WINNING THE RACE FOR TALENT:
STRATEGIES TO INCREASE YOUR CANDIDATE POOL

Networking Session

December 8, 2023

WINNING THE RACE FOR TALENT:
STRATEGIES TO INCREASE YOUR CANDIDATE POOL

December 8, 2023 (Virtual)

In an era of shortages, it's important to have recruitment strategies that attract the best talent to your district. Join us and learn best practices for increasing your candidate pool.

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ABOUT

Since 2018, the Ohio Human Capital Resource Center has been the source for helping Ohio educators make decisions about finding, supporting, and elevating the people working in our districts. In classrooms, offices, and school-related areas, a variety of caring, competent, and committed adults can and do make a difference for students.

OUR SUPPORTING PARTNERS

The Ohio Department of Education and Workforce relies on these partners to deliver training and networking, create and sustain resources, and provide the necessary supports for creating robust district- and school-level human capital management systems in our state:

At Experience Management Institute, we help organizations build more human workplaces. We are a woman-owned social enterprise with extensive experience in organization strategy, human-centered experience management design, people management, instructional design, and process improvement.

Established in 1946, with headquarters in Arlington, Virginia, the American Institutes for Research® (AIR®) is a nonpartisan, not-for-profit organization that conducts behavioral and social science research and delivers technical assistance to solve some of the most urgent challenges in the U.S. and around the world. We advance evidence in the areas of education, health, the workforce, human services, and international development to create a better, more equitable world.

OHIOHCRC.ORG

Watch for updates to the HCRC website in 2024. We will be delivering a new look and feel with these features:

- Mobile- and tablet-friendly use
- A library of resources that you can sort and filter
- More lessons from the field
- New blog posts and video
- Updated checklists, toolkits, and other resources to support HC leaders

STEPHEN FUJII

Vice President

Experience Management Institute

- Former Army Officer
- 20+ year educator. Held roles from MS teacher and IS to MS Principal, HS Principal, Curriculum Supervisor, Assistant Superintendent and Superintendent
- 7 years consulting with districts and government agencies on continuous improvement and strategy

TAYLOR TAMANG

Strategic HR Partner

Experience Management Institute

- Masters of HR
- 2+ years of experience supporting clients with HR Services, Compensation Studies, and Social Media Recruiting

THE DINNER PARTY

What do you think about when planning a family gathering or dinner party?
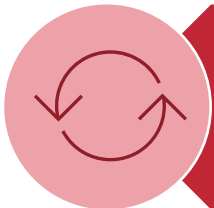
OUR DINNER PARTY APPROACH

Who are we inviting?

What will they see when they arrive?

What food are we serving?

How can I ensure they want to come back again?

APPROACHING RECRUITMENT THE SAME WAY

Who are we inviting?

Who are we looking for?

What will they see when they arrive?

What will they see as they begin to consider us?

What food are we serving?

What information are we giving them?

How can I ensure they want to come back again?

How can I ensure they apply (and accept?)

STRATEGIES FOR INCREASING CANDIDATE POOL

The goal is to increase the number of *candidates*—those that meet actual qualifications — not just applicants.

Our strategies:

1. Identify ideal candidates (& target them!)
2. Ensure your "public face" is right for recruiting
3. Provide the right information to candidates
4. Ensure a positive experience that results in employment

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IDENTIFYING YOUR "GUESTS"

BUILDING AN IDEAL CANDIDATE PROFILE

Define your ideal candidate:

- Which knowledge, skills, or abilities are required to do this job?

- What should the candidate possess now vs. what can be taught?

- What other industries or organizations might a candidate be from?

- What career stage am I looking for (early, mid, late)?

- What challenges might the role encounter?

- What responsibilities does the role have?

- What "special" requirements are needed for the role (licenses, certifications, training)?

Sources:
- Job Description
- Current employees and/or high performers
- Current managers/leaders

TARGETING IDEAL CANDIDATES

Once you know who you're looking for, you're better able to find them!

Consider looking outside of typical sources and turn to:

- Social Media
- Radio
- Billboards
- Mailings
- Current employee personal networks

SOURCING ON SOCIAL MEDIA

The What:

Using social media as a tool to source candidates can increase your candidate pool.

The Why:

In the U.S. over 70% of adults use social media.

Almost 50% of Gen-Z and Millennial workers have applied for a job on social media.

