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The **global** online  
recruitment magazine

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ISSUE 149

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# FROM THE EDITOR

# PREFACE

**W**elcome to the Jan / Feb edition of the Onrec Magazine

I can't help thinking about the role of aggregators and their role in the attraction of candidates.

If you use Amazon do you remember supplier of goods or just Amazon as the site you use to buy goods. Once you have made a successful purchase do you re order through Amazon or direct with supplier?

Will jobboards be able to retain their identity in the evolving method of them receiving traffic from aggregators?

Will brands and businesses be lost and if aggregators decide to work with certain job boards?

For the employer will indeed be the only people they deal with?

And for the candidate does

going to an aggregator then a job board then an agency then the employer make sense?

You can't be everything to every one. Aggregators will never be able to accurately scrape every job and not every employer has the ability or interest to post a well worded accurate job advertisement online.

So will the need for recruiters increase to make life easier for employers?

I don't think in the UK online recruitment market we have a clear picture or answers, but by end of next year and perhaps we will see the market evolve and a clear path emerge for candidates and employers.



**David Hurst, CEO, Onrec**



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# onrec

#### DH Publishing Ltd

9th Floor, Metro Building, 1 Butterwick, Hammersmith, London, W6 8DL

**Phone:** +44 (0) 20 8846 2700

**Fax:** +44 (0) 20 8846 2801

**Email:** info@onrec.com

**Web:** www.onrec.com

#### Editorial

**David Hurst** CEO

david@onrec.com

**Stuart Gentle** Publisher

stuart@onrec.com / +44 (0) 208 846 2756

**Rebecca Waite** Subscriptions Administrator

rwaite@tarsus.co.uk / +44 (0) 208 845 2700

**Lauren Mackelden** Features Editor

lauren@onrec.com

#### Design

**James Wenman** Print Manager

jwenman@tarsus.co.uk / +44 (0) 208 846 2841

**Stuart Gentle** Designer

stuart@onrec.com / +44 (0) 208 846 2756

#### Sales & Marketing

**Stuart Gentle** Publisher

stuart@onrec.com / +44 (0) 208 846 2756

#### Subscriptions

**Rebecca Waite** Subscriptions Administrator

rwaite@tarsus.co.uk / +44 (0) 208 845 2700

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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/](http://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](http://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."

[www.thejobpost.co.uk](http://www.thejobpost.co.uk)



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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](http://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

**Stephan Schmitt,**  
Lumesse

Science and data will help put the human back in HR: In 2015, HR leaders will start to pay attention to how humans really work; how they react, feel and think. And this will feed into every component of the HR mix from recruitment, to learning, succession planning. Brain science and theory will be accompanied by data learnt from sophisticated sensors and tests. For example, by testing average candidate responses to certain recruitment questions, or understanding through data which business brand appeals most to the brain, businesses can tailor their recruitment and talent management strategies accordingly.

**James Neave,**  
Adzuna.co.uk

"With a growing burden on recruiters, I predict 2015 will see a range of innovative online tools that will help recruiters find the best candidates quicker than ever. From advances in candidate-matching algorithms to technologies that unearth the best passive candidates, 2015 will be the year of innovation for recruiters - and hopefully greater efficiency as a result."

## [ BIG DEBATE QUESTION ]

New Year Predictions :  
What will be the news in 2015?

**Chris Kendrick,**  
Mercury xRM

"This year will be the year recruitment software really goes mobile and becomes an invaluable resource for recruiters. With the introduction of Windows' new mobile assistant Cortana, the possibilities of cutting edge Microsoft technology are endless for recruiters. By being able to interact with recruitment software in real time, recruiters can speed up their processes, work smarter and become more efficient in 2015. With the introduction of voice control, 2015 really will be the year that recruiters fall back in love with their mobile phones."

**Nick Gold,**  
Jobsite

"The recruitment market is bouncing back and 2015 will be a great year for recruiters particularly in highly skilled sectors such as IT, Engineering and Finance. The competition will be for quality candidates, and recruiters will have to innovate to attract the best. With this in mind, it is necessary that high end job boards such as Jobsite work closely with recruiters to ensure that they're doing all they can to find the most skilled candidates for each position. In 2015, expert advice on utilising high impact advertising and candidate sourcing will ensure successful placements in the growing market."





