



Recruiting
Technology
Trends

2013

An examination of recruiting
technology trends with expert
commentary and helpful advice
for recruiting practitioners

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INTRODUCTION



At Recruiter.com, I have the great privilege of being at the center of the fantastically exciting and rapidly changing world of online recruiting. I get to talk to the creators of recruiting tech startups, corporate recruiters, staffing firm owners, and folks working at the big HR tech players. The gist of everyone's sentiment, no matter their niche inside the industry, is the same. Online hiring and recruiting could be a lot better and there needs to be constant change and improvement.

But the recruiting and online employment industries are far from broken. The fact that tools like new job boards, assessment systems, CRMs, interviewing software, and social networks spring up every day means that the system is working. Entrepreneurial spirits are running high and every day we all get a little closer together and a little more connected. Big money is being poured into figuring out new and more efficient ways to source, assess, hire, and manage talent. The problems of recruiting may be plentiful, but we know they are being worked on with ferocious energy and will.

The nuances of human skills and abilities, coupled with the specificity and rapidly changing nature of employer needs, mean that *no technology will ever “solve” recruiting*. There will always be inefficiency, bureaucracy, communication problems, and gaps in organizational talent sourcing. However, this consistent pursuit of refining the recruitment and hiring process drives constant change and exciting technological innovations.

This report outlines some of the major trends for recruiting, employment, and HR tech for 2013. We hope you enjoy the information and commentary. But most of all, we hope that you enjoy and appreciate being part of the vibrant recruitment industry as much as we do every day.

Miles Jennings
Founder & CEO, Recruiter.com



In just over two very short years, Recruiter.com has become a global point of convergence for recruiters, HR professionals, hiring managers, vendors, and job seekers. Every day, it's great to see the conversations taking place on site and our articles and editorials shared through social media. It's also great to see that the readership of Recruiter Today, our flagship online newsletter, keeps growing at an accelerated pace.

From the raw-data side of things, I feel like a kid in a candy store. Being the technology junkie that I am, this is, quite simply put, analytics "heaven." It's a front-row seat into what topics matter the most to each player in the recruiting and employment industries. The revelation? Well, it would appear that we are all still very much concerned about reaching the people and services that will help us and our businesses get ahead. People just want to be better at what they do.

I'm fortunate to rub elbows with some of the sharpest minds on the planet - entrepreneurs from tiny start-ups to key decision makers at larger companies. We've built strong relationships with many, and continue to share our knowledge, ideas and thoughts to help each other succeed. At Recruiter.com, we firmly believe that we're all in this together. It's not enough to just have a conversation about what needs to change or be improved upon. What's important is that there are folks out there who are actually committed to doing something about it.

I hear a lot about how rapidly the landscape of online recruiting is changing, or how the process is "broken." We seem hyper-focused on the medium - it's all about mega job boards. No, wait, niche boards. Then came LinkedIn, seemingly out of nowhere. Watch out for Facebook! What is Google+? Should I care about Pinterest? Is it too late to

jump on the mobile bandwagon? Just when we thought it couldn't get any crazier, in came the engaging (and heated) debate about the .jobs domains. Should we panic, since we'll soon stare at practically every domain extension imaginable? How do we make sense of all of this madness? We're now in an age of information overload. And we have no choice but to keep up, or risk going by the wayside.

Technology has certainly been at the forefront of it all. It has even shifted the paradigm in some cases. Individuals and companies have been forced to follow the trends and adapt quickly. But despite everything, recruiting has always been, and will always be, about people. And that will never change. Yes, we can streamline the process via new tools - and there'll be a never-ending need to create innovative tools to interact on each emerging medium. However, at the end of the day, recruiting is about personal relationships. It's about building a great reputation for yourself and your company. It's about trust.

It's exciting to see the best and brightest figure out ways to tackle these complex "human elements" in an online world. I, for one, love where this is all heading. We have access to more tools and information than ever before. It has certainly helped us become better and more efficient at what we do. And thanks to technology, it also means that we have no place to hide nowadays. We live in an age where the best will simply prevail, and the rest will deservedly have to take a step back.

I certainly feel blessed to play a part in making this industry better. Here's to always learning about what's next, and to a commitment to making a difference every day.

Ashley Saddul
Founder and CTO, Recruiter.com

EDITOR'S NOTE



Writing the 2013 [Recruitment Technology Trends](#) series was a great experience. I think, in some form or another, everyone is looking for new information to kick-off the new year. What will be “in” this year? What companies should we look out for? What’s the next innovation that will arise? The HR and recruiting fields are no exception. Recruiting professionals want industry insights and forecasts to be able to prepare for the upcoming year, and job seekers are especially interested in what industries are hiring, which are cutting back, and where (geographically) the job market is or will be accelerating.

I believe this is what made the series so great. Both recruiters and job seekers were able to get a glimpse of what’s to come in 2013 with topics ranging from social media and mobility to talent acquisition (ATS) and video conferencing. The best part about this was who provided the information—those who actually work in the recruitment field as well as leading technology providers.

The response to our call for people to help contribute to the article was unbelievable. Not only was I able to meet and collaborate with a slew of HR, recruiting, and tech experts, this task also helped me network and build a substantial list of contacts for the future. The purpose of the series was for Recruiter.com to offer something new, interesting and resourceful to our readers, but who knew the same would be returned to us during the creation process?

So, here’s a special thank you not only to the readers for making this series a success, but to every individual (and their diligent PR representatives) for offering his and her time and expertise. Just like the series itself, I hope you’ll enjoy this “keepsake” as much as we enjoyed writing it.

Shala Marks
Editor, Recruiter.com

With an eye toward 2013, I'm seeing a heightened level of activity in the recruiting space. Whether it's Recruit Co. buying Indeed.com in September of last year or Beyond snatching up JobCircle, the vendor space promises to continue this trend. Overall, I expect technology to take center stage this year, with continued consolidation within posting and distribution channels. I also expect LinkedIn and Facebook to continue efforts to gain a foot-hold into the recruiting space.

So, without further ado, here are five of my predictions for the coming year:

1. Monster finally gets acquired. With its growth days behind it and an economy that should remain challenging—as in recession challenging—Monster's stock dives enough to be too juicy for a bigger fish to gobble up.

2. LinkedIn buys Simply Hired. If you think Monster and CareerBuilder are LinkedIn's biggest concerns, think again. It's Indeed. And buying SimplyHired, who already runs LinkedIn's posting backfill, is a relatively inexpensive move to strengthen their position in the job search landscape.

