# The Modern Recruitment Guide

Adapt, hire and nurture talent in a new way. The Modern Recruitment Guide will give you a truly different perspective on the future of recruitment

Teamtailor

Recruitment is changing. Our Modern Recruitment Guide is a collection of tools and tips to help HR put candidates at the heart of recruitment and stand out in a crowded market. The guide will help you understand and wow your future hires with different approaches and some unique tips from other HR experts!
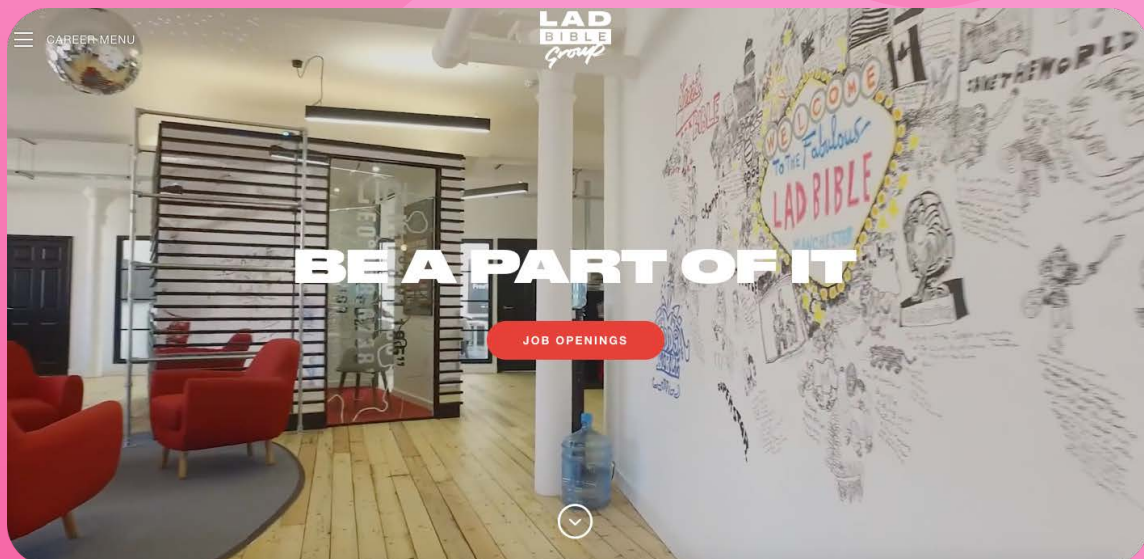
"It's been so helpful for us to articulate our values and tie them into our hiring. GenZ and Millenials are pretty discerning and need a future employer to have shared values. Using video on our career site has allowed us to show what it's like to work at Ladbible in a really clear, transparent way and you get a great feeling for our culture and team"

Jo Knowler
Talent Partner, Ladbible

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Introduction

There has been endless ambiguity surrounding the theory of modern recruitment, with companies torn between conventional and contemporary hiring methods in order to appeal to Millennials and Gen Z candidates.

Finding the best talent has never been more challenging and perhaps there is no true right or wrong, but the evolution of recruitment has meant hiring managers are constantly on the lookout for more innovative and creative recruiting ideas in a growing need to stand out from the crowd.

The advent of technology has presented a plethora of hiring strategies for companies - we've provided you with our own modern recruitment ideas in this guide to consider.

The new generation of job seekers

Companies need to remain competitive by recruiting talent of all ages. Businesses and HR should think about showcasing their company culture as well as their perks & benefits to the younger generations including Millennials and Gen-Z.

1   Flexibility

2   Micromanaging- Expect to provide more structure and direction.

3   Professional growth

4   Clear expectations

5   Transparency

6   Feeling valued

Where one-third of Gen Xers said that for them to stay another two years in their job either "hell would have to freeze over" or "there would have to be major changes made."

Generation X still makes up an important fraction of the talent pond. However, more than half of Gen X candidates plan to stay with their current employer for at least five years, and 40% intend to stay for seven years or more.

Looking for a job as a millennial

While referrals, company websites, and job boards are the top-three most popular resources among all three generations surveyed, it's worth noting that Millennials and members of Generation Z rank referrals first, job boards second, and company websites third. Generation X, in contrast, ranks referrals first and company websites second.

