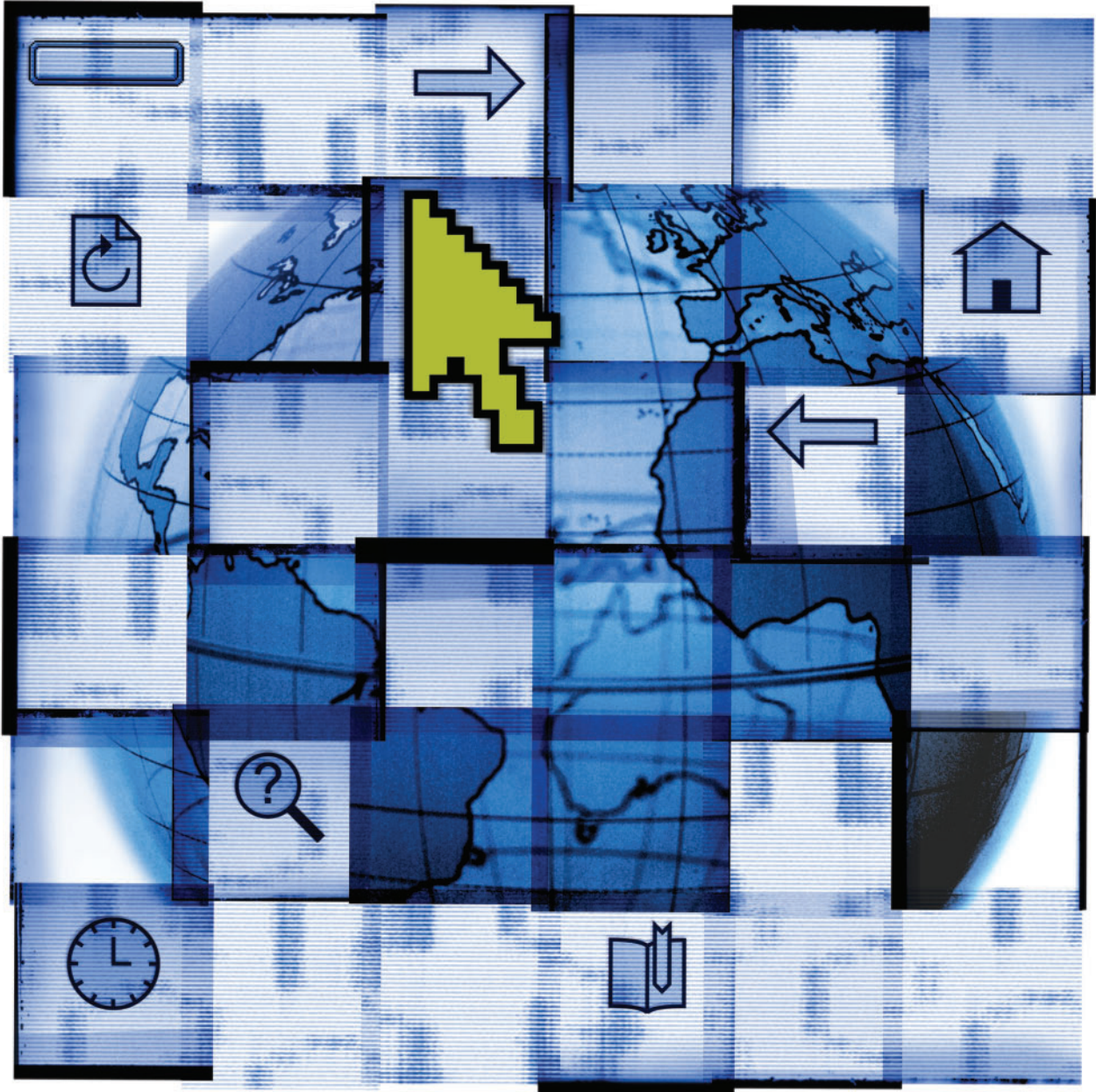


Randstad's guide to effective Internet recruiting



Introduction

We all know the importance of recruiting for the purpose of finding the right candidate for a position, and we have learned that the more efficient and possibly more effective way to find those candidates is through the Internet. Randstad's guide to effective Internet recruiting will discuss the avenues and best practices associated with successfully utilizing the online resources that job seekers have come to rely on and prefer.

comScore, Inc. reported that *18.8 million people used the Internet to search for a job in December 2008*¹, and that number has continued to grow significantly over the past year.

Previously thought of and approached as simply a reactive business activity to fill a current need, recruiting has now become an activity that can actually help drive and create business opportunities. Internet recruiting makes this process faster and easier than ever before. It has also offered more cost-effective ways of recruiting.

In the ever-changing, fast-paced world of technology we sometimes find our heads spinning as we try to keep up with all the latest and greatest improvements, but that is no excuse for ignoring the tools and resources that are available and that can significantly impact our business. And so, we have all been introduced to the world of Web 2.0, which leads us to the world of 'Recruiting 2.0'. This guide is meant to enlighten some, remind others and hopefully educate all readers on a few of the many issues surrounding recruiting on the Internet.

Randstad strives to provide only the best service and solutions for our clients, and this starts by recruiting the most qualified candidates for the job. Here is our approach to building an effective Internet recruiting plan.

To start, be aware of the tools job seekers are using to search for positions. Be in their operating reality; understand, and try to accommodate, as best you can, the expectations they have during their job search experience.

Consider whether your company website provides valuable and detailed information, in an easy-to-access format that provides what the job seeker needs and expects in order to consider working with your organization. Does your company have its information posted in the right places so that it captures the attention of both active and passive job seekers?

Read on for some ideas and tips to help you to begin to answer 'Yes' to these and other important questions.

It's all in the postings... or is it?

keywords

When you have a position that you need to fill, where do you go to begin your search for the right candidates? The days of only running an ad in the local classifieds are gone, so how do you get the word out about your open position?

