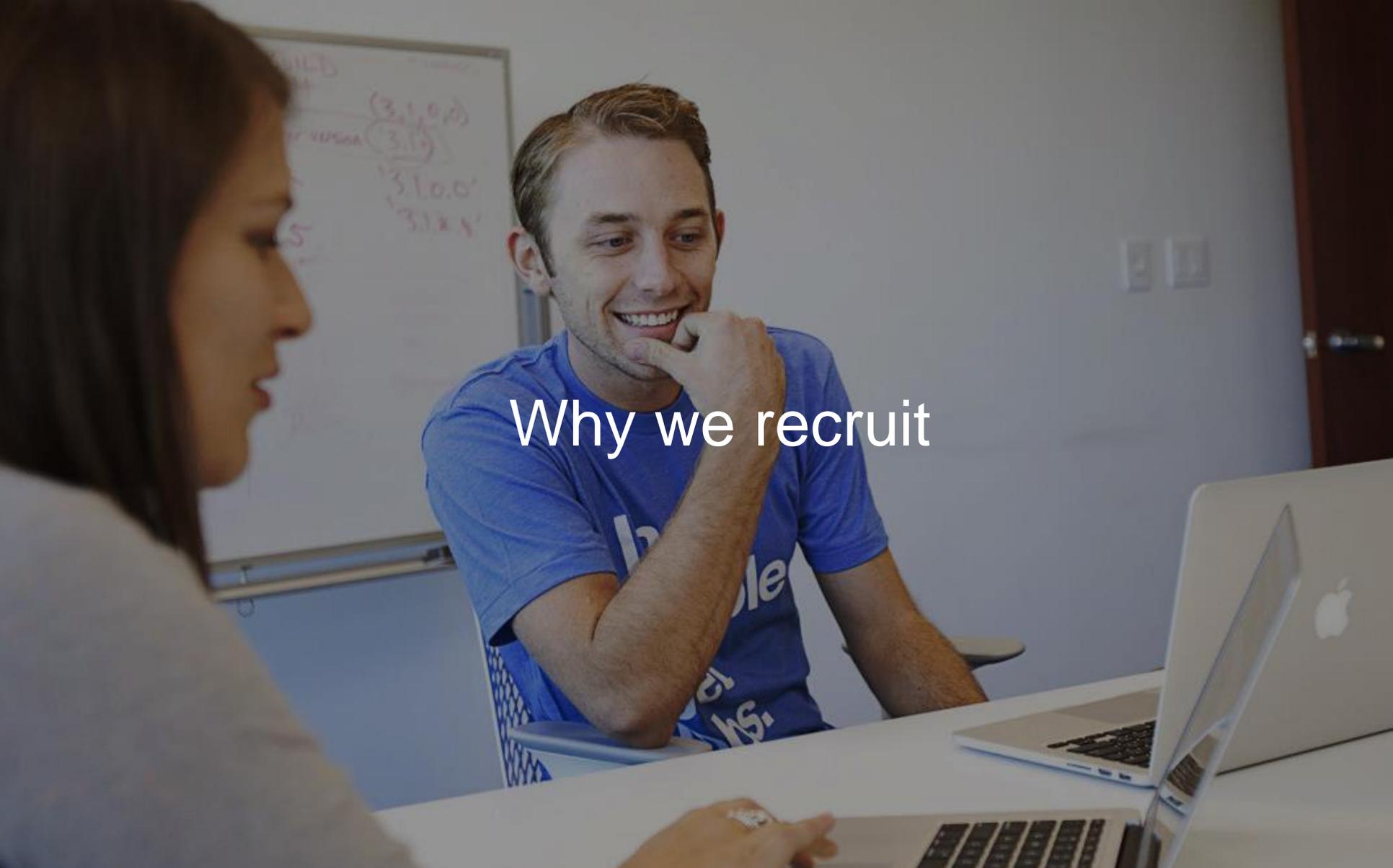


The Science of Talent Attraction: Understanding What Makes People Click

Chris McDonald
Managing Director,
ANZ

[#indeedexplore](#)

A man in a blue t-shirt is smiling and talking to a woman in a meeting room. He is sitting at a desk with two laptops. In the background, there is a whiteboard with some handwritten notes. The text "Why we recruit" is overlaid on the image.

Why we recruit



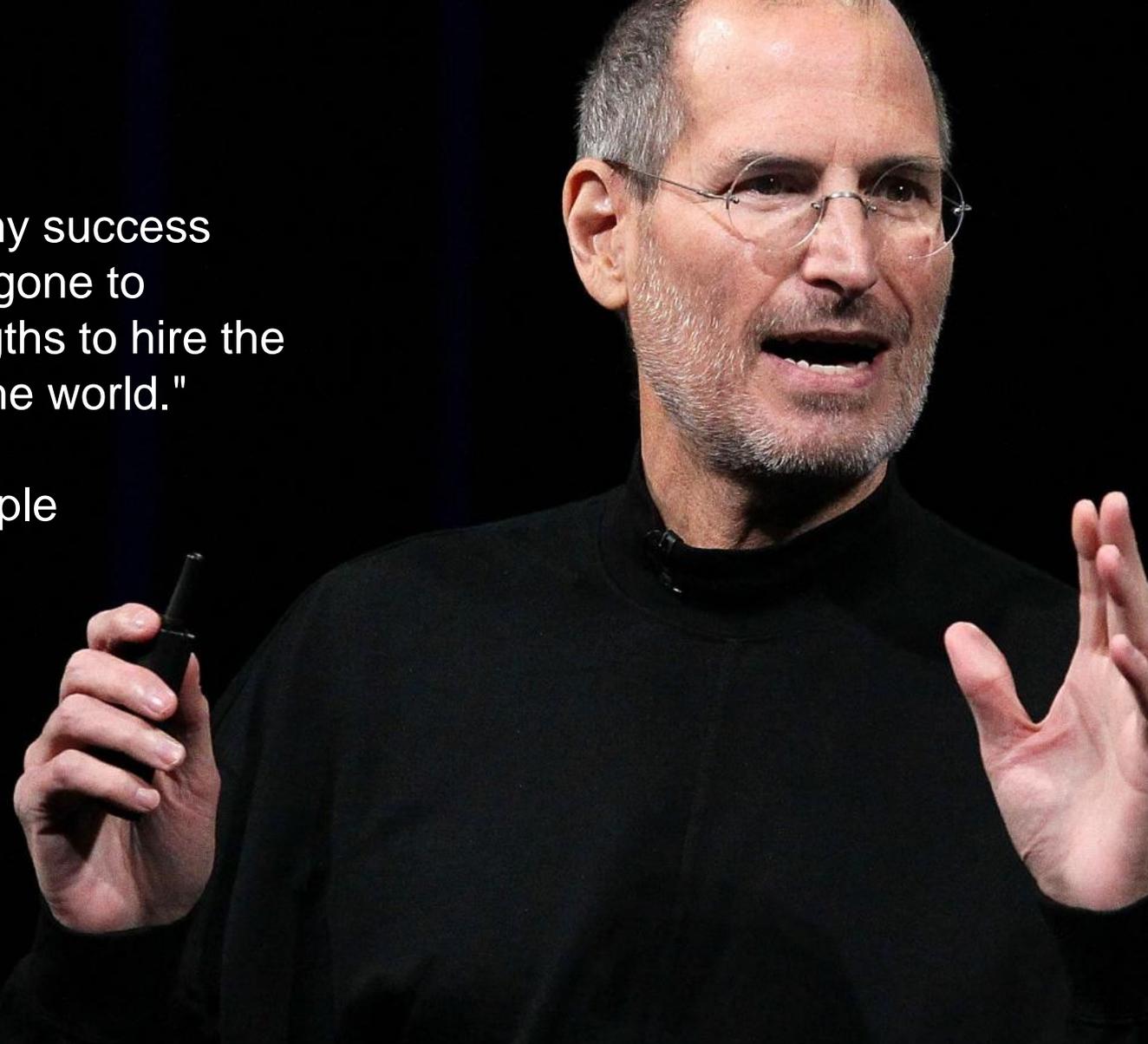
Recruiting changes
people's lives



Recruiting is the #1 source
of business impact

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

Steve Jobs, Apple



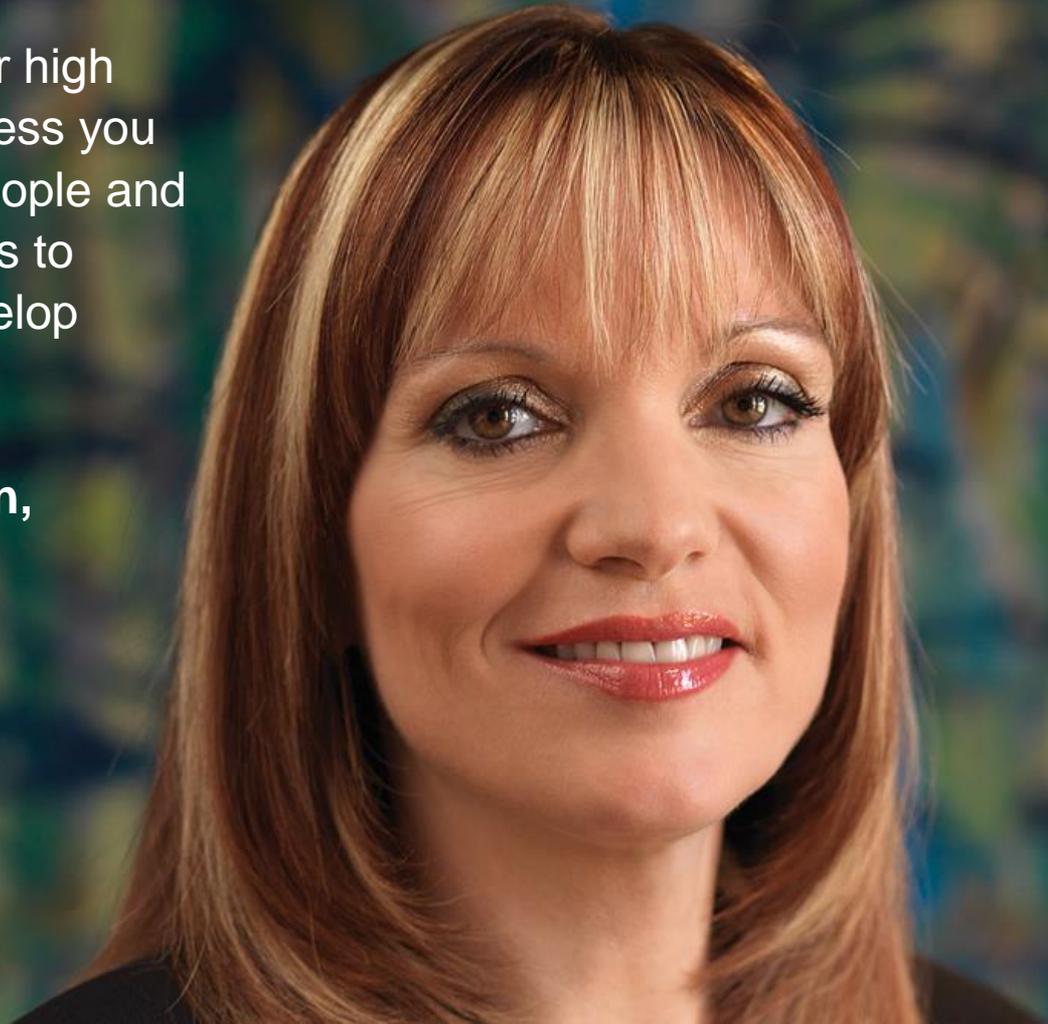
"Our people are our greatest asset. And we are constantly trying to attract and retain high-quality talent."

