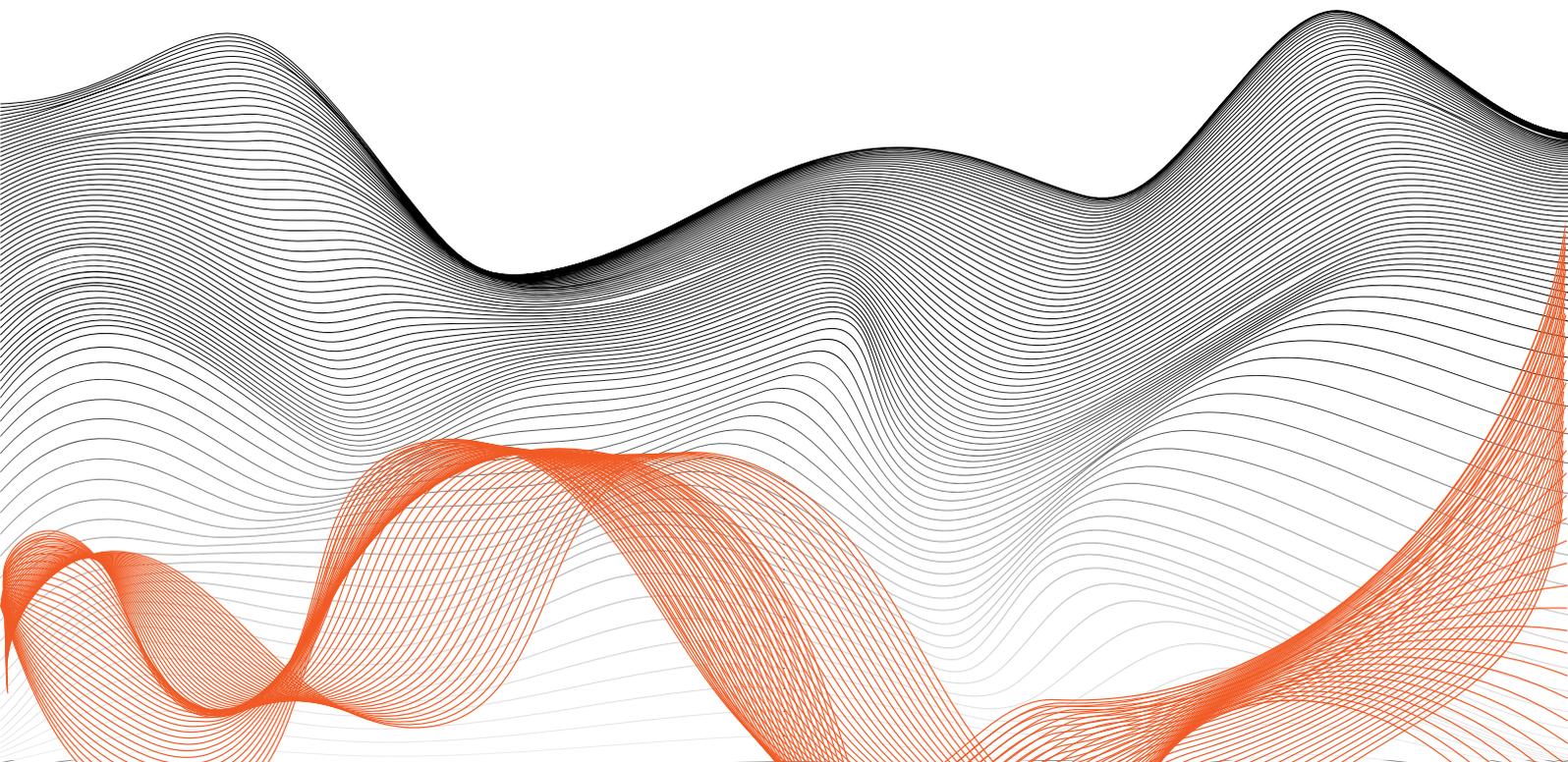


HOW TO CRAFT A WINNING HIRING STRATEGY

For Firms Looking to Recruit Differently





"The secret to my success is that we have gone to exceptional lengths to hire the best people in the world."

Steve Jobs



About SNIPEBRIDGE

SNIPEBRIDGE is a leading talent acquisition firm based in the US. We help top architecture & construction firms and boutique studios hire exceptional talent and build high performing teams.

