

# Talent Acquisition Trends & Best Practices - 2018 *March 7, 2018*





# 2018 Trends





- According to more than <u>4,000 corporate talent acquisition</u>
   <u>leaders</u> across 35 countries, **TALENT** is the **No. 1 priority** for 2018.
- 56% of leaders say hiring volumes will continue to increase in 2018 and that they're focusing on accurately measuring success and quality through: Tenure, Hiring Manager Satisfaction, and Time-to-Fill.





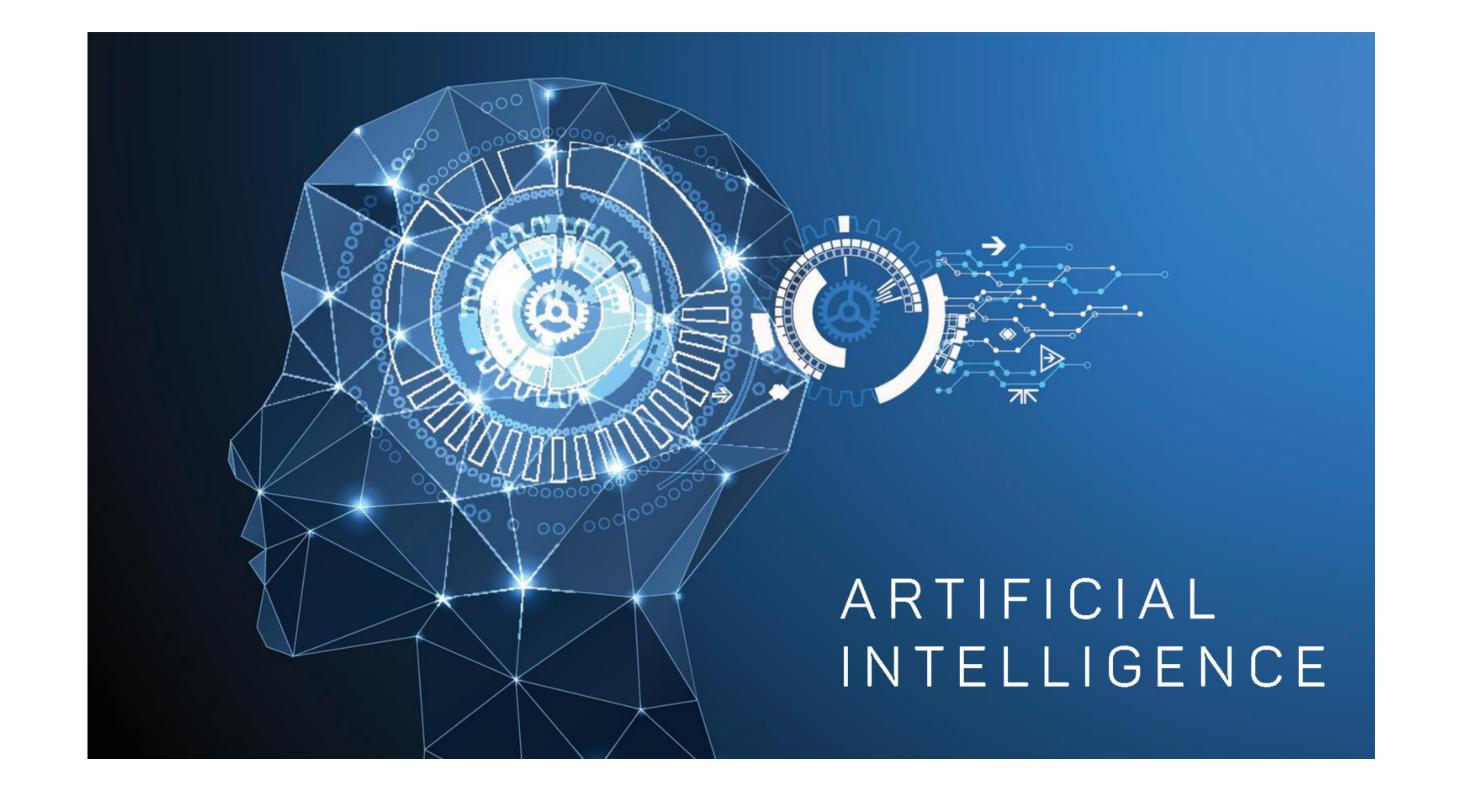
- Talent acquisition is also the 3rd most important challenge companies face; just behind "careers and learning" and "building the organization of the future" each of which pertain specifically to talent acquisition and management.
- 93% of 400+ executives plan to make a design change in their company within the next two years to stay ahead and keep the focus on their workforces. JWT is seeing these changes primarily in the form of Employer Branding/EVP's, Career sites / HR Tech, Social Media and the Candidate Journey & Experience.
- Limited resources available for talent. Organizations are becoming leaner and wiser about where to invest limited resources.





- **Greater dependence on contingent workforces.** The popularity of hiring contingent talent (freelancers, independent contractors, temporary-to-permanent and non-permanent workers) has catapulted, in large part due to economic uncertainty and the need to adapt to major market changes at moment's notice. In fact, **83 percent** of executives report they are increasing contingent workers within their organizations.
- The need and challenge to fill complex, niche positions. Finding the right talent for complex roles has become increasingly competitive. By 2020, according to McKinsey & Company, approximately 20 to 23 million workers in advanced economies will lack the skills employers need.





• Rapidly evolving technology landscape. Technological advances such as artificial intelligence (AI) are leading to a redundancy of highly transactional roles while producing new skills to build these technologies. Of note, also according to McKinsey & Company, at least 30 percent of the activities associated with the majority of occupations could be automated.



# Workforce 2020 Building a strategic workforce for the future.

The on-demand economy is growing. Workers, particularly 18-35 years olds, who will make 50 percent of the workforce by 2020, are expressing an increasing demand for flexible and diversified opportunities. In fact, workers in the "Gig Economy" (i.e., professionals abandoning traditional 9:00-5:00 employment) grew by 28.8 % between 2010 and 2014, gaining 2.1 million more jobs over the course of just four years.





# STRATEGIES IN RESPONSE TO SHIFTS





• Optimize your use of mobile applications. Based on what we're seeing across the talent landscape, by 2020 much of recruiting will be done via mobile. Candidates will continue to increase their use of and rely on mobile applications, career sites, job boards and outreach to uncover what they want in a career, gain insight into a company's employment brand, benefits and culture, and advance their skillsets. Ensure you're not losing candidates or employees by making certain your websites and applications are 100 percent mobile friendly. This isn't a nice to have any longer, it's table stakes.





- Integrate talent management software with HR analytics. This will soon no longer be optional as we head into 2020 and beyond. There are various ways workforce analytics can be leveraged throughout all aspects of talent management. Compared to applicant tracking systems, workforce analytics have more comprehensive and relevant data, keywords and algorithms, and are therefore able to return more relevant results. Within talent management lies talent acquisition, talent nurturing and retention.
- Evolve recruitment strategies to attract the highest performers. Through the combined use of AI, analytics and continuously evolving recruiter skillsets, the strategies organizations use to attract the highest performers will likewise continue evolve.





Create a more efficient and expedited recruitment process. Technology is
revolutionizing what it means to be competitive, and organizations need to find the right
balance. JWT INSIDE believes finding comfort and proficiency specific to AI and process
automation revolves around open dialogue. Organizations can't be fearful. We believe it
comes down to balancing technology and human support in a way that is fluid, candidateand client-specific.



# Case Studies



# **SITUATION**

1,400 open RN positions.

Cleveland Clinic challenged their staff to hire 500 RNs within 60 days.

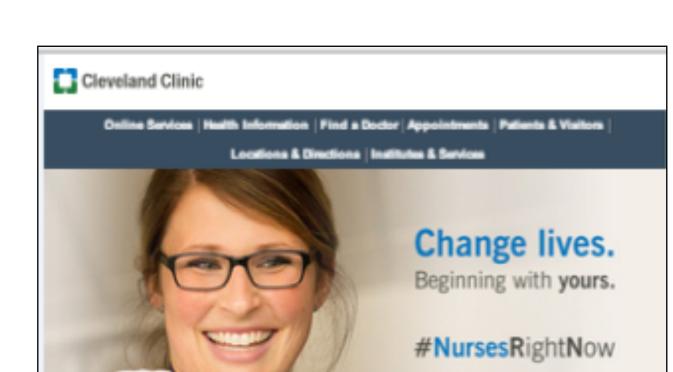
## **OPPORTUNITY**

Our opportunity was to leverage senior leadership's commitment to hiring 500 RNs. We needed to develop a strategic recruitment marketing plan aimed at attracting top nursing talent to Cleveland Clinic and come up with a solution to expedite the hiring process so positions could be filled quickly in order to meet thieir goals.

