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FROM THE EDITOR PREFACE

Welcome to the March / April edition of the Onrec Magazine

At the recent Onrec Trade Conference we heard about responsive websites from James Wragg, one of the senior developers at Madgex. As designers and providers of job board platform software for many online recruitment sites around the world they lead the way in website design. If your site has responsive design it will fit any device its viewed through resizing to fit any sized screen. Very clever and helpful for the jobseeker.

I have mentioned candidate care in the past and this editions employer branding article continues the discussion. As the UK economy continues to improve recruiting the right person for a job will become harder.

Looking after candidates through their job seeking experience should become a priority if isn't already, because if you are not careful you might lose an applicable candidate just because of your technology and recruitment process.

What's the easiest way to check your candidate experience? You apply for a job with your company, see if you can find it from a Google search and go through the application process.

Did you find it easily, could you quickly apply, did the experience make you feel wanted and respected? I do hope so.



David Hurst, CEO, Onrec



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NEWS

IT SALARIES ON THE RISE



IT salaries rise 2.5% as 25,000 new jobs created

Salaries in IT and Technology rose 2.5% over the past year according to the Market Insight report from specialist recruiter Greythorn. The average salary now stands at £50,276, up from £49,027 in their last survey

In the same period, 25,000 new roles have been created in the IT and Tech sector[1]. The biggest rise was in programmers and software development professionals, which saw a rise of 12,000 new positions. There are also 5,000 more web development professionals.

The majority of growth both in terms of salary and headcount has been at more junior levels suggesting much of the growth has been in "newer established" industries related to emerging technologies. Salaries among IT Directors has fallen 11.5% in the past year and the number of IT managers has fallen by 6,000.

Mark Baxter, Managing Director of Greythorn said;

"IT and Tech is at the vanguard of the economy and the sector is growing year by year. It is extremely important in maintaining a global advantage for businesses in every sector and talented staff are at the very heart of this. A huge number of new roles are being created, and skilled professionals have never been more in demand particularly in emerging technologies. Those that have the skills can demand increased salaries and bonuses, knowing they hold the power in any negotiations."

The past twelve months have been very positive for IT professionals overall. Eighty three per cent are now optimistic

about the economy, compared with just 51% in the last survey. Forty one per cent have changed jobs in the past year and 32% found a new role in less than a month showing demand for IT professionals with the relevant skills.

Web tops in-demand skillsets

Web development has topped the list of sought after skillsets in the IT profession**, with half of IT professionals citing this as the most in demand skill in the industry. Mobile application development and Big Data come as the second and third most desired skills, with 26% and 23% respectively.

Mark Baxter concludes, "Even with the increasing proliferation of smartphones, tablets and other new technology, web development still tops the list of sought after skills this year. This shows it is crucial that IT professionals keep their online skillsets up to scratch. Those who continue to refresh and enhance their web based skills will reap the best rewards given such expertise and knowledge continues to be in very high in demand across the sector."

**Greythorn 2014 Salary Survey conducted among 70 senior IT professionals in February 2014*

*** Survey conducted among 133 IT professionals in March 2014*

PRATO TAKES OVER ACTONOMY

Prato takes over Actonomy

Prato acquires a majority stake in Actonomy. Yet another (partial) acquisition of a HR-technology expert to consolidate its position as market leader in Belgium

Actonomy is a relatively young company, competing with the top 5 in the sector. As many as 20,000 recruiters and 300 jobsites worldwide are using Actonomy's technology. The technology is used by large corporate environments, recruitment agencies and jobboards to screen a large number of CVs and shortlist available and suitable candidates very quickly. Actonomy is a Belgium based company with global activities.

The win-win both for Prato and Actonomy is obvious : thanks to Actonomy's technology, Prato can extend its service offering of HRM related processes, which means in practice that customers will be able to implement Actonomy's technology faster and more easily. Actonomy on the other hand will be able to bring its software to perfection thanks to Prato's know how. Actonomy will also benefit from being part of a large organisation.

Filip De Geijter, CEO of Actonomy and fellow shareholder comments: 'The power of a large organisation is important for further expansion. But also the knowledge and experience of HR-applications, allowing us to embed our software into Prato's applications and make it even more user friendly.'

Also Prato sees opportunities and profits, as says CEO Joris Peumans : 'We have already acquired CheQpoint (Belgian software for service vouchers) and took an important stake in Cognosis (Belgian software for talent & competence management). This year we want to achieve a 5 million turnover. The stake in Actonomy fits into our HR Cycle R4 Strategy to grow towards a 10 million turnover company with 100 specialists. In that context we are constantly looking for possible new acquisitions'.

www.actonomy.com

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NEWS

JOBSEEKERS STAND OUT

Jobseekers want extra training to stand out

In today's difficult economic climate, jobseekers are keen to improve their employment prospects through further training, new research from totaljobs.com reveals

In a survey of over 8,000 jobseekers, nearly four in five (79 per cent) think training courses are important to finding a job and would consider taking a course to improve their chances of securing a new role. Of these, 71 per cent think employers expect them to be more qualified than ever, while 68 per cent believe competition for job roles has intensified.

Furthermore, two-thirds (67 per cent) of those surveyed believe undertaking training courses is more important to career prospects now compared to five years ago.

Mike Fetters, graduate and public sector director at totaljobs.com, said: "Clearly, there is a huge appetite for further training amongst today's jobseekers. Our research shows jobseekers are eager to stand out from the crowd in order to secure a job or progress further in their current role.

"There are many excellent courses available and training providers are increasingly offering evening classes and online courses so people can fit learning around their busy lives. Business and vocational courses are good options, but I'd encourage jobseekers to look into a range of courses. Even doing a class for leisure – creative arts classes and languages, for example – can help people learn new skills, build new networks and improve their confidence."

According to the report, business skills are the most desirable, with half (49 per cent) of those surveyed stating they would be interested in taking a course to improve their expertise in areas such as IT, finance, HR or project management. This is closely followed by vocational skills, with a third (34 per cent) saying they would like to learn a trade.

