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The **global** online
recruitment magazine

ISSUE 148 | DECEMBER 2014
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FROM THE EDITOR PREFACE

Welcome to the Nov / Dec edition of the Onrec Magazine

I don't think there has been a more exciting year in the timeline of online recruitment since its inception in the mid 90's.

We have aggregators changing business models and becoming jobboards (Indeed.com now claim to be worlds biggest jobboard) not entirely true, the claim is based on apps via mobile devices but let's overlook that for the moment.

Jobboards turning into aggregators (Monster) and professional networks (LinkedIn) scaring the be geebers out of everyone by planning to be everything to everyone.

Oh and add in two of the largest generalist sites (Totaljobs and Jobsite) being brought by Axel Springer who also own StepStone. Now you have a year that I think may will go down in the history books as a pivotal year.

So who wins and who loses? We probably have too many generalist sites in the UK than the market can support. Aggregators and LinkedIn muscled in

must have an effect on those market dynamics.

Niche sites? Well they could win if their business models are not totally dependant on buying traffic and can offer personal service with hard to fill roles.

For the employer? Its probably good news, competition will make suppliers very keen to get their business.

For the candidate? I fear more confusion and compounded feelings of throwing your CV into a black hole.

But as the dust settles on this remarkable chapter we might end up with a sleeker, more efficient and easier to understand online recruitment marketplace for both employers and jobseekers.

But more likely is that on the surface nothing much will change in 2015 it will be business as usual. I think 2016 will be where the market will contract, only the strongest will make real gains in market share.



David Hurst, CEO, Onrec



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NEWS

CIPD INTRODUCES GAMIFICATION



CIPD brings HR careers to young people through gamification

CIPD has joined forces with Plotr.co.uk to raise the profile and scope of careers in HR among young people

CIPD has joined forces with Plotr.co.uk, careers advice innovators, to raise the profile and scope of careers in HR among young people and attract new talent into the industry through gamification.

The CIPD has created a new virtual HR World, aimed at 11-24 year olds, offering fascinating career stories, opportunities and advice. This enables young people to see the many opportunities available across the HR industry so that they can explore future career options and start to understand what a long-term career in HR might look like.

Claire Bishop, Head of Career Development at the CIPD, says: "The success of a business is largely down to its people and HR is at the centre of this, helping businesses and people to realise their potential. We want more young people to see how HR drives business success and start viewing it as the rewarding profession it is."

The 'HR World' features on Plotr's homepage and joins existing 'worlds' of which there are over 30 including facilities management, energy, legal, sports and fitness and sales and marketing. The worlds are a gateway to articles, videos, in depth career and employer profiles, plus the jobs and experience finder, and provide critical career insight for users.

At the heart of the site is a

revolutionary gamification platform called 'The Game' which uncovers careers matched to users' own skills, interests and personality.

Chief Executive of Plotr, Jim Carrick-Birtwell, says: "We are incredibly excited to be working with the CIPD to showcase the HR profession in such a fun and innovative way. By speaking a language young people know and gamifying information about careers we are going to be far more successful in inspiring young people and helping them make informed choices at key decision milestones."

Claire Bishop adds, "The new HR World will ensure that young people have access to the best available information about the different career paths that the HR profession can provide, and how it gives individuals scope to work in any industry and in any location."

"It is new initiatives, like Plotr, that make it simple for people to understand how they get into HR and which qualifications will support them in their learning. This will enable young people to make more informed career-related decisions and it is this that will help ensure we attract talented young people into the profession."

www.plotr.co.uk/careers/worlds/hr-world/

OUTSAUCE HIRES



Outsauce takes on trio of apprentices

Scottish job seekers are increasingly looking for their next career move on mobile devices, according to the country's leading recruitment platform

Contractor and recruitment sector financial services specialist Outsauce is thrilled to announce that three apprentices have gained full-time positions at the company following the successful completion of their programmes.

Outsauce offers a range of compliant accountancy and payment services for contractors and delivers specialist accountancy and financing support to recruitment firms throughout the UK.

The firm has appointed Matthew Hughes as an IT administrator, Poppy Wall as an expenses administrator and Georgina Turton as a new business team administrator.

Outsauce head of resources, Caroline Barnes said: "As a business that is so aligned to recruitment and job creation, Outsauce is a proud ambassador of the apprenticeship model as a way of funnelling young people into long and stable careers."

"Matthew, Poppy and Georgina all worked exceptionally hard throughout their apprenticeships meaning they know our systems and service offerings inside out. We see them as invaluable appointments and hope they remain at the company for a long time to come."

Outsauce, which has offices in Cheltenham and Warrington, doubled its contractor base last year and drove a nine per cent rise in the financing and back office support it delivers to recruiters.

Caroline concludes: "Outsauce is growing very quickly so we are keen to continue with our apprentice programme to ensure we have the skills we need to maintain our excellent service standards."



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NEWS

FOUR SKILLS HR NEED TO LOOK FOR

Is career guidance failing our nation?

CV-Library has found that the vast majority of job seekers across all age groups and geographical locations would study something different if they had a second chance at school or college

CV-Library, one of the UK's leading job websites, has found that the vast majority of job seekers across all age groups and geographical locations would study something different if they had a second chance at school or college.

