# The Key to Navigating Ongoing Recruitment Complexity:

## Platform Solutions for Best-in-Class Organizations

icims®

## Technology and talent are the **top two business priorities** of CEOs.[1]

The recruitment function of business is now more robust than ever before with dynamic shifts calling for innovative strategies to drive a sustainable competitive advantage. On average, businesses are using up to 24 technologies for recruitment alone, but see the largest challenge when it comes to poor integrations and disparate systems.[2]

Competitive organizations are recognizing that talent acquisition is complex and changes often. To reduce those complexities, they are trusting dedicated, best-of-breed talent solutions to drive recruitment activities that fuel business objectives.

A best-of-breed talent platform offers a simple experience with turnkey integrations to unite all of the tools used for HR within a single location. This allows employers to centrally manage all solutions with a unified view into data and analytics that impact return on investment. Without this type of solution giving recruitment the focus it requires, processes can be slowed down, impacting the ability to recruit the right talent and having a negative effect on business results.

Additionally, companies that have invested in a best-of-breed talent solution are four times more likely to be satisfied than those who relied on an ERP or full suite provider.[3] Likely because those companies that invest in a dedicated, best-of-breed provider are reported to perform better with reduced turnover, shorter time-to-hire, and a stronger candidate experience.[4]

To keep pace with the ever-changing world of talent acquisition, you must first understand the increasing complexities facing organizations of all sizes and industries, and how a best-of-breed talent platform can solve for each of them now and in the future for a dependable long-term strategy.

## Finding the Right Talent to Fill Open Positions Quickly Can Be Difficult

Filling positions with excellent candidates in a timely manner is a top priority for employers, but often a challenge in today's candidate-driven labor market. Over 62% of senior talent leaders rate time-to-fill as a top measure of success,[5] and it's easy to understand why when you look at the damaging effect a vacant position has on your bottom line. Jobs that go left unfilled for any length of time can cost an average of $500 per position, per day, due to lost productivity and recruiting efforts.[6]

1. PwC, 20th CEO Survey, 2017
2. HRWINS, The Future of HR Technology, 2016
3–4. Aptitude Research Report, The Business Impact of Best-of-Breed Talent Acquisition, 2018
5. Talent Tech Labs, State of Talent Acquisition Technology, 2017
6. CEB, Global Talent Trends, 2016

One factor impacting this measurement is the ability to identify a reliable talent source that continuously produces ideal candidates. Job seekers will view the same opening several times before applying, and the source that actually prompts them to apply is the most accurate for predicting future success. Having a strategy for posting when a position opens is the first step to improving time-to-fill.

**A powerful and centralized talent platform offers strong source metrics to prioritize job advertising investments and recruit highly-sought out talent more efficiently.**

- A robust applicant tracking system (ATS) like iCIMS shares jobs to highly-trafficked job boards and over 300 social networks, while also ranking them highly in search results in partnership with Google for Jobs.

- Automatic source tracking eliminates manual candidate entry, offering accurate reporting specific to certain regions, job titles or other segmented areas of hiring.

- Dedicated third-party solutions available in the iCIMS Marketplace specialize in areas such as job posting and job advertising to enhance sourcing capabilities with flexible integrations into the iCIMS Talent Cloud that allow organizations to interchange the best tools for their unique hiring strategy.

# Rising Competition for Talent Makes High-Volume Hiring Increasingly Tough

Enterprise organizations comb through hundreds of new resumes per week. Hiring at a high volume, whether that be seasonally for hourly talent, or consistently throughout the year poses some unique challenges. There's often a struggle to fill an influx of new positions due to a competition for available candidates in the job market with an unemployment rate of 4.1, the lowest seen in 17 years.[7]

For employers hiring more frequently, it is especially important to understand the value of offering a high touch and consumer-like candidate experience to establish a good impression among desired talent both during, and beyond the recruiting process. Today's candidates hold more power to be selective about their careers, and engaging them regularly with modern tools can avoid risky drop off.

*"Before iCIMS, our estimated time-to-fill was 120 days. **Now, with iCIMS, we've cut our time in half."***

Jefferson Center
*for mental health*

Casting a wide funnel for talent also requires a specific strategy to not be impersonal while still maintaining efficiency in finding the right candidate for the job. Maintaining the right strategy will require a dedicated recruitment solution that provides a seamless application experience and a centralized view of all recruitment tools to regularly assess best practices and pivot approaches for similar hiring bursts in the future.

**Efficient recruiting processes complimented by a positive candidate experience and strong reporting under one centralized system of record ensure a healthy pipeline of qualified talent.**

- Streamlined sourcing and metrics help to build an insightful recruitment strategy based on data and

analytics to quantify efforts and establish future best practices.

