

EXECUTIVE FORUM NORTH AMERICA

Ideas In Action: The Human Side of Hiring

Speaker:

• Erica Pepe, Recruitment Evangelist, Indeed

Presented by



The Human Side of Hiring

Inspiring connection, passion and loyalty

Erica Pepe| Recruitment Evangelist | Indeed

When we think of human connection, we think first of family and our closest friends

But research shows that connection with coworkers and our community is also vitally important What is human connection?

We have existed for 200,000 years



We're human animals first and workers second.

How do we design our work environments and talent attraction processes to thrive on human connection?

Question 1: How important is social connection in the workplace?

"While many people assume that finding the right job that fits your personality and skills is the key to a healthy work life, [our research] shows that health at work is determined to a large extent by our social relationships in the workplace."

> **Dr. Niklas Steffens** University of Queensland, Australia

Source: Society for Personality and Social Psychology, "Health determined by social relationships at work," 2016

Research shows that the strongest workplaces are marked by human connection

Employees who say "I have a best friend at work" are significantly more engaged and loyal

+47%

more likely to say they "plan to be with the company one year from now"

Oppenty

Source: Gallup, "The Collective Advantage," 2001

410%

more likely to say they "are engaged" at work

Source: Gallup, "The Collective Advantage," 2001

+94%

more likely to say they "are paid appropriately for their work"

Source: Gallup, "The Collective Advantage," 200

This is consistent with a study from the Association of Accounting Technicians in the UK, which showed that **"the relationship with colleagues"** was the **#1 thing** that kept people in their job Why is connection so important to workplace success?

"We are biologically, cognitively, physically and spiritually wired to love, to be loved and to belong. When those needs are not met, we don't function as we were meant to. We break. We fall apart. We numb. We ache. We hurt others. We get sick."

Dr. Brené Brown



High Blood Pressure

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11 22/2 0

Smoking



Healthy social relationships can have a positive impact on happiness and stress



Of surveyed recruiters agreed:

"Building connected relationships with candidates is an essential part to being a great recruiter."

Source: Indeed "Survey Monkey" study of Interactive 2017 registrants (n=155)

Recruiting, more than any other function, is built on human connection

Question # 2: How do we leverage what recruiters are great at **building relationships**—to make our organizations more socially fulfilling communities?

2017 Indeed Research We've researched this extensively with three waves of job seeker surveys

Survey was conducted online within the US by Harris Poll and Decipher/FocusVision on behalf of Indeed from March 15-17, 2016 and March 16-22, 2016 among a total of 8,100 adults ages 18 and older. Survey was conducted online within the US by Decipher/FocusVision on behalf of Indeed from February 13-16, 2017, among a total of 500 adults ages 18 and older who are actively searching. Survey was conducted online within the US by Decipher/FocusVision on behalf of Indeed from April 27- May 2, 2017 among a total of 1,000 adults ages 18 and older who are actively searching or were recently hired. Research shows that purpose and human connection play an important role at every stage of the hiring process





of job seekers focus on how well the job description fits their skills, qualifications and aspirations when deciding whether or not to apply to a job

A job's alignment with one's passions and beliefs is also an important influencer during the exploration stage



As recruiters, the opportunity here is to create job content that goes beyond qualifications and requirements.

The best career sites and job descriptions humanize our companies before the very first conversation with a candidate. Once a candidate applies to a job, there are two key actions we can take to begin building a <u>trusting</u> relationship

Once you've applied to a job at a company, which of the following builds trust?



View their application and respond promptly



Show an active interest in them and their story



How authentic and genuine the people I interview with are

What factors help you connect with a company during the interview process?



How comfortable employees make me feel when I Interact with them



I'm provided with good insight into team dynamics and company culture

"For reasons that transcend the physical needs fulfilled by earning a living, employees want to believe in what their employer does. They like the feeling of belonging to a community, whether that community is their company, sports team or church."

Source: Gallup, "State of the American Workplace," 2016

Question # 3: How can we build talent communities that are more connected, engaged, productive and successful?

