



Playbook

3 New Strategies to Hire Top Talent in 2023

A guide to sourcing and securing top
talent in a fiercely competitive market

Reejig

What talent value most

In collaboration with experts from Reejig, Commonwealth Bank, Compass Group, and Bunnings, this playbook will take you through:

- > **What organizational value talent are looking for**
- > **Where you should be refocusing your talent acquisition strategy to source and secure the right candidates**
- > **How to deliver the ultimate candidate experience**

The switch to a candidate-run market has been one of the biggest hiring challenges faced by organizations in history — and it's a switch that isn't letting up anytime soon. After years of uncertainty around where and how we work, the talent of today have had the time to step back, reassess their career paths, and importantly, the organizations they want to work for.

Talent shortages are at a 15 year high, and those who left during the Great Resignation aren't looking to come back into just any role. Recent research into why returning talent accepted roles shows that 40% are looking for workplace flexibility, followed by adequate compensation at 32%, sustainable work performance expectations (30%), and meaningful work (29%). These are clear indicators that talent want to know that the organizations they work for actively care about them beyond their performance in a role. Humans are, after all, at the center of our work, and need to be taken care of.

But another challenge facing hiring professionals is identifying talent before they can begin to communicate their value and opportunities. While HR departments have a mountain of talent data at their fingertips, it's too often siloed between teams and platforms, making identifying the right talent for the right roles harder and resulting in friction along the way.

The two crucial focuses for talent teams are now how to **combine their talent data into a single ecosystem** to understand exactly who is in their pool, and how to **align their sourcing and candidate experiences** with what talent care about.



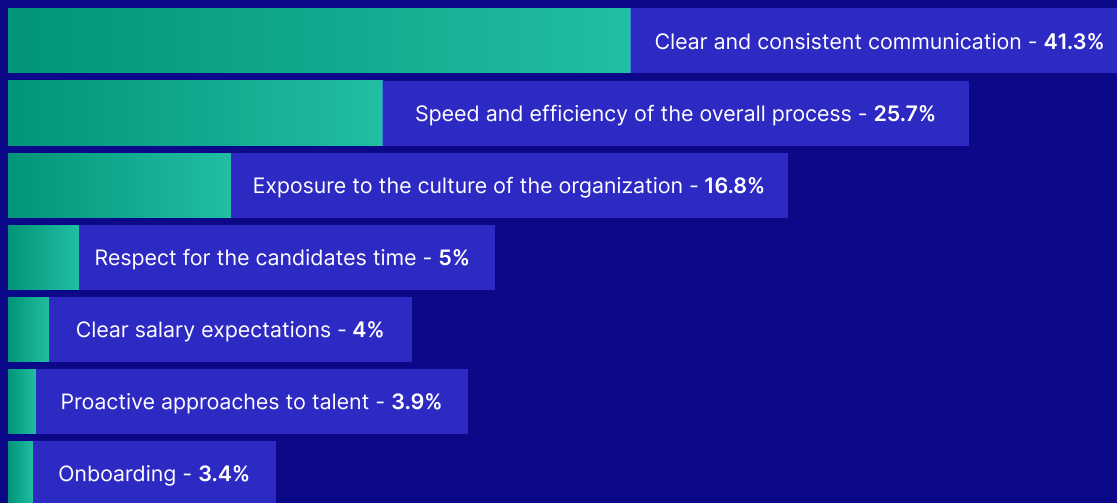


It's time to go back to basics with some of our hiring approaches. The candidate experience is more about answering, "How applicable are we? How relatable? How much do we value someone's time?" The key theme to remember is accessibility, and making the process effortless so people feel connected.