[1] Totaljobs.com, completed the survey of 8,276 jobseekers in March 2014

UNEMPLOYMENT BELOW 7%



Unemployment below 7% for the first time in five years

Commenting on this month's Labour Market Statistics released by the Office for National Statistics, Mark Beatson, CIPD Chief Economist, said

Commenting on this month's Labour Market Statistics released by the Office for National Statistics, Mark Beatson, CIPD Chief Economist, said: "The latest statistics show that jobs growth in the labour market remains strong, with employment increasing by 239,000 in the three months December 2013-February 2014 and a fall of 77,000 in unemployment, which is now below 7% for the first time in exactly five years. The unemployment figures, in particular, have varied from month to month recently. These are three month average figures based on sample surveys and they will vary from month to month. The important point is that the trend is still for more jobs and less jobless.

"The February 2014 figures on average earnings growth require some explanation. The three month average growth rate for total weekly earnings in the year to February 2014 – which is the measure the ONS highlight because it removes some of the month-to-month variation – equalled the February 2014 measure of headline inflation - both standing at 1.7%. This is the first time this has happened since April 2010. The single month annual growth rate for average earnings was 1.9%, which

was higher than headline inflation, and this last happened in April 2013.

"We need to remember that this closing of the gap is more due to inflation falling faster than expected as it is to higher earnings growth. The interpretation placed on these figures also depends on the measure of inflation chosen as Retail Price Index-based measures of inflation remain at 2% or higher. Nor has the increase in earnings growth been across the board. Higher bonuses have been a factor and the growth rate of regular pay, at 1.4%, is still below all measures of inflation. Earnings growth has also been concentrated of late in wholesale and retail, hotels and restaurants, manufacturing and construction and may in part be due to more hours being worked rather than an increase in hourly pay. Pay awards in general are not showing signs of significant acceleration and if headline inflation remains below 2% this year that might take the edge off any build up in pressure on employers.

Until we see clear evidence that business and consumer confidence are delivering investment and improved productivity, we are unlikely to see significant increases in real hourly pay."

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PARTNERSHIPS

Monster and Bullhorn to Integrate Industry Leading People Search

Combination To Provide Best-in-Class Search Experience for Recruiters

At a time when staffing and recruiting companies are looking for the best ways to drive their own productivity, Monster and Bullhorn are collaborating to provide recruiters with unprecedented efficiency in contextual search. Monster (NYSE:MWW), the global leader in successfully connecting people and job opportunities, and Bullhorn, the global leader in recruiting software, today announced the integration of Monster's Power Resume Search® and SeeMore® cloud solution into the Bullhorn applicant tracking system and customer relationship management solution (ATS/CRM). This landmark combination unites two of the most innovative and functional technology providers for recruiting and staffing firms. The new capabilities are expected to be available on the Bullhorn platform in Q2 2014.

This integrated offering will provide recruiters with an additional layer of cloud-based advanced search solutions to better and more quickly find, compare, rank and manage potential candidates. In a customized and highly integrated fashion, Bullhorn customers will be able to take advantage of Monster's industry leading Power Resume Search and Monster's SeeMore cloud solution, revolutionizing how recruiters search and pinpoint candidates from within their own database of resumes.

Some of the features of the combined integration include:

The ability to search for resumes from the world's largest resume database using 6Sense® search technology, allowing recruiters to find the most qualified candidates quickly

The ability to use the cloud-based SeeMore search and analytics platform across the customer's own databases, increasing the value of previously-

sourced candidates

The ability to move candidates quickly from first look on Monster, to review and submittal via Bullhorn

Staffing firms, whose success depends on speed and quality to fill hundreds of jobs at any given time, have shown strong adoption of Bullhorn's innovative solutions. To help meet their needs, staffing companies are turning to Bullhorn and Monster to help drive efficiency.

"Monster is a long-time innovator in the recruiting space and this extension of their search technology provides a winning combination to our customers," said Art Papas, Founder and CEO of Bullhorn. "Bullhorn continues to push forward in developing the most streamlined, productivity-focused solutions for recruiters. Monster's search integration with Bullhorn will drive unprecedented matching efficiency, with faster access to more qualified candidates."

"Bullhorn is a true leader in recruiting software and we are delighted to pair Monster's technology for the benefit of end customers," said Matthew O'Connor, SVP, Enterprise, Staffing, and Software Solutions at Monster Worldwide. "A recruiter will be able to take full advantage of the data and features in Bullhorn while seamlessly integrating with Monster's Search and Analytics Platform. This is a powerful combination of two leading platforms."

"The integration of SeeMore and Bullhorn is a game changer for the industry," says Rob Lowry, Executive Vice President at Apex Systems. "Our recruiters will have the ability to leverage two great tools together to pinpoint qualified candidates and make our entire recruitment process faster and more efficient."

Dice Acquires OilCareers

Advances the Company's Position as the Leading Global Player in Online Energy Recruiting

Dice Holdings, Inc. announced today it has acquired OilCareers. The acquisition strengthens the Company's position in online energy recruiting, which it currently serves through Rigzone, the market leader in the oil and gas industry delivering content, data, advertising and career services.

"The growth prospects are very promising for our energy vertical and the addition of OilCareers will help us capitalize faster on that opportunity," said Michael Durney, President and CEO, Dice Holdings, Inc. "Our energy vertical has grown to more than double its size from our acquisition of the businesses three years ago. This acquisition is an opportunity to move forward in Europe. OilCareers is a good strategic fit and provides critical mass for both brands to leverage."

OilCareers was founded in Aberdeen, Scotland in 1999 and currently has about 800,000 unique monthly visitors and an extensive CV database. OilCareers' focused approach to connecting oil and gas professionals with the industry's premier employers complements Rigzone's position as a global provider of information, market intelligence and career management services for the industry.

"OilCareers is a real Aberdeen success story. As a true cornerstone in the local market, they've built the business by helping the oil and gas community meet their professional goals and talent needs," said Paul Caplan, President of Rigzone. "OilCareers is an exceptional brand and will be even better equipped to serve the community as part of Dice Holdings."

