

3 Essential Employer Branding Hacks

Useful information to help with building an employer brand



A strong employer brand can potentially reel in 50 percent more job applicants, speed up hiring times and reduce turnover by 28 percent, according to LinkedIn [research](#).

A number of organizations understand the positive effects employer branding can have on recruiting and retention. Sixty-two percent of the companies that participated in a BLR [survey](#) said their branding program was intended to create a point of pride and commonality among current employees; and 72 percent of recruiting leaders across the globe agree branding efforts can have a significant impact on hiring.

Some companies, though, may not know exactly *how* to establish or promote their employer brand. A Red Branch Media and Beyond [survey](#) found it's one of the top three recruiting challenges mid-sized businesses face.

However, with a few calculated moves, even companies with only minimal time or money to invest can vastly improve their employer brand.

If your organization is looking for a few simple, yet effective tactics to change the way it's perceived in the talent market, these **three** employer branding hacks can help enhance your reputation – and ultimately support your recruiting and retention efforts:

Adjusting the candidate experience

Jobseekers' initial interactions with a company shape how they – and potentially other people – will view the organization. Seventy-two percent of jobseekers who felt discouraged by the application process have shared their frustrations with a colleague or friend or posted about it on an employer review or social networking site, according to a [study](#) from CareerArc and Future Workplace.

Hiring professionals share similar concerns. Ninety-five percent of the managers, recruiters, directors and other professionals that participated in a Jibe employer branding survey also said they feel the quality of the candidate experience can have an impact on a company's employer brand. To provide the best possible experience, employers may want to rework some of their screening practices to align with approaches research has shown employees prefer. Making a personal phone call, for example, instead of sending an automated email rejection can increase the way candidates rate a company by more than 28 percent – and potentially affect whether or not they'll apply again for a job or refer other people to your organization, according to a Talent Board [report](#).



Conveying company culture, instead of just benefits

When recruiting, some organizations stress health, PTO and other employee benefits because they feel that's what potential hires are most interested in. While research has shown those aspects can definitely play a part in a candidate's decision to apply for and accept a job, studies have also indicated work environment is a key consideration.

As a result, some companies are emphasizing what working at their organization is like in their messaging. Company culture is the top element recruiters say they highlight to compete with other employers to attract candidates, according to a Jobvite [survey](#); employee benefits are a less popular option, with nearly 20 percent fewer recruiters identifying that amenity as a focal point.

Empowering current employees to promote your organization

Job boards aren't the only way candidates apply for a job; 38 percent, in fact, sent their resume directly to a current employee at an organization or a recruiter, according to a 2018 [survey](#) – a method that topped using LinkedIn or the company's career site to apply.

Encouraging your employees to act as brand ambassadors – reposting job listings and sharing information that showcases your organization as a great place to work on their personal social media pages – can help you actively and passively recruit candidates. A number of workers may be willing to: 60 percent of survey respondents said they've referred a friend or contact to a company they've worked for.

For an employer brand to be successful, companies typically need to commit to comprehensive planning and a thorough execution.

For an additional branding tips and a more in-depth look at exploring the relationship between employer branding and employee retention, view our blog posts on [four things to emphasize when building an employer brand](#), [social media outlets you can use to share your branding message](#), [writing a job description that accurately describes both the position and your culture](#) – and our white paper on [how to improve your employment identity](#).

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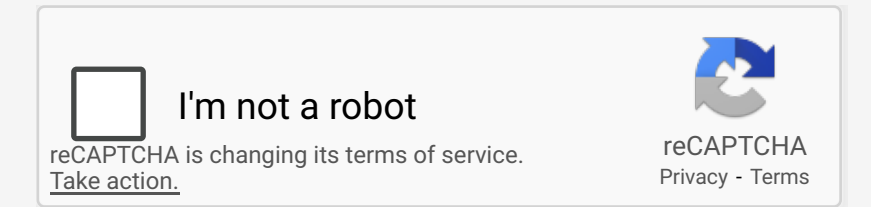
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Who's in Today's CHRO Role?

