



white paper

# Talent Acquisition Best Practices

Today's recruitment is driven by candidates, not employers. This means that you don't get to choose who to hire, your candidates choose you. Here are some of the most strategic talent acquisition practices that you can follow to stand out.

## Strengthen your employer brand with content marketing.

First things first: what is an employer brand? The Society for Human Resource Management defines it as: “an important part of the employee value proposition and is essentially what the organization communicates as its identity to both potential and current employees.” Stated more simply, in the words of Amazon.com founder Jeff Bezos, “Your brand is what people say about you when you’re not in the room.”



69%

employees who are more likely to apply to a job if the employer actively manages their employer brand

— Source: [Glassdoor U.S. Site Survey, January 2016](#)

Employer brand is twice as likely to encourage job consideration as company brand

— Source: [Why Your Employer Brand Matters, LinkedIn](#),

### How can content marketing help reinforce your brand?

- Use social media to highlight company employees as brand ambassadors or influencers
- Do not publish merely entertaining content — provide educational content
- Create content that focuses on more than your success. According to the [2018 Deloitte Global Human Capital Trends](#), talents no longer concern themselves only with financial performance, or the quality of your business offerings. They need to know:
  - Your relationships with your employees, customers and communities; and
  - Your impact on society

### Use niche job boards

Niche job boards are location or industry-centric job boards that aim to direct focus towards the best qualified candidates for your job requirements. According to the Society for Human Resource Management, using them can lead to better [cost-to-hire and quality-of-hire results](#). Examples include, but are not limited to, GitHub, Medzilla, and AllRetailJobs.

## Chase passive candidates

Passive candidates are candidates that are not actively seeking the role that you have for them because they are already employed. Sounds moot? Not quite. Research shows that [85% of employed people all over the world are open to switching jobs, and 20% of them will want to make an impact](#). In other words, passive candidates may very well be your best job candidates.

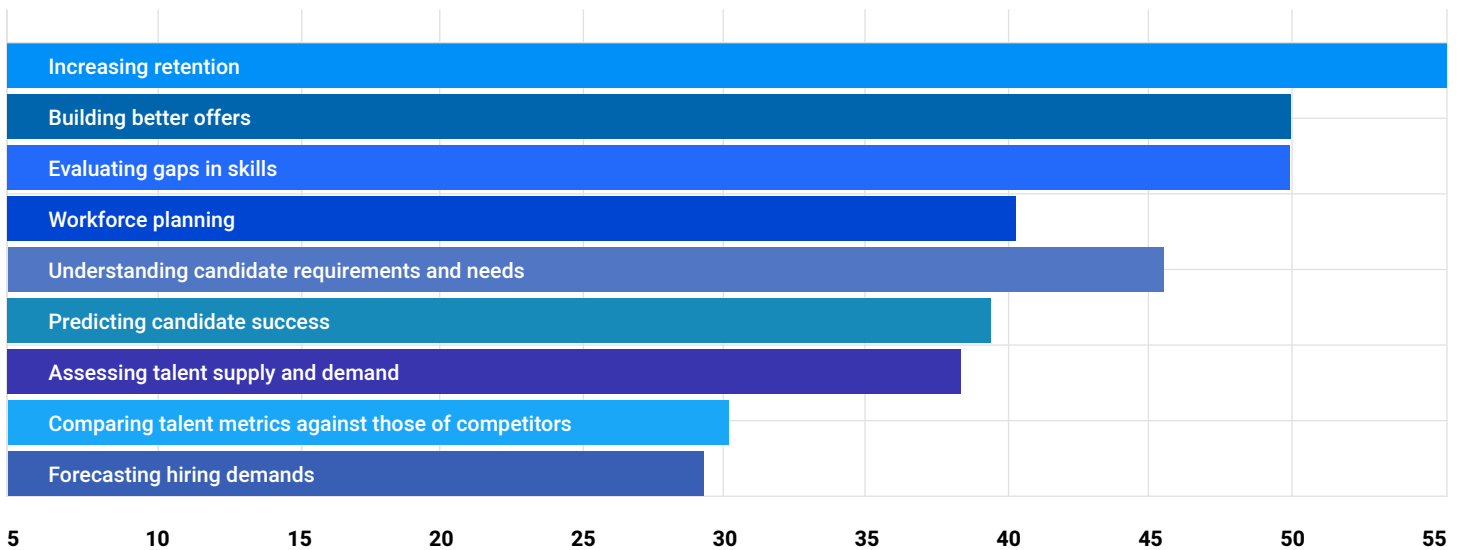
To successfully recruit them, first conduct a thorough search on niche job boards. Once you have them, let them know that you think they are the ideal fit for your job, and sell them on it.

## Use data to save your hiring time

Data has proven to be one of the most powerful levers for businesses — and it certainly does not exclude talent acquisition. LinkedIn's research notes that while data has always been used to recruit candidates, it is now seeing an evident surge in the ways that data is being used.

