creating

a strong

employee value proposition.

creating a strong employer brand and employee value proposition (evp) is crucial in attracting, engaging and appointing the best talent for your organisation.

To do this we need to look at both external and internal perceptions to create tangible outcomes. A crucial one being the candidate experience – is it a positive or negative experience and how can the experience affect your brand?

Developing, investing in and acting on positive and memorable candidate experiences should be a priority for all business leaders and companies. Candidates and employees play a crucial and powerful role as 'brand ambassadors' on the journey of creating an attractive employer brand.

The annual Randstad Employer Brand Research measures the perceived attractiveness of Hong Kong's 75 largest companies and what potential candidate look for in a new employer. It allows us to pinpoint gaps and identify opportunities to allow companies to develop employer brand and talent strategies which ultimately will attract the most appealing candidates to an organisation.

It is with this comprehensive research analysis that we work with organisations to identify, develop and deliver a positive candidate experience.

Rena Tan-Ling
Regional Marketing & Communications Director
Randstad Singapore, Hong Kong and Malaysia

take responsibility

or pay the price.

So who should be responsible for employer branding? Is it the CEO, HR or Marketing? While marketing and HR play a leading role in building and communicating the employer brand to internal and external stakeholders, we believe the CEO should ultimately be accountable for ensuring a consistent culture and championing the employer brand promise. When the company leader embraces employer branding, others in the company are more likely to follow suit.

Having said that, companies that get their employer brand right typically see HR, Marketing and CEOs taking a shared responsibility:
• The CEO becomes a strong advocate and champions employer branding initiatives as part of his growth strategy;
• HR maintains the corporate brand and culture by recruiting and retaining the right talent for the company, keeping their people engaged and integrating the right values in its learning and development programs;
• Marketing leverages their content marketing, communication and targeting expertise to promote and position the organisation as a great place to work.

With the rise of the digital candidate, we are however starting to see a paradigm shift in how employer brands are being communicated and perceived. As social media increasingly become the preferred channel for communication and engagement, companies are expected to be a lot more transparent.

a study conducted by harvard business review[1] and ICM unlimited found that a company with 10,000 employees and a bad reputation need to offer around US$4,723 more per hire to convince candidates to work for them.

The control a company has on its employer brand is gradually shifting into the hands of its employees, whether you like it or not. Companies that continue to ignore such trends and neglect their employer brand not only struggle to find high quality talent, but also find themselves spending more on talent acquisition.

In the age of transparency, not prioritising your employer brand can potentially temper your growth, push great talent to competitors and significantly increase your recruitment costs.

1 https://hbr.org/2016/03/a-bad-reputation-costs-company-at-least-10-more-per-hire
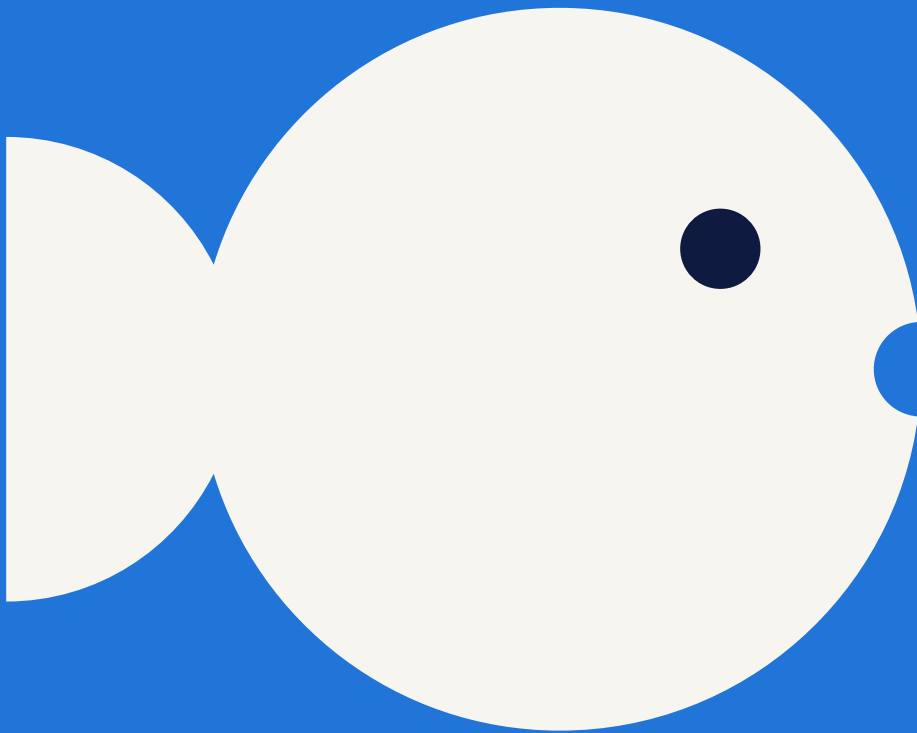
29% believe their biggest competition for talent are companies with a visible brand presence.

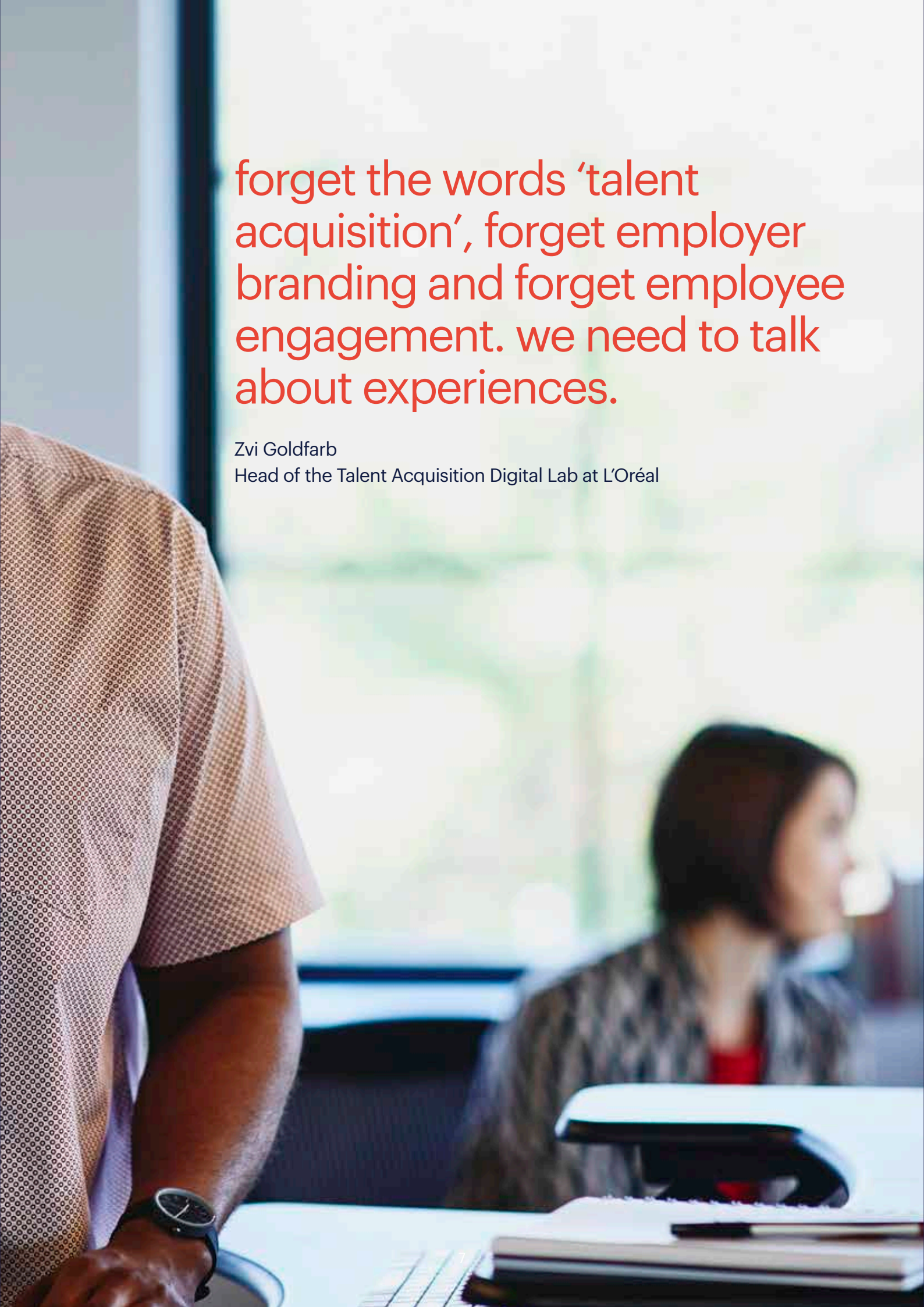Source: Randstad Sourceright Talent Intelligence Outlook Survey 2016

defining

the
candidate

experience.

forget the words 'talent acquisition', forget employer branding and forget employee engagement. we need to talk about experiences.

