

# onrec

The **global** online  
recruitment magazine

ISSUE 143 | FEBRUARY 2014  
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- + Online recruitment icons
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ISSUE 143

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# FROM THE EDITOR

# PREFACE

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

The drop in UK unemployment is good news, signalling an improving economy. It won't be long before employers have difficulty in filling vacancies due to skill shortages in sectors and this will be good news for the recruitment industry.

I suspect job boards in particular will benefit. They have been collating CV's of people looking for work and their bulging CV databases will be invaluable to recruiters.

Companies with fully functioning applicant tracking software will also benefit from their investment. If they use it to its potential and capabilities! Many systems are implemented and not enough people are then trained to use and to then interrogate for the information

that could be so helpful. Where do you get your best employees from? Was it a Job board, Social media, recruitment area of the corporate website? And not forgetting cost per hire and time to hire.

We should all know the answers. But few do.

Speaking of answers the trade conference is on the 20th March for those of you in the industry, we have some thought provoking speakers and perhaps the chance to ask some of those questions that have been on your mind.



**David Hurst, CEO, Onrec**



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# onrec

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# NEWS

## HR PROFESSIONALS ON THE MOVE



## Human resource professionals on the move in 2014

**Over 60% of HR professionals will be looking to find a new job this year according to new research by Hays**

Recruitment in the HR industry is also set to increase over the next 12 months as the UK economy continues to strengthen and employers grow in confidence. According to the Hays Human Resources Salary and Benefits Guide 2014, almost half of employers (47%) expect to recruit more permanent HR staff and 28% will hire additional temporary workers.

There are a growing number of opportunities available to HR generalists, particularly within the £30,000 - £40,000 bracket, as well as for those in resourcing and talent, and reward roles. HR Advisors with the right experience and skills can expect to earn an average salary of £28,000, while HR Directors are able to command an average salary of £77,000.

Two-fifths of employers expect pay for HR staff to rise in line with the cost of living and 14% of employers anticipate it to rise above inflation in 2014. More than half (52%) reported to have already increased pay in the past year.

However, more than half (64%) of employers expect a shortage of

experienced candidates and 39% anticipate a lack of qualified candidates when recruiting this year. Two-fifths (41%) of employers also feel they do not have the talent they need to achieve their current business objectives.

Barney Ely, Director of Hays Human Resources, said: "The signs are there that 2014 is going to be positive for the HR community. Not only are employees gaining confidence to look for new roles, after a challenging couple of years, but there will be more opportunities available to them and it is likely they will be better paid. With many of the available roles focusing on reward and talent, it is evident that employers are now shifting from managing the challenges of the economic downturn to taking advantage of the growing confidence in the economy. This will increase competition for commercially astute HR professionals who can manage change, so employers will need to work hard to retain and attract the best talent to ensure their business can grow in 2014."

[www.hays.co.uk/hr-salary-guide](http://www.hays.co.uk/hr-salary-guide)

## LANGUAGE SKILLS IN YOUR CV

## Have you lied in your CV?

**One in Six Britons Has Lied About Language Skills on CV**

A new study conducted by a company specialising in professional transcription and translation services has revealed that as many as one in six Britons have previously lied or exaggerated the truth regarding foreign language skills on their CV. Furthermore, 28% of these respondents believe their dishonesty is the reason they secured their current job role.

With the job market becoming an increasingly tougher environment, a company specialising in professional translation and transcription services has revealed that many Britons are not being completely truthful when highlighting their language capabilities on their CV; with one in six respondents polled admitting that they have previously lied to recruiters and potential employers about the foreign language skills they hold.

The study, conducted by [www.Global-Lingo.com](http://www.Global-Lingo.com), polled a total of 1,932 UK adults who had actively looked for a job within the last 18 months. Of those polled, 26% were University graduates, whilst a further 48% had successfully completed A-levels or equivalent qualifications.

Participants were firstly asked if they had ever lied or exaggerated the truth on their CV. 63% admitted that they had done so, with 16% of respondents specifically stating that they had incorrectly claimed to potential employers that they could converse in a foreign language; which they had either limited or no ability to speak.

Other common lies respondents admitted that they had added to their CVs, in order to impress employers, included the range of computer skills they were able to use such as Microsoft Word, Excel and PowerPoint (27%), the fact they regularly participated in unusual or impressive hobbies (21%), and their GCSE/A-level grades (12%).

[www.Global-Lingo.com](http://www.Global-Lingo.com)

## HR Software as a Service Provider

CIPHR is a leading supplier of HR Software as a Service, Payroll Software and eRecruitment Solutions. We've been supplying best of breed people management solutions for over 30 years and remain one of the most established and trusted providers in the UK.



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# NEWS

## APPRENTICESHIP POPULARITY

### Apprenticeships growing in popularity

*Apprenticeships are growing in popularity among both employers and young people according to figures released by the National Apprenticeship Service*

The quarterly Apprenticeship Index reveals a 24% increase in Apprenticeship vacancies posted online on the Apprenticeship vacancies website between August and October 2013 (Academic Year Q1 2013/14) compared to the same period the previous year – 37,410 vacancies were advertised over the three months versus 30,230 in 2012.

But with online applications leaping by 43% (to 461,530), the Government is urging employers to create more Apprenticeship positions in order to meet the demand.

The Index also reveals that Apprenticeships are attracting increasing numbers of applications from female candidates. Online applications from women have increased by more than half since 2012, with 216,100 applications made by females in the three month period, a 55% increase. This has also served to narrow the male gender bias, with 47% of all applications for Apprenticeships made by females in 2013 compared to 43% the previous year.

Matthew Hancock MP, Skills and Enterprise Minister, said:

"These figures show that Apprenticeships are growing in appeal to young people, and yet more young women are seeking out this unique opportunity to earn while they learn and gain a recognised qualification while notching up vital work experience.

"With new independent research revealing that one in five employers currently have former apprentices working in senior, board level, positions, it's also very encouraging to see vacancies increasing and new employers coming on board. But with each online position attracting an average of 12 applications, demand continues to outstrip supply and I would urge more employers to consider how they can take advantage of this available pool of talent and grow their business through Apprenticeships."

## GRADUATE VACANCIES ON THE UP

### Graduate vacancies predicted to rise by 10.2% this year

*Actual increase in vacancies for 2013 was 4.3% and employers' optimism looks set to further improve in 2014 as economic recovery begins to take hold*

With business confidence and growth predictions beginning to improve, employers look set to increase their graduate recruitment levels this year, according to the Association of Graduate Recruiters (AGR), which today (4 February) published the winter edition of its bi-annual survey. The survey predicts a rise of 10.2% in vacancies for the coming recruitment round, following an increase of 4.3% for last year.

Stephen Isherwood, Chief Executive of the AGR, said: "Given the upturn in the economy, and the slight increase in graduate vacancies recorded last year, we'd expect employer predictions to be fairly buoyant for the year ahead; so an expected rise of over 10% is welcome news.

"There are some sectors – IT and Telecoms, Energy, and Banking and Financial Services – looking at double digit growth for 2014. What this doesn't mean, however, is that graduates should be any less focussed on their career search. We know that, even through the darkest days of the recession, our members reported unfilled vacancies because they couldn't find graduates with the right mix of skills and attributes. Graduates need to think carefully about their applications and ensure they understand what a potential employer is looking for."

