

# The Recruiter's Marketing Handbook

A resource guide from CareerBuilder, Inc.



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## HOW TO GET THE MOST OUT OF THIS HANDBOOK

Today's recruiters must practice the art and science of marketing in addition to the traditional human resources skills and practices. This handbook contains valuable, practical information to help you start developing marketing skills for recruiting success. Skip to a particular article if you need to learn about one topic right away. Best of all, start by reading the feature article to gain a clear understanding of why marketing skills are important for recruiting and exactly what you need to do to effectively market your company to potential job applicants.

The concepts discussed here, although they apply to employment, follow standard, proven marketing practices. Effective marketers must know who they are selling to, where those people are located, and what's important to them, so they can talk to their audience in a meaningful way and achieve their desired result: a sale (or job). Businesses looking for employees are marketing the company itself. Therefore, you must create marketing messages that reach your intended audience, address their needs and interests, and convey the idea that your company is the one they would enjoy working for.

Once you've done the "Recruiter's Workout", you're ready to learn more about related topics. You'll learn how to create a behavior profile and how to understand the unique languages of job seekers and college grads. Next, take some time to learn more about writing job descriptions, building your employment brand and targeting – all essential aspects of Internet recruiting. Find out how to accurately measure your results. Then take a lesson in advertising to avoid wasting valuable funds. Finally, discover what resume databases can do for you.

*Keep this handbook around for reference and to share with your colleagues. You'll be well on your way to becoming a marketing-savvy recruiting organization.*

### THE RECRUITER'S WORKOUT

*How to strengthen your marketing muscles, build your employment brand, and launch a power online recruiting campaign that gets measurable results.*  
by Diane Straban, Vice President Marketing, CareerBuilder, Inc.

Recruiters and HR executives live with the realities of today's employment market. With top candidates in short supply, job offers routinely include high starting salaries, comprehensive benefits, flexible schedules, and the kind of champagne-and-caviar perks once offered only to senior executives. Some college graduates now have signed employment contracts before even beginning their senior year. Others report receiving two salary increases while still months away from their first day of work – all to ensure that, notwithstanding their inexperience, they won't be lured away by better offers. There's no question that qualified job seekers enjoy unprecedented control over their careers.

Starved for talent, recruiters can pour substantial resources into advertising, job fairs, headhunters and Internet hiring campaigns and offer lavish salaries, benefits and bonuses—and still have trouble meeting their hiring goals. Despite the premiums, HR departments commonly fail to bring in sufficient numbers of qualified candidates.

And yet, even in this fiercely competitive employment market, offers are being accepted. And that means some smart companies have figured out how to get commitments from the candidates they want. They have learned what's necessary to come out on top. They've "trained" and become stronger so they can accomplish their hiring goals. How? By doing the Marketing Workout.

### SUCCESSFUL RECRUITERS HAVE MARKETING MUSCLE

Today's successful recruiters have a new role. Their function no longer consists of passively managing the hiring process. Your company simply won't achieve its employment goals if your team continues to view its chief purpose as processing resumes. Instead, you must learn from your marketing colleagues down the hall.

Marketing professionals are expected to know their products, understand who may want to buy them, and analyze how purchase decisions are made. Their job is to develop and implement strategies to attract customers, lead them to a purchase decision, and create brand loyalty so they keep coming back for more. Now it's your turn to absorb these principles and apply them to the recruiting function. Your product is the company and your buyer is the job seeker. The purchase decision involves weighing your offer against that of the competition, while loyalty is measured in employee retention. Like your colleagues in marketing, your job is to develop and implement strategies for attracting and retaining "customers" – in this case, employees. The key is to make sure top candidates accept your company's employment offers over any others they may receive. How do you accomplish that? By doing the Marketing Workout.

### **START YOUR WORKOUT**

Like any fitness program, your Marketing Workout begins with an assessment of your current condition. Review your company's hiring goals, sourcing programs, recruiting process, staff resources and budget so you know exactly where you are. Then you can begin to develop marketing muscle. Your goals are to build your employment brand, define your target markets, analyze your candidates' needs and interests, and assess how best to reach, attract, hire and retain them.

#### **•Build your employment brand**

Your employment brand is an essential, invaluable commodity in a tight labor market. It is what distinguishes your company from all other employers and what shapes your buyer-candidate's preference to work for you. When you have a positive brand image, candidates are predisposed in favor of your company. They think of your company right away when beginning a job search, recognize it when they see your job postings, have some familiarity with its image, products or services, and believe it would be a good place to work. To build your employment brand, start by creating a description of your company's history, products and services, locations, revenue and so on. Add information about your corporate culture, work environment, benefit plans, training programs or other special features. Make sure your description is concise, lively and well-written. Once you've defined your employment brand, use it consistently to create recognition ("branding") for your company in a crowded marketplace.

#### **•Define your target markets**

Marketing professionals learn about target markets – who buys their products. Different products are marketed to different audiences, and the more you know about each group's interests and preferences, the more accurately you can appeal to them for better results. Recruiters who are learning to think and act like marketers must do the same thing. Start by making a list of your company's basic job categories. For each one, describe the strong candidate: where they are likely to work now, what education, experience and training they have, what special qualities or characteristics will make them successful. These descriptions will form the core of each job posting. Writing descriptions will also help you understand the people in your audience. Whether they are recent MBA recipients, Java-savvy programmers, or Spanish-speaking financial analysts, you must appeal to each target market using information that's compelling and appropriate. Remember, your goal is to motivate various categories of job seekers to take positive action toward your company, so your messages should be carefully matched to the interests of each job seeker category. For some, salary and stock options will be the primary attraction. Others are looking for comprehensive benefits to support a young family. Certain candidates place a high value on education credits, relocation support or business travel as an opportunity for career growth. To be effective marketers, HR professionals must know their audiences and aggressively promote the job features that correspond to the target market's priorities.

