

A USER'S GUIDE
to Talent Recruitment through Social Media

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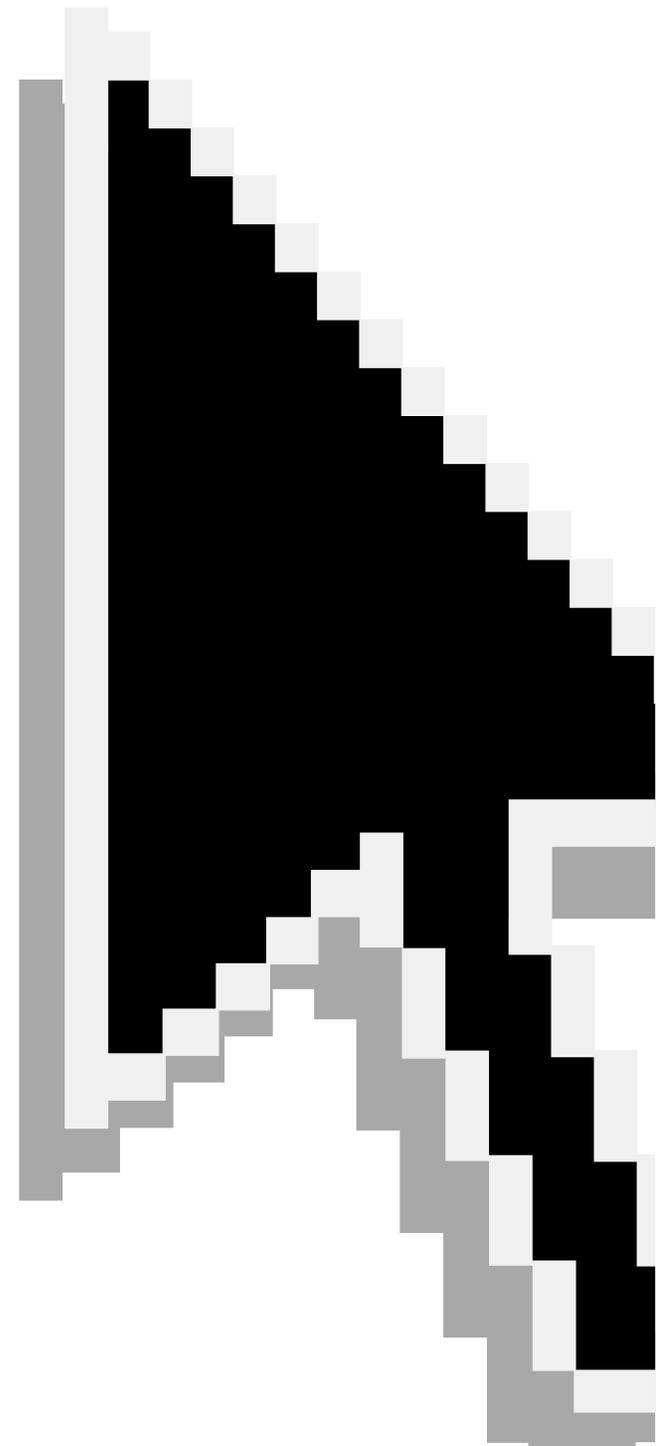


LOGGING ON: WHAT IS SOCIAL MEDIA?

Facebook. Twitter. LinkedIn. MySpace. YouTube. Flickr. Wikipedia. These are all social networking sites – and they’re all part of what is now known as social media.

What differentiates a social networking site from the typical Web site? Where the typical Web site might be controlled by one person or organization, with the purpose of simply pushing out information; social networking sites, on the other hand, invite users to actually respond. In fact, the vast majority of content on social networking sites (or social media) comes from the public itself. Web users have the most control over what content goes on the site, with free reign to log on and post comments, links, photos, videos or responses to other users’ posts.

By encouraging interaction among users, these sites create an interactive experience that users do not get from a typical Web site. Charlene Li and Josh Bernoff, in their book *Groundswell: Winning in a World Transformed by Social Technologies*, describe social networking as a “social trend in which people use technologies to get the things they need from each other, rather than from traditional institutions like corporations.”