# Average RN time-to-fill in 2015: Approx. 80 days







### Discover the power of you at our upcoming hiring events

## East Side opportunities:

(Eucld, Hillows), Marymount, Medine, South Pointe) Friday, Aug. 21, 8 a.m. to 6 p.m. Thursday, Sept. 3, 8 a.m. to 6 Executive Calerers at Landerhaven Mayfeld Heights, OH

Apply Now 🕽

### West Side opportunities:

(Fairview, Lakerecod, Luliverari)

LaCentre Conference & Banquet Facility

Apply Now 🕽

Wiselbake, OH

### We want you on our nursing team

If you're a registered nurse with a desire to grow your career and work with some of the best in your field, Cleveland Clinic is the place to be. Discover what it's like To practice in a dynamic setting using the latest Lechnologies to provide compassionals, leading-edge care.

We're excited to be hosting #Yurses/fightNow hiring events in August and September where you can interview directly with our nurse managers.

As Cleveland Clinic expands to meet the needs of our community, we are offering numerous nursing opportunities at our main campus, East Side and West Side hospitals. And we're making the job search and hiring process easy for you!

All you need to do bo

1. Select the location where you would like to work (East Side, West Side or Nain campus)

Main campus and Cleveland Clinic Children's opportunities:

Friday, Sept. 18, 8 a.m. to 6 p.m.

Executive Calverers of Landerhaven

Mayfeld Heights, OH

Apply Now 3

- 2.Find the job opportunity that's right for you and fill out the online application
- 3 Expect a call from one of our Nurse Recruiters for a phone interview.
- 4.For additional information on these events, please call 216.448.0430.

For more information, visit our FAQs.



EAST LOCATIONS

Euclid

Hikmed.

Marymouré.

Medine

South Pointe



WEST LOCATIONS

Faltylew

Lutherieri

Meh cempai

CLEVELAND CLINIC

Cleveland Clinic Children's

#nursesrightnow

123-7 安報

#NursesRightNow

Who's ready to hires some nurses?!! Whoot! Whoot!

#NursesRightNow.....Lisa Linc O'Brien

15 Likes 4 Comments

Accounts Photos Videos More options v Favorited 15 times. Cleveland Clinic ((ClevelandClinic - 3h You're hiredl Smiles and handshakes abound at our 1st of 3 #NursesRightNow hiring events. Welcome to our team!



Marie Wilson Cwalinski August 17 at 10:10pm - ga

Cleveland Clinic ...be part of the best\_right here ...right now. #NursesRightNow



### Nurses Right Now Job Recruitment Events

Our upcoming nurse recruitment events let applicants interview directly with Cleverand Clinic nurse managers for openings at our Northeast Onio facilities. MY CLEVELWIDGLING ORG



Cleveland Clinic @ @ClevelandClinic · 9 Sep 2015 #Nurses, we want you on our team! Learn about our upcoming #NursesRightNow hiring event cle.clinic/NursesRightNow



Cleveland Clinic

#NursesRightNow



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Our 1st of 3 #NursesRightNow hiring events is happening NOWI East Side

Cleveland Clinic MD @CleClinicMD - Sh

opportunities here: cle.clinic/NursesRightNow

Cleveland Clinic MD (()CleClinicMD - Aug 14 Nurses: We want you on our #nursing team! Attend or #NursesRightNow event cle.clinic/NursesRightNow Nurses: We want you on our illnursing team! Attend one of our upcoming



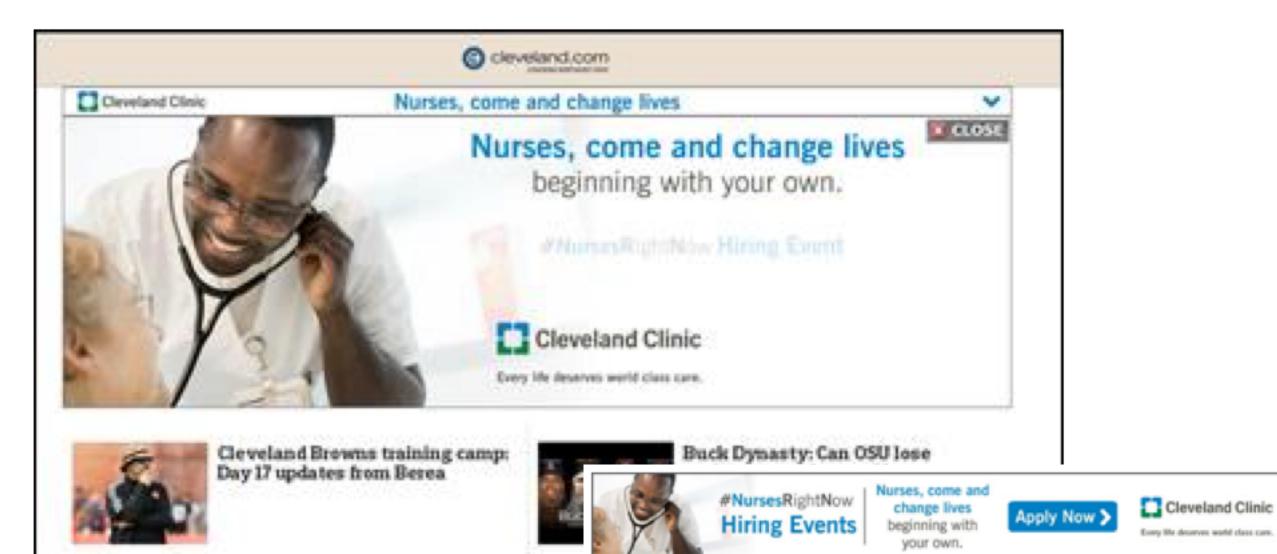
#NursesRightNow



Cleveland Clinic (ClevelandClinic - Sep 4
The best feeling heading into #LaborDay? A
Congrats, Melinda. #NursesRightNow The best feeling heading into #LaborDay? Accomplishment for getting the job!







Afternoon Picks



Dame and harder a thin Describe.

TOP HEADLINES

When does Chio law a residents to shoot son Adam Ferral | Hortrant Chie L

Man shot, killed in rob Tri-C in Cleveland

Property manager sta resident to death in C



CRAIN'S CLEVELAND BUSINESS



CHAIN'S CLEVELAND BUSINESS

University Hospitals to assume sole ownership of St. John Medical Center in Westlake 00

UH has co-owned the 204-bed, full-service Catholic hospital with the Sisters of Charity Health System since 1999. Financial terms of the deal were not disclosed, but the agreement is expected to be finalized within 60 days, pending regulatory approval.



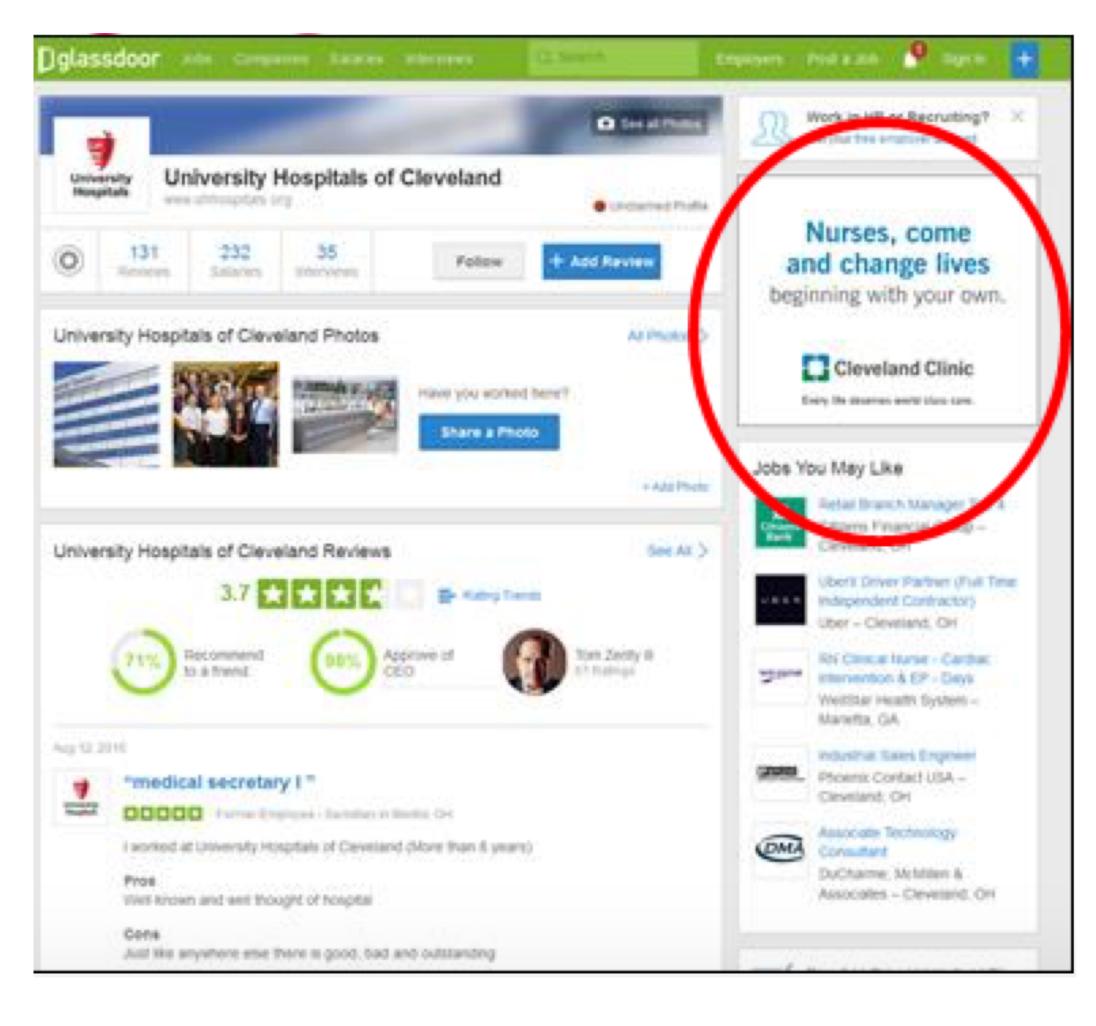
SIMIN'S CLEVELAND BUSINE

Cleveland Clinic to take on full ownership of Akron General Health System

Last year, the regional health care glant purchased a minority stake in Akron General — a deal that infused \$100 million into the Summit County-based hospital system that now boasts operating revenue of close to \$700 million. The Clinic could exercise the option to take on full ownership at any point during the six-year affiliation agreement.

