Social Recruiting

For dummies®
A Wiley Brand

- Attract and retain top talent
- Build a winning culture
- Institute best practices in social recruiting

2nd Oracle Special Edition

Lawrence Miller

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Publisher's Acknowledgments

Introduction

T he importance of people to a business's success can't be overstated: Attracting skilled people is one of the top concerns of business leaders today, according to the *2017 Deloitte Global Human Capital Trends* report, with 83 percent of executives agreeing that talent acquisition is "important" or "very important" to the success of their business. Yet finding the right people to fill key roles in companies is more challenging than ever before. In today's globally diverse workforce, top candidates are equipped with more information, and more work and career path options.

Social media is one of the most pertinent and effective technological tools available for candidates and employers alike to connect with each other. The Millennial workforce relies on information shared in their social networks — which they inherently trust — for everything from everyday purchases to important life decisions, including career decisions. Effectively using popular social networks such as LinkedIn, Facebook, and Twitter, among others, can help you find the best people for your organization.

About This Book

This book consists of six short chapters that will help you find and attract the best candidates for your organization through effective and engaging use of social media, including tips specific to some of the more popular social networks. You also discover how social technology can help you find candidates, whether or not they're actively looking for a career change. Arm yourself with the knowledge in this book, and you'll be well on your way to finding the people your company needs.

Foolish Assumptions

It's been said that most assumptions have outlived their uselessness, but we assume a few things nonetheless!

We assume you work for a small, medium, or large organization as an HR professional or a recruiter. Or, you're a stakeholder in the recruiting process, from a budgetary or other perspective. Whether you're a CHRO, junior recruiter, or someone footing the bill for the talent-search strategy, you'll discover useful information throughout this book that you can put into action to help your organization succeed by recruiting top candidates in today's competitive global market.

If any of these assumptions describes you, then this book is for you!

Icons Used in This Book

Throughout this book, we occasionally use icons to call out important information. Here's what to expect:

This icon points out information you should commit to your nonvolatile memory, your gray matter, or your noggin — along with anniversaries and birthdays!

Tips are always appreciated, never expected — and we sure hope you'll appreciate these tips! This icon points out helpful suggestions and useful nuggets of information.

This icon points out the stuff your mother warned you about (well, probably not). But these helpful alerts do offer practical advice to help you avoid potentially costly and frustrating mistakes.

Beyond the Book

There's only so much we can cover in this book, so if you find yourself at the end of this book thinking, "Gosh, this is an amazing book! Where can I learn more?," just go to http://go.oracle.com/hcm.

Where to Go from Here

With our apologies to Lewis Carroll, Alice, and the Cheshire Cat:

"Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat — err, the Dummies Man.

"I don't much care where . . .," said Alice.

"Then it doesn't matter which way you go!"

That's certainly true of *Social Recruiting For Dummies*, which, like Alice in Wonderland, is also destined to become a timeless classic!

If you don't know where you're going, any chapter will get you there — but Chapter 1 might be a good place to start! However, if you see a topic that piques your interest, feel free to jump ahead to that chapter. Each chapter is written to stand on its own, so start reading anywhere. We promise you won't get lost falling down the rabbit hole!

Chapter **1**

Addressing Today's Recruiting Challenges

This chapter identifies some of the recruiting and retention challenges in today's highly competitive market.

Recognizing the Changing Workforce

HR professionals, recruiters, and line of business (LOB) hiring managers know all too well that you can easily get buried in an avalanche of applications, cover letters, résumés, and anything else job candidates might use to try to get your attention. But in today's candidate-driven market, that model is also changing. Increasingly, companies must proactively seek out the best people — people who may not even be actively looking for a new opportunity. Many job posting boards have evolved into social networks (for example, Glassdoor), providing candidates with a wealth of information about prospective employers including company culture, leadership and management, salary and benefits, community outreach, and past and present employee reviews. Conversely, social networks (for example, LinkedIn) have evolved to become a rich source for prospective candidates and job opportunities.

TIP

Skilled candidates come at a premium, and the pool of companies you compete with to attract those people has become a lot deeper. Employees are more mobile than ever, and advances in technology, as well as changing attitudes about telecommuting and alternative working arrangements, mean that just

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about any company can hire just about any candidate anywhere in the world. You must implement innovative strategies that set you apart from all the others and ensure that you can find, attract, and retain the best available people.

Attracting and Retaining the Best People

In today's highly competitive market, successful companies understand that attracting and retaining the best people requires more than a competitive salary and benefits package, a promise of stable employment, career advancement opportunities, and "casual Fridays." It requires building a genuine, winning company culture that attracts, engages, and retains people from recruitment to retirement — and beyond.