5 Ideas

for a more human candidate experience

01

Help your current employees build the right community for their future colleagues Today's candidates, first and foremost, will optimize for happiness

8/10

People say they would turn down a big salary increase if it meant working with people or in an environment they didn't like

Source: Association of Accounting Technicians, 2014 (n=2000)
In the age of employer reviews, candidates can quickly see how companies treat employees



based on 3,964 reveiews Headquartered in Issaquah, Washington Retail 10,000 + employees

Costco Wholesale Corporation operates an international chain of membership warehouses, under the "Costco Wholesale" name, that carry quality, brand name merchandise at substantially lower prices than are troically found at conventional wholesale or reall sources. The warehouses are designed to help small-to-

And the voice of employees has never been louder



Today, there are more than 18 million employee reviews on Indeed



Employer ratings are shown with search results



In 2017, job seekers visited an Indeed Company Page to research a company more than one billion times

Source: Indeed Worldwide Data

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Add a square logo for mobile

Add a branded header image

About Us

Even if the job is great and the hiring process positive, candidates say **hearing negative things about the company** from their peers is the **#1** thing that would deter them from accepting an offer from your company

Source: Decipher/FocusVision study conducted on behalf of Indeed, 2017 (n=1000)

And the damage goes beyond just lost hires



41%

of job seekers who give their overall candidate experience a 1-star rating say they will definitely take their alliances, product purchases and relationships somewhere else

Source: The Talent Board "North American Candidate Experience Study," 2016

How do companies foster community and connection?

The first thing they do is make sure they have the right people

"My biggest mistake is probably weighing too much on someone's talent and not someone's personality. I think it matters whether someone has a good heart."

Elon Musk

Founder and CEO, Tesla and SpaceX



"We seek people who love to spend as much time as possible in the mountains or the wild...All the better if they have excellent qualifications for whatever job we hire them for, but we'll often take a risk on an itinerant rock climber that we wouldn't on a run-of-the-mill MBA. Finding a dyed-in-the-wool businessperson to take up climbing or river running is a lot more difficult than teaching a person with a ready passion for the outdoors how to do a job."

Yvon Chouinard Founder, Patagonia



PNC Bank staffers are given 40 hours of paid time off each year to volunteer with peers in community initiatives



Dell now encourages all managers to volunteer with their teams after internal research showed that coworker community volunteering was one of the four strongest drivers of employee engagement

Respond to candidates as if they are your most important customers

02

In most companies, a top talent job application is many times more valuable than a sales lead

When it comes to sales leads, research shows that speed of response is the most significant factor in driving conversion to revenue Research shows that sales leads are highly perishable: the optimal time to follow-up is in the first 5 minutes



Response Time (Minutes)

Source: : Lead Response Management Study, 2009

So....what percentage of companies respond to job applications within one day?



respond to job applications within one day

Source: Decipher/FocusVision "Confidence Curve" study conducted on behalf of Indeed, 2017 (employers, n=600)

And job seekers say that they only hear back from companies within one day 4% of the time



Source: Decipher/FocusVision "Confidence Curve" study conducted on behalf of Indeed, 2017 (job seekers, n=500)

Not surprisingly, candidates tell us that a slow response is one of the most dehumanizing aspects of the hiring process

Once you've applied to a job at a company, which of the following actions <u>undermine</u> trust?



Source: Decipher/FocusVision job seeker study conducted on behalf of Indeed, 2017 (n=346) 55%

When employers fail to respond to candidates promptly they destroy their employer brand and shrink their future talent pool

The problem isn't just with job applications—many companies also struggle to communicate with candidates at the end of the interview process

51% of successful candidates noted more than one week elapsed between their final interview and receiving an offer



Source: The Talent Board "North American Candidate Experience Study," 2016

STAPLES

Staples provides an overview of the application process and sets clear expectations for follow-up

What to Expect When Interviewing

After applying online, the initial response takes anywhere from a few hours to a week. Rejected applicants receive an email fairly quickly. A phone call is made to those who are asked to come in for a face to face interview. There is a short screening interview on that first call. In the onsite interview, be prepared to walk through your application, work history, career goals and why you would like to work at Staples. There may also be some hard questions about difficult choices and customer situation to assess integrity and retail customer service qualifications.

