The Science of Talent Attraction

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We all know it's not really magic, right?

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Moneyball & Recruiting

- Based on a true story of the Oakland A's (Athletics) – 2002 season

- Despite opposition from the old guard, the media, fans and their own field manager, Beane develops a roster of misfits…and along the way, forever changes the way the game is played.

Beane accomplished the unthinkable; *he gets the A's to the playoffs and while it costs the New York Yankees 126 million to get their 103 wins (tied for best in the league with the A's), he gets the same amount of wins with only a 40 million dollar payroll.*

Source: https://www.shrmsk.com/blog/cup-of-joe/moneyball/

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Moneyball – Why you should care

(Hint: it's not about baseball.)

What it's actually about:

- challenging the status quo (old thinking vs. new)

- industry politics vs. innovation

- old school mentality of hanging on to failing models - even when the model is clearly broken, ineffective and no longer relevant.

- In addition, there's a direct angle around applying analytics to recruiting, looking across the depth of the team and understanding how all of the pieces come together to ensure the best outcome.

Moneyball – what's the problem?

It goes something like this:

When the GM (Brad Pitt) locks horns with the leaders over how to do more with less, how to break the cycle of mediocrity and how to get results again – it's pure brilliance.

It's also spot on because most of us have been in this same meeting hundreds of times!

Billy Beane: *Guys, you're just talking. Talking, "la-la-la-la", like this is business as usual. It's not.*

Grady Fuson: *We're trying to solve the problem here, Billy.*

Billy Beane: *Not like this you're not. You're not even looking at the problem.*

Grady Fuson: *We're very aware of the problem. I mean…*

Billy Beane: *Okay, good. What's the problem?*

Grady Fuson: *Look, Billy, we all understand what the problem is. We have to…*

Billy Beane: *Okay, good. What's the problem?*

Grady Fuson: *The problem is we have to replace three key players in our lineup.*

Billy Beane: *Nope. What's the problem?*

Pittaro: *Same as it's ever been. We've gotta replace these guys with what we have existing.*

Billy Beane: *Nope. What's the problem, Barry?*

Scout Barry: *We need 38 home runs, 120 RBIs and 47 doubles to replace.*

Billy Beane: *Ehh! [imitates buzzer]*

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The science behind problem solving & decision making

- Most people suck at decision-making.

- Most people try to solve for the symptoms of a problem instead of digging deep enough to diagnose a root cause.

- Even when you do ask the right question or form the correct "problem statement" – you ALSO have to understand the variables and environmental factors related to the problem; and then understand how to do true analysis to solve for the problem and/or move the needle.

   <pause to ponder the depths of what I just said>

- P.S. You can always tell the story you want the data to tell, but that doesn't mean it's the right story.

So what does this have to do with the science of Talent Attraction?

What's your business problem in recruiting?

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Typical problem statements in recruiting

We don't have enough applicants to fill our jobs.

We don't have enough of the right, <u>qualified</u> candidates to fill our jobs.

We need to advertise more.

We need to tell a better employer brand story
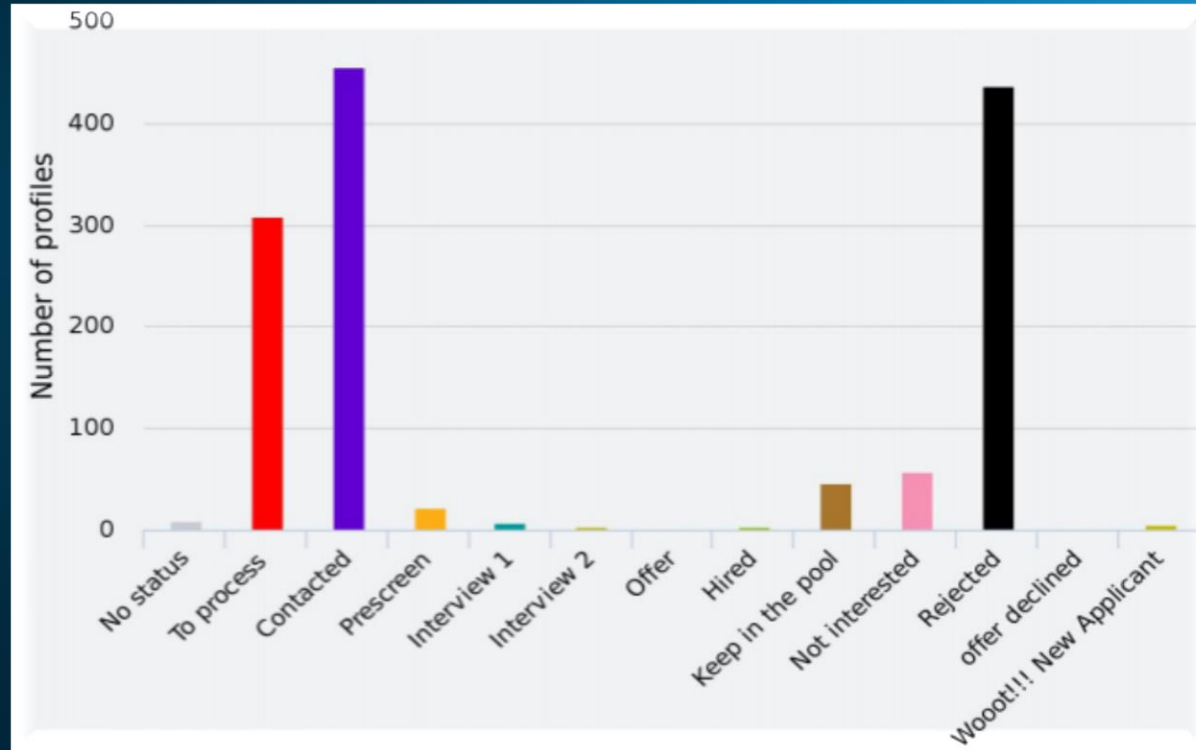
Recruiting sucks!
~ angry Hiring Manager