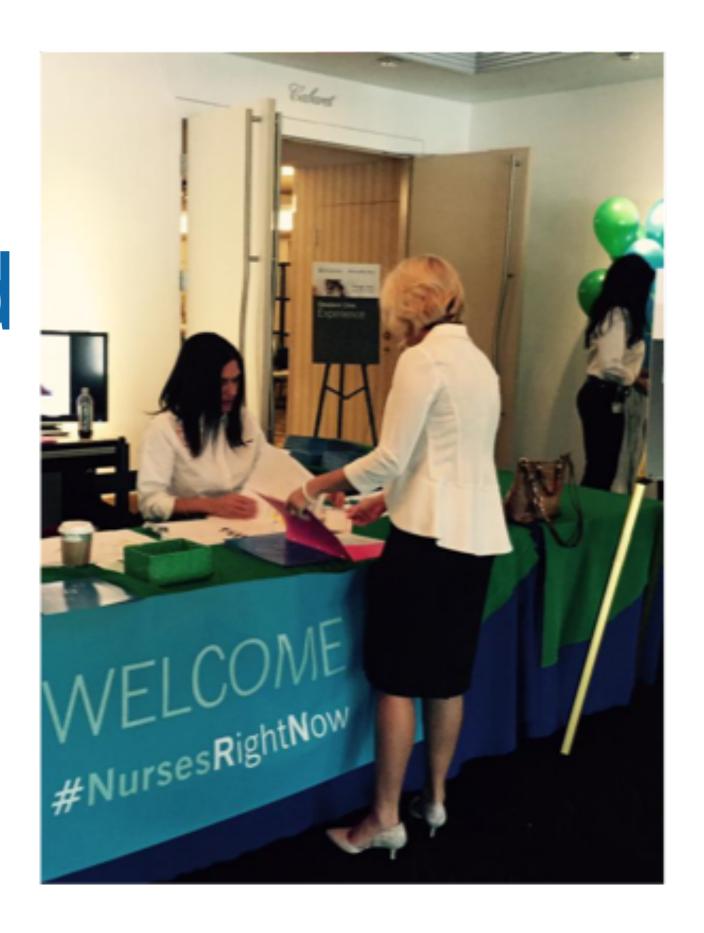
MODERN HEALTHCARE

Cleveland Clinic continues to improve financials with cost-cutting initiatives

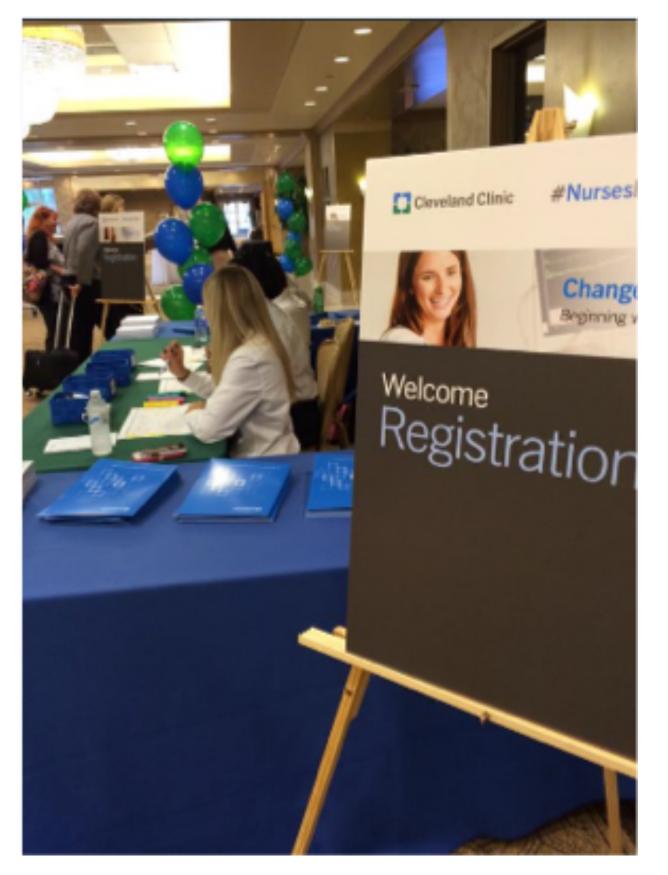




# Expedited Hiring Process









# Metrics of Success Over 10,000 visits to landing page 200 interviews and 100 offers at first event Over 600 hires by end of initiative

Surpassed goal of hiring 500 RNs

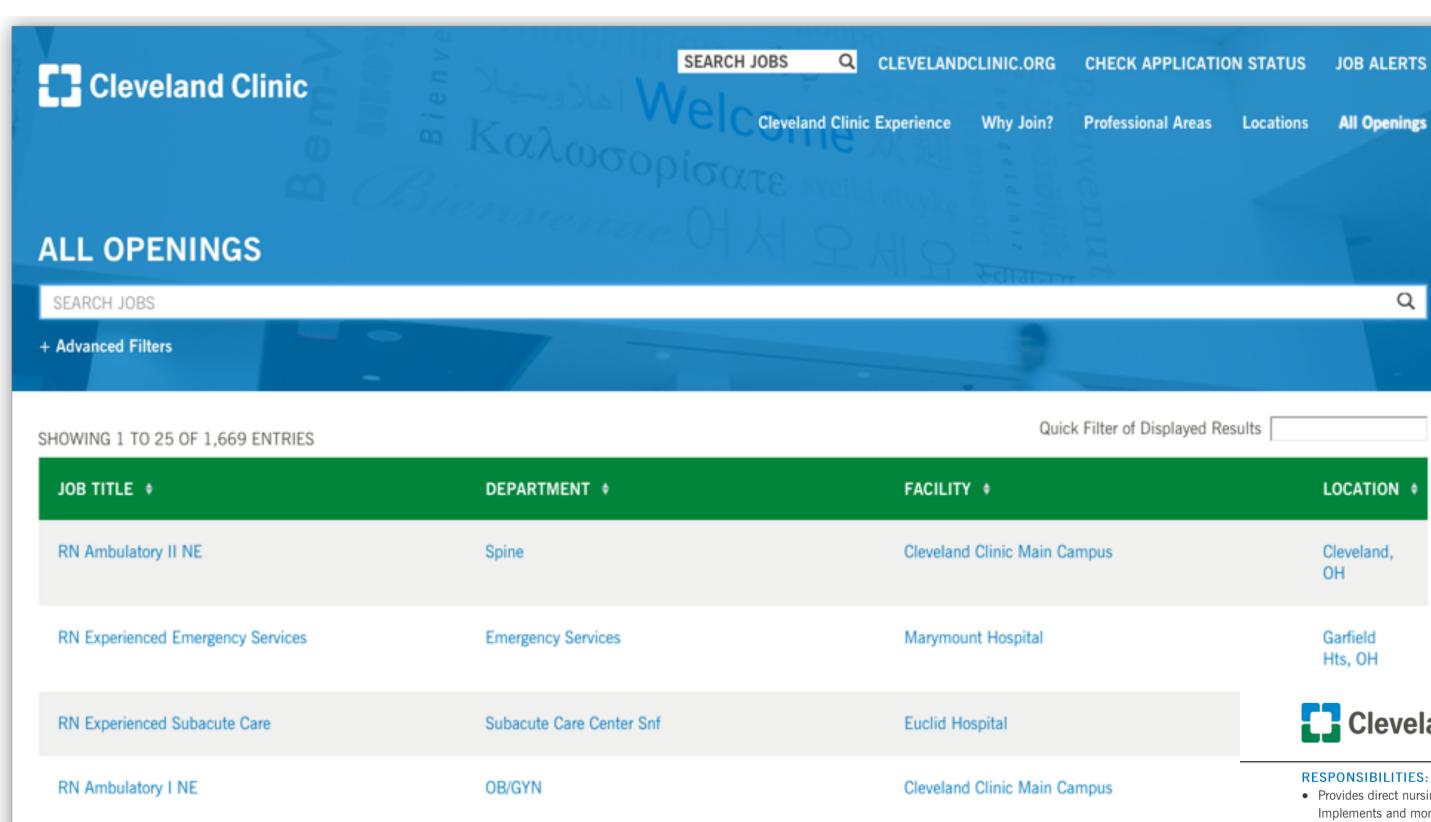


# SITUATION

Cleveland Clinic is setting the global standard for transforming healthcare. With continued expansion across North America and overseas, Cleveland Clinic needed to extend the special attention paid to the patient experience to those searching and applying for positions at locations worldwide.