Our embedded recruiting service is transforming the way architecture firms hire. We empower our customers to compete in attracting, engaging and acquiring the best talent in the industry using modern recruiting methods, individualized programs and tech innovation.

Our purpose-driven team is fanatical about Customer Success!

More on snipebridge.com

In today's technology-driven world, it's easy to get caught up in the idea that business success is solely dependent on cutting-edge innovations and digital strategies. No matter how advanced our technology gets, it cannot replicate the human ability to think critically and come up with new ideas. When you have a diverse group of individuals with different backgrounds and experiences working together, their collective creativity can lead to breakthroughs and innovative solutions.

People are the heart and soul of any business, and having the right individuals can determine whether a company succeeds or fails. To what extent are you willing to go in order to attract the most talented individuals? What unique strategies are you employing to achieve your hiring objectives? Is the speed and quality of your hires affecting the overall performance of your company?

This eBook is for

- A company who has already exhausted its employee and college alumni network to find talent.
 - A company that is considering the option of hiring internal recruiters or is overspending on staffing vendors and is uncertain about the most effective route to take.
 - A company that intends to scale up by over 20% and is looking to implement a significantly different hiring strategy.
 - A company with with no recruiting technology in place and unsure of where to begin.
 - A company that is relying on its HR Manager or principals to contribute to the recruitment process and requires additional guidance.
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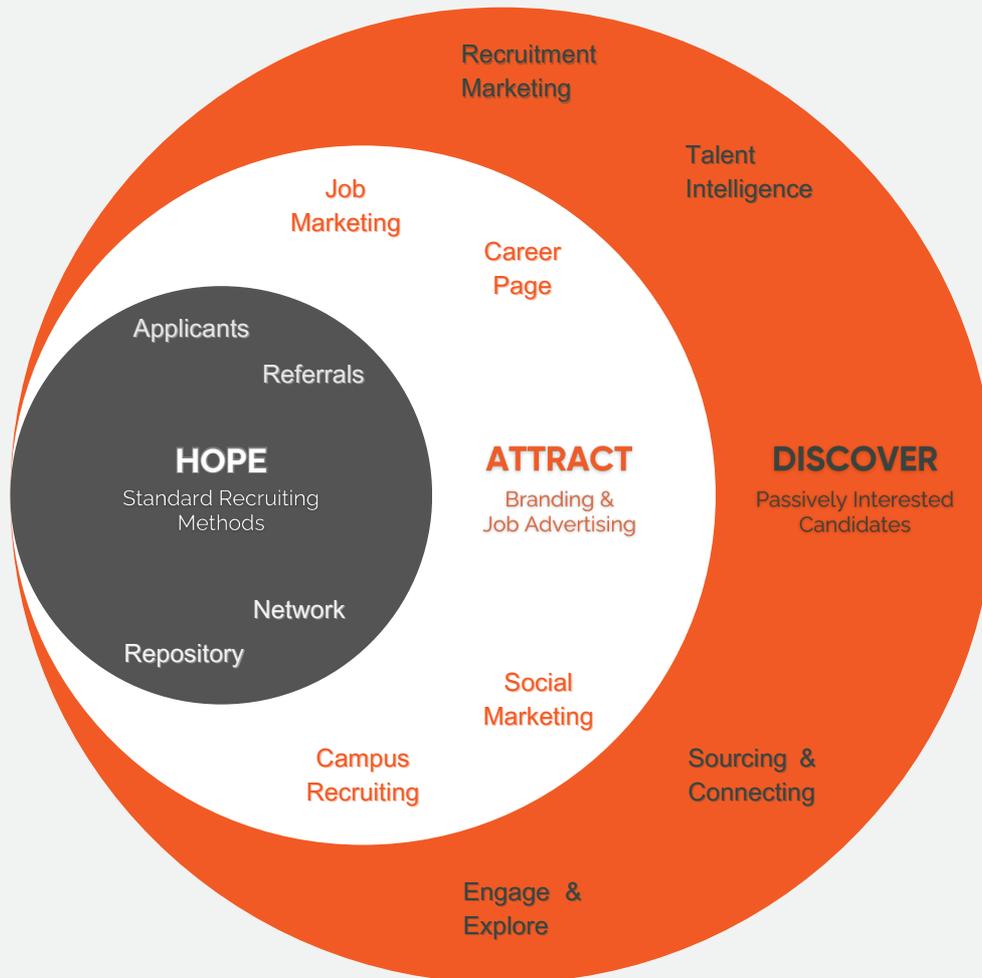
Recruiting in the 'New Normal' World