### The Top Ways Data Is Used in Talent Acquisition

— Source: [Global Recruiting Trends 2018, LinkedIn](#)



In order to harness data to reduce the time it takes to hire, look at the numbers and other information that represent:

- How long it takes for candidates to progress from one stage to another
- How your time-to-hire fares against industry-established numbers for time-to-hire
- How many calendar days it takes for you to choose the final candidate and make a job offer

## Create Job Posts that reflect your company

Your job posts are the bridge between your company and the ideal talent. They should not only be engaging, they should also mirror you, as a company.



— Source: [7 Tips for Writing Job Posts That Attract Candidates, LinkedIn](#)

You should also keep your job posts as short as possible. Research shows that job posts with at least 150 characters or less were about 17 times more effective in driving interest than job posts with 400 words or so.

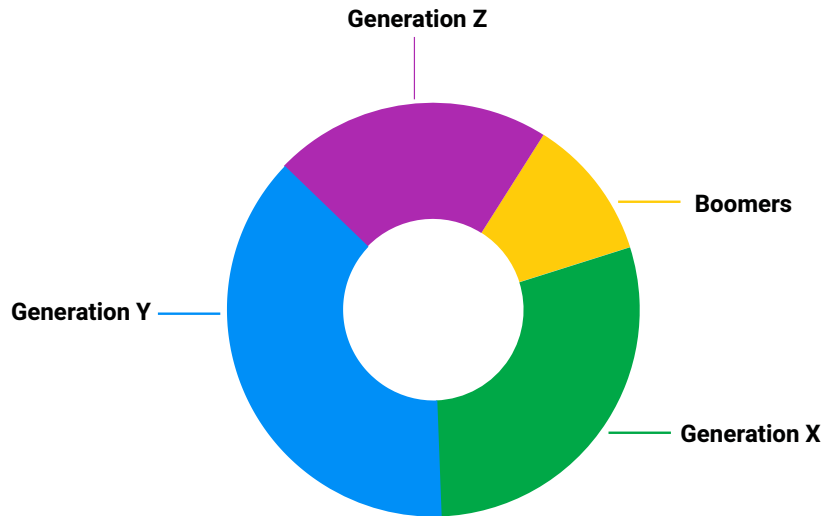
## Use social media recruiting

Millennials make up about 35-percent of the global workforce, and it is forecasted that they – as well as Generation Z, the generation after them – will continue to grow. To recruit them, social media is a must. This is why [almost 92% of recruiters](#) say that they use social media to attract talent.

You can also use social media to reinforce your job openings, through creating specialized content around industry news, community news, how-to videos, glimpses into your company culture, and any other media that can inform candidates about what they can look forward to from working with you.

# Projected Number of Employees by Generation in the Workforce, by 2020

Source: [Employment Worldwide by 2020, By Generation, Statista](#)



## Treat candidates like your best customers

There is no difference between pitching your business to a customer and to a top talent: you want both of them to choose you. In talent acquisition, treating your candidates like they are your best customers will help you effectively communicate why you are worthy of their skills and effort. Focus on delivering a solid employer brand, being responsive by listening and asking questions, keeping your candidates engaged, and valuing their feedback.

## Understand the cost/benefit of every hire

Calculating the cost of every hire helps in strategizing and measuring the benefits that your company gets out of every successful candidate. To calculate the cost per hire (CPH), the Society for Human Resource Management (SHRM) along with the American National Standards Institute (ANSI) have standardized the formula:

$$\text{CPH} = \frac{\text{Internal Recruiting Costs} + \text{External Recruiting Costs}}{\text{Total Number of Hires}}$$

Internal Recruiting Costs include, but are not limited to, in-house talent acquisition team salaries and training fees for in-house recruitment teams. External recruiting costs, on the other hand, include, but are not limited to, job board posting, background checks, employer branding activities, and external agency fees.

## Cover pain points in your job posts

Many of the common pain points for talents revolve around not immediately hearing back from recruiters, or having insufficient information about the job role. To effectively land top candidates, your job posts must assuage these worries and let your candidates know exactly what it is that you are looking for, and what they can find in you, in return.