## **OPPORTUNITY**

Our opportunity was to build a career site that took into account the motivators, aspirations, needs and even hesitations of all potential caregivers regardless of geography or discipline. We needed a single destination that reflects Cleveland Clinic's global footprint, reinforces their unique culture and inspires the right candidates to join.



Surgery - Pediatric

Pediatrics-Pulmonology

N/A

Pediatric Surgeon

Care Coordinator NE

2846

Physician Assistant - Main Campus Internal Medicine

# An Easy & Intuitive Job Search With Customized Advanced Search Features



**SEARCH JOBS** 

CLEVELANDCLINIC.ORG

CHECK APPLICATION STATUS

**Cleveland Clinic Experience** 

Why Join? Professional Areas Locations

Children's Hospital Rehabilitation Center

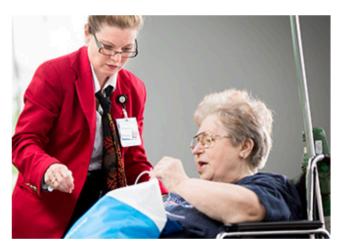
Cleveland Clinic Main Campus

Cleveland Clinic Main Campus

- Provides direct nursing care in accordance with established policies, procedures and protocols of the healthcare organization. Implements and monitors patient care plans.
- Monitors, records and communicates patient condition as appropriate.
- Monitors and documents patient's condition and effectiveness and timeliness of care and/or interventions.
- Evaluates, updates and revises plan of care to facilitate achievement of planned and expected outcomes.
- Serves as a primary coordinator of all disciplines for well-coordinated patient care.
- Administers prescribed medications and treatments in accordance with approved nursing protocol.
- Notes and carries out physician and nursing orders.
- Assesses and coordinates patient's discharge planning needs with members of the healthcare team.
- Assesses educational needs of the patient and significant others considering cultural issues and other special concerns.
- Provides teaching and educational material as appropriate.
- Validates and documents patient and family understanding of teaching.
- Maintains professional growth and development through ongoing formal and informal education and clinical nursing study.
- Other duties as assigned.

### EDUCATION:

• Graduate from an accredited school of professional nursing. BSN preferred.

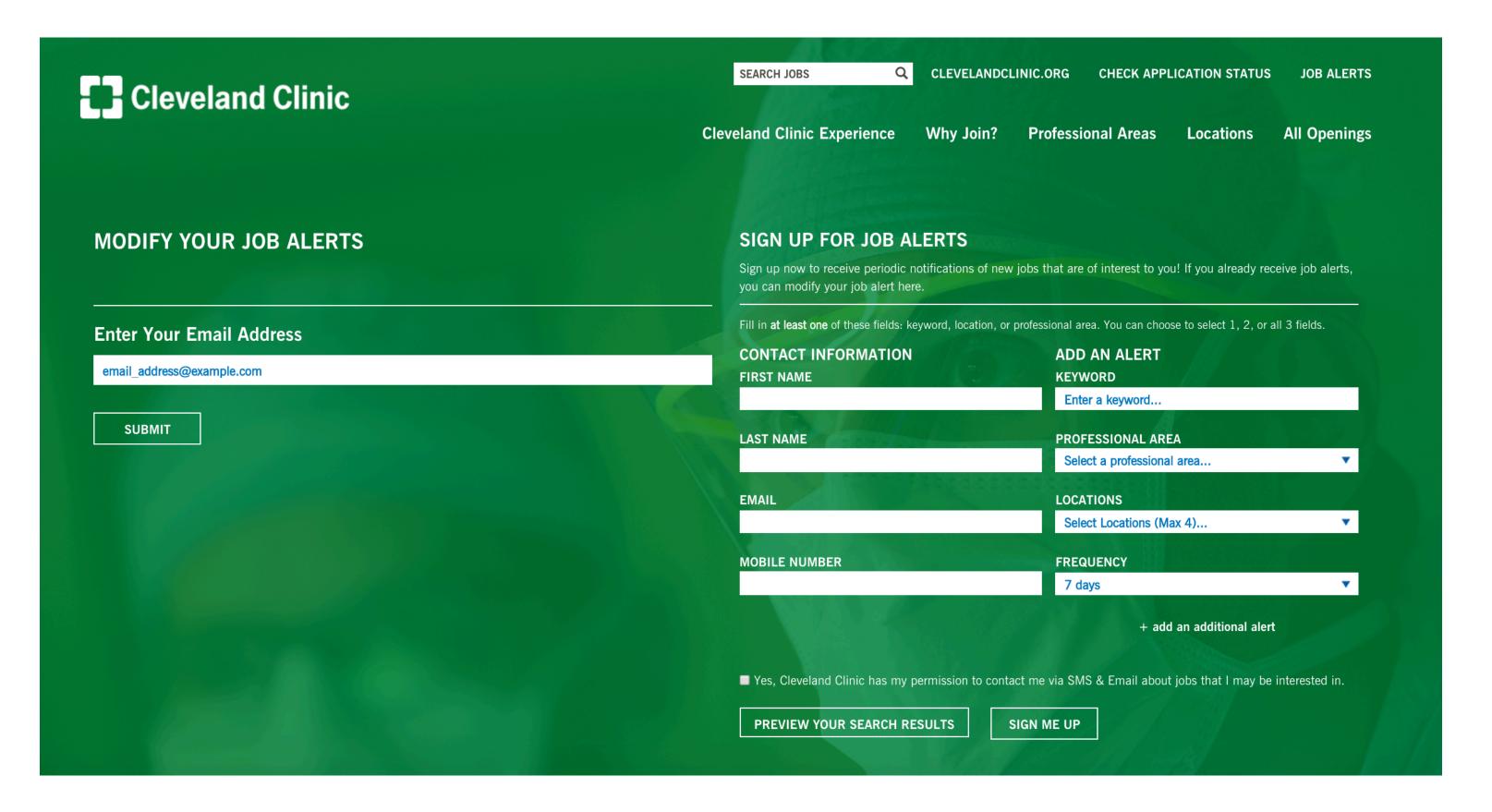


**NEED HELP? READ OUR FAQS** 

**VIEW FAQS** 



# Automated Job Alerts Drive 25% of Career Site Traffic



## New jobs at Cleveland Clinic



### Cleveland Clinic Careers Job Alerts

Thursday, November 24, 2016 at 7:31 PM

To: O Megan Osdoby



### This Job Agent searched for:

- Keywords: ---
- Location(s): USA Ohio
- Professional Areas: Allied Health/Clinical Professional
- Frequency: Every 7 days

(If you don't have a value set for one of the above fields, --- is shown instead.)

The following jobs matched your search agent at Cleveland Clinic and can be found at jobs.clevelandclinic.org (click any job title to view the job)

- Physical Therapist PRN-Main Campus
- Case Management Social Worker PRN
- Clinical Speech Pathologist PRN
- Certified Ophthalmic Technician
- MRI Technologist
- Occupational Therapist PRN Lutheran Hospital
- Registered Dietitian
- Radiology Technologist Surgery- PRN- Fairview Hospital
- MRI Technologist- PRN-Hillcrest
- Donor Procurement Coordinator
- Behav HIth Inpt Social Worker
- Behavioral Health Inpatient Social Worker
- MRI Technologist
- RRT PRN Float
- Diagnostic Medical Sonographer
- Case Management Social Worker NE
- Nuclear Medicine Technologist I
- Referral Coordinator Social Worker
- CT Technologist
- MRI Technologist

Remember to forward these jobs to any of your friends who might have interest in any of these positions.



Getting these notifications too often?

On our job alerts page, you can modify frequency, search terms, add agents, discontinue agents.

- Click here to modify your job alerts



will be moments of uncertainty, we strive to perform at our best every day and bring each patient new levels of comfort, empathy and expertise while

they're under our care.



More than 6 million patients come to us for care every year — that's more than 10 patients every minute of every day.

ING HAPPEN

challenging situations is essential for the best possible patient experience. They need to continually assess, sionate care. Our reputation for nursing excellence is rooted in understanding these challenges and our investing in our team.