Find out what skills and experience companies want HR C-Suite executives to have – and what they'll need to succeed later on



While in the past, CHROs may have been locked out of leadership discussions, that's no longer the case at a number of organizations.

Some [sources](#) suggest the amount of chief HR officers who now report to directly to the CEO is as high as 94 percent; the C-level HR role has also expanded at 62 percent of organizations to include additional departments reporting to the CHRO.

The position has changed in recent years; and, as a result, there can be some confusion

among companies looking to identify chief human resource officer candidates – and HR professionals wondering how to prepare to eventually assume a CHRO role.

To fully understand what being a HR C-Suite executive encompasses today, and what it will involve in the future, companies and potential candidates need to know what factors are influencing the role's evolution – which include:

A push to broaden the CHRO position

There's a divide at a number of companies over what HR leaders' central focus should be. More than a third (38 percent) of executives with non-HR titles say their executive leaders feel chief HR officers' emphasis should be on traditional human capital tasks, including managing benefits, compensation and compliance, according to a [poll](#) conducted by Harvard Business Review Analytic Services and sponsored by Visier.

However, just about as many (39 percent) feel executives at their organization believe HR professionals should primarily focus on aligning human resources with business strategy. Whether or not executives agree, that's how many CHROs are allocating their day: 71 percent are spending more time on business issues that are unrelated to HR or talent, according to CEB [data](#). Seventy percent are spending more time participating in business projects in a leadership capacity.

A heightened desire for non-traditional HR proficiencies

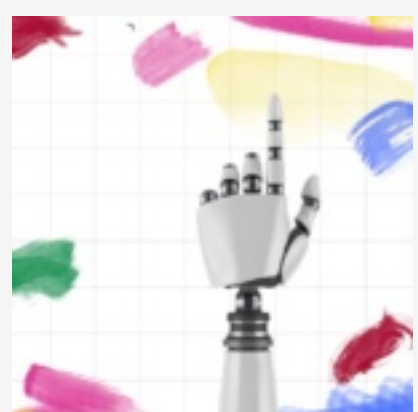
Organizations have increasingly filled CHRO roles with HR professionals, instead of executives from other departments, in both the U.K. and the U.S. in recent years, according to KPMG [research](#) and an annual [survey](#), conducted by the Center for Executive Succession at the University of South Carolina.

However, as HR leaders have begun to be pulled more frequently into business strategy and other work, a greater emphasis has been placed on finding chief human resource officer candidates who have a diverse skill set.



The Center for Executive Succession's survey found 60 percent of U.S. chief HR officers have obtained experience outside of the human resources realm during their career; 25 have percent worked in one other function, and 18 percent spent time working in two functions. Ten 10 percent of HR C-Suite executives have worked in three.

Many businesses are also hiring external CHROs, instead of internal candidates whose experience may be limited to roles they've held within their current organization. More than half – 61 percent – of employers brought an outside CHRO on board in 2016.



Growing data analytics use

As businesses ramp up their big data-related insight efforts, signs point to the CHRO role becoming more data-driven. Some HR leaders are already being asked to utilize analytics to improve recruiting and other functions, according to Deloitte's 2016 Global Human Capital Trends [report](#).

A shortage of analytical skills within HR, however, may be an issue, according to the Harvard Business Review Analytic Services' report. Nearly a quarter of CEOs and CHROs say that is the biggest obstacle companies face in using data to inform effective strategy decisions. Most agree they'd like HR to be more analytical; 34 percent, though, say their company hasn't done anything to help HR obtain those proficiencies.

The increasingly competitive talent market

As top candidates become more sought after – employers around the world reported the highest talent shortage since 2007 in Manpower's 2016/2017 talent [survey](#) – HR C-Suite executives' candidate- and employee-related responsibilities will likely remain a priority.

