



The Game Plan:

How to Build a Winning Team



**// The strength of the pack is the wolf.
And the strength of the wolf is the pack.**

The best teams get that — and those teams

win //

It's the force in workforce that leaps companies forward

The companies that strategically invest in their teams and talent are poised to win in the new way of work.

Because well-rounded teams are the force behind explosive transformation that keeps your organization creating, building, and innovating.

So let's build you a winning team. Here's how:

- **Attract** the winning talent you need – faster
- Raise the bar on **engagement**
- Take a new approach to how and who you **hire**
- Unlock hidden talent and **advance** top players

When humanity and technology come together

A note from Steve Lucas

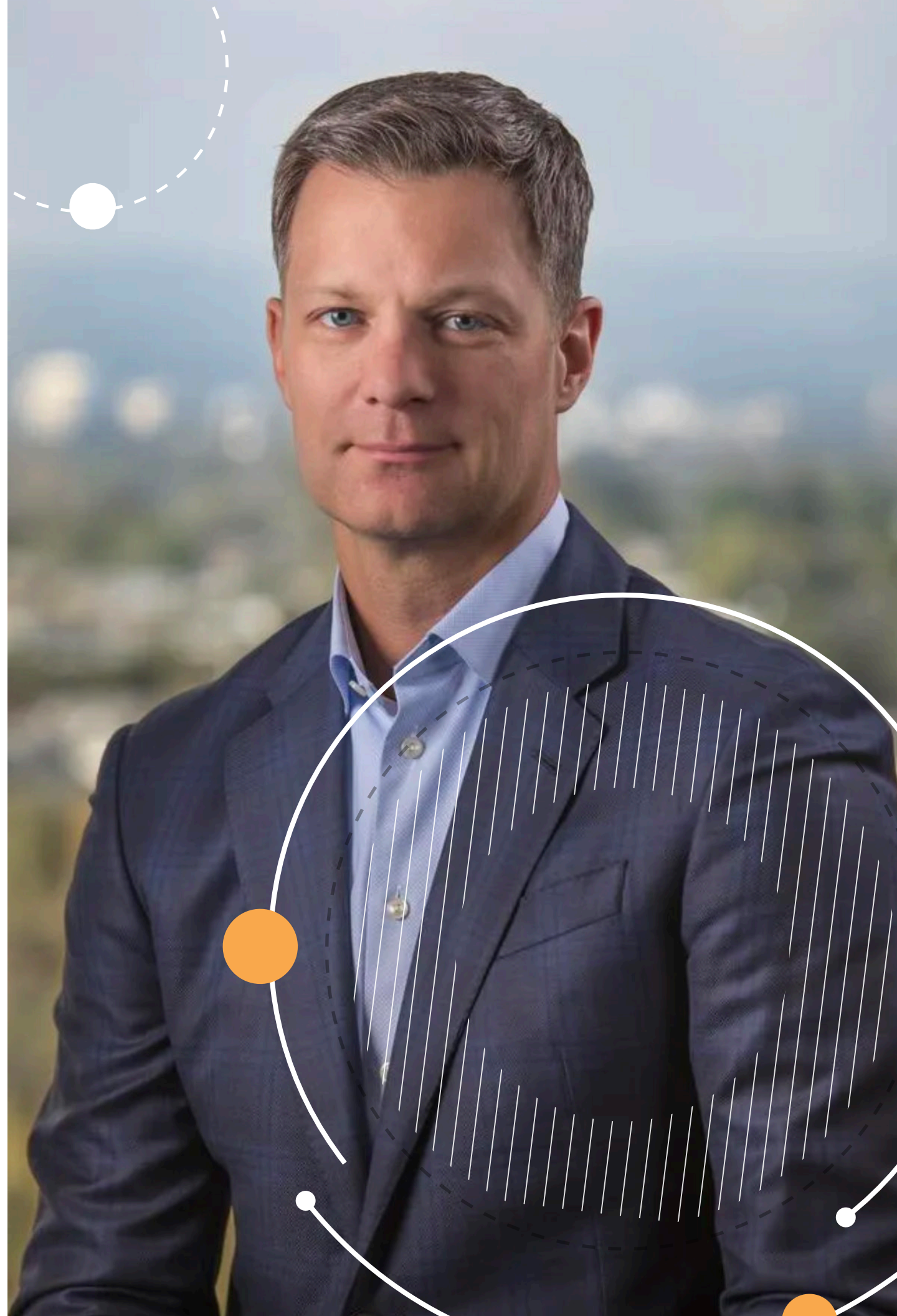
The revolution of work is upon us due, in large part, to the pandemic. Despite these unprecedented challenges, we've adapted both individually and collectively — radically so, in many cases — in terms of how we get our jobs done.

