

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



The image features a dark, starry background with a glowing orange network of lines and nodes. The network is dense and complex, with many small nodes and a few larger, more prominent ones. The lines connecting the nodes are thin and orange, creating a web-like structure that covers the entire frame. The overall effect is one of global connectivity and digital communication.

What is human connection?

We have existed for 200,000 years

**Work**

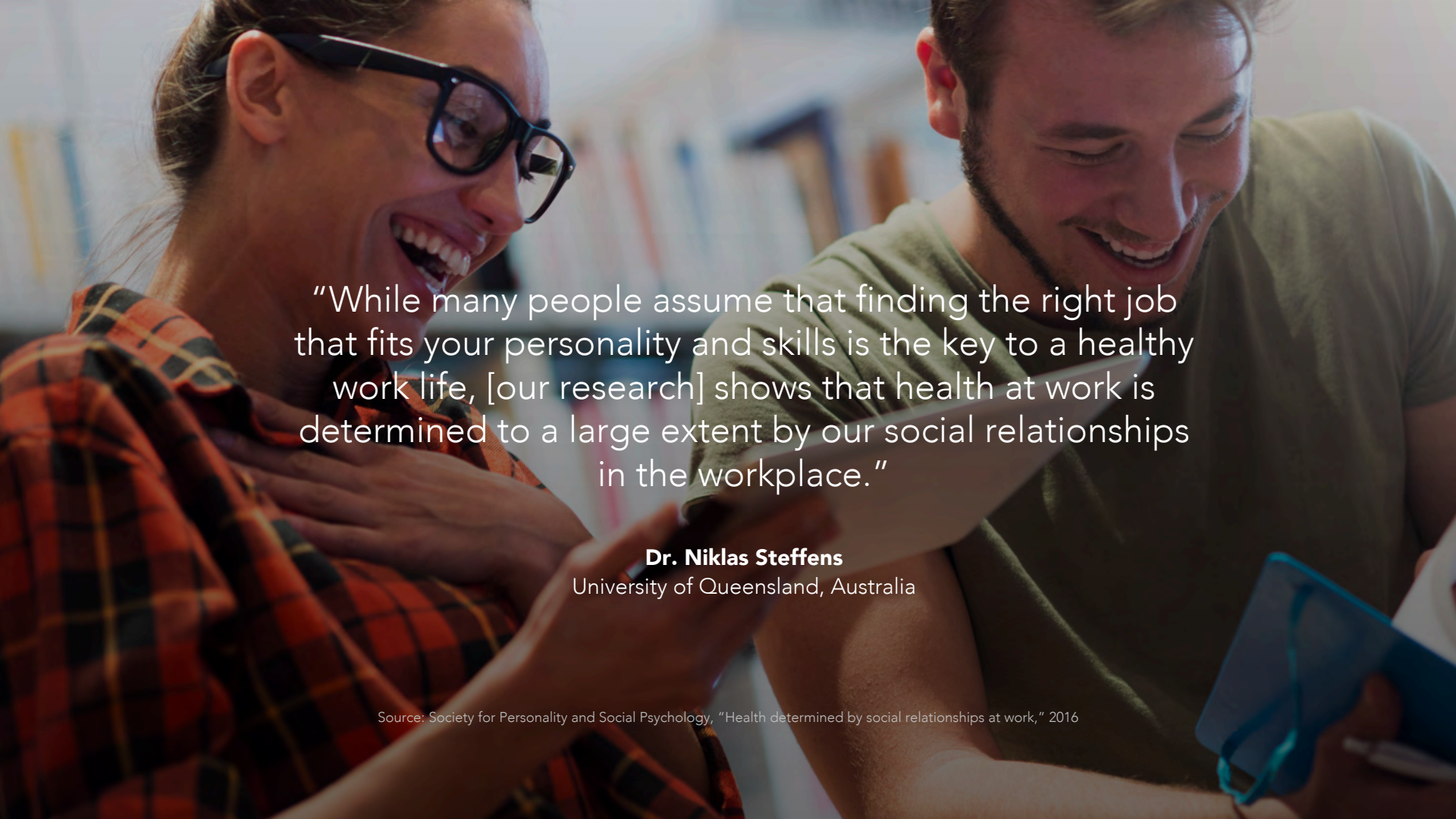


We're human animals first and workers second.

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?



A woman with glasses and a man are smiling and looking at a tablet together. The woman is wearing a red and black plaid shirt, and the man is wearing a green t-shirt. They are in a room with bookshelves in the background.

“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

A man in a dark blazer and striped shirt is standing and pointing at a large whiteboard covered in sticky notes and diagrams. He is smiling and looking towards a group of people seated in front of him. The seated individuals, including men and women of various ages, are looking at the presenter with interest. Some are holding laptops or tablets. The background shows a workshop environment with more whiteboards and a wooden pillar.

# +47%

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

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,” 2001

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

Source: Association of Accounting Technicians, 2014 (n=2000)

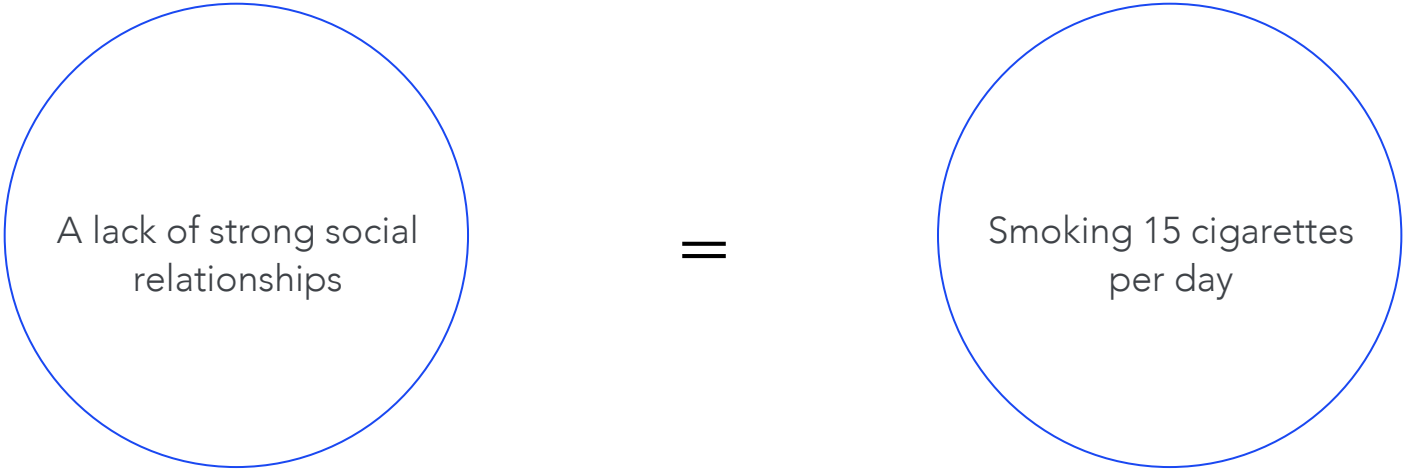
Why is connection so important to  
workplace success?





