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FROM THE EDITOR

PREFACE

Welcome to the Jan / Feb edition of the Onrec Magazine

In this edition we publish an academic survey that formed part of a research project at Oxford University. The survey focused on the extent to which social networks such as LinkedIn represent a disruptive in online talent scouring.

It highlights some interesting points particularly regarding LinkedIn and Facebook. Apparently investment analysts labelled LinkedIn as a disruptive technology (something that make an overnight transformation to an industry) but the employers and users see it more as an evolution of what we have already (you could describe LinkedIn a searchable CV database).

My personal view is that LinkedIn has huge potential in addition to revenue from recruiting. For example I would happily pay for a customer relationship upgrade with options to store additional information about companies and individuals moving towards a CRM database like salesforce.com. As

for Facebook I am less optimistic. The impact of mobile with smaller screens will put revenue under continued pressure and information that can serve up to users.

LinkedIn will no doubt develop as part of the recruitment landscape but I agree with the survey in the whole scheme of things it won't be as big as analysts predict and Facebook even less..

As the Economy picks up employers will want candidates and fast. Question is will LinkedIn's business model serve them up in the quickest, easiest way and with a job seeking attitude? Or will a job posted on a job board produce more effective, quicker results from motivated candidates?

Only time will tell..



David Hurst, Onrec



onrec

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onrec

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AND GRADUATE
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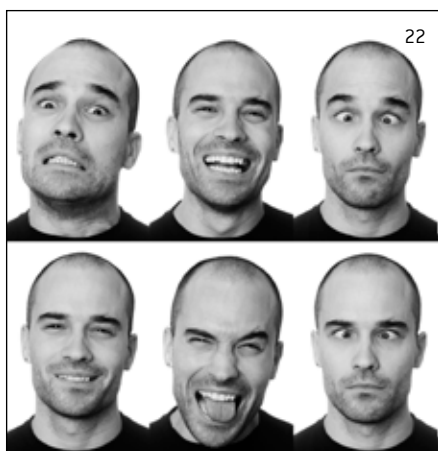
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NEWS

EMPLOYERS PREDICT JOBS



Employers predict jobs growth for 2013

A new survey from the Recruitment and Employment Confederation (REC) shows that more than half of employers are planning to hire more permanent staff in 2013

A new survey from the Recruitment and Employment Confederation (REC) shows that more than half of employers are planning to hire more permanent staff in 2013.

According to the latest monthly JobsOutlook, a survey of 600 employers, the UK's jobs market is set to continue on a trend of slow growth during 2013 with more than 50 per cent of employers looking to increase their permanent workforce and one in three planning to take on more temps.

REC director of policy Tom Hadley said: "At first glance the predicted growth in jobs for 2013 may seem at odds with recent gloomier news about lack of GDP growth

"There are various factors influencing what's been termed this 'jobs puzzle'. The fact that wage inflation remains low is one reason that employers have been able to maintain or increase their workforce.

"Our latest data indicates that the robust performance of the UK labour looks set to continue. At a time of high profile closures on our high street, it is important to remember that job creation is primarily fuelled by SME businesses."

JobsOutlook reports the responses of 600 employers questioned about their hiring intentions over the next quarter and the next year. Respondents are drawn from across the public, private and non-profit sector, and from across a range of industries and sizes of organisation.

January's JobsOutlook survey of employers reports that:

57 per cent planned to increase their permanent workforce in the first quarter of 2013 (up two per cent on last month) and a further 40 per cent planned to maintain their numbers of permanent staff.

56 per cent planned to increase their permanent workforce throughout 2013 (up three per cent on last month) and a further 43 per cent planned to maintain their permanent headcount.

90 per cent plan to increase (35 per cent) or maintain (55 per cent) their use of agency workers in the first quarter of 2013 (a total increase of four per cent on last month).

92 per cent say they will increase (32 per cent) or maintain (60 per cent) their use of agency workers in 2013 (a total increase of four per cent on last month).

CV-LIBRARY RECORD

CV-Library Industry Record

Record breaking CVs, job applications and visitors for online job board, CV-Library

Record breaking CVs, job applications and visitors for online job board, CV-Library, results in over 200,000 new candidates registering during January, a new industry record.

January is traditionally a strong month for the recruitment industry but nobody could predict the high volumes of job seeker traffic visiting CV-Library. On one particularly busy day a CV was being registered every 5 seconds and a job application was made every 1.1 seconds. This resulted in 17,933 CV registrations and over 78,900 job applications.

Lee Biggins, Managing Director of CV-Library: "It's always an exciting time for recruiters and we're blown away by the increase in job applications and CVs this month. More and more candidates are re-visiting our site and I'd like to think this is because we're advertising more than ever and we've continued to give them what they want; from our mobile site and Apps to the 1-Click Apply option."

Recent Experian Hitwise statistics highlight CV-Library as being the only job board to see an increase in market share during 2012 and their title as the largest UK CV database remains. This can certainly be assigned, in part, to their increased brand awareness following the launch of their offline marketing campaigns in early 2012. They have continued to engage with candidates through their TV adverts, London Underground print work and train station advertising.

"We're not just bringing new candidates to the site but we're continuing to re-engage with existing users and attract them back to the relevant jobs that get added to CV-Library every day. We're advertising up to 68,000 live vacancies at the moment which is more than we had even before the recession." adds Biggins.



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NEWS

CAREERBUILDER TOP JOBS

CareerBuilder & EMSI release top jobs for 2013

Despite the continued economic challenges in the UK and other global markets, there are still areas of job growth

Despite the continued economic challenges in the UK and other global markets, there are still areas of job growth. CareerBuilder and Economic Modelling Specialists (EMSI) have released the best jobs by industry for 2013 based on occupations with the most jobs added since 2009. The study uses EMSI's rich labour market database, which pulls from nine major UK sources, including the Business Register Employment Survey (BRES) and Labour Force Survey (LFS).

"While the job market remains competitive across the UK, job seekers should adjust their skills to fit with the industries that are hiring," said Tony Roy, President of CareerBuilder EMEA. "It isn't surprising that health care and IT are on the list and continue to add workers, as they have throughout the economic downturn, however, it is encouraging to see positions in sales, customer service, marketing, and professional & technical services coming back in better numbers."

View the report on the Onrec website, here: <http://www.onrec.com/news/news-archive/careerbuildercouk-and-emsi-release-top-jobs-for-2013>

**Data and analysis from this post comes from EMSI's UK database and Analyst, EMSI's web-based data analysis tool.*

Have you got news to share?

Let us know by emailing editor@onrec.com

UK LABOUR MARKET



UK labour market: Further improvement but concerns

Today's data from the Office of National Statistics show further rises in employment continues, but with productivity continuing to fall, there are concerns about the long-term trajectory of the UK economy

Today's data from the Office of National Statistics show further rises in employment continues, but with productivity continuing to fall, there are concerns about the long-term trajectory of the UK economy.

The key features of the today's figures are that:

Employment is up by 90,000 in the quarter to November 2012, due to a large rise in full-time employment, with the numbers of part-time employees falling.

Unemployment fell by 37,000 in the quarter to November 2012, leaving the total at 2.49 million. The more recent figure for those claiming Jobseekers' Allowance also fell, by 12,100 in December, to 1.56 million.

The data also suggest improvements in labour demand from employers, with unfilled vacancies slightly up on the quarter (by 10,000), although redundancies were up by 27,000. These figures will not include the effects of the recent closures of stores such as Jessops and Comet.

Total weekly hours worked in the economy grew over the quarter to 944.3 million, almost back to pre-recession levels.

While output per worker rose in the third quarter of 2012 by 0.6%, output per head, generally considered to be the best measure of productivity,

fell for the fifth quarter in a row.

Earnings rose by 1.5%, significantly less than inflation and indicating a further fall in real wages.

Jim Hillage, Director of Research at the Institute for Employment Studies, commented on today's jobs figures from the Office of National Statistics:

"While the continued rise in people in work can be seen as good news and employment and the total hours worked in the economy are now back above its pre-recession levels, GDP remains 4 per cent below pre-recession levels.

