



2016 Candidate Engagement Study
Part Two: Engagement
January 2017

Hudson

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2016 CANDIDATE ENGAGEMENT STUDY

PART TWO: ENGAGEMENT

ABOUT THE STUDY

LinkedIn has made it easy to find virtually any business professional across the globe. This includes identifying candidates according to work experience, special skills and educational attainment – all within a few easy clicks.

No doubt LinkedIn has transformed candidate access; however, it's now an employee's market, and high-quality candidates in sought-after roles are constantly courted by would-be employers. As a result, many new employment solicitations go unanswered.

Today's challenge is no longer identifying and sourcing talent, but rather engaging them in the recruitment process. So how do talent acquisition professionals cut through the noise to get candidates' attention?

This study seeks to identify the best methods for getting and keeping candidates' interest, broken down by candidate demographic. It examines the engagement techniques that talent acquisition professionals claim are the most effective, then compares those claims against what candidates rate as most effective. The results highlight candidate outreach and engagement strategies that yield the greatest returns.

METHODOLOGY

The study consisted of qualitative and quantitative phases. For the qualitative phase, 10 recruiters and six candidates across multiple regions were interviewed by phone. These in-depth interviews defined the issues that impact candidate engagement most and helped focus the questionnaire for the next phase of research.

During the quantitative phase, 4,203 candidates from North America, Latin America, EMEA and APAC completed an online questionnaire. The candidates were sourced from social media and Hudson's extensive global database. Additionally, 153 North American recruiters also completed the survey. This report includes findings from North America only.

Unemployed candidates: Respondents who were unemployed were not classified as active or passive candidates. While this group most closely resembles active candidates, they have their own unique characteristics. In those tables where "total" responses are identified, the total contains unemployed, passive and active candidates.

2016 CANDIDATE ENGAGEMENT STUDY

PART TWO: ENGAGEMENT cont'd

ABOUT THE PROS

Separate from the study, commentary from a seasoned corporate recruiter, an agency sourcing expert and a Ph.D. organizational psychologist are peppered throughout the report to shed light on the survey findings. The pros included in the report are:

Kasey Butler

Senior Client Relationship Manager, Hudson Americas

Jenifer “Jak” Kihm, Ph.D.

Industrial/Organizational Psychologist, Operant

Mike Wolford

Sourcing Manager, Hudson Americas

COMPANY ATTRIBUTES CANDIDATES WANT



Key to all effective selling is the knowledge of what motivates a person to buy. In recruiting, that equates to knowing candidates' underlying motivational drivers, fears and anxieties when selecting a company.

There were six company attributes selected by over one-half of candidate survey respondents, representing the top tier of desired attributes. Work environment was selected by over three-quarters (79.5 percent) of respondents, with compensation just below it at 72.8 percent. Additionally, several attributes that contribute to overall work environment – work/life balance, professionalism and flexibility – were all selected by 46.5 percent of respondents or more.

What are the things that attract you to a company whether or not you're looking for a new position? Please select all that apply.

Company Attributes Candidates Want

	Total
Work environment	79.5%
Compensation	72.8%
Advancement opportunity	66.9%
Challenging role	64.3%
Work/life balance	60.4%
Chance to make a difference	51.1%
Professionalism	46.9%
Flexible work arrangements, such as hours or work from home arrangements	46.5%
Company growth/financial success	43.6%
401(k)/Retirement plans	34.9%
Company prestige	34.9%
Entrepreneurial environment/Autonomy	30.2%
Reputation for innovation	29.0%
Scope of business (Regional/National/International)	28.0%
Colleague relationships	25.4%
A company's industry	24.7%
Large company size	22.3%
Other	3.7%

COMPANY ATTRIBUTES CANDIDATES WANT cont'd

No longer does a candidate have to work for a company to gain an insider's view of an organization's culture. Glassdoor, LinkedIn and similar platforms make it easy for candidates to learn if a company has a desirable work environment. Today's workers are drawn to positions that offer a sense of purpose, work/life balance, and support for development and career growth. Additionally, companies that cultivate an appealing work culture improve employee engagement, which positively influences ease of hiring, customer service, turnover rates and profitability.¹ To effectively compete for top talent today, businesses must create a work environment that reflects the workplace factors that matter most to candidates.

