



DIGITAL ERA RECRUITING:

The Brave New Normal

PARKER+LYNCH

Ajilon

ACCOUNTING
PRINCIPALS

TODAY'S DISCUSSION

- Introductions
- Let's See How Far We've Come: A Brief Retrospective
- Challenges We Face as HR Professionals in the Digital Age
- Best-In-Class Companies
 - The Need for Speed
- The Digital Age: A Brave New Normal
- Sourcing through Social Media
- Conclusion
- Q&A



Who is Parker + Lynch?

PARKER+LYNCH

- Partner of a Greater Whole
- The Adecco Group's Finance & Office Brands
 - Parker + Lynch
 - Accounting Principals
 - Ajilon
 - Paladin
- The Adecco Group NA
- The Adecco Group Global



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Let's See How Far We've Come:

A Retrospective



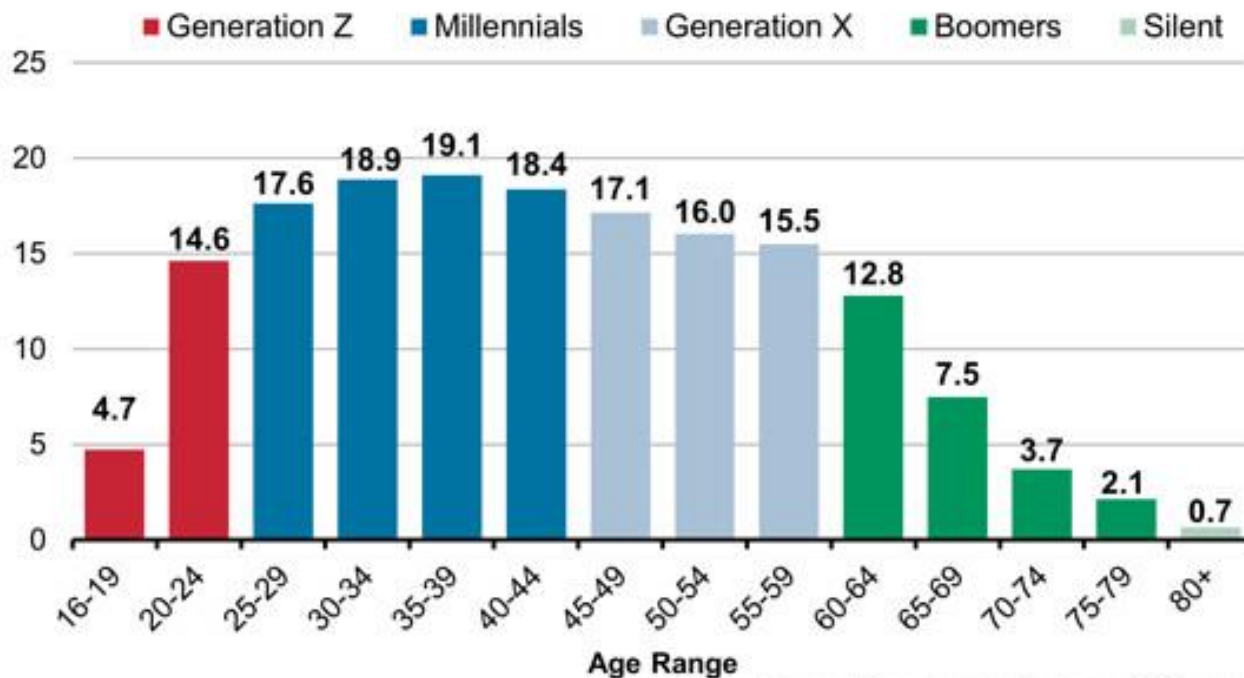
<https://www.youtube.com/watch?v=Er0ffLTrh60>

Challenges We Face: Generational Flux

Millennials and Generation Xers together make-up 68% of the workforce (evenly split at 34% as of 2015).