In some age categories, as little as 9.6% of those looking for a new job are content with the choices they made at school – a sad indictment of how the careers advice received at a young age might be failing those at a time when they need it most.

The most alarming statistic is that 78.8% of 16-21 year olds would 'maybe' or definitely study something else if given the choice, in many cases just months after finishing their A-Levels, NVQs or degrees.

There is some good news, however. Whilst many would change their selections if they could, the same respondents are also open to the idea of re-training, either now or in the future. With only 11.5% saying that they would not consider going back to education, there is certainly a healthy demand for knowledge within the UK's workforce.

Where does this leave Britain? Lee Biggins, Managing Director of CV-Library thinks: 'The majority of us get things wrong, so support for students and children in making those all-important choices clearly needs to improve. Do we really know what path our career will take at such a young age? Companies could probably be doing more to subsidise re-training and could definitely get involved earlier to help identify and support candidates at an early age where experience is everything. For those who replied yes, re-training is a popular and sensible option, but if we got things right first time we might find a very different outcome.'

www.cv-library.co.uk

POOR EXPERIENCE COULD DAMAGE GROWTH



Poor candidate experience could damage recruitment firms' growth

New research from TheJobPost reveals that recruitment businesses could damage potential growth by failing to address this issue

At a time when almost half of candidates are reporting a negative hiring experience, new research from TheJobPost reveals that recruitment businesses could damage potential growth by failing to address this issue.

In light of reports from the REC that 48% of candidates have a poor or very poor hiring experience, the recruitment crowdsourcing specialist has revealed that some consultancy candidate strategies remain ineffective.

A survey of senior recruitment professionals in attendance at the latest Recruitment Leaders Connect event found that while 39% felt that a lack of candidates was the biggest risk to generating revenue, the majority admitted struggling to proactively engage with harder to reach communities such as passive candidates. Only 28% of those surveyed felt the company database was being used to effectively communicate with these talent pools,

for example.

According to Ken Brotherston, Chairman of TheJobPost, unless consultancies improve the general experience of candidates, future growth will be damaged:

"As recruiters are fully aware, without the right people on the books, business success will stall. What needs to happen is for agencies to place more time and effort than they ever have into utilising the tools at their disposal to ensure effective engagement. This can range from providing quicker feedback following interviews and using CRM systems more effectively to provide useful job hunting advice, through to engaging more on social media and inviting individuals to training and networking events. If consultancies fail to increase engagement with candidates they will lose top talent to competitors or will simply encourage more individuals to go directly to in-house teams."

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PARTNERSHIPS



HRsmart announces new partnership with pan

This partnership extends HRsmart's commitment to clients by providing them with best-in-class resources to continually find and retain the best talent

HRsmart, a leading provider of global unified talent management, today announced a new strategic partnership with pan, Performance Assessment Network, a leading web-based system for assessment selection and distribution. This partnership extends HRsmart's commitment to clients by providing them with best-in-class resources to continually find and retain the best talent.

Founded in 2000, pan offers a single point of access to leading edge, configurable technology that enables clients to automate assessments and processes. In addition to being the largest multi-publisher employee assessment catalog in the world, pan has an experienced talent measurement consultant team, and a network of nationwide proctored testing centers. The company has delivered over 20 million assessments and served

more than 5,000 customers in over 20 countries.

"With the combined strength and expertise of HRsmart and pan, we bring our clients an even more complete and seamless talent management experience," said Mark Hamdan, CEO of HRsmart. "We are thrilled to begin this partnership with pan."

Over the years, pan has proven to be the leader in testing and measuring talent. From large enterprise organizations to universities, pan helps businesses succeed by predicting and impacting the performance of their people.

"We are excited to announce the partnership between HRsmart and pan! pan's selection and development solutions will allow HRsmart's clients to more efficiently and effectively recruit, manage and retain top performers," said Jim Holm, President and COO of pan.

s1jobs.com

s1jobs partners with Scottish Renewables

The aim of the partnership is to drive more Scottish job-seekers than ever before to vital career opportunities within the industry

s1jobs has partnered with Scottish Renewables - the representative voice of Scotland's renewable energy sector. The aim of the partnership is to drive more Scottish job-seekers than ever before to vital career opportunities within the industry.

The partnership enhances the existing Scottish Renewables online careers page on www.scottishrenewables.com by improving the way job vacancies are displayed and the way candidate applications are processed.

Importantly, the partnership also gives Scottish Renewable member companies the opportunity to advertise their vacancies on s1jobs.com for an exclusive discounted rate. For these hiring companies, the partnership makes the process of collating and screening job-seeker applications more cohesive and also lessens the burden of administrative support required to successfully manage the advertising process.

Billy Girvan, Partnership Manager at s1jobs said:

"The value and benefits of the partnership are absolutely essential to the economic growth of the country and perhaps more importantly in increasing employment.

"We're absolutely delighted to partner with Scottish Renewables to help their members advertise roles and look forward to helping job-seekers on their way to rewarding careers."

Both organisations are hoping this will be the start of a very long strategic partnership that will benefit hiring companies and thousands of job-seekers with hundreds of crucial vacancies being advertised each year.

