

THE DIGITAL TRANSFORMATION *Recruitment*

*Win the War for Talent by
Treating Candidates Like Customers*



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MONSTER
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Introduction

Talk to any recruiter today and you'll hear the same tale of woe: It's a competitive marketplace for talent, with demand for skilled labor far exceeding the supply of qualified candidates actively looking. The emerging "on-demand economy" exacerbates the situation, as more freelance opportunities further reduce the pool of qualified candidates.

This dilemma underscores the increasing importance of a differentiated talent brand, and the need for recruiters to master new digital techniques to find, reach, and engage potential candidates.

To do this, recruiters should turn to their marketing colleagues for expertise. Over the past decade, the marketing industry has been undergoing a **digital transformation**, which Altimeter defines as follows:

The realignment, or new investment in, technology and business models to more effectively engage digital customers at every touchpoint in the customer experience lifecycle.

Don't make the mistake of thinking that digital transformation is a technology issue—it is a people-centered metamorphosis that extends to the very human nature of organizations and culture. Having empathy for your candidates throughout their journey keeps the organization centered on meeting customer needs, ideally better and faster than anyone else.

INTRODUCTION

This shift in thinking is crucial if you want to attract Millennials to your organization. Socially savvy and more empowered than previous generations in terms of how they navigate their career, Gen Y puts more credence in what their networks are saying about a company than other cohorts, thus putting pressure on organizations to market themselves as talent brands versus simply offering jobs.

Together with Monster—which has been transforming the ways in which employers and candidates connect for the last two decades—Altimeter has analyzed the revolution currently taking place in recruiting. **This eBook looks at three ways we think organizations should approach this digital transformation:**

- 1 Develop the Talent Brand:** We'll show you how to think and act like a digital marketer in order to be a digital recruiter.
- 2 Scale with Employee Advocacy:** We'll teach you how to make every employee a recruiter, enabled by social, each person amplifying the talent brand.
- 3 Build Digital Operational Excellence:** We'll outline the people, processes, organization, and tools needed to support a thriving, modern recruitment operation.



1 Develop the Talent Brand

Develop the Talent Brand

Top recruiters and organizations have sped up their digital transformation by turning to—and often poaching from—marketing departments.

They're on to something: Much of recruiting is marketing (and sales) at its core. And to be a successful recruiter in this labor market, increasing the quality and efficiency of hiring simultaneously is crucial. An understanding of modern marketing—and social recruitment marketing in particular—will help you and your organization achieve that.

Chances are, when you hear the phrase “social recruiting,” you still think of using a blog or LinkedIn to identify and largely active candidates, or using Twitter and Facebook to push out a new job listing to your existing followers. All too often, social recruiting hasn't been social at all—it has simply meant broadcasting the same jobs, just this time via social channels. Rather than revolutionizing the process, it's often more of an update to the established ways of recruiting.

What a shame, and what a missed opportunity! If you are going to use social platforms, then use them to find, reach and most importantly also engage your entire audience—including those who are not in the market for a new job.

It isn't enough to simply find and target a “passive” candidate who isn't looking because he or she is happily employed. **Glen Cathey, the SVP of talent and innovation at staffing firm Kforce** puts it bluntly:



Someone like a software engineer who is happy in his or her job won't respond to outreach efforts, because that person gets 20 messages a day. How do I become the one out of 50 recruiters this person will respond to? Rock stars won't pay attention to you.

To be a modern recruiting organization, you have to be willing to go through a digital transformation—and rethink the entire recruitment process through the lens of candidate experiences and employee relationships. In the “old” days, recruiters were resigned to the fact that a minority of employable candidates was actually looking for jobs. Those “active” candidates were your best—and, in most cases, only—prospects.

But today, social networking creates transparency: It’s clear who works where and what they do. So recruiting is no longer episodic; rather, it’s continuous. Everyone is simply a candidate at a different point in the journey. Just as marketers look at everyone as a potential customer, recruiters should assume every friend, customer, and supplier today could be a candidate tomorrow.

There are three best practices that recruiters can take from marketing to win the war for talent:

1. Embrace the candidate journey
2. Create personas to understand unique needs
3. Identify experiences to engage candidates

1 Embrace the Candidate Journey

Brand marketers think about how they will develop relationships with people over time—not only when a specific need surfaces. Recruiters must take on this new mindset. This means listening, sharing, and engaging, all the time, in real time.

