry categories. Like Mapping, certain fields are required; however, even more fields are required to cross post, which is an additional cost to your organization. Cross Posting is unlike Mapping and Bulk/Real-Time Posting, which allow you to post to job boards without any additional fees. With Cross Posting, aggregation companies charge a transaction fee to send your jobs to various job boards. Cross Posting is a good option, but it is not always the most cost-effective.

**Bulk/Real-Time Posting** gives recruiters total control of the posting process. An interface allows recruiters to submit job postings from their corporate website to a job site in virtual real-time. This can result in significant time- and cost-savings. Getting jobs posted without the lag time eliminates duplicate data entry and reduces error as well as gives recruiters a competitive advantage. Getting jobs posted sooner leads to a shorter time-to-hire and cost-per hire ratio.

The DPI is CareerBuilder's automated job posting interface. This interface allows clients to automate their process of posting jobs on CareerBuilder.com. Clients send their jobs pre-formatted to CareerBuilder's specifications. Jobs are then automatically processed and posted onto CareerBuilder.com.

A year ago, a majority of FORTUNE 1000 companies used mapping as their primary job-posting method. However, within just the past year, more large-scale organizations are moving toward bulk/real-time posting. Currently, more than 100 CareerBuilder.com clients utilize our DPI, which has saved them time, money and ultimately led to a faster time-to-hire.

<b>FORTUNE 1000 Job Posting Trend*</b>		
Method	<b>2004</b>	<b>2005</b>
Mapping	70%	50%
Cross-Posting	15%	10%
Bulk/Real-Time Posting	15%	40%

\*CareerBuilder.com Internal Data

### **Resume Data and Application Integration**

Maximizing the job seeker experience is as important to your recruiting needs as the job postings themselves. Job seekers are often asked to register within a company's career section. To complete an application, some sites require job seekers to input seven to 10 different pages. This multiple step process leads to a very high job seeker drop-off rate.

CareerBuilder.com has done numerous studies on drop-off rates. Through these studies we have learned that for every page a job seeker has to complete there is a 50-percent drop-off rate. This means that if your job is posted on a job site and 10,000 job seekers are redirected to your site to complete an online application, you may only see as few as 500 of those seekers, depending on your site's format and complexity. Worse yet, if a job seeker is asked within the profile to enter a social security or driver's license number, this will immediately increase your drop-off rate to 90 percent.

Just think of how many qualified candidates you could be missing. Providing a streamlined, user-friendly interface that is tightly integrated with your ATS can significantly improve these numbers and allow you to start building your own proprietary database of candidates. For example, CareerBuilder.com has a product, Applink, which allows job seekers' information to be automatically uploaded into a company's career site or directly into its ATS. Our Custom Solutions Group consults with clients and reviews their ATS system to ensure a seamless flow of data between systems.

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**CareerBuilder.com Gets Recruited to Integrate Job Seeker Data**

In 2004, CareerBuilder.com worked closely with one of the world's largest, privately-held staffing and recruitment firms. The company was looking to increase its job seekers conversion ratio and increase online applications and online resume conversion. After several development meetings between CareerBuilder.com and the staffing and recruiting firm's technology team, CareerBuilder.com recommended and implemented processes that would allow CareerBuilder.com to capture more job seeker information at the point of entry (i.e., CareerBuilder.com) and relay that candidate's information to the company.

**Impact**

- Increased number of completed applications 250 percent
- Increased new account conversion by 10 percent
- Increased online application process 50 percent
- Reduced candidate drop-off by 30 percent

**Third-Party Resume Database Integration**

Unifying your desktop and alleviating data entry is an important step for creating operational efficiency. Numerous wasted hours are spent re-entering applicant data into ATS/ERP systems and endlessly searching resume databases. One way to alleviate this problem is to integrate your ATS system with resume databases. For example, CareerBuilder.com has a Resume Database Web Service that allows customers to search its Resume Database within their ATS, bypassing the CareerBuilder.com website.

This new, streamlined technology can significantly increase a recruiter's productivity by connecting you directly to the source. CareerBuilder.com recently worked with a FORTUNE 500 insurance customer who is rapidly expanding its operations. The company was leveraging its internal database as well as CareerBuilder.com to contact prospective job seekers. The client's recruiting process was very decentralized and job seekers were being contacted numerous times by different recruiters. As a result, recruiting efforts were hindered and job seekers began to complain that they felt the company was being too aggressive.

CareerBuilder worked with the client to fully streamline this process by integrating our Resume Database, delivering all of our data directly into the client's backend system. Once the Resume Database was fully integrated, the client was able to track all calls and correspondence, leading to a 50-percent hiring increase in the first two months alone.

**Reporting**

With companies utilizing a variety of job boards, including their own career site, tracking and measurement can be time-consuming if not impossible. As a result, your organization may be experiencing poor results, unable to make strategic decisions and throwing away thousands of dollars on ineffective job listings. According to a recent CareerBuilder.com study, if your system asks a job seeker to select their source from a drop-down, it is only 25 percent correct, meaning that there is no accurate way for you to determine which advertising medium is the most effective.

