



THE SECRETS TO RECRUITING & HIRING PASSIVE CANDIDATES



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WHAT'S INSIDE

03 THE SECRETS TO RECRUITING AND HIRING PASSIVE CANDIDATES

Finding the right person for the right position is always a bit of a challenge. What makes the challenge even greater is that sometimes the right person isn't even looking for a new job and is already employed elsewhere. Uncover the secrets to finding and recruiting these elusive prized candidates in this eBook.



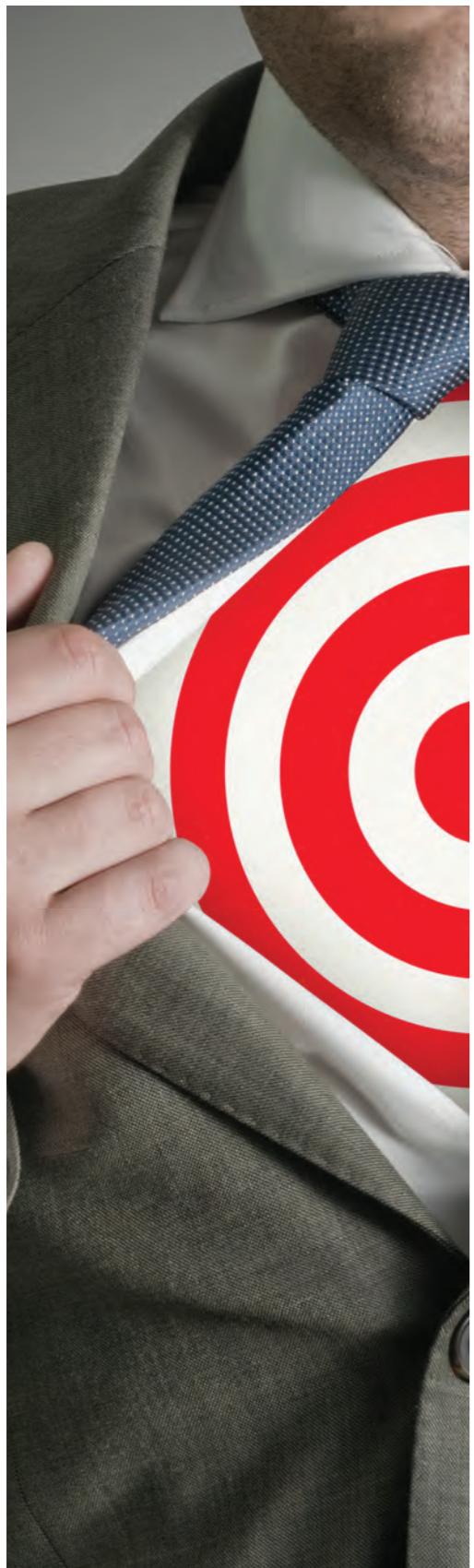
INTRODUCTION



Recruiting is never easy. No matter what type of position or the company, finding good people will always be a challenge. At certain times, recruiting is harder, especially if skilled workers are happily employed or if the supply of those types of workers is limited. When both of these things happen at once, it may seem impossible to find good workers.

Workers who are employed, hard-to-find and/or considered happily working have been thought of as "passive" job seekers; meaning they aren't "actively" looking for a job. When the job market is tight, naturally, companies look to find these passive job seekers and convince them to be active.

This eBook is about those passive candidates. The first thing to know is that very, very few people are actually passive. So it's really about finding good people. Read on to understand more about finding workers who may not be looking, but may be willing to listen.



SECTION ONE

REDEFINING PASSIVE CANDIDATES

The first thing to know is that when you think of "passive" you may be limiting yourself if you think there is a hidden group of people who won't entertain the prospect of a new job. A recent Careerbuilder survey found that 3 out of 4 people are actively looking for jobs or open to hearing about a new job. So, in reality, this means that most people are open to hearing about a new job and keep in mind, that not everyone is forthcoming on a survey. The likelihood is that another 5 to 10 percent would probably at least listen too.

So as you are formulating your plans, while the term "passive" is now commonly used, it really

means people who are currently engaged, but not married to their jobs – which is most people.

This also means that your recruiting strategies should be focused on strategies and actions what will help you engage with workers on a level that will allow you to influence their decision to change. It's a tall order because most people don't like change.



HELP WANTED

SECTION TWO

THE CASE FOR BETTER RECRUITING TODAY

It's clear that it's getting more difficult to recruit talent. And it's taking longer. According to an Indeed survey, the United States has the highest percentage of jobs that are open more than 60 days. A full 25% of jobs in the US are open for more than 60 days. That's a long time.