Building such a culture begins long before you post a job opening or staff a booth at a job fair. Of course, every company has its strengths and weaknesses that help define its culture — but with pervasive social media, it's all too easy for prospective candidates to get the wrong idea about your company culture. Companies that proactively engage their employees and the public through

popular social networks celebrate and promote their strengths, while constructively acknowledging and improving on their weaknesses. In other words, these companies know how to manage their brand.

Building a winning culture and cultivating a strong social media presence is crucial for your recruiting and retention efforts. Candidates today are far more mobile, better informed, and well connected — professionally, socially, and technologically — than ever before. They're ready to go where the best opportunities are, and they know how to find them. They're also seeking more than a job — they want to be a part of something greater than themselves, which means it's far more important than ever to find a good cultural fit. But the best people aren't always looking for the next big opportunity — which means you must know how to find and attract them, even when they aren't looking — and have a strong company culture so that when other recruiters try to poach from your talent pool, your employees are quick to answer, "No, thank you."

PLANNING FOR TURNOVER IN THE GIG ECONOMY

You need to account for turnover in your recruiting and retention efforts, particularly among millennials in your workforce, who are less likely to spend their entire careers at a single company — holding on for the proverbial "gold watch." In its 2016 *Human Capital Benchmarking Report,* SHRM (Society for Human Resource Management) found the annual voluntary turnover rate at U.S. companies averaged 12 percent and the annual overall turnover rate was 19 percent. Today's best employees have the confidence and mobility to make bold moves to achieve their career goals. It is not at all uncommon for people to change jobs — or even career paths — several times throughout their adult working lives. In fact, the "gig" economy has become a major work trend among millennials that prefer short-term, temporary engagements ("gigs") that provide greater independence and flexibility.

Chapter **2**

The Promise of Social Media

You constantly face tremendous pressure to fill open positions from limited talent pools. You post jobs, search networks, and sift through stacks of résumés. However, there's a silver lining that lies in your employees' social networks. The way to access and harness that power is to combine a company-wide referral strategy with social networking tools that make it easy for your employees to refer the most qualified, talented candidates within their social networks.

In this chapter, we show you how to create an effective employee referral strategy that leverages their social networks.

Your Employees Are Your Best Source

Your existing employees are your best source for filling open positions with high-quality candidates. According to a 2016 LinkedIn *Talent Solutions* survey, employee referrals are the top source (48 percent) of quality hires for most companies, followed by third-party websites or online job boards (46 percent) and social professional networks (40 percent).

Similarly, nearly 75 percent of respondents in a *Recruiting Trends* survey said that employee referrals yield the highest-quality candidates, and 54 percent identified employee referrals as one of their top candidate sources. The survey also found that a referred candidate is three to four times more likely to be hired.

A strong employee referral program can level the playing field for companies with smaller recruiting teams and budgets than larger companies competing for the same people. When your employees become advocates for your company, you've essentially made your

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entire workforce an extension of your recruiting team. Think of the possibilities. If each of your top 100 employees has 300 like-minded and similarly qualified connections in his various social networks, you can quickly reach 30,000 potential high-quality active and passive candidates that have some level of professional or personal interest in your company — at little or no cost.

Employee referrals are popular and successful for many reasons, including the following:

» Your employees' social networks consist of friends, classmates, and former colleagues that share similar values, skills, and interests.

» Your employees know that, to an extent, their own reputations depend on the quality and success of their referrals.

» Reference calls today often feel like they're subject to the Geneva Convention — it's tough to get more than name, rank, and serial number from a former employer. Although your employees are unlikely to dish on their own referrals — and you shouldn't try to get them to — there's an implicit positive reference in the fact that your employee has already vouched for the candidate (see the previous bullet).

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» Employee referrals are free, but you can incentivize your employees further with a small referral bonus. Even if you pay a referral bonus, employee referrals are your least expensive source for new candidates.

» Your employees are more likely to stay with your company if they enjoy the people they work with — and if they referred a candidate to you, it's a good bet that candidate has qualities, values, and skills that your employee likes and respects.

» Referral candidates are typically easier to hire, onboard more quickly, network with their colleagues more readily, perform better, and stay longer than candidates from other sources.

WARNING

Birds of a feather flock together! Your employees will likely refer people like themselves with similar backgrounds, skills, interests, and beliefs. Although there are definitely advantages to referrals (you want more people like your best employees), there is also a potential downside — they can limit your company's diversity, in terms of demographics, culture, and ideas. So, be sure you have a social recruiting strategy that promotes diversity — with a strong employee referral program as one of its many pillars.