Seventy-five percent of executives say chief human resource officer's most important challenge is attracting, developing and retaining talent, according to Harvard Business Review Analytic Services. Executives identified two other talent-centric tasks – developing leadership capabilities beyond the leadership team (72 percent) and creating an agile workforce (57 percent) – as CHRO's second and third most pressing undertakings.

In addition to recruiting HR leaders and other C-suite members, such as [external CEO candidates](#), chances are, your organization will at some point need to also fill other roles.

If you're looking for recruitment, workforce planning and hiring best practice tips and strategies, check out our posts on [creating an ongoing talent pipelining program](#), [factoring unexpected scenarios into succession planning](#), [3 signs a candidate is ready for a leadership role](#) and [the case for recruiting at all levels](#).

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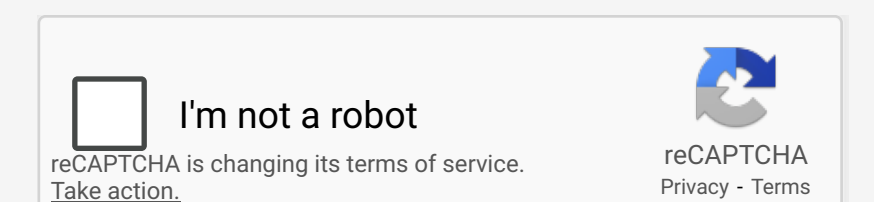
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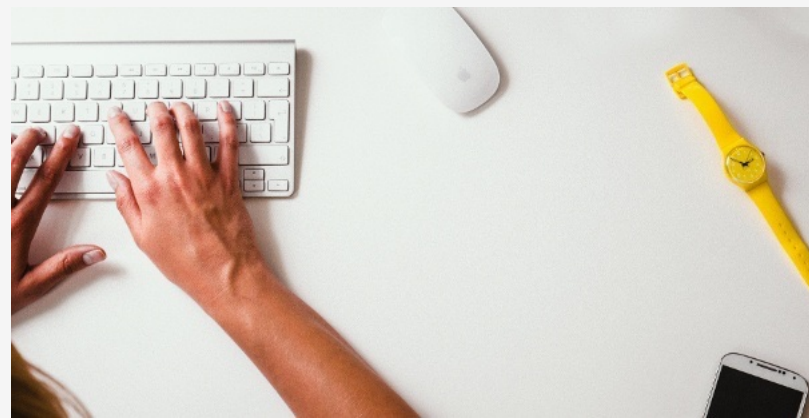
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How to Use Boolean Search Techniques in Recruiting

Tips that can help your organization find incredible new employees



Whether you're looking for job candidates on LinkedIn, Monster or another site, the terms you enter – and the format you enter them in – can have a significant effect on the quality of the results you receive.

Adopting a Boolean search strategy – using Boolean operators, the words AND, OR and NOT in capital letters, and quotation marks or parenthesis – when searching for information can often help you obtain more targeted responses.

If your organization hasn't tried to conduct that type of query, or you're looking to refine your Boolean search skills, the following suggestions will potentially help make your Boolean-based data gathering efforts more successful:

Put exact phrases in quotes

Just typing hiring managers in Virginia into a search field could turn up websites that contain any one of those four words – including irrelevant options, such as a site on tourism in the state, or the definition of the word hiring. Words that are contained between two quotation marks, however, will be treated as a single term. So if you're looking for jobseekers who have worked as hiring managers in Virginia, enter "hiring managers in Virginia" into the search field.

Include the best Boolean operators

Entering the word NOT in capital letters before the rest of your search terms – such as, "NOT a sales professional" – will exclude options that contain that phrase from your results. Using the word OR will help broaden your results; searching for "human resources OR manager" should pull up links to websites that contain at least one of the terms.

Using another Boolean operator, the word AND, can help you receive results that include more than one specific quality – for example, entering "human resources AND manager" should provide results that involve people in that field at the managerial level. Some sites, however, may not require you to add AND; according to a Boolean search [guide](#) published by LinkedIn, for instance, entering two or more search terms on its site will automatically provide results that include all of the terms.