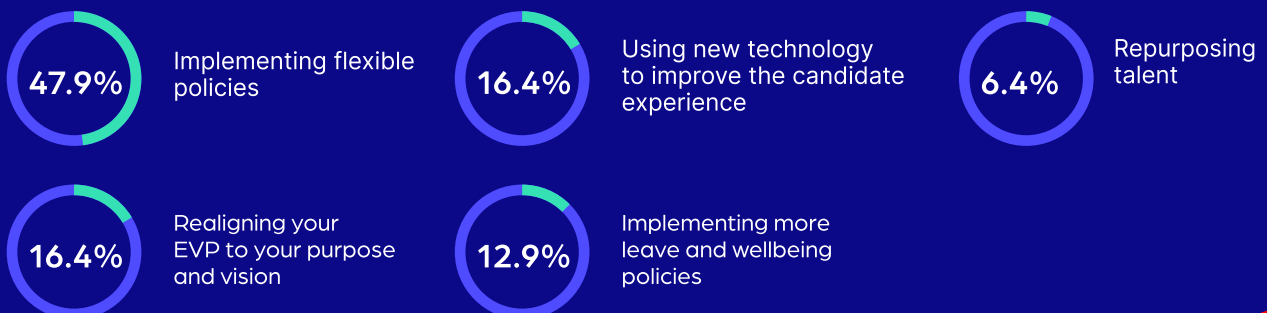


Alissa Patoulios
General Manager of Talent

HR Leader Poll: What do candidates value most during the recruiting process?



HR Leader Poll: What is the biggest change your organization has made in the last 12 months to meet candidate expectations?



Refocusing talent acquisition strategies with data at your fingertips

Budget constraints, siloed data, and process-based responsibilities have historically hindered talent acquisition teams from accessing the information needed to realize their potential. But during COVID, the needs of hiring teams skyrocketed, and so did the need for data that painted a complete picture of the entire market, internal and external, and empowered purposeful hiring to positively impact the growth of organizations.

Hiring teams can use their growing access to data to improve three key areas of their talent acquisition strategy:

- 1 Switch to a skills-based, zero wasted potential approach
- 2 Gain visibility over your entire talent ecosystem
- 3 Use AI & data to approach talent proactively



Talent acquisition data is your superpower. But the challenge is, how do you organize yourself to make use of your superpower?

CommonwealthBank



James Elliott
General Manager of Talent Acquisition



Strategy 1

Switch to a skills-based, zero wasted potential approach

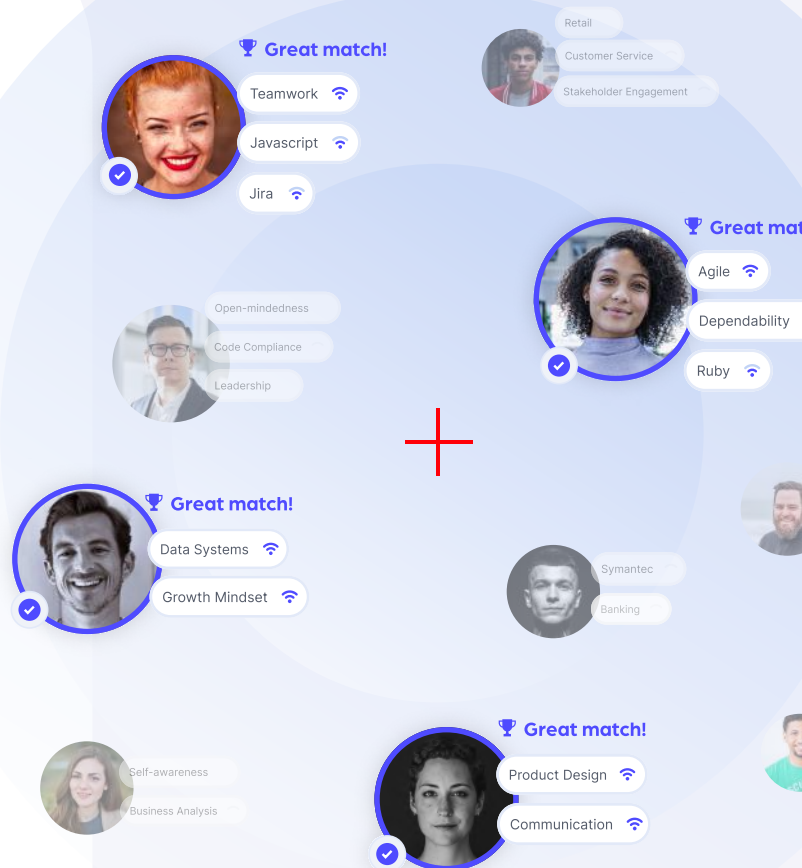
While the adoption of ATS platforms and screening tools have risen, many organizations are missing out on key talent matches. Often screening tools and sourcing systems can automatically block out talent who don't match certain job titles, educational backgrounds, or don't include certain terms within their resume, building bias into your sourcing and hiring.

