INTRODUCTION

Thank you for downloading Recruiter.com’s 2014 Recruitment Technology Trends Report. In this special report, you’ll find everything you need to stay ahead of the technology curve. Use this report to develop your technology strategy, benchmark your current systems, and improve your understanding of the marketplace. We’ve gathered information on everything from applicant tracking and staffing software to mobile and social recruiting trends. We hope you find the report useful to your daily practice and also enjoyable to read.

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The 2014 Recruitment Technology Trends Report

From Miles Jennings, Founder of Recruiter.com

Wow. As I read through this recruiting tech report, that’s all I could think. First, because it’s more like a comprehensive book than a typical report, and I’m proud of my staff for producing it. Second, and most importantly, because there is just so much going on in our industry.

There has been an absolutely unbelievable number of new technologies released just this year, all trying to address one problem: making hiring easier and better. It should be easy right? There should be “one solution to rule them all” by now, right?

Wrong. The complexities of job requirements combined with the fact that we’re dealing with humans makes “one-stop shopping” for hiring needs nearly impossible. No one vendor has stolen the show, and innovative new solutions pop up almost every day. The recruiting tech landscape still looks highly fragmented, which makes it a joy to discuss and follow.

A big thank you to all of the people that made this year’s report possible: our advertising clients, staff, writers, contributors, designers, and, of course, you, our readers, who rely on Recruiter.com to stay informed. A special thank you also goes to iCIMS, our Premier Partner for the report.

I feel very lucky and privileged to be involved in an industry as dynamic, ever changing, and fun as recruiting. Together, we can make a difference in people’s careers by enabling efficient, thoughtful, and accurate hiring. It’s not a job for any one of us alone, but certainly a job for all of us to work on together.

Please enjoy this year’s Recruitment Technology Trends report!

Miles (@milesj)
THANK YOU

iCIMS, our Premier Partner

iCIMS, a leading provider of innovative Software-as-a-Service (SaaS) talent acquisition solutions, is an Inc. 500 and Software Satisfaction honoree focused on solving corporate business issues through the implementation of easy-to-use, scalable solutions backed by award-winning customer service. The iCIMS Talent Platform, the industry’s premier candidate management solution, enables organizations to manage their entire talent acquisition lifecycle from sourcing, to recruiting, to onboarding all within a single web-based application. iCIMS is one of the largest and fastest-growing talent acquisition system providers with offices in North America, UK, and China. To learn more about how iCIMS can help your organization, visit http://www.icims.com or view a free online demo of the iCIMS Talent Platform.

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Being an early adopter in the recruitment industry means always testing new technologies at both personal and professional levels...

Recruiting Technology Trends

Technology. It rarely sits still for long. Being an early adopter in the recruitment industry means always testing new technologies at both personal and professional levels. With the HCM market as dynamic and energetic as it has been over the last three years, sometimes this can even mean re-learning a new technology tool after it has been assimilated into a larger system.

Social Finally Creates Measurable Value as a Data Source

One of the places where this seems to have happened the most is in the sourcing space. Sourcing, once primarily a skill honed by a certain subset of the recruitment market, is now being automated by several tools, many of which were acquired as recently as last month by high-profile behemoths: LinkedIn nabbed Bright, Monster grabbed TalentBin, and Identified was snatched up by Workday. While various press releases and corporate communications may cite different reasons for each acquisition, most analysts see it as the M&A version of “keeping up with the Joneses.”

Regardless of the reasons, this means that the average recruiter using the Brights and TalentBins of the world must now figure out how to use these services in potentially new and different ways. Most of the tools that were acquired fall into the category of social sourcing tools or open web/data aggregation tools. Most end users will be expecting new training or paying careful attention to where their saved searches, previous data, and new contact information will be stored. The HR buyer will be wondering when prices and/or service terms will shift.

What the spate of social acquisitions most clearly demonstrates is that the most advantageous use of social has finally been identified. More than a potential opportunity to revolutionize recruiting, social seems to have come into its own and provided significant recruiting value at last.

Mobile Recruitments Gets a Boost from Google

If one were to try to identify a pattern based on the last few years of purchases, one might assume that the next space ripe for acquisition by the bigwigs would be mobile. Recruitment technology providers that specialize in mobile have seen their services further legitimized by Google’s new
Staffing agencies and SMBs should look to innovate while the cost is low and invest in mobile now...

Search algorithms, which promise to start actually penalizing sites that are not responsive in nature, including career sites.

Companies that provide mobile site graders, like iMomentous, are likely seeing an uptick in traffic and informational demand. Companies that chose not to stay current with mobile advances are scrambling to update all at once. Providers, for their part, are slowly building support for products that are neither mobile nor desktop, but responsive, meaning they work flawlessly on any and every device.

LinkedIn has been leading this charge at the enterprise consumer level. The shift to mobile can be credited in part to an increasingly global workforce, as is evidenced by the proponents of mobile recruitment, who generally have the data to demonstrate the need for mobile recruitment solutions and the ability to show how different methods work for different demographics.

Expect smaller companies to lead the charge in mobile, and expect larger organizations to purchase them close to this fall. What this means for recruiters: large companies and RPOs seeking mobile solutions should wait until fall of 2014, when such solutions will likely be integrated into systems they already use, with supplemental training. Staffing agencies and SMBs should look to innovate while the cost is low and invest in mobile now, to avoid being dinged by the larger search engines, who are likely to follow Google’s lead.

ATS: Slow and Steady Wins the Race

Tracking applicants almost sounds antiquated to some. If you are an active participant in the recruiting blogging or analyst community, then the fact that every recruiter is not actively using an ATS might shock you, but that is the reality. In fact, there are some who have never heard the term “ATS,” instead referring to ATSs as “recruitment systems”.

From adding social share buttons to offering a wide array of job board options and moving to freemium models, ATSs had been at the forefront of the recruiting process in the early 2000s. However, as other, sexier movements captured the attention of recruiters everywhere (social, mobile), ATSs didn’t seem to be making the same strides.

But that’s okay, because these other movements are integrating into ATSs, which is how it should be. The ATS is primarily organizational in nature; it’s not a recruiting “movement.” So product lines,
like video interviewing, are actively making inroads with different recruiting systems or ATSs and ensuring that their products work within the applicant tracking environment. Forbes’ Liz Ryan says:

“The ATS vendors that will survive to 2020 and beyond will be the ones that figure out how to humanize the selection process. Luckily, it isn’t complicated. An ATS that were oriented toward engaging job seekers rather than intimidating and repelling them would be a good start. Once we make contact with a job seeker, that contact should be human.”

ATSs become more souped up with each passing season, from simpler apply features and front-loaded applications to custom career portals and branded applications – all without users having to do very much at all. It is seemingly a buyer’s market when it comes to selecting an ATS.

This is also happening conversely, with other recruitment technologies growing their product sets out of their original intentions and creating recruitment systems of their own that include ATSs. These either happen via smaller acquisitions that started as integrations or through ATS creation within the products themselves.

One of the ways that recruiters and enterprise buyers can take advantage of the changing landscape is by requesting specific features their chosen ATSs may not have. Most vendors will pull together deals to appease a customer, especially when the market is so thoroughly saturated with applicant tracking systems.

Recruitment Advertising: What is it really?

If the ATS space has become a buyer’s market, enterprise buyers and talent acquisition pros will know how today’s top-tier candidates feel. Recruitment advertising seems to fall into one of two categories: high demand and high turnover. In both cases, recruitment advertising is designed to attract, hopefully more quickly than standard methods.

As is the case in so many of the increasingly active spaces in the recruitment technology arena, there are a plethora of providers trying to make recruitment advertising easier to implement. There is some serious overlap in the recruitment marketing arena. On one hand, there is an overlap with job boards when trying to eke out mindshare in the high-turnover sectors. On the other hand, there is a great deal of overlap when it comes to employer branding in the high-demand area. The technology offerings and trends reflect this gray area.

Users are increasingly able to target potential applicants in ever-narrowing streams, and they can gain a much broader distribution than before. Creating multimedia ads that include video, social, and even mobile options is easier than ever before, and sharing those from multiple points is dead simple. The analytics provided to users allow ever-increasing granularity and better tracking, which help with source of hire and future recruitment marketing endeavors. Josh Bersin says:

“At Oracle, where recruiting is an art, the company specializes its recruiters on narrow job areas and gives them administrative support for social networking, ad management, and scheduling. The recruiters are very senior, and
they are measured on their ability to strategically source and attract passive candidates, often from competitors. Hiring managers play a major role in the process and partner with recruiters on sourcing and assessment."

While agencies pioneered much of early recruitment marketing and its distant cousin, employer branding, today agencies are used less for creation of recruitment marketing and more for management of the multitude of systems, channels, subcontractors, media, and processes that large recruitment marketing campaigns can comprise. Even vendors are getting in on the act, by providing simple tools to allow smaller companies and agencies to do more with fewer people, less money, and less content. In the same way that companies like Hubspot and Vimeo have allowed companies to transform their automated marketing, recruitment technology vendors have created WYSIWYG tools to allow recruitment marketers to create, track, and tweak any automated campaigns, all the better to stay in touch with both applicants and candidates.

The ability of more professionals within the talent process area to build job listings, design career portals, contribute to social streams, and, most importantly, create applicant friendly content, has allowed recruiters the use of employee ambassadors within their respective companies, which in turn gives a more comprehensive and well-rounded voice to those representing the company in the public square. In time, this collaborative approach to recruitment marketing may increase engagement internally as well.

**Apps: Dying a slow death?**

Finally, the trend that wasn’t: apps. In the beginning, a lot of companies decided to design apps. But once again, the market dictated the need, and it wasn’t there. Apps for companies were expensive to create, tough to market, clunky, and very unlikely to be downloaded by anyone but the employees themselves. Today, we are seeing lots of app-makers, and the barriers to entry are lower. Consumer behavior (and candidate behavior in turn) has also shifted to seeing apps as “consumable” – that is, consumers are likely to keep apps for the time they need them and shift around their preferred apps more regularly. So perhaps this trend will see a resurgence in the near future.

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**4 Crazy Recruiting Technology Trends You Don’t Even Know About Yet**

_by Jessica Miller-Merrell_

Technology is big business in the human resources and recruiting industry. More importantly, these new technologies in recruiting provide a movement towards real change and opportunity – opportunity that Towers Watson says will be an $8.1 billion industry by 2015. The need to grow, update, and invest in new technology for human capital can no longer be ignored, especially since our employees are of the expectation that workplace technology should be just as new, shiny, and advanced as consumer technology.

Sadly, the technology adoption curve of HR and recruiting isn’t always cutting edge, and I estimate the lag of the adoption curve between the consumer and recruiting industries to be in excess of 36 months, with social recruiting only now being accepted as a must-have tool that recruiters cannot live without.

Because of this, I look to current consumer trends to help shape and grow the next 2-10 years of recruiting innovation and recruitment technologies. Here are four crazy predictions for recruiting technology innovations that you haven’t even thought of yet.
Wearable Technologies as Part of Interview Process and New Hire Training

At this year’s consumer electronics show in Las Vegas, wearable technologies like fitness bands and smart clothing were all the rage. Imagine hiring managers fitting their interview candidates with small wearable devices to measure stress levels as part of a post-offer physical fitness test for certain positions. Using these wearable technologies as part of the hiring process gives a whole new meaning to the phrase “stress interview.”

New hire training can sometimes be a bore, especially when it comes to training foundational skills or people in positions that are highly focused on safety and body positioning. Wearable technologies like the Leap Motion Sensor and Xbox Kinect will be adapted to train new hires in the importance of safety or ergonomic positioning in an office or other workplace setting.

Multi-screen Recruiting

While not a single technology, recruitment follows consumer trends. One trend I’m most interested in is multi-screen recruitment. It goes beyond mobile and allows for a more complete experience on any and all devices, especially those used at the same time. Examples could be a job seeker using a desktop computer in tandem with a mobile device to apply for a job, and a recruiter streaming a job interview from their Google Glass while also viewing a candidate’s application and scoring their interview in real time using a tablet or mobile device.

Employee Engagement Tested Through Neuroscience

At SXSW, I witnessed a live demonstration of a glass brain where session attendees were able to see the brain’s responses and the neuron interconnectivity of a volunteer’s brain in real time. By combining virtual reality technology with a custom-fitted cap to map brain activity, HR, hiring managers, and bosses alike could literally get inside the heads of their employees. No longer must executive leadership teams rely on costly and time-consuming employee engagement surveys. Employers could uniquely understand if employees were truly happy with their work or map the times when employees are most productive, to optimize workplace office hours and scheduling.

Better still, imagine the possibilities of putting your employees through virtual reality test drives of their new jobs without ever leaving the face-to-face job interview.

Self-Predictive Analytics Based on Public Social Networking

Big data and the information gathered from leveraging large amounts of data present great opportunities to streamline processes and anticipate changes based on patterns of data. It’s the publicly available data that I’m most excited about, as a growing number of our employees and candidates share intricate details of their lives online. Imagine using this public data to predict turnover patterns or the impact of a quarterly layoff on a workforce. Think about using it to anticipate workplace productivity changes based on past sporting events like the Super Bowl and March Madness so that you can limit downtime and focus on driving efficiency. It’s just capturing, processing, and presenting that data that proves the most challenging.

As recruiting innovations continue to grow, I’m excited about the new and emerging technologies and how they will disrupt our industry. How do you see consumer technology trends shaping the future of recruiting?
Hiring Tech Trends that will Change Everything in 2014

by Shala Marks

2014 will be a pivotal year for the recruitment industry, and Recruiter.com has asked some of the field's leading experts to tell you why.

Read on to discover the innovative technologies and trends today's recruiting professionals say will change the game of recruitment this year and beyond:

The Future of Staffing Software – Art Papas, CEO & Founder of Bullhorn

2014 is the year that the consumerization of staffing software goes mainstream. Apple has shown people that computers and software can be a pleasure to use, so there's just no reason that staffing software should be so difficult to comprehend. Today, most staffing software is horrible – customers have come to expect cumbersome screens, slow queries, ugly graphics, and two-day training courses from their software vendors.

And staffing software is generally stuck 5-10 years in the past, from a user-interface perspective. The most progressive companies in the software industry are embracing the notion that software should be a pleasure to use, like Facebook or LinkedIn. No one needs a training course for Amazon. It’s time for staffing software providers to embrace the usability and scale that define the best modern enterprise software – a clean and streamlined interface, in-app guides that educate recruiters on how to use the software and produce quickly, and a responsive design. Staffing software makers will have a choice: Evolve in 2014, or be replaced in 2015.

