



FINDING + LANDING **THE PERFECT HIRE**

Here's how a great hiring strategy and smart technology can help you reach, attract, and retain great employees.





INTRODUCTION

Thanks to technology, posting a job description has never been easier.

But the digital world often creates information overload: How do you know your job posting is reaching the most qualified candidates instead of getting lost in the shuffle? And, how can you focus your search to ensure that you don't get buried in a sea of resumes from candidates who aren't a good fit? In a national and global economy that gets more competitive every day, a clear strategy and the best technology on your side are essential to staying ahead of your competitors.

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HIRING TRENDS: NOT YOUR GRANDFATHER'S JOB MARKET

Whether you started your career in 1977 or 2007, keep in mind that today's search process has changed.

The battle for the best candidates has gotten more:



COMPETITIVE.

4.7% unemployment as of December 2016 was the **lowest rate in 10 years.**¹



FLUID.

Compared with earlier generations that spent entire careers at one company, Americans now **average 4.2 years.**²



DIGITAL.

79% of adult jobseekers over the past two years **have looked online.**³

MILLENNIALS



Quickly becoming dominant

No longer the new kids on the block, in 2015 they leapfrogged Gen X to become the largest generation of workers in the U.S.⁷



Wellness as a way of life

They expect employers to help them stay fit. In fact, 70% say a wellness program might help them choose where to work.⁸



No place like home

64% love the idea of working at home at least part of the time, and 66% want the flexibility to shift their hours around.⁹



Looking for the right tools

The first generation with no memory of a pre-Internet world, they expect the latest technology on the job and may grow impatient without it.¹⁰

GEN X



They bounce back

With much of their careers defined by difficult economies, Gen Xers are resilient and adaptable.



Focused on family

As the new “sandwich generation”, 71% would change jobs to improve work-life balance.¹³



Show them the money

38% say salary is the top thing that motivates them on the job.¹⁴



Nervous about the future

Facing tuition for their kids and other big expenses, 44% lack confidence about retirement.¹⁵



BABY BOOMERS



Committed to staying vital

To ensure their ongoing employability, Boomers are focusing on health (65%), current job performance (54%) and updating their skills (41%).¹⁶



Endlessly energetic

By 2024, 36% of people age 65-69 will be working, compared with 22% in 1994 to 32% in 2014.¹⁷




Driven by passion as well as the purse

Many Boomers work past retirement age to stay active (56%) and because they enjoy work (54%).¹⁸



Help wanted (for aching backs)

Nearly half (48%) say a company wellness program should include ergonomic furniture.¹⁹

A close-up photograph of a man with a beard and mustache, smiling warmly. He is wearing a maroon, textured knit sweater over a white t-shirt. He is holding a silver tablet computer with both hands, looking at the screen. The background is blurred, suggesting an office or indoor setting. A semi-transparent blue banner is overlaid across the middle of the image, containing white text.

“Ten years ago, job searching started progressing to the Internet, and now it’s complete—**technology has changed every job on the planet.**”

—Martin Yate, author of *Knock 'Em Dead: The Ultimate Job Search Guide*



PART ONE:

SPREADING THE WORD

The road to hiring great employees starts with knowing how to craft a perfect pitch and, perhaps even more important, making sure that your open position is seen by the best possible candidates.

BASICS OF A GREAT HIRING STRATEGY

Hiring and keeping great candidates doesn't happen by accident. The business strategy research firm Accenture identifies these components of a strong strategy:



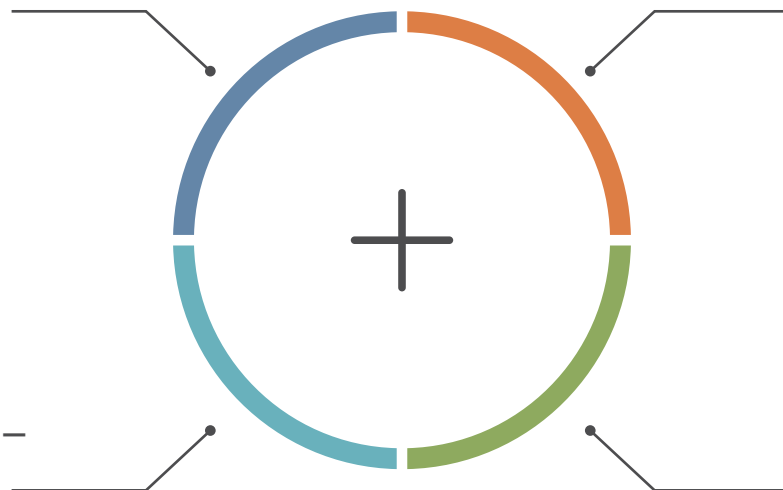
Offer challenging work with the potential for career advancement.⁴