The ability to capture and manage key data will go a long way toward improving performance. Source tracking with auto-population of source data into your ATS will ensure that your reporting is 100 percent effective.

## CASE STUDY

**CareerBuilder.com Raises the Bar in Applicant Tracking**

Back in early February, CareerBuilder.com began integration discussions with one of the nation's largest wireless carriers regarding its reporting process through Peopleclick. At that time, the client's biggest issue was that part- and full-time jobs were not reporting correctly. CareerBuilder.com identified the issue and worked with Peopleclick to modify its posting template. The revised template now accommodates part- and full-time jobs and ensures sourcing.

The company was also experiencing difficulties in tracking where job applicants were originating from. Job applicants were being forwarded to a screening company and then into Peopleclick. As data was transferred from the screening company to PeopleClick, the client was losing tracking accuracy. CareerBuilder.com worked with the client and both vendors to ensure automatic sourcing into both systems.

A later comparison of 2005 data from the client's application process and the newly modified Peopleclick reporting, showed that Peopleclick was reporting 100 percent accuracy.

**Leveraging External Technologies**

Once an organization evaluates its recruiting function and begins to take action, the final step is ensuring that you utilize your new-found time, improved information and reporting to fully leverage external technologies. Take the time to analyze your source data and determine which job sites are providing you the greatest return on your investment. Look for ways to engage above-average talent and for sites delivering that talent.

Dollars once budgeted toward non-productive job boards and high administrative costs can now be re-directed toward higher-level activities that maximize your exposure and get your name in front of quality candidates.

***More Time, Better Quality, Reporting and Improved ROI:  
The Benefits of Total Integration***

As with any process-improvement program, integrating the recruiting function is unachievable without investing time, resources and dollars. However, the benefits of integration far outweigh the costs of maintaining inefficient processes that waste recruiting dollars and hinder efforts. Total integration can lead to more time, less administrative work, better quality candidates, better tracking, reporting and decision-making and improved ROI.

**Time Savings**

Up to 40 percent of an HR professional's time could be spent in meetings and dealing with strategic issues, such as lowering turnover and improving the recruitment process. The remainder of their time is spent posting jobs to various job sites, searching resume databases for ideal job candidates and a slew of other non-value-added activities. With integration, that ratio of 40 percent strategic, 60 percent administrative can be reversed and even improved in favor of more strategic-level activities and improved productivity.

**Less Drop-Off; Higher-Quality Candidates**

Attracting top talent is a key competitive advantage for any organization. A career site with multiple pages and clicks can be a frustrating experience for job seekers, which leads to high drop-off rates. Integration offers a streamlined and user-friendly process that attracts above-average talent, sets you apart from your competitors and allows recruiters to easily screen and view candidate information.

**Better Tracking, Reporting and Decision-Making**

Without integration, recruiters are paralyzed by the inability to accurately track and measure results. This significantly adds to departmental costs in terms of time and dollars. With integration, recruiters can instantly and accurately determine how effectively their recruiting dollars are being spent and where they are gaining the most benefit. Accuracy increases, costs go down and better decisions are being made.

**Improved ROI**

According to SHRM's *2005 HR Technology Survey Report*, 65 percent of survey respondents indicated that they are not measuring ROI for their technology systems! This is undeniably the most difficult area for HR managers to track. With integration, however, HR managers will begin to see improvements and be able to effectively calculate a return on their investment in the following areas:

- Recruiter hours
- Job Postings
- Reporting
- Time to fill
- Cost per hire

Costs associated with a full integration can vary, depending on the scope and complexity of the project. However with the advances in these new integration technologies the cost of not integrating would be much higher over the long run.

***The Final Lap***

HR has become a very strategic function that can have a significant impact on an organization's bottom line. Although Applicant Tracking Systems most definitely have a place within the recruiting function, they should not be thought of as the total solution for companies wanting to stay competitive, be efficient and attract top talent. With increasing pressure being put on all departments within an organization to do more with less, the recruiting function is no exception. Smaller teams and limited resources force you to adapt.

The roadmap outlined in this report provides you with some basic information on unifying your desktop, the benefits of doing so and how other companies have achieved great success. Utilizing technology to improve your recruiting process is a valuable strategic business investment that benefits you as the recruiter as well as your organization. With the right technology, you can quickly see tangible results that deliver positive returns down the road.

If you would like a free consultation with a CareerBuilder.com's integration services specialist or to request our *2005-2006 Applicant Tracking Guide*, contact:

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## ***About CareerBuilder.com***

CareerBuilder.com is the nation's number one online job network with more than 21 million unique monthly visitors and over 15,000 fresh resumes added daily. Our vast network is the only resource that captures quality candidates where they live, work and play. Through our 650-plus online partners, more than 130 newspaper affiliates and unprecedented national advertising campaign, we provide employers with maximum exposure, consistently delivering the most and best candidates.

Careerbuilder.com is committed to providing best-of-breed job posting and source reporting solutions, providing a unified desktop. Our willingness to work with technology on our customers' behalf allows us to offer major innovations that have an overall impact on your bottom line. Corporate clients range from FORTUNE 1000 to small-to-medium size businesses across all industries and regions.