



# Talent Pulse

A Quarterly Research eBook on **Talent Acquisition**

HR Strategy and Analytics

Learning and Development

Management and Leadership

## About HCI Talent Pulse Research

Talent Pulse from the Human Capital Institute (HCI) is a quarterly research e-book that explores the latest trends and challenges in managing talent. The following HCI disciplines are annually examined:

- HR Strategy & Analytics
- Talent Acquisition
- Learning & Development
- Management & Leadership

Statistically rigorous, expert data analysis is conducted and supplemented with in-depth thought leader interviews. Each quarter, a new report is released in conjunction with one of the four HCI talent communities. Topics for each quarter's analysis are determined by survey responses of HR and business professionals. This report focuses on recruiting passive candidates, social media recruitment, and employment branding.

Talent Pulse is designed to provide practitioners and decision makers with prescriptive methods to rehabilitate the health and wellness of human capital, and empower employees and leaders to effectively address future challenges.

### Key Takeaways:

- Hunting is better than gathering when it comes to passive candidates. Organizations who make passive candidate recruitment a part of their strategy, who provide a streamlined application process, and know who they are targeting hire more passive candidates.
- Relationships matter. Employee referrals are rated as the most effective method for sourcing active candidates. Though social media for recruiting is used by 72 percent of organizations, only 55 percent agree they are able to effectively interact with candidates through social media. The challenge for companies is translating numbers of followers and "likes" into meaningful connections and relationships.
- A strong employment brand can improve talent acquisition; organizations believe a strong employment brand can lead to the attraction of more top talent and an increase in quality of hires, yet less than half of the participants in our study perceive their organization as having a strong brand.

*Find your **pulse**, find your **power**.*

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## Research Partner

# WORK4

Work4 is the global leader in social and mobile recruiting, with thousands of customers including many of the Fortune 500. Work4 technology enables organizations to extend their employer brands, drive referrals organically and target specific profiles, transforming social networks into a source of top quality talent. Established in 2010 and backed by Matrix Partners and Serena Capital, Work4 has offices in San Francisco and Paris.

For more information, please visit <http://www.work4labs.com> and follow us at @work4labs and <https://www.facebook.com/work4labs>.

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## Research Methodology

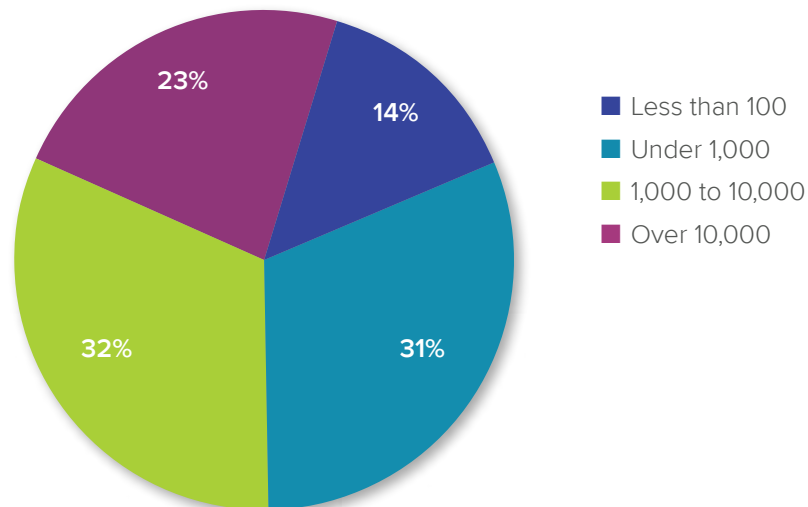
Prior to the full survey, a pilot study survey was distributed to a sample of HCI members ( $n = 58$ ). Our survey results determined the three key topics to cover in this edition of Talent Pulse.

To further explore employment branding, recruiting passive candidates, and social media recruitment HCI surveyed 305 individuals who ranged from individual contributor to C-level positions at their organization. The majority of respondents are North American (87 percent) and work within the Human Resources (55 percent) or recruiting function (25 percent). Of the job titles of participants, 43 percent are at the director level or above.

The following industry thought-leaders were consulted and secondary research such as white papers, articles, and books were used to supplement our quantitative data.

- **Dustin Carper**, Employment Brand Strategist, Groupon
- **Rashmi Chanduraj**, Director of Talent Acquisition, TGC Global
- **Jim Povec**, CEO and Founder, Hiring EQ Executive Search Consultants
- **Sara Stowe**, Talent Acquisition Partner, Smarsh
- **Dr. John Sullivan**, Professor of Management, San Francisco State University

**Figure 1.** *How many employees are in your organization? ( $n = 299$ )*



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# How Important is Sourcing Passive Candidates?

## Background

Passive candidates are currently employed individuals who are not actively looking for a new position but may be interested if the right opportunity comes along. Companies can benefit from hiring passive candidates who likely possess the desired training, experience, and expertise for a particular position. As the economy continues to recover from the great recession, passive employees may be more likely to consider changing jobs or companies. According to a recent survey, “super passive” candidates, or candidates who are not willing to change jobs at all, are down 25 percent from 2012 to 15 percent.<sup>1</sup> As a result, organizations may have more success in luring proven employees into their organizations.

Though there may be more employees who are willing to consider changing jobs and positions, recruiters struggle to engage passive candidates. It is estimated that 75 percent of recruiters struggle to connect with passive candidates, most likely due to their approach or lack of time.<sup>2</sup> For companies to successfully hire passive candidates, they must be able to appeal to the motives and interests of the candidates.<sup>3</sup> Likewise, organizations must be able to manage their company reputation. According to a survey of professionals, 75 percent say they won't take a job with a company that has a poor reputation.<sup>4</sup>

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“We're not going to get **passive candidates** because we have LinkedIn. There has to be background relatedness. There has to be **something to trigger** the passive candidate to want to call, there has to be something in that email that **gets their attention**. I don't think in-house recruiters know how to do that.

