



PEOPLESCOUT

# NEXT

FROM ADVICE **TO**  
ADVANTAGE

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Q1 | 2021



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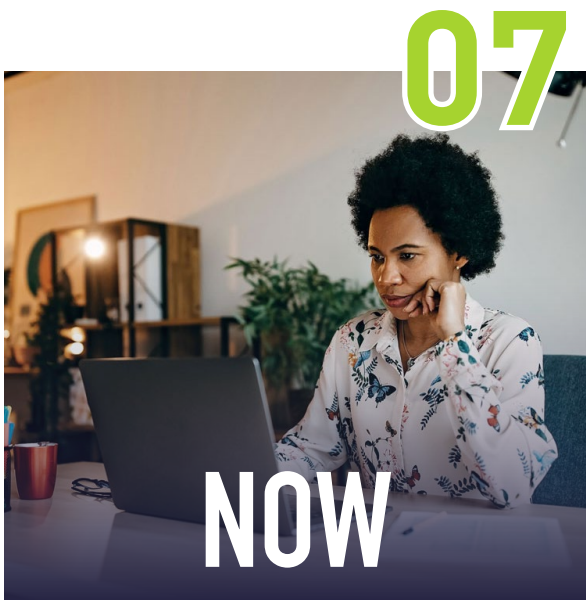
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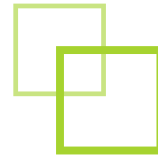
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# WELCOME



As 2021 progresses with increasing optimism tempered by significant uncertainty, talent acquisition and workforce management leaders continue to navigate new territory. Challenges and opportunities abound, from the continued shortage of qualified candidates to the looming Great Rehire, as well as the proliferation of new technologies to support the recruitment process.

At PeopleScout, we are already seeing a heightened focus on talent technology, full RPO and project recruiting programs to handle demand as hiring returns. We are also seeing growing interest in Total Workforce Solutions as many organizations leverage temporary or other contingent roles for greater flexibility.

Organizations that are hiring for permanent roles are facing high applicant volumes and bottlenecks moving candidates through the process efficiently. And, despite the large number of candidates, employers still need to compete for top talent, as candidates are aggressively pursuing multiple opportunities.

This issue of NEXT dives into those important topics and others relevant to the current climate. We again present this issue in three sections: Now: Empowering Your Workforce; New: Talent Technology in 2021; and Next: Preparing for the Great Rehire.

This issue also features a Talking Talent Leadership Profile with Anna Turner, PeopleScout's Vice President of Product. Anna joins PeopleScout with deep B2B software product management leadership experience, with previous roles at high-growth tech companies, and she is also a recognized expert on HR technology, serving on the national SHRM expertise panel for Technology and HR Management since 2016.

In her profile and accompanying podcast, Anna discusses the biggest challenges and opportunities in talent technology in the upcoming year, including the role technology will play in the upcoming Great Rehire, how our growing comfort with new technologies will impact talent acquisition going forward and ways the technology landscape will continue to evolve.

Additionally, this issue covers steps that you can take now to ensure that your sourcing strategy is equipped to support your diversity, equity and inclusion goals. You'll also find articles on talent acquisition optimization strategies to support increased hiring volumes, including internal talent pooling and mobility programs and exploring a Total Workforce Solution as a recovery strategy.

As candidate expectations and priorities have shifted throughout the course of the pandemic, employer brand and candidate communication strategies have had to keep up with the pace. This issue also features articles on addressing mental health in the workplace, how candidate feedback is the key to a strong employer brand and best practices for employee review sites to ensure that candidates are getting an accurate picture of your culture and employer brand.

Thank you for being a part of the PeopleScout community. Please feel free to contact me directly to share your feedback on this issue of NEXT, discuss how we can best support you during COVID-19 and beyond, or share anything else that may be on your mind.

From Now to Next,



Brannon Lacey  
PeopleScout President

YOUR GLOBAL  
TALENT PARTNER FROM

**NOW** **TO**  
**NEXT**





# NOW

## EMPOWERING YOUR WORKFORCE

### **08 | Leveraging an Internal Mobility Strategy to Optimize Your Workforce**

Using Internal Mobility as a Recovery Strategy

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Assessing Employee Skills

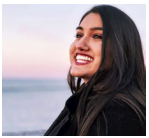
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Strategies to Keep Your Workforce Healthy

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Why Feedback Should Go Both Ways

# LEVERAGING AN INTERNAL MOBILITY STRATEGY TO OPTIMIZE YOUR WORKFORCE



By **JASMINE PATEL**  
Trend Writer

When the COVID-19 pandemic struck, organizations everywhere were forced to fundamentally rethink their talent acquisition strategies. And, depending on the employer, that came in the form of hiring freezes, a dramatically reduced number of new hires, laid-off workers or furloughed employees. But now, an internal mobility strategy can be a cost-effective way to help organizations bounce back in the recovery phase.

What's more, many people will be less inclined to switch jobs in the coming months and might opt to stay with their current employer where they feel their job is secure. Consequently, it will be increasingly difficult to pull away top talent from their current employers – especially if those employers kept employees on and supported them during a challenging time.

That said, starting your talent search from within can help you fill gaps quickly and effectively, while also boosting retention rates and conserving scarce resources. In this article, we'll take a deeper look at what an internal mobility strategy is, the benefits of internal mobility, and tips for building an effective internal mobility program in your organization.

## WHAT IS AN INTERNAL MOBILITY STRATEGY?

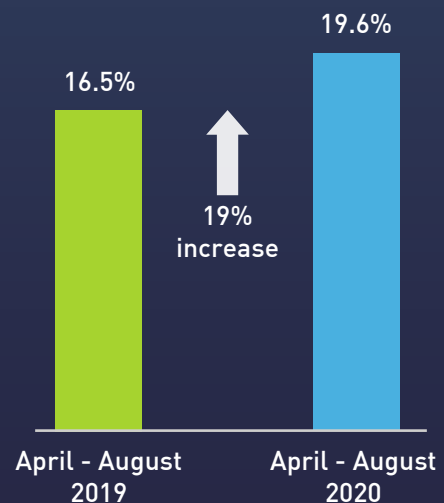
Internal mobility refers to the movement – both vertically and laterally – of employees within an organization. An internal mobility strategy takes this idea a step further by implementing a specific

process for moving internal talent between roles. Especially since the onset of the pandemic – while many organizations have been unable to hire external talent at pre-pandemic rates – internal mobility has become a necessity to fill critical skills gaps left in organizations.

### SINCE COVID-19, INTERNAL HIRES MAKE UP A GREATER SHARE OF ALL HIRES

Internal mobility rates, i.e. share of all job changes that were movements within the same company

Source: LinkedIn







## BENEFITS OF AN INTERNAL MOBILITY STRATEGY

### Save Time & Money

One of the biggest benefits of an internal mobility strategy is the ability to operate more efficiently – especially during a time in which many organizations are operating with leaner teams after scaling down in response to the challenges presented by COVID-19.

Plus, today, many organizations are faced with high applicant volumes and a time-consuming selection process for their talent acquisition teams. This, combined with the time and money spent on recruiting externally – like posting job ads, running recruitment marketing campaigns, sourcing and communicating with candidates – can take a toll on already limited resources.

Moreover, in addition to savings on recruitment costs, external candidates often have higher salary expectations than internal employees – especially if they’re hesitant about leaving their current employer. In fact, on average, the starting salary of an external hire is 18% to 20% more than that of internal candidates.

### Leverage Furloughed Employees

When organizations enter the recovery phase and begin to ramp up hiring, an internal mobility program can also allow you to easily search within your furloughed employees first, thereby targeting the people who already know your business and are ready to get back to work.

Furthermore, by pulling from your pool of furloughed employees, you’ll have a wealth of internal candidates who already possess organizational

knowledge and expertise – which will increase productivity and decrease the time spent on initial trainings. You'll also have access to this talent almost immediately, enabling you to bounce back quickly and reduce the time needed to search for external candidates who fit your needs.

### **Retain Top Talent**

Likewise, by developing internal talent and providing opportunities for mobility within your organization, employee engagement and morale will increase – which leads to higher retention rates and reduced employee turnover that often comes with hiring externally.

In fact, according to data from LinkedIn, companies that excel at internal mobility are able to retain employees for nearly twice as long as companies that struggle with it. And, notably, employee willingness to go above and beyond at work is 27% higher and employee intent to stay is 33% higher at organizations with a more vibrant internal labor market, Gartner reports.

### **Foster Diversity & Inclusion**

An internal mobility strategy can also be a great way to proactively develop the diverse talent that already exists within your organization. Specifically, by giving internal employees the opportunity to move up, reskill and take pathways for growth within your organization, you'll be fostering a more diverse workforce at all levels, including leadership.

To that end, McKinsey's Delivering Through Diversity report noted that companies in the top quartile for gender diversity on executive teams were 21% more likely to outperform on profitability, and companies in the top quartile for ethnic/cultural diversity on executive teams were 33% more likely to have industry-leading profitability. Clearly, utilizing internal talent and providing opportunities for growth will not only improve diversity and inclusion at your organization overall, but will also aid in your succession planning process, as well.

## **HOW TO CREATE AN EFFECTIVE INTERNAL MOBILITY STRATEGY**

### **Build an Internal Mobility Platform**

In particular, organizations should invest in a dedicated internal mobility platform that matches employees with open opportunities within the business. Then, recruiters can make job postings within the platform so internal employees can see open opportunities and apply directly within the system. In the same system, employees can also create a profile within the platform outlining their demographics, skills, capabilities, experience and more, which then enables recruiters to more effectively find and place internal employees in new roles.

## CASE STUDY: INTERNAL MOBILITY PLATFORM IN PRACTICE

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As a result of COVID-19, a government agency in Australia was operating with a lean workforce and limited resources. As such, the team required a solution that allowed it to leverage the skills and competencies of its existing workforce so it could save the time, cost and resources it takes to access the external candidate market. So, the agency partnered with PeopleScout to develop and launch a platform that facilitates internal mobility for workers who are potentially affected by the economic downturn due to COVID-19, as well as those who are looking to move within their department or other government agencies. This allowed the client to engage its workforce through enhanced workforce mobility, skills development, and career opportunities within the department and across the government.

### SOLUTION HIGHLIGHTS

PeopleScout created an internal mobility platform using our proprietary talent technology, Affinix™, to give the client insight into the scope and experience of its internal talent.

#### Through this platform:

- Employees can manage their own profiles that showcase their demographics, education and work history, as well as specific skills and competencies.
- Employees who may have been affected by COVID-19 are given priority access and visibility to all job opportunities across the agency before they are advertised externally.
- Employees can rate themselves on key competencies.
- Artificial intelligence (AI) technology matches candidates to open opportunities across the government and provides alerts to candidates about open job opportunities.
- Engagement increased among existing staff, while also reducing the use of expensive contingent labor hiring resources.
- Recruiters developed a strong sense of other positions that may be a good fit for internal staff, based on employees' hard and soft skills.

### **Communicate Transparently**

When officially launching your internal mobility program, it's important to communicate the strategy openly with employees. Specifically, inform them of the new program and provide clear communication on how the process will work. If you have a certain platform for internal mobility, this can include instructions on how to access the platform, create a profile and view job openings, as well as what to expect after applying for a role.

Keep in mind that failure to clearly explain your internal mobility strategy can result in employee confusion. This could also foster a negative sentiment in the future if staff don't understand why they weren't selected for a specific role or promotion.

### **Focus on People at All Levels**

A common mistake that organizations make when implementing an internal mobility strategy is focusing only on the highest-performing employees within the business. But, although these high-performers are likely good candidates for lateral and vertical moves within the organization, they aren't the only people to whom you should open the program.

Instead, focus on people at all levels who have high potential. These are the employees who have great potential in various roles, and perhaps eventually in management and leadership roles, as well. By broadening your internal search to include employees at all levels, you'll also be increasing the mobility of your diverse talent.

### **Educate Management**

In this situation, managers might fear losing an exceptional employee from their department to another area of the business. Therefore, it's important to educate management on the benefits of internal mobility for the organization as a whole. When managers understand the reasons for internal mobility, they'll be more likely to encourage their employees to participate in the program and have discussions on what their employees' goals are for growth within the organization. This will then cultivate a culture of support, and employees will feel comfortable talking with their manager about opportunities for mobility.

### **Encourage Endorsements & Referrals**

A key component of a successful internal mobility strategy is an endorsement and referral system. In particular, managers should be able to rate employees based on the skills and competencies they've included on their profile. This can include comments on performance and examples of times when employees demonstrated excellent work.

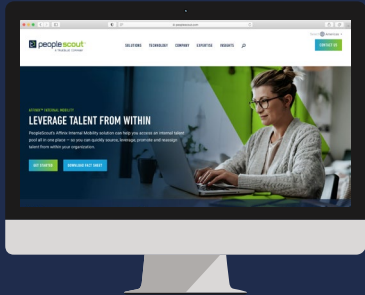
In addition, managers who see an opening and know someone who might be a great fit can then refer that employee to the recruiter and provide their endorsement. This gives recruiters additional insight into which employees may be the best fit for open roles based on feedback from leaders who have worked directly with the internal candidate.

### Utilize Technology to Support Internal Mobility

Through the use of artificial intelligence, automation and more, technology can enhance your internal mobility program and save your talent acquisition team time in a variety of ways.

A few examples of how PeopleScout's Affinix supports internal mobility include:

- Requisition flexibility for posting internally, externally or both
- Simplified separation between internal and external candidates for an open role
- Sourcing that automatically matches candidates to open roles based on their unique skills, competencies and experiences
- Automated, targeted internal mobility campaigns
- AI-enabled job recommendations personalized to internal employees
- Proactive system recommendation of candidates who may be a good fit for open roles based on their profiles



**LEVERAGE TALENT FROM WITHIN**

PeopleScout's Affinix Internal Mobility solution can help you access an internal talent pool all in one place — so you can quickly source, leverage, promote and reassign talent from within your organization.

