People Marketing

and other new ways to attract, recruit and retain top talent

Talent acquisition has changed. Today's leading recruiters target top talent using new approaches such as People Marketing, social recruiting and candidate relationship management, while delivering great experiences and enhancing their employer brand to attract the best. This paper explores some of these developments as part of a wider set of changes in HR and people processes.

Know your people. Drive your business.

sage | People

Introduction

Building a business is hard. And it's even harder when there's so much competition for great talent. Recruiters must work harder, be smarter and apply new techniques to find, attract, hire and onboard the best.

With the ongoing skills crisis and war for talent, it's not easy to find good people when the supply is constrained. Your ability to attract and acquire the best people is critical for your company's future success. Finding and hiring top talent has become ever more competitive, as organizations struggle to attract people with the right skills, and get them productive as quickly as possible.

Manual recruitment, advertising positions vacant and applicant tracking systems are being replaced by proactive social recruitment, People Marketing and seamless hiring, selection and onboarding processes. These modern processes create great candidate experiences and manage candidate relationships better.

Companies are also honing their employer brands, to be recognized as great places to work and thus attract the best talent. People Marketing is now a critical part of the wider recruitment process, whether that's brand marketing to candidates, freelancers and gig workers, or creating great 1:1 candidate experiences by personalizing communications throughout the recruitment, selection and onboarding journey.

In this paper, we look at the ideas and solutions that are enabling Chief People Officers and their teams to acquire the best talent. We explore how redesigning recruitment processes, aligning brand values and culture, and creating great applicant experiences are crucial tools when it comes to hiring the best talent

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Be a great place to work	Promote your employer brand	Find the right people	Set your new employees up for success	Make the most of your existing workforce

To get the best people, you need to be a company at your best and be recognized as a great place to work.

Be a great place to work

To attract, recruit and retain the best candidates, you need to be a great employer

Is your company a great place to work? That's the question talented candidates will ask themselves. They'll follow your company's Facebook, Twitter, YouTube, Instagram, Snapchat and LinkedIn feeds to see if you're a good organization to work for. And they'll search the internet to see how your brand compares with your competitors and other leading brands, as a workplace. So, what can you do to make sure you stand out as the employer of choice?

Expectations and brand listening

According to jobs and recruiting website, Glassdoor, almost half (46%) of its members read company reviews before they even considering speaking to a recruiter or hiring manager. No one expects to see perfect reviews, but you can improve your employer brand by responding with considered answers that show you're listening. According to Glassdoor, 62% of job seekers have a more favorable view of an employer after reading their response to an employee's review.[1]

Marketing your employer brand

Communicating your organization's values, personality and culture as a great place to work are crucial aspects of developing a strong employer brand. While financial rewards remain important, prospective employees set great store by purposeful work in a workplace that's aligned to their values and geared towards their needs.

Just as you market your products or services to potential customers, so you must market your employer brand to prospective employees. You should also be promoting your organization to casual workers, freelancers, contingent workers and gig workers, creating a wider talent pool or network that you can leverage.

Candidates are also consumers—what do they want?

64%
of 18–34-year-olds said they would rather make $40,000 a year at a job they love, than $100,000 a year at a job they think is boring (surveyed by Intelligence Group[2])

62%
of UK millennials want to work for a company that makes a positive impact, with half putting purposeful work above high salary (Values Revolution[3])

"Employees used to be happy just to be paid consistently and, hopefully, paid well," says Heidi Golledge, CEO at the job site CareerBliss.com. *"Now, overall job and life satisfaction, a sense of wellbeing, and the work that they do are intricately tied together."*

Today, many businesses have a multigenerational workforce, each with different expectations. Insights like these can help you develop and promote a culture and brand that satisfies a cross-section of employees.

[1] Glassdoor: 50 HR and Recruiting Statistics for 2016
[2] The Intelligence Group: Global report
[3] The Values Revolution by Global Tolerance

Promote your employer brand

Use People Marketing to be a talent magnet, and not just a recruiter

Recruitment has moved beyond traditional 'post and pray' job boards. In a crowded market where many sectors are suffering a talent drought, organizations need to be more proactive in finding the best hires. To compete in today's talent wars, you need to start People Marketing. That includes identifying possible candidates early and using multichannel sourcing from internal team members, employee referrals, talent pools and social networks.

Here are a few points to consider.

Build your talent pool

Create a database of people you've already identified as talent. They might have applied for a job and didn't quite match what you wanted at the time, or been recommended by trusted contacts. Smart companies build up a relationship with prospective employees, contractors or gig workers, and keep them informed about what they're doing and why this might be attractive to future candidates.

Add personality to your careers page

Your careers page is often the first place candidates will go to seek information about your company. Make sure it reflects your brand values, showcases your company culture, and has useful content with helpful tips and advice for job seekers.

