
RECRUITING 101

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RIGHT FIT RECRUITING

TAKE COPIOUS NOTES



WE CAN NO LONGER AFFORD OUTDATED APPROACHES TO RECRUITING

THINK DIFFERENTLY ABOUT RECRUITING

- In response to today workforce expectations
- Adjust not only hiring strategies, but strategic and operations strategies
- The digital transformation of business (and recruiting) requires different thinking

TALENT ACQUISITION FRAMEWORK

EMPLOYMENT
BRANDING

PLANNING

HIRING

ONBOARDING



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EMPLOYMENT BRANDING

MUST START WITH YOUR EMPLOYEE VALUE PROPOSITION



EMPLOYEE VALUE PROPOSITION (EVP)

Honestly evaluate your current employee value proposition (EVP).

What do employees get out of the deal?

EMPLOYEE VALUE PROPOSITION (EVP)

1. Company culture (actions support words)
2. Comp. & Benefits (externally competitive, internally equitable)
3. Work Environment (emotionally & physically positive)
4. Career Development (training is provided for the employee's job today, and for the jobs they may want in the future)
5. Relationships

RELATIONSHIPS

- According to Gallup Research, employees who have positive work relations expend more effort in their jobs
- The quality of managers, peer relations and internal communications have a direct bearing on this
- *Top organizations invest in training and development so people at all levels know how to build and sustain positive working relationships*

MARKET POSITION

- Lead, Match, or Lag the Market

ANSWER TWO QUESTIONS TO MAKE THIS DETERMINATION

- Are you able to attract “quality” candidates with the current EVP?
- Are you able to retain your best employees with the existing EVP?

DATA

You can obtain the data to answer these questions from:

- Compensation and Benefits Market Analysis
- Employee satisfaction survey results
- Glassdoor Reviews
- Turnover data, and Exit interviews
- Recruiter experience
- Reasons for job offer declinations
- Candidate Net Promoter Scores and employee referral frequency



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EMPLOYER BRANDING

- For 93% of job seekers, researching an employer is *the first thing they do* after finding an interesting job posting. What would they find when they look up your company?
- **What are you known for in the labor market?**

Whether you have deliberately developed an employment brand or not, you have one

You can not wait for a key vacancy before working on your employment brand

What is employer branding?

EMPLOYER BRANDING IS POWERFUL

- <https://www.youtube.com/watch?v=syggZWBcuKk> Meet Molly Video – The Kid Who Never Shops Inventing GE Commercial by Dan Bell

EMPLOYER BRANDING IS POWERFUL

- <https://www.mirickoconnell.com/current-opportunities-attorneys>
- <https://www.youtube.com/watch?v=azJjrQcaUcA>

EMPLOYER BRANDING

- Career page on website
- Job Posts
- Blogs, videos, social media posts from department you are looking to hire from, LinkedIn
- The best people to tell the story of a company's employee brand are the employees themselves
- Talent branding hashtag – curate stories and experiences across social media
- Google - #lifeatgoogle

EMPLOYMENT BRANDING

- Create an image that makes people want to work for the organization
- Maintain an image that makes employees want to stay

EMPLOYMENT BRANDING

MUST HAVES

- Technologically savvy; latest equipment
 - Holistic well being and work-life balance focus
 - Leaders who prioritize people and talent development
 - Financially healthy and growth oriented
 - Seamless candidate and employee experience
 - Internal mobility program
 - Business decisions that tie to the company
- mission and values
 - Comprehensive onboarding
 - Remote work and flexibility of scheduling
 - Emotional and physically positive work environment
 - DE & I culture, socially responsible company with charitable interests



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PLANNING





BUY, BUILD, BORROW



PLANNING

- Internal needs and design of the job
- Do they need the same skills
- Evaluation of the current availability for the specific talent: revise location
- Offerings – part time, full time, seasonal, temporary, per diem, contract and outsourcing
- Use technology instead

PLANNING

- What do losses in that position tell us?
- Dive into what is driving employees away, as well as what drives them to stay?
- Adjust workflow policies, schedules, comp. and benefits, and management approaches accordingly
- The solution for turnover must be related to the cause

CHANGE IN PARADIGM - PLANNING

- Old school thinking: Finding someone now to fit that tight job specification
- New thinking: Hire folks who fit your culture and share your values, and train them on the skills they lack
- It's about looking for people who have the ability to grow as the role develops



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HIRING

GENERAL CANDIDATE EXPECTATIONS

- Competitive market wages
- Clear line of sight to advance
- Great Schedule options
- Expanded benefits and perks
- Up to date technology and equipment
- *Be Heard, Seen, Part of a Mission that is Important*

HIRING

HOW BIG A DEAL IS FLEXIBILITY AND HYBRID SCHEDULES?