To quote Billy Beane, "What's the problem?

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The New Applicant Smell...

"What's the problem?"

How do we do that?

- **Post on job boards!**

- **Use an agency or headhunter!**

- **Attend/hold a career fair**

- **Print / Newspaper**

- **Get a new recruiter!**

- **Hiring Managers try to network and fill themselves.**

- **Pray**

We need to find the right talent, fast!

What are some reasons these solutions don't work?

- Jobs don't stay posted long enough to get traction.

- Job <u>titles</u> are often too restrictive or not descriptive to compel someone to take action: ***click.***

- Job <u>postings</u> are too restrictive / not descriptive to compel someone to take action: ***apply.***

- Jobs aren't in front of the right candidates because we're relying on what we've always done.

- The company/reputation/culture doesn't appeal to the job seeker (employer brand)

- Location, pay or benefits (or pay/benefits reputation)

- **There's no easy way to measure the ROI of many of these sources by themselves or to determine what IS and what isn't working.**
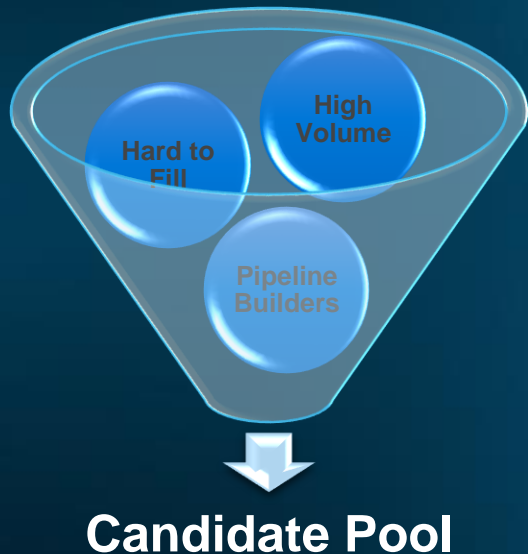
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BUILDING A MEASURABLE STRATEGY

RECRUITMENT MARKETING

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How do we build a measurable strategy?

Goal: Attract, Inform, Convert

High Volume

Hard to Fill

Pipeline Builders

Candidate Pool

Build an 'always on' top-of-funnel media strategy and then focus on your more critical talent segments that require specific strategies.

Your high-volume or key hiring areas should benefit from your "always on" strategy and when done right, should rarely need an increased focus.

BUT - in order to move away from post and pray, you need to understand how to set up your media to work for you in order to track where your talent is coming from and what sources are working effectively.

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Always on: Search Engine Marketing

Search Engine Marketing is a highly targeted and effective means of connecting with potential candidates. It's cost effective way to promote positions at low risk because you only pay when a user clicks on the ad.