In today's market, a competent recruiter must assume multiple roles and acquire new skills to hire successfully. They must become a good:

- **Researcher** - to comprehend the current talent market and identify where to search.
- **Marketer** - to effectively advertise and promote job positions as well as the company brand.
- **Sourcer** - to discover and establish a productive talent pipeline and proactively engage with potential candidates.
- **Salesperson** - to effectively pitch the role and company brand to candidates while simultaneously evaluating their suitability for the role (its a two way street now).
- **Negotiator** - must possess skills to mediate the requirements between the hiring manager and the candidate, ensuring that the opportunity remains mutually beneficial.

A recruiter must play all the aforementioned roles effectively, while also ensuring a superior candidate experience throughout the hiring process. Failing to do so may result in candidate ghosting during the recruiting process or high number of offer declines.

Hope is not a Strategy



QUESTION- Are you expecting an ideal candidate to apply or be referred through your network, or are you actively seeking and attracting candidates who are the best fit for the role?

Posting a job and hoping to fill is akin to establishing a goal and expecting it to manifest itself without real effort or action.

Moving from Hope to Attract

1. EMPLOYER BRANDING

Just as a company creates and markets its brand to attract new customers, employer branding serves the same purpose of attracting and engaging potential new employees. This is done through showcasing a strong company culture and company benefits on its website, career page and social platforms. One-on-one sharing of information with candidates about exciting new projects, future business prospects and growth, utilization of emerging technologies, and commitment to environmental sustainability also help in positioning a firm differently from its competition.

Furthermore, effectively describing the employee value proposition (EVP) is crucial. The EVP should encompass more than just material offerings, such as compensation. It should also include

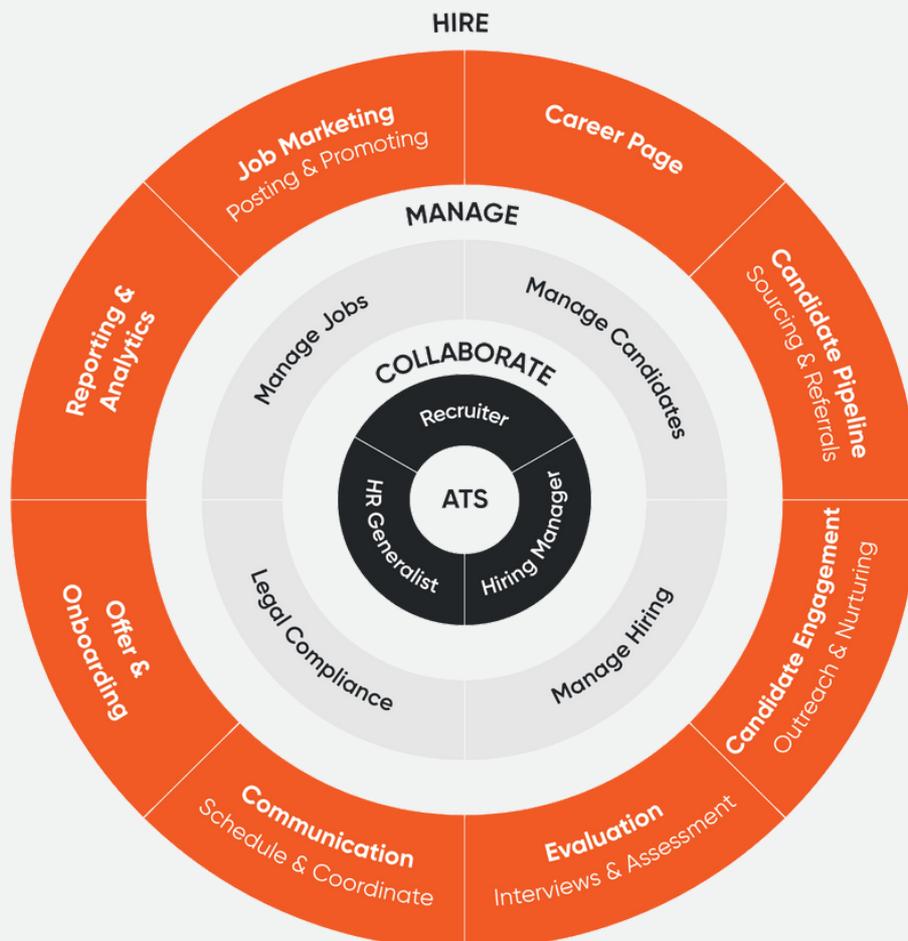
- Professional development & Training
- Work/life balance
- Hybrid/flexible working
- Career growth opportunities
- Wellness benefits
- Awards & Recognition

