

TRIBE

WHITE PAPER EXECUTIVE SUMMARY: HIRING PRACTICES TO BUILD TALENT MAGNETISM[®]

BACKGROUND

Over the summer and fall of 2011, Tribe conducted both qualitative and quantitative research to gain insights into current hiring practices in today's market. To that end, the internal communications agency conducted a combination of personal interviews and online surveys with over 300 subjects.

OVERVIEW

In a market with many more job seekers than open positions, large corporate employers have lapsed into hiring practices that treat candidates impersonally and with a general lack of respect. While that may not impact a company's ability to fill current openings, it is tarnishing the brand's reputation. More importantly, these companies are missing an opportunity to turn applicants – even rejected applicants – into word of mouth recruiters for top talent in the future.

Brands have become increasingly aware of the power of word of mouth with consumers, and recognize that social media amplifies the influence of happy or unhappy consumers. Word of mouth is just as powerful, if not more so, with potential employees.

FINDINGS

Of those who had a negative experience in the hiring process with any particular company, 78 percent of respondents said they would be “likely to discourage others from applying to that company in the future.”

Perhaps more surprising, 87 percent of respondents said that in situations where they were not hired, but had a positive experience such as very personal or courteous treatment, they would be “likely to encourage others to apply to that company in the future.”

BENEFITS

Shifting your corporate culture towards more courteous and respectful hiring practices can produce multiple benefits, including:

- Creating advocates for your company – even from those candidates you reject
- Standing out from the competition as a company that treats people well
- Positive word of mouth that can bring you more top talent
- Set the stage for higher engagement with new hires
- Create a halo effect in regards to being seen as a great place to work
- Build a reputation for being a good company to work for
- Social media messages that position the brand in a positive light
- Impact not just potential hires, but also create positive consumers of your brand

CONCLUSIONS

Current hiring practices are now so poor that employers can stand out from the competition just by treating job candidates with courtesy and respect.

TRIBE'S APPROACH

Six steps to create a cultural shift in hiring culture:

- 1. DEFINING THE BUSINESS GOALS AND REASONS BEHIND THE SHIFT:** What's the business payoff for making this shift? Where is the culture now, compared to where we want it to be? What metrics will we use to measure progress?
- 2. IDENTIFYING THE VARIOUS AUDIENCES AND MESSAGING:** Does one segment, like HR, for instance, need more comprehensive and more frequent messaging? Does it make sense to target senior management with a slightly nuanced message that will engage their support in the shift?
- 3. DEVELOPING A COMPREHENSIVE PROGRAM OF VEHICLES AND CHANNELS:** What are our existing vehicles and channels? What's our timeline? Where are there holes to fill with a new vehicle or channel? Do our communications tools touch all key audiences?
- 4. CREATING THE TOOLS AND MATERIALS FOR THE COMMUNICATIONS PROGRAM:** What will it look like? How will it work? Do all the elements of the program hang together within the brand?
- 5. LAUNCHING:** What's the cadence of communications on launch day? Have we taken baseline measurements? What elements might require a Plan B, just in case?
- 6. SUSTAINING:** How can we ride the momentum of a successful launch? What are important company dates where sustaining materials would be most useful?

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Tribe is an internal communications company working with national and global brands. We develop strategic plans, employee communications and engagement programs to build internal culture.

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