Dice Holdings, Inc. is purchasing OilCareers from the Daily Mail and General Trust PLC (LON: DMGT) for \$26 million in cash. OilCareers had trailing 12 months revenues of approximately \$8 million, with the majority generated in the United Kingdom.

BIG DEBATE

Richard Nott,
CWJobs.co.uk

"Social media can be brilliant for both researching candidates and contacting them in a less intrusive way. We find social media particularly useful to help keep job-hunting front of mind for our jobseeker audience. We draw our followers to the website by posting fun, digestible outtakes to our social media channels. For example, we recently had a job available at a company which provided employees with the option of bringing their baby to work - a brilliant, unusual HR policy that we felt would pique jobseekers' interests and prompt them to click the link back to our website."

Anna Pitts,
Graduate Recruitment Bureau

"In a word - yes. Social media is the biggest tool at a recruiter's disposal and the modern way to source candidates. Professional social networking sites such as LinkedIn are a gift from the internet Gods for recruiters. Find a suitable candidate there then check out their Facebook. If it's set to private you may not be able to see much, but it at least gives you a flavour of the type of person they are. Next, head over to their Twitter to see what makes them tweet. Rumour has it Twitter is set to become the new LinkedIn in 2014."

[BIG DEBATE QUESTION]

Can you use social media to recruit?

Steve Girdler,
HireRight

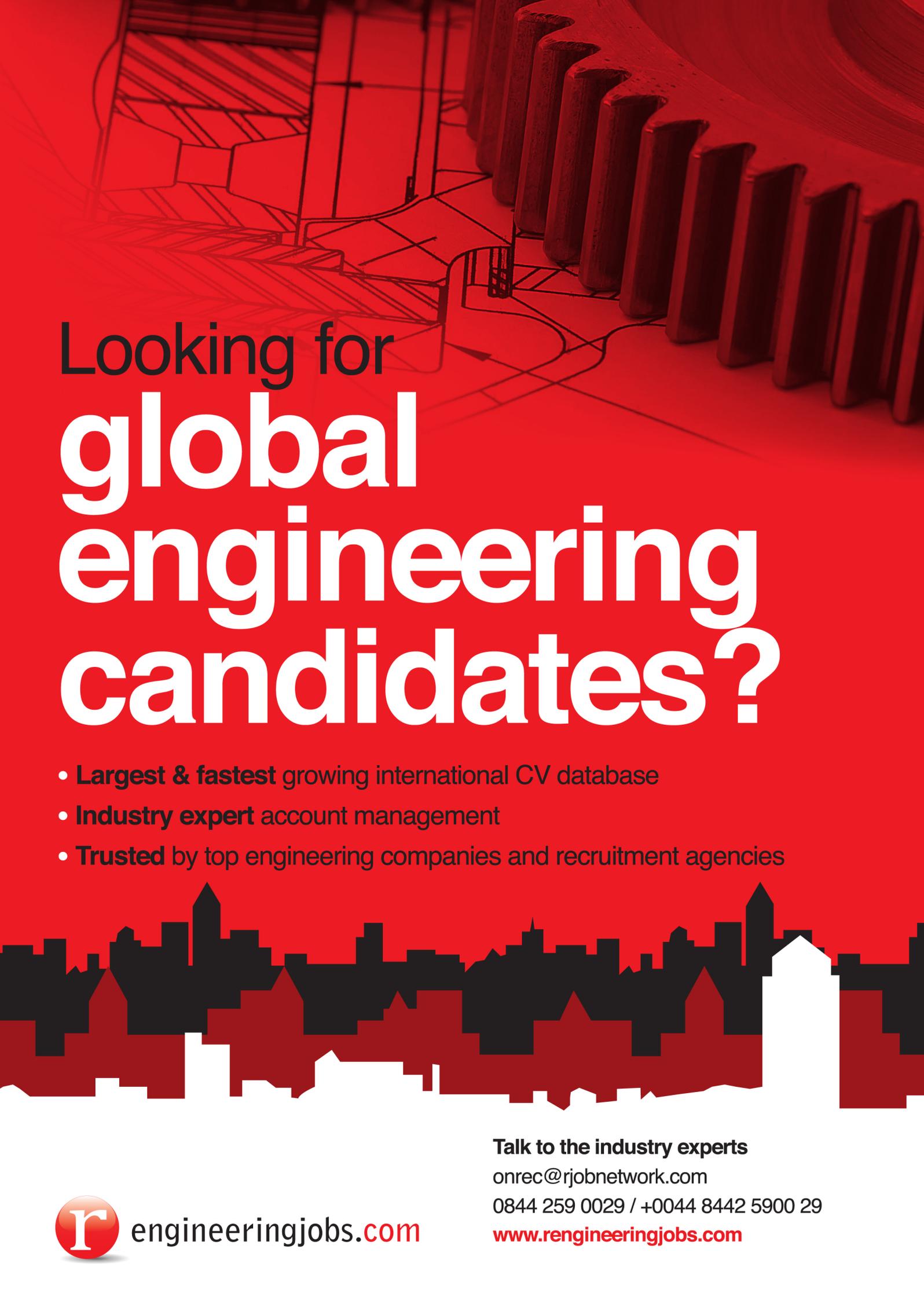
"It's undoubtedly becoming more common for employers to look into a candidate's online presence as part of the recruitment process. However, it would be irresponsible for businesses to make a hiring decision based solely on these networks. People regularly provide false information on job applications and CVs, so what's to stop them from doing it on a social media profile? Factors such as age and race are usually withheld from the recruitment process to ensure fairness. A social media profile would make all these details instantly accessible and thwart any discrimination prevention procedures that have been put in place."

Dave Hazlehurst,
Ph.Creative

"Yes you most certainly can. Over the last couple of years, there has been a seismic shift in the way recruiters find and hire new talent, and social media is firmly at the heart of this transition. As more and more people use social media, it makes perfect sense to leverage the brand exposure that it offers to attract and engage new candidates. There is fertile hunting ground in the social space, but as yet, many are struggling to create an online recruitment strategy that truly harnesses the opportunities available."