“We can’t wait for the best talent to come to us,” notes Heather Polivka, the senior director of global employer branding and marketing at UnitedHealth Group. “We have to engage with them the way they live and breathe. People are consumers every day, so consumer marketing best practices need to be leveraged.”

Mark Stoeber, the COO of Monster Worldwide, the parent company of Monster, adds:



“We’ve turned our gaze to the changing nature of hiring—getting hired or finding the right hire—in today’s socially-driven environment. Never before has so much emphasis needed to be placed on personal engagement.”

As the first generation in the workforce to have used the Internet since childhood, Millennials especially expect that recruiters will find them, and that they will be surrounded by personalized content that will drive them to their next job.

Smart organizations are tapping into the marketing practice of building out a customer journey for their recruiting efforts (see *Figures 1A and 1B*). As you can see, the resulting Dynamic Candidate Journey is much more detailed than the three steps of “hire, train, retain” traditionally used by HR. It takes into account all aspects of candidates’ relationships with the company, moving from being a candidate to being an employee and eventually, into becoming an alumnus.

FIGURE 1A: MAPPING THE DYNAMIC CANDIDATE JOURNEY

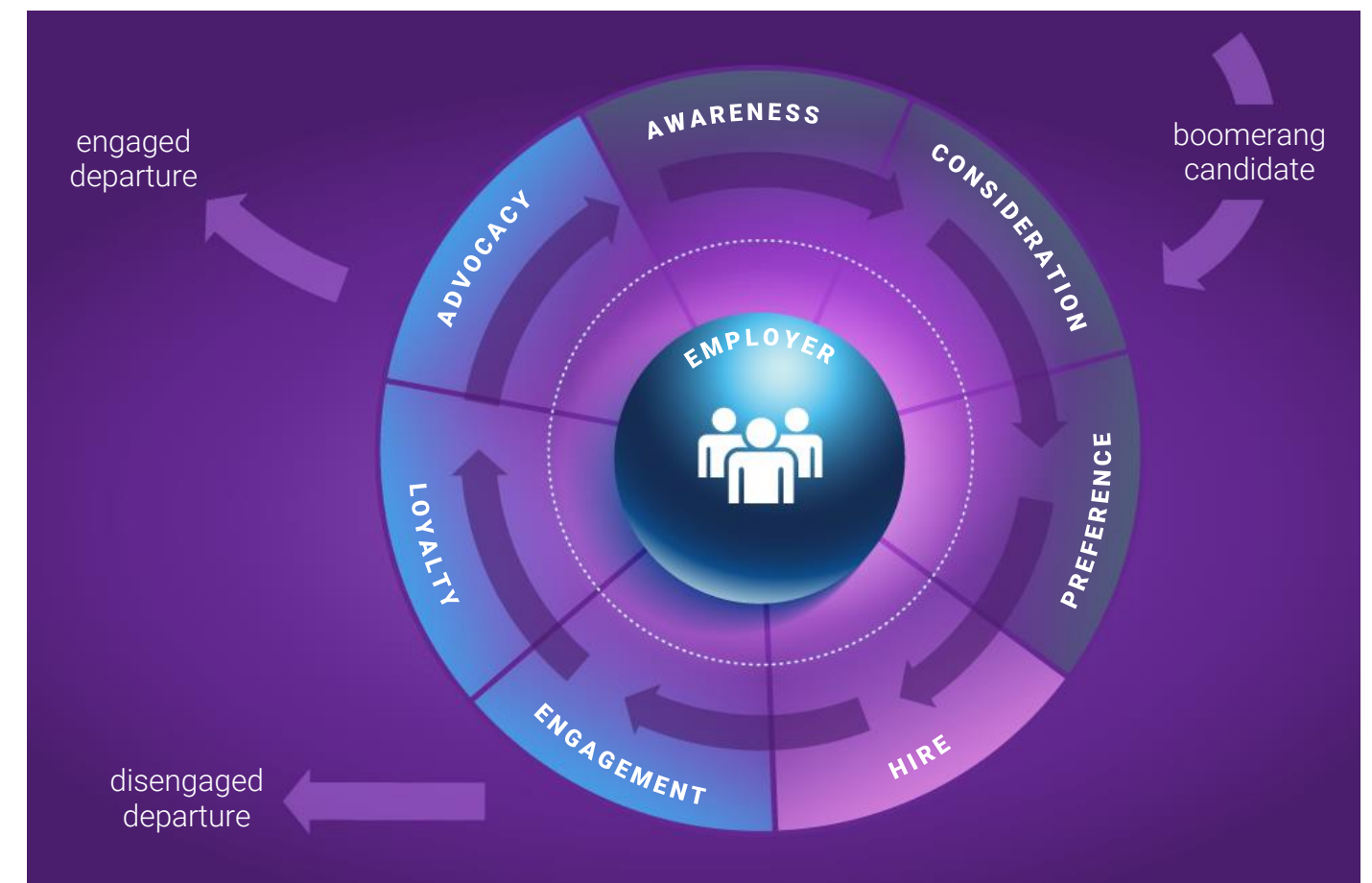


FIGURE 1B: STAGES OF THE DYNAMIC CANDIDATE JOURNEY

STAGE OF JOURNEY	DESCRIPTION
CANDIDATE JOURNEY	
AWARENESS	Candidate becomes aware of a company or specific job opportunities, primarily through corporate or social marketing, but also through employees and alumni.
CONSIDERATION	Candidate researches what positions/companies are available, develops a preference for a few companies, and starts to engage with them; or, a candidate is willing to hear about opportunities from a specific company.
APPLY	Candidate decides to start the process for a specific position.
HIRE/NOT HIRED	Candidate transitions to full-time or part-time position, or is not hired.
EMPLOYEE JOURNEY	
ENGAGED	Employee determines within the first few days/weeks if the position is a good fit or not.
LOYALTY	Employee either has a good experience, which leads to loyalty, or begins to develop the resistance that leads to exit.
ADVOCACY	Employee's belief in the company's mission results in advocacy to friends/family, who are both candidates and customers.
ALUMNI JOURNEY	
