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The **global** online
recruitment magazine

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FROM THE EDITOR

PREFACE

Welcome to the September / October edition of the Onrec Magazine

So the economy is picking up speed, business and consumer confidence is rising and unemployment is dropping. Good news for UK PLC. Expansion and new projects are being planned and implemented.

For online recruitment the economy provides an ideal back drop to help employers connect with job seekers. The CV databases of job boards have been swelling over the downturn and now is the time for employers to take advantage and find those candidates.

Hand in hand with a developing economy and fast moving recruitment market place. New products are appearing gamification for example. Existing technology like skills testing is just as applicable now as it ever, and how will jobseekers access it all? Through their mobiles according to all the stats.

All this and more will be discussed in depth at the Onrec Conference 21st October in London, hope to see you there.



David Hurst, CEO, Onrec



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NEWS

JOHNSTON PRESS NEW LOOK



Johnston Press unveil new look job board with Madgex technology

Johnston Press has unveiled the new-look national jobs website www.jobstoday.co.uk on Madgex's responsively designed platform to support their ever-growing digital recruitment business

Jobstoday.co.uk is a national online jobs board which harnesses Johnston Press' 185 local news websites, including The Scotsman, The Yorkshire Post and The News, The Star and many more. Each newspaper is dedicated to connecting talented jobseekers with great recruiters in their local area, making finding and filling vacancies quick and easy for candidates and recruiters alike.

Employers can choose from a broad range of advertising options to attract the best talent in their local community. This includes local audiences online through the job board and also through Johnston Press' portfolio of local newspaper titles.

Jobseekers benefit from a range of new online tools to keep up to date with the latest vacancies in their area. With a fully responsive design visitors to the site will get an enhanced experience, whether searching for jobs on desktop, tablet or mobile. Jobseekers using mobile or tablet devices can also upload their CVs on the go by accessing their CV from cloud-based storage services.

Jobstoday also provides Virtual Careers Fairs where employers can showcase their business, connect

with relevant job seekers in a real time environment and fill advertised vacancies with talented individuals.

"UK unemployment is at a five-year low and we are seeing employment accelerate at the fastest pace for 43 years," said Joe Slavin, Managing Director - Recruitment for Johnston Press.

"We need to be ahead of the pack when it comes to the digital services we offer to the labour market – both employers and job seekers. Ease of use and effectiveness of service have to be a priority and we've ticked those boxes with our new jobs website. These digital offerings are crucial as our business evolves and our new website is a key plank in our strategy for digital growth."

Jobstoday is built on Madgex's new responsively designed job board platform. This provides both advertisers and jobseekers access the job board from any device for improved user experience. The partnership with Madgex will drive forward Johnston Press' growing online recruitment business as part of the company's strategy to develop consumer digital services and accelerate its digital growth.

THE FUTURE IS MOBILE

The Future Of Job Hunting Is Mobile

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

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

s1jobs most recent data reports that more than 40% of traffic to their site is now from mobile users, signalling a huge mind shift in how people now view the job hunt and application process.

Applications from the s1jobs mobile site also increased by a staggering 86% in the first quarter of this year compared to 2013.

The new figures mirror the results of an Ofcom report from 2013, which showed that the use of mobile phones to access the internet had grown faster in Scotland than any other home nation. A trend that is expected to continue as society moves to a 'mobile only era'.

Employment levels in Scotland are now higher than they were before the 2008 economic crash, and Gavin Mochan, Head of Sales for s1jobs, believes mobile technology has helped the drive back to work.

He said: "Mobile recruitment grew faster in Scotland than in any other UK nation during 2013.

"With 73% of adults now accessing the internet every day and mobile ownership now surpassing 93% of adults, we see a future which is almost exclusively mobile.

"People don't have specific time set aside to job hunt anymore. More often than not, it's a routine process people do when they are on a commute to their current workplace.

"For s1jobs, it's an evolving process and we need to ensure people have the ability to access and use the information they need whenever and wherever they wish to carry out the entire job seeking and application process.

To read the full report, [click here](#)



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Zrecruiter can also be incorporated with our complete workforce time and attendance solution, Zattend designed to assist with improving workforce management and administration.

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NEWS

FOUR SKILLS HR NEED TO LOOK FOR

The top four skills HR needs to look for

Latest insight from global RPO and talent management expert, Cielo, has outlined that HR must seek four key skills in future leadership teams

Latest insight from global RPO and talent management expert, Cielo, has outlined that HR must seek four key skills in future leadership teams.

According to Cielo, in light of the constantly changing business environment the key skills of the senior team now consist of four very different elements compared to just a decade ago:

- **Emotional intelligence:** or the ability to perceive, control and evaluate emotions. This includes recognising not only the impact of one's actions on those around us, but also when others are perhaps struggling emotionally. In a world where the line between work and personal life is increasingly blurred, the ability to identify when colleagues might be struggling is key in leadership figures.
- **Non-heroic leadership:** as referenced by some of the world's top business schools, the senior professionals that will succeed in the future are less likely to be those who lead from the front, as Steve Jobs, Jack Welch and Lee Iacocca were renowned for. Instead, future leaders should be more invisible to the outside world and focus instead on finding the right employees, ensuring teams work well together and motivating staff.
- **Recognition of team drivers:** with the non-heroic leadership approach also comes the need for senior professionals to be able to clearly identify the drivers of individuals. In particular, ensuring that tailored approaches are incorporated to motivate individuals rather than a one-size-fits all solution is key.
- **Total flexibility:** with the world of business changing all the time, those in a leadership position must be completely flexible. Without the ability to constantly adapt to new opportunities and threats, leaders – and subsequently the teams they are responsible for – risk falling behind the curve.

JOBS RISE BY NINE PERCENT

Jobs rise by 9% in the past year, while competition remains high

The UK labour market continues to improve with the number of jobs increasing by nine per cent year-on-year (YOY), according to statistics from the Q2 2014 totaljobs.com Barometer, which analyses the behaviour of 5.9 million British jobseekers and 5,000 recruiters

Competition also rose, with the number of applications for each job rising by three per cent year-on-year.

The East Midlands saw the biggest increase, with a 17 per cent rise in the number of job postings, followed closely by Yorkshire at 16 per cent. Other big winners included jobseekers in Wales, the North West, the North East, and East Anglia, which saw job opportunities jump 12 per cent YOY.

