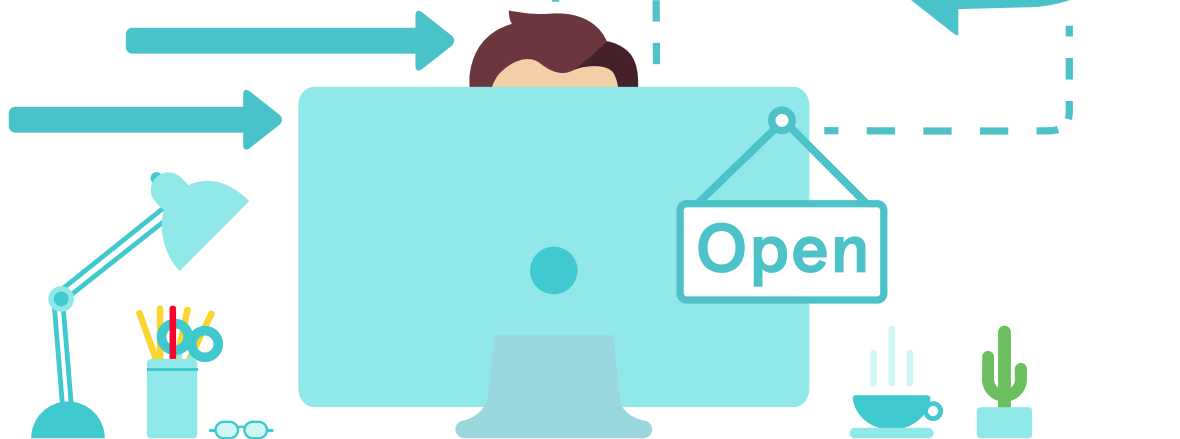


Your Next Hire Is Already Employed

A guide to attracting
open Talent



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Chapter 1



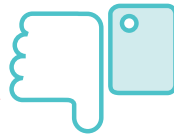
Active

vs



Passive

Talent



What is a passive candidate?

Traditionally, a passive candidate was one who is currently employed but open to new opportunities, while an active candidate was generally unemployed and rigorously seeking a new position.

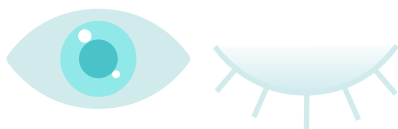
In this evolved jobs market these definitions are simplistic and outdated. Being open to new opportunities and experiences does not equate to being passive but rather opportunistic, receptive and open! With that in mind we'll be discussing three typical categories of modern candidate.

Active:



Someone who is actively looking for a job. Making large efforts to seek out and apply for roles. They may be unemployed, working out their notice or unhappy in a role.

Open:



Employed but opportunistic! Not actively applying for jobs but interested in ways to grow. These candidates are receptive to offers but will need some coaxing to make the move to a new role.

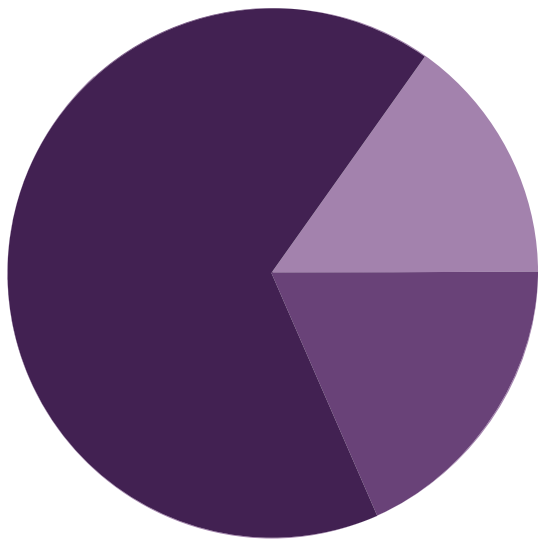
Closed:



Satisfied with current position or too far gone to consider a change. These candidates are static. They are not seeking new opportunities nor are

they interested in hearing about them. This candidate is becoming increasingly rare and makes up the smallest part of the workforce.

The breakdown:



16% closed candidates -
not interested in new
opportunities

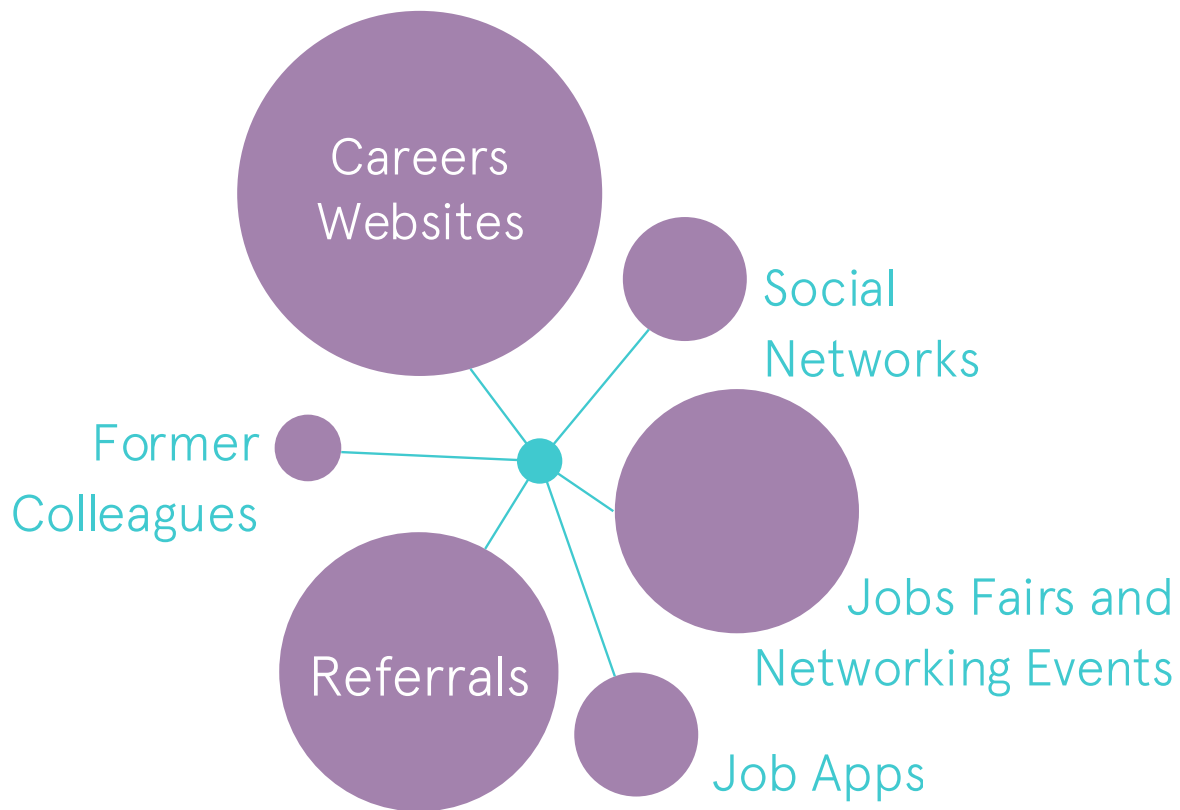
66% open candidates -
comfortably employed but
open to new opportunities

18% actively searching for
new opportunities



25-34 year olds
are the most likely
age group to search
job listings everyday.

