# Your Ultimate Recruitment Planning Guide

A PLANNING GUIDE FOR RESOURCEFUL RECRUITERS

glassdoor® | Jobvite

# Introduction

Recruitment in the age of technology and employer branding requires a new approach. The candidate-driven market and increasing expectations of transparency by employees and candidates alike mean that the methods that used to work for finding applicants and making hires may no longer be optimal. Thankfully, recruiting and employer branding tools such as those offered by Jobvite and Glassdoor allow employers to streamline the recruiting process and communicate more openly with candidates. The built-in tracking mechanisms of the new tools also enable continuous monitoring of key metrics, allowing recruiters to learn and adjust as they go.

So, Glassdoor and Jobvite partnered to create this guide to recruitment planning. Our collaborative effort identified **six key components of a winning recruiting plan:**

Feel free to pick and choose from this guide to focus on the areas most relevant to you. And by all means, share it with those who could benefit.

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# Refining Your Organizational Culture

**Company culture does count**. In fact, almost nine in 10 companies cite "culture and engagement" as one of their top challenges.[1] It's no wonder research shows that there's a causal relationship between company culture and company stock performance.

Companies named to Glassdoor's Best Places to Work list **broadly outperformed the S&P 500** from 2009 to 2014.[2]

When company culture is so essential for business success, it's surprising to learn that in 2015 only 32% of U.S. employees were considered engaged employees, and 51% were not engaged.[3] Engaged employees are more productive, provide better customer service, and have lower rates of turnover, absenteeism and safety incidents.[4] Not only that,

companies investing on Glassdoor see on average a **30% lower cost-per-hire** compared to traditional job boards.[5]

*Sources: [1]Global Human Capital Trends 2015, Deloitte, February 2015; [2]Glassdoor Data Labs; [3]Gallup, January 2016; [4]Gallup, 2013; [5]Brandon Hall Group, 2014*

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## Motivate Employees Around Your Mission

**A compelling company mission is the bedrock of top-performing companies.** Your mission gives employees a sense of meaning by reminding them who they serve and why—a reason to show up and perform their best every day. It also serves to attract candidates who want meaningful work that aligns with their values.

Mission-driven companies have **30%** higher levels of **innovation**

**40%** higher levels of **retention**

and they tend to be **first or second** in their market segment.[1]

*Source: [1]Becoming Irresistible, Deloitte, February 2015*

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# To rewrite or reboot your company's mission, ask yourself these questions:

*Does our company have a compelling mission statement?* If not, gather a team to spearhead a project that gets employees involved in crafting a succinct, engaging statement.

*Do employees have a good understanding of our mission statement and feel motivated by it?* Frequent repetition of the mission brings focus to corporate initiatives, putting the customer and the product or service first.

✓ Find ways to infuse your mission into internal communications, such as announcements and all-hands emails.

✓ Display creatively designed reminders around the office.

✓ Encourage leaders to reinforce your mission at company-wide and team meetings.

*Can candidates easily understand and find our mission statement?* Your mission could be one reason someone applies to your company over a competitor, so make sure it's easy to find.

✓ Display your mission statement prominently on your careers page.

✓ Embed your mission into your job descriptions.

✓ Include your mission on your Glassdoor employer profile.

✓ Create a video that demonstrates your mission in action.

✓ Include video and photos on your careers page and Glassdoor.

✓ Reinforce your mission by mentioning it in job descriptions and interviews.

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NEARLY
# 70%
of Glassdoor users say they are **more likely to apply to a job** if an employer actively manages their employer brand.[1]

*Source: [1]Glassdoor U.S. Site Survey, January 2016*

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# Motivating Through Feedback and Appreciation



**Yearly performance reviews have gone by the wayside for many companies in favor of ongoing coaching and feedback.** When employees have a strong sense of how their work contributes to the organization and feel appreciated for their efforts on a regular basis, they're motivated to innovate and provide stellar customer service.

"High-potential young employees want
**regular feedback** and **career progression advice**,
not just 'once and done' reviews."[1]

Source: [1]*Deloitte Global Human Capital Trends, 2015*

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# Use these questions to guide you in creating a culture of feedback and appreciation:

*How often do employees connect with managers?* Frequent, informal meetings are key.

*Do employees have short-term goals to focus their efforts?* Breaking down large goals into achievable steps gives employees an ongoing sense of accomplishment.

*Do employees feel empowered to speak up when difficult issues arise?* The pressure built up from not discussing workplace challenges can cause turnover.

*Do employees feel empowered to share ideas?* Some of the best ideas for more efficient procedures and new products come from employees in non-leadership positions.

