

HEALTH WEALTH CAREER

MERCER WEBCAST

REIMAGINING THE
CANDIDATE EXPERIENCE
TO ENHANCE EMPLOYER
BRAND AND EXPAND THE
TALENT POOL

August 17, 2016

Yair Riemer, CMO CareerARC
Courtney Cloeter, Partner
Barb Marder, Senior Partner



TODAY'S SPEAKERS



Yair Riemer,
CMO CareerARC

CareerArc is the leading HR technology company helping business leaders recruit and transition the modern workforce. Our social recruiting and modern outplacement solutions help thousands of organizations, including many of the Fortune 500, maximize their return on employer branding.



Courtney Cloeter
Partner

Courtney is the Growth Leader for North American Talent. He has executive oversight of sales, marketing and is responsible for the development and execution of North American growth strategies. With over 25 years of business management experience, Courtney has worked with various Fortune 500 companies in the development and implementation of complex business solutions.



Barb Marder
Senior Partner

Barb is a Senior Partner of Mercer and is the Global Innovation Leader for Mercer's Talent business. Barb's responsibility is to lead an innovation team and oversee Mercer's new talent acquisition offering from idea generation to product development and commercialization. Barb has more than 30 years of experience in all aspects of Talent and Retirement programs.

WHAT WE'LL COVER TODAY

1

Global talent trends

2

Employer brand & improving the candidate experience

3

Innovative ways to expand your talent pool

4

Q & A

HEALTH WEALTH CAREER

MERCER IS A GLOBAL
FORCE OF OVER **21,000**
UNIQUE INDIVIDUALS WITH
A PASSION FOR
ENHANCING THE **HEALTH,**
WEALTH AND CAREERS OF
100 MILLION PEOPLE
WORLDWIDE. WE'RE
UNITED BY A SINGLE IDEA
– TO **MAKE LIVES BETTER**
TOMORROW THROUGH
ACTIONS WE CAN TAKE
TODAY



GLOBAL TALENT TRENDS

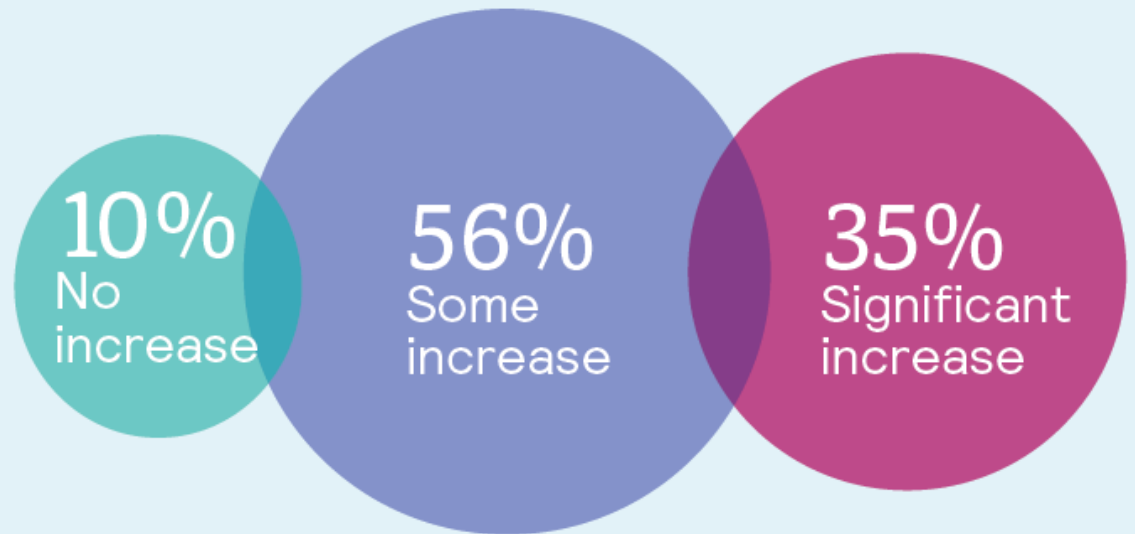


TALENT SCARCITY

THE TALENT SCARCITY PARADOX

Despite innovations in talent acquisition, increased mobility and world sourcing, demand still outstrips supply in many areas – with analytical thinking, inspirational leadership and global mindset topping the list of in-demand skills.

WHAT DOES YOUR
ORGANIZATION
ANTICIPATE WITH
RESPECT TO THE
COMPETITION FOR
TALENT IN THE
NEXT 12 MONTHS?



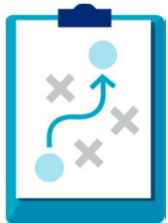
FUTURE OF JOBS



35% OF CORE
SKILLS WILL
CHANGE BETWEEN
2015 AND 2020



SKILLS
INSTABILITY WILL
BE HIGH FOR ALL
INDUSTRIES
REGARDLESS OF
THE EMPLOYMENT
OUTLOOK



CURRENT STABLE
JOBS WILL REQUIRE
DIFFERENT SKILL
SETS IN JUST A
FEW YEARS

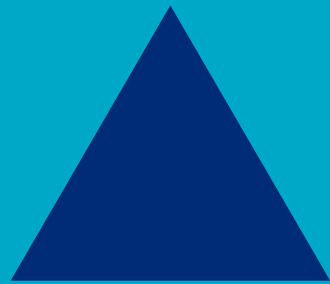


CURRENT ROLES
ARE ALREADY HARD
TO RECRUIT FOR

INCREASED COMPETITION FOR TALENT



RETHINK YOUR STRATEGY AS A WHAT'S AT STAKE: YOUR EMPLOYER BRAND



CANDIDATE EXPERIENCE STUDY METHODOLOGY / BACKGROUND

Nearly 60% of
Candidates have had a
poor experience.