The How:

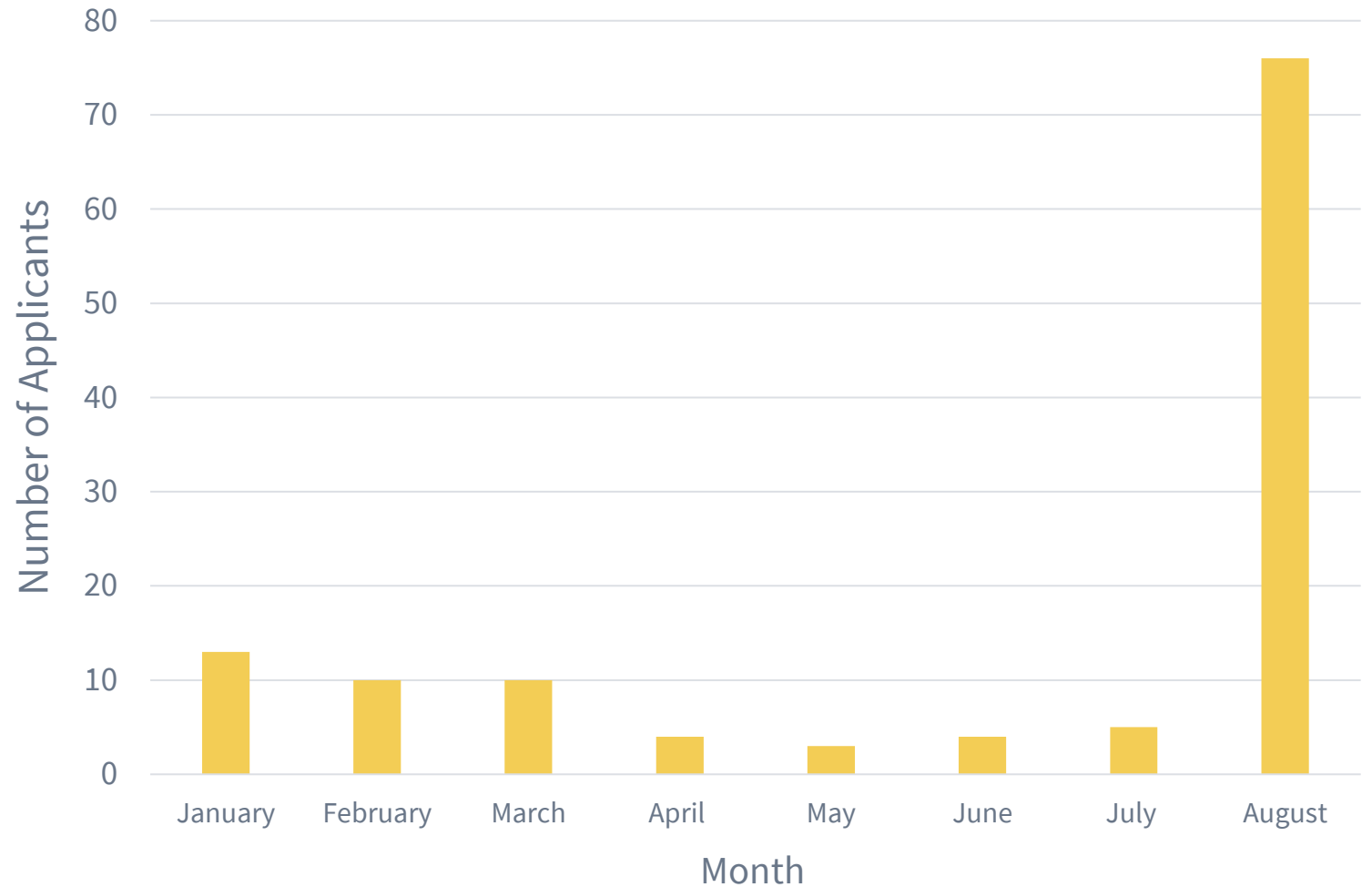Regular posting of videos, images, and other content on social media helps districts to reach a broader audience.

Source: Pew Research Center

REAL WORLD EXAMPLE: SOCIAL MEDIA RECRUITING

One of our clients received an average number of ~7 applicants from social media per month in 2022.

With a renewed social media strategy, emphasis on regular engagement and showcasing their employer brand, the district received **76 applicants** from social media in August 2022 alone.