Job search methods by popularity:



Why do we prefer open candidates?

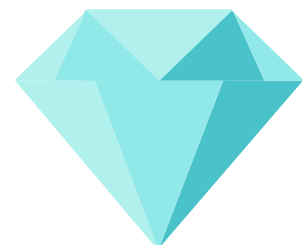
Majority rules

Open candidates make up the majority of the workforce therefore it stands to reason that the highest performing candidates will fall under this category.



Experience

They have a proven track record of working in a similar environment. They are more likely to be up-to-date with industry developments and



have an overall better feel for the role. They are an asset to their current employer so should be an asset to you!

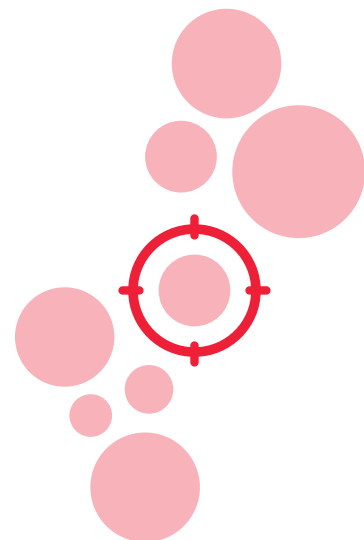
Honesty

Because they are already employed, they are more likely to be honest in their self-promotion. They don't need a new job and so have less to gain by embellishing their experience or skills.



Selectivity

An active candidate is likely to have applied for a large number of roles, some of which may only be loosely related to their field. An open candidate however, is more selective and will only be interested in roles they feel are a better fit than their current one. They are not looking for a job, they're looking for **the** job! This means three things:



1: They will have a good understanding of your mission.



2: There will be less competition from similar companies where the candidate has also applied.



3: They are more likely to be sufficiently qualified for the role.

Skills shortage

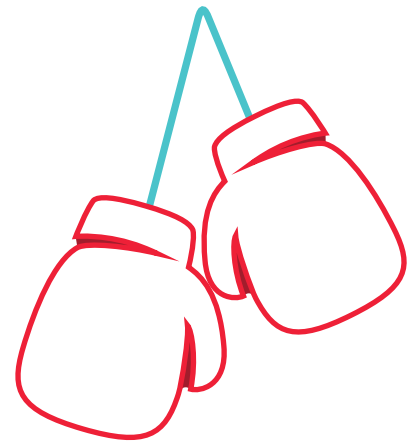
Certain positions require such a specialised or sought after set of skills that it is unlikely they will be found in an active candidate.

Talent shortages in particular industries are also a contributing factor. We've seen this with developers and chefs across the UK, the more in-demand the skill set the more likely it is the candidates are already employed.



Competition

Because open candidates are generally good performers, if you are successful in recruiting them they will be adding value to your Company while simultaneously devaluing the Company from which they are moving. (Most likely a competitor.)



Has this always been the case?

Hiring open candidates is hardly a new phenomenon, for decades we've seen headhunting in industries such as law and finance. However, there are a number of factors that have lead to increased recruiting of open candidates:

Tech

Improved technological advances mean more transparency on the jobs market. We can search for people, see their profiles on social media and get an idea of their experience and personality before we even meet them.

Events

Networking sites and events have enhanced the culture of shared information and legitimised building contacts outside the interests of your current job. As younger generations become more intolerant of phony advertising, more companies are opting to invest in events over traditional advertising in an attempt to reach these audiences more organically. This adds to the networking culture which is a great tool for reaching open Talent.

Global reach

The world is becoming a smaller place. More companies than ever have a displaced workforce, with employees working virtually from every corner of the globe. The ability to work remotely combined with people's readiness to travel within the job means that distance is becoming less of an obstacle in business and in life. Therefore more opportunities overseas become a factor in wooing open Talent.

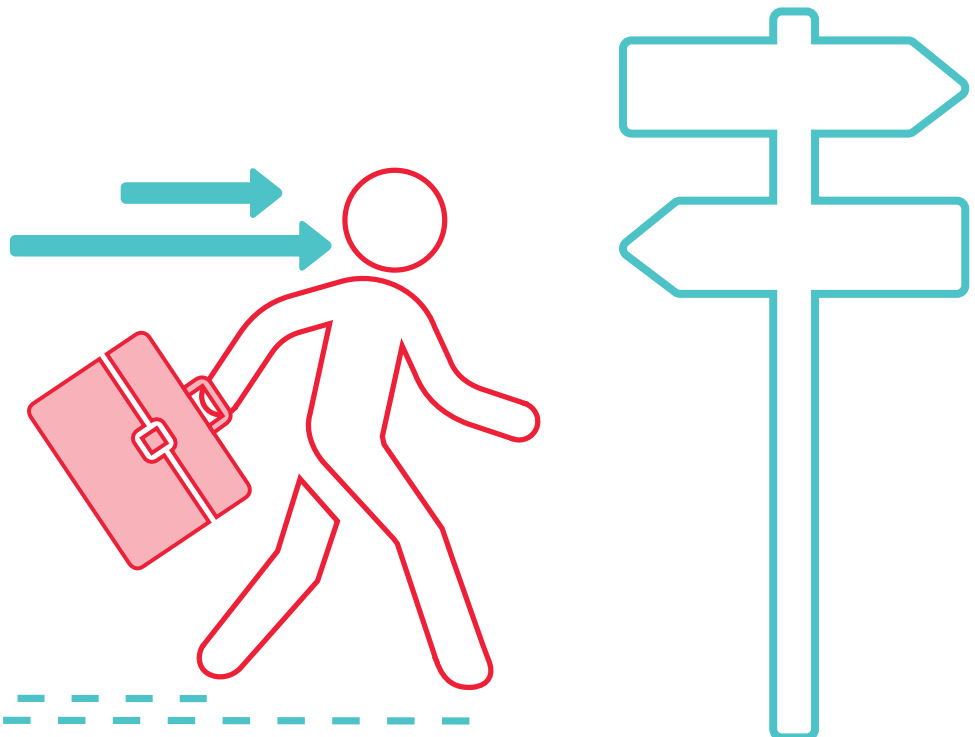


Why is it important?

The rise in the number of open candidates is important because it indicates an evolution of how we think about work and what it means to be employed. Priorities have changed. People are no longer motivated by money alone, they want more from their jobs and careers. Feeling valued and being challenged and motivated are all important factors.

