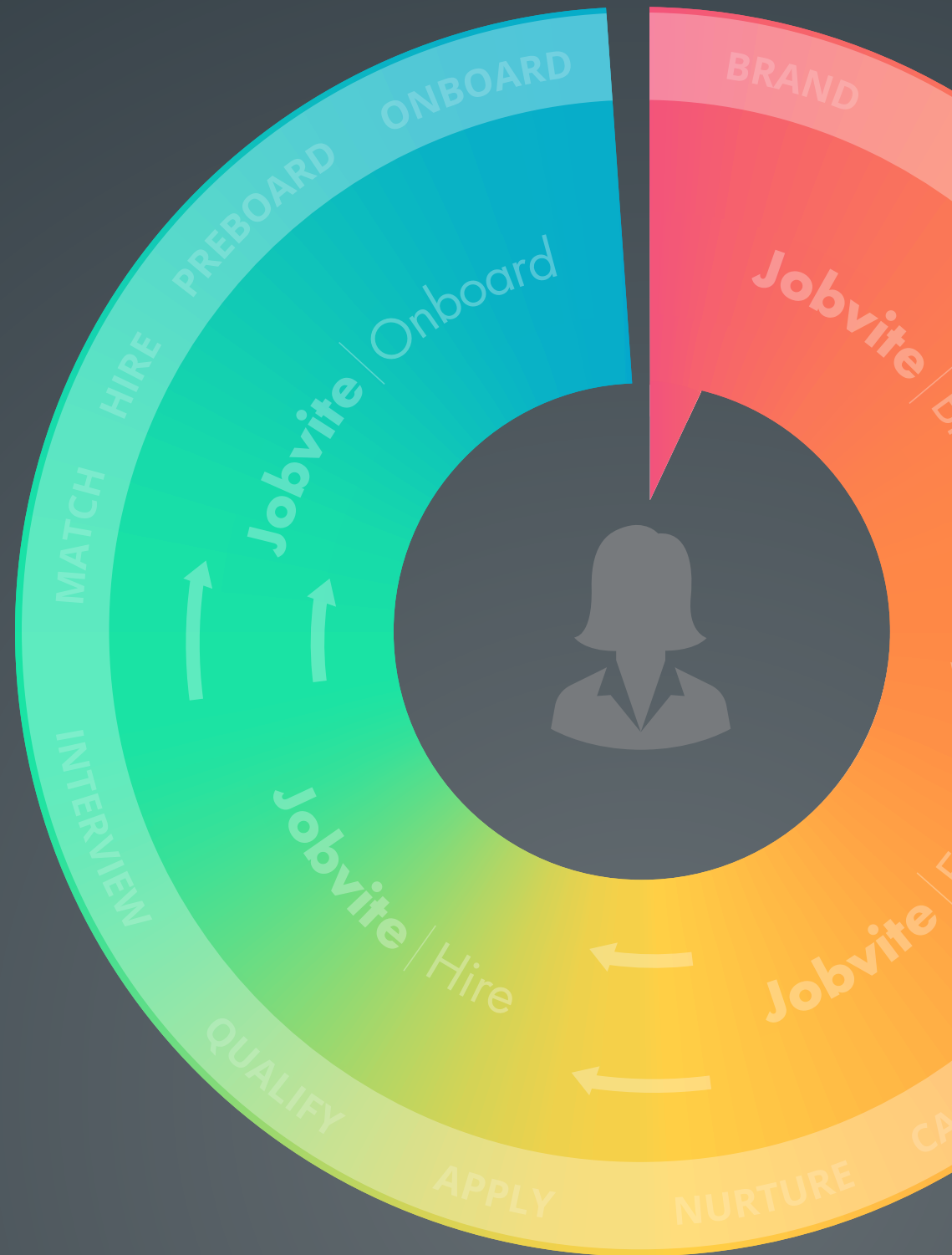


The New Model  
for Modern Recruiting:

# Continuous Candidate Engagement

Engage Candidates from  
First Look to First Day

**Jobvite**



## **Continuous Candidate Engagement (CCE)**

A candidate-centric recruiting model encompassing both technology solutions and strategies to continuously engage candidates in the right way, from first look to first day.

