How to hit hiring objectives in a talent shortage

Tools to hire for speed, quality, and diversity for remote and hybrid roles

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Burnout, layoffs, delayed promotions, job security, new goals and expectations – the last year and a half has thrown the labor market into disarray. Faced with economic uncertainty, many employees who could work remotely stuck to their current roles. Now they're looking to make moves. Top of their list is finding roles that match their goals and preferences for how they work.

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

▶ ▶ ▶ **"Companies require increased focus on their culture to achieve their objectives during times of uncertainty."**

—Gartner

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Hiring at *speed*

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"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, 2020.

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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.

Omnitracs

Best practices in action

Omnitracs, a provider of transportation and fleet management software solutions, increased applications 1,000%, in party by overhauling its entire career site and building a global network of talent in emerging markets like India and Mexico.

"iCIMS helps me, as a leader, see things from a more strategic perspective, and helps our managers direct their teams through metrics. This new approach is helping to change our recruiting from reactive to proactive."

TA Leader, Omnitracs

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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.

American Heart Association®

Best practices in action

American Heart Association (AHA) saves more than 1,100 hours per year by automating throughout the hiring process. That's the equivalent of six months for a full-time recruiter. As a result, AHA's recruiting team spends 50% more time with the 225,000 applicants they receive per year.

"Embedding automation into our workflow frees up time. It allows recruiters to do more interviews, source passive candidates, and engage and build relationships with candidates we otherwise wouldn't have access to."

Director of Talent Acquisition and Attraction, AHA

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Make it easier to communicate with niche 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.

perspecta™

Best practices in action

Perspecta offers defense, intelligence, and healthcare solutions to a variety of customers in the U.S. government. As such, their recruiting team hires a lot of engineers, analysts, investigators, and architects, many of whom require high-level security clearance.

They engage these candidates by sending automated text updates throughout the hiring process and using an AI-powered chatbot named PAT (Perspecta's Assistance Tool).

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

Hiring for quality

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"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

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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.

iCIMS®

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 automatically sent, 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 upmost 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

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" 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

iCIMS®

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.

HEXAGON

Best practices in action

Global software provider Hexagon PPM hires all over the world by tailoring the experience within the iCIMS Talent Cloud. Candidates select the career site that applies to their region. From there, the experience is customized by factors like role, country, and language.

For example, Hexagon conducts business in English, so it makes sense that most of their websites and job postings are in English. However, to effectively attract candidates in Japan and South Korea, their career portals are supported in the native language.

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

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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