FROM THE PROS

"Talent is crucial to any organization, but when recruiting, I tell my clients that the candidate is making a bigger decision than they are in hiring him or her. Why? Because inadvertently taking a job with a company that makes someone miserable affects a person's entire life. Plus, that person will likely be stuck in the role for a whole year to avoid a short job stint that reflects poorly on a resume.

"Thirty years ago, professional companies weren't changing nonstop. Many of those professional jobs were plumb jobs that afforded a comfortable life. Today, some of these jobs are a grind. In 2015, The New York Times even wrote an article about how a well-known global company was a 'bruising workplace.' Anyone who has made a wrong decision and taken an all-consuming job will be once bitten, twice shy, which is why it is so critical to communicate the company culture and workplace environment if you want to hire great people." Jenifer "Jak" Kihm

"So many recruiters highlight advancement opportunity when recruiting. These results demonstrate how we must also emphasize work environment." Kasey Butler

SOURCES USED TO ENGAGE PASSIVE CANDIDATES



Once recruiters have a candidate's attention with an intriguing opportunity for a company with a great work environment, how do they keep the candidate engaged?

Ways to Keep Passive Candidates Engaged

	Total
Company website	73.3%
LinkedIn InMail	52.4%
LinkedIn company news postings	46.8%
Phone calls	46.8%
New job alerts	40.3%
Flexible interview hours beyond typical work day	39.5%
Facebook	29.0%
Twitter	19.4%
Video links posted	15.3%
Monthly e-newsletters	12.1%
Jobgrams (Branded and targeted infographics visuals, video or static job ads)	5.6%
Infographics	4.0%
Instagram	4.0%
Pinterest	1.6%
Other	5.6%

Nearly three-quarters of recruiters (73.3 percent) use their company website to keep passive candidates engaged. The company website is a crucial tool for communicating your employer brand, value proposition and the work environment.

LinkedIn is also vital in keeping passive candidates engaged, as LinkedIn InMail and LinkedIn company news postings were selected by about half of the recruiters. Most LinkedIn members are not actively looking for work, so the network is primarily composed of passive candidates.

WEBSITE CONTENT USED TO KEEP CANDIDATES ENGAGED WITH A COMPANY

Company Website Content

	Total
Company news	78.9%
Simplified application process, such as applying with an online profile	55.8%
Employee images	46.3%
Industry news	42.1%
Showcase the employer brand/EVP	42.1%
Videos	37.9%
Corporate responsibility updates	28.4%
Case studies/Employee testimonials	26.3%
Show what it's like in the office	26.3%
Gamification (recruitment games)	2.1%
Other	9.5%

According to CareerBuilder's 2016 Candidate Behavior study, "64 percent of candidates said that after reading a job posting, they will spend time researching before applying. If they can't find the info they need on the company, 37 percent of all candidates will just move on to the next company or job listing." Your company career site and social presence must be strong.²

Despite the demonstrated importance of information about work environment from both the recruiter and passive candidate perspective, the bulk of recruiters are missing the opportunity to share information about the work environment on their website, with only about one-quarter (26.3 percent) of them using the website to show what it's like to work in the office.

LEVERAGE STORYTELLING³

Video is an effective method to showcase employee testimonials and day-in-the-life profiles to illustrate your company culture to would-be employees. However, today these types of videos are so commonly used, they are no longer the differentiator they once were.

Some companies are breaking the recruiting video mold by leveraging storytelling techniques to create cinematic experiences that elicit an emotional response from viewers. Storytelling is also an effective method for showcasing those who benefit from an organization's work, such as students seeking a better life or patients overcoming an illness.

WEBSITE CONTENT USED TO KEEP CANDIDATES ENGAGED WITH A COMPANY

Cont'd

Examples of this are:

- **Maria's Story:** EY's video sharing the work-life story of a fictional associate--from her job offer acceptance through to retirement--while showcasing her hard work, promotions and the friends she's made along the way.
- **Deng Thiak Adut Unlimited:** Western Sydney University's video about the true story of an African boy who is kidnapped from his family and forced to become a child soldier. As a young adult he finds asylum in Australia and earns his degree from Western Sydney University so he can launch a career to serve others like him.
- **Jack's Story:** McKesson highlights a boy named Jack who loves playing baseball until he learns he has cancer. The story shows snippets of Jack being treated for cancer interspersed with McKesson employees shipping the medical products to treat people like Jack, who ultimately beats cancer and returns to his baseball team.

SOCIAL MEDIA USED TO ENGAGE PASSIVE CANDIDATES



How do you use online social networking groups to keep passive candidates engaged? Please select all that apply.