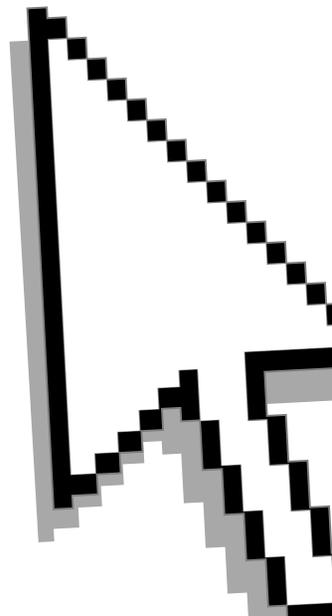


LOGGING ON: WHAT IS SOCIAL MEDIA?

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Over the past few years, however, social networking has evolved from a personal interest to a professional one. Increasingly, businesses are finding ways to promote products and services, connect with customers, generate new ones and drive revenue – all through social media. Even more recently, organizations are using social media not only to generate new customers, but to recruit new employees as well. After all, social media offers the opportunity to engage in two-way conversations with job candidates. **What better way to know how to attract top talent than to hear directly from them?**

There's one problem with Charlene Li and Josh Bernoff's definition of social media: To refer to social media as a "trend" is to insinuate that it will go away, but social media is in fact, here to stay. And if you let it, it can be one of the greatest assets to your recruitment process.



78% of all Americans have social networking profiles – double the level from 2015

Americans spend nearly **1/4** of their online time on social networks²

Visiting social sites is now the **most popular** online activity – ahead of personal e-mail²

NO, THIS IS NOT A TREND

2.5 billion YouTube videos are viewed per day

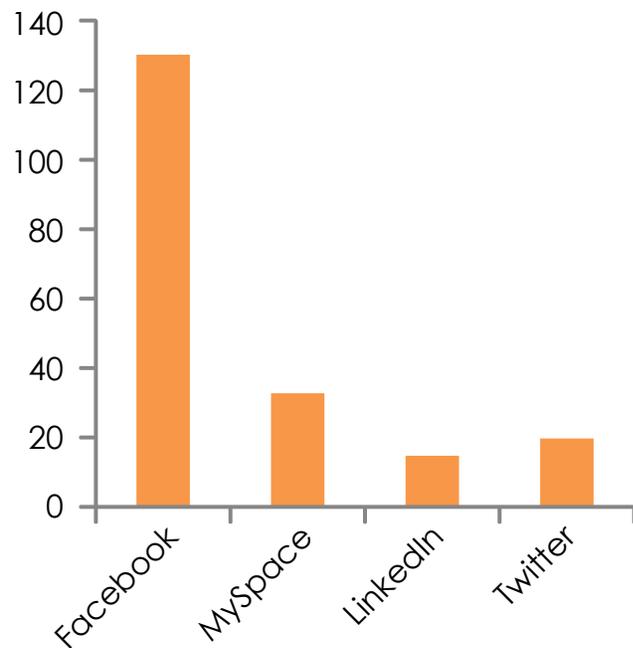
79% of the top 100 Fortune 500 use Twitter, Facebook, YouTube or corporate blogs³

93% of social media users believe a company should have a presence in social media.⁴