Charles Hipps,
WCN

"Yes absolutely, Social Media has revolutionised the recruitment industry, allowing a wider talent pool to be reached in less time, providing a platform for public sharing of jobs, and with third party endorsements. It's never been easier for companies to target passive candidates (those who may not be actively searching for new roles). Social media is a hugely effective recruitment tool increasing diversity levels throughout the process, reducing individual bias and allowing specific talent pools to be targeted."



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ONLINE RECRUITMENT

Finding needles in a bigger haystack?

Online recruitment can do some things really well. It is now much easier for organisations to attract large numbers of candidates very quickly; the web has become an extremely effective way for hiring organisations to increase their reach. But there are always unintended consequences with new technology, and many recruiters are now finding that the flow of applicants has turned into a flood.

Indeed, in recent CIPD research a significant proportion of employers said that online applications and other automation have overwhelmed rather than helped the recruitment process. With recruitment rising and a more mobile workforce (for example, the average graduate today will have had 10–14 jobs by the age of 38), the problem isn't going to go away. There is a danger that if successful recruitment is like finding a needle in a haystack, all we are doing is creating a bigger haystack.

So what's the solution? Applicant tracking systems can handle some of the logistics and make the process more efficient, but they don't help with the central task of finding the right person for the job. To do that we need to go back to basics and make sure that we ask ourselves two important questions:

- What are we looking for?

Defining the qualifications or specific experience needed for a job is difficult enough, but what about the more intangible factors – exactly what skills, attributes or behaviours will someone need to be successful in the role? The word “exactly” is important; phrases like “a good personality” aren't particularly useful. But how do you work out which competencies are needed for a job? Exactly what sort of needle are we looking for in our haystack?

- If we do manage to define these competencies, how can we assess them? This will vary from job to job, but research suggests that in general, some of the best methods include structured interviews (where candidates are asked predefined questions linked explicitly to the competencies needed for the job), ability tests, and personality questionnaires. Unfortunately, using these techniques is not always straightforward.

Structured interviews can be time-consuming to put together, and tests and questionnaires typically require training to administer and interpret. With more and more candidates needing to be assessed, using these objective techniques can be difficult to resource, so it's no wonder that organisations fall back on using unstructured interviews – even though these predict only around 3% of later job performance. If you use a poor selection tool, you probably won't know you've found the wrong needle until you prick your finger on it.

This is a challenge that my organisation sought to address when developing Sirius – a new online platform that walks the HR specialist or line manager through a structured process to define what competencies, qualifications and experience are needed for a job. Candidates then complete a job-relevant test and personality questionnaire, and answer questions about their qualifications and experience. The results are used to objectively compare and sift candidates, and to produce a personalised structured interview guide for each candidate, as well as an onboarding report to help the successful candidate(s) develop fully in their role.

As the search for talent heats up, the other thing that online recruiters can do is to turn the problem around: instead of spending time and money searching ever bigger haystacks, why not let the needle find you? We know that candidates are already going online to assess (and often reject) employers. Successful and unsuccessful candidates, and existing employees, discuss their experiences on Twitter, Facebook, and dedicated professional websites like LinkedIn. As recruiters, we can't stop this happening, but we can harness this energy to get the brightest and best people to engage with our organisations. Social media are the key channels to this new approach. Companies can reach potential candidates directly, even before there is a 'vacancy' in the traditional sense. Current employees, with their own personal networks, can become advocates for their organisations by being involved in social recruitment efforts.

Once a preselected set of candidates are in the recruitment funnel, systems like Sirius can help make the right final choice. But a word of caution here: as a way of attracting, engaging with and involving possible candidates, social media is a great tool, but don't be tempted to covertly search through a candidate's Facebook page in search of information about the 'real person'. There is no evidence that it is of any use in identifying good candidates, prospective employees don't like you doing it (and the best may then go elsewhere), and it has the potential for illegal indirect discrimination.

Looking forward, we are likely to see an escalation of existing trends. The best candidates are going to have more tools to help them decide which organisations to approach, and as a result they will be able to become choosier. We may see something analogous to dating sites, where individuals can assess the culture of prospective employers and match themselves to the ones that fit them best; this is already happening in an informal way. Candidates may be able to display their credentials – not just formal academic qualifications but, for example, assessment results or personality traits – as online 'badges' on social media, making it easier for organisations to find them. Online recruiting systems will have to adapt to these new realities.

So although the haystacks are becoming bigger, this doesn't have to cause problems. There's a three-point plan that organisations can adopt to find the right needle via online recruitment:

1. Don't wait until there is a vacancy; use social media as a magnet to attract, and build your relationships with, potential candidates. This will become ever more important in the future.
2. When it does come to recruitment, know exactly what attributes or competencies an applicant will need to do the job well.
3. Use objective tools that work – structured interviews, tests, etc., and not covert social media searches – to select the right person.



ADVICE FOR EMPLOYERS #SOCIALMEDIA

Social media has become such a prevalent part of the recruiting process that most recruiting software providers integrate it into their applicant tracking and assessments process, says Charles Hipps, Chief Executive at WCN. He states that Facebook, LinkedIn and Twitter have fundamentally changed the way companies recruit by giving them a way to identify and connect with potential candidates to whom they never had access before. "With one in four people accessing the web from a mobile (with this trend increasing as you move down the age range) all organisations concerned with recruitment need to engage with social media. Some companies believe that refusing to adapt to social media techniques creates a type of filter. This is particularly attractive to some organisations which are inundated by applications." However, Hipps believes that in doing this they are biasing their recruitment system towards older, less tech-savvy people, and creating a shortage of younger people in their organisation. He predicts that social media's presence will continue to be a huge factor in any candidate's future application and is likely to become more important. "Social media acts as a candidate's own personal PR machine, providing the opportunity to show what kind of candidate you are before the employer meets you. Having the opportunity to shape someone's opinion of you is a rare chance and certainly one to capitalise on."

Which channel to choose?