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**Jobvite**

# The New Approach to Recruiting

Talent is the lifeblood of your company, but there's not enough of it

With Baby Boomers retiring and immigration policies in flux, the American workforce is declining. We're at near perfect unemployment and almost every qualified candidate is already employed. On top of that, the Millennial and Generation Z candidates in this limited talent pool expect companies to engage with them in new ways.

According to [PwC's latest CEO survey](#), 78% of CEOs say they've changed their people strategy to reflect the skills and employment structures they

need for the future. They are "...taking steps to improve their access to talent and attract the people they need, whoever and wherever they may be."

Forward-thinking talent acquisition executives and recruiting pros need to think more strategically about how to improve the quality, speed, and effectiveness of engagement across a broader candidate journey, and in turn, an expanded recruiting cycle—from recruitment marketing to hiring to new hire engagement.

These new market dynamics call for a new approach: a shift in focus from managing requisitions to creating remarkable candidate journeys.

## **We call this Continuous Candidate Engagement (CCE).**

Continuous Candidate Engagement is a candidate-centric recruiting model that encompasses both technology solutions and strategies to engage candidates at the right time, in the right way, at every single stage of the expanded candidate journey.

The orchestration of those engagement opportunities should be continuous, starting from the moment a candidate is aware of your employer brand ("first look") and extending seamlessly into employee engagement once they are on board ("first day").

In the quest for top talent, a CCE strategy creates a sustainable and defensible competitive advantage, establishing your hiring organization as a key growth driver for the company and your brand as a magnet for talent.

# The Rules of Recruiting Have Changed Forever

These eight trends are changing the rules of recruiting and to stay competitive, you need a strategy to address them

## 1 The Talent Crunch is Getting Worse

If you're not in the talent crunch yet, you will be. The unemployment rate has dropped to a 17-year low of 4.1%, meaning that almost every qualified candidate is already employed. And the hunt for skilled talent is only getting more challenging. In fact, according to the 2017 Recruiter Nation Report, 89% of recruiters think it will get more competitive, and only 2% think it will get less competitive.

## 2 Candidates Are More Informed, Have More Choices

As companies struggle to find workers to fill record-high job openings, **candidates pick companies, not nice versa**—particularly educated, skilled talent who can pick and choose from plenty of options. But don't discount hourly workers; they do their homework too and are informed about where the jobs are and always looking for ways to increase their take-home pay.

## 3 The Up-and-Coming Workforce Has Different Expectations

Millennials will comprise more than one in three adult Americans by 2020, and 75% of the workforce by 2025. Whether it's Millennials, Generation Z, or the generations that follow, it is critical to rethink your recruiting strategy to be able to reach these younger candidates in the way they want to be communicated with and with clear branding that speaks to their values. If you make them click too many times, or your campaign doesn't work on mobile, you're going to lose them.

## 4 Candidates Will Reject You Preemptively

Job shopping is the new normal, especially for the up-and-coming workforce. The content that is most important to job seekers researching a company includes employer reviews (at 37%), and after that, textual content on a company website (at 24%), as well as company publications or products. If they're turned off by reviews or can't find what they're looking for, they'll move on, rejecting you before you even know they're looking. That's even true when it comes to your current employees—staying at a company for less than three years is the new norm.

## 5 Anyone Can Be Found by Anyone

As of April 2017, LinkedIn passed the 500 million user mark, and Facebook was over two billion. Thanks to social media, it's easier than ever to find candidates on social media—easier for you, and for everyone else.

## 6 Jobs Are Fluid

In one study of 1,000 U.S. office workers, one third had a second job and more than half (56%) predicted we would all have multiple jobs in the future. Increasingly, work is distributed across geographies, people are choosing part-time, project-based work, and many have side gigs—44 million according to one report. In this gig economy, fluid work arrangements call for flexible hiring strategies.

## 7 Speed Is the New Currency

Moving quickly on candidates is the name of the game. They're always seeking and you're always hiring, so you better move fast if you want to keep those top candidates. Many companies give candidates offer letters on the day they interview, before they even leave the office. Rising innovations in screening—such as text interviewing, chatbots, and on-demand video—take days, if not weeks out of the process, helping recruiters find top talent faster than ever before.

## 8 A Signed Offer Is No Longer the Finish Line

The signed offer is an important milestone, but not the finish line. Even after a candidate has signed, he can still decide not to join your company. There's even a good chance he will change his mind if he doesn't find it satisfactory: over one quarter of employees are willing to quit a new job in the first 90 days, leaving you to start over again.