A typical investment may look like this:

- Google – key words
- Indeed / Glassdoor sponsored jobs
- Remarketing / Retargeting
- Prospecting (look-alike)
- Display ads
- Programmatic Media that posts across boards and bypasses traditional contracts
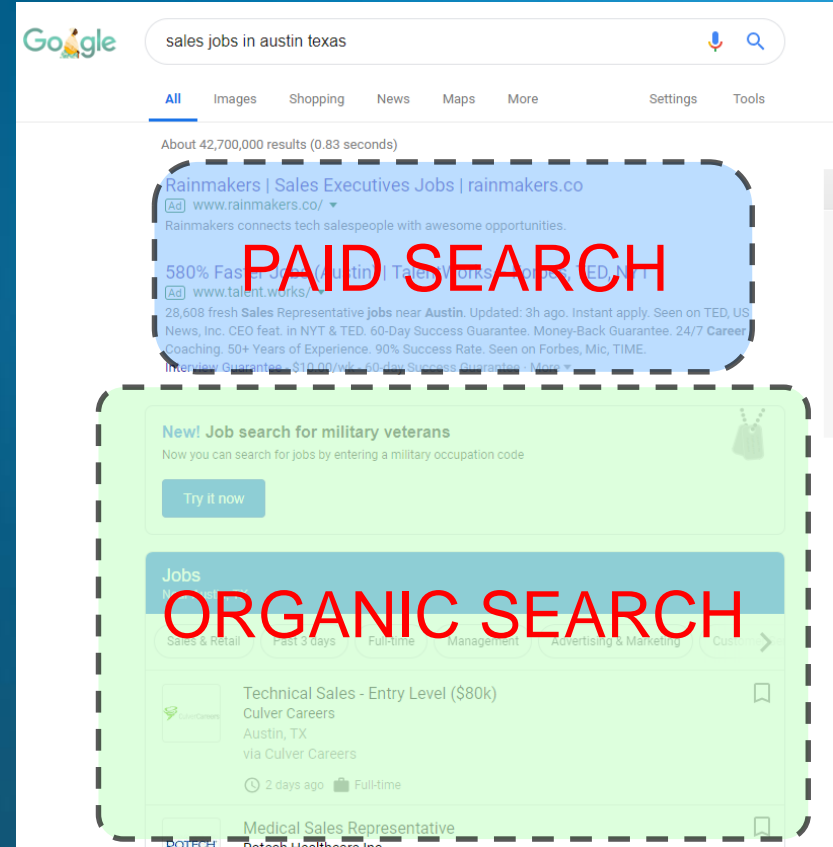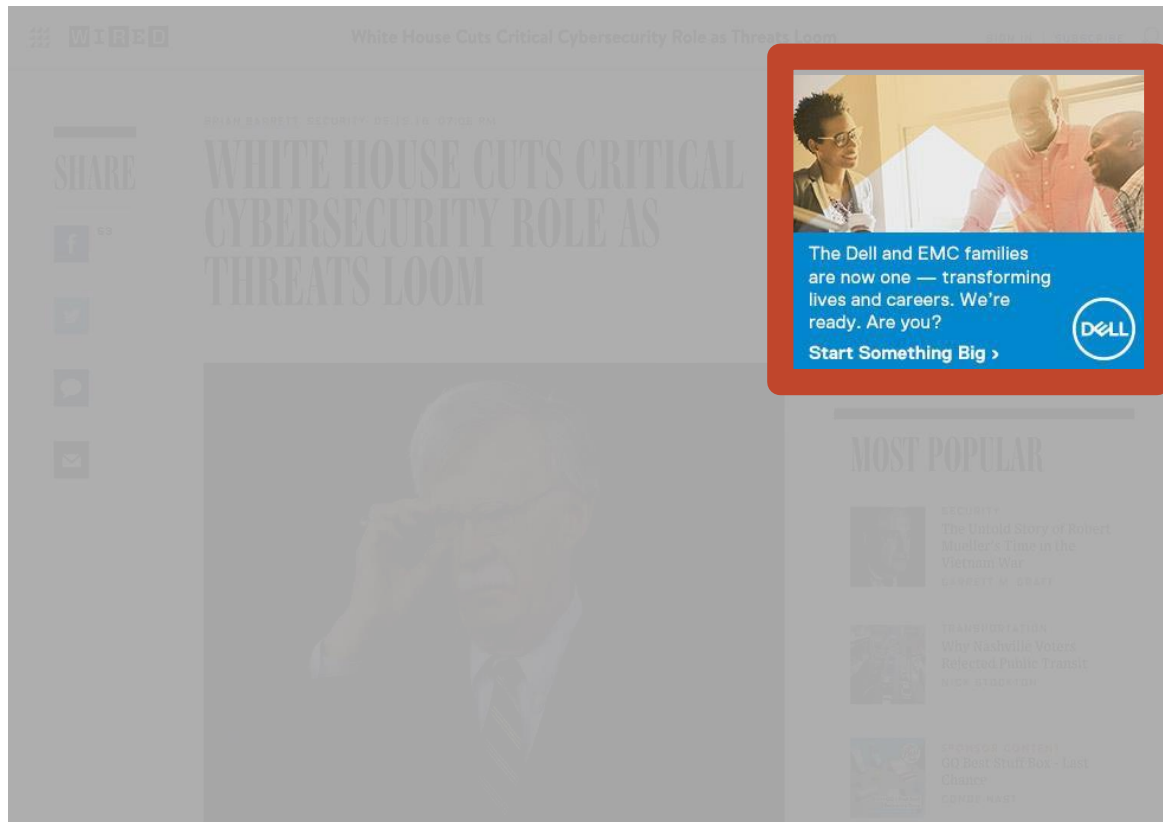

