



The Ultimate 6 Secrets to Hiring Top Talent

According to the BCG Group, recruiting is the most critical HR function--delivering 40% more profit growth than the next HR function. In other words, recruiters are quite simply the most valuable people in HR, and in the business at large. You're the folks that fuel the company's talent machine, responsible for finding and hiring the most skilled workers and keeping the funnel full. And odds are, you know more than a thing or two about how to source these strong candidates and convince them to join the team. But who couldn't use a few extra aces up the sleeve?

This eBook outlines six secrets you need to leverage every part of the recruiting funnel. From ways to improve hiring team relationships to the things that really make your data count, these recruiting hacks will help you get candidates consistently moving through the pipeline more efficiently and effectively—whether you're dealing with 10 requisitions or 100.

1. Make Analytics & Reports Secret Weapons

According to Jobvite's 2015 Recruiter Nation Survey, 72% of recruiters claimed that data analytics was important in the hiring process--while a 2015 Human Capital Institute survey reported that 80% of leaders are still using "gut feelings and personal opinions" to drive their talent management decisions. That's because knowing data is important and actually being able to get the greatest value out of your data are two entirely different things. It's not enough to simply collect recruiting data; you need a way to display relevant information to the right people quickly and easily, so they can be as efficient as possible. That's where the dashboard comes into play. A recruiting dashboard is just a quick visual tool that lets you get a high-level snapshot of all your top metrics.

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Want to do it right?

Watch these 2 metrics religiously. If you diligently track average time-to-fill and bottlenecks, then you'll have all the information you need to optimize the recruiting process. For example, are there particular hiring managers who are dragging their feet when it comes to reviewing resumes or submitting interview feedback? Are specific regions or roles taking longer to fill than others--and are there things that you can do to speed up the process? Is your career website performing optimally on mobile? These are the kinds of questions that get answered quickly when you have up-to-date reports available at all times.

Be sure your dashboard is customizable and actionable. Just because you're all on the same page doesn't mean you need to see the same details. Recruiters might want a snapshot view of open requisitions, applicant counts, and hiring cycle progress—with the ability to drill into candidate profiles or resumes with a simple click. Execs, on the other hand, might need quick visibility into how many days reqs have been open, along with budget status and salary ranges for each available job.



Check your baseline—and recalibrate as needed.

Keep your dashboard display as current and relevant as possible, so you're never more than a glance away from understanding your status. If you notice a drop in your offer acceptance rate, for example, then you might want to investigate your interview process and see if you're inadvertently turning candidates off. Or if your overall application rate increases, you'll want to see where you're posting jobs to get such high interest--or maybe add some additional screening questions to help filter out a few people in advance.

"One of the attractions of Jobvite was the integrated reporting engine that allowed us to create custom reports on the fly any way we wanted. We measure the candidate experience carefully, and now we get comments all the time about how we have one of the easiest application processes in all of Pittsburgh."



IRV NAAR

Corporate VP of Talent Acquisition
Allegheny Health Network

The screenshot shows the Jobvite dashboard with a top navigation bar containing 'Jobvite', 'Pipeline', 'Campaigns', 'Sourcing', 'Requisitions', 'Candidates', and 'More'. The main dashboard area is divided into several sections:

- Links:** A row of six buttons: 'Send a Jobvite', 'Add Requisition', 'Refer a friend', 'Add Candidate', 'Add Contact', and 'Pending Interviews'.
- All Open Requisitions:** A list of four job openings: 'Accountant Burlingame', 'Software Engineer Madrid', 'Editor Burlingame', and 'Copywriter Burlingame'. Each entry has a '+ Apply' button and a dropdown menu. A pagination indicator shows '1 - 4 of 4'.
- My Pending Evaluations:** A list of two evaluations: 'Rachel Shane' and 'Jane Jobseeker', both interviewed on June 03, 2016. Each entry has a 'Submit' button. A pagination indicator shows '1 - 2 of 2'.
- Metrics:** A section showing a '100%' gauge and '0 Applications in the last 30 Days From Recruiter'.
- My Referrals:** A section showing 'No Referrals'.