Zvi Goldfarb
Head of the Talent Acquisition Digital Lab at L'Oréal

30% say if budgets were unlimited, they would invest more in improving the candidate experience.

More than half say they would spend more on employer branding, recognising the impact it has on the ability to acquire quality talent.

employer branding

and the candidate experience.

When it comes to employer brand-building, today's organisations face many challenges. A convergence of internal and external issues can bewilder even the most astute HR leaders.

The candidate experience in particular, has become increasingly pivotal to job seekers and potential employees considering a role within an organisation. Once an afterthought, this journey is now regarded as a crucial element of an employer brand strategy.

Each step along the candidate's journey has to be authentic, reinforce the employer's culture and provide transparency into how employees are valued within an organisation. Employer brand touches the entire candidate lifecycle, from candidate attraction, engagement and onboarding through to employee retention.

Candidates are expecting companies to provide a seamless experience, from offline to online – significantly increasing the number of touchpoints for your employer brand.

Information about employers, including the most intimate and sometimes embarrassing details, is now readily available online.

The power of peer reviews on sites such as Glassdoor, Facebook or LinkedIn, can have a disproportionate impact on reputation. And the struggle to justify investments in employer branding is eternal.

Through it all, however, employers who remain laser focused on their employer brand will most likely succeed in providing a positive candidate experience, be viewed as an employer of choice and, ultimately, hire engaged and qualified candidates. One good example is AirBnb, which has transformed the role of their Chief HR Officer into Head of Employee Experience, recognisng that "experience" is the essence of a workplace.

Such companies tend to prioritise the needs of talent, knowing that every person who comes in contact with their corporate and employer brand is a potential customer, employee or partner later on. As a result, their approach creates the most positive candidate experience, which has a long-lasting impact on their attractiveness as an employer. Both successful and passed-over candidates come through their journey with a good impression that may bolster their role as a brand ambassador.

And then there is the financial benefit of having superior experience. An engaged workforce is not just a valuable asset, it's a critical component of great customer experience. Gallup found that a staggering 87% of employees worldwide are not engaged, but companies with highly engaged workforces outperform their peers by 147% in earnings per share.

the candidate journey.

insights

- Do you know what motivates your talent?
- Why is your talent looking to leave?
- What channels do they use to search for their next job?

defining the candidate journey

To understand candidate experience best practices and how to create a positive journey, begin by defining the journey. This starts before the candidate even enters the recruitment process and ends at the point of employment.

Many organisations believe the candidate experience starts when applicants enter the process, view postings and register with applicant tracking systems.

However, starting here ignores the entire attracting and sourcing component of the recruitment process. In fact, passive and active candidates may interact with potential employers long before they even consider a career there.

enter the digital candidate

The future workforce will be made up of digital natives, which means companies would need to start translating their employer brand experience and plugging it into a space that's familiar to these candidates. The digital candidate lives in a highly connected world where technology has become a component in everyday life. As a result, companies will be expected to work faster and smarter, be more efficient, responsive, visible and accessible and most of all, be intuitive enough to understand the intricate needs and motivations of the people they are looking to attract.

CEO of Jibe, Joe Essenfield, couldn't have said it better: "Job seekers have digital expectations that are moving faster than most talent acquisition departments can make decisions. Although the human element will always remain crucial to the candidate experience, choosing to overlook the technological aspects of candidate experience (mobile, SEO, search etc.) is a recipe for getting overlooked by today's talent."

discovery

- Is your employer brand visible and accessible?
- Do you actively promote your company culture?
- Are your employees your biggest advocates?

attraction

- What channels and content are you using to engage and attract talent?
- Have you considered both physical and digital touchpoints?

application

- How optimised are your job ads?
- Have you posted them on the right channels?
- Do you make it easy and quick for people to apply?

hired

- How do you onboard your new hires?
- How do you accelerate their induction and help them become productive as soon as possible?

designing

that connects.

a candidate experience

in this digital and social age,
i firmly believe that recruitment
has now become a function
of marketing.

Andrew Gill
Global Managing Partner, Social Consulting at IBM

what motivates the singapore employee?

- do you know what motivates your talent?
- why is your talent looking to leave?
- what channels do they use to search for their next job?

what does

the singapore employee want

in a job?

The Randstad Employer Brand research posed this question to more than 5,000 people aged between 18-65 in Singapore. Participants came from various professional backgrounds across all key industries — from financial services, technology, retail & consumer goods, property & real estate all through to manufacturing, transportation & logistics, oil & gas and hospitality.

Our research helps organisations in Singapore understand the underlying drivers behind people's career choices, including their personal and professional motivations. Understanding what employees want is crucial when attracting and engaging the best talent for your organisation.

Having a high employer brand awareness suggests that your company is widely known, but being a highly attractive employer means that people would prefer to work for your company over others.
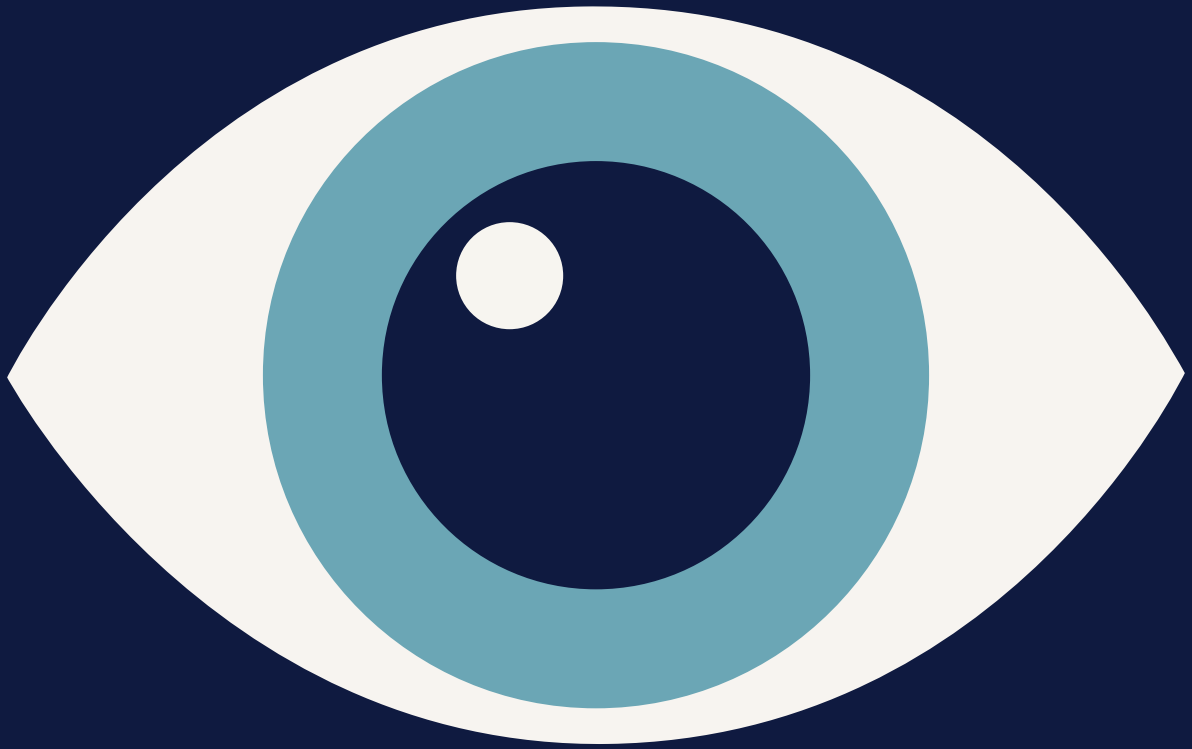
some of the questions asked in this year's randstad employer brand research included:

- which top 5 attributes should your ideal employer most absolutely have?
- what channels do you use when evaluating the reputation of a company?
- what channels do you use when searching for a job?
- are you planning to leave your job in the next 6 months?
- how do you think automation will affect your job in the next 5 years?

our research helps organisations in singapore understand the underlying drivers behind people's career choices, including their personal and professional motivations.

10 factors

when choosing an employer.