Recruitment & Marketing – Tim O’Shea, Solutions Consultant at Lumesse

Treat recruiting like it's marketing, not like it's supply chain management. The fundamentals of marketing and talent acquisition are getting harder to tell apart. Both disciplines focus on target markets, branding, and nurturing. Velocity and conversion rates are critical measures of success in both areas. With the increase in demand, recruiting is once again breaking away from HR. In the long run, that’s a good thing.

What marketing has that recruiting often doesn’t is a hunger for innovation and competitive advantage. Recruiting must change to keep pace. Getting to your prospective customer first, and with more impact, is critical.

HR Roles Shifting Toward Talent Success – Tim O’Shea, Solutions Consultant at Lumesse

If you love something, set it free. HR practices are starting to be oriented towards the individual and away from the organization, balancing between the two to ensure mutual advantage. The role of HR will shift toward creating the conditions in which talent succeeds, and not, as so often happens, mitigating the impact of bad decision-making and poor management.

HR professionals will start to understand that talent is truly a commodity that can walk, and the organization needs to compete daily for it. That’s the case with new and existing employees. If bad management, bad practices, or poor working conditions stand in the way of that, HR must be empowered to challenge beyond its own function.
Increased Hiring Success Rates – Ben Baldwin, Co-founder of ClearFit

With industry averages for hiring success continuing to languish at 50 percent, technology will come to rescue hiring managers from their own admitted poor hiring effectiveness. Technology that maps applicants to job success, like ClearFit, will significantly improve the success rate in finding and hiring employees that succeed. With over 10,000 businesses having hired using ClearFit, we’ve proven to be five times as successful as traditional hiring.

Looking beyond that, customers are demanding simplicity in design and the ability to replicate their top performers. Hiring is moving quickly, and the software must support hiring managers who need it to be fast, efficient, and simple. As businesses continually seek to up the skill and performance of their teams, they are also demanding new methods for finding and hiring more people just like their highest-level performers. We call it the “All A Team”.

Speed: the New Measure for Success – Tim O’Shea, Solutions Consultant at Lumesse

Speed is underrated in HR and is often falsely contrasted with quality. This is a mistake. Speed and quality are often related. We believe the new key metric across many talent management tasks is time-to-effectiveness. This is the time between start date and optimal performance, or the time between a new skill being required and the successful demonstration of that skill. Time-to-effectiveness in talent management needs to be measured in days and not months.

Ben Baldwin, Co-founder of ClearFit, on the same topic:

Technology will significantly increase the ease and speed of hiring. Manual and disconnected processes, like creating job descriptions and pushing out and promoting postings, will become simple tasks that hiring managers can achieve from one place and with two clicks. At ClearFit, we’re using technology that allows hiring managers in SMBs to build job descriptions in just a few clicks and push them out to job boards in one click. The impact is that hiring managers that used to spend hours and days to get this done are now receiving applicants the same day they sit down to start the process, and everything takes less than 10 minutes.

5 Ways the Web Has Changed Recruiting, and How to Keep Up

by Connie Lee Schiefer, SVP of Product Management at SimplyHired

2014 marks the 25th birthday of the World Wide Web. Both recruiting and job seeking have moved from paper to digital, and it seems new technologies arise every year to change the way recruiting is done. Here are the big trends that have shaped the Web and how they are evolving the way recruiting is done a quarter-century later:

1. **ATS:** As the bellwether tools for efficiency in recruiting, many ATSs did not live up to the promise of making life easier for the job seeker. Usability continues to lag, yet job seekers want the software to work as easily as their Apple and Google accounts. Make sure your ATS is neither
turning qualified candidates away by making it too hard for them to apply, nor forcing them to lie by not providing enough options.

2. Job Search: Whether they use Google, Bing, or Yahoo, job seekers go to search engines as their first stop in looking for jobs online. Many now bypass the job boards and go straight to Google or use a job search aggregator. If your jobs aren’t showing up on Google or the job search aggregators, like Simply Hired, how are the qualified candidates going to find you?

3. Mobile: Studies show that more than half of digital time is spent on a tablet or smartphone. With PCs falling by the wayside, more job seekers expect to be able to apply to jobs from their smartphones and tablets. Is your careers website mobile friendly, and can candidates apply from their devices? Get on the mobile bandwagon now, so you don’t miss reaching the multi-platform majority.

4. Cloud Storage. Nearly everyone has data in the cloud nowadays. Apple iCloud, Google Drive, and Dropbox all claim a hundred million users or more. Consumers use these services to store music, photos, and documents – and that includes their resumés. Does your application process let users upload their resumés from the cloud?

5. Social – Facebook, LinkedIn, Twitter: You’ve been hearing about social for years now. Thanks to social media, it’s not only easy to find people, but it’s also easier for people to speak their minds on sites like Yelp and Glassdoor and on publishing platforms like Tumblr and Medium. Social holds companies and local businesses more accountable. If you’re engaging in any unethical practices, someone’s bound to complain. Make sure you’re monitoring social activity and keeping all your ducks in a row to prevent social media mishaps.

Regardless of whether resumés come in through the mail, an ATS, or an email inbox, recruiting is still all about people: finding the right people who will contribute to your company in a positive way. That hasn’t changed in 25 years, and likely won’t in the next 25. By keeping up with the pace of innovation on the Web, you’ll create a great experience for candidates – now and in the future.

Further Trends from Industry Insiders

Big Data

From Sean Bisceglia, president and founder, Scout

Big data has the potential to redefine HR as we know it. The emergence of big data has presented an opportunity to solve problems that have long plagued HR professionals, from finding the best candidates to succession and workforce planning.

Despite all the lip service, only 6 percent of HR departments believe they’re utilizing big data effectively. With big data comes big noise that people must break through to reap the real-time insights big data has to offer. In 2014, companies will need to move beyond using data for the sake of using it and find tools to leverage it within their everyday work.

At Scout, our customers’ No. 1 concern has been learning to use the data they have to reach better candidates, faster. We help them to achieve this with our Performance Based Matching algorithms, which are powered by data within our partner ATSSs – Kenexa, Taleo, Bullhorn, Sendouts, and PCRecruiter. We use analytics to pinpoint the specialty recruiter best suited to fill any given job order.
Companies who can effectively break through the noise and apply data to specific pain points will be the ones to win when it comes to big data HR.

Data Strategy

From Janet Sun, VP of Product Marketing, ConnectEDU

As the job market improves in 2014, we will begin to see a gradual redistribution of power from employers to job seekers. This means recruiters, especially those operating in highly competitive industries, will require new approaches to identify the best hires. At ConnectEDU, we see data-driven strategies as the way forward for recruiters looking to hire candidates with hard-to-find skills or for emerging roles and for recruiters assessing candidates with potential, but little work experience.

To address this, ConnectEDU developed the Experience Network – a pool of 5 million entry-level candidates – to help directly target recent grads by optimizing resource performance and maximizing college recruiters’ relationships with their core campuses. Using predictive analytics and an ever-growing set of data to identify highly relevant matches will assist recruiters in finding qualified talent that meets their requirements and best fits their organizations. In addition, combining data-driven targeting with outreach capabilities will enable recruiters to reach the 20-50 percent of current workers who want to change jobs this year – a massive pool of desirable, yet passive, candidates.

Technology Enabled Benefit Programs

From ShapeUp

Today, "virtually all large employers (200 or more workers) and most smaller employers offer at least one wellness program," according to the 2013 Employer Health Benefits Survey conducted by the Kaiser Family Foundation and the Health Research & Educational Trust. In 2014, wellness will become a way to differentiate benefits and compete for talent, with a focus on diverse, personalized programs that encourage activity and engagement.

Some people are predicting that as employers start to look to the insurance exchanges for their employees, wellness programs will lose their cost-control and health screening focus. Instead, they will become ways for companies to differentiate themselves based on benefits, enabling them to compete for the best talent.

The best office perks quickly come to mind. There are some companies that offer bonuses to employees who use up all of their vacation days versus providing incentives to save paid time off. Other companies offer food perks and childcare. Tech companies in particular are notorious for finding the coolest and trendiest wellness perks for their employees. Take Google for example, which offers its employees home-grown organic produce, bikes with free repair, volleyball courts, heated swimming pools for exercising, massage therapy, and on-site physicians. And this only scratches the surface of what companies are offering their employees as unique and fun retention perks.

When companies offer these kinds of perks, workers pay attention. Smart job candidates know good perks when they hear them, and it’s the smart ones you’ll want to hire.

Niche Strategy

From Sara Sutton, CEO/Founder, FlexJobs

One of the trends I predict we’ll see more of in 2014 is recruiters moving to niche job boards to find high-quality candidates for particular jobs, rather than using the traditional big job boards.
At FlexJobs, we've seen a huge increase in the number of jobs posted to our site directly by employers. Employers come to FlexJobs because we're a niche site specializing in telecommuting, flexible schedule, part-time, and freelance jobs for professionals. They're able to find excellent, quality candidates for their flexible jobs on our site. When we compare February 2013 to February 2014, we see a 194 percent increase in the number of jobs being posted to our site by employers.

Right now, our customers are demanding quality job candidates. Employers come to our site because they know the quality of the job seekers using FlexJobs is excellent. Our employer customers are also interested in connecting directly with job seekers through webinars, Q&A blog posts, and other interesting methods.

As the percentage above shows, we are certainly growing. We think this is a trend in the job search industry overall: employers moving from the big-box career sites to smaller, more niche job search services that can connect them with a really high-quality candidate base to recruit from.
Recruitment Advertising Trends

by Matthew Koskinski, Recruiter.com

People have been heralding the death of the job board for years now, but no one has managed to kill it just yet. In fact, the boards themselves seem to be doing just fine: in a survey conducted by Jobs.ac.uk, 64 percent of participants said job boards were the most effective method for recruiting candidates last year.

But job boards are far from indestructible, and they will only thrive if they can dynamically adapt to current technological trends. That means that job boards will have to ditch the “two boxes” approach, whereby a job seeker enters their location in one box and a job title in the other. Such oversimplified criteria return hundreds — if not thousands — of job postings, which means candidates and recruiters who may be a good match often never find one another. Instead, the job board of 2014 will leverage new technologies, like resume parsing, AdWord optimization, and contextual search, to refine the old process into something far more constructive for candidates and recruiters alike.

What Counts as a Job Board, Anyway?

As job boards grow smarter this year, we may want to reconsider the category as a whole: just what counts as a job board these days? If we can post jobs on Twitter, does that mean Twitter is a job board?

According to David Bernstein, Vice President of eQuest, that’s the wrong question to ask. Instead, recruiters need to be concerned with finding the advertising channels that will lead them to top-tier talent. For some, those channels might be places we don’t traditionally call

SimplyHired
SkilledJobsDirect
IvoryStandard
Job.com
“job boards.” But if the traditional boards themselves are changing, our thinking about what counts as a job board should change, too. The lines have blurred between job boards and other technologies — and that’s a good thing.

**Niche Job Boards**

Niche job boards are like regular job boards, except more focused: they only carry postings for jobs in specific fields. For example, Dice advertises opportunities for IT professionals, whereas Mediabistro publishes openings for journalists, publishers, and other media roles.

Recruiters should also consider niche job boards to advertise their opportunities, and job seekers should be looking at the niche boards that correspond to their specific skill sets.

According to the jobs.ac.uk, 72 percent of recruiters preferred specialized job boards for sourcing candidates in 2013. Sabrina Baker, CEO at Acacia HR Solutions, wrote that job seekers looking online for work should turn to niche job boards as some of their most effective tools. These job boards are a boon for both recruiters and candidates: recruiters are more likely to come into contact with qualified talent, and candidates are more likely to find jobs that match their skill sets.

**Job Distribution Software**

Because job boards won’t be disappearing in 2014, recruiters should be looking to maximize their use of the boards. Enter job distribution software: these tools help recruiters cast a wide net by posting job openings to a variety of websites.

There are a number of distribution softwares available, so who recruiters choose to work with will depend on their specific needs. Flazingo, for example, markets itself to what it calls “DIY” recruiters — that is, people in smaller businesses with tight budgets. Solutions like AkkenCloud and HireFuel are pricier, but they serve a different demographic: companies large enough to know what they’re doing.

One of the most exciting job distribution platforms out today is Jobcast, which lets users turn their brands’ Facebook profiles into company job boards, thereby leveraging two approaches at once: social recruiting and dynamic job boards. Jobcast’s hybrid approach will set a trend for recruiters in 2014: remember that technology is blurred, and job boards are no longer static. It’s all about what channels will reach the candidates you need.

**Talent Networks**

According to Deloitte Consulting, we’re moving toward an “open talent economy,” as a direct result of globalization, expanded telecommunications capacities, geographical mobility, and widespread education. In such an economy, employers and talent will be on more equal footing than ever before. Job seekers no longer accept your job offers — they choose to work for you.
Deloitte urges employers to consider a new way to advertise opportunities: orchestrating talent networks. These are networks where people can all co-mingle based on their shared relationships with a given company. They exist across the Web — especially on sites like LinkedIn and Facebook — and they bring together people of all stripes: customers, employees, alumni, executives, and even prospective talent. If companies manage these communities well, they cultivate a pool of ready-to-go talent. When a job opportunity pops up, the company should be able to draw from the talent network to fill the position quickly.

Overall, it looks like 2014 could shape up to be a transitional period for recruitment advertising: job boards are morphing, lines are blurring, and the very relationship between recruiters and talent itself is changing.

The Two Most Important Job Advertisement Factors

by Maren Hogan, RedBranchMedia

Recruitment advertising continues to mature in both the ways we write recruitment ads and the ways we distribute them. It seems that a new channel emerges every day, and only slightly less frequently do we get a shiny new set of best practices to go along with the changes. These two factors alone can decide whether or not a job advertisement is even viewed.

Because of the plethora of job sites, the advent of aggregators, and the focus on the “talent wars,” we should start by looking at content. Content begins with the first line. In email marketing, this would be the subject line and the teaser or preview copy. On job boards, this is the ad title and the first line or two. Often, these, more than any other factor — with the exception of salary offered, a concept that is quickly growing extinct — will entice clicks. If done correctly, these will be clicks from the right candidates.
Give someone a good idea of what the job is really like...

Don’t waste space with ridiculous text that means nothing to the job seeker. This includes:

• Requisition numbers, internal titles: #008945 CASE MGR- LEVEL II

• Pointless characters: JOB DESCRIPTION: The Case Manager, Level II has the following responsibilities …

• Company-centric text: Acme Corp. is an innovative and cutting-edge employee-owned company where we work hard so we can work even harder … If you need to use a company boilerplate, put it at the end.