The Workforce in 2025

Projected size of U.S. labor force (in millions) by age, for the year 2025



Source: Department of Labor | WSJ.com

Challenges We Face: Millennials



<https://www.youtube.com/watch?v=hER0Qp6QJNU>

Challenges We Face:

The Generational Gamut

- Millennials and Generation Xers together make-up **68%** of the workforce (evenly split at 34% as of 2015).
- This puts pressures on other cohorts:
 - Recent Grads (Gen Z)
 - Veterans
 - Baby Boomers
- Running the Generational Gamut
 - The workforce is generationally diverse
- **Big Takeaway:** HR Professionals must assemble and maintain teams from a multi-generational workforce, the plurality of whom were raised on the internet and the growing majority of whom are fully assimilated or native to the realm of social media.

Challenges We Face: The Gig Economy

- From Uber to AirBnB: Sharing is Caring

Growth in Contingent Workforce: (18.5% growth rate YOY)



- **The Big Takeaway:** Personal autonomy, work-life balance, and professional flexibility are at a premium in the Digital Age.

The Best-in-class Company:

What Makes It So?

- Many things to many people
 - Best benefits
 - High job satisfaction
- Key Performance Indicators (KPI)
 - Length of time-to-hire
 - Revenue per full-time employee (FTE)
 - Rate of Unwanted Turnover

BEST-IN-CLASS

INDUSTRY AVERAGE



Middle 50% of aggregate performance scorers

- 3.6% decrease in time to hire (Y-O-Y)
- 2.5% increase in revenue per FTE (Y-O-Y)
- 12.2% increase in unwanted turnover



Top 20% of aggregate performance scorers

- 26.2% decrease in time to hire (Y-O-Y)
- 11.5% increase in revenue per FTE (Y-O-Y)
- 9.4% increase in unwanted turnover

LAGGERS



Bottom 30% of aggregate performance scorers

- 4.2% increase in time to hire (Y-O-Y)
- 1.0% decrease in revenue per FTE (Y-O-Y)
- 19.1% increase in unwanted turnover

Best-in-class Hiring Strategies

As many organizations are struggling to overcome the shortage of qualified talent, savvy companies are investing in sourcing strategies to ensure they can source the talent necessary to succeed today.






Not Being A Bic Company Will Cost You

COST TO YOUR BUSINESS

How a bad hire affects your business depends on their level of seniority. For example, you can expect replacing an employee, based on their level of experience, to cost:

Entry Level Employees	Mid-Level Employees	High-Level Employees
40%	150%	400%
of their salary	of their salary	of their salary

Which means that:

Hiree's Salary		Replacement Cost for Employer to Rehire
\$40,000		\$6,000
\$80,000		\$120,000
\$120,000		\$960,000

Bic Companies Rise Above The Skills Gap

6 TIPS FOR OVERCOMING THE SKILLS GAP

USE A STAFFING FIRM TO OVERCOME THE TALENT SHORTAGE AND MAKE YOUR LIFE EASIER.

Partner with a staffing expert to help you conduct an SWP assessment and find the best talent.

KEEP YOUR BENCH WARM.

No matter where your organization is, or where you plan to go, it's imperative to always have a pipeline of interested, fitting candidates.

DO MORE WITH WHAT YOU ALREADY HAVE.

Developing from within remains a power play. That consistently strong performer in a lower-level position is probably worthy of a promotion.

OFFER FLEXIBILITY.

In a survey conducted by the Society for Human Resource Management (SHRM), **52% of organizations report providing flexible work arrangements.** Temporary work is one way to accomplish that.

TAKE FEEDBACK SERIOUSLY.

Businesses can reduce turnover and keep employees engaged by listening and creating a positive culture. And remember, **happy employees are on average 31% more productive.**

USE SOCIAL MEDIA TO BUILD YOUR BRAND. REPUTATION AND PIPELINE CANDIDATES.

Since you own these channels, there's no cost to post about what great jobs you have, how awesome your company culture is, or even to start a dialogue with active and passive job seekers.

The Need For Speed:

Gripes From New Grads

Top Complaints of Millennial Job Seekers According to a 2016 KPMG Survey

- Lack of feedback when they don't get the job (55% of respondents)
- Poor communication from the potential employer (43%)
- Length of wait to hear the interview outcome (34%)
- Length of recruitment process (34%)
- Amount of stages in the recruitment process (28%)

The Need For Speed:

Why Must We Do It?

A slow moving process can reflect poorly on a company

- A slow process can damage the company's image by indicating it is a red tape laden environment that is not innovating with the times.

Millennials want easy and efficient interviews, and they want feedback, whether they're right for the job or not.