- iCIMS' partnership with Google for Jobs enables candidates to find relevant positions at the top of their search results and be directed right to the application page without hassle.

- A simple application process focused on the candidate establishes a great first impression among modern talent that expect a convenient and fast experience.

- A mobile engagement solution like iCIMS' Text Engagement, offers modern and personalized communication to regularly engage candidates through text message, online chat and artificial intelligence, accessible through a talent platform with an easy integration.

- A simple onboarding solution like iCIMS Onboarding continues the candidate's easy experience through their time as a new hire, automating manual and potentially error-ridden processes.

## Successful Performance Now Requires Highly Qualified and Culture-Fit Talent

Once candidates are in the pipeline, recruiters across all industries experience the challenge of hiring individuals that not only have qualifications that set them up for success, but also that possess soft skills aligned to organizational values. Without these soft skills, even the most qualified individual can have difficulty adapting to your culture. As retention concerns rise and 63 percent of full-time workers actively look for a new job[8], it has become even more important to select all-around great fit talent.

*"It is more difficult now than it has ever been to find top talent so having a system that focuses on improving our recruitment strategy, is proactive in finding applicants and provides an excellent candidate experience is key!"*

CLEMENS
FoodGROUP

### The soft skills recruiting professionals value most in a job candidate:

Problem-solving — 62%

Adaptability — 48%

Time Management — 47%

[9]
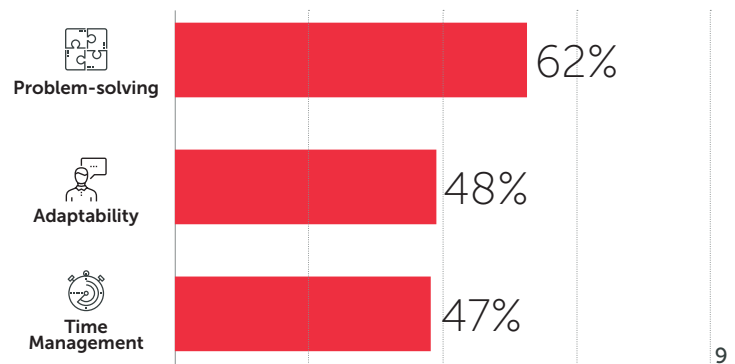
Qualified and culture-fit hires show higher performance potential while improving employee morale and simultaneously enhancing an employer brand to attract like-minded candidates. It certainly requires an efficient strategy however, knowing that one in three recruiting professionals believe candidate soft skills have gotten worse in the past five years and that two-thirds are upgrading assessment and selection capabilities as a top priority.[10] Making a hiring decision that is best for business success calls for a look beyond the resume and typical interview and into a consistent yet thorough approach for candidate selection based on key soft skills.

8. iCIMS, A Snapshot of Competition for Talent in the U.S., 2016
9–10. iCIMS, The Soft Skills Job Seekers Need Now, 2017

A best-of-breed talent cloud allows employers to centrally manage all of the tools needed to attract, screen and hire for the essential soft skills that drive success for their unique organization.

- Branded career portals reflect organizational culture to naturally attract compatible talent and tailor messaging based on desired candidate pools.

- Social distribution tools let employees automatically post and share open positions to their personal social platforms to encourage like-minded applicants from their networks to apply.

- Configurable workflows and personalized dashboards with weighted pre-screening questions help you assess talent for the qualities that matter most to your organization with an easy process.

- Applications dedicated to on-the-go hiring managers allow for quick, mobile approvals of candidates that show excellent potential to be culture-fits during networking events.

- The iCIMS Marketplace offers robust integrations for everything from job-specific assessments, to reference checking and video interviews.

## Engage Rejected Candidates to Boost Future Candidate Pipelines

Organizations will part ways with more candidates than they hire. In fact, satisfied candidates are twice as likely to recommend the hiring organization.[11]

Maintaining engagement with candidates who have not been selected for a job can fuel future talent pipelines and generate a positive employer reputation. A candidate may enter the hiring process for a position that they aren't the best suited for, but still impress an organization enough to want them hired into the company in a different role.

*"iCIMS has helped our business in the U.S., and internationally by allowing us to have the flexibility to use solutions in the marketplace that function in compliance with local laws, but also provide global reporting and to be compliant where we need standardization."*

iCIMS

*"Foot Locker chose a best-of-breed provider thinking about recruitment because we obsess about talent.* iCIMS puts the candidate first, but also they think about the hiring managers and the recruiters. Choosing best-of-breed for us really helped underscore focusing on candidate experience."

