

RECRUITING WITH SOCIAL MEDIA

How the digital age has changed recruiting and how to leverage these changes to expose your brand and drive new hires!





A LETTER FROM THE AUTHOR

Hello! Thanks for downloading our ebook, "Recruiting with Social Media"!

I wanted to start with a quick high-level overview of who I am so that you know where this material is coming from and what resources I can bring to the table. My name is Dave Secunda and I am the CEO and co-founder of WorkBright.

I came to WorkBright after a starting a company called "Avid4 Adventure" which host summer and day camp in Colorado, California, and a few other spots across the country. In that company we were hiring 400 millennials every single year in an eight-week period. It was a cyclical process that really kind of motivated us to look at the underpinning of onboarding and start a company around it, WorkBright. There's a bit more on WorkBright below this message but in regards to recruiting, the cyclical nature made us really focus in on how to invest in, engage, and recruit our best staff.

Some of the material in this eBook is based on my experience working in that market. Other parts, are based on learnings from the top minds that I have been lucky enough to work with over my career. For example, I sit on the governor-appointed licensing advisory committee in the state of Colorado. Also I'm on the American Camp Association Accreditation review team. In these positions, and many others, I have been fortunate enough to work with some amazing HR professionals who are on the forefront of social media recruiting. I am excited to share these experiences and learnings with you and hope you enjoy!

Cheers,
David Secunda



ABOUT WORKBRIGHT

WorkBright's mission is to empower companies to be great employers by equipping them with HR technology that makes life easier and employees happier. Currently, our products help businesses that are rapidly, seasonally, or just plain constantly hiring by taking the cumbersome and paper-heavy process of onboarding and putting it all online! New employees can fill out documents (W4s, I9s, and more), upload photos of licenses or certifications, and digitally sign from any web-enabled device before they arrive for their first day. Learn more at www.WorkBright.com.



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THE CHANGING FACE OF HR

HR'S JOB

Marketing
Finance
IT
Counseling
Compliance
Cheerleading
PR
Coaching
Legal

If you're reading this eBook, we're going to assume you are an HR professional. And one thing that all HR professionals know to be true is that the job is always multifaceted...

Marketing when you're putting out positions to the general workforce. Finance when you're trying to figure out how much to pay and create pay equity. IT when you are onboarding new employees and getting them set up. Counseling when things go wrong. Compliance, cheerleading, public relations, coaching, legal, the list could go on and on.

It's is truly one of those positions that touches almost every aspect of an organization. While that keeps the position interesting, it can also blur the lines on responsibility for certain projects which may be better suited for people more equipped to handle certain tasks.

Recruiting is one of those tasks! Your marketing team can help you out in a major way if you know when to reach out and how to approach it. Having clearly defined goals and some understanding of your expectations and channels can go a long way towards creating a successful recruiting strategy via social media.

WHEN RECRUITING BECOMES MARKETING

When is the right time to get your marketing team involved in the process? As an industry best practices we say if you are hiring 50 people or more per year than the recruiting process truly becomes a marketing process. One that you can no longer rely on "just enough potential employees coming through" your portal without really focusing on this as a clear marketing effort. At 50 of more hires per year, you need to look at marketing channels for customers. How much do you spend on each new employee? What is the conversion that you get from each channel you are using? Etc. Etc.

50+ HIRES PER YEAR

That's not to say that the principles in this book can't be used by anyone, hiring 1 or 400, but we really see the need for a strong social recruiting strategy coming in at that 50 employee mark.



WHY WORK WITH MARKETING:

If you are a company that has a separate marketer, what are the advantages of collaborating with marketing? The answer is simple, **leverage their tools and expertise!** Typically, marketing departments are already engaged with outreach and measurements of the metrics we discussed on the previous page so their expertise is invaluable during analysis. Also, the tools they use can be easily applied to the recruiting function.