BIG DEBATE

David Rudick,
Indeed.com

"Indeed's driving mission from the very outset, has been to help people get jobs. With this in mind, we work with job boards to help present jobseekers with the comprehensive search result that they expect, with a system that is uncluttered and easy to navigate. Rather than pitting the various players in the recruitment ecosystem against each other, the conversation should instead be about how we can collaborate to deliver consolidated insights back to employers."

Lee Biggins,
CV-Library

"LinkedIn & Indeed are great sources of traffic for our sites, so we consider them to be allies rather than threats, and particularly as we expand internationally it's great to have partners that have such strong traction in a number of markets. Both sites have their own propositions, and as these develop, we wait to see how long they continue to act as both aggregators and direct providers. Google may well change it's thinking on aggregators as they rank high enough to deliver more traffic than Google itself. It will definitely be an interesting space over the next few months."

[BIG DEBATE QUESTION]

How big a threat to job boards
are LinkedIn and Indeed.com?

Jo Clifford,
Daisy Group

"Job boards are still most candidates' first port of call and will always have a place within recruitment, however the emergence of job search engines have significantly decreased their importance. Indeed is understandably popular amongst jobseekers because it can collate a large quantity of vacancies in one single location, both from direct websites and job boards, to enhance a user's experience. LinkedIn on the other hand is the preferred platform for recruiting high-level personnel because posts are made visible to passive candidates. Job boards will have to match what LinkedIn can offer, such as reducing the volume of non-suitable applications."



MULTIPLE JOB POSTING

Multiposting is all about effective candidate attraction!



Besides time saving,
multiposting technology can
directly save recruiters money.”

Clair Bush, Broadbean

Bush continues: “Besides time saving, multiposting technology can directly save recruiters money by enabling them to direct advertising spend to those channels that deliver the highest quality candidates for their business, as every application is 100% source tracked. From a performance perspective, there is an inbuilt reporting suite, which measures every part of the application process enabling recruitment managers to measure performance at a channel, company, team and individual level. Finally, Broadbean includes a dedicated candidate management system, allowing recruiters to review, rank and contact candidates.”

From secure databases to intelligent search engines, the recruitment industry relies heavily on technology these days, comments Arran Stewart, Chief Technology Officer of Opinio Group – a suite of digital recruitment businesses. Stewart says the technology itself is pretty straight forward - XML-based data going from one site to another - so there hasn't been any drastic improvements in the industry. However, he does say products have been introduced that allow multiple 'mining' of CV databases from one point; an extremely time saving service.

Stewart offers Onrec his insights into the world of multiple posting and where it's heading: “Personally, I see the model changing in the end. Working in and around online recruitment, I have seen first-hand the costs associated with 'multi-posting'. I think that the market could be open to a change in what drives people to use multi-posters. For example, should it be the job board incurring the multi-poster cost, rather than the hirers? Since a job board is the one receiving revenue for the advertising of jobs, they should include a minimal overhead per job for the cost of a multi-poster to get it to them. Without a multi-poster, a hirer could choose to go elsewhere due to the inconvenience, so it makes sense that a job board should incur the cost and allow hirers easy posting for free? It's just a thought.”

Joe Sweeney at Vacancy Poster tells Onrec that they offer industry standard multi-posting functionality, but also have some additional features such as 'online' and 'country screening' that can assist recruiters in identifying positive applications in a more timely manner. They have developed a number of APIs (Application Programming Interfaces) in the last twelve months enabling global clients to utilise the multi-posting software using country specific languages and job boards. Vacancy Poster feels that as the job boards are evolving the technology used to post into these boards is evolving too. An example of this would be things like GEO Locations, which are still relatively new to some job boards and are helping to pin vacancies to an exact location.

Looking to the future development of multi-posting technology, Martin Bramall, the Managing Director of idibu believes we may see more focus on real-time feedback of market data going back to the user. “This kind of information would help them identify the optimum route to the best matched candidate for that role. Over time we've seen multi-posters really help companies find candidates through volume, but I think we will see it evolve to also offer a system that can help drill down and identify as well as filter and reduce noise. If you consider the amount of data that multi-posters are collating on a daily basis, there is a depth of information to tap into and it gives multi-posters a great ability to offer on the spot feedback as to where and when and how similar roles have had success in attracting successful candidates.”

Multiposting put simply is about distributing job adverts to as many online channels as possible, in the fastest and most efficient way, states Clair Bush at Broadbean Technology. “The reason for multi-posting technology is to enhance efficiency and to create the fastest route to candidate attraction for recruiters.” Bush reminds us that when job boards disrupted the recruitment process, recruiters soon learnt that by advertising their vacancies online meant greater reach, increase in applications and ultimately leading to faster placement success. However, Bush explains the implications: “Great news for the industry, not so great news for the administrators or recruiters having to duplicate their job ads, a number of times... and then once the applications started to pour in, how did they manage the replies and shortlisting?”

Luckily this is where multiposting technology comes in. Most job boards have developed their own, bespoke platform, which relies on data to enable the candidate to search and find the most relevant job for them. Although similar data is asked for, the order or description tags can be all over the place. “Behind the scenes, we have worked to integrate over 6000 global job boards and social channels, matching their requirements to a single form, which the recruiter can complete once, and post to the relevant subscribed channels in one, simple process.” says Bush.