### •Locate your target markets

In addition to knowing who your target markets are, you must know where to find them. To reach the target markets you have defined using the Internet, you need to figure out what they are likely to do on the Web, and where they are likely to go. Each of your target markets will use the Web differently, depending on their geographic location, professional experience, personal interests and so on. You can start by assuming they will visit Web sites that correspond to their professional skills (job-related sites such as societies and organizations), education (alumni groups and clubs), and area of residence (sites focusing on their city or region). To learn about other sites they are likely to visit, conduct a survey of successful employees in your organization doing similar jobs. If you're looking to hire a Web designer, ask your current designer which Web sites he or she frequents. If your best employees use the site, chances are good you'll find qualified new candidates there as well. And don't forget to include local sites. People tend to look for employment in the area where they already live. Including sites that attract local people with news, entertainment, weather, traffic and other resources is a good way to reach target audiences in a particular town or city. Remember, if you know where your candidates are, you greatly increase your ability to communicate with them.

### •Reach the passive candidate

Once you know where your candidates are, you know where your company needs to have a presence – on the sites where people are conducting their everyday business. This is the best way to reach so-called passive candidates, the ideal of every recruiter. Passive candidates are employed people who are not actively job hunting but who could be tempted to change jobs if the right offer came along. These candidates represent a portion of each target market. They may casually check the postings from time to time, or they may even have resumes in circulation. But they are not usually found on the big job boards, because they're not actively looking. Moreover, big job boards can easily be checked by their employers, and they don't want to jeopardize their current position. Instead, passive candidates visit sites like iVillage, Bloomberg, USAToday, and the LATimes – sites that have information they want. While they probably didn't go to these sites to look for a job, the jobs they see posted there may well catch their interest.

In order to reach this audience, you must invest the effort to cultivate their interest, which will convert them from passive to active status. Just as the guy casually roaming the car lot requires a greater sales effort than the one who purposefully strides into the showroom with a list of well-researched questions, passive candidates should be treated as leads or prospects who require active recruiting. They are at the beginning of the sales cycle. While the Internet has made reams of resumes easily available to recruiters, it is a mistake to assume that simply being able to download one means you have a serious candidate in hand—until your own recruiting efforts show you that it does. As a recruiter, your job is to transform leads into candidates – before your competitors do.

### • **Analyze your candidates' needs and interests**

When your marketing plan is complete, you will use it to reach out to prospective candidates through various methods: job boards, career sites, banner ads and so on. That's why this research phase is so important. You must learn where your target markets go on the Internet – including career sites, associations, online newsletters, discussion groups or special interest communities – in order to select the best vehicles for your marketing campaign. One fairly simple way to obtain this information is to poll your current employees. Survey the workers in job categories that correspond to your target markets to find out their Internet habits and preferences. For the best results, make sure your survey is both detailed and confidential. You can also create a separate survey for your top performers in targeted jobs, using the profiles you gather to learn how to attract the interest of other A-list talent in the same specialty areas.

### **FLEX YOUR MUSCLE:**

#### **WRITE A PLAN TO ATTRACT, HIRE AND RETAIN EMPLOYEES**

The work you've done so far has built your marketing muscle. Now it's time to apply it. Take your summary of your company's hiring goals, sourcing programs, recruiting process, staff resources and budget. Add your definitions of your employment brand and target markets, remembering to include provisions to cultivate passive candidates. Next, include your survey results showing where you are most likely to reach prospective candidates in various job categories, perhaps including separate data for top performers. From these elements you will be able to craft a recruiting marketing plan, borrowing many of the elements of a classic product marketing plan. Your plan should spell out how to reach an audience of qualified candidates within your available budget and how you will convey information and emotion about your products (jobs) and your employment brand (company) to your target markets. With your plan in hand, you are ready to launch a power online recruiting campaign that gets measurable results.

### **DON'T FORGET TO SHOW OFF**

One of the best benefits of regular workouts is being able to show off your results. Your Recruiting Workout is no exception. In this case, "showing off" means remembering to promote your company's employment brand at every opportunity with clarity and consistency. From the briefest banner ads to the most detailed job descriptions, every message you broadcast should sell your employment brand. While the content of individual messages will vary depending on where they are placed and the audience they are appealing to, each one should convey, in the most compelling fashion, why your company is a desirable place to work. Savvy marketers know that repetition is a powerful tool.

## WRITING EFFECTIVE JOB POSTINGS

Has the importance of good writing been drilled into you? If not, ask yourself why "perfectly good" job postings receive dismal responses. Could it be that your job ads don't sell the position? Never forget that persuasive marketing copy seduces the reader. It draws her in...entices him to explore further...whets her appetite to learn more. Effective job postings sell positions just as effective ad copy sells products.

Below are examples of two postings: one that uses appealing text to promote the position, and one that merely supplies a roster of skills and duties. Notice the first example employs friendly, image-rich language such as strong, team, challenged, casual, hottest and future. These words help create a description that makes it easy for the job seeker to imagine herself in the position. It makes her want to know more about the company because it sounds like a fun, interesting place to work. The second example is a classic instance of the dry, laundry-list job description. While it contains all the basic data, it does little to market the job or the company. It doesn't reach out with enticing language – the burden is on the job seeker to try to picture himself or herself doing that job at that company. Neglecting to sell the position by writing an effective posting is a missed marketing opportunity.

### **US-VA-Chantilly, Staff Accountant:**

If you are a strong Staff Accountant who is a team player, enjoys being challenged, and likes a casual work environment then join one of the hottest companies on the web! Click here to find your future...

### **US-VA-Herndon, VA-Payroll Assistant:**

The Air Line Pilots Association, a leading international labor organization located near Dulles Airport, has immediate opening for a payroll assistant. Duties include: processing payroll for US and Canadian employees and providing assistance to the Finance Department on special projects. Must have prior experience in accounting or secretarial position. Strong communication and customer service skills. High school graduate or equivalent.

We provide a challenging and friendly work environment, as well as an outstanding compensation and benefits package including health, vision, dental insurance and 200% matching 401(k) savings plan.