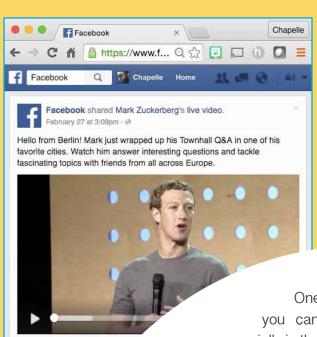
3 CRUCIAL ELEMENTS TO WORKING WITH YOUR MARKETING TEAM:

- Gain buy in from all parties. Gaining buy in from all parties that will be involved in actually executing the process will ensure things run much smoother than simply a top-down mandate. Hold a meeting and talk through your objectives. Then allow the team to all contribute to deciding the best approach.
- Agree on ownership and deliverables. Talk for a moment about how you actually divide up this process between the parties involved. Discuss and outline exactly who's going to be doing what and what the deadlines are on specific deliverables. It's best to designate someone as "project lead" so they can check in with various parties before major milestones to make sure there are no roadblocks and everyone is on track.
- Create a feedback loop. This ensures that at the end of the day the feedback comes full circle from all parties. Marketing might be driving a lot of leads but what is the quality of candidates and did anyone actually convert in to an employee? This is crucial when you have two departments on a new initiative if you're looking to make social recruiting a long-term strategy.

OUR SUGGESTION FOR DIVIDING UP TASKS:

Marketing: Focuses on the applicant (lead) generation. Responsible for driving applications into HR and providing statistics as to how many applicants came through which channel (i.e. twitter, facebook, campaigns, specific ads, etc.)

Human Resources: Picking it up from the application point. Responsible for qualifying, interviewing, and hiring while providing statistics on conversion from applicant, qualified applicant, and hired employee.



Mark Zuckerberg was live.

February 26 at 5:13am · ₽

Live from our Townhall /

BEST PRACTICE 1 TRANSPARENCY

One of the best things
you can do to reduce churn,
especially in the first 90 days of employment, is
transparently align expectations with reality. That means
that most employees churn in those first few months because
they get into a job and they find that it is not what they expected; that it
is ill-aligned with what they thought it would be.

I know many times there's a hesitancy to be fully transparent because there's a fear that the sheer number of candidates will drop. That may very well be true, but the *quality* of those candidates should increase, and the churn in the first three months should decrease.

Transparency is our first best practice because social media is a fantastic mechanism to provide that transparency into your organization. These first tactics we're going to be outlining really come down to how you can create a view into your organization for potential employees before they come onboard. With social media, you don't want to just talk about yourself. You want to create an interaction with the potential incoming employee. You want to ask questions, tell stories, show REAL employees.

The advantage, and why social media is such an effective tool for recruiting, is because it turns the process into a two-way interaction that is much richer than simply publishing information on your website about a potential job.



BEST PRACTICE 2: ACKNOWLEDGMENT AND FEEDBACK

When it comes to recruiting, providing acknowledgment and feedback to employees and candidates over those social media channels is a best practice you can't ignore. It's going to work double duty for you as well because it reduces churn and promotes overall job satisfaction while at the same time providing transparency and insights into your workforce.

You have likely seen articles about the industry trend to provide real-time feedback with employees. Well it's even more important if you are working with the millennial workforce. Yes, they're kind of looking for feedback, but really what they're looking for is acknowledgment. If you have a millennial workforce, one of the best ways to provide acknowledgment is through social media. It can be as simple as catching someone doing something great and posting it on the company's Facebook site or Tweeting it out; or as complicated as making them the "Employee of the Month" and doing a full interview and feature on your blog. It's not only going to be a positive spark for the employee, but will show off how communicative and in touch you are with your staff to the 81% of millenials that said they value open communication more than great perks like health plans, free food, and gym memberships.

The last thing you need to remember with acknowledgment and feedback is to keep it real! This comes down to the voice that you are using on social media - and hopefully it's not a different voice than you use on a regular basis - but it has to be an authentic, genuine voice. If it's not, people will perceive that immediately. You almost have to tone down the marketing speak and bring up the personal conversation, so it's more like you would be talking to an employee or a group of employees than you would be writing a press release or a marketing blurb. Keep that in mind when you're contemplating the voice with which you do these different posts.



TACTIC: A DAY IN THE LIFE

Create a day in the life perspective. Follow a typical employee though their day at work and then translate that in to something that you can portray and aggregate on social media. The actual portrayal could be a video, photos, write-up. It could be comments from existing employees, but in essence to be able to paint that full picture for the incoming employee about what a real day looks like.

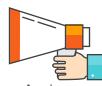


This screenshot is from a video that we created at my previous company, a summer camp, called Avid4 Adventure. (If you're reading this book in a digital format, you can click on the video to see the whole thing on their website.) I wanted to share this example with you because one piece of feedback we got about a small amount of churn we were seeing in the first 90 days was due to the fact that they were being hired as camp counselors and then got into the position and didn't realize how much driving would be entailed. They felt like they were kind of being hired as professional drivers.