On the right side of the dashboard, there are three vertical panels:

- All Interviews -**: A calendar view showing dates 13 and 14.
- Pending Evaluation Requisitions:** A list of two items: 'Rachel S Interview' and 'Jane Job Interview'.
- My Tasks:** A list of three tasks: 'Give her a Kimmy S', 'Check out Jane Jobse', and 'Discuss if Rebecca M'.
- Metrics:** A section showing a '100%' gauge.
- Billboard:** A section with the text 'Win a tr' and 'Each time yo for two to La start Jobviti'.

2. Use Your Passive Voice

Filling the funnel means casting a wide net. The 2015 Job Seeker Nation study showed that 45% of currently employed people will “jump ship” for a good opportunity even if they’re happy with where they are--and recruiters can’t forget that statistic. You need to make a concerted effort to target and reach that percentage of passive, skilled talent that’s not submitting resumes and applications. They’re waiting for you to pitch the right scenario.

Want to do it right?

Get on every channel. From social media to blog posts, you need to be communicating relevant content about your workplace, your culture, your job openings, and your mission. Word travels--especially when you promote your company as a place people want to be. Get on the platforms people use regularly, from Facebook to Twitter and so on, and talk about what makes you worth noticing.

Look to your past. One of the greatest sources of passive candidates in the pipeline is your previous applicants--people who might not have been hired the first time around, but who still possess valuable skills and qualities. If you have the tools to archive these candidates and search their profiles, you’ve got a rich mine to tap without a lot of effort.

“With Jobvite, we were able to take control of our application process and our brand. Not only have we attracted more passive candidates and made a better first impression — Jobvite’s allowed us to create a pipeline of people who connect with our core purpose and vision, and engage them in what we’re trying to do. Jobvite, in conjunction with our career site overhaul, has really allowed us to show our best selves.”



CASSIE ROBICHAUX
Senior Recruiter
AIR Worldwide

3. Map Out the Candidate Journey

You know how important it is to get candidates through the hiring process quickly and efficiently, but there are often hiccups along the way that distract us from what's supposed to happen next. The resulting delays can slow hiring, alienate candidates, and disrupt hiring team relationships. Having a clear idea of where candidates go next not only helps everyone manage the cycle more effectively—it ultimately leads to better, faster hires.

Want to do it right?

Keep it real. While there's undoubtedly a "perfect" candidate journey, you know perfection is rare. Start by benchmarking your current standard hiring process. How long does each phase usually take? What are your typical holdups? Do you have any specific limitations—such as a lean recruiting team, overwhelmed hiring managers, or a tight budget? Are you delivering a consistent employment brand experience? Knowing your company and how any of its issues might affect the journey will help you craft a realistic process people can actually follow.

Cover the whole process, start to finish. The candidate journey through the funnel begins before you even have candidates in a queue, so be certain that you also map out all the steps related to sourcing and engaging with prospects. Likewise, the hiring process doesn't end with a signed offer letter. Onboarding is critical to ensuring a positive candidate experience and can be tied to how long new employees stick around—so include your onboarding phase as well.

"Why is it so critical to understand that journey to deliver an exceptional candidate experience? Because you need 500 people to visit your career site for each person hired, according to a finding from our Job Seeker database of 50M job seekers. For the other 499 people, you want to make a great impression so that they will continue to come back."



MATT SINGER
VP of Marketing
Jobvite



Candidate journeys go way beyond your career site. Of course, candidates do lots of research on your company before (and after) applying, so it's critical that you understand where they go for information and what they are going to learn about you. Monitor your Glassdoor reviews, social media accounts, and so on, to make sure that you're putting your best foot forward and inspiring great candidates to join your team.

4. Improve Hiring Team Relationships by Setting Expectations

Businesses often set expectations up front with customers and partners as a way of ensuring a smooth relationship. Why should your relationship with hiring managers and other management personnel be any different? Defining expectations in advance gives everyone an opportunity to understand their role in the hiring process, while providing a means of holding others accountable.

Want to do it right?