Across all generations, most job seekers including Gen Z and Gen X focus mostly on previous employee reviews, platforms such as Glassdoor allow current as well as previous employees to leave reviews on the company. This provides candidates an insight into their desired company and allows hiring managers to better the recruitment process with valuable feedback.

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The Company culture

What has shifted in the modern age of recruiting has arguably been the portrayal of culture and its effect on pulling in modern talent. A great culture is no longer just a bonus, but an essential asset of a company that ties in with the increasing significance of employer branding.

Candidates, particularly the younger generation, are drawn to entrepreneurial, casual or fun, transparent, and supportive environments. The foundations of such environments stem from a healthy work culture dictated by the employees where everyone is valued for what they do.

We recently ran a poll on LinkedIn and asked our network of HR professionals and recruitment specialists what they deemed to be most important to showcase to candidates. The voting options available were salary, culture, perks and benefits and company vision. The verdict?
Culture was the overwhelming favourite (64%)!

Introduction

- ● Culture
- ● Company vision
- ● Salary
- ● Perks & Benefits
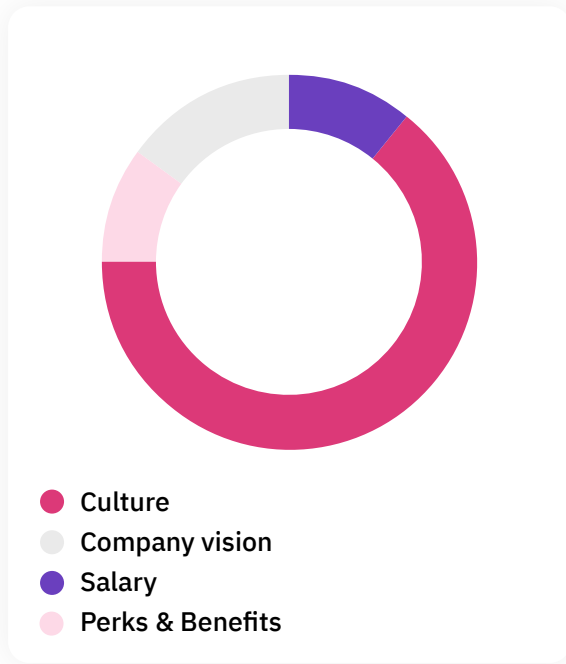
Unsurprisingly, companies are increasingly beginning to adopt this culture-centric approach to their recruitment strategies. Ensuring your company mission and culture shine through on your career page will make a great first impression to candidates. It will also help them to decide if you're a good fit for them. Think of it like dating – you want to find that special someone who has the personality and attributes to match the values and beliefs of your business.

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Part 2

Diversity and Inclusion

Diversity and inclusion are two interlinked concepts that reap the rewards of a more committed and satisfied workforce. When outlining diversity in the workplace, we may naturally consider various factors such as ages, ethnicities, cultures, religions, sexual orientations that determine every employee's walk of life. As a result, it is anticipated that every employee will have different ideas and perspectives to bring to an organisation and therefore contribute to varying business scenarios and challenges. Similarly, inclusion can be viewed as a product of diversity. Companies with the foundations for diversity should look towards inclusion by **uniting the behavioural differences in the workforce**. Understanding D&I is essential but how do we apply them to the modern age of recruitment and specific organisational models?

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Adapt your language

Put simply, your style of language in your job ads and job postings must resonate with your target audience.
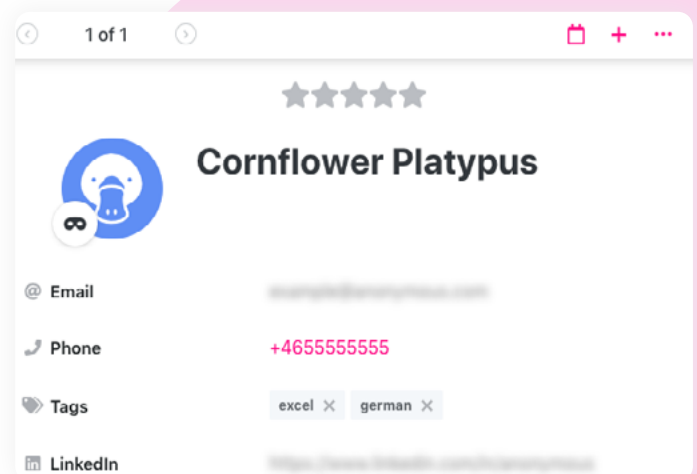
The words you use should not only reflect the company values, but also the type of candidate you are trying to appeal to. If you are actively trying to hire a more diverse team, use words that appeal to a wide pool of candidates. For instance, a study on job postings discovered that using words such as 'ambitious' and 'dominate' were less appealing to female applicants.