Cathy Engelbert, Deloitte



"You can't deliver high performance unless you have the right people and the best practices to engage and develop people."

Rachel Argaman,
TFE Hotels



The people in this room will help shape many lives: the responsibility of talent leaders is immense

A close-up, slightly blurred photograph of a person with long, wavy brown hair holding a black smartphone. The person is wearing a black top with white horizontal stripes. The background is a bright, out-of-focus indoor setting, possibly near a window. The text "Part 1: The sociology of job search" is overlaid in white, bold, sans-serif font across the center of the image.

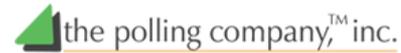
Part 1: The sociology of job search

Indeed commissioned two comprehensive talent studies



Leading global market research firm

Survey was among 4,201 Australian adults, aged 18+. The sample was then cut to employed or unemployed but looking (2,349 employed adults; 266 unemployed but looking) on April 30–May 8, 2015.

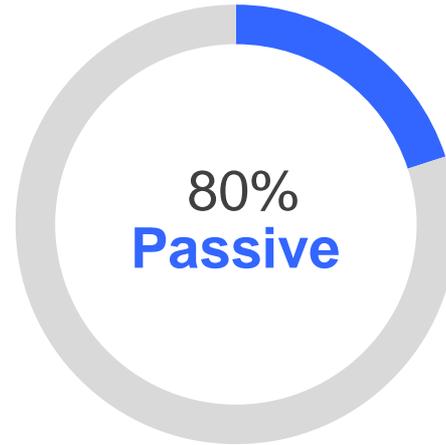


Washington, DC-based research and consulting firm

Nationwide survey of 1,000 recruitment professionals

Survey conducted online
April 6–10, 2015

Is it a fact or a myth?





It turns out that **74% of people** say that they are either actively looking or open to a new job

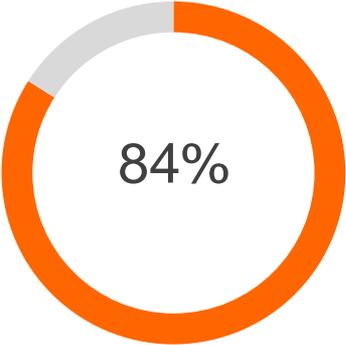
26%

Not looking
and not open

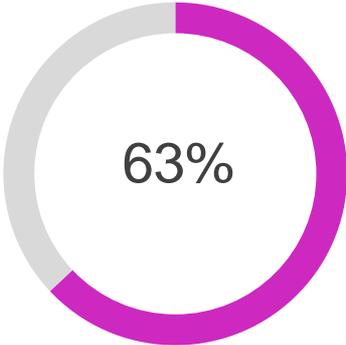
60%

have conducted a
full job search in the
last two years

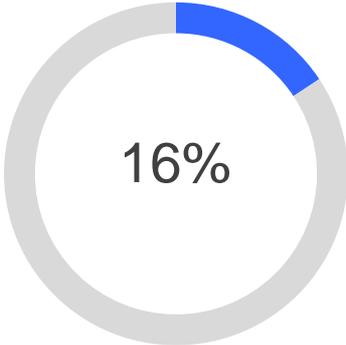
And an even greater percentage say they actively look at job opportunities



Look at job opportunities



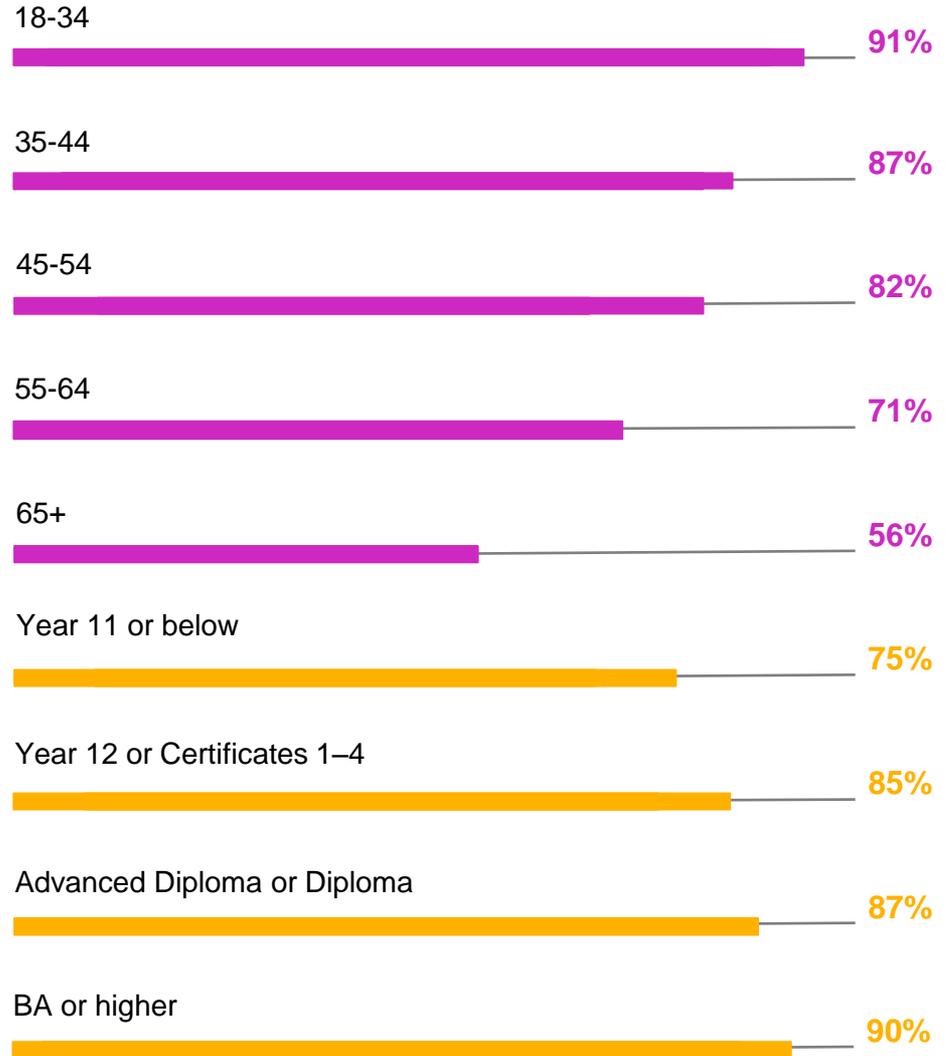
Look at job opportunities
at least monthly



Never look at job opportunities

Source: Indeed survey conducted by Harris Poll (Base=Employed or not employed but looking, n=2,615)

People who actively look at job opportunities are younger and more educated



Source: Indeed survey conducted by Harris Poll (Base=Employed or not employed but looking; 18-34, n=919; 35-44, n=663; 45-54, n=551; 55-64, n=337; 65+, n=145; Year 11 or below, n=311; Year 12 or Certificates 1-4, n=747; Advanced Diploma or Diploma, n=625; BA or higher, n=932)

A close-up, slightly blurred photograph of a person's torso and arms. The person is wearing a white lace dress with a floral pattern. They are sitting at a desk, with their hands resting on a stack of papers. A gold watch is visible on their left wrist. The background is out of focus, showing some yellow lights and a desk surface.

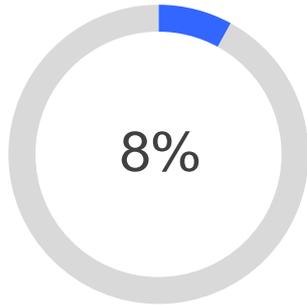
And the **vast majority** of them
are currently employed

Who doesn't actively look at jobs?

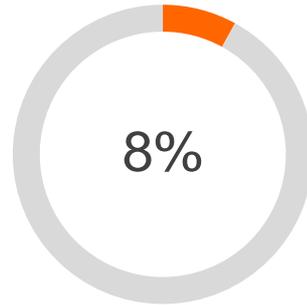
Who doesn't actively look at jobs?

People who are very unlikely to change jobs.

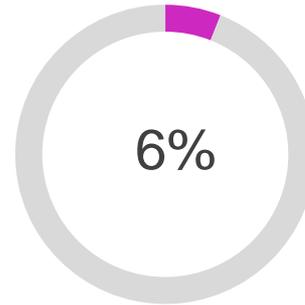
When you look at people hired in the past year, virtually none of them were truly passive



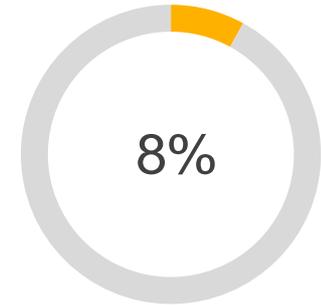
Of people **hired** did not actively look for a job in the preceding 6 months



Earning \$75K+



BA or higher

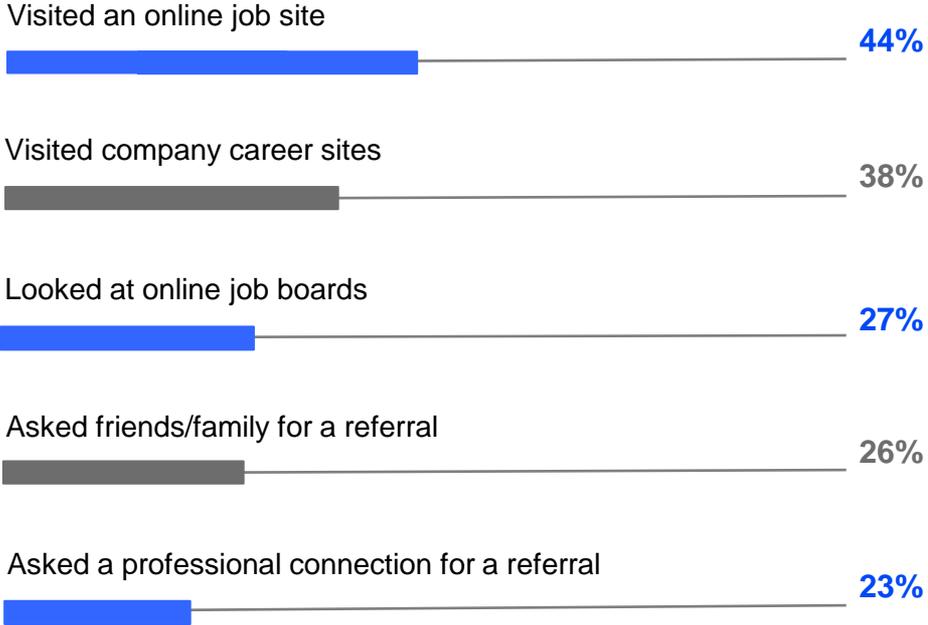


Between the ages of 35-44

Visiting an online job search site is the #1 activity for people hired

92%

of employed adults hired within the past year took an action to find a job 6 months prior to being hired