"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**



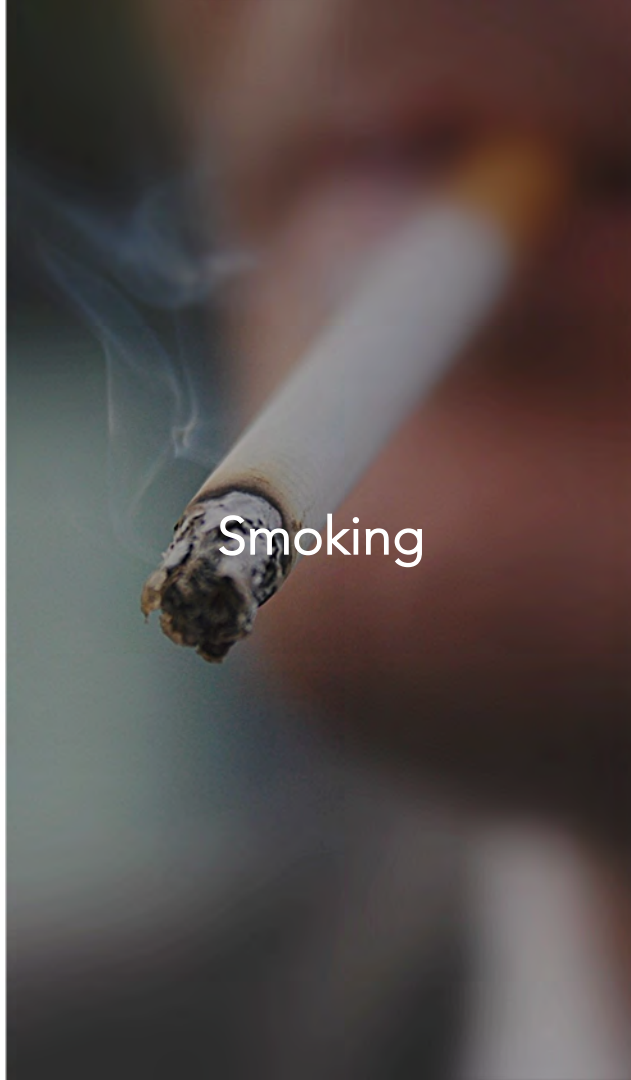
A lack of strong social  
relationships

=

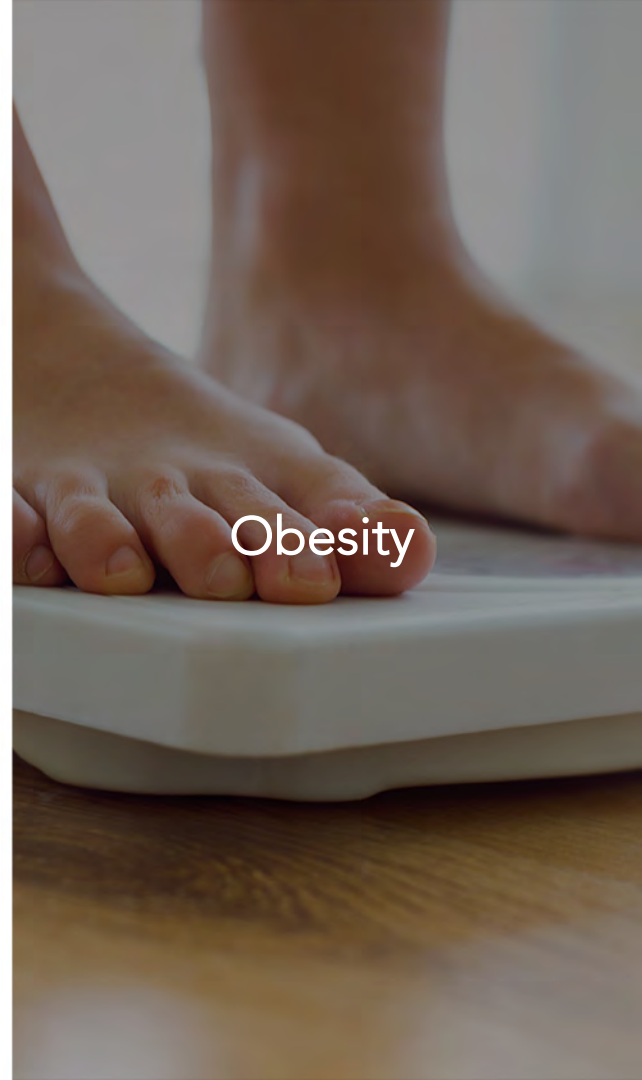
Smoking 15 cigarettes  
per day



High Blood Pressure



Smoking



Obesity

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



96%

**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

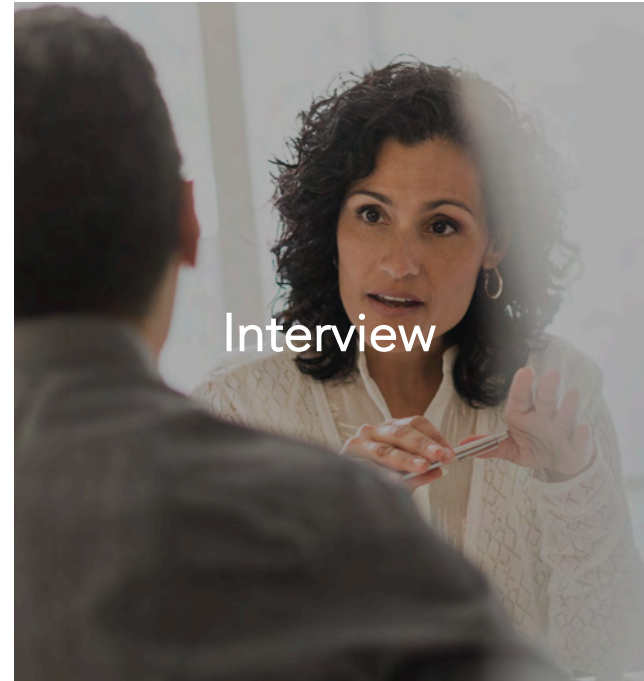
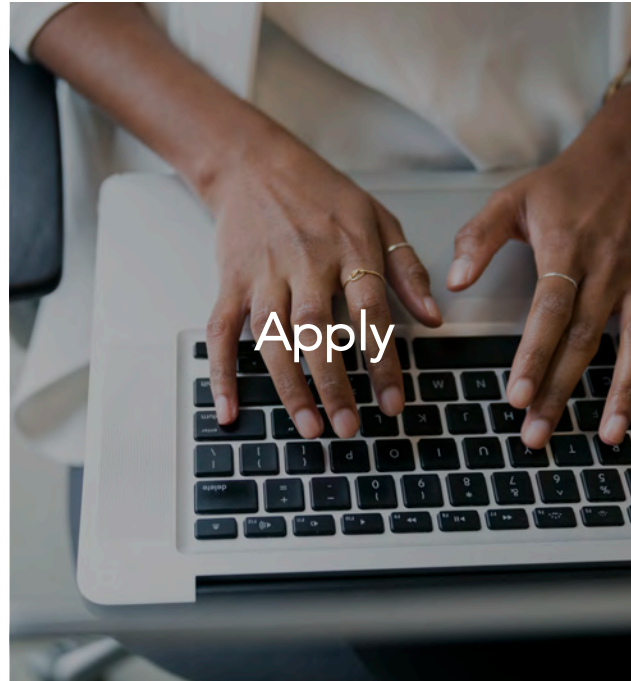
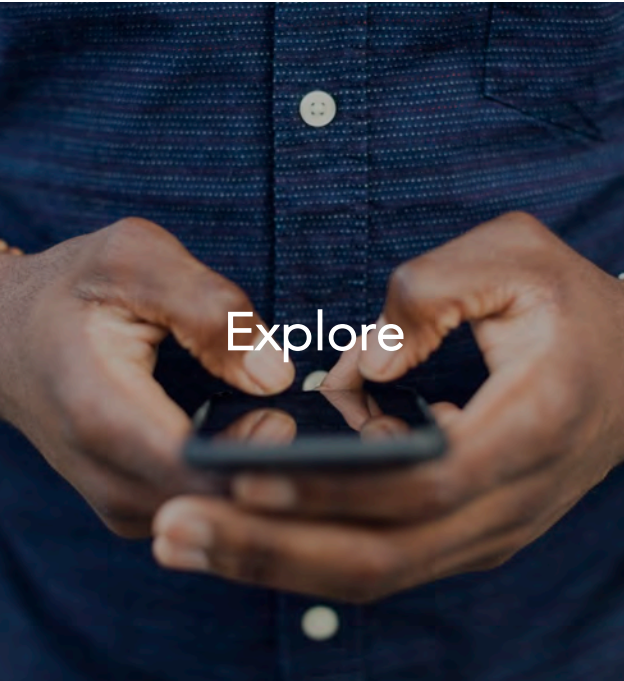
Survey was conducted online within the US by Harris Poll and Decipher/FocusVision on behalf of Indeed from March 15-17, 2016 and March 16-22, 2016 among a total of 8,100 adults ages 18 and older.

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



# 68%

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

My level of interest in the product and/or services that the company offers



My belief about whether I can do work I'm passionate about at this company



The level of trust I felt with the company



How well the company articulated its mission and whether it resonated with my values.



A close-up photograph of a person's hands holding a black smartphone. The person is wearing a blue button-down shirt with a fine, multi-colored pattern. On their left wrist, they wear a black digital watch with a metal link band. On their right wrist, they wear a beaded bracelet made of small, light-colored beads. The background is blurred, showing more of the shirt and the person's arms.

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 trusting 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

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




How authentic and genuine the people I interview with are



How comfortable employees make me feel when I Interact with them



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

A photograph of a woman with blonde hair and a man with short blonde hair sitting at a bar. They are both smiling and laughing. The woman is holding a glass of beer. In the foreground, there are more glasses of beer and a basket of food. The background shows shelves with bottles of beer.