Whether a firm offers a few or many non-material benefits, **communicating these to potential employees effectively is important** to keep them engaged and excited.

2. TOOLS & TECH

Importance of a Recruiting System

Regardless of the size of a company, utilizing certain tools to drive your recruitment process not only yields improved outcomes but also guarantees a positive experience for candidates. One of the most crucial tools is an applicant tracking system (ATS), also referred to as a recruitment system, which aids in managing job openings and applicants, as well as facilitating collaboration among all hiring stakeholders in a firm.



Companies that have limited resources and fewer job openings can still greatly benefit from using a basic recruiting system at a very affordable price. A good recruiting system will:

- Easily **publish job listings on multiple platforms**, including LinkedIn, with no additional cost. As a result, the job postings will receive more visibility online and increase company brand awareness and recall.
- Automatically **display job listings on the company's career page** and provide a quick and seamless application process for candidates, using shortcuts such as 'apply with LinkedIn' and 'apply with Indeed'. This will result in an increased number of applications.
- Create a **central repository of candidates**, which can be utilized for current and future hiring needs. This eliminates the need to search for candidate profiles often lost in emails and individual folders.
- Provide **automation features** such as acknowledging candidate applications, sending rejection emails, setting up interviews and skill assessments. This saves time and ensures a more efficient recruiting process.
- Provide **visibility** of the complete recruiting process and status for every job to all stakeholders and improving collaboration and communication.
- Ensure that the entire recruiting process **complies with legal requirements**

Using Existing HRIS System For Recruiting

Companies that have implemented an HRIS system for employee and benefits management often opt to use the included limited recruiting module in order to save costs. However, the recruiting capability in these HRIS systems is typically an afterthought and lacks even the most essential features necessary for successful hiring.

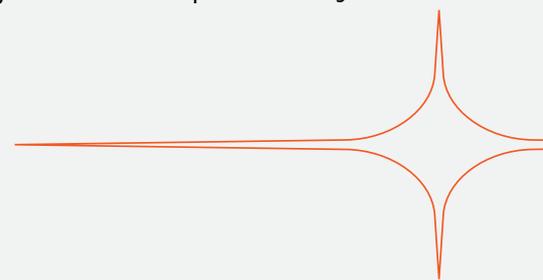
90% of the time, when a company uses HRIS system for recruiting, it spends additionally for listing its jobs on popular platforms such as LinkedIn or Indeed. In comparison, even the most basic recruiting systems include this automatic posting feature at no additional cost. Furthermore, the recruiting functionality in HRIS systems lacks collaboration and candidate coordination capabilities, resulting in a subpar candidate experience.

On the other hand, a standalone recruiting system can offer much more including candidate sourcing capability and costs less than what you would spend on job listings on platforms like LinkedIn.

3. SOCIAL MEDIA MARKETING

Social platforms like Instagram, LinkedIn, Facebook, Twitter, and Glassdoor have become more and more effective in promoting job openings and showcasing a company's brand. Candidates often rely on these platforms to gain more information about the firm and get a feel for the company's culture.

Consistently posting on social platforms helps maintain visibility for the brand and results in candidate recall during a cold outreach. Similarly, responding to employee reviews or candidate interview feedback on Glassdoor is equally important as it demonstrates the company's commitment to addressing employee concerns or questions.



Moving from Attract to Discover

1. PASSIVE CANDIDATE ENGAGEMENT

According to Research, over 70% of the workforce comprises of **Passive Talent**. These are individuals who are not seeking employment but may be open if the right opportunity is offered.

The remaining 30% are actively seeking and applying to jobs. If you're only connecting with active candidates through applications, then you're missing out on a large pool of talented candidates.