60%

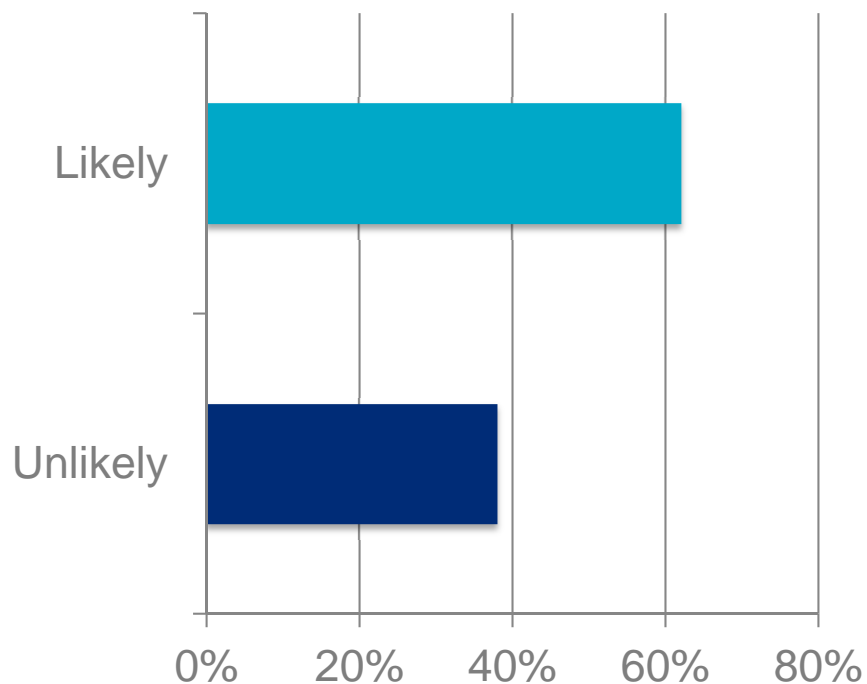
Nearly 60% of Employers
have read online negative
feedback about their process.

We surveyed 1200 professionals
to find out why.

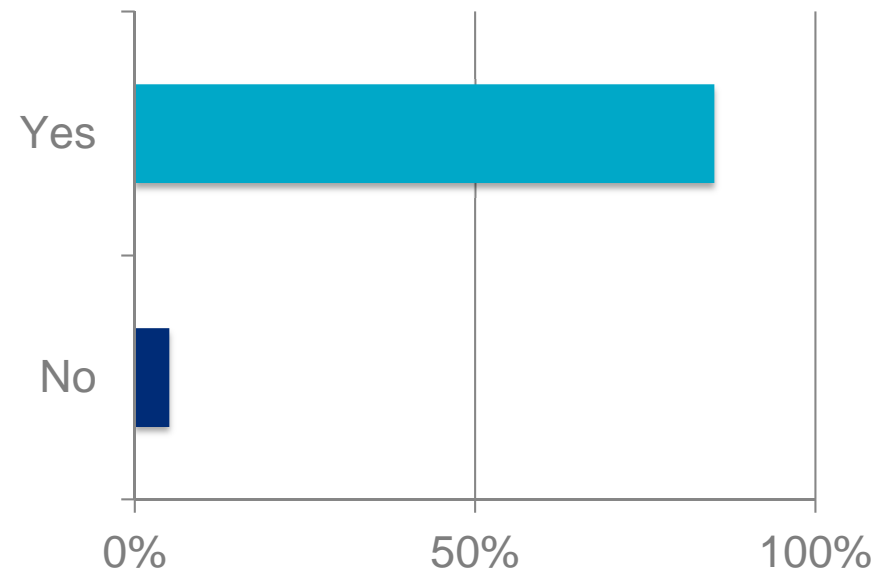


JOB SEEKERS DON'T BELIEVE THEIR RESUMES ARE BEING REVIEWED

[HR] How likely do you think your pre-screening tool might have overlooked a qualified candidate?

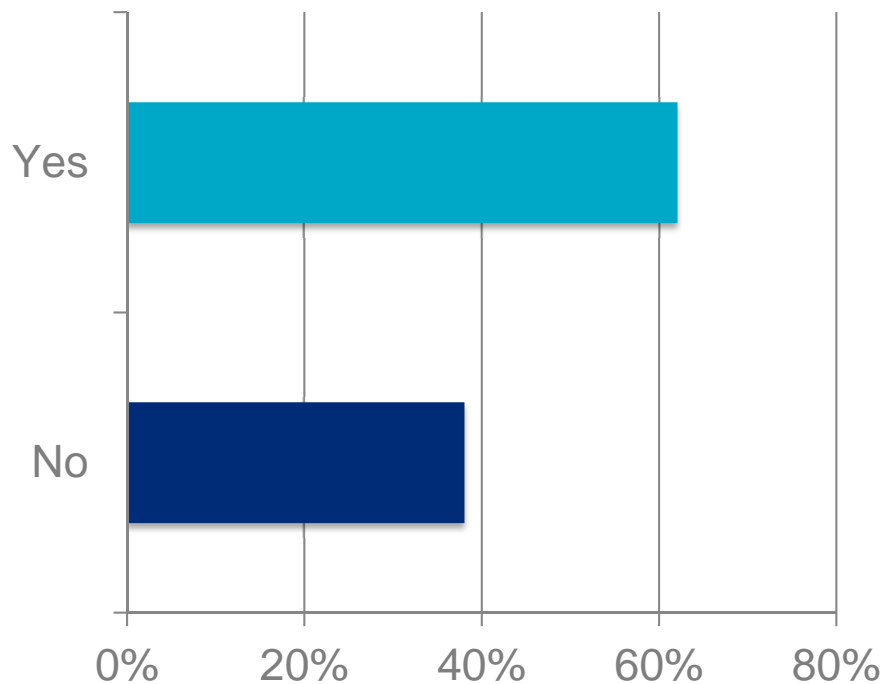


[Job Seeker] When you don't hear back on the status of your application, do you ever doubt that a human being has reviewed your application?