Factor		Percentage
salary and benefits	████████████████	64%
work-life balance	███████████████	61%
job security	██████████	41%
work atmosphere	█████████	38%
career progression	█████████	38%
flexibility	████████	33%
strong management	████████	33%
financially healthy	████████	33%
location	███████	29%
training	██████	27%
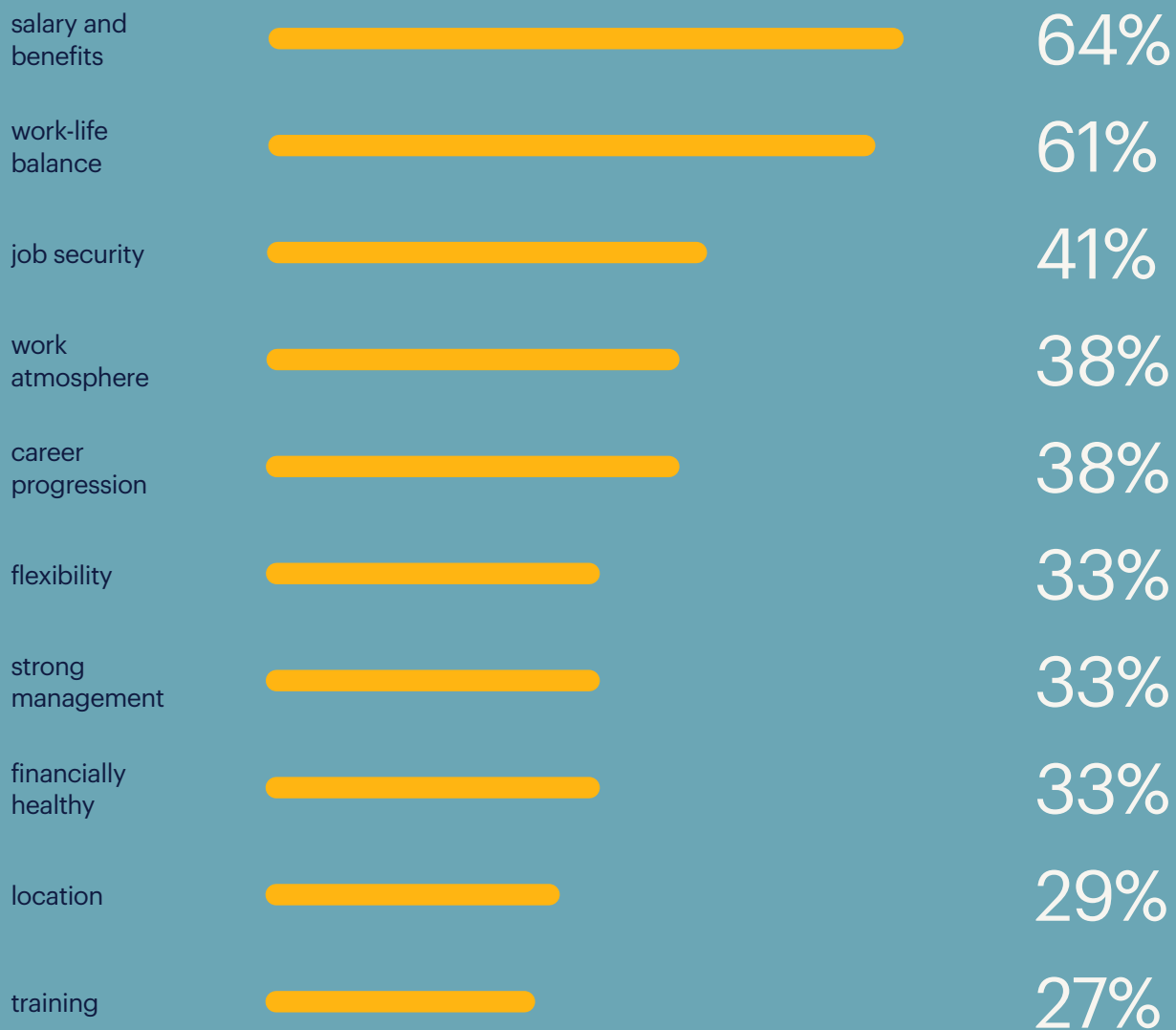
food for thought: money still talks, but not as much.

Faced with a turbulent global economy and the coming threat of automation, it's no surprise that many Singapore job seekers listed salary and benefits as a top priority – across both genders and all ages – possibly as a security blanket to buffer against the uncertainties. Even so, we continue to see this declining in importance year on year. In 2016, 69% of respondents ranked salary and benefits as the most important factor when choosing an employer. This dropped to only 64% this year, with work-life balance narrowing the gap and coming in at a close second at 61%.

61% ranked salary and benefits as the most important factor.

identifying

the gaps.

Despite the increasing importance of work-life balance, which has risen to its highest level in years as shown in our research, companies continue to ignore it as a key employee preference. The 2017 Randstad Employer Brand Research shows the gaps between what job seekers are looking for and what employers in Singapore score best on. Organisations looking to improve their employer brand should work toward closing these gaps as much as possible.

what employees in SG seek

01   salary and benefits

02   good work-life balance

03   job security

04   pleasant work atmosphere

05   career progression

06   financially healthy

07   stimulating work

08   very good reputation

09   gives back to society

10   latest technologies

what employers in SG offer

01   financially healthy

02   very good reputation

03   latest technologies

04   salary and benefits

05   stimulating work

06   job security

07   career progression

08   pleasant work atmosphere

09   good work-life balance

10   gives back to society

● what employees in SG seek   ● what employees in SG offer

gap 1
work-life balance

Employees are attracted by companies that encourage employee work-life balance. This item is rated as highly important, yet companies fall short of delivering it.

gap 2
job security

Employees are looking for an employer that provides long-term job security. No surprise, considering Singapore ranks as the world's most priciest city four years in a row by the Economist Intelligence Unit.

gap 3
pleasant work atmosphere

Companies overall can do more to showcase and communicate their work atmosphere, not just in the physical environment but also in meaningful areas of contentment – which includes rewards and recognition, high levels of staff engagement and culture.

food for thought:
does a pleasant work atmosphere lead to job satisfaction?

The growth of tech-based organisations such as Google and Airbnb has given rise to a trend of funky workspaces decked with all the cool perks you can think of: bean bags, foosball tables, free cafes, gaming consoles, cocktail bars – you name it. There is no doubt that such amenities make the work place more appealing – but research has shown that employee satisfaction is often impacted by factors beyond a fancy office with amazing perks.

Even Laszlo Bock, former SVP of People Operations at Google, believed that you don't need touchy-feely gimmicks to attract people. People are drawn to Google because of its culture, and because they feel that their work has purpose – work is not just a means to an end. That is the real secret sauce behind their strong employer brand, and not really the fancy workplace peripherals.

Of course it helps to have a nice office, but employees today want more than just toys and breakout spaces. Cooper suggested that companies can consider investing in more "meaningful areas of employee contentment". Expedia incentivises its staff with up to US$14,000 (S$19,400) a year in travel perks, for example.

work-life balance:

no longer mere buzzword.

Next to salary and benefits, our research has shown that job seekers across all gender and age groups also want to work for a company that offers good work-life balance. Today's job seekers, in particular the Millennials, seek flexibility in terms of where, when and how they work. One EY survey found that nearly 40 percent of young workers would even consider moving to a different country in order to achieve better balance in their lives. Against a heavy productivity agenda, Asia's younger talent are looking for jobs that will not only alleviate the stress and strain of living in one of the most expensive cities in Asia, but will also give them a sense of meaning,

satisfaction and purpose. The meaning of "work" itself has changed, altering what work-life balance even means for a new generation talent pool. From the rising gig economy to workspace alternatives and even work-life vacations that combine purpose, people and place in non-traditional ways – this has become the new norm in which we compete to attract and retain the best talent. This would also explain why work-life balance has steadily inched up the list over the last six years, and could potentially replace salary and benefits as the most important factor for choosing an employer in the next few years to come.

top 5 most important factors for choosing an employer: 2012 - 2017

criteria	2017	2016	2015	2014	2013	2012
salary and benefits	64%	69%	70%	63%	71%	32%
good work-life balance	61%	57%	54%	48%	49%	32%
pleasant working atmosphere	38%	48%	47%	45%	51%	49%
long-term job security	41%	42%	44%	41%	45%	61%
career progression opportunities	38%	41%	39%	38%	41%	43%

Source: Randstad Employer Brand Research 2012-2017

what are employers doing to bridge the work-life balance gap?

companies	work-life related benefits
Wegmans	customised yoga programs
Randstad	after work fitness boot camps
Netflix, Virgin	unlimited vacation policy
Southwest Airlines	compressed work weeks, job sharing, reduced hours, flextime
Singtel	flexi-family leave, study and examination leave
Cisco, Swiss Re	telecommuting, work from home or other remote spaces
Southwest, Capital One	free employee counselling services
PwC, VMWare, Nike	paid sabbaticals
Starbucks	tuition assistance or reimbursement
OCBC Singapore	on-site childcare
Airbnb	annual travel incentives (monetary)

work-life balance resources

and tips

for employers.