A good starting place is on one of the top, national online job boards. (The well-known players include CareerBuilder, Monster and Yahoo! HotJobs.) This will provide great exposure for your position and your company, assuming you make the posting interesting and include the right information to attract the job seekers you are targeting.

Millions of people will view your job posting and your company information on the job boards; therefore it is critical that you design your job posting as an advertisement for your company, not just a call out for active job seekers. As you write the job posting think about specific *keywords* a job seeker would use when searching for a particular job.

Keywords are an important element of Internet recruiting for both the job seeker and the employer. We know that a keyword is used as a reference point for finding other words or information, but what does it mean in terms of Internet recruiting? Here is an excerpt from an article written by Karon Thackston, owner of Marketing Words, Inc. specializing in search engine copywriting:

"In one way, search engines [and online job boards] operate in a similar fashion to your telephone directory. They both list companies [and positions] by category. When you got your business telephone number you were probably asked under what category you wanted to be listed. Search engines use much the same logic. Rather than categories, they use keywords. You must consider which keywords your site visitors [job seekers] will use to find you and then incorporate those words into your Website and job posting tags... Your keywords need to be those that most people would think of when searching the Internet for a site [or a job] such as yours..."²

Every online job board is different, but they all follow essentially the same logic of matching job postings to a job seeker's search based on the relevancy of the keywords used. As tempting as it is to provide as much information, detail and keywords as possible within the posting, be cautious – a job seeker will only read so much or so far before they lose interest.

Keywords are a critical component in the success of your Internet recruiting; be strategic with the keywords you include in your job postings as well as the online searches you conduct.

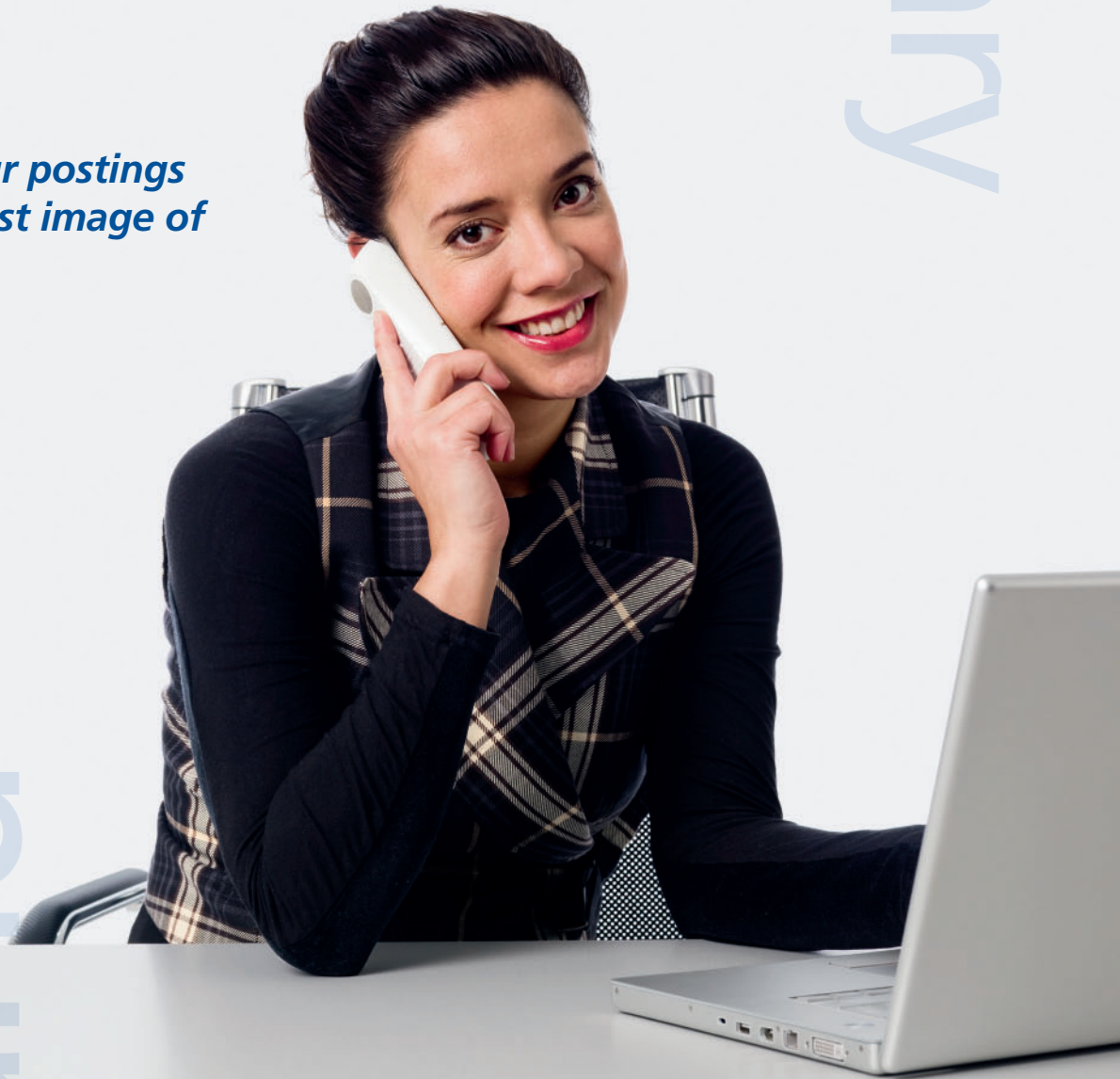
As you start to create your job posting be sure to cover the basic information that all job seekers look for in a posting. In order to encourage a job seeker to read further and become excited about the position, the following criteria must be met:

The big 5 criteria –

1. Salary
2. Benefits
3. Location
4. Hours
5. Nature of the position: contract or permanent

salary

Make sure your postings present the best image of your company.