Internet recruiting enjoys a powerful advantage over other media, such as newspaper classifieds and other print ads, in that you have virtually unlimited space for your copy. That doesn't mean your job postings should be encyclopedic. It does mean you have the luxury of describing the position in complete, grammatically correct sentences, without jargon, abbreviations or recruiter-speak shorthand. On the Internet, you can go all out to sell your open position – without the constraint of word counts and column inches.

That said, your writing should be tight, clean and easy to read. Make every word work for you. The job title should be a compelling headline, promising challenge and opportunity, and drawing the reader to click through to the actual posting. Your position description should clearly describe the opportunity, what the successful candidate will contribute, and what skills are required, while conveying all pertinent details about the work environment and benefits. Make sure your information is complete, so under-qualified job seekers can screen themselves out and qualified ones can immediately recognize they are in the running. Your goal is to help highly qualified applicants picture themselves performing this job at your company, and to encourage them to apply for the position. Remember, you must sell the position – and your employment brand – with the intelligence and enthusiasm of a marketing professional.

### **CHOOSING CAREER SITES: THE POWER OF TARGETING**

One of the most powerful capabilities of today's Internet is targeting. Services like the CareerBuilder Network allow you to precisely aim your job postings at candidates with exactly the right skills and experience. In the same way that a manufacturer of laptop carrying cases will advertise in an airline magazine for high exposure to business travelers, HR professionals can reach out to carefully targeted audiences of job seekers, placing ads where they will be noticed by the candidates most qualified for a particular position.

Your recruiting marketing plan will help you determine where your job postings will be most effective. For instance, an opening for financial professionals could be posted on a site like Bloomberg.com, the number one finance site, while a Web designer's job could go on Internet.com, where Web professionals visit for resources and information. You can get professional counsel on how to target career sites from the customer care staff at the CareerBuilder Network. Posting on the sites visited most frequently by candidates with the desired skills ensures that your job openings are being appropriately marketed to the right target audience.

The CareerBuilder Network now enables you to precisely target your jobs at the local level, where more than 80 percent of job seekers search for employment. Thanks to its merger with leading media companies Knight Ridder and Tribune, CareerBuilder now offers the industry's best implementation of local targeting in more than 35 newspapers around the country, giving recruiters who use the CareerBuilder Network a powerful advantage over other employers. With local targeting, you can appeal to the qualified candidates who already live and work in the region where your position is situated. For instance, if you need to hire a financial analyst in Los Angeles, simply call CareerBuilder and your advertisement will be placed in exactly the right career sites, including the Sunday LA Times classified section, latimes.com, careerbuilder.com, MSN.com and Bloomberg.com. With a single call you have precisely targeted the local media and specialty career sites where your posting will enjoy the highest visibility among your ideal candidates.

Once you select your career sites, you can use highlighted and animated online banners to build recognition of your company name – that essential employment brand. Apply the techniques of image advertising to position your company as an exciting place to work, and personalize your message by linking the prospective candidate's future with your company's future in the marketplace.

### **DON'T NEGLECT YOUR CORPORATE WEB SITE**

Your corporate Web site should include a well-designed career section. It should always be kept up to date, with user-friendly interactive features. Avoid using jargon and abbreviations – address your visitors in welcoming, intelligent language. When job seekers visit your Web site looking for employment opportunities, it must be easy to navigate and use; otherwise, you risk losing an interested candidate. To ensure that the resumes you do receive are high-quality and appropriate for the position, follow the guidelines above on writing effective job descriptions. Make sure you provide enough information so that candidates can easily tell whether they are qualified.

### THE POST WORKOUT STRETCH

A fitness workout doesn't end with your last push-up. Cooling down, stretching and drinking fluids are essential components of a healthy routine. In the same way, the recruiting process doesn't stop when a candidate accepts a job offer. Experienced recruiters know that desirable candidates may entertain offers from several companies simultaneously, and there may be significant post-offer negotiating to determine who actually gets the prize. For this reason, recruiters should continue courting the candidate right up to the first day of work. Candidate retention efforts – such as sending a video of your company or other materials introducing him or her to your culture – give recruiters further opportunities to build the applicant's loyalty to your employment brand.

### TRACKING YOUR RESULTS...AND LOOKING FORWARD

Plans are good only if they get good results. That's why your recruiting marketing plan must be subjected to the same measurement, evaluation and optimization as any marketing plan. Once you have measured your raw results, make sure you have the right tools to understand what the data mean. Then retain the elements that are working and ruthlessly change the ones that are not. That's how marketing campaigns earn credibility: by conducting thorough research, applying consistent techniques, and making adaptations as needed to meet established goals.

For example, test yourself on what some recruiters call "The 100-to-1 Problem". That's when you receive 100 resumes for an open position—you spend hours reviewing them—and you find only one meets the minimum qualifications for the job. Obviously, that scenario is not considered a successful recruiting outcome. Your goal is to bring in a few applications from a small group of superior candidates so that you have real, viable options and can make serious job offers in short order. You want to greatly reduce, if not eliminate altogether, the time you spend sorting through those applicants who are clearly unsuitable or who barely qualify. So when you measure your results, be sure to track the quality, as well as the quantity, of resumes you receive. If the quantity is high but the quality is low, review your plan. Is the position accurately described? Are the qualifications clearly outlined? Are you marketing the job on the right career sites and local media? Analyze these areas to understand where changes need to be made – and make them.

At the same time, don't let your "scientific" standards make you rigid. As anyone using today's Internet knows, you must remain flexible and open to new ideas in order to take advantage of this continually changing medium. For example, one clever company puts candidates in touch with employees who work in their area of interest and share background and career objectives. Candidates can ask these employees frank questions about the company and its work environment to get the true inside story. Innovations like this give recruiters a powerful advantage...and it's plain that in this job market, you need all the muscle you can muster.