## Use video screening in more stages of your hiring process

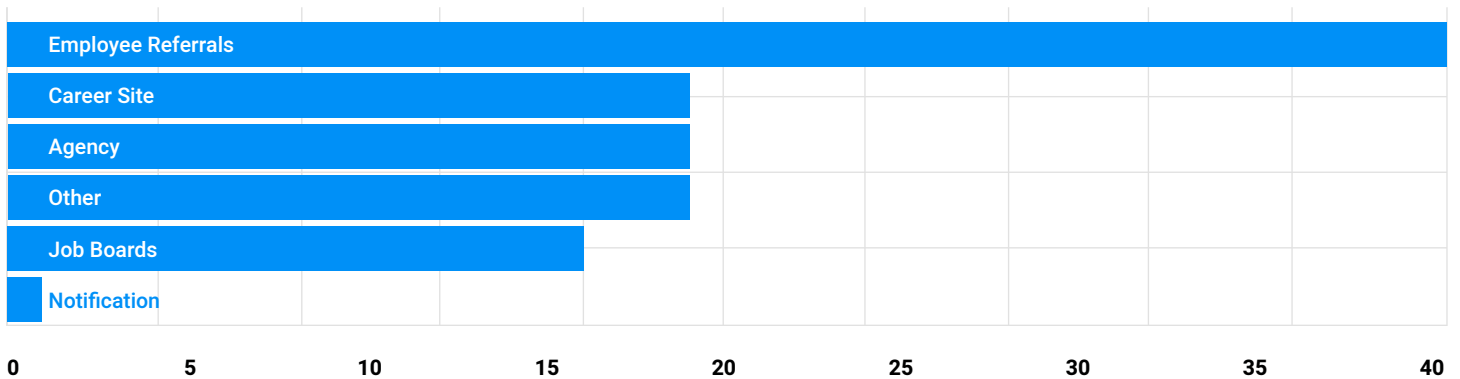
Foregoing phone interviews in favor of video screening can help your business significantly save on time, avoid bias, and remove geographical boundaries. Video interviews can also be saved and stored in your cloud, in case your HR department needs to retrieve them later.

## Leverage employee referrals

Employee referrals are still among the most straightforward tools that you can use for talent acquisition. They help you cut costs and time in recruitment, while improving your quality of hires.

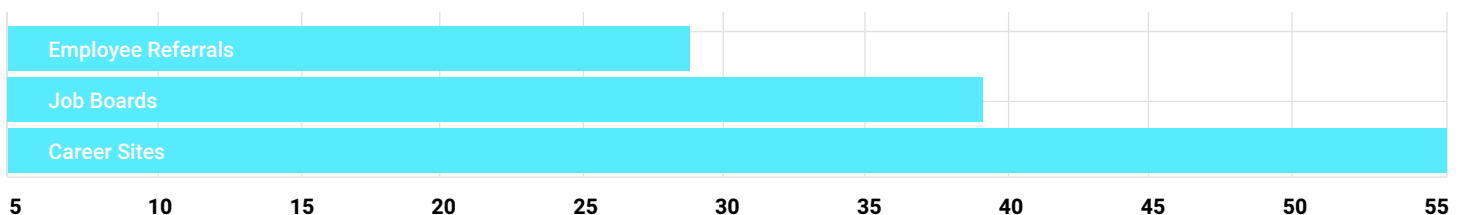
— Source: [Why Employee Referrals are the Best Source of Hire, The Undercover Recruiter](#)

### Number of Hires by Source Type



— Source: [Why Employee Referrals are the Best Source of Hire, The Undercover Recruiter](#)

### Number of Days It Takes to Hire by Source Type



## Train your interviewers on the latest interview techniques

Traditional interviews are used to evaluate a talent's fit for the job through asking about his or her skills and experience. They take many forms: in person, on the phone, one-on-one, or with a whole panel. However, they have been found to be lacking in many areas that are necessary in properly determining the fit of a talent, such as:

<b>Areas Where Traditional Interviews Are Ineffective</b>	<b>63%</b> Assessing Candidate's Soft Skills	<b>57%</b> Understanding Candidate's Weaknesses
	<b>42%</b> Eliminating Bias	<b>36%</b> Delivering a Time-Efficient Process

— Source: [Global Recruiting Trends 2018, LinkedIn](#)

To play it up, you can opt to schedule casual interviews over lunch or dinner in a restaurant, conduct online soft skills assessments, stage job auditions where candidates can do paid real work, enable video interviews, or simulate real-world scenarios through virtual reality.

## Profile your best employees

The people that you already have can help you recruit the people that you need to have in your team. Profiling your best employees allows you to see the specific character traits and skill sets that work best for your business, and can guide you in streamlining what you look for in a talent.

## Hire freelancers where appropriate, not just full-timers

Finally, do not ignore the gig economy. Research suggests that more than 80% of contingent workers have at least one contract knowledge-based job, such as tutoring, consulting, or photography. When harnessed properly, they can give you the skills that you need.

### Sources:

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## About Nsight

Founded in May 2005, Nsight delivers best-in-class IT services, solutions, and staffing for leading organizations. By leveraging its expertise and knowledge in mainframe programming and databases, Nsight assists global enterprises and organizations of any size in managing, optimizing, and operating their mainframe systems and services for maximum efficiency, security, and economy. Nsight also offers high-value consulting services and solutions around SAP, Oracle, Microsoft, Cloud and Mobility where it brings Big Four consulting experience and talent to deliver successful projects for its clients.

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