Employers are able to take on more people because real wages have fallen steadily over the past three to four years, as can be seen in the following chart. However, there has not been a commensurate increase in output and therefore productivity per hour has also fallen as hours worked have risen.

While it is good that there is more labour activity in the economy, as work is generally good for people's well-being, there is a real concern that, contrary to what the Government would like, the economy is starting to follow a lower productivity, lower wage trajectory. This is unlikely to be a successful route to sustained higher levels of economic growth in the long-run.

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NEWS & PARTNERSHIPS

Welcome OnBoard WCN partners with intermezzoHR

WCN has formed a strategic partnership with intermezzoHR

The deal means that clients using WCN's recruitment system can improve the immediate work-readiness of new starters through an intermezzoHR OnBoarding HUB. The HUB – a digital platform created to meet the specific requirements of new starters – is made available before their first day and provides access to tailored content and resources. Access to essential, need-to-know information and all necessary paperwork (policy documents, payroll details, health and safety information, tax and benefit forms, training manuals and company contracts) can be combined with engaging content introducing a new starter to the business and its people. This combination improves individuals' time-to-capability and promotes high levels of initial engagement before they arrive for their first day. Clients are also provided with a HUB Management System which offers unlimited content editing and updating functionality as well as bespoke and comprehensive tracking and reporting of new starter progress.

Preparing employees in this way makes huge commercial sense. A 2008 study by Aberdeen Group found that companies with an effective onboarding process got new staff to full productivity three times as quickly as those without.

"If new employees are in roles that can immediately impact on the bottom line, such as sales, that's a huge gain," says Sarah Callery, Channel & Alliances Manager at WCN. "Productivity aside, the likelihood of a new recruit staying with a company is also significantly affected by their experience during the

first few months of employment – so a smooth and professional induction is massively important."

The Human Resources Corporate Leadership Council bears this out. It found that increasing an employee's sense of engagement potentially improved performance by 20% and reduced the probability of departure by 87%. Since it can cost 150% of a departing employee's salary to replace them, this is a major benefit.

Sarah adds: "All the figures show that the more effectively you introduce new people into a business, the happier and more productive they are. Yet in busy companies, managing the induction process can be time consuming and stressful for already busy staff.

That's why we wanted to offer our clients a brilliant onboarding service that works in tandem with our current recruitment platform. With us, clients can now not only recruit great talent more easily but, thanks to our partnership with intermezzoHR, they can also now induct those new recruits into their businesses much more effectively."

Neil Jones, Managing Partner at intermezzoHR said: "We have agreed to partner with WCN because we believe we have a very similar ethos on client management. Just like WCN, we strive to apply the very best technology in ways that genuinely help our clients achieve more where their people are concerned. The fact that we have complementary capabilities and have developed some applications that add to WCN's offering made the partnership a logical and exciting step. We're very much looking forward to working with them."

Jobs.ac.uk 15th birthday

jobs.ac.uk, is this month celebrating fifteen years of advertising job opportunities for the academic community

jobs.ac.uk, the leading international job board for careers in academic, research and science professions, is this month celebrating fifteen years of advertising job opportunities for the academic community.

The website was launched in January 1998 by the University of Warwick with the aim of providing a more cost effective, online recruitment advertising service for academic, research, science and related positions.

Since its launch, jobs.ac.uk has delivered significant cost and efficiency savings for the higher education sector and is today used by over 7,000 organisations in over 250 countries worldwide including universities, research institutions, public sector bodies and commercial organisations.

The website has also recently seen record traffic numbers and attracts in excess of 846,480 unique visitors from across the globe each month, 92% of which have a Degree, Masters or Doctorate.

Over the past fifteen years, the website has also served as an essential source of careers advice for academics, researchers and PhDs working in the UK and overseas.

Looking forward to the future - Paul Bartlett, Director of jobs.ac.uk commented "We are proud to be celebrating our fifteenth year in business. We have seen substantial growth over the years; from the number of jobseekers using our site to the increased number of advertisers worldwide - proving ourselves to be an established leader in global academic, research and science recruitment. In 2013, we plan to continue this expansion and help recruiters worldwide to find the very best academic talent".

To find out more about jobs.ac.uk, please visit www.jobs.ac.uk

BIG DEBATE

Lee Biggins,
CV-Library

"We will definitely be seeing more companies turn their focus towards mobile optimisation. As the popularity of smartphones and tablets increases it's more important than ever that online business offer mobile users a sophisticated mobile site, with all the main site features. Attracting unique job seekers will also be a hot topic. In my opinion the social media vs. the job board story will die down; as social networks start to allow more third party advertising there will be more opportunities for us to work with them."

Joe Slavin,
Johnston Press

"Social, Local and Mobile or SoLoMo recruitment continues its steady march into the mainstream. The rise of smartphones and tablets give candidates increased access into the job market and applying for a job in the loo will soon replace idle tweets about rearranging your sock drawer. Multi-media companies will continue to maximize the value that employers can realize by offering a one stop shop ad for print, web, tablet and smartphone. I call it the dawn of ubiquitous recruiting."

[BIG DEBATE QUESTION]

New Year Predictions:
What will be the news in 2013

John Salt,
totaljobs.com

"Recruitment advertising is getting ever more sophisticated and at the cutting edge of that is using behavioural targeting to ensure jobseekers receive a tailored service. The benefit to recruiters is obvious – better quality applications from those qualified and interested in the available job. With 75% of jobseekers already using mobiles or tablets to search for jobs, this targeting will increasingly take into account the fact that people are looking for work in down time and are searching several times a day."

Mike Wall,
Evenbase

"It's been a tough year for businesses and the recruitment industry, but the proportion of businesses with vacancies has increased since the start of the year and is very similar to this point last year. Interestingly this increase has been driven by part-time job vacancies, with 59% more temporary vacancies advertised now since the beginning of the year. We've seen an 11% increase in client numbers from Jan to Oct 2012 suggesting a gradual boost to the economy which we hope to continue into 2013."

Paul Finch,
Konetic

Clients of software as a service solutions (SaaS) are fed up with shoddy service, false promises and poor/late deliveries. More importantly investment decisions in technology should always be aligned to achieving a specific set of business benefits, technology is merely a capability to secure a benefit. As a result of this we will see market consolidation as smaller players will struggle to meet the high pressure demands now being foisted on them. It is not good enough to just have a good product, clients are buying a comprehensive service.



RECRUITMENT ICON

SIMON WRIGHT, CAREERS IN AUDIT

Onrec: What were you doing before CareersInAudit.com

SW: Before CareersInAudit I was at The Hotgroup from 2004 as the marketing manager and headed the marketing function of the group's consultancy division. The group went through some large changes in 2006 with their acquisition by the Trinity Mirror Group and I played a major role in the creation of the new RPO business Ochre House; creating the new company name and seven associated brands, developing the global marketing strategy and delivering this across 23 offices and 4 continents. I studied marketing and advertising at university and fell into the world of recruitment entirely by chance when a local agency was looking for a marketing resource. From that day I have

spent my entire career within recruitment industry and in particular online recruitment. I love the industry with a passion as it's constantly changing at a rapid pace, and this pace suits me well. I set up Recruitment Marketing Group back in 2007; a specialist marketing consultancy with offices in the UK and Australia, which is focused entirely on the recruitment and HR sectors. We help recruiters and job boards streamline their marketing efforts and strategies to become more effective in the market and attract more candidates and clients. The consultancy is still running and continues to perform but I've had to take a step back since taking on CareersInAudit. I took responsibility for CareersInAudit in late 2007 when it was a relatively new and small UK based job board

just finding its feet. Since then I have thrived on the challenge of creating the global brand and market leader that we have today.

Onrec: What are your plans for 2013?

SW: 2013 is due to be a big year for CareersInAudit. Now in its 8th year, the niche job board is entering a new phase of life. Having launched the site globally in 2008 and a second stand-alone site in Australia and New Zealand in 2011, this year we hope to add a number of new regional sites under the CareersInAudit brand. I have spent half of my time in Australia and Asia this past year developing the business and the other half in the UK, and can see how the Asian market, especially China, are about to explode; they are going to be hugely important to the site and the recruitment industry in general in the coming years. We currently have offices in London and Sydney but also hope to set up shop in Singapore, Shanghai and Dubai by the end of the year.