Use parenthesis to prioritize

Words contained within parenthesis will be searched for first; as a CareerBuilder [guide](#) on the topic advises, it's important to remember Boolean logic will read left to right – but like an algebra problem will address the items in parenthesis first. A search for an IT professional who has worked in the legal industry might look like this: ("legal" OR "law firm") AND ("IT administrator" or "information technology manager").

Consider using a casual tone

Conversational phrasing may help you get more specific results, according to an [article](#) on Boolean search strategy published by the Society for Human Resource Management – such as searching on Twitter for the phrase "I work for" to find candidates from a certain organization.

For additional help with targeted candidate searches, read our blog posts on [job description keywords that will attract qualified candidates](#); [which social media venues can help you successfully connect with jobseekers](#); [4 clever ways to locate unconventional candidates](#) – and [how to provide a positive candidate experience](#) once you do.

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How to Deal with Distractions in the Workplace

What to do when employees' biggest time-waster at work doesn't involve a digital device



Although in a perfect world, employees would spend every hour in the office focusing solely on work-related tasks, in reality, a number find themselves getting sidetracked throughout the day.

For some, those seemingly small interruptions can add up to a considerable amount of time. Half of the respondents in a Salary.com [survey](#), for example, said they waste two to five hours a week – up to 12.5 percent of the average schedule – on non-work-related items.

Employers may assume most work distractions are associated with technology; however, while texts, instant messaging and the internet can certainly threaten employee productivity, numerous other non-digital disruptions can also slow things down during the day.

If your workplace is struggling to maintain a consistent pace, some of the following culprits could be the reason:

Employee and other background noise

Somewhat surprisingly, employees ranked chatty coworkers and office sounds – instead of texting, email or other non-work-related tech disturbances – as their top two work distractions, according to a 2018 Udemy [survey](#).

Employees had a few thoughts on solving the problem. Their top suggestion was to allow flexible schedule and remote workplace options, which would obviously allow some individuals to avoid noise-related work distractions; almost as many, however, said establishing designated quiet spaces within the office would help them stay productive.

Meeting overload

Only 18 percent of Salary.com survey respondents cited internet use as their biggest time-waster at work; 47 percent, though, said having to attend too many meetings took up too much of their day. Thirty-four percent of employees said meeting-oriented issues made them feel less productive in a [survey](#) conducted by Prysm.

A separate [survey](#) from Workfront found a quarter of staff members believe having uninterrupted blocks of time would help improve employee productivity. Reducing your organization's overall [amount of meetings](#) could give employees more time to work continuously; if that isn't possible, companies can try to address the two main elements Prysm's survey found can cause corporate meetings to be ineffective: insufficient preparation and outdated conference room technology. Making meetings more effective should at least hopefully reduce their length, providing more time in between each one for employees to work.



Disorganized downtime

A data [analysis](#) conducted by BambooHR found taking non-lunch-related breaks to go to the kitchen, water cooler or another area of the office and bathroom visits were the biggest work distractions for employees at various levels – particularly higher ones. More upper management employees actually spent at least 30 minutes a day taking water cooler or break room trips than lower-level management employees; similarly, a greater amount of upper management employees spent a half-hour or more on bathroom breaks.

Other research has found, though, that breaks aren't always a bad thing – and pausing during the workday can, in some cases, actually help improve employee performance. A [study](#) conducted by two Baylor University researchers that was published in the Journal of Applied Psychology found taking short breaks was associated with employees having more energy, concentration and motivation. The findings also suggest a mid-morning time-out could be more beneficial than an afternoon one.

For additional suggestions on how to deal with distractions in the workplace and improve employee productivity, view our blog posts on [helping employees maximize their day](#), [thwarting your biggest time-waster at work](#), [5 foolproof ways to increase employee productivity](#) and [how to get your workplace culture mojo back](#).