The one thing that remains constant is that people are still the primary drivers of transformation. People design the innovations of today and tomorrow. Technology is a necessary tool for productivity and innovation. Still, no matter how sophisticated a machine might be, it does nothing without a team of diverse, skilled, highly qualified, and mission-driven people operating it.

Your workforce's talent is your most critical driver of success. Who you hire, how you hire, and when you hire have gone from important to crucial decisions that will impact your business for the next decade.

Let's find the best candidates in the world.

—Steve Lucas, CEO, iCIMS



Attract the winning talent you need – faster

- Make the job search easier
- Tell your story in a big, bold way
- Turn more job seekers into job applicants



Make the job search **easier**

Reach talent where they are.

Talent learns more about you and your all-star team on your career site. But before they get there, they're surfing other parts of the web. Level up with:

- Search optimization of job listings
- An option to apply directly within LinkedIn, with data sent directly into your ATS
- Easy job search and apply from mobile devices

Personalize the job search.

Your career site visitors are in different stages of their job search game. Personalize experiences for active and passive job seekers when you offer:

- Skills-based matching to current job openings
- An easy opt-in to get future opportunities
- Communication via email, text, AI assistants, and video studio capabilities

73%

*of applicants abandon job applications if they take longer than **15 minutes**.*

– Robert Half, *What Workers Want Report*, 2018

Tell your story in a bold way

It's time for your employer brand to dominate.

Your career site is your virtual home base. You can take advantage of that prime real estate when you provide the insights and content that job seekers are looking for.

- Create experiences that express your authentic brand and help you stand out from the competition.
- Customize with a professional, modern look and feel
- Serve up relevant content based on visitors' interests
- Support commitment to a diverse community of candidates, including veterans, active military, women, LGBTQ+, and underrepresented racial and ethnic groups

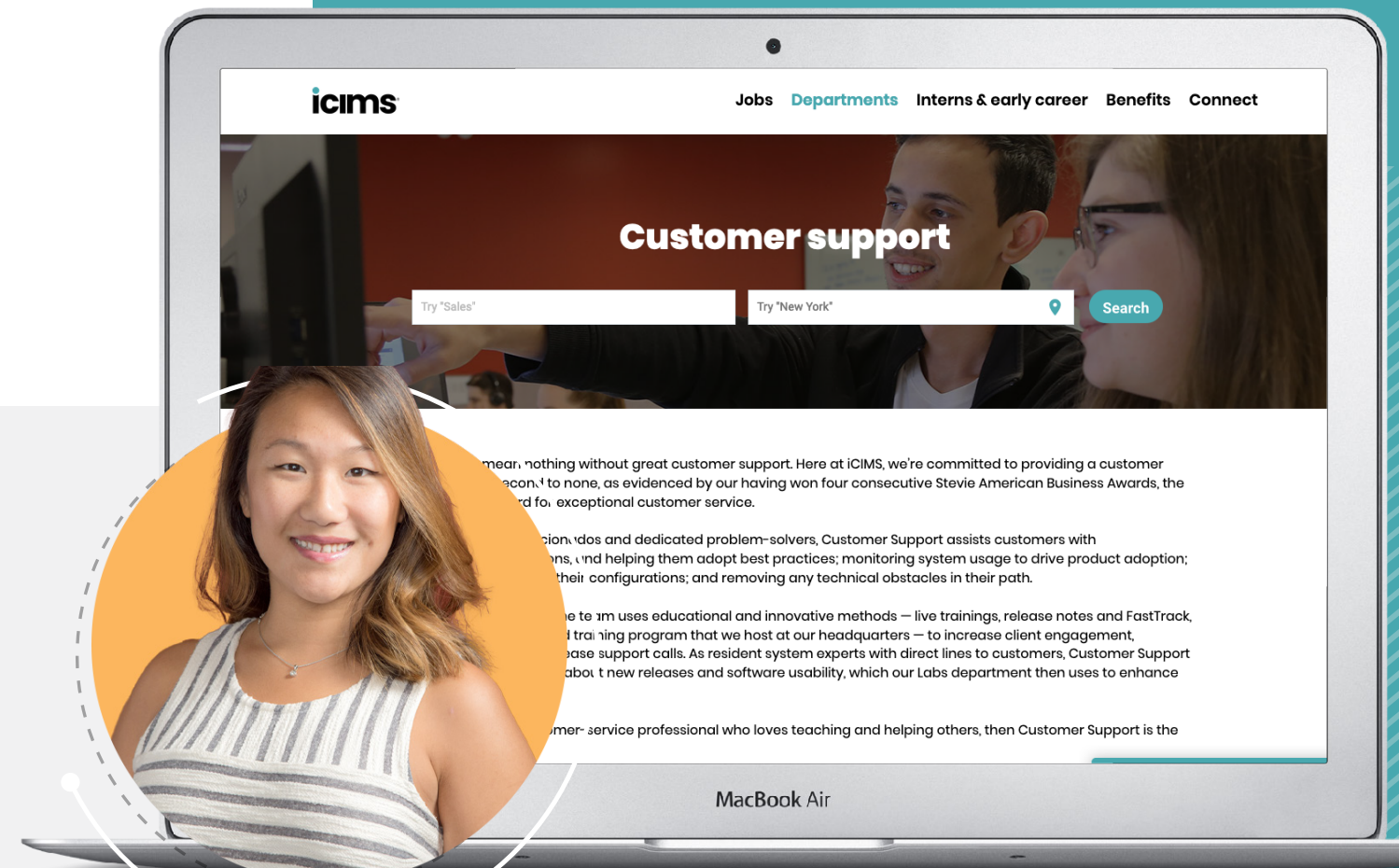
"I love that I have the opportunity to positively impact our customers' journey. iCIMS provides me with all the tools and support I need to embrace the challenges that come my way and be able to turn creative solutions into reality."