# APPLICANT TRACKING SOFTWARE

Maybe you already have an ATS- but is it integrated with social media? Is it mobile- friendly?



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

Clair Bush, Broadbean

### Why buy a new ATS?

By now every organization should have an ATS in order to drive down recruitment costs and increase hiring efficiencies says Mark Kieve, Chief Executive at The Internet Corporation (Amris eRecruitment). In addition, candidates now expect to have a positive experience during the application process. Kieve believes buying a new ATS is always preferred to creating your own. “Building your own system will not be viable, it will take a lot of time and ongoing costly IT resource and will most likely be out of date by the time it actually goes live.” An ATS from an experienced provider with a good reputation in the marketplace will help you stay up to date with the latest trends, integrating mobile friendly practices and providing links to social media. Kieve advises that your new ATS should be able to integrate with other recruiting tools and platforms; for example, linking your ATS to an HR system may significantly improve your onboarding process. On top of this, integrating with video interviewing, assessment tools, background checking and referencing will all help you on your journey towards creating an efficient recruitment process.

“We’ve seen tremendous growth in the number of 3rd party integrations with our Amris ATS,” comments Mark Kieve, “For example, the combination of Amris and Zao’s employee social referral platform provides an even stronger tool for producing high quality candidates and increased referral hires.” There are significant financial benefits of course, for example Ricoh takes on around 750 people each year and had been

making 80% of its appointments through recruitment agencies. With an agency fee of approximately 3.5k per placement, the recruitment bill was adding up to over two and a half million pounds a year. Twelve months after going ahead with Amris, 70% of placements were direct and the agency bill dropped to something in the region of £600,000 per year.

### Why buy a new ATS?

Are you currently working with a ‘spread sheet’ system or do you already have a good functioning ATS, but are you just missing some (key) features, such as CV parsing, effective candidate search or mobile support? Asks Phillip van Leeuwen, Partner manager at Textkernel- Semantic Recruitment Technology. In the latter case, perhaps you don’t need to dismiss your ATS after all. He suggests it might be worthwhile to investigate if there are third-party options out there that you can add to your system to meet your needs. Textkernel specialises in multilingual CV parsing and semantic search and matching software to provide ATS-vendors and their customers with powerful candidate capture and semantic search tools. “Our parsing and search technology allows you to easily build a valuable talent pool, and find candidates based on meaning rather than keywords.” Textkernel’s matching technology is able to automatically build a search query from your job ad and explore your database to see if it already contains suitable candidates. This could save valuable time and advertising costs. Van Leeuwen comments: “Many vendors have already integrated our software into their system. Our aim is to connect with many more systems to empower end-users with the most efficient recruitment technology. By being able to add third-party tools to your ATS, you can choose best-of-breed solutions that fit your recruiting process. If this is not possible at your current supplier, it’s time to look for a vendor that does offer the features you need and the flexibility to add new functionalities in the future.”

### Future needs

In this changing world of recruiting, you’ll need to be flexible and able to adapt. Most job seekers nowadays use mobile as part of their job seeking and application process. Van Leeuwen points out that five years ago that was unthought of. Specialised parties like Textkernel are able to quickly respond to these changes and offer add-on tools that can be embedded in existing systems and processes. Textkernel developed the “apply with” widget, to enable one-click application (also on mobile) with a profile of choice, while you still receive all information structured in your ATS. Its intelligent semantic matching technology can match directly from a job ad or profile to both internal and external profiles and jobs, being able to make smart recommendations. Replace mobile limitations by mobile possibilities, recommends Van Leeuwen. “Is your new ATS able to quickly respond to changes? Don’t choose the ATS that meets your current needs; go for the one that can still help you in the future.”

**Checklist- what questions should you ask when buying an ATS?**

*Provided by Roy Snart, Managing Director, First Choice Software.*

Always give your supplier an opportunity to show you what you could be buying. It sounds obvious doesn't it? If you insist on only allowing a short time for a demo it's the equivalent of going into a car dealer and simply confirming that your dream car has four wheels and a steering wheel! Never be afraid to ask for a longer demo. If a potential supplier runs out of exciting stuff to show you after an hour or so – walk away.

**Where will you be in five years' time?**

Considering the benefits it provides, the actual cost of purchasing and using an ATS/recruitment software is very low. It does however start to become expensive if you have to change your system every two or three years because you make the wrong decisions. This can mean discussing their own business strategy, looking at their accounts or even asking how committed they are to HR and recruitment. If any of these do not meet your expectations, regardless of how good the software is, they are unlikely to provide a long term partnership.