Social Media Content

	Total
Post links about the company	84.5%
Post links to new jobs when available	79.8%
Post links with industry news	47.6%
Have conversations	31.0%
Post humorous or interesting things not specifically related to the company or industry	14.3%
Jobgrams (define)	2.4%
Other	2.4%

Social media is used by the majority of recruiter respondents to post company links (84.5 percent) and links to new jobs (79.8 percent). However, most recruiters are not taking advantage of social media's unique opportunity for conversation, with fewer than 31 percent of recruiters using social media platforms to begin a two-way dialogue with candidates. But is this a viable option for recruiters?

FROM THE PROS

"As a corporate recruiter, employer branding is a big part of our roles, so I believe strongly in connecting through social media. On my client's account, we post relevant company updates such as our hurricane relief effort, charitable activities, recent awards and also the latest industry news. It's part of making the connection with passive candidates and also positioning ourselves as experts. In most cases we're connected in social accounts with those candidates we wish to contact with opportunities. Right now we leverage Facebook, but we are expanding into Twitter and Instagram. In fact, we've appointed someone on our team to become the resident Twitter expert and share our news there regularly." Kasey Butler

"As an agency sourcer, personally I don't think it's realistic to expect recruiters to engage with candidates on Twitter. To be really effective with job sharing on social media, you need to have a huge following. Those in the recruiting speaker circuit might have 100,000 followers, but most recruiters are lucky to have 1,500 followers on Twitter. That means a job shared by the average person on Twitter has a 15 second shelf life. What I do think is worthwhile is Facebook Messenger, where you can message to someone that isn't on your friend list and that doesn't have your phone number saved. It will appear as a message request at the top of Facebook Messenger on mobile or in the messages tab on the web. Recruiters resist this channel because they feel like the use of Facebook blends their professional and personal lives too much. I disagree because everyone is on Facebook, and messages via Facebook Messenger get seen." Mike Wolford

CONTENT EFFECTIVENESS FOR KEEPING POTENTIAL JOB CANDIDATES ENGAGED: CANDIDATE PERSPECTIVE

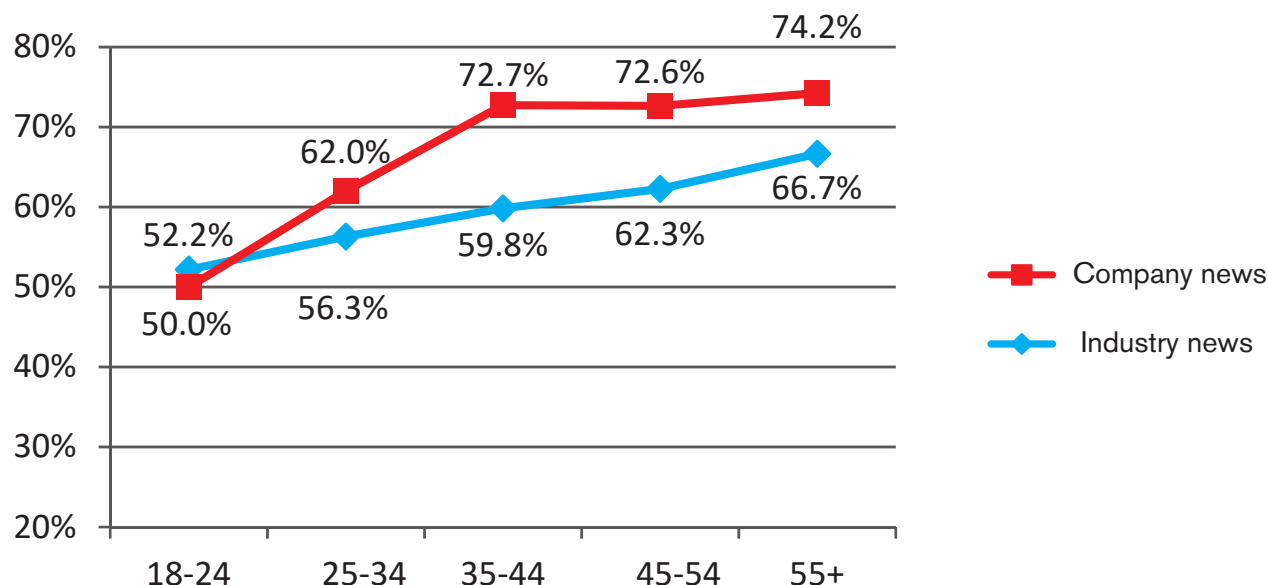


What is the most effective kind of content that you have personally seen or heard about that a hiring company has used to keep potential job candidates engaged? Please rate each below.