– Karen Wang, Implementation Manager

Attract the winning talent you need – faster

Capture the voice of your employees and integrate video across the talent journey.

Employees can create personalized videos to share what they think makes your company #1.



Turn more job seekers into job applicants

Cut down on complexity.

Feeling down about your conversion rate? 73% of job seekers abandon applications that take longer than 15 minutes¹. Pivot instead to:

- Simplified applications with “single click apply”
- Collect only what you need to start screening

Invest in accessibility.

An inclusive candidate experience sets the tone for your organization’s culture and values. Take the steps toward an equitable hiring process with:

- A job search function with jargon recognition, and conceptual searching and support for military occupational codes
- Accessibility features built into your tech solutions for visual, speech, hearing, cognitive, and motor disabilities

Attract the winning talent you need – faster

Time out with Al Smith.

iCIMS Chief Technology Officer



How do you build empathy?

For the iCIMS team, our Empathy Lab is a guided experience for our software developers to build an understanding of, and empathy for, people with disabilities.

We test how the hiring experience differs when using an assistance technology tool, such as a screen reader or speech recognition software.

Hard Rock International boosts global candidate engagement **with text**

Hard Rock uses iCIMS' Text Engagement to reach prospective employees with pre-built message templates throughout the recruiting process. This saves recruiters' time and provides them with the ability to interact with the the right talent in a relevant way.

75%

increase in candidate
response with text
messaging

90%

completion rate of
assessments

2X

global workforce
growth



*Our global presence
requires a fully electronic
process, and mobile-
optimized systems and
communication methods
like iCIMS.”*

*– VP, Global Talent & Team
Member Relations
Seminole Hard Rock*

Raise the bar on engagement

- Work smarter, not harder, to connect with talent
- Maintain momentum with stronger relationships
- Grow a bench of best-fit talent



Work smarter, not harder, to connect with talent

Engage for quality – not quantity.

Shift your recruiting team's energy to source quality candidates with scalable, high-touch outreach:

- "Always on" chatbots for candidate engagement application capture
- AI to focus on "best fit" job seekers without bias
- Engagement tracking to prioritize candidates who are most interested
- Robust candidate profiles that use AI to interpret skills directly from resumes and profiles to inform match quality and gain insight into a potential candidate's career advancement
- Self-scheduled interviews and smart AI ranking for on-demand interviews to free up time without feeling overly automated



Build your fan base with a CRM.

Spend time wisely:

Build better candidate relationships, reduce time to fill, and improve the quality of hires.

Reduce costs:

Lower the cost of vacancy and speed up time to hire to meet your goals and prepare for future hiring needs.

Maintain momentum with stronger relationships

Change the game for recruiters.