Reach top hires early in their careers, possibly through an internship program.



Put your searches online—including on mobile phones, where most current candidates are looking.

Offer new hires training, and a path to stay at your company for the long term.





NAILING THAT JOB DESCRIPTION

A terrific job description is one that connects immediately with the most selective and prized candidates—those who have the option to say yes or no, versus candidates who simply want a job.

Selective candidates “are a lot more concerned about the company,” says Martin Yate, author of *Knock ‘Em Dead: The Ultimate Job Search Guide*, and former Director of HR for Bell Industries Computer Memory Division. Tell them about your company’s strengths and uniqueness. Include specifics about the position, its duties, functions, tasks, and relationship to other roles in the company. But don’t stop there. The Small Business Association also recommends that you make your description flexible, highlighting not just what the job is now but what it could become.⁵

REACH THE RIGHT PEOPLE

OK, you've written a job description that sings. Now, make sure it doesn't get lost in cyberspace. Consider using a jobs platform that can reach the right candidates, while simultaneously reducing your workload.

A good platform should:



Distribute to a large number of job sites appropriate for the position.



Optimize distribution, to help ensure the job posting will get in front of the right people, while bypassing unqualified candidates.



Deliver key metrics to help you evaluate how a specific job search is going.



Provide follow-up data to help ensure your hiring process is as effective as possible.

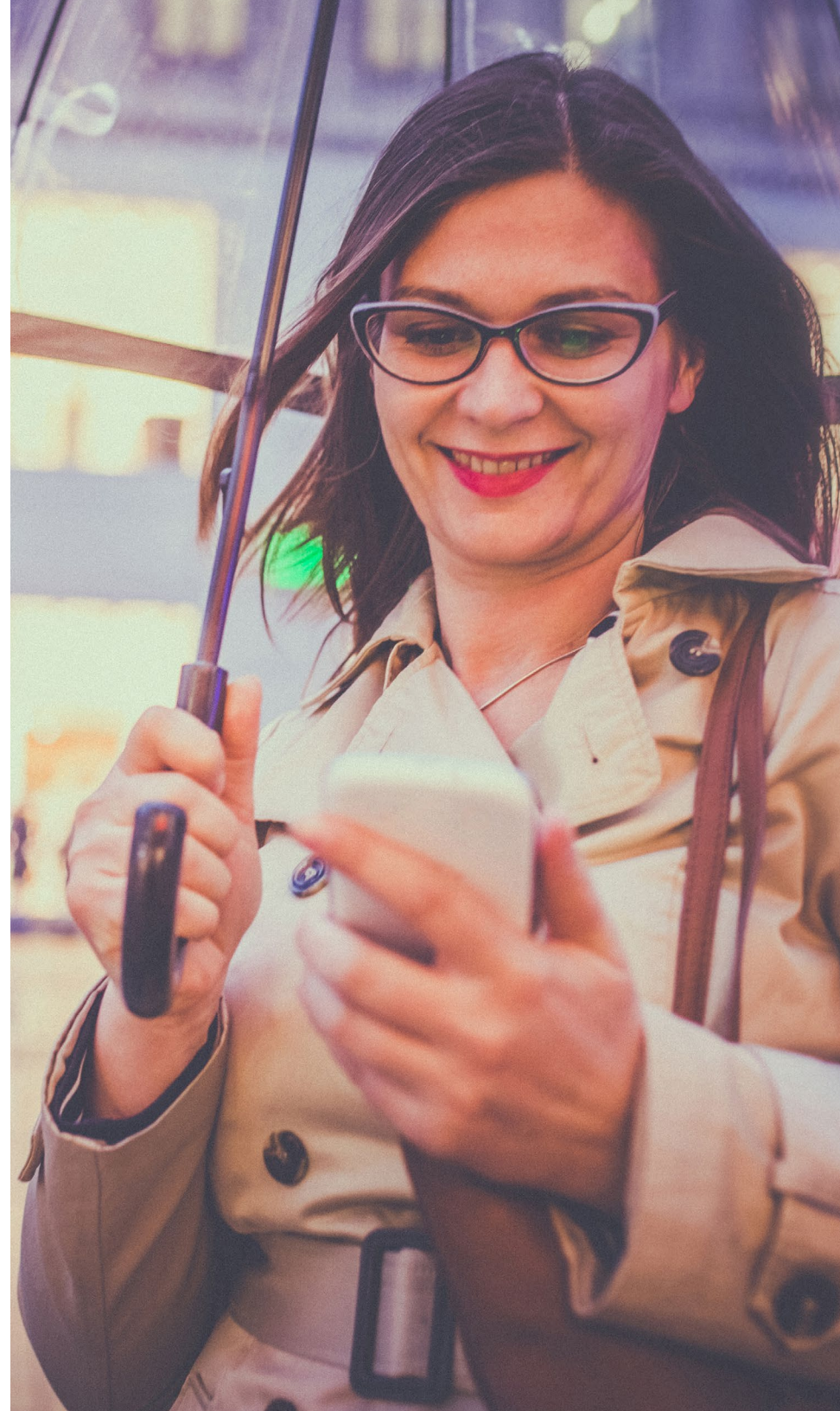
WHAT'S YOUR MQ (MOBILITY QUOTIENT)?