(2022 LNSA WORKPLACE DEMANDS REPORT)

- “Hybrid work” - *the 1st most popular job search filter* in the US.
- “Four-day work week” - *the 2nd most popular job search filter* in the U.S.

HIRING

EMPLOYERS RESPONSE FROM THE MOMENT A CANDIDATE APPLIES

- Candidate Experience – Employer Brand Aligned – from job post to application process to interview - Wow Factor-swag-tour
- Candidate Focus
- HR Process and Responsiveness
- Hiring Manager impact

OLD SCHOOL RECRUITING APPLICATION RESPONSE TIME WAS 24 HOURS

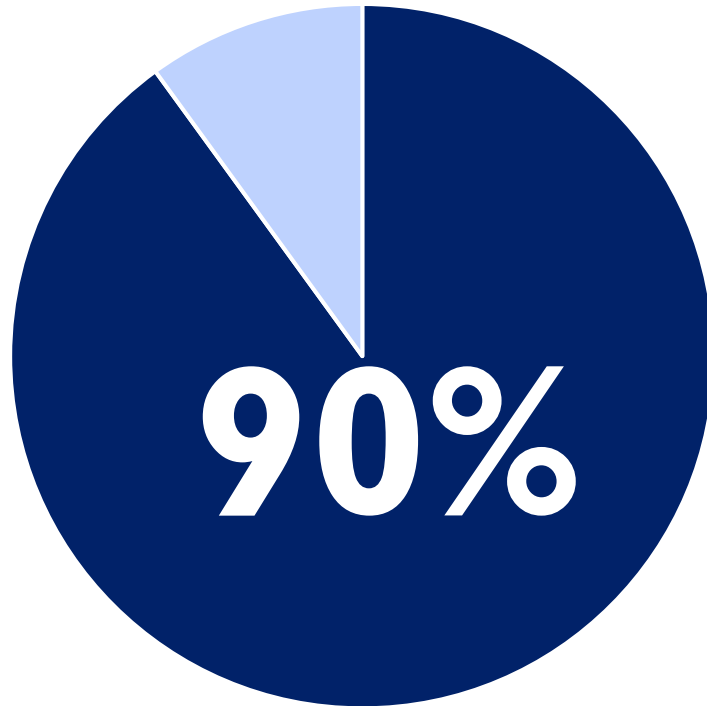
- If you wait 24 hours, you are missing out on candidates
- The need for speed – 80% of candidates want faster response times from recruiters and 1/3 said they quit applying because of slow response. (2023 HR Dive)

HIRING

CANDIDATES ARE MORE INFORMED THAN EVER

- Implement a deliberate social media strategy – what content is being posted, when, by whom, what is the messaging?
- *Who is tasked with monitoring and quickly responding to what these sites are projecting?*
- Current, past employee comments, and candidate experience count more than what is on your website
- Candidates believe what is posted by others (Social “proof”)

HIRING



YOUR HIRING MANAGERS ARE KEY FROM THE START

- 90% of new employees say that the impression they get of the person they will be working for will most influence whether they take the job or not.
- Yet, 49% of HR Directors said their hiring managers weren't effective at:
 - Offering a good candidate experience
 - Representing the employer brand or employee value proposition
 - Explaining the process for internal growth
 - Explaining the benefits

HIRING

TOP HIRING MANAGER INTERVIEW ISSUES

- Manager wasn't ready for the interview
- Didn't even read my resume beforehand
- Had multiple interruptions
- Kept looking at their text messages coming in
- Didn't appear interested in the candidates concerns; one sided interview

APPLICATION PROCESS

- **Number one complaint: No response - Disappearing into the ether**

HIRING

TRAIN HIRING MANAGERS

- It's a candidates market
- How to make an emotional connection with a candidate
- How to convert interested candidates to hire (Sales techniques)
- There must be a detailed interviewing content plan for each position
- How to talk more broadly about the long term opportunities at the company
- Hiring for attitude, training for skill.

HIRING

- In Person Interviews
- Zoom Interviews
- Working Interviews
- No Shows and scheduling

ENDING THE INTERVIEW

- Contact information
- Timeframe and feedback in the hiring process
- Follow up with the candidates!
- Verbal offers before written offer letter – deadline to respond



WHAT ARE YOUR GOALS IN 2023 TO IMPROVE YOUR
CANDIDATE EXPERIENCE?





HIRING THE BEST CANDIDATES TAKES WORK

BOTTOM LINE





COST OF FAILING TO ADAPT WITH NEW RECRUITING APPROACHES?

IF YOU WANT DIFFERENT RESULTS, YOU HAVE TO CHANGE SOMETHING



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Q&A?