brand

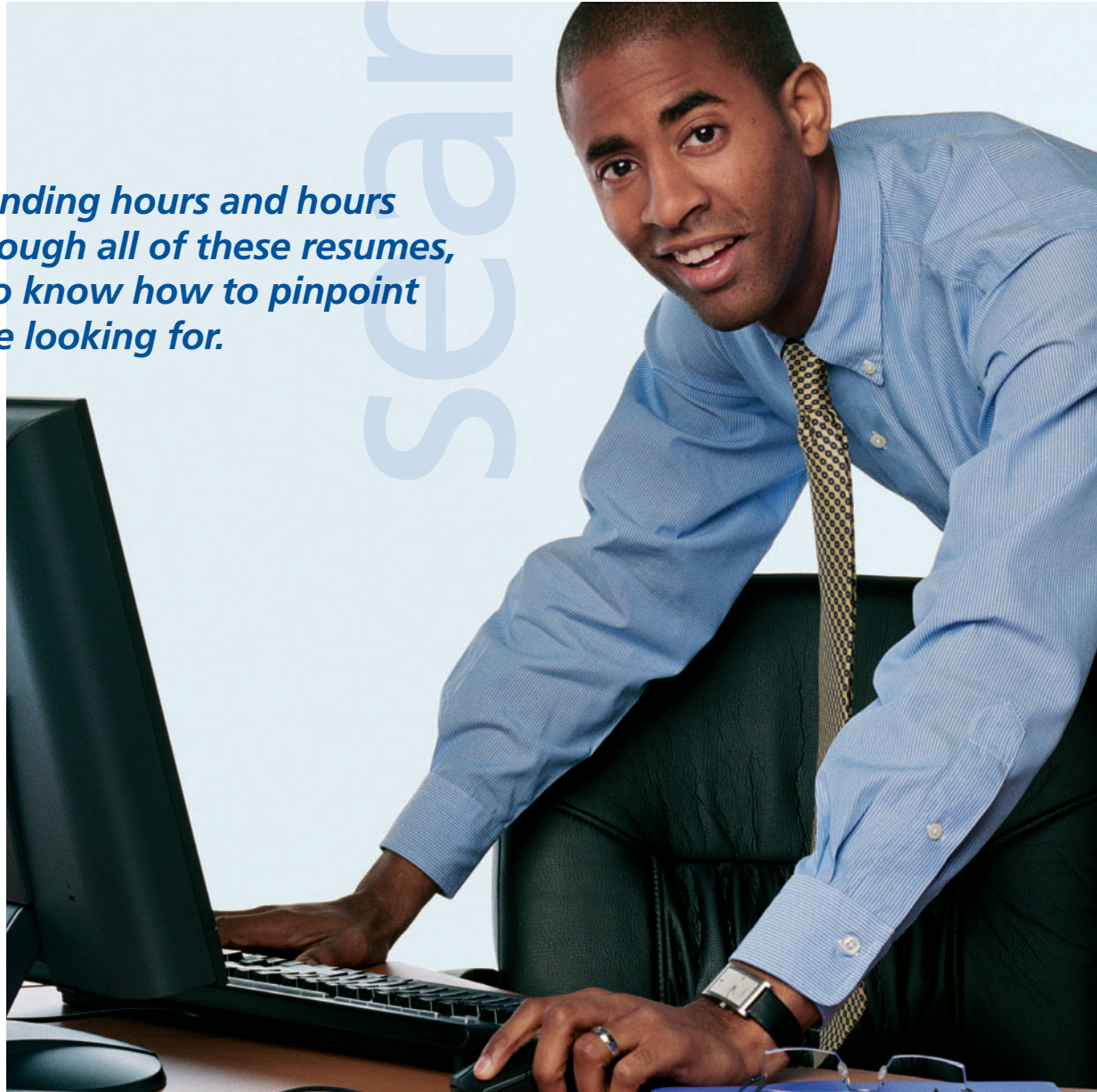
Posting Tips

In addition to these criteria, here are other tips to consider to help make your job posting more searchable and appealing to the job seeker.

1. **Use familiar job titles.** Make sure they are clear, succinct and professional. Use proper (recognized) abbreviations for job titles. Example: 'Admin Asst' is recognized as Administrative Assistant.
2. **Make the posting easy to read.** Use spacing and bullet points where appropriate. Organize your posting in a way that highlights information about the company culture separate from the requirements and skills needed for the position.
3. **Include keywords in the summary of the position.** Use keywords in the job title as well as about every 80 words or so in the summary. (This allows search algorithm technology used by search engines to better build a case for returning your posting over another.) Adding similar or interchangeable words that job seekers are looking for will also return better results. Example: Accountant *and* CPA *and* Certified Public Accountant. Also consider adding well-known buzzwords for your industry.
4. **Associate the position with multiple industries.** The job boards will allow you to categorize your job posting by industry. There is no reason that your position has to fall under just one industry.
5. **Expand the location of the position.** Reference a nearby metropolitan area or surrounding suburbs rather than just listing the specific town or city in which the position is located.
6. **Give them the details.** Describe the position requirements. Explain the duties of the position. Include a summary of the culture and environment of the company or department. Provide benefit information and intangibles. Relevant details about the job opportunity should be included in the posting to help capture the attention and the interest of the more passive job seekers, as well as those people actively looking for new job opportunities.
7. **Provide the salary.** When it is not possible to list the exact salary or pay rate, give a salary range or benefit statement. Explain whether the pay will depend on experience or if there is a probationary period, etc.
8. **Show off your company brand.** Remember this is an advertisement. Provide a link to your company's website for easy reference for the job seeker to learn more about your organization.
9. **Proof read.** Check for typos and misspellings. Make sure your posting presents the best image for your company.
10. **Tell them how to apply!** Provide easy, straightforward information that lets the job seeker know exactly what they need to do to apply, and who to contact if they have questions.

search

To avoid spending hours and hours weeding through all of these resumes, it is critical to know how to pinpoint what you are looking for.