“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



In the age of employer reviews, candidates can quickly see how companies treat employees

indeed

Find Jobs Find Resumes Employers / Post Job Upload your resume Sign In

Find great places to work  
Discover 15 million company reviews

Enter a company name Search

United States 2016


Companies  
Non-Profits  
Military  
**Fortune 500 Companies**  
Health Care Industry  
Finance Industry  
Tech Industry  
Transport and Logistics Industry  
Manufacturing Industry  
HR Departments  
Software & Tech Departments  
Compensation and Benefits  
Job Security

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### Best Fortune 500 Companies

Best companies to work at in the US, from among the Fortune 500, based on reviews submitted by visitors to Indeed.

- #### 1. Southwest Airlines



★★★★★  
based on 714 reviews


Headquartered in Dallas Texas, United States  
Transport and Freight  
10,000+ employees

We're the low fare, high-flying airline whose People set us apart.

Looking for a career? Look no further: <https://www.southwest.com/html/about-southwest/careers/index.html>  
Want to book travel for your business? <https://www.southwest.com/html/air/business-groups/>  
Just wanna get away? <https://www.southwest.com/>

Southwest Airlines is all about [more »](#)

Open jobs - 23   Reviews - 714   Salaries - 2,492
- #### 2. Anadarko Petroleum Corporation




★★★★★  
based on 162 reviews

Headquartered in 1201 Lake Robbins Drive The Woodlands, Texas 77380  
Energy and Utilities  
1,001 to 5,000 employees

Anadarko is among the world's largest independent oil and natural gas exploration and production companies, with corporate offices in The Woodlands, Texas. Our deep and balanced portfolio of assets encompasses premier positions in major U.S. onshore shale and resource plays, and oil-focused opportunities in deep-water basins worldwide.