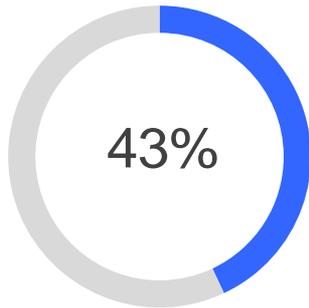


Source: Indeed survey conducted by Harris Poll (Base=Employed but not self-employed and hired within the past year, n=559)

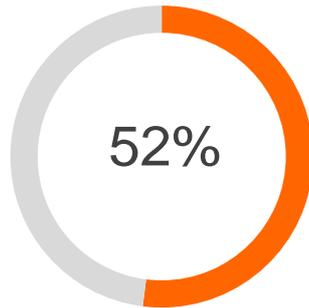
Candidates expect jobs to come directly to them via mobile



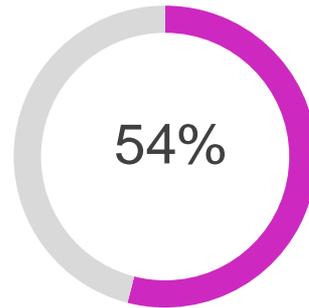
A large percentage of people have job alerts that bring new listings to them



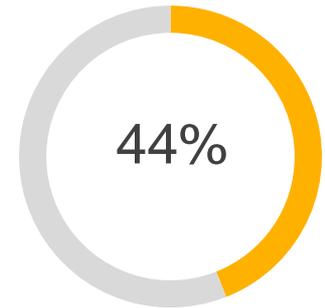
Workers/job seekers subscribe to
job alerts



Between the ages
of 18-34

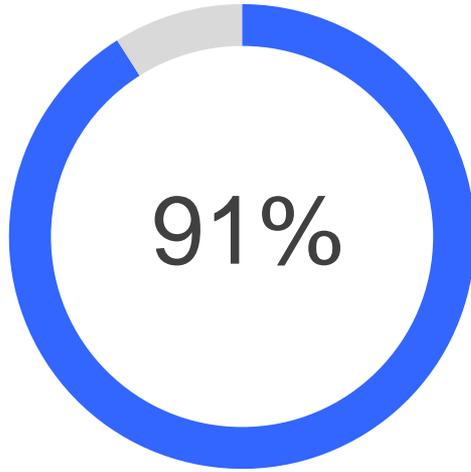


BA
or higher

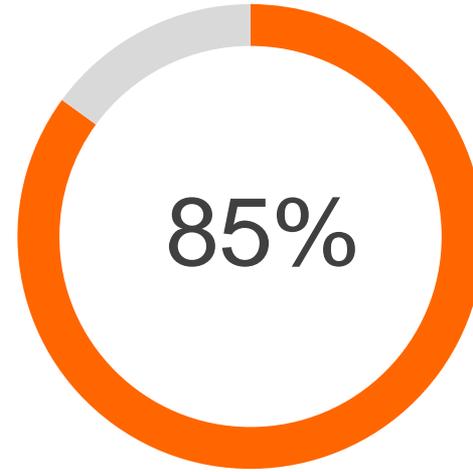


Household Earnings
\$75K+

Talent professionals see this every day

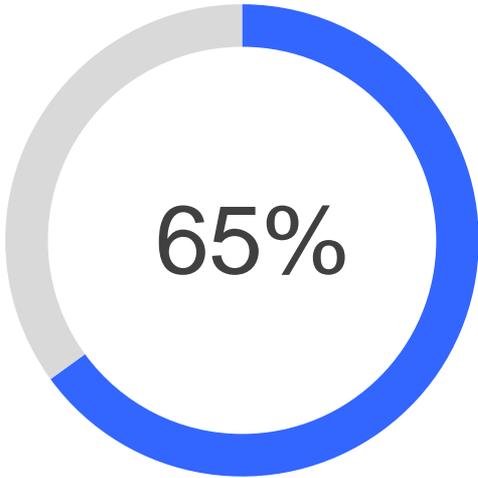


Say that “people are always keeping an eye on the job market”

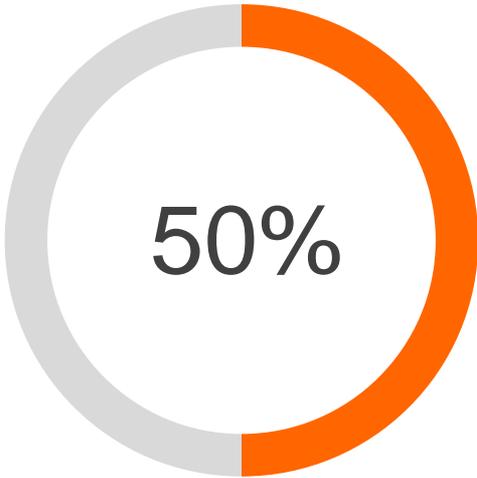


Say “highly skilled workers are more likely to be keeping an eye out on new employment opportunities”

And our research shows that starting a new job barely changes people's job search behaviour



Of candidates worldwide look at new jobs again on Indeed within 91 days of being hired



Of people who make \$100K look at new jobs again within 28 days of being hired



The sociology of job search

Truly passive candidates are rarer than you might think

Younger, highly educated candidates are more likely to be active

Online job search is the #1 activity for people who get hired

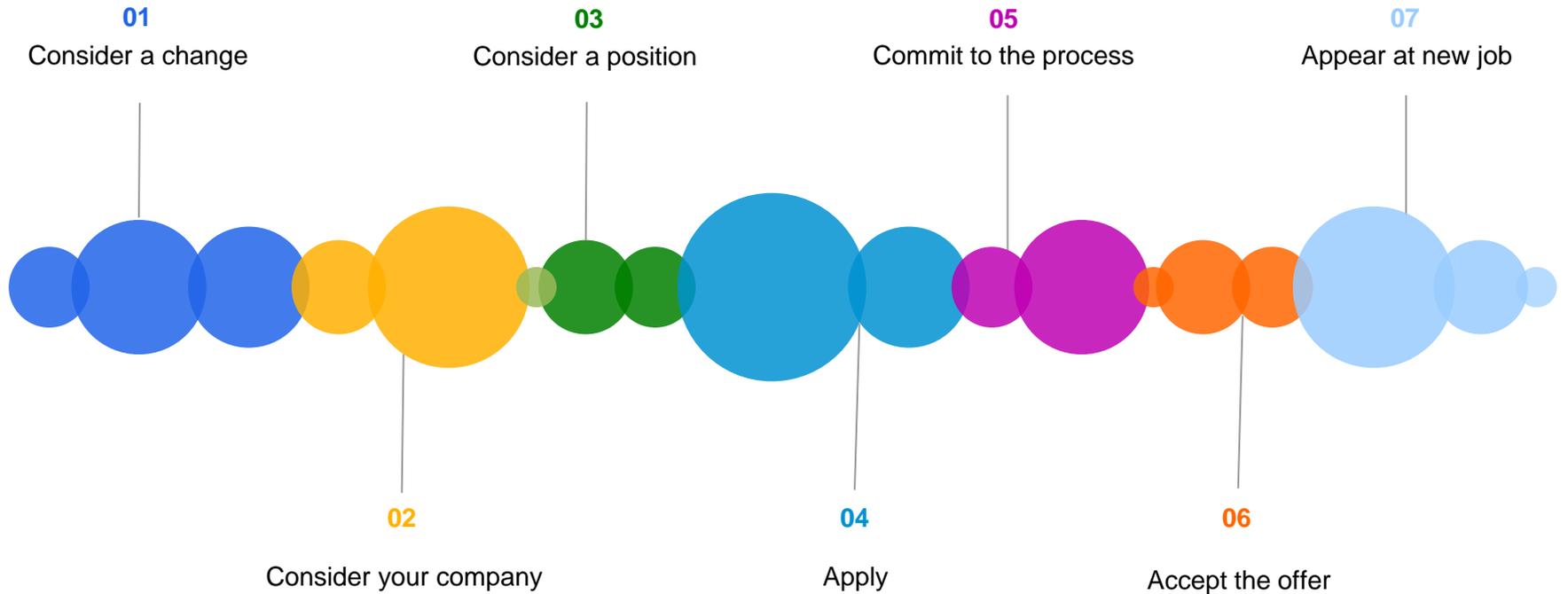
Job search is never-ending: most new hires look for jobs again within 91 days



Part 2: The psychology of job search

Candidates must make at least
7 major decisions before they become an
employee with your company

The Career Decision Making Process



1. Consider a change

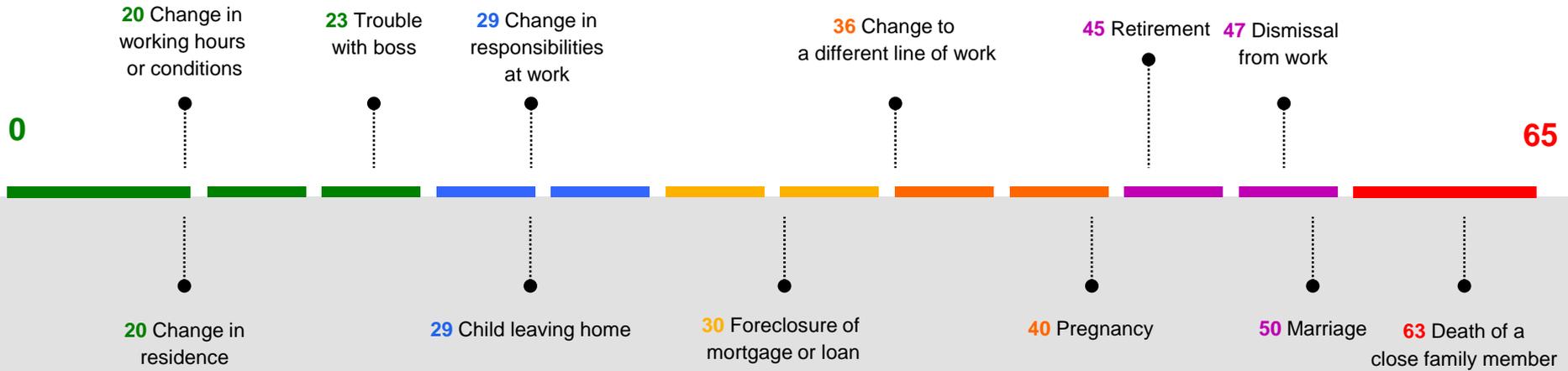
The first step is the hardest by far

Research Observation #1

Career decisions are among the most stressful life decisions

After family and health, **career events have the biggest impact** on stress and happiness