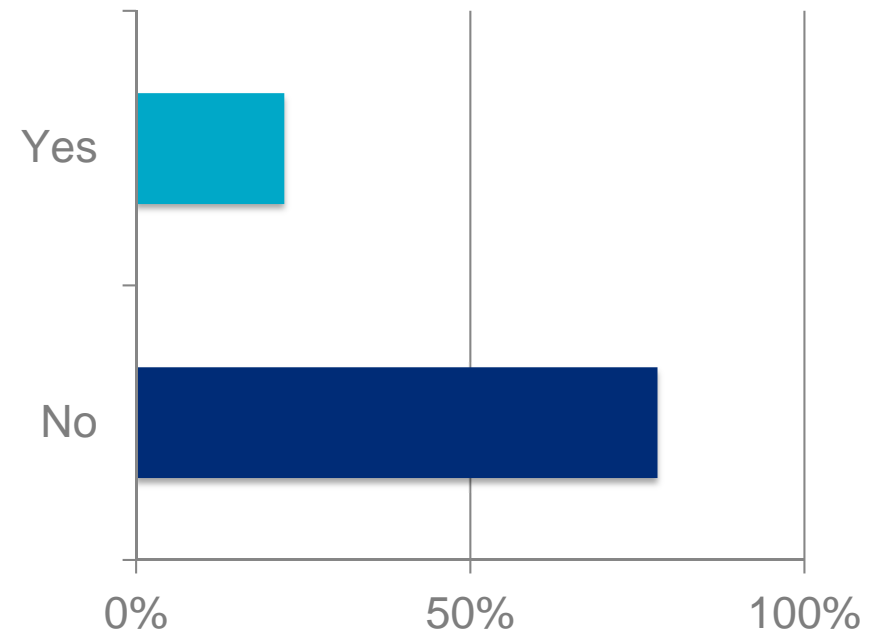


JOB SEEKERS ARE LEAVING NEGATIVE FEEDBACK ONLINE ABOUT THEIR EXPERIENCE BUT EMPLOYERS ARE IGNORING IT

[HR] Have you read at least one piece of online negative feedback about your applicant process?

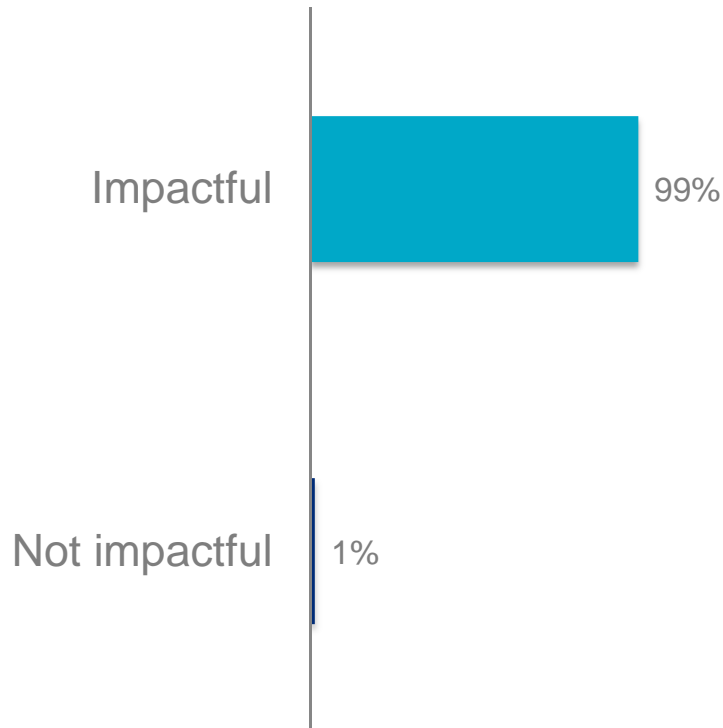


[Job Seeker] Have you ever been asked by an employer for feedback on their candidate process?

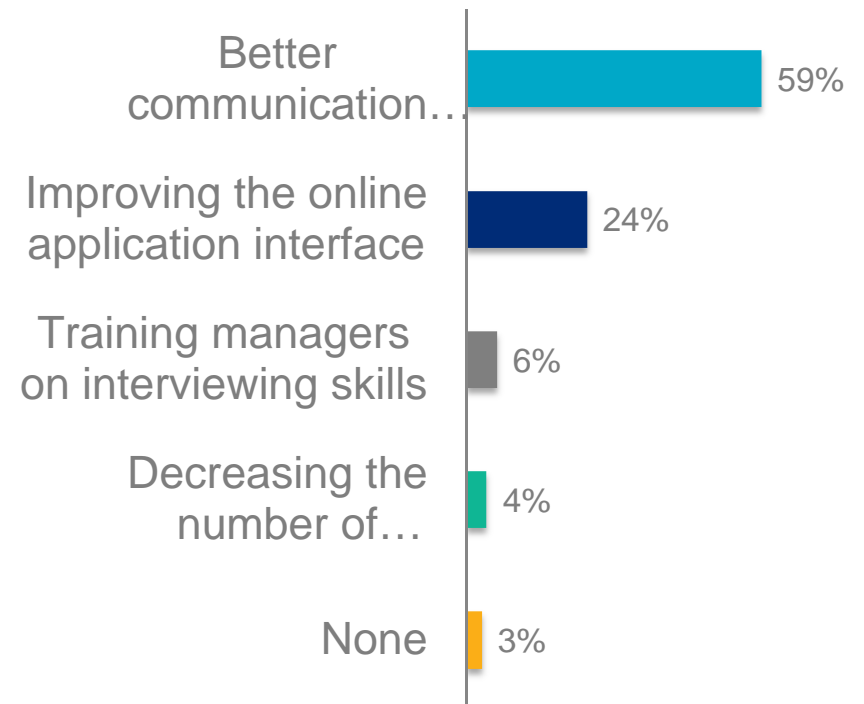


GOOD NEWS: EMPLOYERS PLAN TO INVEST MORE IN CANDIDATE EXPERIENCE

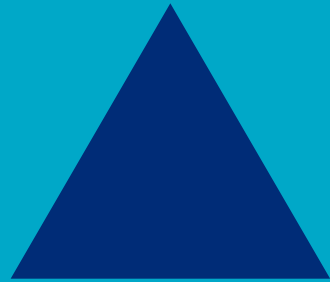
[HR] How impactful do you think enhancing the candidate experience could help your employer brand?



[Job Seeker] What is the one area you would advise companies to focus on that would improve your candidate experience?