POTENTIAL DETRACTORS	Alumni may become detractors either because they were not hired or because they did not become/stay engaged employees.

2 Create Personas to Understand Unique Needs

Personas are fictional representations of candidate segments, ideally based on real data and research. The goal is to get in the shoes of the person you are trying to serve—to deeply understand what drives the different types of outcomes each persona wants to achieve. “I’m trying to understand your situation, and how Kforce can provide you with value,” says Cathey. Developing personas is best done with research—ideally a mix of interviews, observations, and surveys—to really dig deep into understanding the goals and needs of each candidate segment.

Many organizations go so far as to give their customer personas names, faces, and even profiles and statements. The personas become a crucial strategic and tactical tool because they focus human capital and financial resources on serving the needs of these customers. Personas act as a guide for the development of marketing, communications, content, and even strategy.

Here’s an Example Persona:

Max is 23 years old, looking for his first marketing job while working in his uncle’s auto shop, which allows him the flexibility to come and go for interviews. He uses primarily his phone to look at and apply for jobs. Many of his friends are looking as well, and they Snapchat each other throughout the day with updates on their job search. Max says, “I know I should be spending more time on my job search, but squeezing it in between my job and my life is hard, especially when I barely get a response from most companies. I’m not sure what else I can or should be doing.”



The number of personas you need depends on how many unique audience segments you believe you should be serving. Each persona should be distinct from the others and if used correctly, will raise questions about priorities, resources, and actions for the organization.

At UnitedHealth, a team of 21 people actively uses marketing tools to act as “Talent Community Managers” (TCMs), engaging with audiences on topics that these audiences care about. Each TCM focuses on a specific persona or target audience, be it a functional group (finance), background (military, diversity, college) or geography. “We use a lot of digital touch points like email, social media, SMS, etc. to engage people who aren’t aware that you hire people like them,” says UnitedHealth’s Polivka said, “Take, for instance, software engineers. Who knew that a health care company would need software engineers?”