Career Changes

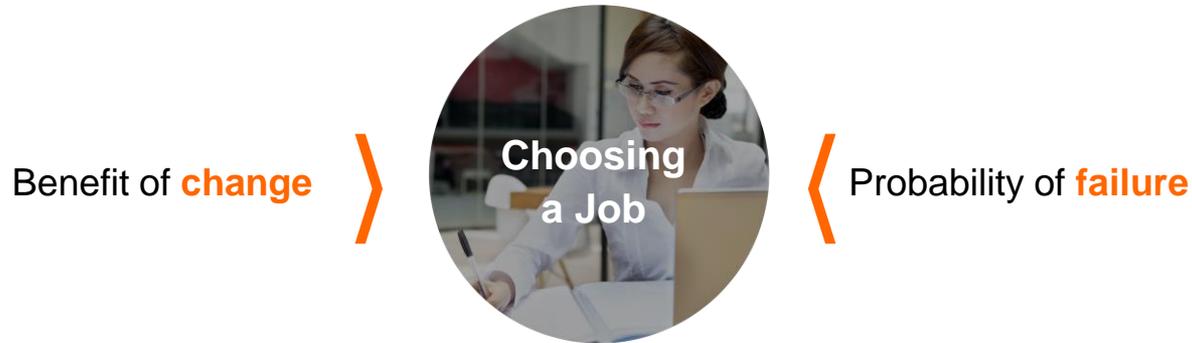


Other Life Changes

Research Observation #2

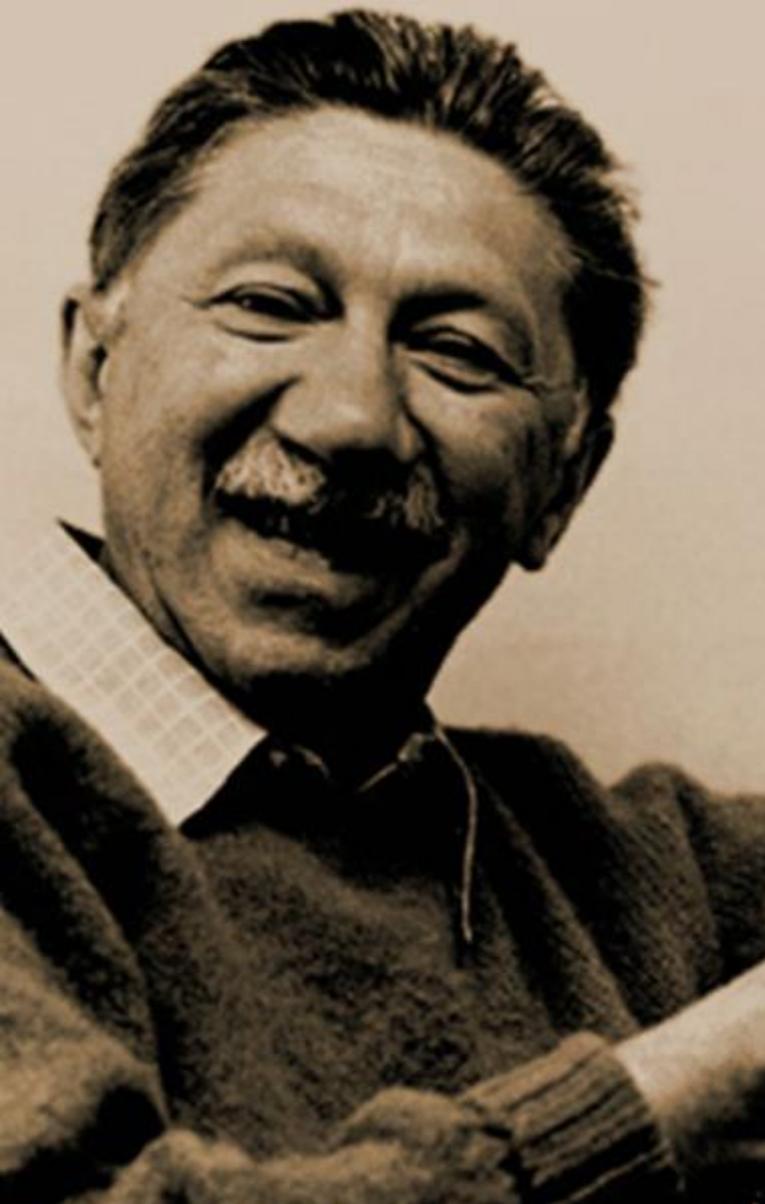
Most people are wired to be resistant
to career change

Career change requires people to project into the future and imagine the potential benefits and risks



The Problem: Research shows that most people will overestimate risks associated with a change





Maslow: Our Brains are wired for survival, not fulfillment

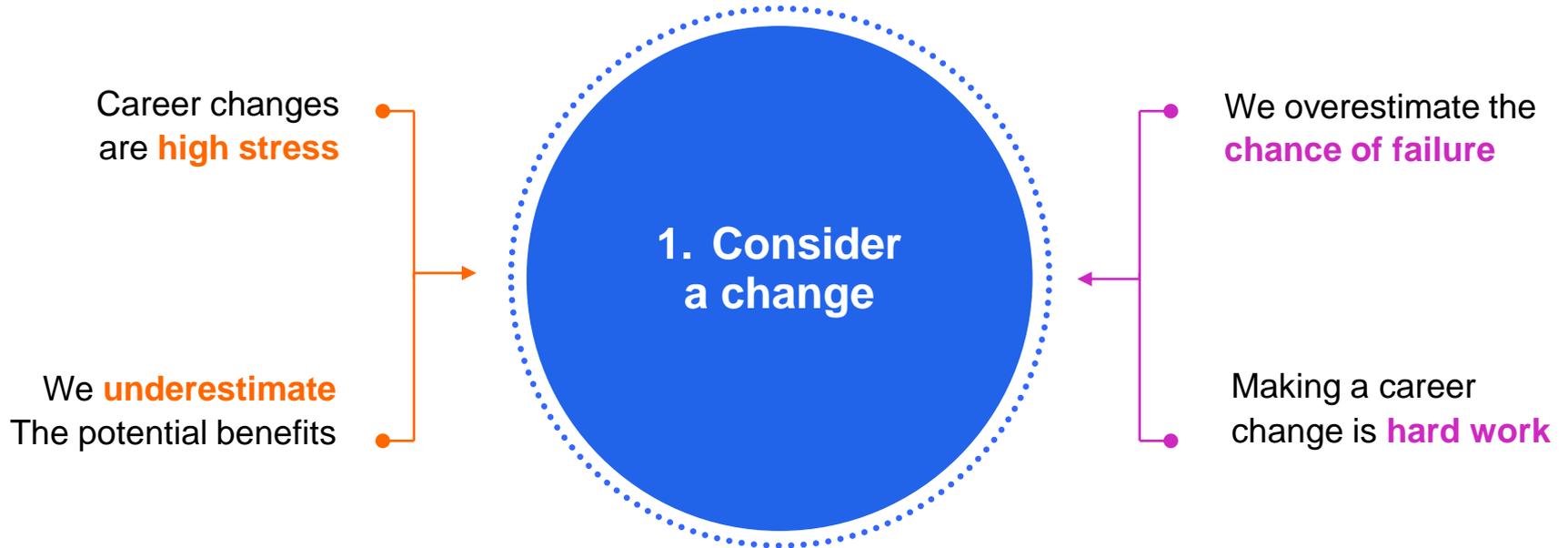
“Our brains evolved to anticipate and predict the worst and we try to eliminate this risk. That’s why our cognitive functions and emotions evolved too—and why we’re 3 to 5 times more sensitive to negative stimuli than positive.”

Career Psychologist on Maslow

Research Observation #3

Career changes are major life changes
and change takes a lot of work

The forces against career change are incredibly strong



A close-up, low-angle shot of a person's hands and arms in a white, long-sleeved button-down shirt. The person is typing on a laptop keyboard. The lighting is soft and warm, creating a professional and focused atmosphere. The background is a plain, light-colored wall.

**So what leads employed people to
make the decision to change jobs?**

People look for jobs when they are inspired by new opportunities or disillusioned with their current work

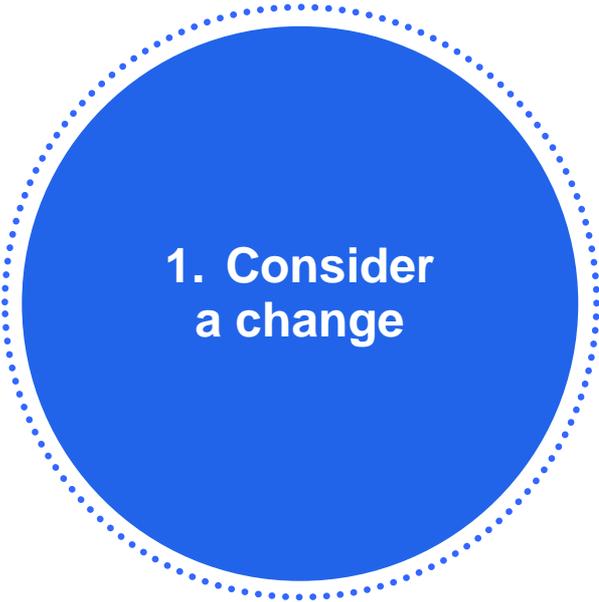
27% When I feel dissatisfied with my current job

19% When I feel discouraged about my current job situation

18% When I see posts about an interesting company or job

16% When I feel stressed about money

12% When I don't get recognised for an accomplishment at work



1. Consider a change

Career changes are high stress

We overestimate the chance of failure

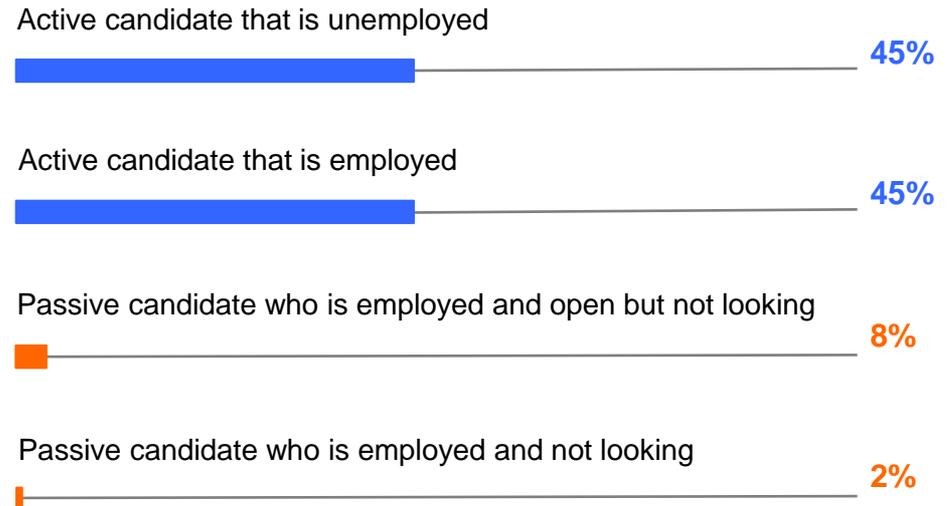
We underestimate the potential benefits

Making a career change is hard

Our survey of talent professionals showed an overwhelming preference for active candidates when all things are equal