Our [more »](#)

Open jobs - 33   Reviews - 162   Salaries - 336
- #### 3. Costco Wholesale



★★★★★  
based on 3,964 reviews

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 typically found at conventional wholesale or retail 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

The screenshot shows the Southwest Airlines company page on the Indeed website. At the top, there's a navigation bar with links like 'Find Job', 'Company Reviews', 'Find Salaries', 'Find Resumes', 'Employers / Post Job', 'Upload your resume', and 'Sign In'. Below this is a search bar with the text 'Enter a company name' and a 'Find Companies' button. The main header features a photo of two Southwest Airlines employees in uniform. Below the photo, the company name 'Southwest Airlines' is displayed with a 4.4-star rating from 971 reviews and a 'Follow' button. A navigation bar includes links for 'About', 'Reviews', 'Salaries', 'Photos', 'Jobs', 'Q&A', and 'Insights'. The 'Southwest Airlines at a glance' section provides a quick overview with links to 'Add your rating' and 'Reviews and ratings'. The 'Reviews and ratings' section shows a 4.4-star rating from 971 reviews and lists specific ratings for various categories: Compensation/Benefits (4.4), Culture (4.3), Work/Life Balance (4.1), Job Security/Advancement (4.1), and Management (3.8). The 'CEO approval' section features a photo of Gary C. Kelly and a green circular progress bar indicating 86% approval from 419 ratings. The 'How is the work culture?' section includes a horizontal bar chart comparing Southwest Airlines to other companies across five dimensions: Slow-paced vs. Quick-paced, Relaxed vs. Stressful, Collaborative vs. Competitive, and two unlabeled dimensions. The 'Your Heart should be here' section lists several accolades, including being named one of the best places to work by Glassdoor and being recognized by Fortune, Forbes, and Military Times. A 'More than just a paycheck' section lists perks like travel privileges, excellent benefits, and profit sharing. The bottom right corner features a 'Claimed Profile' section with a progress bar showing 87% completion and a list of items to improve the company profile, such as adding a company logo, a square logo for mobile, and a branded header image.

Indeed

Find Job Company Reviews Find Salaries Find Resumes Employers / Post Job Upload your resume Sign In

Enter a company name Find Companies

Southwest Airlines 4.4 ★★★★★ 971 reviews Follow

Get jobs updates from Southwest Airlines

About Reviews Salaries Photos Jobs Q&A Insights

Southwest Airlines at a glance Add your rating

Reviews and ratings

4.4 ★★★★★ 971 reviews

Compensation/Benefits 4.4 ★ Culture 4.3 ★ Work/Life Balance 4.1 ★ Job Security/Advancement 4.1 ★ Management 3.8 ★

CEO approval

Gary C. Kelly 419 ratings 86%

How is the work culture?

Slow-paced Quick-paced

Relaxed Stressful

Collaborative Competitive

Your Heart should be here

Of course, we think Southwest is the best place to work, but don't take our word for it:

#8 on FORTUNE's 2017 list of World's Most Admired Companies  
Among Top 50 on Forbes' 2017 list of America's Best Employers  
Named One of Glassdoor's 2017 Best Places to Work  
Among Victory Media's Military Friendly Employers  
Among the Most Valuable Employers for Military by CivilianJobs.com  
On the list for Military Times' Best for Vets: Employers  
One of U.S. Veterans Magazine's Best of the Best Veteran-Friendly Companies.

More than just a paycheck, when you find your calling at Southwest, it comes with perks like these:

- Legendary Southwest Culture
- Travel privileges for Employees and their eligible dependents
- An excellent benefits package, including a dollar-for-dollar match in the 401(k) plan, up to 8.3 percent of eligible salary
- Annual ProfitSharing, which, for 2016, totaled \$586 million—equaling approximately 13.2 percent of each eligible Employee's eligible compensation, or the equivalent of six weeks' pay.

About Us

Edit Page  
Acme Central  
Page Owner (235685993)  
Workbench  
Claimed Profile  
Problem with your page?


Improve your company profile

200 million job seekers visit Indeed each month to learn about companies like yours and find jobs.

87% completed

Brand your company profile

- ✓ Add your company logo
- ✓ Add a square logo for mobile
- ✓ Add a branded header image

A woman with long dark hair, wearing a dark blue shirt with large white polka dots, is sitting on a light-colored, tufted sofa. She is holding a white smartphone in her hands and looking down at it. To her right, a man is partially visible, wearing a dark blue shirt. The background is dark and out of focus. The text is overlaid on the left side of the image.

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

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“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





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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

# 02

Respond to candidates as if they are  
your most important customers

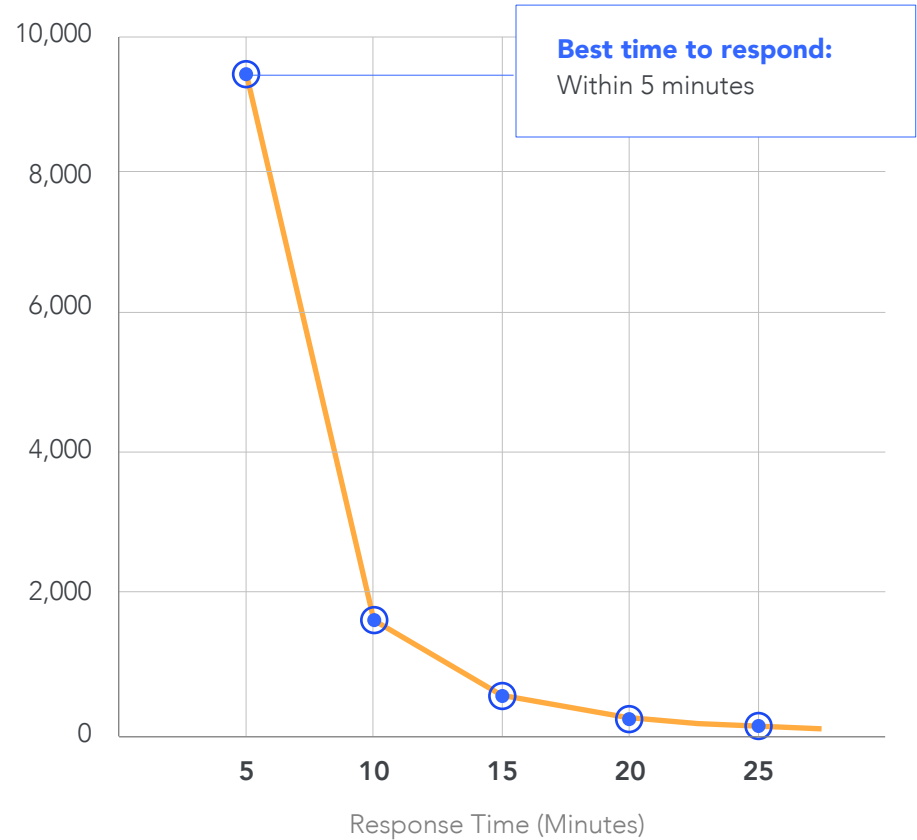




In most companies, a top talent job application is many times more valuable than a sales lead