Body content should also give someone a good idea of what the job is really like, rather than a classifieds-esque listing of responsibilities and demands. If you can, paint job seekers a picture of who they’ll be working with, the size of the team, and what projects a section has recently produced, rather than deploying overused signifiers like:

• Fast-paced office

• Self-starter, team-oriented

• Product-driven

• Task-oriented

Turn requirements into nice-to-haves, if at all possible. You may open up an entirely new group of professionals who may not be applying to your postings. Avoid words that will make an introvert turn away, like:

• Preferred

• Need not apply

• Required

• Minimum requirements
Include video or pictures if you can. Provide links to assets that your applicants can view to get a broader picture of the company. Note that most job boards and career portals will offer some form of tracking to see who clicked where and which assets are receiving the most views.

Context is the second part of the equation. If you’ve written the perfect job description – no easy task – you want to make sure it’s on the right channels. Common channels include:

- Internal referral board
- External job boards
- Niche or regional job boards
- Social channels
- Career portals on your company’s website
- General advertising

How does one decide which channels are correct for which job advertisement? The simplest – and most commonly misused – strategy is to dump all new job postings on your own site and see what happens. If that doesn’t work, then purchase a license on one of the big boards and wait for the aggregators to pick it up. But this may not take into account the behavior of your preferred candidates – i.e., the people you want to apply.

Ideally, your careers portal will give you the option of advanced social sharing – not just a job requirement in a link, which is basic and unattractive – and broad and niche job board options so you can push your advertisement through the correct channels. For very visible or high-need positions, consider creating an employee referral engine that includes:
Potential applicants are people who need to see their desires reflected in an advertisement. By adjusting the content and tweaking the context, you can shift the recruitment marketing game in your favor.

5 Key Insights To Improve Your Hiring Process in 2014

by Kristen Reed, Job.com

In today’s recruiting landscape, businesses have more choices than ever when it comes to talent acquisition and recruitment solutions. As employers and recruiters look to the most effective channels for sourcing the most qualified talent, it is important that they also assess their own internal hiring processes. To shed some light on this subject, Job.com and Beyond.com conducted a recent survey of their members to better understand the state of their current job search experiences.

Here are the top five takeaways from the survey:

1. **Job Boards Reign**: Contrary to the controversial opinions of some trade columnists, job boards are alive and thriving. The majority of job seekers are utilizing general career sites, CareerBuilder, Job.com, and Monster, respectively. Of the 1,839 survey respondents, approximately one-third found these sites “helpful” and “easy to use,” placing them at the top of many employers’ recruitment solutions lists.

2. **LinkedIn Remains Ambiguous**: Despite the buzz surrounding the rising popularity of social media in recruitment, employers are still finding it difficult to attribute hires directly to this channel. More specifically, 34 percent of job seekers surveyed by Job.com and Beyond.com are flat out “unfamiliar with” LinkedIn as a company.

3. **Getting the Interview – a Job Seeker’s Biggest Challenge**: When asking job seekers what is the biggest challenge they face when applying to jobs on career sites, Job.com and Beyond.com found that 38 percent said that getting the interview was the biggest challenge, followed by finding jobs that match their skills and qualifications. While a study recently released by a popular career site revealed that more than half of employers plan to invest in new hire training in
2014, the problems faced by the long-term unemployed are prominent among job seekers. In fact, The White House released a study back in January showing that candidates who had been out of work for eight months were called back for interviews only about half as often as candidates who had been out of work one month, even with an otherwise identical résumé.

4. The Resume Database is a Gold Mine for Untapped Talent: A staggering 85 percent of job seekers claim to post their resume when visiting career sites. That is why it is so surprising that a Spring 2013 survey conducted by the International Association of Employment Web Sites (IAEWS) revealed that 80 percent of job board owners feel that employers and recruiters view “older resumes/profiles” (i.e., those that have been stored in their database for more than six months) as a waste of storage space. Rather than blame the job board for not delivering the right amount of qualified talent for their positions, employers and recruiters should assess how they are sourcing candidates along with the criteria they use throughout the pre-screening process. Job board owners hear all too often that an employer relies on its recruitment software to screen applicants as opposed to searching candidates in a resume database. One of the many concerns with this process is that most ATSs cannot identify certain skills that may not be a perfect match on paper, but will translate with the right on-boarding and training.

5. Job Seekers Want More: The final question in the survey conducted by Job.com and Beyond.com asked job seekers, “What is the one feature missing from the career sites you use that would help you in your search?” in open-ended form. The majority of responses revolved around two common themes: needing more specific job ad information, and wanting to know if an application has been viewed and/or considered. While the candidate experience varies from employer to employer, it is fair to suggest that we all can do a much better job of generating a detailed job description. With an overwhelming amount of job seekers commenting on this subject, it seems like a solution that is not only cost-effective for employers, but also one that will provide them with a better response to their postings. Nowadays, most job boards can provide the guidance and tools necessary for writing a proper job description that is designed to improve the overall response to the posting. It is important to keep an open mind when investing the time and energy into a job board’s services by taking advantage of everything it has to offer.
The Anatomy of A Job Board – What’s Next?

by John Hoskins, SalesGenomix

The International Association of Employment Web Sites (IAEW) now boasts over 1200 members in a universe of more than 40,000 job boards at last count.

In 1999, Monster.com’s super bowl ads launched the explosion of the online job-posting space and wrestled help-wanted business away from print newspapers. After that, many boards launched to compete in an industry that was flourishing. However, the landscape changed so quickly, with external market forces popping up so fast, that it disrupted the growth of what was once Wall Street’s darling. Monster’s stock price declined by nearly 90 percent from over $40 a share in April of 2007 to just over $4.00 a share in October of 2013.

What happened? One could certainly blame the economy for some of the fall, but the real answer is that a perfect storm of market shifts in customer expectations and new competitive business models changed the game. That left many traditional job boards unable to redirect their battleships, and they were put way behind the leading edge. Here is a rundown of just some of the factors that drove the transformation:

1. Customers wanted specialization and took their money to more focused niches. Why waste ad dollars on people who are not in your target audience? Niche job board specialists grew like mushrooms, taking ad spend away from the generalist boards.

2. The Ladders (niche to $100-thousand-plus jobs) also changed the game by treating applicants like customers. It learned how to monetize the job-seeker database along with the job-posting revenue from employers. Until The Ladders came along, most job boards paid little attention to the candidate. Today, ads on The Ladders are free.

3. Along came LinkedIn, and they too recognized the opportunity to monetize professionals, charging monthly fees to build profiles online and become part of a networking community. This made...
professionals attractive and easily accessible to recruiters. LinkedIn turned the paper-based resume into a relic.

4. Enter Indeed.com, and the game changes again. Indeed.com’s strategy was crawling the Net to scrape ads from all other sites and aggregating those ads while only charging employers a premium for position while shifting the value proposition from paying upfront for stacks of resumes to pay per click for responses. This was quickly copied by others, like Simply Hired and JuJu, and then firms like ZipRecruiter and Recruitics began providing the one-stop-shop approach to job posting, blasting a single post out to dozens of boards for a nominal fee.

5. Today, others have entered the market, offering models that promise to match the applicant experience and bio data with the employers’ hiring criteria. Leading the charge are JobScore and RealMatch, but most sites, including Career Builder, Monster and LinkedIn, also have scoring mechanisms associated with a candidate’s application. Then the big data boys weigh in with elaborate algorithms for sourcing. Of course, you cannot overlook social media giants Facebook and Twitter, who have entered the scene with a bang.

6. Add in a plethora of applicant tracking systems (ATS) that IBM, Oracle, ADP, and now Monster offer to manage the end-to-end recruiting process. Other new sourcing tools, like HiringSolved and TalentBin, round out the whirlwind parade of offerings and approaches, further numbing the minds of recruiting professionals seeking the best approach to finding scarce talent.

7. If past performance is any indicator of future performance, the industry will continue to morph with hybrid integrations of technology, data, and novel platform user interfaces. The blogs are full of new entrants each week. Many of these are venture-backed startups which proclaim to be the next breakthrough in talent acquisition. Even eHarmony.com has announced its intent to enter the job board world to help applicants and employers find that perfect fit job.
Here are six ideas we think will become popular in the future:

- **Predictive Assessments**: An increased use of validated scientific tools (not personality tests) for nearly every type of job. The trend will be to administer the assessment upfront in the recruitment process. Employers will use science to objectively identify applicant fit matching skills, motivations, and cultural fit to decision criteria that is otherwise subjective.

- **Niche-ing the niche**: Suppose you want to find nurses, but not just any nurse. You want ER nurses, or ICU nurses, or in-home-care nurses. Like any product life cycle, sooner or later you start throwing the baking soda into the kitty litter and create a line extension.

- **Certifications**: Employers will seek evidence from talent certifications of individuals in more job categories. While many jobs already have certifications, you will see other professions adopting them, too.

- **Talent Communities**: Social media will prevail, and more groups of people will “tribe up” to promote referrals and discussion forums to help one another find jobs.

- **Mobile, mobile, mobile**: The number of applicants who apply on their smartphones will eclipse the number of people using online apps in no time. No matter what you’re delivering, you’ll need to look and feel good on a mobile device. Oh, and the process to apply to your job better not take me 15 minutes to complete, or I’m going to the next opportunity.

- **The Return of the Career Hire**: The talent war for sourcing the best people really never ended. Churn-and-burn jobs exist in many fields – telesales, retail, hospitality, automotive dealers, tech – but hiring for a career versus hiring for a single job title will become the norm. Unless you can offer a progression of interesting roles, the security of lifetime employment, and a pay progression that allows me to achieve my life goals, I am going to go down the street. This will change the conversation, especially when recruiting new hires or when convincing someone to leave his or her job to join you. That means employment websites will have to think and act more like career portals and networks, rather than be simple listings of job postings.

Regardless of where they sit in the field of finding and keeping good talent, we predict there will be a continuous stream of new ideas and tools to help employers and career seekers find the match made in heaven.
The Future of Recruitment Advertising: Why Your Job Ads Must Evolve

by Shala Marks, Recruiter.com

The technological trends of recent years have caused the recruitment industry to shift dramatically – and it’s about time too! It’s a whole new world out there, and if traditional recruiters want to survive, they will need to reinvent themselves and promote entirely new suites of offerings to all of their clients. Whether you believe that LinkedIn is eating the recruitment industry, or that other “disruptive” technologies or recruiting models are making it impossible for traditional recruiters to survive, you can’t bury your head in the sand and ignore the fact that employers are now demanding more value and transparency from external recruiters.

The above thoughts belong to Paul Slezak, Co-founder and Head of Service at RecruitLoop, a platform for employers to automate and outsource recruitment on demand. When offering his perspective on the future of recruitment, Slezak notes that it is vital for recruiters to embrace not only the changes that are currently occurring, but also those that will continue to take place in the near future.

He further explains:

Employers are leading the charge for the democratization of the industry, and recruiters need to embrace and support the change, or they will be left by the side of the road.

Who knows how many more tech advancements there will be in 2014? Technology around ad writing, job posting, reference checking, social sourcing, video interviewing, etc., already exists. What’s next? In order for recruiters to survive, they will have to keep up with each and every advancement. But the key to their success will be to ensure that they continue to add value and become trusted advisors to all their clients. After all, employers can access the same technology, too!

One crucial component of embracing the changes in recruitment’s future is recruitment advertising. Slezak also offers his views on this area:

Whether we talk about organizations advertising their own roles or recruiters advertising for positions on behalf of their clients, from a tech trend standpoint, the number of online recruitment advertisements is at an all-time high. But look closely, and it becomes pretty...
clear that just because the number of ads is growing exponentially, it does not mean that the number of vacancies is necessarily growing at the same rate. Employers and recruiters alike are embracing technology to speed up the process of writing, posting, and reposting job ads. Services such as Recruit Write Now are used by recruiters – who don’t have time to write creatively – to get the ads up and out as quickly as possible.

Even though online job postings may be increasing, Slezak explains why quantity doesn’t necessarily equal quality. He says:

With such a focus on speed to reach potential candidates, the quality of recruitment ads is unfortunately dropping. Job seekers are being repeatedly bombarded by “potential” opportunities, but many are unsure of which positions are genuine and which are being broadcasted as part of a talent pool- or database-building exercise. There will always be a place for a well crafted recruitment advertisement. Remember that the first impression a candidate has of a recruiter or of their next potential employer lies within the job ad. Putting all tech trends aside, any recruitment advertisement will always need to grab the candidate’s attention and leave a lasting impression. Why else would a candidate apply?

Looking past the technological advancements for a moment, Slezak notes that recruitment advertisement still must grab a candidate’s attention and create a lasting impression. But besides now making job postings accessible online, how can recruiters successfully accomplish this?

Well, Michael Wright, Head of Talent Acquisition, APAC at GroupM (a WPP company), has a solution, but he says it's not technical.

Wright explains:

Recruitment advertising doesn’t have a technology problem; it has an imagination problem. What we have is a scenario where job postings haven’t evolved much beyond help-wanted ads in the classified columns of newspapers. They are usually 2-D, static blocks of dull text that focus on the requirements of the employer first and foremost, rather than on the reader's needs. In 2014, it would be nice to see employers embrace the visual Web and produce media-rich postings, demonstrating more awareness of the needs of the audience. That means creating content that should be informative, authentic, even entertaining – and that arouses curiosity to discover more about the hiring company.

What GroupM did in China is a good example of this. We created a reality show, “24-Hour Pitch,” to showcase what media agency life is really like – with all the tension, laughter, and tears that go with it. With China’s ad staff turnover estimated at 40-50 percent, the show is designed to get Chinese graduates excited about a career at GroupM and to help the company attract and retain young, talented workers.

GroupM’s 2012 “The Apprentice”-style micro-series resulted in five times the normal amount of corporate Web traffic, and more than 15,000 potential hires sent in contact numbers. With the current boom of reality TV and all things visual, it’s pretty easy to see not only the impact, but also the benefits of ensuring that your recruitment advertisement is evolving.
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Business used to be personal.
People are more than numbers.
Great talent requires a personal touch!
How To Get Started with Video Interviewing

There are so many options when it comes to video interviewing that talent acquisition pros can feel overwhelmed when it comes to choosing the best one for their needs. Here’s how to do it without tearing out your hair:

Choose a platform: Video interviewing cuts the cost of travel and saves time in screening candidates for a job. Platforms range from being completely free, to a contract attached, to a pretty penny. You first need to decide what it is you want out of a video recruitment system. Ask yourself these questions:

How many resumes will we receive? 63 percent of companies with 20 or more people will use video interviewing, a growth of more than 14 percent.

Do I want it for preliminary interviews? Video interviewing doesn’t have to stop at the preliminary interviews, especially if your company goes through a series of interviews to narrow the candidate pool.

