



Smart guide

# Think like a job seeker to attract the best talent

3 ways to improve recruitment communication





# How to get job seekers' attention

If you want to reach and engage great talent, focus your recruitment communication on what job seekers need—not just what you're looking for in a candidate.

And what do job seekers need? They're after more than a cookie-cutter job description. They want answers to questions that will help them determine if the job is right, such as:

- **What** makes your organization unique?
- **Will** I fit into your workplace culture?
- **What** makes this job stand out from similar roles in the job market?

Your recruitment communication should also focus on how people look for new jobs. Based on a recent study by CareerArc, job seekers rank social media and professional networks as the most useful search resources.



## In this guide, you'll learn three strategies to improve recruitment communication:

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### How will recruiting change during the era of COVID-19?

While the pandemic won't change the move to more and more digital tools used during the recruitment process, it will change one aspect that is often viewed as the gold standard for assessing candidates: the in-person interview.

For job seekers, this means they'll have to work even harder to break through. And hiring organizations will have to open up communication channels, so expectations are clear, job seekers have opportunities to demonstrate how they can contribute and meaningful connections become part of the process. Our three communication strategies can help you get there.



# 1 Bring your culture to life

A recent survey by Glassdoor found 77% of adults consider a company's culture before applying for a job. Address that need by telling a compelling story about your organization: what makes it unique and why it's a great place to work.

Use these three techniques to bring your culture to life:

## Assess your current state

Start by revisiting your organization's values. *What are they? How are they being talked about? How do they support your workplace culture?*

Then review your most recent employee engagement survey results to get a pulse on employees' attitudes—how employees are feeling about the organization. Use your findings to inform your story.

Here are examples of survey questions (also known as "agreement statements") you should look for to find the bright spots and great stories in your culture:

*I'm proud to tell others I work here.*

*Management is honest and ethical in its business practices.*

*In the last seven days, I have received recognition or praise for doing good work.*



## What is culture?

A company's culture is defined by many moving pieces: mission, vision, strategy, business processes, what leaders and managers say and do, and opportunities to participate—to name a few. Put them together and they set the tone for how work is done and how employees interact.



# 1 Bring your culture to life (continued)

## Get employee insights

Conduct a focus group (eight to twelve participants) to understand how employees see your culture. Here are some questions to ask:

- What is one word you would use to describe our culture?
- What motivates you to come to work every day?
- What's one example of how you're living our culture?
- Is there one thing you'd like to change about our culture?



## Share your story

After you've developed a story (or set of key messages) that captures your culture, it's time to share it. Here are examples of tactics designed to break down your story into manageable bites. Post them on your organization's website, career page and social media channels:



**A video series** of employees sharing their stories about why your organization is a great place to work



**Quotes** that emphasize what employees value about your culture



**Microblogs** from leaders talking about how they support a healthy workplace culture

These story *bites* will bring your culture to life, so job seekers make a connection between your organization's purpose and how employees contribute.



### Articulating the right culture

After two data software companies merged, the new HR team needed to articulate an employee value proposition (EVP) that spoke to employees from both companies. To help the merged team understand what made the new company unique, we interviewed six executives and 25 employees from across the organization to create an EVP that was authentic to the combined culture.

## 2 Rethink your job postings

When drafting job postings, managers often focus on what they're looking for in a candidate. But to encourage the best people to apply, managers should design job postings to fit job seekers' needs and help potential candidates envision themselves in the open roles.

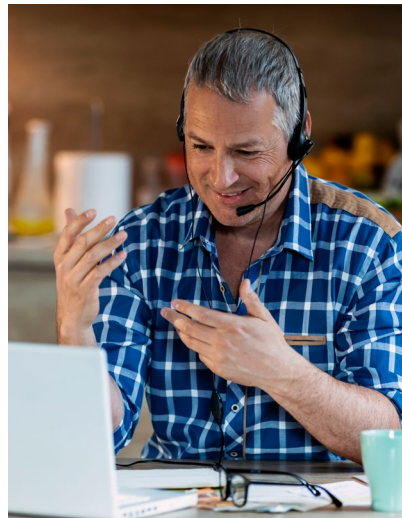
Here are a few tips to help managers create job postings that grab (and keep) candidates' attention:

### Adopt an employee perspective

To get valuable insights into the role and what makes it unique, interview one or two employees who are in the same (or a similar) job. Here's a few questions to ask the interviewees:

- What inspired you to apply for this job?
- What do you think is the best part of your role?
- What skills do you think are most important to have?
- What does success in this role look like?

The answers will help managers focus on what matters most about the role, instead of mundane, day-to-day responsibilities.



### Describe the person you're looking for

A key question on job seekers' minds is: Will I fit into the workplace culture?

To answer that question, describe the personal attributes job seekers should possess to be successful. Here are examples:

- You aren't afraid to test new ways of approaching a challenge.
- You believe working as a team is the best way to find creative solutions.
- You enjoy mentoring colleagues and helping them be successful.