Sectors to predict a growth in vacancies from 2013 to 2014 include IT and Telecoms (40%), the Public Sector (20%), Energy (18%), and Banking and Financial Services (16%). In terms of actual number of vacancies available in the market, Accountancy and Professional Services, the Public Sector, Retail and Investment Banking/

Fund Management make up the largest recruiting sectors.

For the first time, the AGR winter survey also looks at school-leaver recruitment programmes, finding that 54.7% of members – employers who have traditionally concentrated on graduate recruitment – are currently active in the schools market, with a further 15.4% saying that school-leaver programmes form part of their future recruitment plans.

"For many employers now, a graduate programme is only part of the picture when it comes to their emerging talent strategy," Isherwood continued. "We know anecdotally that school-leaver programmes are becoming more popular with our members, so we set out to investigate how many of them are now in the schools market. What we can't yet do is compare that to previous years, but we will be measuring this data in the future.

"At the moment, it doesn't appear that employers are replacing graduate vacancies with school-leaver vacancies; rather businesses are investing in a range of different programmes to attract and recruit a diverse range of young people – from Apprenticeships and Higher Apprenticeships, to school-leaver training leading to professional qualifications. However, it may be something which will begin to take hold in the future and we look forward to finding out in more detail how this section of the recruitment market is changing to meet the demands of UK plc. It is reassuring that many employers continue to invest heavily in emerging talent."

[www.agr.org.uk](http://www.agr.org.uk)



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# PARTNERSHIPS



## Skillsarena signs a partnership agreement with Thalentio

**Skillsarena, international expert in online Skills Testing and Thalentio®, leading provider of cloud based, Occupational Psychometrics & Talent Management solutions, sign a Strategic Partnership agreement**

Skillsarena provides a number of unique Talent Selection and Management related services through consultancy and established online (web-based) products and tools. Skillsarena will greatly enhance the Talent Management services available to her well-established and loyal customer base ranging from large blue chip companies to recruitment and HR consultancies. Using expertise and experience, Skillsarena is proud to bring the Thalentio® presence to the UK and be able to offer new customers a truly exceptional solution for their Talent

challenges and goals.

As part of Thalentio®'s Global Partner Network and support for customers worldwide, Thalentio® has selected Skillsarena as their Strategic Partner in the UK. Skillsarena is the exclusive license holder of the Thalentio® e-Assessments and Talent Management solutions within Great-Britain, Scotland, Wales and Northern Ireland.

[www.skillsarena.com](http://www.skillsarena.com)  
[www.thalentio.com](http://www.thalentio.com)

## TipTopJob partners with CourseMonster

**TTipTopJob.com announced the formation of a strategic partnership to launch their new, direct-to-consumer training solution in partnership with [www.Coursemonster.com](http://www.Coursemonster.com)**

Developed in association with the UK's leading edge training course directory, CourseMonster, the new service gives instant access to the most comprehensive and high quality Instructor-led and Blended Learning training courses in the UK.

"We are delighted to be partnering with CourseMonster, this new offering is a natural progression for us, and our continued growth is being achieved through delivering quality solutions and real business benefits to our users" says TipTopJob Marketing Manager, Corinne Hutchinson.

Continuing she said, "As the UK emerges from the recession, 2014 will be a year of change and recovery, there is still a huge skills gap and the competition for jobs is hotter than ever, only those who perform brilliantly or have extra skills will secure the best positions.

The new relationship, will enable consumers to search over 16,000 of the most in-demand business skills and IT training courses, including Microsoft, Prince2, ITIL, Sales, Marketing Finance, HR, Management and Leadership, delivered by over 165 of the UK's key training companies. Users will be able to search by brand, category, postcode, price, and location.

"We are very excited about teaming up with <http://www.tiptopjob.com/>, this association will significantly extend our portfolio to a much wider audience and fulfill the demands of consumers", comments CourseMonster Managing Director, Kelvin Durcan. "with the new government Right to Request Training initiative launched in April 2010, we look forward to helping TipTopJob expand audience engagement and offer the best training content in the market."

# BIG DEBATE

**Rob Searle,**  
CareerStructure.com

Britain's built environment industry is presenting green shoots of recovery, with ONS data showing rises in output during the last quarter. However, as the industry moves towards recovery, concerns over a shortage of professionals equipped with the right skills is coming to the fore. Following years of contraction in the sector, British jobseekers are questioning whether home-grown projects can provide the same career opportunities as those overseas. Government and industry can make staying in Britain more attractive by providing more opportunities for apprenticeships and higher education, demonstrating to new and existing talent that the sector is planning for its future.

**Simon Swan,**  
Hiring-Hub.com

Finally the economy is growing at a decent pace, and with a good degree of confidence returning in the market the number of vacancies is rising at its fastest rate in 15 years. The problem now is not where are the jobs coming from, but where are the candidates coming from? The skills gap – particularly in sectors like IT and Engineering – was there during the recession but now, with a bit of fiscal growth thrown in the mix, is set to widen. And fast. This means employers are going to have to be more creative when securing the top talent.

## [ BIG DEBATE QUESTION ]

What will be in the news in 2014?

**Richard Nott,**  
CWJobs.co.uk

2014 looks set to be the year of the start up, as our new research reveals 86% of professionals want to work for a start-up tech company (86%). Start-up companies have multiple benefits for professionals, who believe they stand to gain more control over their job, alongside perceived greater significance to their position than they would have in a larger firm. For recruiters, a trend towards start-ups is worth monitoring. With greater appetite from professionals, recruiters assisting smaller (and start-up) companies should work with start-ups to ensure they are selling themselves sufficiently and attracting top talent.

**Richard George,**  
LinkedIn, EMEA

"As Europe looks forward to growth in 2014, recruiters will need to use all the tools at their disposal to compete for and win the best talent. We're seeing an increasingly fragmented, multichannel candidate journey so mobile has to be top of the agenda. Forty percent of visits to LinkedIn are now from a mobile device, so recruiters who aren't seriously working to integrate mobile into their talent strategy will miss out."

**Mark Britton,**  
Mercury xRM

A lack of quality candidates and too much administration are threatening to make 2014 a challenging year for recruiters but we expect them to ride the storm and enjoy another good year. The market picked up towards the end of 2013 and we saw for ourselves that 74% of recruiters enjoyed a strong end to the year. With the job market picking up and new technology innovating recruitment processes, we are expecting recruiters to find ways of resolving small problems and working smarter. We are prepared for a buoyant year in the recruitment market in 2014.



# THE **onrec** TRADE CONFERENCE '14

## 20TH MARCH 2014 - LONDON

Before its prestigious Awards ceremony, Onrec will be hosting an afternoon Onrec Trade Conference which will give online recruitment suppliers, job boards and other online recruitment professionals a fantastic learning and networking opportunity.

### By attending the trade conference you will:

- Keep abreast of significant changes in the industry
- Learn how your business can capitalize on these changes
- Network with your industry colleagues
- Be one step ahead of your competitors

This is an event you just cannot afford to miss!