Searching for candidates and using inferential screening filters can result in you missing out on incredible talent who have the skills you need today and the potential to grow where you need them to go tomorrow. Instead, hiring teams should focus on the core skills and potential they're wanting to strengthen across the organization first, and build opportunities around those skills with sourcing systems that remove bias and unleash potential.

Reejig in action

Get 100% visibility of your people's skills and potential with Reejig

- ✓ Connect and unify your talent data across your ATS, HRIS, LMS, and public data sets
- ✓ Access a dynamic, workforce-wide skills ontology aligned to your job architecture
- ✓ Get automated skills profiles for everyone in your talent ecosystem
- ✓ Continuously match and connect people with meaningful work based on skills and potential



Strategy 2

Gain visibility of your entire talent ecosystem

Switch to a 'talent is talent' mindset when it comes to your hiring ecosystem. Only being able to see new applicants or external talent blocks you from potential matches. Gaining a 100%, 360° view of your talent ecosystem — past, present, and potential future fits — allows you to understand the talent you have access to and their skills, and make the right next step. After all, 60% of job applicants are already in your system.

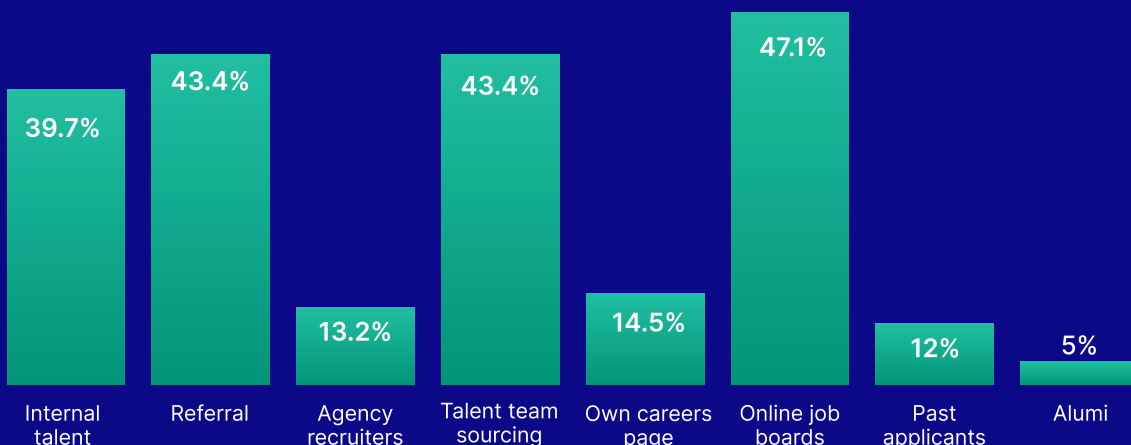
Building talent community pipelines from all sources, and the benefits of doing so, are ramping up. In our recent polling of hiring managers and professionals, 39.7% claimed they were sourcing talent internally, a result that shows the power of retention and understanding your own people's skills.



Talent is talent, whether they're inside your business or outside — they're just at a different maturity level of how much they understand your brand. What you do need to know is everything that an individual has done before you, everything that they've done while with you and, the secret sauce, is knowing what could they potentially do next? Because that's what opens up the new world of being able to move people around based on skills alone.

