



The Definitive Guide to

TARGETED RECRUITING



Go beyond post and pray

Billions of dollars are spent worldwide on recruitment advertising each year. That figure is high, in part, because many organizations simply post their job ads online and hope for the best.

There's a better way. We've studied the hiring practices of our 4,000 customers—who together hire four million people each year—to find out what works and what doesn't. This guide is packed with those insights distilled into straightforward practices you can apply to your business today.

1. Intrigue and excite high-quality candidates

Opportunities



Google for Jobs

Your career site is the best resource for candidates to obtain the information they need to submit a job application.

The problem is most job seekers don't visit your career site right away, if at all. Instead, they're taken on a detour through third-party job boards. Along the way, they're asked to fill out duplicative forms and profiles. The experience is universally frustrating and results in abandoned applications.

Best Practices

Optimize your career site for Google for Jobs so Google can detect and display open positions as soon as they're posted to your career site. This way candidates get to the best-fit roles faster and apply with just one application.

More than 70% of candidates start their job search on Google,¹ so the more information you provide, the better the ranking within Google's search results. Google for Jobs filters sort key criteria, like commute time, salary-range estimates, specific interests, responsibilities, experience, and industry.



Mobile Experience

Candidates today apply on the go. They squeeze in applications during their commute or on their lunch break—and increasingly relying on their phones.

In fact, 58% of job seekers use their phones to look for jobs. Yet only 22% who start an application on their mobile device complete it.² Many simply wait until they're behind a desktop to complete the application. That heightens the potential for drop off.

Optimize all stages of your application process for mobile devices:

- Ensure career portals adjust to smaller screens
- Limit the number of fields to only the information you need up front; collect the rest later
- Enable resume uploads from cloud-based solutions like Google Drive and Dropbox
- Utilize AI-powered chatbots to respond to common questions before, during, and after the process
- Text job seekers directly

1. CareerBuilder, Candidate Behavior Research, 2015.

2. Glassdoor, The Rise in Mobile Devices in Job Search, 2019.

Opportunities



Text Messages & Chat

Candidates crave a more frequent, modern mode of communication, yet recruiters still rely predominately on email.

Best Practices

Use texting to interact with candidates quickly and easily. Unlike email, where recipients open only about 18% of messages from recruiters,³ candidates open 99% of texts and respond within an average of 12 minutes.⁴



Career Portals

Job seekers apply for roles that seem like they might be a fit *without* a genuine understanding of your company's values, culture, and vision.

Provide career portals that sell candidates on wanting to work for you before they even see available roles. Show them who you are by including:

- Your company's differentiators
- Glassdoor reviews
- Employee testimonials, including traits of those who have succeeded
- Benefits and culture

Use social media to drive candidates to your career portal; ensure it uses the same messaging as your portal.



Applications

73% of job seekers abandon applications that take longer than 15 minutes to complete.⁴ Of those who quit partway through, the average is four minutes into the process.⁵

Avoid collecting everything up front. To weed out poor fits, focus only on the information needed to evaluate candidates' skills and attributes. For example, recruiters don't need a candidate's references before they interview.



Candidate Communication

52% of candidates receive no communication two to three months they've applied.⁶ As a result, they're less likely to reapply in the future, nor are they likely to recommend friends.

Demonstrate your values, and respect your candidates:

- Keep them informed about next steps with every change in status
- Follow up on incomplete applications
- Ask candidates if they have any questions about the application process
- Communicate with every candidate within five days, even if there is no update
- Let candidates know when they're no longer under consideration
- Vary your communication channels, using a combination of email, voice mail, text, and chat

3. DMA, 2018 Email Benchmarking Report, 2018.

4. Sourcecon, You Don't Need to Code to Schedule Interview with AI, 2019.

5. iCIMS, The Candidate Experience Report, 2018.

6. Talent Board, North American Candidate Experience Research Report, 2017.

2. Empower your recruiting and HR team

Opportunities

Best Practices



Unqualified Candidates

When the labor market is in flux, recruiters are inundated with applications from candidates for every job and experience level.

To help candidates better understand how they match up to a role, include more direct skills and responsibilities in job descriptions. Identify top performers at your company, and benchmark their skill sets, cognitive abilities, and personality traits. On your career portal, list what it takes to succeed at your company.