### The Venue

The Grange St Pauls Hotel, London

The Grange Hotel St Pauls is located close to St Pauls, Mansion House and Black Friars tube stations.

With a sophisticated blend of contemporary style and modern flair, the stunning Grange St. Paul's Hotel sets new standards for luxury and elegance. Perfectly located in the heart of the City's financial district yet just moments from the myriad delights of London's renowned West End, the Grange St. Paul's provides a perfect venue for any visit to the capital. Deluxe bedrooms and suites provide the ultimate in understated elegance and luxury.

[CLICK HERE FOR MORE INFORMATION](#)

Time	Session	Speaker
13:00 - 13:15	Introduction to the Onrec Trade Conference	<b>David Hurst</b> , CEO, Onrec
13:15 - 13:45	Don't be a thermostat	<b>Rob Symes</b> , CEO, TheOutsideView
13:45- 14:30	Mobile Recruiting	<b>Laura Stoker</b> , Executive Director of Global Training, AIRS
14:30 - 15:00	<b>COFFEE BREAK</b>	
15:00 - 15:25	Legal Update: An update on employment law affecting online recruiters	<b>Pavlos Paschali</b> , Solicitor, Levenes Employment
15:25 - 16:10	Designing a responsive job board platform	<b>James Wragg</b> , Senior Front End Developer, Madgex
16:10 - 17:00	<b>Discussion Panel Chaired by David Hurst</b>  Topics to include: - The impact of aggregators on UK job boards. - Emerging technologies. - Views on the direction and development of the UK online recruitment market.	<b>Ben Barney</b> , MD, Krooter  <b>Felix Wetzel</b> , COO, Jobrapido  <b>Davor Miskulin</b> , Business Development Manager, Burning Glass Technologies
17:00	<b>CONFERENCE END</b>	



# SPEAKERS



**Laura Stoker, Executive Director of Global Training, AIRS**

**Mobile Recruiting**

[View the synopsis here](#)

Laura Stoker began her recruiting career as a researcher for executive search firms working on international and domestic projects. She has also worked as a Recruiter for J.D. Edwards in Denver, Colorado and as a Technical Recruiter for EMDS in Brussels, Belgium. She has been using AIRS techniques since she attended one of our first training classes in 1997 and now enjoys teaching the same knowledge to a new generation of Internet Recruiters.

**AIRS**  
An i3 Company



**Felix Wetzel, COO, Jobrapido**

**Discussion Panel Member**

A senior management professional with operational and strategic experience in digital media. Currently focused on driving growth for Jobrapido - the second biggest job search engine in the world - and helping to connect job seekers and recruiters across 58 countries. Having worked in digital recruitment for over 13 years, I am a leading commentator on digital marketing, social media and the future of recruitment & a high profile blogger and speaker passionate about mobile, social, data ownership and singularity.

**jobrapido**



**Rob Symes, CEO, TheOutsideView**

**Don't be a thermostat**

[View the synopsis here](#)

Rob Symes, the serial entrepreneur started his career at Manpower in Sept '08 in the depths of the recession. By the end of 2009 he was Manpower's top billing consultant out of 130 branches. In January 2010 he then went on to start his own recruitment agency called Campbell Black, with an ambition is to create the most trusted and respected recruitment firm in the field of Wireless and telecommunications. After the success of Campbell Black In 2013 Rob moved onto his next project, The Outside View which is a software platform that uses machine learning to predict what will happen in a business' future. Although only 4 months old, we have 5 major clients adopting the software.



**Pavlos Paschali, Specialist Employment Law Solicitor, Levenes Employment**

**A Legal Update: An update on employment law affecting online recruiters**

I trained at Levenes and qualified as a solicitor in March 2004. I have dealt with work in a variety of areas, but since 2008 have specialised in employment law and related regulatory and litigation matters. I advise on the full range of employment law matters and disputes, from Employment Tribunal claims to High Court litigation. I have particular experience of dealing with urgent applications for injunctions involving alleged breaches of employees' contracts. As well as advising about disputes once they have occurred, one of the most important things I help employers with is putting in place appropriate policies and procedures to minimise the chance of disputes occurring in the first place. I regularly advise about redundancy, disciplinary/dismissal procedures and grievance processes.

**levenes employment**



**Ben Barney, Managing Director, Krooter**

**Discussion Panel Member**

Ben Barney is the newly appointed Managing Director of Krooter, a self-service recruitment platform which demystifies recruitment so businesses can hire for themselves at a fraction of the cost. It provides the tools to advertise the vacancy, matching the ad to the right job boards and their expert systems shortlist the best candidates for the role. Job Done.

Previously, Ben was the co-founder and CEO of Akesios, which developed a proprietary digital advertising platform which was subsequently acquired in early 2013.

**Krooter**  
Target. Find. Recruit.



**Davor Miskulin, Business Development Manager, Burning Glass Technologies**

**Discussion Panel Member**

Davor Miskulin has worked in a diverse range of industries (Recruitment Technology, Manufacturing, Merchant Banking and Humanitarian) across five continents and has so far lived in four countries. With more than 20 years' experience in recruitment technology, he implemented e-recruitment strategy for an Agency in Australia in late 90's as well as spearheaded internationalization of advanced recruitment technologies for Burning Glass allowing him to have deep insight into industry both from supplier and user perspective. Davor holds Bachelor of Science in Mechanical Engineering as well as Master of Business IT and resides in Toronto, Canada.

**burningglass**  
EMPOWERING PEOPLE



**James Wragg, Senior Front End Developer, Madgex**

**Designing a responsive job board platform**

James Wragg is a Senior Front End Developer at Madgex, a leading provider of award-winning job board software who power many of the leading job boards in the UK, Europe and USA. Having worked with clients such as Virgin Media, The Guardian & Haymarket Media, James has a wealth of experience working on highly trafficked web sites and the ever-increasing array of screen sizes & devices they are used on. As well as building native apps for iOS and Android, James is now building responsively-designed web products as part of Madgex's multi-channel approach to online recruitment.

**madgex**



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bright

# LinkedIn to acquire Bright

LinkedIn, the professional network on the Internet with approximately 277 million members worldwide, today announced it agreed to acquire Bright, a company that leverages data insights and matching technology to connect prospects and employers.

The transaction is valued at approximately \$120 million, subject to adjustment, and consists of approximately 73 percent stock and approximately 27 percent cash. The stock being issued in the transaction will be done so in a private placement. Subject to the completion of customary closing conditions, the acquisition is expected to close during the first quarter of 2014.

"What LinkedIn does best is connect talent with opportunity at massive scale," said Deep Nishar, SVP of Products and User Experience. "By leveraging

Bright's data-driven matching technology, machine-learning algorithms and domain expertise, we can accelerate our efforts and build out the Economic Graph."

"We're excited to join LinkedIn because the company shares a similar vision and is equally obsessed about using data and algorithms to connect prospects and employers," said Eduardo Vivas, who founded Bright in February 2011.

Following closing, several members of Bright's team, including those from Engineering and Product, will join LinkedIn. Bright's users and Hiring Solutions customers will be able to access existing data on its website through February 28.