Recently, the Tripartite Committee on Work-Life Strategy, along with the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), launched a new website to help employers understand and implement better work-life strategies. The site also aims to make employees more aware of guidelines, issues and assistance for work-life balance.

called work-life works!, the portal include some useful resources such as:

- information on work-life strategies and initiatives
- guides to work-life implementation
- employment rules and regulations
- research and publications on the subject
- case studies
- information on services providers, events, training and funding to help with work-life matters

what drives
employees to leave?

unsatisfactory compensation and lack
of career development are key factors
for employees looking for a new job.

key reasons job seekers give when looking for a new job

i'm not satisfied with my salary & benefits	48%
i'm not able to develop myself at my current job	38%
i do not feel appreciated by my managers/supervisors	31%
i do not like the atmosphere of my company/department	28%
i'm not satisfied with the daily tasks of my job	21%
i'm looking for a job closer to home	13%
i (was) never (supposed to) stay at my job long-term	11%
i do not like my direct colleagues	10%
other	09%

is your workforce
as stable
as you think?

According to the Randstad Employer Brand Research, 39% of employees in Singapore said they will be seeking a new employer in the next 6 to 12 months. It might be high time for companies that have yet to invest in or audit their employer brand to start doing something about it before they start losing their best talent.

You could start by understanding the key factors driving your employees to leave, either through current exit interviews or via employee surveys – which could provide greater insight on where and how you can improve employee satisfaction.

Granted not all companies have the ability or resources to increase salaries or offer more benefits – but as discussed previously, there are other ideas you can adopt to create a desirable work environment. Besides looking at the reasons why employees leave, you can also leverage our study on what they are looking for in an employer. Combining both insights will offer you a more holistic view of your employees' needs and guide you in shaping your employer brand.

39% of singaporeans
are looking for a job in
the next 6 – 12 months.

are employees open to switching sectors?

Most employees are open to change sectors provided the salary and benefits are similar to what they are getting currently. This presents a good opportunity for employers to expand their talent pool by reaching out to potential candidates from other sectors.

48%
yes, only if the pay and benefits are at least similar to what i get now

06%
no, my skills are not transferable to other sectors

26%
yes, only if i could not find a job in my sector anymore

11%
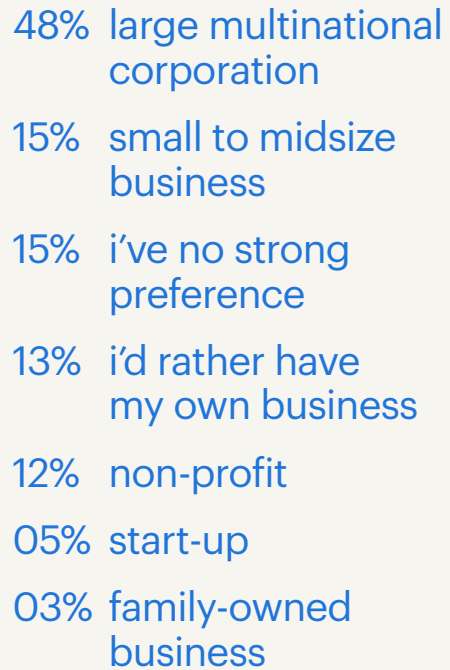no, i've other reasons for wanting to stay in this sector

28%
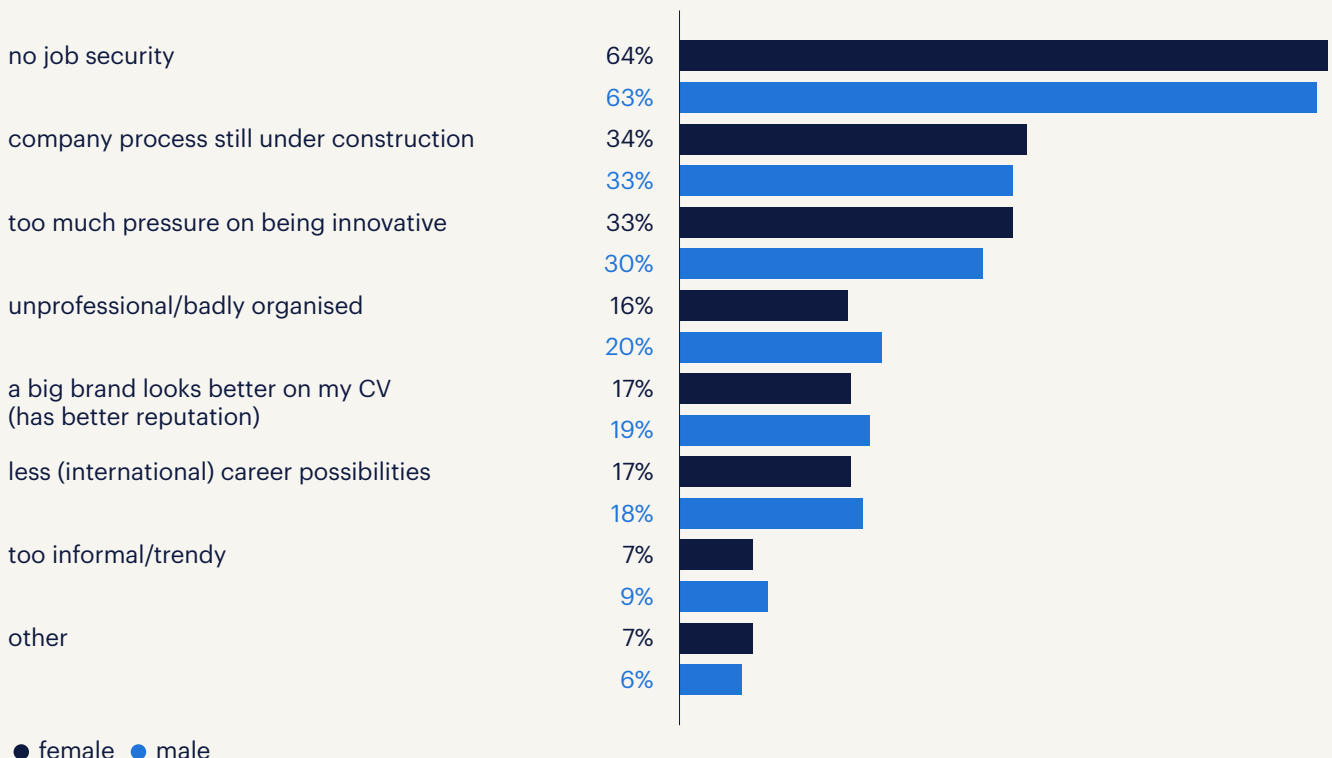yes, i'm not that attached to my sector

what type of companies do job seekers prefer to work for?

A majority of job seekers (37%) prefer to work for large multinational corporations. This is most likely due to their perceived ability to offer better salary and benefits and job security. In fact, the research revealed that a lack of job security is the main reason most respondents give for not wanting to join a startup.

48% large multinational corporation

15% small to midsize business

15% i've no strong preference

13% i'd rather have my own business

12% non-profit

05% start-up

03% family-owned business

reasons not to work for a startup

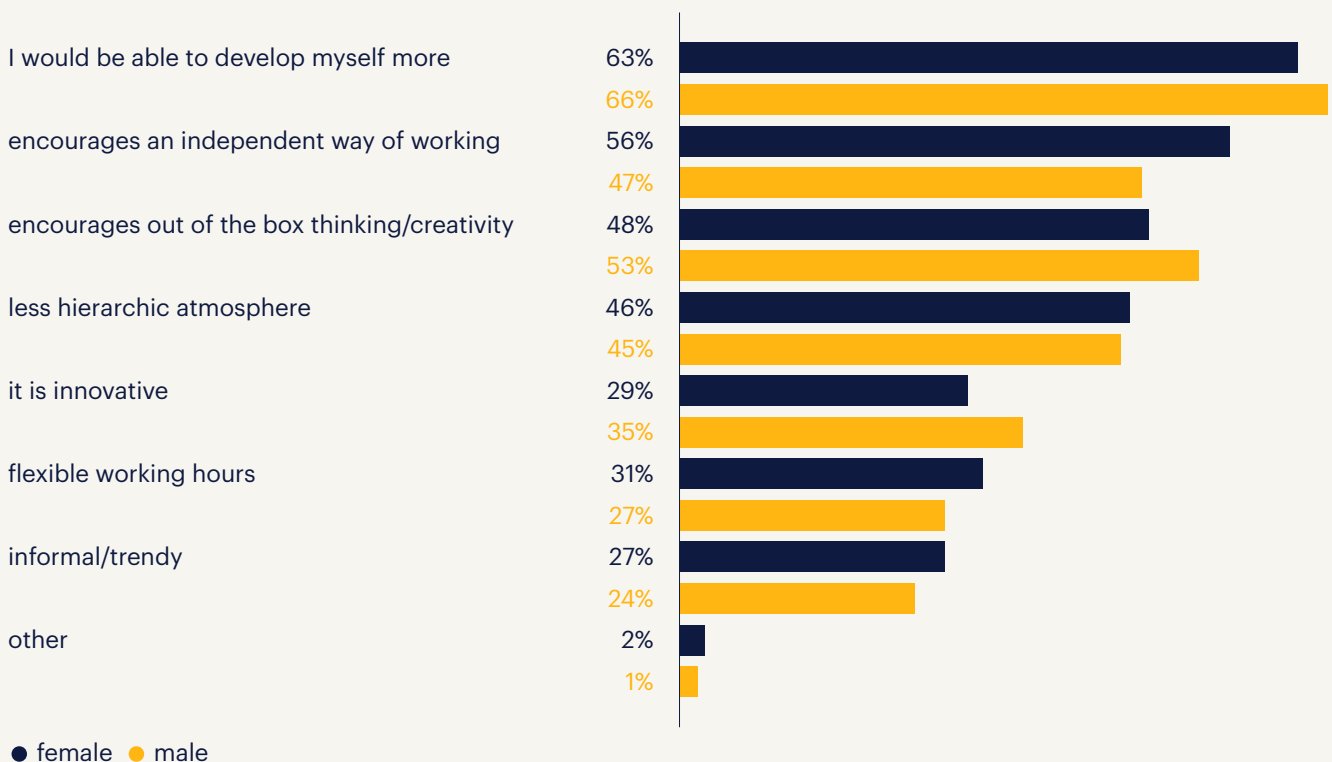|	female	male
no job security	64%	63%
company process still under construction	34%	33%
too much pressure on being innovative	33%	30%
unprofessional/badly organised	16%	20%
a big brand looks better on my CV (has better reputation)	17%	19%
less (international) career possibilities	17%	18%
too informal/trendy	7%	9%
other	7%	6%