Social Media Content

	Very/ Effective	Active	Passive
Job opening notifications based upon your profile background	88.4%	80.7%	77.6%
Company news	75.4%	68.7%	64.9%
Industry news	66.0%	65.3%	58.2%
Employee testimonials	60.6%	58.0%	58.9%
Information about corporate responsibility practices	55.7%	53.1%	34.5%
Videos showcasing company culture	52.0%	52.3%	47.4%
Humorous content related to the company, industry or areas of specialty	34.7%	37.8%	45.5%
Gamification (virtual games, which integrate points, competition and role-playing based on company competencies)	15.8%	15.2%	27.5%

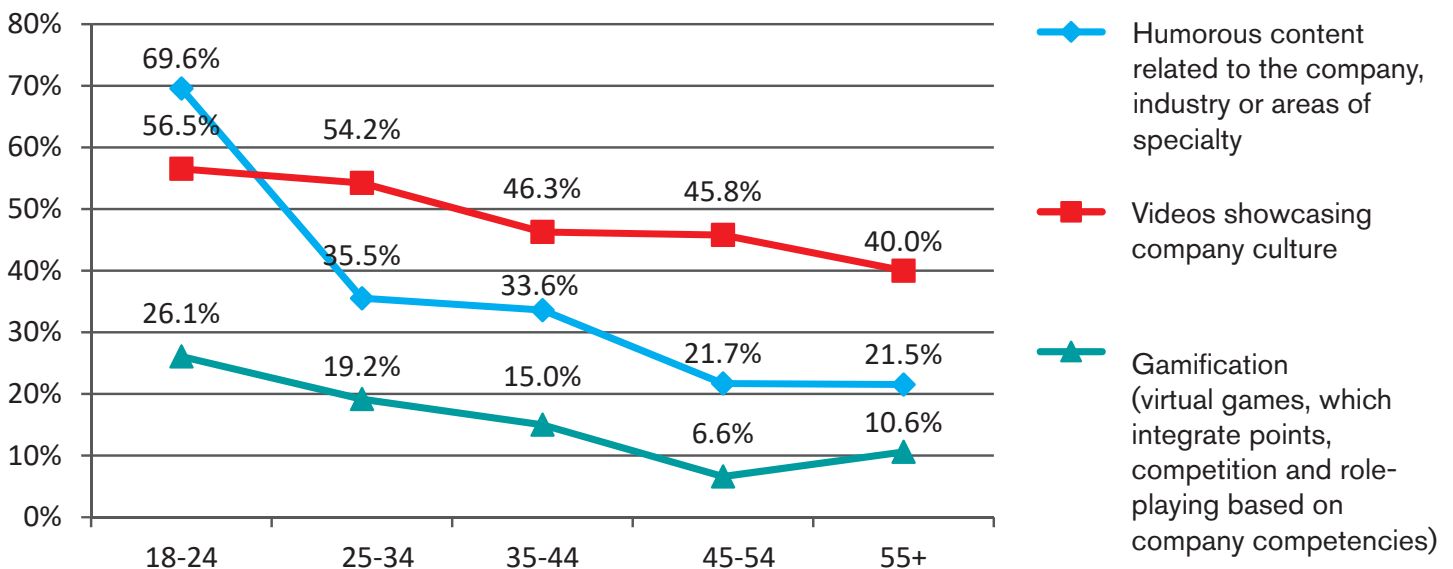
Effectiveness of News Increases with Age



CONTENT EFFECTIVENESS FOR KEEPING POTENTIAL JOB CANDIDATES ENGAGED: CANDIDATE PERSPECTIVE cont'd

Alerting candidates of job openings tailored to their specific background is the most effective way to keep all candidates engaged. But other types of communication, such as company or industry news, are also effective.

Effectiveness of Entertainment and Video Declines with Age



While most types of content have similar appeal for both active and passive candidates, content that is more entertainment focused, such as humor or gamification, has far greater appeal to passive candidates. Gamification is very infrequently used (2.1 percent) by recruiters.

