

# THE NEW RULES OF RECRUITING

Capturing the attention and loyalty of  
today's job seeker

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2011 Survey Report

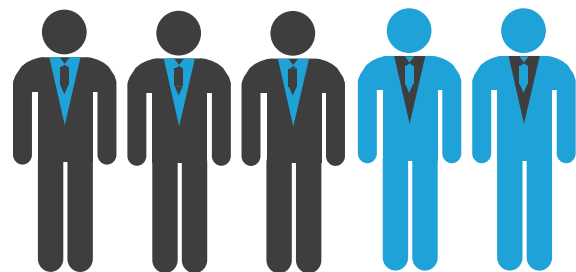
# Employees today

As the U.S. recovers from its latest recession, the national unemployment rate remains high at 9.2%. Despite this, employed individuals are increasingly dissatisfied with their jobs. While dissatisfied employees are more apt to stay put during times of high unemployment, many have become passive job seekers, looking and waiting for the right opportunity to jump ship. In fact, MetLife's *9th Annual Study of Employee Benefits Trends* reports one in three employees would prefer to work elsewhere in the next year.

Understandably focused on recession-related challenges, employers pay less attention to talent recruitment, engagement and retention, which leaves them unaware of declining loyalty among employees and potential applicants. This sentiment combined with the accessibility of job information

Employers can avoid these issues by using social recruiting tools to build stronger brand awareness and cultivate deeper relationships with a qualified talent pool.

Recently, CareerBuilder surveyed active and passive job seekers aged 18 to 65 to understand how they are influenced by the presence of prospective employers in social media. The results provide insight on what companies can do to attract and recruit talent today, and later when the job market improves.



**58% OF JOB SEEKERS FOLLOW A COMPANY'S SOCIAL MEDIA PRESENCE BECAUSE THEY WANT TO BECOME AN EMPLOYEE**

These individuals are looking for new job opportunities as well as information about company culture and benefits. More than 61% of job seekers want answers to specific questions they might have about employment. In addition, 42% of job seekers are more likely to apply for a job at a company after they've interacted with a brand's career presence online. Clearly, active and passive job seekers are interested in getting to know potential employers before they make a career move.

“Employers pay less attention to talent recruitment, engagement and retention, which leaves them unaware of declining loyalty among employees”

available online through blogs and social networks, places employers at risk when the economy rebounds. Having patiently waited out the downturn, job seekers will be well researched, well networked and ready to take their talent elsewhere at a time when companies can least afford to lose their top performers.

# True social recruiting

Employers that respond to this interest with a distinct, career-focused social media presence increase their chances of connecting with qualified candidates and improving critical recruiting metrics.

The survey revealed that job seekers follow brands because they appreciate the products or services a company offers, but a higher percentage are specifically interested in employment related topics. To respond, companies that may already have a consumer-facing social media presence must also develop a career-focused presence.

Instead of simply adding a "Careers" tab to a company's Facebook page to list job openings, companies should create a completely different page devoted only to employment topics and conversations. A separate and distinct social media strategy for career-related topics enables companies to truly be "social" and actively develop pre-employment relationships with job seekers who have much different interests and needs than consumer followers.

Reach is another important reason for maintaining a separate, career-centered social recruiting presence. Social media brings traditional recruiting methods to the digital age where hundreds of millions of potential candidates are eager to network and engage. Employers must use targeted strategies to reach candidates who are the best fit for a career in their organization. The volume of potential candidates participating in social networks can be overwhelming, which leaves employers with two critical challenges when executing a social recruiting strategy: 1) maintain a fresh, compelling online employer brand; and 2) effectively use social media to connect with qualified job seekers who fit the job and the corporate culture.

## Why should I work for you?

Your employment brand is defined by one key job seeker question: "Why should I work for this company?" The answer is based on the combined perception of candidates, applicants, and employees; a perception that is increasingly expressed in social networks and online discussion forums. Employers must gain a clearer understanding of how their employment brand is perceived by monitoring this online buzz and executing a social recruiting strategy that addresses issues and reinforces positives.

An employment brand that touches job seekers rationally (i.e. "Will this job meet my financial needs?") and emotionally (i.e. "Will I enjoy working for this company?") is most effective. Beyond this, the employment brand must:

- Target job seekers most likely to succeed in the company culture.
- Be credible and authentic, reflecting the true values and culture of the organization.
- Offer a unique and compelling difference over other employers.

Employers must do more than just create a branded presence that hits on all these points. Engagement is important to job seekers, **42%** of whom agree that the absence of company interaction **degrades their opinion of the brand**. They added that restricting fans' ability to comment on an employer's social recruiting page creates a perception the company doesn't care to listen - sentiment that can hinder employment brand.