THE IT CROWD

As the economy picks up, it is interesting to look at how the IT online recruitment market is faring- historically they have always been a good barometer of the take up of new technology and of hiring activity.

At IT JobBoard, the managing director Alex Farrell reports that there is still growing demand for tech professionals in the UK, saying they have seen a significant year on year in jobs advertised on the website this year. "Nearly 30% of jobs advertised have been from the banking and finance industry, primarily driven by Big data. Big data development is providing banks with business intelligence and insight. Banks are also investing in cloud computing to drive business efficiencies and we are also seeing the ongoing development of secure online M-commerce services as it becomes a more mature proposition."

Farrell has also spotted that a clear regional theme is also emerging – with nearly 40% of the vacancies advertised in London. This regional bias is also reflected in tech professionals earning more in the capital. Farrell feels one of the big drivers

of this is the continued investment in digital/tech start-up businesses. In terms of skills in demand, Farrell says the top 5 candidate searches undertaken by recruiters in October were Java, PHP, SAP, .Net and C# - supporting the fact that demand for web developers remains strong. There has also been an upward trend in demand for professionals with Microsoft Dynamics and Salesforce experience, according to the IT JobBoard as there is continued investment in business solutions.

Throughout 2014, the IT job market has continued to grow and go from strength to strength, with demand for talented IT professionals from direct employers continuing to grow, according to Amy Edwards, Digital Marketing Manager at Bubble Jobs. "From what we've seen at Bubble Jobs, sectors which have really boomed in 2014 include cloud computing, database administration and technical architecture. In terms of

registrations, technical candidate sign-ups continue to be strong and, from what we've seen across social media, demand for contract roles has really stepped up in the last six months." Regarding future trends, Edwards expects IT technical roles to continue to cross over with more digital roles, which could mean that candidates will need to have technical knowledge, alongside digital experience, particularly in terms of mobile and Big Data.

There are certainly plenty of opportunities out there. Shравan Goli, President of Dice.com comments that the competition for talent has certainly become much more aggressive. "It's never been easy, and it's only going to get tougher." For example, Goli claims there are more than 80,000 tech positions advertised on any given day on Dice.com. This seems set to continue too: "Our semi-annual hiring survey of more than 700 hiring managers and recruiters who primarily focus on tech professionals in the U.S. revealed that 70 percent of hiring managers planned to hire more tech pros in the second half of 2014. But candidates have shown they're not willing to accept just any offer- 32 percent of hiring managers and recruiters said their offers were being rejected, and a majority (61 percent) of respondents said candidates were asking for higher compensation than they had six months earlier."

To combat this, Goli notes that one way they are seeing employers respond to the tight labour market and pressure on compensation is to offer a unique bonus plan designed specifically for hard-to-find talent, such as software developers. Now, more employers, in more industries, are adopting targeted plans. For those companies with bonus plans, one in 10 employers (11%) currently has programs tailored exclusively for software developers.

Apparently when it comes to tech recruiting, companies are looking more creatively at events to attract talent too, with 'hackathons and 'un-career fairs', reports Goli. "Hackathons are gaining in popularity with many non-tech companies as they look to establish themselves as an employer of choice in their local community. And the "un-career" fair event is becoming popular as a contrast to the large career fair by being a smaller, more informal and intimate event where recruiters and qualified candidates make one-on-one connections."

Goli tells Onrec that new tools such as Dice Open Web, their big data tool that aggregates publicly available information from across social networks on



Nearly 30% of jobs advertised have been from the banking and finance industry, primarily driven by Big data. ”

Alex Farrell, IT Job Board

technology professionals, makes it easier for recruiters to find, source and engage passive tech candidates. Goli says they are arming recruiters with richer data to be able to create a meaningful connection. "Using your Open Web profile, you can quickly learn about the candidate. What do they like to do in their spare time outside of work? What Meetup did they attend? Now, the recruiter can customize the pitch, give it a human touch to get the conversation started, and communicate in real time."

They are also harnessing the power of Twitter, with #Dice141 job cards that offer recruiters new ways to reach candidates. According to Goli, #Dice141 doubles the visibility of tech recruiters' tweets by combining social, mobile and big data insights to reach the millions of tech pros on Twitter. Recruiters are using these expandable, personalized tweets to break through Twitter's 140 character limit and showcase all the ins and outs of their positions, making it easier for tech pros to apply on the go.

Permanent or contract?

With the demand for tech professionals with certain specialized skills making today's labour market a tighter one, hiring managers could be looking to contract/temporary employment as a viable solution while continuously looking for a permanent hire. Recent trends from the U.S. Bureau of Labor Statistics (BLS) indicate the job market (in the U.S.) is seeing a significant uptick in temporary staffing. Since the start of 2014, general temporary employment has grown by 6%. Yet, this "boom" in temporary employment

has particularly been seen lately in the tech industry. To illustrate this, Goli states that on any given day on Dice, there are approximately 47,861 contract positions.

Career opportunity continues to grow in the tech sector and tech professionals continue to be in high demand says Goli, with Dice seeing trends in Mobile, Big Data, Cloud and Security. According to the BLS, the unemployment rate remained low in the third quarter of 2014 for tech pros, at 2.7%, well below the national unemployment rate of 6.1%. Tech job growth continues; in the third quarter, 11,900 new positions were created in tech consulting and 5,600 jobs were added in data processing, hosting and related services, the category where cloud positions roll under.