# The Evolution of Recruiting Technology

## 1st Generation: The Rise of the ATS *Recruiter-Centric Strategy*

- Timeline: Late 90s
- Characterization: Rooted in client / server ERP world
- Companies: Resumix and Recruitmax
- Bottom line: Applicant Tracking System only tracked recruitment from the recruiter's point of view.

## 2nd Generation: The ATS Meets CRM *Administrator-Centric Strategy*

- Timeline: 2000s
- Characterization: ATS + CRM Functionality and Market Consolidation
- Companies: Oracle, IBM, and SAP
- Bottom line: ATS acquisitions by larger organizations led to clunky recruitment software.



### 3rd Generation: The Rise of Social Recruiting *Social-Centric Strategy*

- Timeline: Mid 2000s
- Characterization: Rise of Social Media in Recruiting
- Companies: Jobvite
- Bottom line: Jobvite pioneered social recruiting to leverage existing social networks for recruiting.

### 4th Generation: Introducing Continuous Candidate Engagement (CCE) *Candidate-Centric Strategy*

- Timeline: 2018 and Beyond
- Characterization: Candidate-Centric Recruiting Strategy
- Companies: Jobvite
- Bottom line: Candidate engagements are curated throughout the entire process—from first look to first day.

# Candidates Are Rejecting Companies with Outdated Systems and Practices



Misspelled names in emails. An unpleasant interview process. No post-interview follow-up. There are lots of ways to serve up a bad candidate experience, and today's talent war leaves no room for mistakes—mistakes that can wind up costing a lot more than you might think.

Case in point: a poor candidate experience cost Virgin Media £4.4M (\$5.5M U.S.) in 2014. More than 130,000 candidates applied for jobs at Virgin Media that year, 18% of whom were existing Virgin Media customers. Because of a poor candi-

date experience, 7,500+ canceled their subscriptions and switched to a competitor.

It's a new generation of recruiting with a new set of rules—and candidates are rejecting companies who aren't innovating.

Current recruiting systems and processes were built for another era. An ATS is not enough; neither is a CRM—these belong to the past. The traditional “post-and-pray” approach falls short with its limited focus on the apply-to-hire process and administrative efficiency.

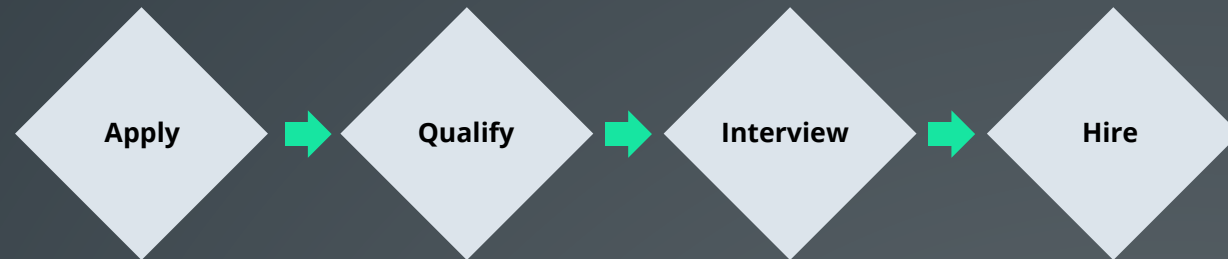
Modern recruiting must go further, taking into consideration an extended candidate journey that starts from the first look at your career website to the first day on the job. Engagement with the candidate needs to be fast, flawless and high quality. In addition, organizations need to incorporate new levels of automation, including AI and machine learning, for tedious tasks in order to free up recruiters to spend more time on the human, strategic work—the meaningful moments with candidates—and drive better, faster outcomes.