● female ● male

how can startups attract talent in singapore?

Out of those who prefer to work for start-ups, more than 60% felt that the start-up environment provides more career development opportunities. Start-ups were also favoured for their culture of encouraging creativity and an independent way of working. Leveraging these insights and understanding the key concerns job seekers have for joining a startup can help employers develop a more relevant talent attraction strategy and create a more appealing employer brand.

reasons to work for a startup

Reason	Female	Male
I would be able to develop myself more	63%	66%
encourages an independent way of working	56%	47%
encourages out of the box thinking/creativity	48%	53%
less hierarchic atmosphere	46%	45%
it is innovative	29%	35%
flexible working hours	31%	27%
informal/trendy	27%	24%
other	2%	1%

● female ● male

are employees concerned about automation replacing their jobs?

Most employees in Singapore believed that automation will make their job better, with a majority indicating a willingness to retrain – but only if they are paid the same or more than their current salary.

'i think automation will...'

45%
make my job better

30%
have no effect on my job

19%
take my job away

on retaining

72%
happy to retrain if I'm paid the same or more than my current pay

17%
cannot imagine a computer or program will take away my job

8%
would rather move to another company than retrain

an engaging and user friendly site is key.

- is your employer brand visible and accessible?
- do you actively promote your company culture?
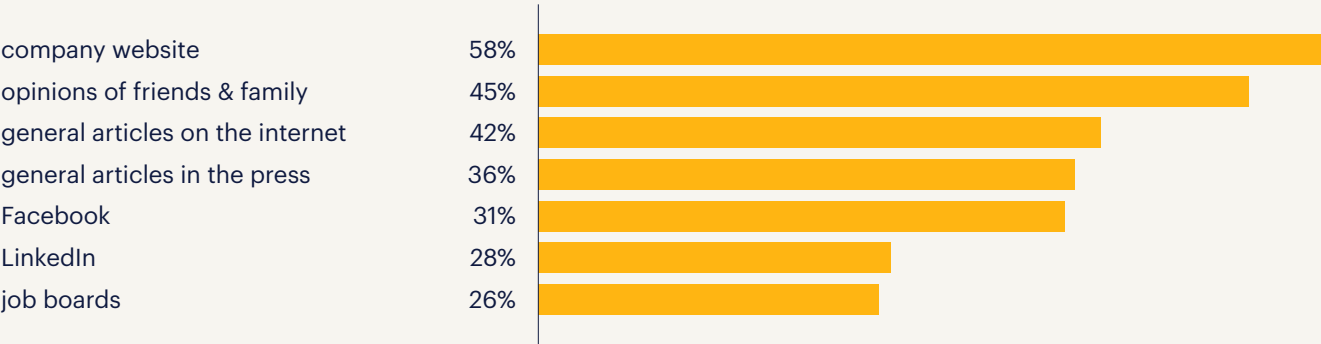- are your employees your biggest advocates?

top channels used
to evaluate company reputation.

The 2017 Randstad Employer Brand Research found that 58% of job seekers visit company websites to evaluate the reputation of potential employers. Considering the high penetration of internet (82%) and mobile phone usage (85%) in Singapore[1], having an engaging career site with compelling messaging and user-friendly navigation should be a priority for companies interested in engaging potential talent, as well as converting job seekers to applicants.

top channels used to evaluate reputation of potential company

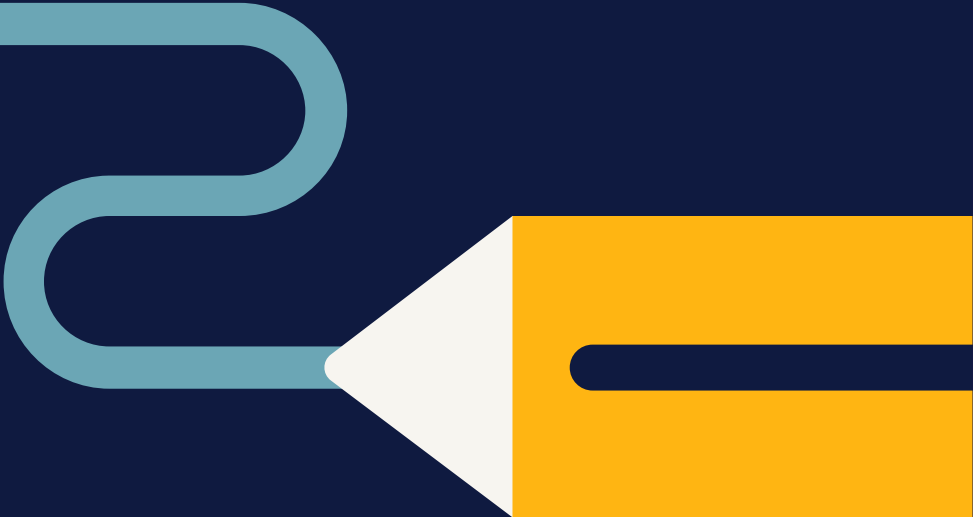|		
company website	58%	
opinions of friends & family	45%	
general articles on the internet	42%	
general articles in the press	36%	
Facebook	31%	
LinkedIn	28%	
job boards	26%	

tip 1
website

Set up a dedicated page or microsite to showcase your culture and tell your brand story. Use more visual and videos to grab interest, and promote interesting content to drive brand engagement.

1 We are Social: Digital in 2017 Global Overview

tip 2
referrals

Promote company activities by mobilising your staff to reach out to their networks through social posts, or through invitations to your Instagram or Facebook pages.

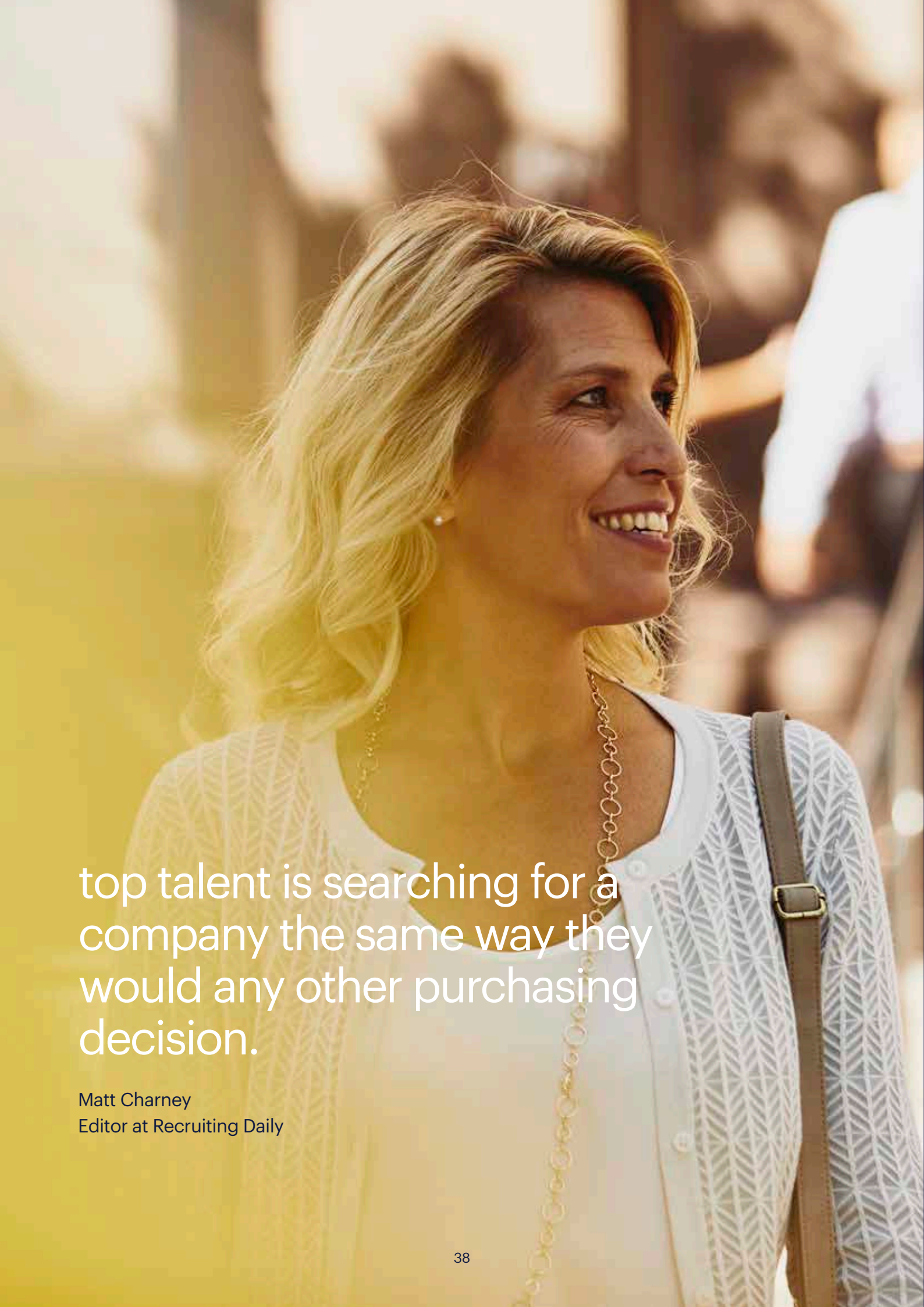# building a compelling career website: a quick checklist.