3. Craigslist mobilizes. I know, the company is synonymous with "stubborn" and has done little in its 18 years to get with the times. That said, not being able to surf the site comfortably on a smartphone is ridiculous, especially when you consider how important mobile is to local search.

4. Rise of the domains. If you thought .jobs was an unnecessary addition to the Web, you ain't seen nothin' yet. ICANN is opening the floodgates, which will open the door for .career and being able to throw "jobs" into everything from .accountant and .ibm.

5. Facebook makes a serious push against LinkedIn. Maybe the app was supposed to take attention away from the real strategy. Facebook is starting initiatives to generate revenue like its hair is on fire. Going public will do that to you. And I think LinkedIn is in the crosshairs. Testing pay-to-contact at \$1 per message is a potential blow to LinkedIn's cash cow, InMail, which charges \$10 per message.

Now Facebook just needs to enhance its search engine in order to find qualified candidates. Again, for anyone who pays attention to this space, it should be an interesting year. Startups are, again, a serious part of the landscape while established players continue to face the challenges of an ever-evolving world led by increasingly powerful companies looking to get into the game.

Joel Cheesman is a fine purveyor of weapons grade snark, self-proclaimed mobile marketing, SEO, recruiting and blogging badass; an entrepreneurial wannabe and occasional public speaker. An online recruitment veteran with over 15 years experience, he's probably best known for the awardwinning industry blog, Cheezhead (rest in peace). Joel is currently founder of Morale.me. He hopes all this will keep his family fed and the cats groomed. Follow him @joelcheesman and <http://blog.jobscore.com>.

The transparency of the modern Internet user has transformed recruiting, and simply put, anyone hiring must learn from the analytics, content distribution, and conversion tactics that marketers leverage.

In 2012, we've seen the two large gorillas of HR software, Oracle and SAP, make big moves into the talent management space with the acquisitions of Taleo and SuccessFactors, respectively. And we also witnessed the formal birth of a third major player in Workday's IPO.

This is not to say that the recruiting technology market is top heavy; on the contrary, recruiting technologies everywhere are playing catch up to the rapidly evolving behaviors of Internet users (or more aptly put, "candidates"). In my mind, great new technologies that connect the dots of candidate behaviors to job opportunities will emerge and prosper.

I see five major growth points for recruiting technologies in 2013:

1. Death of the resume. The resume lacks context. It's a piece of paper. I want to be able to learn about a candidate's former company in one click. When I read a professional reference, I want to be able to click on the person's professional page to gauge the relevance of this recommendation. Employers want context. Applying with social profiles gives employers the information they need to make a quicker and more informed hiring decision.

In January 2012, SmartRecruiters reported social media profiles attached to 22 percent of job applications; in December 2012, SmartRecruiters reported social media profiles attached to 40 percent of job applications. More candidates want to apply with social media profiles.

2. Death of the Applicant Tracking System. Applicant tracking simply does not encapsulate the modern hiring process. What is the applicant? A person. People want engagement, and the traditional applicant tracking software lacks engagement. The candidate must be treated as well as the customer. In 2013, we will see recruiting technology solutions gravitate toward customer relationship marketing, and the result will be a candidate experience that leaves a positive impression of your brand whether the candidate is hired or not.

3. Google for people. As more and more of our lives transition to online, we leave behind an increasingly wide digital trail. Some companies are starting to index and aggregate all this activity to build rich profiles. We will soon see sourcing tools leveraging Big Data to offer real-time access to 1 billion "resumes."

4. Mobile. Everyday a higher percentage of internet traffic comes from mobile devices. Ericsson reported that the internet usage on mobile devices doubled from the end of 2011 to the end of 2012. Our reliance on smartphones and mini tablets is not slowing anytime soon. Now it's time for employers to acknowledge that.

2013 RECRUITING TRENDS WITH JEROME TERYNCK

Mobile-friendly career sites where people can easily view jobs and express interest from their phone are now a must have for any employer.

5. Wider net, pickier employers. A company is only as good as the people it hires. In the knowledge economy, savvy employers understand what it takes to acquire top talent: build a wide net and make the right choice. The technology to source smarter and faster is here. Engaging candidates over the internet is easy.

Assessment science is increasingly precise. The smart recruiters will be picky in 2013. In weighing the value of a recruiting technology, ask yourself, does it adhere to these market trends? If so, you will be ahead of the game in recruiting top talent, and when it comes to the life-blood of your business, that is the only thing that matters.

Jerome Ternynck is the Founder & CEO of SmartRecruiters.



Building Talent Communities Through Social Media

More and more of our customers are looking to leverage the power of social media to distribute their jobs directly from their applicant tracking systems to social platforms like Facebook and Twitter. In 2013, I expect this distribution of careers and job content to continue – and for employers to begin to spread their brand and culture more and more via social media, to complement their job distribution via social media. It's not an "either/or" situation when it comes to job distribution to garner clicks versus culture and employment branding for recruiters, it's a "both/and" scenario – and HR directors and VPs of talent see that value and will continue to focus on job distribution and branding even more in 2013 to build talent communities and distribute their jobs throughout social media.

Yair Riemer, VP of Global Marketing, TweetMyJobs & Internships.com, The Social Exeleration Network

2013 Will Be More Visual

In 2012, visual media became a much more important part of the digital conversation with the rise of mostly visual social sharing communities like Pinterest and Tumblr. This social technology trend looks to continue in 2013. When it comes to HR technology, the importance of visuals will increase.

2013 Will be More Community-Oriented

The rise of social media shows just how essential community is in every aspect of our lives, even when it comes to technology. Using talent pools and social media recruiting will continue to dominate the technology marketplace in 2013. New tools helping job seekers and employers connect socially will make it easier for companies to build up their pipelines of talented candidates for current and future positions.

Josh Tolan, CEO of Spark Hire

Smart Social Recruiting

Certainly in our space we're seeing a major trend of treating social recruiting and employee referrals as a serious source of hire, in terms of reducing reliance on the solutions provided by applicant tracking systems (ATS), and a deep understanding that this area warrants its own attention. The typical ATS solution for social recruiting and referrals is a "post a job on a wall" button. That doesn't make sense at all. These buttons aren't used by employees, and when they are, posts quickly disappear in the flood of other posts. Smart social recruiting leverages that data in social networks, personalized messaging, gamification and automation, in ways that are deliberate, targeted and non spammy.