[LEARN MORE](#)

### AN INNOVATIVE STRATEGY FOR THE FUTURE OF WORK

As the economic effects of the COVID-19 pandemic begin to subside and organizations resume hiring, they'll be looking to new and innovative ways to recruit and structure their talent acquisition programs for the new world of work. To that end, prioritizing diversity and inclusion and flexible work opportunities will remain top of mind as organizations look to the future. But, simply attracting talent won't be enough. Rather, organizations will need to employ a multifaceted approach to talent acquisition and retention to keep top talent with key skills. And, adding an internal mobility strategy to the total talent mix will be a necessary focus for organizations looking to build a lasting and resilient workforce for years to come.

# INTERNAL MOBILITY SKILLS AUDIT



By **ERIC DYSON**  
Trend Writer

One of the earliest and most important steps in the internal mobility process is identifying which employees within your organization should be targeted for internal roles based on skills, experience and willingness to explore new career paths. But, how can you be sure you know the full extent of the skills available within your organization?

An internal mobility skills audit enables you to understand where employee skills lie, as well as direct your employees' training and development plans and your overall recruitment strategy.

## WHAT IS AN INTERNAL MOBILITY SKILLS AUDIT?

An internal mobility skills audit is the process of assessing your employees' skills and then identifying potential internal candidates for open positions based on knowledge, experience, skill sets and flexibility. By assessing the knowledge and skills that already exist within your workforce, you can help develop the careers of existing employees while simultaneously improving your retention rates and filling open roles faster.

### Common employee skills include:

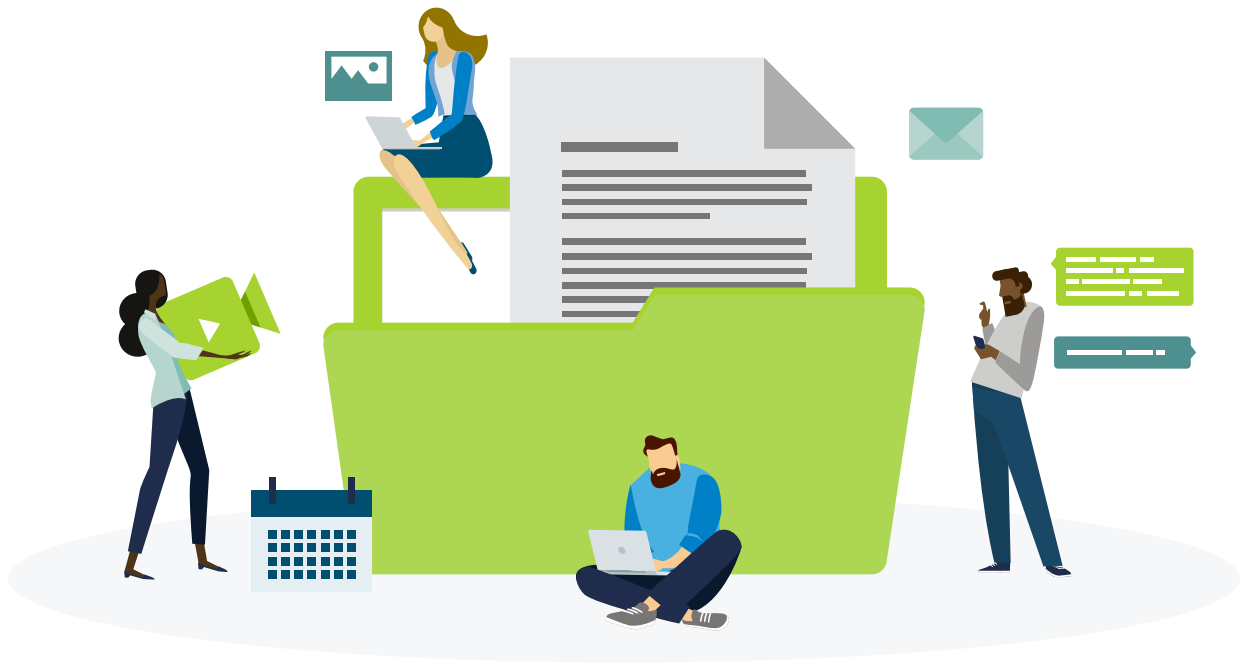
- |                            |                          |
|----------------------------|--------------------------|
| ✓ Technology skills        | ✓ Emotional intelligence |
| ✓ Research skills          | ✓ Project management     |
| ✓ Quantitative skills      | ✓ Business acumen        |
| ✓ Critical thinking skills | ✓ Time management        |
| ✓ Analytical skills        | ✓ Teamwork               |

## WHO IS RESPONSIBLE FOR THE INTERNAL MOBILITY AUDIT?

When it comes to an individual employee who is a candidate for an internal role, team leaders or managers should be responsible for conducting the audit of that employees' skills. However, larger team analysis for multiple roles is usually done by team leaders, HR or external talent advisors.

### Data Collection & Analysis

The goal of data collection and analysis in an internal mobility skills audit is three-fold: 1) to analyze which roles are open now; 2) to rate how important each role is; and 3) to inquire about the skills required to perform the role properly.



**Data collection and analysis activities can include:**

*Developing job profiles and identifying critical skills needed for each job role:*

- Review current job descriptions as a reference for the skills that are needed.
- Consider the effect of upcoming organizational changes or future work trends (such as remote work) on the role.
- Develop a list of competencies that most clearly and accurately describe what is necessary to do the work.

*Conducting an inventory of your employees' current skills:*

- Position descriptions
- Job class specifications
- Performance evaluations and employee assessments
- Interviews/focus group meetings with supervisors, managers and employees
- Self-assessment surveys

As you might expect, it can quickly become difficult to manually keep track of each employee's competencies and skill levels. Fortunately, talent technology can help you with the data collection process. For example, PeopleScout's Affinix Internal Mobility can help you access an internal talent pool all in one place so you can quickly source, leverage, promote and reassign talent from within your organization.

### **Assessing Internal Candidates**

Once internal candidates for open positions have been identified, it's time for your teams to dive deeper and examine a candidate's knowledge, skills and abilities (KSAs). While the three terms may seem interchangeable, they are actually distinctly different dimensions of a potential internal candidates' qualifications:

- **Knowledge** focuses on the candidate's understanding of key theoretical concepts important to the role.
- **Skills** are the capabilities or hands-on experience needed for the application of theoretical knowledge important for the role.
- **Abilities** are the innate traits or talents that a person brings to the role if selected as a successor.

KSAs are the core competencies used when assessing talent and can create a better picture of a potential candidate's strengths and weaknesses. These are useful in creating your organization's internal promotion and talent development programs, and it's essential to develop a KSA profile of each internal candidate to determine whether their attributes align well with a specific role.

#### **To begin, your internal mobility team can start building KSA profiles by asking these questions:**

- Where does your organization see the role evolving in the next three to five years? What skillsets will be required to evolve with the role?
- What unique or specialized competencies are necessary to succeed in the role?
- What qualities should the internal candidate possess in order to thrive in the role and meet your organization's business objectives?

#### **Then, when identifying individual employees as potential internal candidates, consider assessing the following traits:**

- Flexibility and willingness to change roles or work environments
- Interest in professional development, taking on new projects outside of their duties and learning new skills
- Good communicators who work well with multiple teams and departments

When completed, the results of a skills audit should be aggregated into a report to obtain a clear view of existing skills and knowledge within your organization. The information you collect during the audit can then be used to support more than just your internal mobility program. It can also be applied to organizational restructuring and internal promotion, as well as help conduct effective succession planning.



# ADDRESSING MENTAL HEALTH IN THE WORKPLACE

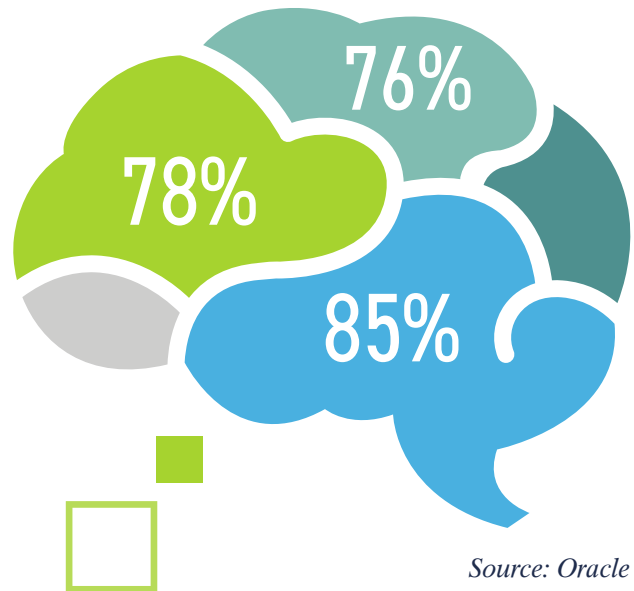


By **JASMINE PATEL**  
Trend Writer




While mental health in the workplace has become a hot topic in recent years, there's no doubt that some stigma still exists around discussing mental health in a professional setting. That said, with the ongoing effects of the pandemic; increased remote and flexible work arrangements; and a global blurring of lines between what constitutes home and work life, addressing mental health in the workplace has shifted from a question of "if" to "how."

Unfortunately, the pandemic has heightened a slew of negative emotions in employees' lives, such as stress, anxiety, uncertainty, fatigue and, in many cases, grief. During a time of year that is already dark for many due to seasonal affective disorder (SAD), the addition of the loss of a loved one to COVID-19 or the general stress that comes from not knowing what the future holds can hit some especially hard.

According to a report from Oracle, 76% of workers believe their company should be doing more to support the mental health of its workforce. However, while many organizations want to help employees constructively address mental health, they often don't know where to start. So, below, we'll share tips for creating a healthy work culture; highlight warning signs to look for in employees who may be dealing with underlying mental health conditions; and outline helpful coping mechanisms. In addition, we'll provide resources that can be shared with employees to assist them as they continue to deal with the myriad of mental stressors caused by the ongoing pandemic.



Source: Oracle

-  **78%** of workers say the pandemic has negatively affected their mental health
-  **85%** of people say their mental health issues are causing sleep deprivation, poor physical health, reduced happiness at home, suffering family relationships or isolation from friends
-  **76%** of workers believe their company should be doing more to support the mental health of its workforce

## SET GUIDELINES TO ENABLE HEALTHY WORK CULTURE

With the rapid increase in flexible work arrangements, home and work life have seemingly blended into one. As such, it can be easy to blur the line where the workday ends and personal life begins. Consequently, with so many employees working from home, organizations have seen an increase in worker burnout that leads to lower productivity and reduced overall satisfaction with work. So, how can leaders prevent burnout and keep employee morale high?

- **Practice self-care:** By taking much-needed time to manage stress, leaders will be setting a strong example for employees, thereby leading to improved working conditions overall. Encourage your team to take plenty of breaks, eat regularly, meditate or pursue other activities they enjoy.
- **Consider tone:** A kind tone in an email or message can go a long way during a time of uncertainty and doubt. Without it, employees may feel discouraged to reach out when they need help.
- **Communicate often:** Meet with your employees regularly to check in – not only on work, but also on how they’re doing, in general. Simply asking an employee if there’s anything they need can be an extremely effective way to show you care, especially for employees who may be more hesitant to ask for help.
- **Remain flexible:** Remember that employees are dealing with a variety of stressors outside the bounds of work. So, if certain deadlines are flexible, that can be a huge relief to an employee who may be working through external factors that are taking a toll on their mental health.

- **Prioritize work-life balance:** Designate a separate work area away from the place where you spend your downtime. Additionally, set boundaries and a time that you will log off work for the day. Being a model for healthy work-life balance and encouraging employees to do the same is an important way to combat burnout.

## ENCOURAGE TEAM SUPPORT

An important part of a healthy work culture is a team that supports one another. In a time in which many employees are feeling overwhelmed about the same daily stressors, working together as a team to destress can be helpful. For example, encourage teams to participate in group exercises to reduce stress. Forbes offers some suggested activities for remote teams, including group wellness programs, goal-setting sessions and “Mindful Mondays.”

In addition to the overall stress of work and daily life in a pandemic, government restrictions and working remotely can also be isolating and anxiety-inducing for many. To help people feel connected while they’re physically distanced, leaders can organize team-building activities and opportunities for virtual socialization, such as:

- Interest clubs
- Informal message boards
- Trivia/game nights
- Virtual happy hours
- Sharing a prompt of the day
- Video show and tell
- Book clubs
- And more



## KNOW THE SIGNS OF MENTAL HEALTH STRUGGLES

Yet, even with a sound work culture in place, some employees will still struggle with underlying mental health conditions – with or without the added stress of the pandemic. So, how can employees, coworkers and leaders recognize the warning signs? When should employees ask for help? When should leaders offer support? Consider these assessments to take an account of the current state of mental health – for both you and your colleagues.

### MENTAL HEALTH ASSESSMENT

If you notice some of the following warning signs in an employee or coworker, consider reaching out and starting a conversation with them regarding their mental health.

- **Work Habits:** Have you noticed a sudden change in an employee’s work habits? Poor productivity, minimal motivation and trouble concentrating can often be the result of a mental health concern.
- **Overall Demeanor:** If you notice a dramatic change in an employee’s personality – such as sudden irritability, nervousness, restlessness or other unusual behavior – this could be a sign that they’re struggling with their mental health.
- **Increased Absenteeism:** Is an employee frequently missing meetings, calling in sick or starting work late when they typically always start on time? Excessive fatigue, physical aches, and overall lethargy could be associated with depression and anxiety.
- **Sudden Outbursts:** Employees who seem unable to control their emotions – leading to mood swings, outbursts and disruptive behavior – may be experiencing mental health concerns.
- **Social Withdrawal:** If an employee seems unwilling to communicate with others, avoids social interaction with other team members and purposely imposes self-isolation, this could indicate an underlying mental health concern.