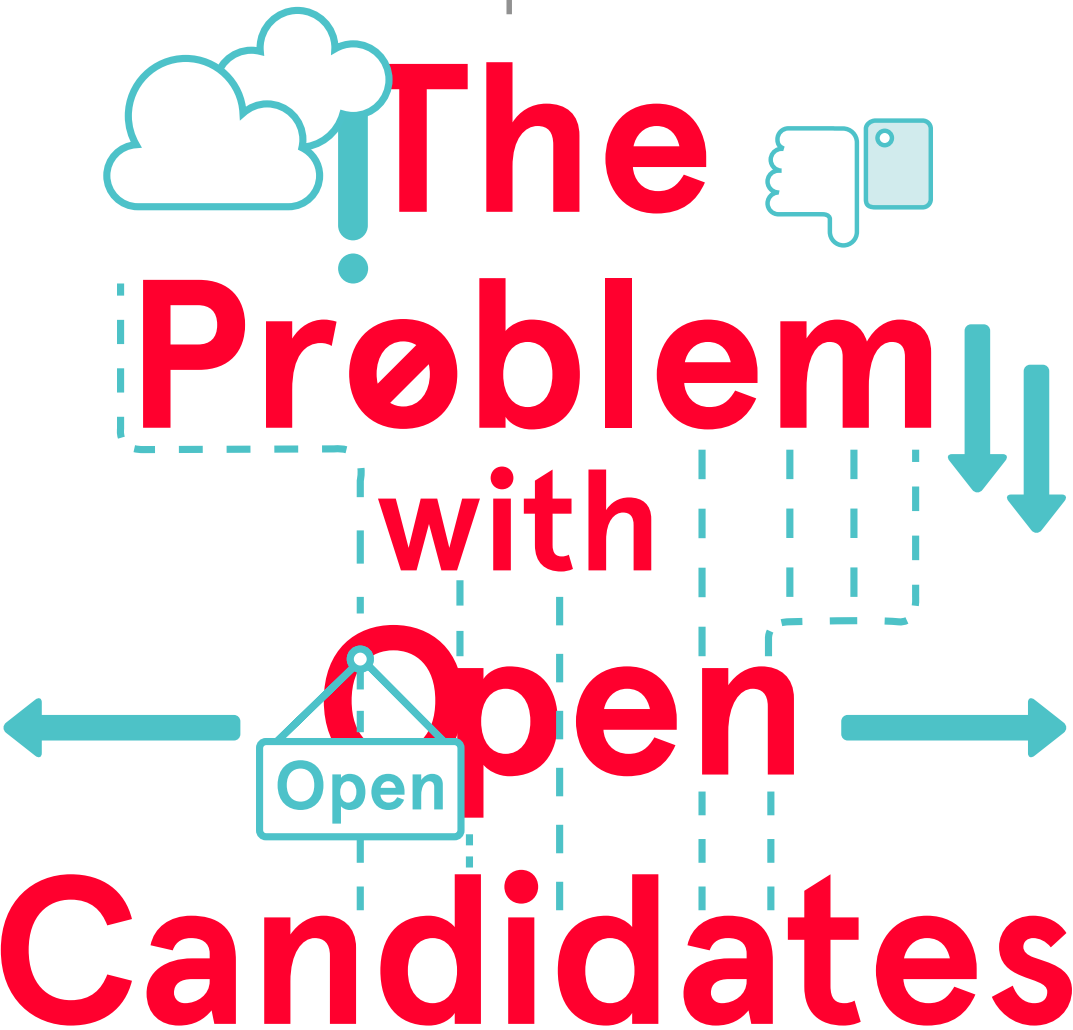
Studies show that almost one third of people say feeling undervalued would motivate them to leave their job.

Employees are less afraid of leaving a job and more afraid of being stuck in one where they are unhappy. Longevity in a role no longer constitutes success.



Chapter 2

The Problem with Open Candidates

A decorative graphic featuring a thought bubble icon to the left of the word 'The', a speech bubble icon to the right of 'The', two downward-pointing arrows to the right of 'Problem', a leftward-pointing arrow to the left of 'Open', a rightward-pointing arrow to the right of 'Open', and a small sign with the word 'Open' hanging from the letter 'O' in 'Open'. Dashed lines connect the word 'Problem' to the word 'Open'.

What are the challenges?

Identification

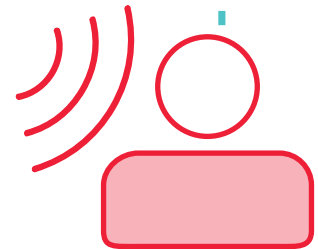
Finding highly effective open Talent is no mean feat. It takes careful targeting and research to track down a prospective candidate who is both suited to the role and willing to consider it.

Connection

You may have identified your strong open candidates but now you need to connect with them in a meaningful way. That initial contact is crucial to pique their interest. You need to pick an effective method and time that fits with their current work environment.

Reluctance

As open candidates are under no real pressure to take a new position they will need more convincing to take the leap. Before they leave the security of their current role, they need to know what they're in for. Who will they be working with? Will they be a good fit? Who will they be answerable to? Who will be answerable to them?



Reputation

Consider your reputation among your competitors and peers when reaching out to open candidates. In certain industries, such as tech or startups, it can be detrimental to jeopardise your place in the community by aggressively pursuing candidates. Will being labelled a poacher impact your working relationships within the working community?

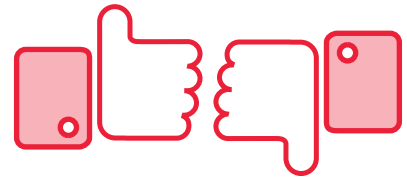
Credibility

You need to establish a relationship with candidates and build a reputation of being credible and reliable. They need to trust you and believe in what you're offering if they are going to make the move. Bear in mind - established brands have more of a draw.

What's the solution?

Be direct

First and foremost: If you want to attract top open Talent, be straightforward about what you want from them. Ambiguity surrounding job title, job spec and salary will only discourage candidates, open or otherwise, from applying to your role.



Think of the candidate's journey

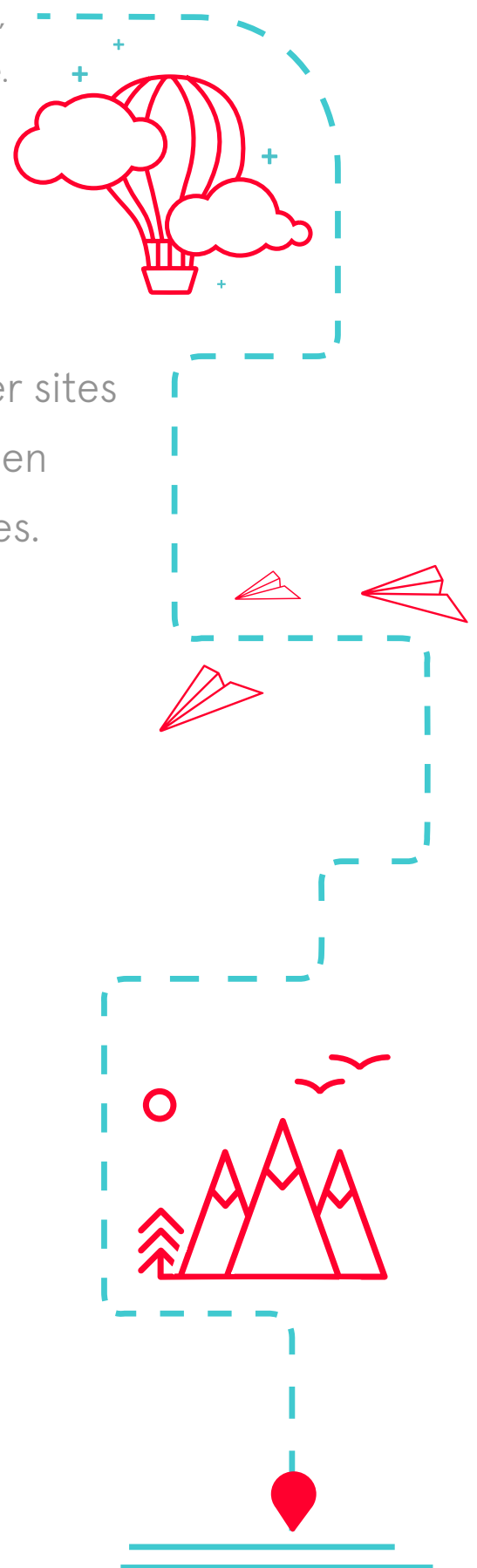
If open candidates are to be converted to hires, you need to ensure that you're easily accessible. Over 90% of candidates won't complete an application if the process is not mobile optimised or takes more than 2 steps.