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



Source: : Lead Response Management Study, 2009

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

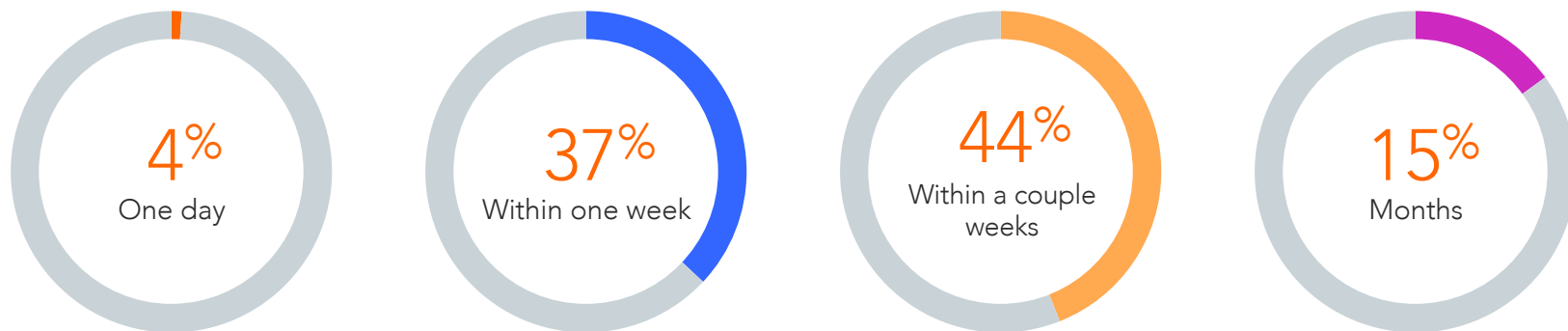
A woman with dark, curly hair is shown in profile, looking down at a tablet device she is holding. She is wearing a grey and blue long-sleeved top. The background is a blurred city street at night, with out-of-focus lights creating a bokeh effect in various colors like yellow, red, and green. The overall tone is professional and modern.

9%

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



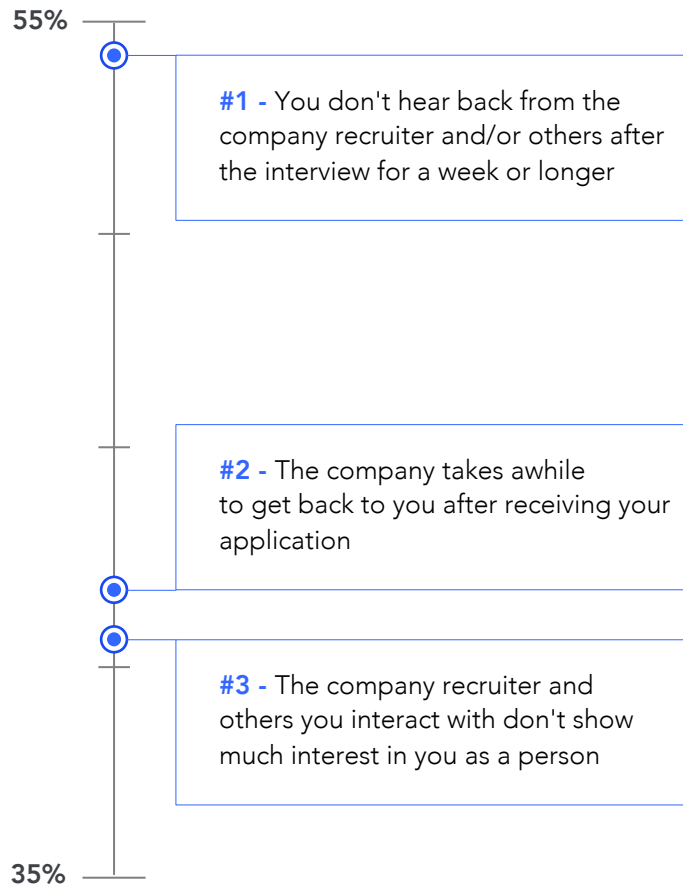
Source: Decipher/FocusVision "Confidence Curve" study conducted on behalf of Indeed, 2017 (job seekers, n=500)




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 undermine trust?

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

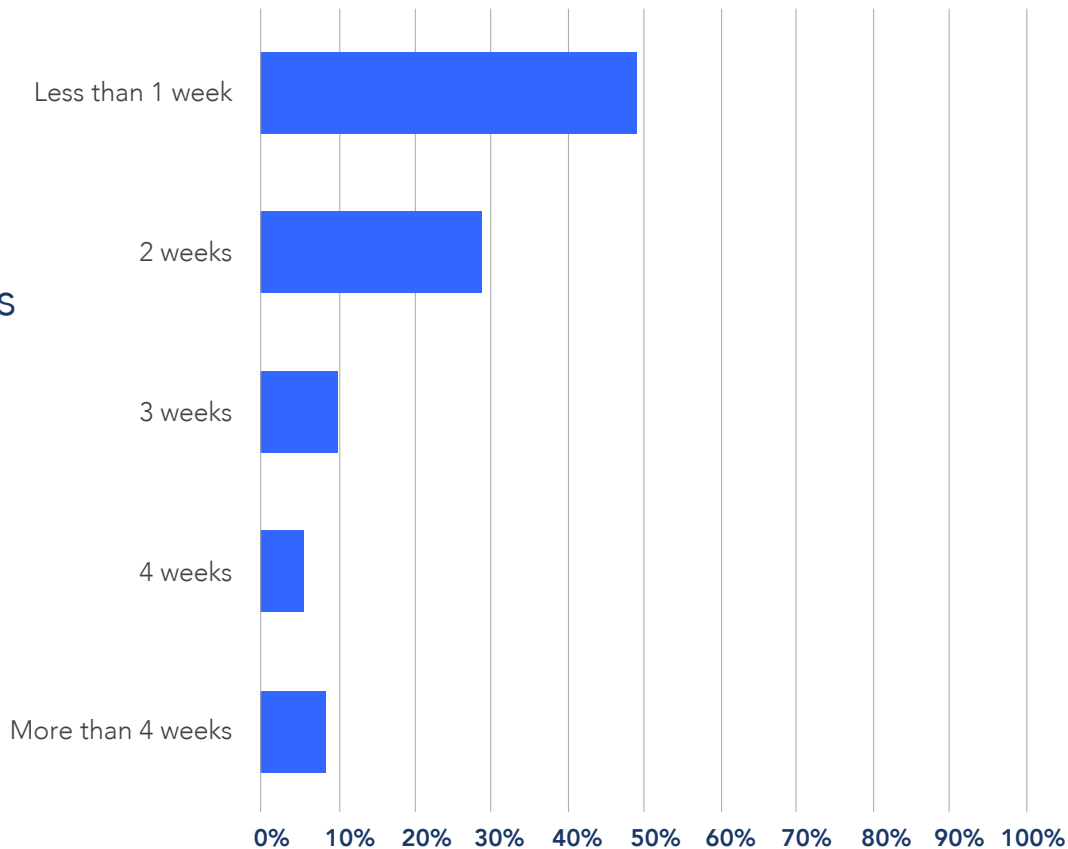


When employers fail to respond to candidates promptly they destroy their employer brand and shrink their future talent pool