The day in the life video that is now up on the website incorporates a number of shots of driving, and loading and unloading kids. The video also incorporates other parts of the job but really showcases the culture. Now, the applicants that come in have a clear picture of the duties and they have a sense of the overall culture.



TACTIC: COMMUNITY NEWS



The next tactic to discuss is just general community news. Again, looking at the broader circle of folks that your employees would typically interact with and providing news about that. By being a resource for community news about what your existing employees would be interested in, you will naturally attract like-minded people who could be potential candidates. In the example to the left, this is an organization that is looking to hire folks in the outdoor industry and

they're providing news about a nonprofit in the community that is focused on minimizing impacts of outdoor recreation. Social media is the perfect vehicle to deliver this type of community news.





TACTIC: HOW TO INFORMATION



Normally this is something that is targeted towards customers, but what we hear from the folks that we're working with is that you are really looking for those employees who are motivated and knowledgeable about the industry and motivated to learn more about the industry, so providing how-to information in your social media will help to identify these individuals.

To the left we have an example blog post which is documenting "10 Steps

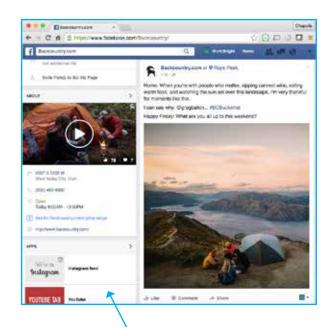
to Getting Hired as a New Grad Nurse". I love this blog post not just because it is super valuable to potential applicants, but also because it is a GUEST BLOG. If you've been reading this thinking "how am I going to accomplish all of this?" the answer is to get help! Ever heard the saying, many hands make light work? Get other people in your organization, or even outside of it, to contribute to your social media strategy to lighten the load on your marketing and HR team.



TACTIC: ASK QUESTIONS

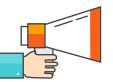
When we first discussed transparency, we mentioned making your social media platforms a 2-way interaction. Asking questions is one of the best ways that you can do this. We don't want to just be talking about ourselves but rather engaging and asking questions. You'll see a lot about this as we move along, but what we are really trying to accomplish with this tactic is to ask questions so that your community of potential employees starts to interact with that particular social media, i.e. Facebook Twitter, your blog, etc.

In this example, WorkBright customer Backcountry.com is engaging their audience of outdoor enthusiasts by asking them a simple question, "What are you up to this weekend?". Is everyone that sees this post a potential employee for Backcountry.com? No, probably not. But some of their 664,154 followers most definitely are!



Sidenote:

Notice how Backcountry.com lists their other social media platforms on their most popular method? That's a great tactic for getting more followers everywhere. Don't be afraid to cross promote!

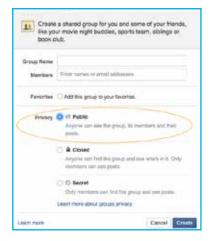


TACTIC: PROFILE EXISTING EMPLOYEES

This is a really simple one you could execute this week and speaks directly to our best practice of acknowledging. Most employees are looking for a place where they really fit in. By profiling your existing employees and just sharing about what they're doing, not only at work but outside of work, it will attract best in class additional employees to your organization who think they are similar to the employee you profiled. It's also a good idea to offer the employee a \$20 Starbucks card or some other form of recognition and thank you for being the kind of employee you would want to profile to the rest of the world!



BREAK: We're talking a LOT about exposing your culture and your organization on this page. If the reason you are doing so much hiring is because your culture may not be what you want it to be and so you're churning a lot of employees, check out our flip book on retention which has over 25 great ideas from industry leaders in culture!



To Create a Facebook Group:

From your home page, go to the Groups section on the left side menu and click "Create Group". Click "+Create New Group" at the top of the page and a window like the one above will appear to enter your group details!

TACTIC: EXPOSE EMPLOYEE CHATTER



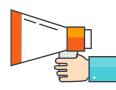
Social media is an excellent opportunity to provide access to your employee chatter. We've already discussed how important your culture is to retaining new employees and one of the best insights into your culture can be visibility into a Facebook group of your employees. Best practices that we've seen is the creation of an employee group is that it is a place that they can use to organize social events. Ideally, it doesn't have a high level of moderation for management but management participates in it.