When they are not searching for you, search for them.

When job board postings are not providing enough candidates or the right candidates, or if you are looking for additional ways to source candidates, another approach is online candidate resume databases that are available through many of the job boards.

In order to search for candidate resumes, you may need to purchase a viewing license from the job board to access their resume database or agree to pay per resume that you view. The cost of a viewing license will be more than the cost of job postings, but may return more targeted candidate results. Consider the return on investment of a viewing license versus paying per resume, based on your recruiting needs.

It is often more effective to search for candidate resumes (versus posting a job online and waiting for job seekers to apply), when you are looking for more specific skills or qualifications, or if you need to limit the number of candidates considered.

Before you dive into this gold mine, consider the size and scope of this resource:

CareerBuilder has a database of over 30 million candidate resumes worldwide
Monster has more than 55,000 new resumes added to their global database daily
Yahoo! HotJobs has a database of approximately 32.1 million unique candidates

To avoid spending hours and hours weeding through all of these resumes, it is critical to know how to pinpoint what you are looking for so that you can set up (and save for future use) effective searches within these job boards. One way to begin your search for the best candidate resumes is by using Boolean searching.

What is 'Boolean' searching and how does it work? Boolean is a universal concept in computer searching that allows you to narrow or expand your search results using commands and operators. Boolean search logic is used to conduct a search of resumes using a keyword field.

Within the keyword field, use the commands:

And – this will narrow your results

Or – this will expand your results

And Not – this will exclude results

Near – this will allow you to search for keywords situated within 10 words of each other

The commands are recognized by the search engines through the use of **operators**. (An operator is a symbol which acts to produce functions or commands.)

See examples of some operators below:

- “ ” Exact phrase – use this with multiple, exclusive keywords.
Example: “Software engineer” = software **and** engineer
- () Grouping – use this with **or statements** or searches.
The parentheses add clarification on which operation should be performed first.
Example: (“Loan processor” **or** “loan underwriter”) and (“sales pipeline”)
- * Wild card – use for root word searches.
Example: Manag* = manager, management, managing

Save time; use the best Boolean searches to continuously identify candidates.

If you use a Boolean search that provides you with the right candidates, you can save that search for ongoing use. Rather than having to go in each time and type out the Boolean commands and operators, a **Saved Search** allows the technology of the job boards and the search engines to do the legwork for you! Saved Searches can be set up to run daily, weekly, monthly – whatever works best for your recruiting needs – and deliver an email with the candidate resumes that match your criteria.

Want to take it one step further? Once you have purchased a resume search license through an online job board, you can take advantage of **Resume Alerts**. With Resume Alerts, you can receive a daily email notifying you of new job seekers that have registered on the site that satisfy your desired criteria. You can gain a competitive advantage by setting up alerts that let you know when a new job seeker has posted their resume on the job board. This will allow you to contact this new job seeker and tell them about your job opportunity before others do!

Overall, searching the resume databases and setting up saved searches will allow you to be more *proactive* versus *reactive* in your recruiting efforts.

When the big boards are too big

niche

Some companies may find that using larger job boards like CareerBuilder, Monster, and Yahoo! HotJobs is not the best method for finding the candidates they are looking for. A smaller, niche job board could be the better route to take to find the job seekers you are targeting.

This avenue will require a little more work and research to be an effective part of your online recruiting strategy, but it can produce candidates that are better tailored to your specific needs. Take a closer look at the networks that you have already formed within your industry and ask highly regarded colleagues for their feedback on the recruiting sources they are familiar with. You should also identify the recruiting sources of your existing employees and successful hires. Ask where they began their job search, and what other resources they are aware of that are less known by the general public, but better recognized and preferred by top candidates in their industry or area of expertise.

Using the information that you gather from your colleagues and co-workers, categorize your search for the right niche job board by:

- Geography/region
- Industry/business focus
- Network/referral system

You may find that one niche job board satisfies all of these areas for your company and recruiting needs, or you may choose to work with a few different niche job boards.

On the niche job boards, just like with larger online job boards, you can post jobs online, advertise your company with a banner ad or featured section of the website, or search and view candidate resumes in the database. Your search results may be less in number, but hopefully more targeted in providing the specific types of candidates you are seeking.

Listed below are just a few niche job boards that have proven to be helpful for many companies:

- **DICE.com** – The leading career website for technology and engineering professionals and the companies that seek to employ them.
 - This niche job board is just one example of where uniquely skilled employees (in the IT and engineering fields) go to look for specific jobs within their area of expertise.
- **eFinancialCareers.com** – Niche site for finance, banking, investment banking and financial markets. Job postings are listed by sector (accounting, asset management, capital markets, commodities, etc.) and by location.
 - eFinancialCareers’ mission is to help companies engage with and hire the most qualified finance professionals around the world. Their specialty focus and their audience of highly-skilled banking and finance professionals enable employers to reach hard-to-find, experienced candidates.
- **Jobing.com** – Locally-focused job site and recruitment media provider committed to building a local employment community by providing resources that encompass all aspects of recruiting and employment.
 - This niche site offers a ‘community feel’. (We will focus more on this topic of community in the next section.)
- **Craigslist.org** – Local (online) classifieds and forums, community moderated and free in many cities.
 - This niche job board provides a geographical focus that may help you find better local candidates that understand the local market and trends and are already living in the area.
- **HireVeterans.com** – HireVeterans.com is a job board/search site for U.S. veterans where employers post jobs for military personnel returning to civilian employment.
- **LinkedIn.com** – (We will discuss this resource in detail in the next section.)