Will I use the service to screen candidates? Recorded interviews give the candidate the chance to rerecord in the event of a mistake, and they give the recruiter the opportunity to quickly screen through candidates who don’t quite make the cut.

Hardware Questions:
Video interviews require a web camera in order to stream the video over the Internet to the computers of recruiters. Many computers are equipped with some type of Web camera. On the same note, smartphones have cameras, and apps use these cameras for video chatting and interviewing, providing easy access to the interviews while managers are out of the office.

Because most modern computers and smartphones have cameras built in, concern with the set up isn’t focused on the hardware or firmware you use. Instead, it primarily circles around surroundings and storage. It is
critical on both the recruiter’s or interviewer’s side, as well as on the candidate’s side, to ensure the scenery behind the person on camera is professional.

Several companies specifically specialize in the video-interviewing process. These software programs are not free, but they provide the reliability and stability the free counterparts simply cannot.

**Service Questions:** While services for video interviewing often center around making sure the candidates feel comfortable, truthfully, there are best practices surrounding video interviewing that the average recruiter may not be aware of. Worrying about storage, missed questions, technical snafus, and more is difficult if you are also the person conducting the interview. Most video-interviewing companies will offer a dedicated service line, as well as backup options and FAQs, to help you and your candidates navigate the process with ease.

**Collaboration and Storage:** One of the reasons that video interviewing has so many devotees is that it makes it very easy to collaborate on interviews without everyone having to be in the same room. Look for something with a note feature or at least an email integration. Storage becomes even more effective when paired with an ATS integration for more robust capabilities. Practically, storing your interviews helps with tracking and compliance issues that may come up around your interviews in the future. Most companies will provide free storage for clients.

Video interviewing is cost effective, assists with time to hire, and is widely adaptable across industries. Look into all the options with the above list in mind.

**Video Interviewing Trends**

*by Matthew Kosinski, Recruiter.com*

Video interviews might be more personal than email correspondence or phone conversations, but they are not perfect parallels of the traditional, in-person meeting. In fact, a team of [Canadian researchers found](http://www.hirevue.com) that applicants interviewed via video are less likely to be hired than applicants interviewed in person, probably because of the ways in which video interviews affect body language, tone of voice, and other important qualities.

However, there is very good reason to believe that video interviews will stay prominent in 2014. [PGI reports](http://www.hirevue.com) that the use of video interviewing has risen by 49 percent since 2011, and WANTED Analytics [found a massive spike](http://www.hirevue.com) in the number of job postings that mention video interviews in September 2013.

And it looks like the support for video interviewing is coming from all sides: PGI notes that 66 percent of candidates prefer to use video interviewing, and an OfficeTeam survey found that 63 percent of HR managers conduct video interviews.
Recruiters and HR professionals will continue to use video interviewing because, problems aside, the technology does offer serious benefits. Most people have easy access to webcams built right into their computers and smartphones, and video calls offer flexible scheduling with little-to-no travel costs.

**Video Software**

A number of companies have responded to the steady surge in video interviewing by offering digital talent management services that integrate video directly into HR operations.

In October of 2013, HireVue announced that it received $25 million in funding, which the company plans to use to expand from a digital recruiting platform into a more comprehensive HR software. HireVue already offers a variety of video interview options, and this proposed expansion could result in an HR system that leverages video for other tasks as well, like employee reviews.

Also in October, Jobvite announced Jobvite Video, which it calls “the only video-screening solution built directly into a recruiting platform and job seeker portal.” All eyes should be on Jobvite, then: depending on how video works out in the company’s platform, this could be the start of a new trend. Perhaps video is no longer a novelty, but a necessary strategy for sourcing, hiring, and retaining talent.

**Video Recruiting**

While video interviews are reaching maturity and becoming the industry standard, there’s a much younger and related trend we should be tracking as well: video recruiting.

Recruitment videos can seriously enhance a company’s brand. They’re quicker and punchier than text, which means candidates will have an easier time watching them and digesting the content. Videos also allow companies to let their authentic corporate culture really shine through. With video, companies can share employee testimonials or footage of day-to-day operations and special events, all of which combine to give candidates the clearest window into the company’s world. Plus, video is incredibly cheap and easy to produce these days: almost everyone is carrying a device with a high-quality camera built in. Recruiters can film and upload videos to the Web in less than a minute.
Video recruiting also taps into all the right technologies to reach candidates. Videos are easily shared across most of the major social media platforms: Twitter, Facebook, Vine, Instagram, etc. Recruiters are already using these networks to source talent – why shouldn’t they bring video along to help draw the talent in? Videos are easily consumed on mobile devices, which means companies won’t leave out mobile candidates. The audience is already there: 78 percent of people watch videos online at least once a week, and 55 percent watch everyday.

**Video Recruiting: What You Need to Know**

_by Shala Marks, Recruiter.com_

Leading innovative video interview software provider [VidCruiter](http://www.vidcruiter.com) says that there used to be a day and age when video recruiting was looked down upon. Rather than use this strategy, HR professionals continually met face to face with job applicants. However, this has changed as of late, with more and more companies altering their approaches, subsequently saving time and money along the way.

And [Michael Wright](http://www.michaelwright.com), Head of Talent Acquisition, APAC at GroupM (a WPP company), also agrees that interview practices have evolved. He says:

In my part of the world, we’re hiring across something like 16 different countries. Jumping in a car to meet a VIP candidate down the road is just not possible, but we don’t want to miss out on a chance to meet amazing talent. In the communications business, our clients retain us for our high-caliber thinking – and discovering more about the soft skills of candidates, at the scale we need to, is a perfect problem for one-way video interviewing to solve.

We were lucky enough to be involved with Jobvite during their beta-phase testing and product development, and the results we were seeing during the trial in terms of time saved and quality talent spotted are really encouraging. There are already a ton of video solutions out there, but we feel certain that the most successful will be those which focus on delivering an enjoyable candidate experience. I personally think video interviewing will move from the experimental early adopters to the early majority in 2014.
So, video interviewing will no longer be used by the minority of employers this year. That’s an interesting prediction from Wright. Yet, the folks at VidCruiter have data showing that Wright’s prediction is, in truth, already a reality. The following comes from the software company:

According to a study conducted by The Aberdeen Group, only 10 percent of companies were using video recruiting during the hiring process in 2010. Fast forward to 2011, and the number jumped to 42 percent. Furthermore, this number has increased to 63 percent, as reported in a 2012 OfficeTeam survey. Do you see the trend?

The one thing not mentioned by OfficeTeam is whether these companies were utilizing live interviews, such as free video conferencing tools (Skype), or if they’re using pre-recorded interviews.

While there are definite benefits to using live interviews, there are even more benefits with pre-recorded or one-way video interviews. This type of interview:

- Eliminates the need to conduct phone interviews
- Provides less stress for the interviewee
- Gives the opportunity to re-watch interviews at your own convenience
- Offers tools for sharing interviews with coworkers
- Saves time
- Reduces hiring times drastically
- Has the better ROI

But what about other free options, such as having an applicant upload a video to YouTube? Although this may sound like the best choice, in reality it puts too much responsibility on the applicant. On top of this, there is no way to control the process to guarantee that each applicant will provide the same information.

A software program is needed to make this work properly for both the employer and the applicant. The “brain” – or business intelligence – behind the video recruiting platform is the most important factor in making this experience result in the best outcome.
How?

Customizable workflow. Let’s face it: no two companies are exactly the same. For this reason, no two companies have the same hiring process.

When choosing video recruiting software, search for one with a customizable workflow. Important features include:

- The ability to ask as many questions as you need
- The option for applicants to re-record (if not using live interviewing)
- An applicant rating system

Final Thoughts

Video recruiting is one of those things that has to be experimented with to fully understand the benefits. After giving it a try and comparing the pros and cons to your previous interviewing strategy, you will see why so many others are relying on this way of recruiting!
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Applicant Tracking Trends

by Matthew Kosinski, Recruiter.com

In Bullhorn’s 2014 North American Staffing and Recruiting Trends Report, 89 percent of survey participants said that recruiting technologies, like applicant tracking systems (ATS), are “important” or “very important” to recruitment success in the upcoming year. Since 2011, Bullhorn’s annual report has shown a steady increase in the number of participants who feel this way: 84 percent in 2011, 87 percent in 2012, and the current 89 percent. The yearly changes are far from radical, but they are worth noticing, because they suggest a consensus: an ATS is no longer just a nice thing to have, but an absolute necessity.

ATSs for 2014

Applicant tracking systems may be necessary, but are they necessary evils? Author and educator Katherine Hansen, Ph.D., thinks so. In one of Quintessential Careers’ 2013 series of annual reports, Hansen recognized the need for ATSs in modern recruiting, but she decried the ways these imperfect softwares filter out highly qualified candidates simply because their resumés lack a few keywords or are organized in ways that a typical ATS has trouble reading.

Hansen’s claims are backed up by the research: in 2012, Bersin & Associates (now known as Bersin by Deloitte) conducted an experiment wherein the company crafted an ideal resumé for a clinical scientist position. When Bersin & Associates sent this resumé through Taleo’s ATS, the perfect candidate only received a 43 percent relevance ranking.

Josh Bersin, Founder and Principal at Bersin by Deloitte, thinks now is the time for a new kind of software to emerge to replace the frustrating, broken systems about which Hansen has written. In an article on Forbes, Bersin...
named “modernized applicant tracking software” one of the nine “hottest trends in corporate recruiting.”

Whereas the old ATSSs were little more than data collection and filtering systems, Bersin predicts that the new applicant tracking systems will manage the whole of the recruitment process. Recruiters will turn to these new platforms for everything they need at every step of the way, and candidates will see the old, arduous application process become simple, streamlined, and actually enjoyable.

The New ATS Experience

Joel Passen, head of marketing at Newton Software, conducted an informal survey of employers last December to find out what people really want from an ATS. As the old softwares evolve this year, they should keep Passen’s findings in mind:

- **Usability**: Applicants hate navigating the complicated processes of most ATSSs, and it turns out that recruiters feel the same way. Passen found that the single most common quality employers want in an ATS is usability. Employers want to see software that just about anyone can hop on and learn to use in seconds, not a clunky, confusing system that requires hours of training.

- **Improve the Recruitment Process**: Josh Bersin said that a modernized ATS would manage the whole recruitment process, and Passen’s survey found that employers very much want their systems to do that. Recruiters want a system that handles every phase of recruitment – something more than a simple database of candidate resumés.

- **Dashboards**: Employers want an easy way to access and manage all of the vital data that applicant tracking systems store. The companies surveyed by Passen expressed desires to see dashboards built into ATS software for the very purpose of quickly viewing data and trends. And with more and more HR professionals looking to incorporate big data into their practices and decisions, we should see modernized applicant tracking systems offering analytical tools as well.
The Current State of ATS Software

Many ATS makers have already begun to respond to calls for more usable and comprehensive systems. Bullhorn, for example, recently introduced the S Release, which almost seems like it was designed with Passen’s findings in mind. Bullhorn’s new dashboard is highly intuitive, and the company says the system is three times faster than older versions. Bullhorn also says that users can now “perform up to 60 percent fewer clicks,” suggesting that S Release is a highly streamlined platform.

Meanwhile, iCIMS offers a full suite of recruiting software that gets close to doing everything: iCIMS Connect helps companies source passive candidates; iCIMS Recruit handles the recruitment process, from finding talent to managing applications; and iCIMS Onboard brings talent into the company.

With these companies and others rising to meet the needs of modern recruiters, it’s only a matter of time before the old, unrefined ATS disappears entirely.

Your ATS Shopping List: What You’re Probably Forgetting

*by Maren Hogan, RedBranchMedia*

There are so many things to consider when purchasing an applicant tracking system, and chances are you aren’t considering some of the most important ones. It’s easy to be dazzled in the conference shopping aisle with products that promise a lot, but these may actually be more than you need – or they may not perform quite as well in the enterprise environment as they did with dummy profiles on the expo hall floor.

Making the wrong decision can cost you, but waiting until your current system is so antiquated you’re creating applicant bottlenecks isn’t the way to go, either. Frustrated candidates, overworked hiring managers, and a talent acquisition pro ready to throw in the towel are not what you want – so choose wisely.

**Look in the Mirror:** What size is your company? Do you mostly do entry-level hiring, or does your new system need to be able to scale for rapid growth? Keep company history, product roadmap, organizational goals, and straight-up stats in mind when making your initial selections.
You Should (Almost) Never Have to Wrestle with Software: Software is supposed to make your job easier. If it doesn’t, then it’s not the right software for you – initial learning curve excepted. Look for an ATS that offers extensive training in a variety of formats and testimonials from customers that date back further than 6 months ago. If you are close to making a final selection, ask to see a case study in your industry or geography that will help you “see” your team using the product.

Keep up with the Joneses: It’s hard sometimes to remember that the ATS is also partially for the candidates. Recruiters and HR Professionals often feel that the way they use the system is the only way to use the system, and that basically ignores half your target market. So pay attention to how your competitors’ career doorsteps look, and then find an ATS that can make yours look even better.

Social Butterfly Capabilities Needed: Depending on who you ask, upwards of 90 percent of talent acquisition professionals are using some sort of social media in their recruiting process. Let’s make it a little bit easier by ensuring that our ATSs have social capabilities beyond a Twitter button that shoves postings out every half hour.

Search, Report, Repeat: Just because something has been around for a long time, that doesn’t necessarily mean that it has the latest and greatest search or reporting features. Actually, it might mean you want to look under that shiny hood twice. Legacy systems dressed up to compete with the leaner, startup-friendly players may well be the right choice for your organization, but never give up A+ search capabilities for a brand name. Find out by performing live searches for some of your toughest requirements in real time.

Does It Play Well with Others? What systems can it integrate with? Easily? Beware the integration that requires multiple patches and a third party buffer to ensure it goes off without a hitch, because there will be a hitch, and by then you’ll have already written the final check.

Take Two and Call Me in the Morning. Recruiters and compliance are like oil and water, and there’s no need to task your talent acquisition team with arduous compliance tasks. However, those tasks still need to get done, so why not have your ATS do them for you? It’s as simple as looking for tracking tools that make sure you are OFCCP compliant, and if your ATS has a video or picture component, that interview structure and process are documented there as well.
A Good Reputation: No vendor will have a completely spotless record, as no system is right for everyone, but you should be able to speak to current clients, get data on financial viability, and pay attention to how long a player has been in the space.

3 Important Qualities for the Future of Applicant Tracking Systems

by Shala Marks, Recruiter.com

Talent acquisition is a crucial component of not only your organization's hiring process, but also its overall success as a business. And how you acquire talent ultimately influences the type of talent you bring on board – whether good or bad.

For most firms, one of the biggest and most influential “hows” of the talent acquisition process is the applicant tracking system (ATS).

