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How to hit hiring objectives in a talent shortage

Tools to hire for speed, quality, and diversity



Layoffs, delayed promotions, job security, new goals and expectations – the last year and a half has thrown the labor market into disarray. Many of the workers who continued to work in person throughout the pandemic are feeling burnt out. Others are reluctant to return to work.

Take heart: there are tools, tips, and tactics to keep your business running by hiring for speed, quality, and diversity.

▶▶▶ **“Aiming for a one-size-fits-all approach for all types of workers can also create barriers. This issue is particularly visible in organizations with a sizeable frontline workforce. The frontline works very differently from office workers yet frequently is asked to follow the same processes.”**

Gartner

Source: Gartner, How HCM Technologies Can Support Cultures that Perform in Uncertain Times, 2020.



Hiring at *speed*



“The time savings enabled by technology will allow recruiters to become better data stewards and embrace workforce and workplace analytics, provide career coaching for internal mobility, and focus on competitive intelligence.”

IDC



Source: IDC, The Data-Driven Talent Acquisition Function, 2/



Build up your talent networks

Job seekers join talent networks for different reasons. Some are silver medalist candidates who want to be considered again in the future. Others really like your company but don't see an opening they like or aren't yet ready to apply. Joining a talent network gives them a way to stay in touch.

Source from these candidates and keep them engaged by sharing updates. Paired with an ATS, AI job matching technology in your CRM can suggest who to share new job openings with based on candidates' skills, experience, and interests.

▶▶▶ **“Candidate relationship management (CRM) tools have increased in popularity and transitioned from a nice to have tool to a strategic requirement.”**

Gartner

Source: Gartner, The Future of Talent Acquisition Requires Talent Engagement and Systems of Action, 2020.



Best practices in action

U.K. construction firm Rydon uses a CRM to hire 80% of their employees directly, a big turnaround from relying on expensive recruiting agencies for 90% of hires. Despite talent shortages, today Rydon spends 85% less money filling roles.

“iCIMS has made it easy and attractive for candidates to apply for a job with us. As a result, we are winning those candidates over competitors.”

Head of Resourcing and Development, Rydon



Automate processes to free up recruiters

Automation isn't just about saving time by eliminating tedious, manual tasks. It's about having the ability to scale recruiting up or down and quickly move candidates through the hiring process. Perhaps most importantly, automation frees up recruiters to use their time on more productive things and invest in what matters most: people.

The automation process takes on different forms throughout the hiring journey. Here are a few examples:

- Digital assistants (aka chatbots) answer job seeker questions, schedule interviews, share resources, and prescreen candidates.
- Job offers are generated from a library of clauses based on criteria including personal information, start date, compensation, job location, and hours.
- Onboarding tasks are assigned to new hires and employees involved with getting them up to speed.

“AI is making candidate sourcing, screening, interviewing, and onboarding more effective for organizations. AI is also able to cast a wider net, bringing attention to people who employers might not have considered or who may not have been looking for work. **Having more qualified candidates from the beginning shortens the process, enabling recruiter and hiring managers to dedicate more time to analyze HR data and focus on strategic workforce planning.”**

IDC

Source: IDC, Unlock the Transformative Power of AI for HR, 2020



Make communicating

easy for deskless

candidates



Text messaging and apps like **WhatsApp and Facebook Messenger** can make

communication faster and easier,

especially for job seekers who are in high demand all over the world. Not only does speedy communication make life easier for everyone involved, it can also decrease the time it takes to schedule interviews by three days.



Mobile Infirmary • Thomas Hospital
North Baldwin Infirmary

Best practices in action

One of Alabama's largest employers, Mobile-based Infirmary Health hires about 1,400 healthcare professionals each year. Infirmary Health's recruiting team communicates with candidates via text and makes the application process as quick and painless as possible.

"Nurses spend their day at the bedside. They also work different hours than a typical corporate job. So, texting has been crucial to communicate with them, especially because they might not ever check their email. Being able to meet them where they are has helped us be more timely and more successful."

TA Leader, Infirmary Health

Source: Forrester, The total economic impact of the iCIMS Talent Cloud, 2020.

Hiring for quality



“In increasingly competitive talent markets, where organizations are seeking many of the same advanced skillsets, utilization of advanced engagement and marketing solutions throughout the recruiting process is becoming a strategic requirement.”

Gartner



Source: Gartner, The Future of Talent Acquisition Requires Talent Engagement and Systems of Action, 2020.



Connect best-fit talent to jobs faster

How do you know the people you're sourcing will make good fits?

AI-powered job matching works throughout the talent acquisition process to help reduce bias and connect talent to jobs. Incorporated into your career sites, job matching can help job seekers find and apply to the jobs they're best suited for. In your ATS and candidate relationship management system, job matching can help recruiters proactively source and create shortlists of qualified candidates with the right skills and experience.

Source: U.S. Bureau of Labor Statistics, Employer costs for employee compensation summary, 2020.