*How do we currently reward and thank employees?* While employee recognition programs and team celebration events are helpful, ongoing acknowledgment and praise helps keep employees motivated on a daily basis.

*Do we incorporate feedback received on sites like Glassdoor into our management process?* Anonymous reviews are an excellent barometer of employee sentiment. Make a habit of discussing them in leadership meetings.

*How do we recognize those who have written about us?* Whether the review is positive or mixed, be sure to thank reviewers of your company and address concerns they have.

*How do we thank candidates?* Recognizing candidates' efforts is particularly important if they already have a job and had to rearrange their schedule to attend an interview. Make sure they are thanked and treated with respect.

## 62% of Glassdoor users agree their **perception of a company improves** after seeing an employer respond to a review.[1]

*Source: [1]Glassdoor U.S. Site Survey, January 2016*

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# Planning a Winning Recruiting Event

In our digital world, it's easy to get lost in the stream of online applications and phone screenings. Recruiting events are a sure-fire way to expose your employer brand directly to candidates. There is simply no substitute for face-to-face interaction.

Because recruiting events can be costly and take up a significant amount of your staff's time, it's worth it to get strategic about including events in your overall recruiting plan. **Follow these six steps for recruiting event success:**
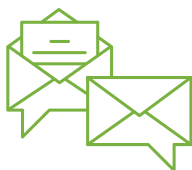
**1**

Match events to your recruiting plan.

**2**

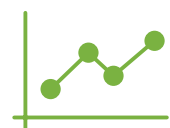Find and attend targeted events.

**3**

Evaluate the hard costs.

**4**

Invite your employees!

**5**

Promote your event.

**6**

Measure your success.

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## 1 Match events to your recruiting plan.

Consider your **overall hiring goals** for the year:

- ✓ *Will you need to make a large number of hires in a specific role, division or location?*

- ✓ Focus on events that will help you meet specific goals.

## 2 Find and attend targeted events.

The best events expose you to the largest number of quality candidates in a setting that **encourages meaningful interactions:**

- ✓ Career fairs

- ✓ Campus recruiting events

- ✓ Events tied to industry groups or tradeshows

- ✓ Hosting your own event

**Ask event organizers:**

- ✓ *How many attendees can be expected?*

- ✓ *What type of people usually show up?*

- ✓ *How do you promote the event?*

## 3 Consider the hard costs.

- ✓ Overall event or space rental fee

- ✓ Booth and/or signage

- ✓ Collateral – brochures, printed job descriptions, etc.

- ✓ Giveaways

- ✓ Refreshments/snacks

- ✓ Computer or A/V equipment (to show videos and/or collect digital applications)

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## 4   Invite your employees!

Include the number of staff you'll need in your overall evaluation of events. Taking 10 people away from work for a day has far more impact to your company than taking two people for an afternoon.

✓ *Will you need recruiting staff only or will the event benefit from bringing hiring managers, other departmental employees, company spokespeople or university alumni?*

✓ *How will you interact with and evaluate candidates?*

✓ *Will you give booth staff icebreaker training or specific screening questions?*

✓ *Will candidates be given a questionnaire or other form to complete?*

✓ *Will you capture applicant information via computer, tablet or other device?*

**Booth staff are representatives of your employer brand.** Make sure they know your company history and mission, and embody company values.

## 5   Promote your event.

When participating in a career fair, most of the promotion is done by the organizers, but you can also get the word out on your own channels. When hosting your own event, you'll need to double down on promotion. **Consider these event promotion channels:**

✓ **PR**—Send out a press release.

✓ **Social media**—Announce event participation on Twitter, Facebook or Instagram with a specially created event image and hashtag.

✓ **Community groups**—Post a notice on Facebook groups or community job boards.

✓ **Glassdoor**—Post a Company Update with information about the event and available positions at your company.

✓ **Advertising**—Run targeted ads in local newspapers, radio stations or outdoor venues such as bus stops or billboards.

✓ **Email**—Send emails to qualified candidates in your database.

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## 6 Measure your success.

Measuring event ROI will help you decide which events to keep in future recruiting plans. Be sure you have a plan for tracking the applications you receive from event attendees.

**During the Event**

Tag paper applications and resumes received, and track computer applications if applicable.

**After the Event**

Use a special URL or include the event in your self-reporting list of options. If candidates submitted an application prior to event, be sure to have a field within your ATS to indicate that you met them at the event.

$$\text{EVENT ROI} = \frac{\textbf{Total Cost} \text{ of Event}}{\text{Number of } \textbf{Hires}}$$

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# Reassessing Where You Post Your Jobs

The job board landscape includes dozens of sites with large national or global audiences, and thousands of sites with smaller or regional audiences. Gaining an objective understanding of which boards deliver the best results in filling open positions with quality hires will help you **maximize your recruiting budgets** and **fill positions faster**.