It's important to note that not all ATSs are created equal: what works for one business may not necessarily prove beneficial for another. Yet, no matter the industry, the fact remains that the way candidates search for jobs has changed over the years, and an efficient ATS must be able to mirror the pace of this forward movement.

But how can you be certain that your firm’s ATS is keeping up with the times? To help businesses understand the criteria of a quality system, recruitment industry experts have outlined three different features 2014’s ATSS will include – features you will want to ensure your next ATS possesses for a successful talent acquisition process this year.
The C-suite will begin to look to technology for a broader picture of how recruiting and talent connect with their business strategies...

1. The Rise of Strategic Talent Acquisition

As applicant tracking and onboarding tools mature, the C-suite will begin to look to technology for a broader picture of how recruiting and talent connect with their business strategies. These connections will begin to solve fundamental challenges that exist at a higher level in today’s recruiting environment.

The demand for technology that can show these connections is being driven by managers and executives who want to understand how their talent is hired, how it is allocated toward major company initiatives, and if new hires are becoming top performers.

Tools that can provide this level of insight will empower recruiters, managers, and executives to strategically hire, train, and allocate the best talent when and where it's needed to ensure the optimal alignment of employees with organizational goals.

- Andre Lavoie, CEO, ClearCompany

2. Enhancing Hiring Decisions

Applicant tracking no longer consists of mere resume storage and search functionality. Hiring managers today need an ATS that ultimately helps them make the right hiring decisions. Sure, organization is important, but it’s critical to one’s hiring process to consider the key components of an ATS – things like interview guides and pre-employment assessments – before committing to one system.

Applicant tracking systems also need to be user-friendly. It’s not just corporate HR departments utilizing hiring tools anymore. More and more small business owners are investing in the necessary tools to help them make better hiring decisions. Hireology recently achieved our 1,000th active customer milestone, and with the vast majority of our customers representing small to mid-sized businesses, we’ve quickly learned that a successful ATS incorporates the right tools and data to help these managers continuously make qualified hiring decisions.

- Adam Robinson, CEO, Hireology
3. Refocus on User Interface Design, Speed and Mobility

2014 should prove to be a very active year in the applicant tracking software industry. While there may not be quite as much vendor consolidation as in years past, the lack of M&A activity will be made up for with the introduction of new technologies that will dramatically improve the user experience for recruiters, executives, and hiring managers alike.

For the past couple of years, the ATS industry has focused on the development of social recruiting tools, but now that these tools are nearly ubiquitous, progressive ATS vendors will refocus on core functionality like interface design, speed, and mobility.

Until very recently, a major challenge facing developers of applicant tracking systems – and business apps in general – has been to create platforms that perform well on multiple devices, monitors, and browsers. For an applicant tracking system, now a mission-critical platform for nearly every small and medium-sized employer, one layout of data and controls isn’t sufficient anymore, given the myriad of screen variations used to access recruiting software. Scrolling, zooming, pinching, and squinting are not viable options for end users anymore. Simply put, viewing an applicant tracking system on a mobile device will no longer be acceptable.

2014 will usher in more ATS products with responsive design: one product that automatically responds to the environment in which it is being used. On 4-7-inch phone screens, 7-10-inch tablet screens, 11-27-inch monitor screens, and 40-inch+ flat panel displays in conference rooms, new future-friendly applicant tracking systems will understand what screen size is being used to access the product. These future-friendly recruiting systems will automatically provide context and will appropriately juxtapose the data being displayed with the right controls, on any device, all the time. The usability, user satisfaction, and user adoption benefits created by responsive design and the resulting mobility and speed will be immeasurable. 2014 is going to be an exciting year for this industry and for buyers of applicant tracking software.

- Joel Passen, Head of Marketing and Co-Founder, Newton Software
Applicant Tracking Systems Can Make a Recruiter’s Life Much Easier

by Keren McCabe of Redmatch ATS

Having the right applicant tracking system is a crucial issue for any organization, since an ATS can save recruiters time and money and help them more quickly find the appropriate candidates. Social media recruiting is one of the strongest trends in the market today, and a good way to show this is to look back at the days when a resume alone got applicants to the interview. Well, you can definitely say that those days are over: today, it’s about more than just the skills that the applicant has on paper – it’s also about an applicant’s social presence and connections.

How Can You Save Money for Your Organization Using an Applicant Tracking System?

According to many case studies, a good ATS recruitment process is proven to be more efficient (by over 70 percent), thanks to applicant attraction, immediate communication, user-friendly application processes, and social media visibility through referrals and posts. Also, the use of very expensive recruiting sources, such as recruiting agencies, is decreasing. Some companies reported a decrease of 60 percent, due to the maintenance of a fresh applicant pool.

Another significant decrease is in hour and labor costs due to automated screening of resumes. A reciprocal matching ability will create better matches for open positions and improvement of return on recruiting dollars due to tracking and management of recruiting sources. Compliance with labor laws is also an important aspect to consider, since this can reduce risk of performing wrongful recruiting. Organizations can also create efficient policies by supporting new infrastructure and hiring procedures, including employee referral program support.

What Are the Key Functionalities and Trends That Recruiters are Searching for in an ATS?

- **Reciprocal Matching**: proven to enhance your employer branding and promote recruiting processes faster. The ATS process streamline should offer sophistication at every step of the way, while allowing for human discretion.
• **Social Media and Online Abilities:** easily sharing on social media, as well as the ability to import candidates’ information from various online platforms.

• **Career Site:** fully hosted or an integrated career site to increase employer awareness and make application easy and accessible.

• **Application Options:** the ability to choose the application option that best suits your business. Allowing a number of flexible, configurable, and attractive application options for your candidates turns the application into a positive, ongoing, easy, and communicative experience.

• **Reporting and Analytics:** robust reporting and analytics tools including a dashboard for easy view of information.

• **Sources Interface:** direct access to your sources or clients to their special interface where they can be updated with their positions and candidates’ status, load resumes, and more.

• **Management Interface:** intuitive managers’ interface that makes it easy for managers to participate and promote recruiting processes.

• **Position Approval:** requisition approval process that helps you get started with your work when approval is required in your organization.

• **Pricing:** competitive monthly fee that includes all features, such as social media sharing and importing abilities, career page/applicants interface, recruiting agencies interface, managers interface, and reporting module.

• **Innovation:** new features updates with no additional cost.

• **Built-In Customization Options:** configuration options built into the system and a product with extensive recruiting experience.
Everyone who has tried to grow a business knows that hiring the right people is probably the hardest part...

- **Pay as Your Business Grows**: any type of customization is available for any business requirements.
- **Light**: easy setup, clean and free with no additional heavy-setup costs.
- **Localization and Language Support**: application and resumé search support in different languages.
- **Specialty**: interaction with job boards, testing, background checks, payroll, and HRIS systems.
- **User-friendliness**: A user-friendly interface that is easy to navigate for everyone, including HR users, applicants, department/recruiting managers, and outside sources, like recruiting agencies.

**Are You Still Using Accounting Software for Your Hiring?**

*by Workable*

Everyone who has tried to grow a business knows that hiring the right people is probably the hardest part. You might expect that most companies use specialist tools to manage this important and often time-consuming task – but you’d be wrong.

Companies have specializes tools for every important aspect of their businesses. They have Trello for project management, Hootsuite for social media, Mailchimp for email marketing, and Intercom for customer service.

But when it comes to hiring a high-stakes investment for their future team, what do they use? A tool built primarily for *numerical data analysis*, that old chestnut: the trusty excel spreadsheet. Why?

**Spreadsheets and Emails are Not Hiring Tools**

Chances are that you’ve experienced this scenario. You receive CVs into your inbox, and you exchange some emails with colleagues to get their feedback. This to and fro of emails means that
the CV is very quickly lost in your busy inbox or condemned to an email folder, never to be found again. You waste time searching for CVs in email folders and lose track of your colleagues’ feedback and your own notes. Maybe the candidate’s details have been entered into a spreadsheet for safe keeping. Maybe that’s been forgotten, and even if you do spend time logging the details, no one will check there again anyway.

It’s all a complete waste of time, but the worst part is it frustrates and distracts you from the real purpose of hiring: making hard people decisions. It doesn’t end there. Without the right tools, it’s hard to build long-term value from your candidate pool. There are gems to be found in those previous applications, but spreadsheets and inboxes are a sure way to lose them. With an ATS, you can easily search your candidate database and find great talent whom you’ve engaged with before.

This isn’t just great for employers – it’s great for candidates, too. Losing CVs, asking candidates the same questions over and over again, not notifying them about the outcome of their application: these are the most common frustrations for candidates when they are applying for jobs. We know all of these tasks are time consuming and tedious when you’re using spreadsheets, and because of this they often get overlooked. But this damages your employer brand and your chances of attracting the best talent in the future.

It Doesn’t Have to Be This Hard

There’s a better, more efficient, and more enjoyable way to manage your hiring. Modern, inexpensive, Web-based recruitment software and applicant tracking systems help organize your hiring by keeping all the information in one place. They store candidate details, feedback, and communications in a collaborative online space where you and your colleagues can find and sort through them.

Need to check the resumé of a candidate you spoke to a couple of weeks ago? Don’t start racking your brains for their name or start trawling through your inbox. Simply check your ATS and there it is, alongside their work history, application details, your colleagues’ feedback, and a record of all your communications with the candidate. All in one place, like it should be.

Now, That’s Better

Hiring needn’t be so stressful. Getting your recruitment organized shouldn’t need a large HR department or big investments in expensive software. Here’s the
There must be a better way!

good news: it doesn't.

An applicant tracking system can help your company streamline the most time-consuming aspects of recruitment. That way you and your colleagues can focus on the important questions, like "Is this the right candidate for us?" You’ll love it, and your candidates will enjoy the benefit of a more streamlined recruitment process, too.

If you ever thought, “There must be a better way than email and excel to do this,” here’s your answer: there is, and it’s available to all sizes of companies now, not just the big ones with big budgets.
Social Recruiting Trends

by Matthew Kosinski, Recruiter.com

In 2008, Amy Lynch of Bottomline Conversations predicted that Millennials would make up 36 percent of the U.S. workforce by 2014. Now that Lynch’s forecast is becoming a reality, it should surprise no one that social media platforms have a newfound prominence in the world of recruiting: the tech-savvy Millennials compose a significant chunk of today’s talent pool, and recruiters have to hunt down these candidates in their natural, Web-based habitats.

Of course, if more than a third of the U.S. workforce is using social media to land job offers, the rest of the population will follow suit: according to Forbes, people ages 45-54 represent the fastest growing demographic on Google+; over on Twitter, that title belongs to people ages 55-64.

In short: everyone is going social.

The Changing Faces of the “Big Three”

Often, when we think of social media, we think of the “Big Three”: Facebook, LinkedIn, and Twitter. In 2014, these major networks won’t be static: we may begin to see some contradictory thinking about Facebook and LinkedIn, while Twitter will only expand.

According to Jobvite’s 2013 Social Recruiting Survey, 65 percent of recruiters currently use Facebook during the recruiting process – but most of them aren’t using it to vet candidates. Instead, most recruiters use Facebook to showcase employers’ brands (65 percent). Fewer recruiters use Facebook to vet candidates before (31 percent) or after (35 percent) interviews.

In fact, screening candidates on Facebook may become even less common in 2014, as new research shows us how the tactic can easily backfire on recruiters: in a survey conducted by North Carolina State University, 2/3 of the participants said that Facebook screening casts a
negative light on the companies that practice it. If companies tarnish their reputations by screening candidates’ Facebook profiles, they put themselves at a disadvantage: talent – especially top-tier talent – won’t hesitate to look for companies that won’t violate their privacy.

Is LinkedIn going strong or slowing down? In 2014, it depends on who you ask. In Identified’s ebook, “Social Recruiting Predictions and Trends for 2014,” Lori Ruff, CEO of Integrated Alliances, wrote that “LinkedIn is still ‘all the rage,’ and will continue to be.” Meanwhile, in the same book, Jessica Miller-Merrell, the President and CEO at Xceptional HR, predicted that LinkedIn will begin to decline this year because of an overabundance of recruiters. “Job seekers … are choosing not to engage on LinkedIn because of how aggressively they are being pursued on this platform,” she wrote. Recruiters and job seekers may want to take some time this year to evaluate whether or not LinkedIn is working for them.

Meanwhile, Twitter continues to grow: according to a study conducted by Goziak, 2 million jobs will be posted to Twitter every month in 2014, which is great news for job seekers. And with just about 135,000 new Twitter users signing up every day, recruiters can be confident that a thriving talent base exists on the network.

Outside the Norm

Instagram’s not just for selfies anymore: as people begin to question major players like Facebook and LinkedIn, they’ll also start embracing newer, more specialized forms of social media as recruiting channels.

Tucked away in Jobvite’s survey results is an exciting, but easy to miss, piece of information: “blogs, YouTube, GitHub, Stack Overflow, Yammer, and Instagram have emerged as channels recruiters also use to source talent.” While recruiters still rely mainly on Facebook, Twitter, and LinkedIn, we should all be keeping an eye on these smaller, more specialized social networks over the course of 2014. According to Jobvite, 15 percent of recruiters used YouTube to source talent last year. The question is, how many more recruiters will use it this year – and how many more are going to hop on, say, Pinterest?

Google+ may not be as big as Facebook – Google’s social network boasts 540 million active monthly users, a far cry from Facebook’s 1.2 billion – but some experts are pointing to the site as a vital talent source. To quote Lori Ruff again: Google+ is a platform for “people with passion.” Job seekers on Google+ aren’t cultivating the kind of navel-gazing personal profiles we see on Facebook; they’re sharing projects and
content related to their talents and passions, which gives recruiters valuable insight into these potential candidates.

Recruiters can also look to social media aggregators, which collapse the many scattered profiles of a given candidate into one easily accessible database. For example, Entelo uses information gathered from candidates’ various social media profiles—Twitter, Facebook, Github, Stack Overflow, etc—to build a searchable candidate database. Entelo can tell recruiters where candidates are located, what they do, how many years of experience they have, and whether or not the candidates are looking for new jobs.

It is a truism that technology is always changing, and that includes social media. But the moral of the story is: we may be looking at more changes than we’re used to in 2014.

**How to Create a Consistent Social Recruiting Strategy**

*by Maren Hogan, RedBranchMedia*

As many as 94 percent of employers are planning to use social media in their recruitment strategy this year, and that number has grown substantially over the past five years. Even though using social media in recruiting strategies is a fairly new concept to many recruiters and organizations, many have already adopted social media strategies in their individual efforts. With the recent growth, there is now a need to create a social recruiting strategy that is consistent throughout the entire company.