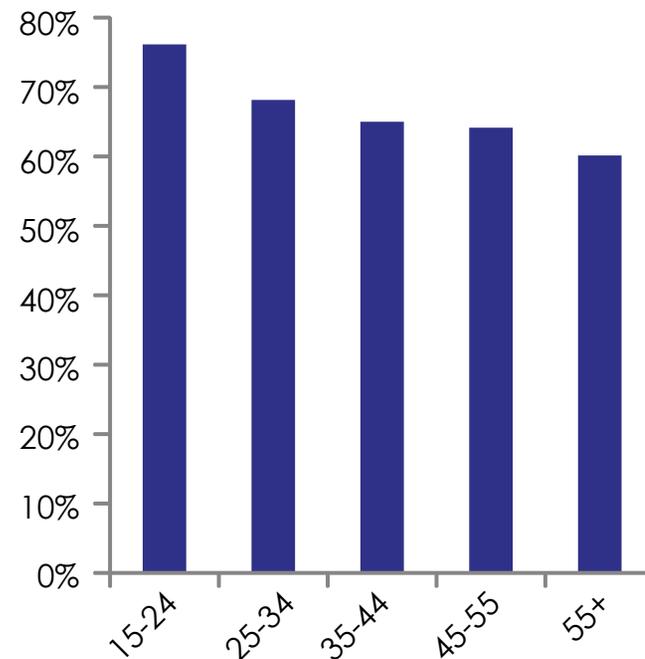
85% of social media users believe that a company should go further than just having a presence on social sites and should also interact with its customers.⁴

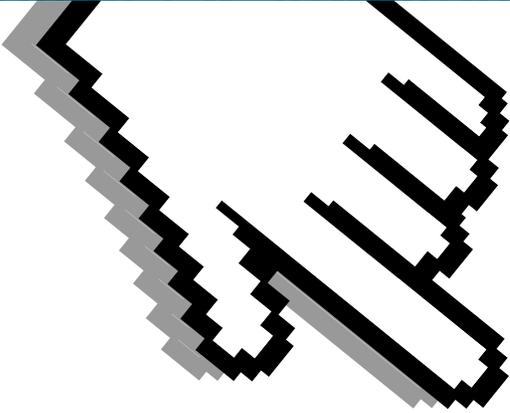
SOCIAL MEDIA'S REACH

Monthly UV in U.S. in Millions



Social Media Users





FROM BUSINESS TOOL TO RECRUITMENT TOOL: USING SOCIAL MEDIA TO UPDATE YOUR EMPLOYER STATUS

These days, it's no longer unusual to receive an email or visit a Web site and be directed to "connect with us!" through Facebook, Twitter, LinkedIn or any number of social networking sites. From your favorite grocery store to your college's alumni chapter to the place where you get your hair cut, nearly every type of organization today is finding a way to market its business, products and services using social media. Here are just a few ways companies are using social media to promote their business:

PUBLIC RELATIONS AND MARKETING:

Companies can push out information about new products, company news, special promotions and press releases to engage existing customers and generate new ones.

CUSTOMER SERVICE:

Social media enables companies to "listen" to what users are saying about the brand and respond in real-time to customer complaints on their blogs or company social media pages.

INTERNAL COMMUNICATION:

The use of internal blogs and social communities enable colleagues to easily connect, share information and discuss projects. Companies also use these platforms to keep employees up-to-date on important news, information and events – as well as address employee concerns and share valuable information.

TALENT RECRUITMENT:

Not only can companies push out job openings via social media and discuss the various benefits to working at their organization, but they can also directly respond to job seekers' questions via wall-posts, direct messages, tweets or other forms of open messaging. Turn the page for more on how businesses are using social media to recruit.

FROM BUSINESS TOOL TO RECRUITMENT TOOL: USING SOCIAL MEDIA TO UPDATE YOUR EMPLOYER STATUS

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Just as they have with public relations and marketing, customer service and internal communication, businesses are now using social media as a recruitment tool. After all, what is recruiting if not another form of marketing? Both entail creating a message (What opportunities does my company provide?), targeting an audience (job seekers), and getting that audience to take an action (apply for positions at my company).

This eBook is about how to use social media for talent recruitment. From how to start and where to begin to best practices and troubleshooting, let this eBook introduce you to a whole new way to attract and retain top talent.

If you take only one thing away from this eBook, it should be this: People are central to social media and its success. They are the creators and the drivers of this platform, and the businesses and organizations that recruit successfully through social media do so because they use this space to interact with users on a personal level.

While social networks aren't a replacement for more traditional recruitment methods, with the high level of engagement they command, social networks have become more and more fundamental to the overall recruitment strategy.

Not only does having a social networking page afford companies yet another avenue by which to advertise job openings, but it also enables them to have a two-way conversation with job seekers. The interactive element of social networking sites makes it easy to get feedback from or reply to job seekers questions via wall-posts, direct messages, tweets or other forms of open messaging.