Glassdoor users report that they use an average of 7.6 job sites during their job search.[1]

So how do you know which job boards will help you meet your hiring goals for any given location, department or position type? **Start here…**

*Source: [1]Glassdoor U.S. Site Survey, January 2016*

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# The Foundation: Source Tracking

If you can't tell where your applicants are coming from, you won't be able to measure the success of your job board posts and **compare results across job boards**.

Utilize the tracking capabilities of your recruiting technology platform to track the source of every resume you receive, and run source reports on a regular basis. Candidate self-reporting is notoriously inaccurate; look for solutions that offer embedded source of hire tracking. Then include the following **three key criteria in your job board evaluation**:

1 Cost Efficiency    2 Quantity vs. Quality    3 Time

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# Job Board Evaluation Criteria

## 1 Cost Efficiency

Not all job boards are created equal in terms of the costs of posting and the time investment required to upload and maintain the posts. Objectively evaluate hard and soft costs to learn which job boards perform the best for your company. Find ways to infuse your mission into internal communications, such as announcements and all-hands emails.

### Hard costs:

✓ *Does the job board charge for each listing, for a specific time period, by number of clicks, or is it free?*

✓ *If it's free to post, are there other hidden costs—such as a membership or subscription fee?*

✓ *What is the cost-per-applicant (or the cost of each listing/# of applicants received) for each board?*

### Soft costs:

✓ *How many people does it take to list, monitor and maintain each job board?*

✓ *How much time is involved every month for each board?*

✓ *Are some more time-consuming than others? Is it worth the time investment?*

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# Job Board Evaluation Criteria

## 2 Quantity vs. Quality

Because audience size and type varies significantly among job boards, you'll want to take a close look at these measures to get the most out of your recruiting budget.

**Audience.** *Who uses the job board? Does it reach a broad, general audience or a smaller, niche audience?* Consider if the audience meets your hiring goals for specialized positions such as mobile developers or is better suited to a general audience for positions that require less technical expertise.

**Applicant-to-hire ratio.** *Do you receive a healthy number of qualified applicants for each job listing? Or do you get bogged down wading through hundreds of unqualified resumes?* Determine where you get the most bang for your buck.

**Click-to-apply ratio.** This data indicates not only how aligned the audience of the job board is with your openings, but also the success of your posting in communicating what you are looking for in an applicant. **Variables that can affect this ratio include:**

The number of characters in each job title (50-60 characters performs best)

The number of characters in each job description (click-to-apply ratios jump dramatically when descriptions fall between 2,000 and 10,000 characters)

*Source: [1]Appcast, Four Ad Job Strategies to Drive More Quality Applicants, 2015*

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# Job Board Evaluation Criteria

## 3 Time

Another important factor to consider is how quickly each job board works to fill your open requisitions, and how long you can keep each listing active. Consider:
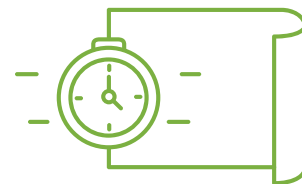
### Time-to-fill.
Calculate your company's average overall time-to-fill, and determine which job boards help you fill positions faster.

### Post time limit.
Do you receive a significant yield of applicants before the post expires?

### Hiring deadlines.
Aggressive hiring deadlines may merit additional spending to reach a targeted audience or to receive more prominent advertising placement.

The average time it takes between opening a requisition and
# hiring an employee is 52 days[1]

*Source: [1]Bersin by Deloitte, Talent Acquisition Factbook, 2015*

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# Building a Better Employee Referral Program

With referrals as a top source of hire for many companies, it's worth taking the time to reevaluate and potentially reignite your referral program.

Employee referrals generate 7% of applicants, but 39% of hires.[1]

78% of recruiters find their best quality hires through referrals.[2]

Employee referrals are hired 55% faster than people coming through a career site.[1]

*Source: [1]Jobvite Index, 2016, [2]Jobvite Recruiting Nation Study, 2015*

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# For a More Engaging Employee Referral Program



**Incentives.** People are not only motivated by money, they're also motivated by prizes and contests. Get creative with referral incentives, such as offering smaller bonuses for every referred resume or interviewed candidate, and larger bonuses for hires. Or consider time-bound contests or spiffs for specific positions.

**Leverage social channels.** Look for recruiting applications like Jobvite that make it easy for employees to broadcast to their entire networks in just a few clicks. Provide trackable links and suggested copy for social media.