Q CLEVELANDCLINIC.ORG CHECK APPLICATION STATUS

Cleveland Clinic Experience Why Join? Professional Areas Locations All Openings

Simplified & Streamlined Experience with Fewer Clicks to Content and Modern Approach to UX





# A Mobile-First Approach

Nearly 15% increase in mobile traffic post-launch





Cleveland Clinic

CLEVELANDCLINIC.ORG

CHECK APPLICATION STATUS

Cleveland Clinic Experience

Professional Areas Locatio

### ADVANCING COLLABORATION, INNOVATION AND EDUCATION

Our culture is built around working together to provide the best possible care to our patients. That's why everyone who works at Cleveland Clinic is a caregiver because no matter how big or sm our operation as a healthcare leader relates back to the patient and their experience.



### CLEVELAND CLINIC CULTURE

Creating a healthier world means emphasizing new efficiencies to improve patient care. Our focus is on providing each member of our team with the space to grow, thrive and strive to be the best in their field and in any position and level. We provide a wealth of resources and empower our caregivers to work toward shaping the future of healthcare every day.



**HIGHEST STANDARDS** 





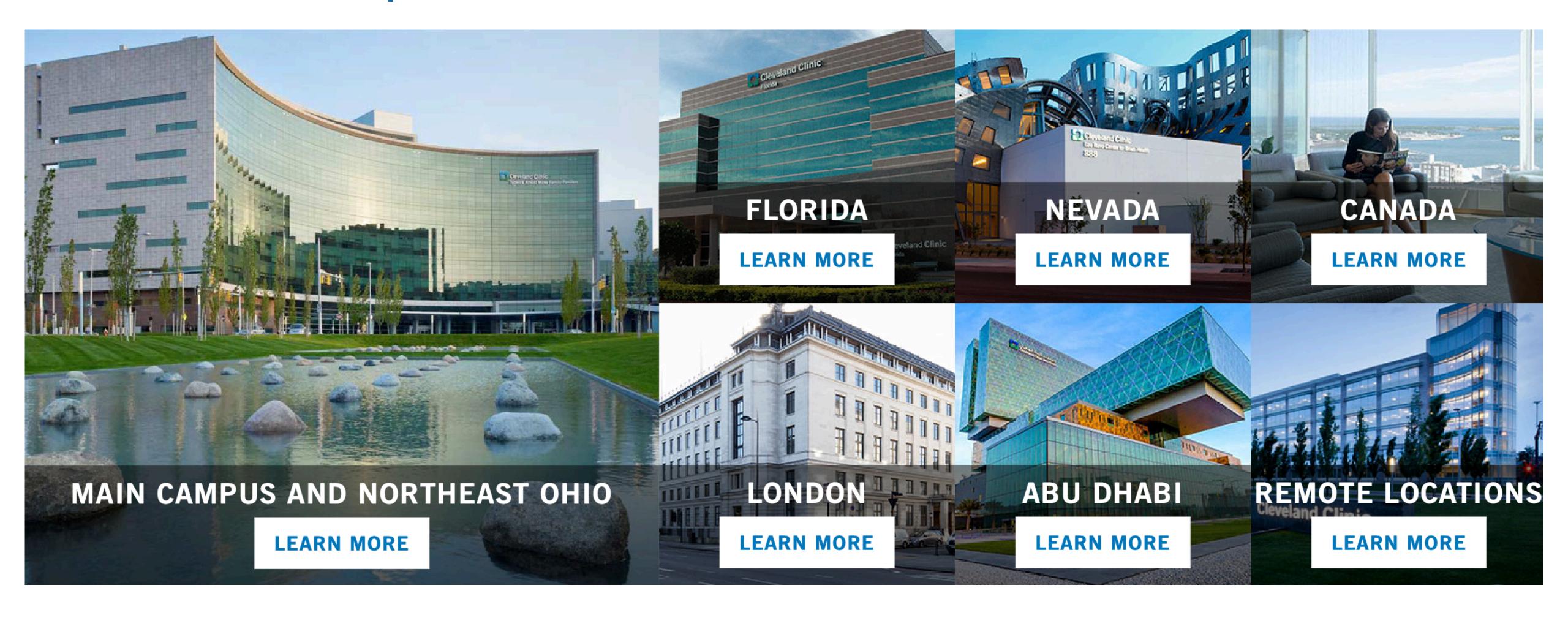
**BEST PRACTICES** 

**CULTURE OF EXCELLENCE** 

# Custom Content to Inspire 'Right Fit' vs. 'Every Fit'



# Global Perspective to Elevate Cleveland Clinic's Mission







# ANN INC.

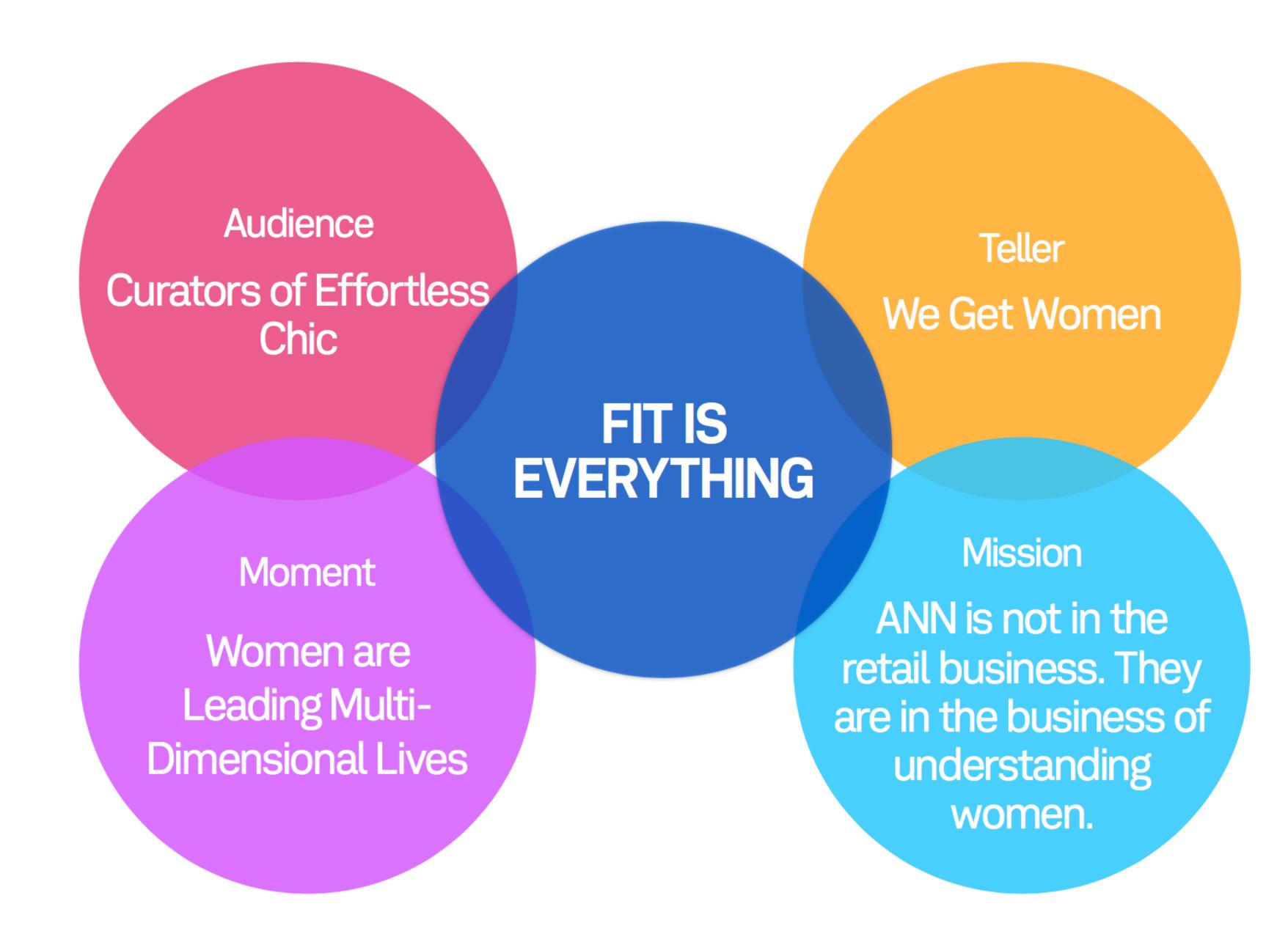
# Challenge

ANN Inc. had no trouble with quantity, but the quality of candidates applying to jobs indicated a lack of differentiation and led to the high turnover common in the retail industry. They needed a unique value proposition that told their story and appealed to the right candidates — those who recognized ANN's legacy of accessible fashion but had a clear sense of purpose to take the company beyond retail.

# Opportunity

To transform ANN Inc. from retail brand to purpose-driven fashion powerhouse, giving it a hint of luxury while retaining its approachability. ANN is a brand built uniquely *for* women, and the people who were going to be successful had to *understand* the modern woman, their lifestyles, and their aspirations. Help ANN Inc. stand out in the industry by understanding how the brand fit with women and using that knowledge to help them live their best selves.