▶ Did you know?

Companies that use AI job matching are two times more likely to improve diversity of sourcing and three times more likely to improve time to fill.

Source: Aptitude Research, Talent Acquisition Tech Key Findings, 2021.





Ensure candidates have the right skills and attitude

It can be challenging for recruiters, hiring managers, and other interviewers to accurately assess a candidate in the span of 15 to 30-minute interviews.

Assessments for language skills, cognitive abilities, and culture fit can help ensure your candidates are the right people for the job. When integrated into your talent acquisition platform, assessments can be sent automatically and reports centralized in candidate profiles.

Source: Aptitude Research, Talent Acquisition Tech Key Findings, 2021.



Best practices in action

In 2007 the Seminole Tribe of Florida acquired Hard Rock International. This kicked off a period of expansion to 75 countries around the globe. For Hard Rock, it's not just about hiring a lot of people quickly; finding the right people to deliver on their mission to "create authentic experiences that rock" is of the utmost importance.

That's why Hard Rock integrates some of the best third-party talent acquisition applications on the market, including assessment providers, into the iCIMS Talent Cloud.

"Talent Plus integrated with iCIMS definitely impacts the assessment experience. It's a significant time saver for our team and a better experience for our candidates."

*VP of Global Talent and Team Member Relations,
Hard Rock*

Hiring for diversity



“iCIMS is well positioned to support organizations to become more efficient across the entire hiring lifecycle, enhance workforce planning, and bolster diversity and inclusion efforts. By casting a wider net, employers can surface candidates they may not have considered previously, which will support them in building a diverse workforce.”

IDC



Source: IDC, MarketScape: Worldwide modern talent acquisition suites for large enterprises, 2019.



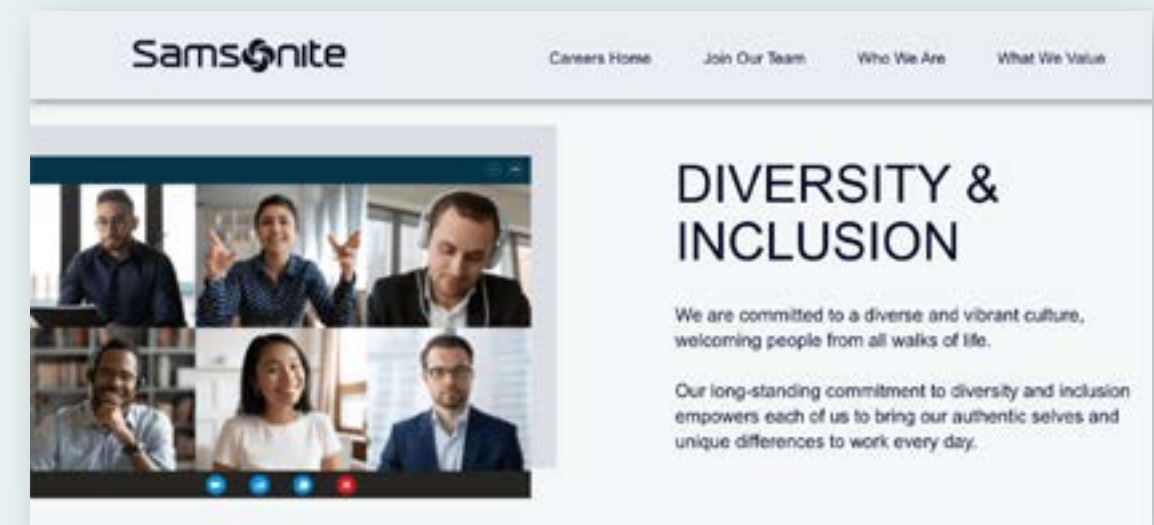
Create and show off a welcoming environment

Beyond compensation and benefits, job seekers want to know their employer is somewhere they will feel welcome and included. Career sites are prime real estate to highlight your values and everything that makes your company culture what it is. Create a snapshot of your work culture by sharing stories, charitable work, virtual tours, and big moments like team events and anniversaries.



Best practices in action

Samsonite, the manufacturer and retailer of high-end luggage, uses its career sites to highlight its values and commitment to diversity, including employees bringing their authentic selves to work.





Bring in diverse perspectives and voices

It's one thing to talk about diversity; it's another to show it. Employee-created videos can be an engaging and authentic way to off your team and work culture. Ask employees from different backgrounds, areas of the business, and locations to share what working for your company is like.

How video can help drive hiring:

- Employers that use video increase SEO traffic to their career sites by up to 75%
- Job seekers spend 37% longer on career sites where video testimonials are present
- Employee video content typically generates 200–300% more engagement on social media
- Applications increase up to 34% when video testimonials are used in job descriptions

Source: iCIMS system data.



Best practices in action

A Fortune 500 company with 7,500 employees in 42 countries, Celanese manufacturers materials used all over the world for paints and coatings.

