The ultimate guide to sourcing talent

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Introduction

The global COVID-19 pandemic has forced many organisations to rethink their hiring processes. Candidate shortages in many industries require business leaders to reassess the way they are sourcing and retaining talented people.

Simple things like streamlining the hiring process and enhancing the candidate experience will ensure employers are able to secure talent in today's dynamic and hypercompetitive global marketplace.

High-performing employees are what drive a business to succeed. Don't miss out on the best candidates by dismissing the importance of security, flexibility, transparency and ethics. Potential team members should tangibly feel these qualities in the interview, hiring process and every day after they start work.

In this information-packed eBook, we will explore the key areas that employers need to consider in order to attract candidates and efficiently deploy talent across their organisations.

How can we address the talent shortage?

Companies across the globe are rethinking how to recruit and retain talent in the wake of talent shortages.

There are a number of areas where companies can alleviate the burden, improve their talent acquisition and effectively address the shortage.

Here's how

Developing internal talent

Companies need to prioritise the talent they already have. Investing in the learning and development of their current employees and reskilling or upskilling them where necessary will ensure talent pipelines are full.

This approach ensures that existing employees can cover those skills that are in short supply, while expanding their skills. This could also have positive ripple effects for employee morale, as an investment in their learning and development will be appreciated.

In the Hays salary guide, 52% of employees indicated that career progression was important to them when they next looked for a job, 50% indicated that training was important and 44% stated that learning and development was important.

Automating processes

In a tight talent market, speed is key and by automating and streamlining the workflows that waste your time, you can focus on injecting that much-needed human element into the recruitment process.

At JobAdder, we provide a powerful solution to automate the recruitment process which will allow you to focus on what you do best. For more information visit jobadder.com

Diversify your candidate sourcing strategies

To achieve meaningful results and attract quality candidates, companies must promote diversity, equity and inclusion during the candidate sourcing and hiring process. Not only does it maximise the available talent pool, it also makes good financial sense.

Put in simple terms:

- Diversity is having many voices in the room.

- Inclusion is considering all voices in decision making.

- Equity is ensuring no voice is always louder than all others.

> **"76% of employees and job seekers report a diverse workforce is an important factor when evaluating companies and job offers."**
>
> North American Staffing Industry Report
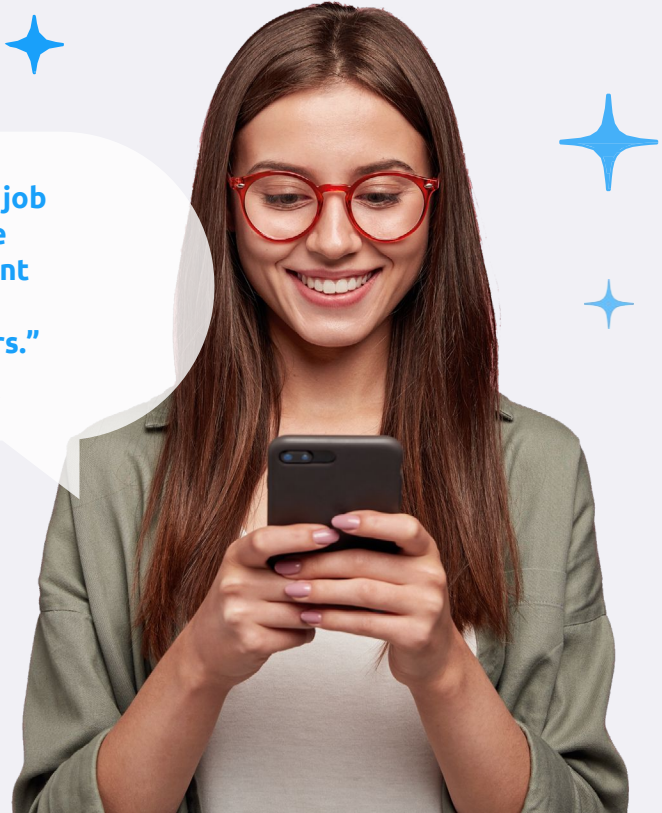
Why you need to include diversity in your talent sourcing strategy

Increased profitability

A study from MIT found that more diverse workplaces ultimately improved a company's bottom line.