If you're nervous about what your employees might say in the group, try making it private at first and monitor it over the first couple of months. Additionally, what we've heard is that just through the simple participation of management in a group like this, employees are much less likely to post negative or inappropriate thoughts and comments.





TACTIC: POST JOB OPENINGS



Ok, this may seem obvious. But we wouldn't be doing our jobs if we didn't mention it. And you wouldn't be doing yours if you didn't do it! We also wanted to mention it because outside of just the exposure you will get by posting your open jobs, you will also be putting that information out to your current employees in a way that makes them easy to share. We'll discuss more about having employees share posts below, but by allowing the job posting to exist in an ecosystem that is comprised of a lot more interaction and information than just those postings, it is going to keep potential employees coming back and engaged as opposed to just looking for a job and finding it at that moment in time.



TACTIC: MAKE POSTS EASY TO SHARE - CLICK TO TWEET

As you probably well know, using your existing workforce to recruit others is probably one of your best opportunities to leverage your concentric circle of social media. By engaging your existing employees to help share news, information, and especially jobs through their own network you are leveraging social media to the full extent.

Click to Tweet is a really easy way to do that. You Google "Click to Tweet." You write in your Tweet about a job opening, and then you send that link to your employees either via email or whatever internal company communication you use. When employees click on that Tweet it will open up Twitter. It will put your text in their status box, and all they have to do is hit "send" and it will distribute to their network on their behalf. Again, it's a way to get that information out without having them do the administrative heavy lifting of having to copy and paste it to their own Twitter account or having them have to think up the copy.



Want to see it in action?

We assume if you're still reading this eBook that you're enjoying it?! If we're right, use our "click to tweet" link below to let your twitter followers know about it with a link to download their own copy!

Click to Tweet
Recruiting via Social Media

Don't worry, you'll have a chance to edit our text or cancel before posting.

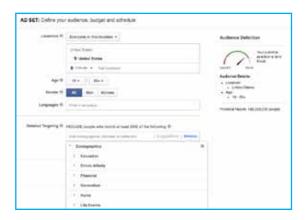


TACTIC: MAKE POSTS EASY TO SHARE - FACEBOOK

Another thing is to distribute Facebook posts to your employees' network. Again, this is in alignment with just leveraging your employees, especially your great employees, to utilize their own social networks. This can be done a couple different ways. One is just by posting interesting news or openings on your company site on the Facebook side of things, and then either requesting or encouraging them to do so.

Your employees will likely do this on their own if you have a culture that they want their friends to be a part of. However, if your need is really desperate and you don't think employees will share naturally, consider a small incentive to get them to share, like a \$5 Starbucks card or bagels in the break room for anyone that does. You can further help by providing content in email that they can cut and paste into Facebook or other social media. The easier you can make it on them, the better.





Examples of targeting you can choose:

Education Level
Fields of Study
Schools Attended
Work - Industries
Work - Job Titles
Interests
Geography within X Miles

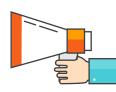
TACTIC: PAID ADVERTISING



Facebook, Twitter and Linkedln all offer very targeted means of paid advertising. What this does is basically allows you to leverage the strength of social media but also be incredibly granular in your targeting as far as new folks outside of your network who you are accessing.

This can be slightly more expensive than less targeted means, but certainly the conversion rate should be much higher because you're able to narrow down to your geographic region, age, groups they are a part of, and so many more factors. You're able to narrow down by all the demographics that would align with the target market of the desired employee.

TACTIC: PROVIDE POSTS TO NEW EMPLOYEES





Everything we just talked about with making it easy to share posts also applies to the new employee that you hire! After working with hundreds of employees onboarding at a new company, we know that at that point of being hired, is when they are most excited about the position. They have gone through the process of deliberately applying, interviewing, and being welcomed onboard. This is a great time to leverage that enthusiasm into their own social network. Provide posts to those that you hire to go out to their networks.

You can see someone here that is doing it all on their own! And I love the way his manager replied with "Welcome to the fam!". Social media at it's best! These posts are golden for you, especially if you are in the group that is needing to hire 50 of more people in a year.

How transparent should you be if your job is less than glamorous? You pay the bill either on the front end or the tail end. Meaning you either are going to be less transparent and have a higher hiring rate but also a higher churn rate in those first three months, or you're going to be more transparent, have fewer applicants, but the quality will be higher and you'll have less churn in those first three months. So be transparent no matter what the job is!