## EMPLOYEE SELF-ASSESSMENT

If an employee is experiencing several mental illness warning signs at one time, they may want to reach out to a manager or mental health professional for help. Here is a list of common signs and symptoms from the American Psychiatric Association that you can share with your employees:

- **Sleep or appetite changes:** Dramatic sleep and appetite changes or a decline in personal care
- **Mood changes:** Rapid or dramatic shifts in emotions or depressed feelings
- **Withdrawal:** Recent social withdrawal and loss of interest in activities previously enjoyed
- **Drop in functioning:** An unusual drop in functioning at school, work or social activities, such as quitting sports, failing in school or difficulty performing familiar tasks
- **Difficulty thinking:** Difficulty with concentration, memory, or logical thought and speech that is hard to explain
- **Increased sensitivity:** Heightened sensitivity to sights, sounds, smells or touch; avoidance of overstimulating situations
- **Apathy:** Loss of initiative or desire to participate in any activity
- **Feeling disconnected:** A vague feeling of being disconnected from oneself or one’s surroundings; a sense of unreality
- **Illogical thinking:** Unusual or exaggerated beliefs about personal powers to understand meanings or influence events; illogical or “magical” thinking typical of a child but in an adult
- **Nervousness:** Fear or suspicion of others or a strong nervous feeling
- **Unusual behavior:** Odd, uncharacteristic or peculiar behavior

## PRACTICE HEALTHY COPING TECHNIQUES

If you notice that an employee may be experiencing warning signs of a mental health issue – or if an employee approaches you for help regarding their own mental health – approach the subject with care. Most important, show empathy when having conversations around mental health in the workplace. Your employee is likely feeling overwhelmed and may be a little anxious talking in a professional setting about such a personal topic. However, it’s important that your employee feels comfortable sharing what they’re feeling – and that you reassure them that you’re willing to listen and help – with no fear of judgment or risk of a negative effect on their professional reputation.

Depending on the severity of the situation, you may also recommend that your employee see a mental health professional to talk further about their condition. But, as a starting point, suggest the following healthy coping techniques for common mental health concerns:

### STRESS

Stress is a normal biological reaction to a potentially dangerous situation. When you encounter sudden stress, your brain floods your body with chemicals and hormones, such as adrenaline and cortisol. Typically, after the response occurs, your body should relax. However, too much constant stress can have negative effects on your long-term health.  
– Healthline

#### Coping with Stress:

- Emphasize work-life balance
- Exercise regularly
- Eat well
- Make time for hobbies
- Connect with a support system
- Meditate or practice yoga
- Get enough sleep
- Spend time with a pet/loved one

## ANXIETY

Anxiety refers to anticipation of a future concern and is associated with muscle tension and avoidance behavior. Anxiety disorders can cause people to try to avoid situations that trigger or worsen their symptoms. Job performance and personal relationships can be affected.

– American Psychiatric Association

### Coping with Anxiety:

- Practice focused deep breathing
- Utilize aromatherapy
- Take a walk
- Meditate or practice yoga
- Write down thoughts
- Identify triggers

## GRIEF

Grief is the natural reaction to loss, and is both a universal and a personal experience. Individual experiences of grief vary and are influenced by the nature of the loss. Some examples of loss include the death of a loved one, the ending of an important relationship, job loss, loss through theft or the loss of independence through disability.

– Mayo Clinic

### Coping with Grief:

- Lean on friends and family
- Accept and face your feelings
- Express feelings creatively (writing, drawing, etc.)
- Try to maintain hobbies/interests
- Preserve memories (photo album, memorial, etc.)
- Join a support group

## DEPRESSION

Depression negatively affects how you feel, the way you think and how you act. It causes feelings of sadness and/or a loss of interest in activities you once enjoyed. It can also lead to a variety of emotional and physical problems and can decrease your ability to function at work and at home.

– American Psychiatric Association

### Coping with Depression:

- Stay connected with others
- Prioritize face time (even virtually)
- Care for a pet
- Do things you enjoy (or used to)
- Try to get enough sleep
- Exercise
- Avoid skipping meals
- Take a walk in the sunlight
- Challenge negative thoughts
- Read a good book/ watch a funny movie





### ADDITIONAL MENTAL HEALTH RESOURCES

While the tips and techniques outlined in this article are not exhaustive, they do offer a starting point for leaders who may not know how to approach the topic of mental health in the workplace – especially during such a challenging time. In addition to the strategies, assessments and coping techniques outlined above, we encourage you to share additional mental health resources with your employees, such as:

- [!\[\]\(065aacad479feea1b3f501fa02b79a7a\_img.jpg\) Massachusetts General Hospital General Mental Health & Coping Guide](#)
- [!\[\]\(f90d8b6badff022f4fa9e71b17a20969\_img.jpg\) Coping with Stress During COVID-19: Centers for Disease Control and Prevention](#)
- [!\[\]\(aedc732acbf023768f1c9cdaebdbc316\_img.jpg\) Working Remotely During COVID-19: Your Mental Health & Wellbeing](#)
- [!\[\]\(76d395b5ba40c2fcb8efc1d8802b90f2\_img.jpg\) National Alliance on Mental Illness COVID-19 Resource and Information Guide](#)
- [!\[\]\(958302261281a004a5c61bd3a0252d0b\_img.jpg\) National Suicide Prevention Lifeline](#)

# FEEDBACK LOOP: THE KEY TO A STRONG EMPLOYER BRAND (THAT YOU'RE PROBABLY MISSING)



By **ANDREW WILKINSON**  
Executive Leader, Group Managing Director – EMEA and APAC

A good candidate experience is based on a strong employer brand. But, many employers are missing basic steps that can have a drastic influence on how candidates perceive those organizations. In particular, they're lacking processes to provide feedback to candidates and gather feedback from candidates.

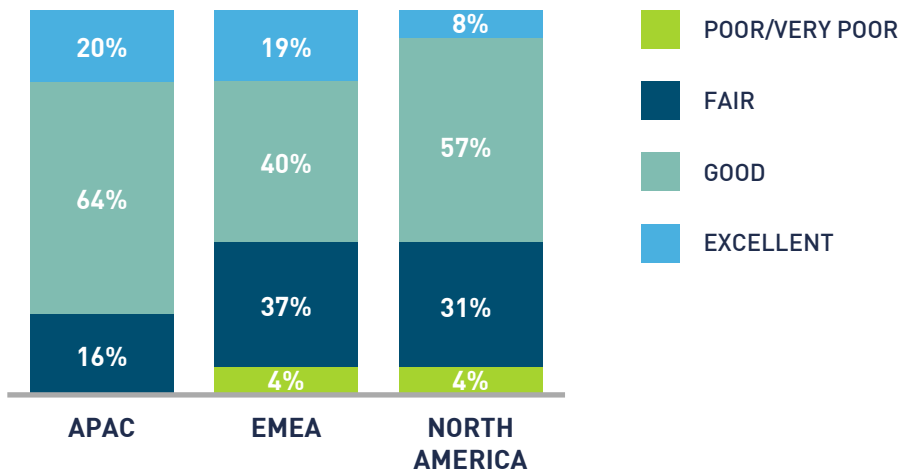
In the recruitment process, feedback should go both ways. Employers should gather feedback from candidates about the experience, but they should also provide feedback – especially to candidates who make it deep into the selection process.

## THE CANDIDATE EXPERIENCE GAP

When employers around the globe rate the candidate experience they provide, they often give themselves good scores. However, when candidates are asked to rate their experience, they often have a very different opinion.

For example, in recent surveys by HRO Today and PeopleScout, 65% of companies in North America; 59% in Europe, the Middle East and Africa (EMEA); and 84% in Asia-Pacific (APAC) rated their candidate experience as “good” or “excellent.” At the same time, only 5% of candidates in both regions rated their experience as excellent.

### RATING OF COMPANY'S CANDIDATE EXPERIENCE



That is a massive gap and, at the end of the day, it's the candidate's opinion that matters. That's because the effect of a bad experience can be severe. In fact, research by Deloitte shows that 80% of disappointed candidates will share their experience – and that has serious consequences for an organization's employer brand.

Additionally, candidates are consumers. In research we completed with one of our telecom clients, we found that disappointed candidates actually canceled the service of that employer – and the potential impact of this was worth millions of dollars to the bottom line based on the number of applications received in a typical year.

Finally, a bad candidate experience can also mean that employers miss out on the best talent. If another company offers a strong candidate a better experience, that candidate will likely choose that employer. This gap also illustrates that, while employers need to provide a good candidate experience, they also need the right metrics to determine just how good their experience is. And, where should that data be coming from? Candidate feedback.

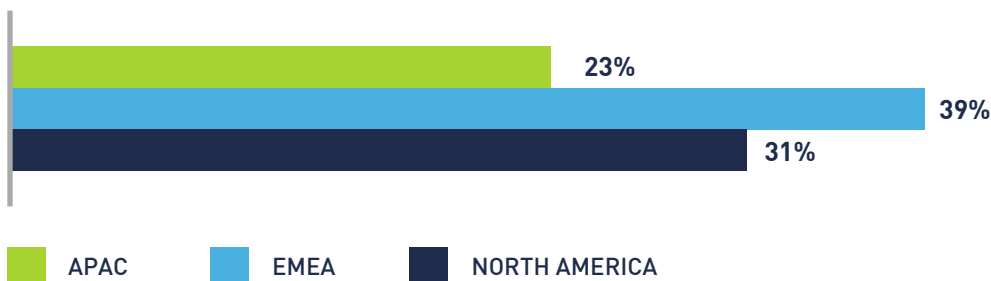
### GATHERING CANDIDATE FEEDBACK

In the same HRO Today and PeopleScout surveys, employers reported significant challenges in capturing candidate feedback. In EMEA, 39% of employers said that one of their top candidate experience challenges was that they had “no formal way to capture candidate feedback.” On the flip side, only 26% of respondents in EMEA always ask for candidate feedback, whereas 44% never ask for it.

In North America, the numbers are only slightly better. In that survey, 31% of respondents rated “no way to capture candidate feedback” as a top challenge. And, while 32% reported that they never asked for feedback, only 21% claimed that they always did.

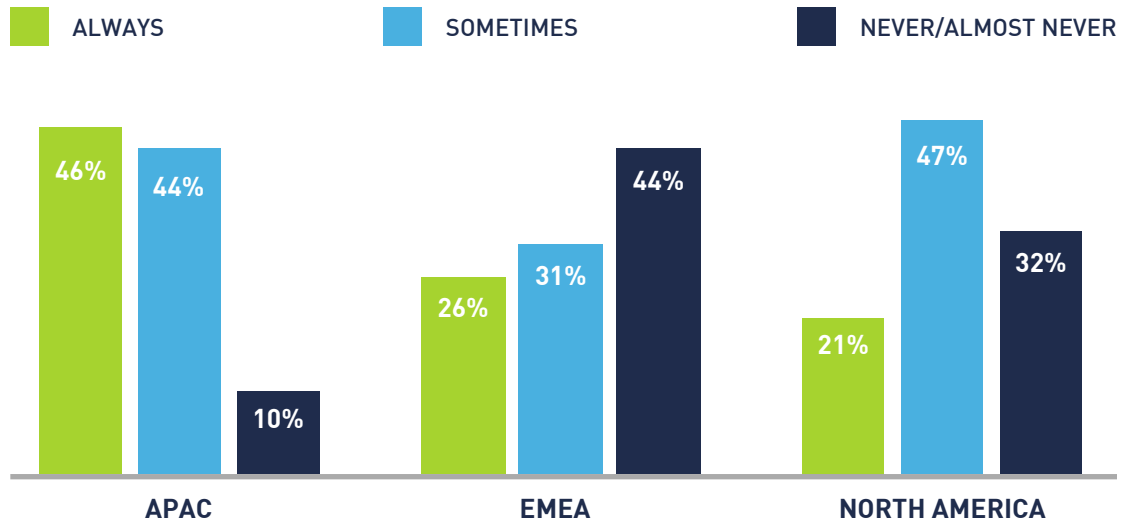
Similarly, in APAC, 23% of respondents cited “no way to capture candidate feedback” as a top challenge. However, far more employers in the region said they already collected feedback. Specifically, 46% said that they always did, while just 10% reported that they never did.

#### NO FORMAL WAY TO CAPTURE CANDIDATE FEEDBACK





### FREQUENCY OF MEASURING CANDIDATE EXPERIENCE



Why is this so important? At PeopleScout, we work with clients to develop and test authentic employer value propositions and employer branding materials based on research, and a critical component of that research is understanding how candidates perceive an organization. A strong employer brand evolves over time as talent acquisition teams constantly test small adjustments; without candidate feedback, employers won't know if those adjustments resonate with candidates.

We all know the process for providing feedback in the consumer space. After we get food delivered, we get a pop-up on our phone asking if we liked the food and how the driver did. Likewise, if we purchase a new pair of jeans or a television, we receive an email asking us to write a review of the product. Companies can then use that information to improve their products and services.