Ziv Eliraz, Founder & CEO, Zao.com

Talent Communities Will Create a Social Renaissance at the Corporate Career Site

Career sites will be transformed into active talent communities as employers learn to connect with top talent on the candidate's terms. This includes: one-click applies, remote video interviewing capabilities, opportunities for two-way communication, social referrals, and more.

The best talent expects respect, transparency and ease as they make critical career decisions. Only those employers that deliver an outstanding candidate experience at the career website will capture the best talent.

Matt Hendrickson, Founder & CEO, Ascendify

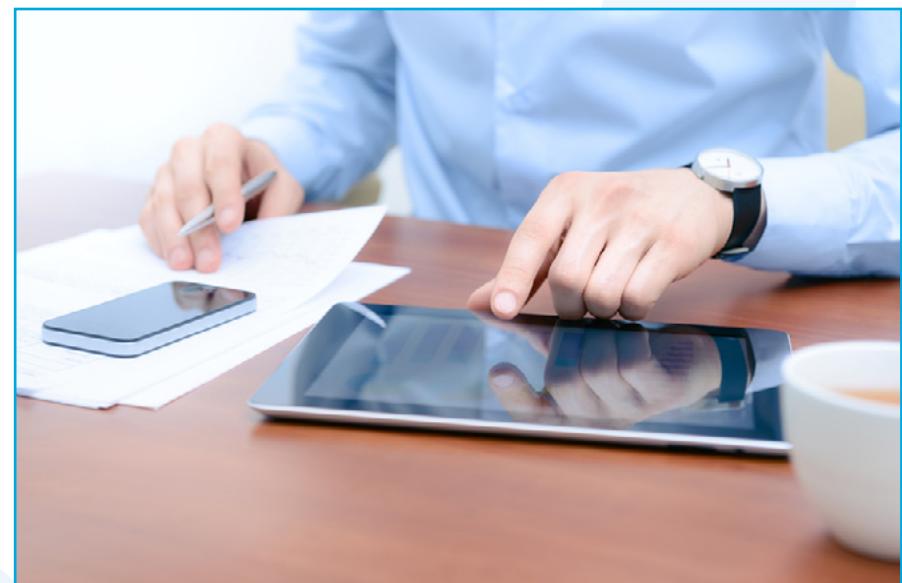
More Emphasis on Social, Not Just Through LinkedIn but Other Major Social Networks Move More Into This Space

It is no secret that LinkedIn has had a meteoric rise to prominence in the job space, but the importance of social tools is becoming apparent across more avenues. Facebook recently launched a job search tool that aggregates jobs from external sites and adds a social layer.

Twitter has long been a place to connect with people in your industry and this channel will become more important as

traditional job search methods lose their appeal. Expect to see traditional job boards partner with existing social networks or develop their own social tools (e.g. ratings, recommendations, social connections to the company, etc.) to complement their current offering. As most career coaches will tell you, it is just as much about who you know as what you know, and these social elements enable job seekers to build their network in a targeted manner.

*Ben Wise
CoFounder, SpringTern.com*



Massive Move Toward Adding Selection Data and Tools Into Applicant Tracking Systems (ATS)

For the past 15+ years, the ATS has primarily served as a repository for resumes, with some basic workflow tools and reporting thrown in. 2013 will usher in the early adopters for what we refer to as a “selection management system,” or “smart ATS.” I think 2013 is year two of a five year cycle that will produce the next generation of talent and selection platforms.

These systems will use a combination of biometric data and proprietary algorithms to predict which candidates are likely a fit, and which are not. Think of this as the evolution from keyword matching to “DNA matching” that’s company specific, job specific, and much more accurate.

These systems will come vertically integrated with lots of other tools that support decision making, things like online skills testing and background checks, and they’ll be offered at prices that will make the legacy vendors start to look over their shoulder.

Adam Robinson, CEO, Hireology

Data Capture from View to Application to Hiring Outcome (with or without ATS) Will Develop to a More Mature State

Recruitment technology trends in 2013 are going to be driven by customer need and not the other way around. Employers, especially large enterprises, will need to develop effective recruiting programs targeting returning veterans, individuals with disabilities, and special minority groups where unemployment is high (African Americans, Hispanics, etc). Therefore, job sites will need to have mechanisms to reach these audiences through targeted online inbound/outbound marketing programs, user experience, mobile apps, and social media usage. Employers will need to collect and analyze data to show their progress in hiring from these groups.

Rathin Sinha, President, America's Job Exchange, Inc.

Transformation of Applicant Tracking Systems (ATS) and the Application Process

According to recent TMP Worldwide metrics, many employers are now seeing upwards of 20 percent of total traffic to career related properties from mobile devices. And the quarterly growth is double digit. However, it remains a challenge for those candidates to turn their interest in to an application, principally because of the often cumbersome apply process. What's necessary to solve this is primarily cooperation between the ATS and the behaviors candidates will demonstrate they're comfortable with.

ATS AND APPLICATIONS

For some this will mean using their LinkedIn profile; for others this will mean using a resume they've stored locally or, more likely, in the cloud. For everybody else: a form that will inform a recruiter and not frustrate a candidate.

Todd Maycunich, VP of Product Innovation, TMP Worldwide

Use of Self-Serve Assessments

Self-serve assessments let the candidates validate who they are and why they would be a good fit for the company. Gone are the days when a candidate had to meet with 12 different people before being hired. Instead they'll be able to invest 30 minutes or an hour validating their skills and showing recruiters why they're a great fit at the start. These evolving recruiting methods will help employers fill positions more quickly and enable them to build more meaningful relationships with candidates sooner.

Chip Luman, COO, HireVue

Recruiters Increase Cloud-Based Products

We will likely see a rise in the use of cloud-based products that enhance the recruiter's ability to more efficiently match job seekers with the right opportunities. Also, technology is helping recruiters pinpoint and widen the base of eligible people to fill available positions. Gone are the days of cold calls. We now live

in an era of highly targeted recruiting driven by data and research. When a recruiter places that call, he or she knows they are calling someone who is well qualified and a highly viable candidate.