TACTIC: BRING SOCIAL MEDIA TO YOUR WEBSITE

Ok, this has been a LOT of tactics. Thanks for sticking with us and we'll switch to a new topic on the next page. But the last one we'll discuss is to bring your social media to your website. This can be easily done for most major social networks but here is an example of a twitter feed on a recruiting page. It is a very easy little bit of code your marketing team should know how to incorporate on to your open jobs page. And, it will do double duty by inviting more followers and by giving folks who are visiting your hiring page a timeline view into your posts so they can get to know your culture better and see what has been happening over time with your organization.



Take HR Technology Conferences lead and put all the social feeds you can on your website! This is a great example of making it easy for your audience to connect and engage with you.



INTERVIEWING DOS & DON'TS

With all this talk about recruiting with social media, I want to take a quick break to talk about where to draw the line. You really have to be careful when you're reviewing candidates' social footprint and digging in because it's so trackable as far as where you went, what you did, what you were looking at.

While there is no current legislation specific to online investigation on social channels about employees, we expect that to be coming down the pipeline very soon. For now, just know that you are upheld to the same laws and practices that apply to in-person questioning during interviews. Make sure that you're staying away from creating a personal/professional hiring bias based on types of things that you would never ask about in an interview.

For example, in an interview you're not going to ask about family status or sexual orientation or the types of questions that as HR professionals you've been educated not to ask. If you stumble across the same type of information in a social online setting, the same rules apply. You cannot use that as an employee or employment filtering device. If you do, you can create a liability for yourself and your company.

I'm not saying no one can look at an incoming employee's social footprint but it should not be the same person doing the interview or personal bias may creep in. Before anyone looks at a social footprint, create objective variables, of what are you looking for. Maybe you're looking for racial slurs. If somebody has racial slurs in their social footprint then they're a no-go for being hired, or violent statements. But have these objectives written down so that when you're looking at somebody's social footprint as a filter for hiring that you have objective criteria that you can speak against in case it ever comes full-circle back to you.

UPS



The first real company I want to highlight is UPS, United Parcel Service. They have used Twitter and Facebook very well to talk about the unique value proposition for employees, and they reach a broader audience than typical recruiters. They're highlighting the volunteer efforts of their employees. They're profiling non-standard employees. They're showing their diversity and their employee base, which all comes back to being transparent and exposing their company culture.

They view diversity as a strength of their workforce so they've used social media to highlight that. They ask frequent questions and they answer them in real time. If you haven't discovered this already, social media is all about the speed of response, and if you're posting something and coming back a week later to check and reply, it's not going to cut it. This is another reason to work with your marketing team on this initiative. You may not be in there everyday but almost guaranteed that they are and you're doing yourself a disservice to just let comments languish. UPS has done a great job of very quickly answering questions.

In summary, the best practices that they've really exemplified here is transparency. They identified their value proposition, which is the diversity of the work force and the support of the individualism. Then they've used social media to show this in action. Then they've been very, very responsive, so they're a great example of killing it with social media for recruiting purposes!

HOME DEPOT

Home Depot's Career page is very busy. Notice this is a page just for careers with Home Depot. For larger organizations who are hiring hundreds of employees per year, you may want to explore hosting a totally separate social media presence for recruiting, but assuming you reading this book is one of your first steps toward social recruiting, we'll assume your current social media pages will work just fine.



On the Home Depot site, they are hiring 80,000 people every spring, so you can get an idea of their general hiring cycle. But what is amazing about this page is that they have questions posted about the status of job applications right on their Facebook page! And each inquiry is answered quickly and personally!

What they've been able to do is take this feeling of this intimidating big company and they've totally broken that down. They've created an infrastructure within the company that a persons question about an application at Home Depot can be posted on their Facebook page and they will receive a personalized response quickly and accurately. It's amazing.

The best practices that they've exemplified is acknowledgment and feedback. By quickly and personally responding to questions, they've been able to provide feedback which has created great momentum for their recruiting. It also works to create lots of engagement. It really keeps those folks interested and motivated to stay connected to Home Depot on the recruiting side.

DISNEY



Here's another one I really like... Disney. This particular post is from Twitter. They've used Twitter to link to the fantasy aspect of the company. If you look at this Tweet you know there's a collaboration going on between HR and marketing. Disney realized that consumers come to Disney and Disney products to engage and immerse themselves into this fantasy world and employees are no different than their consumers on this issue.