Dave Hazlehurst, head of client services at Ph.Creative introduces the key players in this burgeoning market and offers advice regarding which social media channel is best for you: "LinkedIn is ideal for headhunting and targeting people who are 'in the market' or actively looking for jobs, and it is set up to allow businesses, hiring managers and headhunters to take advantage of this. Twitter and Facebook are better suited to honing in on inactive segments of the market, so people who aren't actively looking for a new role but open to suggestions when approached. It requires a lot more time investment to see results here, but if successful, the candidate success rate tends to be higher as the approach is more targeted and informal."

Hazlehurst believes Facebook is undoubtedly the most widely distributed and connected social network with over 1 billion registered users, and says with over 50% of all smart phones connecting to Facebook every hour every day, it is an important resource. He explains: "The personal data on offer allows job adverts to be tailored specifically for the most applicable audience. Facebook also provides organisations with the platform to reach a high volume of people very quickly, creating diversity and also contacting the passive candidates – those who are not actively looking but are open to discussing potential opportunities. The Facebook 'Like' function helps

spread information across interest-related parties creating maximum visibility among top potential candidates." However, Hazlehurst warns using social media in recruitment is not without its pitfalls, one of which is that job seekers might forget they are applying for a job not tweeting/Facebooking their friends. Applicants must not let bad 'mobile habits' of sloppy grammar and slang slip onto any application or communication.

Hazlehurst comments that not enough businesses have responsive mobile websites either, which makes it more difficult to attract job seekers who are searching for jobs on their phone or other mobile devices. In the short term, predicts Hazlehurst, simply being active in the social space can help businesses to stand out from the competition, as so few businesses are employing sophisticated social media recruitment strategies. Over time, he says those using social media will start to see a significant reduction in the time and cost it takes to hire a better quality of candidate, whether it's through more targeted campaigns or the advantages of direct, one-to-one contact. The future looks set to bring about the demise of job boards, replaced by more efficient targeting of inactive candidates through social media. "This will help to identify people whose interest can be piqued, even though they are not actively looking for a better position. Facebook job adverts are on their way, and instead of targeting the types of pages a user likes, the new algorithm will look at their job title and current employer to deliver relevant ads. This will allow Facebook to go after LinkedIn's unique selling proposition - business-to-business recruitment."

Hazlehurst believes organisations that are serious about finding the best people will approach recruitment in a similar way to business development and digital marketing. "Marketing and recruitment departments will start to merge, and rather than appointing an external recruitment agency, in-house teams will look to digital agencies to deliver a more cost-effective, direct online hiring strategy." He also speculates that it will be interesting to see whether any businesses realise the potential of newer social media platforms such as Snapchat, and online dating applications like Tinder: "After all, recruitment is as much about matchmaking as it is business, and that's why the social space is one which companies should not ignore."

Not everyone is in love with social media- Rob Bailey, Principal Consultant at OPP provides some balance for us: "It's free, easy and many employers admit to doing it – why wouldn't you want to search social media, such as Facebook and Twitter before you hire someone new? The employers who do it state that it's a convenient way to get to know the 'real' person behind the nicely presented CV." Rob Bailey suggests three reasons why not to do it:

How to choose?

*Provided by Randstad Middle East.
Written by Ash Curtis, a brand journalist
writing on behalf of Randstad MENA.*

While each social media platform has one common strand - communication between people - each has its own unique way of getting users to interact.

LinkedIn, for instance, is a social network dedicated to connecting professionals from around the globe. It acts as a digital CV; users can post their job history, skills, education and experience with a view to connecting with like-minded individuals or companies from across the world. For employers, it's a great way to see the 'business side' of an applicant as it is formal in both content and appearance. In addition, employers can search for jobseekers by past or current employer, allowing them to view people who have been employed or are in current employment with businesses in similar industries. Firms can also search for employees based on references they trust. LinkedIn is definitely a platform that is disrupting the traditional way employers strategise their recruitment process.

On the other hand, Facebook has a completely different business model, personality and focus. Users don't have to share anything about their job history or experience if they do not want to; it is much more focused on the 'real-life' aspect of living. As a result, recruiters have to use a different strategy for recruitment on Facebook. The network allows employers to target ads to specific jobseekers. This could be through filters such as educational background, geographical location, interests or any other information users have divulged to Facebook. Furthermore, Facebook has its very own jobs board - Facebook.jobs - where employers can build and maintain pages to post and push out jobs.

Twitter is also a markedly different experience in the world of recruitment. As users are only allowed to post messages - called "Tweets" - of just 140 characters, Tweets should be short, sharp to to-the-point. Recruiters can also use hashtags to categorise their message; when users include a hashtag next to a keyword in their message, it becomes instantly searchable. Both jobseekers and employers use hashtags - recruiters can use #employment, #jobs, #vacancies and other buzzwords - as a way to filter and find information on the service.



Gain the consent of the candidate and don't use it as the exclusive means of screening.

Steve Girdler, Managing Director EMEA at HireRight

- It doesn't work
- Prospective employees dislike it
- It could lead to illegal discrimination.

He comments: "Small points I know, so perhaps I should explain a little more. For a recruitment method to have any relevance, it should tell you something of the likely performance of the individual once they are in post. A study from Northern Illinois University, showed no relationship between employer's appraisals of Facebook profiles and employee performance: none whatsoever! More worryingly, the data showed that some of the factors that could net you a lower score included posting religious quotes and looking ethnically different from the recruiter. Worryingly, discrimination tends to intensify when judgements are made secretly, in private, which is more likely to apply to social media searches than to a documented process for CV sifting. As for the opinions of candidates, more than half of them say that spying on their Facebook profiles is unethical and an invasion of privacy. This in turn leads them to think less of a company that does this, which arguably may reduce the candidate pool. So if you're set on recruiting the wrong candidate, like getting sued and want potential candidates to dislike you and your company, start spying on them on Facebook."