# ANNINC.'s INSIDE Story...



The modern woman needs us. She has it all, but it's easy to lose sight of her self as she keeps it all together.

We're more than trendsetters and stylists. We are believers in the timeless beauty of a boldly confident, strongly supported woman.

We applaud her style, her choices, her instincts. We recognize her potential. We mirror her versatility.

And we find deep fulfillment in supplying the defining finishing touch.

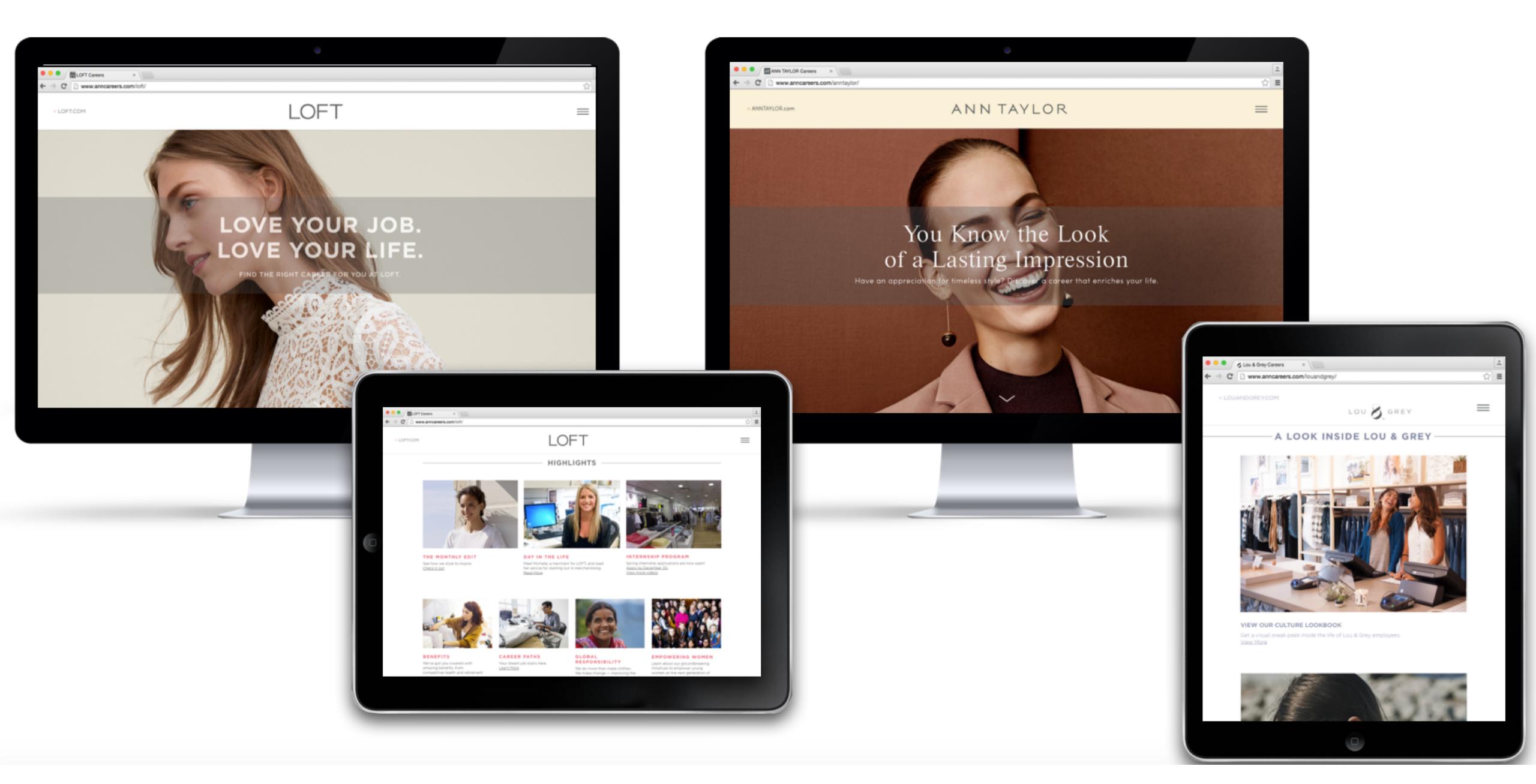
We put it all together. We make it fit.

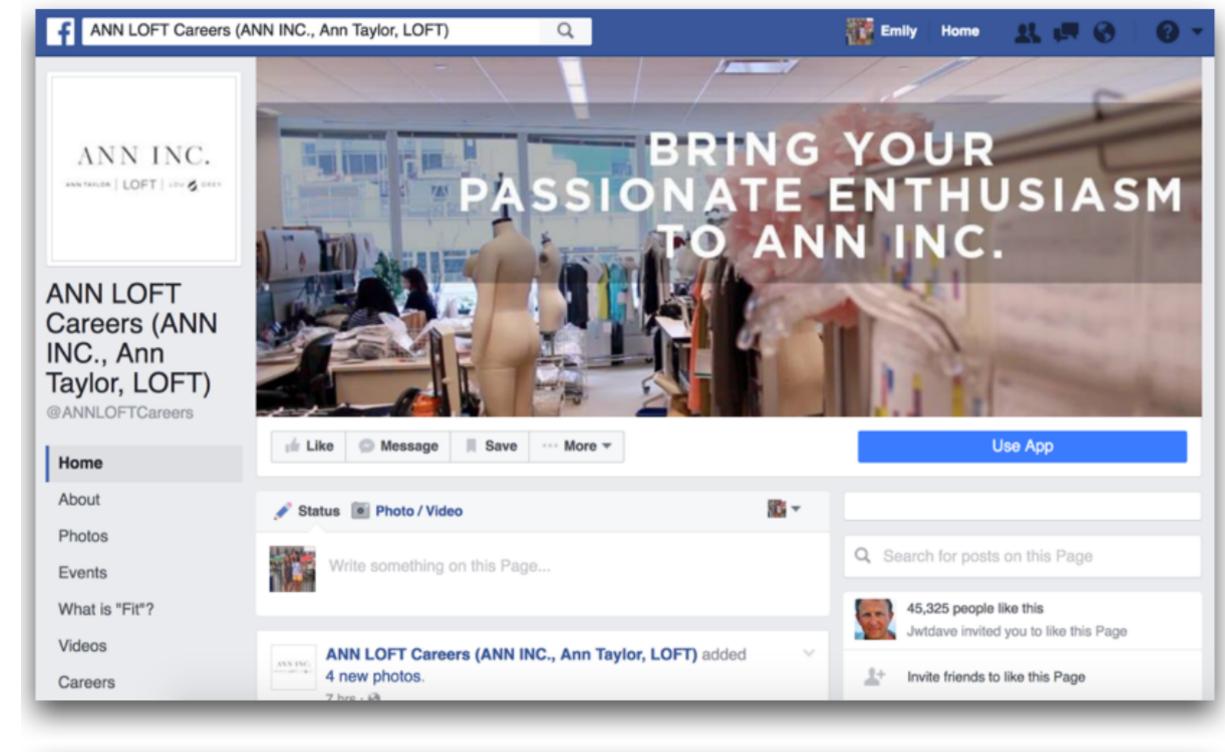
Fit happens when you look and feel exactly like who you are: a true original. We covet those rare individuals who can deliver that feeling.

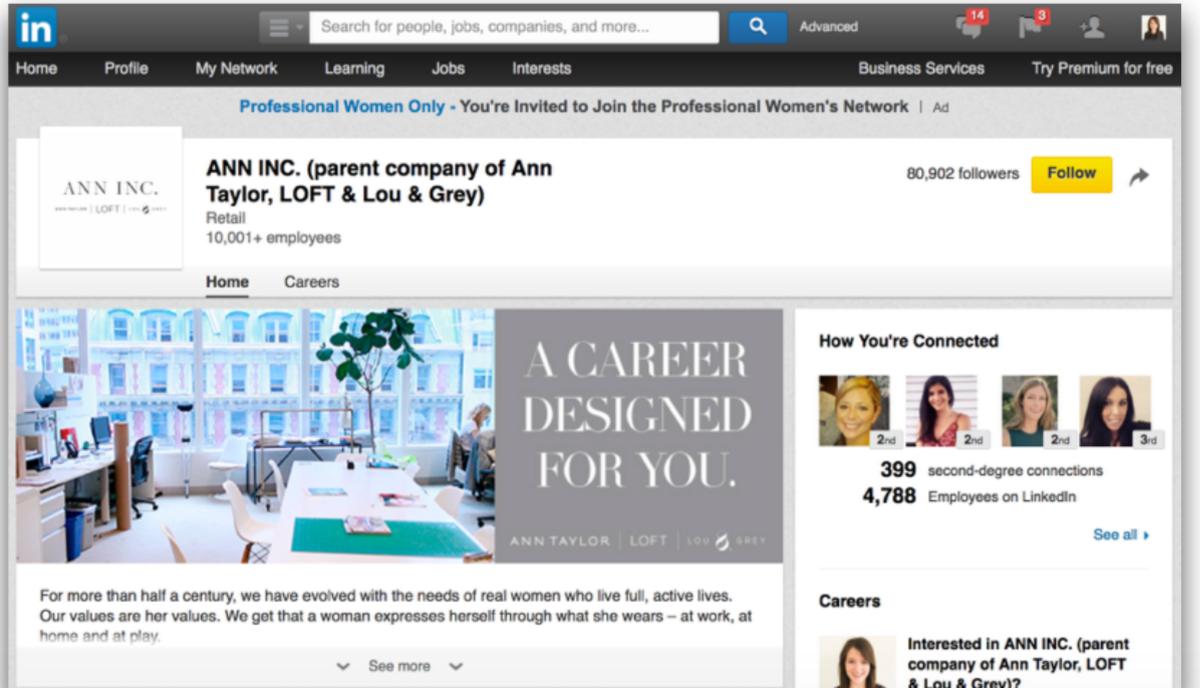
Fit is so much more than clothing. It's that ability to walk in free-flowing, ever-moving confidence – in yourself, your work, your future. It's the uniquely crafted experience you deliver to clients, and the inspiring career you deserve.