Anytime you can talk growth, improvement, and additional responsibility to passive candidates, **that's what hooks them**, not money. It's working in an industry that they've wanted to work in their whole life.”

—Jim Povec, *CEO and Founder*, HiringEQ, Executive Search Consultants

### TALENT PULSE PODCAST



**Dr. John Sullivan**  
CEO

Dr. John Sullivan &  
Associates

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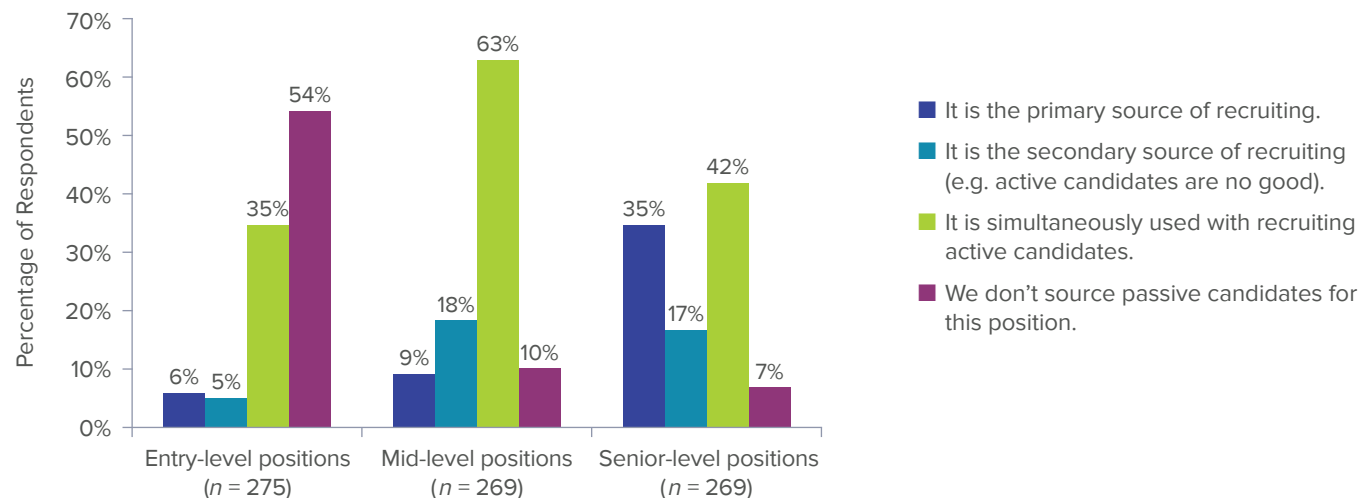
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## INSIGHT 1:

### Strategies for Sourcing Passive Candidates

On average, companies spend 27 percent of their time recruiting strictly passive candidates and report on average 22 percent of their new hires last year were passive candidates. One goal of this research is to determine how passive candidate recruitment fits into the strategy of organizations to recruit new hires at distinct levels of employment (see Figure 2). According to our research, recruiting passive candidates is mainly used simultaneously with the recruitment of active employees for mid-levels positions (63 percent) and senior level positions (42 percent). A little more than a third of organizations (35 percent) use passive recruitment as their primary source of recruiting for senior level positions. Fifty-four percent of organizations say they do not recruit passive candidates for sourcing entry-level positions.

**Figure 2.** How does the sourcing of passive candidates fit into recruiting of the following organizational levels? (n = 271)



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## INSIGHT 2:

### Employee Referrals are Still King of Recruitment

We analyzed the channels organizations use to recruit candidates (see Table 1 and Figure 3). Participants were asked if the channels were effective for both active candidate recruitment and passive candidate recruitment. Employee referrals, LinkedIn, online job boards, professional networks, and company career pages are the top five most utilized channels for sourcing candidates.

**Table 1.** *The top reported effective methods for sourcing active and passive candidates.*

For Active Candidates	For Passive Candidates
1. Referrals	1. Referrals
2. Internal recruiting departments	2. LinkedIn
3. Third-party recruiters	3. Candidate relationship management tools
4. LinkedIn	4. Professional networks
5. Online job boards	5. Former employees

For both passive and active recruitment, employee referrals and LinkedIn are identified as effective channels of recruitment. Former employees may be good hires for several reasons: because they may not need additional training; because they have garnered additional experience and skills elsewhere; and because they may now better appreciate working at their former company as a result of working for other organizations.

Not surprisingly, active job seekers are more likely than passive candidates to search job boards and proactively communicate with recruiting departments and recruiting firms. Candidate relationship management (CRM) systems help organizations to manage and maintain connections with passive candidates.<sup>5</sup> The use of this system can be an effective way of informing passive candidates of positions relevant to their skills or interests which may open in the future. In our sample of organizations, only 15 percent say they use CRM tools, however 76 percent say it is effective for recruiting passive candidates. Likewise, organizations may be able to interact with a particular type of employee by searching professional networks.

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“The avenues are **not traditional** anymore. Applicant responses through a newspaper ad and campus-related recruiting were set channels that **you could track**. The margin for error was very minimal. Today, it’s not quite the same, especially because there are **so many channels**. How did this applicant finally get to our webpage and apply? It’s really tough to judge.”