The totaljobs.com Barometer provides one of the most comprehensive representations of supply and demand in the UK job market – importantly reporting three months ahead of official ONS statistics. Today's figures show how UK recruitment has fared in the second quarter of 2014, and outlines job trends across 33 sectors and each UK region.

Housing boom drives job surge

While the booming housing market has given home owners a reason to celebrate as national property prices surged 11.8 per cent, house building has driven a staggering 43 per cent rise in construction jobs. This good news comes hot on the heels of last week's Market/CIPS survey, which found construction hiring to be at its fastest rate since 1997.

Applications per construction job have dropped by 37 per cent in the last year, showing the demand for construction workers and highlighting concerns over the UK's ability to keep up with building demands.

Jobseekers in the property sector also benefited from the hot property market, with jobs rising 10% YOY.

City jobs continue to fall, as the banking, insurance and finance sectors saw a 10 per cent decline in jobs nationally year on year,

which is squeezing competitions for jobseekers, with applications per job up by 10 per cent.

John Salt, director, totaljobs.com says: "Although not all sectors have enjoyed a rise in jobs, today's figures show that the overall national labour market is very positive, which I am sure will be very welcome news for the Government as the UK continues its road to recovery ahead of next year's General Election.

"Encouragingly, given the higher level of youth unemployment, the number of graduate and trainee jobs have increased by 13 per cent YOY, and six per cent since last quarter. This will be a relief for many young people who are still struggling to find work and follows last week's announcement of the EU Youth Guarantee to secure under 25s a job offer within four months.

Customer service roles increased by 19 per cent over the last 12 months, with applications per job rising by five per cent. Secretarial, PA and administration jobs also enjoyed a significant rise of 18 per cent, as applications per job up by four per cent YOY.

Meanwhile, transport and logistics jumped 27 per cent YOY, with competition for the increased number of jobs also fierce, as applications per job rose 21 per cent.

"The totaljobs.com Barometer also shows that competition for jobs remains high; it's important to remember that the labour market has only been in recovery over the past twelve months and real wages remain low. More must be done to provide support to jobseekers who have been long term unemployed, by ensuring they have the skills they need to re-enter the workforce."

<http://blog.totaljobs.com>

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PARTNERSHIPS



EmployeeScreenIQ and Newton Form Partnership

EmployeeScreenIQ and Newton have partnered to provide customers with fully integrated, paperless employment background checks

EmployeeScreenIQ, a global provider of employee background screening services, and Newton, developers of a leading applicant tracking system (ATS) for small and medium-sized employers, have partnered to provide customers with fully integrated, paperless employment background checks.

For many employers, pre-employment screening is necessary but has historically required significant labor that is often challenging to manage. Contacting applicants, collecting release forms and capturing sensitive information can be inefficient and poses significant risks.

Designed to save time on repetitive tasks, increase productivity and promote security, the Newton applicant tracking system now seamlessly integrates with EmployeeScreenIQ's premium employee background check platform to offer a simple, smart, safe and stable pre-employment screening and applicant tracking process.

"Employers are busier than ever," said Joel Cheesman, director of strategic alliances at EmployeeScreenIQ. "This integration makes life a lot easier by stripping away

the hoops companies traditionally jump through in the background screening process."

Significant customer benefits include:

- One-click background check requests.
- Real-time background check dashboard.
- Fully-branded applicant self-service portals to collect release signatures and sensitive, personally identifiable information.
- Integrated auto-updates on background check status for each applicant.

Joel Passen, Newton Software's head of marketing, elaborated on the new partnership: "By partnering with a few select partners like EmployeeScreenIQ that have the technical abilities and same philosophy on customer service as we do at Newton, we're able to provide our mutual clients with rock solid technology and a great all-around customer experience."



Recrutive partners with EmptyLemon

Recrutive has integrated its cloud based technology with EmptyLemon, the UK's fastest growing direct employer job board

Recruitment technology provider, Recrutive, has integrated its cloud based technology with EmptyLemon, the UK's fastest growing direct employer job board.

The move comes just a month after the multi-job poster and candidate management provider reported that the number of direct employers bringing the recruitment process in-house is at its highest ever level.

Carla Fern, Operations Director at Recrutive comments: "Companies within the recruitment industry are having to change their business models to reflect the shift towards in-house recruiting. Over the past 12 months we have experienced a 283% increase in the number of direct employers using our technology and we therefore wanted to ensure they can choose to advertise their vacancies on a board that focuses entirely on the direct employer market."

Phil O'Grady, Director at EmptyLemon comments; "Our aim is to help employers make their vacancies stand out from the crowd. EmptyLemon, which is an anagram of employment, is completely agency free. By cutting out the recruitment middle-man means hiring becomes a more streamlined and a less costly process. We, like Recrutive, believe that employers and jobseekers deserve the best possible recruitment experience and by using our job board to advertise they will get something which is both effective and efficient."

BIG DEBATE

James Beriker,
Simply Hired

"Job search engines, which 'aggregate' job content from across the web and provide tools to engage with that content, have transformed the way that job seekers and employers find each other. Now data science is driving new innovation – centered on job discovery, quality and the candidate experience. Aggregation isn't the end game. Real value lies in giving job seekers one place to discover and research all open jobs – on their terms. For employers, the value proposition only grows: rapid access to a huge audience of highly targeted passive and active job seekers at a fraction of the cost of job boards."

David Rudick,
Indeed

"The new role of aggregators must lie in 'intelligent aggregation', moving away from a 'post and hope' mentality to create an ecosystem around the job content. Every recruiter strives for quality over quantity of candidates, while jobseekers scour the internet for a job that's not just available, but the right fit for them. Simply lining up hundreds of jobs and hundreds of candidates won't cut it in the recruitment space from here on in."

[BIG DEBATE QUESTION]

What is the new role of aggregators?

Amy Edwards,
Bubble Jobs

"In all honesty, job boards have a bit of a love/hate relationship with aggregators. While every job board would prefer to get traffic directly (either direct or via organic search), they really can't afford to turn down the traffic aggregators bring, whether paid or organic. It's a bit of 'Catch 22' too – if a job board doesn't send their vacancies to aggregators they risk missing out on key traffic, however if they do, they unwittingly help to make the aggregators bigger and bigger – which then in turn makes them practically impossible to compete with in the Google Organic search results."



GENERALIST JOB BOARDS

How are they developing to meet recruitment needs?

Generalists are working hard to maintain their market share with new mobile enhanced sites, networks and the use of big data. Find out from those in the know how they are still relevant and attractive to both candidates and employers.

