



Qualigence
International

RECRUITMENT RESEARCH: BUILDING A COMPLETE TALENT PICTURE

A 4-step guide to structured data in recruiting

Whitepaper

The amount of information available today on potential candidates can be overwhelming. Tools like LinkedIn and Facebook provide a snapshot into the millions of data points that can be searched, scraped (not legally), and cataloged. Add in your ATS system, and you quickly realize how easy it is to go into data overload.

The vast array of social media sites, web scraping technologies, and sourcing techniques, including advanced Boolean search, are tools every recruiter or sourcer needs to understand and utilize. However, in order to get the greatest value from the universe of data available, it's important to understand the content in its proper context. For a comprehensive perspective on a candidate and their data ecosystem, you need more than a standard Google or LinkedIn search. The real value lies in the ability to decipher the unique web of data surrounding them.

This information consists of extremely large data sets that may be analyzed to reveal patterns, trends, and associations, especially relating to human behavior and interactions – a dream for recruiters! Yet at the same time, these social networks and related databases can only pull and correlate information that is self-identified. Garbage in results in garbage out.

Having access to all of a potential candidate's data is a picture that every talent team needs to make the most informed decisions.

In this whitepaper, we will provide practical advice on how to better confirm, leverage and utilize the vast amount of candidate data available online by pairing it with Recruitment Research. We will break this out in 4 sections:

- Data 101 - Quality versus Quantity
- Recruitment Research – Filling in the Gaps
- Sourcing 101 – Tools and Automation
- Data 201 – Competitive Intelligence

DATA 101: QUALITY

We have all been there: searching by keyword, location, title, level, experience, and a host of advanced search categories in LinkedIn makes you feel like you have scoured the market for the ideal candidate. At the last minute, another candidate which is not on your list is identified by the hiring executive, a third party agency, or a host of other sources. With the millions of points of data across social media, you wonder how you missed a name! In order to understand what is going on, its important to review the differences between structured and unstructured data:



UNSTRUCTURED DATA

Unstructured Data (or unstructured information) refers to information that either does not have a pre-defined data model or is not organized in a pre-defined manner. Unstructured information is typically text-heavy, but may contain data such as dates, numbers, and facts.

Think of unstructured data in terms of the results that you receive when performing an advanced search in LinkedIn. Although much of the data you receive is structured (see definition below), much is unstructured, as it lacks detail. Who does the candidate report to (are they really at the right level)? How many peers does the candidate have (do you really have everyone performing the function)? How do you reach the potential candidate (outside of the same InMail everyone is using)?

There is value in unstructured data to build our databases and contact lists, but where is the real context?

STRUCTURED DATA

Structured Data refers to data with a high level of organization, such as information in a relational database. When information is highly structured and predictable, search engines can more easily organize and display it in creative ways.

Social Media is somewhere between the two definitions. There is some structure in terms of where they live, companies they work for, titles, skills, etc. However the results we see are limited and subjected to algorithms designed to keep us coming back. For example, perform a keyword search today and then again tomorrow, and you may get different results. Of course, data changes often, but how many potential candidates are you missing because the tool you are using is designed to bring you back time and time again?



DATA INTEGRITY

Data Integrity is not something we often think about when utilizing social media tools or other technology based systems like job boards. In statistics, missing data, or missing values, occurs when no data value is stored for the variable in an observation. Missing data is a common occurrence and can have a significant effect on the conclusions that can be drawn from the data.

In other words, are you getting true, reliable, and effective data every time you run a Boolean search or LinkedIn Advanced Search? What if the user 'adjusts' their title to stretch the truth a bit on their responsibilities? That never happens! What if the user has an extremely limited profile with few keywords and is not identified as a result of the keywords you are using? What is the potential for not missing the ideal candidate with these delivered datasets?



RECRUITMENT RESEARCH: FILLING IN THE GAPS

As sourcers or recruiters, how do you leverage the highly unstructured data available online to create a set of structured data that helps you draw more accurate conclusion of who to recruit? One such tool is Recruitment Research.

RECRUITMENT RESEARCH is the process of gathering company specific information for acquiring and managing talent when used in the context of recruiting and HR. This can be candidate identification by function in the form of name generation or competitive intelligence.



WHAT RECRUITMENT RESEARCH UNCOVERS:

Candidate's:

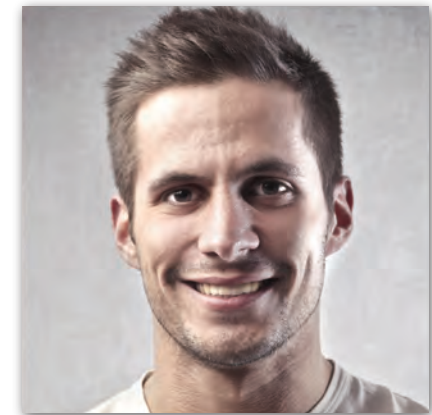
- Name and title
- Direct dial
- Location
- Reporting structure
- Email, contact information
- Diversity status
- Provided biography information on career path and professional experience

JOHN SMITH

VP, OFFER AND METRICS MANAGEMENT

John Smith leads the company's Offer & Metrics Management department, which serves more than 500 retirement plan sponsors in the academic, research, medical and cultural fields.

