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Finding talent in the giant 'goldfish pond': achieving success with candidate-centred Web 2.0 staff recruitment

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Finding the best talent and then retaining it within the organisation is essential for business success. But how can personnel, HR or recruitment managers find the candidates who aren't currently looking for a job or don't really recognise their own skills and talents? These people are known 'goldfish'.

"Nowadays, if you're looking to retain the best talent for your organisation, you can no longer concentrate solely on the active, job-hunting candidates in the wide talent pool," counsels Dr Achim Preuss, a psychologist and founder/director of the international *cut-e* Group in Hamburg. He believes a candidate-centred recruitment process using online recruiting 2.0 methods and taking full account of the needs of the oft-discussed Generation Y provides a completely new approach to recruitment and a new and sustainable perspective on successfully searching for talent.

Across the world, businesses are searching for the best talent. But how do they find these talented people when they're nowhere to be seen? 'Talent Solution 2014' – a worldwide study of the LinkedIn social network – found that 85 per cent of respondents are open to a change of role – but, in practice, only 25 per cent are actively seeking a new job.

With the standard online recruiting 1.0 approach of the HR or recruiting team advertising and marketing job descriptions, an organisation tends to only reach those people who are actively searching for work. This means that the far larger pool of potential candidates remains unexploited and requires a different tack. Where Web 1.0 only allowed a passive response to job advertisements on the Internet, Web 2.0 enables users to be actively involved. Websites have gained a whole new energy. Users can communicate with one another via social media platforms such as Facebook, XING and LinkedIn, offering a range of opportunities for sharing and communicating, and for making and developing connections. Even engaging in tests and playing online games are part of Web 2.0.

So, how can the more passive individuals in a talent pool be reached and goaded to action? What is a talent made of, and how does a personnel professional identify exactly those people who fit the job? The answers to these questions provide new approaches to candidate-centred recruitment: online recruiting 2.0.

What are the features of a talented person?
How can talent be defined?

A talent is an above-average gift or a particular ability required in a specific field, such as certain mathematical, creative or foreign language skills. For a business, a talented person is an individual who has the core competencies that are central to the organisation.

But what is the key feature of those competencies? It is a coming together and combination of two aspects.

Firstly, there are the particular qualities that an individual has which may not be immediately apparent. These qualities are demonstrated through particular behaviours which, in turn, can be bundled into competencies. In this sense, competencies are the skills, abilities, personality traits and knowledge that an individual employs specifically to achieve, deliver and resolve work tasks successfully. They can be measured and described using tools such as psychometric tests or questionnaires.

Secondly, there are the demands of a particular job; these demands can also be bundled together to form competencies which are necessary to complete the job successfully, and are also described using psychometric tools. Core competencies are therefore defined by this synergy of the requirements of the job and the capabilities of the person to carry out the job.

As international suppliers of web-based tests and questionnaires for staff recruitment, *cut-e* has developed the online management diagnostic tool – *snap-it* – which enables HR, recruitment

and personnel professionals to specify directly online the individual behaviours required for success in any given job. The software's built-in specialist knowledge of the link between behaviours and competencies then automatically extracts the competencies for the job from the behaviours specified. This process produces an automatic 'Person-Job-Match' score. A high Person-Job-Match score results from a high agreement between an individual's own competencies and the competencies required by the job. The higher the Person-Job-Match score, the higher the probability that the candidate will be successful in the role.

Thus, talent can be seen as the interplay between the qualities of an individual and the requirements of a particular job. But an individual can only recognise his or her talent for a role if he or she is already aware of its demands. In other words, most people have no idea of their own talents because they have never had the opportunity to prove them.

Online job-matching systems

This opens up a whole range of online job-matching systems. Those interested in understanding the roles or jobs for which they have talents can identify these easily and remain largely anonymous; they simply register once and enter their personal details, such as their education background. Then they complete a series of tests and questionnaires and receive a statement of their abilities along with suitable career suggestions.