*Each audience of job seekers has unique interests and concerns. That's why recruiters must conduct market research – so you understand what's important to each group of potential applicants. Learn how to create a behavior profile – common behaviors of your top performers – you can use to find top candidates.*

### FINDING TALENT IS EASY – DO A BEHAVIOR PROFILE

*By Dr. John Sullivan*

*This article originally appeared on the Electronic Recruiting Exchange [www.ereexchange.com](http://www.ereexchange.com)*

One of the most common complaints that recruiters have is that it is hard to find top talent. If you are having a hard time finding people in any particular field, try using the following marketing tool (a customer behavior profile) as a start.

What is a behavioral profile? One of the basic laws of recruiting is that "A" players know other "A" players. A related law is that the "A" players that don't work for you read, go to, and do the exact same things as your current employees. So if you want to find "A" players, first you need to know what "A" players read, go to, and watch—and then you just need to "go there" to find other "A" players.

A behavioral profile is merely a list of the common behaviors (places they hang out, media they use, organizations they join, and events they attend) of top performers in your targeted jobs. By "profiling" the behaviors of your current top performers you can then use that information to identify the appropriate ways to find and build the interest of other "A" players.

### STEPS IN FINDING "A" PLAYERS

Identify the top performers at your firm that are currently in the jobs you are attempting to fill. Tell them how they can help build the team by disclosing (it can be anonymous) how we would "find them" if they were strangers to the firm and we were trying to identify them as potential applicants. Start with a small focus group of top performers to get a general idea of the types of things they do, read, go to, etc. Use the answers to build a checklist of the common behaviors to put into your questionnaire. Use that information to develop an e-mail questionnaire / checklist. Ask them about their activities and their frequency. Ask them to specify which ones are most likely to get their attention when they are looking for a job.

Test the questionnaire / checklist with a few top performers to see if it works and whether it makes logical sense to them. Test the same questionnaire with low performers to see if there is a significant difference between the two groups, expand the survey to include more employees. Send out the e-mail questionnaire and offer a small reward for participating. Analyze their results and use them to identify what events you should recruit at, what periodicals you should advertise in, etc. Compare the results of your survey with any data you have from new hires / applicants on what source was the most effective in identifying and attracting them. Use the combined data to modify your recruiting and name identification strategy.

### WHAT SHOULD YOU ASK ABOUT?

#### MEDIA

- What papers (and your favorite sections) do you read? How often do you read the classifieds?
- What magazines do you read for pleasure?
- What professional publications and newsletters do you read? Would a job ad get your attention?
- In what chat rooms, listservers, e-mail newsletters, and Web pages do you actively participate? In which ones, would a job announcement get your attention?
- To which radio stations do you listen? TV shows?
- To what kind of movies and concerts do you go? Where?

#### EVENTS

- What professional conferences do you regularly attend? In what type of sessions, programs, parties and events do you frequently participate?
- What self development or professional seminars do you attend?
- What type of social, not for profit, or community events do you regularly attend? (Wine and beer festivals, home shows, sporting events) (optional)
- Do you ever attend career building events or job fairs? If so, which ones? (optional)

#### ORGANIZATIONS

- Of what professional organizations are you a member?
- What social or community organizations do you join? (optional)
- To which university or alumni associations do you belong?

#### MISCELLANEOUS

- Are there places where you would regularly see outdoor advertising?
- Are there shopping areas where you would see a job opportunity ad?
- Are there places where you eat, go for recreation or entertainment where a recruitment ad might catch your eye?
- What recruitment source caused you to apply for a job at our firm?
- Your previous job? What element of the ad got your attention (or turned you off)?
- You might consider doing a separate survey of recent college hires to help improve your college recruiting. Try the same for diversity hires.

#### CONCLUSION

Finding people is easier than you think. Just find out how you would find your current top performers and use the same or similar tools to find additional talent. Remember recruiting is just sales with a crummy budget so use the demographic and behavioral information you have on your current employees to understand where you have to go to find additional recruits.

In addition, if you have a robust referral program, you might ask the participants in the survey to actively talk to and solicit other top talent while they attend both social and professional events that they have just told you about!

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*Another aspect of market research is learning what job seekers value. Your point of view as a recruiter or HR professional is very different from that of your potential applicants. Discover how to speak to candidates in the language they understand – their own.*

### EMPLOYERS ARE FROM MARS; JOB SEEKERS ARE FROM VENUS

#### *CareerBuilder and POWER Hiring Inc. Survey Results*

Comprehending the fundamentally different communication styles of men and women, as described in John Gray's best-seller "Men Are From Mars, Women Are From Venus", can allow spouses or friends to speak, listen and hear each other in a way that promotes mutual understanding. Similarly, employers and job seekers have fundamentally different viewpoints. Yet they can reach common ground – their employment goals – if they work to understand the other's position.

Employers and job seekers don't always agree on the essential elements of effective job advertisements or on career features that make job opportunities most attractive. These are some of the findings of a poll conducted by CareerBuilder Inc., a leading provider of targeted interactive recruiting, and POWER Hiring Inc., a training and consulting organization that helps hiring managers, HR professionals and recruiters to attract, assess and recruit top candidates.

*"The poll suggests that employers may be too focused on big picture issues when searching for new employees while job seekers want to know how the job will impact their day-to-day lives,"* said Kate Dawson, a career expert with CareerBuilder Inc.

For example, the poll suggests that job seekers and employers have perceptual gaps over essential elements of job advertisements. Employers were most likely to rank company vision (35 percent) and job responsibilities (34 percent) as the most important elements of a job ad. While a large number of candidates rank job descriptions as most essential (28 percent), a large number also care a great deal about compensation (25 percent) and job skills/education (20 percent). Only 8 percent of job seekers rank company vision as most essential.

*"Top candidates are most interested in what they will be doing on the job. We recommend to employers that 50 percent of any job advertisement should focus on what you want the candidate to accomplish. Add to that a compelling growth path and a little information on the corporate culture and you've got a compelling opportunity."* said hiring strategist Lou Adler, president of POWER Hiring.