He oversees sales, strategy, product development and management, relationship and services management, participant consulting and guidance, and independent advisor support.



Recruitment Research places context around the content that you generate each day through your online searches. Taking names and generic titles that are self-reported on social media sites, and putting them into context with who they report to, corporate titles, company functional descriptions, and direct contact information can dramatically increase your ability to target and engage the full spectrum of potential candidates.

WHY USE RECRUITMENT RESEARCH?

Recruitment Research is a cost effective, strategic step to putting real, actionable talent strategies in motion. With access to the entire pool of talent, possibilities unlock:

YOU NEED MORE THAN SOCIAL MEDIA

It's not uncommon for profiles to go inactive and only hold information from a number of years ago. Only 35% of users use LinkedIn on a monthly basis, with that activity not necessarily spent on updating information. Those who show up in searches might not be updating their data and contributing to misinformation. Keywords found in job titles might not be telling of true function.

YOU NEED THE EXPERTISE

Costs associated with training in-house teams to perform true Recruitment Research can be high in terms of cost and time spent. Learning an entirely new skill competes with existing key responsibilities already given to internal talent teams.

The answer is a team made up of a mix of curiosity, careful evaluation, and a client-guided goal mindset. A focus on high quality, timely accumulation of relevant data is on their daily to-do.

YOU NEED TO GET STRATEGIC

Recruitment Research prepares you for the future. It is required to understand the competitive landscape for a brand new initiative, or to plan for the future staffing goals of a department.

WHO UTILIZES RECRUITMENT RESEARCH?

SOURCING TEAMS

Go beyond randomly identified names by putting context to the unstructured data that you identify. Confirm positional levels, identify functional responsibilities, and ensure 100% of the specific talent population.

RECRUITING TEAMS

Accelerate your ability to reach out to the right potential candidate by leveraging parts of their data ecosystem, including direct dials and direct email addresses. Focus on engagement, not on searching for contact information.

HR LEADERSHIP & MANAGEMENT

Gain perspective on competitor organizational structures, go-to market strategies, and support roles.