—Rashmi Chanduraj, *Director of Talent Acquisition*, TGC Global

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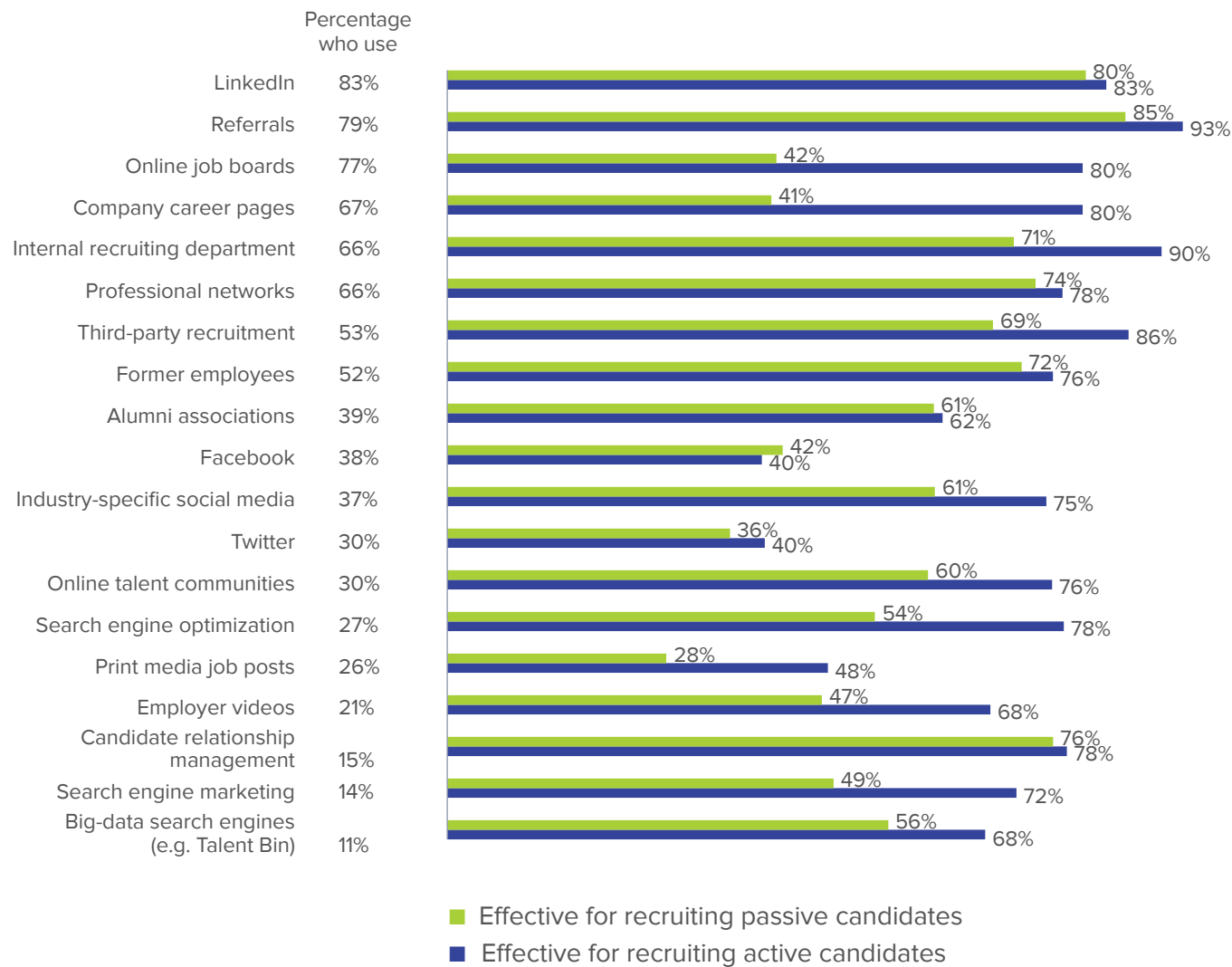
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**Figure 3.** Frequency of use for methods to source candidates —and— Of those who use the method, the percentage who rated it as “effective or very effective” for sourcing active candidates and for sourcing passive candidates. (n = 312)



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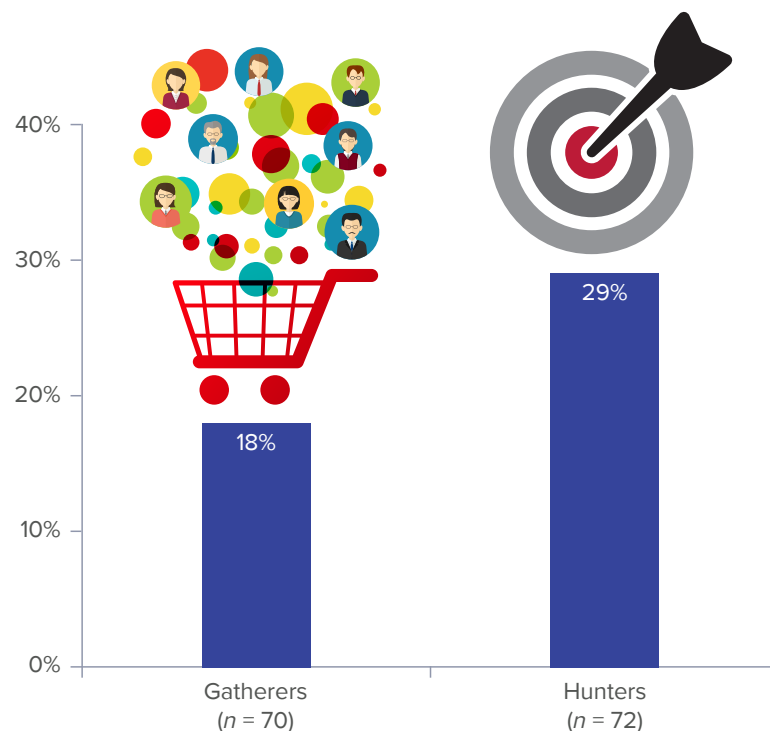


### INSIGHT 3:

## Are you a Hunter or Gatherer for Passive Candidates?

Commitment is necessary to successfully hire passive candidates. Of the participating organizations in this study, only 51 percent say they know who they are targeting in their passive candidate pools, about one-fifth offer a streamlined application process for passive candidates (19 percent), and 46 percent say recruiting passive candidates is part of their workforce planning strategy. Organizations that agree with at least two of the three prior statements with regards to passive candidates are labeled as “Hunters”, whereas organizations that agree with one or less of the statements are labeled as “Gatherers” (see Figure 4). The “Hunters” in this study report on average that 29 percent of their hires within the past year were passive candidates, whereas the “Gatherers” report an average of 18 percent as passive candidates.