Adapt your process

In the modern hiring process, focusing on what University your candidates went to or what company they used to work for can more often than not, lead to a decline in diversity in the pipeline.

One way of mitigating this is to incorporate personality tests, or psychometric testing. It's easy to forget that diversity and inclusion is also about what's on the inside of a person and how their various personality traits can contribute to the success of a company.

Another way to implement diversity in the hiring process and to facilitate a level playing-field, is to eliminate pre-existing bias in the initial stages. Various companies have adopted strategies such as anonymous hiring, which can be turned on or off during any stage of the hiring process. Anonymous hiring omits personal details such as gender, age or cultural heritage when a candidate sends through an application, therefore judging candidates solely on job-specific skills. Unconscious bias may naturally creep in once a candidate gets to the interview stage of a process but by this point, their foot is in the door and they're able to develop a rapport with the interviewer.

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Candidates apply for culture, not just the role

As touched on before, candidates are now interested in more than just the role itself. They consider factors including how a team operates, what a company represents whether they feel they belong in the company.

Establishing a sense of belonging is not only the key to improving work output, but it bodes well for retaining employees in a job market where it is so natural for candidates to switch from one job to the next. More often than not, it's about putting the candidate at the centre of the process as opposed to the role.

"From a D&I perspective we have found interview kits have helped phenomenally in including a set of overarching values and the associated behaviours for our roles. This gives interviewers the chance to score on the same behaviours - we can invite and share our different opinions from many of our team members during the stages of the interview process. We're hoping this may increase diversity and inclusivity in our hiring."

Jasmin Fletcher
Nimble Approach, Talent Management Lead

Automating manual processes

Automation has become a central part of modern recruitment over the last decade. In such a fast paced environment, expectations with regards to the speed of hiring and the quality of the candidate experience have never been higher.

Gone are the days of laboriously poring over vast spreadsheets of candidate data. So what exactly are the benefits of recruitment automation?
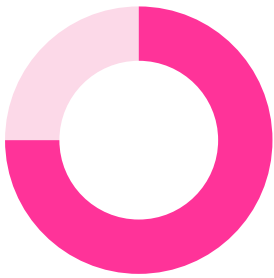
A recent report by Hubspot found that 75% of recruiters stated that they were looking to incorporate technology into their recruitment process.

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Automating manual processes

Reduced time to hire

Automating certain stages of the recruitment process, such as pre-screening and assessing candidates, can be a fantastic way to reduce time to hire.

These initial stages are incredibly important but are traditionally laborious and time consuming. AI and machine learning initiatives can take the hard work out of these tasks while still selecting the best candidates to proceed with – giving you more time to focus on the best candidates and improve their experience in the process.

Being proactive in your recruitment and automating nurturing campaigns will also greatly reduce time to hire. By building talent pools of potential candidates that have shown an interest in your company will mean when you are hiring again you'll already have a long list of great candidates without having to start from scratch.

Rockar has seen an incredible 60% reduction in time to hire after automating most of their manual processes with Teamtailor.

"The automation features at various stages of the hiring process makes our job so much easier and saves us a lot of time. It really is a breeze!"

Matt Batchelor
Chief Technology Officer at Rockar

Improved candidate experience

Automating processes isn't only for the benefit of recruiters – it also enhances the candidate experience!

Even with the best intentions, many companies still struggle to keep candidates updated throughout their recruitment journey – and some don't even send a cursory email to notify candidates when they've been unsuccessful. Automating these updates is now incredibly simple – triggers can be set up in an instant to keep candidates in the loop on their progress.

Productivity and Efficiency

Automation should definitely not be seen as a replacement for recruiters – the robots aren't taking over just yet!

But using automation prudently can help make recruiters' lives much easier and generally improve efficiency and productivity. Scheduling and automating more menial tasks, such as initial screening, will free up extra time to focus on work that requires more attention.