A social outlet to a business practice

Internet users today have become more sophisticated and desire a personalized experience³ during their job search, and they just can't get that from a job posting alone. To combat these challenges, strategic recruiters are finding alternatives to turbo-charge their traditional recruiting programs through popular Social Networking sites.⁴

We have all heard that buzz word, but what does it really mean? **Social Networking** has been defined by Wiktionary.com as *the interaction between a group of people who share a common interest*.

Many job seekers have made their way to *online* forums. They have found their groups of interest, they post their status updates and discuss what they like and don't like, but they have also learned how this resource can be more than merely a social outlet; in fact it has become an effective method for job hunting and networking professionally.

There are numerous online social networking communities, but currently the big players are LinkedIn, Facebook, MySpace and Twitter. Let's take a quick look at these online communities:

LinkedIn – A business-oriented social networking website launched in May 2003. This site is mainly used for professional networking. As of July 2009, it had more than 43 million registered users, spanning 170 industries. Profiles and company pages are easy to set up and immediate contact regarding professional opportunities is commonplace. The primary objective of the site is networking with business contacts and recruiting.

Facebook – A social networking website that is privately owned and operated. Users can add friends, pictures, send messages and update their personal profiles to notify friends about themselves. Additionally, users can join networks organized by city, workplace, school, and region.

Facebook counts 250 million active registered users, but non-registered users can visit some Facebook pages, and comScore says that the site's traffic has grown in the last year by 208 million unique monthly visitors, up 157 percent.⁵

MySpace – Another social networking website, MySpace became the most popular social networking site in the United States in June 2006. However, according to comScore, MySpace was overtaken internationally by its main competitor Facebook in April 2008, based on monthly unique visitors.

Generally speaking, recruiters can engage job seekers through these social networking sites by creating a company or individual profile that advertises their objective, or they can use the resource as a way to reach out to individuals for advice, referrals and the chance to build relationships. The social networking techniques used on these sites are many, and will take some time to get accustomed to and make work for you. The most important thing to remember is that if you are going to use these resources you need to be committed and engaged in the process. Determine what your goals are and what you hope to gain from the networking sites. Also remember to consider what internal resources you will need to commit in order to make the most of the site you select.

Forty-five percent of employers use social networking sites to research job candidates, up from 22 percent last year.



Facebook

How to use

Here is some additional information regarding best ways to use two of the resources referenced in this guide:

LinkedIn

LinkedIn: Parts of their site are free to use and access (creating your profile, joining groups, posting and answering questions, etc.); but there are areas and functions that require you to pay for a membership or a license. The paid resources include functions such as job slots for posting positions, as well as the ability to mass email potential candidates directly. With a paid membership the size of your network greatly increases because you have access to more levels or degrees of association through people you are 'linked' to directly and indirectly.

LinkedIn works for individual recruiters and large companies. Recruiters can search for potential candidates based on keywords in their profile such as companies they have worked for, positions they have held, industries they are experts in, etc. Companies can also advertise via banner ads or sponsored sections of the site and make impressions on a huge number of contacts within specific fields and associations. The possibilities are vast, depending on how much you want to spend.

Facebook: Individual recruiters and companies may set up profile pages so that friends and followers can become 'fans'. An individual recruiter profile page may be a little easier to manage than a company page, and it allows for more one-to-one interaction with people. With either a company or an individual profile you can post status updates about your organization or positions you are recruiting for. You can choose to make your profile public or private; monitoring who is able to see the content of your profile and expand or narrow the number of impressions you make on potential candidates. The owner of the profile, as well as your potential candidates or 'friends and fans' can post comments, questions, pictures and videos to the page, allowing for total engagement from all parties.

Companies can also be featured in sponsored or advertised sections of Facebook. Depending on the interests of your potential candidates, your company or individual profile could come up as a suggested friend for them to add to their network. Facebook allows recruiters to sometimes see a more personal side of job seekers and it may give you more insight into what your target market of job seekers is really looking for in a job.

Here are some statistics around how recruiters are using and benefiting from the social networking sites:

- 35% of employers have found content on social networking sites that caused them not to hire the candidate.
- 18% of employers have found content that caused them to hire the candidate.
- 45% of employers use social networking sites to research job candidates, up from 22 percent last year. Another 11 percent plan to start using social networking sites for screening.

(This information provided in CareerBuilder's annual study released August 19, 2009.)

To Tweet or not to Tweet

Twitter is a relatively new resource, and it tends to be lumped into the social networking category with LinkedIn and Facebook, but technically it is very different. **Twitter** is a free social networking and microblogging service that enables its users to send and read messages known as 'tweets'. **Tweets** are text-based posts of up to 140 characters displayed on the author's profile page and delivered to the author's subscribers who are known as 'followers'.

Simply, Twitter focuses on one of the components the other social networking sites have - the posts or status updates. Another way to categorize Twitter is as one of the many 'microblogging' sites, and currently the most popular.

Microblogging involves posting [a message] in 140 characters or less, resulting in others reading, sharing and commenting on those posts. Microblogging evolved from larger blogs; (the word **Blog** is a contraction of the term Web log which is a website or page with regular entries of commentary, descriptions of events, or other material such as graphics or video.)⁶

Like the other social networking resources, job seekers and recruiters have learned to take advantage of microblogging to quickly get their information out to those who are interested. Twitter provides staffing and recruiting professionals the ability to market jobs, connect with job seekers and build brands and relationships with a 100% cost-free platform.⁷

Facts at a glance:

- Twitter currently has over 32 million members
- Twitter had 10 million world wide visitors in February 2009
- Twitter had year over year growth of 1,382% in February 2009

As you can see Twitter has massive reach, but this resource is really only successful if you actively participate in the tweets that you follow (i.e. re-tweet or share the information with others, make comments, ask questions) as well as engage the people that follow your tweets. Rather than just simply answering the question, 'What are you doing?' think about what information and updates are relevant and interesting to your followers. Your tweets should be specific and targeted, with a distinct objective identified. You may risk losing followers if you are not particular about what you post. Be prepared to manage and reply to the immediate responses and interest that you receive from your followers related to the job postings that you 'tweet'.