Encourage employee referrals

With the right incentives and support, your employees are ready-made ambassadors who know your sector and your employer brand proposition. At Finnish IT company, Vincit, more than half of new recruits in 2015 came through recommendations from its own employees. Vincit was named 2016 Best Workplace in Europe (small and medium category).

Go mobile

Unsurprisingly, more than half of worldwide job searches on Indeed are via mobile (USA: 48%, UK: 54%, Japan: 74%). People also use their mobiles to read company reviews, research salary information and even fill out job applications. It's now essential for your company to have a mobile-optimized careers site, with a mobile-friendly application process. Offer paperless contracts and digital signing so that when you find the right candidate, it's quick and easy to get them on board.

How do you impress an algorithm?

Companies are starting to incorporate augmented intelligence into their hiring practices. Machines are often the first step in assessing the suitability of candidates, by using algorithms to scan work samples, examine social media posts and even analyze facial expressions on behalf of recruiters. Therefore, employers should consider carefully how they inform and define intelligence processes, to ensure algorithms are selecting the right people based on the right criteria.

"Patagonia doesn't usually advertise in the Wall Street Journal, attend job fairs or hire corporate headhunters to find new employees. We prefer instead to seek out people through an informal network of friends, colleagues and business associates. We don't want someone who can just do a job; we want the best person for the job."

Yvon Chouinard, founder of Patagonia.
From Let My People Go Surfing

Find the right people

Hire for attitude, train for skills

According to a study by Leadership IQ, 46% of newly hired employees will fail within 18 months, while only 19% will achieve unequivocal success. "The typical interview fixates on ensuring that new hires are technically competent," says Mark Murphy, CEO of Leadership IQ. "But coachability, emotional intelligence, motivation and temperament are much more predictive of a new hire's success or failure." Recruit for attitude and train for skills. If you bring in employees whose personal style closely reflects your work culture, philosophy and values, then develop them, they'll be happy and stay.

The importance of cultural fit

For Zappos CEO Tony Hsieh, maintaining corporate culture is an important part of the hiring plan. Zappos has two sets of interviews: the skills interview and the culture interview, and candidates must pass both. The culture interview is based on Zappos' 10 Core Values. If an applicant doesn't pass it, they don't move forward in the process, regardless of how good a technical fit they may be.

Creating an interview process that reviews more than just technical skills allows companies and candidates to develop a better understanding of each other's values. Everyone that's hired at Zappos goes through the same four-week training program, part of which is taking calls from customers. At the end of that first week of training, they're offered $3,000 if they decide the job isn't for them. Very few take it.

Design great candidate experiences

Focus on creating great experiences throughout the acquisition process. All too often, there is a lack of engagement between the recruiter representing the company and the candidate, which can create an impression of indifference about their application, suitability or interest. The first days or weeks of employment can also be a major influencer of an employee's success (or failure) down the road. Your hiring process should leave a positive first impression that will evolve into a lasting, productive relationship with your company. Use pulse surveys and other forms of feedback to continuously improve by designing better ways of recruiting.

Make the most of your existing workforce

Use People Science and analytics to make smarter people decisions

Recruiting is typically expensive, time consuming and risky. Will your new employee be able to contribute quickly and be a good fit for the company? But with better knowledge about your employees and the right HR solutions, you can identify potential internal candidates from your talent pool. This is where good people data and analytics are critical.

Use People Science

Companies use data scientists and data science to better understand their customers and operations. Now they are using People Science and People Scientists to answer key questions such as:

Q1: What are the skills we will need over the next 12 months?

Q2: Do we have enough people in the company with these skills?

Q3: Are there people I can promote or train, or is there a fundamental skills gap and a need to recruit?

Identify skills gaps before they arise. For example, if analysis reveals that a high number of employees are due to retire, you might offer flexible or part-time arrangements to keep these experienced employees in the workforce, or at least phase their departures. You could also look at addressing the skills of the younger members of the workforce to ensure you have the right talent in place for the long term.

Internal talent analysis

People Science can also help you understand the skills, experience, and career interests that exist throughout your organization. All too often companies rush to recruit externally before they have carefully examined internal talent to see if there are people that could potentially do the job. Internal candidates already know the business, have proved themselves as good employees, perform and are a good cultural fit. It also sends a very positive message throughout the company about growth and development opportunities, which can help in retention, People Marketing and builds a stronger employer brand.
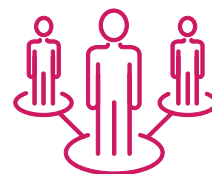
Talent pool mining

Another use for People Science is to mine your wider talent pool or (social) networks to find part-time, contingent or gig workers. Companies, particularly smaller enterprises, may leverage freelancers and contractors instead of full-time employees. The combination of People Science and People Marketing allows you to find the right people and develop ongoing relationships with workers to match whatever workforce requirements you might have.