Unbiased recruitment

There is now a wealth of evidence demonstrating that hiring a more diverse workforce will lead to happier, more productive employees.

So it's very encouraging to see that many companies are now adapting their recruitment processes to be as unbiased and fair as possible. Teamtailor's 'anonymous feature' can automatically anonymise candidate data at the click of a button – ensuring that for the initial stages of the recruitment process there is no unconscious bias and everyone is assessed purely on merit. Rather than seeing a candidate's name and gender, everyone is assigned an animal and a colour. You can then decide when you are ready to invite candidates for an interview and see their full details.

Quality of hire

In certain industries, employers have to review hundreds or even thousands of candidates for a particular role or set of roles.
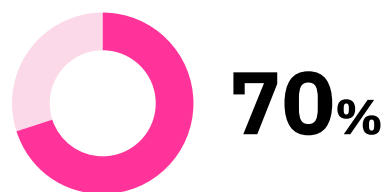
Not only is this time consuming, but it can make it difficult to ensure you're hiring consistently and finding the best candidates for the job. Using automation in the screening process can help companies to sift through vast numbers of candidates and filter out only the most qualified individuals to concentrate on. There are also psychometric and gamification platforms available that can help to predict job performance by setting candidates practical tasks to complete.

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Proactive recruitment

In the past, reactive or passive recruitment was always the norm – when a vacancy arose a company would start recruiting. However, many companies are beginning to understand the benefits of looking ahead and using proactive recruitment. This approach focuses on preparing and anticipating your company's staffing needs and implementing a strategy to source, attract and engage candidates before actually needing them. Passive recruitment can put a lot of stress on recruitment teams to hire in a very short space of time – as the need for a replacement is usually immediate. However, trying to find the perfect candidate at such short notice can be a mammoth task and can take a considerable amount of time. The company may then go weeks (or even months) without finding someone suitable to fill the role. In the worst case you might feel pressured into rushing and hiring someone wrong for the job and having to start looking all over again – wasting valuable time, resources and money.

70%

An estimated **70% of the global workforce** is made up of passive talent who aren't actively searching for jobs. It's therefore vital to ensure that you have a proactive recruitment strategy in place to target and engage these individuals.

Contrastingly, by taking the time to build and nurture relationships with great candidates when you're not actively recruiting you stand to build an amazing pool of talent that will be right at your fingertips when the time does come! These candidates who have demonstrated a long term interest in working for your company are far more likely to be a good fit and stay at your company for longer – helping you to increase that all important staff retention.

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The top benefits of proactive recruitment

A shorter hiring process – which means less time with staff shortage and less stress for remaining employees.

Reduced pressure on recruiting managers – more control over the hiring process and decreased chance of bad decisions.

You can get to know candidates before hiring them and easily identify the best fit for your company, instead of relying on who is available at the time.

You won't lose top talent because of a lengthy hiring process.

Build a strong talent pool

Talent pools are databases of candidates who have demonstrated an interest in working for your company. This means that when a staff shortage occurs, you already have an existing pool of potential candidates – giving you a great chance of finding the perfect match for the role in no time.

The larger your pool of candidates is, the faster the hiring process will be once a need appears.

Today's job seekers are very aware of an employer's brand, and if the business meets their needs and requirements, they will happily connect with them and stay in the talent pipeline.

Proactive recruitment has become an expectation for top talent and they will appreciate your efforts to stay connected. Research shows that 92% of employees would consider leaving their current jobs if a company with an attractive corporate culture offered them another role!

Take Voi for example. Voi now have an impressive 57,000 candidates in their database which is growing rapidly. After hiring 197 people in 2020 with Teamtailor, they have increased their overall workforce by 65%, taking the total number of employees to almost 500

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The right tools to attract candidates

Employer branding is one of the most important elements for attracting, hiring and retaining candidates. Cultivating and showcasing a strong employer brand, especially online, is essential as it gives potential candidates the opportunity to consider the fit with your company. It works both ways and it's essentially the matchmaker for employers and candidates.

72% of leaders in the recruitment field across the world agree that employer branding has a significant impact on hiring.