# Modern Recruiting Must Go Beyond Current Strategies and Solutions

## OLD SCOPE

Administrative efficiency

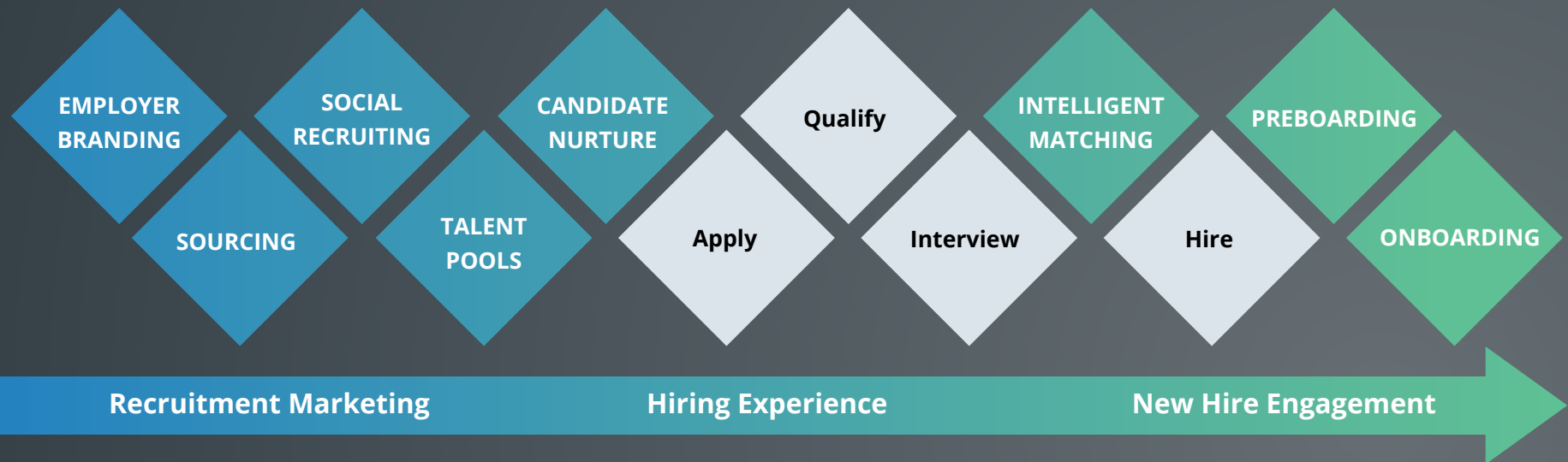
Straightforward: "post and pray"



## NEW SCOPE

quality and speed

Engagement: "first look to first day"



# What You Need Now: A CCE Strategy

The shift is on. We're facing a strategic imperative to embrace Continuous Candidate Engagement, and companies that don't adapt will be left behind.

The model of the past, which was built on administrative efficiency, recruiter-centered processes and transactional relationships, no longer applies. To access, attract and retain the best talent—whoever they are, wherever they are—you must put the candidate at the center of the journey.

Applying the same concept that's been used for both customers and employees, candidate experience is the impres-

sion that a candidate has based on the full spectrum of engagements with you, your company, and your brand.

Candidate engagement is the one area you can actually impact, so it's important to orchestrate high-quality interactions across the entire recruiting process to create an exceptional candidate experience.

A candidate-centric approach shifts the focus from managing requisitions to creating remarkable candidate journeys that enable you to engage at the right time, in the right way, throughout the entire process.

## Experience vs. Engagement: What's the Difference?

Candidate 'experience' and candidate 'engagement' are not one and the same. To improve the recruiting process, you need to understand the meaning of each and where you can—and can't—make an impact.

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**Candidate Engagement** is about a series of interactions you have with a candidate. You can determine what that engagement looks like. **'Engagement' is within your control.**

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**Candidate Experience** is about how a candidate feels about those interactions and the impression they have about your brand. 'Experience' is not in your control. In other words, you can't deliver a candidate experience. You can only deliver continuous engagement that influences the candidate's impression of your company.

# The Rules of Recruiting Have Changed Forever

Shift to Continuous Candidate Engagement

## Administration Centric

to

## Candidate Centric

Administrative efficiency



Candidate engagement

Tracking resumes



Speed and quality

Episodic, transactional



Continuous, relational

Candidates find you



Engage candidates on their turf

Process begins with requisition



First Look to First Day

Brand is secondary, agencies own talent



Employer brand, talent pool are assets

Hiring managers disengaged



Hiring managers partnered throughout

# Three Requirements for a CCE Platform

Legacy systems weren't built to handle the needs of a candidate-centric recruiting world, and point solutions remain limited to select phases of the recruiting cycle

Here's what you need to make CCE work for you:

## #1 Supports every stage of the candidate journey, from 'first look to first day'

A holistic CCE platform spans the whole spectrum of the candidate journey, from recruitment marketing to the hiring experience to new employee engagement.