Work together to build an SLA. A service-level agreement (SLA) is standard practice among other types of collaborators--so why not apply the same practice with your hiring managers? Determine realistically who is responsible for each step in your candidate journey, and agree on mutual expectations from everyone--recruiters, hiring managers, and other management personnel--with respect to applicant review deadlines, approvals, feedback turnaround, and so on. Is it reasonable for a hiring team to provide interview feedback within 24 or 48 hours? How long should recruiters have to reject or approve a resume before a hiring manager can step in? These are the kinds of questions that need to get answered up front so that everyone's expectations are set correctly.

*45% of currently employed people **will “jump ship”** for a good opportunity **even if they're happy with where they are.***

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Revisit the agreement occasionally to see what works and what doesn't. Situations change—people switch jobs, deadlines become more critical, or budgets shift. Take a look at your defined expectations periodically and make sure everyone can still hold up their end of the bargain. If there's a repeated stumbling block—hiring managers cannot return interview feedback within two days, for example—consider altering the terms of the agreement to smooth the process and keep the relationships strong. Bear in mind, too, that new mobile recruiting applications can make providing feedback much faster and easier!

49% of recruiters say hiring managers don't move candidates through hiring stages fast enough, and 41% say hiring managers are too slow to review resumes."

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5. Make Every Employee Part of Your Recruiting Team

You know the value of employee referral programs, but employees can have tremendous recruiting power beyond these traditional approaches. Anything a recruiter can do on behalf of the company to find applicants or improve the employer brand is something that all employees of the company can—and should—be doing. Think about it the power of the network effect on social. Assuming you have 200 people at your company, each with over 100 connections, then you can quickly reach 20,000 people with posts about open positions and your culture—without it costing a dime. Submitting resumes and applications. They're waiting for you to pitch the right scenario.

Want to do it right?

Communicate regularly with the employee base. When there's something important to share—a new job opening, a cool company statistic, updates to the corporate values—get it out there through a company-wide email or meetings, on a blog post, or on the intranet. Make sure people are aware of what's going on in your recruiting world, so they can evangelize on the company's behalf.

Provide easy outlets for employees to share jobs with their connections. There's no reason recruiters should be the only ones with one-click job post publishing capabilities. Use technology that lets employees send job opportunities to their networks just as easily as they'd share social media posts—either immediately, or scheduled for a later time.

"When we have our own employees evangelizing our company, it gives us instant credibility. You always hear, 'Every employee is in sales,' but I think that every employee is in recruiting. With Jobvite, everyone can be that brand ambassador."



JON STANNERS
Global Talent Acquisition
and Brand Manager
Talend



Create (and respect) feedback loops. Make sure employees have an opportunity to tell you what they think of your existing referral programs—and make sure you listen. After all, they might have good ideas for ways to further expand their communications with others. And, while you're at it, ask for feedback on the recruiting process in general. After all, every employee was a candidate and new hire at one point, and their input is invaluable to improving your process.

5. Brand Like You Mean It

We hear a lot of talk about the importance of a strong employer brand, but you've got to follow through to make that brand meaningful to today's extremely selective talent pool. Applicants want to know what you stand for--and more importantly, they want to know you're being authentic. When they seek information on what it's like to work for your company, they want to find a reputable response from just about every avenue out there.

Want to do it right?

Capitalize on the branding work that's already been done. If one team has already invested in a task, then why duplicate efforts? Corporate marketing groups likely get a greater budget to put towards branding than you do—so don't reinvent the wheel. See how you can take their hard work one step further as you cultivate and communicate your employment brand.