**Can you show me how to do this?**

Run through examples of your key processes and defined scenarios, in real time, to ensure that they are possible – don't assume that just because the last supplier showed you that their software could perform a piece of magic that the one you are now looking at can. If you are unable to see the workflow during a demo but are told that it can be done, ensure that you have the functionality and any development costs confirmed in writing before you sign a contract!

**What is your partner programme?**

It is highly likely that in five, possibly even two years, your business will be reliant on 3rd party software provided by companies that don't yet exist. Ask if there are any restrictions on who they will integrate with or if there are any pre-existing relationships that would limit future partnerships.

If a software provider is selling



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

Alex Farrell, IT Job Board

you a solution on the basis that it will be future proofed, ensure that you are provided examples of how the software has moved with the industry before.

**What is the ratio between your sales team and support functions?**

A sales-led business may be better positioned to close the deal but as soon as you have signed an agreement you'll be hoping that they are service-led. Ask for their average client lifecycle and follow this up by asking how many salespeople they employ compared to how many employees they have in support functions such as training, client services and development.

**How many deals do you walk away from?**

Recruitment software providers are very similar to niche recruitment businesses in that they are built on expertise, they have a specialism and set their pricing to allow them to maintain the levels of excellence you'd expect.

If, during negotiations, a potential supplier is willing to drop their price dramatically without hesitation you have to ask yourself if you were being quoted too much in the first place or what compromises will have to be made in the future to cover the shortfall. If they are prepared to offer dramatic discounts and you are seduced by that, at least make sure that you get confirmation that future licenses will be at the same price.

**What is your personal motivation?**

When you speak to individuals, ask for their own story and ask them to explain why they sell recruitment software. A final decision can be made based on many different factors however never forget that it takes people to develop, maintain and support recruitment software.

**If you are required to sign a long contract, ask for the reasons why**

Anything longer than a year is being put in place because the software provider is afraid you'll leave. You should look for the shortest contract with the shortest roll over. A year initially going to a monthly rolling should be your target and anyone with confidence in their product should be happy with that.





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# 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](http://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](http://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](http://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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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](http://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](http://www.WalkStraightIn.com)

**Launched a new e-recruitment site or product?**

Please let us know by emailing [editor@onrec.com](mailto:editor@onrec.com)

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# 2015 IS SHAPING UP TO BE A 'JOB CANDIDATE'S MARKET'

According to a study of LinkedIn's 17 million UK members, 21st January is typically the busiest day for New Year career development, when there is a peak in professionals updating their LinkedIn profiles post-Christmas. For those thinking about changing jobs, the good news is that the outlook for jobhunting in 2015 is much more positive than it has been for a long, long time.

David Morel, managing director

of London-based Tiger Recruitment comments on the latest unemployment data, published in January. "Over half a million more people in work compared to the same period last year is no mean feat. The jobs market has undergone a transformation over the past 12-18 months. And despite the slight slowdown in the latest quarter, things are still moving in the right direction. With inflation now at 0.5%, and salaries rising, people's

real take-home pay is getting better all the time. This in turn creates confidence, which feeds back into the economy. It's proving to be a virtuous circle."

Morel notes employers are having to make better offers to be sure of the best candidates. "One sign of the strengthening jobs market is that 25 days' holiday is now the norm and not the exception. Employers really have to compete for the best candidates across

all sectors and benefits packages are proving especially important. If the package you are offering isn't good, you will find yourself on the back foot when it comes to hiring the best candidates. Employers with basic benefits packages need to review these so they don't lose out. In the absence of an attractive benefits package, an attractive bonus package needs to be offered. Minimum salary levels have also increased. People are now valuing themselves far more than they were two years ago. Again, this is a sign of rising confidence."

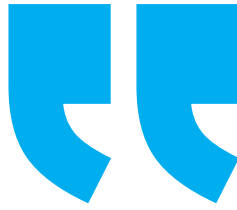
In 2015, we expect the market to continue to favour the candidate and for average salaries to increase further, says Morel. "In the secretarial/admin sector, we have seen a 45% increase in jobs in 2014 compared to 2013. There has also been a 55% increase in temp bookings in 2014 compared to 2013. For people entering the jobs market, or looking to move jobs, things are really looking up."