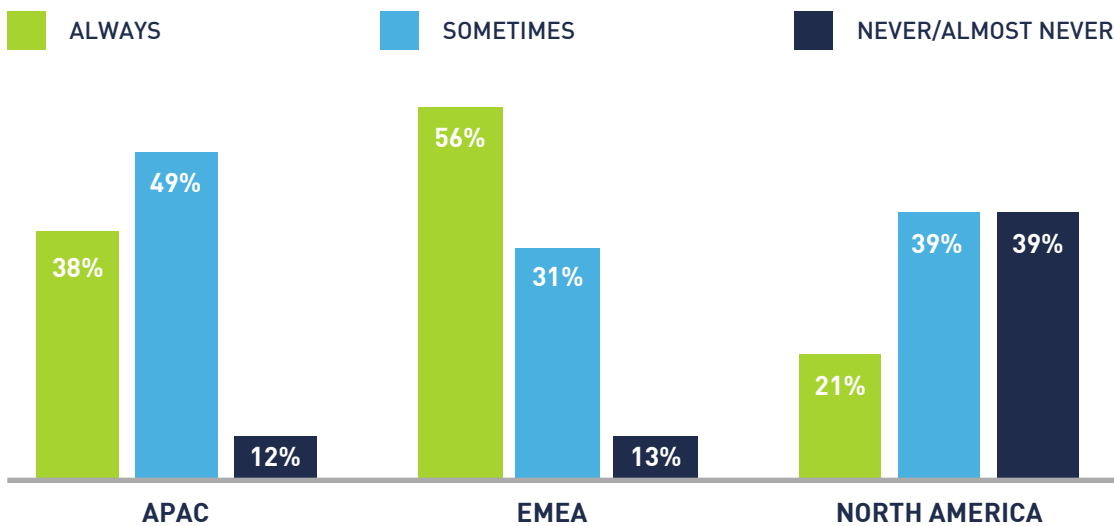
In the same way, the practice of asking for feedback should be integrated throughout the candidate experience. This can mean a screen at the end of an application asking the candidate to rate the application. Or, it can be a short text sent to a candidate asking them to rate their virtual interviewing experience after they complete an on-demand interview. It could also be a short questionnaire sent after a candidate completes a final interview – asking if the interviewer was on time and prepared, or if the candidate felt as though they were able to showcase their strengths.

### PROVIDING FEEDBACK

As important as it is to gather candidate feedback, the feedback flow can't just move in one direction. Employers should also provide feedback – especially to candidates who make it to the final round of interviewing. Unfortunately, the likelihood of that is greatly dependent on location.

The HRO Today and PeopleScout survey found that, in EMEA, more than half of respondents made it standard practice to provide feedback after a face-to-face interview, while only 13% of employers never provided it. However, the situation is vastly different in North America, where only 21% of employers reported that they always provided feedback, while 39% never did. In APAC, the numbers landed in the middle, with 38% of employers stating that they always provided feedback and 12% saying that they never did.

**FEEDBACK TO CANDIDATES AFTER FACE-TO-FACE INTERVIEWS**



This is a significant missed opportunity for employers. By the time a candidate reaches the final interview stage, not only have they invested a considerable amount of time and effort into an organization, but the employer has also poured a considerable amount of time, effort and money into recruiting this candidate. As such, a candidate who has invested so much time and effort into an employer can only feel an even deeper sting from a rejection, as compared to a candidate who failed to advance earlier in the process. Plus, in Europe, one survey found that candidates ranked providing feedback and providing a reason for rejection as two of the top three most important components in delivering a positive candidate experience. The only other factor in the top three was providing a short, easy application.

Additionally, by the time a candidate reaches the final interview, the recruiter and hiring manager have clearly seen potential for that candidate to be a great employee. And, while a candidate who finishes in second or third place in the recruitment process may not be the best fit for that role at that time, the candidate still has the potential to be a great employee at some point in the future. This makes it even more critical to provide meaningful feedback.

More precisely, providing feedback at this point in the process accomplishes two major things for candidates: First, it provides candidates with something in exchange for the time and effort they've put into your organization. While the candidate may or may not have received a job offer, feedback that they can use as they move forward in their career is the next-best



outcome; often, candidates may receive a generic email or – even worse – no communication at all. Additionally, the feedback provides candidates with actionable steps that they can take going forward if they want to apply to your company again in the future. If the candidate was a close match, the feedback you provide after this interview could help them become the ideal candidate the next time they apply.

### FEEDBACK LOOP

These surveys reveal critical information about the importance of feedback – both gathering it from candidates and providing it to candidates – at a critical time for employers. With high unemployment across the globe due to COVID-19 and the upcoming “Great Rehire” as world economies recover, employers are already seeing large application volumes and will soon see increased competition for talent.

That combination makes a good candidate experience especially important: When a large number of candidates have a bad experience, it can do significant damage to an organization’s employer brand. Furthermore, the best candidates won’t stay on the job market for long. A poor experience can mean losing out on the best talent at a time when the right people can aid in a strong recovery. Therefore, now is the best time for employers to develop their processes for giving and receiving feedback.



# NEW

## TALENT TECHNOLOGY FOR 2021

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# TALKING TALENT LEADERSHIP PROFILE: ANNA TURNER

A Q&A with **ANNA TURNER**  
Vice President of Product

By **NICOLE FUQUA**  
Senior Editor

*In her role as PeopleScout's Vice President of Product, Anna Turner isn't technically sitting in the seat of an HR leader – but you wouldn't know it. With a long list of human resources certifications, a career that started in recruiting and experience in leadership at multiple HR technology companies – her résumé is a successful marriage of HR and technology.*

*Operating with the philosophy that innovation is driven through teamwork, Anna leads the vision, strategy, and roadmap for PeopleScout's product and service portfolio. We spoke with her from her home in Charleston, S.C., to learn what she expects out of HR technology in 2021.*



## WHAT IS THE ROLE OF TECHNOLOGY IN SOLVING THE TALENT ACQUISITION CHALLENGES OF 2021?

One of the biggest challenges for employers is that things are moving faster in this digital world, and that has an impact on candidate experience. Our expectations as consumers have changed drastically over the past few years. We expect things to be personalized; we expect things to be transparent; and we expect things to be on-demand.

I can pick up my cell phone right now and have groceries delivered to my house in time for dinner. I can see how many stops the delivery driver needs to make before arriving at my house. Now, employers face increasing pressure to have a candidate experience that matches those consumer expectations. We need to bring the right technology to create that experience.

## ONE WAY WE'VE SEEN THE CANDIDATE EXPERIENCE TRANSFORM OVER THE PAST YEAR IS THE ACCELERATED USE OF

## VIRTUAL INTERVIEWING SOLUTIONS, LIKE ON-DEMAND OR LIVE VIDEO INTERVIEWS. HOW WILL THAT CONTINUE TO INFLUENCE THE CANDIDATE EXPERIENCE GOING FORWARD?

Before the pandemic, many employers were already focused on digitization. Now, that's been put on fast forward. Within just a matter of weeks, a virtual process became a necessity – and that's not going to change.

In this market for talent, employers need a virtual process that's not only fast, but also has a really strong candidate experience. More people are working remotely than ever, which means employers aren't facing the typical geographic boundaries for sourcing talent. It also means that candidates have more options. Once those constraints are gone, you transform both the way you compete for talent and the strategies you need to implement to bring in that talent.



**OVER THE PAST YEAR, WE'VE ALL SEEN OUR RELATIONSHIPS WITH TECHNOLOGY GET A LOT TIGHTER. WE'RE USING NEW TOOLS IN ALMOST EVERY ASPECT OF OUR LIVES. HOW WILL THIS DEEPER RELATIONSHIP AFFECT TALENT ACQUISITION?**

I think it impacts both candidates and employers in different ways. On the candidate side, it reinforces those expectations for a consumer-like candidate experience. They want the transparency. Going back to the grocery delivery example, I can track the delivery driver on GPS, but many candidates don't understand where they stand after they submit an application and are frustrated by the 'black hole' of the recruiting process. Are they still being considered? If so, when will they hear back?

Another way it has impacted candidates is their openness to trying new technology. As an example, if you look back a year ago, my mom had never even

been on a Zoom call. Now, she's an expert. That's happening across all types of workers, and it means that candidates will respond more positively to new hiring technology solutions.

For employers, we're seeing this deepened relationship with technology accelerate their embrace of new solutions. In a way, employers have been forced to try new solutions. But now, they've seen how those solutions can speed up and improve their processes. The biggest opportunity to expand on that will be around insights and data. With all of this technology, you have increased visibility into your process. You can start to see friction points and opportunities to improve the candidate experience. These insights are one of the exciting things that will definitely carry on from leveraging more and more technology as a result of what we've been through over the last year.

**THERE'S A LOT OF HOPE FOR 2021. WE'VE HEARD IT CALLED "THE GREAT REHIRE," AND WE KNOW THAT EMPLOYERS WILL NEED TO START BRINGING ON MORE WORKERS. HOWEVER, MANY TALENT ACQUISITION TEAMS ARE STILL VERY LEAN. HOW DOES TECHNOLOGY HELP SOLVE THAT ISSUE?**

Each employer is going to have a different plan and a different story, but we are seeing employers start to get ready. One of the most interesting things that employers can do is to look at their current systems – whether it's their current ATS or CRM – to see who they have in their network and how they can have a talent pool ready when it is time to make hires. That means finding ways to amplify your employer value proposition, engage talent in your network and keep talent warm.

Once employers are ready to start making those hires, they can leverage technology as part of the recruiting and hiring process. But, right now, I think it's most important for employers to focus on how they can nurture talent to make the eventual hiring process easier.

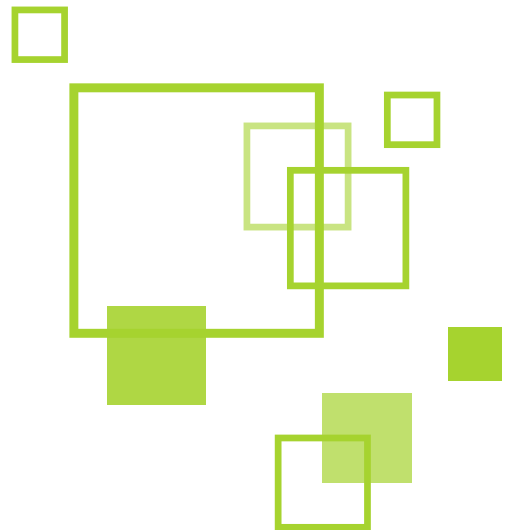
**WE'VE TALKED A LOT ABOUT CHALLENGES. WHAT WOULD YOU SAY ARE THE BIGGEST OPPORTUNITIES FOR TALENT LEADERS IN 2021?**

I think there are three buckets. One I mentioned earlier, and that's insights through data. There's a huge opportunity to become more data-driven, and we've been talking about it for years in HR. The challenge has always been tying together all the disparate systems. We're moving into a realm now where technology partners are able to bridge those gaps and make that happen.

The next one is diversity and inclusion. This is obviously a huge area of importance. We know that, as we have more diverse teams, we will offer better services, deliver better products, come up with better ideas and design better solutions.

Now, we can use data to revisit messaging, employer branding, hiring campaigns and more to ensure that they appeal to the diverse candidates that employers want to hire.

The final area is one we've talked about a lot, and that's candidate experience. How do we evolve the experience of our processes to create a 'wow' experience for candidates? Does the recruiting process meet candidates where they are – for example, in a mobile-friendly way? Does every candidate know where they stand? For example, the candidates you aren't moving forward receiving communication is a huge step forward for closing the loop and providing transparency. There are big opportunities in 2021 for employers that can provide a candidate-first experience.





# YOUR GUIDE TO VIRTUAL INTERVIEWING SOLUTIONS



By **REBBIE HOWELL**  
Client Delivery Leader

By **BRITTANY TAYLOR**  
Product Launch Manager

As we move forward in 2021, it's clear that safety, flexibility and a positive candidate experience are still the most critical factors in the interview process. Additionally, many talent acquisition teams are still running lean, but will see increasing hiring volumes as the COVID-19 recovery continues. Consequently, these factors necessitate an effective technology solution to support the interview process.

When the pandemic hit, many organizations fully transitioned to or increased their use of virtual interviewing technology. But now, just one year later, it's an essential part of a long-term hiring strategy. Specifically, virtual interviewing solutions speed up the hiring process; provide a great experience for candidates and hiring managers; and save on travel budgets – in addition to the safety benefits.

So, consider this article your guide for designing the right virtual interviewing solution for your organization and the types of roles you're hiring for.

## THE VIRTUAL SOLUTION



Before we focus on specific tools, it's important to recognize where the virtual interview falls in your overall recruitment process. This graphic demonstrates an ideal virtual solution. At PeopleScout, we believe that the candidate experience should be at the core of your recruitment process, and a strong candidate experience should be part of each aspect.

In an all-encompassing virtual solution, we start with recruitment marketing. This is your opportunity to share your employer value proposition and employer branding materials with candidates. For example, you can do this virtually with a tool that allows you to send automated and personalized messages to candidates through email, social media and text messaging.

Then, candidates move to the application. Here, they expect a mobile-first process that can be completed quickly – preferably within just 10 to 15 questions. The mobile-first nature of the application is especially important as most candidates search for jobs on their smartphones and tablets. In fact, one of our clients sees more than half of applicants come in through a mobile device.

Next, consider assessment as an extension of your application or the start of your interview process. One option is to prescreen individuals via text to identify top-tier candidates. Then, candidates can drive the process forward themselves by self-scheduling their interview, which can be completed through a variety of virtual interviewing tools. All of this ends with the hiring and onboarding process.

## VIRTUAL INTERVIEWING TOOLS

There are five main options for virtual interviewing technology, which can be mixed and matched depending on your organization and the types of roles you're hiring for.



### ON-DEMAND TEXT OR SMS INTERVIEWS

#### What is it?

Candidates answer a series of yes/no, multiple choice or short-answer questions via text on their own time.

#### How does it work?

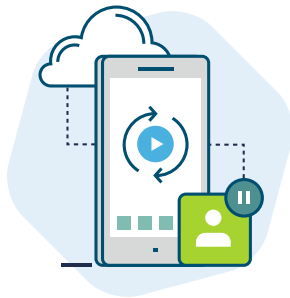
After completing an application, candidates receive a text message or email asking if they'd like to opt in to a text or SMS interview. Then, they're sent a series of questions that they can answer on their own time. This process is customized and automated to move candidates quickly to the next step of the process.

#### What is it best for?

We recommend this option for entry-level or hourly roles. It also works well as an initial screener for high-volume roles.

#### Why should you consider it?

Candidates are unlikely to answer phone calls from unknown numbers – which turns an initial phone screen into a long game of phone tag. Alternatively, text interviews are quick and have high rates of completion, with some PeopleScout clients seeing completion rates as high as 80%.