Onrec: Do you have plans to expand internationally?

SW: Absolutely. We are always finding new ways to expand internationally. It's an interesting change in the development of the site as businesses usually start small and expand regionally. In the case of

CareersinAudit, we launched globally early on, in response to a growing requirement from professionals worldwide, and we are now splitting the global site into smaller regional sites to cater for the changing requirements of our candidates. It may be down to the current tough global market conditions or the growing expectations of jobseekers online, but our research has shown that candidates within the Audit and Risk sectors who were once very mobile globally are now more inclined to stay within the countries they currently work. Where pre-2009 candidates were more than happy to use one standard global job board, they now expect localised sites with career information and jobs that are more in line with their own requirements on a smaller scale. It's an interesting shift and certainly one that will keep us busy this year as we plan to launch stand-alone sites in the US, Asia Pacific, Middle East and mainland China.

Onrec: If you were not working in recruitment today, what would you do?

SW: I love advertising and the psychology behind people's decisions to buy. I have also always found fascinating the depth and creativity that advertisers go to in order to convince us to buy their products. If I wasn't working in recruitment today I would like to think I'd have taken the career route that was my plan since an early age and be with a creative advertising agency somewhere exotic shooting classy ads for the likes of Guinness and Sony. This was always the plan before the recruitment world got hold of me but I wouldn't change it.

Onrec: What is your biggest achievement?

SW: Other than my son Alfie, who is 3 months old today, my biggest achievement to date is CareersinAudit and its global brand. I took the site from a small unknown job board to a market leader across the world in 5 years with year on year growth, even through a recession. CareersinAudit is one of the few remaining privately owned job boards and its success has not been due to a large parent company or external investors, but due to a dedicated team of online recruitment and marketing specialists creating and maintaining a quality service within a particular sector.

Onrec: What makes CareersinAudit different from its competitors?

SW: I truly believe that if you serve a niche or specialist sector well, competitors can be held firmly at the door. I'm pleased to say we currently don't have any direct competitors serving exactly the same niche but of course

locally there are a number of generic boards and sites vying for a piece of the action. A recent external survey showed that 40% of Audit and Risk candidates asked only use CareersinAudit to find jobs. This is a great figure and something we are proud of. Serving a narrow niche on an international scale is something that not many job boards have attempted. This made sense within our particular sector as Auditors are very mobile within the English-speaking world. It also provides a whole new set of marketing challenges. So being able to provide professional qualified candidates from anywhere in the world for companies based anywhere in the world is certainly something most other sites cannot do.

Another difference is that CareersinAudit was originally set up by ex-auditors for auditors and the audit industry, so from the start the site has been entirely focused on what the candidates want from a job board and career website. This is a key reason for its success. This focus on the candidate and industry is a key difference to most job boards in the market, which have either been set up by ex-recruiters or are associated with publications as a way to extend advertising revenue.

Finally, CareersinAudit is not just a job board, it is also a career resource for job seekers, providing valuable content to assist candidates with their job searches and on-going careers. In recent years the site has become well known for providing industry reports, surveys and papers to benefit the industry as a whole. In doing so, CareersinAudit has become a voice for the industry and we are often heavily involved with events and professional bodies across the world discussing our own research and findings. This, I believe, is rarely done well by our competitors and gives us an edge as the trusted source of information as well as jobs. Once the best candidates in the market are on board, the recruiters and employers will follow the quality.

Onrec: What are your future plans for developing CIA?

SW: We are constantly developing the technology behind the CareersinAudit sites and with mobile and tablet technology currently sky rocketing across the world, the creation of compatible platforms for all devices is high on the agenda. Social media is huge for us and always has been, so we will continue to invest heavily in this area. Other future plans include long term candidate attraction strategies and ongoing partnerships with professional industry bodies to ensure the site remains the first choice of job board and a trusted source in

the sector.

Onrec: Which business leader or other general public figure do you admire most today?

SW: There are many people who have my admiration and who have inspired me throughout my career, so choosing just one is tough! Entrepreneurial business leaders who take a completely new and innovative approach to a business idea and those who challenge the norm get my vote every time. To take a business or idea and execute it better or in a different more effective way than anybody else is not an easy thing to do. James Dyson and Balon, Reed and Wright who created Innocent are extremely inspirational. To choose just one, I would have to say Jeff Bezos at Amazon. An amazing success story and a motivational leader of the company that singlehandedly redefined what a book shop is and later did it all over again by redefining the book with the launch of The Kindle.

Onrec: How many people do you employ?

SW: CareersinAudit employs just 8 staff split between the UK and Australia but we make up the numbers with an army of over 30 trusted contractors and part time staff members allowing us to tap into the best talent in the market for PR, marketing, SEO, web development, sales, design or social media expertise. We hope to double head count in the next 12 months with the launch of the new sites and locations.

Onrec: If you could turn back the clocks, what would you change?

SW: I wouldn't change much other than try to have integrated new technology slightly earlier for our clients and candidates to benefit as early adopters. I may also have tried to avoid the GFC by identifying new markets that were reasonably unaffected, at an earlier stage. China and Asia Pacific have been relatively untouched by the recession of 'the west' so to have set up camp there five or ten years ago would have been a good decision. There are no regrets really, only learning experiences.

Onrec: What do you enjoy outside work?

SW: Outside of work I like to get involved with various sports of the adrenaline kind as much as possible, such as skydiving (I'm a qualified skydiver), white water rafting, surfing (when in Australia), kick boxing, kite surfing and snowboarding, but realise as a recent father these things might have to be calmed down to more of a golf and tennis level!



WHY UPDATE YOUR ATS?

Well, many organisations are coming to the end of legacy contracts, and as in the last 18 months technology has moved on with social media and mobiles, new ATS (Applicant Tracking Systems) solutions integrate with these new channels as a matter of course, says Anil Aphale, New Business Development Director at gti solutions. Aphale suggests that most organisations can reduce the cost of recruitment, reduce administration,

automate candidate communication and promote their employer brand via a new ATS. Savings of up to 75% have been documented!

According to Mic Harris, who's in charge of International Business Development at Main Sequence Technology, there are two dimensions to the ATS decision that rise above the others: the kind of recruiting you do and how your organization handles

people data once they have been recruited aboard. He believes if those two dimensions are correctly fitted to a solution, your odds of a successful outcome increase dramatically. Harris points out that ATS stands for Applicant Tracking System, yet 'applicants' are nearly the end results of successful recruiting work. ATS can be thought of as a kind of accounting / process control discipline, while recruiting is more of a

sales/marketing discipline. The biggest problem in ATS selection says Harris, is that sometimes recruiting software is needed, and while you can track applicants to some degree with most recruiting software, it's very problematic to recruit with applicant tracking software. Harris thinks that whilst some solutions do have strong Customer Relationship Management (CRM)/Sales capabilities combined with strong ATS capabilities- he advises that the important part is looking at your own value chain and making choices that reflect the balance in YOUR situation, saying "If you do active recruiting of hard to fill roles, you need good recruiting software above just about all else."

The second key is your organization's position along the Talent Management spectrum, which ranges from full manual /paper based to advanced automation feeding analytics and connected to the Enterprise Resource Planning (ERP), claims Harris. He reckons that if you are shopping for an ATS, your organization is likely not doing full-bore Talent Management (TM), because talent acquisition modules are usually core to any TM solution, although there are major TM vendors with zero or useless ATS feature sets. "Asking yourself how you recruit and how you handle (and will handle) people data before you start asking about specific ATS features and benefits is a great way to start the process."

As we have already noted, technology is moving fast, and it is best to bear this in mind when investing. Ali Calder, Business Development Manager at PeopleBank comments: "The software market as a whole is being aggressively eroded by the mobile era, but no doubt in another 18 months, there will be even greater demands placed on a supplier – make sure you select a company agile enough to keep up with evolving market trends." Calder suggests when choosing a new applicant tracking system, look at what level of technology will suit your company – will you use all the functionality which



Candidates and mobile recruitment users in general are starting to expect the full desktop experience on the move. ”

Paul Finch at Konetic

comes with the price tag; furthermore, are you happy that your recruitment team will use it all? Employee engagement is vital to return your investment. Calder continues: "Be sure to consider a supplier with a track record in your industry as a partner. Research the companies your competitors are utilising, and don't be afraid to seek an independent opinion. It's not uncommon for ATS providers to occupy a specialist sector in the market; do your homework; partner with a company who understand the specific challenges you and your team face on a daily basis."