Twitter

MY
ace

Consider the following tips for making the most of Twitter:

- **Don't let it suck up all of your time.** Remember your goals when using Twitter; find and connect with potential candidates, be efficient with your recruiting time.
- **Choose who and what you follow wisely;** only follow those people that provide interesting or informative information. Use functions like search.twitter.com, monitor.com, and tweepsearch.com to help you identify people you want to follow.
- **Twitter is not a job board, a search engine or a relationship building tool.** You will need to filter and organize the information you receive. Attracting followers is just the first step in the relationship building (and ultimately the recruiting) process. Once you have attracted the right candidates you will need foster and develop relationships through other resources and activities.

Having trouble differentiating between the various social networks? Maybe this will help:

MySpace is like networking with people at a nightclub or a bar

Facebook is like networking with people at a friend or family's backyard BBQ

LinkedIn is like networking with people at a corporate or business event

Twitter is like 'broadcasting' yourself to your network of followers

However you look at them, there are important target markets and job seekers that are actively engaged in these sites. The critical first step is to identify who your target market is, and which of the social networks your potential candidates prefer, and then set up the appropriate channels to connect with those job seekers.

Who can you reach on social networks? Here is a quick look at some information related to the users of these sites:

- The share of adult Internet users who have a profile on an online social network site has more than quadrupled since 2005, from 8% to 35%, according to a November–December 2008 Pew Internet & American Life Project survey.
- According to Forrester, use of social media among those people aged 35 to 54 jumped 60 percent in the last year.
- Highly paid professionals are active in reading blogs and listening to podcasts, well-educated job seekers (especially recent college graduates) regularly read blogs and like writing reviews and comments, and new entrants into the workforce have seen the benefits of reading company blogs, making comments and engaging in social networking sites in their job search.

Demographic profile of US Internet users who have ever used a social networking site. November-December 2008 (% of respondents in each group)⁷

Gender	
Male	35%
Female	35%
Age	
18-24	75%
25-34	57%
35-44	30%
45-54	19%
55-64	10%
65+	7%
Household Income	
< \$30,000	45%
\$30,000 - \$49,999	38%
\$50,000 - \$74,999	30%
\$75,000+	31%
Education	
Less than high school	43%
High school graduate	31%
Some college	41%
College graduate	33%
Ethnicity/race	
White, non-Hispanic	31%
Black, non-Hispanic	43%
Hispanic	48%
All adults	35%

If these are the type of job seekers you are looking for, consider online social networks as a recruiting source.

When making the choice to add social networking resources to your Internet recruiting plan it is important that you be committed to the process. Recruiters must immerse themselves into targeted social networks and participate. You must agree to be “social.” That involves actively participating within these communities and developing a “personal” relationship with prospective candidates. That also involves recognizing that every social network community is built around different purposes, therefore each needs to be approached differently. Each community has their own set of social norms, user behaviors and site structures that you must understand in order to be accepted by the community. Like any form of networking, the online social networks are only successful when you participate regularly.

Take your Internet recruiting to the next level

For those of you who may be saying “been there, done that” regarding job postings, resume searching and social networking, your next step is to take a look at how you can fully optimize the recruiting channels and Internet resources that you currently have in place.

Perhaps some less familiar buzz terms SEO and SEA, are something for you to look into. Let's start with SEO:

SEO: Search Engine Optimization is the act of optimizing a web property or asset so that it appears higher in search engine rankings. It is the process of increasing or improving the amount of traffic to a website or a job posting from various search engines.

Search engine technology is very precise. Whereas we talk about a data entry position, a data entry job, a data entry job opportunity or a data entry career as the same thing, search engines would consider each of these phrases as distinctly different.

Solid keyword research is the foundation for understanding your audience. Get to know your job seekers – how they think and how they search. Many companies are very surprised to learn that the way they describe a job is much different than the way a candidate describes the same job in a search query.

As mentioned in the first chapter it is very important to be aware of the keywords that a candidate chooses when using search engines; describe your job in the same way that the searcher would describe it. Try Google's free keyword research tool AdWords - it allows you to input keywords or phrases and then it suggests new keywords or ideas for you to use. Need more? Instead of entering your own keywords, try using Google's Website Content option. It allows you to enter the URL of your business website, or of any site related to your business. The AdWords system will scan the site and then suggest relevant keywords.

Remember that if your goal is to get job seekers to your company's website, make sure it adequately represents your company's culture and objectives, and that it satisfies the expectations that the job seeker has about their job search experience. Is your company's website robust yet easy to navigate? Have you created a Web 2.0 environment where the job seeker can participate?

Working with SEO techniques like keywords and Google AdWords can help improve the performance results of your online job postings, as well as your company's website.

Another technology to consider is SEA.

SEA: Search Engine Advertising is advertising your product or directing consumers to a website through a sponsored media, which is also known as PPC (pay-per-click).

PPC can be an effective, inexpensive way to generate the desired attention and interest in your job postings.



Pay-per-click advertising

PPC: Pay Per Click is a fee-based text model for delivering ads (or in this case, job postings) to users on search engines that is purchased and charged to the advertiser on a per click basis.

PPC can be an effective, inexpensive way to generate the desired attention and interest in your job postings. Since you only pay for the ad if someone actually clicks on the posting, it can help to ensure that most of the visitors who reach your company's website, or apply for your position are interested in the job.

PPC ads are only 120 characters in length and can be written very quickly. However, it is critical to write a compelling message to entice searchers to click through to your company's website or the destination that you determine. TIP: Try including the job description and the location in the headline for maximum click-through.

Paid search is a great way to target job listings in specific locations. Most vendors allow you to geo-target your advertising efforts in order to maximize your return. NOTE: For nationwide job opportunities, paid search may not be the most cost effective way to generate interest.