Source: comScore Media Metrix, November 2009

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Remarketing & Prospecting Example

REMARKETING:

Allows a company to lure back potential candidates who visited career site, but did not apply.

Visitors are tracked, and if they leave before being served the "thank you" page, a retargeting ad is served up while they browse the web.
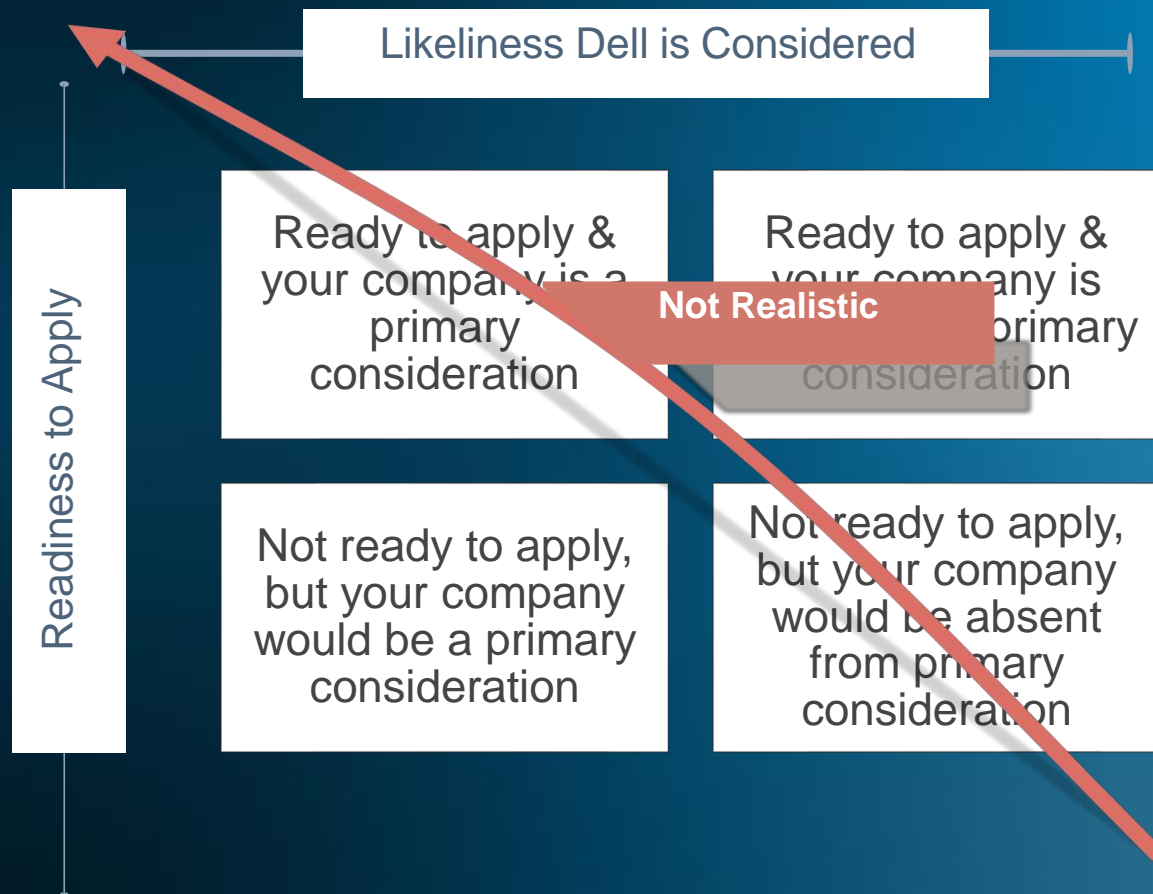
PROSPECTING:

Serve ads to prospects who have the behavioral characteristics of someone who applied for a job at your company.

