

How recruiters can make quality connections with employed job seekers

Third generation online technology that finally separates the best people from the rest

INTRODUCTION

Quietly job Seeking

A third generation of recruiting technology has arrived, offering a way for the 'happily employed' to participate.

The floods of unsuitable candidates that result from internet job classified advertising have long been a problem faced by recruiters and a challenge for online recruiting tools to overcome.

Compounding the volume and quality issues for *employers* are the frustrations *job seekers* experience when searching online for jobs, and their increased exposure to the modern dangers of identity theft and fraud.

Two generations of online recruiting methods have been born, raised and to some degree, intertwined. Arguably some are now headed for retirement. How will a third generation allow recruiters to better connect with and qualify a targeted audience of candidates?

The answer lies in radically changing a ten-year-old online recruiting model – moving away from a 'paying, posting and praying' *advertising model* to a *technology* that provides recruiters with rich toolsets to search quality, structured data and get two-way private connections with candidates.

Moreover, addressing the needs of the 'in work' people who recruiters are desperate to seek out and engage with is essential. Ninety percent of the working population has little interest in actively seeking a new job, yet the vast majority of them would always be open to a better job offer.

Pioneering a safe and secure way for the 'happily employed' to begin to participate in managing their careers via the internet provides for an exciting new dimension in the world of recruiting.

SATURATION POINT

The state of the online recruiting market can only be described as information saturated.

Recruitment experts are insisting there be some serious innovation in recruiting - innovation that will allow the industry to move beyond the inadequacies of classified advertising, résumé uploading and keyword searching to powerful new methods of connecting people.

This paper explores the evolution of the online recruiting industry, and introduces a technology that will establish a new benchmark for the engaging of quality talent and be the much-anticipated sourcing solution that employers and recruiting agents worldwide are waiting for.

AN HISTORICAL PERSPECTIVE

In just over ten years, two generations of online tools have emerged in the recruitment space. The first has forged a 'necessary' place in the recruiter toolkit, and the second is a developing area showing some promise, but yet to deliver proven value to employers and recruiting agents.

GENERATION ONE. CLASSIFIED ADVERTISING



In the mid 1990s, the world of recruiting changed, when not long after the internet emerged, the job board was born – based on the well-known classified advertising model, but delivered online to a wider audience at a fraction of the cost of print.

While it was predicted that print advertising would not survive this cost effective new competition, it has held its own while its adversary has suffered considerable growing pains.

For job boards, success was measured by increased numbers of job postings in order to appeal to *job seekers*, and increased numbers of job seeker résumés in order to appeal to *employers*.

However, as job boards quickly grew, it became evident that 'big' didn't necessarily equate to 'better'. Industry-leading job boards soon became known as 'the mega boards', and variations to the job board model emerged in the marketplace in an attempt to resolve their shortcomings:

- **Niche boards** – aim to develop quality (smaller, more targeted) databases of people in specialized industry sectors, like engineering, teaching, nursing; or 'career' sectors (e.g. \$100k+ jobs)
- **Vertical boards** – concentrate on the job listings required by vertical industry sectors such as Health, IT, Finance
- **Aggregators** – aggregate the listings of many job boards in one place, in order to create a single search point for job seekers

The resulting job board marketplace has become crowded and confused. In 2007 there are literally thousands of job boards in the USA, and the number grows every day. The underlying technology of job boards, however, has advanced only marginally in its ability to match people with jobs.

The flaws of the classified advertising model that existed in print (frustration with search, lack of control over candidate volume and quality), only became exposed on a greater scale with the use of the internet.

The primary goal of job boards is to generate revenue through classified advertising. Real matching of job board candidates is still performed by recruiters.

Job boards have experienced a steady decline in traffic over the past two years, despite multi-million dollar brand campaigns to remind consumers who they are. This decline is likely to be attributed to growing frustration among their users, coupled with the move to adopt newer 'Generation Two' methods for networking and sourcing.

GENERATION TWO. NETWORKING WITH PASSIVE CANDIDATES



Around 2005, a new family of website tools emerged that focused on finding and engaging the elusive 'passive' candidate – a mutually exclusive creature to the so-called 'active' candidates found on job boards.