Our research shows that career sites are the most used medium when searching for new opportunities.

Ensure yours has a responsive design to work with a range of devices and has advanced search capabilities.

Offer an immersive induction

Open candidates want to know that they'll be valued and supported, not just after the initial move but as they settle into their role too. Show them the short term, mid term and long term scope of their job, to help them understand how they can grow in your organisation over time. Commit to their training and development needs.



Anticipate future needs

Building relationships with open Talent should start long before you have a job vacancy.

Attracting candidates is about anticipating future needs not reacting to current ones. Networking events, as mentioned in [Chapter 1](#), are a great way to do this.

Be discreet

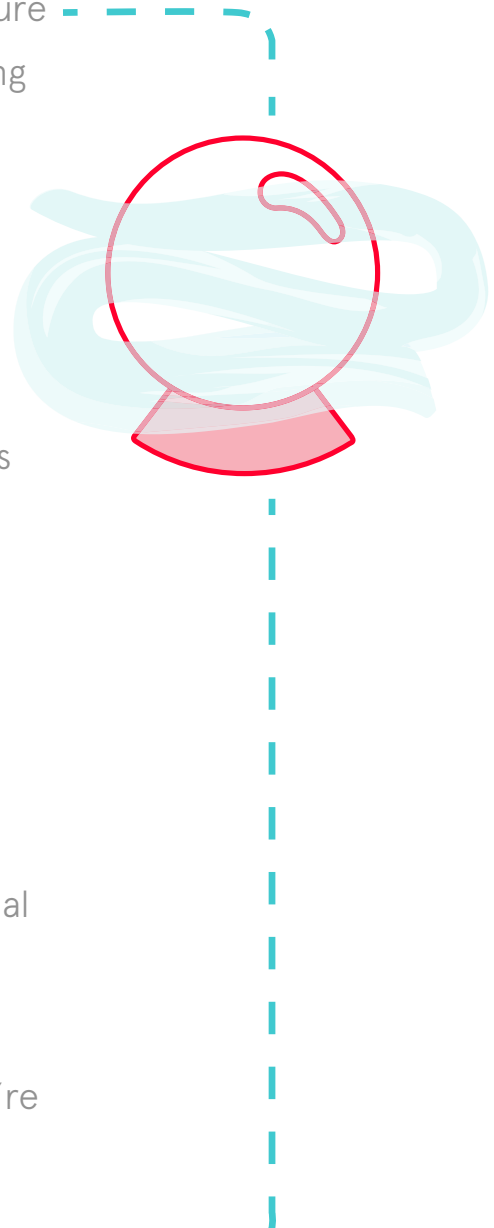
Keep your relationship with candidates confidential. Be considerate of the restrictions they'll face as part of their employment and do your best to work around it .i.e. Offer late evening interviews, accept older employment references, etc.

Be social

Regardless of the size of your Company, a social presence can go a long way in building brand recognition. Utilise these channels to educate open candidates on who you are and why you're great.

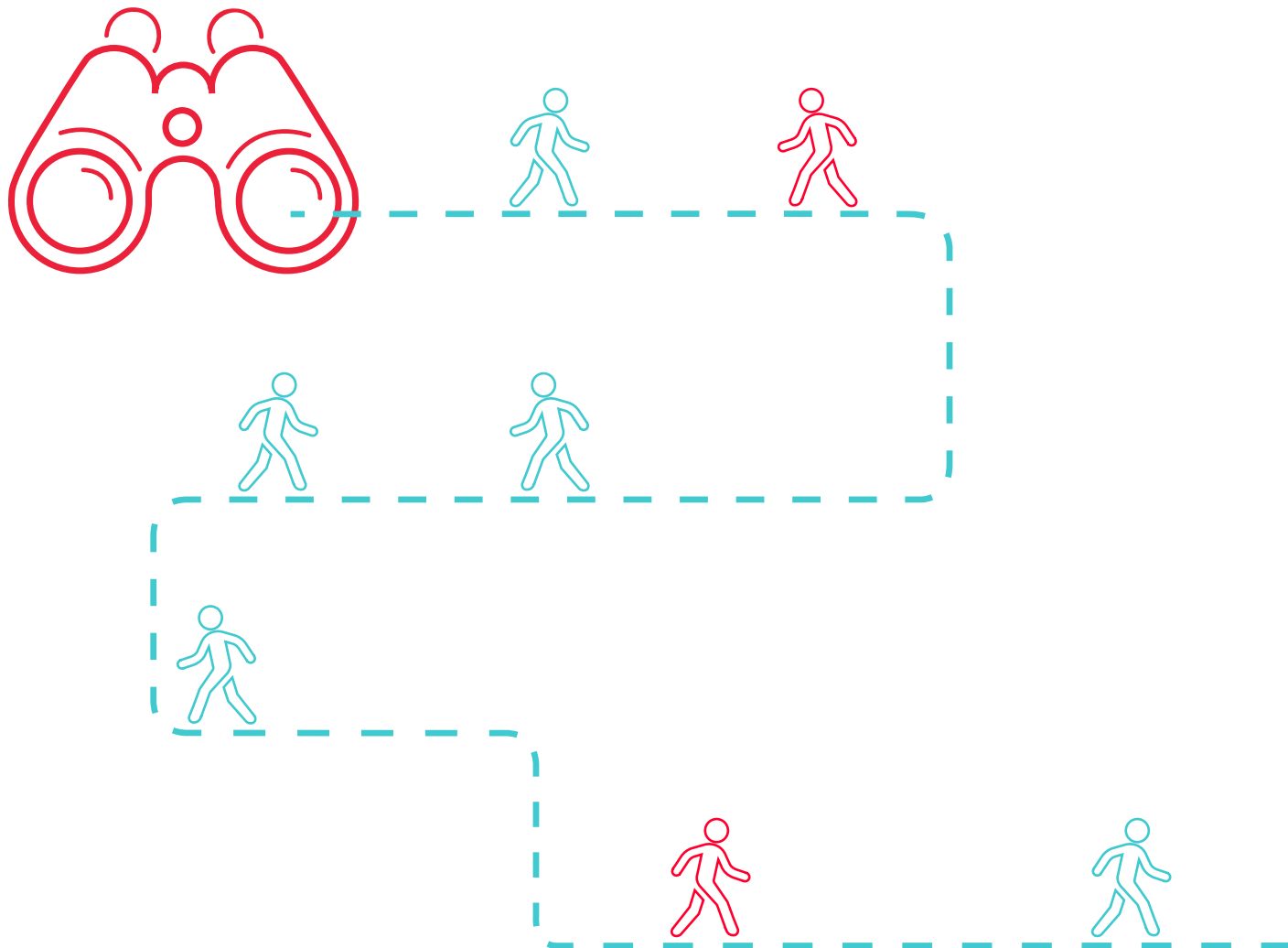
Communicate with content

Content is the not only the best marketing strategy but the best hiring strategy too.