Patrice Rice, Patrice & Associates

The ultimate goal of every company investing in their ATS and upgrading the application process is to hire and retain talented workers. Check out what Rusty Rueff, Glassdoor career and workplace expert, had to say about retention in 2013:

Technology Will Focus on Retention

Recruiters are hungry for technology that helps them understand what candidates are the "right" fit in the short and long-term and how to retain current top talent.

According to a recent survey, one in three employees will look for a new job in the next year. While this may be a good sign for those looking to hire this year, it also means that retention efforts are critical in 2013.

Glassdoor research also shows that when candidates have access to information about a job and company—before deciding whether to apply or accept a job offer—employers have seen an approximate average of 22 percent reduction in turnover.

**Based on analysis between 2011 and 2012.*

Mobility Will Transform the HR Process

HR processes, including performance management, training, hiring/recruitment, and assessments are all moving away from desktops and laptops and are essential needs for organizations to have accessible on their tablets, phones and devices. There is also a push for more employee engagement through workforce social channels that allow for informal mentor/mentee relationships, provide an opportunity for formal and informal feedback. Companies like Yammer have already carved out a niche in this space.

Tiffani Murray, Career Expert, Resume Writer, & Independent HR Technology and Talent Management Consultant

Mobile Is the Center Point for New Development — Platforms, Models, Usability

Driving the recruiting activity to the screen of choice and making it interactive is critical to recruitment technology success. We'll see better designs for job postings, apply processes and status updates for candidates regardless of connectivity. We will decouple from the desktop system and start to use interactions with tablets and smartphones. Candidate application processes will be hardest to accomplish but the most recognized when accomplished.

A lot of mobile data exists today in the broader market, including something I just heard on the news recently. We now have [more connected devices in the U.S. than we do people](#). The average home has 58 connected devices with only 35 humans. Our house is a bit on the extreme—we have 4 humans and 18 connected devices (4 smart phones, 4 computers, 3 tablets, 1 smart TV, 2 gaming systems). Every connection point is an opportunity for recruitment. Access is no longer the problem; the problem is now going to be solved with experience.

Elaine Orler, President & Founder, Talent Function Group

2013 Will Be More Mobile

A recent stat showed [91 percent of Americans](#) have their mobile phone within reach 24/7. So it should come as no surprise that mobile recruiting will be important in the future. Mobile optimized career pages will result in more great talent in 2013, especially passive candidates without the time to go through long applications. Candidates can even video interview from their phones, making 2013 the year when the hiring process goes mobile. Technology making mobile recruiting faster and easier will certainly be in high demand.

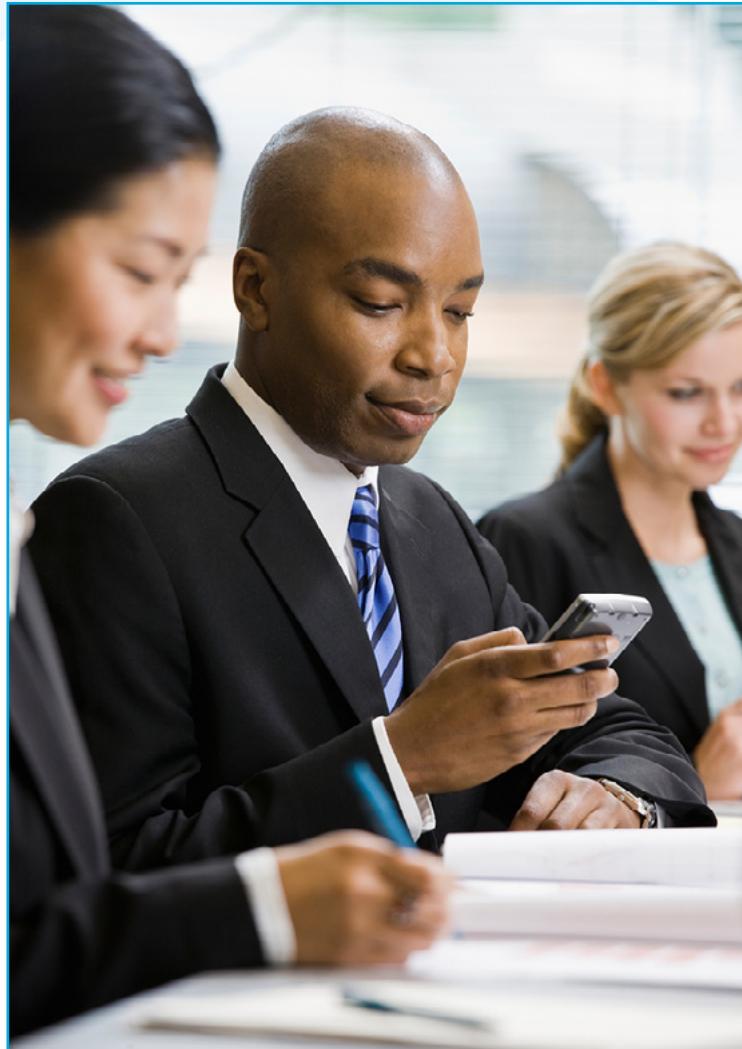
Josh Tolan, CEO, SparkHire

The Mobile Platform Will Exponentially Grow in the Recruiting World

According to an Infographic created by Beyond.com in 2011, 77 percent of job seekers were already using mobile job search apps. The number of recruiting focused mobile phone apps and the ability to apply directly for jobs through mobile apps will thrive as major employers use competitive analysis and forward metrics to significantly influence traditional HR recruiting models.

As these HR models shift to reflect a more externally focused business model revolving around risk management and forecast hiring, mobile platforms will drive data-driven results to show candidate engagement and return rates to websites (both mobile and other).

Genevieve Phillips, Recruiting Consultant, Resourceful HR, LLC



Video Interviews and Video Resumes Will Be on the Forefront of This Technological Boom

This type of interviewing will allow employers to see a candidate's communication skills and personality earlier in the process. This will cut down on time-to-hire and help employers cut out time consuming phone screens. Instead, employers can conduct one-way video interviews where candidates answer written questions on film. If employers know the candidate is a bad fit for the company, they can move on quickly without wasting a half hour or more on the phone with someone all wrong for the job.

Josh Tolan, CEO, Spark Hire

Video Conferencing Will Replace Face-to-Face Interviews

Early and more frequent interviews will be handled via video conferencing in the cloud. Already we're seeing many of our customers engaging in video conferencing for recruiting and hiring. Employers don't need to worry about the candidate having access to an expensive room-based system, and they can conduct the interviews within the context of business-process applications, such as LinkedIn or Salesforce, to have all the interview candidate's information at their fingertips. Conservative estimates point to obtaining an ROI on video conferencing (vs. flying in a candidate) after four months when companies conduct just two interviews per month via video conferencing.