Candidate expectations

As far as recruiting goes, Paul Finch at Konetic explains that expectations of plug and go are now very high, saying that you have about 10-15 seconds of someone's time to get them engaged. "If the message is unclear, if the brand is wish-washy or the system is too hard to use, then you will lose the candidates attention." Likewise, any new system needs to be simple to use for recruiters too, and be very flexible so that it transfers the power of the software from the technologists into the hands of the users, says Finch. "So subjects like self-service workflow, self-service application form / process configuration are now mainstream expectations. Benefiting from rapidly evolving technical ideas are also key, so being able to easily integrate with any third party plug in, module or system will be essential. It should be possible to allow users to load personal information already stored elsewhere to be automatically added without fuss."

Using the Cloud brings interesting security and legal issues. Finch explains: "One of the most challenging aspects of the world of Software as a Service (SaaS) solutions is the technical make up of the software code versus the way data is stored. True SaaS shares one software solution (i.e. any upgrades are automatically provided to all users immediately) and one large shared database usually hosted in the Cloud. The way data is held and hosted is now becoming a mainstream issue. All organisations want their own data and want it secure and safe in the knowledge they are conformant to the data protection act. In particular what they really want is accurate information that can support key decision making. In a shared database environment that really becomes challenging, as the database is not yours to play with. Neither are you truly sure where the data is actually held. For example, if your data is held in the cloud and so happens

to reside on a server in the US, the legal authorities in the US have a legal right to sift that data and take control. For personal information with candidates and job seekers this presents a legal nightmare for data protection and privacy. We are seeing requests for high security data protection whilst wanting flexibility for reporting and putting reporting into the hands of the end users. This really requires individual databases and complete control where that database is hosted."

Mobiles

The use of mobile devices of all sorts for online recruitment on the move is a big story this year, and is being tackled different ways. For instance, Finch says many companies think they must create an App, but in reality he does not think candidates are going to download an App for every company they may apply for. He feels this area is still under refinement, and considerations for book marking jobs and being alerted are very valid options.

At Eploy, they now feel it is imperative that when choosing an ATS recruiters consider how the system will operate and perform on a smartphone or tablet. Chris Bogh, their Technical Director says: "While most ATS providers claim to offer mobile functionality, the tools are often very basic – they are normally bolt-on web pages or dumbed down apps that have limited functionality and lack coherence. The more sophisticated organisations are now going much further than this because it's not just about being able to register and search for jobs. Candidates and mobile recruitment users in general are starting to expect the full desktop experience on the move."

Advancements in web and mobile technology will completely revolutionise the way in which recruiters and candidates can access information. But this will only work properly if a feature-rich mobile solution enables the user to use it across all platforms and devices, asserts Bogh. Eploy uses the phrase 'mobile-enhanced' as it is more than just a mobile-friendly solution. Bogh predicts "With technology improving at such a rapid pace, it is important to anticipate what



If you do active recruiting of hard to fill roles, you need good recruiting software above just about all else. ”

Mic Harris, Main Sequence Technology Inc

the industry needs to make life easier for both recruiter and client. Mobile-enhanced solutions are proving to be the big advance for next year across the sector." Eploy's latest mobile-enhanced web platform is ready to launch in 2013. The claims are that it promises to open up the system to be even more flexible and intuitive for all types of recruitment activity. This includes fully mobile multilingual career portals, ultra-modern talent community features, mobile intelligent mapping and postcode location services, and advanced automated SMS / email / social communication tools.

Regarding the future, technology and costs will also influence the ATS market in other ways. Anil Aphale from gti solutions considers that with the recent activity of big American software houses buying major players, there is a gap opening in the market for vendors who develop the latest technology, offer good quality solutions at transparent prices and high levels of customer service to gain more clients. Aphale believes that companies will look to work closely with their suppliers who understand their needs and do not just offer a simple one size fits all solution. Paul Finch at Konetic foresees the next focus will be the continual downward drive on costs, making systems simpler but more flexible for personalisation. In this sense, he sees personalisation will mean creating flexibility in the candidate selection processes, allowing users to create their own Algorithms for shortlisting.

In the meantime, if you are choosing an ATS this year, just remember this recap: that if you can decide on what you really need, what will suit your team and budget, plus be candidate friendly, then you won't go far wrong.

Questions that any prospective buyer should not be afraid to ask!

Provided by Anil Aphale, New Business Development Director at gtisolutions.co.uk

- How many companies do you work with?
- Can you arrange a reference call / visit?
- What will the final price be?
- What platform do you work on?
- How many upgrades do you offer and how often and at what price?
- Do you work with similar companies ?, How many people work for your company?
- What are the financials of your organisation?
- How long will it take to resolve issues?

Over 50% of candidates
want to search for jobs
and receive job alerts
on their mobile*

*Source: Potentialpark Communications. Trend Studies 2011.



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LAUNCHES

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1

1> Cezanne announces latest update to Cezanne OnDemand

Cezanne Software, the leading European supplier of integrated HR and talent management solutions, today announces the latest update to their online HR software system for small and mid-sized businesses. The update, which will be automatically provided to all Cezanne OnDemand customers on October 27th as part of their subscription service, introduces new social HR features thanks to an innovative HR portal that allows companies to easily share documents and links, post announcements and enable feedback. The new release also sees further improvements to the look and feel of the HR solution, with a smarter design that will provide a smoother user experience.

www.cezannesw.com

2> Gerald Eve's new career site to power recruitment

Gerald Eve the leading national firm of chartered surveyors and property consultants has unveiled a new career site incorporating the latest artificial intelligence web technology powered by MyPeopleBiz. Gerald Eve has a network of nine offices and more than 348 employees including 90 partners and 55 associates – one of the highest partner-client ratios for the sector. The firm's Head of HR Sarah Draper has been instrumental in implementing new technology to support the firm's commitment to its people and to growing the business

www.geraldev.com



3> PeopleClues and Avionté Staffing Software Help Staffing Companies Identify the Right Candidates

PeopleClues, an industry leader in workplace assessments, today announced details of its strategic partnership with Avionté Staffing Software, a leading provider of software for staffing and recruiting firms. Through this partnership, PeopleClues' industry-leading pre-employment job fit assessments are integrated seamlessly and available as part of Avionté's enterprise resource planning (ERP) solution to help staffing firms match the right candidates with the right positions and companies.

www.peopleclues.com

4> STR launches Oleum Resourcing as part of ongoing growth and diversification

As part of STR's ongoing global growth and diversification strategy, the business is pleased to announce the introduction of Oleum Resourcing; a separate niche company dedicated to Oil and Gas Recruitment. The STR Group, formed in 2000, began as recruitment solution specialists within the Technical sector. Due to continued growth in this area, and in particular the Oil and Gas industry, STR has formed Oleum Resourcing to deliver recruitment solutions for the Offshore, Onshore and FEED/EPC sectors on a global scale.

www.oleum-resourcing.com

6

4



3



7



5> Blue Pelican launches recruitment service covering XML, ECM and Salesforce.com

Recruitment business Blue Pelican has appointed three new consultants, Nik Maynard, Lloyd Pettet and Laura Crouch, to focus on the XML, ECM and Salesforce.com skill areas within IT recruitment. Already established as an expert within the Dynamics, JD Edwards and SharePoint sectors, Blue Pelican Technology has now expanded to cover these three IT skill areas that are in increasingly high demand.

www.bluepelican.com
www.salesforce.com

6> Milkround ups on-campus promotion with launch of Brand Ambassadors

Students will be seen on campus putting their marketing skills into practice as Milkround launches its Brand Ambassadors scheme. Seven students have been recruited by the UK's number one graduate recruitment website to promote the brand on their campus and register their friends and colleagues for its personalised services.