These tools can be broadly summarized as follows:

- **Summarization engines** – gather and summarize useful information about people and their careers (a kind of 'Google for recruiters')
- **Business/referral networks** – allow business people to network with others for their professional advancement
- **Social networks** – allow people to meet and share interests. Not necessarily designed for recruiting, but seen as a potential recruiting hunting ground
- **Hybrids** – offer suites of tools to develop and manage private talent pools from which to recruit (including job aggregators, referral tools and email campaigning programs)

Generation Two networking tools have created an unusual culture of hunting and farming relationships like they are commodities.

They are largely based on the following concepts:

- Sourcing names of people who aren't found on job boards
- Creating connections with good people who know other good people

As the Human Resources division becomes more closely aligned with the Marketing division to focus on employer brand and attraction strategies, Generation Two tools have begun to forge a place in the early-adopter recruiter's toolkit.

Like job boards, they aren't without their problems, and are still struggling to prove they have value to a wide range of employers and recruiting agents.

THE OLD PROBLEMS

The actual problems with job boards are quite fundamental. There are shortcomings for both job seekers and employers that job board technology has done little to alleviate:



For job seekers:

- It is frustrating to have to search through literally millions of jobs, and thousands of job board websites
- It is often difficult to determine where they do and do not belong (e.g. the mega board, the 'over \$100k club', niche boards, vertical boards)
- There is an alarming lack of privacy (your current employer finding you in a résumé database is a risk)
- There is a very concerning exposure to fraud and incidence of identity theft (the World Privacy Forum released a statement saying that by the end of 2006, "people will start looking at the whole online job search as a really risky affair")
- User interfaces are cluttered and unfriendly
- Advertising, marketing and spam provide an ongoing and increasing annoyance
- The dated job-alert functionality provides inaccurate system-generated job matches



For employers:

- The volumes of candidates who apply to job advertisements are often high, resulting in more administration in order to process them
- The quality of candidates is variable, and often employers must process candidates who have no legal right to work in the country
- There are limitations to the way jobs can be advertised (for instance, each posting only being allowed in a single industry or category)
- There is a lack of tools to screen candidates in a uniform fashion for minimum requirements
- Cost can be a barrier (the minimum spend is around \$370 for a job posting)
- There are no guarantees of sourcing a single quality candidate
- The dated job-alert functionality encourages applications from poorly-suited candidates

A NEW SET OF PROBLEMS

Generation Two tools carried over some of the same issues of Generation One, but have also brought about their own new set of problems:



For job seekers:

- Lack of privacy
- The high likelihood of being approached for 'networking' by people who merely want to use you as a conduit to others or to inflate their network
- Networks have the potential to be cliquey and alienating



For employers:

- Users of Generation Two tools are required to have the skills of cold-calling salespeople (in order to approach the 'passive' candidates they source)
- People returned in searches are often just publicly available names that have been mined via the internet

While the obsession with the idea of a 'war on talent' seems to have finally abated, the new wars in online recruiting are either David & Goliath battles for advertising eyeballs, or new age wrestles to win the 'Race of the Next Big Thing'.

Some Generation Two players face a difficult road after being legally forced to cease their activities (e.g. banning the scraping of jobs from some lists).

Amongst the information saturation, recruiting agents are having a tough time with employers who insist on searching résumé databases themselves for any names that might be in the 'public' domain - so that they can disqualify them from agent referral lists.

Because Generation Two business models are very easy to copy, they are, like job boards, falling into a trap of aiming to be the best *marketing* company, with inadequate focus on creating recruiting technology that has substance.

QuietAgent™

THE WORLD'S ONLY JOB OFFER AGENT

WHAT DO JOB SEEKERS WANT?

In 2010, the internet will be fifteen years old. There will exist a savvy generation of working people who have known it since childhood. This generation will be more aware of their worth in the workforce, and more conscious of the risks of exposing their personal details online.

Their constant use of online media will have resulted in a low tolerance of advertising, and they will have developed push barriers to it. Consequently, they will be more discerning about where they spend their online time, effort and money.





WHAT DO EMPLOYERS AND RECRUITERS WANT?