At Comcast, Raul Valentin, the VP of talent acquisition, reorganized his department to be more holistically focused on key personas and roles, such as finance, technology, and sales instead of being generalists. “By being more specialized, our recruiters could partner better with both the business and the candidates.” In this way, if a candidate was not the best fit for a specific job in Finance, the recruiter could keep that candidate in mind for other positions. The result: The recruiters were able to invest time and resources in better understanding each of their target personas, giving them the ability to upgrade their own skills and subject matter expertise.

But it’s not enough to just create these personas—you have to also constantly check to make sure they are updated and relevant. UnitedHealth just started developing journey maps in late 2014, but the organization has since been frequently revisiting personas to ensure they are still relevant. **Polivka says:**



***It’s so important to get the foundations right.
If you don’t do the right research, it doesn’t matter
how you distribute it.***

3 Identify Experiences to Engage Candidates

The power of personas comes from identifying and then creating engaging experiences that will engage and move these potential candidates to take action. For example, a Twitter stream filled with only job postings is not going to be an engaging experience for most candidates. To capture a candidate’s attention, a modern recruiter has to provide value beyond jobs, in the form of insights into the company culture, the purpose and mission of the business, or sneak peeks into aspirational positions. The jobs themselves should be the minority of content being shared with candidates.

Looking for gaps in the journey for specific personas is a great starting point to identify opportunities to create engaging experiences. At UnitedHealth, Polivka had developed a panoply of digital touchpoints, which should have made it easier for their recruiters to target and engage with software engineers—a key talent pool given the digitization of health care. The problem was that this group of candidates had no idea that a health care company would need software engineers. Polivka realized that she had an awareness gap, and with the team’s deep understanding of the engineering mindset, created videos of employees talking about the products they were creating. “We tapped into the engineers’ desire to have an impact,” Polivka recalls. “At UnitedHealth, they weren’t going to have to guess if the product was going to go to market. They knew that their work would be impacting 80 million people.” It was this deep understanding of the journey and personas that allowed UnitedHealth to create an engaging experience.

When Valentin started at Comcast a few years ago, he realized that video was a key way that his targeted personas were engaging with companies. Yet, there were hardly any videos on the broadcasting-and-cable company’s career landing page. Today, all of the top jobs posted by Comcast have a two- to three-minute vignette for a “day in the life” of that role. “This gives candidates a glimpse, to learn more about our people, and as a result, our culture,” explains Valentin. “We are also letting people self-select out, and validate for themselves that this is the right company for them.” But Valentin doesn’t just hope that the video engages—he knows that it does, thanks to data. He knows that people who look at the video are seven times more likely to apply for the job.

1. DEVELOP THE TALENT BRAND

At Kforce, a top priority was engaging with passive candidates, in hopes of having them consider starting the recruitment process. Their research uncovered a key finding: Recruiters were already contacting these passive candidates frequently, but they never responded. So Kforce used basic persona development to try to answer the question, “Why would I respond to a recruiter when I’m not looking?” In the process of conducting research to develop the personas, Kforce discovered ways to engage these passive candidates: It was not to start with a specific job, but rather a mix of industry, career, and skill improvement content that engaged these passive candidates.

As you get started with building the dynamic employee journey, keep in mind that this takes time. **As Polivka says:**



Don’t try to do this overnight. We started with six people and saw engagement go up along with a marked difference in our reputation.

Each time we extended the team, we knew we had to prove the worth in order to get the funding.