Homogenous teams – where everyone was very similar – felt like they were doing better because there was more explicit agreement. But diverse groups, though the process felt more complex, ultimately out-performed their less diverse competitors.

Drive innovation

Diverse experiences lead to diverse perspectives.

If you are trying to solve a problem and you get stuck, you need someone with a different perspective to come along and help. Consider these facts:

Harvard Business Review found that not only does diversity improve innovation, but an inclusive environment encourages every employee to live up to their full innovative potential.

Improved retention

Diverse teams have better culture and retention

Employee turnover happens most often when employees don't feel that they belong or don't feel safe.

Inclusion is a vital part of company culture and key to retaining talented employees. Diverse work climates show increased trust and openness in working relationships.

What are candidates looking for now?

How can your company position itself to attract and hire the best candidates in this climate?

You may be surprised to see what today's top talent is looking for....
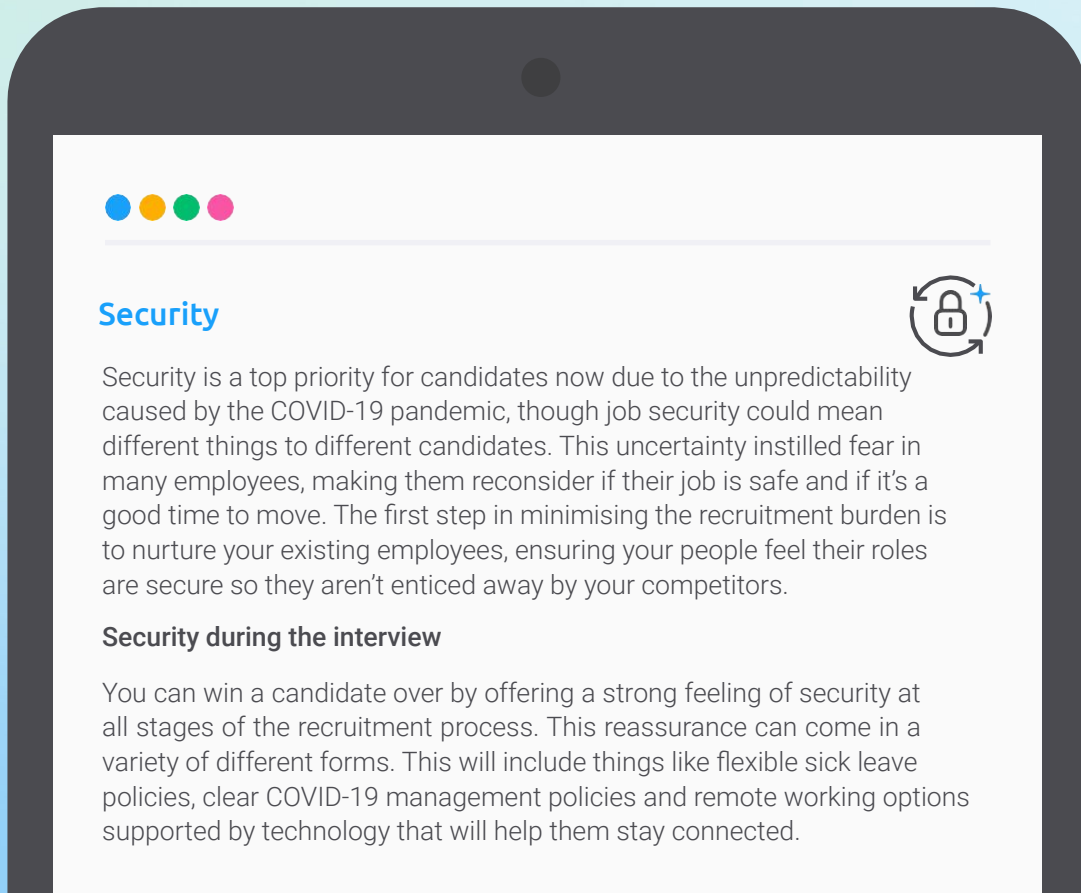
Security

Security is a top priority for candidates now due to the unpredictability caused by the COVID-19 pandemic, though job security could mean different things to different candidates. This uncertainty instilled fear in many employees, making them reconsider if their job is safe and if it's a good time to move. The first step in minimising the recruitment burden is to nurture your existing employees, ensuring your people feel their roles are secure so they aren't enticed away by your competitors.