- And they'd prefer all this to occur within a few days. Did we mention they will make up 75% of the workforce soon?

Expediting hiring can save time and money.

- Reduces the number of job ads, unproductive hours, and time spent on screening, scheduling and interviewing candidates.
- In addition, avoid a bidding war with other companies by hiring the best talent quickly!

Candidates are finding jobs at a faster rate than ever before.

- A long interview process can cost the chance to hire top talent!
- Most top talent will not wait around for weeks or months, they are already off the market! Leaving the client with the 2nd tier talent pool

The Need For Speed: Hiring Faster Is Smarter

Take Proactive Steps

- Build Long Term Relationships
- Slow Moving Process Indicates Apathy or Incompetence (Bad Optics)
- Beware Hidden Costs
- The Slower the Process the Worse the Quality of Hire
- Educate and Consult

The Need For Speed: Ways To Do It

Video Interviews

- Quick, Easy, & Efficient
- Attractive to Millennials:
 - ease in completing interview from any location, which opens up your search to the best candidate regardless of geographic area!

Panel Interviews

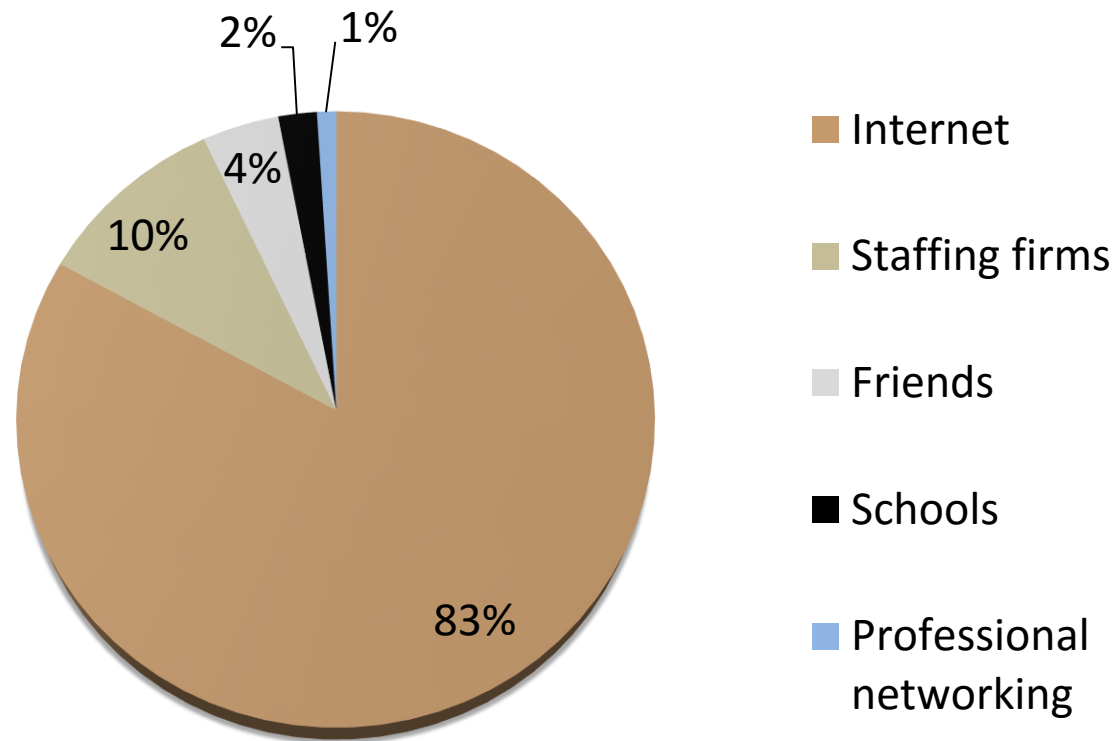
- Employers should aim to combine the process into ONE day by having a panel of multiple interviewers at one time.
 - This speeds up the process, eliminates any redundancy and saves times for all parties.