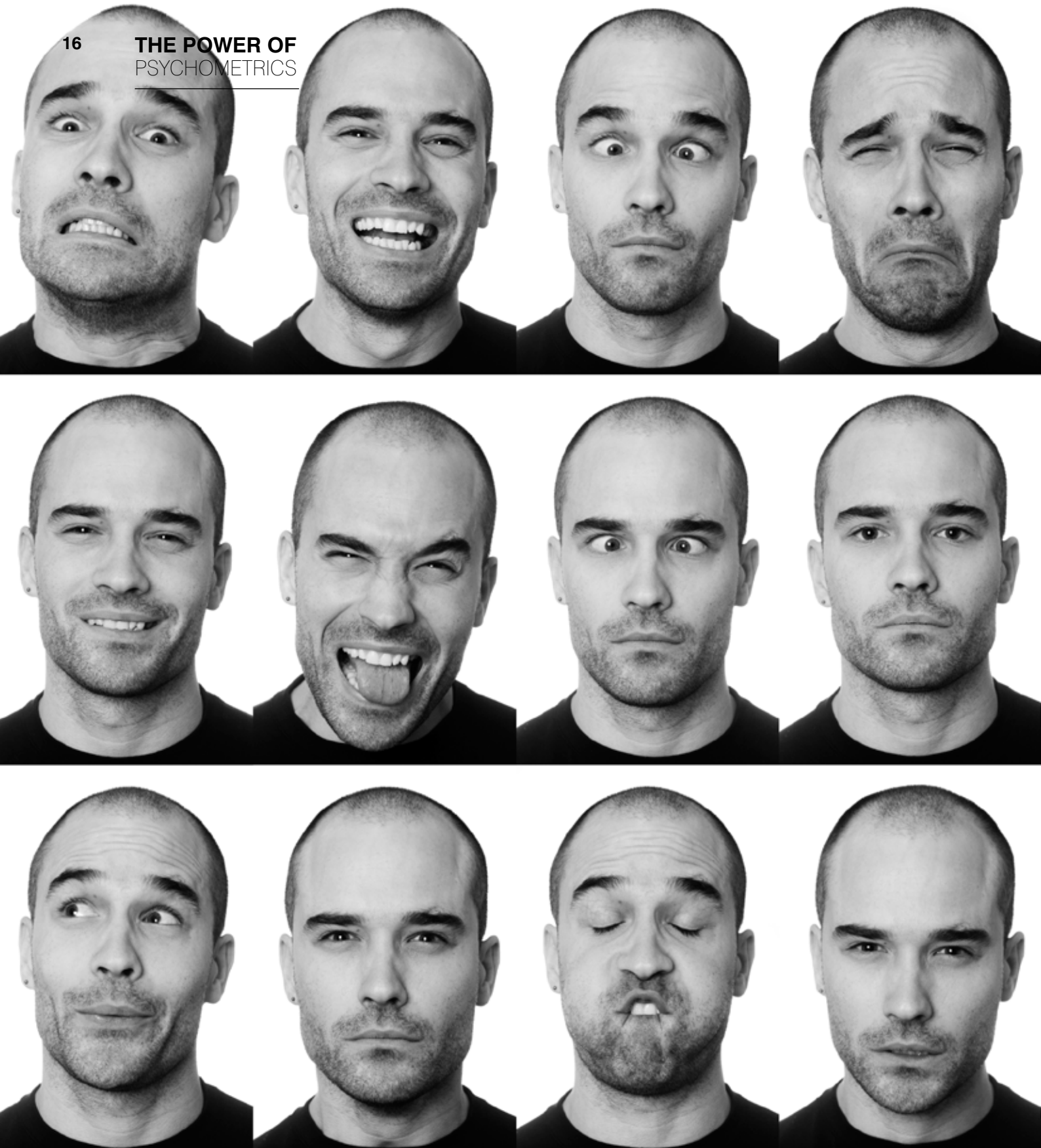
Parker Barrille, vice president of product for LinkedIn Talent Solutions, blogged about the acquisition on the

LinkedIn blog. A SlideShare presentation outlining the deal and showcasing several of Bright's employment market analyses can be found on LinkedIn's SlideShare page and on the investor relations section of the LinkedIn website. Vivas blogged about the acquisition on the Bright blog.

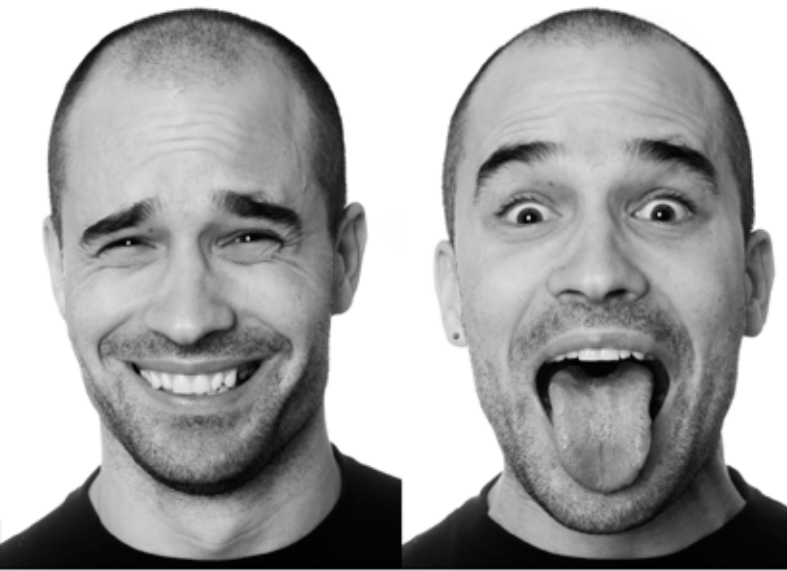
LinkedIn started out in the living room of co-founder Reid Hoffman in 2002, and it officially launched on May 5, 2003.

Jeff Weiner is the CEO, and the company's management team is made up of seasoned executives from companies like Yahoo!, Google, Microsoft, TiVo, PayPal, and Electronic Arts.

LinkedIn is publicly held and has a diversified business model with revenues coming from member subscriptions, advertising sales, and talent solutions.



# THE POWER OF PSYCHOMETRICS



This year the psychometrics story is a mixture of technological advances and the industry's acceptance of this method of testing- for example, did you know facebook profiles could be scanned and analysed? Or that a candidate's psychometric results are being submitted in job applications along with their CV and qualifications?

Alasdair Scott, business analyst at The Chemistry Group explains more to Onrec: The power of psychometrics is moving beyond the traditional measurement, review and feedback model and is now providing organisations with a tool to sell their culture,

their brand and the employment experience that they can provide. "Psychometric assessment has quickly become the norm across the recruitment space, with 70% of UK companies now using them as part of their selection process. With this comes an opportunity for these organisations to sell their roles and culture to candidates through a variety of formats, from gamification to simulation exercises known as Situational Judgement Tests. These "day in the life of" assessments can add to candidate experiences as well as boosting the employer brand."

