# ILR CAHRS

## CAHRS Virtual Working Group

**Digital Recruiting:**
**How and Where do you find External Talent Online?**
April 8, 2021

## DISCUSSION TAKEAWAYS

- How are you finding diverse talent or new talent?

  o During the application process, candidates select "Communities of Interest" which will usually elevate diverse talent to recruiters;

  o LinkedIn and Indeed are the behemoths of online talent recruiting. However, some companies have found that these platforms are utilized less by young talent. Getting on other vendors like Handshake, SmashFly, and HireTual may be helpful;

  o Find grassroot ways to build a diversified pipeline (e.g., if you're looking for veterans, find ways to get in front of them before they are officially out of the military);

  o Leverage community-based groups to help with identifying and connecting with these talent pools;

  o One helpful mindset for problem solving can be boiled down to two questions: "how do you feed the funnel?" and "how do you use the funnel?";

  o It is vital to remember there is no one magic bullet here. A diversified set of solutions is the most effective approach. Maximize the number of pathways into your company; and

  o Hiring diverse talent is only part of the solution. You need to look holistically at the entire process in order to make sure you can *retain* and *promote* that talent.

- How are you keeping applicant information up to date?

  o Regular newsletters with easy-access links to updating profile;

  o Clear accountability for recruiting and sourcing teams to get the information updated;

  o Building systems that integrate with one another more easily;

  o Including a "pre-application" portion of every application that makes recurring candidates update their profiles; and

  o Use data and metrics to track a candidate's "last contact" and "last update" status.

- How are you leveraging technology in candidate sourcing and assessment?

  o Create more customized landing pages for candidates at the entry of your CRM tool;

  o Chatbots and machine learning solutions exist that help bring forward relevant candidates to recruiters;

  o Prioritizing candidates based on desired factors (e.g., internal diverse recruits above other sources);

**17 participants from 10 CAHRS Companies:**

American Express
Boeing
Cargill
IBM
JPMorgan Chase
Medtronic
PepsiCo
Procter & Gamble
SC Johnson
Samsung

CAHRS
Digital Recruiting: How and Where do you find External Talent Online? Virtual Working Group - April 8, 2021

1

- o Automate vendor reporting, especially with requisitions that are repeating;
- o Be aware of potential bias in automated assessments and make sure you are testing for and removing it;
- o It is key to remember that you must develop a story-telling skill set with any data you use; and
- o One approach to democratizing talent search is to create an internal database available to all company recruiters. These databases are Boolean-compatible and tied to all candidate profiles.

- How are you going about vendor selection?

  - o There are tens of thousands of HR vendors in the world, so your selection needs to be deliberate and intentional;
  - o Many vendors are new/start-ups, so one key factor to consider is their ability to give the necessary support to your company;
  - o In some companies, HR will create a shortlist of their preferred vendors and then pass that list on to Procurement who will then filter with their own parameters; and
  - o Use data metrics to assess and determine the Return on Investment of the vendors you are using.

- How do you ensure employees are using your vendors frequently and effectively?

  - o Be deliberate in assessing license effectiveness. Get the licenses into the hands of the employees who will actually use them;
  - o Create a "social contract" with recruiters about relevant expectations for vendor usage (e.g., how many times they will engage with the platform per month);
  - o Develop a "use it or lose it" mentality when it comes to vendor licensing. This will not only increase efficacy of license usage, but will also decrease the amount of money spent on unnecessary licenses;
  - o Require training to be completed by recruiters before they get access to a license;
  - o Communicate well with recruiters and make sure the tools available to them are known and visible;
  - o Meet recruiters where they are at (e.g., what are their barriers, why aren't they using the vendors, how can you help them, etc.);
  - o Incentives are more optimal than penalties, but even then, it still may be seen as a "policing" exercise if not done carefully; and
  - o Rewards for those who are doing well (e.g., public shoutouts to the entire Talent Acquisiton community for recruiters who are "LinkedIn rock stars."

**CAHRS**
**Digital Recruiting: How and Where**
**do you find External Talent**
**Online? Virtual Working Group -**
**April 8, 2021**

2