Certainly companies still need to be aware of their legal obligations when recruiting online. Steve Girdler, Managing Director EMEA at HireRight suggests cautionary procedures: "Over a quarter of companies are now using social media to check the claims of their job candidates. It can be a great way of spreading awareness of job vacancies, as so many people use these networks to find new roles - particularly LinkedIn. Yet, over half of people involved in recruitment admit they don't fully understand the legal implications of doing so. As best practice, it is recommended that before employers use these networks, they gain the consent of the candidate and don't use it as the exclusive means of screening. Sites like Facebook and Twitter are merely a snapshot of a person's past and may or may not be an accurate reflection of their character or credentials." Girdler also recommends that checking the online presence of candidates when recruiting for senior positions can be useful, as it can reveal how they portray themselves to the general public. "This can help prevent a company's reputation from being damaged by negative media coverage if unfavourable information is later revealed. The use of social media in recruitment will undoubtedly expand in the future due to the increased accessibility of personal information and the blurring distinction between work and personal lives. Recruiters need to be confident that they understand the legal implications of doing this and make the most of the opportunities it presents."



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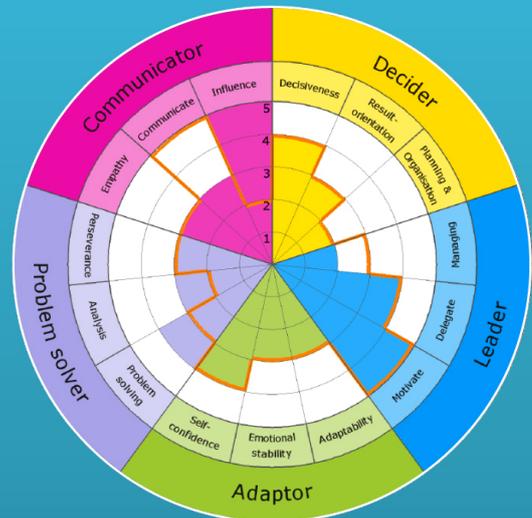


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LAUNCHES

1> eArcu launch the World's first Responsive Design Recruitment Solution

1

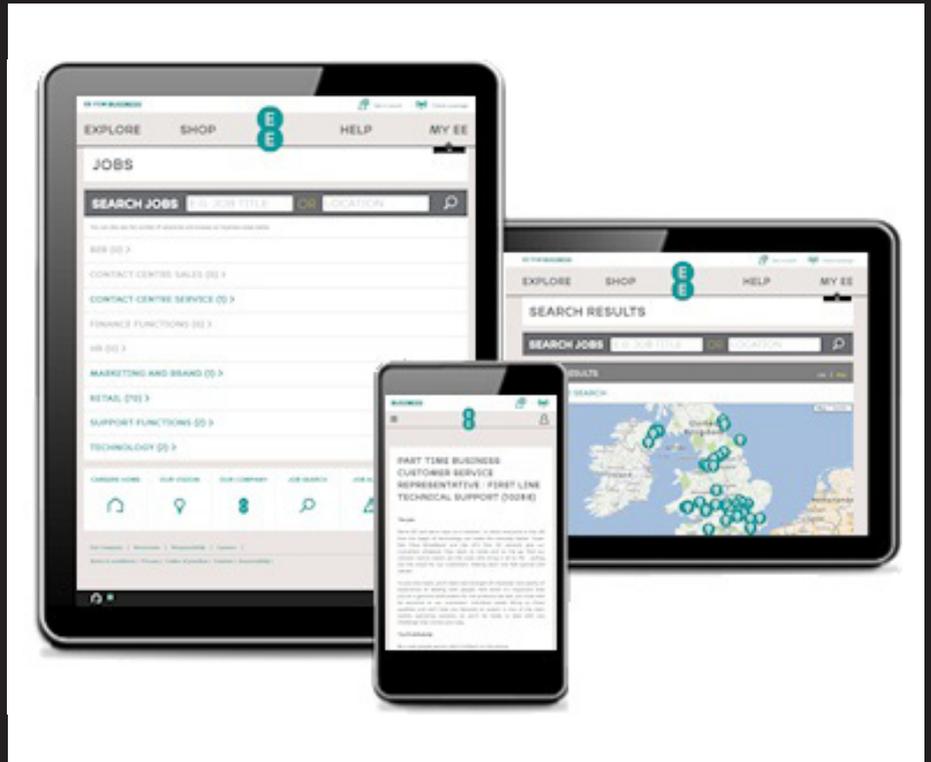
Following on from the huge success of their responsive design for candidates, eArcu today announce another global first: Resourcing Managers and Hiring Managers can now work on their laptop, tablet or phone, right across the whole recruitment process. eArcu clients can already let their candidates browse jobs, apply, take tests, book interviews and assessments, receive offers and complete their on-boarding on mobile devices. Now the development team at eArcu have brought this same leading edge architecture to the features used by recruiters and hiring managers. Managers can now draft vacancies and send them for approval on their phones, senior stakeholders can give approval, and Resourcing Managers can run the whole recruitment process on any device they choose. The beauty of the eArcu solution is that the approach has been implemented throughout the whole product.

www.earcu.com

2> OPP announces unique online platform to support hiring decisions

Leader in workplace psychology, OPP, has today launched Sirius – a unique competency-based online platform that allows companies to streamline and dramatically improve their selection process. The product helps recruiting managers identify candidates who are the best possible fit for the job, and ensures a fair and objective recruitment decision is made.

www.opp.com



3> Morson and Concorde join forces for G-cloud framework

Global recruitment company, Morson International, and Concorde IT Group – one of the UK's leading IT support and managed service specialists – have formed a unique partnership to serve customers of the government-funded initiative, the G-cloud IV framework. The combined service offering of Concorde's converged infrastructure and delivery of efficient and robust national cloud solutions, and the significant recruitment capability of Morson ensures that a flexible, comprehensive and effective service is accessible to all G-cloud consumers.

www.morson.com

4> Barclays joins forces with Benefex

Following last year's successful launch of Barclays Beyond Benefits, Barclays has today announced the details of its work with Benefex to deliver a Flexible Benefits solution and its 'Money Works' portal to businesses and their employees. The Flexible Benefits solution, which sits within the innovative Barclays Beyond Benefits online portal, supports the broader strategic consulting service which Barclays provides its clients. It enables employers to offer a greater choice of benefits, streamline administration and ultimately engage and retain talented employees.