FACEBOOK, TWITTER AND LINKEDIN: WHAT TO KNOW BEFORE YOU GO VIRAL

It's nearly impossible to talk about social media without talking about Facebook, Twitter and LinkedIn.

These three sites are among the fastest growing social networking sites – and among the most popular sites recruiters and hiring managers are utilizing to build their talent pipelines.

The next few pages provide an overview of these sites, and how they provide resources that enable employers to find and recruit their next employees.

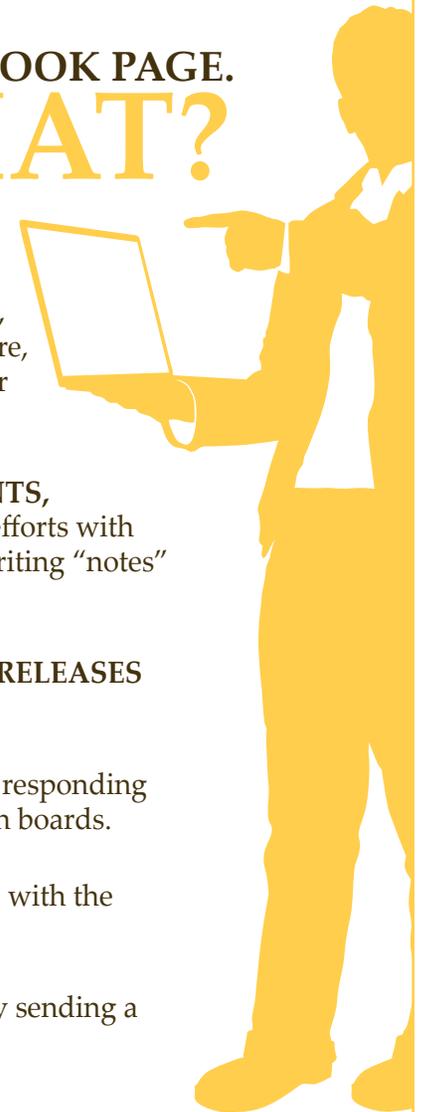
FACEBOOK



Facebook is a social networking service that lets you connect with friends, co-workers, and others who share similar interests or who have common backgrounds. As the most trafficked web site in the U.S., Facebook has over 540 million unique visitors per month, reaching 35.2 percent of the entire Internet population¹ – giving the companies that advertise on Facebook access to millions of job seekers on any given day.

SO YOU'VE SET UP A FACEBOOK PAGE. NOW WHAT?

- 1 TELL A STORY WITH PHOTOS** – Give visitors a virtual tour of your facilities, or a snapshot into your organizational culture, by posting photos from company events or contributed by employees.
- 2 HIGHLIGHT EMPLOYEE ACHIEVEMENTS**, philanthropic involvement or fundraising efforts with status updates on your Facebook wall or writing “notes” that users can read.
- 3 POST LINKS TO STORIES AND PRESS RELEASES** about exciting company news.
- 4 LISTEN TO AND RECOGNIZE FANS** by responding to wall posts and participating in discussion boards.
- 5 PROMOTE UPCOMING CAREER FAIRS** with the “events” feature.
- 6 PROMOTE SPECIFIC JOB OPENINGS** by sending a message to fans or via status updates.



TWITTER

 Twitter is a free micro-blogging site that enables users to send and receive messages – or “tweets” – of up to 140 characters. With 21 million unique U.S. visitors per month¹, Twitter’s popularity has grown exponentially since it launched in 2008. And with 51% of active Twitter users following companies, brands or products on social networks², Twitter provides a unique marketing opportunity for companies that utilize it effectively.

SO YOU’VE SET UP A TWITTER PAGE. NOW WHAT?