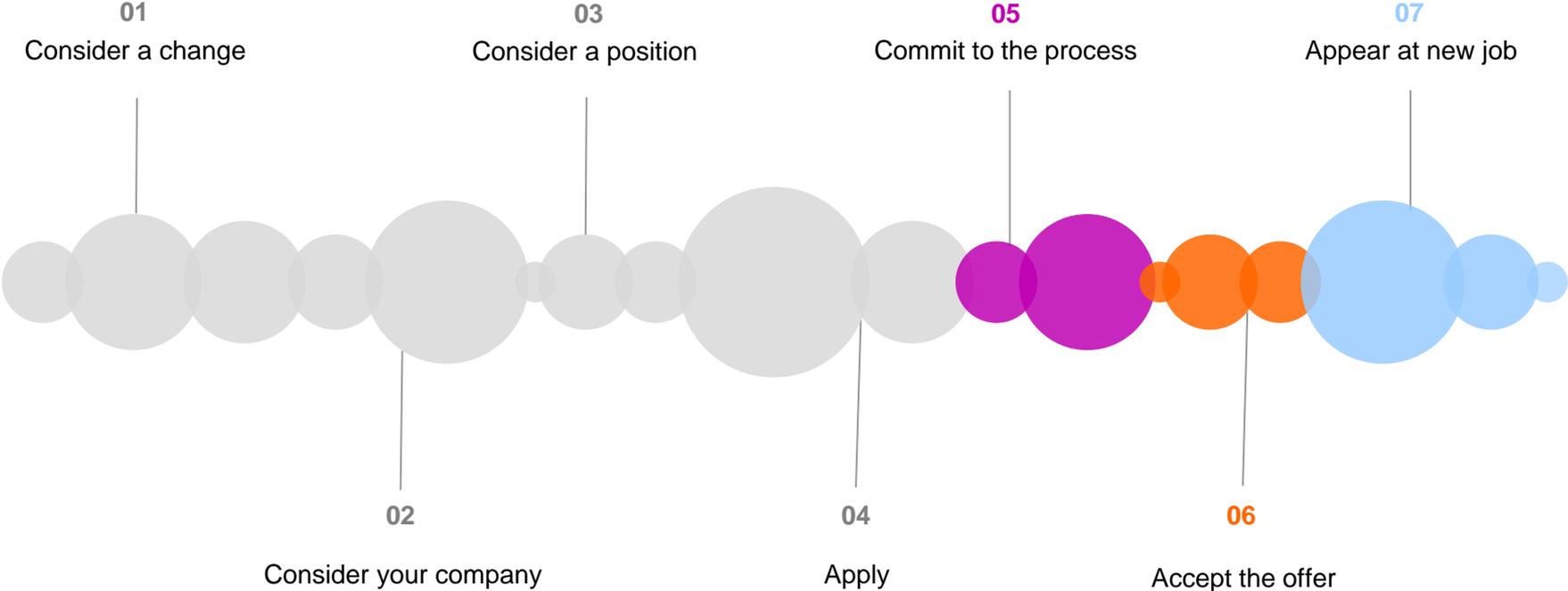
Who would you prefer to hire?

When all things are equal,
9 out of 10 talent
professionals
would prefer to hire an
active candidate



Active candidates have already
done most of the psychological work to
prepare themselves for change

The Career Decision Making Process

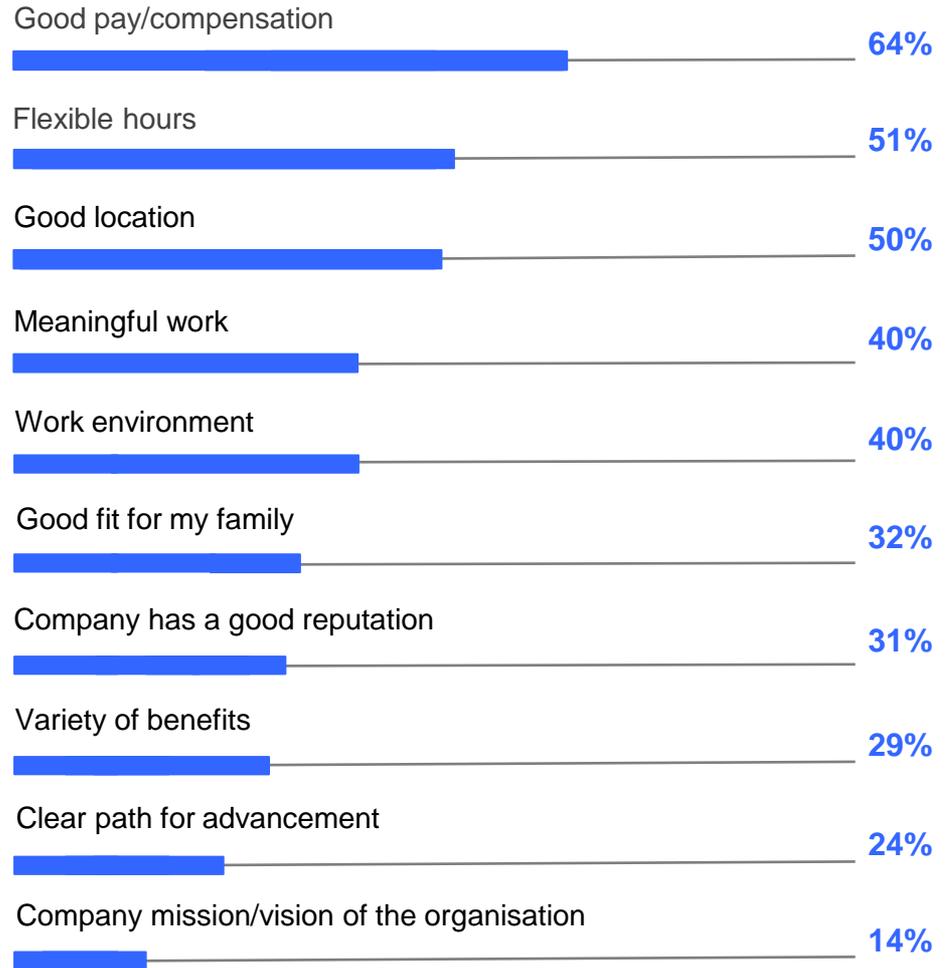


What attracts candidates?

**Most candidates consider opportunities
based on pay, location and flexibility**

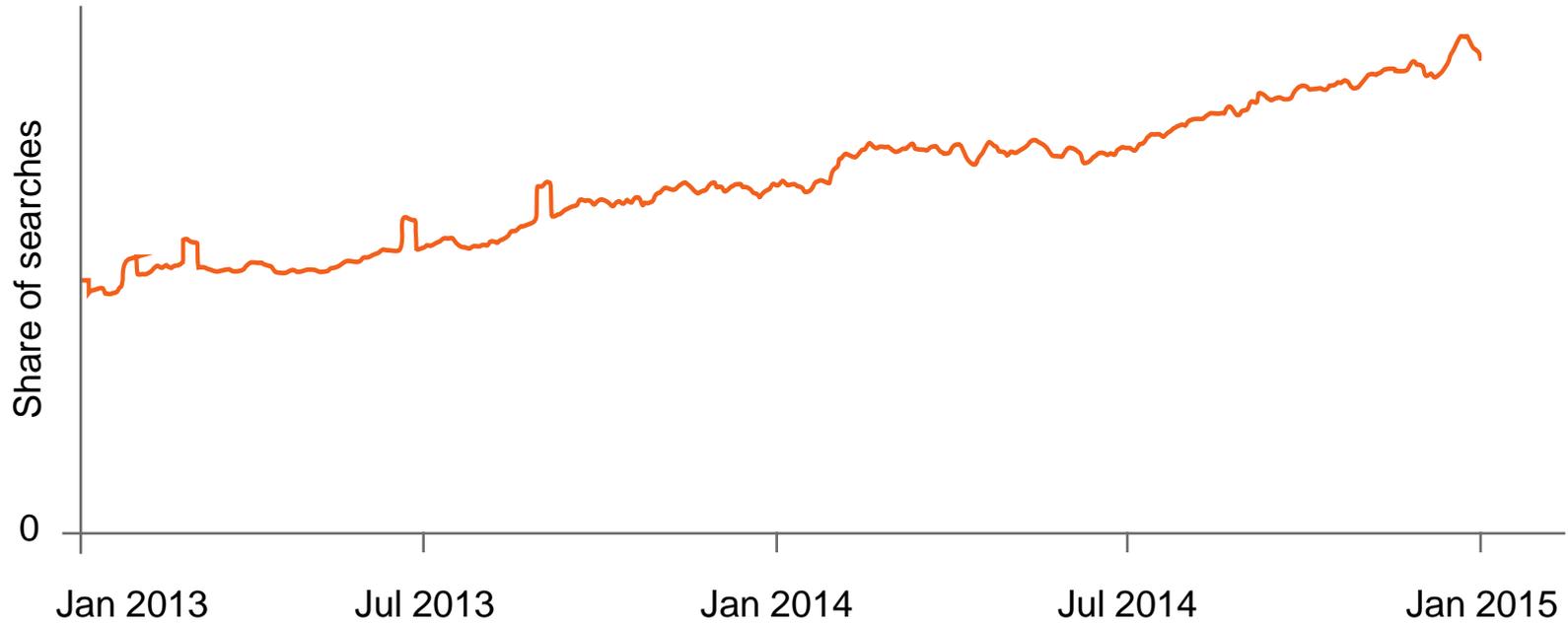
91% would be attracted by:

9% none



In Australia, searches for flexible and casual work continue to grow

Searches for "Remote"



Research Observation #4

People feel better about decisions that they fully control

Candidates believe it's important to direct their own job search

82%

somewhat or strongly agree

.....
“When deciding whether or not to accept a job offer, it's important to me that I've looked around at other opportunities first.”

62%

of employed adults

.....
“I think I would be more successful in a job I found and got on my own versus a job which I got through a recruiter or company that contacted me.”



The psychology of job search

Career changes involve a stressful, multi-step psychological process

For passive candidates, the psychological obstacles to change are enormous

Active candidates, by definition, are ready for change

Candidates prefer to be in control of their job search so that they find the best fit

A close-up, top-down view of two people's hands and forearms at a wooden table. One person is holding a white sheet of paper with a hand-drawn diagram consisting of several rectangular boxes connected by arrows, suggesting a process flow or organizational chart. The other person's hand is pointing at a specific part of the diagram. In the foreground, there is a spiral-bound notebook with a pen resting on it, and a portion of a silver laptop is visible on the right side of the table. The background shows the blue and white striped shirts of the individuals.