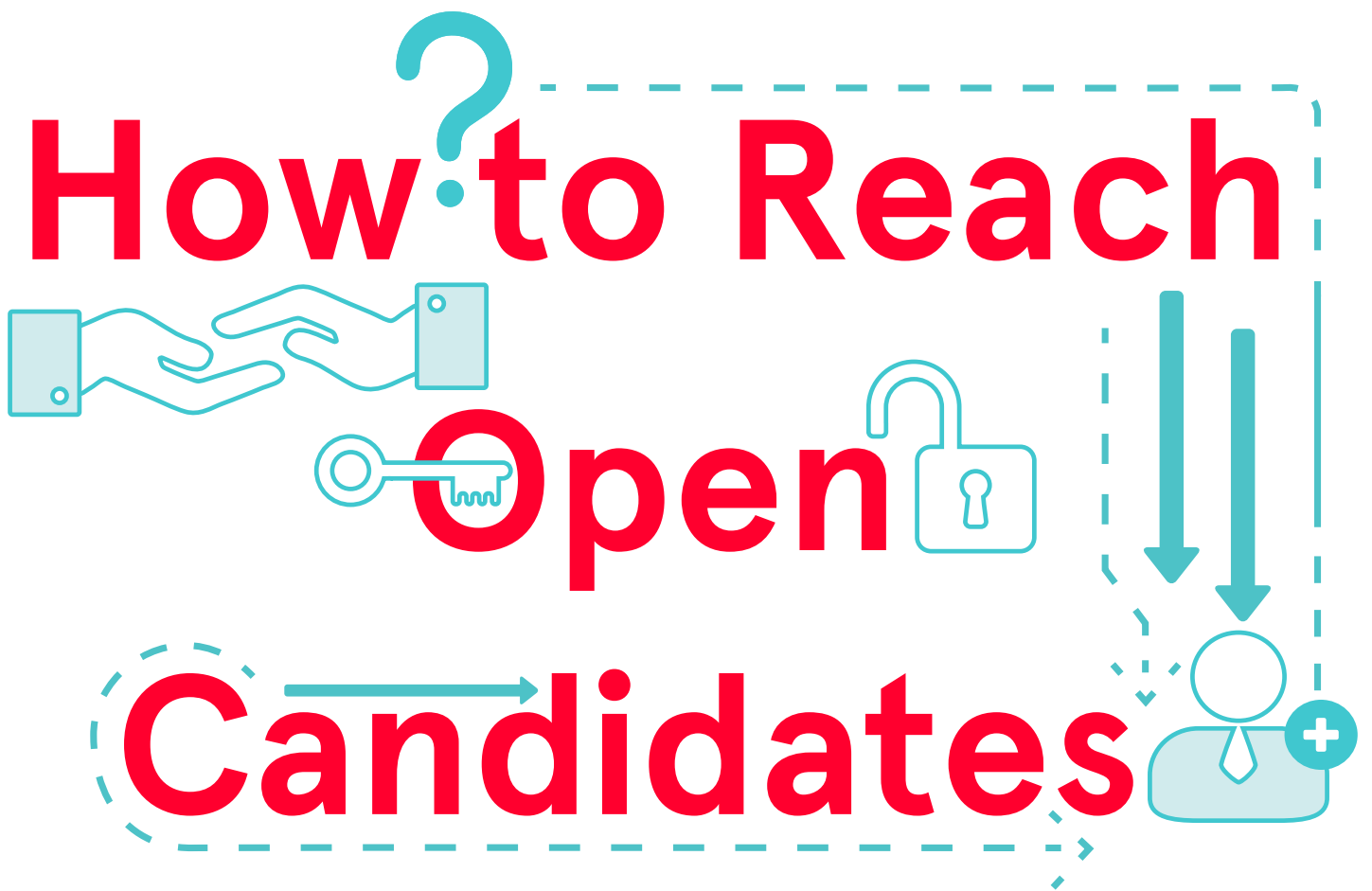
Share content that adds value and showcases who you are as a brand.

Keeping track of who engages with it, will help in identifying the most relevant open Talent for your Company.



Chapter 3

How? to Reach Open Candidates

The title 'How? to Reach Open Candidates' is rendered in large, bold, red letters. A large teal question mark is positioned above the 'How?'. The word 'Open' is flanked by a teal key icon on the left and a teal padlock icon on the right. The word 'Candidates' is enclosed in a dashed teal border, with a teal arrow pointing from the left towards it. To the right of 'Candidates' is a teal icon of a person with a plus sign, and two large teal arrows point downwards towards it. The entire graphic is set against a light teal background.

A Q&A with **Ruth Penfold**
Director of Talent Aquisition at Shazam

Q: What are the best ways to spark the interest of open candidates?

By working out who you really are as a business and letting that permeate everything you do. Your vibe really will attract your tribe. The key is to make sure that people have enough access to that kind of information and that can be the challenge!



Make sure you have a clear focus on your employer brand at all times.

What platforms are you using online to promote your Company, free or otherwise? Which events are you exhibiting at? Which are you sponsoring? Which are you hosting? Find out where the candidates you are looking for 'live' both online and in real life.



People feel authenticity instinctively – whether you meet them online or in person, so make sure that the version of you that you show to the world is the real one.

Q: How do you initiate contact with open candidates?

By approaching people as human beings first and foremost. One size does not fit all. Be versatile. Be aware that not all interactions work for everyone. Some people like to speak on the phone, some like to meet, some like to send messages, some like to email. Be prepared to adopt the style of your approach and interaction for different audiences by being mindful of their responses when you approach them. Reading emotional intelligence effectively will mean that you are able to find a style that works for all parties.

Q: What are the important things to consider when interviewing open candidates?

If you are interested in someone professionally, don't be afraid to reach out to them and ask them to meet or connect online. It's hugely flattering to have someone be interested in your expertise and what you do - most people will be responsive when you ask them. The worst thing that would happen is they say no but there is an even bigger chance that they will say yes.

Once contact has been made, keep it as real as possible. Tell them some of the cool projects that are in the pipeline but be open about the challenges also.



