



**THE RECRUITER'S GUIDE
TO ONLINE JOB MARKETING**

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I. Note from the Editor

Online recruiting is truly an evolving industry, with new information and analysis constantly coming to light from various sources. Due to the popularity of our previously published “Recruiter’s Guide to Online Job Marketing,” we decided to update the topic and infuse it with our recent research, in order to provide you with a more in-depth guide to successful online job marketing.

We added an additional section to address the makeup of the new recruitment landscape, answering the questions: “What are the characteristics of the newest generation of job seekers and how do they go about looking for jobs?” We also included a more comprehensive description of how to maximize the effectiveness of your job listings, using Yahoo! HotJobs’ groundbreaking R.E.A.L principles as a guide. R.E.A.L (Relevance, Engagement, Availability, Location) is based on industry best practices and a year of in-house research and testing, and it defines guidelines for recruiters to post, edit and manage their jobs. Finally, we included a section showing you how to go beyond the job board and find better candidates by using innovative recruitment solutions.

We hope these additions are beneficial to you and go a long way in helping you achieve recruiting success!

II. Understanding the New Recruitment Landscape

Only a decade ago, job seekers relied solely on newspaper classifieds, word of mouth, recruiters or their own professional networks to find their next job opportunity. The Internet has irrevocably changed how we communicate, search for information, entertain ourselves and shop. It has also dramatically changed how job seekers learn about new opportunities (both actively and passively), how they communicate with potential employers and how they maintain or enhance their professional networks.

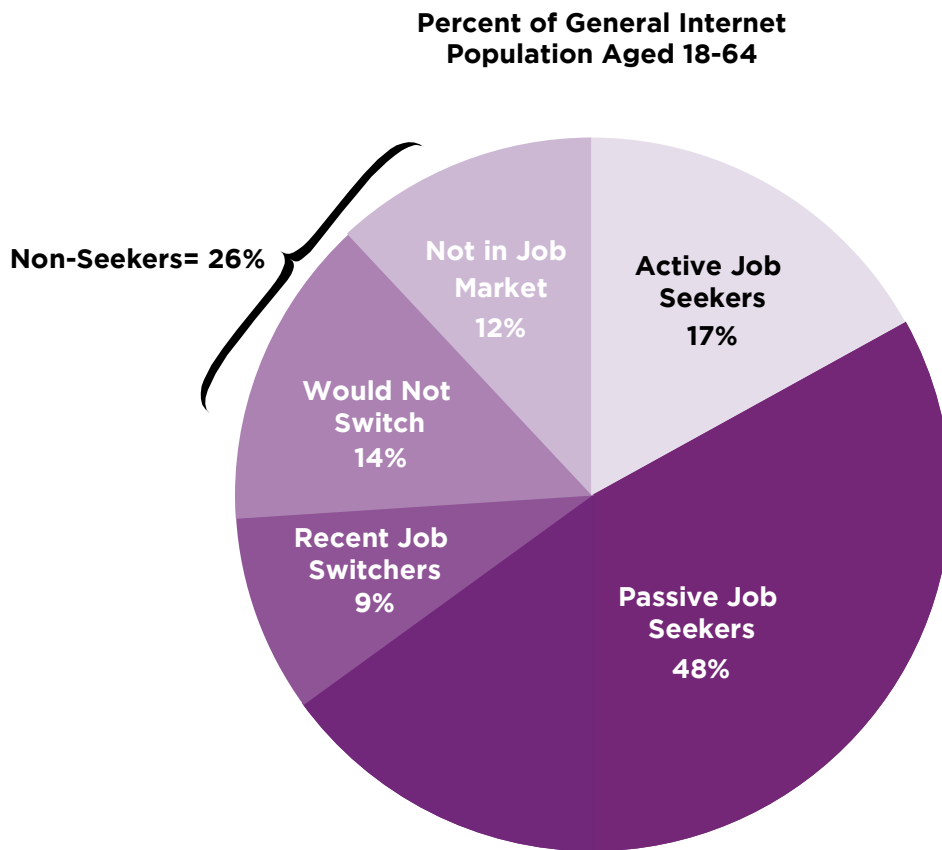
The Internet is used by 80% of job seekers as a resource in their job searches.** National online job boards, local newspapers and local-newspaper Web sites are the three main resources most frequently used by job seekers. The job-searching process can last as long as three months to over a year. Reaching job seekers across these multiple touch-points while they are in job-search mode is critical.

