

## HOW TO...

## ... launch an e-recruitment drive

In the government's *Guide to Best Practice e-Recruitment Projects*, the likes of Orange and Asda describe e-recruitment as a way to save money, cut time to hire, and improve quality of recruits. But many organisations fail to achieve these benefits. So how do you launch the perfect e-recruitment campaign?

### 1 UNDERSTAND YOUR ORGANISATION AND GET BUY-IN

How well do you understand your requirements and goals? They are much broader than your recruitment types, volumes and processes. Unless they are clearly defined, you won't be able to meet them. Also understand your organisation's IT strategy, legal constraints and receptivity to change, and identify your key stakeholders. This will help you to put together a plan to ensure that the whole organisation buys into e-recruitment.

### 2 DEFINE ROLES AND RESPONSIBILITIES

Be realistic and conservative when estimating the resources required to implement or enhance your website or e-recruitment software on an ongoing basis. If your organisation is big enough to justify it, separate responsibility for strategic and tactical projects such as these from operational, day-to-day recruitment.

**THE EXPERT**  
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**3 BE HOLISTIC**  
You will find running a successful campaign is much easier if it is supported by and forms part of a broader recruitment strategy that delivers a strong employer brand. Similarly, your ideal e-recruitment campaign is likely to combine both offline and online elements. Keep your online elements – attraction campaign, careers website, e-recruitment and onboarding software – in balance. Focus on your weakest links. It is better to have all elements working relatively well.

**4 BALANCE TRADITIONAL AND NEW SOURCING STRATEGIES**  
Use e-recruitment to facilitate internal mobility and career progression, and thus increase staff retention. Keep employees up-to-date using an internal jobs board and an "email agent" to

automatically send employees details of the latest vacancies. Try using your employees' business and social contacts, allowing staff to forward vacancy details and add candidates to your e-recruitment system. If appropriate, invite previous employees to submit their details into your e-recruitment system to create a "talent bank" that you can search first when a vacancy arises.

### 5 DELIVER AN EXCELLENT 'CANDIDATE EXPERIENCE'

Make your careers website easy to find on search engines, link it directly from adverts and signpost it clearly from your corporate website. Ensure that vacancies are simple to find and that the whole site is easy to navigate and accessible to disabled users. Match the recruitment process to the role (for example, "CV-drop" for hard-to-fill roles and longer autoscored processes for volume recruitment).

### 6 AUTOMATE AND STRUCTURE

Use structured, validated (and, where possible, automated) selection techniques to improve the quality of recruits. Use online pre-screening, questionnaires and tests – especially in high-volume campaigns – to screen out unsuitable candidates. You can also validate selection criteria by correlating candidates' performance against your first-stage screening criteria and their performance at final interview.

### 7 TRIAL, MEASURE, REFINE

Use your e-recruitment system's reporting capabilities to monitor costs, quality, effectiveness and time-to-hire to help you to identify ongoing opportunities for improvement. But remember that technologies, and expectations of candidates and employees, are constantly changing so you will need to keep developing your approach to get the most out of e-recruitment.

## KEY POINTS

- ◆ Clearly define requirements, goals, roles and responsibilities.
- ◆ Combine online and offline elements in a balanced recruitment strategy. Focus on strengthening your weakest link.
- ◆ Build a "talent bank" of potential recruits.
- ◆ Monitor your attraction strategy's effectiveness and refine it.
- ◆ Make your online presence user-friendly and engaging.
- ◆ Use your e-recruitment software to reduce administration.
- ◆ Measure and develop your e-recruitment techniques.

## LINKS

### How to...

All PM's "How to..." articles can be accessed at [www.peoplemanagement.co.uk/howto](http://www.peoplemanagement.co.uk/howto)