## Is there a fit?

The critical question in all hiring scenarios will always be, "Is there a fit?" The survey revealed that more than 61% of job seekers want answers to specific questions they have about a company's job opportunities when interacting online. Social media is an effective and low-cost way for employers to educate and qualify job seekers before they apply. This education process may begin with questions about a basic job posting, but progress to video tutorials, blog posts and online discussions where specific employment questions such as, "Does your company offer corporate internships?" are answered.

A company's responsiveness and openness about available jobs, the recruiting process, and potential career options contributes to its employment brand. Every interaction, or lack thereof, speaks to the internal culture and informs job seekers of what they can expect once they are hired. Using social media to connect with job seekers in a meaningful way not only builds desirability for the employer, but also inspires loyalty before, during and after the hiring process. This loyalty trickles into the consumer market as well, having a positive affect on business areas outside of Human Resources.



More than 61% of active and passive job seekers expect companies to use social media to answer specific questions about their career opportunities.

# The new rules of recruiting

Despite the increased use of social media among individual users, a Michigan State University study, *Recruiting Trends 2010-2011*, reveals that just 28% of the 4,600 companies surveyed use social media to source talent. Many employers continue to use traditional recruiting tactics (i.e. paper resumes, referrals and job postings) to recruit applicants. Even in a market, where the jobless rate might provide a higher volume of candidates, companies can't ignore the 81% of job seekers who interact with employers online because they want to learn more about job opportunities. Leaving this reservoir of talent untapped could mean grave losses when the economy fully rebounds and top talent becomes a scarce resource.

Now is the time for companies to redefine the rules of recruiting to integrate both traditional and social marketing tactics to reach active and passive job seekers.

## The ideal candidate

When researching possible employers, active and passive job seekers have an idea of what they want from their next employment experience and they use social media to find it. According to the survey, they follow companies online to learn more about an employer's open positions, corporate culture, community involvement, and more – all factors that define the employment brand. Employers must do the same by identifying the critical attributes and characteristics of job seekers most likely to thrive in the company.

Job dissatisfaction typically arises from a poor employee-job fit, whether it is due to lack of skill to perform the work or inability to connect with the company culture. Spending time to

1

**Create ideal candidate and employee profiles**

2

Develop an interactive and measurable marketing plan for talent acquisition

**Develop an engaging employee and job seeker experience using online and offline tools**

3

identify ideal employees helps better match candidates to role responsibilities and sets the foundation for engaged, productive employees. Social media can help recruiters connect with an ideal employee and reduce advertising costs and turnover associated with traditional recruiting. In addition, social media reduces advertising costs and turnover associated with traditional recruiting. Employers are now able to cultivate relationships that build an applicant's commitment to an organization and a job well before employment begins. Social media helps move job seekers through a socialization process that teaches them more about a company's culture and prepares them to be engaged, productive employees.

## Recruitment marketing, made interactive

Fortunately, it has never been easier to access and engage job seekers. LinkedIn, Facebook, and Twitter, currently the top three most used social recruiting sites, give companies open access to build relationships with millions of people around the world. Employers have the advantage of listening to and observing potential applicants before making contact. Of course, job seekers have the same ability, which levels the playing field more today than in the past. As a result, companies need to be savvy about the content and interactions they create. Monitoring the social buzz is a necessary activity for employers. It is important to follow conversations, learn from them, and use what is learned to refine and shape responses and future messages.

Listening to online conversation confirms what the survey found: job seekers expect two-way, interactive communication with companies. Employers that limit recruiting, whether online or offline, to one-sided broadcasts of job information are seen as uncaring and sometimes considered "spammy," which can turn off

followers and degrade employment brand value. Recruitment marketing strategies must include tactics that provide relevant information and allow for job seeker interaction. On social networks, this means keeping comments open for job seekers to post, responding to all posts quickly (even negative comments) with detailed information, and spending time to engage with job seekers personally.

Beyond job information and interaction, over 41% of job seekers want to know more about a company's culture. This opens the door for companies to share an inside glimpse of the workplace. For example, Henkel created a YouTube video that features employees sharing what they appreciate about being a "Henkelaner." This not only provides a way for job seekers to know more about the company, but also offers a rallying point where current employers can become brand ambassadors for the Henkel employment brand. Following Henkel's lead, companies that bring traditional recruitment tactics, like job postings, together with social media provide the interactive piece job seekers want.