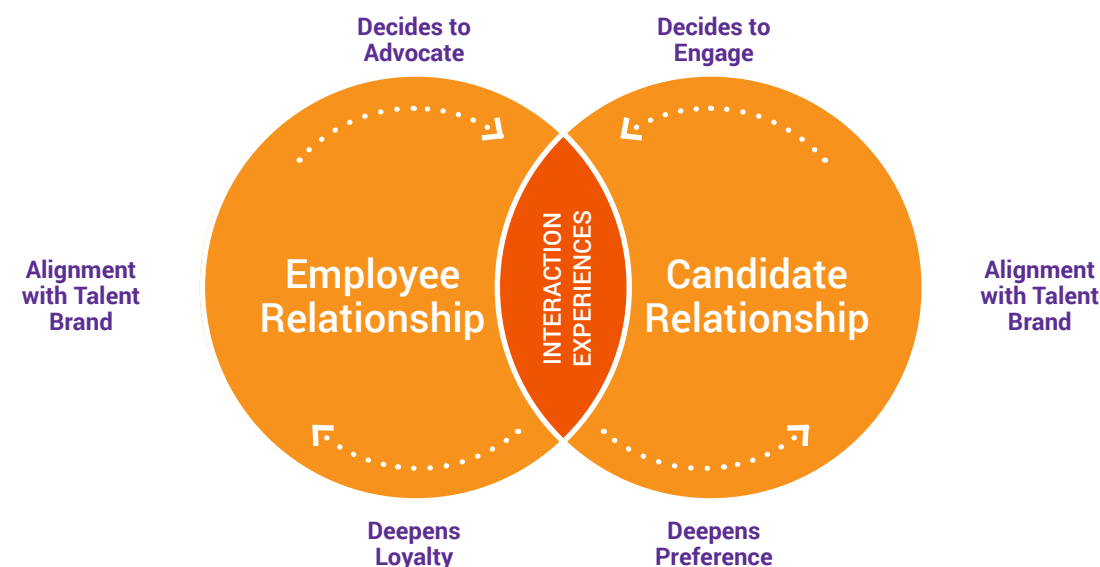
Scale with
Employee
Advocacy

Scale with Employee Advocacy

No matter how many recruiters you hire, they can't compare to the power and scale of having your employees (potentially every single one of them) become extensions of your talent brand. One study found that employees are three times more credible than the CEO when talking about working conditions.ⁱ Altimeter's research found that many organizations are catching on to the power of employee advocacy—45% of organizations surveyed said that developing an employee advocacy program was a top priority for them this year.ⁱⁱ

Note that this isn't just an opportunity for candidates to learn about the company and culture directly through employees. It's also a way for employees to deepen their understanding of and connection with the talent brand (see Figure 2).

**FIGURE 2: INTERACTIONS BETWEEN EMPLOYEES AND CANDIDATES
REINFORCE THE TALENT BRAND**



Unlike the first digital transformation step of taking the best from marketing, scaling employees requires a different approach, something more than a simple call to arms, because at the core, organizations are redefining the relationship between employers and employees. There are three steps that organizations typically take to move into this type of digital transformation.

✓ *Reset Expectations Around Social Engagement*

For a decade, employees have been told explicitly to not be active in digital and social media on behalf of the organization. Say nothing, do nothing. Now that's changing, explains Polivka at UnitedHealth: "We wanted employees to get out and talk about what it's like to do their jobs, the good, bad and ugly. It needs to be authentic and transparent."

Reversing the old embargo around social media may not come easily. Polivka found that she had to convince not only management, but also the employees themselves that people outside the HR department can be effective extensions of the talent brand.

Polivka started small, choosing just four people to start as brand talent advocates. Each person was trained, supported by a team, and had expectations in place around activities such as posting on social channels, blogging, or participating in discussion forums. The program grew to around 25 designated advocates.

✓ *Provide Employees with Training to Grow Their Confidence—and Yours*

The second step is to select and train employees to ensure that they understand the talent brand tenets and develop confidence in their judgment when it comes to sharing and engaging. Who would make the best employee advocates? People who already live and breathe the brand story and culture. It's much easier to teach a natural advocate how to engage digitally, than to get a digital native to be engaged as an employee.

UnitedHealth is just at the beginning stages of its employee advocacy program. The company started with just four recruiters, setting expectations that they blog, engage regularly on social channels, and run a forum discussion at least once a month and a virtual event each quarter. The next phase is expanding to include nurses and nurse practitioners, 25 people in all. Each person will go through a formal training program to access the employee advocacy platform, which pushes through approved, easily shareable content. Polivka adds, "I love our program from a compliance perspective. If we update our guidelines, an advocate's ability to engage stops until they have reviewed the new guidance."

Advocacy also allows employees to share honestly about what it's like to work at a company. One thing that Comcast did was to lessen the burden by informing employees that they need not recruit, but simply tell their stories through digital channels. Valentin recalled, "We simply asked them to post content that makes sense for them to be writing, helping them navigate what they can share, and letting them know that it's OK to share." The response he got: "Oh, I can do that!"