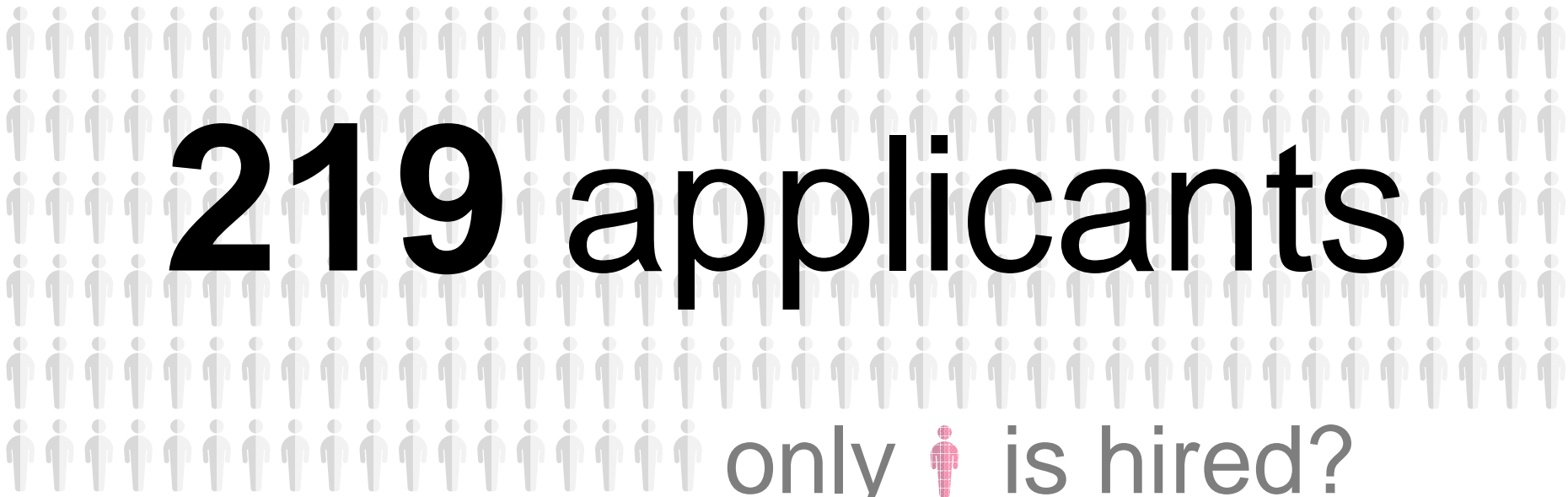


HOW DO WE IMPROVE THE CANDIDATE EXPERIENCE?



ON AVERAGE

Did you know ...



219 applicants

only  is hired?

Source: WSJ Jobs2Web study, 2011

REVIEWS MATTER



75% of job seekers consider an employer's brand before even applying for a job*

There will be a worldwide shortage of 18 million skilled workers by 2020**

With talent in the driver's seat, they are asking,
"Is this company worthy of ME?"

Sources: * CareerArc "2015 Employer Branding Study"

** McKinsey Global Institute "Talent Tensions Ahead" <http://bit.ly/22szdKa>

IT ALL STARTS WITH AN IMPROVED DECLINE EMAIL

- Create empathy, backed by an offer of feedback and resources
- Keep the candidate interested in your company
- The “Ask” for a positive review on Glassdoor
- Easy to implement



Dear Sarah,

Thank you for your interest in Liberty Mutual. Although you have an impressive background, unfortunately, we have decided not to proceed with your candidacy at this time.

We recognize the challenges that all job seekers face in a competitive job market and want to help you put your best foot forward in your job search. We have arranged for a no-cost 6 month subscription to our virtual career transition system. We hope you find these job search tools valuable and if so, we'd love to hear your feedback on our page at [Glassdoor](#).

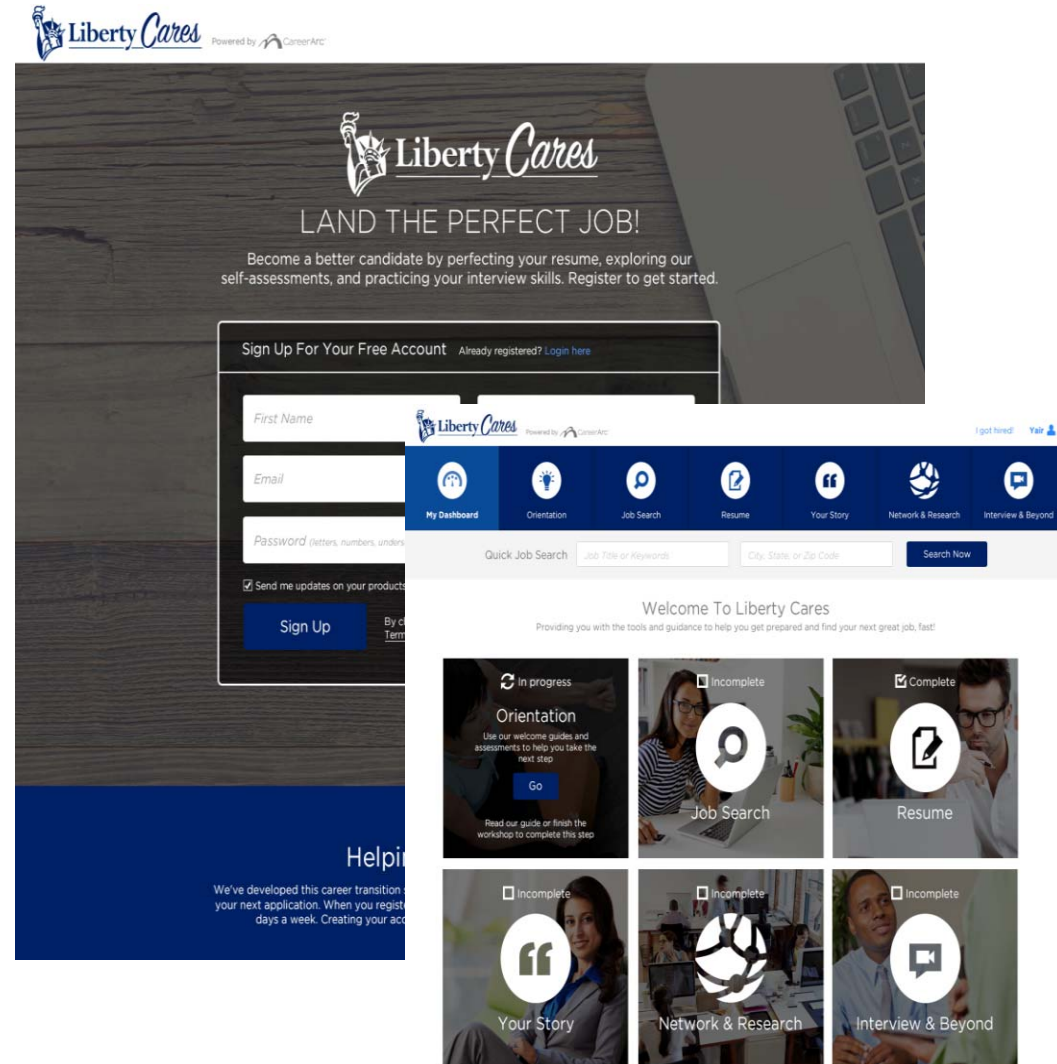
Visit [LibertyMutualCares.com](#) to access your career transition tools and search hiring companies to find your next job fast!