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



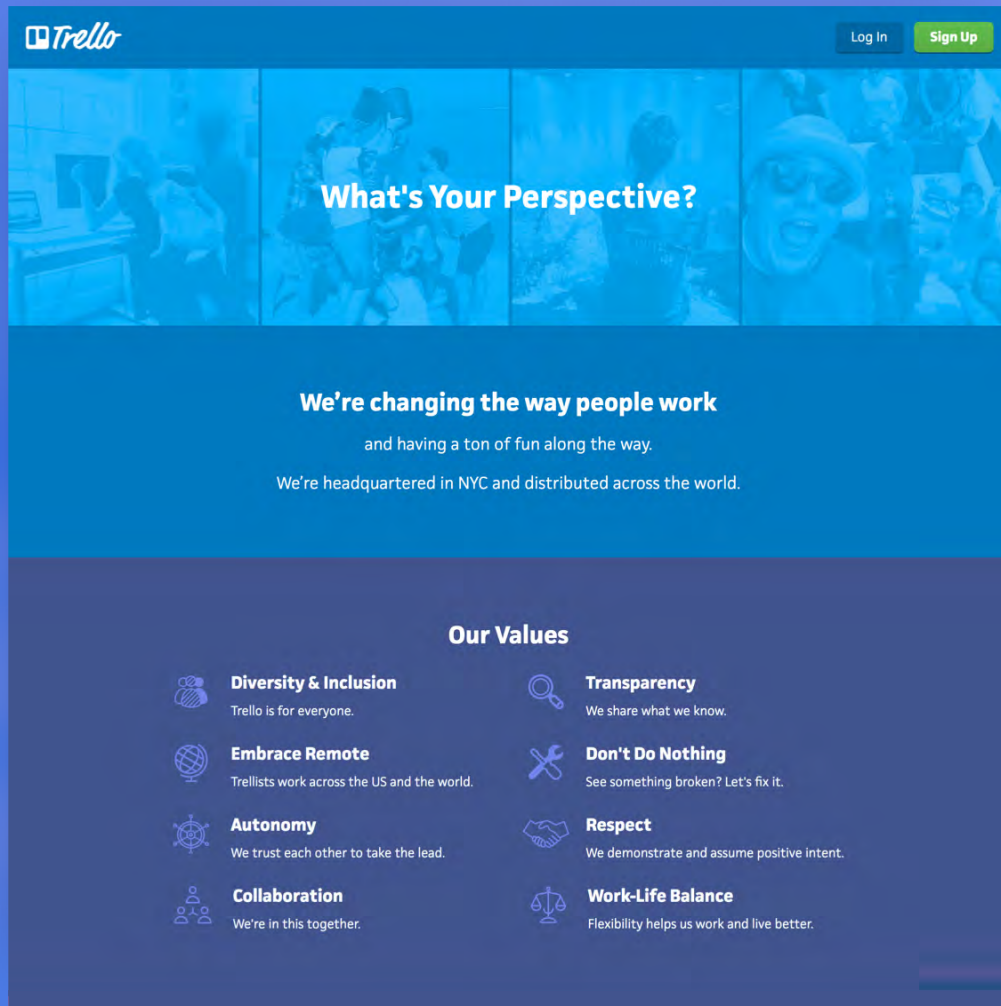
Staples provides an overview of the application process and sets clear expectations for follow-up

### **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.



Log In

Sign Up

## What's Your Perspective?

### 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.



#### Autonomy

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

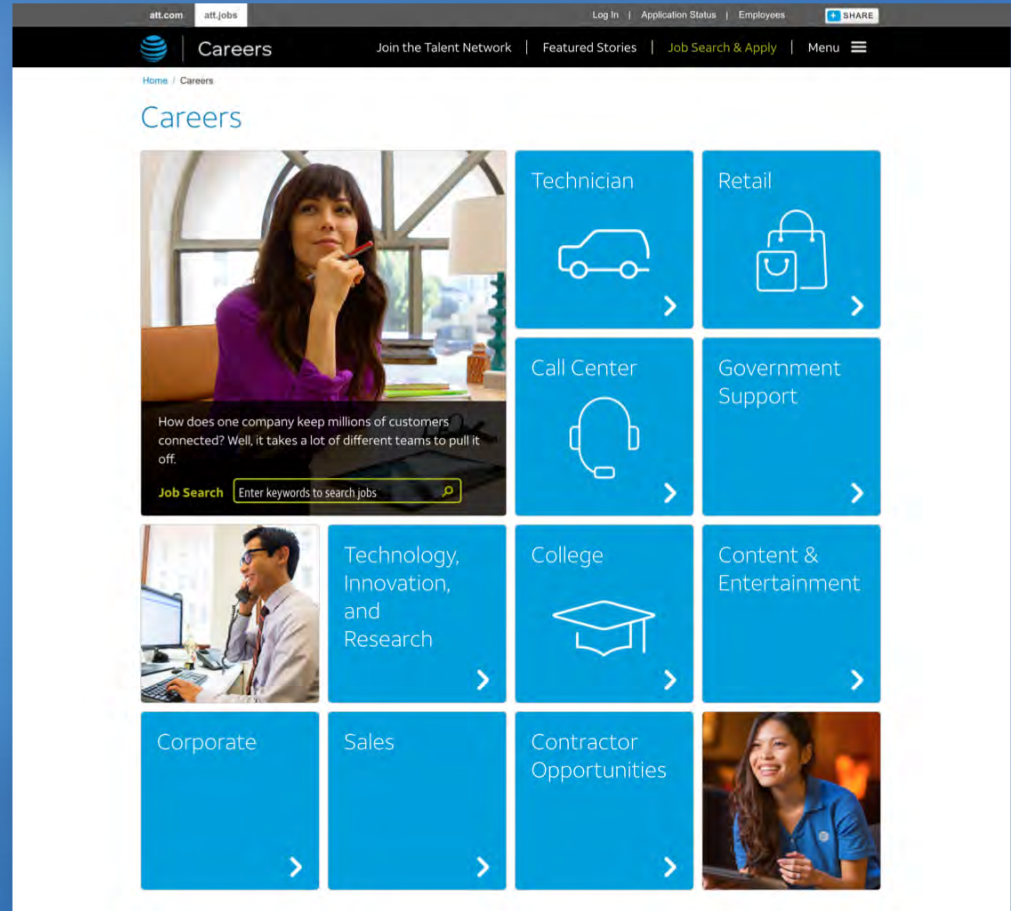
“It may take a week or ten days before a developer gets around to reviewing your application. . . But we will assure you that a real live human being, not an automated computer zapper program, will review your application carefully, and only after drinking plenty of coffee and getting lots of sleep and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