Celanese uses videos of employees from different backgrounds to highlight their diversity and engage more candidates. Speaking directly to candidates, employees share their perspectives on what it's like to work for the company. Recruiters can then feature these videos on their career sites, recruiting newsletters, job descriptions, and social media.

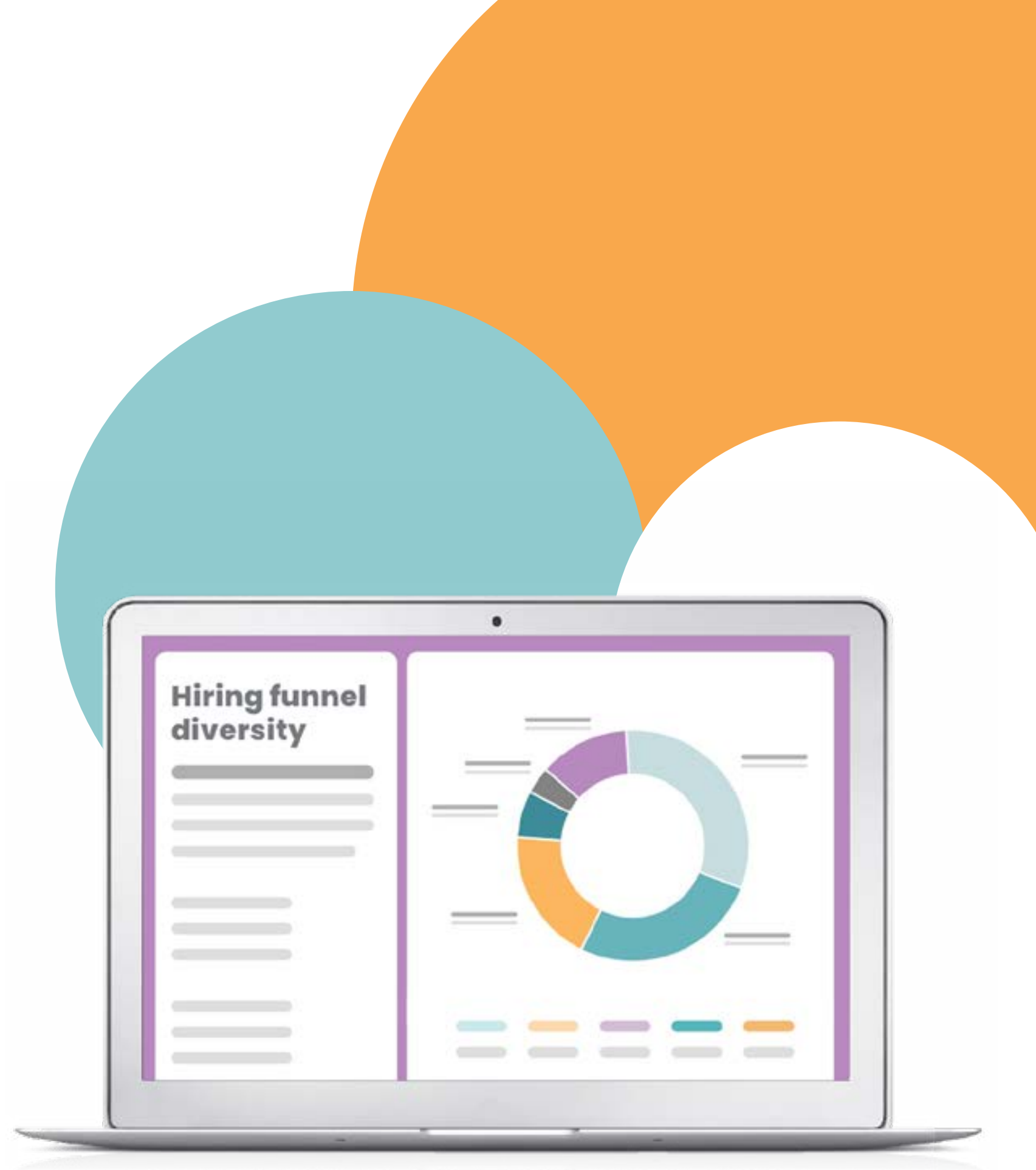


See where candidate drop-off happens

Often, it's difficult to know exactly what's working or what's not.

Looking at diversity metrics broken down by stage of the recruiting process can tell a detailed story. Dashboards like the one here indicate how diverse your candidate pool is at each step of the journey.

Notice a high drop-off during the interview stage? Detailed analytics can help you course correct. You can also set alerts if you drop below a certain threshold.



Source: iCIMS' diversity metrics dashboard.



Talent Powers Transformation

The labor market has changed how we attract and hire talent. Now is the time to transform your talent acquisition practice (and your teams).

Learn how more than 4,000 employers worldwide do it with the Talent Cloud.

For more information, visit www.icims.com.

See it in action