- **Intelligent workflows and orchestration** automate and accelerate candidate engagement through every stage in the process and across third-party systems, such as other HR systems.
- **A single source of truth gives** recruiters the right information to drive forward at every moment.

## #2 Deeply engages the candidate at every step

By putting the candidate at the core of every step, it enables you to create meaningful experiences at the right time with the right message for any candidate.

- **Immersive, unified experiences** create brand consistency at every touchpoint, including career website, recruitment marketing campaigns, hiring and onboarding.
- **Automation simplifies** your ability to continuously cultivate relationships and nurture talent pools, including passive candidates and silver medalists.
- **Mobile-first, zero-login eases the application process** for candidate applications and hiring managers.

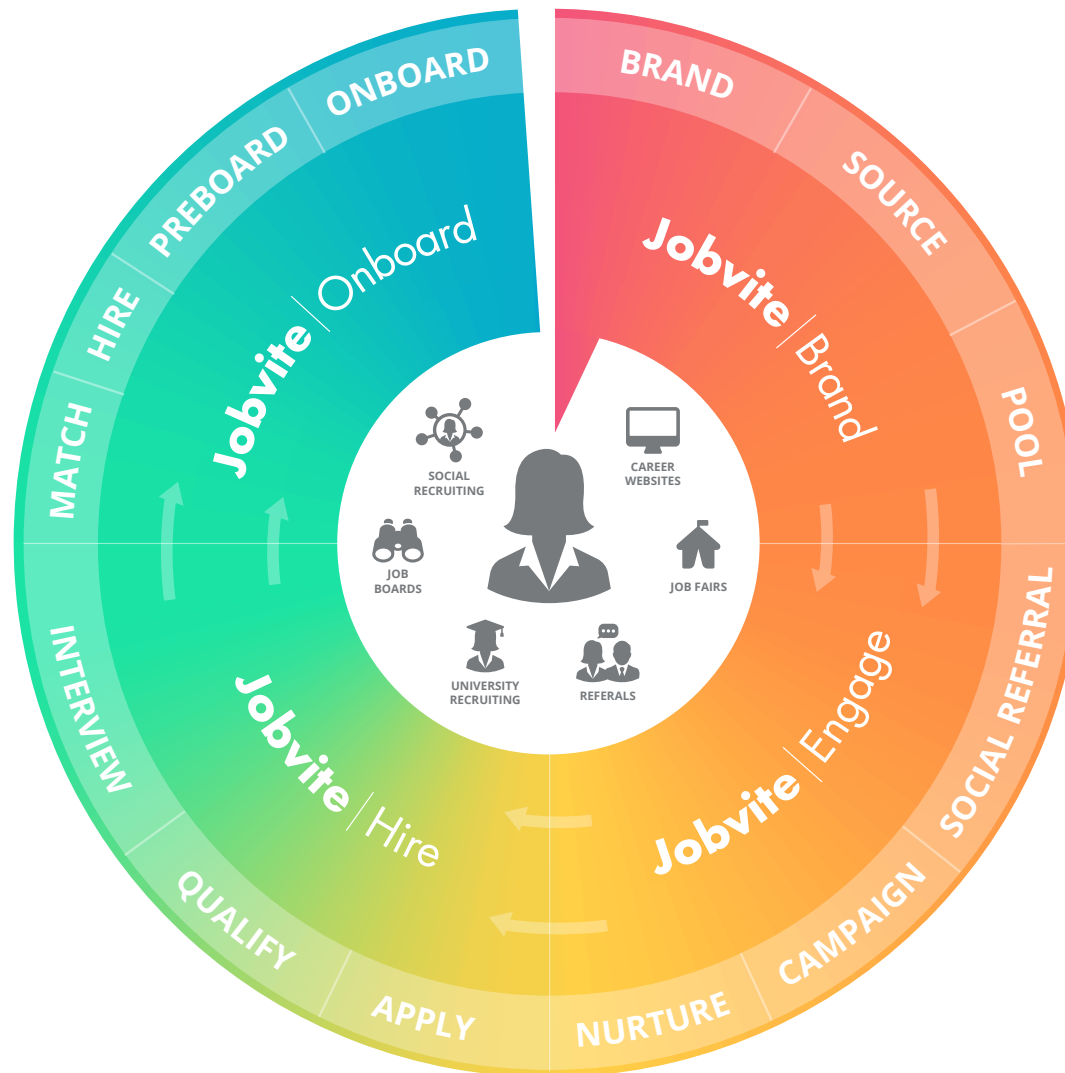
## #3 Infuses automation and intelligence to increase recruiting speed and quality:

CCE requires a unified, data-driven platform that gives a 360° view of your recruiting data for continuous measurement and complete observability.

- **Smart algorithms drive** (e.g. AI, machine learning) automation for candidate engagement and recruiter efficiency—includes time to fill, smart scheduling, candidate matching, and more.
- **Rich data science drives** intelligence for the entire organization with consistent, easy-to-generate candidate insights for recruiters, executives, and hiring managers.

# Jobvite and Continuous Candidate Engagement

Jobvite delivers a comprehensive, scalable and flexible platform purpose built to make the CCE process easy and efficient



## CCE in Action

Forward -thinking companies have figured it out

170%

increase in social hires

**Schneider**  
Electric

40%

of applicants through referrals

Quotient

515%

increase in applications



55%

improvement in candidate  
response rate





# 47%

decrease in time-to-fill



**DOLLAR SHAVE CLUB**  
SHAVE TIME. SHAVE MONEY.

# 40

offer letters, rounds of onboarding,  
background checks in one week



**TREK**

# 30%

decrease in time spent  
screening applicants



**NOBLE**

# 270%

growth in 3 years

**pandora<sup>®</sup>**

# How AI is Powering Continuous Candidate Engagement

While we're only in the first inning of AI, it's already playing an important role in this new wave of CCE

Jobvite allows you to tap into predictive analytics and benchmarks aggregated from over 62 million job seekers and one million jobs filled, providing unmatched intelligence around the candidate journey.

Although AI sounds scary at first, it's your ticket out of the boring logistics and rejection business and into inspiring work that has an impact—on you, on the candidate you're interacting with, and on the business.

According to the [2017 Recruiter Nation Report](#), recruiters want tedious, time consuming tasks—like interview scheduling, background and reference checks—automated. They also want AI-powered sourcing technology to bring the right candidates to them directly instead of having to go out and hunt for them.

