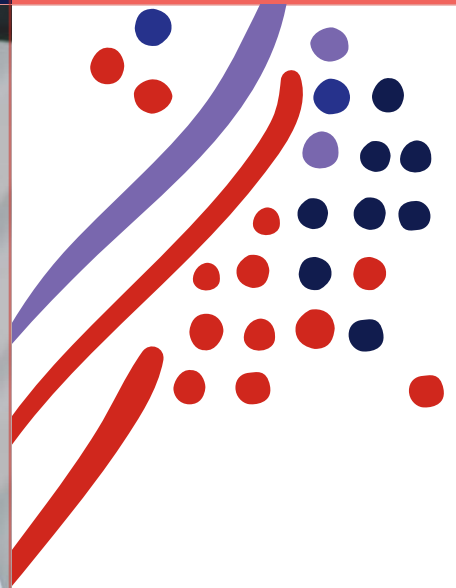


Maximizing recruitment results during and after labor market disruption



Always Designing
for People®



Introduction

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We've seen how drastically labor markets can change during unprecedented disruption. Talent demand exceeds supply, driving employers to hire promising candidates before their competitors can list a job. Capitalizing on this trend, candidates control when, where and how they'll work. Many hear about their peers' lucrative opportunities with prospective employers, enticing them to join the same talent pool. Meanwhile, recruiters, adapting like everyone else, are burnt out. As competition for candidates increases and candidates' goals and desires change, it's natural for leaders to prioritize candidates' needs. But recruiters' needs shouldn't be ignored along the way. Equipping recruiters for success should be a continual priority — during and after labor market disruption. Use the following guide as a recruitment resource or as a tool to secure recruitment process buy-in.

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Strengthening recruitment for disruption

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Labor market disruption, including labor shortages and resignation events, can destabilize recruitment. As high-quality candidates become scarce and their wants and needs change, status-quo recruitment is at risk of becoming ineffective. Having the technology, resources and workflows to pivot can help recruiters remain agile, focused and successful. Think about your current recruitment capabilities and processes. Are they helping or hurting your organization's chances of hiring top talent quickly?

Strengthening recruitment for disruption

Meeting job seekers where they are

Consider: How are you leveraging mobile recruitment?

Does your recruitment capability make it easy for recruiters to meet today's job seekers where they are? That tends to be on a mobile device.² A seamless mobile recruitment experience lets job seekers complete the entire application process from a smartphone or tablet. This raises a related question: How are you engaging those job seekers once they've applied? Consider whether your recruitment capability has built-in mobile features, like text notifications, that provide frequent, helpful updates to applicants, keeping them informed throughout the hiring process. And because compliance concerns can arise with mobile communications, consider whether your capability collects applicant consent, helping you avoid trouble down the line.

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52%

of recruiters believe texting is an effective means of sourcing potential candidates.¹

28%

of recruiters say communications with candidates throughout the hiring process is a growing challenge, up from 20 percent.¹

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Tailoring employer branding

Consider: Are you using customizable, branded career experiences?

In a tight labor market, candidates have more power to choose where to go, increasing the need to showcase a compelling employer brand. Using customizable, branded career sites is crucial to helping differentiate your organization and attract top talent, as many candidates want to know that you understand the needs of their specific roles or area of work. This is even more critical as job seekers' personal and professional goals shift. Do you have the technology to create, modify and manage these career-site experiences? Can you enhance these experiences with messaging and videos highlighting your organization's culture and values? Are these sites optimized for mobile so job seekers can apply anywhere at any time?

Letting speed take the front seat

Consider: Is your recruitment technology improving time to hire?

The right recruitment technology is optimized and personalized to help recruiters do what they do best: get high-quality talent in the door fast. Consider whether your current tools help your team improve time to hire — and whether those tools are in one place. Can your team rely on a unified system to collaborate with hiring managers, approve job listings, schedule interviews and leverage compensation benchmarks to create competitive, equitable job offers? Can they view an interactive dashboard that displays the number of applications, application statuses, candidate profiles and critical next steps? To measure success, can you view recruitment speed and quality metrics? This data is readily available today and becomes invaluable when applied correctly.



With these thoughts in mind, what's your next step?

Feature-rich recruitment technology designed with recruiters in mind can help your organization meet its talent goals quickly and efficiently, even as labor markets change.

30% of recruiters say career sites are a top hiring source for high-quality candidates.¹



After improving quality of hire, **improving time to hire** is the topmost priority for recruiters.¹

21% of recruiters say updating recruitment technology is a top priority, up from 16 percent.¹

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Voice of the client

We partnered with ADP to become more strategic, and we now have resources to look at the overall labor market. When we have positions open up, we have access to answers for questions like, 'Where do we find these people? Is our pay structure in line with what the market is telling us? What's the scarcity of talent for this position? Do we need to target specific competitors, or can we just go out to general job boards and look for folks out there?' It's really given us strategic direction to better identify and recruit talent from what we have been able to do in the past.