Lee Biggins, Managing Director of CV-Library, says that they monitor shifts in recruitment trends to ensure their market offering is as innovative as possible. "We've noticed a major evolution in the demands of users which has, in turn, directly influenced job board technology. Candidate expectation is now greater than ever, with top class user experiences being defined by sites such as Amazon and eBay. Why should those looking for a new job settle for less? If anything, they should demand more – after all, online recruitment services can be – quite literally, life changing."

Biggins comments that one of the biggest changes has been the increasing popularity of mobile job searching and on-the-go interaction, in line with advances in smart phone capability. In response, Biggins explains that CV-Library has developed a responsive site offering the same, great experience whether viewed on a desktop or mobile device, and deployed mobile apps offering a range of benefits and pushing new job notifications. "Improving functionality for 'on the go' users has been a huge focus for us, with the impact being increased flexibility, and a site which can fit in with the lifestyles and requirements of both candidates and recruiters."

Successful job boards have also evolved alongside public interest in social media. These days, a huge number of job hunters have an online presence, so it makes sense for job boards to integrate with social sites – by re-posting vacancies, building their own online network, and using available platforms to build their company profile. For candidates – job searching on the likes of LinkedIn and Facebook has become second nature, and for recruiters – social media is a great way to reach passive candidates.

Overall, job boards have evolved to be flexible, responsive and attuned to the needs of modern users. Design and techno-social trends have very much led the way, and the impact has been an increased buy-in, from both candidates



Recruitment advertising decisions can be based on talent intelligence. ”

Scott Helmes, MD of CareerBuilder UK

and recruiters, to their power as an effective recruitment tool. Lee Biggins says that his main prediction for the future of job boards is that video content will continue to grow as a viable means of communication between recruiter and candidate. "We've recently rolled out a premium feature called JobStream – allowing video content to be embedded within job advertisements – and the feedback we've gotten back from clients – and metrics – has been phenomenal. I would expect to see a greater push towards this type of engaging content in the future."

Job boards have had to evolve to keep pace with the current complex and constantly changing business environment and to compete with today's recruitment needs, comments Scott Helmes, MD of CareerBuilder UK. For example, the traditional job board with a 'post-and-pray' mentality has made way for the job boards of today: recruiting engines that are strategic and agile. So instead of taking shots in the dark, Helmes says recruitment advertising decisions can be based on talent intelligence. "CareerBuilder, for instance, offers a plethora of talent acquisition solutions – from custom, search engine-optimised career sites to state-of-the-art mobile recruitment solutions. And let's not forget about big data. Forward-thinking businesses rely on big data and analysis to drive business decision making. With CareerBuilder's acquisition of Economic Modeling Specialists Intl. (EMSI), it puts us in a position to turn labour market data into useful information that helps organisations make better decisions when it comes to employment and human capital decisions." Helmes believes CareerBuilder is evolving from a job board to a business intelligence company which will allow them to put such powerful data at the fingertips of employers and recruiters on a daily basis.

Advances and uptake of new technologies continues to be a big driver for all online businesses, and particularly for recruitment, states Sophie Relf, Marketing Director of Jobsite. Relf emphasises the impact of greater mobile use, saying: "The number of smartphone and tablet users in the UK has risen dramatically, and that has a significant impact for job boards. Google predict that 100% of job searches will start on mobile by the end of the year, and Jobsite is adapting with a redesign of the site making it fully responsive, and compatible with all mobile devices."

Relf believes the importance of this shouldn't be underestimated. "To be able to connect the best talent to the best recruiters, accessibility and ease of use are imperative. And what goes hand-in-hand with this is a presence on all major online platforms, providing relevant and engaging content." From a business perspective, Relf believes it's a simple case of aligning your business with client and candidate needs. She summarises that generalist job boards will definitely continue to evolve over time, and they will always be valuable. "What the industry needs to recognise, however, is that it's impossible to be everything to everyone, and there's no one-size-fits-all answer. Generalist job boards need to strive to be informers; providing relevant content, information and insight all the time."



ASK YOURSELF THIS...

How quickly do you move on from a slow loading website to another?

Even worse if on the go, using a smartphone without Wi-Fi...

Does the website actually work or difficult to read, clumsy navigation fonts too small, broken links and slow loading unnecessary images?

When I first held 'Executive Internet for Business' seminars in the mid 90's I was laughed at by several CEO's especially when I told them every employee in their company would have one or more email addresses and it would be possible in the near future to access email and web-based CRM type applications with a mobile phone and yet within months every business of note

had a website and was clamouring to find out how they could become part of the dot com boom.

I know I wasn't a huge visionary, perhaps slightly evangelical, I did have a clear understanding of how totally reliant businesses would become upon the emerging online commercial world. Admittedly I did underestimate globalisation of business and pervasiveness of social media.

Yet it appears that lessons learned, are now being ignored or forgotten two decades later?

Users / visitors are driving demand for development and ease of use of websites and they are doing so from mobile devices at their convenience, not tied to a desk at home or work,

When I joined a few months ago my first project was to look at how we could spin off a couple of web applications, Recruit Agent and JobTab turning them from custom designed solutions into products that would have a wider appeal and could benefit many more businesses.

Having been away from the web development for a while, this meant getting up to speed quickly and overseeing our market research, where we undertook an extensive survey of UK recruitment websites gathering and analysing as much data as possible.

Using a set of industry recognised analytic and in-house testing tools, the tests assessed and recorded site responses, measuring performance in terms of speed and user experience (UX), from both mobile devices and desktop views of 650 websites, as well as checking for Responsive Design (RWD) or optimised for mobile use.

The websites tested represent every size of company possible, from small agencies to national high street recruiters, leading job boards and global players delivering services internationally, many are ARC, RPOA, REC & APSCo members.

A detailed version of the survey is available upon request, however here is a summary:

- 27% - recruitment websites tested failed basic desktop speed tests
- 24% - sites tested incorporate RWD
- 13% - RWD sites passed satisfactory speed tests in mobile mode
- 40% - sites surveyed have an excellent UX score
- 25% - met the satisfactory speed criteria too
- 85% - mobile accessed sites were too slow
- 1% - sites were exceptional in terms of design / UX and speed

So what does this research actually mean?