#### Lack of skilled workers

The number of jobs on offer has grown by almost a quarter over the last year, and there are actually more vacancies available than there are people looking for jobs, comments Andrew Hunter, co-founder of Adzuna. "Now, a new problem is rearing its head – we don't have enough skilled workers to match demand for staff in booming industries like Manufacturing and IT. As a result, employers in these industries are offering more attractive salary packages, to tempt qualified workers across from their competitors."

The gap between inflation and pay has widened to a healthy margin, meaning employees are now seeing some real improvements in wages. But wider world events are working both with and against the wage rises. Falling fuel prices are forcing inflation downwards, but at the same time uncertainty in the Eurozone is dampening the economic recovery. And youth unemployment remains a thorn in the side of the jobs market revival. More needs to be done to help people break into the workforce – particularly those who are new to the jobs market and those whose skills don't match up with the areas of growth. Encouraging employers to offer more apprenticeships to help workers up-skill on the job, would be one way to address this issue."

Unlike recent years, students can enjoy the prospect of a healthy graduate job market as they leave university this summer, according to Richard Shea,



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

Managing Director, EMEA Search at Futurestep. A recent report reveals graduate recruitment in 2015 is set to be the highest for a decade, with 8% more vacancies predicted than last year. (<http://www.bbc.co.uk/news/education-30745839>). Shea advises companies to be prepared: "As the power shifts into the hands of graduates, it is imperative organisations are equipped with comprehensive recruitment strategies to source talent whilst honing their employer brand to position themselves as a desirable company for prospective graduates to apply to. From longer term tactics such as hosting regular university-wide events and offering internship opportunities to undergraduates, to communicating attractive employee benefits such as international placement opportunities and flexible graduate programmes, there are a number of innovative approaches businesses should look to pursue."

For many organisations employing career-driven graduate talent is a top priority for their wider business objectives, understanding the value these individuals can bring to the business through new perspectives and fresh ideas, as well as their potential to be grown into future leaders. But with more opportunities becoming available, graduates will be in the strongest position for a decade, emphasising that businesses will have to work harder to make themselves stand-out from the crowd."

Despite calls for ongoing austerity measures, even HR directors representing public sector bodies are only marginally less confident than their private sector counterparts about increasing employment levels in the first half of 2015, says Robert Half UK. Of those HR professionals operating in the public sector, 42% expect to increase headcount levels in the next six months. The most buoyant forecast, however, comes from publicly-listed companies, with nearly six in 10 (57%) executives planning to create new roles in the first half of the year. Phil Sheridan, Managing Director, Robert Half UK said: "We are witnessing the typical post-recessionary power shift, with rapidly increasing demand for niche skills and commercial acumen affording candidates a position of strength from which to negotiate. Firms looking to expand their employee base are likely to drive up wages with the increased competition for the most sought-after professionals. Companies who want to attract skilled employees will need to look once again towards generous remuneration packages. It's also important to "re-recruit" current staff in a bid to retain them, making sure they are aware of training programmes and opportunities to progress, as well as other factors such as flexible working to facilitate work-life balance."

With hiring returning to pre-recessionary levels the best candidates are now receiving multiple offers and counteroffers as businesses recognise that the talent pool is shrinking. According to new research by specialist recruiter Robert Half, two-thirds (65%) of UK finance leaders have seen an increase in counteroffers over the past 12 months, with one in five (20%) saying they have increased significantly. The study, carried out with 200 finance leaders, highlights that it's not just counteroffers that have increased. Almost two thirds (64%) of senior finance professionals are more likely to offer a sign-on bonus to attract top candidates than they were last year, highlighting that the war for talent remains fierce and that 2015 is shaping up to be a job candidate's market.