With the tech unemployment rate low, tech professionals know they can take control of their careers says Goli, who has high hopes for tech professionals: "Tech hiring managers tell me they are stretching budgets to keep their technology work forces focused and satisfied. With this in mind, I recommend tech professionals develop their own roadmaps to obtaining industry, communications and analytical thinking skills. At Dice, we focus on partnering with tech pros over the length of their career instead of just when they are looking for new positions. Tech professionals should take this same approach to managing their own careers – take the long view. Ultimately, I'm confident that by continuing their professional development, tech pros will take on leadership roles across a variety of industries."

LAUNCHES

1> Monster Ireland introduces new social recruiting tool

TalentBin® by Monster is a powerful social search engine allowing recruiters to identify, contact and recruit the best technology candidates, wherever they are. By harnessing the vast amount of professionally relevant information people share across the social web, TalentBin® by Monster surfaces potential job candidates by assembling profiles using current professional activities from relevant sites and then renders it in a rich professional profile, complete with contact information. Recruiters can now enjoy an unprecedented access to a new pool of rare technology talent including those who have never or rarely update their candidate profile.

www.monster.com

2> Workday Unveils Insight Applications

Workday, Inc., a leader in enterprise cloud applications for finance and human resources, today unveiled Workday Insight Applications, a new suite of applications that will harness the power of advanced data science and machine learning algorithms to equip customers to make smarter financial and workforce decisions. Each Workday Insight Application will address a specific business scenario by providing insights, surfacing predictions, and recommending actions that a decision-maker can take – all in an intuitive, mobile environment that is seamlessly unified with the entire Workday system.

www.workday.com/uk

2



3> The new look Guardian Jobs – Designed to work wherever you are, whatever your device

The Guardian have re-launched their award-winning job board on the Madgex responsive platform. The site, designed to work on any device, makes job searching even easier for candidates no matter where they are. User experience is at the forefront of the site's redesign, along with increasing digital advertising revenues for the company.

www.madgex.com

4> The Search Party launches its completed marketplace putting data science at the heart of hiring

The Search Party is a marketplace. We connect employers, recruiters and individuals to fill roles and advance careers. We believe that people deserve a better hiring experience and we're here to help. Industry average time-to-hire is 60+ days. On The Search Party it's 10 days. As a marketplace we empower employers to find the perfect candidate using amazing search across perfectly detailed and rich data, recruiters to leverage their skills and relationships, and candidates to be found... all quickly, easily, cheaply, and in private!

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3



5



5> Bullhorn launches tool to automate onboarding process in UK

Bullhorn, the global leader in customer relationship management software for the staffing and recruiting industries, has launched Bullhorn Onboarding in the UK to give users control over the entire onboarding process through electronic document management and tracking. Launched in direct response to the rise in contract and temporary recruitment in the UK, Bullhorn Onboarding is designed to improve the contractor experience and provide operational efficiencies in the back office. It eliminates the need for manual data entry and centralises and automates all of the steps in the onboarding process. It enables recruitment agencies placing contractors and temporary workers to deliver a professional and fast new hire experience.

www.bullhorn.com

6



6> New platform helps find Recruitment Agents who have suitable candidates and reduces placement fees

Recently launched start-up WalkStraightIn.com provides a new recruitment platform which acts as a broker between employers and recruiting agents. The web-based platform enables employers to save thousands in Placement Fees, offers broader exposure to the candidate market and discourages recruitment agents from submitting unsuitable candidates. Businesses can post their job vacancies on WalkStraightIn.com for free and set the Placement Fee they are willing to pay a recruitment agent. Employers also set a Submission Fee which recruitment agents pay each time they put forward a candidate which discourages them from submitting individuals not suited to the vacancy. Any recruitment agent can submit candidates which gives employers huge exposure to the candidate market. It is free to advertise jobs on the platform, so if employers don't find a suitable candidate there's no fee to pay!

www.WalkStraightIn.com

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HOW TO IMPROVE THE CANDIDATE EXPERIENCE



Not only is it courteous to treat candidates, even those you reject, politely, but it is also good for business. ”

Tony Brookes, Vacancy Filler Recruitment Software

so they have no way of knowing if it has been received, or if they are to be invited for interview or rejected.” However, some companies have become better at communicating with candidates throughout the experience – particularly those using effective online recruitment systems, notes Brookes, adding that poor communications can ruin a carefully-engineered brand presence and today there is no excuse for organisations to behave this way.

How to make the experience better

Brookes suggests that as online recruitment systems are now being adopted by companies of all sizes, which normally provide an applicant tracking system (ATS) to promote the roles on offer, the candidate journey should focus on the engagement with the potential employee. For example, Brookes emphasises that all communications sent from the system, whether by email, SMS or good old fashioned letters, should be timely and engaging. The ATS should be easy for the candidate to use – many systems now do not require a candidate to pre-register to get a login and password, and they allow candidates to browse and start an application process on their mobile device and complete it later on their home PC or laptop without having to login to the system. If the ‘Candidate Journey’ is well managed, the outcome of this stage will be to pass suitable and qualified candidates to the appropriate manager.