If You Build It, They Will Come

It's bad enough when you can't get through the stacks of résumés, cover letters, and applications that you get through your traditional recruiting efforts. But what's worse than potentially missing a top candidate who submits a résumé in response to one of your job postings? Potentially missing a top candidate who was referred to you by a top employee. Not only will you miss a top candidate, but you might lose a top employee. Not only is that employee vouching for her referrals to you, but she's vouching for your company to her connections. Don't embarrass your employees.

TIP

Based on an employee survey conducted by LinkedIn, internal communication is vital when engaging employees for referrals. The survey found that

- Eighty-three percent of referrers need an update when a referral candidate is hired or rejected.

- Sixty percent feel there should be communication at each stage of the referral process.

Build an effective employee referral program and make sure you have the right tools to help you move top candidates through your recruiting and hiring process.

Important technologies can help you create an effective employee referral program, including

>> Accessibility through Internet profiles on social networks such as LinkedIn, Facebook, and Twitter

>> Analytics through next-generation human capital management (HCM) software programs that leverage artificial intelligence (AI), machine learning, and bots to automate processes and intelligently mine data to match the best candidates to the right opportunities

>> Searchable content such as keywords on LinkedIn profiles that match skills, endorsements, and experience to relevant opportunities

>> Programmatic relevant communications such as social posts, professional articles, shares, and re-tweets, among others, with easy-to-use feedback channels for interested candidates to respond or apply

Chapter **3**

Developing Your Social Strategy

I n this chapter, you learn how to make the most of your social recruiting efforts with tried and tested techniques. You also learn how to use social networks as part of your established human resources practices. From finding the right people to making sure that your company and brand make the best possible impression on

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social networks, you can turn the advice and information in this chapter into real results for your company.

Sharing Opportunities Across Social Networks

This may seem like an easy task — just post your jobs on a few social networks and watch the résumés roll in. But you need a strategy to make sure your job opportunities attract the right candidates for your company:

>> **Fit the message to the social network.** If you're going to share your job on Twitter, use concise and engaging language in your tweets and include a link to more information. You can be a little more verbose in Facebook posts, so feel free to include more information and branding. If you're on LinkedIn, be sure to take advantage of its innate job posting capabilities. (See Chapter 4 to learn more about Twitter, Facebook, and LinkedIn.) The point is to customize your social media messages to fit the medium you use to communicate. Above all, the message needs to be effective. Make sure that you take advantage of all the possibilities.

TIP

Encourage sharing! The whole point of social networks is to communicate and share information.

» **Focus on your urgent needs first.** If you have fires burning, it's a good idea to focus on the biggest fire first. Make sure to give your most urgent job needs the most publicity so that those needs get the most attention. Social media moves at lightning speed, so you have the potential to reach a large number of candidates quickly. Be persistent in your efforts and put the most emphasis on the positions you need to fill right away.

REMEMBER

Persistence and nuisance aren't synonymous. Make sure that your message is heard, but don't bombard people with the same message over and over again. Doing so looks desperate, is counterproductive, and won't help your company image.

Sourcing Socially

The candidates you want to recruit are likely to share their information on several major social networks. How

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easy does that make your job? Follow these strategies to find the candidates you want to attract:

>> **Search.** Google made it famous, but social networks also include the ability to search for terms and keywords. Just search for the skill set you're looking for, and you're likely to find it. With Twitter, you might look for hashtags or key phrases to learn more about potential candidates. Facebook and LinkedIn host groups and pages about all sorts of topics, so go to those locations and see who you can find. Participation in these conversations gives you an idea of what's going on and who could benefit your organization.

> **TIP**
>
> Once you're active on Facebook, LinkedIn, and Twitter (see Chapter 4), stay there! Stay actively involved in these groups and conversations. The process never ends, and you never know who you'll find!

>> **Look at both active and passive candidates.** Some people are looking for a new opportunity, and others aren't. Trust us — you'll definitely hear from the active candidates. The challenge is in reaching the passive candidates — the ones who may be okay with where they are, but wouldn't mind hearing about new opportunities that might interest them. Social networks let you follow these

candidates as they further their careers so that when the time is right, you can decide how to best approach them. In other words, you can initiate contact, rather than waiting for them to come to you.

» **Screen socially.** Ask a few questions in your posts to help refine your search, such as whether candidates can relocate if necessary, or know specific programming languages. You're going to attract a lot of attention with these posts. Use language that makes your message clear to help quickly qualify and screen the right candidates for your opportunity.