**Figure 4.** *Percentage of new hires recruited in last 12 months who were passive candidates.*



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#### INSIGHT 4:

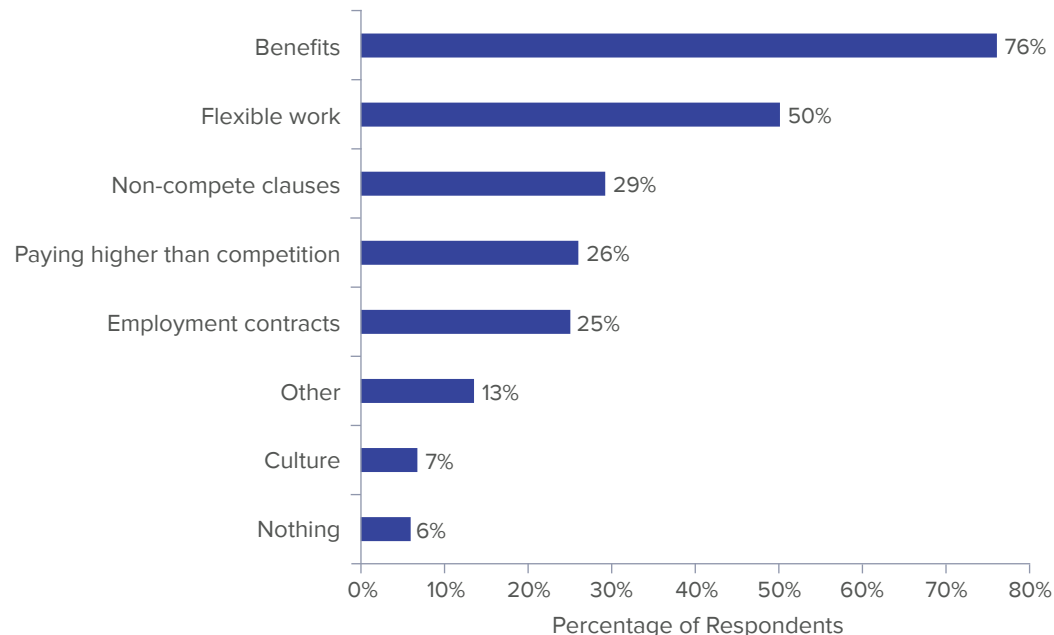
### Companies Worried about Losing Talent, but Not Straining Relationships with Competitors

When it comes to recruiting passive candidates (i.e., poaching) from other companies, organizations are not terribly concerned about damaging their relationship with other organizations. While nearly half of organizations say they recruit passive candidates from their competitors (47 percent), only 27 percent say they are concerned about straining relationships with other organizations as a result of employee poaching. Though the majority of organizations are not apprehensive about relational issues as a result of recruiting passive candidates, nearly two-thirds of organizations are concerned about other organizations recruiting their talent (66 percent).

Further analysis revealed that larger organizations are significantly more likely to recruit passive candidates from their competitors compared to smaller organizations. This may be because larger organizations may have more resources at their disposal to put towards recruiting passive candidates as well as the ability to provide promotional positions and requisite compensation. Participants in our study who perceive their organizations as having a strong employment brand are less concerned about other organizations poaching their talent.

This study asked organizations what actions they take to prevent their talent from being poached by other organizations. The majority of participants say they offer competitive benefits (76 percent) and half say they offer flexible work arrangements. Figure 5 displays what companies are using to keep employees from leaving as passive candidates.

**Figure 5.** *What methods does your organization employ to keep your talent?*  
(Select all that apply; n = 298)



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# Recruitment via Social Media: Can Companies Keep Up?

## Background

The use of social media for recruitment is the norm for businesses today. Ninety-two percent of organizations say they use one of the “big three” social media sites (Twitter, Facebook, and LinkedIn). Likewise, 14.4 million people in the United States have used social media to search for a job and 73 percent of organizations say they have made successful hires using social media.<sup>6</sup>

Social media is helping organizations connect and interact with candidates to a stronger degree than ever before. Social media gives organizations the ability to generate content outside of traditional job postings, such as blogs, news stories, and online workshops. Eighty percent of professionals say the primary reason for using social media is the ability to recruit passive candidates who otherwise might not be able to initiate contact with

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“Getting involved in social networks is not about job seeking or job opportunities. It’s about creating the curiosity in what our company does...These are smart people and all I have to do is create the curiosity. If they are interested, they’ll go check out our website, they’ll do their research, they’ll ask around. **It’s more so of an employer branding exercise than it is recruiting.**”

—Sara Stowe, *VP of Talent Acquisition*, Smarsh

the organization.<sup>7</sup> Social media is becoming more relevant than traditional channels of recruitment. In a survey of professionals, 40 percent believe traditional job posts will be outdated. Likewise, job referrals and social media were ranked above career pages and job boards as the most important channels of recruitment.<sup>8</sup>

As social media continues to transform the landscape of talent acquisition and becomes increasingly important to organizations, it is deemed necessary to explore how companies are managing and utilizing this channel for recruitment.