Reejig | Siobhan Savage
CEO & Co-Founder

HR Leader Poll: What are your primary sources of talent?



Strategy 3

Use AI & data to approach talent proactively

With such a white-hot, competitive market, both the speed and accuracy of your talent approach are crucial. Instead of letting talent come to you, and finding you amongst the mountains of opportunities, knowing when to approach for the perfect role grabs a candidate's attention and supports their decision-making towards your opportunity from the get-go.

Often hiring teams approaching talent and shortlisting candidates are at the mercy of siloed data, resumes, and job boards. By adopting ethical AI, taking a skills-first focus to roles, and bringing 100% visibility to your talent ecosystem, you can redefine and reassign roles to be more meaningful and proactively nudge internal and external talent who would be the perfect fit — making for a magic moment when you do.

Reejig in action

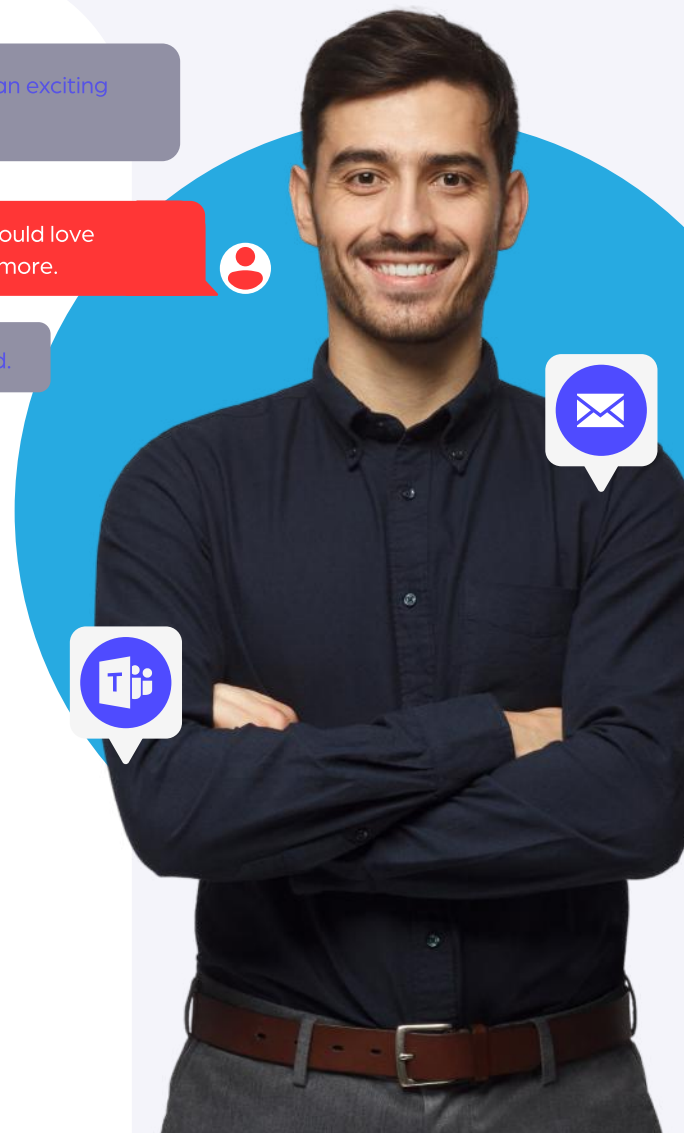
Reejig's gives you a competitive edge by 'nudging' candidates about opportunities before they know they're looking. Develop hyper-personalized nudges that create engaging moments with your candidates and are sent right when you'll have maximum impact.

- ✓ Find external talent when they're primed for a career change
- ✓ Mobilize employees to internal moves that better utilize their skills
- ✓ Upskill and reskill your people with the skills you need through recommended learning
- ✓ Communicate your EVP at scale using hyper-personalization

Hi Alex, we've got an exciting new opportunity.