79% of job seekers are likely to use social media in their hunt for their next job

Careers sites

Careers sites can be a great way to showcase your employer brand and give far more in-depth information on what it's really like to work at your business. Ladbible use video on their careers site that gives a great tour of the office and a feel for what the team and culture could be like.

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Candidate sites

Candidate sites serve as the modern equivalent of classified ads by compiling and listing open job roles. Equipped with millions of listings and additional resources – like career coaching and CV tailoring – this is an efficient way to search for and apply to different opportunities. These are the top 5 career sites for applicants to search for jobs:

LinkedIn has become one of the most popular recruitment tools in today's society with approximately 45 million LinkedIn profiles viewed each day.

Top tips to help find the right candidate

1. **Build recruiter's personal brands**
2. **Measure success**
3. **Build your company brand**
4. **Engage candidates through recruiter's personal pages**
5. **Build your firm's presence through company status updates**
6. **Evaluate the market**
7. **Get schooled in searches**
8. **Grow your talent pool**
9. **Master in-mail techniques**
10. **Create a brilliant job description**

Social media plays a big part in the job searching process too! Recruitment companies often use social media for recruiting. It allows them to expand the reach of their job vacancies and find candidates proactively – especially with LinkedIn.

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Candidate testimonials

Glassdoor is an employment job site that offers a host of features and options for prospective job seekers, as well as employers.

Glassdoor allows job seekers to read reviews left by other people about companies, their interview processes, and even their CEOs. The job site provides access to an extensive database of companies, as well as the ability to search for open positions and employment opportunities.

However on the flip side, how trustworthy are Glassdoor reviews? Is it as reliable as people think? Neither the good or bad reviews can actually be trusted as a reliable source of information. There isn't a clear way to verify employee reviews or the information on the website such as salary expectations. You can't be sure that every review on Glassdoor was left by choice, but some candidates may place such a high value on these reviews that they may not apply for the role or interact with anyone from the company as a result.

Everyone has an opinion, particularly Gen Z, everyone is a reviewer, everyone can express their opinions at any time. It's the ultimate in free speech, but even so on Glassdoor it can often be difficult to distinguish whether a review contains constructive and valuable feedback.

Being mobile optimised

Mobile recruitment candidly refers to the hiring process through the use of mobile devices. Naturally, and based on the statistics above, a non-mobile-friendly hiring process can be a great burden for businesses, as they risk missing out on top talent.

These days a lot of job seekers are increasingly relying on their smartphones to conduct their searches. The demand for recruitment being mobile optimised is no longer a fact recruiters can afford to ignore. A variety of surveys show that business' recruiting processes and career sites are not mobile optimized, resulting in major missed opportunities.

"We have tried some pretty different ways to recruit. We just tried stopping CVs and cover letters and the results speak volumes. For a recent job advert, 76.62% of the applicants came from mobile phones when our average used to be 17.92%. This has been a new record. Small changes can really create huge results if you put the candidate first and think about their journey."

Ingrid Bexrud
Head of Recruitment, Mesta

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The right tools to attract candidates

Indeed reveals that **mobile job search isn't just for millennials**. It cuts across generations – 78% of millennials, 73% of Gen Xers, and 57% of baby boomers have reportedly used mobile job search.

This means that recruiters need to design a polished mobile recruitment process to keep providing a positive candidate experience.

3 ways to optimize your hiring process for mobile job seekers:

1. **Optimize your career site for mobile usage**
2. **Build a mobile-friendly - browser-based - hiring process**
3. **Leverage social media to attract mobile candidates**

Mobile recruiting offers two major advantages. First, it allows recruiters and hiring teams to manage the process on-the-go, wherever they are. Scheduling interviews, providing internal feedback, communication with candidates and more can be completed remotely (rather than anchoring these tasks to the office). Second, it allows hiring teams to reach candidates remotely and through their mobile devices, which candidates are increasingly relying upon.

78% of millennials

73% of Gen Xers

57% of baby boomers

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11:46

Email

Password

Switch to single sign-on (SSO)

Data-Driven Recruitment

The data we have at our fingertips in the modern era is unfathomable. But there is no use in being able to access an unholy amount of statistics if recruiters cannot harness them in the most effective way. **A LinkedIn study** explains that companies who adopt the strategy of data-driven recruitment are twice as likely to discover more high quality talent than those who do not. Data has become the weapon for many HR teams to invest in candidate experience and maintain engagement throughout the hiring process.