Empower your team to cultivate authentic relationships with interested candidates. Start with:

- Automated, personalized email and text campaigns to keep talent warmed and informed
- Virtual events to allow job seekers to connect with your team, regardless of location or time
- Relevant, engaging video content in the moments that matter

Time out

with Nicole Tucker.

iCIMS Manager of Talent Acquisition



How do you create inclusive communications?

Choose your words wisely. Strip out gender-specific terminology, such as “strong,” “proven,” or “analytical,” which are largely considered masculine language. Ensure you have a diverse panel of employees to collaborate with you on recruitment marketing materials.



Grow a bench of best-fit talent

Play the long game.

Streamline your recruiting efforts when you organize pipelined candidates within talent pools. This helps you access passive talent faster as hiring needs evolve.

- External talent pools for candidates to select from when they connect with your organization (organized by interest or location)
- Internal talent pools that align with your recruiting strategy (organized by job function, position level, or silver medalists)



Need a head start to organize your talent pools? Ask yourself:

- What critical positions and skills are needed at my company?
- What is my average time to fill?
- What is my company's talent makeup?
- What is my company's projected growth?
- How diverse are my sources, and are they providing quality candidates?
- Do I need to consider non-traditional hires such as vocationally skilled, remotely located, or contingent workers?

Raise the bar on engagement

Galileo crushes **high-volume** seasonal hiring goals

Galileo's success depends on its ability to find and hire seasonal staff for 70 specialized summer camp programs. iCIMS' CRM enables Galileo to build a large pool of qualified candidates throughout the hiring cycle, year after year, who stay engaged for future openings through company news and events.

2,800

employees hired or
rehired annually

Mobile-optimized
**career
fairs**

Internal portals

for job matching

Attract the winning talent you need – faster



iCIMS helps us source within our own platform. It's so important to our mission to find all of those qualified candidates quickly – 2,800 people – so moving fast and efficiently is crucial."

*– Associate Director of People Operations,
Galileo Learning*

Take a new approach to how and who you hire

- Drive diversity and equity
- Maximize recruiting efficiency
- Get the insights you need to make fast decisions



Drive diversity and equity

High-performing teams are diverse teams.

Diverse teams are the catalyst to all business-critical initiatives. Support your goal of building a diverse workforce with hiring tech that:

- Uses AI to match talent to jobs based on skills to remediate bias
- Deploys text to apply functionality to reach talent from anywhere in a personalized way
- Builds inclusive, culture-driven screening questions into the interview process
- Offers fair and equitable salary suggestions based on insights and data
- Masks EEO and PII data at any stage of the process
- Presents robust diversity reporting and analytics
- Anonymized, video interviews that use AI to assess soft skills and verbal/nonverbal cues to help reduce bias

Time out with Chinor Lee.

iCIMS Head of Culture, Belonging, Inclusion, & Diversity



How do we approach D&I initiatives?

You can look at demographics. You can see with your eyes – race, ethnicity, and gender – but it goes deeper than that. Diversity represents the totality of our experiences. If we move forward with a broader definition of diversity, then we can be more productive, collaborative, creative, and profitable.

Maximize recruiting efficiency

Empower your A-team.

Hiring is a team sport, and you need everyone set up to perform their best. Boost your team's communication and efficiency with:

- AI, machine learning, and automation to free your team from mundane tasks and foster better decision-making
- Mobile tools to help managers evaluate candidates from anywhere
- On-demand video interviewing that assesses verbal and non-verbal cues

Block and tackle virtual hiring.

As more companies shift to remote work, teams must tackle collaboration and communication challenges, like juggling multiple channels.

- Leverage the channels where your teams already work to streamline hiring feedback
- Create self-service onboarding portals to get new hires up and running



iCIMS partners with Microsoft Teams to help hiring managers and recruiters

- Provide instant candidate feedback easily and effectively
- Bring recruitment workflows into their everyday communications tools
- Reduce time-consuming follow-up meetings and manual tasks

Get the **insights** you need to make fast decisions

Build a data-driven playbook.

It would be best if you had clear insight into what's impacting various hiring stages to help make better recruiting decisions. Double down on your efforts with:

- The ability to create and configure dashboards to highlight the most relevant data and information
- A powerful, actionable visualization layer to power business outcomes
- Reports that can be scheduled and shared throughout your organization, making collaboration and your recruiting data more readily available in your flow of work
- Transparency across the entire HR stack with a platform that integrates all your recruitment solutions
- A centralized platform that keeps your data safe and processes compliant

We're basically the team captain of data.

iCIMS processes more than 75 million applications, 4 million hires, and 3 million job postings each year.