## TALENT PULSE PODCAST



**Sara Stowe, PHR**  
*Talent Acquisition  
Partner*  
Smarsh

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## INSIGHT 1:

### Growing Too Fast to Handle?

The use of social media as a platform for recruitment shows no signs of slowing. Seventy-two percent of the participants in this survey report using social media for recruitment within their companies, with 70 percent who report plans to increase their efforts within the next six months.

Though social media is a major channel in talent acquisition, organizations find it difficult keep up with the propensity of candidates to use social media. According to our research, only 56 percent of organizations agree that social media recruiting is manageable for their recruiters. Likewise, only 61 percent report that they are able to effectively connect with candidates through social media, and 55 percent agree they are able to effectively interact with candidates through social media. There is a clear disparity between the propensity to use social media and the efficiency of organizations using this channel.

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“One **challenge** we’ll face is making sure that we’re continuing to **invest in tools** that are relevant. We have to make sure we’re keeping an eye on the relevancy of the tools and **not get comfortable** with what’s great today. It might not be the right tool even next year, it moves that fast.”

—Sara Stowe, *Talent Acquisition Partner*, Smarsh

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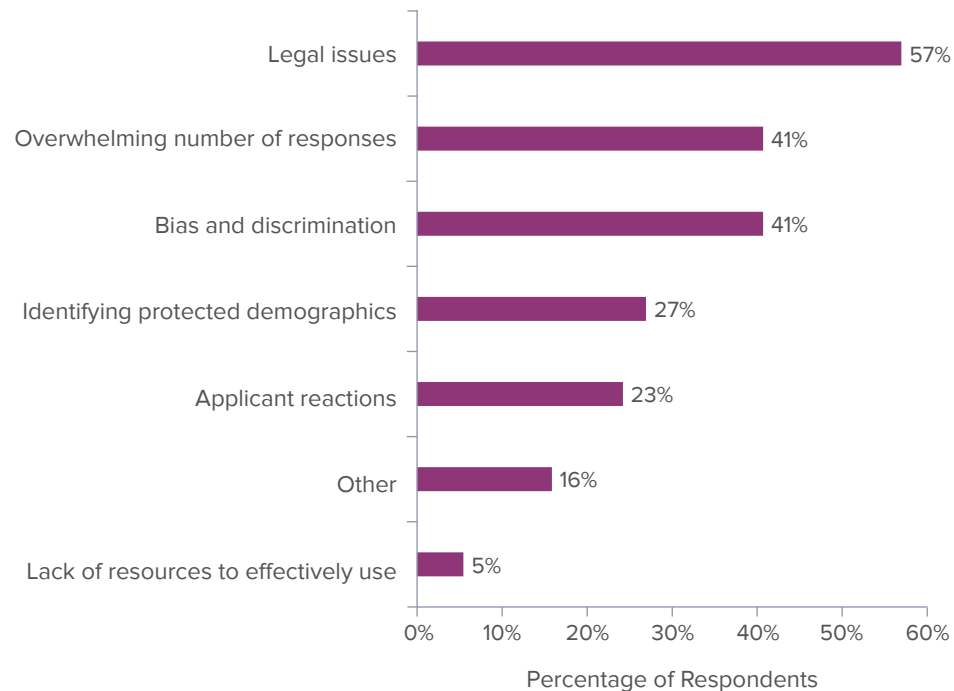
## INSIGHT 2:

### The Unintended (and Unattended) Consequences of Social Media

We asked survey participants which issues their organization worries about with regards to social media recruitment (see Figure 6). The most prevalent concerns revolve around the general legal issues (57 percent) and bias and discrimination (41 percent) of using social media recruitment. Forty-one percent of organizations also express concerns with managing the high number of connections and responses from candidates via social media.

A survey of organizations that rely on social media revealed 57 percent do not have procedures in place for recruitment using social media, either formal or informal.<sup>9</sup> Recruiting via social media may become a legal risk for employers. Social media profiles can reveal protected class information, such as race, gender, or a disability. If this information is used as a basis for an employment decision or to disqualify an applicant, the employer may face civil rights complaints.<sup>10</sup> As social media becomes a more mainstream channel of recruitment, it is important for organizations to establish clear guidelines for using social media in order to minimize legal risks and maintain fair practices.

**Figure 6.** What issues does your organization worry about regarding social media for recruiting? (Select all that apply; n = 261)



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### INSIGHT 3:

## Train, Track, and Measure the Social Media Channel

To be effective at social media for recruiting we recommend the following:



**Train**—Just over a third of organizations report offering social media training to recruiters (34 percent). Organizations who offer training on social media recruitment report higher percentages of new hires within the past 12 months recruited via social media.



**Track**—Nearly two-thirds of participants report being able to effectively track how candidates found their organization (65 percent). Organizations who agree they are able to effectively track candidates are also more likely to agree that social media recruitment is manageable for their recruiters.