Scott believes one of the most exciting developments in the psychometrics space is the use of social media in measuring individuals. He says: "This has been an area of interest in the academic space for a few years now, but it is becoming a more realistic option for organisations to analyse our Facebook and LinkedIn profiles to measure traits like personality. Increasing numbers of us are shifting our personal interactions and large chunks of our personal lives online, making us ripe for the picking for psychometric bods. Sophisticated language analysis means that your personality can now be predicted simply by scanning your Facebook profile. Your cultural suitability for an organisation and role can be determined from what you 'like' and the pictures you post. This is only going to become an ever more popular form of measurement, as our true identities and selves are easily identifiable online."

Oliver Savill, Director at AssessmentDay has certainly seen an increase in interest in their services; he reports that over the last year the number of enquiries they've had from companies wanting psychometric testing has gone up by about 50%. Savill also notices an influx of candidates wanting to prepare for their psychometric test; applicants are desperate to get their hands on example questions and advice, apparently they regularly get calls from anxious parents asking how their little angel can pass their test! Savill thinks the biggest change we will see over the coming year is increasing awareness and education. He comments: "It's amazing how most adults still see psychometric testing as hocus-pocus, perhaps based on some old personality questionnaire they did at school. " However, he has noticed that with each passing year, the HR managers of today are more clued up about the modern era of psychometric testing, saying: "We get a disproportionate volume of interest from start-ups wanting to add psychometric testing to their recruitment process. I think it's a generation thing; the younger bosses remember doing the tests themselves from their graduate days."

The biggest change Savill reports currently seeing is RPO companies and job boards integrating psychometric testing into the candidate experience. The idea being that each candidate profile will include, along with their CV and qualifications, their psychometric test results. Savill comments "This is a great idea, which disrupts the traditional model of employers testing each applicant. Several big players have started rolling this out already. The world of psychometrics is going online, if it isn't already. Software engineers with an understanding of psychometrics can earn a fortune. This year will see lots of virtual reality tests, interactive assessments, and test "gamification". Some of these will be gimmicks designed to attract the recruitment budgets of image-conscious employers, but the more serious versions: who knows? Perhaps they're the future."

Situational Judgement Tests (SJTs) are big news in the psychometrics world. Rab MacIver, R&D Director at Saville Consulting, commented: "When it comes to bespoke work we are seeing the development of a new generation of SJTs which use multimedia to strongly reflect and even enhance the organisation's brand. The fact that these assessments can be placed at the front end of a volume selection process means that all candidates can have a highly engaging experience and a realistic insight into what work life is like in the organisation they are applying to." MacIver



## A summary of psychometric capabilities

**Ken Lahti, VP of product development and innovation, CEB, summarises psychometrics capabilities for us**

To help organisations improve business impact and deliver greater ROI when assessing candidates, psychometric testing has evolved to focus on three areas – effectiveness in predicting in-role performance and future potential, improving the candidate experience and developing the efficiency and speed of tests.

### Effectiveness

There have been major improvements carried out to increase the effectiveness of assessments and to predict in-role performance and future potential for a candidate. Combining multiple tests, such as personality and cognitive assessments is now very common and provides a holistic view of a candidate's ability, success in role and future performance.

The accessibility of assessments has also improved to such an extent that they're not just a tool for large corporations anymore. Some assessment companies allow businesses to buy specific assessments which match a certain job description. Large databases with job descriptions and complementing assessments now make it easier for smaller businesses to screen for the right candidate.

### Experience

These days, experience in psychometric assessments is fundamental for both the candidate and business, as it increases engagement and interaction between the two. Employers are now incorporating realistic job previews for applicants to experience what it would be like to work for the company, understand the culture and get a feel for the day-to-day requirements of the role. For example, technology from the entertainment industry is being incorporated in the form of multimedia-based assessments, making the process a lot more enjoyable for candidates and improving their perception of the company.

### Efficiency

Finally, there has been an increasing demand to make assessments shorter, boosting the efficiency of psychometric assessments. Assessments are now equipped with sophisticated algorithms to create unique tests tailored to every candidate based on their ability. They can now interact with an applicant and adapt the assessment's structure accordingly which provides a seamless experience for them.

Also, companies are using data taken from these assessments and applying them to support development programmes further into an employee's career. Companies can draw early insights from this data, determining how a person can progress and ultimately help HR build the organisation's talent pipeline.

does say that one danger of this multimodification of assessment, however, can come from the perception that if the assessment is so sophisticated then it must surely measure what is required to do the job well. In fact, he believes while such SJTs are a useful addition to online assessment, they are much more effective when used with other assessments rather than on their own. "SJTs can take a fair proportion of the front end online assessment time that you can expect from your candidates. Off-the-shelf or tailored assessments which go alongside SJTs (e.g. behavioural characteristics and aptitudes) need to be well-constructed, valid and short!" He suggests the combination of a SJT with a short aptitude test can be highly effective for volume screening as it allows for greater numbers of candidates to be efficiently screened out. As an example, Savill Consulting cites the Direct Line Group as having benefitted from an online assessment solution which identifies candidates with the both the strengths to successfully perform customer facing roles and who are aligned with their corporate values. They say by using a Strengths assessment, they are saving recruitment time and resource by quickly identifying the most suitable candidates, from thousands of applicants, using an overall 'Job Fit Score'. Thus they have been able to make their recruitment more efficient by directing those candidates to specific streams for different customer roles based on their best fit.

These days, it's rare to find a global organisation that doesn't use psychometrics, according to Steve O'Dell, of Talent Q. Steve is the UK Managing Director and a founding member. He comments: "Globalization has created the need for organisations to attract candidates from around the world in a consistent and standardised way. Modern psychometric assessments enable organisations to assess candidates remotely and apply a globally consistent, equal and fair recruitment strategy ensuring all candidates receive the same experience irrespective of geographical location, language or disability." For Steve O'Dell, the speed of the process and candidate feedback are key. "We're seeing huge increases in the volume of applications, and there is a real threat that some of the best applicants will be lost if the process is too long. 42% of graduates in our 2013 survey said that a long application process would put them off applying. Clients are constantly demanding short but accurate assessments that candidates can see as relevant. However let's not forget that in many cases over 90% of applicants will be rejected and there is a risk that a fast, efficient process will be seen as impersonal or even rude by some. So candidate feedback is not only best practice – it's essential to create a positive experience. This is why our policy is to provide free candidate feedback reports with our assessments."

Talent Q provides the Royal Mail Group as a positive example of how psychometrics have not only enhanced the recruitment process, but have also supported their overall organisational goals. Royal Mail Group attracts over 170,000 applications each year to their operational roles. By using psychometric ability assessments (verbal, numerical and checking tests) at the early stage of their recruitment process, they are able to sift out over 75% of applicants, leaving approximately 22,000 to interview (supported by competency based interview guides), and recruiting around 10,000 roles annually. Group Resourcing Supplier Manager for Royal Mail Group, Dianne Crookes says: "In order to achieve our goal of being the best delivery and marketing mail business in the UK, we needed a more robust and consistent process for volume recruitment. Talent Q has supported us throughout, from the initial sifting right through to the final interviews, and we're now in a much better position to appoint the right people for these roles."

Looking to the future, Jason Pierce at Skillsarena believes that in this age of social media people will be interested in learning more about their strengths and development potential and needs. This will open opportunities for cooperation between business networks such as LinkedIn and assessment providers. Pierce also is convinced that the use of pre-hire assessments early on in the hiring process will speed the process up, save time and money. "If companies provide information or insight to the candidate these last will be motivated to take the assessments. Important is the openness of the employer to share this info and to be transparent." He also suggests that referencing and 360° validation will make a slow but growing introduction into the market, mainly due to the networks.