Career sites are the obvious starting point for job seekers and should provide a positive impression of the organisation with an experience to boast. Make sure you've asked yourself these vital questions about the performance, layout and experience of your career site:

- Clearly and genuinely communicate the company's mission, values and culture
- Provide an authentic insight into employee benefits, development opportunities, corporate citizenship, diversity initiatives as well as awards/accolades
- Use of employee testimonials and photos/videos featuring employees' personal stories are powerful resources that resonate with job seekers
- Facilitate fact-finding and job applications, which means it should be as user-friendly as possible. This requires optimisation for mobile devices as applicants increasingly turn to their devices when applying for positions[2]
- Include end-to-end mobile apply and social media plug-ins (linkedin, google+ and facebook apply) to improve apply experience
- Consider implementing a candidate experience survey to gather feedback for improvements throughout the entire candidate lifecycle

2 One Careerbuilder study shows that 1 in 10 millennials will drop out of the process if it doesn't allow mobileapplication.

think like
a marketer.

- what channels and content are you using to engage and attract talent?
- have you considered both physical and digital touchpoints?

top talent is searching for a company the same way they would any other purchasing decision.

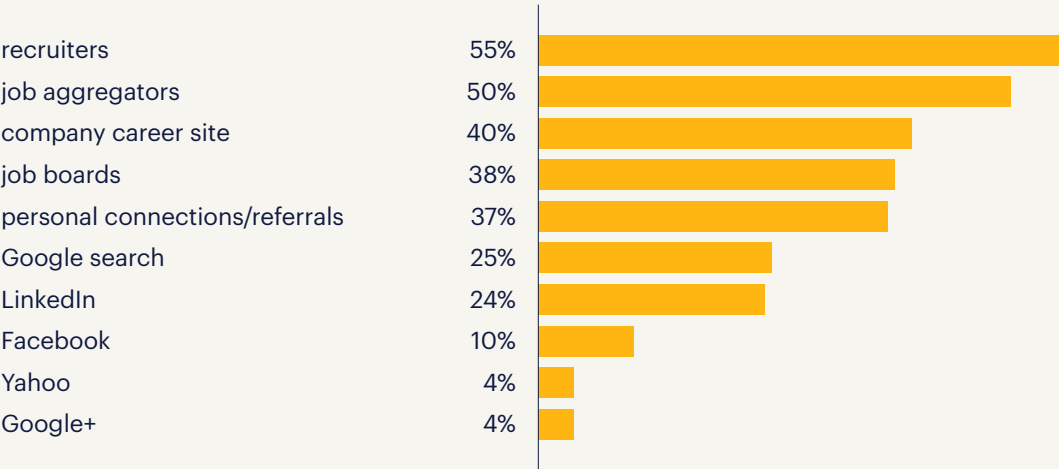Matt Charney
Editor at Recruiting Daily

how to attract and engage the digital candidate.

The way candidates today apply for a job mirrors how people buy a product or service. They go through a similar cycle of research and brand discovery all through to the decision-making process – with a majority of such activities being carried out online. HR and talent acquisition leaders need to start thinking like marketers – through the use of great content, engagement tools, branding campaigns, targeting strategies, as well as advertising and social media channels to attract the best talent. However the single most widely used channel is still the recruiter – which means it is important to review the way you work with your recruiters and understanding how a strategic business partnering approach would help you win the war for talent.

55%
of job seekers in SG prefer to use recruiters when looking for a job

top 10 channels used to find jobs

channel	%
recruiters	55%
job aggregators	50%
company career site	40%
job boards	38%
personal connections/referrals	37%
Google search	25%
LinkedIn	24%
Facebook	10%
Yahoo	4%
Google+	4%

10 marketing strategies

01

partnering with a recruiter

The 2017 Randstad Employer Brand Research found that 51% of job seekers in Hong Kong prefer to use recruiters when looking for a job. This means that more often than not, the recruiter will be your first point of contact to your potential talent. For this reason, we often advise companies to work exclusively with one recruiter.

02

compelling job postings

There is a fine line between a job description and a job advertisement. If you are looking to attract good talent, it is no longer enough to just describe the company or job. A huge driver for moving from bland bullet point descriptions to animated, stylised advertising copy is that in Asia, many job seekers are still quite passive. One can't underestimate the power of compelling job descriptions in inciting interest, inquiry and a response.

Candidates also want to know more about the role and what it offers, so whenever possible, include information such as salary, total benefits package, work-from-home or flexible work options, team structure and the work environment to make the job ad more appealing.

to engage the digital candidate.

03
branding for the future

Another way to ensure a steady pipeline of talent for the future is to participate actively in campus roadshows and career fairs. Whether or not you are hiring graduates, having a presence in schools can help build awareness and consideration for your employer brand. The graduates of today might become the talent you seek for tomorrow, which is why some organisations invest time and resources to engage these candidates – which will help pave the way for future talent acquisition initiatives.

04
creating viral content

Research shows that younger people identify more with video content – 85% watch videos on Youtube[1] and 42% of millennials in APAC spend their time on mobile watching videos[2]. Social video in particular, is seen both as an entertainment and education factor, and keeps young adults connected among their friends. Creating viral videos can be a great strategy to promote your brand and showcase your company culture, and get young people interested in working for you.

1   Defy Media, Youth Video Diet Report 2016
2   TNS Global Connected Life Study 2016

05
building talent communities

Some of the most successful hiring companies set up company-branded talent communities to attract and curate talent from various sources. A talent community is a group of people who shares an affinity for the organisation – where they can connect, network, share opinions, exchange information and learn about upcoming job opportunities. The ultimate aim is to create a positive impression of your employer brand among this potential talent pool so that your company will remain top of mind when members decide to make a career move.

06
the power of employees

Leverage the power of your employees: testimonials, photos, videos or blogs are strong options to provide authentic insights for the savvy, sophisticated job seekers of today. Using real stories from real employees helps to provide trusted and transparent viewpoints about what it is like to work at an organisation[1].

Ultimately, you should aim to convert every employee into your brand ambassador. Hearing how an employee feels about working for an employer carries significantly more weight than a polished corporate video. Companies that make an effort showcasing their workforce are more relatable to candidates and therefore come across as more authentic.

07
prioritising employee review sites

Surprisingly, many organisations don't prioritise employee review sites, such as Glassdoor, as an important component in their overall awareness strategy. This is a big miss. Job seekers typically start with a search engine, which often shows review site results within the first page. Hence it is critical for organisations to place value and resources toward monitoring review sites and keeping their profile content relevant to their audience.

1 According to the Talent Board, this type of content is the second most valued by candidates, behind company values.
2 According to Glassdoor, 70% of candidates use employer reviews in their decision-making,and most will refer to six different sources in their research.
3 https://recruitee.com/blog/facebook-jobs/

08
alternative sourcing channels

Review sites garner much attention, but often workers begin their research elsewhere. These include alumni groups, industry forums, professional associations and business networks. Companies struggling with hard-to-find skills should target some of these platforms to reach their target talent.