(Source: The Business Case for Video Conferencing, Wainhouse Research, 2005).

James Matheson, VP of Marketing, Blue Jeans Network

Big Data and NoSQL Will Continue to Be Hot

Technologies such as Hadoop, Cassandra, Voldemort, and Redis are all very hot as companies try to figure out smarter ways to utilize data to make money.

Avetis Antaplyan, VP/Managing Partner, The Mitchell Group

Predictive Analytics and Big Data on the Rise

Companies are finding it harder to manage applicant volume and, as a result, are looking toward technology to help parse applicant information and predict those who are likely to be stellar performers. They want a holistic view of the applicant, including how others before them have performed to help finetune their predictive capabilities. SaaS applications will accelerate their formidable competition to onpremise systems.

Kevin Hegebarth, VP of Marketing and Product Management, HireIQ

2013 Will Be a Cut Through Year for Analytics

Customers are continuously asking for more analytics, linked with data from multiple sources, which is often less structured than traditional forms of data.

*Sylvia VorhauserSmith,
Senior Vice President of Research, PageUp People*

Data Analytics a Key to Increased Productivity, Management and Success

Data analytics is helping organizations predict employee success, identify top performers, calculate compensation, reallocate resources, and analyze market trends with unprecedented precision.

We believe that businesses will transform their approach to their workforce through data in order to implement meaningful business improvements and dramatically improve their bottom line. We believe that companies will succeed in the coming decade based on their ability to harness the troves of data they currently maintain on their workforce. Companies that effectively harness this data will be able to gain advantage in an increasingly competitive labor market, deliver superior end customer satisfaction, reduce attrition, improve employee productivity, and better facilitate an effective match of any potential employee to any given position. Forward thinking companies that move quickly in this direction will be able to significantly differentiate themselves in the market while simultaneously improving operating profitability.

Jim Meyerle, CoFounder, Evolv



Customization in Technology

Our customers are asking for more customized solutions and access to data based on the customized efforts. They're requesting more data-mining capability to optimize how their recruiting technology and process gains intelligence and gets more intelligent.

Bryan Wempen, Chief Strategy Officer, PeopleClues

Specialized Skills & Business Process Optimization

Signature specializes in recruiting technology and IT talent for our clients. Right now, we've seen a tremendous surge in demand for candidates with mobile technology skills and those with experience in Big Data and Data Analytics, e.g. MPP technologies.

In addition, finding candidates with in-demand skills for "bring your own device" jobs (such as network administrators and data security analysts), cloud computing jobs and infrastructure projects has been a top challenge for us for the past couple of years, and based on input from our clients, these jobs will continue to be hot in 2013. Java and .NET developers continue to lead the market in demand.

In addition, Signature's recruiters are seeing demand for a new high-level consulting role—Business Process Optimization or Business Process Reengineering.

In this position, a consultant with a range of high-level business and technical skills is hired to look at an organization's overall systems to spot outdated technologies, redundancies and inefficiencies and to offer counsel on cutting costs and improving productivity.

Pat Powers, Recruiter, Signature Consultants

Improving the Candidate Experience

There has been an explosion of new products to support the front-end of recruiting (i.e. sourcing, screening, candidate relationship management) and the technology landscape has become fragmented. Customers are looking for tighter integration of the solutions to create a better candidate experience.

With the convergence of social media, cloud computing, and mobile, there is a perfect storm of innovation in the recruiting technology industry, and I expect many more new products and solutions to emerge in 2013.

Ed Newman, Vice President of Strategy, iMomentous

Enhanced Candidate Selection Process

Our customers want our platform to give them more actionable information about which candidates to spend time interviewing. They want more automated features that help filter the candidate pool, and they want to buy selection tools like skills testing, background checks, drug screening, and behavioral assessments from one vendor, not four. They want tools that help them make the right hiring choices, rather than simply a database of resumes. Customers also want flexible pricing models, and, increasingly, they want an on-demand delivery model that doesn't require a contract.

Adam Robinson, CEO, Hireology

Indepth Hiring Strategies

This year, our customers want...

- More automation on the front end of the recruitment/talent acquisition process to move more applicants more efficiently through the hiring pipeline.
- Better integration between operational performance systems/measurements and pre-hire systems to improve quality of hire.

- Holistic view of the entire employee lifecycle through all phases including sourcing, recruiting, training, and onjob performance.
- Predictive analytics to link sourcing strategies with predicted on-the-job performance (e.g., candidates from one source perform better, stay longer and are more reliable)

Kevin Hegebarth, Vice President of Marketing and Product Management, HireIQ

Efficient & Objective Recruitment Solutions

In 2013, our clients expect self-serve assessment solutions that help determine candidates' abilities at the start of the process, as well as advanced analytics for the interview experience.

They're seeking solutions that can help them be more efficient and objective—ultimately allowing them to spend their time more wisely, building relationships with the right candidates—during the recruiting and interviewing process.

Chip Luman, COO, HireVue

In the race for a better, smarter, more efficient recruiting process, there are lots of options competing for your recruiting dollar. Because every business has different business objectives, every business has completely different talent acquisition and recruiting strategies. In simpler terms, the kind of organization you have, the kind of recruiting you do and even the current recruiting team you have in place will affect the kinds of tools you use.

Tools that are strictly recruiting technology fall into a few categories: ATS, job distribution systems, sourcing/search engines, recruitment marketing platforms, referral software, CRM and social. But most, if not all, of the tools on the market provide at least two or three of these capabilities and are actively integrating more, particularly in regard to social. Nearly every recruiting technology is attempting to be plug-n-play solutions that bolt onto an ATS, so overlap is common when purchasing.

If you're a Fortune 500 with global requisitions you need an ATS that supports integrations with other business technology and 24/7/365 support in multiple languages and a defined process for implementations and trouble ticketing. But you probably also need to look for secure storage, an intuitive user interface and a CRM for candidate communications. Automated workflows are also important.

The players: Taleo, Ceridian, SuccessFactors, and Kenexa have all been dominating the market for years and provide lots of the must-haves listed above, but newer standout picks include iCIMS and Jobvite, both ATS products that offer strong core functionality and burgeoning social offerings.