Everyone loves a game

More and more companies are now looking towards gamification in recruitment as a means to bridge the virtual-world gap.

Gamification looks at problem solving in a more dynamic way to psychometric testing with scenario-based games rather than aptitude tests. Not only does this support the ever-growing norm of remote working, candidates have become bored of the same, long, drab application processes with CVs and cover letters. Setting up gamification in your hiring process can provide key information about the candidate's problem solving or decision making skills, indicating personality traits and whether the candidate would be suited to your work culture. Understanding their cultural fit can empower hiring managers to recruit more diverse teams.

Implementing such a stage may also improve your engagement rate in the process and subsequently reduce your candidate drop-off rate. A more fun recruitment process might be the difference in swaying a candidate's decision in applying elsewhere, particularly with stronger candidates who perhaps aren't short of options with job opportunities and can afford to be slightly more fussy.

Psychometric testing

Similarly, psychometric testing is a more direct approach than gamification to examining personality traits.

Testing involves pre-determined questions that are posed to analyse a range of mental attributes. These are used as a means to go beyond the traditional CV and cover letter and focus on the candidate's beliefs and personality traits and whether they resonate with the culture and values of an organisation. Furthermore, adding another hurdle to the overall process provides extra security for the recruiter and further protection from hiring someone unsuitable for the role or organisation.

75% of the Times top 100 companies use psychometric testing as part of their recruitment processes. The strategy proves to be a trusted way to appointing the strongest hires, whilst creating a more engaging experience for the candidate.

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Candidate experience surveys

Data gathered from candidate experience surveys are set up in the hiring process to identify areas of improvement.

Providing the option of anonymity with these is common as this can also facilitate a more honest response from the candidate.

Setting such targets not only seeks to improve candidate experience but also helps to satisfy candidates. Highly satisfied candidates are then less likely to broadcast their negative experience with your recruitment process to their wider circles and damage your employer brand.

Integrations to streamline your recruitment

There isn't necessarily a one size fits all solution for recruitment and it's important to think carefully about the tools and approach that are best suited to you. There are a number of fantastic integrations available to help you to streamline your recruitment and increase your efficiency and productivity.

Integrations to streamline your recruitment

HR Platform
Hibob

Hibob is a people management platform that helps companies to grow their company culture and attract, retain, and engage the modern workforce. Its features simplify onboarding, attendance, and performance reviews while giving decision-makers actionable insights using data-driven resources. The platform provides HR professionals with customizable dashboards, custom reports, and a document hub that automates and streamlines paperwork. Key culture features include club views, shoutouts, superpowers, and surveys.

Reference Checking
Refensa

Refensa is the digital and automated reference check up tool, keeping the reference experience personal and engaging. By featuring a chatbot that simulates the selected questionnaires, that also can be completely customizable to your own organization's set and types of questions, the Refensa experience will feel intuitive and engaging.

Easy Apply
LinkedIn Recruiter

Recruiter System Connect (RSC) is an integration between LinkedIn Recruiter and Teamtailor. Two of the most common workflow challenges for talent professionals are toggling back and forth between different systems and understanding the candidate hiring process from sourcing to hire. RSC solves these challenges by integrating Recruiter with your Teamtailor account to simplify your hiring process.

The Apply with LinkedIn feature allows candidates to apply for your jobs using their LinkedIn profile. By clicking the Apply with Linkedin button on the job application, some of the application fields will be pre-populated with the candidate's profile data. You can also easily access the candidate's full Linkedin profile in the candidate card.