The poll uncovered other gaps between job seekers and employers. When choosing between two positions with identical salaries, job seekers (28 percent) were most likely to rank job locations and telecommuting options as the most important determining factors. Employers perceive job location and telecommuting as low job-seeker priorities (chosen by only 4 percent). Instead, the largest number of employers ranked corporate culture and quality of coworkers (36 percent) as benefits they would promote first to win over candidates.

However, both groups agreed that employee testimonials are the best way to evaluate potential companies (chosen by 52 percent of job seekers and 39 percent of employers). A large number of employers (40 percent) and candidates (39 percent) also agreed that the Internet is the most preferred job searching method.

“More and more the Internet and its power to do more one-to-one marketing is becoming the preferred method of matching people with employers. The Web, when used fully, brings corporate culture and vision to life,” Dawson said.

**CAREERBUILDER/POWERHIRING SURVEY RESULTS**

Question 1	Job Seekers	Employers
<b>JS-</b> Which is your most preferred method of job searching? <b>E-</b> What method of finding job candidates do you prefer most?		
Networking.	25% (353)	31.9% (230)
Newspaper Classifieds.	14% (195)	14.2% (102)
Trade Publications.	1% (26)	0.4% (3)
Internet Job Sites.	39% (545)	40% (288)
Recruiters/Headhunters.	13% (188)	10.7% (77)
Job Fairs.	6% (89)	2.8% (20)

Total 1,396 **JS** votes (variable).

Total 729 **E** votes (same).

**Question 1** – A similar number of employers and seekers agree that Internet job sites and networking are the most preferred methods.

Question 2	Job Seekers	Employers
<b>JS-</b> If you received two attractive job offers with identical salaries, what factor would most influence you to select one job over the other? <b>E-</b> If your top candidate is choosing between you and another company offering an identical salary, what do you promote first to win the candidate over?		
Performance bonus.	7% (160)	9.7% (58)
Stock Options.	8% (181)	8.1% (70)
Insurance and benefits.	15% (344)	13.3% (96)
Corporate culture/quality of coworkers.	20% (441)	36.1% (260)
Professional development opportunities.	19% (429)	28.6% (206)
Work location (including telecommuting).	28% (626)	4.2% (30)

Total 2,181 **JS** votes (variable).

Total 729 **E** votes (same).

**Question 2** – Compared to employers, more job seekers care about job location. More employers value corporate culture and professional development than seekers.

Question 3	Job Seekers	Employers
<b>JS-</b> What is the most effective way to evaluate a potential employer? <b>E-</b> What is the most effective way to sell your company to potential candidates?		
Network with current employees. Employee testimonials.	52% (362)	39.2% (280)
Corporate Web site. Your company's Web site.	9% (62)	17.1% (122)
Talk to current clients/customers of the employer. Client/customer testimonials	23% (165)	14.4% (103)
Research recent news and articles about the company. Good press and PR.	10% (73)	24.1% (172)
Read the company's annual report.	5% (35)	5.2% (37)
Total 697 <b>JS</b> votes (variable).		

Total 729 **E** votes (same).

**Question 3** – Job seekers and employers value testimonials, but a much greater percentage of job seekers value testimonials. More employers value PR. More seekers value client and customer testimonials.

Question 4	Job Seekers	Employers
<b>JS-</b> What element of a job ad is most essential to finding the right job? <b>E-</b> What element of a job ad is most important in attracting quality candidates?		
Compensation.	25% (242)	10.2% (73)
Description of job responsibilities.	28% (268)	34.4% (247)
Required skills and/or education.	20% (199)	9.7% (70)
Description of the company and its vision.	8% (79)	34.6% (249)
The style and creativity of the writing.	17% (171)	11.1% (80)

Total 959 **JS** votes (variable).

Total 729 **E** votes (same).

**Question 4** had the biggest discrepancies. More employers placed "description of the company and vision" at the top of the list than job seekers. While few employers rated "compensation" as essential in attracting candidates, it was high on the list for many seekers.

*Your job posting is an essential marketing tool. Like any first meeting, it's an invaluable opportunity to make a good impression, convey information that will allow the candidate to self-assess the employment match, and entice candidates to learn more about your company. Make your job postings work hard for you by writing effective descriptions that propel your applicant search forward.*

### SELL YOUR JOBS BY WRITING EFFECTIVE DESCRIPTIONS

*by Kate Dawson, Director, Marketing-Communication, CareerBuilder, Inc.*

The quality of your job postings is one of the key factors impacting both the quality and quantity of resumes you receive. To be successful, it is important that you include the following key aspects in each job posting:

The short job description is the first thing that a job seeker sees and creates the first impression of the job and the company; therefore, the short job descriptions should catch the job seeker's attention and be clear, high-impact and directed. The text should quickly and explicitly capture the one or two features most appealing about the career opportunity.

The job title should be creative to entice the job seeker to look further. Avoid job titles such as Developer II when you could call the job C++ Software Developer.

The purpose of the long job description is to give the job seeker information quickly and easily about what the position entails and the requirements needed. The long job description should include:

- A persuasive, appealing description of the job.
- A complete listing of requirements, including competencies, traits, skills, background, education, experience, training, plus the highly desirable features and some "nice to have." Those requirements describe the kind of person the company is really looking for. Using bullet-points makes it very easy for the job seeker to read and decide whether they are qualified.
- Relevant keywords.
- A sound, responsible description of the company and its goal statement, management style, advancement policies, status in the industry, prospects for the future, geographic distribution, history and so on.
- A description of the job's physical location: the community in which the successful job candidate will work and live. Even if mobility is part of the job, the prospective employee needs to know the company cares about the living conditions and home environment of their employees.
- All of those details, such as salary, benefits, where to send the resume, the contact person, where to discover more about the company (such as the corporate Web page), whether the job is full time or contractual, the target state date and so on.