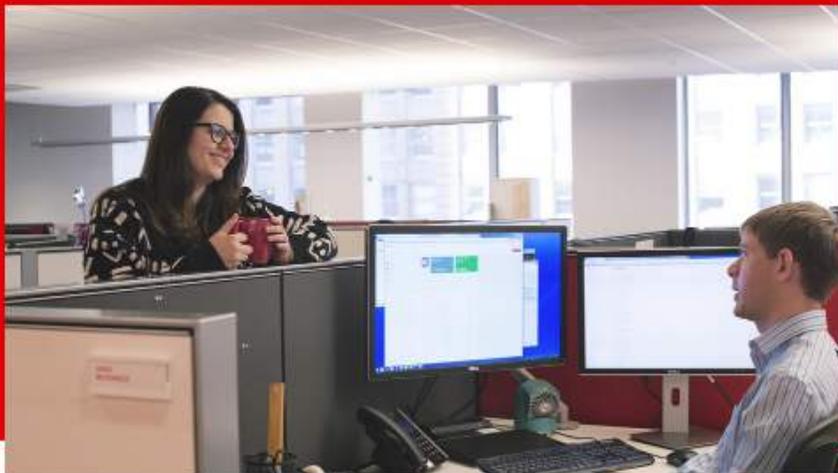
Tell stories that matter. Skilled candidates are highly sought after, so they're looking for something that will distinguish your company from competitors. Put real-life employee testimonials online, with engaging visual content that captures attention. Tell people what a day in the life of an employee is like, and how your workforce contributes to society on a broader level. And keep your stories consistent and truthful across all social platforms--because smart people can see through fluff.

42% of candidates that had a bad experience would never seek employment at that company again.

SOCIAL TALENT, 2015

It's simple: we help people.

About.com isn't just your next job; it's the place where you go to start the next chapter in your career.



We are the largest source for Expert content on the Internet that helps users answer questions, solve problems, learn something new or find inspiration. Whether it's about your home, your finances, your car, or your next vacation, we've got the answer.

We're looking for bright, engaged, creative and fun people who are looking to be part of an inspiring team. We value transparency, accountability, data, design and fresh thinking. Be part of an environment where suggestions and ideas at every level directly impact the business and add value to our product.

What the Team Says



Lena Ghaleb

DESIGN

About.com is full of smart, hardworking, people who get to collaborate together. As a designer I get the chance to work with specialists across all departments to help solve problems and am always learning something new.



Leon Zinger

ENGINEERING

Why I look forward to every day at About.com: Working with the passionate, smart, interesting and committed professionals each and every day to build quality software that makes a difference and you can be proud of.



Nurah Majeed

CONTENT

The Content Team is uniquely comprised of both creative and business-minded people. I enjoy developing in this lively and positive environment. In my experience, there is no place like About.com.



Ray Rehman

BUSINESS/ANALYTICS

I enjoy working in Analytics because the scope and variety of projects is challenging, and their outcomes directly impact About's business. Our Google Analytics implementation is one of the most sophisticated on the web.

Take it all the way to the career site. Marketing has probably put in countless hours perfecting the corporate web site, so don't unravel it all with a completely unbranded career site. Work with a recruiting platform that lets you craft a custom career page, incorporate your authentic stories, and blend seamlessly with corporate messaging and graphics.

Now You're Ready to Tackle the World

Facing a lack of skilled talent and an ever-changing job landscape, recruiters are continuously seeking ways to simplify their jobs and get a jump on the competition. Fortunately, a little creative thinking and the right technology can help you answer some of the most critical challenges—without breaking the bank.

Jobvite's comprehensive recruiting platform streamlines the entire hiring process for companies and candidates alike, with applications that help you source and engage effectively, improve employee referrals, navigate the hiring cycle, and leverage key data—all from just about anywhere.

Curious if the right recruiting platform can help you hack your biggest recruiting struggles? Visit www.jobvite.com for more information today.



About Jobvite

Jobvite is the industry leader in recruiting software that helps emerging, mid-market, and enterprise companies hire top talent easily, efficiently, and effectively. Our comprehensive and analytics-driven recruiting platform accelerates recruiting with an easy-to-use Applicant Tracking System (ATS), social recruiting capabilities, mobile-optimized branded career sites, a recruiting branding solution, on-demand video screening, advanced analytics, onboarding, and seamless integration with other HR systems. Focused exclusively on recruiting software since 2006, with offices in San Mateo and London, Jobvite has thousands of customers including LinkedIn, Schneider Electric, Amway, Zappos, and GoDaddy. To learn more and request a free demo, visit www.jobvite.com or follow us @Jobvite.

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