— **Joey Barrett**, talent acquisition leader, Boyd Corporation

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Enhancing pre-employment screening

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48%
of recruiters
say improving
quality of hire is
a top priority.¹

It's easy to view pre-employment screening as a humdrum, routine formality that must be completed to get high-quality talent in the door. A criminal-record box checked, a substance-use box checked, boxes for verifying identity, employment and education checked, checked, checked. Because the process tends to be a standard set of easily repeatable steps, it's easy to let it remain unchanged over time — or relax its requirements when competition for candidates becomes fierce. But remember: Screening exists for good reasons, mainly to help you protect your organization and acquire high-quality talent. Consider whether your screening is working for or against you. If the latter, which areas could use improvements?

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Prioritizing the highest-quality fit

Consider: Are your screening processes improving quality of hire?

When labor markets are tight, it can be tempting to expedite hiring by forgoing comprehensive pre-employment screening. But remember that proper pre-employment screening can lead to a better quality of hire³ — or the value a new hire adds to a business — by increasing the chances of a good long-term fit. In contrast, improper screening processes can harm your business legally, financially and reputationally.⁴ Are your screening processes intelligently designed to improve quality of hire and decrease risk? Furthermore, screening should be sufficient, but it doesn't have to be inefficient. Consider whether your screening processes are integrated with your recruitment technology, helping recruiters and candidates save precious time.

Enhancing pre-employment screening

85%
of employers
think access to
international
screening
capabilities is
important.⁵

Paying attention to global screening

Consider: Can you effectively screen international candidates?

Organizations are increasingly finding that their screening capabilities need a global component. Even if your organization doesn't have an international footprint now, it could eventually, especially since a more digitally driven world of work has made hiring talent outside of the United States easy to consider. Nonetheless, it's wise to have the capabilities necessary to screen international candidates effectively and with little to no legwork on your part. And if you can have global and domestic screening capabilities in one place and integrated into your recruitment technology, that's icing on the cake for streamlining recruitment and acquiring high-quality talent faster.

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66%
of employers
wait until after
a conditional job
offer to conduct
a background
check.⁵

Getting started before the offer

Consider: Could you start screening before an offer is made?

Time is always of the essence in recruiting. Not having enough time can be your worst recruiting enemy, especially during disruptive labor market events. Most employers begin the screening process after a candidate is conditionally offered a job, but could there be another option? Starting sooner could save you precious recruitment time and help get high-quality talent in the door faster. The best recruitment technologies allow recruiters to send a link to the candidate to capture additional data during the application process. Ask yourself whether your current capability offers this feature. If not, it's wise to seek it out to help expedite screening now and future-proof your screening efforts for time savings down the line. But before you perform any pre-offer screening, check state rules and regulations or consult with an attorney or state labor department to ensure your efforts are compliant with applicable laws.

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Did you know?

Integrated background check services can help you reduce time to hire.

[Learn more](#)

Enhancing pre-employment screening



With these thoughts in mind, what's your next step?

Pre-employment screening shouldn't be a routine process or standard formality only. It should complement your recruitment, helping you acquire high-quality talent sooner rather than later.

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Voice of the client

ADP's Screening and Selection Services has been great. Before ADP, securing a candidate's background check and screening report would take anywhere from 10 to 12 days. Now, that time has been cut to about three or four days, which has been really helpful in getting new hires started quicker.

— **Adam Bocken**, director of human resources and training and development, Margaritaville Resorts

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Ensuring recruiters know the latest tactics

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When labor markets change, recruitment tactics should, too. Your recruiters are skilled professionals, but are they continuing to grow professionally? Ask yourself whether they have the educational tools to help them learn, develop and implement the strategies that define success in today's digitally driven, mobile-centric recruitment landscape. Can they access up-to-date educational content that helps them deploy leading tactics, increase their success rates and prioritize which actions to take when feeling overwhelmed?

Assessing recruiter education

Consider: What does your recruitment training look like?

If recruiters can't continually learn and implement the latest recruitment tactics, they risk losing top talent to competitors, especially those with well-trained recruitment teams. Assuming you have a recruitment training capability, is the educational content reflective of modern recruitment tactics? Is there content for newer recruiters who need to learn core recruitment skills? Can these seasoned recruiters access content that helps them learn the latest tactics? Think about investing in your recruitment team's educational resources to help improve and future-proof your hiring speed and effectiveness.