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



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.”





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."**

Nabisco HR Manager



03

Let recruiters be advocates for talent

ADVOCATES

A woman with dark, curly hair is the central figure. She is wearing a red bandana with a white pattern around her head, and black-rimmed glasses. She is looking down at a laptop screen, which is in the foreground and mostly obscured. She is wearing a light blue denim jacket over a light-colored top. She is standing on a wide, light-colored stone staircase. The background is a modern building with large glass windows and metal frames, slightly out of focus. The overall lighting is soft and natural.

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



# 84%

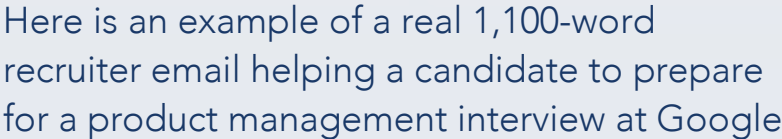
of candidates who reported receiving detailed information prior to the interview, but were not selected to move forward in the process, gave the experience a minimum of 3 stars on a 4-star scale

Source: Indeed Candidate Experience Study (Data as of April 2017)

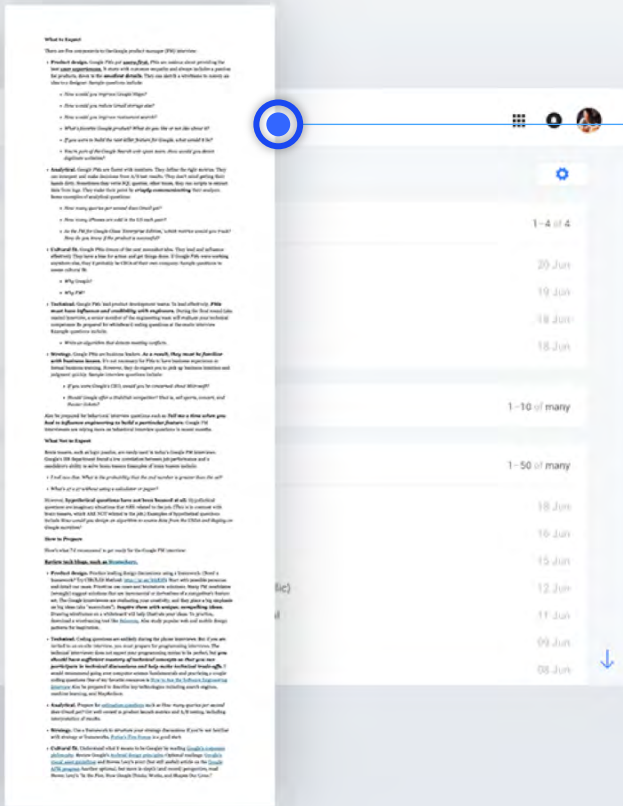
# 33%

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

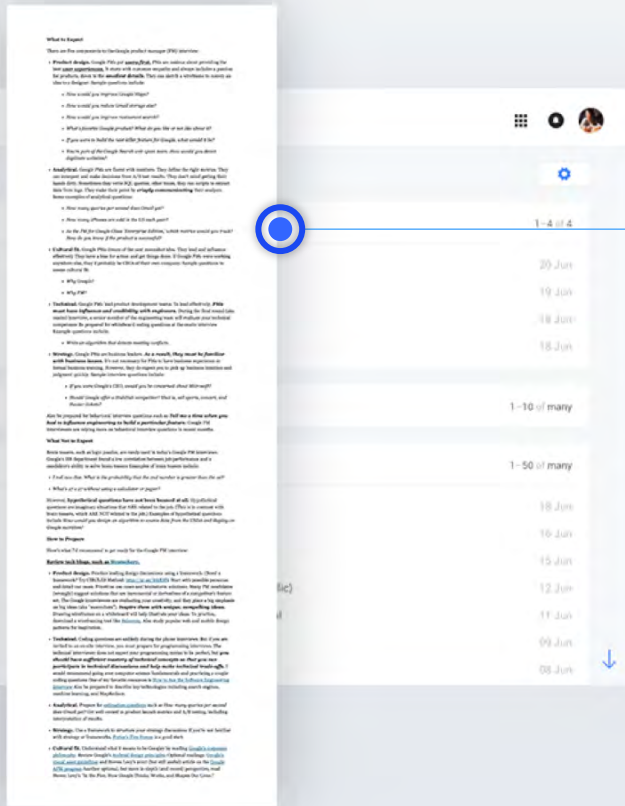
Source: The Talent Board "North American Candidate Experience Study," 2016



Source: Business Insider, March 2017



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

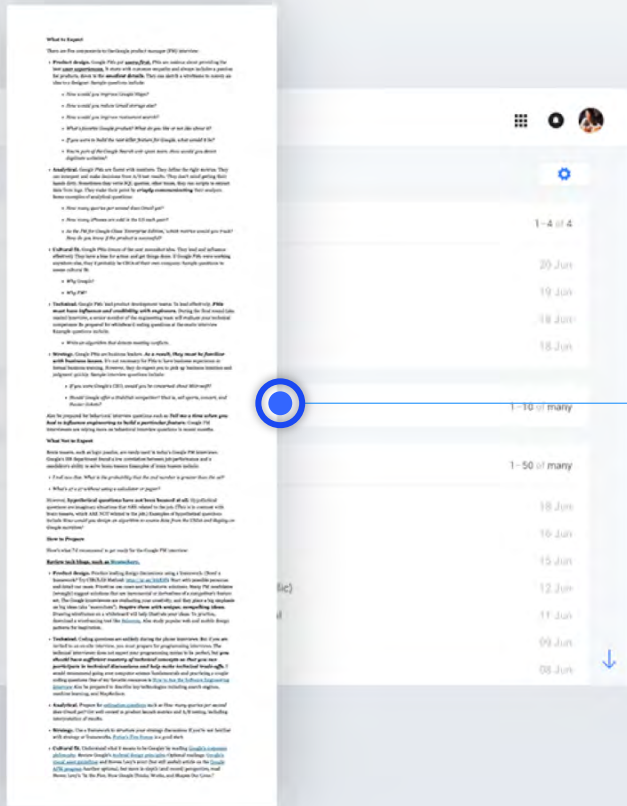


## Google's PM hiring philosophy

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.