### ON-DEMAND AUDIO INTERVIEWS

#### What is it?

Candidates answer a series of questions by submitting audio recordings on their own time.

#### How does it work?

Candidates receive a link to complete the on-demand interview, in which they can respond to questions that are simply printed or recorded by the recruiter or hiring manager. Then, when the candidate is finished, they submit their answers to the recruiter for review.

#### What is it best for?

We recommend on-demand audio interviews for high-volume call center roles, for example, or for positions in which candidates may be currently working in non-typical shifts.

#### Why should you consider it?

On-demand audio interviews provide more flexibility for both the recruiter and the candidate; there's no need to schedule a time when the recruiter and candidate are both available.

In the current world of work, it's even more difficult for candidates and recruiters to complete an interview during a typical 8 a.m. to 5 p.m. window. Alternatively, the on-demand audio option typically takes candidates 15 to 30 minutes to complete and takes recruiters just five to six minutes to review. At PeopleScout, our proprietary talent technology – Affinix – also allows you to calibrate your interview scoring process to ensure the right numbers of candidates make it through. On-demand interviews have a completion rate of between 40% and 60%.



### ON-DEMAND VIDEO INTERVIEWS

#### What is it?

Candidates answer a series of questions by submitting video recordings on their own time.

#### How does it work?

Similar to an on-demand audio interview, candidates receive a link to complete the interview and answer questions that are written or recorded by the recruiter or hiring manager. Then, once the candidate records their answers on video, they submit them to the recruiter for review.

#### What is it best for?

We recommend on-demand video interviews for roles in which

candidates must demonstrate their professionalism in person, such as customer service roles or flight attendants.

#### Why should you consider it?

Similar to on-demand audio interviews, on-demand video interviews provide flexibility for both the recruiter and the candidate. Video interviews also allow you to see how a candidate demonstrates their professionalism “in person.” In this way, it's an ideal choice for customer-facing roles. Much like their audio counterparts, on-demand video interviews have a completion rate of between 40% and 60%.



### LIVE AUDIO INTERVIEWS

#### What is it?

Similar to a phone interview, candidates speak directly with a recruiter or hiring manager to answer a series of questions.

#### How does it work?

Think of the live audio interview as a phone interview with extra features. Candidates can dial in, and hiring managers and recruiters can use a conference line to bring in either multiple candidates or a panel of interviewers. The interview can also be recorded. Plus, automated reminders can be scheduled and sent out using

the tool so that no one loses the number or shows up late.

#### What is it best for?

We recommend this for later-stage interviews with top candidates – especially when most of their work will be completed on the phone, like call center or virtual customer service roles.

#### Why should you consider it?

Compared to a traditional phone interview, you gain extra features and increased privacy for both candidates and interviewers with this option.



### LIVE VIDEO INTERVIEWS

#### What is it?

A live video interview is the best replacement for an in-person interview. In this situation, candidates speak on camera with a recruiter, hiring manager or panel of interviewers.

#### How does it work?

A candidate receives a link to the virtual interviewing platform. With Affinix, candidates don't have to download or install any applications; they simply click to join the interview. Recruiters and hiring managers can also program automated reminders for interviewers and candidates.

#### What is it best for?

We recommend live video interviews for professional- or executive-level roles, or as a replacement for a final, in-person interview.

#### Why should you consider it?

With so many safety and travel concerns, live video provides a safe option for a variety of interviews that were previously in-person. In this case, the interviews can be one-on-one; with a panel of interviewers; or with a group of interviewees. Some PeopleScout clients have also used the technology for virtual job fairs. Plus, in the event of multiple participants, it also provides additional privacy protections so that candidates can't see the contact information of other candidates, for example.

Affinix also includes chat and screen-share options, as well as the ability to record interviews. Going forward, live video interviews also provide an alternative to travel.

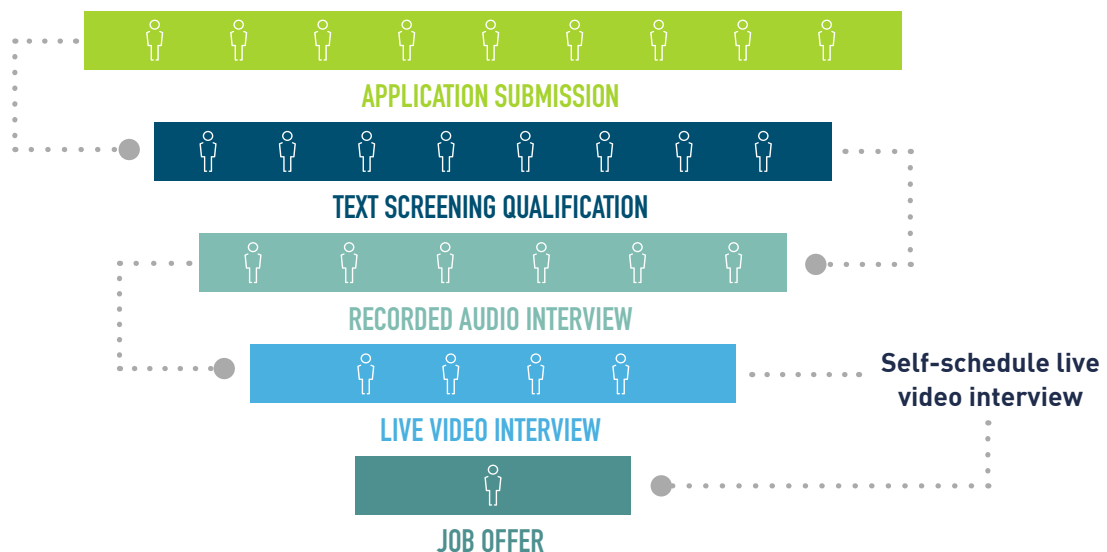
## Interview Scheduling

While many of these options allow candidates to complete the interviews on their own time, the live options still require the process of scheduling. Fortunately, instead of the time-consuming back-and-forth, candidates can now self-schedule interviews.

An invitation to self-schedule an interview can be automated after an application or SMS interview; it can also be initiated by a recruiter. It works by allowing recruiters and hiring managers to sync their calendars with a scheduling tool or provide certain timeslots for candidates to choose from. This allows candidates to move the process forward themselves, thereby enhancing the candidate experience and saving time for the recruiter.

## PUTTING IT ALL TOGETHER

Depending on your organization and the roles you're hiring for, your virtual interview process will likely include a number of stages and tools. This graphic shows one way that these can fit together.



## IMPLEMENTING A VIRTUAL INTERVIEW SOLUTION

At PeopleScout, we recommend four steps for implementing a virtual interviewing solution. The process can be quick; in fact, in some cases, we can set up a virtual interviewing solution in as few as 72 hours.

1. Evaluate what you need. What portions of your process are already virtual?
2. Work with your RPO provider to implement the technology tools you need.
3. Gather branding materials and questions you need.
4. Train your hiring managers and talent acquisition team.

Once your virtual interviewing solution is up and running, it's important to keep evaluating the process and testing to find the right workflow for your recruiters, hiring managers and candidates. In particular, your solution should meet the needs you have now, as well as evolve for the future.

# HOW TO IMPROVE YOUR EMPLOYER BRAND USING EMPLOYER REVIEW SITES



By **JASMINE PATEL**  
Trend Writer

An organization’s employer brand is often in the hands of its candidates and employees. And, when it comes to employer review sites, the fate of your employer brand is – quite literally – at their fingertips. In fact, according to data from Workplace Trends, 72% of job-seekers share their experience on online employer review sites like Glassdoor. What’s more, recent research from Deloitte found that 80% of candidates who experience an unsatisfactory recruitment process will openly tell people about their experience, and one-third of those candidates will do so proactively.

But, what does this mean for your organization? Unfortunately, negative reviews from both candidates and employees can have a huge influence on your bottom line. For example, per CareerArc, 62% of consumers have stopped buying from an organization that treats its employees poorly. Plus, an Indeed survey found that 95% of workers said that if they were considering a new job opportunity, insight into the company’s employer reputation would be somewhat (33%) or extremely (62%) important. As a result, a poor employer brand reputation could cost your organization millions as productivity decreases due to a reduced candidate pool and consumers stop supporting your business.

So, how can organizations take control of their employer brand and overall online reputation? Well, recent studies from HRO Today and PeopleScout show that organizations globally are planning to invest more heavily in social networking, consistent monitoring of employer review sites, and a greater use of employees as brand advocates.

However, while these steps are important to improving employer brand, many organizations are unsure of where to start; they may also lack knowledge of best practices for these strategies.

## Consistent monitoring of employer review sites



## Sharing responsibility with marketing department



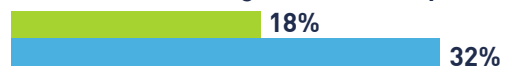
## Greater use of employee as brand advocates



## More social networking usage



## Increased knowledge base of best practices





Therefore, in this article, we'll outline how to establish ownership of your organization's presence on employer review sites like Glassdoor and Indeed; offer best practices for responding to reviews; share tips on how to effectively leverage employee brand advocates; and highlight some popular employer review sites that organizations should be familiar with.

### **ESTABLISH OWNERSHIP & CLAIM YOUR EMPLOYER REVIEW SITE PROFILES**

The first step in establishing an employer brand plan for review sites is to establish who in your organization will own the initiative. Specifically, it may make sense to have your HR team manage the employer review site accounts because they are likely familiar with sites like Indeed and Glassdoor that offer job-posting functionality, in addition to candidate and employee reviews.

However, it can also be beneficial to form partnerships across departments to holistically manage your organization's employer brand. For example, your communications team can assist HR in crafting responses to reviews that align with your brand standards for tone and voice, as well as provide up-to-date information on awards and accolades. In addition, HR can lean on the marketing team to maintain an active social media presence for your company, as well as work to optimize search results by managing SEO and creating content to combat potentially negative reviews and keywords.

After establishing who will take ownership of the management of employer review sites, claim your profiles. This can be done at no cost by verifying the profile as an employer and creating an employer account to edit and manage the profile.

Plus, with an employer account, you can add valuable information to your profile for candidates to view, such as:

- Salary and compensation details
- Explanation of benefits offerings
- Company mission, vision and values
- Overview of company culture
- Logistical information (location, total number of employees, revenue, competitors, etc.)
- Unique initiatives
- Remote and flexible work policies
- Diversity, equity and inclusion programs
- Photos of employees, events and offices
- Industry awards and accolades

It's worth noting that, according to Glassdoor, 75% of active job-seekers are likely to apply to a job if the employer actively manages its employer brand. You can do this by responding to reviews, updating your business profile, and sharing updates on the culture and work environment. Furthermore, building a robust profile on the employer review site will allow candidates to gain a better understanding of who your company is, what you stand for and what it would be like to work for you.

## RESPOND TO REVIEWS – BOTH POSITIVE & NEGATIVE

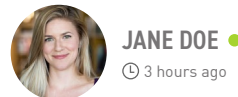
Responding to reviews is perhaps the most important method in creating a strong brand presence on employer review sites. And, while both types of reviews can be easy to view and dismiss, leaving thoughtful replies is a guaranteed way to show candidates and employees that you care – regardless of whether the feedback is positive or negative. In fact, 80% of job-seekers who read reviews on Glassdoor say their perception of a company improves after seeing an employer respond to a review.

### Some best practices to keep in mind when responding to reviews:

- Address the reviewer by name (for non-anonymous reviews) to establish a personal connection
- Thank the reviewer for their feedback
- Acknowledge positive feedback
- Address any concerns mentioned
- Offer advice on any relevant next steps

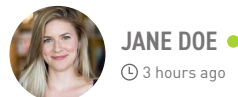
### Here are some examples of how to reply to common types of reviews:

#### Candidate Experience: Positive



*Thank you for your feedback! We strive to make sure all of our candidates have a positive, seamless experience throughout the application and interview process, and we love hearing about your experiences. We're happy to hear that communication with your recruiter made the experience positive and the process went smoothly for you!*

#### Candidate Experience: Negative



*Thank you for taking time to share your story. Your feedback is valuable to us as we work to continuously improve our candidate experience. We strive to make sure all of our applicants have a positive experience while interviewing with us and we take your concerns seriously. If you'd like to discuss your concerns further, please feel free to email us at [feedback@businessname.com](mailto:feedback@businessname.com) and we will be happy to assist you.*



### Current Employee: Positive



JOHN DOE ●  
🕒 7 hours ago

*Thank you for sharing! At Business Name, employee satisfaction and a positive company culture are two of our greatest priorities. We're glad to hear you're working with an incredible team and your work always feels valued. We take pride in being a great place to work because of our employees like you!*

### Previous Employee: Negative



JANE DOE ●  
🕒 3 hours ago

*Thank you for taking time to leave this thoughtful feedback. We take your concerns seriously and are looking into the situation you described at our satellite office location. Rest assured that your feedback will be shared with members of our local and corporate leadership teams. If you would like to discuss your concerns further, please email us at [feedback@businessname.com](mailto:feedback@businessname.com) and we will be happy to help.*

### Current Employee: Negative



JOHN DOE ●  
🕒 7 hours ago

*Thank you for taking the time to leave thoughtful feedback. Insight like this is valuable for us as we are continuously looking for ways that we can improve the experiences of our employees. We strive to make sure all of our employees have a positive experience while working with us and we take your concerns seriously. Rest assured that your feedback will be shared with the appropriate parties. In the meantime, please feel free to discuss any concerns with our HR team at [hr@businessname.com](mailto:hr@businessname.com).*

## LEVERAGE EMPLOYEE BRAND ADVOCATES

While organizations have little control over who will leave reviews – especially reviews with primarily negative feedback – they can proactively build up a strong body of positive reviews by leveraging employee brand advocates. These are employees who advocate for an organization and generate a positive image of the brand via online and offline channels. It's important to note here that, when encouraging employees to leave reviews, you should emphasize the value of honest, candid reviews; employees should not feel pressured to paint a certain image of your organization.