Use skills assessments to determine whether candidates have the required skills, as well as the behavioral, and leadership traits needed for the role.

Be up front about special considerations, like night or holiday shifts.



Talent Pools

For every hire, there's a runner up, sometimes several. These people are interested in your company and could be ideal fits for future roles.

Add qualified candidates who were not hired to your talent pools, and proactively update them with news about your company.

Segment talent pools by candidates' background and interests, and encourage them to apply to future opportunities.



Integrated Systems

A recruiter's job is complex. They must use multiple systems to source, engage, assess, screen, track, hire, onboard candidates, and evaluate recruiting.

On average, businesses use up to 24 talent acquisition software solutions.⁷

Recruiters have to toggle between these systems, and as a result, the hiring process becomes time consuming, complex, and an administrative burden.

Take the extra work out of your recruiter's day. Seamlessly integrate your preferred end-to-end recruitment platform into your core HR and payroll system. This will allow data to move throughout the employee life cycle so it remains accurate and easy to manage.



Recruitment Efficiency

Recruitment teams' productivity suffers when they have to use jack-of-all trades HR payroll and training systems like Workday for their recruiting needs.

Two-thirds of talent acquisition and HR leaders prefer to implement best-of-breed ATS/recruiting solutions over a fully integrated HCM suite.⁸

Full-suite HR solutions are built for, and excel at, functions like payroll and training—not recruitment. To get the most out of your technology platform, integrate focused talent acquisition solutions.

7. HRWINS, The Future of HR Technology, 2016.

8. Talent Tech Labs, State of Talent Acquisition Technology, 2017.

Opportunities

Best Practices



Offer Management

Today, most employers use multiple systems or a manual process to create, approve, extend, and track personalized job offers. As a result, the all-important final stage of the hiring process slows, presenting the competition with a chance to beat you to the punch.

To land top talent, recruiters must close the deal quickly. Expedite the offer and approval process by automating the entire offer process within your recruitment platform.



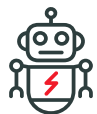
Candidate Data Privacy

Candidates provide some of their most personal information on job applications including compensation, cell phone numbers, and personal identifiers.

There should be no doubt in candidates' minds that their data will be treated with the upmost respect in compliance with privacy regulations, including the EU's General Data Protection Regulation (GDPR).

IT needs to systematize candidate data privacy and security, enabling:

- Recruiters to respond to data access/deletion requests from candidates by purging or downloading and sending profile information and message history
- Candidates to opt out of future messages by texting 'STOP'



Artificial

Job seekers new to your company have questions, most of which your recruiters end up answering again and again. Repetitive tasks eat up your team's time.

Employ AI-powered chatbots to handle administrative tasks like answering FAQs, pre-screening candidates, and scheduling interviews. Taking work off your recruiters' plates frees them up to build meaningful relationships with top talent, promote your brand, and focus on longer-term projects.



Data Analytics & Reporting

Data is disjointed and isolated across multiple HR systems, making it impossible to evaluate and improve your recruiting process.

You don't know your return on advertising spent on sites such as LinkedIn and Monster.

Without aggregated data, you have no way to verify the quality and quantity of candidates coming to your career site, from where, and at what cost.

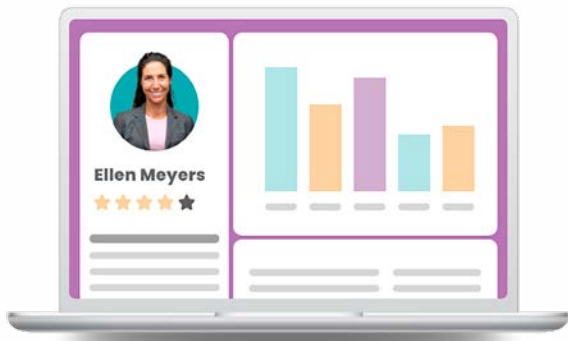
Track and increase the ROI of your recruiting by:

- Reducing time and cost to fill, even for the most difficult positions
- Measuring your recruitment advertising ROI from job boards by verifying candidate sources
- Tracking candidates through each stage to identify the bottle necks—such as scheduling candidates with hiring managers



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The Talent Cloud



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