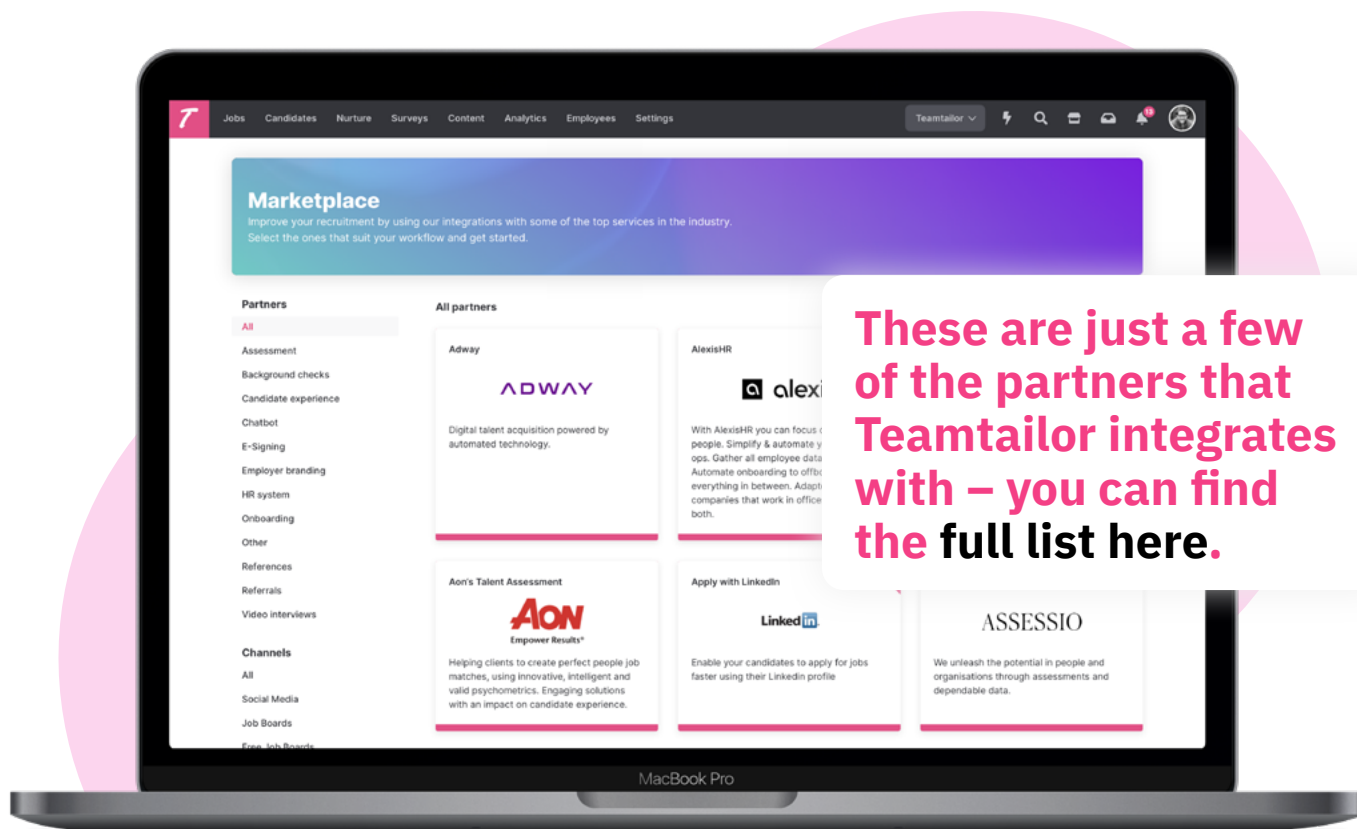*Teamtailor*

Psychometric Testing

Alva Labs

Alva enables you to assess candidates in minutes using their automating psychometric testing. They have combined established research with machine learning and AI to create the most accurate and reliable psychometric tests in the market. Using these tests early in your recruitment process will make sure all candidates get a fair and objective assessment, while also saving time for your recruiters.

Document Signing

DocuSign

DocuSign lets you automatically send documents to your candidates for them to e-sign.

These are just a few of the partners that Teamtailor integrates with – you can find the full list here.

Recruitment comes full circle

Putting the candidate first instead of the role has started to become a common strategy adopted by forward thinking HR professionals, replicating a more marketing focused, 'recruitment wheel' approach.

This strategy seeks to plan for the long term and generate large talent pools whilst avoiding a more sales-centric approach with candidates coming in and out of the approach in a short duration. Companies can continue to engage with these candidates and consider them for future positions, thus converting them into employees and completing the 'wheel'. Ultimately, it's easy to dispose of candidates if they do not have the credentials or experience but keeping candidates in a talent pool for review at a later date can prove to be a more sustainable way of recruiting.

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Thank you

Teamtailor is the applicant tracking system made for all types of companies. With modern features optimized for you and your candidates, you will get everything you need to recruit successfully.

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