09
external influences

The ability to control content is critical to brand building and creating a memorable candidate experience. But what happens when a company's reputation hinges on external influencers? Increasingly, workers turn to a wide variety of sources[1] to learn more about a potential employer, and many of these are independent opinions that are crowd-sourced.

The 2017 Randstad Employer Brand Research backed this trend: 45% of job seekers in Singapore are influenced by the opinions of friends and family, followed by coverage of the organisation on the internet and mainstream media. This further illustrated the far-reaching effects of a brand and the need for companies to craft and produce content that will position their organisation as an employer of choice.

10
social networks

Most companies aren't leveraging their social media channels effectively, often failing to share content or monitor dialogue about what's being said about them. For many, even small tactical steps such as linking career sites, organising videos on a dedicated YouTube Careers playlist or adding careers-related messaging to a company overview are not part of their process. Organisations seeking a competitive advantage in attracting talent should consider ramping up their company presence on these channels.

Big social networks are always an option for talent leaders to attract and source candidates. For example, Facebook is rising to become a more dominantly player in the world of work. Previously considered merely a social network, it has recently joined the professional space with the launch of Workplace and its jobs feature[2].
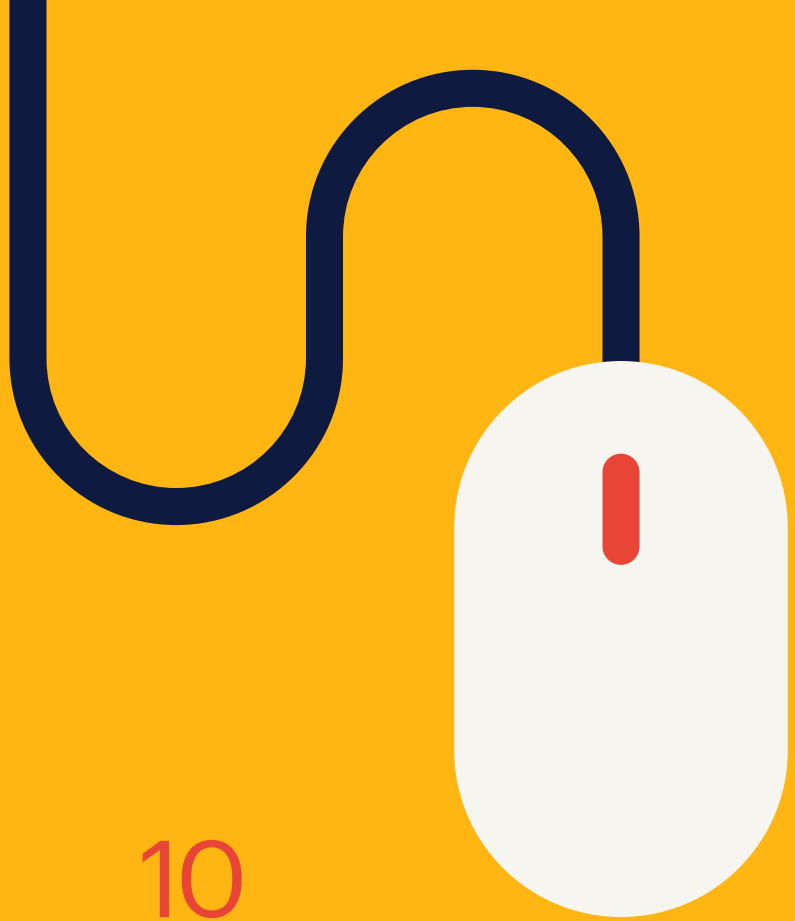
case study
mcdonald's candidate sourcing platform.

McDonald's has announced that it will be filling 250,000 job openings in America by teaming up with the popular social media platform Snapchat. As most of the fast food giant's hires are between aged 16-24, it's no surprise that Snapchat was chosen as an alternative candidate sourcing platform since the majority of Snapchat's 300 million monthly users are Millennials.

Those interested in applying to McDonald's can send a "Snaplication" that includes a 10-second video of the user "wearing" a standard Golden Arches uniform via a Snapchat filter. Snapchat users can also watch 10-second video ads featuring McDonald's restaurant employees talking about their experiences within the company, visit the McDonald's career page within Snapchat and apply for a job at their local restaurant.

Jez Langhorn, senior director in HR for McDonald's USA, said, "We thought Snaplications was a great way to allow us to meet job seekers where they are – their phones."

Sources: Engadget and CNBC.com

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get social
with online communities.

facebook

Promote company activites by mobilising internal teams through invitations to a Facebook group.

glassdoor

Invite current employees to write honest reviews of your business on this anonymous network.

snapchat

Show "behind-the-scenes" of what goes on in your company, offer sneak peeks into what your people do at work or feature Q&A snippets with your CEO or employees.

instagram

Tell stories about your current interns or employees. Share profile pictures of some of them and explain briefly what they do and why they like your company. Post pictures showing your company culture in action.

linkedin

Build a LinkedIn Group for current employees to discuss business trends and tips – have teams invite possible candidates to join and learn.

pinterest

Post infographics showcasing your values and benefits, or providing job search tips, such as how to prepare for an interview at your company.

vimeo

Invite internal teams to create music videos with their favourite songs using your office or worksite locations – have them compete for a prize.

wikipedia

Update your company page on Wikipedia.

youtube

Create branded videos such as "a day in the life" of your employees and leader on YouTube, or videos showcasing the fun moments from your staff events.

twitter

A simple solution is to create a company jobs account to share your job vacancies, posts and images to provide insight into your workplace. Or you could organise a weekly career discussion forum inviting people to ask you and your HR team any questions using hashtags such as #jobchat.

did you know?

Instagram and Snapchat users have doubled in Asia Pacific in the last two years[1], providing brands with more opportunities to engage. Both social networks see the highest traction in Hong Kong, Malaysia and Singapore.

1   TNS Global Connected Life Report 2016

make it easy
and seamless.

- how optimised are your job ads?
- have you posted them on the right channels?
- do you make it easy and quick for people to apply?

critically evaluate your

application process.

Pre-engagement is an important part of the candidate experience because it may be the first time an applicant has contact with an employer, but once she or he comes into the application process, employers should ensure a transparent, hassle-free and seamless process the rest of the way. The ease of the initial job application along with how the applicant is treated throughout the process will go on to be a part of the employer brand.

The digital candidate has a short attention span. This means everything has to be within their fingertips and almost instantaneous – any application process that takes too much effort and time will simply put them off.

How many steps, clicks and forms does it take for a candidate to find and apply for a job on your website?

Is your website optimised for mobile? Have you personally applied for any of your vacancies through your mobile phone?

Do you have a blog or FAQ page to guide candidates through the application process?

Are you able to offer candidates immediate advice or assistance through the use of chat bots or live chat?

Is your application process fun and interactive?

case study
heineken campaign.

The recent GO Places campaign by Heineken is a brilliant example of a highly interactive and engaging talent attraction exercise, where it cleverly combined a personality test with a company showcase. On its highly interactive website, a host invites visitors to respond to 12 "interview" questions, which must be answered in three to five seconds. At the end of the interview, you discover if you have what it takes to succeed – and of course, be prompted to apply for your dream job at Heineken using the personality profile generated.

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a continuous focus on candidate experience.

- how do you onboard your new hires?
- how do you accelerate their induction and help them become productive as soon as possible?

the final

touchpoints.

As the candidate moves through screening, interviewing and appointment, each step is another potential opportunity to impress or discourage talent.

open communication

For candidates who move on to the interview and select stages, many say employers don't do enough to help them get ready for phone, video or in-person interviews. Communication about what to expect and how to prepare should be a standard part of the process but is lacking at many organisations. Providing an agenda, information about the interviewers, a chance to provide feedback and a timeframe for the decision-making process are important details that instill confidence in a candidate and affirms their decision to pursue a career with the prospective employer. This assurance carries forward for successful hires, resulting in greater engagement in the workplace.

candidate experience survey

One gap many career portals suffer is creating a two-way dialogue. Most visitors conduct research and submit resumes, but that doesn't mean employers can't ask for their input.