A company employee **outranks the CEO as a trusted source** of information about a company.[1]

**Management.** Company leaders have the power to motivate employees by speaking about the importance of the referral program and mentioning specific hiring initiatives at company-wide and team events. With active management participation, building a great team becomes a shared activity.
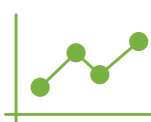
**Measurement.** Without measuring the success of your program, you won't know how to improve it. Monitor employee participation levels, referral-to-hire ratios and note if any specific employees or departments send more referrals than others. Use this information to set your incentives for next year and focus your efforts with specific groups.

*Source: [1]Edelman Trust Barometer, 2015*

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# Updating Perks and Benefits

When job seekers research places to work, perks and benefits packages are **top of mind**.

Details on benefits packages are the

# #2 piece of information

(after compensation packages) job seekers look for as they research where to work.[1]

Generous PTO policies and parental leave policies are frequently praised on Glassdoor, and can aid in recruiting. If you're considering moving toward a consolidated vacation and sick paid time off (PTO) model or adopting an unlimited paid time off (UPTO) policy, the following steps and questions can help guide you.

*Source: [1]Glassdoor U.S. Site Survey, January 2016*

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# Align with your mission.

✓ Make sure your perks and benefits support your organization's mission and the story you're telling about your company.

✓ Articulate specifics about what you have to offer so that candidates can make informed decisions. Keep in mind: not every candidate is the same—**be upfront and transparent** about what your company has to offer to attract your ideal candidates.

## 79% of U.S. employees report they would **prefer new or additional benefits or perks** over a pay increase.[1]

# Evaluate your current policy.

✓ *Is it competitive with employers in your area and would UPTO give our company a competitive advantage?*

✓ *What administrative procedures does our current policy entail?* UPTO has the benefit of no administration—it's up to employees and managers to monitor.

✓ *How much accumulated vacation is there company-wide?* Switching to UPTO requires distributing a lump-sum payout for unused vacation time to employees who leave the company.

PRO TIP: **Loop in your legal team** as you consider UPTO changes for details on local and state laws.

# Decide how to communicate the policy change.

✓ **Set it in writing and develop a plan** to reinforce it at company meetings.

✓ **Encourage managers to set an example**—by not taking too much or too little time off.

✓ **Provide training for managers** so that employees are not afraid to ask for time when they need it.

*Source: [1]Glassdoor U.S. Employment Confidence Survey, October 2015*

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# Parental and Family Leave

The **more time** fathers spent with their children on a typical day, the **more satisfied** they were with their jobs, and the less likely they were to leave their organizations.[1]

**Generous family leave policies are a selling point** even for people not likely to bear children while employed with your company. Allowing both mothers and fathers ample time to spend with newborns is seen as an act of generosity toward the future of society. Increasingly, companies are offering equal paid maternal and paternal leave policies.

Companies like Facebook and Netflix have received significant press attention for their generous parental leave policies.

## 96% of American fathers go back to work **within two weeks** of a baby's birth.[1]

*Source: [1]Boston College Center for Work and Family, 2015*

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# Key to a Successful Policy Change



Decide how far **above and beyond** the federal and state regulations you are willing to go.

- ✓ Paid maternity and paternity leave is now standard for many companies.
- ✓ Can you extend the length of time allowed?
- ✓ Can you offer day care, nursing rooms or other benefits for mothers and families?

Decide where will you **publicly announce** your policy.

- ✓ Post policies on your careers site and Glassdoor.
- ✓ Consider a press release or PR outreach.

**Encourage managers** to set the example.

- ✓ Mark Zuckerberg created waves by honoring Facebook's parental leave policy when his child was born.
- ✓ Help managers who request leave create a reporting plan for their absence far in advance.

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# Revamping Your Interview Process

One of the most important parts of the recruiting cycle, interviews allow your team to purposefully question preferred candidates and determine if they will meet the needs of the position and fit within your culture. But beware: Candidates are doing the exact same thing. In this **candidate-driven market**, job seekers will use your interview time to determine whether your company is the right fit for their own career plans.

## 90% of recruiters say the market is candidate-driven
in 2015, up from 54% in the second half of 2011.[1]

Your key to a successful talent match is ensuring that the process quickly uncovers candidates' skills and attitudes and incorporates everyone's feedback. To **streamline your process** so you don't miss out on that next great hire, take the following steps.

*Source: [1]Recruiter Sentiment Study 2015 2nd Half, MRI Network, 2015*

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# Steps for Streamlining the Interview Process

**Use technology to shorten the process.** Drawn out interview cycles extend your time-to-hire, leaving key positions vacant and allowing candidates to entertain other offers.