www.milkround.com

7> ePayMe unveils new rebrand

Following a remarkable first quarter of their 3rd year, ePayMe have looked at their wide array of products offered to both agency and contract worker. It was therefore important to reflect our core business within their branding. Having less than 5% of their 2,000 weekly paid contract workers on a traditional umbrella product, it was obvious to move away from a branding that reflects this. ePayMe are one of the UK's fastest growing RPO payroll providers to the contract and freelance market with their revolutionary hybrid solution PAY+™, the widely known and very much utilised product.

www.epayme.co.uk

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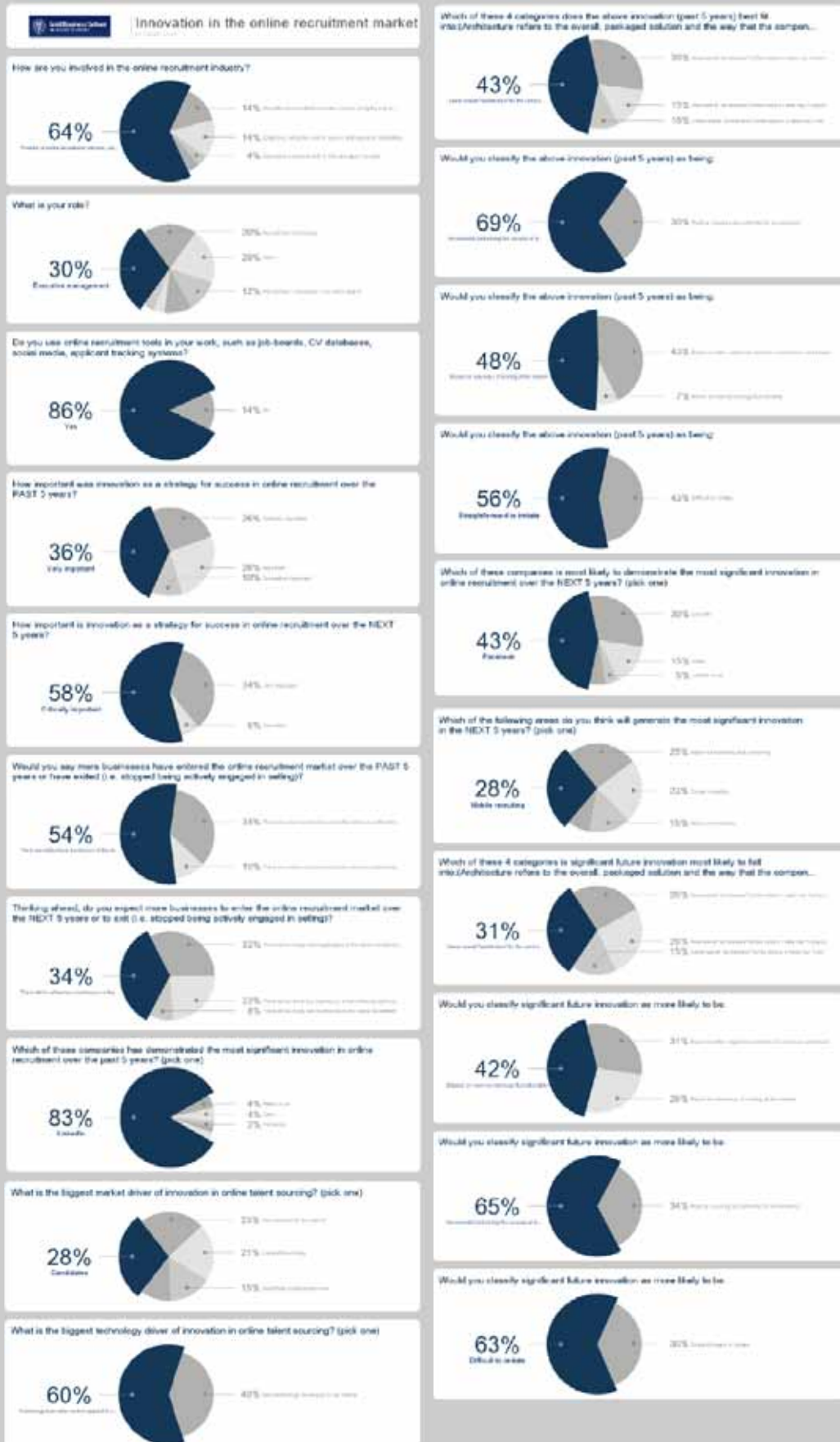
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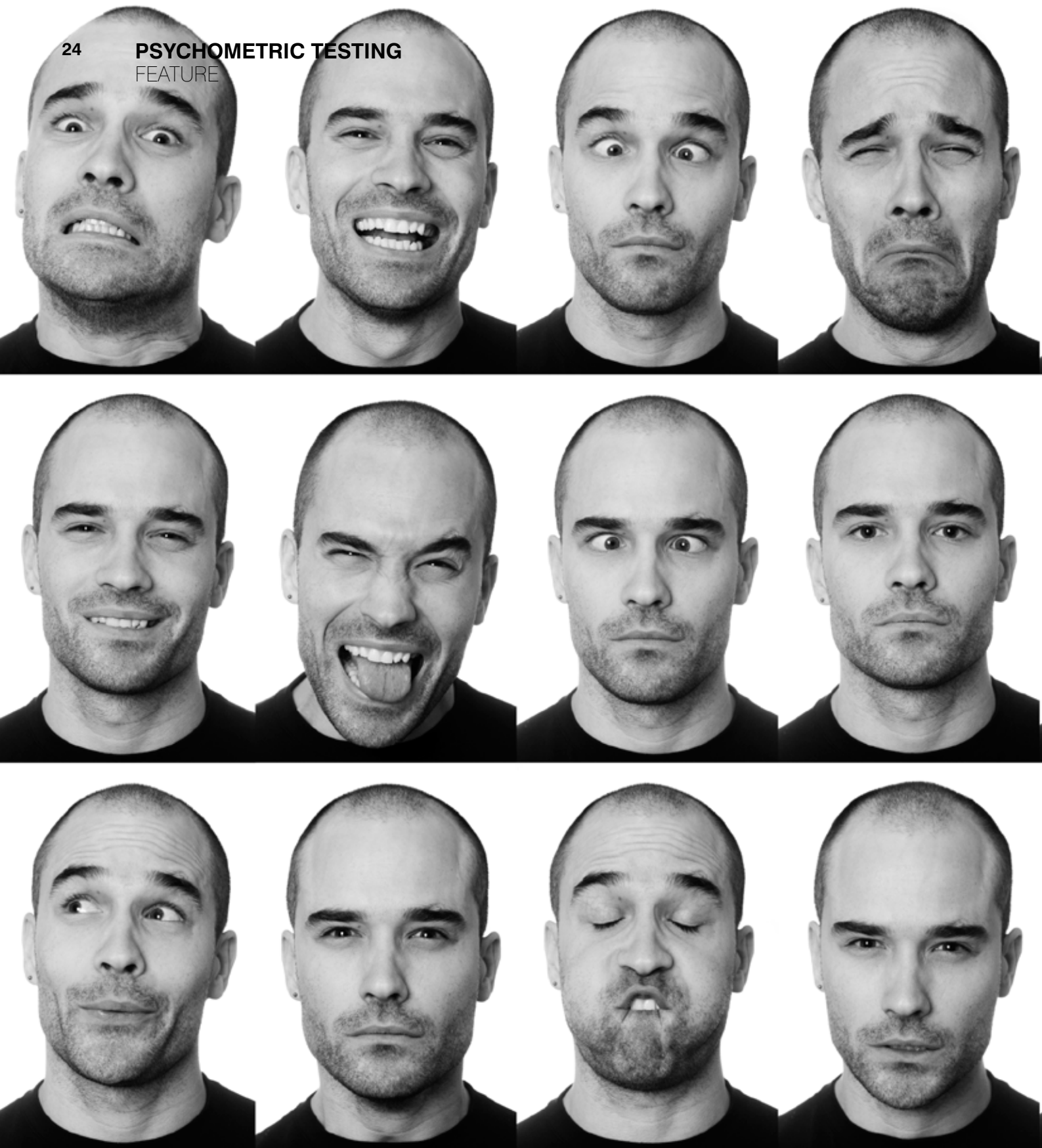
By Gareth Lloyd - www.garethlloyd.me

As part of an academic research project at the University of Oxford, a survey into online talent sourcing was conducted during December 2012. Over recent decades, this stage of the recruitment value chain has been subject to disruption: with the transition from print to digital, and the advent of mobile internet. The survey focused on the extent to which social networks such as LinkedIn represent another disruptive innovation in online talent sourcing, with some surprising results. Contrary to the frothy commentary from investment bankers such as Goldman Sachs, the survey showed industry insiders view social networks

as adding incrementally to the online talent sourcing market rather than being radically disruptive. While we can all debate the meaning of "disruptive", the research project uses the academic and technical meaning of the word.