I find the challenges can often be the things that spark the most interest, so don't be afraid to share them. A smart person will see the opportunity in being able to fix them.

Be mindful though that this candidate is 'open', therefore you need to really start to offer them the role from the very first contact – that is to start to work out what's important to them and what makes them tick – if those things match with your organisation, give them ample opportunity to discover those things about your business.

Q: How important are team referrals?

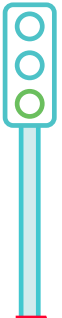
HUGE but they shouldn't be focused on to the exclusion of everything else either. That said:



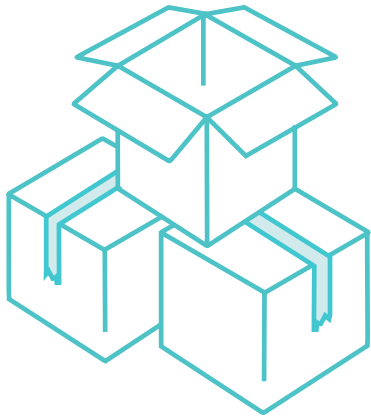
The people that understand your culture best are the people within your teams. They are also your best advertisement, it all comes back to humans!

Don't be afraid to encourage your team to see themselves as brand advocates - the entire organisation should be an extension of the recruitment team. Hiring great people is great for the whole organisation and to do it right, you need the whole teams' investment to make it happen.

Chapter 4



Making Them



Move



Now that you've got their attention, what can you do to seal the deal? Our research shows that there are a number of motivations that help propel an open candidate to make the move.

Resist the hard sell

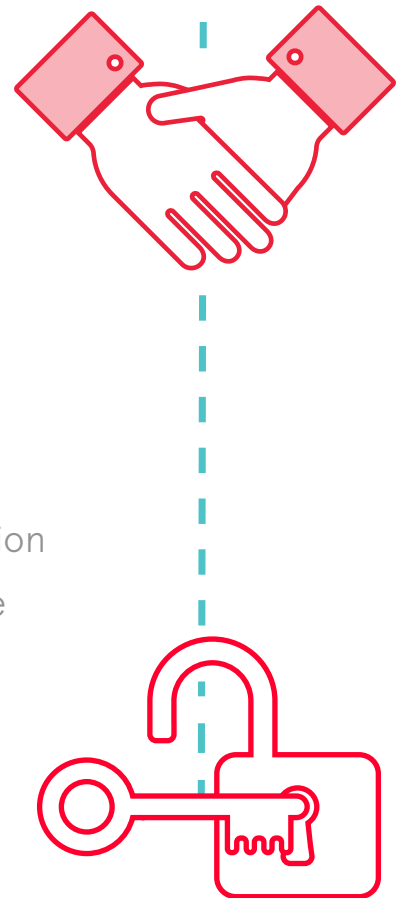
As mentioned in [Chapter 2](#), building relationships with open candidates requires an investment of time. They need wooing so avoid trying to close them straight away and instead educate them on your Company and team.

Personalised communication

Engage and convert open candidates with the personal approach. You need to communicate with open Talent in a way that shows them how much you recognise their potential. A catch-all email offering a "great opportunity" will not cut it! Reference specific experience or attributes you feel will make them an asset to the team.

Transparency

The value of having open and honest communication cannot be overstated. Build trust with prospective Talent by being as transparent as possible. Invite questions and feedback. Show you're capable of listening. Candidates want to know where they (and their role) will fit within the organisation.



Surveys show that two out of three 18-24 year olds believe open and honest communication is the most important determinant of an employer's success.

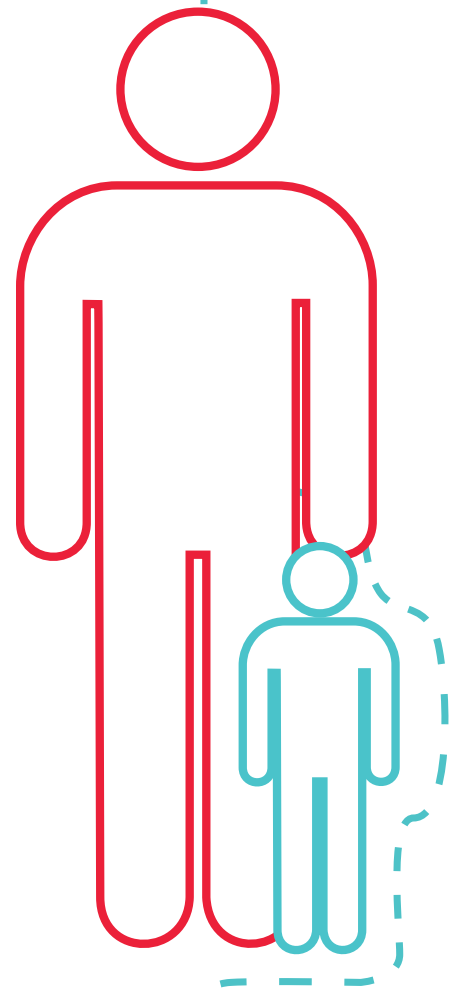
Feeling undervalued

Almost one third of 45-54 year olds said that feeling undervalued was the biggest motivator to leave their job. Does your Company offer regular feedback and appraisal? Do you have a strong incentive and reward scheme?

Culture

A cultural fit is a huge factor in determining the suitability of a role or workplace. Our studies show that:

The kind of culture best for retaining employees is 'Team-First Culture,' where the company prioritises employees' happiness by methods such as frequent team outings, meaningful feedback and flexibility to accommodate employees' family lives.



The more top-down, 'Elite Culture', one where companies encourage innovative and competitive candidates was the least likely to retain employees, according to our survey.

Education

Open Talent can often be wooed by the opportunity to further their education or develop their skill set. Generally these candidates are ambitious and looking for fulfillment outside the monetary. The option to progress and grow within their role might be just what they are looking for in a new position.

Flexibility

As technology continues to evolve, employees are moving away from the 9-5 desk mindset and want the option to dictate their own hours and work remotely.

Our studies show that 40% of people say flexibility around working hours would convince them to stay in their jobs.