We aggregate and anonymize this information and share it out monthly in our [iCIMS Insights snapshot report](#). These insights help you more effectively benchmark your organization's performance and drive your hiring practices forward.

icims® Insights

Deliver an **experience** that is seamless, scalable, and powerful

Manual and disparate HR systems prevent growth and limit visibility. AmTrust Financial chose to integrate iCIMS with their HCM to prioritize recruitment and maintain a competitive advantage.

\$13M

saved in recruitment costs

50%

decrease in time to fill

Streamlined application process

Automated reports to provide leaders with key insights



As we know in the talent acquisition space, candidates are juggling multiple employers at the same time. If someone is interviewing with me, they are also interviewing with two or three other employers in this market."

– Former VP of Talent Acquisition, AmTrust Financial

Unlock hidden talent and advance top players

- Retention matters
- Accelerate your team's potential



Put me in, Coach; I'm ready to **play**

Retention matters because turnover is expensive. It is critical to retain top performers with opportunities to grow and contribute to the business.

When internal mobility is celebrated, you keep your best talent and transfer skills and culture across the organization.

However, internal mobility isn't always easy to navigate. When you move a team member from one department to another, you disrupt the business – something that you don't think twice about when hiring externally.

At the organizational level, create an environment where employees have freedom of exploration where they can openly engage recruiters.



An average employee earning \$130,000 annually in salary and benefits who leaves the organization results in a loss of \$109,676. That high number is based on lost productivity and the cost of recruiting and training a new hire."

– Deloitte Insights, 2018

Accelerate your team's potential

Reimagine internal mobility.

Do you overlook your internal talent? With growing skills shortages and the need for a more adaptive workforce, internal mobility has become critical. Here's how to better engage your current team:

- An internal career site that features not only full-time positions but also internal projects and short-term assignments for employees to learn new skills
- Automatic "position and project" recommendations to employees to provide good fit opportunities based on skills
- Engage a distributed workforce with employee generated video in your internal communications
- Use insight from a data-rich candidate profile to put a plan in place for upskilling

Unlock hidden talent and advance top players

A white glove experience for internal talent.

When proactively reaching out to a potential internal candidate, there's a larger responsibility to the employee to explain to them, "why this role, and why now." An AI solution that offers the "why" behind the matching helps inform the recruiter about transferable skills.

On the other hand, if a candidate is not chosen for the role, it can also provide a starting point in explaining the gaps in the employee's skill set.

AHA fosters career growth with **talent exchange**

The American Heart Association uses iCIMS for internal talent and professional development by bringing diverse skillsets together from across the organization to tackle unique projects.

Form **teams with targeted skills** to tackle unique projects

Reduce reliance on outside vendors by targeting current talent

Use CRM and internal career sites to **keep employees engaged and informed**

American
Heart
Association®



"We looked at how we could enable the talent attraction team to be a better business partner – to source and attract more qualified candidates and manage the process in an extremely efficient and positive way."

*– Vice President of Talent
American Heart Association*

Be a **catalyst** for talent and teamwork

When you invest in a comprehensive, talent-first approach, you're better equipped to block and tackle whatever comes your way.

It's how you build a winning team that wins the day, every day, and is a force to be reckoned with.



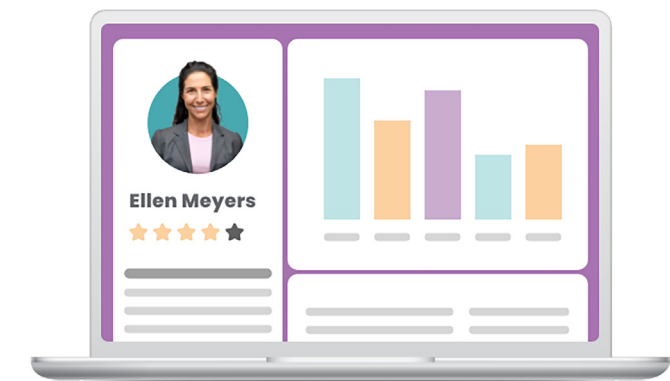
The hiring concept is no longer “We have a job, so let’s fill it.” Instead, talent acquisition—whether from within or via external pipelines—is a continuous proposition.”

– Human Resources Executive, 2019





icims[®]
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.

Let's team up on your talent transformation.

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