Fit is effortless. It is embracing, all-encompassing, and therefore quite simple. Fit is everything.

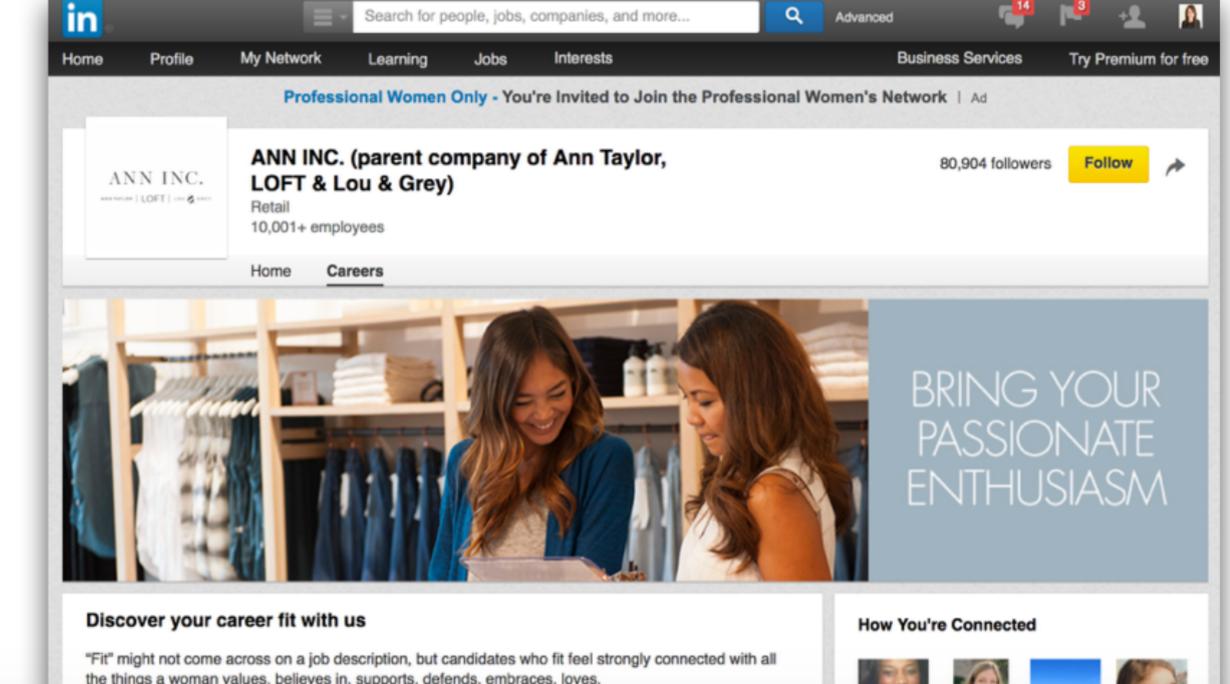
# Brand-Specific Landing Pages



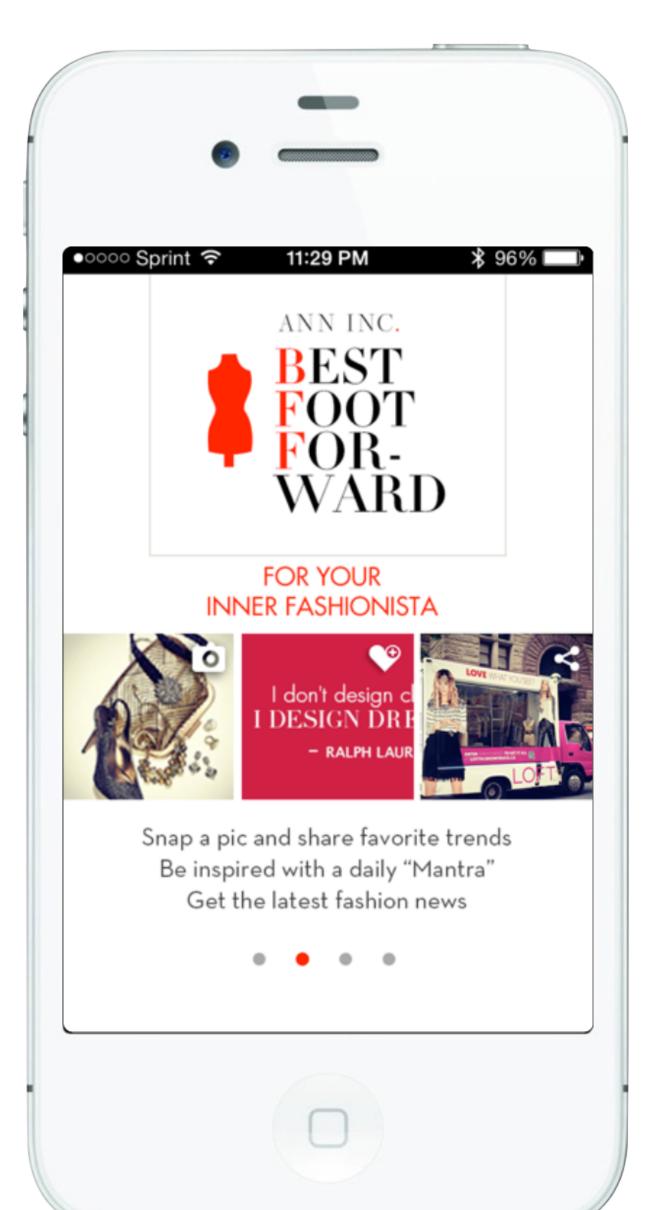


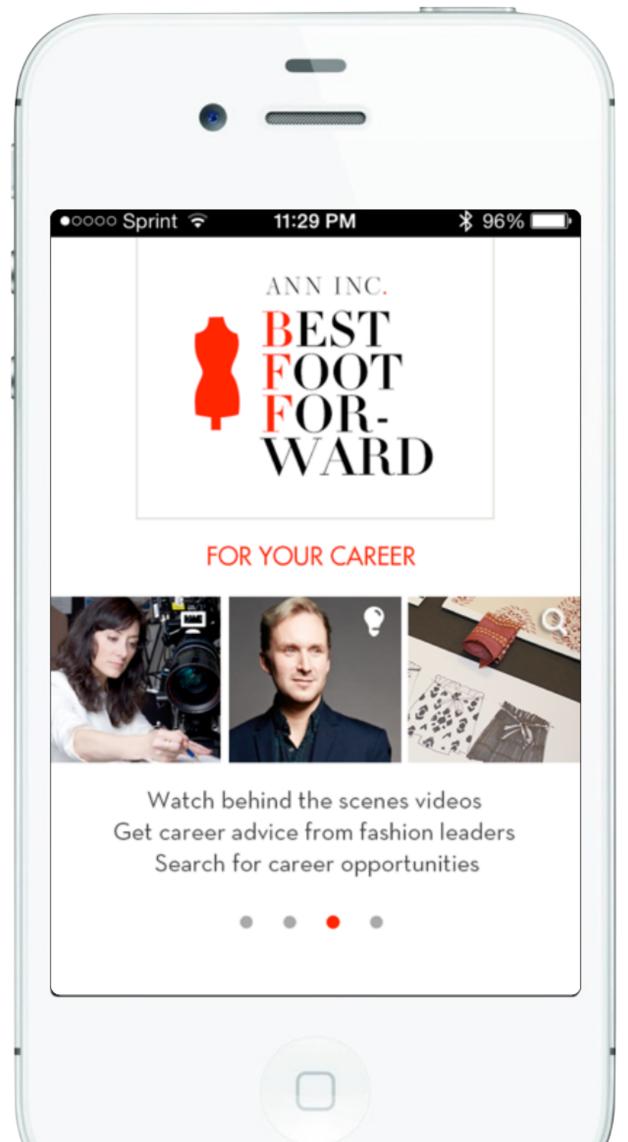


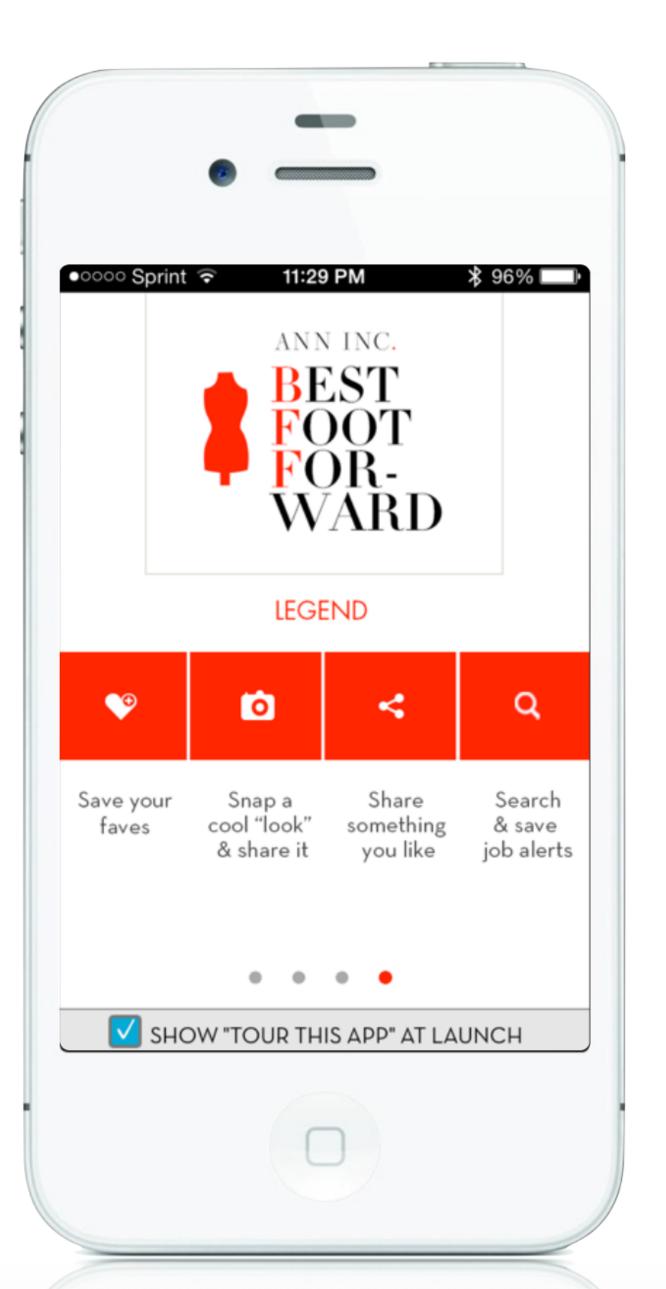














# AWARENESS

We could be best friends.

We just haven't met yet.



# PARTICIPATION



This feels like the right fit for me.

Let me tell the world.



**EVP & Creative** Expression Threaded concepts of values & culture throughout campaign.

Careers Site Responsively designed for mobile, tablet, web.

Recruiter Toolkit Print ads, banners, interview room posters, email blasts.



Careers Site Job opportunities via mobile GPS-location.

Social Media Scavenger hunt via internal communications.

BFF app Brand awareness through learning & love of fashion.



BFF app Your voice heard. Sharing of ideas, influencing content, share & rate this app.

BFF app BFF app Share personal vision ANN recognizes it about Fashion Trends Associates as industry Leaders. as an ANN INC Trendspotter. Comment, ask Upload, comment. a question.



Facebook Content strategy to content creation.

YouTube Branded channel

Pinterest & Instagram Branded pages



YouTube Facebook Like, share, upload, 'Great Fit' & 'Behind the Scenes' videos. & comment Share, rank, comment.