Set your new employees up for success

Make a seamless transition from candidate to employee and get new team members productive faster

Once you've found the right candidate, you need to bring them on board smoothly and help them feel they're a part of your business, both professionally and culturally.

Create the right first impression

The first days or weeks of employment can be a major influencer of an employee's success (or failure) down the road. Your onboarding process needs to support new hires so that they don't feel overwhelmed. A well-planned process should leave a positive first impression that will evolve into a lasting, productive relationship with your company.

"It all comes down to creating great experiences," says Paul Burrin, VP Sage. "The candidate has a range of experiences during the recruitment process, which impact how they feel about the company. For example, lack of engagement between the recruiter representing the company and the candidate can create an impression of indifference about their application, suitability or interest. Why would you want to work for a company that can't communicate and provide ongoing feedback and counselling through the recruitment journey?"

So, in those first few days, you need to onboard them in a positive way that is fast and efficient from a business point of view and committed and welcoming from their point of view.

Onboard, but don't go overboard

Make a seamless transition from candidate to employee and get new team members productive faster. Naturally, onboarding will include workforce basics but it should avoid swamping new hires with too much information too quickly, so that they don't feel overwhelmed.

Games industry giant Valve has created an engaging handbook for new employees. It's packed with illustrations, jokes and stories that give a flavor of company culture as well as a warm welcome. Portuguese web design company Memória Visual presents new employees with a culture book that shows its values and aspirations in a fast-paced story format.

Give them a warm welcome

Small gestures in the first few days can make new hires feel excited to be a part of your company, and reinforce the belief that they made the right career decision. An informal and personal approach puts newbies at ease and sets the context for an employer that values them individually. Consider treating new members to a team lunch with peers and managers or setting up a mentor or buddy system.

Cloud computing company Rackspace's orientation comprises a week of presentations, company information, games and activities. Sessions involve the founders, C-level execs, VPs and directors who share their experiences and explain why they love working there.

At Spredfast, a US social software platform, all new employees start on a Friday rather than Monday. The theory goes that most people are in a better mood on Fridays, which makes the onboarding process much smoother.

Conclusion
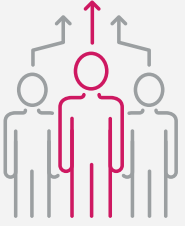
Your recruitment strategy is unique to your business, but we believe a few key principles can help almost every organization. Here's our recipe for talent acquisition success:

✓ Build your employer brand through social listening, online networking and a review of your careers pages to make sure they reflect your culture

✓ Use insights from data sources to predict hiring requirements and skills gaps, preventing reactive, rushed recruitment

✓ Identify possible candidates from multiple sources, including referrals from existing staff and previously interviewed candidates

✓ Undertake rigorous selection and shortlisting against specified criteria, including competencies, skills and proven experience

✓ Interview with a bias towards cultural fit for your style and values

✓ Ensure a seamless recruitment experience through integration with other internal systems such as IT, security and facilities

✓ Enable rapid onboarding where hired candidates automatically transition to employee status

✓ Improve engagement from day one with new starter processes that automatically include multimedia options for learning, training, induction, open enrollment and internal communications

✓ Gain a better insight into the key metrics around the hiring process such as cost-per-hire, time-to-hire, and candidate quality

✓ Design and deliver great candidate experiences and focus on exceptional talent recruitment management

Introduce modern recruitment and selection processes to improve your employer brand. By focusing on things like People Marketing and delivering great candidate experiences, your organization will be much better placed to attract and hire the best people for your business.

Discover how Sage Business Cloud People can help you

Our cloud-based, people-focused HCM solution can help you find, recruit and retain talented people quickly and cost-effectively, with an optimized employee experience. With all your candidate and employee information in one secure system of record, Sage Business Cloud People provides an immediate, actionable view at each stage of the recruitment, selection and onboarding process.

You can identify possible candidates with multichannel sourcing from internal team members, employee referrals, talent pools, regional job boards and social networks. Make shortlists and selections against specified criteria, including competencies, skills and proven experience. Develop customized candidate portals for different parts of the business.

Built and hosted on the Salesforce App Cloud, the world's leading enterprise cloud platform, Sage Business Cloud People ensures that every stage of the process is seamless. Recruitment smoothly integrates with payroll, security and facilities, helping you create a great experience for the recruiter, the manager—and the candidate. It's the perfect start to a long and engaged career with your business.

Discover how Sage Business Cloud People can support your talent acquisition needs. Request a demo today.

Learn more about getting the best from your recruitment strategy by visiting us at **www.sagepeople.com**

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