If you're a small business or a startup, your choices take on a slightly different flavor, as many businesses don't start evaluating recruiting software until they are in dire need of it. Because startups are often competing for top notch talent and many small businesses don't have a dedicated recruiting team, the recruiting software they choose has to be able to do the heavy lifting of a normal ATS, but also be simple enough for theoretically everyone in the company to use it.

The players are ever evolving in this category, with social recruiting startups a hot place for tech innovation. Look for an easy to use system that doesn't require extra storage or software, but one that allows you to own your data and access it at any time. A strong sourcing function and a built-in career site are must haves for this market segment. Take a look at Jobscore, SmartRecruiters, and Simplicant, all of which include a career site and simple import/export functionality for teams used to Excel and Craigslist. Standout pick? RecruiterBox, which has a sweet price point, laundry list of features, rave reviews and has been around for a few solid years.

WHERE TO SPEND YOUR RECRUITING TECH DOLLARS

by Maren Hogan
Red Branch Media

Best Practices

If you're a growing medium-sized business with multiple offices and hiring managers, iCIMS, PCRecruiter and Silkroad are all great options. These tools provide the flexibility and support that growing businesses need, while providing short implementation times and providing excellent return on investment. Our standout picks also include relative newcomers myStaffingPro and The Resumator.

Resolve to **partner with marketing**: Employer brand is not a passing fad and creating a bridge between marketing and HR will absolutely make for a stronger 2013. How do you do that? You start by familiarizing yourself with the collateral your company gives out. Then reach out with an email or a phone call asking for a quick audit of the career site or collateral that the recruiting department is using. Then take their suggestions as seriously as you can and offer some help of your own.

Resolve to **bring one consumer application** into the workplace: There are so many high quality, impressive applications available to the consumer these days, it's a shame to leave them there. Whether it's file-sharing, an email-based ATS, an internal social application or project management app, bring something into the workplace that you've "beta tested" in your personal life.

With constant upgrades on software, new consumer and enterprise apps being developed daily and constant must-have lists, there is surely one new tech change you can make to your daily routine.

Resolve to **ask for more** from your HR Tech Vendors: Remember when you signed up for your HRIS? Or your ATS? Or your payroll software? It probably had some really great features and interesting benefits that you haven't tried yet. Resolve to ask your representative about all the cool stuff your software can do or ask about new features that have been rolled out since you purchased.

Extending the capabilities of your HR tech by leveraging the talent management features included is a great way to help your organization gain efficiencies and get a leg up in the war for talent in the new year.

Resolve to **build a better process**: Process sometimes gets the shaft because well... it's kind of boring. But creating a company-wide process that everyone on the talent acquisition team follows is not only important, but I'd say crucial. When everyone knows the game plan (not just for the big strategic things), but the small administrative tasks, you put your team, department and organization in a better position to handle the curveballs that this changing climate is throwing at companies (cough *big data* cough).

Resolve to **do one thing WAY better** than your competition: Whether your competition is within your company (another sourcing team) or the staffing agency down the street, figure out one way you can outshine them. A little healthy competition isn't a bad thing and makes tackling a huge goal much easier.

Resolve to **let some things slide**: Did you try a couple of things that didn't really work last year? Sometimes even when you make resolutions with good intentions they just don't work. So, let them go. Honestly, you have permission.

MUST DO RECRUITMENT / HR TECHNOLOGY RESOLUTIONS FOR 2013

by Maren Hogan
Red Branch Media

Best Practices

The purpose of recruitment technology is to make finding and hiring employees easier for either an organization or a recruiter. It helps to organize information so that it can be searched through in a systematic way; recruiters can more easily narrow the number of applicants by searching for specific criteria.

Like any other software, recruiting software is intended to save time, energy, and resources. By eliminating paperwork, it prevents loss of information and saves space. It also helps recruiters make better matches between jobs and candidates by allowing recruiters to save information and apply filters to searches. Software also helps to comply with anti-discrimination laws by keeping recruiters from bypassing applications. As long as an application matches the search criteria, it should be considered equally with other applicants.

With software, recruiters can automate tasks, find vacancies, generate reports, group candidates, integrate job boards, integrate web sites, integrate voice over internet protocol, manage work, migrate data, parse resumes, search for candidates using a variety of filters, send emails and texts, and track progress. One could save hours by using a software to assist in the recruiting process.

When choosing a recruitment software, one should consider platform, scalability, speed, implementation, price, ease of access, navigability, and search features. Most software vendors provide free demonstrations or trials so that recruiters can be sure that it will fit their needs.

General Considerations for Selecting Recruiting Technology

Overall considerations for selection are easy to confuse with a feature list. However, they can be easily differentiated in the following manner: software will either have or not have a feature. General and overall items will be answered with a range. For instance, all software systems have a certain level of performance, but some are faster. All software has usability, but some are easier than others. The best way to use this list is to give each software system a ranking 1-10 as you demonstrate various applicant tracking systems.

1. Feature set (Overall rank)
2. Speed and performance
3. Customer service
4. Legal and compliance
5. Training
6. Usability and ease of use
7. Scalability
8. Reporting and metrics
9. Implementation, ease of
10. "Upgradability" and compatibility
11. Customization options

Cost Structure of Recruiting Software

Essentially, no cost structure for enterprise grade software is as simple as it sounds. Each method of procurement involves consideration of up-front and future costs. Here are some things to consider with each type of service. No one particular cost structure is correct for all companies—you have to find the type that meets your individual company needs.

1. SaaS: “Software as a service” systems offer web-based systems that usually scale costs based on the number of recruiters (users). Factors to consider: Future growth of your employee or department base can lead to high monthly costs. Additionally, SaaS systems may be month-to-month prices with no contract. Building your workflow and company around a particular system can lock you into that system for the long term. Without a contract, the vendor can raise prices once they have a group of clients using their system.

2. Direct purchase: Directly purchasing and hosting your own recruiting software is an option for larger or more technically inclined companies. The expense is one time; however, the factors here to consider are on-going development costs and customer service charges. There is a real cost to upgrading systems on your own; it often proves prohibitive to develop new features on your own. Additionally, if the company provides development and customer support, you are dependent on that company and beholden to their price structure as well. Your on-going costs will be determined by your future technology needs, which are often very difficult to predict.