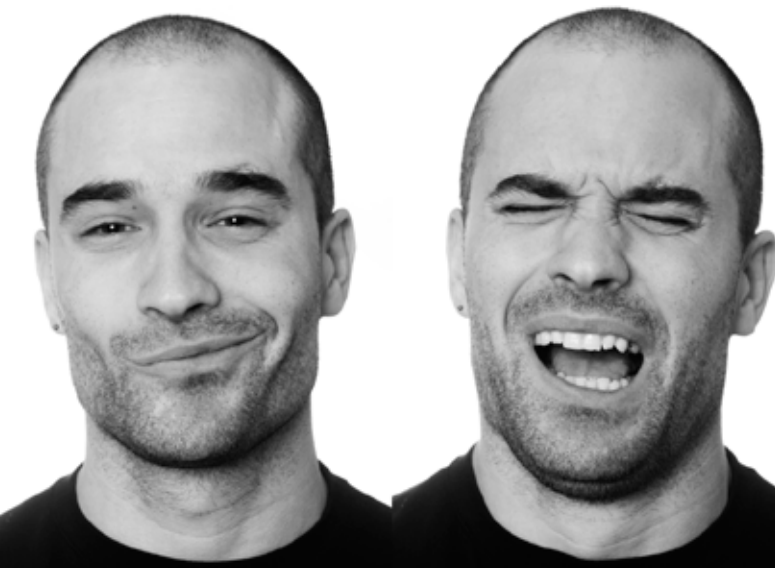
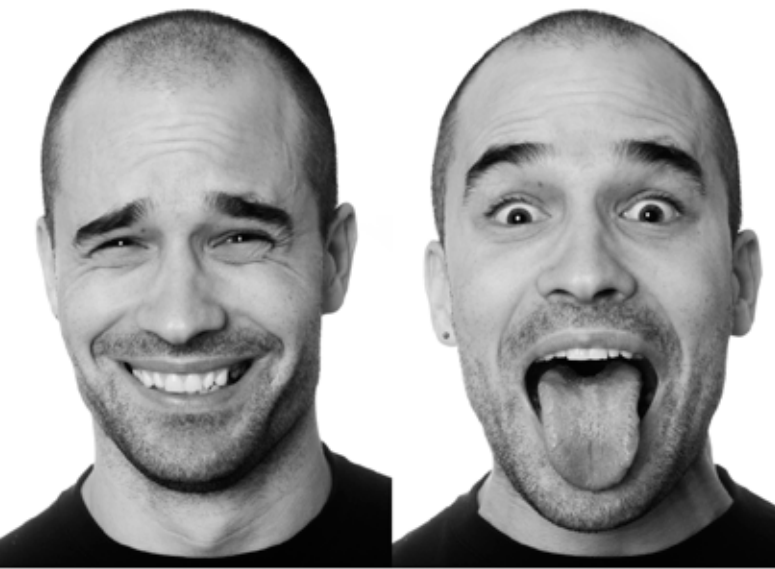
The survey forms part of a wider research project, which includes interviews with industry experts, insights from investment bank analyst reports, and applying academic frameworks to this fast-changing area of our market. For more information, go to www.garethlloyd.me or email gareth.lloyd@oxfordbusinessalumni.org.





PSYCHOMETRICS

Online Psychometrics get the measure of recruiting and developing candidates



Confidence in online psychometrics continues to grow and is widening its horizons to embrace innovative new assessment methods and candidate feedback. All this for less money than paper tests- what's not to like?

While estimates are varied, the market of online psychometric tests annually moves about 5 trillion in the States, is growing by 15 to 25% annually and promises to grow even more in the next decade, suggests Nicolas Stocker, co-founder and director of PDA Consulting Solutions at PDA International. By growth, this is not only in terms of the number of users, but

Stocker also believes that it will continue to grow in quality and quantity of content and new online solutions, integrated in a dynamic way to psychometric tests. Stocker foresees more investment in "on line-ing" than developing new tests, as there are many very good and effective psychometric tests that are still only available in pen and paper.

Looking ahead, PDA sees a strong tendency to use these tools in Development of People, and Talent Development. In fact, they are seeing a strong shift, as just ten years ago only 15% of the individuals accessed their reports, whereas today over 80% request and receive the results of their evaluations. The information no longer remains solely in the HR department, and now much of this information comes to the line and even more to the person tested.

Indeed, today there are psychometric tests available and developed for jobseekers, inviting them to get to know themselves, to 'look in the mirror' before appearing for an interview, declares Stocker. "Many of these tests are found on the web and many others are offered by online job boards, such as OCC World leader in Latin America, with over 2,000,000 candidates to date." These tests offer Personal Development Analysis (PDA) so candidates get to know their skills profile, their motivators and behavioral style in general. The results are also available to the employers, who can focus their efforts, time and resources to the candidates that conform the most to the requirements of the positions that need to be filled.

PDA has certainly seen an enormous sea change in confidence online. They reflect that just a couple of years ago, the resistance towards these online tools was tremendous, whereas today they are used almost daily and more than accepted. PDA looks forward to new tech generations and IT natives further enhancing this trend and making the test and the information they deliver even more dynamic, more interactive and more shared. Stocker enthuses, "Young people are used to 'share' all their information through social networks and they will also share much of the info they get from these tests. Moreover, with the help of technology, the cloud and online applications, psychometric tests will stop being a 'photo' of the person, but they will go on to have a more proactive role." For example, Stocker says online applications such as 'e-coaching', are based on an online self-assessment test, and propose a list of 'areas for development'. These applications then accompany people throughout a process that takes months, including emails of support, suggestions, videos, reading materials, including self-assessments and evaluations 360, and then integrate all the information and thus facilitate and enable people to manage, independently and online their own processes of self development.

Gabby Parry, managing director of Saville Consulting reflects on current trends in psychometrics for Onrec: Streamlined combination assessments - Shorter but valid assessments which assess large applicant numbers across different roles are increasingly being used at the front end of recruitment campaigns. The efficiency of assessing candidates against more than one role and building talent pools provides both time and cost savings. e.g. Heathrow Express utilising the Saville Consulting Customer Strengths questionnaire (10 mins.) early in their customer service selection process.

Employer branding – The opportunity to present the employer brand coupled with the desire to positively engage candidates is spearheading some key changes to how psychometric assessment is used by recruiters. We are seeing a growing use of more interactive and tailored assessments such as Situational Judgement Tests. The challenge here is

to build real validity into an engaging experience, which both samples the desired behaviours and gives a realistic job preview.

Combination tests – These tests are best sellers, particularly in the graduate market. They provide a contemporary rounded assessment, breadth of measurement and positive candidate experience all under one candidate log in. The Saville Consulting tests provide employers and candidates with shorter tests offering various combinations of verbal, numerical, diagrammatic, abstract, spatial, mechanical and error checking aptitudes.

Strengths based behavioural assessment - Only 30% of graduate recruiters currently use a personality questionnaire in their selection. Psychometric assessments that are focused on identifying behavioural strengths over and above technical skills are cited by many recruiters to deliver a better match and a more engaging candidate interaction. Recruiting "graduates with potential" is a mission for many. Our research in this area highlights the importance of intellectual capability, identifying leadership capability and those with high personal drive and initiative. This area will develop further as the competition for the best graduates intensifies.

Line manager recruiters - We see more devolvement of recruitment and development to line managers. As a consequence, psychometric data and versions of reports are now less technical and designed for a range of users. In the same way, global organisations are leading the way in talent management, consistently telling us that they want user friendly assessments which provide an objective and standardised measurement of candidates across different geographies, cultures and languages.