- 1 INTRODUCE YOURSELF TO THE COMMUNITY.**
- 2 PROMOTE SPECIFIC JOB OPENINGS** by sending out a link to your careers page or the job posting.
- 3 SEARCH FOR YOUR COMPANY** to see if others are mentioning your company’s brand.
- 4 POST LINKS TO STORIES AND PRESS RELEASES** about exciting company news.
- 5 LISTEN TO AND RECOGNIZE FANS** by replying to them (either publicly on your own wall or with a Direct Message)
- 6 MAKE YOUR EMPLOYEES BRAND ADVOCATES** by retweeting any time they mention how great it is to work at your company.
- 7 PROMOTE UPCOMING CAREER FAIRS** by linking to a place where job seekers can register or get more information.

Twitter’s benefits lie in its simplicity: the 140 character limit helps keep messages concise while its real-time feature makes it easy to push out job openings. The challenge with Twitter, however, is that it offers little to no ability to target candidates, has no ad platform, and offers minimal reach, as it has yet to adopt a mainstream audience.

How frequently you choose to update your Twitter page is up to you; however, with Twitter, quality matters over quantity. Don’t simply link to job postings all day: Send updates on exciting company news with a link to a press release or news story. Invite job seekers to visit your careers site or ask questions about employment and company life in general.

LINKED IN

 With over 75 million members in over 200 countries and territories around the world¹, LinkedIn is a free professional networking site that enables members to post their resumes, recommendations from friends and connect with other industry professionals. One in 20 U.S. users is a recruiter, headhunter, or HR professional.²

SO YOU'VE SET UP LINKEDIN PROFILE PAGE. **NOW WHAT?**

Unlike with Facebook and Twitter, users can't 'fan' or follow your company's page, but you – and your employees – can utilize your connections to make new ones and source candidates.

- 1 POST LINKS** to job openings to your profile or to exciting company news.
- 2 JOIN INDUSTRY GROUPS** within the site and start or participate in discussions within these groups.
- 3 SOURCE POTENTIAL CANDIDATES** by responding to or messaging professional contact through InMail.
- 4 REQUEST AN INTRODUCTION** to a potential candidate through a mutual connection.

NICHE SITES:

THINKING OUTSIDE THE FACEBOOKS

Don't feel that you have to be on Facebook, Twitter or LinkedIn in order to recruit successfully. Many other social networking sites exist that offer their own unique value to recruiters and hiring managers because they cater to smaller, more focused groups. These sites can be especially useful to employers trying to source candidates with unique or highly specialized skill sets that may be harder to navigate in larger communities. Here are just a few of the examples of various social networking sites out there:

SOCIAL NETWORKS

MySpace, Bebo, Hi5

VIDEO/AUDIO CASTING

Kyte, BlogTalkRadio

VIDEO SHARING

YouTube, blip.tv,
metacafe, viddler

NICHE NETWORKS

Plaxo, Ning,

EVENT POSTING

Socializr, Acteva, Zvents

PICTURE SHARING

Flickr, Zoom, Phanfare

DOCUMENT SHARING

docstoc, scribd, slideshare





**AND DON'T
FORGET
BLOGGING:**

**A QUICK AND
DIRTY GUIDE**

A blog, or Web log, is a Web site containing user-generated commentary, graphics, and/or video.

What sets blogs apart from traditional media is their emphasis on user interaction. Their success rate is gauged by their ability to generate meaningful reader comments, a high quantity of unique and returning visitors, and links from other blogs and Web sites. Blogs have at least one “owner,” but many have several commentators contributing to site content.

Blogs also create a branding opportunity for companies: According to Forrester Research, 36 percent of online users think more positively about companies that blog. In addition to attracting customers, blogs can be effective in attracting candidates, as potential employees can find out what your company culture is like on a real and personal level and garner information that they can't necessarily obtain from a face-to-face interview or a Google search. Your company blog can also give candidates an avenue by which to communicate and build relationships with each other and, more importantly, with you.

Finally, if you have a presence on other social networking sites, you can leverage that presence to link to and drive traffic from these sites to your company's blog. This type of activity pulls your overall social media strategy together, broadening your reach and strengthening your overall presence in the social media space.