Managing Your Brand as an Employer

This whole process isn't just about recruiting — it's about your presence on social media as well. Remember that the candidate must want to come to work for your company, so you have to make sure that your company presents the right image online. Follow these tips to cultivate that image:

» **Be available.** You never know how a potential candidate might contact you, so you have to keep

all your channels open by maintaining a visible presence on all the relevant social networks. Your image conveys your culture, which means you'll be more attractive to the candidates that you want to recruit.

>> **Be authentic and transparent.** Candidates increasingly don't trust company-provided information — they want to know what it's really like to work for your company. Encourage your employees to post helpful (and appropriate) information on your websites, such as "day in the life" videos or pictures from company events. And don't filter out negative, but honest, information from your employees. Instead, acknowledge your company's weaknesses and challenges, tout your efforts to improve, and solicit more ideas and feedback from your employees.

>> **Do your research.** Make sure that you know how people talk about you and your company on all the social networks. You won't be able to dominate the conversation — the days where you could just lecture to the marketplace are over — but you can get involved in that conversation and present your story to the world. That kind of engagement has a lot of value for your company in general, and it will also pay big dividends to your recruiting efforts.

>> **Find your friends.** Your brand has advocates — whether they're employees, partners, or

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customers. Engage those advocates to spread the word about your recruiting needs. Make it easy to share your message and let them do the rest. You don't have to do all the talking yourself.

> **REMEMBER**
>
> The more that people talk about your jobs, the more likely you are to find the right candidates.

» **Highlight your culture.** Top candidates don't just choose a job for a paycheck. They want to find a good fit for themselves and the company. Use your social media presence to demonstrate what a great place your company is to work at and spread that message everywhere.

Building So That You Can Build More

Nothing breeds success like success. Your continued prosperity and growth means that you'll always be looking for new people to join your company. Your strategy should involve these two facets of building:

» **Involve your new hires.** Your new recruits are good at what they do — and you brought them in

for a reason. Impress upon them early that you are always looking for great people to help your company grow and succeed. Encourage them to talk to the people they know and see who they might bring in. The networking process never stops.

>> **Build the process.** As you continue your recruiting process, make sure that you document and formalize your efforts. Don't reinvent the wheel every time a job opening becomes available. In today's recruitment world, the employment process continues unabated. You need to always be aware of the people in the marketplace (whether they're currently available or not) and how you might get into contact with them if the need arises. Keep the fires burning.

Integrating Your Core Human Resources Practices

You already have established processes for your human resources functions. You don't need to change those processes as you integrate your social recruiting activities. In fact, you probably can't change a great deal of these processes because you're required to comply with various laws and regulations. But you can bring your social

recruiting practices in line with your current processes and make sure that all your efforts dovetail effectively.

- » **Align with your corporate goals.** You know what your company wants to accomplish so make sure your language and social posts reflect positively on the company and further those goals. You should be aware of all strategic efforts the company wants to undertake and be ready to find the people necessary to achieve those goals.

- » **Identify the gaps.** Make sure that you know exactly who you have on your team and who you need to add. Your entire team should have no doubt about the exact type of candidate you want to recruit and how you want to bring that person onboard.

- » **Keep information on record.** Automate the process of finding past applicants and tracking their career activities so that you've always got the most current recruitment information available. Use tools that can help you track all interactions with candidates so that you can bring the right candidate to the table.

- » **Leverage talent analytics.** A comprehensive view of your current recruiting needs — including succession planning, nine-box matrix planning, and views to preempt attrition by identifying retention

risks — and the success rates of different methods will help improve your efforts and build a stronger company culture. There are a variety of software solutions available for companies of all business sizes and industries.

» **Build a social recruiting community.** Your career site also can enable potential candidates to find their own way to your company. Instead of targeting specific jobs, you can allow these job seekers to set alerts based on their own criteria (such as skill sets or job location). When an opportunity matching their criteria opens up, your potential candidate receives an email that prompts the recipient to apply. In effect, your site becomes a central community where candidates can monitor their own job searches and more easily connect with the jobs they want to apply for — and the jobs that you want to fill with the best possible people.

» **Stay in compliance.** You need to keep records of your recruitment process, not only to make sure you attract the right candidates but also to make sure your recruitment efforts comply with all legal requirements. You need this information readily

available to demonstrate you've followed applicable laws regarding the following:

- **Screening:** Note whether information about the candidate's ethnicity, religion, or similar information entered the recruiting process.

- **Office of Federal Contract Compliance Programs (OFCCP) compliance:** Ensure that you maintain records that show you followed all applicable regulations, if applicable.

- **Disparate impact:** Social networks don't reach the entire candidate pool, so you need to show that your sourcing efforts take into account all possible candidates and not just those found on social media.