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When "always on" isn't enough

Likeliness Dell is Considered

Readiness to Apply

Ready to apply & your company is a primary consideration

Ready to apply & your company is a primary consideration

Not Realistic

Not ready to apply, but your company would be a primary consideration

Not ready to apply, but your company would be absent from primary consideration

Some portion of your audience goes through a complex decision making process before applying for a job your company.

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When "always on" isn't enough

1. <u>**Do your homework!:**</u> The most overlooked part of the process!
   1. Rule out (&/or fix) the reasons from earlier as potential issues limiting applications.
   2. Then make sure you understand your labor market supply of talent, compared with the competitive demand for talent in the same area. For example, Dallas vs. San Francisco.

2. <u>**Hiring / Media Campaign:**</u> Use a variety of media options to build a campaign with a very clear hiring call to action.

3. <u>**Holistic Branding Strategy:**</u> If you know you will be opening up several new roles in the near future (3-6 months), or if you have positions you need to ramp up for seasonal reasons, build a broader marketing campaign to drive job seeker awareness for your brand and upcoming opportunities. This is when you may spend time developing more extensive creative media assets with social, video, long-form content, etc specific to a business unit or a particular location instead of a job– and your budget may not always be tied to CPA/CPH

4. <u>**Sourcing:**</u> Not all sourcing is created equal, but if you aren't getting enough "inbound" applications, supplementing your targeted media spend with sourcing works better than either solution alone.

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Sample Hiring Campaign

Hire 20 Business Analysts across the US (add in a diversity ask to try and hire 50% females)

1. **Landing Page** (mobile responsive, search engine optimized) to talk about just this job or location with photos, videos, testimonials and a link to the postings on the career site.

2. **Email or SMS campaign** use CRM or Talent Network

3. **Media Options:**
   1. Sponsor postings on Indeed (PPC)
   2. Buy Google key words (PPC)
   3. Execute a targeted look-alike ad buy for specific job profile

4. **Social Media Campaign** to highlight the job to social networks across platforms. Sponsor posts on FB & LI.

Sample landing page (based on location): https://jobs.dell.com/okc

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Media Strategy & Tracking

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The science of Integrated Recruitment Marketing

BRAND ACTIVATION

SOCIAL & CONTENT

SEARCH

INTERNAL COMMUNICATIONS

CAREER SITE

PAID MEDIA

METRICS

EVENTS

EARNED MEDIA
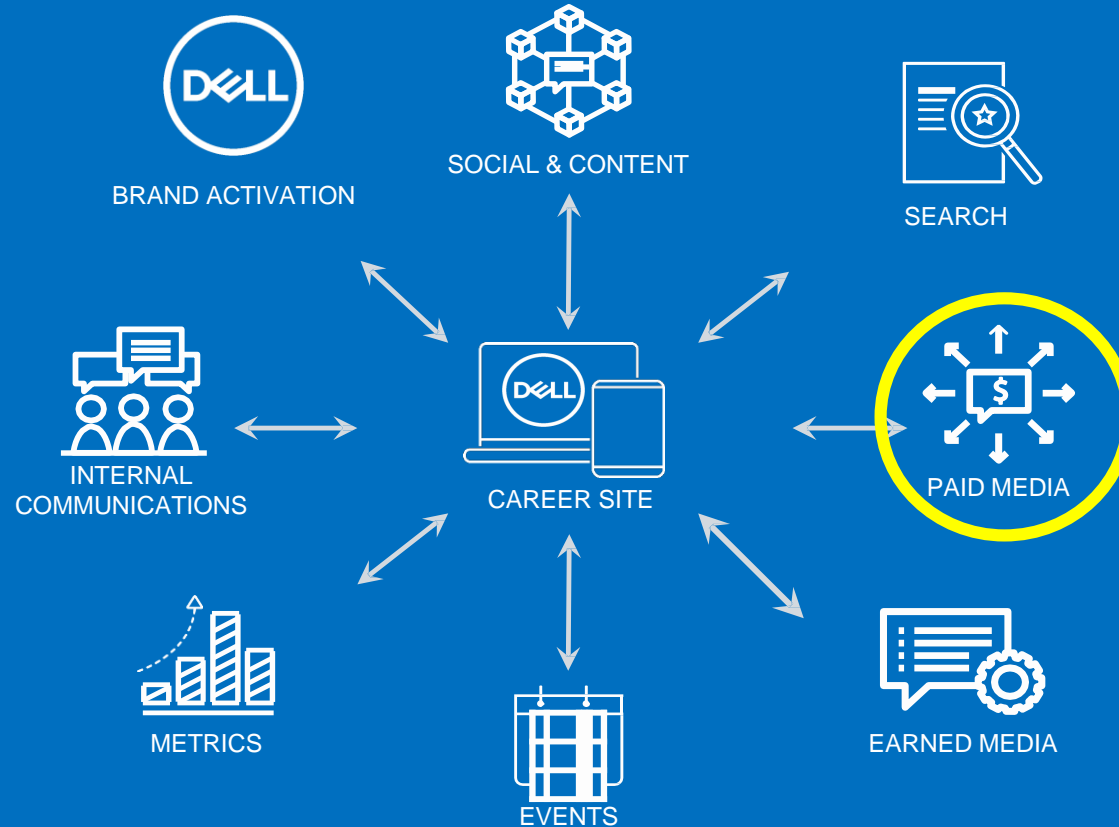
All paths lead to career site