Here's the biggest problem with jobs being open that long: When jobs stay open for long periods of time, new jobs are still piling up. That





means you could be running in a constant talent deficit. Simply put, you never catch up.

Do a quick calculation: How many jobs do you have open in a month? How many are filled? How many are left over? Now carry over the jobs from last month and add them to the next month. They just keep piling up.

In a recent survey from LinkedIn on Global Hiring Trends Survey, it's clear that finding passive candidates is a goal right behind social networks and employer branding to help companies find good workers.



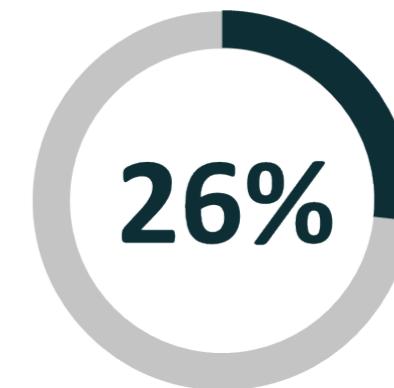
Utilizing social and professional networks



Employer branding



Finding better ways to source passive candidates



Employee referral programs

Source: LinkedIn, 2016 Global Recruiting Trends

So the question becomes, how do you find these passive workers and convince them that your job is better than the one they already have?



GUT CHECK





SECTION THREE

EVALUATING YOUR RECRUITING STRATEGIES

First, it's critical to do some self-assessment. If you had total confidence in your recruiting strategies, you probably wouldn't be reading this, but the truth is, most companies have to work at recruiting. So, if you know that your recruiting will pick up, you need to have recruiting resources in place to make it happen. It comes down to a few simple *yes* or *no* questions:

3 Questions to Evaluate Recruiting Strategies:

1. We know our hiring needs and we have it covered.
2. We know our hiring needs but we're not sure we have it covered.
3. We don't know our hiring needs and we don't know what to do about it.

If you answer "yes" to the first question, then you are in good shape. But if 2 or 3 is true you may be at risk. All it takes is a minimal spike to create a talent deficit that your company may not easily recover from.

Companies try to figure out recruiting based on the economy, technology, their industry or their business conditions. And it's no easy task.

Two major issues with most corporate recruiting strategies:

1. **Scalability** – What the hell are you supposed to do when they tell you to hire 20 people, no, scale that back to 10, only hire five, and then, oh yeah, we will need those other 10

people after all? Or, when you have budget to hire (along with everyone else) and you can't find enough people? Or when there's a complete hiring freeze, but it could get lifted at any time.

2. Workforce Planning – What's that? Yoh recently completed a workforce planning survey and guess what? Most companies don't really do a good job of planning. Shocking, right? If you are in recruiting, this is no surprise. If there's no planning and no investment, there's no return. So recruiting is all reactive. There is an informative eBook on the talent deficit that still exists at most companies today.

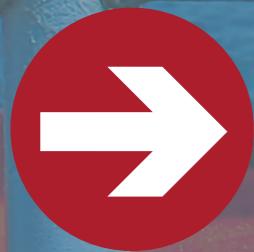
So where does that leave you? Well, like many things, the first step is admitting you have a problem. And once you do, here is a quick list of things to consider if you do want to get serious about recruiting:

- **Expertise** – Do you have the internal expertise expertise to recruit for the critical jobs you need? Specifically in terms of technology,

but really any areas where recruiting can be difficult.

- **Resources** – Do you have enough resources to fill the number of jobs you have? It takes time and people. Do you have enough of either?
- **Technology** – Are you properly leveraging technology? Everyone has access to job boards. Most have some sort of Applicant Tracking System (ATS). But are you really using them to their fullest or to your advantage? It's more than one person in HR can handle, if that helps you evaluate it.
- **The Experience** – What kind of experience are job seekers having with your company? What about onboarding? Are those efficient processes that leave a good impression, or do you lose people in the process?





ABANDON SHIP



SECTION FOUR

HOW TO CONVINCE WORKERS TO MAKE A MOVE

LinkedIn conducted a poll with two groups of professionals. They asked those who were employed what they needed in order to make a change. Then they asked those who did recently change employers why they made the switch. Here is the comparison.

WHAT WOULD CONVINCE THEM TO CHANGE EMPLOYERS

- 1 Better compensation/benefits
- 2 Better work/life balance
- 3 Greater opportunities for advancement

WHAT COMPELLED THEM TO CHANGE EMPLOYERS

- 1 Greater opportunities for advancement
- 2 Better leadership from senior management
- 3 Better compensation/benefits

Source: LinkedIn, 2016 Global Recruiting Trends

On the flip side, Yoh surveyed candidates who declined offers. The top three reasons candidates were NOT motivated to accept the offer were career advancement, compensation, and location.