Twitter Share jobs, ask questions.



Facebook 'Let's get to know each other' series. Career advice. Conversations with HR. Share, rank, comment.

YouTube Associate 'Word of Advice' & team appreciation videos.

Testimonials Town Hall, Associate quotes, comments, word-of-mouth, referrals, Associate & new hire point-of-views.



# J. Walter Thompson Inside

# **OUR MISSION**

We create Pioneering Solutions in employer branding, internal communications and recruitment advertising for the world's leading companies.



# What We Do

# PROBLEMS WE SOLVE

Candidate Experience

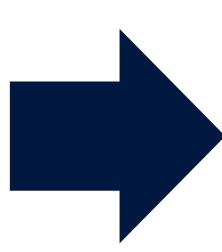
Employee Engagement

Change Management

Diversity & Inclusion

Digital, Social, Mobile Innovation

Technology Product Integration



# **EXPERTISE WE OFFER**

Employer Branding & Storytelling

Internal Communications

**Culture Transformation** 

Recruitment Marketing Campaigns

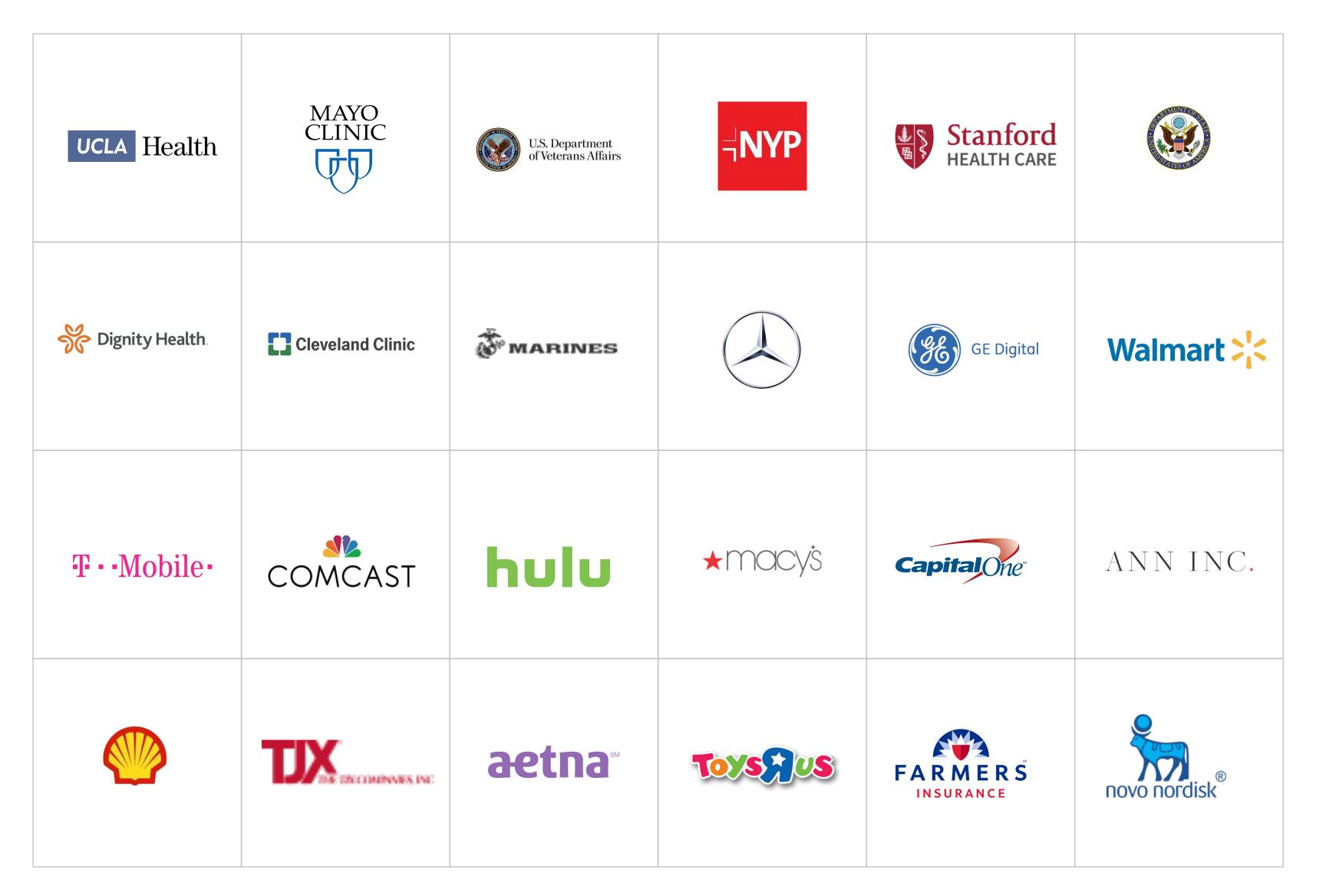
Social Media Strategy

Activation & Channel Planning



# Who We Do it For

We've helped to craft memorable employer brands, powered by best-in-class creative campaigns and digital experiences for a variety of leading global organizations.





# Thank You For Your Time

Regina Cross Relationship Director

Regina.cross@jwt.com

(682)888-3519