- The background details such as whether the position is a contract, full-time, part-time, consultant, internship, permanent, etc.
- Whether your company will relocate the appropriate candidate. If you are concentrating on finding local candidates and do not pay for relocation or if you are unable to sponsor H-1 Visas, state that at the end of your job description. You may include a simple statement like, "You must be legal to work in the United States and able to begin work immediately at the location specified. We do not pay for relocation assistance."
- How the job seeker should submit their resume. We suggest all resumes be submitted via the Web page either by cutting & pasting their resume into the appropriate spaces on the submission form or by attaching the resume by clicking on the e-mail link. If you give the job seeker additional options (like fax, etc.), it makes it impossible for you to track where the resume came from and measure your results.

In order to target the appropriate job seekers, it is important to post your position accurately and consider the following:

- Job Categories—For example, it would be inappropriate to post a software developer position under the Sales category. Most software developers would look for positions under the category engineering-software instead.
- Geographic Locations—For example, if you have your Houston TX position posted using your headquarters address in Reno, NV, the job seekers looking for a position in Houston won't see it. Make sure you enter the correct zip code for the position because geographic location is identified by the first three digits of the zip code. If your position is open in various geographic areas, be sure to duplicate the position for each additional geographic location.
- Job Boards—Posting on multiple career sites ensures you reach the highest quality and quantity of job seekers. When selecting sites for posting, consider the sites your target job seekers would visit. For example, if you are looking for a Web Developer and you post your position on Bloomberg.com, you may not get the type of resumes you want. A more appropriate site to post a Web Developer position would be internet.com. Be sure to review the demographics of each network site to see if your position fits the demographic profile of the site.

*One audience that's critically important to every business is college students and recent graduates. To find out what they care about, read on.*

### PACKAGING A WINNING OFFER FOR COLLEGE GRADS

*by Robyn Ryan, Direct Marketing Manager, CareerBuilder, Inc.*

College campuses are an obvious – and excellent – source of potential employees. Here are the best and the brightest, accomplished young people who are eager to prove their talents and launch their careers. College grads need jobs, and while some may lack experience (others are very experienced, thanks to summer jobs and internships), they are up to date on the latest in their fields and, free of accumulated habits, easy to train for high productivity.

So how do you get college grads to move from their campus to yours? Online recruiting is a prime resource for this audience. An amazing 90 percent of U.S. college students use the Internet, so it's a great way to reach out to them. Of course, most of your competitors are also trying to attract the attention of this highly desirable audience. So it's important that your company Web site, online job postings, banner ads and other marketing vehicles contain language and messages that will appeal to these prime candidates.

Remember they are just beginning their careers, so they'll value different employment criteria than older, established workers. They have little patience for rigid bureaucracies. They are willing to work hard, so they want jobs with built-in challenges. If they don't yet have families they may be more available to travel, and often view travel as a perk, not a burden. They expect to remain mobile in today's employment climate, so they don't require promises of long-term security; however, they do want access to continuing education. Market your jobs so they appeal to these preferences. Show you understand their unique point of view, and that their skills, talents and energies represent invaluable assets for your organization.

When you are putting together an offer for college grads, keep in mind the ten elements they value most, according to a Society for Human Resource Management white paper:

1. Salary: Competitive companies offer competitive salaries.
2. Lifestyle: Companies that offer "feel good" perks – such as flex-time, generous vacations, concierge services, pet insurance and free massages – score points with grads.
3. Culture: Younger workers want a "cool" company culture. Though hard to pin down, this often means working with high-energy people in an environment that's not overly bureaucratic.
4. Professional Development: New recruits dread winding up without marketable skills at the end of an average tenure of 18-24 months. Smart companies offer continuing education to all employees.
5. Challenge: Young workers prefer to sign with companies that offer challenges. They want to be given opportunities to learn and grow through new responsibilities.

6. Stocks and IPO's: Information technology workers, in particular, expect these benefits. If you can't offer some ownership, you must compensate by heavily padding other elements of the package, particularly salary.

7. Signing Bonuses: If your position is in information technology, engineering or accounting, college grads expect a signing bonus. In fact, no IT student will seriously consider your company without one.

8. Community Investment: Many grads prefer to work for corporations that give generously to their communities. If yours does, emphasize the point to your college grad applicants. Young workers care.

9. Health Benefits: Young people expect some level of coverage, but health benefits are not their top priority, so there's no need to focus on the details of your plan.

10. Retirement Benefits: Retirement is too far down the pike for most young recruits to care about. Make the information about 401Ks or other benefits available, but don't try to use it as a selling point.

*The most powerful capability of Internet recruiting is targeting. Targeting is what makes the Internet unique as a recruiting medium – if it's applied correctly. Learn how to target and your recruiting worries are over.*

### FISHING SECRETS OF THE INTERNET

*By Rob McGovern, President and CEO, CareerBuilder, Inc.*

Any fisherman worth his salt knows the secret to a good catch is to drop your hook in the right pool. Why waste your time flicking those carefully hand-tied flies if the Big One isn't lurking there?

It's the same thing with Internet recruiting. The Internet is a vast place, with countless rivers, streams and ponds (so to speak). As an employer or an agency, you can't possibly "fish" every single Internet "waterway" to find your ideal candidate. You've got a position to fill – now. To do your job effectively, you need the equivalent of an old timer's secret fishing hole where the Big Ones always bite. More often than not, that secret spot is close to home. That's because job seekers tend to look for positions in the region where they already live.

In the world of interactive recruiting, this concept – the ability to precisely target your recruiting efforts toward those sites on the Internet frequented by the candidates you want – is called narrowcasting. You go where they go: it's as simple as that. Narrowcasting allows you to reach out to the specific Internet communities whose members are most likely to meet your employment criteria. While broadcasting scatters your message to a large and diverse audience, narrowcasting does the opposite, pinpointing your message toward the local people who are most highly qualified for your position.

Narrowcasting makes your life much easier. Instead of wasting your time sorting through an enormous number of only marginally eligible resumes, it lets you choose your candidate from a select group of top-quality candidates. It's like skipping the entire first step of a search and proceeding directly to the second step, where unsuitable applicants have already been weeded out.