Staffing Companies

- Candidates are pre-screened and due diligence has been completed.
- Quick access to qualified pool of talent
- Customized hiring process based on the client's needs

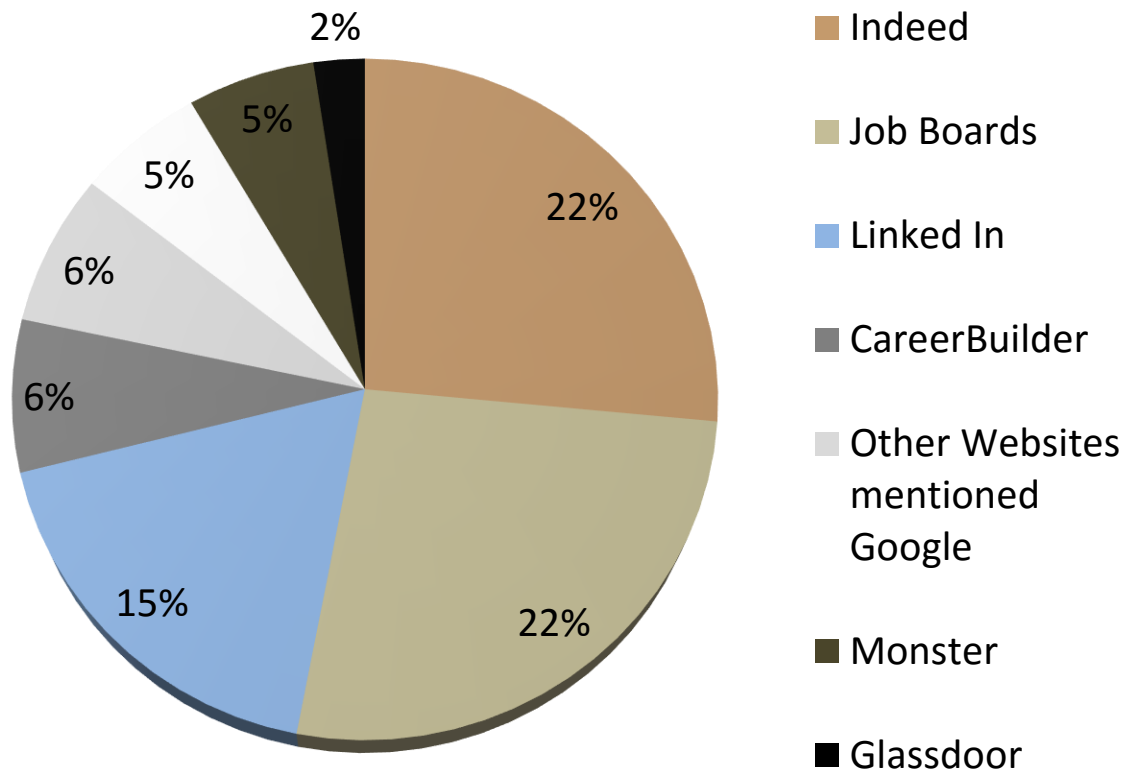
The Digital Age: A Brave New Normal

- **Electronic** job searches marked a **tectonic** shift in how recruiting was done.
- In 2016, Accounting Principals and Ajilon conducted a survey on recruiting strategy. We asked where people look for jobs:



The Digital Age: A Brave New Normal

- Do you search for jobs online? Indeed!



The Digital Age:

Job As A Consumer Product

Job Seekers are now treating a job search like they would when making a substantial purchase for a consumer product.

- This includes:
 - Doing extensive research on a company or organization's reputation
 - Studying up on a company's brand and to research what the work experience might be like
 - Turning to personal social networks
- **The Yelpification of the Job Market**
 - Rotten Tomatoes is to Movies
 - and Yelp is to Restaurants
 - what Glassdoor is to Jobs and Employers
- As of July 2016, Glassdoor can boast approximately **30 million users** who have contributed nearly **10 million unique** reviews for over **540,000 companies**.

The Digital Age:

Job As A Consumer Product

Big Takeaway:

In the Social Age, brand images can no longer be unilaterally cultivated by companies and dictated to customers and employees. These stakeholders demand a candid authenticity from the companies they patronize and for whom they work, not red tape, not “legalese”, and not phony spin. These stakeholders demand a say in how businesses do business.

Knowledge, Power, Leverage, and Influence (the narrative) have shifted from the boardroom to the chatroom.