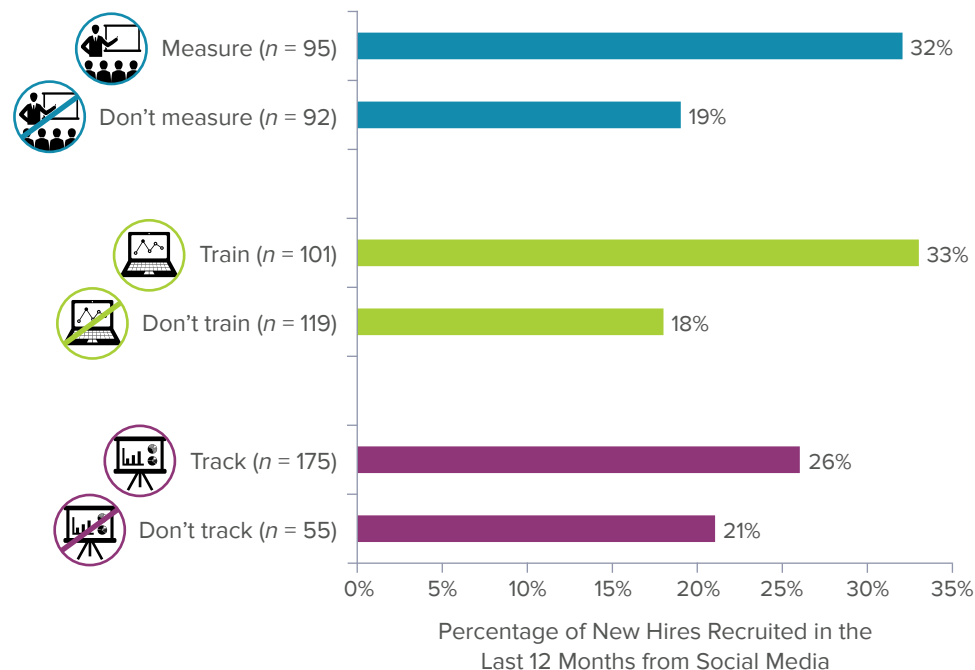


**Measure**—Finally, a little less than 40 percent of organizations say they can effectively measure the effectiveness of

social media recruitment (39 percent). We found that organizations who agree they can measure the effectiveness of hiring via social media have a stronger perception of their employment brand, report earning more revenue from the previous fiscal year, and report hiring more employees via social media recruitment.

Companies who train their recruiters, track their candidates, and are able to measure the effectiveness of social media recruitment report hiring more candidates via social media (see Figure 7).

**Figure 7.** *Percentage of new hires recruited in last 12 months who were recruited via social media. (n = 357)*



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# Employment Branding

## Background

Employment branding refers to the positioning and promotion of benefits, culture, and company values to potential and existing employees. According to a study by LinkedIn, 82 percent of global recruiting leaders say branding is a critical factor in their ability to hire top talent.<sup>11</sup> Additionally, 59 percent of professionals believe brand management is important to HR strategy.<sup>12</sup> According to one study, companies with a strong brand had a 28 percent lower turnover rate compared to companies with a weak brand.<sup>13</sup>

Because employment brand is based strongly on the perceptions of the current employees, it is recommended that professionals build a strategy around how to influence company perception by employees.<sup>14</sup> Companies can demonstrate what it expects from its employees and what they can expect in return by creating an employee value proposition (EVP). EVPs are important for establishing the employment brand, as it spells out the employee experience.<sup>15</sup> Organizations have the ability to promote their brand through websites and career pages; likewise, employees are able to divulge information about their organization through websites, such as Glassdoor, as well as traditional methods, such as word of mouth. Given how easy it is for employees to access and communicate via social media, it is recommended that professionals manage their brand by being open to the feedback received and having the flexibility to adapt. We explore how organizations are promoting their employment brands and the consequences of having a strong (or weak) brand.

### TALENT PULSE PODCAST



**Dustin Carper**

*Employment Brand  
Strategist*  
Groupon

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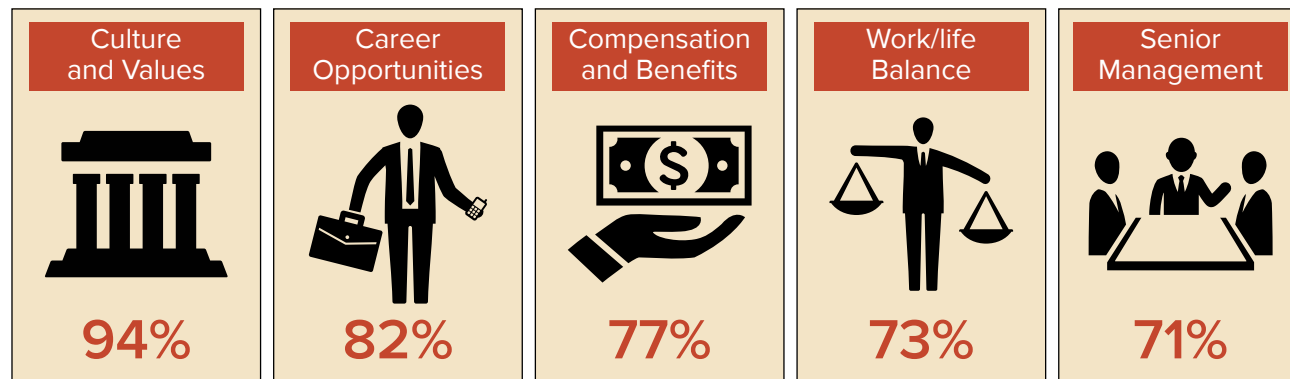
## INSIGHT 1:

### Culture and Values are Key Elements of Employment Brand

We asked participants to rate what elements are important in creating and promoting their employment brand. Almost all organizations believe culture and values are very or extremely important (94 percent), followed by career opportunities (82 percent, see Figure 8). According to our participants, the primary functions responsible for developing and managing the employment brand are marketing (56 percent), human resources (55 percent), senior leadership (48 percent), recruiting (38 percent), and communications (6 percent).

The majority of organizations are assessing their employment brand on a regular basis. Most organizations review and update their brand every couple of years (36 percent) or once a year or less (35 percent). Twenty-two percent of organizations say they never review and update their brand.

**Figure 8.** Percentage who indicate that the element is “very important” or “extremely important” in creating and promoting the employment brand. (n = 304)



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## INSIGHT 2:

### Strong Employment Brand Can Lead to more Quality Hires, Top Talent

Participants were asked about whether or not they perceived their organization as having a strong employment brand. Less than half agreed that their employment brand is strong (43 percent). Of the organizations who say they have a strong employer brand, quality of hire (70 percent) and attraction of top talent (70 percent) are top measured benefits of having a strong brand (see Figure 9). It should be noted that organizations with stronger perceptions of their employment brand tend to be larger companies and report higher revenue from the previous year compared to their competitors within their industry.