Here's how narrowcasting works. Let's say you want to hire a Microsoft-certified network administrator who lives in the Baltimore area, or is willing to relocate there. You decide to use the CareerBuilder Network – the Internet equivalent of that old-timer's secret fishing hole.

With the CareerBuilder Network, you carefully select the Internet sites where you'll post your job. You choose sites where qualified people already congregate for valuable information, resources and a sense of community. You post your job on local sites visited by area residents – such as the online versions of newspaper ads, city guides and so on – and on career sites developed for experts in a particular field. By including local sites you can easily target the potential candidates who already live in the vicinity of your company. Best of all, your posting is seen by both the active "I want a new job now" types and the passive "For now I'm just looking" types. And, you'll boost the flow of job seeker traffic to your posting if you use our banner advertising, too.

Remember, your goal is to bring home a fish. With the CareerBuilder Network, you'll drop your line right in front of their hungry mouths... and proudly tell about how you caught the Big One.

*Paid commercial advertising can give a powerful boost to your online recruiting campaign – when it's successful. To avoid high-cost failures, learn what works in the ad game... and what doesn't.*

### **DON'T LET "SUPER" ADS CAUSE RECRUITING FUMBLES**

*By Randy Potts, Vice President, Sales, CareerBuilder, Inc.*

The Super Bowl can be entertaining. The same holds true for its much-ballyhooed ad campaigns: they're occasionally amusing, often try too hard, and are usually forgotten long before the hot dogs are gone. Super Bowl XXXIV was a case in point. Despite the hype, no clear winner emerged from the advertising game. And because the three online ratings officials – Media Metrix, Neilsen Net Rating and PC Data – use different measurements, you can't even define the ad results in a consistent way. Each advertiser makes claims based on its own way of reporting, which is about as logical as one team counting yardage while the other counts field goals.

But whether these glitzy ads earn kudos or boos scarcely matters to real recruiting professionals. That's because your mission – finding the talent that fuels your company's success – can't be achieved through one event. Career sites that rely on heavy ad dollars may see their traffic increase over the short term, but that doesn't move you closer to your goal. Traffic bursts simply mean hundreds more resumes to process at one time – and no guarantee that you'll find even one qualified candidate in the bunch. At the end of the day (or week, or month), you'll be right back where you started: with open reqs waiting to be filled.

If you're looking to score time after time, the go-to site is the CareerBuilder Network with more than 60 national and local career sites. Our specialty is making sure you connect with the exact, top-quality candidates you need, when you need them, all year round. That means you can target industry professionals with the specific skills and experience required for each of your open positions – whether they're MBA financial analysts, Spanish-speaking technical writers, Java programmers, or product marketers with solid overseas track records.

Our approach is unique. As the leading provider of targeted interactive recruiting on the Web, we represent over 60 familiar, brand-name affiliate sites – from MSN and USA Today to Bloomberg and iVillage.com. Through these affiliates and our own flagship careerbuilder.com site, we deliver products and services designed to help you target the candidates you need with pinpoint precision. Our targeted recruiting concept is as efficient as an extra point kick that splits the uprights.

Targeting boosts the value of your investment in Internet recruiting. Through the CareerBuilder Network, you gain access to leading industry-specific sites regularly visited by candidates looking for professional information and career tips. These candidates are the highly desirable, motivated achievers we call "passive" job seekers – employed professionals who are taking advantage of the Internet to further sharpen their skills. They're extremely hard to find – and exactly the ones we help you reach.

After all, what's the point of receiving dozens – or hundreds – of resumes if none are qualified? The ideal is high-efficiency recruiting: consistently receiving great resumes from a minimum number of candidates. With the CareerBuilder Network, you'll go straight for the best talent by posting your jobs where the highest-achieving professionals in your industry will see them. Best of all, by getting their attention before they become "active" job seekers, you'll gain the advantage over your talent-hungry competitors.

And as you know, it's a bone-crunching game out there. So show no mercy and play smart.

*Resume databases may sound like a great way to source candidates. But they're only useful if your recruiters have time to use them well. Analyze your company's needs to decide if subscribing to a resume database is right for you.*

### ARE YOU REALLY USING RESUME DATABASES?

***By Scott Hagen***

*This article originally appeared on the Electronic Recruiting exchange [www.ereexchange.com](http://www.ereexchange.com)*

I recently met with a prospective client about Internet Sourcing. She is in charge of the sourcing function for all of the recruiters at her company. Her role is to make sure that all of her recruiters have all the tools necessary to successfully source candidates. She told me that they had recently subscribed to a resume database and purchased 23 user licenses so that all of the recruiters in her office could have access.

After thirty days had passed she went back and did an analysis of how this database was being used by her recruiters. To her dismay only 3 out of the 23 recruiters had sourced candidates from this site! This may surprise many of you, but it is more common than you think!

As the Internet grows, so does the number of resume databases. Companies are constantly struggling with the decisions to subscribe (or not) to new sites to assist them in their sourcing efforts. But the big question that comes to mind is: even if the source looks effective, do you have time to effectively use it?

To answer this question, you need to ask yourself, "How many reqs am I working on at one time?" We have determined that it takes about 12 hours to effectively source for a single position. If you are working on 25 or more reqs at any given time, then you probably don't have time to effectively source multiple sites. This is a Catch-22, because many recruiters feel that the more places they have access to, the better their odds of finding the best candidates. This can be true if you have the time to effectively source these databases. If time is an issue, however—which for most recruiters, it is—then more is not always better.

In a recruiter's hectic day, it is difficult enough to effectively source for one position on one site. But imagine trying to do that for 10 positions on 10 different sites! That is the challenge that many recruiters face on a daily basis.