3. Hosted software system: Many companies purchase software and either host the software themselves or access the software through direct calls. Usually there is a fixed cost for implementation and purchase of the software license, and then a going fee for support, maintenance, and upgrades. This “Microsoft” model provides a good balance of price control and predictability for many companies. Factors to consider include cost of implementation and contractual support options.

4. Managed services: Certain large companies benefit from outsourcing their technology management and procurement to professional firms. Managed services are not typically used for recruitment technology in particular; however, general HR system technology can be outsourced to a number of specialized firms. Cost factors are easily controlled through a service delivery contract. However, costs are based on a consultative process and hourly rates, which tend to be high (although fixed.)

The comprehensive list of recruiting software features can be a mile long. An example of a feature (versus a function) might be “The ability to post a job to a major job board that we have an account with” or “The ability for candidates to login and alter their own profile.” However, it is good to have a list of major software functionality by which to rank vendors. It is important to note that not all vendors will have each capacity. For example, recruitment marketing metrics analysis may not be addressed by the software; however, if you just purchased a specialized recruitment marketing metrics software, this could be a very good thing. The goal is to strike a balance between independent, specialized services (such as recruitment metrics, video interviewing, and assessment software) and a comprehensive system. More could be written about the philosophy of having many disparate but interoperable systems versus having one comprehensive recruitment technology platform, but that is beyond the scope of this report.

Here is a list of the core functions that recruiting software vendors typically address:

1. Applicant database and tracking (recruiter activity)
2. Assessment
3. Background verification
4. Candidate communication
5. Career site
6. Client and company activity tracking (CRM-like functionality)

PRIMARY RECRUITING & TALENT MANAGEMENT SOFTWARE FUNCTIONS

Best Practices

7. Compensation
8. Compliance and EEO / OFCCP handling
9. Employee referrals
10. Internal team collaboration (hiring managers and team leaders)
11. Job distribution
12. Mobile deployment
13. Onboarding
14. Performance
15. Recruiter performance reporting
16. Recruiting vendor management and referral tracking
17. Recruitment marketing analytics
18. Requisition approval and workflow
19. Social distribution and social recruiting
20. Sourcing
21. Succession
22. Planning
23. Talent Management

Who to Involve in your Procurement Decision

When purchasing recruiting software, all the regular considerations for purchasing enterprise software should be in place.

The committee head or VP of recruiting should research general software procurement best practices, as it may be a new area of experience for them. You want to develop not only a strong committee and decision team, but a solid methodology on which to base your decision.

PRIMARY RECRUITING & TALENT MANAGEMENT SOFTWARE FUNCTIONS

Individual recruiters will, of course, be the primary users of the software system. Typically, organizations run panels of recruiters to assess technology and develop a feature set. In general, be sure to get user input early on in the process so that you don't spend time on the wrong path. Besides the actual users and the manager or VP of the recruiting department, here are some considerations on who to involve and what they can bring to the table:

1. HR Head: The actual software decision is often delegated to the VP or head of recruiting, and, especially in major corporations, the head of HR becomes divorced from the process. Ensure that the Director/VP of HR is involved in the committee, at least from a high level, because the interaction and integration with other HR systems can and should be heavy. Recruiting software should not exist in a silo, and most likely has to communicate with various back office HR functions.

2. CFO / finance: The head of finance or CFO is often called upon at the end of the process in order to OK the software expense. A member of the finance team should participate as early as possible. Not only can a member of the finance team discuss the financial systems and technology that must integrate and coordinate with the HR software, he or she can also contribute a deep perspective of the corporate bottom line.

3. Legal: Employment law complicates recruiting software, especially in large companies with multiple locations or an international presence. Be sure to involve legal specialists or HR compliance specialists to get ahead of any employment law requirements and required workflows.

4. CIO / technology: Your head of technology is most likely a strong hiring manager; so, of course, the manager's input as a departmental user of talent assessment tools is valuable. However, his or her primary function can be to direct the very high-level selection of types of technology. Can you use self-hosted solutions? Open source? Cloud-based monthly subscriptions? PC Application or web based technology? There are considerations of performance, uptime and availability, and future development that only technology executives typically understand.

5. Procurement: Software procurement is an art in and of itself, but procurement is often involved only for the purchase order or for signoff. Procurement can assist in developing future cost models, which can get quite complex over time, in particular with future expenditures with SaaS-based models and service contracts. Software is usually not a fixed expense, unless internally developed—the resulting complexity of future value dollars requires some specialized analysis.

PRIMARY RECRUITING & TALENT MANAGEMENT SOFTWARE FUNCTIONS

Additionally, be sure to involve external people in the process. This can come in the form of unsolicited customer references or networking with ex-employees who are now using a different software system. The decision making committee should discuss their past experiences from other companies and jobs, as this is often a great wealth of practical experience.

Summary

No matter if you are a recruitment agency or corporate talent acquisition team, no recruiting software is going to fundamentally

change the way your recruiters recruit. It isn't going to make them pick up the phone, become technical sourcing wizards, or document every candidate or client interaction for them. However, it's hard to over-state the importance of a system that your recruiters will "live in." Having a well performing and enjoyable software system that meets the needs of your recruiting team can help drive productivity and effectiveness. Additionally, proper selection and implementation of recruiting software systems is rapidly becoming a sought after skill for talent acquisition managers and recruitment agency executives.



A RECRUITER To Do LIST FOR 2013

by Miles Jennings, CEO of Recruiter.com

2012 was an eventful year in online recruiting. Social recruiting got so mainstream that it's almost banal to talk about. There were a few big tech acquisitions that showed the world how important recruiting software and staffing technology will continue to be. Phones got even cooler and Congress and the president stayed the same. The economy tossed about in its slumber, but never really woke up. Unfortunately, exactly 50 percent of recruiters suffered below average performance for 2012. But luckily, half of recruiters excelled above their peers. *That's a joke, guys.*

And so again, when robots should be refueling our airborne cars, it's instead just another year to put our noses to the grindstone and get to work. Here is that quick "To-Do" list that is oh so not quick to actually get done for next year.

- **Always get back to candidates.** Just do it. Don't make it a big deal. Send a quick email. Don't worry about being rude. Or being short. Or shattering someone's dreams.

- Always get back to candidates.
- Use the tech you have.
- Have a smart template system.
- Don't get stepped on.
- Fix mobile.
- Be one of them.
- Go beyond.
- Don't lie.
- Stop wasting time on the web.
- Get the right job for yourself.
- Stop worrying.
- Have more fun.