**Figure 9.** What measured benefits have establishing an employment brand brought your organization? (Select all that apply; n = 246)



## INSIGHT 3:

### Employment Brand Not as Valued as Consumer Brand

Less than a third of organizations in this study agree that their organization places as much emphasis on employment brand as their consumer brand (31 percent). However, those who agreed with this statement report larger revenue growth compared to their competitors. This finding was significant, regardless of company size. Likewise, organizations who agreed with this statement have more highly engaged employees and a stronger employment brand. Organizations that focus attention on their employment brand may be reaping the benefits of creating a work environment where the best employees want to work, as suggested by these results.

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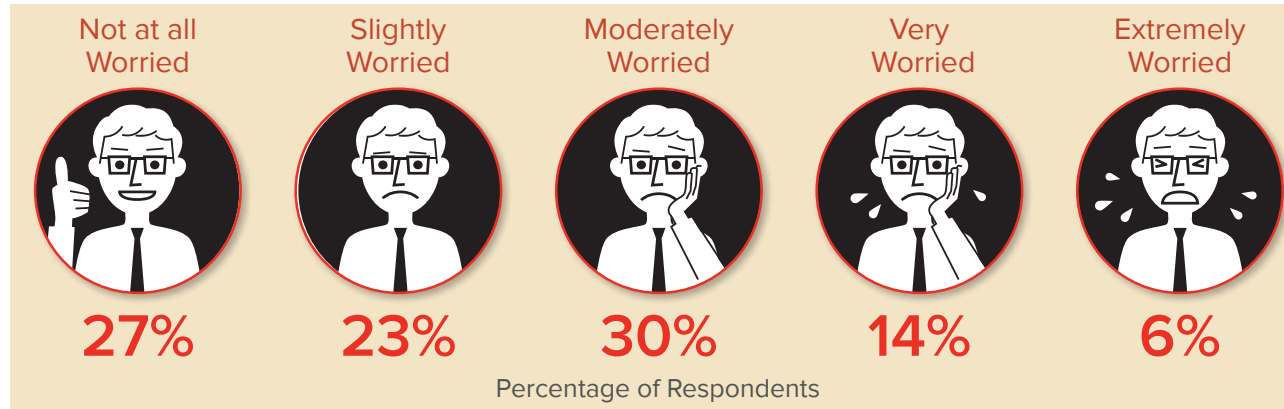
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#### INSIGHT 4:

### Threats to your Employment Brand: Safeguarding Reputation in the Age of Instant Reviews

Organizations are not overly worried about feedback damaging company image; only one-fifth of organizations are either extremely or very worried about negative reviews affecting employment brand. Thirty percent are moderately worried, 23 percent are slightly worried, and 27 percent are not at all worried.

**Figure 10.** How worried are you about negative reviews or feedback concerning your employment brand? (n = 298)



Reputation management is handled mainly by internal marketing according to 60 percent of participants, distantly followed by PR firms (25 percent), trained social media teams (25 percent) and attorneys (23 percent). It is not unusual for departments to cross-collaborate when it comes to managing reputation, though organizations need to recognize that certain issues should be handled by the appropriate department.<sup>16</sup>

**“Employer brand** is mostly promoted through industry reputation and word of mouth, rather than from **proactive measures** taken to enhance talent acquisition.”

—HCI Survey Participant

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## How to Improve your Employment Brand

### **Review your brand as it stands.**

By researching your brand, professionals can understand the strengths, weaknesses, and opportunities for improving their employment perception. Organizations should gather feedback about their employment brand from multiple sources, including current employees, former employees, competitors, customers, stakeholders, and candidates.

### **Revamp your employee value proposition.**

Once an organization has gathered and reviewed its employment brand information, it is imperative to amend or create a formal employee value proposition (EVP). Within the EVP, organizations will have the ability to describe details of the experience an employee can expect in this position, including the work environment, total compensation, the desired work skills and behaviors, and the mission, vision, and values of the organization.<sup>17</sup>

### **Release your content through multiple channels.**

Organizations should establish a strategy to continuously communicate their employment brand. Marketing can positively influence the image of an organization and, as a result, can influence a positive public perception of an organization as an attractive place to work.<sup>18</sup> Employment brand can be shared in numerous forms, such as news stories, videos, podcasts, blogs, and through word of mouth.

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## Talent Acquisition Scorecard

This study asked participants how well their organizations execute the following topics within HCI's Talent Acquisition community. Participants rate their organizations as most effective at sourcing, assessment, and recruitment design. Participants rate their organizations as least effective in data and analytics, and branding and social media.

### Recruitment Design

Have a proactive talent acquisition strategy so your company can hire top quality candidates (mean = 2.76).



### Branding and Social Media

Use of social networking to attract active candidates and grab the interest of passive candidates (mean = 2.27).



### Sourcing

Your recruiting strategy has a sourcing plan to gather candidates with the skills and experience you need, as well as engage them through the entire selection process (mean = 2.86).



### Assessment

Use of assessment methods to determine a candidate's skill level, competencies, and behaviors in a variety of work scenarios (mean = 2.78).



### Technology

Interview candidates via video, reach new networks with social media and mobile technology, and gather data to discover the effectiveness of your talent acquisition efforts (mean = 2.31).



### Data and Analytics

Use of comprehensive analytics to identify talent needs, candidate pools, and methods to evaluate for fit (mean = 2.05).



### Targeted Hiring and Design

Create attractive packages, development opportunities, and interesting work challenges to attract highly skilled candidates (mean = 2.74).