### Keep it simple and concise

With a flood of job postings online today, managers need to design job postings that are quick and easy to digest by:

- **Making it mobile friendly**—keep the job posting short and scannable
- **Providing links to more info**—for those who want to know more about your organization
- **Ditching the jargon**—keep it conversational by weeding out meaningless words, such as synergy or bandwidth



#### Creating job posting standards

A global real estate company wanted to improve its recruitment efforts by helping managers write better job postings. So our team did some benchmark research, and interviewed hiring managers and employees to get their ideas. Then we created a manager guide that summarized key parts every job posting should have, including how the role supports the organization and expectations of how to work with others. We also covered writing guidelines, examples and tips.



# 3 Leverage your networks

Whether they're looking for a first job or a more senior role, job seekers will tap into their networks to find it. So you need to build your organization's presence in these networks in order to reach and engage the right people. Here are three ways to do this:

## Boost your online presence

There are a number of tools you can leverage to build and manage your organization's online presence. To start, consider:



### Social media networks

LinkedIn, one of the most popular social media networks for professionals, is used by many organizations to enable interactions with a range of job seekers. Enhance your company page by adding elements of your story to the Life and Jobs tab.



### Review sites

While you may think of sites like Glassdoor as places where ex-employees post critiques of their experience, you can proactively manage content about your organization. Take the opportunity to tell your part of the story.



### Industry- or role-specific job boards

If you regularly recruit for certain skills, such as technology positions, you may find it helpful to build an organization profile on job boards that are set up for industries or roles.



**Take advantage of these built-in networks:** Host a live Q&A session for job seekers to interact with one of your best hires or ask a current employee to post about her/his experience.

## What is a network?

Networks—personal or professional—are used to make contacts and exchange information. Some networks are broad (think LinkedIn), while others are focused on industries or roles. People join formal and informal networks to develop their skills, keep a pulse on the job market and gain access to resources that will foster career development.

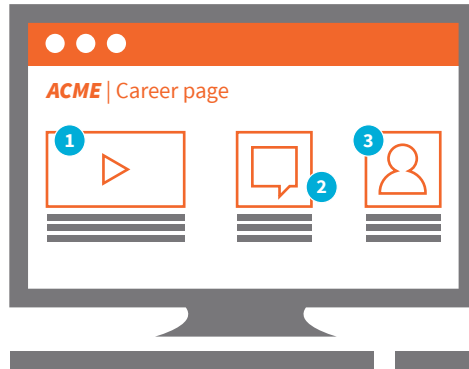


### 3 Leverage your networks (continued)

#### Enhance your career page

If job seekers need to dig deeper into your organization, their next stop is your company website and/or LinkedIn career page. Reflect your culture here by highlighting employees and posting content about who they are, including a:

1. **Video** about a community outreach effort
2. **Podcast** about an employee's professional journey and how she/he came to your organization
3. **Story** about an employee's experience at your company: how you work together, development opportunities, etc.



#### Involve employees in your recruitment efforts

Think of employees as your ambassadors. Consider involving them in your recruitment goals by encouraging them to connect with friends and acquaintances who might be interested in a career with your organization.

For example, if your company has five jobs to fill, spread the word by telling employees, “We need your help” with tools such as social media cards, talking points, reposting, etc. This is a great way to tap into their networks to find the best candidate for the position.



#### Reinforcing what makes your company special

At Davis & Company, we wanted to better understand what it is about our company that would make potential hires want to be a part of our team instead of our competitors. To help us answer this question, we asked employees, “What makes Davis & Company special to you?” and gathered testimonials to share on our company website, LinkedIn and Glassdoor.

*What makes Davis & Company special to me is how much we love to collaborate! Our team is made up of many experts from all functional areas—consulting, creative, technology, marketing and operations—working together each day to come up with best practices for our clients and our employees. We share our knowledge and skills in staff meetings, brainstorm sessions and over morning coffee in the kitchen. Even in our down time we love to collaborate by playing games together, volunteering and giving back to our community.*



**Donna Marino**  
Director, Operations  
and People

*If you're looking for an opportunity to work with a diverse selection of clients and up your project management and consulting expertise, then Davis & Company is a perfect fit for you. I personally enjoy having the opportunity to learn how to solve different communication challenges. There's nothing better than coming out of a meeting knowing you made a difference.*



**Maira Sarwar-Sheikh**  
Project Specialist

*Every single person at Davis & Company wants you to be successful and will do whatever he or she can to make that happen.*



**Liz Leyland**  
Project Consultant

# The leaders in internal communication

**We're Davis & Company**, the employee communication experts. Since 1984, leading organizations have depended on us to reach, engage and motivate their employees. Our strategic mindset, creative spirit and practical know-how can solve your toughest communication challenges. Give us a call. We'd love to help.

To schedule a consultation, contact [Vaishali Benner](#) or call 1-877-399-5100.

## Take your recruitment communication to the next level

We can help you:

- Tell a compelling story about your mission, benefits and culture
- Enlist your employees to help recruit
- Write job postings that get attention
- Enhance your online recruitment efforts

## 5 things to know about us



**Global.** We've created communication programs that reach employees across the world, in nearly every continent (but not, we admit, Antarctica).



**Experienced.** We have decades of experience in communicating change, initiatives, HR programs and policies, and many other topics.



**Collaborative.** Our favorite way of working is to meet with our clients and put our heads together.



**Client-focused.** Our mission is to help you solve your problems. To set you up for success. To make sure you get the recognition you deserve. (We think you get the picture.)



**Acclaimed.** We've won hundreds of awards and routinely earn the praise of clients and colleagues.