If we go by the figures recently released by Indeed for their own mobile website visitor traffic analytics, which included:

- 51% of their daily 200,000 worldwide applications are from a mobile device
- UK visitor peak browsing and application time is 8pm
- 54% of UK searches coming from a mobile
- Birmingham tops the list of mobile job searches, Glasgow, Cardiff, Manchester

and London

- 82% of mobile searches are done on a Smartphone vs. 18% for tablets
- The top worldwide regions are Korea, Japan, South Africa, Singapore, UK and Australia

We can draw the following conclusions:

Three quarters of the sites, 450+ companies are not best serving their prospective clients, whether candidates or employers.

If half of site visitors are being ignored does that mean you should double what you are paying in PPC and SEO services and other marketing campaigns?

Maybe there is confusion over which route to take, develop a mobile app, optimise the site or 'future proof' it with a Responsive Design?

You may have channels through Social Media, Job boards and LinkedIn but candidates will form their opinions based on your website and that of prospective employers too, if not delivering on mobile devices this could be very negative.

How much is it costing you in terms of lost opportunities or possible damage to brand and reputation?

What about speed, there are countless reports and lots of evidence on how much businesses can lose with slow website response times and bad user journeys from poorly designed sites and contrary to popular belief many fixes are simple and do not involve high expense, and out of interest when did you last review where your site is hosted?

An ideal chance to get ahead of your competitors, develop your digital strategy, save time and money, and create a seamless online experience, link into back end systems, improve customer opinion, site flexibility and functionality and user experience, increase sales, clients and new long term business.

Should you choose to find out more about our JobTab application for RPO & MSP deliverers and RecruitAgent Candidate Portal for Recruiters and HR teams or you wish to discuss updating your website we will happy to assist.

Mike Sandford a former e-commerce consultant for a NASDAQ listed company and Sales & Marketing Manager for Boxharry, a leading Digital Communications Agency based in Brighton.

instead whilst sat in front of the TV in an evening or on a bus or train to and from work.

So why are companies in general, not just recruitment specialists, ignoring this traffic, almost excluding these users by not allowing them to experience their website as they had originally intended for desktop visitors?

Do they think all the recent articles (over the last couple of years) were just hype, unimportant or have just been caught out by the massive uptake of Smartphone and tablet use or confused over strategy?

Jumping back a bit, Boxharry has been working in the Recruitment sector for the last decade designing websites, developing complex web applications and solutions for UK based and more recently International companies too.

LAUNCHES

1> Newly minted CareerClover enables every jobseeker to find a career that fits their personality

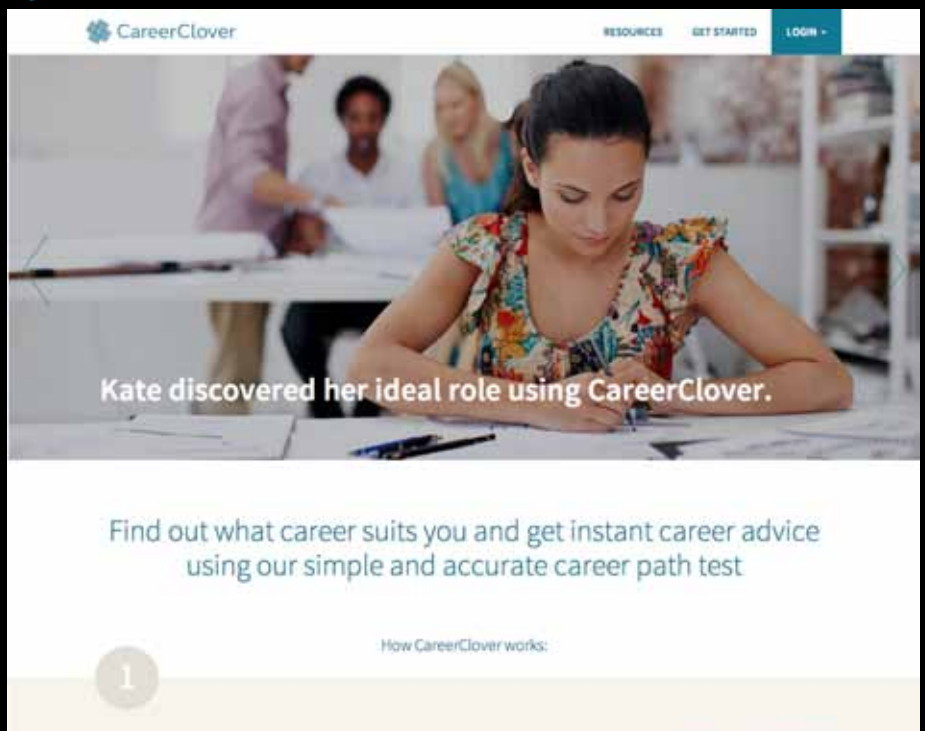
CareerClover has recently launched to help jobseekers identify what career suits their personality best. A skilful mix of science and career savvy, CareerClover employs a career path tests to help jobseekers searching for a new role to identify key strengths and work-based preferences. The service provides each user with a series of insights based on their responses as well as tailored advice and bespoke action plans to help them land a new role. CareerClover has been developed by OPP Limited, one of the world's largest distributors of psychometric tools. It has delivered personality-based insights to employers, employees and candidates for a quarter of a century, making it ideally placed to offer current jobseekers sophisticated, accessible and relevant guidance when it comes to deciding on a new direction. Unique career path tests and personality tests are increasingly employed by larger organisations to improve employee satisfaction, and place candidates in jobs where their skills and talents will be most effective. CareerClover helps anyone thinking they might need a new career, whether they're fresh out of university or looking for a change of direction, to tap into a new way of thinking before beginning the application process.

www.careerclover.com

2> GTI Media are excited to announce the launch of gradaustralia

gradaustralia will be launching a job board and advice site www.gradaustralia.com.au in January 2015, as well as rankings of Australia's top 100 employers. Using GTI's successful multimedia approach

1



print publications will be available to support the online information. The well-known Careers Service Guides, popular in the UK, will be produced in partnership with a number of universities. The launch of gradaustralia continues GTI's growth as a global brand with products in the UK, Ireland, Europe, Malaysia and now Australia.

www.gradaustralia.com.au

3> Madgex launches responsive job board for Adnews

Adnews, Australia's leading advertising publication, have launched their specialist job board on Madgex's responsive platform. The magazine, which is the face of the advertising, marketing and media industry, is published by Yaffa Publishing Group Pty Ltd, one of Australia's largest specialist publishers. Sectors covered

by the publication included marketing and advertising, media, research, sales promotion, digital, direct marketing, design and creative. Adnews' jobseekers now benefit from a wide selection of online tools to help keep up to date with the latest vacancies in their specialist field. The fully responsive design provides visitors to the site with an enhanced user experience on any device. Jobseekers using mobile or tablet devices will also be able to upload their CVs on the go via Madgex's FileChooser tool, which allows them to access documents from cloud storage services.