✓ **Video interviewing tools** let you **rapidly review applicants** without the hassle of prolonged phone screens and coordinating schedules.

✓ **Advanced recruiting tools** enable **intelligent scheduling** where you can automatically scan interviewers' calendars to quickly find the best interview times.

## 47%

of declined offers in the second half of 2015 were because **candidates accepted other jobs**, up 10 points from the first half of 2015.[1]

**Focus Faster.** The best interviews get to the right questions without delay. *Does your hiring team know how to zero in on what counts?*

✓ **Review your standard list of questions**, and make sure you're asking only for answers that will accelerate your decision—things related to a candidate's experience, passion, work philosophy and cultural fit, for example.

✓ **Coordinate questioning areas** across interviewer teams so that candidates don't have to repeat the same information over and over and interviewers can play to their own evaluative strengths.

✓ For more technical jobs, look into the **use of assessments and programming challenges**, such as HackerRank, that let you gauge a candidate's specific skill set without eating into interview time.

*Source: [1]Recruiter Sentiment Study 2015 2nd Half, MRI Network, December 2015*

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# Steps for Streamlining the Interview Process



**Enable better feedback in less time.** Collecting feedback from numerous reviewers and hiring managers and coming to a consensus can be a challenge with conflicting schedules.

- ✓ **Implement recruiting technology** that provides tools for submitting feedback anywhere, anytime and gives reviewers **convenient access** to video interviews and other materials.

- ✓ **Leverage recruiting tools** with **intelligent scheduling** so you can automatically scan interviewers' calendars to quickly find the best interview times.

**Communicate to candidates.** Open communication to candidates about where they stand in the process and next steps will enhance your employer brand, whether or not the candidate is hired.

- ✓ **Use built-in response tools and template emails** to notify candidates of interviewing and hiring decisions.

- ✓ **Monitor interview reviews on Glassdoor** to determine where you can improve your interview process and learn which actions make even rejected candidates happy.

## 61% of Glassdoor users report that they **seek company reviews and ratings** before making a decision to apply for a job.[1]

*Source: [1]Glassdoor U.S. Site Survey, January 2016*

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PRO TIP: Did you know difficult job interviews
**lead to more satisfied workers?**

Recent Glassdoor Economic Research shows that overall, a 10 percent more difficult job interview process is associated with 2.6 percent higher employee satisfaction later on. Additionally, on a five-point scale, the **optimal or "best" interview difficulty that leads to the highest employee satisfaction is 4 out of 5**.[1] Consider making your interviews a bit more difficult to recruit and retain more satisfied employees.

*Interview difficulty ratings based on a five-point scale: 1.0=very easy, 3.0=average, 5.0=very difficult.*
*Source: [1]Glassdoor Economic Research, October 2015.*

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# Conclusion

Recruiting success means company success. When you optimize your recruiting efforts through targeted recruiting events, job advertising and employee referrals, you bring more qualified candidates in the door. By actively communicating your company culture and time away policies, candidates will have a reason to believe in your company's mission and know that they'll be supported by the benefits plan.

Lastly, a streamlined interview process allows you to identify star candidates and make offers before it's too late. With the help of these guidelines and employer branding and recruiting tools like Jobvite and Glassdoor, you'll be primed for recruiting success.

For more, download Recruitment Marketing For Dummies®, *Glassdoor Special Edition*.

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# Jobvite

**About Jobvite**

Jobvite is leading the industry by helping emerging and enterprise companies stay one step ahead and 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, and it seamlessly integrates with HR systems. Focused exclusively on recruiting software since 2006, with offices in San Mateo and London, Jobvite was the first to deliver social recruiting, native video interviewing, advanced scheduling, and CRM. Jobvite has thousands of customers including LinkedIn, Schneider Electric, and Gamesys, and was named a leader in the "Forrester Wave for Talent Acquisition, Q3 2015."

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**About Glassdoor**

With millions of company reviews, salary reports, interview reviews and benefits reviews on more than 500,000[1] companies worldwide, Glassdoor is a trusted and transparent place for today's candidates to search for jobs and research companies. Glassdoor helps employers across all industries and sizes advertise their jobs and promote their employer brands to a well-researched, highly selective candidate pool. By advertising jobs via mobile devices, email alerts and throughout Glassdoor, employers influence candidates at the moment they're making decisions. This results in **better applicant quality** at a significantly **lower cost-per-hire** compared to traditional job boards.[2]

To get involved in the conversation on Glassdoor and start managing and promoting your employer brand,

## Sign up for a FREE Employer Account

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