Security during the interview

You can win a candidate over by offering a strong feeling of security at all stages of the recruitment process. This reassurance can come in a variety of different forms. This will include things like flexible sick leave policies, clear COVID-19 management policies and remote working options supported by technology that will help them stay connected.

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What are candidates looking for now?

According to a recent LinkedIn report 54% of hiring professionals say work flexibility encourages retention and 51% agree it attracts candidates

Flexibility

The COVID-19 pandemic made working from home a common practice. Employees had to quickly learn how to perform at a high level when their home became their office.

Surprisingly, the Hays salary guide reports the most important benefit that employees crave is flexible working practices. With around 79% choosing this, it highlights that those employers who offer flexibility will have a clear advantage. Over time, employees have come to appreciate the benefits of remote work.

Many won't be rushing back to the office as they enjoy the work-from-home lifestyle. Some employees will be open to the idea of returning to their office for at least part of the time.

In order to attract and retain talented people, organisations need to provide flexibility around their employees' work environment while balancing the needs of the business.

There are many ways to accommodate this new employee mindset. Alternative working schedules with a healthy balance between home and office time will deliver the ultimate outcome for many employees and provide cost savings for employees and employers alike.

To compete in a tight talent market, many companies are offering this flexibility and thinking outside the box when it comes to talent acquisition.

With remote work an option for many employers, they can expand their candidate search to other areas, which expands the talent pool considerably.

What are candidates looking for now?

Freedom and autonomy

In addition to flexible working styles and arrangements, talented people also developed a growing appreciation for the autonomy they experienced during the pandemic. In many workplaces, employees were able to take greater ownership over their work and many embraced the change.

Top performers don't need much oversight, and in many cases, they appreciate increased autonomy. So, when interviewing potential candidates ensure they understand what flexible working conditions are available.

Companies can take extra steps to train their leaders on encouraging and supporting more autonomy within their teams. Employees want to feel valued and trusted. They want the freedom to make process improvements, develop creative ideas and invest in themselves.

What are candidates looking for now?

Transparency

It has been a stressful time for many. If you want to attract quality candidates try to establish trust from day one. You cannot build trust without providing consistent transparency throughout the recruiting, hiring and onboarding process. All team members should demonstrate honesty and communicate reliably with the candidate.

As your team explains the role, it would be best to avoid any misrepresentation or sugar coating. Stay away from inaccurate statements, but also direct the conversation toward the relevant aspects of the job.

Ethics

The emotional effects of the pandemic mean that candidates will gravitate toward companies that show heart and act in an ethical manner.

Employees learn a lot about a company based on how it conducts itself during a crisis. As you speak with prospective candidates, talk about how your company looked after its employees and boosted employee morale during the pandemic.

In a candidate-short market, it's important to optimise their experience during the recruitment process. You're more likely to attract quality talent and improve your employer brand when you're able to elevate the candidate experience.

Tips to improve the candidate experience

The optimal candidate experience, is easily achievable and looks a little like this:

- Proper communication
- Clear explanation of the hiring process and timeline
- Realistic progress updates
- Clearly defined roles
- A clear company vision
- Meeting the team and socialising
- Ample feedback
- Meeting with the CEO or decision-makers
- Transparency
- Having a plan for onboarding
- Receiving preferred office gear
- 2-way collaboration on a career plan
- Autonomy on the job

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Tips to improve the candidate experience

Be prepared

It's always a good idea for hiring managers to review the candidate's resume prior to the interview, so they can get down to real questions right away. This sets a good first impression and shows the candidate that their time is respected.

If the interviewer is going to take notes during the interview, they should communicate this so it doesn't seem like they are multitasking and not paying attention. Ensure there is enough time after the interview for questions. Resist the urge to book back-to-back interviews or a meeting. It's important that the candidate has time to ask questions and not feel hurried out.

Outline next steps

In a candidate-short market, good communication is key. It's a good idea to always let candidates know when they can expect to hear back. Be sure to stick to that date. If there's going to be a second round of interviews, share the timeline during the interview.

If someone has no indication that they will hear back from you, you may lose out on the preferred candidate as they may accept another role.