In this tweet, they've leveraged the allure of immersing oneself into the fantasy world of Disney, to link to the social media side of recruiting. My guess is that they interviewed their existing employees about what brought them to Disney and then leveraging that into a recruiting social media campaign. This is a great tactic for you too if you're not sure where to start. Get your top 15 employees in to a room for a focus group and just ask them what attracted them to come work for you. You may be surprised by the answers!

The best practices that Disney is exemplifying is that they're exposing their culture and tugging at the potential employee's desires to work there, and they're aligning it with their consumer-facing brand. Without knowing the details, we'll say their also using the best practice of collaborating intimately with marketing.

MARRIOTT

Here is an awesome example from Marriott. First of all, if you go to the Marriott jobs and career Facebook page, this is not the Marriott, "I'm a hotel guest," Facebook page, but this is the jobs and careers Marriott page. And they have 1.2 million likes! Talk about rocking at social media recruiting!

They are showing this best practice of asking candidates' question and answering in real time. People can ask a question on their Facebook



side, even with a company of that size, and in real time they're seeing those questions being answered. But they go even further than that and are doing another thing that was really noteworthy, which is trusting your employees to engage in social media, especially your best-performing employees. They empower their Marriott managers to engage in social media and to answer these incoming questions. The managers become a part of this distributed network of responders. When a question is being answered it's not being answered just by Marriott like this faceless corporate image, but it's John at Marriott Denver, or Jill at Marriott Des Moines, so it really portrays it as it actually is, as a real manager or employee of Marriott, and it personalizes it.

Again, this goes back to that theme of you have got to get real. You have got to get personal. Remove the big corporate thing. It's better to be able to see the individual on the other end who's actually answering the question there.

Another best practice that they're really exemplifying, they are engaging and encouraging employees to become part of the conversation. They're empowering them while providing some guidelines but not too many so that they still encourage participation and not stifle creativity. This has really provided incredible transparency and connection for those incoming employees. When all of a sudden they're interacting with the managers at the Marriott that they hope to work at, or they're asking questions about a Marriott in a particular area that they're going to move to and hope to work at, so it's personalizing that conversation and engaging at a one-to-one level.



CLOSING THOUGHTS

22% of Staff Turnover Happens In The First 45 Day's

Before we end, I want to bring this full circle and go back to this issue of churn because social media recruiting doesn't just stop when the application comes in. All of this comes back to finding the best employees, those that are aligned with your brand and aligned with the culture and the product or service that you bring into market, and getting them into the RIGHT position, then keeping them for the long run. Obviously that's your job as an HR profession. Social media is ideal for reducing that churn and making sure that staff are engaged and staying through that period of learning about the company.

This statistic above, "22% of staff turnover happens in the first 45 days", you want to get them engaged ASAP in the process. Invite them to join your social media channels. Issue their new hire paperwork in a digital way before they start. I wouldn't be doing my job if I didn't give a plug for WorkBright who can do that piece for you. By starting the process immediately on a digital platform, you immediately engage employees after the hiring



to do their onboarding which allows you to use that first day for the face-to-face side of the employee experience instead of going through a pile of paperwork. You can focus on inperson orientation and training and those things that provide that next level of engagement and personalization once they're physically there in the workplace. This will further align them and increases the chances of them staying beyond their orientation period.

Again, those first 45 days, totally critical. Link them up with an office buddy and make sure that they have that mentor who's going to lead them through that new employee experience. If rehiring seasonal folks, make them feel special and appreciated. Welcome them back and make it super easy for them with the onboarding and beyond. And of course, invite all new employees to be followers of your various social media channels and give them a post so they can show how excited they are to join your team!

THANK YOU FOR READING RECRUITING WITH SOCIAL MEDIA

We hope you enjoyed it! If you're in the group we've been discussing of 50 of more hires per year, or if you just have tremendous pain around the onboarding process, we invite you to take a look at WorkBright for all your digital onboarding needs!

With WorkBright you can get rid of paperwork and engage employees before they even start with our 100% digital onboarding solution! We save you time and money on your onboarding so you can get back to interacting with people, not pushing paper.

Learn more by visiting www.WorkBright.com or contact us by phone (844.370.1783) or by email at info@workbright.com to start a free trial today!