We invite you to join our [Talent Community](#) to be notified of future opportunities at Liberty Mutual and look forward to staying connected with you on social media via [LinkedIn](#), [Facebook](#), and [Twitter](#).

We wish you all the best in your career endeavors!

REINFORCED WITH A BRANDED CANDIDATE CARE PRODUCT

- Ability to customize logos, branding, and messaging
- Custom name and URL
- World class resources to help candidates improve
- A powerful tool for Candidates. Those who activate find their next job 3x faster than the national average* - Thanks to you!



IMPROVE YOUR BRAND AND BUILD YOUR TALENT PIPELINE

- Strengthen and protect your brand
- Keep candidates interested in future opportunities
- Give your talent community good reason to continue advocating for your brand



The graphic features the MERCER and CareerArc logos at the top. Below them, the text reads: "REVOLUTIONIZING CANDIDATE CARE IN TODAY'S MODERN WORKPLACE". On the right side, there is a photograph of a woman wearing a headset. At the bottom right, a blue box contains the text: "Only 1 in 219 applicants gets hired. Do you know what the other 218 are doing to your brand?"



One intelligent,
Responsive
Platform



Proven
6-Step
Process



Social Media &
Professional
Networking
Integration



Job Matching &
Push Notification
Technology



In-depth Self-
Assessments
& Resume
Development

Turning negatives into positives – Instead of creating brand bashers, you're creating brand evangelists. 218 "Silver Medalists," who received a thank you / consolation prize – rather than 218 freshly disappointed candidates who let loose on social media.

POSITIVE IMPACT = POSITIVE FEEDBACK



“I’ve never received anything of value from a company that did NOT choose me...
wow! Thank you!”

PREDICTIVE HIRING TO EXPAND YOUR TALENT POOL



TRENDS AROUND THE GLOBE

IMPROVED CANDIDATE AND JOB MATCHING REMAINS A TOP PRIORITY



SOCIAL:

Expanding the talent pool;
accessibility to candidates



MOBILE:

Increased focus on candidate experience



MACHINE LEARNING ALGORITHMS:

Better matching between candidates and jobs



BIG DATA:

Predictive hiring; data-driven recruiting processes



DIGITAL MARKETING:

introduction of consumer marketing principles;
candidate segmentation and messaging



EMPLOYER BRANDING:

Predominantly through social media



DIVERSITY RECRUITING:

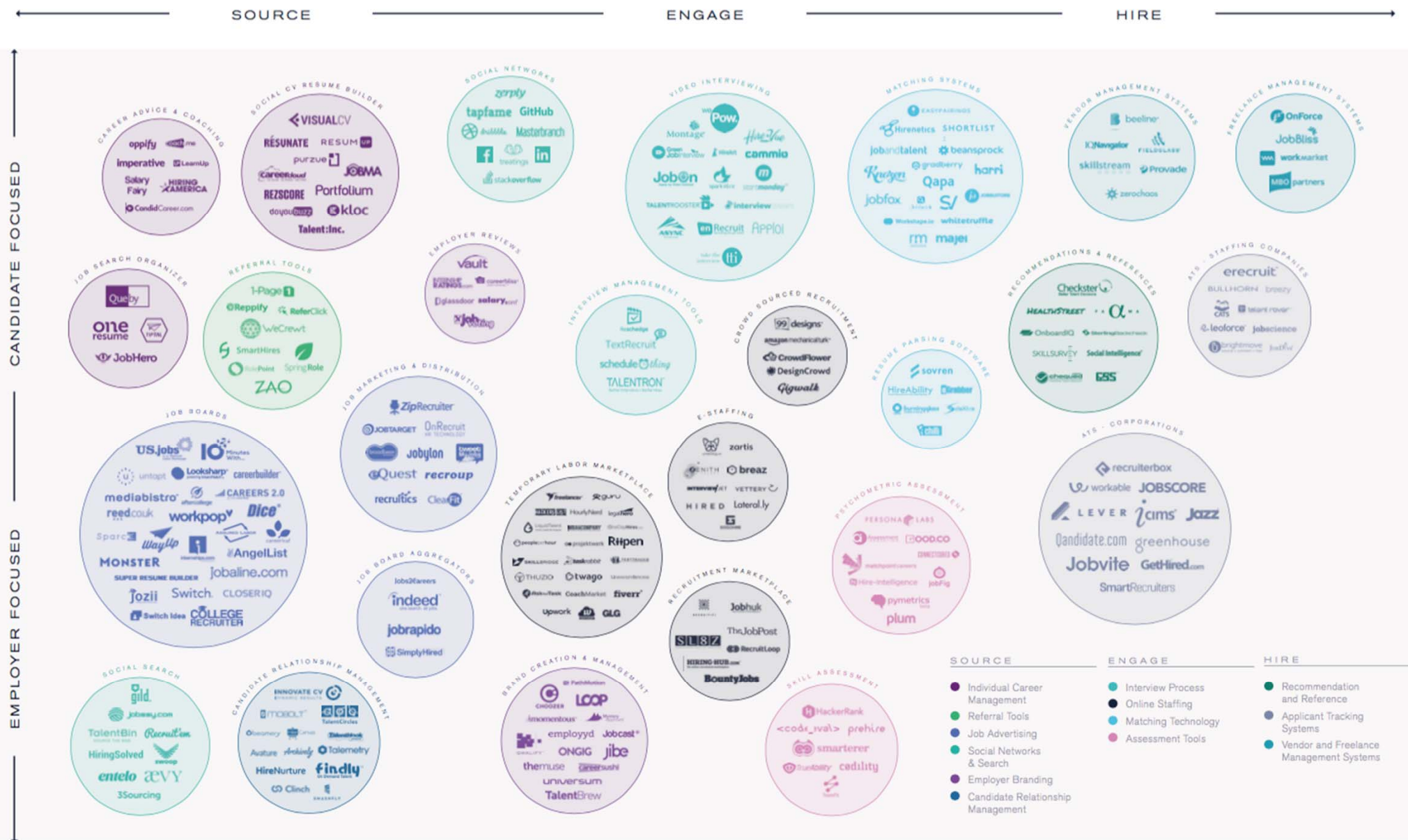
Priority for larger organizations



GAMIFICATION

Candidate centric, instant gratification, millions of data points

NEED HELP FINDING TALENT?