Currently there is excitement and curiosity around online gaming and its application to selection and assessment, reports Alasdair Scott, business analyst at The Chemistry Group. "Right now these are bubbles under the surface, which are bound to explode within 2013,"



Assessment is as much about finding the best role for a candidate as it is for an employer finding the right people to support the business. ”

Dr. Ken Lahti, SHL

predicts Scott. He explains these games can take the form of job simulation exercises, situational judgment exercises and games that measure an individual's motivations and personality. Many organisations are developing their own gaming solutions to selection, putting their own stamp on proceedings by including their branding and culture within the tool. This allows them to create a unique candidate experience that enables the organisation to position their brand and desired culture from the offset.

The data captured on employee behaviours, personality, capabilities and skills at the recruitment stage is tremendously valuable, according to Dr. Ken Lahti, vice president of product development & innovation at SHL. He recommends that organisations should make better use of this insight to help make decisions at every stage of an employee's career - from on-boarding criteria, to staff career development plans. "As assessment becomes increasingly interactive, applicants get a better understanding of what the job involves and can also make informed decisions about whether or not the role is suitable or in line with their expectations. Assessment is as much about finding the best role for a candidate as it is for an employer finding the right people to support the business. Using assessments and multimedia simulations will also help companies save thousands of pounds by dramatically reducing the number of applicants and HR interviewer time and bringing fewer but better-qualified candidates through to the assessment centre stage."

Another leap forward is that in-depth job analyses are no longer reserved for large organisations that can afford or resource them. Dr Lahti explains that new tools enable HR professionals, line managers and mid-sized companies to match a candidate's performance potential quickly and effectively to essential job-specific requirements and competencies. SHL has a new automated and easy-to-use online tool that helps HR professionals and line managers accurately define the job profile of any role that needs to be filled. It selects the appropriate assessments and evaluates each candidate's suitability for the position – matching it against an extensive database of profiles.

Dr Lahti also knows that quality people intelligence will help show whether you have the right people capability to deliver on the organisational strategy. He believes many companies are not using the workforce data enough, concluding: "HR professionals need to use assessment data to advise the organisation on how to bridge the gap between today's talent reality and tomorrow's business vision and goals. This will re-shape the way companies hire people, allowing specialist areas of the business to get involved in recruitment at an early stage."

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JOB HUNTING IN JANUARY

BEAT THE BACK TO WORK BLUES

2 in 5 people set to look for a new job in January; with 7th January predicted to be the year's job-hunting peak says Job Bounties

7th January 2013 marked the predicted job-hunting peak of 2013, according to new research from recruitment experts Job Bounties. As the first full working week after the festivities began, an estimated 11.84 million people were expected to begin a new job hunt, in what has been dubbed National Job Hunt Day 2013. Employees are driven by "back to work blues" and the desire for a fresh challenge in the New Year, and employers need to fill roles post-holiday. This meeting of supply and demand leads to a job market that is predicted to be more buoyant and mobile in January than throughout the rest of the year. James Uffindell, CEO and Founder of Job Bounties, commented: "Monday 7th January is the recruitment equivalent of the 'Cyber Monday' online retail surge before Christmas".

Onrec surveyed recruiters to see if this predicted trend came true for them and what the impact will be on the market and their business:

Tony Vickers Director Balance Recruitment Ltd

"Whilst it is still fairly early in the month, like for like comparisons show that across all the sites used to promote vacancies, January has seen a 50% uplift in responses received per advertised post, compared to December 2012. Much of the traffic to our website and related job

boards are for those candidates applying for a specific role rather than just browsing the job pages and as such, these figures demonstrate a clear long-term dissatisfaction amongst employees and a genuine desire to move on.

The use of sophisticated software has undoubtedly had its positives on the industry. The recruitment industry as a whole is more accessible to employers and candidates. It's easy for people to track jobs on their phone and keep in touch with recruiters. In addition, job seekers are able to identify themselves as 'open networker' or 'open to opportunities' without much suspicion. It has become the norm to have an active LinkedIn page to which recruiters and employers can search and identify skills at the click of a few buttons.

However, whilst online and social media platforms have given employers a new direct recruiting model that many companies are adopting, this automatically results in less budget allocated for recruitment fees due to the cost of establishing and maintaining direct recruitment models. For those that use agencies alongside this, the commission rates are being squeezed significantly which unfortunately impacts the quality of work and time spent on mandates, specifically regarding actively headhunting and networking."

Simon Aarons, Owner at PingITJobs.com

"Word on the "Recruitment Street" suggests that January is the month for

job change, career evolution – a fresh start and something new. PingITJobs.com has indeed seen a surge in traffic which is most welcome for a new entrant into the job board market place. We expect traffic to increase but moderately so for the early stages of the year. Candidate sentiment at the moment on both the Temporary/ Contract market and the Permanent market is one of prudence. With some instability in the economy, people may very well prefer the comfort of familiar surroundings. This does not stop people coming to the site to see what roles are available for those that find a great opportunity, they do tend to apply. Getting them placed and generally encouraging a candidate to move may very well be the greater challenge."

Barbara Kolosinska, sales director at C&M Recruitment Consultancy

"Although the outlook for the economy remains uncertain, the coming year appears extremely promising for the recruitment sector and should certainly provide a more positive 12 months than we saw in 2012. However, the main challenge appears to be in finding ways to optimise mobile recruiting strategies in order to attract appropriately-qualified new candidates.

This month has so far seen a significant increase in traffic to the C&M site (up by 72 per cent compared to December 2012 and up annually by 12 per cent) and this is likely to be due to people choosing the New Year as a perfect time to start their job hunt. We typically see an

increase in traffic at the beginning of the year, but this still bodes very well for the recruitment sector in 2013.

We have also seen more candidates using social networks as a way to find new positions recently. The amount of people taking this approach is only likely to grow further and we have increased our presence on sites such as LinkedIn as a result of this. Social media and employer branding is set to become even more important as we progress through 2013.

While searches on mobiles still only account for 21.48 per cent of all traffic to the C&M Recruitment Consultancy site, this is nearly double the 11.17 per cent share from a year ago.

It is increasingly evident that more and more people are searching for a new job on their phone or tablet and therefore recruiters need to improve their mobile offering in order to attract the top talent."

STATS from C & M Recruitment Consultancy:

Jan 1st – 15th 2013:

- Overall traffic to the C&M site up 12.14 per cent annually
- Mobile traffic (including tablets) up 115.67 per cent annually
- Overall traffic up 71.59 per cent on the same dates in December 2012
- Mobile traffic (including tablets) up 119.70 per cent on the same dates in December 2012

Richard Nott, Website Director, CWJobs

"The start of a new year is a prime time for recruiters, large volumes of candidates choose this time to also start afresh in their careers. Mid-January traffic figures indicate that CWJobs.co.uk is set for a busy month. Currently attracting 294k unique users to the site, these mid month figures are only 16% lower than the total figures for December 2012 (352k). January totals are expected to reach 550k - 26% higher than January 2012.

With January leading to rising levels of jobseekers looking for work, coupled with an already highly populated market, competition for vacancies is rife. The jobs market is more competitive than ever so recruiters should be encouraging candidates to find new ways to stand out in order to gain competitive advantage. The perceived skills gap within the IT industry puts great pressure on recruiters to fill vacancies with quality candidates, but by better showcasing their skills, finding these candidates could be much easier.

For example, requesting that candidates submit additional materials or links to compliment their CV is a great way to assess a candidate's suitability. As the volume of applicants climbs, finding new ways to identify quality candidates will be a key focus for recruiters this year."

Rob Searle, Commercial Director, CareerStructure.com

"Recruitment in the construction, engineering and built environment industries has faced hard times over the past few years, bearing the brunt of the recession and continuing to face speculation over its plans to boost recovery. Recruitment in the sector remains strong, mid-month web traffic figures from CareerStructure.com indicate a rise in unique users with the onset of the New Year. Currently (mid Jan), the site is attracting 166k unique users – only 6% shy of December's overall total (174k). The month is expected to total 245k unique users, a 16% increase on the same period last year.