Candidate profiling

Tony Brookes feels that there is an increasing recognition that the process of profiling candidates as they work themselves through the recruitment process will make a significant contribution to finding high quality employees – ones that will match the requirements of the job as well as the culture of the organisation. He says “Candidate profiling can be highly engaging for the candidate - while simultaneously acting as a filter for those who are less serious about joining your organisation. Using the profiling and testing process, the number of no-shows at the interview stages also drastically reduces and it’s not uncommon for all candidates who make it through the final interview stage to be hired, as opposed to norms of 1 in 8.”

Video Interviewing

Video interviewing is now being used increasingly to save time and money in the

With a little effort, most companies could improve the way candidates feel when applying for jobs. It could be during their jobhunting, application, shortlisting or interviewing process, but candidates can feel frustrated and let down by lack of communication. They may then drop out of the process altogether. However, have no fear, help is at hand! There are plenty of ways that this can be remedied and your company brand strengthened to boot. Our expert contributors pass on their advice to Onrec:

Far too many candidates still have a poor experience when applying for jobs and indeed throughout the entire recruitment process, comments Tony Brookes, Sales Director at Vacancy Filler Recruitment Software. “Common complaints from candidates are that their applications are not acknowledged,

recruitment process. Tony Brookes explains how his company now incorporates Simple Online Video Interviewing (SOVI) technology or Asynchronous Video Interviewing as it's often referred to. This video interviewing is a facility which can be used as an addition to, or a replacement for, phone screening and/or first round interviewing:

"Throughout the hiring journey, the recruiter or hiring manager has the option to use workflow based e-mail to invite candidates to events, such as online testing, and to schedule their own interviews using the Vacancy Filler self-service calendar function. The email body text is fully customisable and will be relevant to the role the candidate is applying for and the specific stage of the process. SMS is also integrated into this communication channel and can be used as a reminder, for example, for an interview date or simply to keep them informed and updated of where they sit in the evaluation process. Candidates are invited to answer a number of pre-prepared questions into a PC or mobile device based webcam. This process is an off-line activity and can be scheduled at a time and location to suit the candidate.

SOVI will then let you see the candidates' personality and presentation, not just a list of qualifications which significantly improves the efficiencies of the recruitment process. Candidates also report positive feedback for this format as it reduces stress that can adversely affect performance yet has nothing to do with competency. Role based templates can be created so that questions can be prepared in advance, making video invitations quick and easy to administer. SOVI lets you screen candidates more effectively than by CV alone – and it's simple to use. Each candidate answers the same questions for uniformity and compliance. The candidate can use a Smart phone (iPhone or Android) as an alternative to a PC or laptop with a webcam.

Vacancy Filler is automatically updated when the candidate has



We need to engage them whether they are actively looking for a job or not.

Nicola Simmons, Jobsite.co.uk

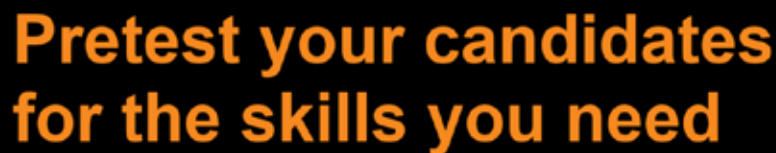
completed the interview and the hiring manager is then informed of this by email. The hiring manager can then view and share the results online, create and invite comments with other managers and rate each candidate. Thereafter, a decision can then be taken on moving the candidate forward in the process or not as the case may be. Using SOVI saves significant time for both the hiring manager and the candidate. It not only helps you to widen the number of potential candidates you wish to review, but provides a realistic alternative to travelling, particularly where long distances are involved. It removes the restrictions of time and location, provides a platform for consistent comparison, allows you to process more candidates and delivers best use of resources and time."

Brookes recommends a Talent Pool facility that allows companies to retain candidate details on file and contact them if future suitable roles arise, even if they were not suitable for the role they originally applied for. However, he points out that of course this is only effective if the candidate's rejection was handled politely and good feedback given. As Brookes comments: "Candidates can – and do – share their experiences of good and bad recruitment through social networks. Not only is it courteous to treat candidates, even those you reject, politely, but it is also good for business."

Ability to use mobile boosts candidate experience

The percentage of traffic from a mobile device is always rising, so at Jobsite they have optimised their site and email communications to provide a consistent experience across all devices. Nicola Simmons, B2B Manager at Jobsite says they are going further than ever to understand their users in order to deliver relevance both in vacancies and in content. Simmons believes the market has shifted and now the best candidates are in the position to be choosy, so "we need to engage them whether they are actively looking for a job or not."

Simmons believes their new technology makes it easier for candidates to search for and apply for jobs anywhere (their commute, their home – even out at dinner) and takes away the inconvenience of job searching. By providing content that resonates, she says "We can grab candidates' attention and deliver relevant vacancies with conviction. For the recruiter this is great because it gives access to an audience of skilled professionals who might otherwise not have had the time or the inclination to search for a job at that time."