It’s also important to understand that not all job seekers are created equally. That is, their motivations for finding new jobs differ, as do their levels of urgency. Active job seekers have the highest levels of urgency and are aggressively searching for new employment. Pursuing a new position is of the utmost importance to them.

Passive job seekers, on the other hand, are those not currently “searching” for jobs but who are open to new opportunities. People in this group now makes up nearly half of the job-seeker landscape,* so reaching them during the 16.5 hours per week they spend online is very important. The strategic use of search and display advertising can achieve this desired result and convert passive job seekers into active ones.

Within the job-seeker landscape there are also subsets of job seekers — Boomers, Gen X and Gen Y. Each of these groups have different motivations in their job searches. Understanding what would attract them to an opportunity is key to finding the right one. For example, focusing on work-life balance and flexibility is essential for attracting Baby Boomers, individuals age 55 and over who will make up one-fifth of the labor force by 2014. When it comes to working Millennials (Gen Y), individuals born between 1979 and 1999, focusing on the potential for career development is critical. Members of this sector are frequent job seekers who are looking for a clearly defined career path, and, like the boomers, work-life balance.

The key to successfully reaching these different job seekers is producing effective, well-written job listings that speak to their career priorities and aspirations. The better the listing, the better chance you have of finding the right one.

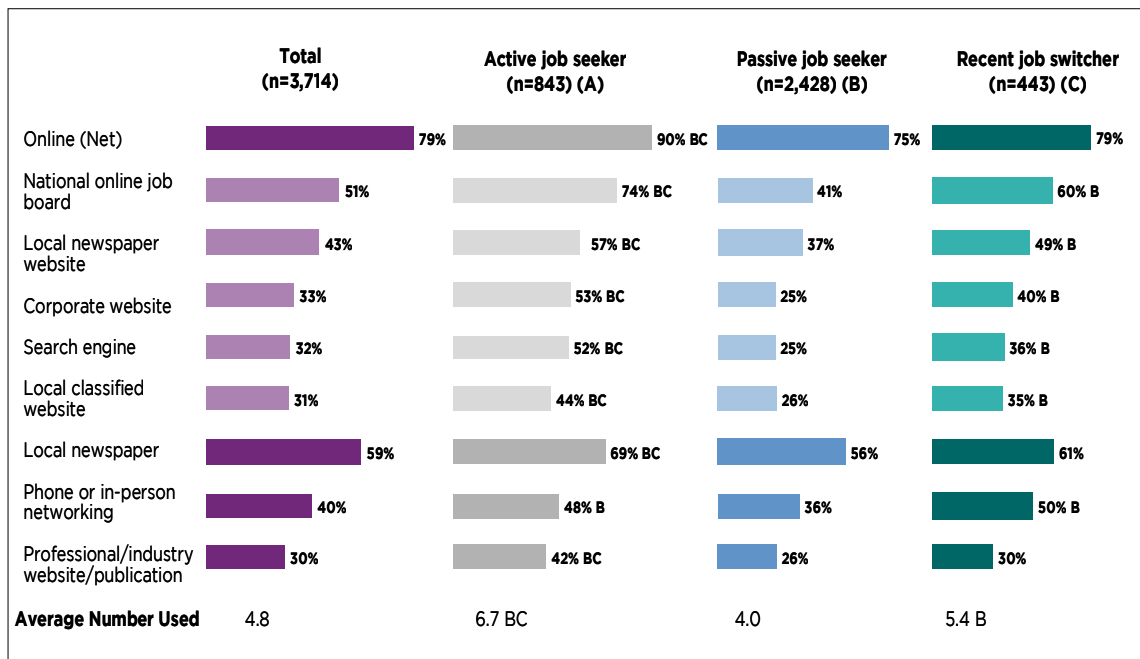


III. Supercharging Your Job Openings

An employment ad is an important element in the online recruitment process. Get your message wrong, use an unfamiliar job title, forget to include key words or phrases or post your ad in the wrong place or at the wrong time, and you'll find yourself with an in-box full of inappropriate resumes. There are numerous possibilities for sabotaging your own online advertising campaign. Many recruiters are simply unaware of the common pitfalls that can mean the difference between a flood of mediocre candidates and attracting great matches for open positions. By using some basic marketing concepts you can dramatically improve the effectiveness of your advertising campaigns, reduce your overall investment in ad placements and attract the most qualified candidates.