Number of Applicants from Social Media By Month in 2022

Number of Applicants (y-axis) vs Month (x-axis)

Month	Number of Applicants
January	13
February	10
March	10
April	4
May	3
June	4
July	5
August	76

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MEET CANDIDATES WHERE THEY ARE

Platform	Audience	Positions
Twitter	Early- and Mid-Career	Teachers, Administrators, Professional positions
Instagram	Younger, Diverse	Pipeline, Substitutes, Teachers
Facebook	Older, Community-Focused	Substitutes, Bus Drivers, Part-time
LinkedIn	Professional positions, degree holders, experienced or seasoned professionals, active job seekers	Professional positions, Administrators

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PERFECTING YOUR "CURB APPEAL"

THE BIG 3: WHAT CANDIDATES WANT TO KNOW

1. About the position

2. About the organization

3. What's in it for them

This is information people will get **without talking to you**. Think of this as your curb appeal. Put this information front and center!

YOUR DIGITAL "FACE"

THE "MEAL" YOU SERVE

THE APPLICATION PHASE

You've made it to the point that the candidate is ready to apply! Your job isn't done… what information are they getting on the "final frontier"?

More opportunities to win talent:
- Job posting (or job description)
- The application itself

JOB POSTINGS OVERVIEW

Job Posting: Ad employers use to share that they are seeking to hire someone to fill a role

What should postings include?

- Summary of the position tasks
- Information on the organization
- Minimum requirements (education, years of experience, licensure, etc.)
- Required documentation
- Physical and/or mental requirements
- Compensation, hours, benefits information
- How to apply!

JOB POSTINGS

Best practices:

1. Only post for jobs you're actually hiring for
2. Use inclusive language
3. Share clear, concise information (that candidates actually want to know)
4. Post salary information
5. Carefully differentiate between minimum and preferred qualifications.

MINIMUM VS. PREFERRED REQUIREMENTS

- Minimum qualifications are those that an applicant <u>must</u> possess in order to be considered a candidate for the position.
  - Can include:
    - Degree requirements
    - Years of service
    - Certifications
    - Experience
- Preferred qualifications are those that are "good to have" but are not required for consideration for the open position.
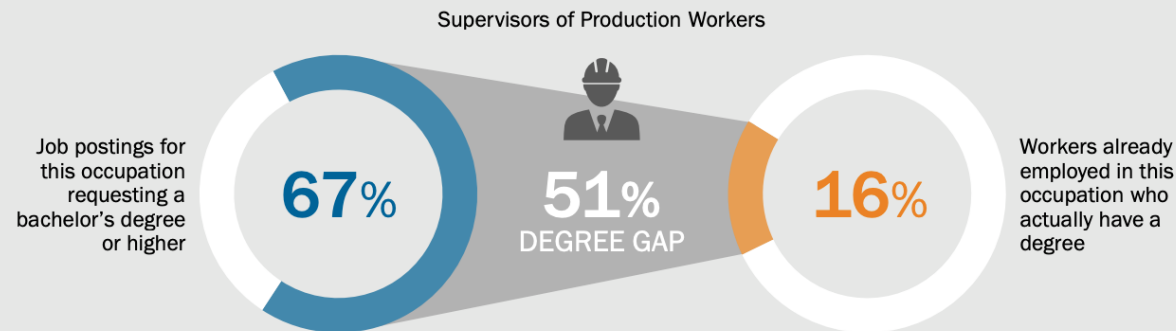
BE MINDFUL OF DEGREE INFLATION

- "Degree inflation" refers to the rising demand for four-year degrees for jobs that had not historically required one.

  - Postings for many middle-skills jobs (those that require employees with more than a high school diploma but less than a college degree) now demand a college degree as a minimum education requirement.

  - FACT: Only 1/3rd of the adult population (over the age of 25) in Ohio possess a Bachelor's degree.

FIGURE 3: DEGREE GAP: THE DIFFERENCE BETWEEN THE PERCENT OF JOB POSTINGS REQUIRING A COLLEGE DEGREE AND THE PERCENT OF INCUMBENT WORKERS WITH A COLLEGE DEGREE

In the Supervisor of Production Workers occupation, 67% of employers request a college degree in postings, but only 16% of the current workforce has a college degree. This amounts to a 51% degree gap.