✓ **Create "Double-Duty" Content that Can Be Used to Engage Candidates and Employees**

Employee advocacy is a content hungry beast: It requires that a constant stream of content be delivered to employees who can then share it to spark the conversation and engagement. Content creation can be a burden for a recruitment organization, so recruiters should leverage the content already being developed to engage candidates to also engage and inspire employees. For example, the videos created by Comcast for specific job categories could be repurposed for internal communications. Building relationships with the marketing department of an organization can also help recruiters access a stream of content that's already being created.

At UnitedHealth, the talent brand marketers started posting much of the same content to internal social platforms that was being shared externally with candidates. The goal: to educate and engage employees so they understand options for their own career growth, while laying a foundation for them to share that information with people externally as well. As a result, Polivka's team shifted its attention from being 30% internally focused and 70% externally focused last year to a 60%-40% split now.

Kforce takes a similar approach, using tools like Hootsuite to create content streams based on queries—"digital marketing jobs," for example. This curates a constant stream of content, which recruiters can then read and review. If they see something that's interesting, they can then share it out to their network. **Cathey at Kforce describes the impact, saying:**



You're no longer a clueless technical recruiter. You can post content and ask questions, which is so powerful in social media, because it begs a response. Starting a discussion is so much more powerful than just posting a job.

A large purple graphic on the right side of the page. It features a circular arrow (a thick line forming a circle with a gap) and the text "Build Digital Operational" in white, sans-serif font. The entire graphic is set against a background of fine, diagonal purple lines.

Build Digital Operational Excellence

In Altimeter’s research, 63% of organizations surveyed see changing company culture as the biggest barrier to digital transformation. Most organizations are optimized for efficiency, but digital transformation requires that the organization optimize for agility, with the ability to meet the ever-changing expectations of dynamic candidates. To change and create this new type of digital culture and operations, organizations should ensure excellence in the following four areas: People, Process, Organization, and Tools (see Figure 3).

FIGURE 3: BUILD DIGITAL OPERATIONAL EXCELLENCE IN FOUR AREAS



PEOPLE | Put Digital Rigor into Training and Development

Simply hiring people with digital marketing experience isn’t enough. They also need to have the right functional, technical, learning, and leadership skills to lead and run a digital operation. Valentin at Comcast observed that training is an investment that often goes under the radar, and he takes advantage of the fact that work is done digitally to optimize training. “With usage reports [from our digital platforms], we can understand who is a better user, and also target people who need additional training,” he says.

Just as important is having the right mindset: a willingness to build, experiment, and activate new initiatives in service of the goal of creating exceptional candidate experiences. How can you tell you’ve got the right person? Someone who is obsessed with understanding and serving the needs of your candidates. Given a choice between someone with recruitment marketing expertise versus a change management leadership mindset, always opt for the leadership. That’s because you can train change agents on marketing best practices much more easily than you can train a specialist on how to be agile.

PROCESSES | Enable New Desirable Behaviors

The goal of process is to codify how work gets done—and is especially important when embarking on new initiatives that require new behaviors. While not exhaustive, below are a set of representative processes that an organization should have in place to support the digital transformation of recruiting (see Figure 4).

FIGURE 4: AN EXAMPLE OF A DIGITAL RECRUITING PROCESS

- ✓ Define core digital recruitment candidate engagement.
- ✓ Explain how to get a new vendor or digital channel approved.
- ✓ Give guidance for making a business case (standard process for evaluating new digital recruiting programs’ risks and rewards).
- ✓ Identify how to gain access to restricted social sites at work or from company devices.
- ✓ Identify information security considerations.
- ✓ Explain additional processes for roles (leaders) or industry (regulated).
- ✓ Define escalation processes outside of recruiting, such as customer service inquiries.
- ✓ Define allowable endorsements on social sites like LinkedIn or friending on Facebook.
- ✓ Explain crisis management and escalation, whom to contact in what situations.
- ✓ Define proper and improper employee behavior and advocacy in digital channels.
- ✓ Define content marketing processes (content creation, approval process, retention, editorial calendar process,

As you identify and develop processes, here are a few best practices to keep in mind:

- **DEVELOP PLAYBOOKS.** Playbooks ensure that process steps and expectations are clear—and more importantly, reinforced. For example, one organization detailed employee engagement with candidates on Twitter with a triage process based on green, yellow, and red situations.