COMPANY RECRUITMENT CHALLENGES



EMPLOYER BRANDING & RECRUITING
INABILITY TO CONVEY EMPLOYEE VALUE
PROPOSITION



**ASSESSING QUALITY (*TECHNICAL AND NON
TECHNICAL SKILLS*) OF CANDIDATES**
UNABLE TO QUICKLY AND EFFECTIVELY SORT



INTERNAL MOBILITY
LACK OF VISIBILITY OF INTERNAL ROLES



MERCER MATCH

EXPANDING THE TALENT POOL
LACK OF QUALIFIED, DIVERSE CANDIDATE
PIPELINE, RECRUITMENT BRANDING

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The 3-Step Stress Test For Your Portfolio

Will Starbucks Alcohol 'Infect' Other Products?

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Today, we reinvent it.

ROLLOVER FOR FULL EXPERIENCE.

American Airlines

How To Hire Like Google And Facebook: Evaluating Candidates Beyond Their Technical Abilities

ASHOKA

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It's update about change in the making.
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In a previous Forbes post, amidst an unemployment crisis, the talent profiles they need are unable to find skilled workers, indicates that this talent gap exists, but rather than the perspective candidates. Technical abilities like teamwork, communication, problem solving.

As we discussed, this is the research could be of great value to 21st century skills are very one can evaluate a candidate. Collaborate with other tech professionals, a candidate be adaptable to change is very difficult to reduce metrics in the same way you would traditional ones.

Certainly some approaches to "type"-based personality tests and soft skills of prospective candidates.

ASHOKA

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It's update about change in the making.
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Off & Online: Meet The Tech Entrepreneur Bringing The Digital Revolution To Africa

Full story →

Your Next Job Application Could Involve a Video Game

JAN. 22, 2014

Illustration by Ruben Ochoa

Brittini Daron jumped through a lot of hoops before she landed her job as a solution consultant at Oracle. At the tech giant, as at other firms in Silicon Valley to which she applied, she endured weeks — and occasionally months — of phone interviews, in-person interviews, mock presentations, personality tests and technical tests for both the skills she claimed to have and those she didn't. This might sound a little ridiculous, but it's not unusual. I've met lots of job seekers in the last few years who underwent a similar form of H.R. torture — spelling quizzes, math exams and oddball brainteasers ("If you were a pizza-delivery man, how would you benefit from seissors?") — only to walk out of the interview room wondering what they'd really just been tested for. "Basically, I could never figure out what they got out of it that qualified or disqualified me for the job," Daron told me.

These days, companies have become more cautious about whom they hire. The average length of the job-interview process has nearly doubled from 12 days in 2009 to 23 days in 2013, according to an analysis by Glassdoor, a website where users rate employers. (Curiously, biotech and pharmaceutical companies averaged the longest interviewing periods, at 29 days per candidate.) At the same time, many employers are also trying to become more cost-effective. Since interviewing takes time and resources, companies have increasingly focused on finding work-force-analytics software that can predict which applicants will succeed on the job.

It's the Economy

By CATHERINE KAMPEL

- EMAIL
- FACEBOOK
- TWITTER
- SAVE
- MORE

BELLE

HOT 2 WATCH TALKED

COGNITIVE PROFILING AT THE FOREFRONT OF HIRING

“Becoming a great performer is becoming less about what you know and more about what you’re like”

- **Fortune, 2015**

“Empathy is the critical 21st century skill”

- **Meg Bear, Group VP Oracle**

“Ask employers which skills they’ll need most in next 5 – 10 years – relationship building, teaming, co-creativity, manage diverse employees...”

- **Oxford Economics research**



advances in assessments

One of the most important advances in assessment is our ability to measure behaviors, rather than rely on traditional self-reporting, a methodology adapted directly from neuroscience research.

People's behavior often differs from what they report about themselves, so collecting and measuring behavioral data based on their responses to the games creates a more accurate picture of their trait profile.

This methodology allows us to collect more data in a shorter period of time than with questionnaires.

Mercer Match		Questionnaires
objective game play	input	self reporting
unbiased evaluation	output	biased opinion
1,500 responses	samples per person	100 questions
0-1,000 range of response	possible range at each sampling	0-10 range of response
1,500,000	sampling space	1,000
30% - 50%+	R^2	1% - 16%

JOB SEEKERS PLAY NEUROSCIENCE GAMES AND ARE MATCHED TO CAREERS AND COMPANIES

WHAT IS YOUR
CAREER DNA?

Sales



Call Center



Financial
Analyst

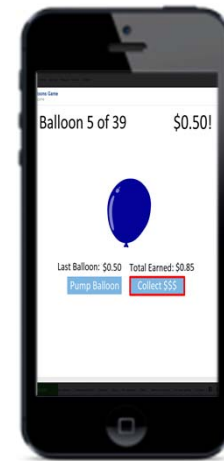
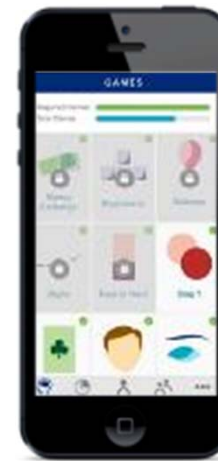