PPC allows more flexibility in advertising for numerous jobs or several different levels of the same job. You can use any number of keywords to advertise a category of job opportunities. For example, when someone searches for "admin jobs", "administrative jobs", or "admin assistant jobs" they can see your advertisement for administrative job opportunities if you have included these words in your SEA campaign.

PPC can also be used to protect your brand. Competitors may be bidding on your company name and other associated keywords, stealing traffic from your site and your recruiting efforts. Many people are surprised to learn that other companies (perhaps even your competitors) can buy your company name and your keywords. The result is people who are searching for your industry or business could actually be routed to a competitor's website. It is advisable to consider the implications of this and do your own searches periodically to see what competitors may be using your brand name.

Work with the aggregators

As you have seen, there are numerous resources available to help you identify candidates. A recruiter trying to reach multiple target markets and job seekers may find themselves using more tools than they can handle. The information, hits, applicants and resumes they receive can be overwhelming rather than helpful.

What do you do when you are knee-deep in Internet resources and all of the candidates and resumes they provide? Put Web 2.0 to work for you! To start, consider the benefits of a job board aggregator.

Similar to the technology of search engines like Google and Yahoo, job board aggregators allow job seekers to visit lots of job boards, newspapers, associations and company career pages at one time. The aggregators can automate searches for the job seekers and deliver results by email when new jobs are posted to different job boards.

A recruiter can save time by using the job board aggregators to post and/or distribute job postings for them. Rather than your recruiter going to each individual website or job board, the aggregator can amass all your job postings into one place and push those positions out to thousands of other sites.

To work with a job board aggregator your company will have to provide access to your company's website or the location where your job postings are stored. You will need to allow the aggregator to 'scrape' or pull the job postings from the location. You can also provide the job board aggregators with select information or job postings through a direct 'feed' of information or a direct link to the specific job posting.

The key players in the job board aggregator world are SimplyHired.com and Indeed.com.

SimplyHired.com was launched in 2005 as a small website that aggregated job postings from job boards, company pages, online classifieds and other data sources. SimplyHired is now one of the top 75 websites in the United States, powering 30,000 local job portals, and is part of a network of more than 5,000 sites. In addition, SimplyHired has created partnerships with *Business Week*, *US News & World Report*, *Workforce Management*, *CNN Money* and the *Washington Post*.

Indeed.com launched their first pay-per-click job advertising network in 2006. Indeed has over 10 million unique visitors each month and more than 1.2 million jobs indexed every week. Indeed gives job seekers free access to these employment opportunities from 8,500+ sources including all of the major job boards, newspaper companies, and associations' websites. *Time Magazine* named Indeed one of the top ten best websites in 2007.

To summarize, these job board aggregators offer several unique benefits to both job seekers and recruiters:

- Applicants can click through directly to the employer's company website or the job posting, rather than going through multiple pages or clicks to find the information they are looking for.
- Jobs are indexed across the web; the recruiter does not have to post on all of the different job boards and sites.
- Two types of search results are provided:
 - **Sponsored jobs** are paid for by the employer when the job seeker clicks on it. (This technology allows for cost-effective advertising; employers only pay for advertising or postings that job seekers actually click on, and that they have sponsored.)
 - **Organic results** are results that were not paid advertisements. (Also referred to as natural results)

Software and online programs have been developed to tackle the challenge of weeding through huge numbers of search results and resumes.



TalentHook

Let technology do the sourcing for you

Now that you know how to get your positions posted in numerous places quickly and easily, you may be concerned that you will have too many resumes to sort through on your own. Instead, consider using resume sourcing, matching and recruitment technology. Various software and online programs have been developed to tackle the challenge of weeding through huge numbers of search results and resumes, delivering to you only those candidates that have been 'filtered' based on your criteria.

Two of the better known companies that offer this recruitment technology are TalentDrive and TalentHook.

TalentDrive is an online program that can be integrated with your company's applicant tracking system or candidate database. TalentDrive was formed in 2007 with the goal of improving the recruitment process. They are the creator of the innovative recruitment technology, TalentFilterSM. TalentDrive's proprietary technology has the ability to connect to free and paid sites, sweeping and matching the best resumes for the best opportunities using one platform, one search, one technology. In June of 2009 TalentDrive announced the release of TalentFilterSM Version 3.0.

TalentHook is a resume search software. The company that created TalentHook was founded in 1999 by recruiters looking to establish an effective way to automate and improve the Internet resume search process. The company designed state of the art spidering technology with a personal business understanding of the requirements for recruitment professionals.

The benefits to the recruiter using a sourcing and matching technology is that they can find, filter, and generate candidate leads very quickly and easily through one source. Whether they are looking to source a high volume of candidates, or a more specific, targeted group of job seekers, the technology will save recruiting time, and may help contribute to a more cost-effective Internet recruiting strategy.

TalentDrive

Measure your results

Tracking your recruiting activities and results, and analyzing the data will help you see where you are getting the majority of your traffic from, and could help you identify where to make improvements in your overall recruiting strategy.