Employers like Calendly and Quicken Loans use employee videos to engage job seekers. Recruiters can feature these videos on their career sites, recruiting newsletters, job descriptions, and social media.
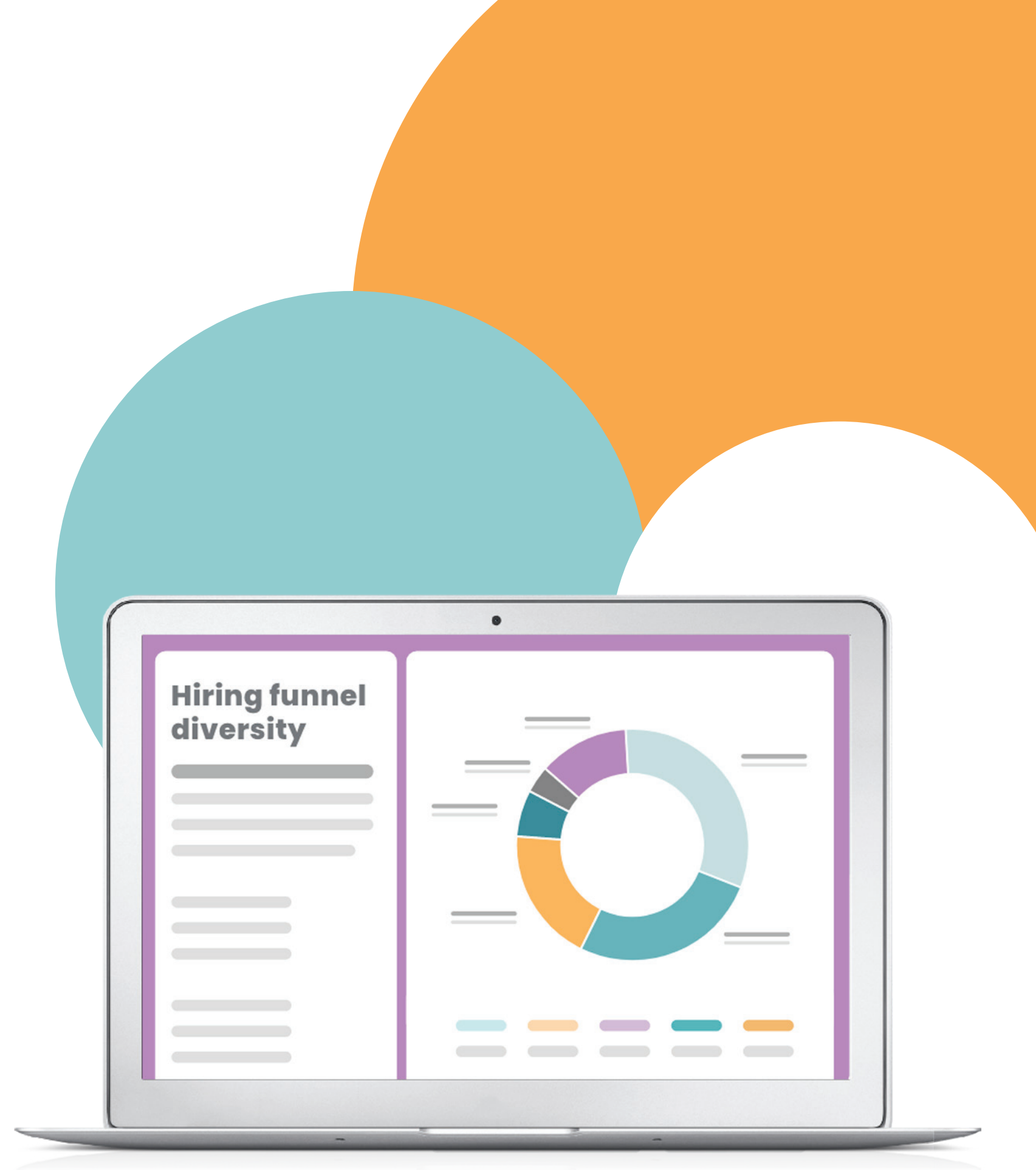

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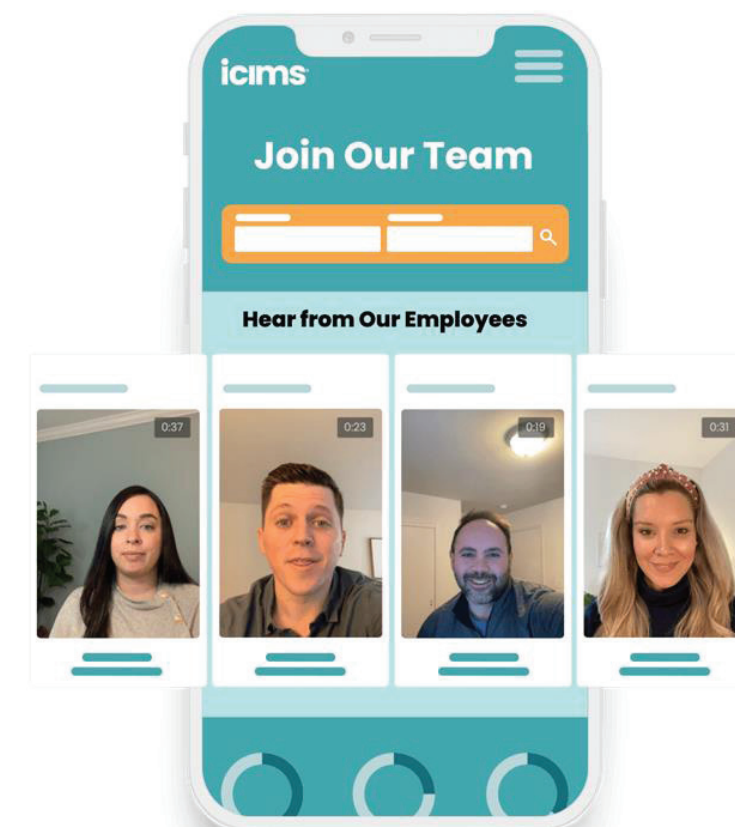
See where candidate
drop-off happens

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.

Hiring funnel diversity

Source: iCIMS' diversity metrics dashboard.

iCIMS®

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