78 percent of recruiting and HR professionals state they hire at least one employee via social media. In a large enterprise, multiple recruiters and HR professionals have their own methods. For the employer brand’s sake, solidified social recruiting practices throughout the entire team must be adopted.
Here are three key steps for hiring managers and recruiting leaders to implement in their cohesive social recruiting strategies.

### 1. Put the “Social” in “Social Recruiting”

One of the main obstacles in social recruiting is getting candidates to respond and communicate with hiring professionals. Unless you’re recruiting for a globally recognized company, many candidates do not want to hear from recruiters. Don’t use a general account for your organization to recruit. Encourage your recruiters and HR professionals to build their own professional social media accounts. It’s a no-brainer to keep professional and personal profiles separate, but there is nothing that says recruiters can’t showcase a little bit of their personality in their professional pages.

Advise recruiters to give their professional pages a personal touch. Uploading pictures of workplace mascots and events, or sharing funny work-related photos, can help make their pages more welcoming.

Think of each recruiter as a separate company that needs to be marketed and branded to the candidate. If a candidate receives a message from a recruiter, and then clicks through to their profile or account and sees only job posts or boring updates, they’re probably just going to check out. Social recruiting is about being social, so encourage recruiters to personalize their accounts and reach out in more social ways. This goes both ways: half of social recruiting is learning more about potential candidates before you reach out on their preferred networks.

Another practice for recruiters to adopt is to join groups that are relevant to the industry for which they are recruiting. In these groups, you will find potential candidates who are fully engaged in their career industry and passionate about what they do. Candidates who share content related to the positions are more interested and informed in the industry and are great potential candidates to go after. Use these groups as a way to gain and attract a following of your own and to answer the questions job seekers naturally have about the recruiting and onboarding processes.

Keep in mind that these activities mean very little if every recruiter and HR pro has a different message, so personalize when it comes to your approach, but keep your message right in line with your EVP or social recruiting policy and messaging framework, if you have one.
2. Create an Ideal Candidate Profile

About 42 percent of surveyed professionals say they reconsider candidates based off social media profiles. Set a guideline for your recruiters to follow that represents what the organization expects in their candidate pool from a cultural perspective. There are companies for whom a work-hard, play-hard ethos is a perfect fit.

If a company is really interested in candidates who volunteer, donate, or are otherwise socially responsible, make sure the recruiters are on the lookout for potential candidates who represent this quality. 65 percent of recruiters would additionally consider candidates who post about volunteering or donating to a charity.

Ultimately, hiring managers can create an ideal candidate profile to help recruiters assess candidates through social media. Nearly half of recruiters say that they would not seek a candidate who references alcohol usage. Three out of five recruiters eliminate candidates who use profanity or poor grammar and punctuation on their social media accounts. Sound familiar?

Overall, determine what the ideal candidate’s social media profile looks like, and have recruiters gauge potential employees using the consistent guideline parameters. A focus like this matters very little if it’s not shared with other talent acquisition pros in the organization and disseminated with employees who are active in the referral program.

3. Professional, Yet Personal

A personalized message to a single candidate is much more effective than an automated message to a group of applicants. When sending out messages on LinkedIn, keep this in mind. More than 90 percent of hiring managers report using LinkedIn to search for potential candidates. Sending the same message to a group of 15 potential candidates can make them...
Encourage your recruiters to send individualized, personal messages to each potential candidate...

feel marketed to. Do not do this! Encourage your recruiters to send individualized, personal messages to each potential candidate, leveraging the information they locate on social media.

If using LinkedIn to find and recruit candidates, make sure recruiters are looking into other social profiles. LinkedIn has the most professional environment of all of the three major social media sites, so the candidate’s best face is put forward. Have recruiters search for the candidate’s Twitter or Facebook page to better indicate if they are a good selection. Also, recruiters can learn more about candidates’ interest through these more personal pages, which helps them find a way to pique candidates’ interests.

4. Be Social Recruiting Pioneers

Encourage your recruiters and hiring professionals to be social recruiting pioneers. Only about 19 percent of recruiters stated they plan to use Google+ for recruiting, and 3.6 percent will use Pinterest. Find new ways for your recruiting and hiring team to adopt these untapped social sites as recruiting spaces. Both allow more personal information than LinkedIn does, and both can reach even more potential candidates. You may not be able to reach a candidate through LinkedIn or Twitter, but maybe you can reach the same candidate through intriguing pins on Pinterest. Consider these steps in creating a consistent social recruiting strategy throughout your company, and open your organization’s doors to the world of social recruiting opportunity.

5. But Don’t Reinvent the Wheel

Many of the vendors you are using today offer some form of social sharing, and it’s important to make room in your social recruiting strategies for tools that make it easier than ever to share job postings, workforce statistics, and even videos of certain positions.
Social Recruiting: 3 Trends Making It the Status Quo

by Allyson Willoughby, SVP of People at Glassdoor

Ms. Willoughby believes that as social media becomes an increasingly important tool for business in general, the field of social recruiting continues to evolve. She explains that companies looking to stay ahead in the war for talent and those hoping to keep their social recruiting skills sharp should pay attention to the following three emerging trends. The following is written by Willoughby:

Going Mobile

Almost half of daily Facebook users access the network exclusively through mobile devices; on Glassdoor, 40 percent of our visits are happening on mobile devices.

This rise in the use of mobile devices means that your social recruiting strategies must be mobile compatible. A recent Glassdoor mobile survey reveals 89 percent of employees who admit they’ll look for a new job in the next year say their mobile device is an important tool and resource for their job search. Plus, they’re not just turning to their mobile devices to look for jobs: more than half (54 percent) read company reviews from employees, and 52 percent research salary information. In order to stay up to speed in this environment, your recruiting and branding strategies must be compatible with mobile.

Targeting the Talent

Gone are the days of post-and-pray job descriptions that you simply hope will make it to the eyes of great candidates. Today, social media provides a wealth of data on potential candidates and passive candidates, and recruiters have the ability to use that information to target the specific job seekers who may be a good fit. Glassdoor’s JobAds, for example, allows companies to put their open positions in front of the right candidates based on demographics and interests – a very targeted strategy for bringing in talent.

Going Outside the Resumé

Rather than requiring a traditional resumé before considering a candidate for a potential position, growing numbers of companies and recruiters are accepting online profiles, such as LinkedIn profiles, in lieu of resumés. They are also trusting employees to make great hires, by incentivizing referrals and encouraging social networking to bring in talent. Glassdoor suggests companies encourage employees to get social and get more referrals.
Social recruiting is about more than staying aware of the social networks: it’s about diving in and engaging in conversations already taking place.

Speaking of engaging in current conversations, Stephane Le Viet, founder and CEO of Work4, has his own points to add to this discussion of social recruiting, a practice he deems as the “status quo.” Le Viet writes:

Recruiting has been quick to capitalize on social tools. With 73 percent of online adults now using at least one social networking site, it’s easy to see why. Social networks are home to a goldmine of passive talent waiting to be tapped. While many companies have begun to integrate social media into their recruiting initiatives, 2014 will see the emergence of social recruiting as the status quo.

When people think of social recruiting, they immediately think of LinkedIn. While the network undoubtedly plays into building a company’s talent pool, the majority of blue collar workers are unreachable via LinkedIn. However, many of those candidates are on Facebook. With 1 billion people on the platform, what used to be thought of as a purely millennial stomping ground is now just as prominent for older generations – the 55+ age group has seen more than an 80 percent growth in the last three years, making for an even larger, more diverse talent pool.

Our customers, like Hard Rock Cafe and Ancestry.com, are leading the use of Facebook for recruiting, turning to the social network for employer branding, targeted advertising, social sourcing, and referrals. For example, Hard Rock’s page reached 25,000 potential candidates just two months after opening and has had 95 percent of candidates extended offers through Facebook accept them, and Ancestry.com used a mobile-optimized site and Facebook ads to drive the majority of their job views (53 percent), with 55 percent of total job views now coming from a mobile device.
Most organizations don’t use data to drive or track their recruiting performances...

As companies come to realize the myriad opportunities that come with tapping social networks for recruiting, we’ll see growth in adoption of Facebook to target top talent, drive referrals, and find top-quality candidates.

How’s your Hiring Going?

by Barbra Gago, Greenhouse.io

It seems like a simple enough question to answer, but the truth is most organizations don’t use data to drive or track their recruiting performances, and so it’s never really possible to know for sure.

Can you name another department that routinely makes more decisions that impact the business so greatly, but bases those decisions on as little information as recruiting does? Probably not, because it doesn’t exist. Engineering, marketing, sales, finance: they all have robust systems for tracking performance and making the best decisions.

It’s crazy to think that companies still make nearly every important recruiting decision based on gut feel and habit, instead of using actual data.

Don’t believe it’s that bad? Consider these questions:

• Where do your best candidates come from?
• How many candidates is the right number to interview?
• Are you missing opportunities? Why?
• Which of your recruiters is the most effective? And why?
• Do your job ads perform better or worse than your competitors’?
• How many candidates are in each stage of your pipeline?
• How long are candidates in each stage?
• What’s your recruiting velocity?

Most companies have trouble answering these questions because they can’t clearly define what they’re trying to measure or how to measure it. When we talk about recruiting data, there are so many things to consider, but for simplicity’s sake, let’s focus on one fundamental question for data-driven recruiting:

**How’s my Hire Going?**

It’s amazing how bad most organizations are at answering this basic question. Recruiters have a hard-enough time answering the question, but hiring managers often have no visibility into the process, and, until they’ve hired someone, all they know is the req is still open. Getting a sense of progress – or any insight into the process at all – is nearly impossible for them. It’s a major point of frustration and lack of confidence that hiring managers have in their recruiting counterparts.

So, what’s the solution? To start, there should be a regular weekly report from recruiting for each open job. This report should answer in a plain, readable format three simple questions:

• What happened last week?
• What is the current status?
• What is coming up this week?

“What happened last week” should show a quick summary activity and results: how many new candidates applied, how many interviews were conducted, how many candidates were advanced/rejected, etc.
There’s a big opportunity for recruiting...

“Current status” should show a summary of the pipeline, highlighting actions and tasks: how many candidates are in each stage and what, if anything needs immediate attention (offer approvals, scheduling, pass/fail decisions).

“Upcoming next week” should set goals for the coming week and list important events that are scheduled: offers going out, in-person interviews scheduled, etc.

From a reporting standpoint, this is pretty basic. It shouldn’t take more than 10-15 minutes to produce each week, and it gets to the heart of the question that’s on everyone’s mind: “How’s my hiring going?” It’s a baseline requirement for any well-run recruiting operation.

There’s a big opportunity for recruiting to be incredibly more strategic about how it approaches sourcing, interviews, and empowering the company at large to be great at hiring. It’s a matter of getting back to the basics. Thinking about the fundamental question, “How’s my hiring going?” and tracking your process regularly help you answer the question and make small changes to the process everyday. There’s always room for improvement, but without holistic visibility into your pipeline, this simple question can be impossible to answer.
6

MOBILE RECRUITING
Connecting Employers & Job Seekers Through Mobile Technology
Mobile Recruiting Trends

by Matthew Kosinski

Internet research firm ComScore predicts that 2014 will see the number of mobile Internet users surpass the number of desktop Internet users. Consider this fact in conjunction with the rise of social recruiting, and we come to one conclusion: in order to recruit effectively in 2014, companies need to be ready for the mobile Web.

A hefty 43 percent of job seekers use their mobile devices to search for jobs, according to Jobvite’s 2014 “Job Seeker Nation Study.” The lesson is clear: if their job postings and application processes are not mobile ready, companies risk losing out on a significant chunk of the talent pool.

Web Based Recruitment suggests two easy fixes for mobile-deficient companies: either design a mobile-enabled site, or release a mobile recruitment app, like PepsiCo’s Possibilities app.

Companies can also look to third-party services to help them take advantage of the mobile applicant pool: Jobcast, for example, offers customizable mobile job sites, to ensure that all candidates have access to the application process, regardless of the device they’re using.

What do Candidates Want in a Mobile Site?

Before recruiters go blindly into the mobile frontier, they need to know exactly what candidates are looking for in the mobile career search. LinkedIn Talent Solutions’s “Mobile Recruiting Playbook” offers a useful overview of the ideal mobile application process:

If the applicant is accessing your site via mobile device, they’re likely multi-tasking. They’ll want the experience of sifting through job opportunities to be simple. Once they’ve found a position that sparks their interest, the candidate should be able to seamlessly apply to the opening from their device. Again, candidates want the process to be as simple as possible – applying should only take a minute or two. Once a candidate has applied, they expect to be updated regularly on the hiring process, via email, SMS, or phone.

If a recruiter cannot offer this experience, candidates are likely to move on to a company that can: USA Today reports that 40 percent of mobile candidates abandon the application process if a company’s posting is not optimized for mobile.
It’s Okay to Text Candidates

It turns out that text messaging is an excellent way for candidates and recruiters to interact. According to a survey conducted by Dialogue Communications, 90 percent of global recruiters were using text messaging to recruit talent in 2013. If you’re not one of these recruiters, you should be: 90 percent of the time, candidates reply to texts from recruiters within three minutes of receiving them. And remember: more and more people are using their mobile devices these days, which means that 79 percent of smartphone owners ages 18-44 have their phones with them 22 hours a day. All of this makes text messaging a reliably efficient way for recruiters and candidates to communicate.

Target Mobile Candidates Specifically

PepsiCo’s aforementioned Possibilities app isn’t the only example of recruiters specifically targeting the mobile demographic. Recruiter.com profiled seven recruitment apps back in 2012: HireVue, Jobscience, BullHorn, Tungle, Google Power Search, Job Speek, and The Hire Syndicate.

Back then, mobile apps were the exception to the rule: only 3 percent of employers offered mobile job apps. That number has gone up significantly since then, with 25 percent of Fortune 500 companies now offering mobile-friendly sites and apps. In 2014, we should expect to see that number continue to grow.

Even if a company does not have its own recruiting app, there exist plenty of third-party mobile apps to help. LinkedIn’s Recruiter Mobile app conveniently offers recruiters all the functionality of LinkedIn’s website, but in mobile form. LinkedIn’s regular mobile app lets jobseekers apply directed to postings via mobile. Meanwhile, the LunchMeet app lets professionals schedule meetings with one another in order to network.

In 2014, there are no more excuses: recruiters who don’t go mobile will only be hurting themselves.

How to Increase Your Credibility with Mobile Strategy

As of this year, 90 percent of American adults own cellphones. Over 63 percent of those cell owners use the Internet on their phones. One-third of cellphone owners access the Internet using their phones instead of computers, and as more and more people adopt smartphone and tablet device technology into
their lives, the numbers are sure to increase.