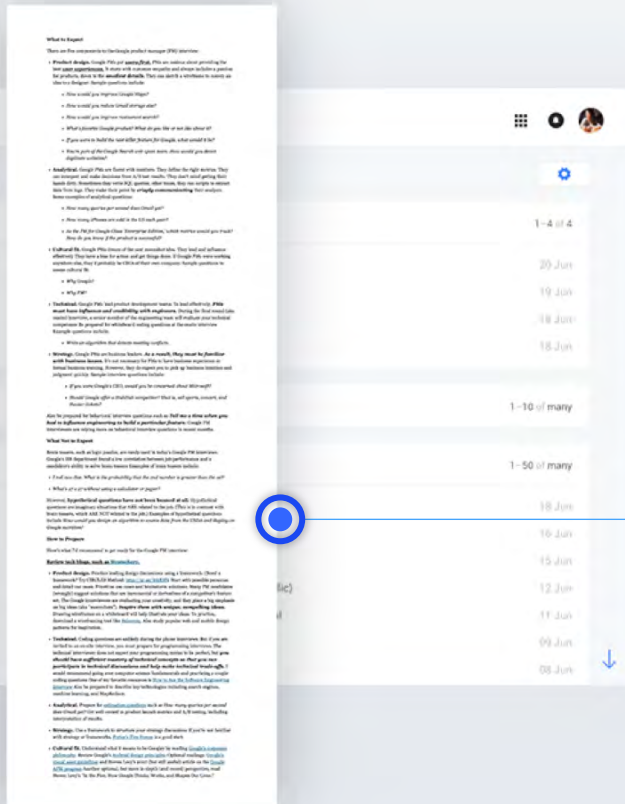






## The evaluation criteria

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.

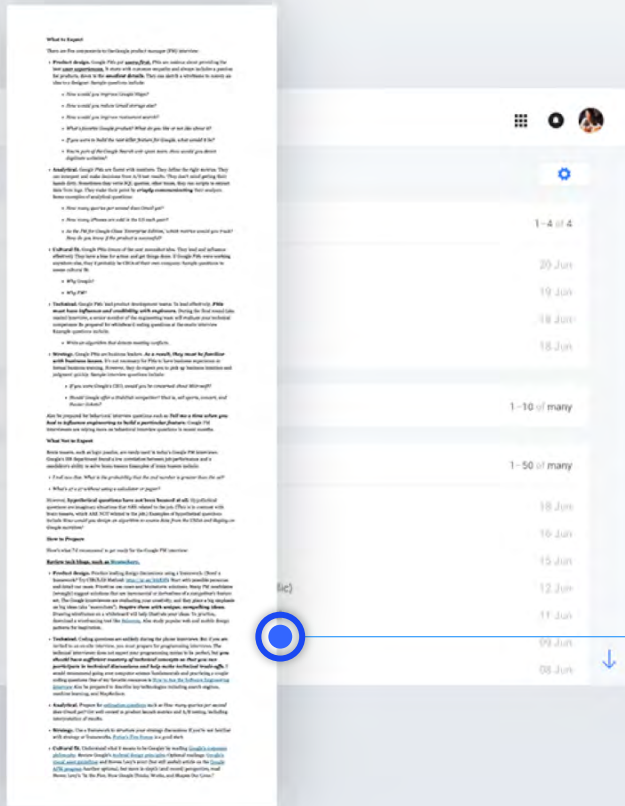


## Sample questions

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



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.



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**.















































































# 04

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



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

**LEGO**                                                                                  

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

part of the

**Zappos**

family

Explore Our Teams

Why Us

Our Teams

Job Search

Q&A

Login



# LIVE TO DELIVER WOW

[view all jobs](#)

[Become a Zappos Insider](#) [get started](#)

## 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

A person is sitting on a tan-colored couch, their hands clasped together in their lap. They are wearing a dark blue long-sleeved top with white polka dots, blue trousers, and red ballet flats with gold studs. To their right, a brown leather satchel bag sits on the floor. In the background, a pair of black headphones rests on the couch. The scene is set indoors on a grey carpet.

Yet, many companies don't fully measure the  
impact of their hiring processes on the people  
they are trying to recruit



88%

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



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

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### **How friendly was the receptionist?**

- ☐ I instantly felt comfortable; 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

# IMPACT

What is the impact of these 5 actions?

## **If we all implement these 5 ideas**

for a more human candidate experience . . .

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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





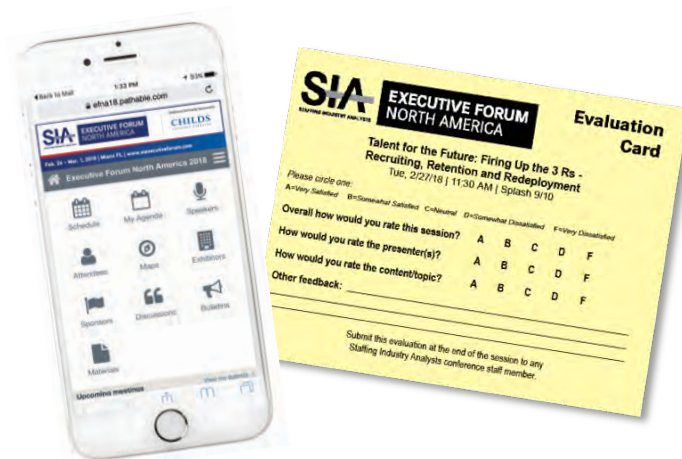
# The Human Side of Hiring

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](http://www.staffingindustry.com/ppts_efna18)**

## *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**

## *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**





## EXECUTIVE FORUM NORTH AMERICA

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