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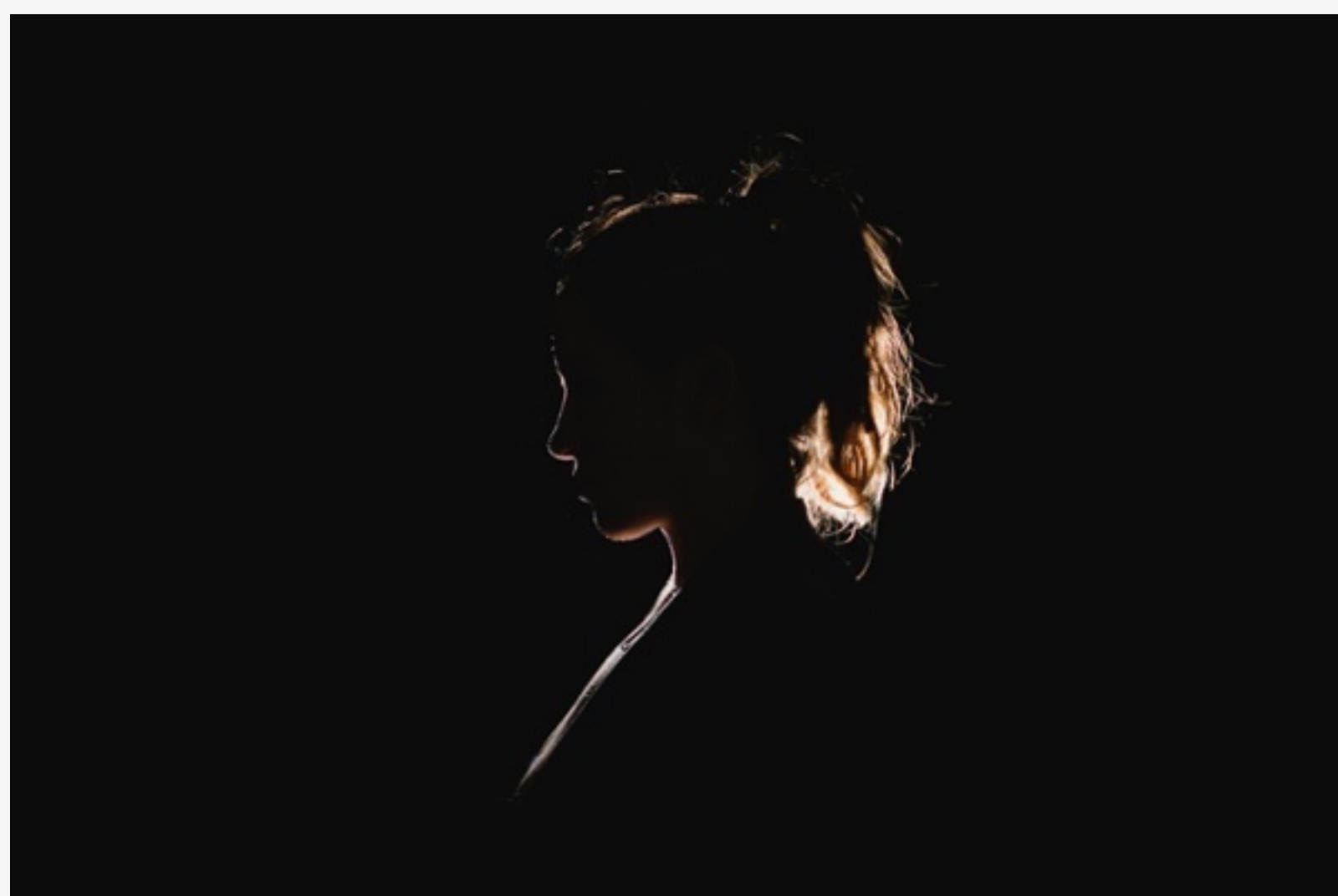
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How Employee Assessment Tests Can Help with Succession Planning

Job candidates aren't the only ones taking personality and other tests



While 93 percent of companies currently use assessment tests in the hiring process, significantly fewer – 60 percent – say they've incorporated them into their talent development efforts, according to a 2018 SHL [report](#).