The science of your media mix

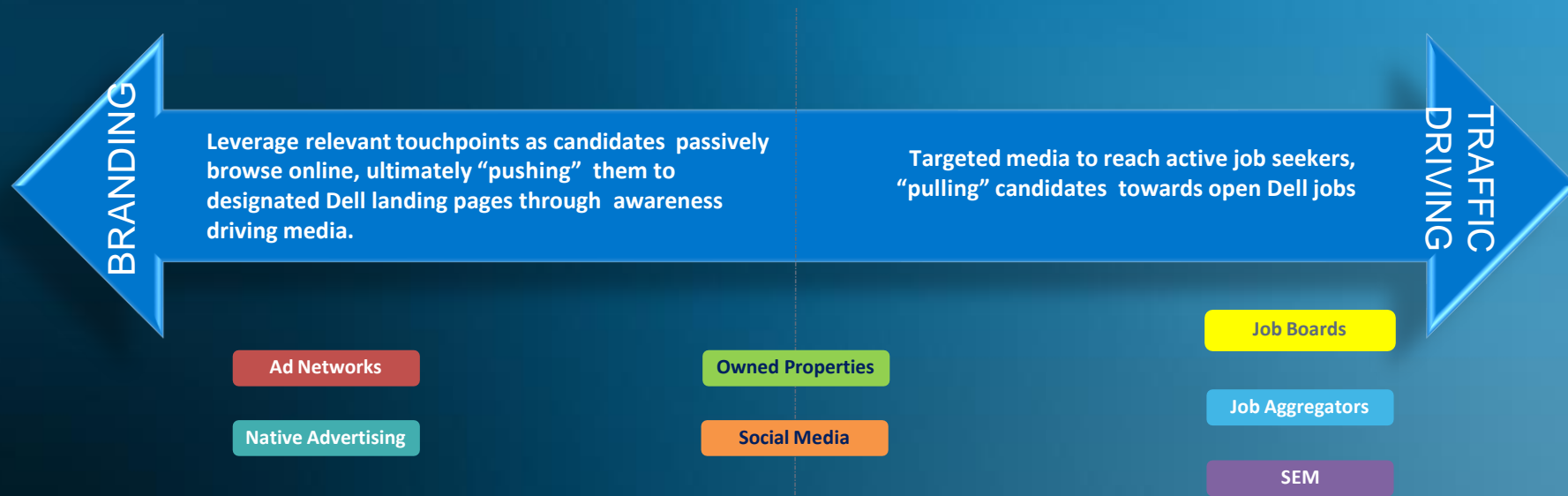## Diversification = Branding + Traffic Driving

A diversified media mix will connect with candidates regardless of their job-searching mindset to reach both active and passive candidates. Portfolio to consist of channels that are flexible and can be modified based on performance and/or hiring need changes

BRANDING

Leverage relevant touchpoints as candidates passively browse online, ultimately "pushing" them to designated Dell landing pages through awareness driving media.

Targeted media to reach active job seekers, "pulling" candidates towards open Dell jobs

TRAFFIC DRIVING

Ad Networks

Native Advertising

Owned Properties

Social Media

Job Boards

Job Aggregators

SEM

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The science of tracking media

- **SELF-SELECT DROP-DOWN:** Narrow your sources to broad categories, as it is less overwhelming for a job seeker and more likely to get you close to understanding where to focus your efforts.