What is the common thread among the three groups? Career advancement and compensation. This





is a key point for targeting and recruiting candidates. There must be another key motivator other than compensation. Compensation alone is not enough to make that person a viable candidate.

Silkroad broke down key applicant motivators by generation. (See the below graphic)

KEY MOTIVATORS FOR APPLICANTS (BY GENERATION)

MILLENNIALS	GENERATION X	BABY BOOMERS
FLEXIBLE WORK ARRANGEMENTS  PASSIONATE, ENGAGED WORKFORCE	WORK / LIFE BALANCE  OPPORTUNITIES FOR PROFESSIONAL DEVELOPMENT	GOOD BENEFITS  RECOGNIZES, REWARDS ACHIEVEMENTS

At the most basic level, these key motivators, or triggers can be worked into recruiting strategies and tactical elements such as value propositions, job postings, email templates, subject lines, and phone conversations. But every candidate is different, so the message must be targeted.

Asking the right questions and actively listening to the candidates gives you the roadmap for how to recruit and close them. It also gives you information to leverage in order to create a compelling offer.

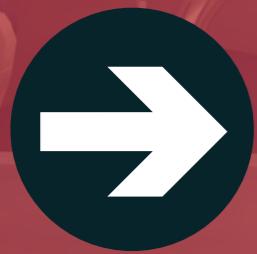
Source: Silkroad



As a bonus, here are eight questions you can use to help uncover the motivation of passive candidates:

- 1. What aspect of this opportunity sparked your interest?**
- 2. What do you love about what you are currently doing?**
- 3. What would you change, if you could?**
- 4. If you had your druthers what would you be doing?**
- 5. What would you need to see in this opportunity to make a change?**
- 6. How will you be evaluating this opportunity?**
- 7. What are the key deciding factors for you to accept an offer?**
- 8. What would prevent you from accepting an offer?**

These questions will lead to meaningful dialogue around the why's; making it easier to customize value propositions, and more effectively attract and close candidates for a proactive approach and talent pipeline building.



HUNTING BIG GAME





SECTION FIVE

RECRUITING PASSIVE CANDIDATES - FINAL THOUGHTS

Does your search for the perfect candidate feel more like you're hunting exotic game? The best candidates typically reside in small sections of the world, are nearly impossible to identify in their natural environment and characteristically, dwindling in population year-over-year.

As such, this elite group expects to be wooed. Not even so much wooed, as engaged, well before they are presented with a job opportunity. This group wants to be listened

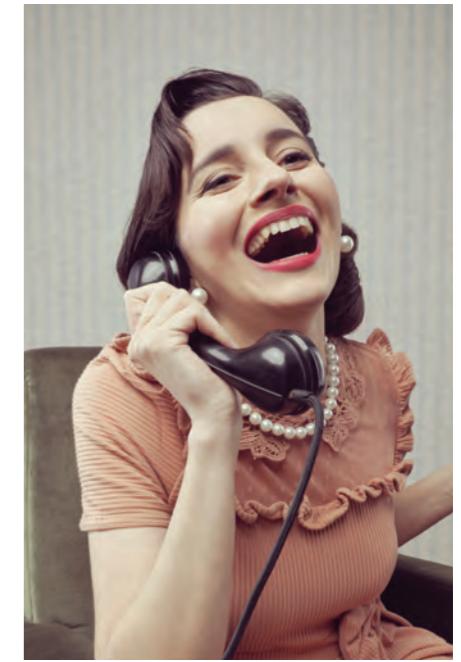
to and thought of as important even before they join your organization.

The trick here to passive candidate sourcing is to build lines of communication into the talent communities you need, well before you need them. Here is how you can do exactly that:

- **Recruit without recruiting** – Always, *always* be interviewing and talking to those in and around your industry. Find out where the people in your business or those with the skills you need, hang out.
- **Network for the jobs you will have open tomorrow, not the ones you have open today** – Once you have the opening, it's almost too late. Think ahead to the types of positions and types of people you will need to fill. Start networking now in those areas and it will pay off handsomely later.

- **Make everyone responsible for recruiting** – Have employees strengthen their networks and become active in promoting the company. Brand ambassadors are strong recruiters without even being recruiters.

The techniques in this eBook can be used with great success, but as noted above, it's important to put them in place and start using them well before you have a need. That's really the trick.



Think ahead to the types of positions and types of people you will need to fill. Start networking now in those areas and it will pay off handsomely later.

YOU NEED IT. WE HAVE IT.

Yoh is here. Yoh is there. Yoh is virtually everywhere. All in and busy going all out, doing everything it takes to take you where you want to go—forward. How? By foregoing the talent pool in favor of our own sea of talent, helping you find just the right person for the job or just the career you've been searching for.