Chapter **4**

Putting Your Plan into Action

Social networks aren't just another online job posting board. Although you can certainly use them in that manner, you'll no doubt get the same mediocre results you get from generic job postings. Instead, social networks empower you to engage, attract, and ultimately hire top candidates — whether active job seekers or passive candidates keeping an open mind to new opportunities.

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In this chapter, we show you how to use three of the most popular social networks — LinkedIn, Facebook, and Twitter — to reach top candidates anywhere in the world. The tips you find in this chapter are specific to LinkedIn, Facebook, and Twitter, but many of the tips are applicable to other specialized or regional social networks like Glassdoor, Instagram, and Weibo in China, among others.

LinkedIn

With more than 500 million members in more than 200 countries and territories worldwide, LinkedIn is the largest and fastest-growing social network for professionals today. LinkedIn extends your professional network through direct connections, *secondary connections* (connected to you through another connection), and *tertiary connections* (two or more links away from a direct connection) — think of it as Six, well, Three Degrees of Kevin Bacon. Members can easily contact other members and exchange employment information across their professional networks.

LinkedIn lets members endorse other members in their network, write recommendations, join professional discussion groups, publish articles, and follow thought leaders and companies. For companies, LinkedIn offers

various products and services — "Talent Solutions" — including the ability to do the following:

» **Post jobs.** LinkedIn is an ideal network for finding both active and passive candidates. More than 22 million LinkedIn professionals view jobs on LinkedIn every week. You can target your job postings to the best candidates with the right skills and experience on LinkedIn — even if they aren't actively looking for a job. LinkedIn reports that 90 percent of its members are open to new career opportunities — if they're aware of them.

» **Source candidates.** LinkedIn's recruiter services help you find and engage the right candidates for your open positions with advanced search filters, insights-driven suggestions, data analytics, personal emails ("InMail") or one-to-many InMail templates, and seamless integration with your Applicant Tracking System (ATS).

» **Build your brand.** Showcase your company culture to attract top candidates with employee-created content, company videos and photos, tailored messaging, and customized job opportunities. Connections of your new hires will surely be curious about your organization — use their visit to build the right kind of awareness.

According to a *Recruiting Trends* survey, LinkedIn yielded the most high-quality candidates (more than 40 percent) among respondents, while Facebook and Twitter each accounted for less than 5 percent.

LinkedIn describes the "candidate journey" as a four-stage process:

>> **Discovery:** The candidate is aware of your company, but isn't necessarily looking for a new job opportunity — yet. Build a great online profile to showcase your company culture and keep potential candidates interested.

>> **Attraction:** The candidate has more than a passing interest in your company and may be open to the right opportunity. Now is the time to engage the candidate with meaningful, helpful, and relevant content.

>> **Application:** The candidate is ready to explore an open opportunity with your company. Reach out to the candidate with personal InMail messages to match her with the right opportunity and help her through the application process.

>> **Engagement:** Congratulations! You've hired a top candidate via LinkedIn. Now, you have to keep him or her happy, motivated, and engaged by

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> empowering him or her with new skills and growth opportunities in your company.

Facebook

With more than 2 billion active monthly users — two-thirds of whom use Facebook every day — it's fair to say Facebook is just about everywhere. You may even be disappointed in the amount of time your employees spend there. (Don't be. That'll come in handy later.) In any case, Facebook links together a large part of the modern world, and you want that large part of the modern world to help you with your recruitment efforts.

Facebook is a more consumer-focused social network than other networks such as LinkedIn and Twitter — it's all about friends and "Likes." Although it's not as direct as other professional networks, it's still an effective recruiting source for attracting similarly skilled friends, alumni, and other acquaintances of your top employees.

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Facebook is also a great source for finding brand advocates that can help your recruiting efforts. Who are your brand advocates? They're the ones who always "Like" your posts and stories and share them with their friends. How can they help you recruit top candidates? Well, think of your favorite coffee shop, for example. Although it's great to hire baristas that also love the coffee they're serving, that coffee shop franchise also needs talented marketing, finance, and IT professionals — oh, and HR professionals as well.

When recruiting on Facebook, keep the following tips in mind:

» **If your company has not already done so, ask to create a corporate account.** Given the broad reach of Facebook and the opportunities that reach affords your company, you'll want to have a central portal for all your corporate information. The good news is that Facebook accounts don't cost a dime.

WARNING

Don't use your personal Facebook account to conduct your candidate search. Doing so not only draws attention away from your corporate page, but you also run the risk of including personal information in your candidate search. Perform all your recruitment activity from the corporate Facebook page.