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## Prescribe and Apply

The second publication of HCL's Talent Pulse explores three issues that are momentous to talent acquisition professionals:

### RECRUITING PASSIVE CANDIDATES

#### ■ Decide if recruiting passive candidates is worth it for your company.

Determine if your organization has the need as well as the ability to recruit and hire passive candidates. Hiring passive candidates usually requires offering an elevated position compared to their current job, more compensation, and the ability to work in a position and/or industry that piques their interest. If your organization cannot afford to provide these amenities to passive candidates it may be a waste of your company's time and resources to focus on creating a passive candidate pool.

#### ■ Create a Passive Candidate Strategy.

Companies that hire more passive candidates hunt for their desired talent. Organizations can be proactive by making passive candidate sourcing a part of their sourcing strategy, targeting specified passive candidate pools, encouraging employee referrals, and putting in place a streamlined application process for interested candidates. There are varying levels of passive candidates and recruiters must have a strategy in place for each; for passive candidates interested in leaving their current positions, recruiters may want to be proactive with their efforts, whereas with super-passive candidates, recruiters should focus on building relationships.

#### ■ Continue to enhance your network.

Regardless of the level of interest passive candidates have in your organization, it is important to continuously grow your employment network. Adding passive candidates into your organization is a more effective method for introduction compared to cold calls or cold emails.<sup>19</sup> By adding passive candidates to your network, your company can generate interest by circulating company publications, job posts, and facilitating employee referrals.

### USING SOCIAL MEDIA FOR RECRUITMENT

#### ■ Establish guidelines for recruiting via social media.

Designate a trained individual or individuals in legal issues of social media recruitment. Recruiters should receive continuous education regarding responsible social media recruitment.<sup>20</sup> Employers need to establish a formal policy for utilizing social media in recruitment, including a formal procedure for employees to follow in case they come across legally sensitive information or demographics.

#### ■ Personalize your communication with employees.

Findings from this study suggest recruiters are struggling to interact with candidates via social media. Send personalized emails to candidates and allow for two-way communication. Social media will be more effective and valued if customers, candidates, and employees can engage in active discussions.

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#### ■ Join professional networks and other outlets.

Besides Twitter, LinkedIn, and Facebook, organizations should look beyond these major social networks for connecting with potential employees and promoting their organization's brand. Companies can find employees with specific skills from professional networks and niche sites (for example, Github, a site for software developers).

### EMPLOYMENT BRANDING

#### ■ Focus as much attention on your employment brand as your consumer brand.

Organizations that place as much emphasis on their employment brand as their consumer brand report larger revenue growth in the past year compared to their competitors, have more highly engaged employees, and have better perceptions of their employment brand. To build your employment brand, start by evaluating your organization's culture and values and ask questions about how your organization can make your organization

a more desirable place to work by both current employees and candidates.

#### ■ Use social media to promote your company's brand.

Social media makes it easier than ever for organizations to share their mission, vision, and values to the world. Organizations can promote their brand by creating or sharing a number of publications, such as new stories, blog posts, press releases, podcasts, and videos.

#### ■ Be aware of your organization's employment brand.

By being aware of your employment brand, your organization can be well informed in order to guide actions and initiatives. Employment brand perceptions can be discovered by surveying employees and also by creating focus groups, both internally and externally. Finally, organizations can review discussions and comments on websites and social media to find out how people perceive their organization.

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## Supplemental HCI Content

### Sourcing Passive Candidates



How to Source Passive Talent on Facebook



Stop Missing Talent: A Step-by-Step Guide to Connecting with Candidates through Social and Mobile Recruitment



The Myth of Passive Candidates



Using Facebook to Source Passive Talent



Appealing to Passive Candidates at John Hancock Life Insurance

### Social Media for Recruiting



Social Recruiting for the Millennial Generation



Social Recruiting's Best Kept Secret: Fast-Track Your Company to Social Recruiting Success With a Social Talent Community



Strategic Social Media Recruiting



Social and Mobile Recruiting—The How to Guide



The Time is Right to Get Social



Social Media Best Practices



Salesforce's Social Recruiting Journey



Include Mobile Technology in the Recruiting Strategy

### Employment Branding



Before the First Connection: The Role of Employer Branding



10 Must-haves for the Employment Brand



Creating and Developing Brand Ambassadors to Drive Social Brand Awareness and Recognition



Employer\_ment Branding



Gear Up Branding and Social Media Infographic



Empowering Employees to Create and Contribute to a Strong Employer Brand: An NPR Success Story



Before the Sourcing Even Starts the Role of Employer Branding



Integrate Employee Culture into the Employer Brand for Maximum Impact



How Disney Uses YouTube to Create an Authentic Employer Brand

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Webcast



Podcast



Executive Interview



Blog



Enterprise Content

## Survey Respondent Demographics (n = 305)

Only categories with at least 6% are displayed.

87% of respondents' organizations are based in North America.

FUNCTIONAL RESPONSIBILITY	Percent
Human Resources	55%
Recruiting	25%
Executive Management	7%
Training and Development	7%

SENIORITY	Percent
Manager/Team Leader	39%
Director	28%
Team Member	9%
Vice President	7%

INDUSTRY	Percent
Financial Services/Real Estate/Insurance	11%
Business/Professional Services	10%
Other	10%
Health care	9%
Government	8%
IT Hardware/Software	7%
Auto/Industrial/Manufacturing	6%

2013 ORGANIZATIONAL REVENUE	Percent
less than \$10 million	16%
\$10-50 million	15%
\$50-100 million	11%
\$100-500 million	12%
\$500-750 million	6%
\$1-10 billion	25%
\$10-50 billion	7%

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## Endnotes

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## Human Capital Institute (HCI)

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