Just do it. It's the right thing to do. If they are treated right, candidates multiply. So do clients for that matter.

- **Use the tech you have.** No matter if your company just invested in a fancy new ATS or if you have a 1999 Palm Pilot that you are entering contacts into, make sure to use the technology that you have. Everyone always says that with CRMs, you only get out what you put in. This year, don't even let the thought cross your mind that technology is management looking over your shoulder or "big brother." Document everything you do religiously, and enter in every bit of candidate information that you can. Information, more than ever, is your arsenal. You need all that deep data to put you above and beyond your competition, who is more than likely just zipping through social profiles and forgetting they even have an ATS. Over time, your database of clients and candidates grows in value into something much more than any public source of data. It's your own success that you are building by actually using recruiting systems systematically.

- **Have a smart template system.** If you're a corporate recruiter responsible for processing hundreds of applicants a day, the first to-do doesn't apply to you well. Instead, review your template system generated upon candidate actions, such as for application and interview. However, for any candidate that you have a personal interaction with, make sure you do follow up. Just because you're behind a big corporation, it doesn't make you exempt.

- **Don't get stepped on.** Recruiters are forever on the outside looking in, and it's easy to fancy candidates, clients, and hiring managers as being somehow higher up on the totem. They are in the industry and they know the profession after all, and recruiters are just bottom feeders sucking off the side of the tank (kidding). Don't let hiring managers push you around and don't get entranced with high-end candidates that make more or know more than you do. You owe it to yourself to act like a professional and not waste your time. Demand feedback. Demand respect. Demand common courtesy.

- **Fix mobile.** Your candidates are definitely using smartphones, as you most likely do. But chances are that you aren't doing anything to help them work with you through their phones. Make sure that you have a job application process that actually works for people with mobile devices. But an even more important step is to make sure that you are reaching candidates in the way that they want to be reached. Ensure that this year, you finally use your ATS and flesh out every bit of contact information. Get their cell-phones. Ask them if they want text job alerts. Ask your candidates about how they use mobile.

Then engage them in the way that they want to be contacted and do an even better job of staying in touch.

- **Be one of them.** Whatever it is you recruit for, you need to get inside their heads. If you're not reading every trade journal for the industry or profession for which you recruit, you're missing an opportunity. If you aren't constantly advancing your understanding, you probably won't be in this business very long. Go the extra mile and become your prey – you should understand everything you can about what your candidates do and how they do it.

- **Go beyond.** Besides learning about what they do, do something different yourself. Knowledge only goes so far—demonstrate it! Write a blog, write a book, start a club, speak at an event, start a website, contribute to a publication (maybe Recruiter.com?), or do some nonprofit work. Read a book on HR even if you don't work in HR. Read 10 books about esoteric talent management practices. Read about interviewing tactics and jot down some notes. Just try to do a couple of things that are solidly above and beyond your job description. It's not to get clout (or Klout), it's to develop your skills, job security, and to network beyond your usual circles.

- **Don't Lie.** We all lie. Admit it. White lies can be an important aspect of communication. We tell sick people they look like they're getting better. We tell our friends they look thin. However, recruiters are particularly vulnerable to white lies because we don't want to hurt people's feelings. We're dealing

with important, if not life-altering events in someone's life. When jobs and salaries are on the line, it's easy to want to massage the message a bit. The problem is, this often creates more work for you. Instead of thinking of what you owe everyone else, think about yourself. You don't have the time for a constantly blurred reality. Just say it like it is and give yourself a break. Your clients and candidates will appreciate it and I guarantee that you'll be more productive yourself.

- **Stop wasting time on the web.** When employers started putting computers on everyone's desks, computers were a lot less fun. They were green screened calculators and fancy Rolodexes. Now we have the web, which often makes prime time television look like War and Peace. Recruiters have it harder than most, as some legit activities are very close to wasting time—like checking out social media profiles and learning about different professions and skills on the web. If you're not careful, wasted minutes can slip into wasted days and weeks. So figure out a system to ensure you're not wasting your time by accident. RescueTime is a cool little tool for the analytical among us. But it doesn't have to be fancy—use an egg timer if you have to. Seriously, it's important.
- **Get the right job for yourself.** So you get jobs for everyone else, but are you in the right job yourself? Do you long to work a corporate gig, get into recruitment sales, or source candidates using Boolean all day? Whatever it is you want to do in recruiting, you owe it to yourself to make it happen. If you can alter your job with your current employer, do that instead of jumping—now isn't the time to be the new guy. But if the job you

want doesn't exist or is impossible to get, it's time to move on. Get motivated to make your move and just do it already.

- **Stop worrying.** How many people in your office feel great about being recruiters? I would bet that you hear people every single day saying "How did I get here?" and repeating some of the same things candidates say, like "Low life recruiter" or "bottom-feeding." This is the year to give up that negativity. This is also the year to not spend even one more second debating about whether your profession is going away, or if the recruiting industry is being transformed, or if machines and big data will supplant relationship-oriented recruiting. The staffing industry is bigger than ever, executive search isn't going away, and the recruiting function is even more valued than it was 10 years ago. Vow to not waste any more time worrying and just succeed at the career you have. Because it's a great one and can take you anywhere you want to go.
- **Have more fun.** Since when was having lunch with friends and getting people jobs work? Don't forget why you love this profession. Be sure to schedule plenty of fun networking events for yourself—whatever it is this means to you. Have lunch with old high school friends and figure out what everyone else in your class is doing. Go to a C++ class and talk to some developers. Go to a college and teach a class on getting a job. Whatever you do, just get out of your head once in awhile and be sure to have fun. Hope this list gets you off to a good start. **Good luck out there and best wishes from us at Recruiter.com for tremendous success in 2013.**

ABOUT

Our mission at Recruiter.com is to connect personal inspiration with professional opportunity. To do this, we have to keep people at the center of every stage of work. We want to raise a hand for the human element in job search, career development, and recruiting.

- **Develop Your Career**

Find what you need to advance your career. Get career advice that will keep your job moving forward. Make the connections you need to capture opportunity.

- **Be a Better Recruiter**

Get yourself to the top of your career. Become a recruiting expert with daily tips and advice. Stay on top of your industry and promote your business.

- **Find a Better Job**

Make a connection with the right people. Find the right jobs for you. Stay in touch with trends and opportunities. Get yourself out there.

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