Part 3: Your tactics determine your talent

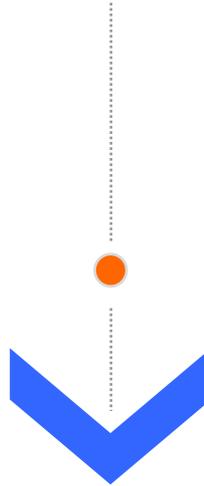
There have never been more ways to recruit talent



But they all fall into two basic approaches

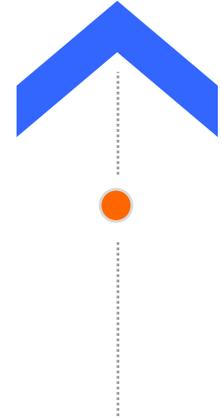
The candidate applies first

Inbound



You contacted the candidates first

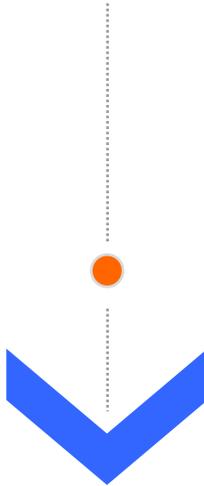
Outbound



Inbound candidates apply to your jobs

The candidate applies first

Inbound



People finding you in job search

Referrals who apply

Career fairs

Responses to job postings

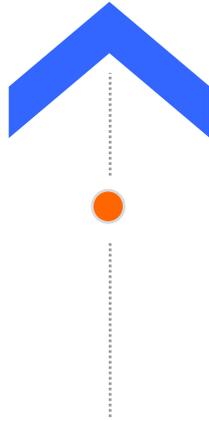
Applications from social

recruiting

Visitors to your career site

Outbound candidates respond to your recruiters

You contacted the candidates first



Outbound

Contacting people through
Indeed Resume

Contacting people via LinkedIn

Contacting people in a
resume database

Referrals that you call

Most talent professionals try first to fill open positions with inbound candidates



Easier



Faster



Lower cost



More likely
to result
in success

Expensive recruiter labour and increased candidate salary expectations drives up the costs of outbound recruiting tactics

Talent professionals believe it is more expensive to find passive candidates through outbound recruiting

Cost of Recruiting

Outbound same or higher



51%

Outbound lower



13%

Companies that fully measure the cost per hire find additional reasons why outbound recruiting is more expensive



Labour intensive



Low candidate response rates to inquiries



Low offer acceptance rates



Long lead times



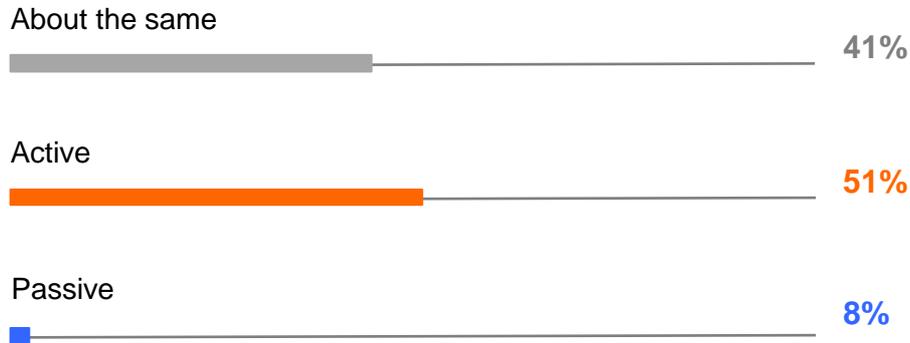
Uncertain cultural fit



Time-consuming to overcome psychological barriers to change

Talent professional survey: Once on the job, active candidates have a stronger desire to succeed

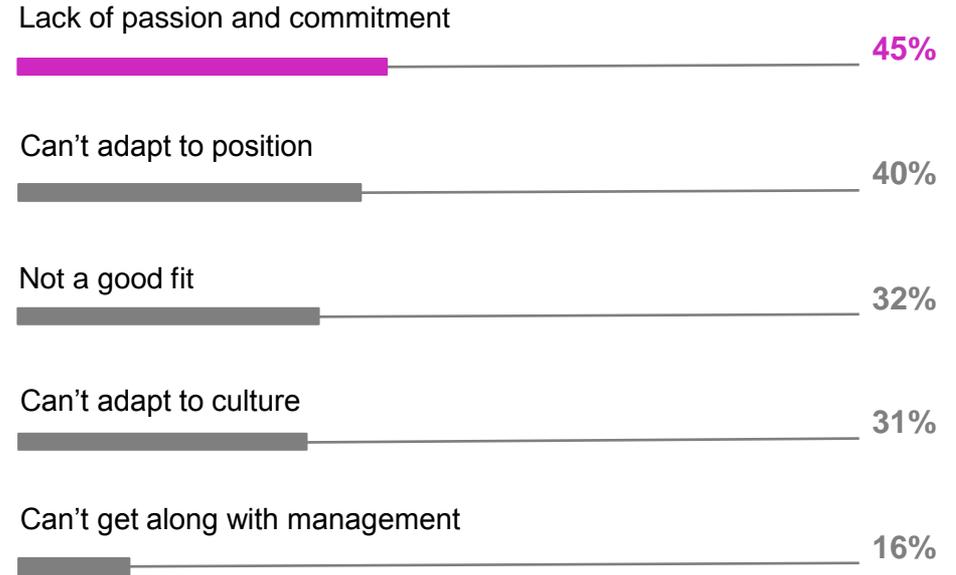
Motivational Drive to Succeed Once Hired



“Once employed in the company, who do you feel has better motivational drive to succeed: an active candidate, a passive candidate or both (about the same)?”

Lack of passion is the #1
reason that passive hires fail

**When thinking about “passive candidates”
that you have hired, what are the reasons
some are not successful in their new roles?**



Inbound recruiting has its challenges as well

1. Some roles get too many applications to screen
2. Some roles are hard to quickly fill
3. Difficult to control who applies
4. Some open roles need to be kept confidential
5. Resumes often don't provide enough data to find best candidates

So how can you shape your recruiting organisation to best take advantage of the changing nature of job search?



5 Practices to Find the Right Talent



**1. Sequence recruiting tactics to maximise
quality, cost and performance**

Sequence investments to maximise quality and minimise cost

Inbound first

Free Inbound

20% of roles

Paid Inbound

60% of roles

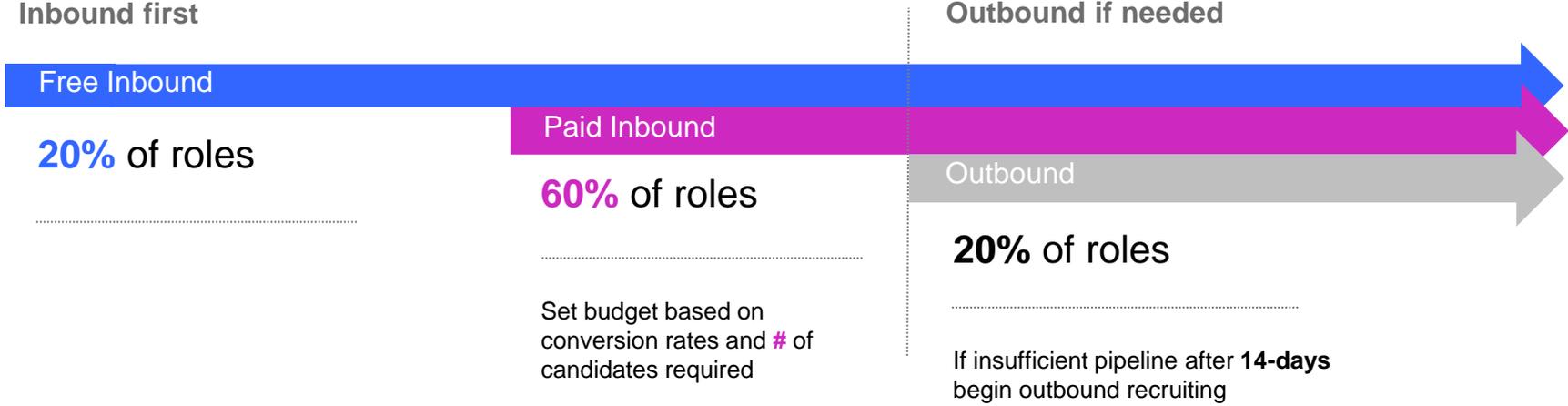
Set budget based on conversion rates and # of candidates required

Outbound if needed

Outbound

20% of roles

If insufficient pipeline after **14-days** begin outbound recruiting

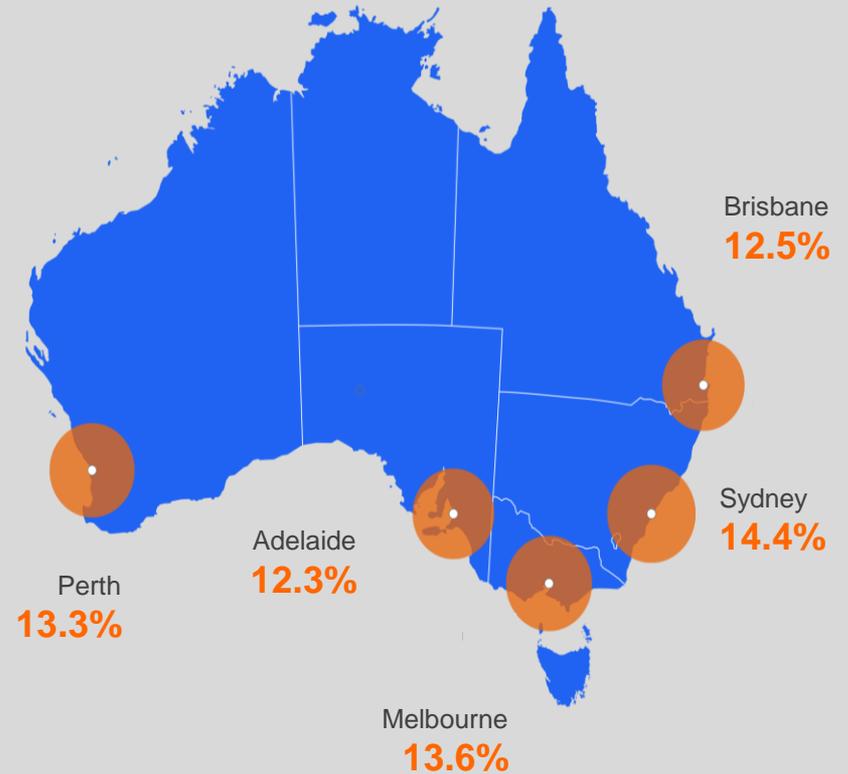


Focus outbound efforts on the jobs that are likely to be chronically unfilled

Today, 13% of Australian jobs are chronically unfilled (open 90+ days)