Trello's "Recruiting Robot" makes candidates feel great . . .

. . this is an automatic email, sent by a mindless robot, to let you know that we're absolutely thrilled that you would be interested in working for Trello. We're very honored.



We're changing the way people work

and having a ton of fun along the way. We're headquartered in NYC and distributed across the world.

Our Values

Diversity & Inclusion Trello is for everyone.

Embrace Remote Trellists work across the US and the world.



We trust each other to take the lead.

Collaboration We're in this together. Transparency We share what we know.

Don't Do Nothing See something broken? Let's fix it.

Respect We demonstrate and assume positive intent.

Work-Life Balance Flexibility helps us work and live better.

. . . while setting clear expectations around the recruiting process

"It may take a week or ten days before a developer gets around to reviewing your application. . . But we will assure you that a real live human being, not an automated computer zapper program, will review your application carefully, and only after drinking plenty of coffee and getting lots of sleep and exercise . . .

Next—yes, you will hear back from us. It is our policy to reply to all applications . . ."

Image: Description of the second s

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Work-Life Balance Flexibility helps us work and live better. AT&T provides an online application status for all applicants and a dedicated support line for job seekers

"You can chat with a live person about your status. Applying for a job shouldn't be a waiting game. That's why we do our best to keep you in the loop."



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Discrimination and all unixedul harassment (including sexual harassment) in employment je not foliceted. We encourage success based on our individual ments and abilities without regard to race, color, heligion, hatlone

Nabisco responds to every resume it receives, solicited and unsolicited Why respond to every resume when that's clearly not necessary?

"Because — everyone eats cookies."

Milk's Favorite Cookie

Nabisco HR Manager





Recruiters have an opportunity to be forceful defenders of talent, building connection and trust while helping top talent to shine in the interview process



of candidates who reported receiving detailed information prior to the interview, but were not selected to move forward in the process, gave the experience a minimum of 3 stars on a 4-star scale



Yet, 33% of candidates report receiving no interview preparation or communication at all

Source: The Talent Board "North American Candidate Experience Study," 2016

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Here is an example of a real 1,100-word recruiter email helping a candidate to prepare for a product management interview at Google

Source: Business Insider, March 2017

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Bee Lewis

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Product Managers act as general managers of our products, providing leadership across functional teams to conceptualize, build and deliver Google's next great app.

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Google's PM hiring philosophy

We have an agnostic interview process in which we aim to hire PM "generalists," who may have niche experience but can easily float through our evolving product lines.

Source: Business Insider, March 2017

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The interview process

You'll interview with PM's working on any number of our various products. At a later point, our leadership reviews your interests, background and interviews to identify relevant projects that align with business need.

Source: Business Insider, March 2017

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The evaluation criteria

Google PMs put users **first**. PMs are zealous about providing the best **user experiences**. It starts with customer empathy and always includes a passion for products, down to the smallest details.

Source: Business Insider, March 2017

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Sample questions

- How would you improve Google Maps?
- How many queries per second does Gmail get?
- Write an algorithm that detects meeting conflicts.

Source: Business Insider, March 2017
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What **not** to expect

Brain teasers, such as logic puzzles, are rarely used in today's Google PM interviews. Google's HR department found a low correlation between job performance and a candidate's ability to solve brain teasers.

Source: Business Insider, March 2017

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Google Interview

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Extensive detail on how to prepare

Understand what it means to be Googley by reading **Google's corporate philosophy**. Review Google's **Android design principles**.

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Source: Business Insider, March 2017

How to be successful

The Google interviewers are evaluating your creativity, and they place a big emphasis on big ideas (aka "moonshots"). Inspire them with unique, compelling ideas.

Design your recruiting process to maximize the chance of authentic human connection

04



The LEGO Group features everyone from Master Molders to marketing managers to retail salespeople in scrappy videos on their career site



LIFE AT THE LEGO GROUP

METTE LARSEN

We hire for a wide variety of roles and functions and we are always looking for new talent! Hear what some of our people say about their life at the LEGO Group.



"Working in Billund is very joyful, you could say.