>> **Set up your page.** Customers, fans, and friends of your company are already predisposed to help you, so it's a great place to announce your employment opportunities — and encourage everyone who likes your page to share those openings. Let your savvy marketing department do its job and create a dynamic Facebook page for your company — and keep it engaging with frequent updates, company news, and relevant information.

>> **Keep it professional.** People use Facebook to view pictures of family and friends, stay in touch with old classmates, share funny cat videos, and follow their favorite celebrities. Facebook delves deeper into personal and private lives than LinkedIn, for example, so you need to be aware of what exactly you put out to the public.

>> **Share, share, share.** Facebook is designed to share information. With a single click, your post about an open position could find its way to one of the billions of people around the world who live on Facebook. And shares can be shared and shared again — so be sure to encourage your friends and colleagues to share your posts.

Make sure that your job posts originate on your corporate Facebook page and encourage your friends and colleagues to share your job opportunities from there.

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>> **Facebook ads.** Pay Facebook to do the work for you! Facebook ads target users with specific interests and in specific geographic locations so that you can find people who may not be in your network. The number of people you reach depends on how much you're willing to pay per click or per impression. The more you pay, the more your ad pages appear on the right side of the screen. You'll also receive metrics on the effectiveness of your ads so that you can better target your audience in the future.

REMEMBER

This ad model is a tried-and-true service used in other web services, so be sure to consult with those who have previously executed similar campaigns to find and implement the best strategies.

Twitter

Twitter users (more than 300 million worldwide) follow other people and companies that interest them. Twitter uses brief messages — "tweets" — sent to followers all over the world in real time.

Tweets can be shared ("retweets"), "favorited," or used to prompt an ongoing conversation. *Hashtags* (for example, #jobpost or #developerjobs) link together posts with

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a common message so that these posts can more easily be discovered within the ongoing tsunami of tweets and retweets that is Twitter. Some examples of possible hashtag topics for your recruiting efforts might include

>> Job opportunities and functions

>> Industry-specific stories

>> Special events

>> Issues relevant to specific skill sets

Twitter isn't the place for you to explain your mission statement and get verbose about your job needs. Because Tweets are brief, you need to be direct and concise when using it in your social recruiting efforts. In this case, use Twitter for what it can do the best — provide quick links to your open jobs and direct interested candidates to the correct place to follow up. Here are some Twitter tips:

>> **Use multiple accounts.** Although you should certainly have a Twitter account for your company, consider using additional Twitter accounts to supplement the conversation about your recruiting needs. For example, if you use the account @MyCompanyName as your main corporate Twitter account, consider the account @MyCompanyNameJobs to focus specifically on your recruiting needs.

» **Ask for retweets.** Getting your job posting to go viral involves asking other users to spread the word for you. Start with your employees and colleagues, and spread the word to media and others in your field. Craft your message so that any retweets don't require editing to bring the retweet under the 140-character limit. Make it easy for others to spread your message and watch how many people you're able to contact.

» **Hashtag!** Give your job posting a hashtag that makes it easily recognizable. When prospects can find you by searching for #ExampleJobPost, they're much more likely to find the information they're looking for. You can also automate posts with the hashtag to appear on your company's website.

» **Send them to the right place with your links.** Twitter works best as a quick alert that references another location. Make sure that you include links to the specific job post on your career site within the tweet to ensure that the candidate goes to the right location. Twitter automatically shortens links, so you don't need to worry about URLs getting too long to tweet. Just put the link in the tweet and let the rest unfold.

TIP

Recruiting — and marketing in general — is now ingrained with a sense of value. Followers will receive your tweets better if there's some new knowledge in it for them. Research from Carnegie Mellon and MIT finds that tweets coming from thought leaders and individuals whom followers identify with are more likely to be read and acted upon. Part of your social recruiting strategy should involve enlisting the assistance of people — internal or external — who can pass your message on to the right person. Ensure that your tweets contain useful content regarding your candidate search for better results.

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Chapter **5**

Choosing Your Technology

The right software can take your recruiting and retention program beyond just posting and sharing your available jobs, and can enable more proactive succession planning in your company as your current employees are promoted or retire. It helps you build a sustainable pool of quality candidates, removes friction and encumbrances from your processes, and streamlines your recruiting and retention efforts to help you quickly and efficiently find and keep the right people.

In this chapter, you find out how technology can help you manage your social recruiting initiatives by enabling targeted, effective sharing of your job opportunities and empowering your recruiting team with advanced social referral capabilities.