www.benefex.co.uk

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2

3

5> jobs.ac.uk's first Google+ Hangout for PhDs is a huge success

On Wednesday 22nd January, jobs.ac.uk, the leading global jobs board for academic, research and science careers, successfully hosted its first Google Hangout on Air, a live online Q&A event on the subject of 'How to secure a job after your PhD'. Over 1,700 people registered for the online event which featured a panel of experts, selected by jobs.ac.uk, to discuss career options available after a PhD. The panel included Dr Chris Humphrey, founder of Jobs on Toast, Clare Jones, senior careers advisor from Nottingham University, Dr Ioanna Iordanou, PhD development co-ordinator from Warwick Business School and Dr Nadine Muller, a Lecturer from Liverpool John Moores University. It was chaired by Aimee Bateman, founder of Careercake.com, recognised employment expert who has also appeared as a careers advisor for the BBC.

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6

6> "Search, Work, Earn" - The New Way to search for Partime Work

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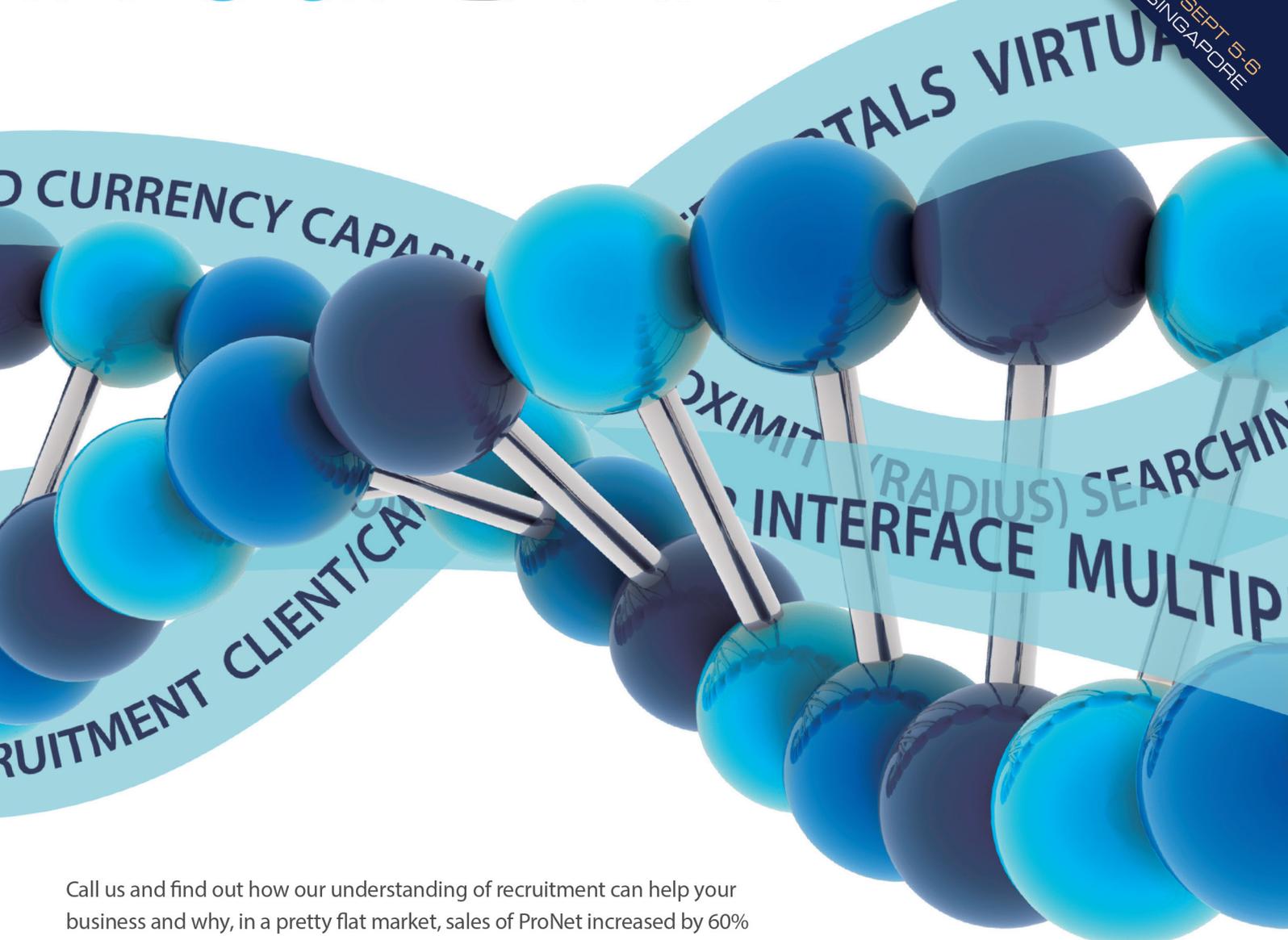
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EMPLOYER BRANDING

Ignore the power of social media at your peril!

Employer branding is increasingly important generally now, but with the huge reach of social media, recruiters have to be even more careful to ensure they maintain their brand's status when recruiting online.

Neil Griffiths, Global Practice Leader of Talent Communications and Employer Brand at Futurestep explains why. "The power of recommendation holds even greater weight these days. The way an organisation's recruitment function is handled can have a lasting effect on a company's reputation, attracting or detracting critical talent. The recruitment process is one of the most direct and dynamic contact points between any individual and a brand. It represents the moment of transition in which an existing or potential customer is in the early stages of becoming part of the brand itself. It is often an emotive experience

for candidates and an opportunity for employers to demonstrate their propositions and brand values. This is why companies need to make sure that their marketing and HR departments are on the same page when it comes to employer brand. Marketers spend years crafting a company's image, without appreciating that poor recruitment strategies may be detracting from it. This is where it becomes a recruitment matter to ensure future employees see your company as a desirable place to work."