- **LEVERAGE EXISTING PROCESSES.** Avoid re-inventing the proverbial wheel by taking and adapting existing processes from the marketing department. For example, best practices around engaging with candidates in social channels can be modified from existing customer engagement playbooks.
- **ENABLE INNOVATION.** Most processes exist to stop bad things from happening. While important, aim to make half of your processes ones that empower and foster creativity and experimentation. For example, one organization encouraged working with small innovative vendors and service providers by streamlining legal contracts like master service agreements and minimizing the number of steps and decision makers that need to say yes to working with them.
- **DEFINE AND MEASURE FOR SUCCESS AND FAILURE.** Be systematic about putting in place performance metrics, and then consistently be pragmatic in assessing success and failure. For example, one firm found that it had a presence on 194 social media channels, of which only 10 of them accounted for 94% of all interactions. Avoid carrying dead weight like this by having a process to identify and stop poor performing assets or unnecessary processes.

ORGANIZATION | *Scale Decision-Making with Digital*

As you contemplate your recruiting digital transformation, take the time to also consider how governance, the organization, and decision-making will have to evolve. Who are the key departments and executives in the organization that you need to involve, and how will you build trust and cooperation between silos? The rate at which your organization makes decisions determines your level of agility.

A frequent barrier to making digital-related decisions is the need to get different people or parts of the organization to make decisions together. To make sure you have the right structure, here are a few best practices:

- **CLARIFY ROLES AND WHO GETS TO MAKE WHAT DECISIONS.** A high functioning organization is aligned on who makes what decisions, and the roles that different players have in the decision-making process. As new processes emerge with digital engagement, take the time to lay this out, even with a simple RACI matrix.ⁱⁱⁱ
- **ENSURE CROSS-FUNCTIONAL PARTICIPATION.** Given the broad nature of digital transformation, you will inevitably need to work closely with other departments, especially as marketing and employee advocacy initiatives mature.

- At UnitedHealth, Polivka is an active participant in the organization's Brand Council, and is the human capital representative to the Social Business Council. Her goal is to bring a talent lens to every strategic brand discussion, especially in the context of the many acquisitions the organization has undergone. "I make sure that the talent brand is in lock step with any brand migrations, that we aren't getting ahead or behind," Polivka said. "We have great relationships with our marketing counterparts, where we can pick up the phone and ask, 'How should we handle this?' And during busy times, we can cover for each other because we're already in each other's workstream on a day-to-day basis."
- **PLAN TO EVOLVE YOUR ORGANIZATIONAL ROADMAP.** As your digital transformation progresses, the way you organize recruiting and coordinate with others will change. In the beginning, you may want to run programs centrally to establish digital strategy and governance. As digital competency increases within departments, you may want to create greater autonomy and increase participation through a hub-and-spoke model.

TOOLS | *Enable Digital Operations with Data and Automation*

Take note that tools and technology come last in the discussion around digital transformation, not first. As noted at the start of this paper, becoming digital is more a human issue than a technology initiative—the tools need to support the new ways we will engage and work with each other. To that end, keep technology investments focused on two areas that drive digital operational excellence: 1) data about candidates and 2) automation so that you can scale engagement. This will require you to cobble together disparate technology platforms. But you don't need this all overnight. Develop your technology platforms in lock step with your other digital operations initiatives.

• **CANDIDATE DATA: THE FOUNDATION OF DIGITAL TRANSFORMATION**

At the center of the digital transformation is the unified management of candidate data, which gives you the ability to develop and act on deep candidate insights. Many organizations have some type of applicant tracking system (ATS), which is a good starting point. Layer in data from identity platforms like Gigya and Janrain that link to social media profiles on channels like Facebook and Twitter. And then add on behavior and engagement data from platforms like Adobe, HubSpot, Marketo, Oracle, or Salesforce.

Comcast invested in the development of a candidate relationship management platform that went beyond tracking applicants' progress through a hiring process, to capturing all interactions, even using social listening tools to integrate unstructured social data. And early in their digital transformation process, Kforce realized the importance of deep, unified candidate data. Cathey explains, "I know that there is predictive value to information and I want to be the company that can best leverage this data in the war for talent." Kforce takes a "Moneyball" approach, searching through resumes, interview notes, and even social media profiles and behavior data to identify the traits of a good fit or a high performer among those who are already employees. Kforce then looks for those traits in candidates' profiles and behavior data. "You can find information, chats, interview notes, that give you a more complete picture," he says. "I'm looking for patterns to more quickly identify people who are more likely to be the right match."