HR

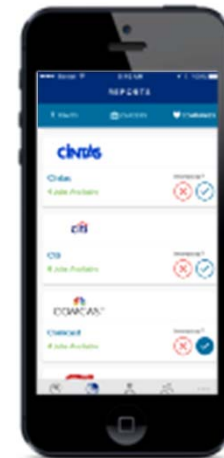


You

PLAY GAMES



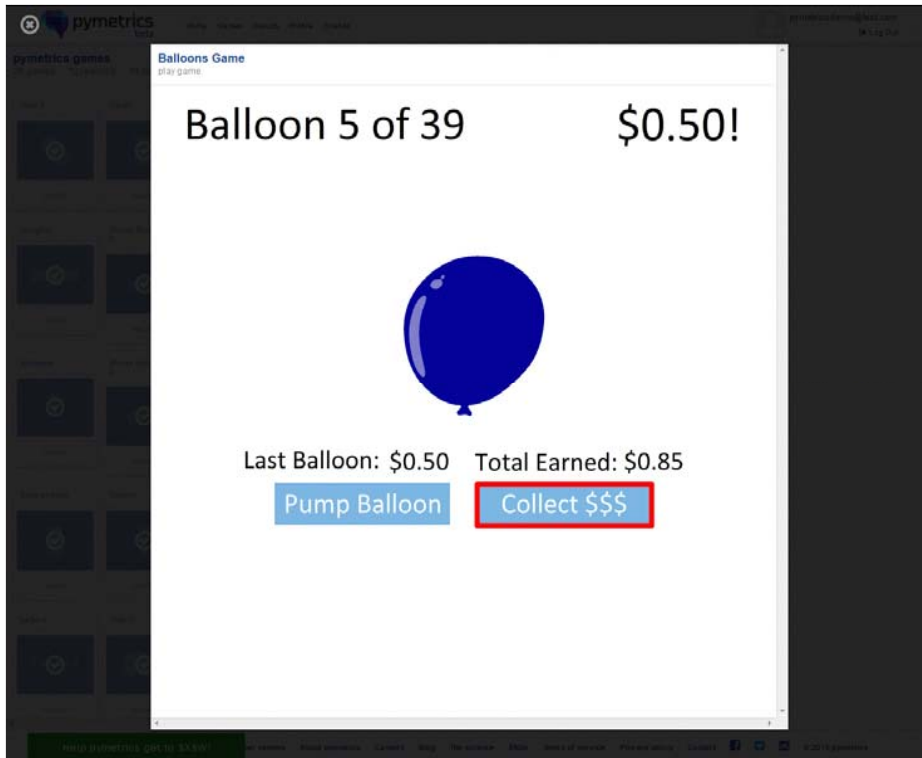
MATCH TO CAREERS
AND JOBS



WHAT IS A NEUROSCIENCE GAME?

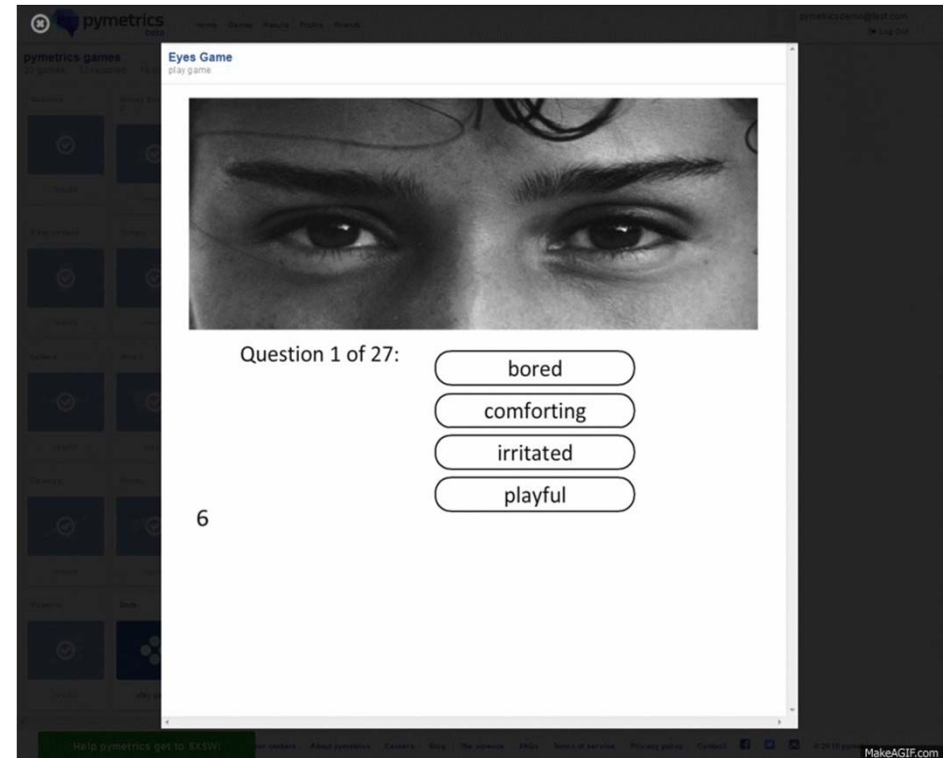
SERIES OF SHORT, FUN GAMES THAT TAKE ABOUT 25 MINUTES TO COMPLETE

Balloons – choose to pump the balloon and risk the balloon or stop and collect money



Trait - Risk Learning from High Risk Situations

Eyes– select the emotion expressed by eyes



Trait - Emotion Identification from Eyes

THE GAMES INSTANTLY IDENTIFY OVER 90 UNDERLYING TRAITS THAT PREDICT FIT

COGNITIVE TRAITS

Processing speed
Continuous attention
Impulsivity
Working memory
Memory span
Cognitive flexibility
Pattern recognition
Ability to avoid distraction
Cognitive control
Planning
Sequencing
Learning



EMOTIONAL TRAITS

Risk profile
Reward sensitivity
Perseverance
Emotional sensitivity
Emotional identification
Creativity
Trust
Altruism
Tolerance for ambiguity
Ability to delay gratification
Learning from feedback
Learning from mistakes

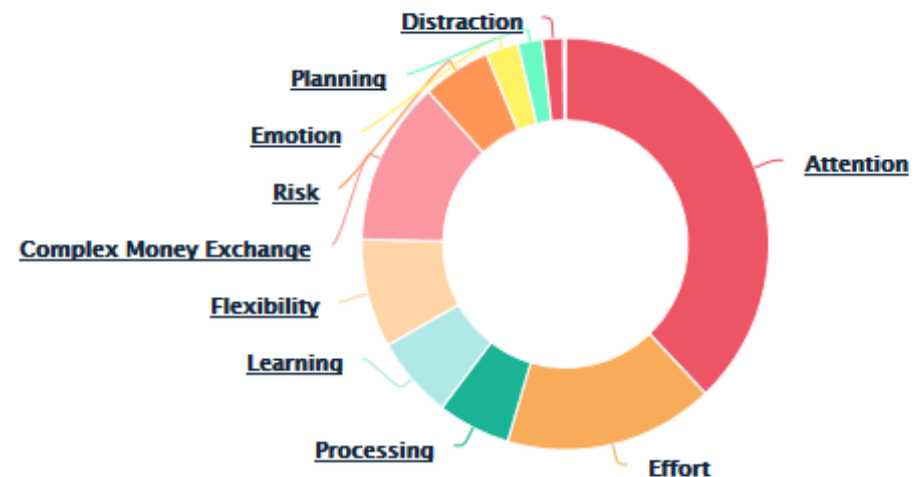
MATCHING BASED ON ACTUAL BEHAVIORS INSTEAD OF KEYWORDS FROM A FUZZY JOB DESCRIPTION