Consider the following ideas to encourage employees to leave truthful, positive reviews:

### New Hires

New hires are a great place to start when gathering positive reviews. That's because the application, interviewing, and onboarding process is still fresh in their minds and they recently chose your organization as their new employer. So, ask new hires to leave a review on their hiring experience when they first start, and encourage them to update it after their first 90 days.

### Previous Employee: Positive



JANE DOE ●  
🕒 3 hours ago

*Thank you for sharing your experience of working at Business Name! It's inspiring to hear from our previous employees on the wonderful time they had working with us. Thank you for your 10+ years of dedicated service to our mission, and we wish you all the best in your future endeavors.*



### **HR, PR & Marketing**

Another good place to start is by requesting that members of your HR and marketing teams write reviews. Members of these departments already have a good understanding of the importance of employer review sites and are likely willing to leave honest reviews that highlight your organization's strong points.

### **Promoted & Awarded Employees**

If your organization recognizes employees for outstanding work with awards or honors, these workers can also be an excellent source of positive reviews. The same can be said for employees who have recently been promoted. A good practice is to establish a system that reaches out to these employees with a congratulatory message alongside a call to action to post online about their experience working at your company.

### **Employee Resource Groups**

Employees who voluntarily join employee resource groups in addition to their daily responsibilities are already likely to be highly engaged within your organization. So, tap into these groups of employees and request that they leave reviews based on your organization's culture and commitment to diversity, equity and inclusion – something Glassdoor provides ratings on and many candidates are interested in.

### **Regular Requests**

Finally, managers should be empowered to regularly encourage their team members to leave reviews. This can become a regular practice during performance meetings, as well as after the completion of a big project or when hiring season is afoot. Likewise, if your organization offers flexible work arrangements or other unique perks, employees should be encouraged to share emotive experiences of how these benefits have affected their lives.

## EMPLOYER REVIEW SITES TO CONSIDER

Because there are a variety of employer review sites out there, it can be hard to keep track of them all. So, we compiled this list of the top 10 you should monitor for long-term employer brand success.



**Glassdoor:** Current and former employees can anonymously review companies; submit and view salaries; as well as search and apply for jobs.



**Indeed:** Candidates can upload a résumé and browse reviews and salaries, while employers can post jobs, search résumés and more.



**Comparably:** Includes information on employers, brands, salaries and company culture.



**FairyGodBoss:** Women's career community for career advice, job openings and company reviews.



**Kununu:** Employer reviews, salary data and culture reviews from those who know best: employees and applicants.



**Google Reviews:** Business reviews appear next to your company's listing in Maps and Search. These can help your business stand out on Google, which is the leading search engine.



**InHerSight:** Here, candidates can find company reviews and ratings; get matched to jobs; and connect with a community of women navigating the workplace.



**Vault:** Known for its influential rankings, ratings, and reviews on thousands of top employers and hundreds of internship programs.



**CareerBliss:** Candidates can find jobs, research salaries and read reviews with a focus on company culture.



**TheJobCrowd:** This UK-based employer review site is focused on helping recent graduates in their early careers.

As recruitment processes and the world of work continue to take digital shifts, employer review sites will become increasingly important in making or breaking a candidate's decision to join your organization. And, while you certainly can't control every review, you can be proactive in taking charge of your employer review site presence by regularly responding to reviews, leveraging employee advocates, and monitoring what candidates and employees are saying about your organization online. In doing so, you'll create a strong employer brand and a positive presence where it counts – and where it makes a difference.



# NEXT

## PREPARING FOR THE GREAT REHIRE

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# DOING MORE WITH LESS: CREATIVE RECRUITMENT STRATEGIES FOR LEAN TALENT TEAMS



By **ERIC DYSON**  
Trend Writer

Finding the right talent at the right time is never easy, and it's even more difficult when you have limited resources to work with. Plus, the COVID-19 pandemic has shifted the talent market to employer-driven – which gives organizations the advantage of having a larger pool of qualified candidates.

However, this shift also creates new problems, such as the appropriate resources to efficiently recruit this new pool of candidates. This change also necessitates that organizations retool their talent acquisition strategies accordingly to stay competitive – regardless of resources.

Whether it's a lack of time, budget or team members, talent acquisition leaders must ensure that their organization's talent pipeline is filled with qualified candidates ready to fill critical open positions. So, in this article, we'll cover creative recruitment strategies to help you recruit smarter and maximize your influence – despite limited talent acquisition resources.

## BECOME MORE STRATEGIC WITH SOURCING

There are a variety of channels for sourcing candidates – including job boards, career fairs, networking events, social media and employee referral programs – and most recruiting teams use a combination of these to source talent and build candidate pipelines. However, when recruiting with limited resources, you need to ensure that

you're devoting your resources to the most effective channels as part of your talent acquisition strategy.

### SOURCING TIPS:

**Review Past Success:** What channels led to your superstar employees? Consider expanding your use of the most effective search channels.

**Seek Talent from New Sources:** Ask current employees for creative contact ideas. They may be able to point you toward a professional association, conference, university or discipline where you can connect with a new pool of candidates.

**Get Digital:** Invest in digital outreach through webinars and virtual networking events. Especially as in-person meetings may be unavailable during the pandemic, these events offer the next-best opportunity to strategically source qualified talent.

Before you start sourcing candidates for a position, create a candidate persona. A candidate persona helps you identify the right channel, message and strategy to source more qualified candidates. Granted, creating a candidate persona is a multi-step, collaborative process, so you'll need to talk to your team and hiring managers – as well as do some research – to build a realistic profile of the ideal candidate.



Once you've created your candidate persona, source candidates who best match the traits of your ideal candidate. Keep in mind that your ideal candidates may be present on several platforms, so make sure you source from the right places. For example, when recruiting developers, platforms like StackOverflow or GitHub may be a good candidate source, whereas if you're recruiting graphic designers, platforms like Dribbble or Behance may work best.

### Reengage Qualified Former Candidates

It's common to tell job candidates their résumé is being filed for the future when they're not selected for a role. However, how often are silver-medal candidates notified when open positions fit their skillsets? Maximize your recruiting resources by seeking out former finalists and those who reached out to you about job openings in the past

to see if they're still interested in working for your organization. This allows you to get your brand and open positions in front of people who have previously cleared multiple qualification hurdles or were interested enough to send you their résumé.

Then, when crafting outreach messages to former candidates, acknowledge that you're aware that it may have been a while since you last spoke with them and ask them if they're still interested in working for your organization. In doing so, you may pique their interest again. Or, perhaps their positive experience with you will lead to them recommending a qualified colleague or friend who may be interested.

Regardless of whether they're actively looking at that time, your odds are still better with warmer candidates than with passive candidate outreach.

### **Pay Attention to Your Career Page**

A career page can be a powerful tool for recruiting teams looking to extend their reach. However, it's not enough to have a career page that only lists your open positions.

Instead, get creative with your career page. Post photos of group outings, get quotes from employees about their positive experiences, and create videos of them describing the joy of coming to work – or how the benefits you provide have changed their lives for the better.

Moreover, optimizing your careers page for search is a great way to gain visibility with job-seekers. To begin, ensure that the copy featured on each of your careers pages is optimized to rank well by incorporating keywords relevant to your open positions and industry. Similarly, your job description content should be specific to your organization and the individual role with a minimum of 250 words. Specifically, it should be relevant and informative to the job-seeker to answer any specific question they may have. Also, be careful to avoid duplicate content or imagery; assume that the job-seeker is looking at a number of job posts, so take this opportunity to really stand out.

You can also build out your Glassdoor and LinkedIn pages to align with the personality and voice that match your company. This is free and easy to do, so be sure not to overlook this simple strategy.

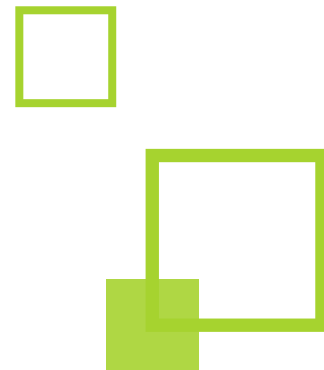
### **Leverage Automation & Technology to Fill in the Gaps**

For organizations looking to optimize their recruiting resources, automation technology can provide time savings, increase recruitment productivity and help reduce unconscious bias in the recruiting process. In particular, talent acquisition technology can be used for high-level repetitive tasks, such as candidate screening, interview scheduling and even sourcing passive candidates using artificial intelligence. This gives recruiters more time to better engage candidates in a personal, one-on-one relationship.

What's more, technologies with texting automation tools like PeopleScout's Affinix allow your organization to set up automated messages that are triggered at each phase of the hiring process to keep candidates up-to-date on their status, as well as send text links to candidates to self-schedule (and thereby streamline) interviews.

You can also leverage this technology to better scale your candidate outreach. For instance, if your organization already has a large database of candidates in your ATS, sending automated text messages is an extremely effective way to reach out to those contacts at scale to rapidly generate interest in open positions. However, to avoid compliance violations, confirm that candidates have opted in to receiving communications from your organization before you text them.

Recruiting with limited resources can be a challenging process. But, by being strategic in your approach – such as deploying a variety of tactics and methods in order to build a robust talent pipeline – your organization can source and hire top talent. To that end, the following articles in this section provide actionable insights into managing high candidate volume; creative sourcing strategies; tips for building a more diverse workforce; and how total workforce solutions can help you navigate the Great Rehire with a mixed talent strategy.





# TALENT ACQUISITION RECOVERY STRATEGY: TOTAL WORKFORCE SOLUTIONS & THE GREAT REHIRE



By **ERIC DYSON**  
Trend Writer

Human capital is both the most important asset and the single largest operating expense for most organizations. It's also a constant concern for talent leaders who fear that they don't have – or can't acquire – the right mix of top-tier talent. What's more, the COVID-19 pandemic has caused employers to increasingly turn to a mix of contingent and permanent labor. That's because this allows them to expand their talent base quickly, provides greater cost savings and delivers a more flexible talent strategy for navigating the Great Rehire.

However, talent acquisition has different meanings depending on whether you're a procurement professional, talent acquisition specialist or business stakeholder. These disparate points of view stem from the fact that organizations have largely leveraged distinct strategies, systems and processes for different classifications of workers, with each worker classification existing in its own talent silo.

So, how can organizations overcome the complexities of their talent management program to recruit the right mix of contingent and permanent hires they need during the Great Rehire and post-COVID-19 recovery? In this article, we'll explore how Total Workforce Solutions (TWS) as a talent acquisition and management strategy can help your organization: streamline the talent acquisition process for all labor categories, provide greater workforce visibility, improve talent flexibility and drive cost savings.

## WHAT IS A TOTAL WORKFORCE SOLUTION?

Total Workforce Solutions provide a centralized view and model for obtaining necessary talent across an organization – both full-time employees and contingent workers (including temporary workers, independent contractors, freelancers and statement of work [SOW] providers).

With a Total Workforce Solution, organizations can improve value and compliance, as well as reduce risk with full-cycle, scalable RPO and MSP programs, or select specific services under each offering to meet specific talent acquisition needs.

Integrating RPO and MSP talent management into one program also provides organizations with a competitive edge when it comes to understanding their talent needs and their ability to fulfill them.



### THE CASE FOR TWS AS A TALENT RECOVERY STRATEGY

COVID-19 has altered the calculus for hiring contingent workers, as well as laying off permanent employees. For example, in the United States, during the months in which the government paid additional unemployment benefits, some organizations hiring for low-skill, blue-collar jobs found that it was more challenging to find talent at the right cost because unemployment benefits could put more money in candidates' pockets than the job opportunity.

These factors may also be compounded by the uncertainty surrounding COVID-19 going forward, which is forcing many organizations to recalibrate their labor management. And, with less certainty of future demand, employers are less likely to hire permanent positions; so, they may use contingent and contract workers instead to meet their current labor needs.

Therefore, the case for TWS as a COVID-19 talent recovery strategy is built upon its ability to view your talent program holistically – rather than by its individual components – which, in turn, provides the following benefits.

### **Efficiencies Through Standardized Processes**

A well-executed TWS program unifies and improves the entire chain of previously disjointed hiring practices for permanent and non-permanent workers alike. For instance, a TWS provider works with procurement, hiring managers, recruiting teams and stakeholders to piece together a holistic view of your entire talent program. Then, the information gleaned from exploring your talent ecosystem better enables the TWS provider to design standardized processes for everything from employer branding to posting jobs, interviewing, screening, verifying and onboarding.

Furthermore, the centrally managed talent program designed by a TWS provider concentrates knowledge of talent acquisition practices and business requirements in one place. This allows the TWS partner to serve as a dedicated adviser on all sourcing and hiring matters, as well as offer better guidance on standardization and quality practices across the board.

### **Greater Compliance**

When an organization begins to bolster its contingent workforce, it opens itself up to increased compliance and liability risks associated with non-permanent employees. The most common risks include worker credentialing, worker misclassification, co-employment issues, unemployment claims and workers' compensation claims. Without a doubt, avoiding costly compliance violations is essential to recovery as the economic uncertainty from the pandemic continues.

However, TWS providers are experienced in tackling these compliance issues. Specifically, TWS providers have proven compliance procedures for independent contractor qualification, worker classification, exempt versus non-exempt policies, Statement of Work management and more. As a result, organizations that enlist a TWS partner gain instant access to these resources and can better navigate the complex – and often difficult to manage – compliance landscape across multiple geographies.

### **Improved Analytics & Visibility**

Meanwhile, TWS partners with the right technology can also consolidate your talent tools – such as applicant tracking systems, candidate relationship management systems and vendor management systems – into one view. Integrating these tools into one solution provides views into internally available talent and recruiting needs, as well as the efficiency of hiring and sourcing processes.

Likewise, predictive analytics should be a part of any TWS program. This technology can process data about time-to-fill, cost-to-fill, quality of hire and more to determine whether the best talent for a role wants to work full-time or as a contingent worker, as well as how to effectively reach those people.