With younger generations this is even more prevalent. We can already see Gen Z, the generation following Millennials, look to pursue a number of projects and

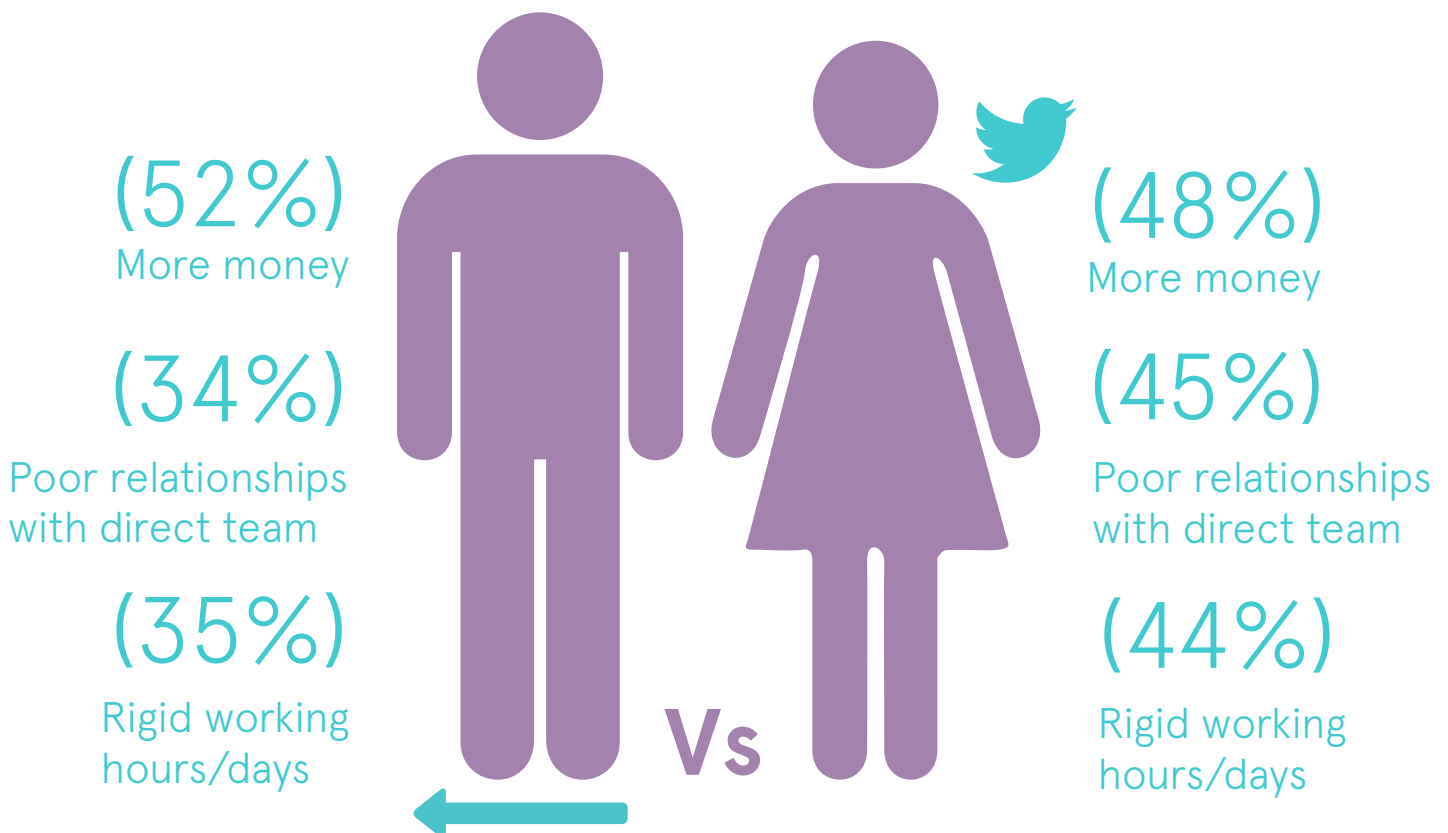


roles at the same time. As such we'll see a rise in a more task oriented working day rather than hours. Getting ahead of the curve with such procedures will prove a draw for innovative open Talent.

Invest in workspaces

As attitudes to work evolve, so too will methods of work. We can expect more emphasis on workspaces that allow for collaborative group work but also secluded solo work.

Top motivators for leaving a job:



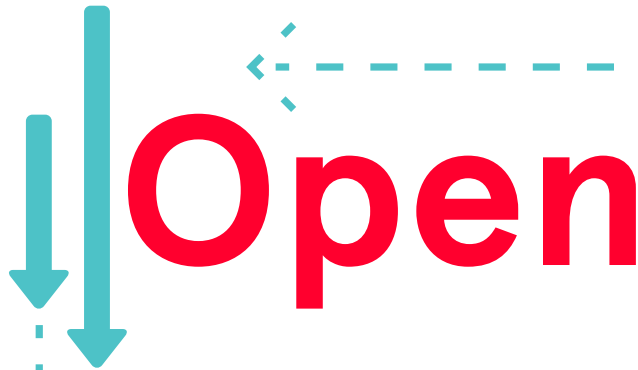
Men are more likely than women to reach out to a previous employer for a new opportunity, while women are more likely to explore new opportunities on social networks.

Research conducted in collaboration with PR Stature.

Chapter 5



Retaining



Open



Talent

The Everlasting Job Hoppers

Contributor: **Dee Murphy**

Organisational Psychologist and
Expert in Residence at Jobbio

Now you have them, how do you keep them?

The biggest risk with hiring open Talent, is that they're going to be terminal Job Hoppers, prone to itchy feet and always 'needing a change'. The fears aren't completely unfounded - the jobs market has taken dramatic twists and turns over the past decade.

The reality is that people don't have the same loyalty to businesses anymore.



Employees see themselves as the commodity and the brand they're interested in building is their own.

The average job lifecycle of a Millennial is 2-3 years, after which they up sticks and leave for pastures new.

Most people are looking to climb the career ladder and will be drawn towards opportunities that offer a sense of promotion - and by this I mean figuratively, not financially. A bump in salary may ignite interest, but people who are good at what they do are usually well paid. Offering people a seat at the leadership table will prove an excellent bargaining tool. Enabling them to oversee operations in their specialist area, to manage a team of people (however small) and to feel they're really adding value as an expert in their field is one of the most powerful

draws that can set you apart from the rest.

Similarly, don't think you can lure Talent in with superficial perks. Yes, everyone enjoys the bells and whistles of free lunches, Company swag and the (mostly unused) games' rooms, zen areas and sleeping pods; so if you've got them - make sure you flaunt them. But be warned: these add-ons won't fool people into thinking they automatically equate to 'good' culture.

Flat structure

Our studies show that 'top down' management styles aren't appealing - employees want regular, direct and informal access to everyone in the organisation, regardless of title. Weekly catch ups with long term management, whole team open forum meetings and lunch with the founder or CEO on a work anniversary or birthday - these efforts go a long way to helping employees feel valued. They need to feel a sense of camaraderie with those at the top of the food chain and the chance to feel part of the decision process.

Freedom of expression and implementation of feedback

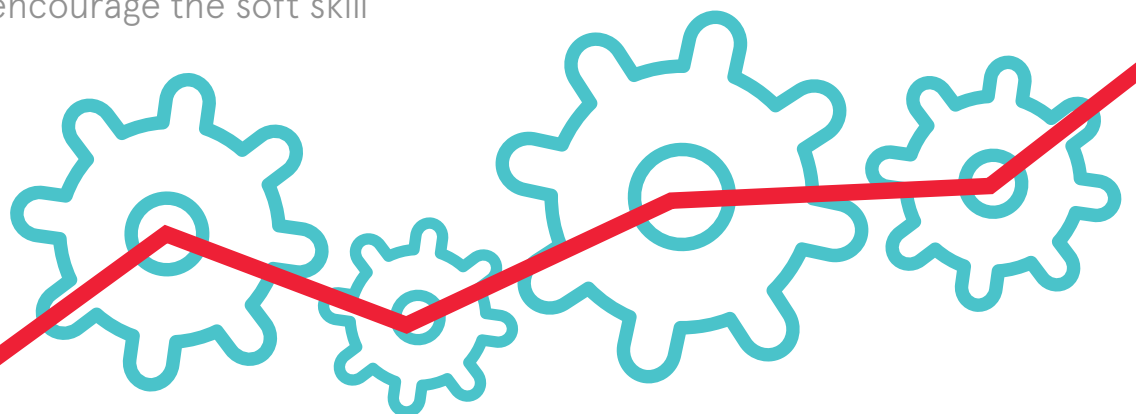
An organisation that encourages lateral thinking and allows its employees to take risks and make mistakes without fear of retribution is a big win.