You probably are asking yourself, how can I effectively manage this process? There is no quick and easy answer to this question. Each recruiter works differently, so you really need to evaluate how you work most effectively. Is it by sourcing or posting? In my opinion, sourcing is by far more effective than posting jobs. When you post jobs, it is like fishing, you are waiting for a nibble on your line. Some candidates are like a prized Marlin and others are like the common mackerel. But when you are actively sourcing you can pick out those top candidates and throw back the ones that don't match your position description. Of course, sourcing may be more effective, but it is also much more time consuming!

When deciding on what databases to subscribe to, you really need to analyze your needs. Focus in on sites that meet your hiring needs and be realistic on how much time you can dedicate to sourcing these sites. Make sure you look at the search function of each site to ensure that they have an effective interface to source candidates. Once you have reviewed a number of sites and decide which ones you like most, then what you really need to look at is cost. Cost is becoming more and more of an issue, so you need to find the critical balance between the cost of the site and the time you have to source this site.

It is important to learn from others—like the example in my opening paragraph—so you don't get caught in the trap of spending a lot of money and getting poor results. Be realistic and smart when making these costly decisions. If you do your homework and are realistic on the amount of time you have to dedicate to sourcing, your results will be that much better for it!

*Scott Hagen (shagen@recruiters-aid.com) is a graduate of San Diego State University, with over 8 years of high tech corporate recruiting experience with industry leaders such as Qualcomm, Cymer, and Pyxis. Scott is also a co-designer of the Recruiters-Aid PERS (Proprietary E-Recruitment System). Recruiters-Aid provides Internet candidate sourcing and screening services, and guarantees results-or the clients do not pay. Recruiters-Aid manages one of the largest free recruiting resource sites (<http://www.recruiters-aid.com/kit.html>) online. Recruiters-Aid services were created specifically for recruiters who don't have time to source the Internet themselves.*

*Most recruiters understand the need to measure the results of an online recruiting campaign. But how? Learn how to measure your results by the factors that lead to overall business success—number and quality of hires.*

### PUT YOUR MONEY WHERE YOUR RESULTS ARE

*by Audra Slinkey*

*This article originally appeared on the Electronic Recruiting exchange [www.ereexchange.com](http://www.ereexchange.com)*

The recruiting and staffing function in any organization is not only one of the hardest functions to measure, but also one of the most crucial to evaluate. The success of any organization lies in the speed in which employees are hired, the quality of employees for a particular position, as well as the overall retention rate. All three of these crucial factors lie on the recruitment function's shoulders, which are usually overburdened enough as it is.

At a recent conference I attended and lectured at, the topic of measurements brought an audible groan out of the attendees. We know we should be measuring our output, but are a bit daunted by the task. Many times we are measuring the wrong output and thus not understanding our results. With all of the latest and greatest HRIS technologies to assist us in generating myriad reports, why are we still struggling with where our recruitment budget dollars should go?

Let's simplify this discussion by asking ourselves two questions:

1. Are we measuring our hires vs. resumes?
2. Are we proportioning our recruiting budget to those sources that result in the greatest amount of hires, not resumes?

Most often, we mistakenly judge a recruiting source by return in resumes rather than hires. We throw our recruitment source code into our applicant tracking system and measure the response in terms of resumes, but for some reason the source of our "hires" is often "other" in the tracking system. Isn't the source that results in the greatest amount of quality hires (not resumes) your ultimate measure of success?

Often the problem is that recruiters themselves are responsible for tracking the sources where their hires are generated. Unfortunately, measurements are not a high priority when you have over 25 positions that needed to be filled yesterday, not to mention hundreds of candidates calling you wondering about "the status of their resume." The problem also lies in the fact that your applicant tracking system has created over 500 illegible codes for each recruiting resource you use, and you're supposed to decipher the code in order to track the hire!

I propose a simple one-day project that will result in tangible measurements that you can then work your budget around:

First, simplify your recruiting resource codes by keeping them to less than ten resources: Print Advertising, Internet Job Posting, Internet Resume Sourcing, Employee Referral, Headhunter, Job Fair, Radio and Corporate Website.

Second, call the last fifty or so hires at your organization and ask them how they heard about your company and came to be hired. Better yet, call fifty of the top performers who have been at your organization for more than 10 months, and ask them how they heard about your company. Break the hires down by department, and enter the information in spreadsheet form.

Analyze your data by breaking it down in percentages (e.g. over 40% of our IT hires are employee referrals or less than 5% of our Marketing hires are from print ads). Not only do your recruiters have concrete data for each department as to where they should focus their recruitment efforts, but you also now have measurable quality and retention data to center your overall recruitment budget around.

Measuring and analyzing past results equals future success, and allows you to put your money where your results are. That wasn't too painful, was it?

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The era of the Goliath job board has given way to a targeted lineup of leading online career sites powered by CareerBuilder. The CareerBuilder Network is the industry's most targeted and efficient online combination of local, national and diversity Web career centers. Through the Network, employers can target their job openings to specific groups of candidates across the country or around the corner to find the exact candidates they need.

Employers on the CareerBuilder Network gain exclusive exposure on the best-known and widely visited career centers on the Web – all through a single point of contact. Having joined forces in August 2000 with media giants Tribune Company and Knight Ridder, the CareerBuilder Network delivers the strongest national reach combined with local market presence where 80 percent of recruiting and job seeking take place. Network sites include careerbuilder.com – the flagship career center – and more than 60 career sites including MSN, Bloomberg, USATODAY.com, NBC and iVillage.com plus more than 40 of the nation's leading local online employment centers are also on the Network, including latimes.com, Philly.com, chicagotribune.com and BayArea.com.

CareerBuilder and its media partners are offering new and exciting online services that deliver the ultimate staffing solution. Forrester's February, 2000 Report rated the CareerBuilder Network as "the most efficient online recruiting service among national recruiting brands." Based on its leadership, unprecedented targeting capability, top service offerings and reputation, employer customers such as AT&T, AOL, Merrill Lynch, Ernst & Young and EDS are achieving enviable results.

CareerBuilder is headquartered in Reston, Va. and has offices nationwide.

Visit the CareerBuilder Network today at <http://www.careerbuilder.com>.



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