Similarly, predictive analytics can also provide an early warning system to alert organizations that they may have issues finding a certain type of talent in a certain location. This is especially valuable for organizations that are short-staffed due to business disruptions brought on by the pandemic.

### **Better Workforce Planning & Demand Management**

Total Workforce Solutions also drive financial advantages – like cost savings from better workforce utilization, improved demand management, and lower service and vendor management costs – than previously decentralized programs. Strategic benefits include increased access to global expertise; cross-trained and fully integrated implementation teams; and insights and advice across your entire talent spectrum.

And, because Total Workforce Solutions consolidate permanent and contingent talent pools into one program, organizations are better able to source the right talent in any situation. For example, a manufacturing company may need data specialists to pinpoint emerging markets. In this case, a Total Workforce Solutions provider can find the necessary talent – as well as determine if the role is best suited for an FTE, temporary workers, or project-based independent contractor or SOW provider.

### **Employer Branding**

When permanent and contingent labor are managed under one program, it's easier for organizations to portray a cohesive employer brand to all labor categories. Now, more than ever, this is essential as candidates of all labor types want to know how organizations are handling workplace safety; if employers offer remote work options; and how the overall pandemic response has been.

Plus, a total talent program can help you retain a competitive edge by communicating your employer brand to candidates; improve candidate engagement; and increase brand recognition and reach among in-demand talent.

### **Greater Workforce Flexibility**

TWS providers can also help your organizations adjust and adapt – not only to current changes, but also to unforeseen changes in the future. COVID-19 has proven that this additional flexibility is crucial as pandemic-related work stoppages and interruptions can be better managed for greater business continuity.

Moving from a decentralized talent acquisition strategy – with siloed decision-making and a lack of visibility across employees and non-employees – to a holistic view of the entire talent spectrum will also allow you to be more flexible and adaptable. Then, you can engage the talent you need for any role within your organization and decide whether full-time, contingent, freelance, contractor, remote or on-site employees are the best options to get the work done.

## **TWS & EVOLVING WORKFORCE DYNAMICS**

In response to the pandemic, the global workforce saw an incredible surge in remote work as organizations' permanent and non-permanent employees looked for safer alternative work arrangements.

However, even prior to the pandemic, full-time and contract employees were already embracing flexible work options that allowed them to work remotely, as opposed to on-site. Now, it's unlikely this trend will subside as more workers are used to these arrangements.



# TALENT DISCOVERY: SOURCING CANDIDATES IN 2021



By **JAMES CLEAVER**  
Client Delivery Leader

Sourcing candidates – even in the best of times – can be quite a daunting task. In fact, sourcers and recruiters may spend weeks or months searching for the perfect candidate for a job opening. But, unfortunately, sometimes the person you want may not exist, and COVID-19 has only amplified these sourcing challenges. So, organizations need to look to new and innovative ways to source, recruit and hire talent amid continuing uncertainty.

And, although you can't wish the perfect candidates into existence or fast-forward past the pandemic, there are a number of candidate sourcing strategies that you can deploy to help ensure that you have a quality talent pool at your fingertips as soon as you're ready to hire. In this article, we'll outline tips and strategies for sourcing candidates in 2021 that will help you improve your talent sourcing.

## CANDIDATE SOURCING BEGINS WITH YOUR EMPLOYER BRAND

Your employer brand could be the difference between a candidate responding to your outreach or ignoring it. For example, candidates are unlikely to respond if they perceive your employer brand negatively; along the same lines, an unknown employer brand can stymie your efforts, as well. Moreover, as the pandemic continues to reshape the workplace, candidates are looking for assurance regarding safety and workplace flexibility.

So, here are some tips to repair or build a better employer brand in order to improve your sourcing techniques and overall recruiting success:

### Respond to Reviews

Check review sites like Glassdoor and InHerSight regularly and respond to feedback to let people know you appreciate their input and will take action, if necessary. Not only will this generate goodwill, but it will also help your employees feel engaged and heard.

### Tell Your Story

Engaging your employees in storytelling; encouraging them to personalize their LinkedIn profiles; starting a company blog; being active in the press; and speaking at conferences are just a few of the ways employers can spread awareness about their brand.

### Partner with Your Marketing Team

Many of the strategies to help spread your employer brand are the same ones you'll find the marketing team using to promote your corporate brand. Therefore, partner closely with them on both content creation and distribution.

## START SOURCING CANDIDATES FOR JOBS BEFORE YOU'RE READY

Sourcing candidates for jobs takes time, and that's unlikely to change anytime soon. So, to get ahead of the candidate sourcing curve, start sourcing talent even if you don't have open positions.

Typically, sourcing goes something like this: "I have X job to fill. I'm going to source people for X job."

But, smarter sourcers get even more proactive with their sourcing efforts and get ahead on roles that they'll need to hire for in the future.

First, take a look at your business growth plans. Next, build a corresponding workforce hiring strategy that gives you insight into when hires need to be made across the year to sustain your organization's goals. Then, once you have a picture of which teams need to grow, work with those department leaders and HR to identify the levels and skillsets required. Finally, aggregate those skills and what you know about your company and team culture so you can begin to source for specific profiles candidates in a focused and ongoing way.

## SOCIAL SOURCING TOOLS & PLATFORMS

To find and connect with the best talent, create a comprehensive social media sourcing strategy. The social media channel and tools provide sourcing professionals with an opportunity to share relevant content and information about their organization, mission, and hiring process to keep prospects engaged, reach out directly, involve their team members, and – oh, yes – source talent.

In particular, social sourcing tools and technology like PeopleScout's Affinix technology solution help sourcing specialists and recruiters narrow their search and identify qualified candidates quicker. Additionally, here are some other social media tools and platforms that will streamline your sourcing:



LinkedIn, with its 760 million users, has been the social network of choice for sourcers and recruiters alike – and for good reason, as professionals share their career history, advertise accomplishments and interact with industry experts. Specifically, a LinkedIn Recruiter license allows you to search profiles and send personal messages (InMails) to potential candidates, making LinkedIn an essential sourcing tool.



With 2.8 billion users, everyone is on Facebook, which makes every user a potential candidate. What's more, users frequently research potential employers, look for job opportunities and apply for jobs through the social network. Consider using paid job ads and Facebook groups, as well, to help you source candidates.



Twitter has 330 million users and offers various tools – like search, lists and chat – that help recruiters source candidates. Then, get the most out of your sourcing efforts by being active on Twitter. For instance, engage in Twitter discussions, advertise conferences you sponsor and follow industry-related hashtags to find the talent you're looking for.

Clearly, the most popular platforms for social sourcing are LinkedIn, Facebook and Twitter. However, if you want to expand your sourcing efforts to non-traditional social channels, consider the following social platforms:



Slack is a group communication tool for people with common professional interests. Use Slack to source candidates by joining channels relevant to your industry and striking up conversations with passive candidates in a more casual setting.



Meetup is a website that facilitates meetings and groups for people with common interests.



Reddit is an online forum where members talk about a range of topics. Though a non-traditional sourcing solution, Reddit's communities (called subreddits) can be great places to post job ads and talk to potential candidates, especially in professional communities.

## CREATIVE WAYS TO SOURCE CANDIDATES: LEVERAGE YOUR EMPLOYEES' NETWORKS

According to Glassdoor, organizations can expand their talent pool by 10 times by recruiting through their employees' networks. To that end, run sourcing sessions with your team to see if anyone in your employees' networks would be a good fit for one of your open roles. In this way, your employees can help you reach untapped talent and improve response rates from candidates they know.

As an example, Facebook will show your employees different candidate search results based on their own social graph, which enables you to uncover candidates whom you wouldn't have found otherwise. Likewise, Sourcing.io allows your employees to connect their LinkedIn, Twitter and GitHub accounts so you can see who is already connected to your team. Then, when you find a qualified candidate, request a warm introduction from your employee – rather than sending a cold email – to increase your candidate response rate.

## PERFECT YOUR OUTREACH MESSAGES WHEN SOURCING CANDIDATES

You and your team have worked hard to source the right candidates, but that doesn't matter if you fail to create a real connection. So, a few rules of thumb:

- Lead with a subject line that will stand out and make the candidate want to open and read your message.
- Personalize your recruiting message with the relevant information you found about them.
- Paint a brief picture of the role and your organization.
- Explain how you think they could contribute to your team.



Similarly, knowing your audience is crucial to writing a strong outreach message. For instance, 78% of sales professionals said they would accept less money to work at a company selling something compelling, and 66% of healthcare professionals were likely to accept less money to work at a company with a great culture. Therefore, improve your response rates by focusing on what matters to each type of candidate. Your goal is to give them just enough information to pique their interest and respond, but be careful about overloading them with too much information. Instead, ask your recent hires for feedback on your outreach messages, and use that feedback to test different messaging and improve your response rates.

Unfortunately, for many companies, reengaging candidates is a missed opportunity. But, if you devote time to sourcing quality candidates, you won't just end up with a hire – you'll also have candidates who are qualified to recruit for future roles.

Despite the setbacks caused by the pandemic, the best candidates will always be in high demand, making it more important than ever to reevaluate your sourcing strategy in 2021. Attracting top talent is also essential to your organization's ability to recover and keep pace during the Great Rehire. Fortunately, these candidate sourcing strategies can help you fill your pipeline with qualified talent so you can choose the best hire for your team.



# DIVERSITY SOURCING: HOW TO RECRUIT A DIVERSE WORKFORCE



By **ERIC DYSON**  
Trend Writer

Diversity, inclusion, and equity are top of mind for many talent leaders and professionals, and while much progress has been made, there's still a lot of work to be done. Specifically, women and people of color are underrepresented in leadership positions, certain job categories and even entire industries. What's more, while the wage gap is narrowing, it is still not expected to close for quite some time. And, for many, persistent injustices and systematic issues affect their lives far beyond the workplace.

However, every employer has a responsibility to do their part to right these wrongs, and there is certainly no shortage of actions that could be taken right now to make an influence. For instance, we can start by building a more diverse talent pipeline that will feed into our workforce and provide more opportunities for people from underrepresented groups.

Yet, many companies in several different industries still struggle to source diverse talent, and one problem that persists is the lack of diverse professionals in the talent pipeline. Moreover, many fields suffer from their own version of the pipeline problem that has plagued the tech industry. Nevertheless, research suggests that a workforce that is diverse is more creative and innovative. And, companies without a diverse pipeline will continue to hire the same groups of people – which will inhibit growth and progression, as well as their competitive advantage.

Fortunately, being able to diagnose some of the causes of this issue can help organizations overcome it to create a more diverse workplace. Plus, having a diverse set of employees can also attract a wider or untapped customer base, thereby making your organization more profitable. In this article, we'll cover strategies and best practices for sourcing diverse candidates.

## START WITH A DIVERSITY SOURCING AUDIT

As with any process or procedural change, you need to start with a sound business case for changing your approach. That's why it's important to look at your organization as a whole (job functions, processes, departments, markets) to find concrete ways in which hiring a more diverse workforce is likely to have a positive effect.

**A diversity sourcing audit can help you in the following ways. In particular, it can:**

- Identify which areas to prioritize. You have a general goal of diversifying your workforce across the board. Yet, at the same time, you've identified that more diversity could be especially welcome in your customer service and marketing departments. Meanwhile, over in your technical department, you're struggling to find suitably skilled people to fill key roles. Consequently, these departments might be prime areas to focus your efforts.
- Help avoid a "quotas for quotas sake" approach. If you focus on how and why greater diversity in your workforce might benefit your business, it becomes possible to go about it in a way that benefits everyone.
- Make it easier to achieve buy-in. Establishing a strong, organization-specific case for greater workplace diversity makes it more likely that key players within the organization (the board, departmental heads, and all those involved in the selection and interviewing process) will take it seriously.

## DIVERSITY SOURCING & INSTITUTIONS

Often, the easiest option for many organizations is to source talent from local colleges and universities. But, while this strategy could save time, money and resources, it may also result in a homogeneous group of candidates in the talent pool. Alternatively, expanding the search to more diverse colleges and universities can broaden the pool and increase the likelihood of finding candidates with skillsets that match open positions. In particular, searching at historically black colleges and universities; Hispanic and Latino organizations; or professional groups like the National Association of Asian American Professionals, LGBT Meeting Professionals Association and Women For Hire are all great resources for sourcing diverse candidates. Many professional groups also have job boards where recruiters can post open roles.

## EMPLOYEE REFERRALS KEY IN RECRUITING DIVERSE CANDIDATES

Enlisting your employees through an employee referral program is another great way to source diverse talent. Specifically, if you notice a lack of underrepresented groups in your talent pipeline, seek assistance from your diverse employees. For example, a woman in the STEM space is likely to know other women in STEM and may also help your recruiters gain inroads into professional organizations that represent women in STEM.

Furthermore, employee referrals can help lower your recruitment costs and may also increase employee engagement. However, it's easy for an employee referral system to lead to preferential treatment and unconscious bias. Therefore, place emphasis on identifying individuals from underrepresented groups.

## RECRUITERS & HIRING FOR DIVERSITY

Granters, recruiters are human and may have their own set of unconscious biases. Fortunately, implementing technology into the recruitment process can help decrease the unconscious bias that may be present during diversity recruitment.

For instance, if you find that there's a large drop in minority candidates when moving between the on-site interview and skill assessment, unconscious bias training may be in order. In this case, follow your data closely so you can make more informed decisions and continue making progress on your organization's diversity, equity and inclusion goals. Likewise, build a team of recruiters who hail from a wide range of backgrounds.

Additionally, websites and job boards like Jopwell allow diversity recruiters to advertise open roles to a diverse pool of candidates.

### ENGAGEMENT BEST PRACTICES FOR DIVERSITY SOURCING

Once you have a diverse slate of candidates, it's time to restructure your candidate engagement strategies to make them more diversity-friendly. More precisely, ensure that you can strike a chord that resonates with diverse candidates by sending highly personalized and creative messages.