A candidate experience survey not only empowers HR to continuously improve and enhance the talent acquisition process, it also leaves the applicant feeling valued.
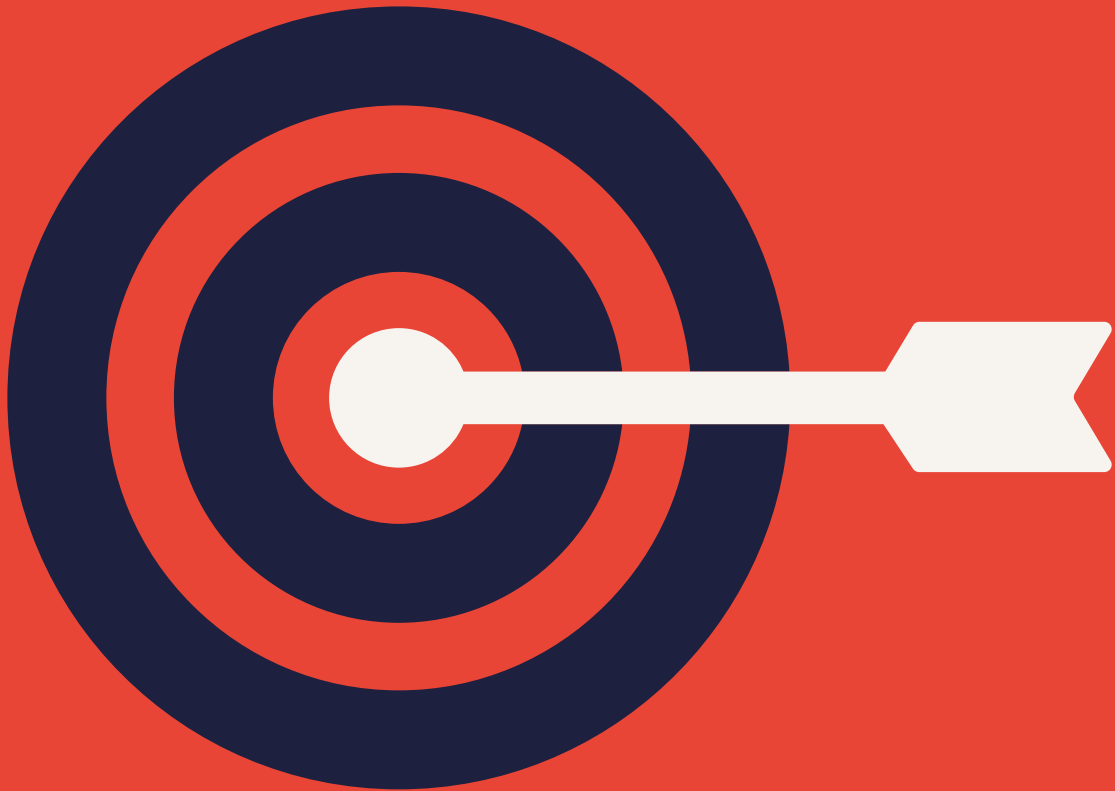
successful candidates

For those who are offered a position, maintaining consistent and personal communication helps to ensure engagement and excitement before commencement. Clarity is absolutely critical to ensure the potential employee understands what's being offered on the table, the timeframe for acceptance and whether additional discussions or negotiations may be necessary.

Candidates should be excited about the new opportunity and not feel pressured or uncertain about the role or the company. Setting realistic expectations and being honest about the role, team, culture and organisation will ensure a better job fit, improve quality of hire and positively impact retention rates.

From candidate to employee, the appointment step is the last, but not least, important part of the journey. This too, will have an impact on retention and engagement. An effective hiring and onboarding process means providing all the resources they need to accelerate induction enabling them to become productive as soon as possible. It's also an opportunity to capture the holistic view and feedback of new hires about the candidate experience. Not only will the appointment process affect employee performance but also his or her enthusiasm to serve as an ambassador for the employer brand in the future.

unsuccessful candidates

Unsuccessful applicants should be treated equally well with personalised notification. Employers need not share details about the decision-making, but it's important they share the results according to the timeframe promised or implied. Even when the news is bad, how a company communicates it can make a significant difference in creating a positive journey, and what the candidate decides to share about their experience on social media.

What's important is ensuring applicants are regularly contacted, made to feel respected for their submission and asked for feedback. Without input, employers don't know if they are creating an army of disgruntled individuals or sympathetic supporters.

according to a recent study by careerbuilder, the consequence of a bad employer experience is dire – 42% of candidates would never seek employment at the company again whereas 56% would consider employment with the company again in the future if they left with a positive experience.

case study
candidate care portal.

In 2016 Ericsson launched their impressive Candidate Care portal to help ensure that unsuccessful candidates get the best possible experience. This portal offers to teach unsuccessful candidates skills to improve all aspects of the application process. Included are tips on how to enhance their CVs, perform better in interviews, make use of social networks and improve their job seeking skills in general. Each unsuccessful Ericsson candidate is invited to join the portal – which saw an impressive 98 percent sign up rate[1].

1   Deloitte's fifth annual Global Human Capital Trends report and survey

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innovating
recruitment

post digital age.

in the

organizations are going to have to better understand what truly matters to employees and how to deliver those things.

Elizabeth Kim
Executive Director of IDEO

applying design thinking
to improve employee experience.

In recent years, we have seen an emerging trend of HR embracing design thinking to develop memorable employee experiences.

Recognising that employee experience has a significant impact on business success, Cisco applied the same philosophy of creating memorable customer experiences to keep their own employees engaged and happy. Using design thinking approaches, they hosted a global HR hackathon inviting its workforce of 71,000 people to create innovative HR solutions to deliver a memorable employee experience.

The result? In a span of 24 hours, the Cisco Global Breakathon gave birth to 105 new HR solutions covering talent acquisition, new hire on-boarding, learning and development, team development, and leadership[1].

1   Jeanne Meister. "Cisco HR Breakathon:
    Reimagining The Employee Experience." Forbes.com 10 March 2016

deploying HR technology

to tackle macro trends.

While effective talent engagement demands a balance of digital and face-to-face interaction, we foresee that technology can actually offer a more personal experience than traditional approaches to the recruitment process.

With the rise of the digital candidate, organisations are increasingly shifting away from traditional methods of recruitment and selection, and becoming more creative in their recruitment process. Companies that use digital recruitment strategies tend to have an edge over other employers – especially if they are looking to attract the new breed of tech-savvy workforce.

Through our Randstad Innovation Fund (RIF), we screen more than 2,000 platforms a year in the rapidly evolving HR technology space for new innovations that will help organisations transform their employer brand, tackle macro trends and to engage, acquire and utilise talent more efficiently.

randstad innovation fund portfolio of companies

start to embrace a mobile and remote workforce today

Gigwalk   twago

find new ways to source, engage and assess talent effectively
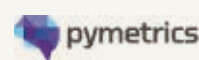
Wade &Wendy   grpeople   HackerRank

RolePoint   brazen   VONQ

monitor and predict your workforce KPI's and engagement levels real-time

crunchr   pymetrics

streamline the employee's on and off-boarding experience

Checkster   coffreo

about the randstad

employer brand research.

The Randstad Employer Brand Research is the most representative and inclusive employer brand research in the world, capturing the opinion of the general public between 18 and 65. Founded in 2000 as the Randstad Award, it was renamed the Randstad Employer Brand Research in 2017, optimizing 17 years of successful employer branding insights.

Unlike other employer branding studies, the Randstad Employer Brand Research is not based on company nominations or judging panels. It is an independently conducted research where the results are based solely on the opinions and votes of the local potential working demographic, giving a truly impartial view of the employee market and a true reflection of employer attractiveness for each of the 26 participating countries' largest employers.

160,000%
respondents
worldwide

5,495
companies
surveyed

5,141
respondents
in Singapore

methodology.

The Randstad Employer Brand Research was conducted between September to December 2016. In Singapore, 75 largest commercial organisations were selected, each with at least 1,200 employees. About 5,000 respondents participated in the Singapore research and samples were based on national demographics (age, gender and education level).

The Randstad Employer Brand Research aims to measure employees' motivations and the attractiveness of the employer brand by asking respondents the following questions:

awareness
Do you know this organisation well enough to have a perception about it?

attractiveness
Based on your perception, would you like to work for this company?

This second question determines the most attractive employers in Singapore. Respondents will then be asked to rate each of the companies on the following 10 EVP drivers – which eventually form the reasons for its attractiveness.

01 salary and benefits
02 financially healthy
03 uses latest technology
04 good reputation
05 job security
06 career progression
07 gives back to society
08 stimulating work
09 pleasant work atmosphere
10 work-life balance

Asking these questions removes the bias of some of the bigger, more well-known global brands, levelling the playing field by making it a fairer and more equitable comparison across the entire list of 75 companies.

Randstad is a global leader in the HR services industry, with Asia-Pacific operations in Singapore, Malaysia, Hong Kong, China, Australia and New Zealand.

Randstad Singapore has been leading the change in the global world of work since 1993, helping organisations recruit the best permanent and contracting talent in:
- accounting & finance
- banking & financial services
- corporate & secretarial support
- engineering • human resources
- legal
- life science
- technology
- sales, marketing & communications
- supply chain & procurement

By combining our human touch with technology-driven solutions and tools, we aim to offer both clients and candidates the best tools and solutions for increased efficiency and engagement, connecting more people to more jobs.

At year-end 2016, Randstad had 36,524 corporate employees and 4,752 branches and inhouse locations in 39 countries around the world. Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands.

To find out how we can connect your organisation with top talent to drive performance, visit www.randstad.com.sg