One such system is *cut-e's* Staufenbiel Talent Navigator (https://www.staufenbiel.de/career-club/talent-navigator.html) which is aimed at students. Users interact with various online tools and enter their course details. They are given appropriate career suggestions, descriptions of these careers and additional further information. The recommendations can also be adjusted to changing personal requirements, such as when studies have been completed.

More extensively built systems for career planning, include those used by Mercury Puzzle (https://mercurypuzzle.com/) or CuVitt (https://es.cuvitt.com/home/). The applicants' data stored can include both test and questionnaire results as well as CVs and references. The system then uses these to suggest suitable jobs or indicates new career paths. It can also provide tips as to what further qualifications users should acquire in order to climb the career ladder.

Job matching systems

So-called job matching systems receive data from job analyses, suitability studies and career advice. The qualities, skills, abilities and knowledge required for individual careers are defined and a comprehensive database for this is available in the form of O*Net, developed for the US Department of Labor/Employment and Training Administration (USDOL/ETA).

In today's fast-changing job market, job matching systems aren't only useful for school-leavers or those starting out in a career, but also for experienced professionals considering alternative careers.

cut-e's systems can also be constantly improved this way with the help of their users and continually developed and tailored to the current situation.

What are one-click applications?

Once users have received appropriate job recommendations, applications are just a click away. In Staufenbiel Talent Navigator, for example, career recommendations are directly accompanied by suitable job advertisements. With just one click, users can then access the online application page of the organisation which is advertising. This means that less well-known businesses are

able to now reach potential candidates. Candidates no longer have to trawl through job pages looking for suitable adverts. In some ways, the application process has been reversed – instead of there being numerous applicants for one post, there are now numerous posts for one applicant.

These systems provide career suggestions independent of any one business. In large organisations, there are often numerous jobs which are not always easy to fill and this was the challenge facing Siemens in their selection of trainees. While Siemens received a glut of applications for well-known training tracks, there was a lack of applications for the less well-known jobs. Working in partnership with *cut-e*, Siemens developed the Jona job navigator (www.jona.mentaga.de) which functions as the other systems but only offers training tracks and dual-study options with Siemens (www.startedeinsiemens.de).

Improved transparency and communication with recruiting 2.0

The application itself is handled differently in candidate-centred systems. The user first receives feedback on their results and personal profile. This increases the transparency of the recruitment process as, typically, in standard application processes applicants never learn why they have been rejected. The feedback also supports the self-assessment and career planning of the applicant. When the candidate receives job adverts initially, he or she can decide which to apply for – and this application requires just one click. The user decides whether to release his or her data to the organisation and to set the application process in motion. This level of control significantly improves acceptance among candidates.

Candidate-centred recruitment saves time and money as users only have to enter personal details such as CVs (or even complete psychometric tools) once, and can then apply for a number of jobs – and speed is one of the key recruitment success factors, particularly regarding highly sought-after talents. With a one-click application process, data is immediately available to the recruiting organisation and it can then decide whether to invite the user for an interview.

Summary

Online job-matching systems save both parties the usual complicated and time- and cost-intensive application process. In addition, applicants take away something for themselves even if they choose not to apply or are rejected. These systems offer the opportunity of getting talented people recruited who would not otherwise be known to the business.

For more information about *cut-e*, visit www.cut-e.com

cut-e is world leader in the design and implementation of innovative online tests and questionnaires for recruitment, selection and development. *cut-e* helps companies identify people with the right capabilities and cultural fit to deliver optimal business results. *cut-e* carries out over 4 million assessments per year in over 70 countries and 40 languages.

Founded in 2002 by Dr Achim Preuss and Andreas Lohff, the company is based in Hamburg, Germany, and now has a presence in 27 countries. *cut-e* counts a large number of leading employers amongst its clients, including Audi, Barclays, Boeing, BP, Burger King, Carlsberg, Colgate, Dell, Lufthansa, Monster.com, Ricoh, Siemens, Starwood Hotels & Resorts and Volkswagen.