Again, the vast majority of today's top candidates are actively using the Web to find new jobs. To reach them, companies and recruiters need to use their listings to correctly market themselves and their opportunities.

**Job Seeking Resources Used in Past Six Months
(or Likely to Use in Next Six Months)**

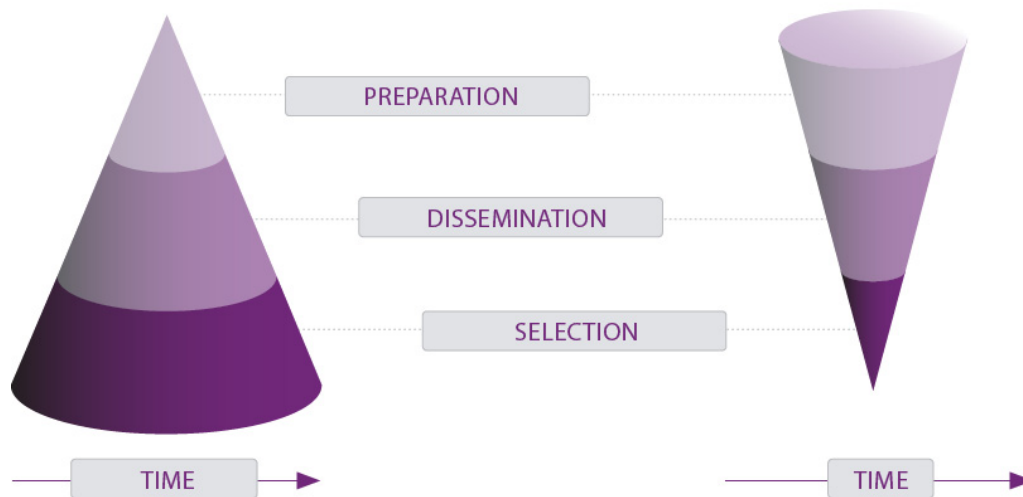


Step 1: Inverting the Pyramid

Inverting the Pyramid refers to the practice of investing more time on the front end of the recruitment process to save time on the back end — in other words, “design what you want, or deal with what you get.” The pyramid on the left (below) illustrates a search where a generic job posting is placed, generating a landslide of generic resumes. The result: Hours of wasted time sifting through them to identify top talent.

The pyramid on the right illustrates that extra time spent in the preparation stage of each recruitment search (i.e. developing an effective job ad) will reduce the overall number of resumes received while improving their quality. This also cuts down on time spent screening and selecting your hire. And, as a bonus, when hiring for several positions with the same title you can get more leverage from your preparation and save valuable time in the long run.

Job Posting Creation / Results Pyramid



Step 2: Crafting Your Marketing Message

A customized, carefully crafted marketing campaign for every job opening has a wide array of benefits. At either end of the pendulum, the benefits are clear: top performers are attracted to choice opportunities, not generic job descriptions or itemized lists of requirements. A well-written ad containing a specific description works to screen out unmatched talent and creates a positive first impression for any potential new hire. The better the quality of information you provide, the better the quality of resumes you will receive — regardless of the employment market.

Better Performance with R.E.A.L.

To maximize the effectiveness of your listings, consider adhering to the Yahoo! HotJobs R.E.A.L principles. R.E.A.L is an acronym that stands for Relevance, Engagement, Availability and Local. It is based on a set of best practices guidelines designed to help you make better connections with the right job seekers whose skill-sets and experience are best suited to your open positions. Following the R.E.A.L principles can significantly improve the performance of your job postings. You can download the entire R.E.A.L. Playbook at www.hotjobsresources.com/library.htm.