**Thus the power of psychometrics is set to continue and prosper. They are increasingly cost effective and invaluable to many. Are you making the most of them?**



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# LAUNCHES

## Online exclusive

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

1

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

[www.earcu.com](http://www.earcu.com)

### 2> OPP announces unique online platform to support hiring decisions

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

[www.opp.com](http://www.opp.com)



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

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

[www.morson.com](http://www.morson.com)

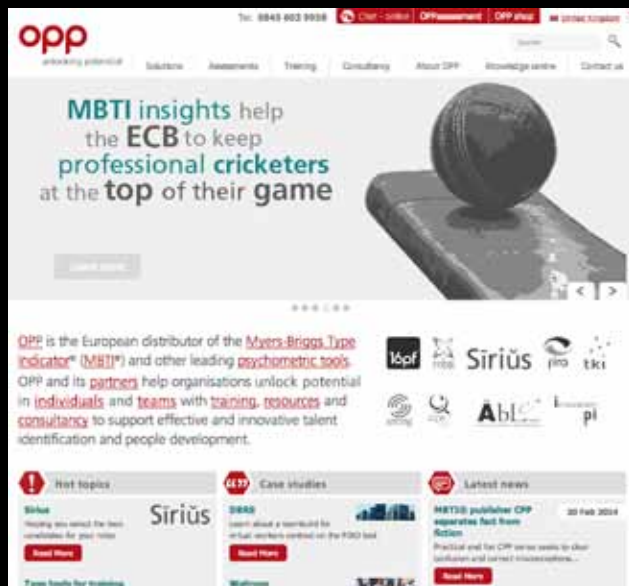
### 4> Barclays joins forces with Benefex

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

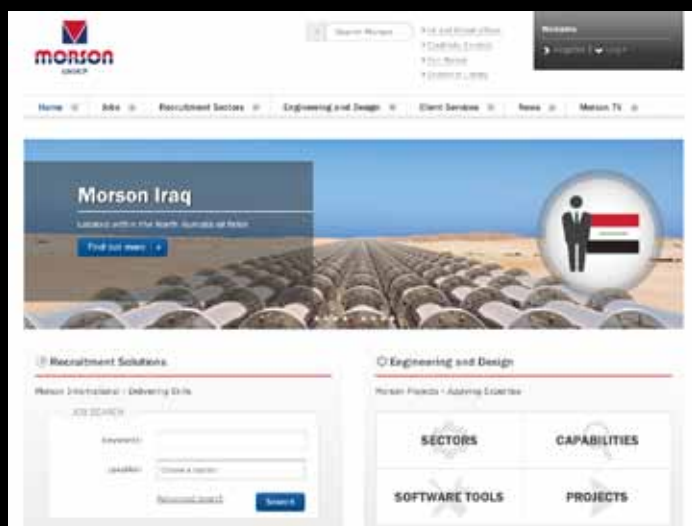
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2



3



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

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

[www.jobs.ac.uk](http://www.jobs.ac.uk)

6



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

One of the unique features that ParTime Student prides itself on is its location based job searching. We know that it is key to be able to find work located conveniently for students, and ParTime Student has been designed from the ground up to make this as simple and intuitive as possible. Map based searching, and the ability for a student to use their address or postcode to find nearby vacancies, is centre stage on the site and, combined with our great search filtering options, means that we help students find the opportunities that are relevant to them like never before. From searching, through to applying, ParTime Student wants to make sure that students can find the jobs they need, and also ensure that those who are offering work opportunities get the exposure, and in turn, the applicants they require, to recruit for every location and job they post.

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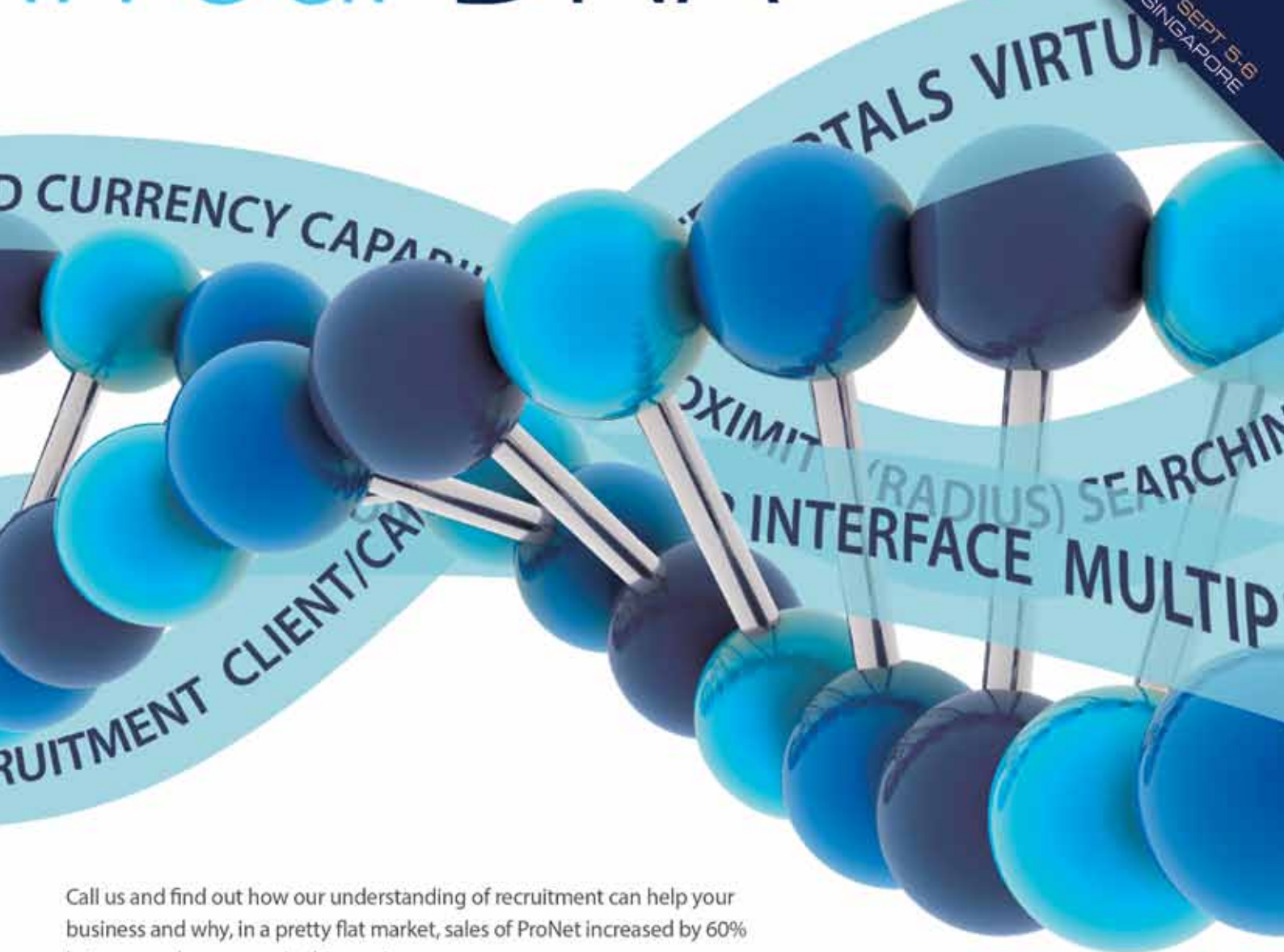
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# APPLICANT TRACKING SYSTEMS