### Henkel

Want to get an inside into what it means to work for Henkel? In this video some Henkel employees tell what they appreciate about their jobs at Henkel. It is great to be a Henkelaner! Experience it yourself!

[www.henkel.com/jobs](http://www.henkel.com/jobs)



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July 18 at 12:21pm · [Share](#)



## Speak to me

Of course, all recruiting efforts must be measured through commonly used metrics like, quality of talent pool, cost-per-hire ratios, rate of offer rejection, employee turnover, number of employee referrals, and employee engagement. When social media is used, additional

“Treat social media as one element of a comprehensive recruitment plan”

measurements like user sentiment, number of clicks, level of engagement, and number of followers is also useful to watch for trends. Companies must treat social media tactics as one element of a comprehensive recruitment plan. It is not a replacement for traditional recruiting, nor can it succeed independently. Social media must always be integrated into a company’s other talent acquisition strategies to produce maximum benefits.

Among the millions of online users around the world, job seekers still want to be seen and recognized as unique individuals. The survey showed nearly 80% of job seekers would not follow a company if posts were irrelevant, uninvited, or solely self-serving. This means companies must be conscious of the quality, frequency and relevancy of content they share online. Content must do more than broadcast information. It must connect with job seekers personally. Although it may seem impossible to personally connect with every job seeker who visits a company page, there are steps employers can take to create the personal touch job seekers want.

First, commit dedicated resources to career-focused social media marketing. Consistency in content and participation is critical when adding social media to a recruitment strategy. Online conversations unfold quickly and are often asynchronous in nature; therefore someone trained to communicate socially should be accountable to post timely, relevant, and focused responses. This can be managed in-house or with the help of a social media consultant; so long as the individual aligns with the company’s goals and is able to execute the recruitment aspect of the social strategy.



**3 in 5**  
**job seekers**  
**expect**  
**dialogue with**  
**employers**

Next, employers should humanize social media posts rather than provide only an auto-feed of job postings or other broadcasted messages. Automation lacks the human touch needed to fully engage followers. Companies that add a personal touch to social media posts make it more compelling for brand advocates to share, forward and re-tweet posts. For example, a candidate post on Sodexo's Facebook page shows excitement about a possible job offer. Within a 24-hour time frame, a Sodexo employee responds with encouragement and support.

Finally, employers must merge online and offline recruiting tactics, providing a variety of social media touch points for job seekers. For example, add social media icons to external websites, intranet sites, digital brochures, newsletters, email signatures, and targeted job ads placed in traditional publications like magazines or newspapers. Or add a QR (quick response) code to print advertisements, direct mailers and handouts at in-person recruiting events. Users with camera-ready mobile devices can snap a picture of the QR code and immediately follow the company's Facebook page. Guide job seekers and employees to the various ways they can connect with the employment brand, as they share it with others in their networks.

Once thought to be a passing technology fad, today social media is a powerful medium for Human Resources to leverage public perception to build its employment brand. Employers that take an active role in developing and influencing online job seekers through social recruiting methods are able to foster deeper connections with a qualified talent pool to meet strategic objectives today and build a pipeline for the future.

**Daryl Upshaw**

I feel an excitement & rewarding opportunity with Sodexo Campus Services approaching :)

July 19 at 5:00pm

 3 people like this.



**Sodexo Careers - Past, Present & Future** Hi Daryl - let me know if I can help during the application/hiring process!

July 20 at 12:50pm



**Daryl Upshaw** Just had an interview with William Clapp District Manager of Campus Services in Ohio yesterday Step 5 of the Hiring Process...your assistance is very appreciated!

July 20 at 1:10pm



**Sodexo Careers - Past, Present & Future** Congratulations and keep us posted!

July 20 at 1:11pm



**Daryl Upshaw** THANK YOU WILL DO!

July 20 at 1:48pm



# ABOUT TALENTMINDED

TalentMinded is an online publication focused on using new media, marketing principles, and emerging consumer behavior to attract and engage people. Subscribe to recent news, lists, charts, how-to guides, and reports like this one at [talentminded.com](http://talentminded.com) or follow [@talentminded](https://twitter.com/talentminded) on Twitter.

## ABOUT CB SOCIAL

CB Social is the team of branding and social media consultants at CareerBuilder - the company known for connecting companies with their most important asset: people. Whether it's jump starting your social recruiting plan or using talent intelligence to grow your existing community, CB Social helps at every stage of the life cycle. To learn more, email [cbsocial@careerbuilder.com](mailto:cbsocial@careerbuilder.com) or follow [@cb\\_social](https://twitter.com/cb_social) on Twitter.



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