With the increasing number of people using their mobile devices to access the internet, it’s no surprise that people are also use mobile phones in their job searches. Almost three-quarters of job seekers visit company career pages using their mobile devices. Mobile devices are also used by 64 percent of job seekers to search for career opportunities and job openings on companies’ social profiles and professional networks. Almost half of job seekers have actually applied for a job using their mobile devices, and 43 percent have uploaded their resumés to a job app.

However, only 13 percent of employers say they’ve invested what they think is enough into their mobile strategy. So, what are companies waiting for? Why have only 13 percent invested in mobile-friendly recruitment strategies and career pages? Because there is a distinct disconnect between what companies are willing to change and what candidates want.

Candidates expect companies to showcase their career opportunities, highlight their employees, give insight into company culture and history, and provide useful information pertaining to the jobs.

- 94 percent of candidates expect company websites to show current job openings.
- 72 percent of candidates expect company websites to share the company culture.
- 61 percent of candidates are interested in seeing the history of a company on its website.
- 56 percent of candidates find it useful for companies to post benefits information on their sites.
- 45 percent of candidates expect companies to showcase employee profiles on their websites.

Want to see what a successful mobile recruiting strategy looks like? The winner of the “Best Corporate Mobile Website” in the 2014 Global Mobile Recruitment Awards is Barclays. Visit the Barclays Careers page here to see how they’ve incorporated all of the above expectations.

Only 33 percent of Fortune 500 companies have made their career page on their company website mobile friendly, and that’s unfortunate because 66 percent of those businesses are missing out on the opportunity to increase their credibility with potential candidates and employees.

We live in a high-tech and mobile-friendly age, so it makes sense that company
pages which aren’t mobile-friendly will seem outdated. Being mobile-friendly shows that your company is inventive and credible. Part of being mobile-friendly is showing the world that you care enough about the interests of consumers and candidates. Only 20 percent of employers have mobile-friendly career sites, but why? This number is so low, especially when the candidate demand is so high! About 40% of mobile users leave an application process when they find they’ve entered into a non-mobile-friendly application process.

Go beyond simply having a site that is viewable on a mobile device to a responsive layout, and then go beyond that to an application process that can be completed on a mobile device. You’ll instantly surge ahead of two-thirds of Fortune 500 companies!

Recruiters to Focus on Making Hiring Process Mobile-Friendly

As the world economy experiences significant improvements in employment, slowly growing and becoming more stable in the prolonged wake of The Great Recession, spurred job creation could usher in innovation for recruiters. Across the globe, as more businesses look to hire new employees quickly so they can meet the rising demands of their operations, HR personnel appear to be turning to advanced tools that will help them make their recruiting practices more efficient. While the Internet alone has proved to be an effective solution for companies hoping to hire, organizations are now embracing mobility to ensure that they make the application process readily available to viable prospects, which could allow companies to take on the talent they need without expending a substantial amount of resources.

Internet Recruiting Meets Its Innovation Match

HR departments revolutionized the way they carried out recruiting efforts when they decided to leverage the Internet. In the past, applicants had to peruse newspapers or local job boards while on the hunt for open positions. After pinning down opportunities that these individuals deemed appealing, they had to put together all the materials on their own and personally mail everything – from their resumés to their cover letters – to companies’ offices. That was a hassle, and the mere fact that so much time and energy had to go into applying for a job served as a deterrent for a number of potential candidates.

However, that all changed when recruiters started to place all the components for this process online. Thanks to the Internet, more professionals have been able to view job postings, which has expanded the applicant pool simply because of increased awareness. In addition, standardized forms available through the Web have made the application process comprehensive, streamlined, and generally easy to handle for both parties. Candidates can speed
With over 7 billion mobile devices out there, applying via mobile should be an obvious standard...

through these applications, which eliminates a bulk of the hassle and increases the likelihood of prospects actually pursuing a position. At the same time, the uniformity of these applications lets HR representatives conduct their preliminary screenings in a fraction of the time.

Although online recruitment has long been considered the most remarkable innovation responsible for overhauling HR, this form of hiring has undergone recent modifications to make it even more revolutionary than before. With the development of mobile applications that have been specifically designed to help job seekers submit their credentials to potential employers, recruiters embracing these technologies could generate a broader pool of qualified candidates. If businesses attract a greater number of applicants through these user-friendly and readily available tools, the greater the likelihood that recruiters will find top-tier professionals who could be the best fit for specific job openings and their organizations in general.

More Recruiters Consider Mobile Hiring Functions

According to Mashable, the proportion of recruiters currently incorporating mobility into their practices is not overly outstanding, but this is soon expected to change, and fast. Though there are numerous reasons as to why HR departments should make their hiring practices mobile-ready, the major driving force has to do with consumer preferences. Because of this, more companies are expected to develop mobile HR functions.

In today’s world, the general public is quickly moving away from big, bulky machinery, abandoning even their laptops and carrying out countless tasks via their smartphones and tablets. Due to the rise in daily mobile use, in addition to the expansion of the types of activities performed on these devices, recruiters may find that it is in their companies’ best interests for mobile sites to feature clear job descriptions, as well as application forms that enable users to submit materials from their phones.

*More and more people are using mobile for all computing and online activities – online job applications are the norm now,* stated Rayanne Thorn, Vice President of Product Marketing and
Strategy at Technomedia Talent Management, as cited by Mashable. "Gone are the days of simply walking into a workplace and filling out an application. Applying online is now requisite in most pre-hire situations, and with over 7 billion mobile devices out there, applying via mobile should be an obvious standard."

Virtual platforms, whether they’re mobile or online sites, have the potential to reach thousands of workers. While utilizing traditional social media sites, including LinkedIn and Facebook, to recruit talent can be incredibly beneficial for a company, several new apps have appeared to make the hiring process much easier for employers.

Popular job posting websites frequently offer free apps available for download, including CareerBuilder and Snagajob. Some of these sites offer platforms specifically for hiring managers to provide them with tools that can make the hiring process much easier by categorizing candidates and sifting through applicants. Implementing mobile capabilities for a company is essential for spreading awareness to all candidates, as Hospitality Magazine reported that one of the main reasons individuals do not complete job applications is that they could not be easily accessed via smartphone. When companies are looking to blend mobile technology and recruitment strategies, they should consider some of the market's top apps.

New LinkedIn App Streamlines Recruiting Process
LinkedIn recently unveiled its Recruiter Mobile app, which aims to make the job search and application process easier for all individuals involved. On the website’s blog, Senior Director of Product Parker Barrile wrote about the benefits the new app will bring to recruiters.

"People are more mobile than ever before," Barrile wrote. "Yet recruiters like you, and the recruiting process, are still chained to the desktop. That has made it painstakingly difficult for candidates to search for, discover, and apply for jobs via mobile. It has also limited your productivity because you can’t interact with candidates and hiring managers while on the go."

In light of the growing mobile trend, recruiters aiming to stay at the head of the pack when it comes to HR innovations should make moves to develop mobile sites sooner rather than later. Once businesses’ mobile platforms are available, hiring professionals could be flooded with more applications coming from cream-of-the-crop talent.

Using Your Smartphone to Recruit Talent
Digital recruitment is vital for employers looking to hire tech-savvy and top-quality candidates, no matter the industry in which their company works. The 2013 Social Recruiting Survey conducted by Jobvite found that 94 percent of recruiters use or will use social media as part of their recruitment tactics, while 78 percent of hiring managers say they have successfully employed a person found through networking sites.
Barrile goes on to cite the fact that 33 percent of LinkedIn users visit the site on their smartphones, half of which apply solely through these means. Since there exists such a large market of potential employees who primarily seek work through their phones, recruiters have the chance to take advantage of this technology to best capture this group. The Recruiter Mobile app is currently only available for iPhone users, but it can be accessed via any phone’s web browser. Job posters who list positions on LinkedIn can instantly see the profiles of candidates who applied via the website, giving employers access to their resumés, phone numbers, and email addresses. The app presents hiring managers with three contact options: send an InMail, call, or text. Users can also quickly access the same platform available on the desktop site, meaning they can search for, message, and look through any members of the website.

Job-Seeking App Lets Users Easily Look Through Pages
As an example of a technology provider assisting with mobile applications: JobDiva, Inc., is a recruitment managing company that aims to assist employers and applicants as they make their way through the hiring process, according to its website. While the company features a job board for candidates, it claims that it can help employers to track employment seekers on the Web. Its app, JobDiva, works similarly to LinkedIn’s Recruiter Mobile, but it has a much cleaner presentation screen. Users are presented with just a few options, including search candidates, add contact, and add company, but they have access to all potential job candidates and can add people to their networks. When a resume has been submitted, recruiters can examine past experiences and quickly send a message to preferred applicants. The app can also notify hiring managers when they have an interview scheduled, or when new people have shown interest in the job.

Are You Ready for Off-the-Grid Recruiting?
By Joel Cheesman, Founder at Morale

Know it or not, mobile is taking over the world. According to comScore, since 2010, there’s been a 237 percent increase in time spent online via smartphones and a 1,040 percent increase in time spent via tablets. Desktop usage, in contrast, is up a meager 7 percent.

Unfortunately, the world of recruitment isn’t keeping up. Case in point: Amtrak recently redesigned its careers website. The desktop version is a work of art. It looks like an ad agency puked all over it. Big images, slideshows, hashtags: you name it, it’s there.

The problem? The mobile version was grossly ignored. Credit where credit is due, Amtrak does actually have a mobile-optimized site, but none of the fancy bells and whistles that adorn the desktop site are present.

It’s just job search: applying is done by emailing yourself the job, on which you then...
must assumingly follow up when you get to a desktop computer. Never mind that over half of emails today are read via a mobile device.

It’s an infinite loop of job seeker hell.

Alas, for the world of recruitment, technology doesn’t stop, and user behavior doesn’t change. Those not embracing mobile should be prepared to lose to those who are.

Which leads us to the next trend worth the attention of many employers: I’ll call it off-the-grid recruitment.

Basically, it’s a new technology that enables iPhone users to use applications without actually being connected to their mobile carriers. It’s called Multipeer Connectivity. The feature supports connections between iOS devices using Wi-Fi and Bluetooth, and maintains that connection even when a phone can’t access the Internet.

In a story featuring Amtrak’s new site, Kerry Noone said of the mobile experience, “At the very least, someone who is on the train can search for jobs.” And herein lies the challenge: trains go into tunnels and stations that aren’t online. They travel through geographic areas that are dead zones.

No connection, no job seeking.

And that’s where Multipeer Connectivity comes in. Such a technology could enable users to connect without actually being, um, connected as we think of it today. With this technology, job searching can happen seamlessly on a train.

Think about the situations wherein such a technology could come in handy for connecting with job seekers. Here are a few where an Internet connection is traditionally a wildcard:

• Public transportation
• Job fairs
• Trade shows
• Conferences
• International travel
• Airports
• Hotels
• Vacation sites
• Concerts

You get the idea. And there are certainly cases where connectivity is not an issue in
Responsive products will begin to debut this year and will set the bar for usability, accessibility, and adoption rates...

these places, but sometime it is. And occasional dead zones happen everywhere. The technology may even be readily available on many flights.

The technology is still very new, and the number applications that leverage it is very small. However, it's going to gain steam. As a result, there will be a job search application that takes advantage of it and differentiates itself as a search-while-you’re-offline option. It make sense: a lot of job searches can happen on public transportation, for example.

By the time employers finally embrace the technology – if they ever do – we’ll probably be well into the next big thing. I’m going to guess wearables. However, the savviest of companies should start paying attention now.

Industry Perspective

from Paul Harty, President of Seven Step RPO

With today’s society constantly on the go, companies need to adapt their application processes to mobile career site functionality in order to capture mobile talent. The recruitment spaces must look to integrate the conveniences of other career site technologies, such as job alerts notifications and emailed reminders to complete the application process, with the conveniences of a mobile-optimized website. Our clients that have integrated mobile career sites have seen that around 25 percent of visitors year to date have come from mobile devices.

Customers are looking for ways to enhance their career pages and make them more accessible to candidates. Some solutions that are being offered are mobile career site functionality, implementing career pages with responsive design, and mobile apply. As the mobile apply functionality will increase the competitiveness of attaining talent, this year we will see more and more companies integrate this feature.
Responsive is the New Mobile

by Joel Passen, Newton Software

The fundamental challenge for developers of modern recruiting technology – and business apps in general – is to develop solutions that perform well on multiple devices, monitors, and browsers. Until recently, the solution has been to create a different product for every device. This is commonly referred to as an “App Strategy”: an iPad, iPhone, and Android App, plus a desktop version. In 2014, we’ll see the emergence of “universal” platforms that are capable of adapting to any screen size. These “responsive” products will begin to debut this year and will set the bar for usability, accessibility, and adoption rates.

For core recruiting technology, now mission-critical pieces of most employers’ operational infrastructures, one layout of data and controls does not work anymore, given the variety of screen variations that people want to use. While vendors are correct in asserting that their platforms can be accessed on mobile devices, they mean that their products can be viewed on mobile devices, but this doesn’t mean that their products work well on mobile platforms. Scrolling, zooming, pinching, and squinting are not viable options for users anymore. New responsive products will understand what screen size is being used to access the platform.

Responsive products will then automatically provide context and will appropriately juxtapose the data being displayed with the right controls, on any device, browser, and platform, all the time and at speeds we’ve never experienced before.

Implementing responsive design won’t be easy for most established recruiting technology vendors. In fact, it will be nearly impossible for vendors with large code bases to re-architect their products without completely freezing other development efforts – or, in some cases, rebuilding entire solutions from the ground up. Either way, vendors can’t ignore responsive design. Newer vendors are releasing responsive products now that are simply more accessible and more nimble. And, most importantly, it’s no secret that consumers are willing to sacrifice some features here and there to have the ability to access data and perform core functions wherever and whenever they want.

Responsive design is the new mobile and will prove to be immeasurably beneficial for the recruiting technology industry and consumers of HR technology in general. Responsiveness is the catalyst that we’ve all been waiting for to truly accelerate the socialization of recruiting technology beyond just recruiters and HR professionals. I believe that our industry is on the cusp of reinventing itself again, and with the help of new technologies like HTML5, one-page apps, and Javascript – the cornerstones of responsive design – 2014 is going to be another breakthrough year and the perfect set up for what’s to come.
All-in-One Recruiting and Staffing Software

TRY NOW
A significant chunk of the success seen by staffing and recruiting firms last year was a direct result of staffing software...

Staffing Software Trends

by Matthew Kosinski, Recruiter.com

For staffing and recruiting firms, 2013 was a fairly good year. In the annual “North American Staffing and Recruiting Trends Report” from Bullhorn, 77 percent of surveyed firms met or exceeded their revenue goals last year, which is up from the three previous years. And firms are gearing up for another good year in 2014: 88 percent of participants expect to see revenue increase this year, and only 3 percent expect to see it decline.