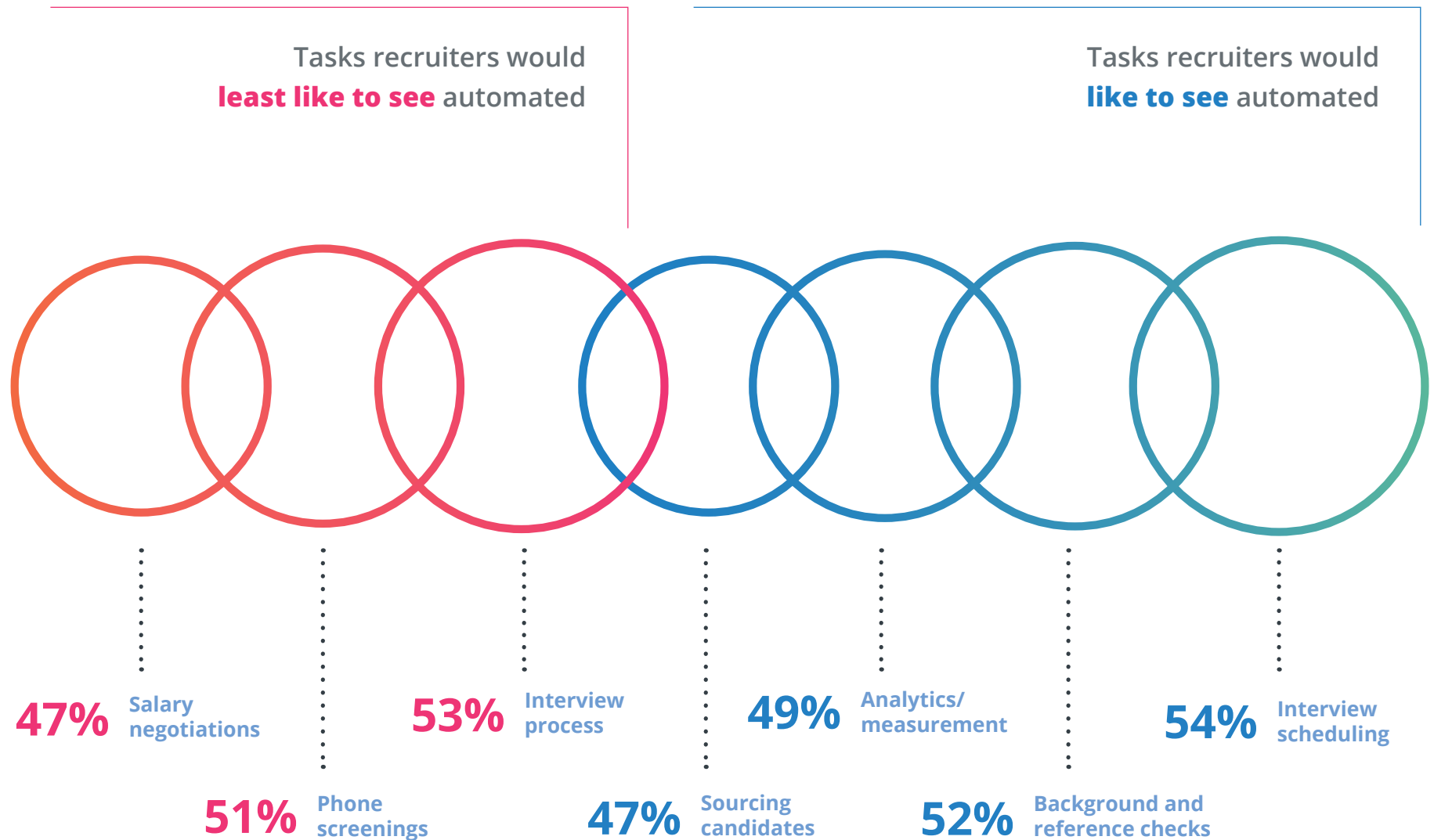
Recruiters also feel that technology can't replace the more human, strategic aspects of the role: managing the interview process, doing phone screens, and salary negotiations, for example. This is the kind of work they want to be able to stay focused on.

By automating routine recruiting tasks, AI frees up time for recruiters and hiring managers to devote attention to the human aspects of the job that will create high-quality interactions throughout the candidate journey.

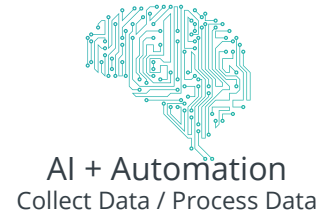
## This includes:

- Spending time with top candidates
- Collaborating with hiring managers to level-set expectations
- Evaluating candidates in new ways (e.g. algorithms), opening up opportunities to the best candidates with less bias
- Increasing speed to hire
- Creating a continuous feedback loop of performance and recruiting data that algorithms—and in turn the business—can learn from

# What Activities Do Recruiters Want Automated?



# The Division of Labor Between Recruiter and Machine



## Recruitment Marketing

Hiring Manager Agreement	★	
Plan & Budget		★ Prescriptive & Description Analytics
Job Description	★	
Brand & Career Site	★	
Job Targeting & Distribution		★ Ad Targeting
Search & Source		★ AI Search

## Hire Experience

Screen Candidates		★ Skills Assessment: Games & Simulations
Assess Candidates		★ Video Screening
Engage Candidates	★	★ Chat Bots
Select Candidates to Interview		★ Sentiment & Emotional Assessments
Schedule Interviews		★ Smart Scheduler
Conduct Interviews	★	
Reference Checks		★ Auto Reference

## New Hire Engagement

Background Checks		★ AI Background
Offer & Close		★ On-Body AI Intro Matching
Onboard		★ Time-to-Fill, Bias Detector

**Analytics/Insight/Optimize**      ★      ★

# Recruiters, Hiring Managers, and Candidates in a CCE World

Candidates aren't the only ones who benefit by shifting to a CCE strategy. It's also about making recruiting easier, faster, and less expensive for both recruiters and hiring teams alike.