JORGE ROBLES

"Working in LOM or in a global company it's awesome because you have the opportunity to know other people from different countries. You can learn with the different sites or different benchmark with colleagues. You can be more present globally." -Jorge Robles, Process Engineer, Monterrey, Mexico

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"Working in LEGO is guite different life for me because LEGO is a very global company. I have many phone calls and communications with all the people of LEGO. Like somebody in Billund.











Explore Our Teams by by us Our Teams Job Search Q&A Login

Become a Zappos Insider Oget started

Zappos makes it easy for "Zappos Insiders" to dive deep into the profiles of current employees



HR, Legal and Education

We Hire, We Train and We Protect Our Culture

It's important to get everyone on the same page. As the old adage goes: you can't have deeply engaged customers without deeply engaged employees. We believe that if you get the culture right, most of the other stuff like delivering great customer service or building a long-term enduring brand will just happen naturally on its own. Our Corporate team does just that We help hire, train and protect the Zappos culture!

Meet Our Zapponians

What makes Zappos a great place to work?

Zappos is a great place to work because of our customer service philosophy, deliver wow through service, for both external and internal customers. We are innovative and value people and I love that. Also – our discount is awesome!

Why did you choose Zappos?

I chose Zappos because I read an article about Holacracy when the program was rolled out as a pilot in HR. I thought this is crazy and I have to be a part of it!



Nicole Lanzalaco

Zappos includes a "social test" where the candidate attends a department or company event so that they can meet their potential colleagues in an informal setting

05 Use data to relentlessly optimize for human connection

The only way to build a truly human candidate experience is to measure how candidates respond to the people and activities in your recruiting process Yet, many companies don't fully measure the impact of their hiring processes on the people they are trying to recruit



Of candidates who reported a "poor" 1-star experience were never asked for feedback on the interview process

Source: The Talent Board "North American Candidate Experience Study," 2016

RAPID

Security software company Rapid 7 surveys each candidate, sometimes following up with them one-on-one, and reviews the results at least once a quarter

Candidate Survey

How friendly was the receptionist?

- I instantly felt confortable; goodbye to interview jitters
- Moderately friendly A hello with a smile. It was sufficient.
- Slightly to not at all friendly It was more like a grunt than a hello.
 -] Worst case scenario, no acknowledgement

What is the impact of these 5 actions?

If we all implement these 5 ideas

for a more human candidate experience . . .

- 1. If we build real community in our companies
- 2. If we respond to candidates as if they are our most important customers
- 3. If we let recruiters be advocates for talent
- 4. If we maximize the chance of authentic human connection in our recruiting processes
- 5. If we use data to relentlessly optimize for human connection

"Employees who believe that management is concerned about them as a whole person—not just an employee—are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability."

Anne Mulcahy

Former CEO of Xerox



78%

Of employees spend more time with co-workers than they do with their family

Source: "The Effect of Work Relationships on Organizational Culture and Commitment" Report, 2014

The Human Side of Hiring

Inspiring connection, passion and loyalty

Erica Pepe| Recruitment Evangelist | Indeed



Two Easy Ways to Give Feedback

- Rate sessions on the Conference Community (all sessions)
- Fill out the Evaluation Card on your chair (concurrent sessions)





Presentations Available to Download

- Available on March 2
- www.staffingindustry.com/ppts_efna18

Future Forward



Coming up...

- Transition Break | 11:00-11:15 am
- Concurrent Sessions | 11:15 am-12:15 pm
 - Owner/Operator Track: Putting the Principles of Breaking Through into Action | Glimmer Ballroom
 - Succeeding in Safety: Best Practices for Preventing Injuries & Reducing Workers' Compensation Expense | Flicker 1/2
 - Staffing Sector Focus: Engineering | Splash 9/10
 - For the CFOs: The Role of Finance in Strategic Planning | Splash 11/12

Future Forward



Coming up...

- Ideas in Action Sessions | 11:15 am-12:15 pm
 - Trends Gaining Traction: Real Examples of AI in Action
 Presented by Bullhorn | Splash 13/14
 - Put Your Data to Work So You Can Put More People to Work
 Presented by Butler Street Consulting | Splash 15/16



February 26 – March 1, 2018 Future Forward



Welcome to 2018 Executive Forum