Call Center Service Rep – Traditional Job Description

- Excellent written and verbal communication skills to effectively interact with customers
- Excellent organizational and time-management skills to handle multiple tasks
- Detail oriented to ensure accuracy
- Above average problem solving skills to resolve customer service issues
- Basic computer skills and the ability to navigate through multiple systems without assistance
- Appropriate license must be obtained if necessary for position
- Core competencies include:
 - Communicating with Impact
 - Critical Thinking & Problem Solving
 - Service Orientation

Call Center Service Rep – Mercer Match Profile

- Maintain the same level of attention, even during repetitive activities
- Give the same level of effort regardless of rewards and probability of success
- Be generous, have empathy and compassion towards others; have the ability to put yourself in others' shoes
- Be comfortable with multi-tasking
- Go beyond training script; able to think on your feet
- Process information at a stable pace regardless of situations



PREDICTIVE HIRING TOOLS SAVE RECRUITERS TIME & REDUCE SPEND ON “POST & PRAY” JOB BOARDS

This approach helps you...	ROI – Recent Pilot Results
Save time	<ul style="list-style-type: none">• a 5 -10x reduction in the number of resume reviews necessary• Reduces interview to hire ratio from 38 to 6
Reduce spend on other job boards for posting sales roles	<ul style="list-style-type: none">• Cost savings
Improve diversity hiring	<ul style="list-style-type: none">• Achieved 50:50 gender parity vs. 80:20 prior without compromising candidate quality
Smarter business partner	<ul style="list-style-type: none">• Improve speed to hire, quality of hires
Improve Retention	<ul style="list-style-type: none">• 29% increase in 90 Day Retention

QUESTIONS

Please type your question in the Q&A section of the toolbar and we will do our best to answer it

While in full-screen mode, simply use the Q&A button on the floating panel on the top of your screen

While in half-screen mode, use the Q&A panel on the bottom right-hand side of your screen



SPECIAL OFFER

Candidate Care:

- 60 days Free trial <http://bit.ly/2bfyZmJ>

Contact us:

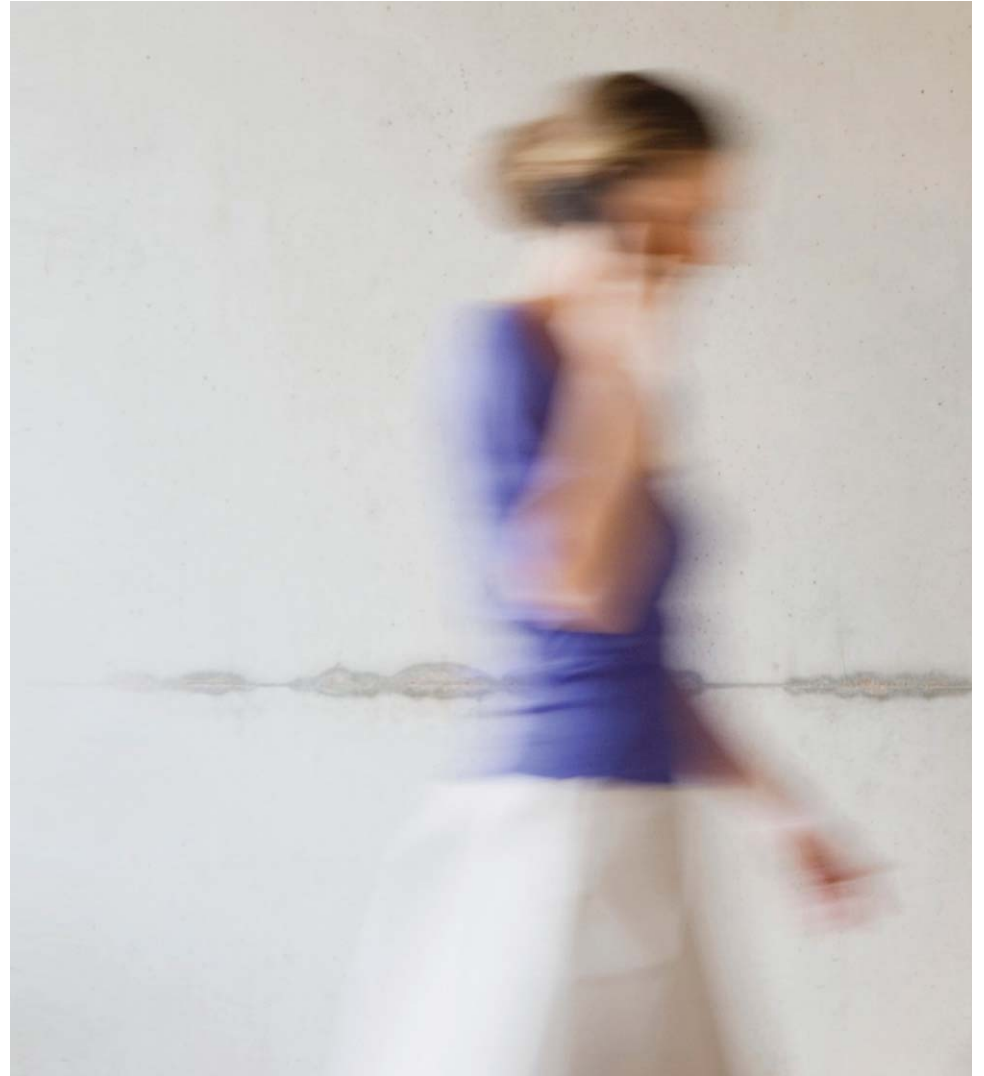
talent@mercer.com

Mercer Match:

- Post your Sales or
Customer Service jobs for FREE
for 30 days <http://bit.ly/1TQz8f6>

Contact us:

info@mercermatch.com



**MAKE
TOMORROW
TODAY**