www.madgex.com

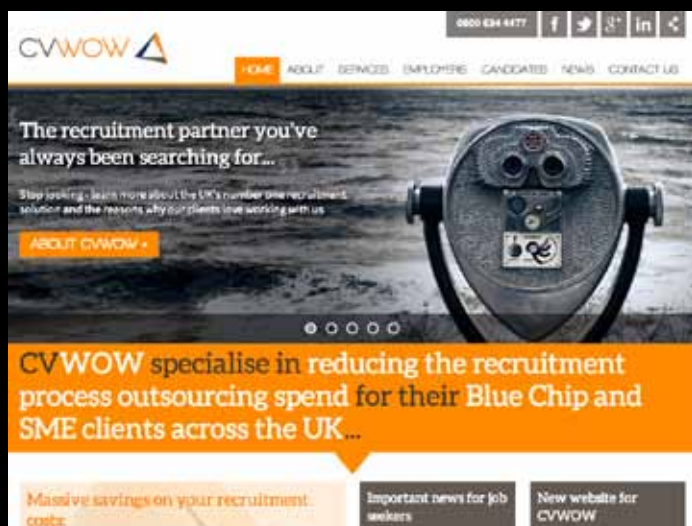
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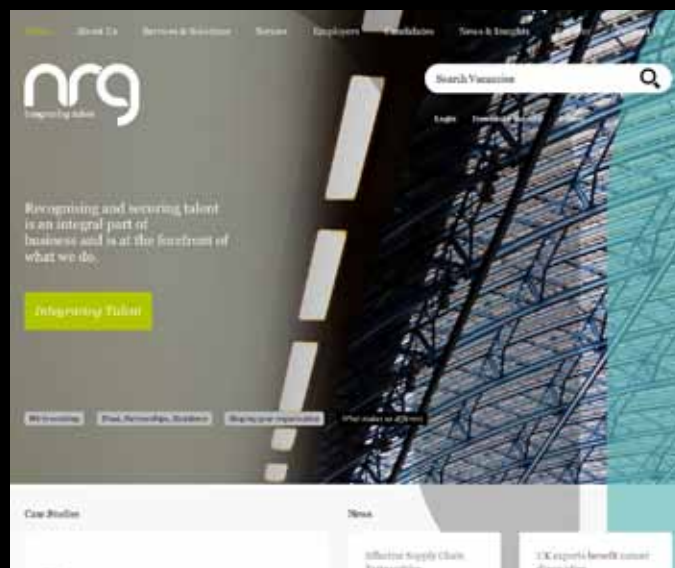


4> CVWOW unveil new website

Since CVWOW entered the UK recruitment arena, just four years ago, they have built a reputation for identifying top talent for their clients. They have also made their name as an EFFICIENT and COST EFFECTIVE recruitment solution. In the last four years CVWOW have saved their network of clients an average of 80% on their annual recruitment costs. In that period they have won industry awards including Onrec awards for Best use of online recruitment and the Best corporate use of online recruitment. Now CVWOW are delighted to announce the launch of their brand new website.

www.CVWOW.com

6



5> New Care Sector Job Board Launched

Nestled amongst the large giants of the Job Board Industry, one new sector specific Job Board is trying to stand out. Care-Job.com has just been launched and free postings are here for 30 days! With so many online job Boards about today it's difficult to know what to do. "Do I use a large well known generic Job Board, or do I pay a hefty fee for a sector specific Job Board and hope the candidates arrive?"

www.care-job.com

6> NRG announces major brand re-launch

NRG has unveiled a modern, forward-thinking new look and feel for its established brand - evolving in response to market conditions and a universal desire for recruitment businesses to align and integrate themselves with wider business objectives. NRG has supported its partners through expansion and change since 1976. The new look brand and website – www.nrgplc.com – demonstrate a strong focus on both a programme of traditional recruitment services and innovative outsourced solutions for business.

www.nrgplc.com

Launched a new e-recruitment site or product?

Please let us know by emailing editor@onrec.com

onrec



HR EXPERT OPINION

STEVE WILKINS, FEDEX EXPRESS

Steve Wilkins, HR Manager, FedEx Express, has given his thoughts on how he thinks HR will evolve in the years to come and the issues HR needs to look out for in order to stay ahead of the game.

Onrec: What trends do you see emerging in HR management this year?

SW: With the economy showing signs of recovery, wages may begin to increase, albeit gradually. Improvements in the economy will also lead to increased job seeker confidence, with potential candidates returning to the market in search of new opportunities. This means employers will have to improve their recruitment practices to attract the best potential candidates. In the last few years, both the employment market and technology have advanced. At FedEx we've been investing in and developing recruitment technologies and platforms such as our Applicant Tracking System and online careers portal. More and more companies are using social and digital platforms as a means to communicate and engage with their team members. Technologies, such as tablets and smart phones allow team members to easily keep up-to-date with news and information about the company they work for. For example, FedEx implemented the Purple Hub, an intranet service which allows our team members to easily connect, communicate and collaborate with each other, in the same building or around the globe. More and more companies will implement portals to engage with their employees on a more human level as a great way to engage team members as well as allowing them to share information, thus promoting interactivity.

Onrec: Does social media play a big part in your recruitment process?

SW: Social media is already an established tool for sourcing and vetting prospective candidates and of course a way for the employer to showcase its identity externally. There is no doubt that Social Media will become even more widely used by recruiters. As a result, it's important that companies consider their brand and business when identifying the best platform for their recruitment process. At FedEx we are currently integrating our social media platforms with our online Applicant Tracking System. For example, we currently employ a number of social media platforms including LinkedIn, Twitter and a YouTube channel, increasing our profile and accessibility to potential candidates.

Onrec: The Flux Report predicts that in just 5 years from now the majority of employees will be freelancing or on flexible contracts. Would that work for your organisation and do you see any evidence of this change taking place?