- **LINEAR TRACKING:** "last-touch" attribution – only works if candidate completes application immediately after landing on your site

- **VENDOR PIXELS:** Some sites, like Indeed, can provide you a tracking pixel to place on your website (on the thank you page of the application) which helps connect the dots for any media that comes from their site. However, some systems (like WorkDay) limit you to one tracking pixel and you need to be able to track all vendors.

- **Correlation / Anecdotal Data:**

TRACKING TOOLS:
The MOST EFFECTIVE tracking is using a tool like Double-click (typically in partnership with an ad agency) which allows you to "tag" every job and cookie your job seekers for all media (but works like the Indeed pixel to "connect the dots").
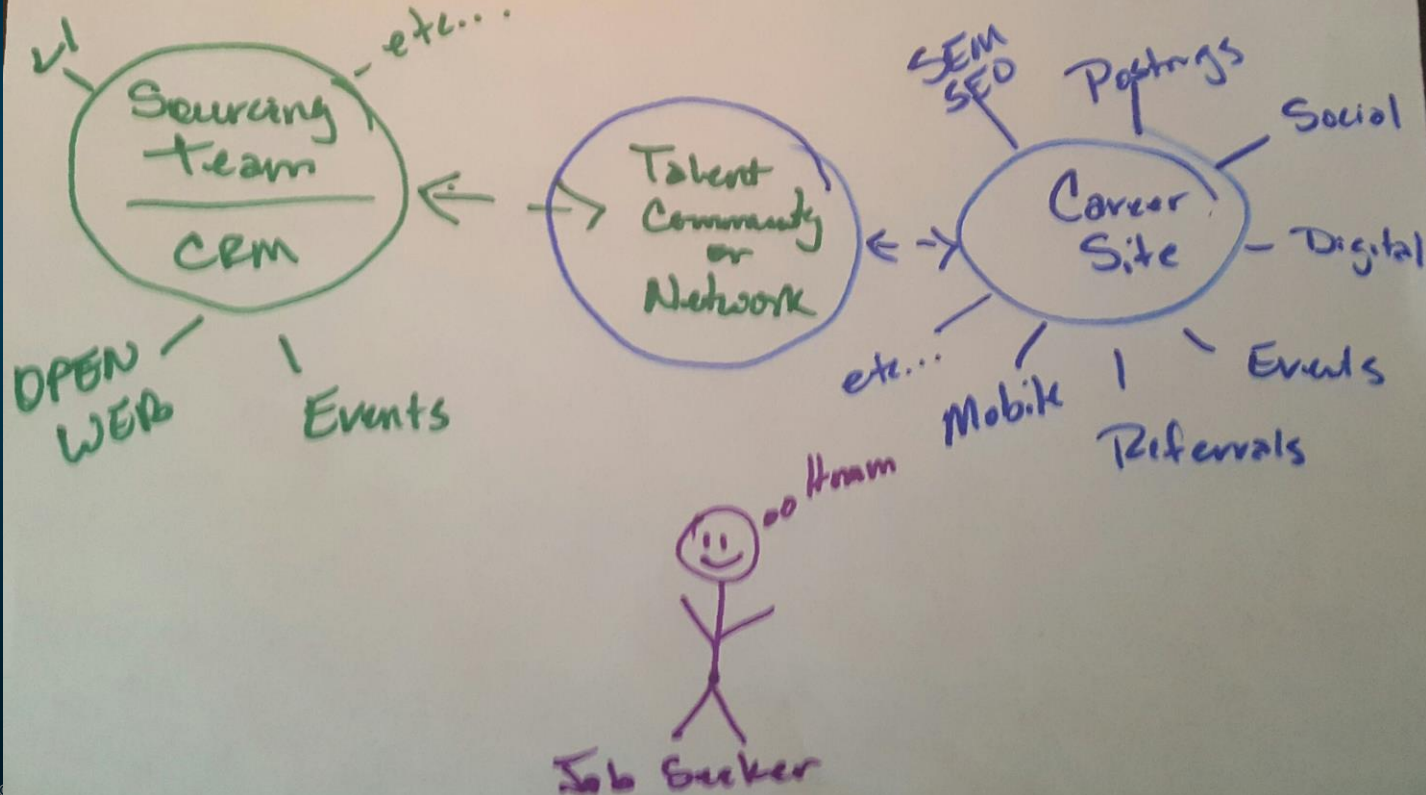
What can I track:
- Applications & (tracked) cost per application (TCPA)
- Hires & (tracked) cost per hire (TCPH)
- First touch vs. last touch attribution
- Candidate Journey and Source of Influence

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Recruitment Marketing

Hunt (Source) AKA: Outbound

Gather (Attraction) AKA: Inbound

etc...