Unfortunately, Griffiths comments that this essential part of the employee experience is all-too-often overlooked as a component of the wider business strategy. "The manner in which candidates are treated throughout the course of their application can significantly influence whether they choose to take up employment with an organisation, as well

as influencing the candidate's relationship with the company as a consumer or as a business buyer. If a candidate's experience is negative, regardless of whether the candidate's application is successful or unsuccessful, organisations do not just risk alienating one customer – they also risk losing a potential 'evangelist' of the company's products or services. Social media further exacerbates this risk, as slighted job candidates are likely to take to channels like Twitter and Facebook to tell others about their experience. With the rise of platforms like LinkedIn, job candidates are more connected than ever to both their peers and potential employers, and HR must understand the crucial role social media now plays in recruitment and corporate reputation."

In order to protect the employer brand, Griffiths believes that HR needs to make sure they are delivering a



memorable experience for all the right reasons when they are interacting with candidates. “That means being transparent during the recruitment process, keeping in touch with candidates as much as possible and always acknowledging interest or applications from candidates. You wouldn’t ignore a customer that asked if they could purchase an item for sale; so why would you ignore somebody who has taken the time and effort to apply for a role in your firm?” This is how Griffiths says HR departments can damage a brand’s reputation without even realising it.

Neil Griffiths continues: “Smart employers are recognising that many of the tactics used by consumer brands to attract and maintain a relationship with customers can be applied to the candidate experience. As technology increasingly sets the agenda for recruiters and mobile finally comes into its own, companies need to make sure their best practices translate well into this space. Mobile recruiting is going from strength to strength and we’ll soon see some genuinely transformative products and services launched in the market. Additionally, consumerism has underpinned the continued evolution of talent pool management and the use of talent communities. Even if the customer’s journey with your organisation will go no further, such platforms are a good way for them to feel involved and engaged. Whether a passive or active candidate, when the consumer might be actively seeking new employment, they are available to be targeted. In an increasingly switched-on world, recruiters need to ensure that they too constantly have their finger on the pulse and are reaching the right people through the most relevant platforms. Employer brand is paramount to companies who want the best talent to come and work for them. The reality is that more than half (56%) of businesses have had candidates refuse their job offer – proof that the pressure is on for business to make sure its brand stands out and can compete in the race for talent. Companies can stay ahead of the competition by working with their marketing departments to implement an external communication strategy that is consistent and on-brand across

CareerBuilder survey of more than 2,000 employers and 5,000 workers nationwide (March 2012)

- 44% of workers who didn’t hear back from an employer when they applied for a job and said they have a worse opinion of that employer
- 78% who said would talk about a bad experience they had with a potential employer with friends and family
- 32% of people state they are less likely to purchase a product from a company who didn’t respond to their job application
- 56% of employers who recruited new employees in the last year reported that a candidate rejected their job offer

the board. Not only will it mean that you'll have your pick of talent, but you might also gain yourself extra customers, too."

An example of how to put the theory into practice is shown at the InterQuest Group. Paul Sharpe, their Sales and Marketing Director, explains their attitude to employer branding: "Maintaining employer brand is more important than ever with social media now creating more opportunities for brands to engage directly with customers, clients and potential employees on a daily basis. The immediate nature of social media communication means that a message about a brand can be taken on board very quickly. At InterQuest we use our social media channels as a place where we can convey relevant information and insight into the topics that are relevant to our client and candidate base."

Social media followers of InterQuest represent a cross section of the niche target audiences of the different InterQuest businesses, so it is vital that communications speak to those within that audience to whom they are most relevant says Sharpe. To this end they have been able to create industry specific and targeted updates and blogs around subjects specific to the niche audiences of the InterQuest brands, such as ERP software and Big Data, with tangible success coming through their building social media communities and measuring significant increases in traffic to our websites as a direct result. Sharpe believes that "Social media presents a great opportunity to not just make our audience aware of our brand; it also presents the opportunity for them engage with our brand: to respond to the information and content we are sharing by visiting our websites and becoming part of our network. From a recruitment perspective, social media makes the right candidates easier to find than ever before; though many would argue that the tricky part is now showing them that leaving their current role for a new organisation is the best move. One of the biggest selling points for candidates looking to change roles is whether a role will give them the opportunity to make an impact; this is where the real



Employer brand is paramount to companies who want the best talent to come and work for them.

Neil Griffiths, Futurestep

strength of brand awareness and perception can play a huge part in selling an opportunity to a candidate."

In the future, Sharpe sees access via mobiles as crucial, saying: "Many in our sector are calling for an improvement in social media platforms and how they function on mobile devices. LinkedIn recently announced that they are now approaching a mobile majority – with 40% of visitors to the website now doing so via mobile device. It is a given that mobile browsing is vital in both web-traffic and job searching; though I think many would agree that platforms like LinkedIn, as well as many job sites have still got a long way to go to improve their mobile offering. One area where we will start to see improvement in the longer term is the development of more accurate ways of understanding the skills and experience of candidates prior to meeting them at interview. There is huge potential for improvement in the kinds of candidate 'screening' platforms that already exist in careers websites and other platforms like this; improvements in this area could significantly streamline and improve the hiring process. Finally, I would argue that we are yet to see the full benefits of crowd-sourcing, which still has great potential to play a far bigger role in areas like Testing and IT disciplines. This is an area that I would expect to grow in the medium term; recruitment has a great deal of room to improve its utilisation of this and that I think could have a huge impact of a wide range of staffing processes."

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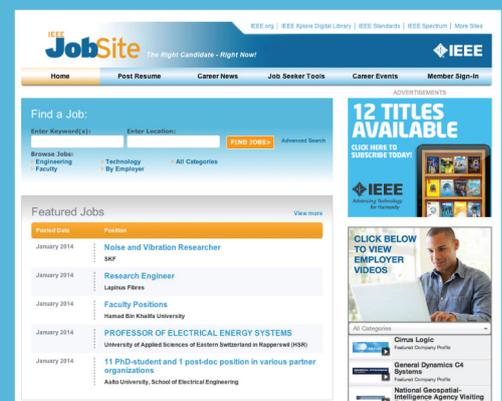


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