Basically if an HR team hasn't seen or been kept up to date by their ATS (Applicant Tracking System) provider for a few years, they probably need a new one, remarks Konetic's Don McIntosh, business development director at Konetic. McIntosh comments that technologies have changed so much over the past two or three years most old systems badly need refreshing. If a provider is not keeping up-to-date they are putting their customers at a competitive disadvantage. According to McIntosh, these days cloud technology is making it far easier to change because solutions can be delivered on a hosted and subscription basis. "This isn't to suggest that HR

departments need to keep chopping and changing; they just need to choose a supplier offering technology that will fit around the way they want to work. The system must have flexibility to keep evolving as new developments emerge and the supplier needs to be proactive and responsive." McIntosh thinks it looks likely that the market for ATS will continue to expand throughout 2014 and foresees that there will be more integration between ATS and other products, so broadening the scope and functionality of e-recruitment. "As cloud-based systems continue to take hold of the market, concerns about security will also be high on the agenda. For the UK market this

will mean a move away from US-based providers towards those hosting data in this country or elsewhere in the EU."

Still not sure if you really need to update? Julia Friemering, Product Marketing Manager at Paychex suggests if you have any of the issues below, then you need a new ATS!

- Unnecessary expenditure of funds for increased staffing levels
- Continued occurrence of a high number of data errors
- Poor and untimely reporting
- Lack of automation
- Candidate perception is negative
- Lack of workflow automation

## HOW TO SELECT A APPLICANT TRACKING SYSTEM

**Andy Randall, CEO, eArcu**

Show me on my PC, in my offices on my network. Take the Ten Minute Test - at your desk. The wonder of the web is that it's instantly available, anywhere in the world. Start your selection from the comfort of your desk and ask lots of suppliers to each give you a ten minute demo via Webex. Chances are, if they can capture your imagination and inspire you in ten minutes at your desk, they might just do the same for your candidates.

Eliminate Powerpoint. When suppliers don't believe in their product they use Powerpoint to say how great they are. But, you're not buying a Powerpoint presentation so ask them not to give one. As soon as you see the deck of slides go up, just ask them to switch off the corporate "spiel" and show you a live demo, in real-time. If you want corporate literature and hype, you can get it from their website.

Line Manager Lunch. A critical success factor is getting your Line Managers to adopt and enjoy using your recruitment service. So, ask your colleagues in the front line of your organisation to experience the service at first hand. Organise some sandwiches over lunch and ask a couple of suppliers to give a demo of Hiring Manager Use of their system. It should only take twenty minutes for each supplier to show their manager features, so have a couple come along and compare them one after the other.

Evaluate with an open mind. Ask suppliers to show you their most innovative and creative features before drawing up any assessment criteria. If you believe that people are your greatest asset then you'll need the best recruitment tools available. People aren't commodities and so your tools for finding them shouldn't be treated as commodities either.

Contemporary consumer feel. Let consumer sites give your users all the training they need. Your recruitment experience should be just as easy as reading the news on the BBC, ordering groceries on Tesco.com and picking apps to use on an iPhone. Remember your candidates may also be your customers. You'll want to treat all of them well, as even those who don't get a job will share their experience on Facebook, LinkedIn and Twitter.

Touch the Technology. Try it. Does it look and feel like something that gets you excited? People like Apple have changed the way we relate to technology. Your team, your managers, your candidates will all need to share the excitement that a great technology can bring.



Google estimates that 50% of recruitment related searches will be conducted from a mobile device by the third quarter of 2014.

**Chris Bogh, Eploy's Technical Director**

- Inconsistency
- Failure to meet compliance regulations
- Failure to provide adequate support

Julia Friemering adds: "In addition to overcoming the hurdles of your current system, a new applicant tracking system offers social media and mobile capabilities. Our system, myStaffingPro, provides methods for candidates and users to share openings on social media. Since releasing myStaffingPro Elevate our customer, Midmark Corporation, has reported that 5% of their hired applicants came from social media. This exceeds the number of hires from newspapers, direct mail, community organizations, and radio."

Chris Bogh, Eploy's Technical Director is also convinced one very good reason to invest in a new ATS is to keep pace with mobile and candidate's expectations. "The amount of time and money people are spending on mobile devices is growing rapidly, and Google estimates that 50% cent of recruitment related searches will be conducted from a mobile device by the third quarter of 2014. The recruitment industry however still has a long way to go to embrace the technology that is available. Bogh explains "Many companies now have mobile friendly career portals, but unfortunately, in many cases they are quite basic offering candidates a cut down experience. This is because they are often bolt on web pages or apps that can lack functionality and coherence. Our proposition is about taking recruitment software onto a new, enhanced level of mobile sophistication via career portal and ATS. By becoming 'mobile enhanced', it will serve to positively change the recruitment process and how recruiters communicate with those involved in the hiring process, and more significantly, their candidates."

When choosing an ATS, says Bogh, customers must first understand that mobile is different from all other communication channels because it dictates the way candidates connect with you. "With the range of different devices being used by candidates to access and interact with career portals, it is important to choose a software provider that can not only manage all of this, but also provide a desktop-like experience. A fully mobile system allows candidates to register and manage their entire application and career, from registration to interview booking via their smartphone or tablet device. It also enables them to deal with any compliance and on-boarding activities. Plus with Eploy, we have developed advanced automated SMS, email and social



communication tools. There are also talent community features, interactive social and referral links, which are all integrated into the core system, and managed and tracked at source within the software. We also have a mobile intelligent mapping and postcode location service that links to a company's career portal / website via Eploy and Google Maps."

Many companies are driven to get a new ATS because their existing system doesn't have the functionality and/or flexibility to deliver on their key recruitment objectives, explains Paul Clark, Director at GTI Solutions. "Where specialist functionality is in demand, some employers have been known to operate off more than one system – this happens a lot in graduate recruitment, where the larger graduate employers are sometimes processing tens of thousands of applications and the system they use for experienced hire is not built on a volume recruitment platform." The return on investment from implementing a fit for purpose ATS will be quickly realised,

as a case study from KMPG, a graduate recruiter illustrates. Matthew Parker, Graduate Recruitment Manager at KPMG says: "Working with the developers at GTI Solutions to fine tune our application process has been hugely beneficial. We have been able to integrate it into our day-to-day working across KPMG so the system reaches out to other business areas, not just graduate recruitment. For example, managers receive notifications of interviews directly through the system, without the graduate recruitment team having to coordinate every interview, saving lots of time." As a minimum, Paul Clark believes an ATS should also allow the recruitment team to build and manage a talent pool – which over time will reduce any reliance on agencies and provide direct bottom line savings.