Certifying recruiters for success

Consider: Are you offering recruitment certifications?

Studying recruitment tactics is only part of the recruiter training process. How does your recruitment team continually demonstrate proficiency in hiring the talent you need now? Ask yourself whether they're certified in critical areas that define today's recruiting landscape, such as:

- Social media recruiting
- Basic and advanced internet recruiting
- Recruiting in places competitors aren't
- Recruiting diverse candidates
- Veteran recruitment best practices

70%
of recruiters plan to take additional professional courses, earn certifications and continue their education to enhance their expertise.¹

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78%
of recruiters ages 35-49 are doing the most to advance their education and expertise.¹

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51%
of recruiters identify social media as an investment focus.¹

44%
of recruiters say candidates have turned down an interview or job offer due to a lack of diversity in the workforce.¹

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Recruiting a seasoned educator

Consider: Do you have access to recruitment educators?

In addition to offering your recruiters certifications and educational content, you could also explore having a seasoned recruiter teach your team the tactics they need to succeed during and after disruption. The right recruitment training suite gives recruiters access to experienced recruitment educators who continually push the industry forward and are prepared to provide cutting-edge training to your team remotely or on-site. These educators should also be willing to customize their instruction to your organization's unique recruitment needs and give recruiters immediate paths to action, helping you achieve your hiring goals faster.



With these thoughts in mind, what's your next step?

Recruitment tactics change. The right training capability can help your recruitment team grow personally and professionally — and help you achieve your talent goals, come what may.



Voice of the client

Where talent acquisition stands today, ADP is absolutely the right partner for us. They're fulfilling the needs that I have, the scalability, the mobile applications, the social networking, the sheer recruitment volume scalability. ADP is where I need them to be, and they're a great partner.

— **Jane Buchholz**, head of talent acquisitions, North America, CNH Industrial

By providing employees with training [from ADP], we help to increase their knowledge and skills, as well as provide a better environment where they feel they have an opportunity to grow.

— **Patrick Persons**, owner, president and CEO, Butter Beans, Inc.



Knowing when to outsource recruitment

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Even with the best recruitment technology, screening processes, educational resources and training, sometimes, you still can't achieve your hiring goals. Maybe you're having trouble hiring in a particularly challenging labor market, experiencing peaks in hiring volume or undergoing a re-organization. Perhaps your pre-employment screening procedures or other processes related to recruitment are outdated or inefficient. Maybe you don't have enough hiring bandwidth and want to focus on other areas entirely. In these cases, consider easing your managerial burden by procuring the services of a recruitment outsourcing partner who can help:

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- Recruit top talent to help support your organization's goals
- Reduce costs by streamlining recruitment processes
- Improve key hiring metrics, such as quality of hire and time to hire
- Reduce compliance risk with automated workflows
- Improve the candidate, recruiter and hiring manager experience
- Recruit for niche, specialized and hard-to-fill positions
- Recruit diverse talent and talent up to the executive level
- Advertise jobs for maximum visibility

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Alleviating the burden of managing the complex strategic processes involved with recruitment can allow you to focus on areas of your organization that matter most to you or that need your utmost attention during times of change.

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With these thoughts in mind, what's your next step?

Recruiting is a complex, demanding activity. A recruitment outsourcing partner can help you simplify that complexity and hire top talent today and tomorrow.



Voice of the client

ADP's Recruitment Process Outsourcing is highly flexible and adaptable. Anything we wanted; ADP was willing to do for us. We didn't have to do any backflips to make it work. They were the ones bending backwards, probably, to make it work for us. We liked that.

— **Sue Dunlap**, HR director, Resurgens Orthopaedics

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Conclusion

Throughout the various stages of recruitment, ADP can help you hire top talent fast. Having a leading recruitment partner can help your organization improve quality of hire, time to hire and other critical metrics while connecting you with the high-quality talent you need to drive innovation and results, divide responsibilities and more. Our talent acquisition suite is comprehensive, consisting of recruiting management technology and analytics, recruitment training resources and initiatives, screening and selection services and recruitment process outsourcing, all designed to support your unique operations — and help you meet your talent goals today and tomorrow.



Experience the talent acquisition journey

Resources: 1. Jobvite, Recruiter Nation Report, 2021; 2. Appcast, Recruitment Marketing Benchmark Report, 2021; 3. SHRM, Eight Background Check Trends Impacting HR, 2021; 4. Consumer Financial Protection Bureau, Consumer Financial Protection Bureau Settles with Employment Background Screening Company, 2019; 5. HR.com, Background Screening: Trends and Uses in Today's Global Economy, 2020

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