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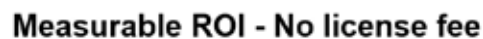
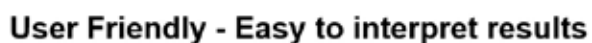
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WORLDWIDE NETWORKS

There are many ways of looking for a job on a global scale; worldwide online networks can mean partnerships between jobboards in different countries, social networks such as LinkedIn as well as general jobboards. Interestingly, some of these are proving more successful in some countries than others, so it is worthwhile researching the subject before choosing which medium may be best for your jobs.

Over 150 million people each month search for jobs, post resumes, and research companies on Indeed, says David Rudick, their Vice President of International Markets. He feels such platforms appeal to jobseekers, as they are able to search millions of opportunities from a full range of industries all from one place. This can be particularly attractive to a job seeker who is unsure where their perfect job lies. The ability to search across sectors and rely on the sophisticated technology of the jobsite to list relevant opportunities simplifies the process for these job hunters. Rudick continues: "The ability to search for global job opportunities from a single platform is also a major draw for job seekers. Indeed's Hiring Lab report uncovered that around one in ten UK citizens are searching for positions outside of the UK, with France, Italy, the US, Canada and South Africa coming out as the top five locations for Brits looking for jobs abroad. Seeking a job in a foreign country can be a challenge when you don't understand the market – or the language for that matter. Enabling jobseekers to search for an international job using the same search

terms as they would for a UK role removes this barrier."

Rudick believes that global networks will be better able to respond to jobseekers wanting to search and apply via mobile, revealing that 50% of worldwide job search now takes place on a mobile device. According to Indeed, dependence on mobile devices for job searches in some countries has overtaken desktop use dramatically, with 83% of job searches taking place on mobiles in Korea. Despite searching for jobs on their mobiles or tablets, Rudick reports that jobseekers are still finding difficulty completing the application process on their smart devices. His advice to employers is to remove the mobile barriers and ensure they have the tools in place to make applying for a job as easy and reliable as possible. "Global networks with access to advanced technology can support this process. This will drive job seekers from mobile job search to mobile application in the future."

Networks succeed in some countries more than others

François de Boutray, CEO of Aktor Interactive has noticed that in the last few years worldwide networks have mostly developed in emerging countries. "They established themselves at a market or continent scale e.g. Bayt in the Middle East, and Bumeran in Latin America. Why? This is first of all linked to a "catch up" phase. Indeed, these parts of the globe were really poor in terms of e-recruitment media until the

late 2000s. Usually the success of a worldwide network requires a certain level of homogeneity, and a limited number of languages available on the website." Boutray explains Bumeran is only available in Spanish while Bayt is available in three languages (English, Arabic and French) but covers 19 countries. He comments "Today, everyone or nearly everyone has access to the Internet. Therefore any member of the middle or upper classes is potentially a user of these new services. This massive use is also linked to the globalization, the economic boost and the mobility within these countries over the last ten years."

According to Boutray, it is more and more difficult to develop and grow worldwide networks within the old industrial countries such as the North America, Europe and Japan. He says there is however an exception with the professional social network LinkedIn, whose positioning is very different from the others. "On the other hand worldwide networks such as Stepstone, Monster or even Careerbuilder are clearly moving on to a phase of consolidation in Europe. On the European market, national job sites only available in one country have succeeded in keeping their leadership in their own country confronted with worldwide networks." Boutray cites Cadremploi in France and Infojobs in Spain as two examples of this success. Boutray believes LinkedIn is a special case, saying the users' motivations are very different than those of regular job sites users and go over the job search. In fact, he says that the social network

is above all a personal branding tool where geographical constraints do not exist anymore. "For example LinkedIn is a medium offering a direct and simple approach between a potential candidate and a recruiter. The other key point is that it is not very expensive, while headhunting was exclusively reserved to recruitment professionals."


As to the future? Well, Boutray feels that the e-recruitment market keeps breaking up every day. He says the new trend is to be more and more multi-channel. "Job offers are not only displayed on the job boards, but also on their partner websites, emailed to potential candidates, posted on social networks, etc." What is also noticeable says Boutray, is the increasing use of aggregators such as Indeed or Jobrapido in the last two years, saying that on such websites, job seekers can hope to have a more exhaustive view of the job market. "As they have already done it with the development of their brand, big companies also wish to develop direct relationships with their candidates. Just like customers, employees and candidates have to be informed, assisted and retained." Boutray suggests that a lot of companies will seek to build a candidate pool based on the communities' models in the next few years and this will make it come alive.

Which networks will survive?

At the risk of surprising some of you, Boutray does not predict radical changes in the years to come. "Recent past has showed

us that regular job boards are strong players. They can adapt to everything, even if they have their own limits. A lot of innovations have appeared in just a few years, and a lot more are to come. Every time a new trend appears, it has to go through a testing phase. The most useful features remain and become standards, the others disappear quickly. However there are only a very few that stay once the fad is over." Nevertheless Boutray predicts that services enabling one-to-one contact between recruiters and candidates will continue to increase. "Professional social networks will keep on developing worldwide. LinkedIn, again, is overtaking other existing social networks in every new country where it settles. Other social networks such as Xing in Germany, strictly limited to their home country, are in danger. In a globalized world, people need to get in touch with their colleagues or business partners at a global scale. In France, the historical network Viadeo resists the competition by developing new emerging markets in Africa, Russia, or China. There is still enough room for other professional social networks, but they will have to specialize if they wish to stand out. ResearchGate for example, has achieved in building a worldwide social network for scientists and researchers."