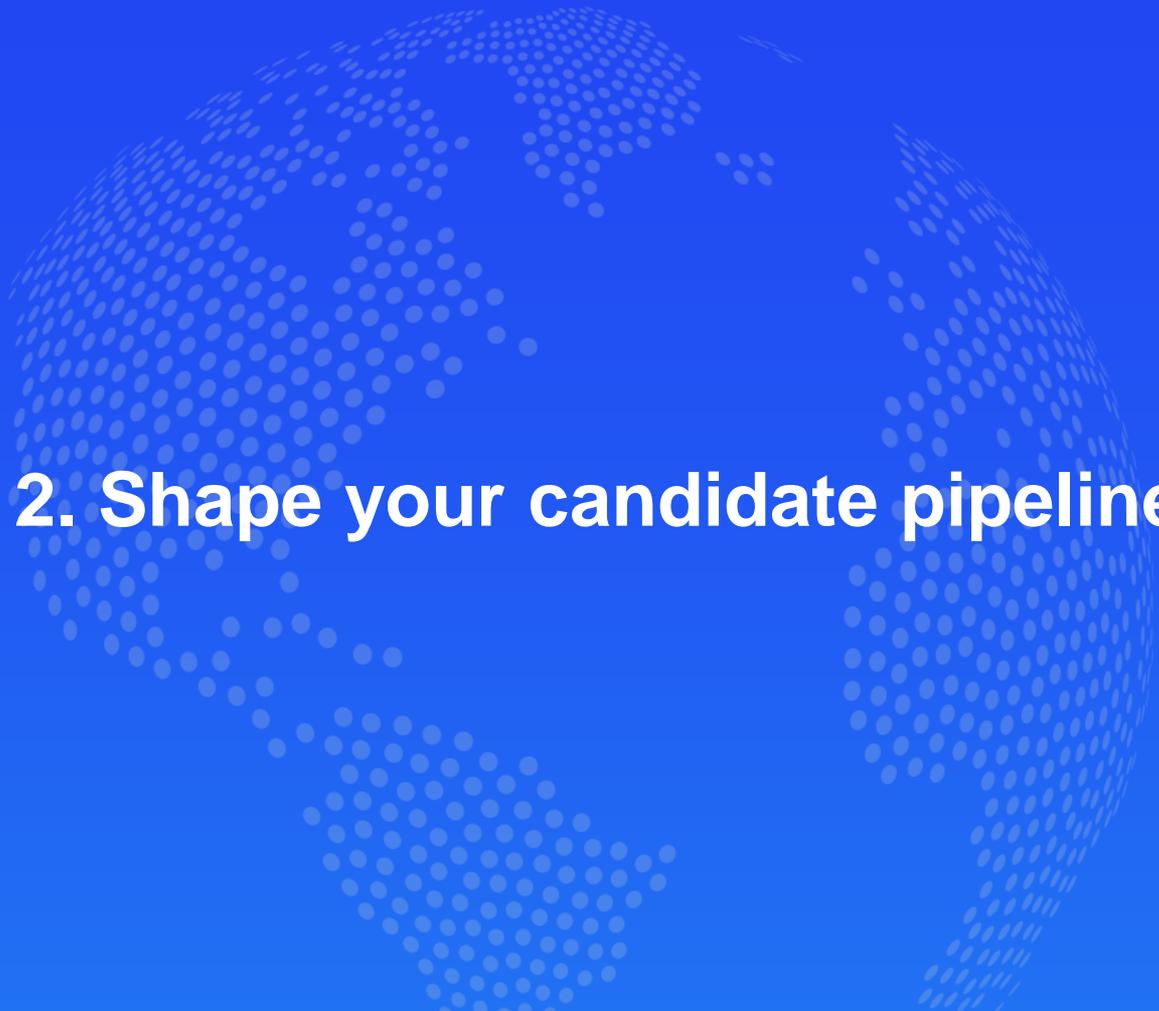
There are slightly more chronically unfilled vacancies **in Sydney (14.4%)** than other parts of the country

Adelaide has the fewest (12.3%)



In Australia, the hardest positions to fill include software engineers and many other high-demand technology-related positions

Rank	Detailed occupation	Share of jobs still open after 90 days
1	Actuaries	18.6%
2	First-Line Supervisors/Managers of Non-Retail Sales Workers	13.6%
3	Sales Representative, Services, All Other	13.0%
4	Software Quality Assurance Engineers and Testers	12.7%
5	Sales Engineers	12.3%
6	Sales and Related Workers, All Other	11.4%
7	Management Analysts	11.2%
8	Computer Software Engineers, Applications	10.9%
9	Network and Computer Systems Administrators	10.9%
10	Network Systems and Data Communications Analysts	10.7%



2. Shape your candidate pipeline

In the era of search, you control your talent

5 key levers to shape your talent pipeline with search



Job titles



Job descriptions



Career site



Apply process



Company reviews

Write great job descriptions that **draw talent** and perform well in search

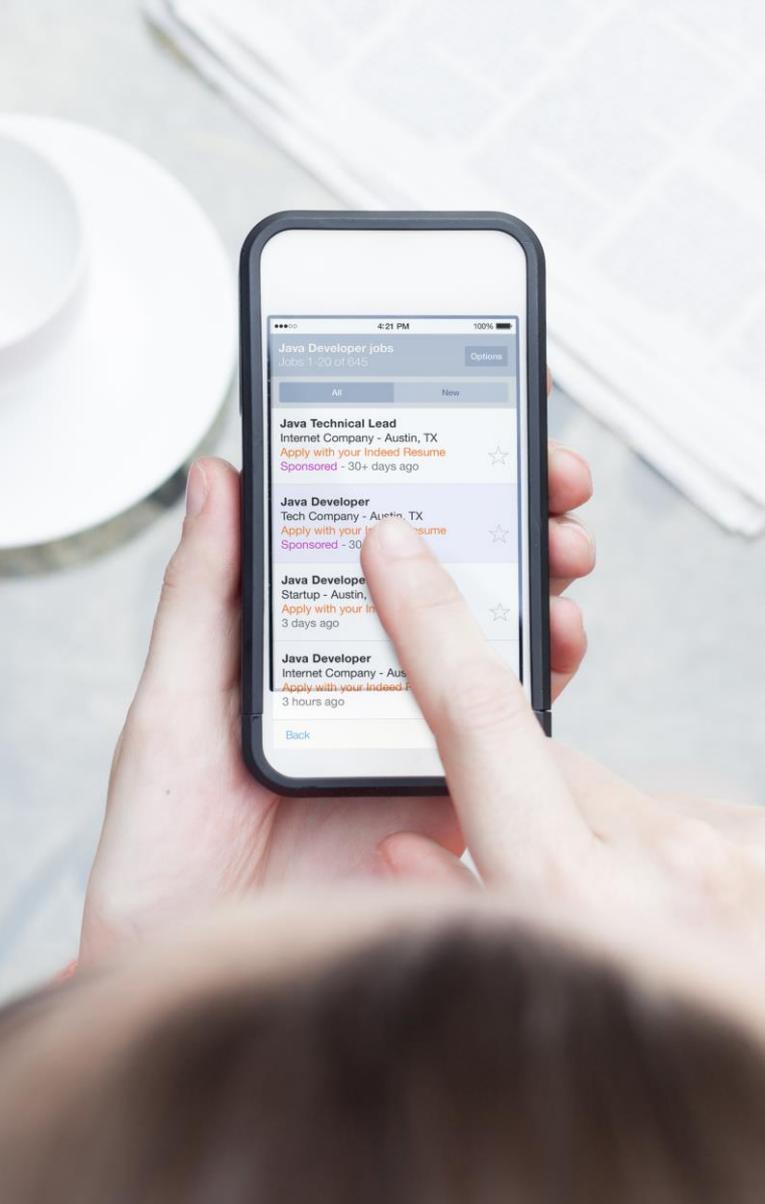
We're looking for **thoughtful, well-rounded** front-end engineers to join our team. If you're the right one for us, **you love the Web, take great pride** in your work, think of coding as **more than just a job**, and have a few great projects to show off. You can **take a concept and transform it** into an awesome Web-based experience with your own technical and UI/UX expertise.

Spotify job posting

Write great job descriptions that draw talent and **perform well in search**

We're looking for thoughtful, well-rounded **front-end engineers** to join our **team**. If you're the right one for us, you love the **Web**, take great pride in your work, think of **coding** as more than just a job, and have a few great **projects** to show off. You can take a **concept** and transform it into an awesome **Web-based experience** with your own **technical** and **UI/UX expertise**.