Enabling Social Job Distribution

Social media holds virtually unlimited potential to address modern recruiting challenges. You can use social media to do the following:

» Promote jobs across social media sites such as LinkedIn, Facebook, and Twitter

» Increase employee referrals by connecting directly to their social and professional networks

» Host career portals on your corporate website

» Capture prospective candidates in a centralized talent community

» Run targeted recruitment marketing campaigns to continuously engage with your recruiting pool

- » Optimize your jobs for search engine optimization (SEO) and mobile viewing

- » Track and report on all your social recruiting activity from one dashboard

- » Deliver a user-friendly interface to both end users and administrators

Here are some examples of capabilities and features to look for in a software solution to automate and scale social recruiting:

- » **Social employee referrals:** Dramatically increase the yield of your employee referral programs by tapping into your employee's social and professional networks. Promote current openings to targeted employee groups, facilitate job sharing across their network of contacts, and automate the capture, tracking, and status of their referrals for increased transparency and ongoing feedback. Social employee referrals vastly increase your addressable candidate pool while eliminating many of the barriers to participation seen in traditional programs.

TIP

You can achieve cost-effective scale in your recruiting programs by turning every employee into a potential recruiter for your company.

- **>> Social job distribution:** Harness the power of social media to extend the reach of your job promotion activities. Through social job distribution, you can advertise new job listings, share links, and post status updates across all of your Facebook pages, Twitter handles, and LinkedIn Groups. You can also schedule future postings and target specific audiences for maximum impact.

- **>> Facebook job page:** Maximize the value of your brand's social connections by promoting your jobs to your company's existing base of fans and followers. Add a searchable job page to your existing Facebook company page, where you can accept candidate applications directly from within Facebook, or encourage interested prospects to join your talent community and keep abreast of future opportunities.

- **>> Social career portal:** Promote your brand and deliver an engaging candidate experience with a social career portal. Quickly and easily create social, mobile-friendly, and searchable job portals embedded seamlessly inside your existing corporate website.

- **>> Landing pages:** Present a personalized and targeted experience to first time and returning job seekers with job landing pages. Automatically generated custom landing pages for job categories and locations help you tailor your message and

content to better promote your most critical jobs. Use videos, filtered job views, and other relevant content to help engage your prospect — whether a website visitor, or an existing prospect responding to a targeted marketing campaign.

>> **Talent community:** Capture all of your interested prospects and leads in a centralized talent community. Segment and target your candidate pool to optimize your ongoing marketing efforts. Push job alerts, company communications, and automated marketing campaigns to engage active job seekers and stay top-of-mind with passive candidates. Utilize easy-to-use analytics to better adjust your targeting and content to increase yield and better convert contacts to candidates.

Leveraging Social Referral Capabilities

The right software can help you leverage social networks to find the right candidates for your company. That software can also help to integrate your social recruiting activities with your core HR systems. An integrated human capital management (HCM) solution can help you analyze your employee profiles for certain skills and career levels, making it easier to identify the right

employees for job referrals and incentive programs. Some important social referral software capabilities to look for include

>> **Integrating with the rest of your recruitment effort:** Remember, every part of your recruitment effort needs to be interconnected. Whether potential and existing employees refer jobs from your social media posts or directly from your job site, you need to integrate your efforts as much as possible to allow for consistency and constant refinement. Place social links on your corporate and career sites and include corporate and career links on your social networks.

REMEMBER

Shared pages should have all the information you need to get the prospective candidate into your system.

>> **Posting jobs:** The software you choose should by design post all your open positions on the networks of your choosing. No more manual posting! Your must-have features should also include the ability to schedule posts for the future so that you know exactly when this information hits the public. You can set up your campaigns to rely on automation so that the process occurs automatically (without looking like an automatic process, of course).

Use automated scheduling to mention the same job several times over a given time-span. A respectful reminder may help your cause.

» **Making referrals fun and easy:** How do you receive employee referrals now? Good technology should provide a solution that is fun and easy to use. If it's not, you can do better. Make your information easy to share and engage your colleagues as much as possible. It's widely known that referred recruits provide the best possible candidates in the least amount of time (and referred recruits are more likely to stay than recruits from other sources). Target your employees with campaigns for different job openings and let them talk about the company and culture they know. Let employees proactively recommend candidates and allow those employees to follow the referral progress and see the results of their efforts.

» **Attracting passive candidates:** Your software needs to help you attract any passive candidates, keep their information current, and make you (and the candidates) aware of when these prospects fit the profile of the candidate you're looking for. When your jobs show up in the activity streams of their friends and colleagues or when candidates

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get alerts of jobs matching their skills, passive candidates are more likely to notice your needs and consider their career options.