SW: We are not alone at FedEx in believing that being able to offer flexible contracts is a good thing as it allows us to adapt easily to a workforce that increasingly wants and needs to be more flexible. Therefore we have put a multi-model workforce in place, from contractors and casual workers to a range of full-time and part-time employees. We ensure that FedEx is properly staffed all year around, particularly during our peak periods. The Flux Report links these changing models to future challenges in succession planning. However,

FedEx team members are at the heart of the FedEx community, and they play an essential role in the company's success. We continually invest in our employees by supporting them with their future ambitions. For example, we implemented the 'iLead' programme which provides development activities, tools, resources and coaching opportunities to support employees who wish to become future managers. As a result, FedEx has a high internal progression rate, with 70-80% of UK front-line managers having been recruited through this internal development.

Onrec: What role do sustainable initiatives play in your employee engagement?

SW: Sustainable initiatives should educate your employees, emphasising the importance of creating a better future for all. These initiatives should cascade down through the ranks; therefore a business strategy, which involves all members of staff, will provide the knowledge and skills to work in a sustainable way. In 2012, FedEx Express EMEA launched its Eco-Drive programme, which is designed to empower couriers to provide practical information and driving tips on how to operate vehicles in an environmentally sustainable way. Other sustainable initiatives to engage employees include taking part in community projects, charity work and award schemes. Sustainable initiatives can result in increased staff productivity and an empowered workforce, as they are all working towards a common goal and we place this as a main priority.

Onrec: Will sustainability become a buzzword for HR in the years to come?

SW: It already is a buzzword for most businesses, and it's up to HR Managers to ensure that successful sustainable initiatives are part of their own business strategy. Sustainability isn't just synonymous with being green: it also brings with it potential social and financial benefits. As a result, creating long term sustainable business strategies is key, and as HR Managers, it's important that we continually adapt to advance a business forward.

Onrec: What will you say are the most effective approaches to engaging employees?

SW: Employee engagement should be a core strategy in all businesses, and initiatives should focus on development and growth to ensure that they can help the business progress. Supporting team members to gain new skills through training programmes gives your employees the opportunity to thrive within the company. At FedEx, from day one, new team members are taken through a mandatory New Hire Orientation programme. Providing a mixture of online training and documents, this initiative supports our strategy of investing in FedEx people and providing the best place to work, from the word go. Effective communication and motivation is crucial. Implementing an employee survey, is an effective cultural change driver as well as a tool to help

measure the results. This feedback emphasises your employees' experience, as well as measuring your business' operational progress. The survey engages with staff members, so they are made to feel that they are valued members of the team.

Onrec: What is FedEx doing to promote diversity in the workplace?

SW: Diversity is central to our core values, and we provide a clear standard and expectation on our approach to respect and diversity. This has been reflected in our survey results, both internally and externally, with approximately 90% positive results in past Great Places to Work surveys. Recognised for the ninth year running by Great Places To Work, Ireland, FedEx has also been regularly named as one of Britain's Top Employers. FedEx also ensures that all of our people programmes target skills and competencies, not race or background. For example, FedEx offers Tuition Assistance and support programmes to all individuals, opening opportunities for everyone to further their personal and professional development goals.

Onrec: Absence management is a hot topic, so how do you manage absence and do you prepare for major events?

SW: FedEx has a well-developed attendance policy in place, which separates absence management from the regular disciplinary mechanisms providing a tool that emphasises the importance of attendance for all our operations. FedEx values its team members, and so we support employees who are absent due to illness. We have a range of support mechanisms in place, including an independent occupational health provision, a wellbeing website providing guidance and advice, an employee assistance line and rehabilitation plans/programmes to support those employees affected with long-term illness.

Onrec: What will the HR world look like in 2020?

SW: With technology developing so quickly, the environment that we will be operating in will be very different. Although, human nature will continue to present the same challenges for businesses, technology will offer new solutions to old problems. Of course, transitioning to new technologies sometimes creates new challenges as well. For example, in 2020 the Olympic Games in Tokyo may well create a different type of 'attendance issue'. With the rise in 'Bring Your Own Device' policies, people will be able to watch the Olympics at work on their own tablets, phones, and possibly on their watches, meaning that monitoring employees and ensuring productivity continues at a high rate could prove more challenging. For HR professionals, the management of information will also bring new challenges. Due to the amount of data, articles, feeds, reports and news regarding best practice aimed at HR Managers, it's up to HR leaders to identify important elements that will be paramount to the success of an organisation.



TEMPS & CONTRACTORS

Has anyone cracked doing temps online?

As the market picks up, the demand for contractors and temps is very healthy – and online recruitment now seems much more able and agile to supply suitable candidates, both here in the UK and around the world. Experts tell Onrec which sectors are most in demand and how they intend to ensure the best candidates keep coming back to their site.

Contractor hiring has this year returned to its strongest levels, reaching a 16 year high as stated in a recent report by the REC/KPMG, declares Dan Collier, CEO and Co-Founder of Elevate. At Elevate, they expect to see more year on year growth towards people opting to

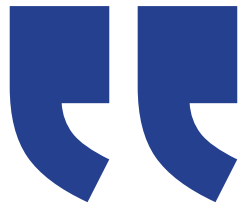
work as contractors, rather than choosing the permanent employee route. According to Elevate, the use of contingent labour is increasingly seen as a more viable option by employers, to get stuff done, rather than waiting around for the right permanent hire. "In a lot of the large contracting verticals, especially, Oil/Gas/Engineering/IT/Technical, skills are scarce and as always when skills are in demand, the rates tend to be better and this has an effect on people opting to work as an independent contractor. In the above disciplines, the work is very often short term and project based so it makes no sense for an employer to hire a permanent

person to come in and undertake what may be a very short term project."

Elevate is seeing strong demand from the SME sector to use contractors, in particular technology start ups, who may have raised money and have work to get done. Typically these firms don't want to engage recruitment agencies, says Collier, and have little or no idea about how to go about recruiting other than their existing networks, so once these are exhausted they see them turning to technology solutions to augment and often lead their hiring efforts. "We had one mobile start up who quickly built a team of 5 specialist engineers in the space of just

a few weeks.” Obviously at Elevate they are big advocates of all things contractor and say this is genuinely a sector set to experience significant growth over the coming years. Indeed, according to them, in the US some stats are predicting 1 in 2 of all workers to be non permanent; if this is the case they say the pressures this puts upon employers to take better control of their contingent workers will be drastic. “We expect to see Vendor Management Systems (VMS) such as IQN and Fieldglass, who themselves are nascent businesses, increase their market share significantly as more large enterprises wake up to the fact that they need systems to source, and manage contingent workers, which mostly still sits with the external recruitment agencies.”