If you are at the start of your digital transformation process, start small. A simple step is to use social login as your registration tool because it can link profiles across an organization (ATS, customer service, transactions, etc). The goal isn't to build a complete, 360-degree view of the candidate. Instead, identify the key pieces of data that will allow you to create a better candidate experience immediately, given that the people, processes, and organization are evolving as well. Knowledge may be power, but it's useless unless you can act on it.

• **ENGAGEMENT: IMPROVING AND SCALING CANDIDATE EXPERIENCES**

As your digital transformation efforts grow in scope and effectiveness, the volume of engagement will quickly exceed the ability of people—even hundreds of engaged employees—to manage. This is where technology really shines, being able to manage and scale candidate interactions while at the same time also providing more customized engagements.



The key focus here is on automation: When you know just a little bit of information about a candidate, you can customize the next digital touch point through a pre-determined message or content. For example, Comcast starts with a profile of background, skills, and interests gleaned from social login, and then adds to that information from previous visits to the Comcast site. It can then personalize the website experience with content relevant to that person. Valentin at Comcast explained, "My expectation is that you know something about me, given my history of interactions with you. So push the content to me that's going to be relevant."

Comcast hired a user experience designer to redo its careers website to personalize beyond basic geographic location or even roles. For example, Comcast matches the skills on a person's social profile to potential opportunities, similar to how marketers look at Facebook interests to target products and services. **Valentin says:**



"If I know a little bit about your background and behavior history, I should be able to push out content that's relevant."

Thus when a recruiter comes across a profile of someone with a military background, Comcast will send that person content that would be of interest to veterans.


And organizations like Kforce are aiming for the real-time analysis of data, pulling that information from engagements on multiple platforms to understand context. This requires integration of data from identity and content platforms with marketing automation and social media management tools that can optimize engagement.


One key advance is that publishers increasingly make it easier to scale engagement by doing the heavy lifting of integrating data, targeting, and advertising. Facebook's Lookalike Audiences and Monster Social Job Ads on Twitter automate targeting and ad targeting, to find and reach people who aren't likely even looking for a job.


Lastly, it's helpful to have the entire organization on the same platforms, for both recruiting and marketing purposes. At UnitedHealth, the talent brand recruiters are all on the same listening, content, and engagement platforms as their marketing counterparts.


Summary

While there is no magic bullet to digitally transform recruitment, the results of such a shift in thinking are well worth the effort. Companies like Comcast, Kforce, and UnitedHealth are seeing benefits in the following ways:

- 

Greater awareness of the talent brand thanks to digital and social amplification
- 

Increased candidate engagement and satisfaction
- 

More qualified candidates entering the pipeline due to targeted outreach
- 

Better engagement throughout the organization in the recruiting process

To realize these benefits, other recruiters must take cues from these companies: Step out from under the shade of “social recruiting” and dig deep to understand the dynamic employee journey.

If we can harness the power of digital in recruitment, not only will there be a substantial reduction in the friction and cost of recruiting for both organizations and candidates, but also a significant long-term improvement in increased productivity and longer-term engagement and retention of our employees. The hard work of digital transformation is the only way to ensure that you and the employees of your organization connect at

Sources

ⁱ From the Edelman Trust Barometer 2014, “Trust in Employee Engagement”
<http://www.edelman.com/insights/intellectual-property/2014-edelman-trust-barometer/trust-in-business/trust-employee-engagement/>

ⁱⁱ Altimeter report, “The State of Social Business 2015”
<http://www.altimetergroup.com/2015/07/new-research-the-2015-state-of-social-business-priorities-shift-from-scaling-to-integrating/>

ⁱⁱⁱ A “RACI” matrix defines for each decision or action who is “Responsible” (executes the work), “Accountable” (approves or assigns the work), “Consulted” (consulted before decisions are made), and “Informed” (after decisions are made).

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Her latest book is *The Engaged Leader*.

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