Here are the top 4 reasons why you should engage with passive candidates:

- **Bigger Pool** - When you expand your candidate pipeline, you have a wider range of candidates to choose from. This increases the chances of finding a highly suitable candidate and improves the overall quality of your hires.
- **Diversity** - Relying solely on applications limits the diversity of your candidate pool. If you are committed to improving diversity, you need to utilize diverse sources and locations to find talent. Good recruiting systems allow you to source talent from multiple avenues and also ensure that candidate pictures and last names are hidden, eliminating bias in the sourcing process.

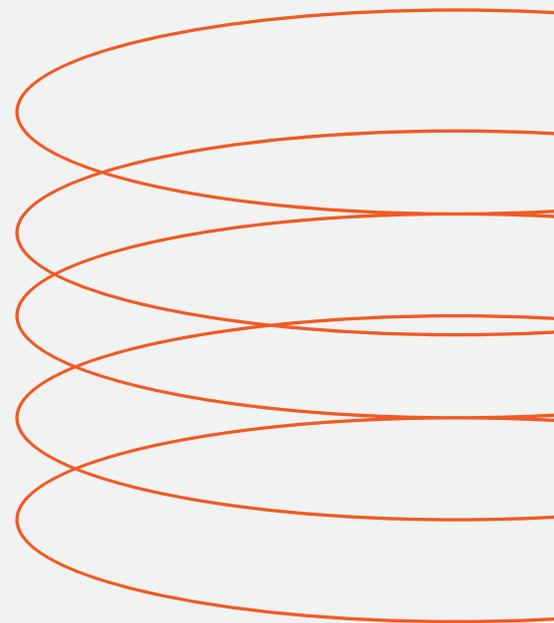
- **Low new hire turnover & high quality of hire** - A passive candidate always considers a new position or new employer for the right reasons. It could be an opportunity for advancement in their career, a chance to work on a dream project, a supportive and creative work environment that makes them thrive, or the opportunity to work with industry leaders in the management. Since they are not actively seeking a change, they will only explore opportunities that align with their aspirations and expertise. Owing to this great fit, such individuals are also more driven in their new role, perform better and tend to stay with the new organization for a longer period of time. This not only increases stability within your organization but also reduces future effort and spend on replacement and rehiring.

2. TALENT INTELLIGENCE

Talent intelligence is crucial when beginning a new talent search. If you are unaware of the platforms where candidates with desired skills can be found or community sites where they hang out and socialize or unfamiliar with your competitors who have suitable talent that you can explore, or locations that are popular for housing skills and expertise you are seeking, your search will not have a strong start.

Obtaining this intelligence from the industry and the market is essential if you want to find the best talent. It is also important to continuously gather and update this intelligence to be prepared for future requirements.

Creating an ongoing candidate pipeline by utilizing the gathered intelligence and effectively following up with an outreach and nurturing program is essential for the success of a passive recruiting program.



3. DATA-DRIVEN RECRUITING

If you are unable to measure, you will not be able to improve your recruiting efforts. In today's world of data-driven decision-making, it is crucial to have the ability to track and analyze the metrics related to your recruiting process. Both quantitative and qualitative metrics are necessary to understand the performance of your recruiting team and identify any gaps or inefficiencies that need to be addressed.

It is important to monitor standard metrics such as time to hire, cost per hire, candidates per hire, and candidate experience. However, the following three key metrics truly reflect the effectiveness of your recruiting efforts:

- Impact on business - timeliness, cost, and quality of hire
- New hire turnover - Right fit, depth of interviewing, and alignment of expectations
- Candidate ghosting & offer declines - candidate experience, employer brand, competition or not sold on the job.

4. BRAND CONFIDENTIALITY

In contrast to the active application process, where employer branding and social media presence are crucial to attracting candidates, passive candidate hiring requires a different approach. In this, the main objective is to attract potential candidates and have the opportunity to speak with them in order to sell the role, company, growth prospects, projects, etc.

Candidates who are already familiar with the company often disqualify themselves based on the information they find online, which may or may not be accurate. This results in a low response rate when reaching out to passive candidates. Keeping your company name and email domain confidential can help immensely, but it must be accompanied by appealing candidate messaging.

"Hire Right, Because The Penalties For Hiring Wrong Are Huge."

Principles, Ray Dalio

snipebridge

Talent Drives Success