The Industrial Age Vs. The Digital Age

- Evolution vs. Revolution
- Hierarchical vs. Egalitarian
- Conglomeration vs. Cooperation

The Digital Age: Big Takeaway



Sourcing Through Social: Facebook



1.65 billion MAU

1.09 billion DAU

BIC Companies

- Don't be Big Brother
- Facilitate Office Communication

BIC Candidates

- Post Responsibly

Sourcing Through Social: LinkedIn



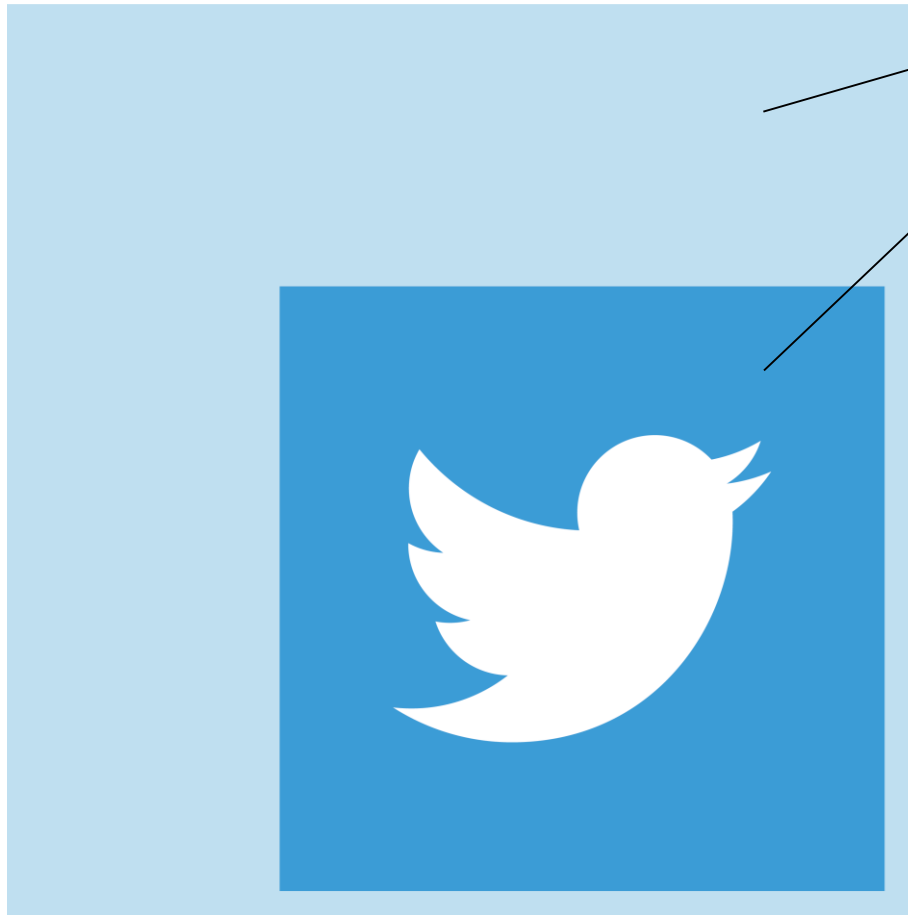
0.45 billion Total Users

0.106 billion MAU

BIC Companies and Candidates

- Check your “Pulse”
- ‘Net Networking
- More than a Resume

Sourcing Through Social: Twitter



0.310 billion MAU

0.1364 billion DAU

BIC Company

- #ThoughtLeadership

Sourcing Through Social: Instagram



0.500 billion MAU

0.300 billion DAU

BIC Company

- International Reach
- Online Scrapbooking
- Company Culture
 - “Slice of Life”

Sourcing Through Social: Snapchat



SNAP IS THE NKOTB*

BIC Company

- 150 million DAU
- “For those who think young”
- Telling “Stories”
- Making “Memories”
 - “Default Camera”
- Company (Youth) Culture

Sourcing Through Social: Summation

Big Takeaway: much like the workforce, social media is multi-generational experience which must be understood and leveraged properly and wisely by HR professionals in new ways in the Digital Age.

- More Social, Less Media
- Putting the “human” back into “human resources”.

CONCLUSION

While this presentation is over, in the Digital Age, the recruitment and hiring process is *never* over.

QUESTIONS OR
COMMENTS?