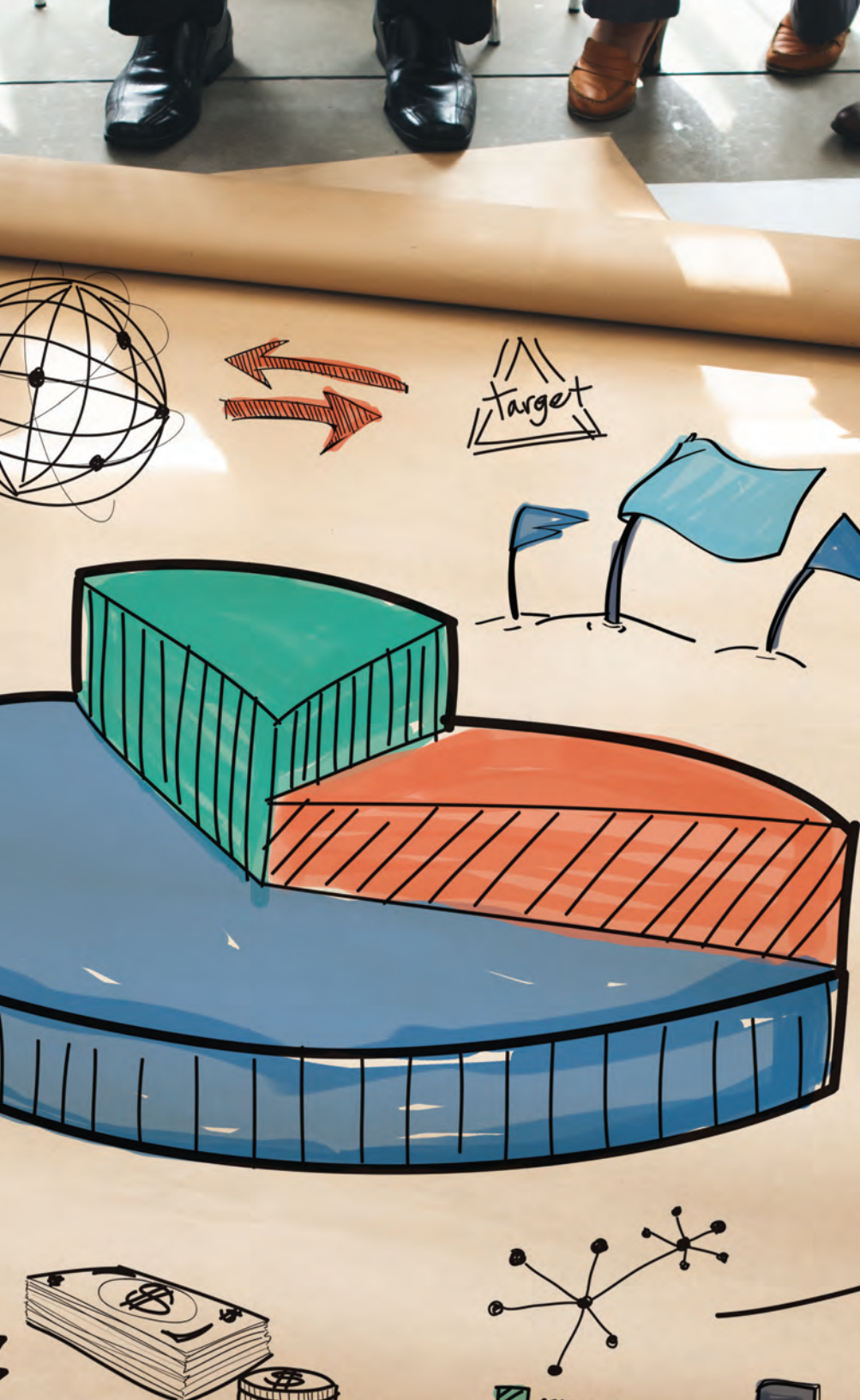


SOURCING 101: TOOLS AND AUTOMATION

The value of structured data is the hallmark of any successful sourcing and recruiting organization. As we saw earlier, the term 'big data' refers to the ability to manage extremely large data sets that may be analyzed computationally. Whether gathering information online or through Recruitment Research, the value of the data is increased exponentially if properly managed:

- **Invest in a CRM/Marketing Automation Platform and learn how to use it.** Spending time and money to gather candidate information is a short-term solution if the data is not managed and properly leveraged. Sourcing and recruiters need to understand the benefits of these platforms, allowing for data segmentation, marketing automation and candidate engagement. Leverage your internal marketing organization, which should already have the skills and knowledge to curate and manage prospect data.
- **Test the effectiveness of your postings/emails.** Known in the marketing world as A/B testing, take advantage of tools that allow you to measure the effectiveness of your posting or outgoing emails. Understand your response rates for each message type, make adjustments, and try again. Tools such as Yesware.com, Mailchimp.com and Mailtrack.io are just a few of the many cost effective solutions available.
- **Understand the value of verified email addresses.** Email, when properly managed, can be much more effective in promoting your organization, yourself, or the opportunity you are seeking candidates for. Although InMail can also be effective, leveraging a tool such as Recruitment Research allows you to utilize the automation tools above, increasing response rates and potential candidate engagements.

DATA 201: COMPETITIVE INTELLIGENCE



COMPETITIVE INTELLIGENCE

Regardless of what industry or sector you're in, information flow is critical to the long-term success of your company. From major organizational changes to small restructurings, the opportunity to compare and contrast your peers is a cost saver. Competitive intelligence puts distance between yourself and competitors, with structured, exclusive insights like organizational charts and compensation.

Competitive Intelligence can be used for:

- Growth & restructuring
- New market entry
- General market intelligence
- Additional intelligence based on strategic interests
- Attrition validation

How Companies Leverage Competitive Intelligence:

Diversity Status

- Creating a more diverse workforce is easier with a better glance into the actual talent pool. Understanding how to build and utilize a funnel of candidates with varying backgrounds, experiences and perspectives is a solid strategy to increase retention. Competitive Intelligence offers a snap shot into diverse talent at scale, with niche criteria to reach talent pools not easily accessed.
- Understanding real and validated statistical data on diversity within a specific market, function, or competitor allows organizations to validate or develop diversity based in facts.

Compensation & Benefits

- Before creating your own unique compensation and benefits package, getting an overview of what your competitors are offering can provide a new evaluation. If compensation and benefits are seen as the employer's value and feedback for the candidate's work, it is imperative to size compensation competitively before making an offer.

Competitor recruiting tactics

- If you're vying with your competition for a similar pool of talent and expertise, it pays to get strategic. Understanding the talent pool's behavior, as well as your competition, can help sharpen your organization's approach. Staying competitive while actually building a pipeline of candidates can reduce time to hire and quality of hire.

As in most things, data is the future of recruiting.

No matter how long you have been in recruiting, it is obvious that access to information is a key element in setting you apart from those competing for the same talent you seek. While unstructured data gets you to the table, structured and complete data provides you with a real competitive advantage in identifying and engaging with the right talent. Pairing the tools you already utilize with advanced methods like Recruitment Research allows you to view the information in context – ensuring a complete picture of the data not available elsewhere.





About Qualigence

Qualigence International is the largest Recruitment Research and professional search firm in the United States, and proudly serves as a unique alternative to traditional retained or contingent recruiting models.

www.qualigence.com