Derek Kelly, group managing director at Optionis – home to professional employment provider Parasol and contractor accountant ClearSky – believes the market is currently healthier than at any time since the financial crisis and subsequent recession. “As the economic recovery gathers pace, we’re seeing very strong demand for professional contractors from the staffing firms that we work with. There has been a glut of industry data in recent months to



“Now the market is in recovery, we’re seeing many more companies using interims strategically for projects such as restructuring, change management or business development.”

Jason Atkinson, Managing Director of Russam GMS

suggest that IT and engineering contractors in particular are in demand from hirers. This is especially true for those with expertise in niche areas – such as IT architecture, web development and electrical engineering – that are experiencing skill shortages.”

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According to Parasol's own research, 92% of Parasol contractor employees say their confidence levels have either improved or stayed the same over the past year – a sure sign that the market is returning to full health. Overall, 89% feel optimistic about their career prospects and 82% plan to continue contracting for the long term. Asked which quality they value most in a recruitment firm, the most popular answer amongst Parasol contractor employees – with 38% of the vote – was responsiveness. This suggests that, for staffing firms, quality of service will be the key to retaining the best contractor candidates in the coming months and years.

Parasol notes that on the lower-paid end of the contingent worker spectrum, the temps market is also looking increasingly buoyant thanks to the economic recovery. "The recent hiring boom in construction, for example, has created a need amongst firms in the sector to significantly and rapidly scale up the size of their workforce. In response many agencies are turning to compliant third-party employment solutions, such as Parasol Select, in order to complete the worker onboarding process quickly and painlessly."

Alex Farrell, Managing Director of The IT Job Board reports that around 30% of all jobs posted on The IT Job Board are roles for their contractor community. "It's an important part of our business and one we believe that we are serving exceptionally well." Farrell believes there are a range of underlying reasons why they're able to be so effective in the contractor/temp market-place. "Firstly, tech professionals looking for contract positions are highly likely to use industry specific job boards where they can find the quantity and quality of roles for their niche skillsets. Secondly, contractors are accustomed to being approached by recruiters, so our CV Database (CVDB) has become an effective tool to connect recruiters and professionals. Thirdly, the tech industry has recovered strongly post the financial crisis – particularly in London. Tech City suggests that 27% of London job growth currently comes from the digital sector and that the number of digital companies rose by 76% from 2009 (49,969) to 2012 (88,215 companies)



We had one mobile start up who quickly built a team of 5 specialist engineers in the space of just a few weeks . ”

Dan Collier, CEO and Co-Founder of Elevate

in the capital. This, coupled with a huge influx of start-ups and various government initiatives (such as SEIS), suggests that demand for contractors will continue to grow." Farrell declares that: "As a supplier of tech talent, our challenge is to ensure that we provide both employers and professionals with the best recruitment tools so that organisations of all sizes are best able to fill their tech human resource needs whether on a short-term or permanent basis."

The demand for full and part-time interim managers certainly indicates the temp market is pretty healthy at the moment. Jason Atkinson, Managing Director of Russam GMS reveals their latest snap shot survey showed that demand for interim managers increased by 6.5% in the 12 months from June 2013 – June 2014. Their findings mirror the latest statistics from the Interim Management Association's (IMA) survey which reported 4% increase in demand for interim managers between Q1 and Q2 of 2014, following a 15% increase in the last quarter of 2013. Atkinson also reports a growth in the number of assignments led by part-time interim managers, who now represent 31% of the market. "This increase in part time working was identified by statistics from the Office for National Statistics and it is another area where we are seeing increased demand."

During the recession the market was pretty flat as many businesses put important projects on hold. However, Atkinson explains that even then, companies were still using interim managers as they offered a low-cost and flexible alternative to hiring permanent people. "Now the market is in recovery, we're seeing many more companies using interims strategically for projects such as restructuring, change management or business development."

Atkinson also notes greater opportunities to develop markets overseas, with demand coming from all the major business hubs globally. "British interims have valuable skills and experience that are prized by companies in international markets." With this in mind no doubt, they have recently helped launch WIL Group (Worldwide Interim Leadership) – a global alliance of 13 interim management providers who are offering interim management services to companies around the world – the company was set up in light of increased global demand. Russam GMS also say they are using technology such as social media to great effect to communicate with clients and candidates and ensure they continue to build the best talent pool in the industry.

Atkinson predicts that if the economy continues to recover we will see strong demand for interim managers who can be parachuted into businesses in the UK at short notice. "Their flexibility and immediacy are highly attractive for businesses. Half of all interims are hired for their specialist skills and we expect this trend to continue in the UK and globally."



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TALENT MANAGEMENT SYSTEMS?

Colin Cooper, Founder & CTO, Fairsail, the cloud workforce experience management company

Every organisation's HR team will be feeling the shift in priorities as we move from an extended period of recession, to economic growth and continued globalisation. The focus is now firmly on the employee, and recruiting and retaining the best talent to support business growth.

1. Common inefficiencies

With disparate HR systems in place, in-country or subsidiary, many global operations struggle to provide the simplest information such as knowing how many people work for them. The current modus operandi is based on spreadsheet management, where by the time mission-critical data has been collated, it is out of date. HR information is inconsistently stored, making data analytics and business intelligence painful and inaccurate. This will only become more complicated with the growth of the flexible workforce, increased outsourcing and the rising population of contingent workers.

2. Why a new talent management system?

What is urgently required in today's digital workplace is the need for a holistic workforce engagement strategy, supported by a modern HR system that has been built from the ground up. This new breed of HR system can make talent acquisition easier, improving retention and enabling the production rather than the consumption of talent. It also increases productivity by reducing the amount of manual processing and allows organisations to deliver high impact HR. This in turn opens the door to the executive suite for HR leaders, where they can focus on strategic matters such

as talent development and resource planning.

3. What are the latest must haves?

Traditional, on-premise or cloud-based talent management products are often bolted on to existing HR systems, requiring expensive implementation and maintenance.

More contemporary products automate the entire talent continuum; from acquisition (including social recruiting), global sourcing, passive candidate management, personal and organisational brand alignment, and the use of assessment science; all supported by accurate real-time data and analytics.

Support for mobile devices and easy integration with recruiting and other third party systems should also be 'must haves'.

Summary – key questions to ask Leading HR professionals will need to consider the following three questions:

1. Are you thinking strategically?

The changing composition of the workforce, the emergence of portfolio careers, and ongoing competition requires a strategy for your organisation to be able to acquire, engage, develop and retain top talent.