Sourcing Team / CRM

OPEN WEB   Events

Talent Community or Network

SEM SEO   Postings   Social

Career Site   Digital

etc...   Mobile   Referrals   Events

Hmm

Job Seeker

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Talent Attraction & Employer Brand

Employ(er) Brand

Uncovering & telling the authentic Dell Employer Brand story via various channels

* Dell's EVP

* Brand building & management on global and regional basis

* Creative concept development

* Career sites

* Targeted landing pages

* Our team member stories

* Video, imagery & content

Talent Attraction

Regional strategic advisor model

* Always on marketing & media

* Cost-effective targeted advertising

* Regional rapid response advising & planning

* Digital advertising strategies

* Jobs and content distribution

* Search engine optimization

* Social channels: Life at Dell and Careers at Dell

Engagement / Experience

Guide, influence and protect Dell's employer reputation and employer brand perception, internally and externally and ultimately, drive awareness and differentiation by:

* Content & campaigns to inspire our followers

* Effectively engaging with followers

* Targeted messaging

* Employee advocacy

* Relationship marketing

Optimization

Monitor and measure media effectiveness, external sentiments and provide Talent Insights

* Career site / web analytics

* Sentiment monitoring of social & review sites

* Advertising strategy performance (source cost per app and hire)

* Metrics-based enhancements

Talent Attraction Campaign Metrics

Not just about awareness…

AWARENESS	DEMOGRAPHIC	DECISION	ACQUISITION	SENTIMENT
Jobs.dell.com visits	Visitors: age & gender	Apply clicks	Hires	Social listening & sentiment (reviews sites)
Sources of traffic	Visitors location & language	Applications completed	Source / cost per hire (TCPH)	Returning site visitors
Post shares, likes, comments		Source of applicants	Source of influence / Candidate journey	Candidate Experience
		Source / cost per applicant (TCPA)		Hiring Manager Experience

Best Practices

TECHNOLOGY / DIGITAL BEST PRACTICES
- ❑ Know your business problem before you buy! Don't let a vendor sell you on a problem you didn't think you had.
- ❑ Know your technology – know what works together and what doesn't.
- ❑ Automate, automate, automate. Eliminate manual postings where possible.
- ❑ Make sure your career site is search engine optimized and mobile responsive.
- ❑ Use dedicated landing pages.
- ❑ Measure everything!
- ❑ Use cookies and/or a deterministic measurement protocol (i.e. can track people who block or delete cookies, like vanity URL's.)

MARKETING / MEDIA BEST PRACTICES
- ❑ Diversify your **media mix** with flexible and scalable options to allow for optimization (i.e. measurement, as well as shifts in hiring needs and performance **(which may mean invest less in boards, events, etc)**:
  - ❑ PPC/SEM
  - ❑ Programmatic Display/Jobs
- ❑ Have a clear destination strategy: All sources should lead to a mobile responsive, search engine optimized career site or landing page.
- ❑ Always have a specific call to action (CTA)
  - ❑ Include links (don't tell them where to go, include the link and track the clicks on the post)
  - ❑ Make sure your links work

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Health Check

- What are your company's <u>default</u> solutions for filling jobs?
  - Why do some of these solutions fail?

- How can you evolve from post and pray to build an 'always on' top-of-funnel, diversified media strategy?
- Do you currently have an 'always on' strategy? (hint: do you have an always on employee referral program?)
  - If so, how does your 'always on' strategy work?
  - If not, where should you start?

- Do you consider what your sourcing options are when you use media? If not, you should be.
- Can you be more purposeful in your reactive strategy when always on doesn't work (so you don't continue to post and pray?) i.e. knowing where you could supplement sourcing and media to augment your always on strategy?

- How are you diversifying your media options?
  - Do you have a Talent Network/Talent Community? Are you using it for more than job alerts as part of your reactive strategy?

- What metrics are you tracking? i.e. CPA, CPH, last touch attribution, candidate journey/SOI, brand engagement /lift towards hires?

- What tools / automation are you using to track hires / KPI's?

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But Carrie – I don't have your budget…

- Measure what you can. Most people can still measure some, if not all, of the following;
  - ATS: Volume of applications, time to fill
  - Career site: traffic, returning site traffic, referral sources
  - Social: views, clicks, engagement

- Correlation data: Monitor your trending over time – do you see lift in applications (or types) that align with your advertising or social efforts?

- A/B Testing – trial and error works! Try social content posts with a video vs. an image and test for engagement.

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Thank you!

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