A significant chunk of the success seen by staffing and recruiting firms last year was a direct result of staffing software. Bullhorn found that staffing and recruiting firms made 49 percent of their total placements by using their candidate databases.

But not every firm is using the same software: while a lot of staffing and recruiting firms work with typical applicant tracking systems, there are plenty of companies utilizing more specialized platforms, like vendor management systems (VMS).

Vendor Management Systems

Last year’s annual “Vendor Management Systems and Managed Service Providers Competitive Landscape” report from Staffing Industry Analysts found that, in 2013, statement of work (SOW) spend through vendor management systems was $21.9 billion, a 21 percent increase from the prior year. Joel Capperella, VP of marketing for staffing company Yoh, says that demand for and use of VMS technology will remain prominent in 2014, so expect to see more firms turning to VMS this year.

VMS technology has become important to staffing firms because it offers tremendous speed in sourcing talent at a relatively low cost – much lower than the cost of salaries for the number of recruiters you’d need to match the pace of VMS. Because of this, VMS is most often used in fields of high-volume placement, like sourcing contract and temporary workers.
But as VMS technology continues to spread, some people in the industry are resisting it. These “boutique” staffing and recruiting firms are often smaller, more specialized staffing firms that source talent in specific fields. These low-volume firms don’t so much need the high velocity of VMSs. Given the rise of niche job boards in recent times, we may wonder whether niche staffing and recruiting firms will become similarly important.

**Managed Staffing Programs Vs. Self-Managing**

Employers looking to fill gaps in their staffs need to make a choice between managed staffing programs and self-managing in 2014.

Capperella notes that managed staffing programs “matured” in 2013. Instead of viewing MSPs as cost centers, companies learned to approach them as integrated staffing strategies. As such, MSPs must now be constantly evaluated for efficiency.

According to Capperella, MSPs will continue to mature in 2014, and that will lead to some important trends. For one, companies will expect a higher level of service from MSPs in 2014, as attention shifts away from simple costs to the quality of supplied staff. Capperella also forecasts that online staffing solutions will continue to grow, but not without difficulty: companies who try to rely on these services instead of more traditional firms will stumble over the challenges of working with an entirely decentralized talent pool.

As companies begin to more closely evaluate their MSPs and demand higher quality talent from staffing and recruiting firms, they may turn away from these partnerships entirely and choose to “in-source,” or self-manage, all staffing and recruiting functions. Such a move will be more attractive to bigger companies, who may have the resources to pull it off. Instead of staffing through MSPs, then, some companies may take VMS technologies into their own hands or develop similar in-house applications to use for staffing management.

Companies interested in self-managing their contingent staffing needs should check out the innovative mobile apps that help them tap into the temporary workforce. Gigwalk, for example, lets companies post small tasks which people can access via the Gigwalk mobile app. People
can choose to accomplish these quick tasks (e.g., “Go to a specific store and make sure that a specific product is being displayed properly”) for some small payment from the company, all without the mess of getting temporary staffing agencies involved. These apps may not be as comprehensive as traditional VMS technologies, but they certainly help companies manage small tasks with little-to-no drain on resources.

**Automation Nation for Staffing Software**

*by Maren Hogan, RedBranchMedia*

It’s the future. Why don’t robots do our jobs yet?

Have you ever asked that question aloud? If so, you’re not alone. It boggles the mind that many of the most mundane functions of our daily jobs are not at least a little less tedious and a little more automated by 2014. However, if you find yourself uttering it everyday, consider that you may not know everything your software can do.

In staffing, the human touch is a very important part of the variable, but automating processes that bring only administrative value to the table can not only increase efficiency, but also create an environment where an amazing recruiter or agency owner can do their job with even more human vulnerability. So get started!

1. Start by sorting your email into specific folders based on clients, types of email, and importance. **Set a rule within your email provider** to sort the email into folders before reading for extra bonus points. When you need to access a specific client or get some tracking information or even identify specific issues within your organization, you will have a dynamic, accurate record in one-click. Avoid searching and pointing fingers, and simply start using this tip right away.

2. Is your staffing software equipped with social sharing? Has it been automated to the point where it is no longer effective? Chances are, if you’re using the base model, your company is not getting the most from social add-ons. Can you import your team’s LinkedIn or Facebook profiles? Can you use a curation service to make sure your team is posting Twitter updates that matter to
your future candidates? Automating social doesn’t mean you never post anything in real time; rather, it means you supplement job openings with interesting commentary, focused community building tools, and hashtags that are relevant to your applicants. The real-time engagement is the icing on the cake!

3. You probably know that most staffing software comes with its own CRM, but what you may not know is how not logging those calls can create chaos within your system. Imagine being able to see a pattern in when your office gets the most (and least) calls, or being able to track your most successful call time or recruiter.

4. The awesome things that staffing software provides aren’t tied to a desk with mobile solutions. You can take any of these features on the go, so long as you check with your software provider that they have (or are building) a mobile solution to allow you to do so!

5. Task Management gets so much easier when it’s integrated into the system where you are doing much of your work. Manage teams and tasks easily with calendaring – most staffing software will include this with many of the most popular calendaring services. Take it one step further by sorting tasks in the same manner as your emails and linking them by client, candidate, or whatever criteria work for your industry.

6. One of the greatest advancements in all software over the past few years has been the ability to store documents in the cloud (87,985 resumés, anyone?). Keep the paper monster at bay and free up storage by taking advantage of searchable, accessible, secure documents that can be attached to a client folio that includes other pertinent information like emails, contact information, upcoming deadlines, and history.

Staffing software should make your agency run more smoothly, not throw up roadblocks. Learning just how automated you can make some of the above tasks will not only create a more effective practice, but also potentially reduce the workload and increase efficiency. That’s a high ROI for something you’ve already purchased.

The Breakthrough Three of 2013

by Sean Pomeroy, Top Dog at Visibility Software, LLC

We’ve seen a lot of “breakthrough” HR technologies and tools in the last few years. Now that they have been picked through and put to the test, we are left with a handful that have proven to be effective and efficient enough to be truly embraced. Here are the ones that I know will do great things in the future of HR and recruiting.

Talent Analytics

Recruiters and HR departments are flocking to make talent analytics technology a part of their recruiting processes. For several years, recruiters and HR professionals were buzzing about big data, the power it holds, and our newfound ability to create these amazing profiles of endless numbers of candidates. The problem was that no one really knew what to do with all
that data. They really just talked about how to get it, and then speculated about what could happen next.

What happened next was talent analytics firms and technology came to the rescue. Case study after case study comes back with surprisingly high stats on lowered retention rates after implementing talent analytics in their sourcing, recruiting, and hiring practices. This is an exciting field, and one that I intend to follow closely as it evolves.

**Video Interviewing**

Video or virtual interviewing is here to stay. It is amazing how this simple tool has caught on in such a huge way. An Office Team study that I came across found that more than 63 percent of HR managers interviewed said their company often conducts employment interviews via video.

This is one of those tools that combats the issue of technology dehumanizing the hiring process. Video interviewing actually gets people face to face faster and in a more convenient manner. This is exactly what humans want.

We have also seen how this tool has progressed, and it's features have become incredibly robust (buzzword alert!). From incredible mobile capabilities to adding customizable branding through the platform, video interviewing companies have really taken this tech to the next level. I like to call this putting butter on a Pop-Tart: when you take a great thing, and make it even better with another great thing. Seriously though, you should try it.

**Apply with LinkedIn Button**

We’re obsessed with this tool, and got our own applicant tracking software on this bandwagon as soon as possible. A Hire Right study found that 74 percent of individuals would abandon a career site if it didn’t load within five seconds. Candidates need to be able to apply easily and quickly, or they’ll go elsewhere. This tool has been embraced like crazy for several reasons:

From the candidate’s perspective, we couldn’t dream of an easier, more inviting process to apply. We have found that the candidate experience is greatly improved with this feature.

From the employer’s perspective, we can obtain the big picture on each candidate, in a simple, clean, and easy-to-digest format as the candidate’s LinkedIn information is processed and organized by the ATS. Furthermore, this type of public resume deters the very common issue of falsifying facts or history on a resume or application. This is another win-win tool that you can expect to see grow even more popular.

At only three, this short list has made a huge impact on the world of HR and recruiting. These tools make it possible for HR professionals and recruiters to get back to the people matters in recruiting and in the organization. While
some might speculate that HR tech is taking the human out of human resources, I contend that powerful and effective tools like these do exactly the opposite.

5 Ways e-HR will Transform Your Department in 2014

by Shala Marks, Recruiter.com

In the report “Transforming HR Through Technology,” the Society for Human Resource Management (SHRM) says that, in many organizations today, “employees now see the face of HR as a portal rather than a person.” SHRM calls this shift “e-HR,” or the transformation of HR service delivery using Web-based technology. And boy, haven’t we witnessed how the implementation of HR technology has certainly transformed the way HR professionals conduct business? Advancements in technology now allow HR folks to ditch newspaper ads and post multiple job listings all across the Internet. And now HR departments can efficiently onboard and train new employees without wasting tons of paper – not to mention the ability to hire and connect with remote workers.

It’s pretty clear to see just how much technology has benefitted HR departments in the past, and it shows no sign of slowing down. The SHRM report says that HR professionals must not only master traditional HR skills and knowledge, but also have the ability to apply that knowledge via technology.

So, to help ensure today’s HR pros keep their knowledge and skills up to date with the latest technology trends, Recruiter.com teamed up with Tim Low, Vice President of Marketing at PayScale. Below are just five of the ways Low says e-HR will transform your HR department in 2014:

1. The Rise of Big HR Data Insights: Really, who just wants more data? While big data is a huge trend, HR departments are looking for actionable insights to help them make the right decisions for their businesses. These are insights that can only come from a large data set: not a few hundred or even a few thousand data points, but millions or more.
2. Demand for Real-time Analytics: Real-time information is key because it tells you when something is occurring in the moment, allowing managers to intervene before their business is impacted. Examples of real-time analytics can include up-to-the-minute market data or an alert from your software when something critical has changed. Remember, a variety of social profiles are replacing traditional resumés, not just the LinkedIn social profile.

4. If It’s Not the Cloud, It’s Not Allowed: More HR software will move to the cloud in 2014. So, if yours is not there already, then be prepared to move. The benefits of cloud software are well documented, and perhaps more importantly, the companies who make cloud-based software are the ones receiving financial investments and showing the most innovation. Just look at Forbes’ list of the World’s Most Innovative Companies as an example. SaaS leader Salesforce.com landed at No. 1, while VMware took the third spot and Amazon followed behind, landing at No. 7.

5. Even HR ‘Dark Arts’ Like Compensation Will Be Modernized: Compensation has been done the same way for decades. But modern technology such as crowdsourcing, big data, and cloud services are making this discipline easier than ever for non-compensation gurus. In 2014, more HR departments will be looking to get a better return on their payrolls, and they will turn to analytics technologies to help.

Industry Perspective

with Ian Yates, Managing Director, Fitzii

The first resumé was created some 500 years ago by Leonardo da Vinci. He sent it to the Duke of Milan in an effort to secure a job (he succeeded). Since then, the resumé has been the tool of choice to screen applicants against job openings. This is about to change, and hiring quality will increase as a result.
Using the resumé to screen applicants has three main drawbacks: most importantly, resumé don’t predict performance; secondly, they are often inaccurate or misleading; and finally, they are prone to give rise to subjective decisions due to the ways they are reviewed and the high risk of implicit bias.

So, if the resumé is not the right way to shortlist applicants, what is? We believe that future screening decisions will be made based on a more complete picture of an applicant. Our platform Fitzii, for example, assesses every applicant on three dimensions: skills, experience and education, and personality fit and cultural compatibility. This analysis provides recruiters and hiring managers an overall score that predicts each applicant’s likelihood to perform in a particular role. This and other similar approaches are much more robust ways to make the initial yes/no decision.

Of course, the professional history provided by the resumé has value. However, as the investment advice goes, “past performance does not guarantee future performance.” Tools and services that can add data and context to past performance to provide a more accurate prediction of future performance will dominate the future of applicant screening. This, combined with the likely scenario that LinkedIn will host the professional histories of the majority of the workforce, means that the resumé’s days are numbered.
Must-Do Recruitment/HR Technology Resolutions

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 year. 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 outside of the office. Whether it’s file-sharing, an email-based ATS, an internal social application, or a project management app, bring something into the workplace that you’ve beta tested in your personal life.

With constant upgrades to software, new consumer and enterprise apps developing 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 also 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 it 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. Let them go. Honestly, you have permission.

Recruitment Technology Selection and Implementation Advice

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 by-passing 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 curriculum vitae, 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 on a scale of 1-10 as you explore various applicant tracking systems.

- Feature set (overall rank)
- Speed and performance
- Customer service
- Legal and compliance
- Training
- Usability and ease of use
- Scalability
- Reporting and metrics
- Implementation, ease of
- "Upgradability" and compatibility
- 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 upfront 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.

**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.

**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 ongoing 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 ongoing costs will be determined by your future technology needs, which are often very difficult to predict.

**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).

Primary Recruiting and Talent Management Software Functions

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 functionalities 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 discussion.

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

- Applicant database and tracking (recruiter activity)
- Assessment
- Background verification
- Candidate communication
- Career site
- Client and company activity tracking (CRM-like functionality)
- Compensation
- Compliance and EEO / OFCCP handling
- Employee referrals
- Internal team collaboration (hiring managers and team leaders)
- Job distribution
- Mobile deployment
- Onboarding
- Performance
- Recruiter performance reporting
- Recruiting vendor management and referral tracking
- Recruitment marketing analytics
- Requisition approval and workflow
- Social distribution and social recruiting
- Sourcing
- Succession
- Planning
- 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 experience for them. You want to develop not only a strong committee and decision team, but also a solid methodology on which to base your decision.

Individual recruiters will, of course, be the primary users of the software system. Typically, organizations run panels of recruiters to assess technology and develop feature sets. 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:

- **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 it most likely has to communicate with various back-office HR functions.

- **CFO / Finance:** The head of finance or CFO is often called upon at the end of the process in order to okay 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 on the corporate bottom line.

- **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.

- **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.

- **Procurement:** Software procurement is an art in and of itself, but procurement is often involved only for the purchase order or for sign-off. 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.

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 with 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 recruiter software is going to fundamentally change the way your recruiters recruit. It isn’t going to make them pick up the phone or become technical sourcing wizards, nor will it document every candidate or client interaction for them. However, it’s hard to overstate 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.
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