When broken down by age, candidates 55 years old and above rated industry news (74.2 percent) and company news (66.7 percent) more effective than other age groups. However, the 35-44 and 45-54 age groups ranked these sources only marginally lower.

Humorous content was rated as effective by 69.6 percent of candidate respondents in the youngest age segment (18-24), but only by 21.5 percent of candidates age 55 and older. Overall, videos are a good way to showcase company culture, but are more effective with Millennials and Generation Z. These segments also find gamification substantially more effective than candidates age 55 and older.

CONTENT EFFECTIVENESS FOR KEEPING POTENTIAL JOB CANDIDATES ENGAGED: RECRUITER PERSPECTIVE



To what extent are each of the techniques below used to engage Millennials vs. other groups?

Use of Engagement Methods with Millennials

	Used more with Millennials	Use at all
Instagram	83.9%	34.8%
Pinterest	76.2%	23.9%
Twitter	53.7%	56.3%
Facebook	39.4%	65.3%
Videos	35.2%	58.7%
LinkedIn	18.6%	93.6%
Website	13.3%	98.1%
Personalized email	12.8%	94.0%
Phone calls	5.1%	93.3%

Of nine possible engagement methods, recruiters indicated they use Instagram, Pinterest and Twitter more to reach Millennials. Overall Instagram is used relatively infrequently (34.8 percent) by recruiters, but of those who use it, nearly all (83.9 percent) use it to target Gen Ys. Twitter is also used more for Millennials than other groups by 53.7 percent.

FROM THE PROS

“Social media is best leveraged for employer branding and telling your story. You don’t create an engaged audience by just pushing out jobs in these channels. The real players in advertising don’t say, ‘Hey, go buy a Coke.’ Rather companies like Coca-Cola are more about building relationships with their audience and know how to leverage these channels well to do that.” Mike Wolford

“It doesn’t surprise me because Millennials view Facebook as their parents’ social network. Instead they use Twitter and Instagram, and we as recruiters need to go to where they are. They won’t adjust their style to find us.” Kasey Butler

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CANDIDATES' WILLINGNESS TO REAPPLY



If you were declined for a role for which you applied, would you ever apply to that organization again?

Would Apply to Company Again If Declined for a Role

	Total	18-24
Yes	67.7%	47.8%
No	4.7%	8.7%
Not sure	27.6%	43.5%

Slightly more than two-thirds (67.7 percent) of candidate respondents would apply to a company again if they were declined for a specific role. More than half of the youngest group (aged 18 to 24) either would not reapply or were unsure about reapplying.

FROM THE PROS

"More experienced and established candidates know what they want, and they know what their next career move should be to align with their career development, so their options are more limited. Less experienced workers have a wider set of options before they become specialized, so they don't need to apply to the same company as often." Kasey Butler

"In my opinion, this is because younger workers grew up in a culture where everyone is a winner and rejection is hard. It makes them mad. They believe they are excellent, and if they didn't get an offer then something is wrong with the company. The world of work is a rude awakening. I've had parents of 25 year olds call me and ask why their son or daughter didn't get the job." Jenifer "Jak" Kihm

"It's probably due to a lack of experience that younger people take it more personally. For experienced workers who are 10-15 years into career, they've interviewed for a lot of jobs that they didn't get. They are seasoned enough to know that there are different jobs within different departments reporting to different managers. Within a large corporation one department may seem like an entirely distinct company when compared to another department." Mike Wolford

FROM THE CANDIDATES:

"A recruiter contacted me about a role which we both agreed was not a fit. Weeks later, the recruiter reached out to me with a better role, which I interview for and received an offer. That was rare. Most recruiters do not follow up with candidates once they have been rejected for a role." Male, 45-54, Corporate Management.

"Dealing with a recruiter is like a horse race. If they cannot win, place or show with a candidate, they immediately regulate a candidate to the glue factory." Female, 18-24, Finance

SOURCES CITED

¹Brown, David, Melian, Veronica, and Solow, Marc. "Culture and Engagement. The Naked Organization." Deloitte University Press. Web 27 Feb 2015, accessed 31 Oct 2016.

²"New CareerBuilder Study Unveils Surprising Must Knows for Job Seekers and Companies Looking to Hire." CareerBuilder. Web 1 June 2016, accessed 31 Oct 2016.

³Schmidt, Lars. "Can A Recruiting Video Make You Cry?" Forbes. Web 8 Oct 2016, accessed 31 Oct 2016.

ABOUT HUDSON

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