However, in addition to helping with recruiting, assessments can potentially provide valuable information that employers can use to make more informed employee management decisions.

Could your organization benefit from offering tests to current employees that were designed to identify culture fit, personality traits and other qualities – regardless of whether or not they're used in hiring?

If your company has been thinking about utilizing employee assessments, you may want to take the following considerations into account:

Post-employment assessment tests can help with organizational planning

Although your current personnel presumably have proven they have the skill set to perform their current job, assessments can be helpful if you're considering moving an employee into a different position. Personality, culture fit and other testing can uncover proficiencies companies may not have realized certain employees have – and help employers find out more about their employees' interests to help place them in roles they'll thrive in.

The process can also help companies that aren't exactly sure how to identify skills gaps they'll need to fill in the future. Finding out what skills your current workforce does – or doesn't – possess can help you determine, based on how many employees you have who can be moved into other roles, what training the organization may need to offer and what succession planning and talent pipelining plans should be established.

One test may not be enough

Employers might want to consider using two or more types of employee assessments for increased accuracy.

Multi-measure tests – ones that gauge cognitive ability, personality, interests and other elements – have been found to be one of the most effective hiring methods, according to an [analysis](#) of research published in the Harvard Business Review. Presumably, using multiple tests would also work well with current employees, given the research indicated using a personality or emotional intelligence test alone may provide less valuable results, because those tests tend to be less accurate predictors of job performance.

Measuring results can strengthen assessments' impact

A larger amount of employers (62 percent) are collecting metrics to determine how employee assessments add value to their talent development efforts, compared to the number (49 percent) of organizations that are tracking how useful assessments are in the hiring process, according to SHL. Knowing exactly how assessment test input has effected staffing and other decisions' outcome can help employers determine which tests to offer in specific scenarios.

For more on assessment use, view our blog post on [why companies are aiming for deeper insight in recruiting](#). To find out more about how Talent Intelligence helps organizations better understand and develop their talent by providing insight into key attributes and characteristics that predict employee performance, view [this information](#) about the [assessment services](#) we've developed.

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Transform Talent Management with People Analytics



In recent years, the scope of HR analytics offerings has developed fairly rapidly.

Companies can now take advantage of data analytics tools that provide a variety of metrics to help inform their hiring, staffing and other decisions.

Opportunities for success abound if they do. Big data use, according to Deloitte [research](#), can help companies outperform their peers in retention, quality of hires and having a generally higher-ranked employment brand.

A number of companies seem to understand the tools' promise. Forty-one percent say the main reason they implemented human capital management technology was to get analytics information, according to a [study](#) from Brandon Hall Group. Yet some aren't fully utilizing the data.

Deloitte's survey revealed that while three in four companies believe people analytics use is important, just 8 percent feel their organization is strongly positioned in the area.

Simply gathering information will do little good if there is no mechanism in place to assess and act on it.

If your organization isn't sure it's making the most of its data analytics tools – or doesn't know what benefits people analytics would provide – the following examples may spark some ideas:

Identifying – and altering – hiring patterns

Google, according to its [re:Work blog](#), was able to reduce its number of interviews after using HR analytics to determine it could predict with an 86 percent chance of accuracy that four would be enough to tell a candidate should be hired. Previously, they could end up having 12 interviews.



Assisting with employee management

New applications, according to Deloitte's most recent Human Capital Trends [report](#), examine performance online and send suggestions to managers, based on artificial intelligence, to encourage coaching.

Locating potential areas of improvement

Certain data analytics tools, according to Deloitte, can now analyze hourly labor within an organization to identify patterns of payroll leakage, such as overtime, to help companies enhance workforce management practices.