Spotify job posting



Make it easy for candidates to
browse and apply on mobile devices

32%

Desktop Only

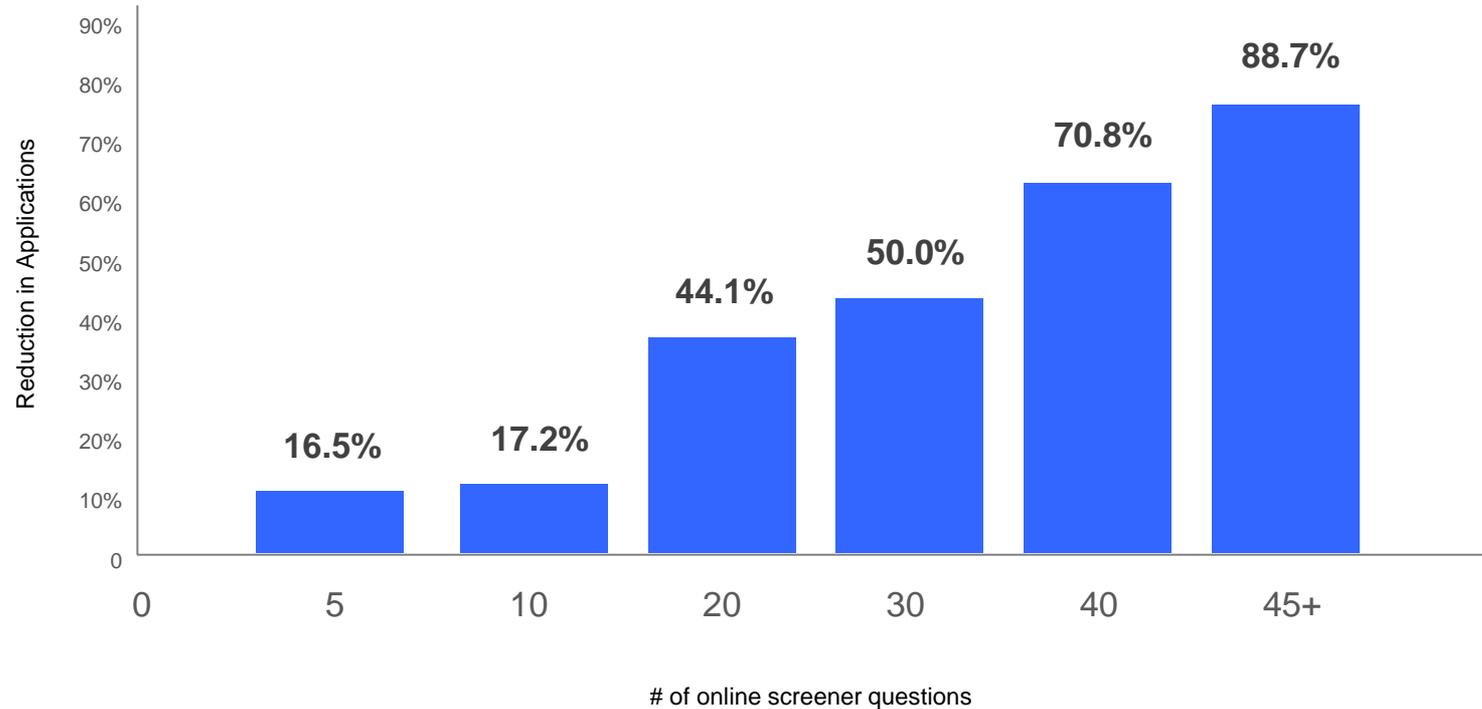
24%

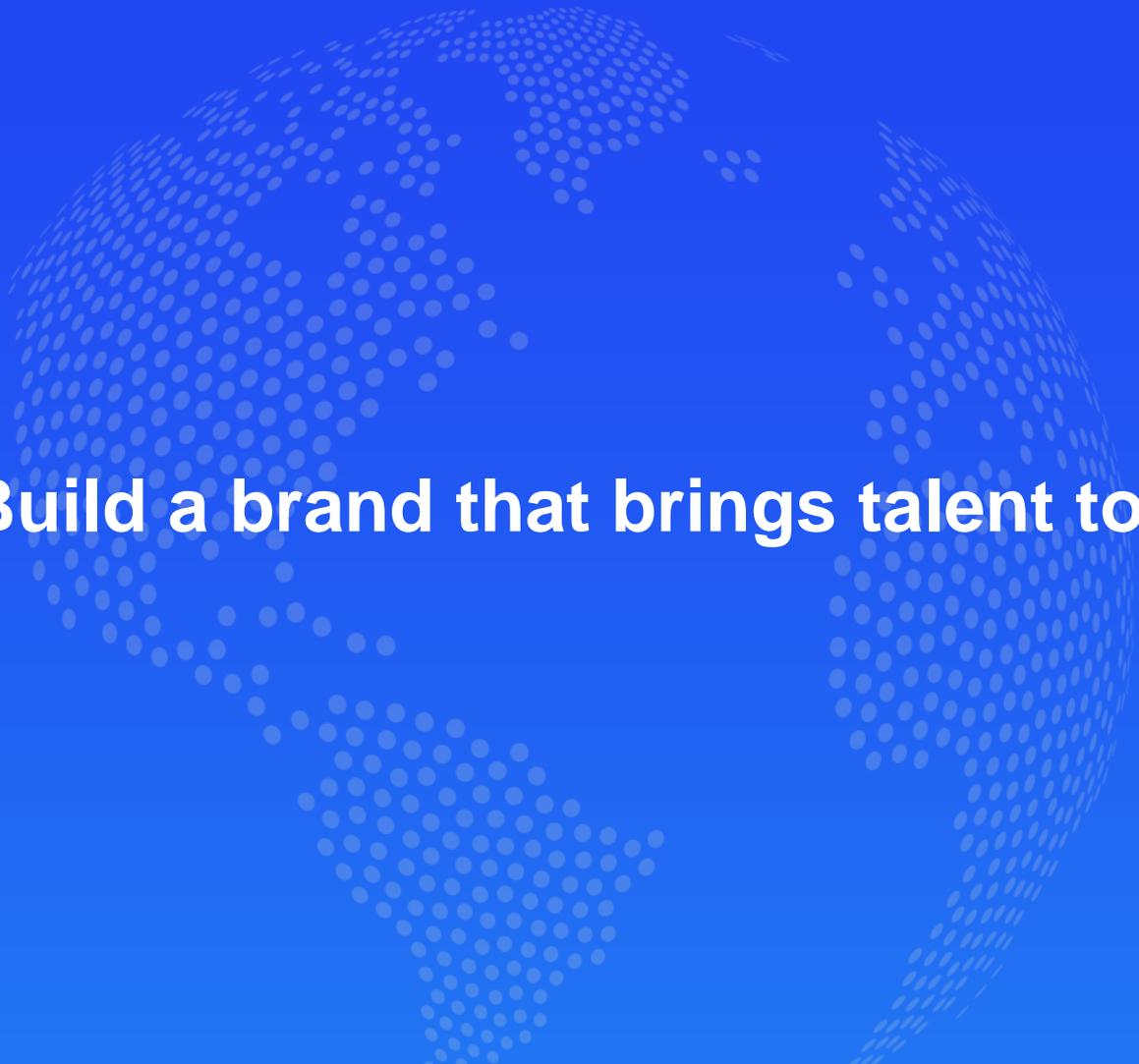
Mobile Only

44%

Mobile + Desktop

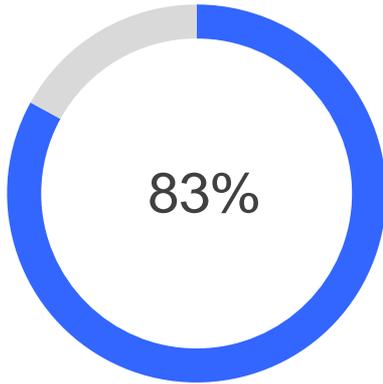
Be careful not to lose good candidates to overly complex application processes





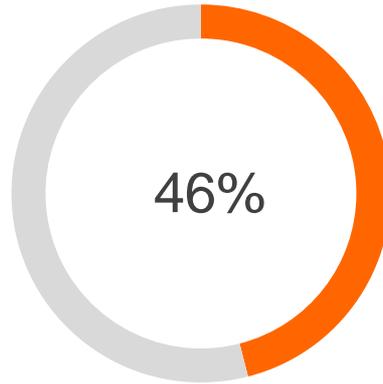
3. Build a brand that brings talent to you

Your brand determines your candidates



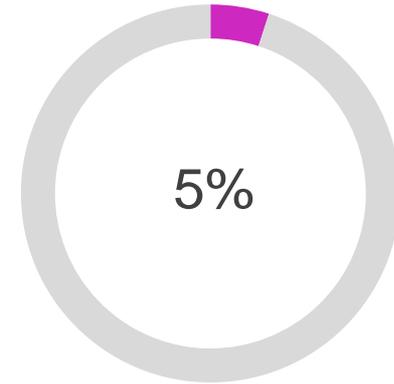
.....

Say reviews impact where they apply



.....

Say company reputation has a big impact on decision to accept a job



.....

Increase in apply rate when employer reviews are available



4. Optimise the inbound and outbound candidate experience for top talent

Your inbound process needs to
be good enough that you would encourage
a great candidate to go through it

Airbnb recognised that their candidate experience needed an overhaul

Storyboarding Exercise | Mapped experience end-to-end

1. What do we want them to **know**?

2. What do we want them to **feel**?

3. What does **rejection** look like at this stage?

4. What makes this stage **uniquely** Airbnb?



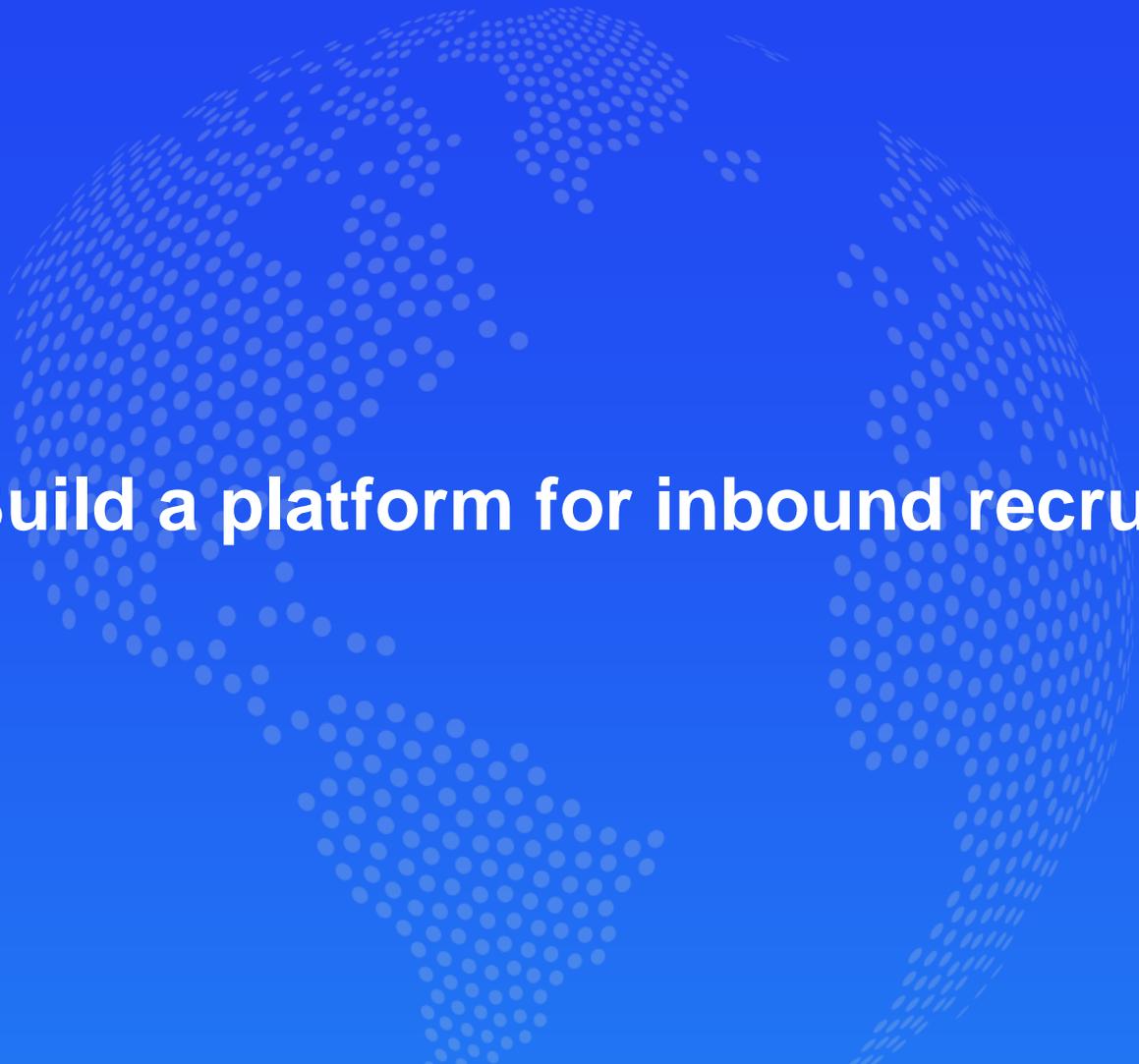
What they implemented

1. Website FAQ for candidates

2. New Applicant Tracking Software

3. Candidate feedback surveys

4. Interviewer training



5. Build a platform for inbound recruiting

If outbound recruiting is akin
to sales, inbound recruiting is much
more like marketing

Recruiting technology will continue to evolve to look more like marketing technology

Using technology to get great at matching applicants and opportunities

Marketing Technology Platform

Website and Landing Page

Lead Capture

Predictive Scoring

Marketing Automation

CRM

Performance Analytics

Recruiting Technology Platform

Career Site

Apply

Screening

Candidate Marketing Automation

Candidate CRM

Talent Performance Analytics

**Measure fully-loaded
cost per successful hire including
recruiter labour costs**



1. Sequence recruiting tactics

2. Shape your candidate pipeline

3. Build a brand that brings talent to you

4. Optimise candidate experience

5. Build an inbound recruiting platform



The Science of Talent Attraction: Understanding What Makes People Click

Chris McDonald
Managing Director,
ANZ