Best practice hiring

Companies with the best customer experience have a Candidate Relationship Management system in place

Companies retain consistent relevance and accuracy of the materials used during the recruitment and selection progress.

Candidate experience is linked to recruiter performance

Candidate feedback is asked throughout the process

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# Tips to improve the candidate experience

Provide key information

Help alleviate candidate anxiety with information. This can be as simple as giving detailed directions to the office or sharing information about where to park. This level of care will show your interest in the candidate

If the interview is virtual ensure they understand how to join the meeting and suggest they test how everything works prior to the meeting. This is especially important for those people that don't use technology regularly, they may not be as confident as those candidates that do.

Be accessible

When recruiting, it's vital to provide a people-first service and be accessible to all candidates going through the hiring process. Being supportive of candidates with disabilities will increase your reach and the available talent pool.

It's always a good idea to ask candidates if there are any reasonable accommodations or accessibility requirements. By asking this and providing the necessary support, recruiters can better serve and promote candidates with disabilities or special needs.
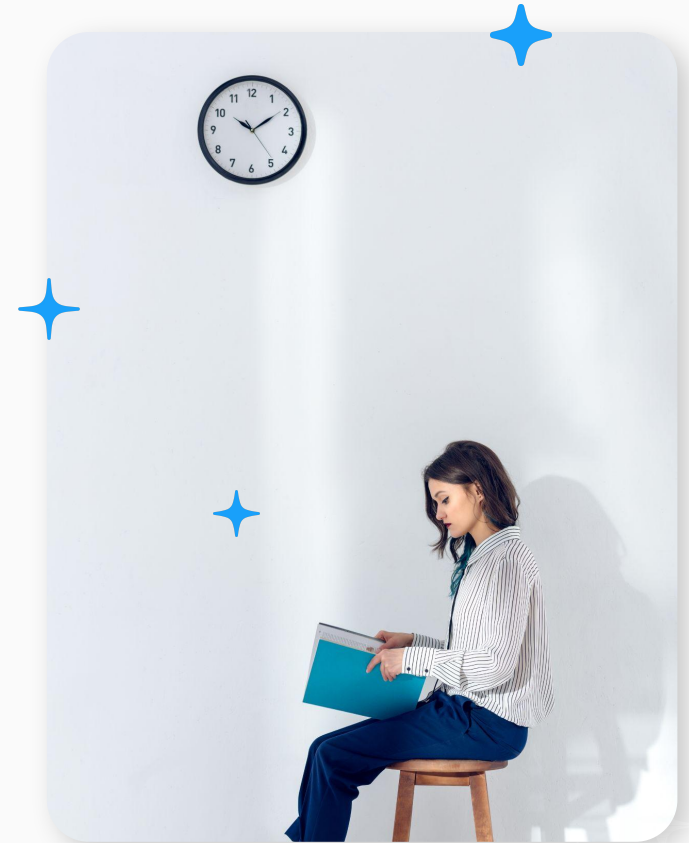
Conclusion

Sourcing talent in candidate-short markets is a struggle that many recruiters and talent acquisition professionals would be familiar with, particularly in a climate dominated by uncertainty and hesitancy.

We hope this guide provides clear tips and advice on how to source the best talent in this complex hiring environment.

At JobAdder, we're dedicated to providing the tools and support that recruiters and talent acquisition professionals need to make the recruitment process more joyful and a whole lot easier.

Please reach out to our friendly team if you have any questions about the strategies or tips provided in this eBook, we're happy to chat!

About JobAdder

JobAdder is a leading cloud-based recruitment software solution that helps in-house and agency recruiters find and manage talent more effectively through automation.

JobAdder's flexible powerful technology works with existing recruitment processes and HR systems to offer a seamless experience. Recruiters get the tools they need to do great work, ultimately enabling them to focus on what matters most

If you would like to know more about JobAdder **click here** or visit **jobadder.com**

Integrate
Connect JobAdder with the tools you already use as part of your recruitment process

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Attract candidates faster
Effortlessly post to more than 200 job boards

Efficiencies
Design workflows, create jobs, email templates

Dashboard
Customise to prioritise what's important.

Save
Determine which job boards have the highest ROI and allocate budget efficiently.

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