These are encouraging figures and although indicative of the time of year, hopefully also suggest a boost in interest in entering roles in the built environment sector. Concerns have been raised following reports from the start of the 2012/13 school year which indicate that students are veering away from careers in this sector and opting instead for roles in more 'glamorous' industries such as media and beauty. With rising levels of unemployment though, the built environment needs to do more

to encourage students into roles in construction and engineering; industries that do currently have vacancies available, as opposed to other more popular, and therefore saturated, markets.

For those who do take on roles in the built environment sector, the possible salaries are highly attractive. The average starting income for a Junior Building Surveyor for example, is £25,278 per annum, and for a Junior Site Engineer is £29,038. The opportunities in this sector for candidates are rife, despite its struggles, so close monitoring of these figures in the coming months will be key to identifying growth."

Robert Hohman, CEO and founder of Glassdoor

"We expect to see an increase in traffic as many are feeling more stable about the job market. According to the most recent Glassdoor Employment Confidence Survey, 48% of employees expect their current employer's company outlook to stay the same in the next six months and only 40% believe they will get a pay raise or cost-of-living increase in the next 12 months. While little movement is happening in the workplace, we are starting to see employees evaluate if now is the time to see if the grass may be greener with another employer. In fact, one in five (18%) plan to look for a new job in the three months and it's often common for people to head back to work after the New Year with a fresh focus on their career outlook. At Glassdoor alone, we're seeing more than 13 million people visit the site each month. They're looking to find the latest job listings, uncover what it's like to work at particular companies, and see if they know anyone who works at companies hiring based on their Facebook network.

Based on the activity on Glassdoor, we've definitely seen a notable uptick in the use of social media among both job seekers and employers. For example, employees and job seekers are sharing workplace and interview reviews on Glassdoor – this form of social media crowd sharing helps others looking to get information from those in the know about a particular job and company. On the employer side, we've seen more and more employers look to get involved in online conversations so they can help influence and be heard by the candidates they're trying to reach. As of today, Glassdoor has more than 800 employer partners – a 7X increase from the year before. This underscores the hunger everyone in the employment space has to connect the right companies with the right candidates.

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HIRESERVE 10 YEARS ON...

Jeremy Ovenden, Managing Director, Hireserve Limited

Back in 2002 we were discussing the entry of the ERP HR vendors into the e-recruitment market and whether they would have a significant impact on the specialist e-recruitment software vendors. 10 years on has anything changed?

The way in which companies recruit has changed dramatically in the past decade, with the Internet enabling corporate websites, suppliers and job seekers to become more sophisticated, interactive and connect 24x7, 365 days a year.

10 years ago HR and recruiting managers had little awareness of the opportunities web based recruitment could offer. Candidates were emailing their CVs but there was little understanding of e-recruitment systems and how they could enable candidate relationship management and reinforce an employer brand.

Now HR managers are more skilled at using technology to fulfil their requirements and have gained a greater understanding of what an e-recruitment system can offer them. Of these organisations that may already have an ERP supplier in place, the easiest, most cost effective and suitable solution might seem to be to implement the e-recruitment module of their ERP supplier. After all, the suite is already

integrated with the company's systems; implementation will be quick and easy and will enable business-wide reporting.

But is this really the best way to solve HR's problems? With many ERP vendors, their recruitment modules have historically had a perceived lack of importance and have remained underdeveloped for many years. When a large ERP vendor offers multiple products, a smaller module in its suite might not be given the development time it requires. Innovations and upgrades can take months not weeks and deployment maybe dependent on completion of a whole ERP suite upgrade.

In 2012, however, is that all changing with the biggest ERP players in the market realising the

growing significance of talent management? Oracle has acquired Taleo, SAP acquired SuccessFactors and now IBM, is acquiring Kenexa.

Alan Whitford managing partner of Abtech partnerships points out: "We are already seeing potential side effects of the Oracle/Taleo deal as Oracle pushes its large company administrative and processes burden onto the smaller company Taleo. In particular, Taleo Business Edition, which was a small, lean and quickly reactive part of Taleo is now becoming mired in big company processes." Alan also believes that this effect will certainly become evident with IBM/Kenexa over the coming months. "Discussion groups are already buzzing with questions regarding development cycles, upgrade paths and potential of increased pricing models, combined with lower investment in support and sales staff."

Whilst the large players integrate their latest offerings the specialist e-recruitment vendors continue to offer a best-of-breed solution. Many specialist vendors are a "single product business" which are passionate about producing and delivering a product that is first-class and offers a breadth of functionality that an ERP vendor would not be able to offer. By maintaining continuous development, responding to customer needs and offering a high level of customer service, a specialist vendor can deliver an agile and customised product.

Technological shift

A specialist provider can also be very quick to deploy an e-recruitment system for its customers. The most significant technological change e-recruitment systems have experienced is speed. A provider that uses Software as a Service (SaaS) solution means that literally with a click of a button the customer can start implementing the product.

The Internet now provides a means of transferring information and an e-recruitment system can (and needs to be able to) talk a common language to enable seamless integration with other external systems an organisation uses. The agility of a specialist provider means that integration with, for example, an on-line testing provider can be achieved within just days instead of months or even years. Frequent release upgrade programmes mean that all customers can benefit from new features immediately they have been added to the product. And this is one of the key points: specialist e-recruitment systems can only survive if they "connect" with other internet-based services such as on-line testing, social networks, job boards etc. Every provider of these services provides XML-based interfaces accessible over the internet - the problem for a customer of a slow or inflexible e-recruitment provider may be that they are unable to "connect" their e-recruitment system to such providers - or at least not within both reasonable time and cost constraints.

Candidate Expectations

For today's graduates who have been brought up with the Internet, their expectations when job seeking is that all the information they require to search and apply is online. Surprisingly many organisations are still not recruiting online and for today's job seeker an organisation's online presence will, virtually without exception, set the impressions for the prospective candidates. If a candidate then decides to apply for a vacancy and the recruitment process is poor this may impact on their decision to proceed with a potential employer. With the wealth of applicant tracking system analytical data available customers can see exactly where candidates are "bailing out" of the recruitment process - and this will so often

be linked with the ease or otherwise of completing the application process. As a consumer if you suffer a bad online experience you are unlikely to use the organisation again and that is the same for a bad candidate experience. You lose faith in an organisation if they can't offer a good employment service.

What does the future hold?

For the ERP vendors only time will tell following the major players' recent acquisitions. For the specialist providers there needs to be constant development and innovation of the product, offering the most flexible, intuitive system to deliver the recruitment needs for organisations today and in the future.

There are many tools available to recruit today and an e-recruitment system is only one part of the overall recruitment process. A recruiting manager needs to ask how will it fit into the company's overall recruitment strategy and how it will reach the people you want to work for your organisation.

10 years ago social and mobile recruiting did not exist and there are some new players in the e-recruitment market responding to these rapidly growing channels. The majority are offering niche applications and tools to address a specific requirement such as mobile recruiting and there are now some incredibly innovative apps available.

Many job seekers are now using smartphones, iPads and other tablet devices and expect to view a mobile optimised version of a company's website. Organisations need to adapt



they would apply on mobile if they could.

A mobile-optimised careers site allows candidates to easily navigate and search for jobs and today's top e-recruitment systems can deliver to companies an engaging, socially-connected, brand-enhancing and user-friendly mobile recruitment platform. It can also give an organisation the ability to offer its candidates an apply via LinkedIn button, post a live Twitter feed and provide live job listings on Facebook.

The job seeking graduates of today whose expectations are to apply online will become the HR managers of tomorrow and what will they expect from their e-recruitment systems?

Alan added: "What we see today, as we have seen in the past, is that new technologies create a buzz which eventually disappears and become part of the normal fabric of life. The future generation of recruiters and candidates will expect them to just be part of the everyday recruiter tool kit for candidate communications."

So yes, 10 years on, things have changed dramatically and in ways that few would have foreseen. The one constant is that the ERP HR vendors have made little impression on the market and the number of specialist e-recruitment technology providers has grown considerably - and the market itself has changed shape with the advent of social and mobile - leaving the ERP HR vendors still on the starting blocks.



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