Here is a basic sample of some of the information you may want to begin tracking to help measure the success of your Internet recruiting efforts:

Position	Tool	Cost per tool	# of applicants	Cost per applicant	# of hires	Cost per hire	Time to fill (# of days)

Position	Job title, skill level, etc.
Tool	Online job board, social networking site, SEA campaign, etc.
Cost \$	The cost of posting on a job board, viewing resumes, buying keywords, etc.
Applicants	Job seekers that submit their resume and/or complete the steps you require
Cost per applicant	Consider all applicants, all tools and all resources used to attract and identify
Hires #	Candidates that you actually employ to work with you
Cost per hire \$	Consider all hires, all tools and all resources needed to make the hire
Time to fill	The number of days it takes to find qualified candidates for your position

Glossary

Adwords:	Google's flagship advertising product. AdWords offers pay-per-click (PPC) advertising, and site-targeted advertising for both text and banner ads.
Aggregator:	Software or a Web application which aggregates syndicated web content such as news headlines, blogs, podcasts and job postings in a single location for easy viewing.
Blog:	Short for 'web log', an online, regularly updated journal or newsletter that is readily accessible to the general public by virtue of being posted on a website.
Boolean searching:	A system primarily used in computer science and in expressing the relationships between sets (groups of objects or concepts) or keywords.
Click:	A trigger or an instance of a user activating a hyperlink to go to a website, page or online location.
Click-through rate:	Click-through rate or CTR is a way of measuring the success of an online advertising campaign, obtained by dividing the number of users who activated a link on a web page by the number of times the link was delivered through a search engine.
Commands:	A statement in a computer language (and, or, and not, near). Used with Boolean searches to expand or narrow search results.
Destination page:	Administrator-specified location that online seekers will get to through the search results and clicking on hyperlinks.
Filter:	A program to process a data stream. Also a setting that instructs the program to exclude or include certain visits or hits from the analysis.
GeoTrends database:	Resolves IP addresses of visitors into more meaningful data such as the region, country, state/province, city, area code, designated marketing area, metropolitan statistical area, and time zone data corresponding to the location of the owner of a specific domain name.
Hit:	Also known as a web request. A request for a single file from the web server.
Keywords:	An identifier in a computer language that enables employers and job seekers to find people or jobs that match their desired criteria. A critical component in online recruiting.
Microblogging:	Micro-blogging is a form of blogging that allows users to write brief text updates (usually 140 characters) and publish them, either to be viewed by anyone or by a restricted group which can be chosen by the user.
Navigation:	The act of moving from location to location within a website, or between websites, accomplished by clicking on hyperlinks.
Online community:	Also known as a virtual community or e-community, a group of people that primarily interact via communication media such as newsletters, telephone, email, online social networks or instant messages rather than face to face, for social, professional, educational or other purposes.
Operators:	A symbol which acts to produce functions or commands.
Organic search:	A search that generates results that were not paid advertisements. Many people feel that these results are a more accurate reflection of what they want when searching for a specific phrase, because they are generated by popularity and common usage.

Paid search:	A search for which your advertisement or job posting shows up on result pages due to paid placement with the search engine, as opposed to its natural method of ranking pages (organic).
PPC - Pay Per Click:	A text based model for delivering ads (or job postings) to users on search engines that is purchased and charged to the advertiser on a per click basis.
Platform:	The operating system, such as Linux or Windows, used by the job seeker's computer.
Resume alerts:	A service that enables you to receive email notifications when new resume postings match the recruiter's search terms.
Search engine:	A program that searches documents for specified keywords and returns a list of results where the keywords were found. Although search engine is really a general class of programs, the term is often used to specifically describe systems like Google, Alta Vista and Excite that enable users to search for documents on the World Wide Web and USENET newsgroups.
SEA - Search engine advertising:	The form of advertising a website or a job posting through a sponsored media, which is also known as PPC (pay-per-click).
SEO - Search engine optimization:	The art and science of optimizing your website or job posting to improve the natural listing or ranking your content receives from search engines for certain keywords and phrases.
Social networking:	Social networking is the grouping of individuals into specific groups, like small rural communities or a neighborhood subdivision. Although social networking is possible in person, especially in the workplace, universities, and high schools, it is most popular online.
Spider:	An automated program that crawls widely through the Internet and collects and indexes information, usually on behalf of a search engine or a monitoring company to return the information to the consumer on the Internet.
Web 2.0:	Refers to the second generation of web development and web design that facilitates information sharing, interoperability, user-centered design and collaboration on the World Wide Web. The advent of Web 2.0 led to the development and evolution of web-based communities, hosted services, and web applications. Examples include social-networking sites, video-sharing sites, wikis, blogs, mash-ups and folksonomies.

Footnotes

- 1 NAS Recruitment Communications, NAS Insights Web 2.0 Recruiting, 2009
- 2 <http://www.searchengineguide.com/karon-thackston>
- 3 NAS Insights, nasinteractive.com
- 4 Forrester.com, Social Computing Moves Into Recruitment, Oct 24, 2007
- 5 Dayton Business Journal, Aug 4, 2009
- 6 NAS Insights, nasinteractive.com
- 7 Pew Internet & American Life Project's December 2008 tracking survey, January 14, 2009
- 8 Akken, Twitter for Recruiting: Part 1, by Jessica Meher
- 9 Source: Forrester "Social Computing Moves Into Recruitment"
- 10 <http://tinyurl.com/2by5tt>

Description:	Randstad, headquartered in Atlanta, Georgia, is a leading employment services provider with more than 600 branches and client-dedicated locations in the United States. Randstad US's 3,300 employment experts put an average of 50,000 people to work each week.
Ownership:	Randstad is a wholly owned subsidiary of Netherlands-based Randstad Holding nv, a \$24 billion global provider of professional employment services. Randstad Holding nv is the second largest staffing organization in the world, with 5,400 offices in 53 countries around the globe.
Founded:	Founded in Amsterdam in 1960, Randstad began operating in the United States in 1993.
Mission:	To take the lead in shaping the world of work.
Areas of Expertise:	All aspects of employment including Office, Executive Office, Industrial, Call Center, Finance & Accounting, Technical & Engineering, Creative, Healthcare, IT, Education and Legal; including temporary, temporary-to-hire and permanent placement. Also providing other HR services, such as payrolling.
Talent Benefits:	Randstad offers skills assessments, career counseling, training, health coverage, and paid vacation to eligible employees.
Community Service:	Randstad has a national partnership with the YMCA. Through their Multicultural Achievers Program, we provide academic support, career exploration and mentoring to teens as they pursue college and career goals. Globally, we also support Voluntary Service Overseas.
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