Great, would love to learn more.

Let's get started.



Delivering the ultimate candidate experience

When talent are being faced with opportunities left, right, and center — how do you stand out and create an experience that candidates want to be a part of and speak to the future employee experience? It's crucial for hiring teams to take a step back and be purposeful with every decision they make and conversation they have.

During the candidate experience, focus your team on baking your EVP and culture into the process, giving candidates a consumer-grade experience, being clear with career pathways, and bringing it back to basics.

1

Embed your EVP & culture into the process

Know your EVP and wrap it around the entire candidate experience. Understand how this role and organization is applicable to the candidate, how to communicate that, and show what it's like to work for you.

Bring meaning to the opportunity. Almost 50% of those who left jobs during the Great Resignation claimed a lack of meaningful work to be the reason why. Be upfront with your mission, the mission of the role, and what the company believes in. People want to work for a place that can show emotional intelligence and offer employees support when they need it.

2

Give candidates a consumer-grade experience

Make the end-to-end experience for candidates effortless and aligned with their expectations of working for you. Treat your candidates like your customers — because that's what they are.

Ask yourself if you're communicating in a way that's convenient for them? Offering flexible discussion times? Do you use technology that's expected for the role during interviews? Do you offer feedback during steps of the process? Removing friction and creating a sense of consistency during the candidate process speaks loudly to the experience within the workplace.

3

Be clear with career pathways & non-linear opportunities

Communicate clearly and proactively about what different pathways candidates can access within the organization. Not everyone wants a linear career experience, or to stay within one spot.

Highlighting the choices candidates have speaks to your flexibility and value proposition on retention, helping them envision a long-term career rather than a temporary position. Remember; don't sell the job, sell the career.

4

Bring it back to basics

Don't forget the baseline relationship between hiring teams and candidates. With so much competition and demand, we can forego the human care factor easily.

The time candidates and hiring teams give are both valuable, so make every discussion matter, don't leave candidates hanging without the next steps or an answer and clearly show respect — it can go a long way to speaking to your EVP.

Wrapping up: Bring purpose and align hiring to your overall business strategy

While COVID, workplace shutdowns and the Great Resignation have thrust the importance of HR and hiring methods into the spotlight, HR departments globally are still battling with budget allocations, investment and out-of-date, siloed data verticals that only serve to slow down what should be meaningful talent sourcing.

But tides are shifting. Purpose-led AI systems are helping teams build a total view of their talent ecosystem, one that automatically builds their candidate pipeline and allows them to make meaningful decisions on what skills are needed now, and strategize on where talent is best served within organizations in the future.

Being able to access connected, live data gives HR teams the ability to evolve talent acquisition and management alongside organizational strategies. These huge shifts in technology give teams leverage to influence investment decisions and bring HR to the table for long-term workforce planning and impact. We thank our expert panel from Commonwealth Bank, Compass Group and Bunnings for joining Reejig on the mission to help organizations understand how to source and secure the right talent in today's market.

Reejig is committed to harnessing organizations with powerful ethical AI to source, discover, and hire the best talent from their entire ecosystem. We power your team with the information and candidates to find the skills you need and help you deliver hyper-personalized communications to create relationships and start the candidate experience with value and a zero wasted potential approach.



If you're an organization that positions yourself in the market around being value or community-based then it's important that every candidate experiences that value from end-to-end, otherwise there will be a disconnect from day one.



Mark McLaren
Head of Talent





Talent want to work for a company that stands for something, and are willing to walk if they don't get that. A zero wasted potential strategy is what will give your organizations a competitive edge. It will allow you to create meaningful careers, optimize your workforce so you have right skills in the right place at the right time, and importantly, create a more fair and equitable society.



Siobhan Savage
CEO & Co-Founder

Talk to one of our experts about how you can use Reejig to bring visibility to your ecosystem and secure top talent

Get in touch →



Deloitte



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