Some 28% of American job seekers (and 52% of those age 18–29) have searched on their mobile phone, according to Pew Research.⁶

Half of those looking online have used their phone to fill out an application.

The takeaway?

Be sure your own site, as well as any job-posting platform you partner with, is fully mobile friendly.





“People want to learn and get better and develop marketable skills. So don’t have an ad saying you’re looking for basic programmers. **Talk about the *job*—tell them why it’s an opportunity to expand beyond the expertise they already have.**”

—Martin Yate, author of *Knock 'Em Dead: The Ultimate Job Search Guide*

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PART TWO:

LANDING A TERRIFIC POOL OF APPLICANTS

You've created a great job description and your distribution strategy is on point. When that description reaches the perfect candidate, don't turn them off with an application process that feels like an obstacle course. In one study, application rates dropped 365% when it took longer than 15 minutes.¹¹ Keep things simple, and let the right technology smooth the process.

MAKE APPLYING A SNAP



Ask the essentials.

“Identify three or four things that are most important—the base knowledge and skills needed for a position, along with education and work experience,” suggests David Allen, chair of the Department of Human Resource Management at the Rutgers School of Management and Labor Relations.



Keep it “small screen” simple.

Optimize mobile applications by limiting the amount of navigation a candidate must do. Every additional menu, list, or icon is another chance to lose a frustrated applicant.



Lighten the upload.

Candidates may not have resumes stored on their phones. Make sure your mobile site lets them easily upload a document stored in a cloud-based service or on a networking site.



WIN THE MATCH GAME

While job-search engines produce scattershot results, today's best careers platforms do much more to connect promising candidates with jobs they really want. Candidates using advanced platforms are 14 times more likely to apply¹² than are those using keyword searches. These days, employers can:

- **Widen the search.** Potential hires these days look anywhere and everywhere, from national recruiting sites to industry and company postings—and new technology lets you be wherever they are.
- **“Read” thousands of resumes.** Artificial intelligence software can delve into the details of countless applications almost instantly, sending you only candidates who truly fit your criteria.
- **Keep your search up to date.** If your job description changes, today's technology enables you to get the revised posting to interested candidates immediately—and they can update their information, too.

Candidates using advanced platforms are

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keyword searches.

STALK THE PASSIVE APPLICANT

Some of your most promising candidates may not even know they're on the market—yet. “Most people today, even if they're perfectly happy with their current role, are still looking anyway—because it's so easy to do,” says David Allen.



Spread the word.