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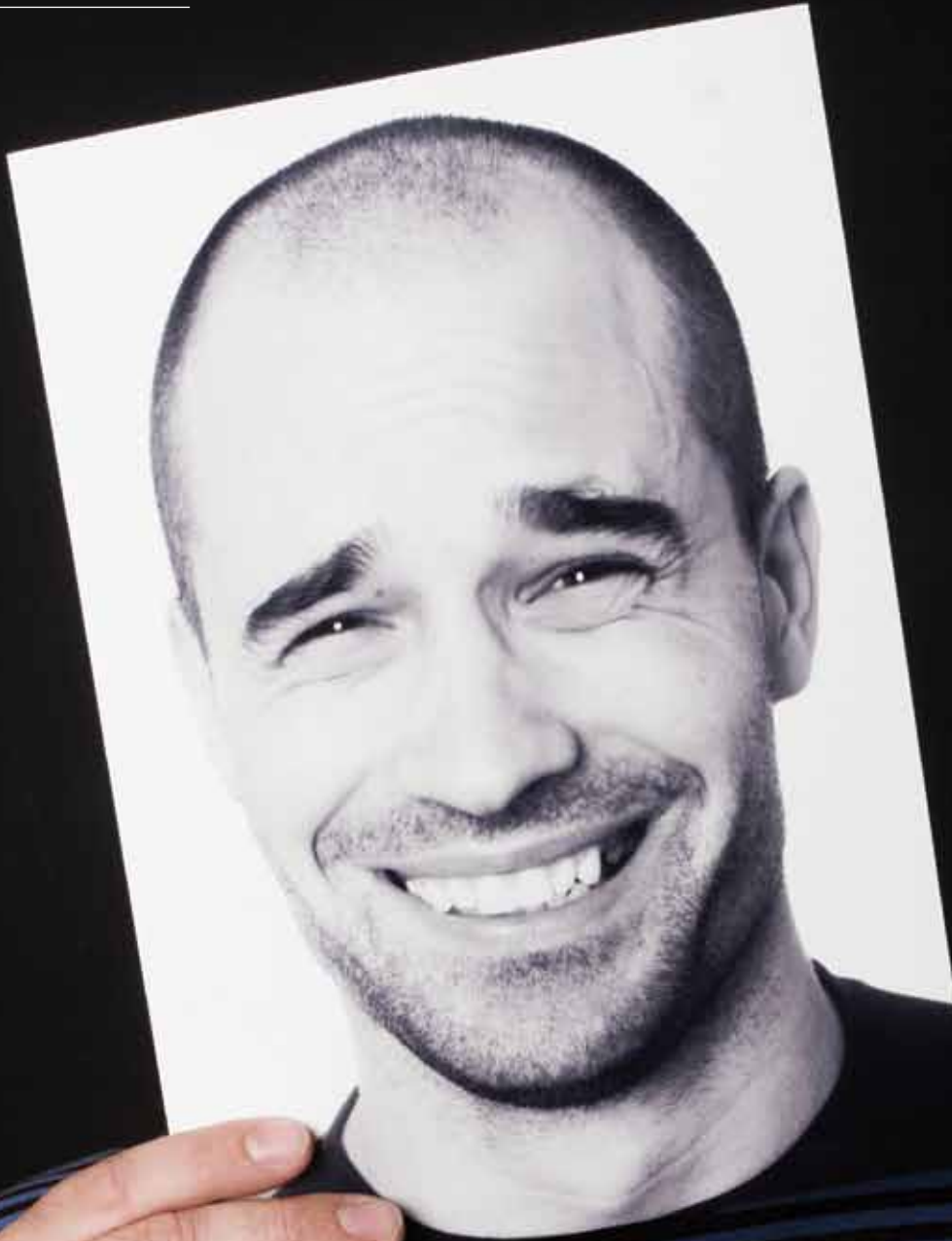
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# PSYCHOMETRIC TESTING



The second generation of psychometrics is well under way and the third is already in the offing. The choice for recruiters is now how to use the technology now available most effectively for their needs. Find out more about the different types and their potential benefits before choosing.

2014 saw enormous advances in the field of psychometric testing, declares Oliver Savill, Director at Test Partnership. "Test publishers are moving away from the old psychometrics, known as 'classical test theory' to the world of modern psychometrics. We have all experienced classical testing; everyone sits the exact same test with the exact same questions, leaving tests highly vulnerable to cheating and fraud. Modern psychometric testing on the other hand allows tests to measure the ability of any individual, using any combination questions. This vastly enhances test security and puts an end to the problem of candidates sharing questions."

The pinnacle of modern psychometrics, according to Savill, is Computer Adaptive Testing, also known as CAT. Research shows that questions with difficulties commensurate with an individual's level of ability are the most effective measures. CATs take advantage of this by increasing or decreasing the difficulty and score weighting based on performance, honing in on an individual's level of ability. This makes sense intuitively suggests Savill. "You wouldn't give GCSE students a test designed for undergraduates, or vice versa, so why give hard questions to low performing candidates or easy questions to high performing candidates?" In fact, he says CATs can easily cut testing times in half, without sacrificing reliability, saving huge amounts of time for both candidate and client.