» **Making your candidate search mobile:** Web browsing on tablets and mobile phones now exceeds desktop browsing, according to a 2016 study by StatCounter. Mobile applies to both sides of your recruiting campaign. Not only should applicants be able to reach your job information on their mobile devices, but you should be able to manage your side of the campaign on your mobile device as well.

» **Bringing in all the metrics:** The information you gain as part of this candidate search is important for so many reasons. Data makes you smarter. You gain the knowledge to run more efficient campaigns, target the best candidates, and track your efforts. Not only do you have to retain all the information on the candidates you pursue for your own purposes, but you also must ensure that you keep statistics on hand to demonstrate that you're compliant with all applicable laws and regulations. The software you choose must gather and retain all the information you need to perform your candidate search.

» **Making it user-friendly:** A person is more likely to take an action when that action is easy to perform. The software you choose should allow you to

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customize workflows and perform the tasks you require, whether it's sharing a job or planning a campaign.

>> **Reducing hiring time and cost:** Companies always look to automated processes when seeking to reduce cost and time spent on tasks. The right software provides just that service. By automating processes likely performed by full-time recruiters now, you can save significant man-hours. Imagine all of the pay-per-click dollars you'll save when all of your posts show up organically in activity streams (instead of paid ads) as well.

IMPLEMENTING A SOCIAL-SAVVY REFERRAL STRATEGY

Recruiting boils down to one key principle: Good people know and trust other good people. Job opportunities that come by personal connections have the greatest chance of inspiring people to act. When your employees' trusted contacts pass along your job openings to their trusted contacts, your recruiting reach grows exponentially. Imagine sitting back and waiting

(continued)

for the right candidate to come to your recruiters, rather than having your recruiters post, search, and make cold calls!

Scale up your referrals and leverage trusted social connections so you can repeat one-to-one communications across networks until the right candidates emerge. Your referral solution needs to do the following:

- **Maintain online communication with employees and alumni.** An intelligent social networking solution connects your people, mines their networks, and suggests connections that drive referrals with an automated referral process.

- **Support motivation efforts.** Track and pay referral bonuses accurately — or lose credibility. Manage bonus eligibility and accuracy throughout the referral process — even when openings "go viral" by being passed among several people in the referral chain. Track how many people passed the job along and determine how much reward everyone should receive without any extra effort for your recruiters or accountants.

- **Make the process easy, fast, fun, and rewarding.** Automate the referral process

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and enable your employees and alumni to participate by clicking a button. It'll take just seconds for them to pass along a job to a contact recommended by the system. Participation will increase when your process is this easy.

- **Keep communication lines open.** Employees are more likely to embrace a referral program if it's simple and easy to communicate. Build out your process so that people can check or receive alerts on the status of a referral, and recognize these people when a successful referral is made. Accolades and acknowledgements can motivate employee engagement.

- **Reinforce your employment brand.** As you promote job positions, you have an opportunity to reinforce your corporate brand with your employees and alumni. Referral programs that revolve around ad hoc email efforts often inconsistently use corporate logos and graphics. An intelligent social networking solution automatically sends out branded emails and drives applicants to branded web pages. Even after your job openings go viral, all candidates will enjoy an experience that looks and feels like your company.

Chapter **6**

Ten Things to Know and "Like" about Social Recruiting

Here are ten tips to help you get started with social recruiting:

» **Establish clear goals.** Social media is an important part of your recruiting and retention strategy. Be sure you know what you expect to achieve with your social recruiting initiatives.

- ❯❯ **Toot your own horn.** Remember, your brand matters. One of your social recruiting goals should be to build a winning culture that your employees will share with everyone they can.

- ❯❯ **Cover your bases and go where the best folks are.** Focus your social recruiting efforts on the social networks that attract the kind of candidates and experience you're looking for.

- ❯❯ **Don't just gather — hunt.** Don't wait for candidates to apply — search both active and passive candidates to find the best people.

- ❯❯ **Keep it real — and engaging.** Be genuine and keep your social media refreshed with current and compelling content that attracts talented candidates — even when they aren't looking.

- ❯❯ **Phone a friend.** Encourage (and incentivize) your employees to refer colleagues and friends in their professional and social networks.

- ❯❯ **Automate to save time and money.** Automating manual recruiting, application, screening, and reporting processes improves efficiency and reduces costs.

- ❯❯ **Pay as you grow.** Leverage a cloud-based social recruiting platform that can easily scale up or down to meet your business needs.

» **Make social recruiting an integral part of your toolkit.** Choose a solution that integrates social recruiting into your overall recruiting and retention efforts.

» **Have fun.** Keep your social media professional, but fun and engaging as well.

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Inside…

- Find active and inactive candidates
- Encourage employee referrals
- Get a complete view of your recruiting needs
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