## **CCE lets recruiters focus on what's important—people:**

Because much of the tedious work of recruiting will be automated, such as rejecting candidates and recruitment marketing campaigns, recruiters can leave every rejected candidate with a positive brand impression and keep qualified candidates warm. With the time saved, recruiters can strengthen their relationships with hiring managers to hone in on exactly what they are looking for and really get to know candidates.

## **CCE helps hiring managers**

**hire teammates faster:** With AI surfacing quality candidates faster, hiring managers can fill positions faster without having to evaluate hundreds of unqualified candidates. They can also use a mobile app to find out where their candidates are in the process and to submit interview feedback while on the go. All of this moves the process along faster and with greater frequency than ever before.

## **CCE helps candidates decide the right place to work:**

Let's say you're choosing between two companies. Company A made you log in and complete 20 questions before the application crashed and you

had to do it all over again.

Company B's online application took five clicks to complete and you received a lovely thank you note that set expectations regarding when they'd be getting back to you. Company A gave you wrong directions and no parking instructions for the interview. Company B not only sent you a map to the office via text, but welcomed you at reception with a smile and a gift bag filled with branded material, including a very cool t-shirt.

You get the gist. Great engagement makes great experiences and ultimately helps a candidate decide whether to accept or reject a job offer.



**"Candidates know when they're being treated like just another number, and that doesn't fly in today's competitive landscape. When we created a team to focus on continuously engaging with candidates in ways that made them feel important and valued, we started hearing from candidates that we were doing an amazing job, regardless if we hired them or not. That's a big win in my book."**

Steve Alexander, Director of Talent Acquisition, AccentCare

# Putting CCE Into Action: 15 Questions to Ask Today

No matter the level of sophistication of your recruiting organization, Continuous Candidate Engagement is for everyone: beginner to advanced.

Where is your organization today? Where do you want to go next? Use these questions to assess how you can put CCE into action today.

## First Look

## To First Day

### Recruitment Marketing

### Hiring Experience

### Onboarding Experience

1. Do you have segmented talent pools that you consistently nurture with social and email campaigns?
2. How do you keep 'silver medalists' engaged with your brand?
3. Do you have a compelling career website that supports mobile devices?
4. Are you managing your social channels with your employment brand in mind?
5. Are you leveraging your own employees to recruit for new talent?

1. Is it easy for a candidate to apply to a job on a mobile device?
2. Is it easy for a candidate to schedule/reschedule interviews?
3. Do you give candidates a warm greeting when they arrive onsite?
4. Are you responsive to their questions throughout the process, and is all that communication tracked in one place?
5. Are candidates notified in a timely manner about their candidacy?

1. Is your onboarding experience seamlessly connected to your hiring experience?
2. Are all of your forms digital so that a new hire doesn't have to fill out forms by hand?
3. Do you have an onboarding portal that prioritizes all of a new hire's tasks?
4. Does your onboarding portal work on mobile?
5. Is your onboarding portal available to candidates before they start (pre-boarding), so they can get a head start on the process?

# New World. New Model. New Recruiting Success.

In this shifting recruiting landscape, companies willing to adapt and innovate will stand out—not only in the eyes of the candidates, but also from the perspective of your entire hiring organization. By evolving your process to a Continuous Candidate Engagement strategy that supports a laser focus on what’s most important—the people—you’re setting yourself up for immediate and long-term success: efficient hiring processes and a positive, long-lasting candidate experience that establishes your team as a strategic asset to leadership in attracting and keeping top talent.

For more information on how Jobvite can help you build a comprehensive CCE strategy for your organization, email us at: [recruit@jobvite-inc.com](mailto:recruit@jobvite-inc.com)



## About Jobvite

Jobvite is leading the next wave of recruitment innovation with Continuous Candidate Engagement (CCE), a candidate-centric recruiting model that helps companies engage candidates with meaningful experiences at the right time, in the right way, from first look to first day. The Jobvite Platform infuses automation and intelligence into today's expanded recruiting cycle to increase the speed, quality, and cost-effectiveness of talent acquisition. Focused exclusively on recruiting software since 2006 and headquartered in San Mateo, Jobvite has thousands of customers including LinkedIn, Schneider Electric, Premise Health, Zappos.com, and Blizzard Entertainment. To learn more, visit [www.jobvite.com](http://www.jobvite.com) or follow us [@Jobvite](https://twitter.com/Jobvite).

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