IV. Developing a Powerful Marketing Message

Get it from the Horse's Mouth

Despite the efforts of many recruiters to improve their job descriptions, the majority of jobs posted online are as enticing as the IRS's tax preparation guide. Before launching any search, be sure to have an in-depth conversation with the hiring manager. Only they have the "inside scoop" you need to market the job as a great opportunity. Some of the things you would want to think about while you are "information gathering" might include:

- Job-seeker motivations for wanting a new job
- Opportunities to make a significant impact in the field
- Any unique, creative challenges of the job
- Details about the department's culture
- Current or upcoming special projects
- Potential career path

Get a clear idea of the hiring manager's requirements. Make sure you differentiate between "must-have" skills and "preferred" skills as these can impact your marketing message and where you post your ads.

It's also very important to understand the reasons why individuals seek new jobs and then address these issues in your listings. For example, many job seekers are motivated by their desire for better pay, better benefits and a better work-life balance. Highlighting these elements in your job descriptions will help you reach more quality candidates — especially passive job seekers. In short, know your audience and tailor your ads to that audience.

Craft Your Message

With the information gathered from the hiring manager, use your recruitment savvy to determine the greatest selling points of the job, and then feature them in your job ad. For example, is the role intended for an up-and-comer who will have the opportunity to move into management? A high-profile role with exposure to senior executives? A stable role with a great deal of structure? Or is it as simple as a sales job with no paperwork? Your challenge is to find these unique selling points and express them in your online ad. Studies have shown that employees rank mentorship and opportunity for advancement above increased financial gains, so don't just sell compensation and benefits — sell the opportunity. Online job ads give you more space to provide the details that will attract the candidates you want.

Compose Your Job Description

Once you decide what type of marketing message you want, it's time to start composing the actual job description. For help, check out Yahoo! HotJobs R.E.A.L. Playbook; it has a detailed list of best practices for writing good descriptions that walks employers through this important process.

For starters, R.E.A.L suggests that you organize your job description into five distinct sections — using bullet points whenever possible to ensure that each section is easy to read. Include the following sections in order:

- Company Information
- Position Overview
- Responsibilities
- Qualifications
- Benefits

While some sections may be longer than others, try to be as concise as possible. R.E.A.L recommends that descriptions stay between 150 and 200 words. In addition, try to use relevant industry- and occupation-specific keywords throughout the description that job seekers will recognize and understand.

Include Important Company Data

Again, job seekers want to know what type of company they will join, which is why inclusion of the aforementioned Company Information section is imperative. When describing your company, steer clear of the generic. A compelling paragraph about your company’s culture, future growth, market share, stability, etc. has the potential to get job seekers excited about the opportunity you are offering them.

Select the Best Job Title

There are two titles for each job — the internal one, and the title you will use to advertise the opening. The internal title is usually set in stone, but the “advertising title” should be straightforward and non-gimmicky, concise and clear. The best titles use standard spelling and grammar and are devoid of abbreviations or acronyms. It’s okay to make your job titles detailed (for example, by specifying the position level of the job), but making them too lengthy is not recommended. In addition, don’t include salary information in the title and don’t enter multiple jobs in the same title. Such tactics will not help you target the right job seekers.

Often, the hiring manager is a great source for developing effective titles. For example, a Product Consultant III might become a “Senior Product Marketing Manager” and a Sales Manager might be better described as an “Inside Technical Sales Manager.” Not every job seeker knows what a Product Consultant is, but a Product Marketing Manager is a much more generally accepted title, and will help to draw in the appropriate audience.

Include Relevant Keywords

Including appropriate keywords in your job description is central to the success of your recruitment advertising. Not only do active job seekers search using keywords, but passive job seekers often set up “search agents.” If their keywords don’t appear in your ad, they won’t see your opportunity. For a Sales Manager role, you might include keywords such as “inside sales, marketing, business development and account management” while a VP of Product Management might include “executive, product marketing, MBA, manufacturing, consumer products.” Include multiple permutations of the responsibilities and skills for which your ideal candidate might search. We all look at the world a little differently. Your job ad needs to capture the nuances of the position.

Keep in mind, however, that keywords should be scattered throughout the description in a relevant manner, rather than clumped together in blocks. Excessive, irrelevant or incoherent use of keywords can damage the credibility of a job description. Overstuffing a job title with keywords can also have the same negative effect on a listing and should be avoided.