TOP 10

BEST PRACTICES FOR USING SOCIAL MEDIA TO RECRUIT

1 SET A GOAL: Like any business initiative, setting a strategy before delving into social media is critical to success. Defining your goal for using social media is step one.

4 CREATE A USER EXPERIENCE: Social media is about creating an open dialogue and building relationships with others. Create a space where current and potential employees can interact – sharing success stories about working with your organization – and responding to job seekers' questions.

7 VISUALLY STIMULATE: Incorporate photos and videos on your site to get your audience's attention. The visual stimulation will make your company stand out.

10 PROMOTE YOUR BRAND: Promote your presence once you are up and running on the social media platforms of your choice. Place links on your Web site, put them in your email signature, highlight them in marketing campaigns, and even send links to become fans, friends, or followers in application confirmation emails.

2 MASTER ONE MEDIUM: Social media can be overwhelming, so aim to master one medium – a Facebook page, a Twitter account, a blog – before expanding to other platforms.

5 LISTEN, LEARN AND ENGAGE: The most important thing you can do on any site is to listen to your audience – both what they are saying to you and what they are saying about you. Don't be afraid to respond: There is no better way to build trust with your community.

8 BOOST YOUR RANKINGS: Having a presence on social media sites will organically boost your online profile in search rankings.

3 MANAGE YOUR ONLINE REPUTATION: Social media is about word-of-mouth marketing. Use your online profile to discuss the unique benefits of working at your company, promote recognition the company has received and publish employee success stories.

6 HIGHLIGHT SPECIFIC JOBS: Go beyond posting all your job openings: Provide talent unique information about the company itself. Help candidates understand why your company is the right place for them.

9 PREPARE TO CHANGE: Be flexible to change. Social media is constantly evolving. Be on the lookout for new sites cropping up, and don't be afraid to test the waters.

12 BENEFITS OF EFFECTIVE SOCIAL MEDIA RECRUITING

- 1 BETTER CANDIDATE QUALITY.** Candidates who frequently use social networks are not only tech-savvy, but they can keep up with the trend toward social media.
- 2 BETTER ROI.** The dollar value of the program's benefits may far exceed its cost, and the resulting ROI may be significantly higher than other recruiting programs.
- 3 SHORTER TIME-TO-HIRE.** Social media allows for immediate response across multiple channels, so you can fill positions faster, lowering time-to-hire.
- 4 A WIDER, MORE DIVERSE POOL OF TALENT.** Social networking could help you get in front of candidates whom you may never find – or who may never find you – using other methods.
- 5 STRONGER EMPLOYER BRAND.** Using social networks increases your visibility among job seekers and enables you multiple platforms on which to communicate information about your company culture and the benefits of working for your organization.
- 6 STRONGER COLLEGE IMPACT.** Because of the high social network usage rates among college students, it may directly impact the number and the quality of college hire and entry-level candidates.
- 7 HIGHER RESPONSE RATES.** Because there is less spam and in most cases you must be invited before you can send a message, using social networks to communicate can result in better response rates when you send messages to prospects and candidates.
- 8 MORE IMPACTFUL MESSAGING.** Messages sent over social media channels are often perceived as more authentic or credible than traditional corporate mechanisms. The low cost of sending messages over social networks also enables you to increase the number of messages you send.
- 9 LOWER DROPOUT RATES.** The relationships you've established with your "friends" in order to maintain them as part of your social network may lower the candidate dropout rate.
- 10 COMPETITIVE ADVANTAGE.** Using social networks gives your organization a competitive advantage over other talent competitors who aren't using the space.
- 11 BETTER CANDIDATE SCREENING.** A 2009 CareerBuilder survey showed that 45 percent of hiring managers have used social networking sites to research job candidates' backgrounds.
- 12 INCREASED EMPLOYEE PRODUCTIVITY.** Research has shown that social technologies can build closer links among employees, and potential customers, boosting productivity, innovation and creating a more democratic working environment.