Large psychometric test publishers have been increasingly turning to the new psychometrics. In 2015, the Test Partnership will be launching a suite of computer adaptive aptitude tests, including numerical, verbal, inductive and the world's first adaptive critical thinking test. They predict that CATs will be incorporated into a wider range of psychometric tests this year, and adaptive personality questionnaires, situational judgement tests, and skills tests are also on the horizon, streamlining selection processes and maximising the utility of psychometric testing.

Some sort of testing is definitely common place now; Steven A. Lehr,

Founder and Chief Science Officer at Cangrade says various experts estimate that as many as 60-70% of companies capture personality at some point in the hiring process. However Lehr warns they should be used with some caution: many services are based on assessments like the Meyer-Briggs or the DISC. Cangrade advises these can be useful for onboarding and team-building, but are not appropriate for candidate selection.

There are many benefits to using a highly valid assessment, especially high up in the hiring funnel. The first step in the selection process is often both the most time-consuming and the least accurate. Lehr says this is that moment when you have 200 applicants and need to select who to bring in for an interview. "Most recruiters have time only to glance at each resume. By necessity, we make decisions about who to shortlist based on factors we know are not very predictive. (E.g.: "I'll interview this person because she went to Stanford, but not this person because she merely went to NYU.") Now, you can get on the phone and actually talk to all 200 applicants, but this is a huge time-drain. Worse, your effort probably will not pay off: we know that the kind of unstructured interviews normally used in a phone screening are not very effective." Modern assessment technology offers a solution to this problem believes Lehr. By allowing people to remotely complete surveys and other psychometric assessments, every applicant has an opportunity to shine and be considered for a job. In short, this saves recruiters' time while also increasing their success rate.

Gareth Jones, Head of Alchemy at The Chemistry Group agrees that though the first generation psychometrics were a great start, they can be difficult to interpret. Unfortunately, Jones says this also means that hiring managers often ignore them. For example at one of the UK's largest retail chains, Chemistry were recently told by the Head of Resourcing, "the tools we put in two years ago are really robust, it's just that no-one trusts or likes them!" Their use in recruitment was also not widespread, usually limited to assessing a handful of "shortlisted" candidates, and using assessments at this late stage lowers their overall effectiveness. However, Jones explains that Chemistry's second generation tools are built specifically around an organisation's needs. "Most importantly, they assess accurately a model of What Great Looks Like (WGLL™) for that role, in that client, very specifically. So the House of Fraser Christmas recruitment tool looks and feels quite different to the Sky contact centre tools. Firstly, they are client branded, with the images and pictures to feel consistent with the rest of the online hiring experience. They provide managers with easy to read reports and interview notes, and are also configurable to enable a better overall experience for the candidate."

The other benefit of these second generation tools is that they can be embedded much higher "upstream" in the hiring process, allowing organisations to use robust psychometric profiles to screen all applicants for a role at the initial application stage, not just a handful of candidates when it's too late. One of the biggest benefits of moving these assessments online is that they filter out unsuitable applicants much earlier, resulting in a much richer pool of more relevant candidates coming through to first stage interviews. Best of all, Chemistry says the the return on investment and impact on Quality of Hire (QoH) are staggering – Chemistry clients report an average of 14x ROI and can now actually measure QoH for the first time! And they are seeing QoH shoot up. And of course, candidates can do it all from their mobile ... another second generation characteristic!

Chemistry says they are already working on their third generation of psychometrics. They will start to add a much wider number of data points when assessing someone's fit for a role, including a candidate's online social profile data (Linkedin, Facebook, Twitter etc) This "unstructured footprint" can be incredibly revealing and adds a significant level of predictive capability to the traditional psychometric assessments used today. This will lead to the next stage in the evolution of psychometrics- Chemistry says it is still some way off but they are working towards a model where the traditional style psychometric questionnaire will disappear from widespread use with assessments instead becoming more "frictionless". This means that rather than sit through a formal assessment at a specific stage in the process, an organisation will instead gather multiple data points, over a much longer period of time which will give a much richer and potentially more accurate picture of individual's suitability for an organisation and role. Watch this space!



# 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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