The goals of people who need to fill job vacancies remain constant:

- To find the right person to fit the right job every time
- To not waste time with job seekers who aren't a good fit

KEY INDUSTRY SUCCESS FACTORS

In order to address the problems inherent in the current online recruiting marketplace, the following key success factors of the industry need addressing:

	<i>What</i>	<i>How</i>
	Privacy and Security	<ul style="list-style-type: none">▪ Job seekers remain anonymous▪ Employers are validated▪ Job seeker is in control of releasing their personal contact details▪ Matching must be two-way and mutual
	Quality data	<ul style="list-style-type: none">▪ Job seekers remain anonymous▪ Standardized data collection and measurement▪ Job profiling, assessment, scoring ranking and benchmarking
	Value for money	<ul style="list-style-type: none">▪ Free for job seekers▪ Success based fees for employers – only ever pay if they find suitable people who also want to work with them▪ Sensible monthly fees for recruiting agents
	Compliance with legislation	<ul style="list-style-type: none">▪ Job seekers remain private and anonymous – no identifying data▪ Quality short-listing that assists with OFCCP compliance▪ All job seekers evaluated on an equal and objective basis

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GENERATION THREE. ANONYMOUS CANDIDATE SOURCING

The third generation of online recruiting focuses on:

- Engaging a new job seeker audience (people who are not looking for work, but wouldn't want to miss out on a great career opportunity)
- Anonymity and privacy
- Standardized and objective measurement
- Granularity of data collection – moving beyond the traditional résumé and keyword searching
- Allowing employers of all sizes, budgets and abilities to participate

QUIETAGENT

QuietAgent is a third generation .Net technology designed to bring job seekers and employers together when there is strong mutual interest in being connected. It provides huge efficiencies for business and a place for the in-work job seeker to participate.

QUIETAGENT FOR JOBSEEKERS

QuietAgent works like an anonymous job offer agent. It has no job postings to search, and no résumés are collected. When job seekers join, they don't even need to provide their name – QuietAgent can confidentially contact them by email or cell phone text message.

QuietAgent doesn't mass-send job alerts. Rather, it keeps an eye out for each person's ideal job, should it come up. It may take a few months or more for a person to be matched and invited to a job – but when they receive an invitation, they will know that someone has personally reviewed their information and liked what they saw.

Generation
Three, 2007

*Anonymous
candidate
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Job seekers can join QuietAgent in less than 45 seconds. Then, if they'd like to increase their chances of being matched to their ideal job, they can visit QuietAgent in the future and complete other useful information.

For instance, if they have 5 minutes, they can complete an assessment about how they like to work. For the best chance of being short-listed, they can put aside 15 minutes and complete a full QuietAgent profile.

When a job seeker is short-listed, an employer can review everything in their profile, but they cannot see private contact details. They can then send the job seeker a QuietAgent Invitation, telling them about their job and company.

Job seekers can decline invitations – and stay anonymous. They can block employers from ever finding them again. Or, they can accept invitations. If they accept, this gives an employer their details so that they can make contact.

QuietAgent™

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QUIETAGENT FOR EMPLOYERS

Employers all around the world can search QuietAgent and build shortlists of anonymous people who are good matches for their jobs. Users don't need a recruiting background, and they don't have to install any software.

QuietAgent is quick to join and easy to use. It can be used to find people to fill a current job vacancy, or to be notified when a job seeker who has specific skills and experience joins QuietAgent in the future.

- Employers fill out a few key *company details*, to ensure they only ever find job seekers who would consider working in a company like theirs
- They can use comprehensive QuietAgent *job templates* for searching, or customize a template to their own unique requirements
- QuietAgent evaluates every job seeker in the database, using standardized assessment and benchmarking, to find those with the right skills and experience for the job

Employers only pay a small fee when a job seeker accepts their QuietAgent invitation. If they don't accept, there is nothing to pay. An overnight search tool can be used to continuously search for any new person who registers with a specific set of skills and experience.

QUIETAGENT FOR RECRUITING AGENTS

QuietAgent has a specialized Recruitment Agency Edition that allows recruiting agents to use the QuietAgent employer product on behalf of their clients. Recruiting Agents can:

- Set up their clients' preferences
- Search for candidates to match each client's specific needs
- Hide the client name from job seekers
- Make contact (send invitations) to unlimited job seekers

SUMMARY

QuietAgent is a sophisticated technology that has addressed the age-old problems of online recruiting and created a new pathway for happily employed people to consider.

With QuietAgent, every employer has the same capability to find great talent, and every job seeker has the ability to be measured objectively and found anonymously for their ideal job.