Check Your Details

Once you have created the job description, be sure to run it by the hiring manager. Confirm with him or her that it really does capture the “essence” of their ideal candidate. And finally, make sure you proofread your copy before posting it. Nothing ruins a professional piece like a typo.

V. Going Beyond the Job Board, by Yahoo! HotJobs

Even with a smartly-executed, well-written job posting, sometimes it can take a bit longer than you'd like to receive a sufficient number of quality resumes. One way to speed up the process is to take advantage of Yahoo! HotJobs' **Resume Search** option. It gives you immediate access to millions of resumes, all with direct contact information. So in addition to letting qualified job seekers come to you, you can go to them!

You can also give your open positions all the visibility they need with Yahoo! HotJobs **Search Solutions**. When it comes to reaching active job seekers, you can place your listings in front of the best candidates searching Yahoo! HotJobs for positions just like yours. Best of all, you have all the freedom over which type of job seekers get to view your postings. You can also appear directly in front of passive candidates searching the Yahoo! Network for keywords that are included in your job descriptions. Yahoo! Sponsored Search takes you beyond the job board and provides you with maximum exposure on the Yahoo! search results pages. Yahoo!'s patented search technology enables you to target the right people in the right locations with the right skills.

To take full advantage of the valuable recruiting tools Yahoo! HotJobs has to offer, we highly recommend adding **Recruitment Advertising** to your strategy. This allows you to harness the power of both Yahoo! HotJobs and the Yahoo! Network so you can brand your company as an employer of choice to active and passive candidates. Remember, passive job seekers make up nearly half the job-seeker landscape.** Very often, this group is full of talented people who are currently employed, but willing to consider a better opportunity. Why shouldn't your company be the one to attract such candidates?

More than 130 million people also use the Yahoo! Network to surf, e-mail and get their news.* This important segment full of passive job seekers is well within your reach, and Yahoo! HotJobs has the tools and resources to target these potential candidates based on factors such as industry, occupation, location and behavior. Known as Yahoo! Network Advertising, this recruitment solution helps to broaden your exposure to a targeted audience not typically available on destination job boards. Targeted advertising solutions are also available to attract those who are actively searching for new employment on Yahoo! HotJobs. One other piece of useful recruitment media is Yahoo! HotJobs Direct, an e-mail marketing tool that lets you speak directly to passive and active job seekers — again targeting them by a variety of relevant factors.

VI. Conclusion

Once you start using these guidelines to advertise your jobs, you should see an immediate impact in the quantity and quality of the resumes you receive. When job seekers are able to make informed choices about whether or not to pursue your opportunity, you'll spend less time sifting through unqualified responses. Frequently you'll find that the only reason they chose to pursue your opportunity was because of your well-crafted job posting. Here is an actual testimonial:

"Words cannot do justice to the feeling of excitement I got from reading this job description. After two years of working as a pharmaceutical sales rep selling medications that were a dime a dozen and catering lunches more than selling, this is a breath of fresh air. I am extremely excited about this opportunity to sell and promote a product that is worthy of my time. I look forward to speaking with you more about this opportunity."

Investing time in the preparation of your job postings is always a win-win situation. Not only do you earn kudos for your hard work, but you also save yourself time by improving the quality of the response and attract top talent to your openings. As long as you continue to utilize these best practices, the quality of your company and its employees will only improve.

About the Author

Joanna Sherriff is VP of Decision Toolbox (www.dtoolbox.com), a Recruitment Process Outsourcing (RPO) company and innovator of the JobInfo Writeup job marketing tool.

About Yahoo! HotJobs

Yahoo! HotJobs (<http://hotjobs.yahoo.com>) is the fastest growing Web site among the leading job boards, with +63 % traffic growth during January 2008, versus January 2007.* As a leader in the online recruiting industry, Yahoo! HotJobs has revolutionized the way people manage their careers and the way companies hire talent. Yahoo! HotJobs' tools and advice put job seekers in control of their careers and make it easier and more cost-effective for employers and staffing firms to find qualified candidates.

* Source: comScore Career Resources, January 2008, versus the same period 2007

** Source: Yahoo! HotJobs: Understanding the New Recruitment Landscape