Predicting which workers are primed to leave

A flight risk score that one company, according to an article published in the Institute for Operations Research and Management Sciences' [Analytics magazine](#), correlated with employees has helped it retain workers. INFORMS reports the practice could save \$300 million in costs associated with replacement and global productivity losses.



People analytics can help your organization better allot its budgetary funds; when you know what's working – and what isn't – you can build and support programs that will provide the most effective outcomes.

Your use of data analytics tools, however, needs to be carefully thought out. Big data use, for example, should happen early on in the hiring process, before interviews begin – during recruiting, to analyze traits that may suggest success in a role, according to Gallup [research](#).

In some cases, HR analytics findings may lead to the need for more research. Consider Best Buy, which discovered a 0.1 percent increase in employee engagement prompts a more than \$100,000 increase in one of its stores' annual income, according to a Harvard Business Review [article](#). The retailer changed its engagement survey schedule from annual to quarterly.

With more frequent feedback on how employees feel, an employer should be able to better gauge what policies and programs workers like, dislike, want or need – and be better prepared to take action to prevent future attrition issues.

For more on HR analytics use, view these items on ways [big data can help with hiring](#), [big data use in adding top candidates](#) – and [HR technology releases](#) that may help you track and analyze information and otherwise improve operations.

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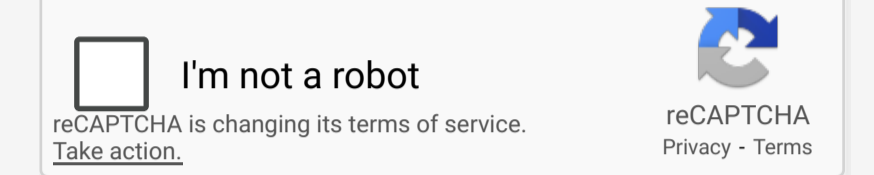
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Employee Wellness Programs Are Making Workers More Health-Conscious

Fewer sick days and increased productivity are potential program benefits



More than half (53 percent) of workplace wellness program participants say the initiatives have had a positive impact on their health – and the majority of employees without a company wellness program want one, according to recently released survey results.

Eighty-eight percent of workers said their employee wellness program has helped them pay more attention to their health.

Sixty-seven percent attributed weight loss to the program; 62 percent said it helped escalate their productivity at work, and 56 percent said it reduced their amount of sick days. Thirty percent felt their company wellness program helped them detect disease.

Seventy-three percent of workers whose employer did not offer a wellness program expressed interest in participating in a health-based initiative. Baby boomers in particular supported the idea; 85 percent say they'd like their company to sponsor an employee wellness program.

For more information on employees' feelings about workplace wellness programs, view this information from UnitedHealthcare, which conducted the survey.

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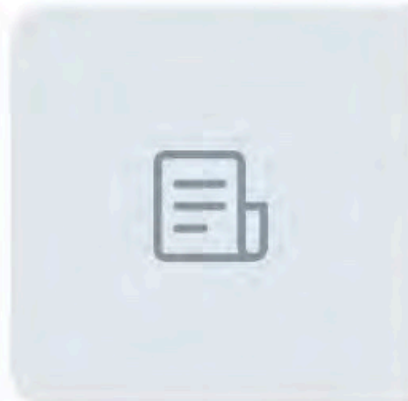
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Why HR Professionals Will Be a Key AI Component

Although artificial intelligence use is expected to increase in HR, it likely won't eliminate the need for HR team members