If someone feels an improvement could be made to a product, service or office policy they want to be encouraged to voice their concern, they want it taken seriously and they want to see change implemented quickly.

Too much red tape is frustrating and unless you can offer a solid counter argument as to why their idea isn't an excellent one, employees expect to see results.

Manager development

It's equally important that senior staff are continuously developing. Often thrust into positions of power because they've been around the longest but with little or no people management skills, a manager who doesn't understand how their underlings tick is the most common reason for Talent turnover. It's key that organisations encourage the soft skill development of those in leadership roles.



Technical experience doesn't automatically equate to leadership ability.

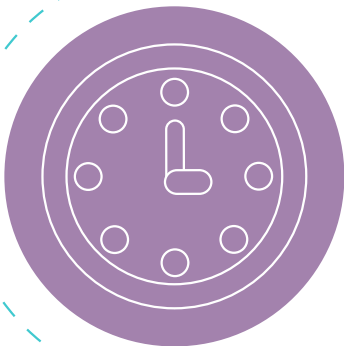
The chances are, the longer someone has been in the Company, the more they're going to need the help.

Global citizenship

Most Millennials and Gen Zs care as much about giving as they do about getting, sometimes even more so. They care about local and international communities and embrace the opportunity to contribute to making the world a better place. If their day-to-day job serves a purpose for the greater good, excellent – but there are other ways to help them feel as though they're giving back. Volunteering programmes, paid time off to help with community projects, charity trips abroad and creative in-house fundraising efforts for a worthy cause, are all initiatives that will go a long way to increasing employee satisfaction.



Munificent operational norms such as flexible working schedules, unlimited time off policies, pet friendly offices, generous (and gender neutral) parental leave and competitive salaries are also marks of excellence when it comes to creating a culture of trust, respect and acknowledgment for work-life balance. So, pack up your ping pong table and tone down your primary colours. Nurturing people from the inside out is the true recipe for retaining open Talent.



The top motivators that would make respondents likely to stay at a job are: Flexible working hours (39%) good relationships with colleagues (35%) and good relationships with management (31%).

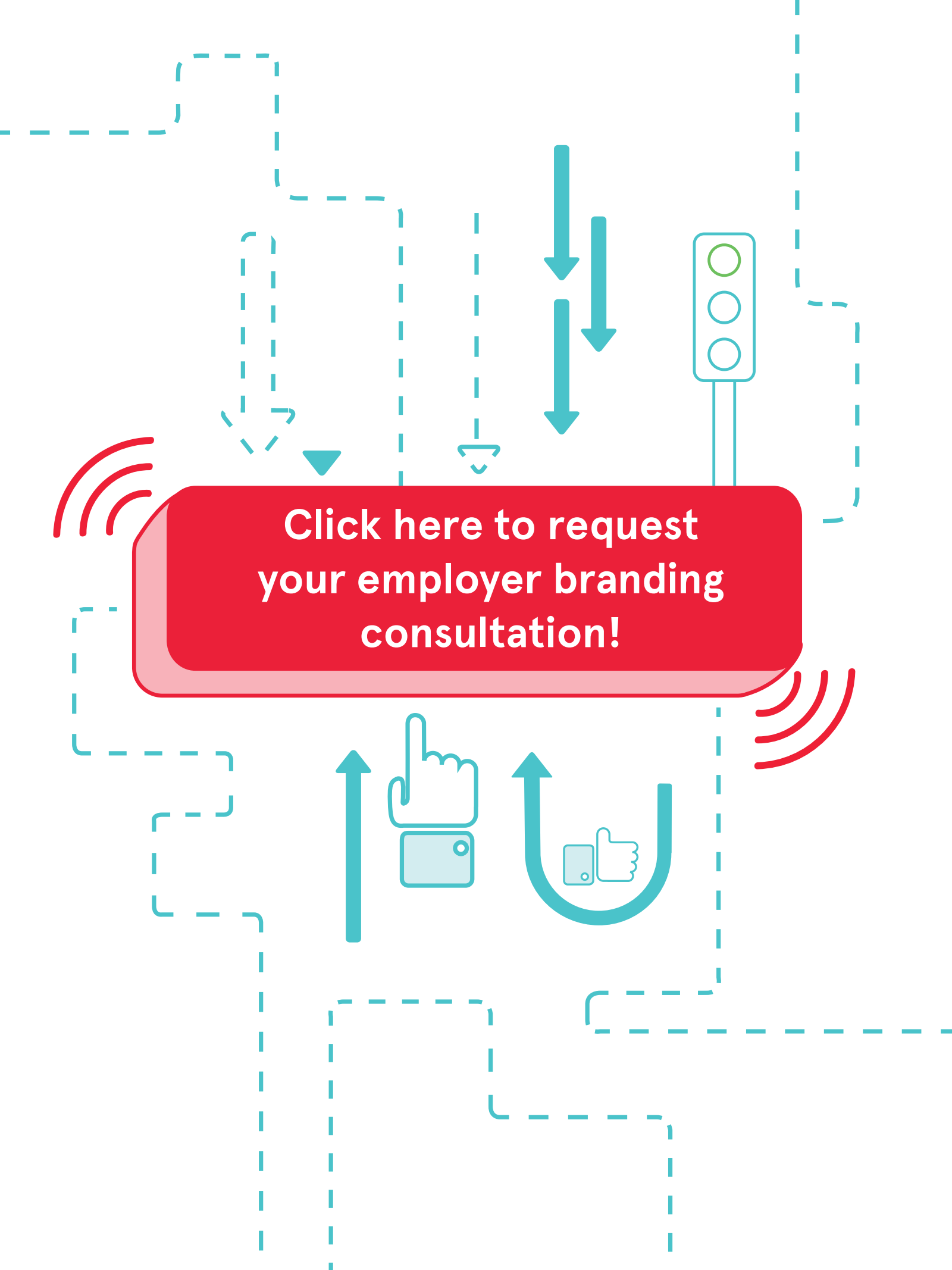
Here are your 5 key takeaways for converting open candidates:

- 1 Be honest and open in your communication.
- 2 Focus on your employer brand at all times.
- 3 Use events and content to build relationships with Talent.
- 4 Be proactive, not reactive! You need to plan for future roles as well as current ones.
- 5 Don't mistake good perks for good culture.

Know somebody who would
benefit from a crash course in
hiring open Talent?

Share below.





**Click here to request
your employer branding
consultation!**