Offer incentives to employees who refer successful candidates.



Burnish your brand.

A great website and social media presence may lure potential employees—particularly if you've made a “best places to work” list.



Read your reviews.

When passive candidates take an interest in your company, they'll research what others say about you online. Be sure to monitor what's out there.



“The best interview questions are behavioral or situational and apply directly to the job you’re hiring for. **‘When this happens—and it will—how would you handle it?’**”

—David Allen, *Rutgers School of Management and Labor Relations*

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PART THREE:

REASSESSING YOUR STRATEGY

Your personnel needs go way beyond finding one terrific employee. Use each hiring experience as an opportunity to assess what went right or wrong, adjust where necessary, and move forward.



THE POWER OF ANALYTICS

Be sure any jobs platform you use provides comprehensive metrics to help you understand

Passive vs. active candidates.

More passive candidates in your mix could mean your outreach efforts are paying off.

The proportion of applicants you interview.

If you're still picking through mountains of resumes, look for ways to improve your job matching process.

How many interviews result in job offers.

Every step that lowers your interview-to-offer ratio saves precious hours.

Your acceptance ratio.

Getting turned down at this late stage could mean you need better communication with applicants earlier in the process.

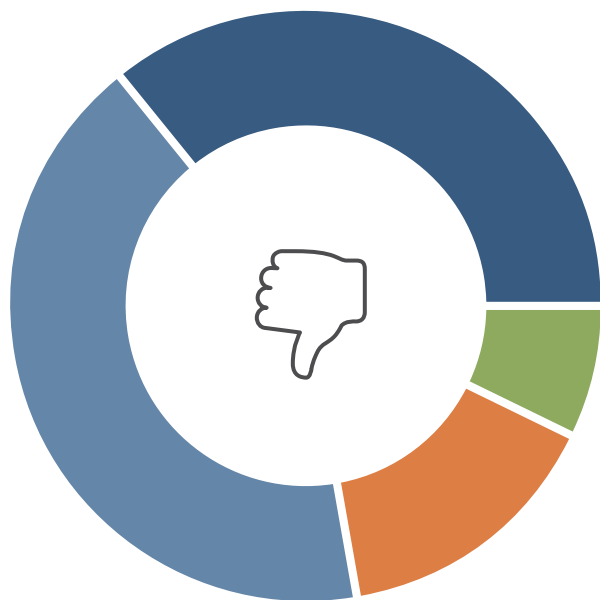
Where your best hires come from.

Consider your recruitment sources—referrals, job sites, Internet searches. Which are best at producing good candidates who accept job offers, perform well, and stay at your company?

MOVE RELUCTANT PROSPECTS FROM 'NO' TO 'YES!'

It's a fact of recruiting life that some people you really want will turn down your offer.

Here's what respondents to a recent survey²⁰ gave as their reasons for saying "no."



36%
Compensation and benefits weren't in line with expectations

42%
Received another offer

7%
Undesirable location

15%
Other

What you can do:

"You're less likely to have your offer rejected if you've given a realistic preview of what your company is about, what the position entails, and the salaries and benefits you'll provide," says David Allen. Consider customizing an offer to appeal to a candidate you love—say, easing a potentially burdensome commute by offering a day a week from home.



“It used to be that the managers and HR people would decide what was a good fit for their company. **Now things are more data-driven—you collect data, especially about what differentiates your best performers, and let that data tell you what makes a good fit.**”

—David Allen, *Rutgers School of Management and Labor Relations*

THANKS FOR DOWNLOADING OUR FINDING + LANDING THE PERFECT HIRE EBOOK!

As your local recruitment resource, NJ Advance Media experts understand the job search habits of candidates and can ensure you have the visibility, industry insights and tools you need to be successful with your hiring efforts.

OUR SOLUTIONS

- Job Postings, Distribution & Optimization
- Employer Brand Development
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- Social Media Optimization
- Search Engine Marketing
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- Display (Digital and Print) Advertising
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* Sources: ComScore. Nielsen Scarborough



Learn more about your recruiting options by contacting your NJ Advance Media Recruitment Advertising Specialist at (866) 790-3162 or recruitment@njadvancemedia.com.

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INTERVIEW SOURCES

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