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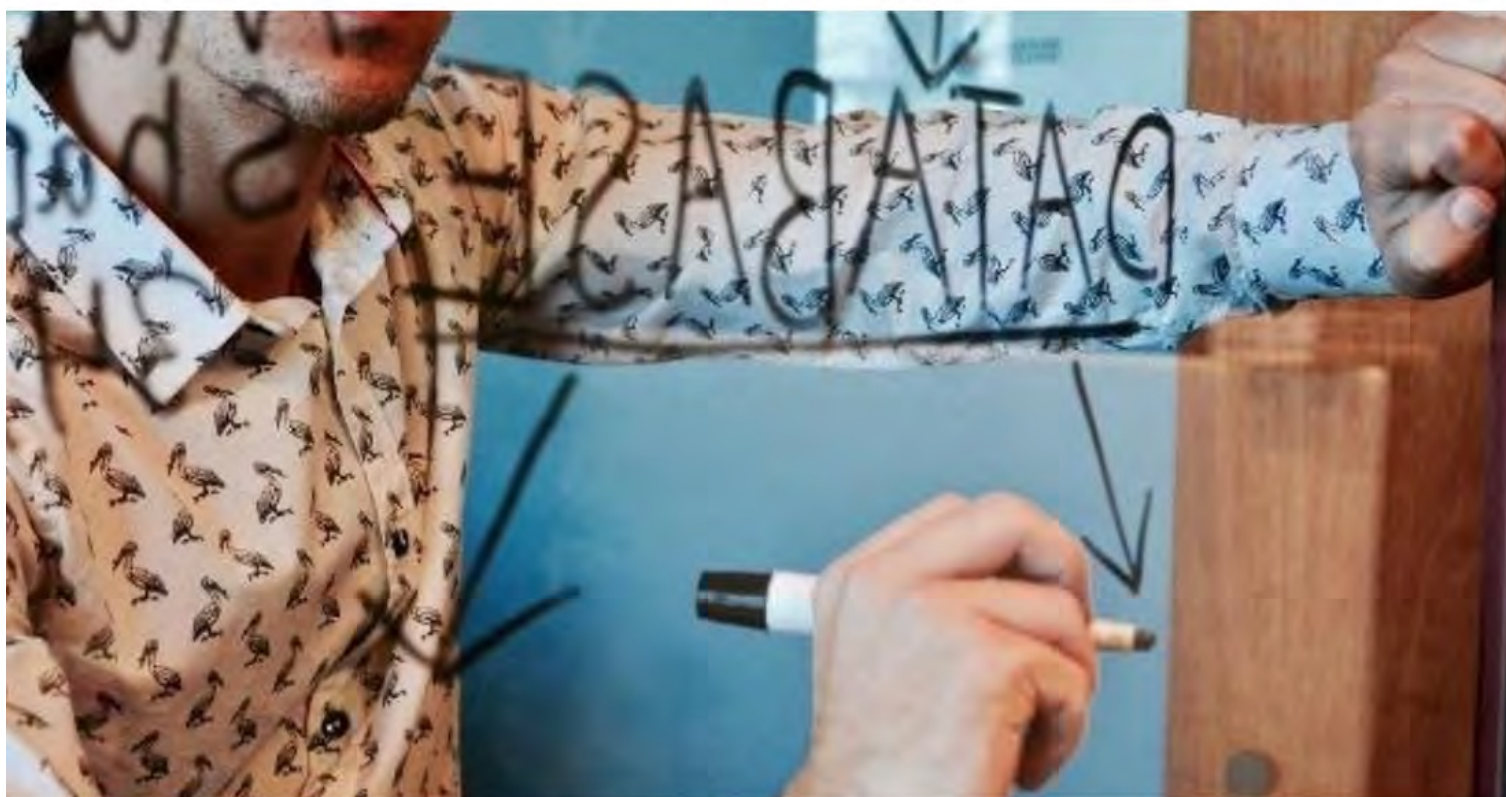


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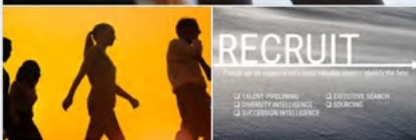
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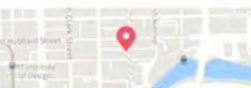
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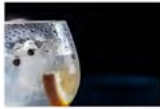


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