As an example, when looking for candidates, dig deep into their experience and interests instead of just skimming through it. Specifically, looking for recognizable names of schools and companies won't help you learn more about each individual candidate; instead, you're looking for what they've done, not where they've done it. Along the same lines, review the different projects that they owned or contributed to, or the various levels of responsibility that they have in their current role. Remember, tenure doesn't always equate to influence. Also, don't forget other clues beyond their résumé; look into the different areas of the business they may have affected through their organization's social media or blog presence.

Diversity and inclusion programs provide companies with the opportunity to tap into the strengths of their workforce. According to a survey conducted by Glassdoor, 67% of job-seekers said a diverse workforce was important when considering job offers and 57% of employees thought their companies should be more diverse. This means that companies that implement a diversity and inclusion program are more likely to attract top talent.

Sourcing a diverse slate of candidates is only one part of building a more diverse and inclusive workplace. At the same time, you must also be intentional in your efforts to evaluate candidates fairly so as not to unintentionally weed out great talent at each stage of the pipeline. Diversifying your pipeline is not an easy feat. But, by taking actionable steps, you can fill your candidate pipeline with diverse candidates. And, by setting measurable milestones on your sourcing initiatives, you'll ensure that you're progressing forward – and, if you're not, you'll be able to easily recognize it and adjust your strategies.

# MANAGING CANDIDATE VOLUMES DURING THE GREAT REHIRE



By **CHRIS GOULD**  
Client Portfolio Leader

As employers continue their recovery from the COVID-19 pandemic, many face the same two challenges: Applications are up and talent acquisition teams are lean, which leaves a smaller team to sift through mountains of job applications.

At the same time, the pressure to find and hire the best candidate is high. After all, top talent can help speed a recovery. And, while the hiring process needs to be fast, it can't leave out top candidates. So, let's examine strategies for managing high candidate volumes that can help employers stand out during the Great Rehire.

## HR OUTSOURCING

**Challenge:** Our organization needs to scale quickly to make a large number of hires, but our team doesn't have the bandwidth to handle the volume.

One key pillar of value for HR outsourcing solutions – like RPO; on-demand or project based RPO; or Total Workforce Solutions – is the ability to scale seamlessly as hiring demands shift. Conversely, in an internal talent acquisition team, it can be difficult – if not impossible – to scale up quickly to handle a higher number of hires and then scale back down when hiring volumes shrink. Consequently, many organizations find themselves initially making a large volume of hires to staff up new locations or during a peak season, but then hiring volumes return to normal.

What's more, businesses in industries hard hit by COVID-19 will see especially high numbers as the economy continues to recover.

For these organizations, RPO providers – specifically, on-demand or project RPO solutions – can help fill the gaps by providing focused support based on the needs of individual organizations.

For instance, at PeopleScout, we bring expertise and insights from across our client base, as well as the people needed to handle hiring spikes. Our industry-specialized flex team of recruiters can be activated on short notice, and our global delivery centers provide 24/7 support and recruiting capabilities that enable a faster recruitment process.

An RPO provider can also provide broader solutions – like bringing technology expertise to add automation or virtual interviewing solutions; or providing talent advisory services to improve employer branding, assessments or job posting strategies.

## TECHNOLOGY SOLUTIONS

**Challenge:** Our team is too bogged down in repetitive work; the process of screening candidates and scheduling interviews takes too much of our recruiters' time.

COVID-19 has exposed technology gaps for many employers. In the early days, many scrambled to implement virtual hiring solutions so that they could keep their talent acquisition functions moving. Now, as the pandemic passes the one-year mark, employers face a different challenge: Is their technology built for scale?



When facing high candidate volumes, recruiters can easily get bogged down in repetitive administrative tasks. For example, they might get caught in a game of phone tag trying to schedule interviews; answering simple questions from candidates; sending emails to keep their talent communities warm; and sourcing candidates for hard-to-find skillsets. As a result, that leaves little time for higher-value activities, like communicating with top candidates.

However, robotic process automation (RPA) can lift some of the load. This technology utilizes bots to replicate human actions for time-consuming, but straightforward administrative tasks. And, while it can be used to screen résumés, it can also go far beyond that.

For example, RPA can be used to deploy chatbots to answer simple questions from candidates 24 hours a day. A chatbot can also be used in automated candidate screenings to ask questions about a candidate's skills, education and experience – either online or via text. Best of all, in addition to saving time for the recruiter, this technology also improves the candidate experience by allowing them to get answers more quickly and feel as though they're driving the recruitment process forward.

RPA can also be used to automate emails, social media posts and other employer branding campaigns. Right now, many organizations are building candidate pipelines and keeping talent communities warm as they prepare to make hires. In this way, RPA can be used to send messages to these communities – keeping candidates engaged and keeping your company top of mind.

Interview scheduling tools can also prove to be a significant time-saver for recruiters. As an example, with Affinix – PeopleScout’s proprietary talent technology – recruiters can avoid the back-and-forth of scheduling interviews with candidates by automating the process instead. Specifically, a recruiter can sync their calendar with the tool and provide candidates with a link to schedule the interview at a time that works best for them.

These tools can then be combined into a virtual solution that spans from recruitment marketing tools all the way through onboarding. And, as the recovery continues, many employers are finding lasting benefits from adopting these strategies.

## CANDIDATE GENERATION & ASSESSMENT STRATEGIES

**Challenge:** We’re seeing high applicant volumes, but we want to make sure the people we hire are interested in the role for the long-term; we’re worried about high turnover as the economy improves.

As employers hire in 2021, they face a mountain of applications. This includes both candidates who are excited about the role and see it as a long-term step in their careers, as well as candidates who are looking for the role now, but don’t necessarily want to stay in the role or at the organization for the long haul. But, how do you differentiate between the two?

One option is to adjust your candidate generation and assessment strategies to attract and hire the employees with the passion, purpose, and mindset that best match for the organization and the role. For instance, to showcase an honest and authentic employer brand, write honest and authentic job postings. By tailoring your employer brand and job postings to attract only candidates who are truly qualified and interested in the role, you’ll save recruiter time by eliminating the résumés of candidates who aren’t qualified or aren’t excited about the role.

As an example, one PeopleScout client previously wrote job descriptions with an overly positive view of their open positions – without mentioning the more challenging elements. And, although they received a high number of applicants, as those applicants moved through the process, many realized that they didn’t want the job. Meanwhile, others accepted the job, but the turnover rate was high, which was expensive and wasted time for both the recruiter and the hiring manager.

In response, PeopleScout worked with the client to make the job postings more realistic about the challenges, in addition to providing a real preview of what the job would look like. In the end, the client received fewer applicants, but turnover in the role dropped significantly. The client also saved hundreds of hours in hiring manager and recruiter time.

Employers can also adjust their assessment process to identify candidates who can succeed and grow in the role by evaluating their passion, purpose and mindset. This means assessing candidates to find out if the candidate has the enthusiasm for the work; finds purpose in the role and at the organization; and has the right mindset to grow and learn.

## BRINGING IT TOGETHER

Combining these strategies in the right way for your organization can help manage the high candidate volumes we expect to continue during the economic recovery from COVID-19. Furthermore, many of these tools and strategies will continue to show their value when unemployment is low. RPO providers and on-demand or project-based RPO can help manage yearly hiring spikes; technology tools will continue to free up recruiter time; and job posting and assessment strategies that guarantee the right cultural fit will continue to result in better talent and higher-performing teams. And, for talent leaders in 2021, solutions that deliver immediate results and lasting benefits will drive success.

# PEOPLESCOUT RESEARCH: THE BEST JOBS FOR PEOPLE LOOKING TO CHANGE CAREERS

## Special Report for Workers in Industries Impacted by COVID-19



By **NICOLE FUQUA**  
Senior Editor

### THE BEST JOBS FOR PEOPLE LOOKING TO CHANGE CAREERS

For those looking for a new career, PeopleScout has analyzed millions of full-time job postings to identify the jobs and industries that are hiring entry level workers now. All roles on this list require 0-2 years of experience, though some require specific certifications or degrees. Our analysis also shows that demand for these roles is growing.

Drivers of heavy and tractor-trailer trucks make up the largest number of current job openings, followed closely by a large number of roles in the medical field. Customer service, technology, banking and accounting, and human resources positions also were among the top jobs available.

This PeopleScout study examined more than 3.8 million full-time, entry-level jobs posted since November 2020. This study is intended to help workers who are looking to shift careers identify the best opportunities.

### TOP 5 ENTRY-LEVEL JOBS WITH HIGHEST NUMBER OF CURRENT OPENINGS:



### THE FULL LIST OF JOBS INCLUDES:

1. Drivers (Includes drivers of heavy and tractor-trailer trucks, light trucks and passenger vehicles)
2. Medical workers (Includes nurses, respiratory therapists, medical and health services managers, medical assistants, lab technicians, home healthcare aids, physical therapists and pharmacy techs)
3. Maintenance and repair workers
4. Customer service representatives
5. Technology workers (Includes software developers, computer user support specialists, network and computer systems administrators, computer systems analysts and information security analysts)
6. Stockers and order fillers
7. Sales representatives and managers
8. Secretaries and administrative assistants
9. Banking and accounting positions (Includes accountants and auditors, bookkeeping, accounting and auditing clerks, financial managers, loan officers and financial investment analysts)
10. Human resources specialists





# OUR CONTRIBUTORS





**James Cleaver**  
Client Delivery Leader

James Cleaver is the PeopleScout client delivery leader and senior leader in Canada, managing both U.S. and Canadian enterprise client relationships and with global teams. James brings more than 15 years of experience in talent acquisition – from agency and executive search to vendor management and global recruiting leadership delivery in 23 countries. This experience includes system and process design as well as implementation, global HR program management, consulting and vendor management. James has written blog posts on topics including sourcing optimization, diversity and inclusion practices, employee referral best practices and choosing an ATS.



**Eric Dyson**  
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Eric has been a part of the PeopleScout team since 2017 as the content marketing and lead generation specialist in the Chicago headquarters. In addition to his contributions to PeopleScout *NEXT*, he also specializes in email marketing, thought leadership and digital marketing. Eric holds a bachelor's degree in literature from Valparaiso University.



**Nicole Fuqua**  
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Nicole has been a part of the PeopleScout team since 2017 as the marketing content producer in the Chicago headquarters. In addition to her contributions to PeopleScout *NEXT*, she also hosts the Talking Talent with PeopleScout podcast and webinar series. Nicole comes to the talent acquisition industry after spending five years working as a journalist at television stations across the Midwest. She holds a master's degree in journalism from Northwestern University.



**Chris Gould**  
Client Portfolio Leader

Chris Gould has more than 20 years of experience in RPO, global talent acquisition leadership and consulting. He has proven success driving talent strategies and operations; building and developing global, diverse teams; and working with business leaders developing cost and availability strategies in mature and emerging markets. Prior to PeopleScout, Chris was formally the Global Head of Talent Acquisition for Black & Veatch and the Aon Corporation and held senior leadership roles with Accenture, Hewitt Associates, and Aon Hewitt. Chris graduated from the University of Central Missouri and currently resides in Dallas, Texas with his family.



**Rebbie Howell**  
Client Delivery Leader

Rebbie Howell has driven PeopleScout to success for more than 13 years with her expertise in strategic staffing and technical recruiting innovations. As vice president of client delivery, Rebbie is responsible for developing customized recruitment strategies, managing client relationships and enhancing candidate experience metrics for leading organizations, including Fortune 500 clients. Rebbie's teams have supported more than 10,000 hires a year across eight industries.



**Jasmine Patel**  
Trend Writer

Jasmine has been part of the PeopleScout team since 2019 as the marketing content coordinator in the Chicago headquarters. In addition to her contributions to PeopleScout *NEXT*, she maintains PeopleScout's internal communications and manages the company's external presence on social media. Prior to joining the talent acquisition industry, she wrote for award-winning student newspaper the *Loyola Phoenix*, in addition to her work as a designer for her university's student social justice publication, *Mosaic*. Jasmine holds a bachelor's degree in multimedia journalism from Loyola University Chicago.



**Brittany Taylor**  
Product Launch Manager

Brittany has been with the TrueBlue organization for 12 years, and her depth of knowledge in the RPO space is wide-ranging. She started her career as a light industrial recruiter and has worn many hats since including sales, implementation and project management, and worked as a client delivery manager for a high-volume retail client. This experience helps her see challenges and solutions from a variety of different angles. She is currently on PeopleScout's client success and strategy team focused on maximizing utilization and providing best practice recommendations for driving adoption and ROI. Brittany resides in Ormond Beach, Florida with her husband, and 13-year-old daughter.



**Anna Turner**  
Vice President of Product

Anna Turner, SHRM-CP, PHR, is the VP of Product at PeopleScout. She is responsible for leading the vision, strategy and roadmap for PeopleScout's product and service portfolio. Anna has deep B2B software product management leadership experience, with previous roles at high-growth tech companies, including Snagajob, PeopleMatter, Benefitfocus and Blackbaud. She is also a recognized expert on HR technology, serving on the national SHRM expertise panel for Technology and HR Management since 2016. Anna lives in Charleston, South Carolina with her husband Matt and two boys, Coy (8) and Abe (7). She holds a bachelor's degree in Marketing from Clemson University and an MBA from The Citadel.



**Andrew Wilkinson**  
Executive Leader, Group Managing Director – EMEA and APAC

Andrew Wilkinson, Executive Leader, Group Managing Director – Europe and Asia Pacific at PeopleScout, has spent his entire career in the world of resourcing and recruitment marketing and is an experienced strategic leader working with both clients and the business to drive talent solutions to a wide variety of business challenges. Andrew joined PeopleScout through the acquisition of TMP Holdings LTD, an independent UK RPO, resourcing and employer branding company. As CEO he led the management buyout of the business from Monster in 2006 until the successful sale to PeopleScout in 2018. Andrew studied Accountancy at City of London Polytechnic originally planning a career in finance before jumping tracks into the world of resourcing.



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