SETTING UP A SOCIAL MEDIA POLICY

Afraid of saying – or tweeting – the wrong thing? Drafting written guidelines or creating a social media policy – and communicating that policy throughout the organization – will direct responsible employee engagement across social networking platforms. When creating your social media policy, remember two very important things:

Make sure your employees know that you have the right to monitor employee use of social media regardless of location (i.e. at work on a company computer or on personal time with a home computer).

Remind employees that company policies on anti-harassment, ethics and company loyalty extend to all forms of communication (including social media) – both inside and outside the workplace – and that bad mouthing the organization or colleagues online can lead to consequences at work.

BELOW ARE SOME SUGGESTED GUIDELINES. FEEL FREE TO USE IT AS A TEMPLATE FOR YOUR OWN.

- **CONSIDER YOUR PERSONA:** If you are blogging about CB or the work you do at CB, make that clear and identify yourself. If you identify yourself as a CB employee on a personal blog or social media page, whatever you say will be associated to you as an employee. What you write about can be read by anyone and will be perceived as a reflection on the company, its employees, its leadership, its owners and its clients. This includes blind/anonymous posts using name such as “CB person,” “CBconsultant,” “CBemp,” etc.
- **PLAY IN YOUR SANDBOX:** Write what you know; be current and be relevant. This is the best way to be interesting and garner followers. Don’t speak about an area outside of your expertise; you risk being challenged, posting redundant content and negating the other CB messaging out there.
- **RESPECT OTHERS:** Do not use personal insults, obscenities or engage in conduct that would not be acceptable in the workplace or anywhere else. Be considerate of other people’s sensitivities to certain topics like politics or religion.
- **DON’T PICK FIGHTS:** If you see CB represented in an unfavorable light, disagree with someone’s opinion or think a member of the media, analyst or blogger has misrepresented CB, do not make unnecessary or unproductive comments. Check with Leadership or Corporate Communications teams to see what their response is, if any. If they choose not to respond, but give you the ok to do so, be factual and respectful in your response.
- **DON’T TALK ABOUT THE COMPETITION:** Period. Again, leave that to the Leadership or Corporate Communications teams.
- **INTERNET VS. INTRANET:** Remember that public blogs are just that: public. Don’t use a public forum as an intranet.

NAVIGATION AND TROUBLESHOOTING: FAQs

- 1 HOW DO I PREVENT MY EMPLOYEES FROM WASTING VALUABLE WORK HOURS ON SOCIAL NETWORKS?** If used right, social networking's benefits can far outweigh its downfalls: Studies have shown that piloting looser controls on social network activity found between 40%-65% of activity posted during work hours was professional in nature; the majority either requesting or sharing information from/with peers.
- 2 WHAT IF SOMEONE LEAVES A NEGATIVE COMMENT ON ONE OF OUR SOCIAL MEDIA SITES?** Remember that people are already talking about your brand regardless of whether you're in the social media space or not. Being in the social media space enables you to respond to that criticism and steer the conversation in the right direction. Such feedback can be helpful insight into applicant experience and job seekers' perceptions of you.
- 3 HOW CAN I POSSIBLY DEVOTE TIME TO THIS?** Because social media management involves a time commitment, it's not uncommon for companies these days to either outsource or hire someone to manage their social media marketing and recruitment efforts.
- 4 WHERE DO I EVEN BEGIN?** Start small. Create a blog or choose one site and teach yourself – or have someone else teach you – how to use the various applications and features. (For inspiration and guidance, check out other companies' social networking pages or blogs.) Once you get comfortable in one space, try moving on to another.
- 5 WHAT IF ONE OF MY EMPLOYEES SAYS THE WRONG THING OR RELEASES PRIVATE COMPANY INFORMATION?** By developing a formal process for identifying and countering undesirable information on the Internet, you can prevent many of these issues. (See "From Business Tool to Recruitment Tool: Using Social Media to Update Your Employer Status" on page 16.)
- 6 WHAT IS THE EXACT ROI FROM SOCIAL MEDIA?** You can't measure the ROI of your social media efforts until you've defined your goal: What do you hope to gain from using social media? If, for example, your goal is to increase applications using Facebook, you might be able to use a tracking program to measure how many candidates click through to job postings from your Facebook company page.