Boutray is adamant that the sources of applications will be more and more multi-channel. "The talent mobility across the world will keep increasing. Soon enough the job opportunities for candidates will be geographically unlimited, as well as the talent sourcing for companies."




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GET THE MOST FROM THE SITES YOU ADVERTISE YOUR JOBS ON

By Lauren Riley, Social Media Marketing Manager at Bubble Jobs

What should you expect from the site to get the best candidates?

When looking for a place to advertise your jobs, you have to consider the type of role you want to advertise. If it's more of a specialist role, then a niche job board will be more effective as they'll be specifically designed to attract a certain type of candidate.

Some of the more niche job boards also offer social media promotion across multiple platforms at an additional cost, so if your role is more specialist and difficult to fill, it might be worth paying that little bit extra to give your advert more exposure. The more exposure a job advert has, the more views it will get and (theoretically) the more applications you will receive.

Also, it's important to consider whether the job board you're considering to advertise your roles on is part of a larger network of job boards. This is common for some independent, niche job boards and means that your job will be automatically posted on any other boards in the network and in that particular niche for no extra cost.

It's not just the job advertising aspect that attracts the best candidates to a particular job board. When choosing a board to advertise your role on, a site that offers more than just the basic job board will attract many more candidates, and hopefully many more applications for your vacancy. For example, if a site includes a quality blog, job seeker advice and resources and is multi-purpose then there's good chance it will get many more visitors than a site that just advertises jobs alone.

What should you include in your ads? (same for mobile/social?)

No matter what role you're advertising, it's important to include as much information as possible, to ensure you get the perfect candidate for the position. Lots of information about the job responsibilities, the type of experience you're looking for or any qualifications the potential candidates will need to possess should be included, as it will save you time in the long run. The more vague a job advertisement is, the more irrelevant and unsuitable applications you're likely to receive, which will just waste your time.

However, it's not just the role itself that

you need to promote in the job advert – your brand's personality and culture is just as important when it comes to hiring the perfect candidate. Make sure your brand voice comes through in the advert itself and reflects your company and its values. This way, you're more likely to attract candidates that are right for your business – if they identify with your brand, they'll be a better fit for the business and the role they're applying for.

Another way of saving time and avoiding receiving irrelevant applications is to be very specific about the location and the salary. If you're too vague with the location of your business, there's a good chance you'll receive applications by candidates who may seem great, but aren't willing to travel to the job once they know exactly where it's located. Similarly, if you don't include a salary, you're more likely to a) put candidates off applying and b) have a high drop-out of candidates further down the recruitment process once they realise they're not being paid as much as they would have hoped.

Your job adverts will be the same for social and mobile, as the site you're advertising on will be mobile-friendly, so as long as you include a location, relevant job title and salary, your vacancy will be easy to find on social media and easy to read on mobile.

How should you evaluate the performance of a site?

When it comes to job advertising on job boards, it's the site's responsibility to promote your vacancy and get eyes on your adverts – not to proactively recruit people for the role – so it's the view count that is the most effective way of measuring the performance of a job board.

Most of the time, the more views an advert gets on a job board, the more applications it will receive, but if you're getting lots of views and not many apps, it's very easy to point the finger at the job board – when in actual fact it could be your business and your advert that's putting candidates off applying.

This comes back to the classic saying: "You can lead a horse to water, but you can't make it drink" – a job board can steer as many relevant candidates to your advert as possible, but if the reputation of the company is bad or the ad copy is poor, applications are bound to be low.

Especially with niche job boards, you can evaluate the performance of the site not by the amount of applications you've received, but by the quality of the candidates who have applied. Consider how much sifting of CVs had to take place before you decided on a final group of candidates. If you only got three applicants from one job board, but they were all relevant, isn't that better than receiving 30 applications with only one of them being relevant from another job board?

Also measure the activity of the job board when it came to your ad – did they advise you to change your ad copy if the vacancy wasn't performing so well, or did they promote your vacancy on social media etc as they said they would? These are all questions you need to ask yourself.

What are the common pitfalls and what should you avoid?

A very common but obvious mistake that recruiters sometimes make is failing to check their spelling and grammar in their job adverts. It's understandable that time is money in recruitment, but if you don't take the time to make sure your adverts are blemish-free it can ruin the reputation of your business, and make people view the company as one that doesn't take pride in its image.

Simply copy-and-pasting the full job specification into the job advert is another common mistake as it's way too detailed and can be a lot for the candidate to take in. It's also very technical and formal so doesn't really sell the role in an interesting and engaging manner.

Similarly, not including enough information can put candidates off as they're unsure about what they're applying for – or it can go the other way and make you receive a lot of useless applications that aren't relevant to the role which you have to spend hours sifting through.

Finally, it's important that the process a candidate has to take to apply for a role is smooth and simple, as countless application forms can hugely increase the drop-out rate in applications. It's true that application forms help you easily sort out candidates, but if it puts them off applying, then there's no real benefit to it. The easier it is to apply for your job, the more candidates you'll have to choose from when it comes to recruiting.

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