2. Are you managing globally?

As companies grow and expand, they will need a global approach to talent management. This adds complexity to keeping people engaged, enthused about working for you, rather than another brand.

3. Are you acting with clarity? Are you clear as to your priorities in selecting the right HR software solution for your organisation?

Case study [taken from approved

award copy]

SDL

Over 1,500 organisations, including 72 of the top 100 global brands, rely on SDL to deliver locally relevant customer experiences throughout the customer journey.

SDL was an amalgamation of five fairly autonomous businesses each running their own systems and processes across 70 offices in 38 countries. SDL's future business strategy necessitated restructuring the entire organisation to form 'One SDL'. This required bringing all elements of the company, including employee records, together into one system. As part of this process, SDL instructed Fairsail, a provider of cloud HRMS, to help unite the formerly autonomous businesses into one single operation.

In the past, it was a complicated process to work out the headcount in all the separate divisions with all their legacy systems. With Fairsail's HRMS in place, SDL's global HR team is spending less time on administrative tasks and more time consulting with employees and managers and focusing on talent management and workforce planning.

According to Roddy Temperley, Global Head of Human Resources at SDL, one of the biggest benefits of the new system is the ease of implementing global HR processes enabling best practice throughout the business. The solution works on the Waterfall Model, which allows Temperley to create global policies and adapt them to regional requirements. This top-down process has proven extremely efficient and Temperley has created a roadmap that ties HR business goals to the solution's features.



SIMPLY HIRED ENHANCES PARTNER SOLUTIONS FOR PUBLISHERS & PREMIUM WEBSITES

Top sites can now quickly and easily add relevant job listings that engage their unique audience and drive incremental revenue

Simply Hired today unveiled its new Partner Solutions for premium web sites. The enhanced offering introduces new capabilities to give qualified partners a robust, turnkey solution to enable job search and discovery on their digital properties. The new offering is fully customizable to integrate with any site's look and feel, and can be implemented in minutes to drive audience engagement and incremental revenue.

"Over the past 9 years, Simply Hired has developed job search technology that leads the industry. Now we're putting our latest product innovations in the hands of our partners so they can offer comprehensive, timely and relevant job search on their own sites," said James Beriker, president and CEO of Simply Hired. "This high-value content is proven to build audience engagement and loyalty, and gives publishers an important new revenue channel through direct job listing sales to advertisers."

Leading media sites, including Washington Post, Fox Business, Bloomberg Businessweek, Computerworld, and vertical leaders like International Nurses Association and Hero2Hired, use Simply Hired Partner Solutions to provide their users with high value, relevant job listings within their native brand environments. These high-

quality job search experiences leverage the same data science, innovation and powerful algorithms that deliver the most relevant jobs to more than 30 million unique visitors each month on SimplyHired.com.

The Simply Hired Partner Solutions are completely redesigned on a new code base to offer the most robust, feature-rich, no-cost job solution of its kind. Key capabilities include:

Flexible customization: Partners can easily customize the hosted job search experience to precisely match their site's brand and aesthetic. Job listings are seamless to each site's unique audience and advertisers to ensure an optimal experience for all users.

- Revenue optimization: Partners can directly sell job postings on their own site. These postings are guaranteed premium placement to maximize visibility and drive new revenue.
- Expanded library of job widgets: Partners can surface contextually relevant jobs anywhere on their site to target passive job seekers broadly across their website.
- Reporting & analytics: Expanded reporting dashboard and site analytics give partners greater

"Simply Hired's flexible solution enhances our site experience with the most relevant job listings for our community," said Aaron Golden, CRO, VentureBeat. "We are excited to be working with Simply Hired and look forward to driving incremental revenue with this relationship."

About Simply Hired

Simply Hired, a technology company based in Sunnyvale, California, operates job search engines in 24 countries and 12 languages. With more than 30 million unique visitors per month, the company provides job seekers access to millions of job openings across all job categories and industries, reaching job seekers on the web, mobile devices, email, and via thousands of partner sites including The Washington Post, Fox Business, Bloomberg Businessweek, Computerworld, International Nurses Association, and Hero2Hired. Simply Hired enables employers to efficiently and cost-effectively reach candidates searching for jobs through its full-service pay-per-click (PPC) and self-service pay-per-post job advertising solutions. Simply Hired was founded in 2005 and is privately held with funding from Foundation Capital and IDG Ventures.

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Recruiter's view: Retail Online Recruitment

Stéphane Le Viet, CEO and founder of Work4

When it comes to talent, retail companies are not only competing against their retail counterparts but increasingly with technology companies and startups in different sectors – as they search for senior level digital positions, engineers and sales associates.

The four largest retailers in the U.S. – Walmart, Walgreens, CVS and Target

have millions upon millions of Facebook, LinkedIn and Twitter likes and follows. But Facebook takes the cake with upwards of 6 times as many people listing these companies as employers on their Facebook profiles compared to LinkedIn.

For retail employers looking to close their talent shortage, turning to social media may be the key:

- Retail is a global business – recruiting via a global platform like Facebook can

help retailers reach a geographically dispersed talent pool

- Social referrals – retail employees are engaged with their employers and can notify connections of a relevant job opening at their company. Candidates are 60% more likely to apply for a position sent to them from a personal connection
- Social recruiting works – 73% of organizations say they have made successfully made hires using social media

Stop Treating Your Online Candidates Like it's the 90s by Seven Step

Today's retail job candidates are mobile users. In fact, most candidates now do everything from their phone. Due to the mobile revolution, candidates are getting frustrated when they're searching and applying for jobs with potential employers who approach the candidate experience with trends that go back to the dark ages of old fashioned career sites. Today's candidates don't have the patience to wade through 20 minutes of application time, nor do they read job descriptions in full. Companies who want to win the war for retail talent need to revolutionize their

approach and perform the following steps to work in the present.

- 1.) Optimize for mobile. Career sites needs a mobile version that displays well and has the mobile functionality that candidates expect.
- 2.) Rethink job posts. Think like Amazon; sell the job visually, with minimal text and very easy to find calls to action.
- 3.) Make the application process data-entryless. Applicants can apply from existing social media accounts or upload a resume.

- 4.) Start a discussion. Give candidates follow up emails that show them how to connect via your social sites, and conduct a "slow-drip" marketing campaign to keep the conversation going. It's essential to build a relationship with candidates that keeps your company on top of their mind.

By giving candidates the online experience they expect, companies should anticipate an increase to application rates as well as employment brand perception.

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