So, what do you look for in an ATS? Rina, Product Marketing Manager, at Zoho summarises for Onrec: First of all, you need to make sure your ATS works for your company's specific needs. Really examine your business and what you

need in an ATS. Read reviews about your options and see if they fit your business model. Do you really need all the bells and whistles that come with a high-dollar ATS? Maybe you just need one with basic applicant-tracking functions. If so, find one with those.

#### Some other basic criteria to look for in an ATS include the following:

- **Ease of use** - Keep training low so you can start using the software right away and easily teach others to use it. With an easy to use ATS system, you can save time and money on training and maintenance.
- **Social** - Make sure your ATS has social media capabilities and you can access job posting sites and other social networks within the system. In today's market, having social media capabilities is a must.
- **In the cloud** - To increase your efficiency and ability to work from anywhere with any device, you need a

## Mic Harris, PCRecruiter

My name is Mic Harris, and I've been a consultative salesperson in the recruiting and software space for over 13 years. Everything has a cost, but not everything offers a return on investment. All ATS systems offer features and benefits, but not all recruiters will embrace, utilize or even try to use many of those features. Reviewing a system in 2014 and choosing something today doesn't ensure that you won't be spending time and energy reviewing systems again in 2015, unless you choose an ATS system carefully.

So, here are some things I would do if I were creating an recruiting firm tomorrow and needed a solution. I would look for the following "knowing what I know now" items!

- A system that offers multiple ways to get candidates stored in an easily searchable database - sounds simple, but with email attachments as .pdfs, sometimes in multiple languages, your own website, niche jobboards, and our great friend LinkedIn, as well as any bulk sources of resumes or CVs, you need lots of ways to get candidates into the database quickly and easily. Conversely,

being able to push openings out easily to one's own website or jobboards is key as well.

- A contact management system that offers templates, HTML, and ways to send specific taps on the shoulder to specific audiences - clients, candidates with specific skills, candidates coming free off a job, or invitations to move from passive to active, even Holiday greetings!
- Support from the ATS team with both training and technical help, not just today, but tomorrow, from people that understand you and your business. You should also have a robust, key word searchable help area to self-help so you can have resources for yourself, new hires, or recruiters who'd like to avail themselves of more tools and features. Short training videos are great for training sessions.
- An online presentation. This is an investment by the software provider, and an investment of your time, and doing this with several of the established providers will allow you to see standards, options and pricing options that help you find the best fit. Do your homework in advance - what are the things you'd like to do better in 2014, and where would you like to grow in 2015 - will your choice support you in the future?

- Price is low on my list of major concerns. Every system has a cost of money, extra steps, or adoption concerns, so look for the best return. New business development, sourcing, even RPO possibilities should all be considered along with the basics - why not?

- What's in it for me - adoption will depend on this, so ascertain what is in it for your various segments or the different hats you wear! A good solution will offer your diverse needs interesting and productive options.

Contrary to stereotypes, recruiting solution salespeople, like recruiters, know that a bad fit is worse than no fit at all. A good consultative salesperson will often candidly share areas that might not be a great fit, because your ultimate referral means more in the long run than your immediate sale. How you are supported during the review process often portends the future, so don't hesitate to ask questions and expect answers. Now is a great time to provide yourself, and your team, tools that will help build, maintain or improve relationships with clients and candidates while getting off those spreadsheets and bulky workarounds. In this day of acquisitions, your favorite system may be gobbled up and perhaps you are forced to make some decisions—look around and find a partner that will help you grow in 2014 and beyond!

cloud-based ATS. Additionally, you should also ask about whether or not the ATS can easily integrate with other systems like your company website.

- **Customer service** - This is very important. Make sure you are happy with the support offered by the ATS company. 24/7 customer support is ideal in case you run into problems at any moment.

Of course, you should always ask some awkward questions! Here's some beauties from Julia Friemering at Paychex:

- What is included in the pricing?
- What would cause this pricing to change?
- What happens if I go over the limits set?
- Are these fees ongoing or one time?
- Explain an instance where you turned away a customer and why.
- What is your software's greatest weakness?

Peter Linas, International MD at Bullhorn recommends that you ask for references and a live demo. He believes it's important to speak directly to current users and customers of the vendor, and using the system in a live environment rather than relying on screenshots, videos or presentations will help you to arrive at the right ATS. Linas foresees that the industry is rapidly moving towards cloud solutions, so it's important to pick a software delivery mechanism that is available for all of your recruiters on one platform. "In the future we will see more vendors offering



Cloud technology is making it far easier to change because solutions can be delivered on a hosted and subscription basis.



Don McIntosh, Business Development Director, Konetic

complete end to end solutions that encapsulate various third party services. This will allow for seamless integration of each stage of the recruitment process."

There is such a wide spectrum of technology available, Susan Vitale, Chief Marketing Officer at iCIMS, says the challenge for many organizations is finding the right talent acquisition solution for your business's needs. Vitale advises that it is important to keep in mind which benefits are most important to your business. "For example, do you struggle to attract enough qualified candidates to your career portal? The best talent acquisition systems offer tools to attract passive and active applicants through recruitment advertising tools like job board posting, social media integration, employee referral programs, and more. Alternatively some organisations have a sufficient number of candidates, but need help in screening more efficiently and effectively. If this describes you, look for technology that supports integrated assessments, reference checking, and video cover letters. Lastly, always be sure to ask about a technology provider's dedication to the latest advances in recruitment technology such as mobile, social, and video. These are critical components in modern HR technology."

Vitale concludes for us that as an organisation grows, it is increasingly important to streamline processes while supporting the organization with the best talent. "Organisations that employ talent acquisition software are on the right path to accomplishing the goals that will position themselves ahead of their competition."



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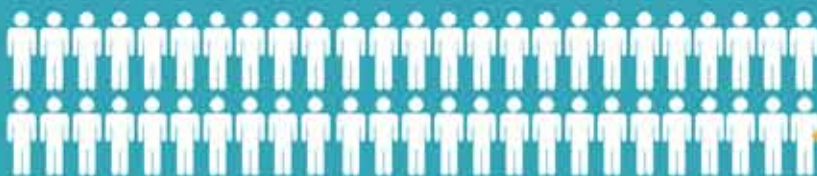
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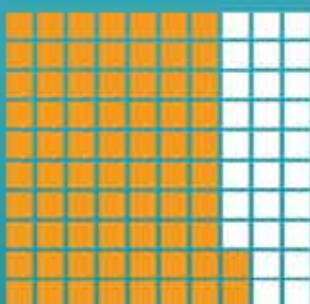
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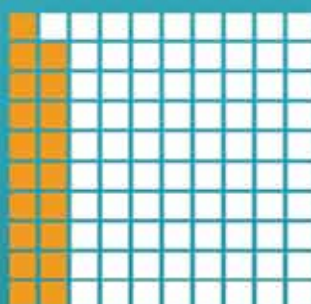


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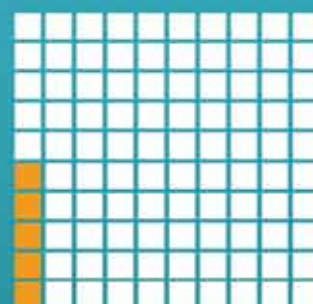
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