Supervisors of Production Workers

Job postings for this occupation requesting a bachelor's degree or higher

67%

51%
DEGREE GAP

16%

Workers already employed in this occupation who actually have a degree

Source: Burning Glass Labor Insight 2015 Summary Table. See also Appendices 1, 2 and 3.

THE REALITY ABOUT APPLICATIONS

- 60% of job seekers quit in the middle of filling out online job applications because they're too long. The shorter the application, the more likely it will be completed!

- 86% of candidates use their smartphones to begin a job search. Ensure your application is mobile friendly. Limit the amount of information that needs to be retyped.

- Having candidates create multiple accounts to apply is another barrier to completion.

- Asking for too much information at first contact (like references) can be a deterrent!

You can improve job application experience by keeping candidates in mind.
Only ask what is truly necessary for the first interview on the application. The rest, you can ask later!

Source: SHRM
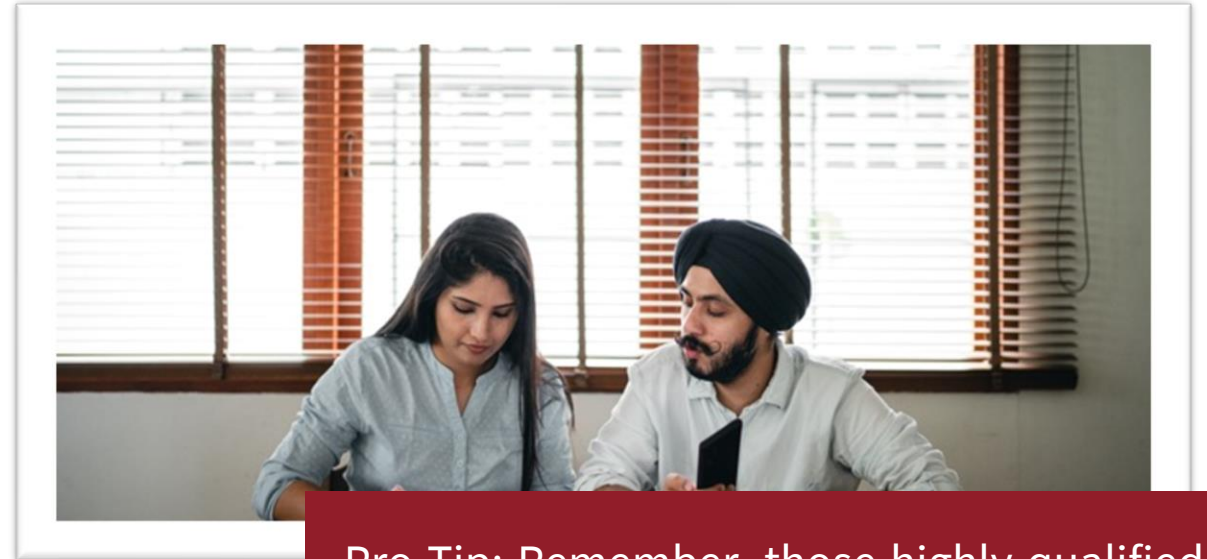
ENSURING YOUR GUESTS WILL RETURN

FOCUS ON PROVIDING AN EXCEPTIONAL EXPERIENCE

Focus on providing a good experience for candidates.

- Answer questions.
- Be hospitable.
- Be transparent.

Overall, a positive experience means that candidates are more likely to stay in the hiring process.

A negative experience can lead to candidates dropping out of the process.

Pro Tip: Remember, those highly qualified individuals that you ultimately don't select to fill your current open position could be options for other positions down the line. Remain positive and keep the door open!

AUDIT YOURSELF: THINK LIKE A CANDIDATE

Using the handout shared in the chat, complete an audit of your current recruitment practices on your own in breakout rooms.

Once you have completed the audit, discuss your answers to the discussion questions with the other members of your breakout room.

You will have 20 minutes in your breakout room. Once we return to the larger group, we will discuss takeaways.

WRAP UP

KEYS TO INCREASING YOUR CANDIDATE POOL

❑ Know who you're looking for and target them

❑ Expand your sourcing horizons (including social media!)

❑ Allow current employees to make referrals

❑ Provide relevant information to candidates

❑ Evaluate/improve your curb appeal

❑ Share widely what's in it for the candidates

❑ Keep applications short and mobile friendly

❑ Keep the door open for highly qualified candidates that you don't select

❑ Provide an exceptional experience

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THANK YOU!