Foot Locker.

To ensure top talent does not cut ties as a result of being left in the dark, identify a regular method of communication that keeps them informed and shows them they are valued. It is important to consider the way in which candidates can be reached to increase their engagement. Fifty-nine percent of job seekers receive job related information through multiple channels including their mobile device.[12] In fact, 83% of millennials say they open a text within 90 seconds of receiving it, giving SMS considerable potential as an effective communication tool.[13]

**A reliable candidate relationship management (CRM) solution nurtures quality candidates, to maintain their interest with an organization going forward.**

- Talent pools established within a tool like iCIMS' Candidate Relationship Management maintain a targeted group of candidates that may not be qualified for a current opening, but may be valuable in the future.

- Proactive recruitment tactics driven by a CRM can easily deploy branded email marketing campaigns and automated communications to maintain the interest of rejected candidates.

- Mobile engagement makes candidate communication convenient and increases response rates to ensure your organization remains favorable and accessible to top talent. iCIMS, has found that organizations that utilize personalized text messaging receive 40 percent higher response rates and replies that take less than 30 minutes.[14]

## Compliance Calls for Proactive Measures to Avoid Expensive Fines

With many solutions playing a part in an effective recruitment strategy, it can be harder to keep track of employment laws, regulations and rapidly changing requirements to remain compliant. An organization must conform all recruiting practices to relevant standards from their local, state and federal governments, which is a huge undertaking when managing many systems with disparate data.

12. IBM, The Far-Reaching Impact of Candidate Experience, 2017
13. Beta News, Millennials Prefer to Deal with Companies by Text, 2017
14. TextRecruit, Internal Research, 2018

Manual data entry and inefficient reporting also leads to compliance violations. In recent years, the United States Equal Employment Opportunity Commission (EEOC) has come down harder, evaluating 92,641 charges in 2015 alone, resulting in over $525 million in monetary damage against employers.[15]

## A central hub for talent acquisition can help an organization maintain accurate data that's easily accessible for proactive reporting.

- A best-of-breed recruitment platform offers strong integration capabilities with your core HCM technology. Reduced manual data entry, automation, and comprehensive reporting capabilities support compliance.

- Compliance leaders within the iCIMS Marketplace offer I-9 and E-Verify solutions that mitigate risk of error, and sync information in real-time.

- An automated and simple onboarding tool streamlines new hire tasks and forms, maintaining all information in a single system of record to be reported on easily.

# The Power of a Dedicated Talent Cloud

It's simple. Best-in-class companies cannot afford to risk their business success with a poorly-staffed organization, and rising recruitment complexities call for rapidly changing tools and more flexibility than human capital management (HCM) technology can offer. A dedicated recruitment platform is the sustainable solution that can flex with business changes and intricate hiring goals, offering the expertise, experience, and adoption that organizations need.

"Recruiters need an easy way to attract, recruit, and hire talent. If a technology provider is not solving that problem, they do not have a viable solution," explains Aptitude Research Partners as part of a recent research report discussing how companies using best-of-breed solutions are improving the experience for recruiters and candidates."[16]

The Talent Cloud serves as a powerful hub for all things recruitment, and acts as an extension of core HCM technology. Robust integrations and improved analytics enable stronger overall strategy with clear insight into how each of the tools used for talent acquisition are impacting business results. Those solutions can then be switched in and out of a powerful talent platform in a way that compliments changing needs to simplify the complexities of today, and keep organizations proactive against challenges in the future.

15. U.S. Equal Employment Opportunity Commission
16. Aptitude Research Partners, Hire, Engage, Retain Study, 2016

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The Talent Cloud
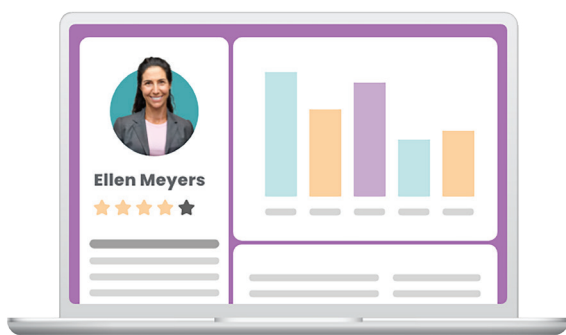
## Talent Powers Transformation

iCIMS is the talent cloud company that empowers organizations to attract, engage, hire, and advance the right talent that builds a diverse, winning workforce. iCIMS accelerates transformation for a community of more than 4,000 customers, including a third of the Fortune 100, that employ more than 30 million people worldwide.

See it in action **www.icims.com/see-it-in-action**