5

ESSENTIAL STEPS

FOR

Social Recruiting Success

1 Recruiting Comes Back To The Future

There was a time when a professional recruiter approached each assignment with three key weapons at his or her disposal: a phone, a reasonable expense account for lunches, and the almighty Rolodex.

These were the "headhunters," the recruiters who spent the majority of their day touching base, checking in, taking temperatures, catching up, following up, planting seeds, picking brains, and otherwise cultivating relationships in order to build their network of contacts. When the need arose to fill a position, the intrepid recruiter would dive into a warm, friendly pool of contacts and spread the word, hoping to find and attract the interest of that all-elusive "passive" candidate.

You see, recruiters have always known that the best candidates for key positions are not always—and in fact, maybe not usually—candidates who are looking for work. The best candidates in many cases are the ones who are unaware that they are candidates, because they're already working merrily away, skillfully and efficiently doing a great job for someone else.

So, to find those highly-qualified non-hand-raisers, the recruiter relied on relationship-building and a well-calloused dialing finger. An accounting whiz they'd placed two years earlier might introduce them to a solid HR director, who in turn used to work with a top-performing marketing VP, whose wife just so happens to be a radiologist—the position the recruiter was trying to fill. And so the connection was made, and the recruiter would move from "hunt" to "capture" mode, luring the prospect with the promise of a better work environment, a significant career move, a substantially higher comp package, and so on.

Then the Internet hit adolescence, and things changed.

"Post and Pray," the Early Age of Job Boards

Along came Monster.com, followed by CareerBuilder.com, Indeed.com, and others. Now, rather than having a recruiter casting a well-targeted line into a hidden pond to draw out the lurkers, HR departments and recruiters alike could post positions that everyone everywhere could see. In essence, they were throwing a tuna net into the ocean, hauling up a squirming mass of fish, and hoping they'd eventually find a keeper.

And so the recruiter's role changed from hunter to gatherer, or more accurately, sifter. Due to the ridiculous volume of (mostly unqualified) responses each listing would generate, software was used to screen resumes for keyword frequency and other factors, allowing what was presumably the cream to rise to the top.

Gone in great measure was the personal touch, the experienced assessment of intangibles that would go beyond the print on a resume, the gut feel for the "fit" of a candidate. Those elements came into play only in the final stages of hiring, which may have been (and probably was) a disservice to both the employer and the prospect pool in terms of finding the absolute best candidate for the position.

Also temporarily overwhelmed was the concept of "passive recruiting". Finding the candidate that wasn't looking at job boards, and showing him the upside of a career move he hadn't even known was on the table. That's what the good recruiters had always been able to do, but the "Post and Pray" system turned their Rolodexes into quaint paperweights.

And Then There Were Two

So, in the late 90s and early 2000s, a professional recruiter's role had become an exercise in paper-pushing, about as exciting and challenging as…well, as reviewing a plethora of identically formatted, personality-free resumes for eight hours a day, tossing 99% of them, and shipping the other 1% to the client. Just what they'd dreamed of doing when they grew up.

But in 2003, a gaggle of Net Nerds hailing from PayPal and SocialNet created a site that, in just three years, would "stake its claim as the professional profile of record." That's how the LinkedIn promo team pitches it, and it's a pretty fair description. By 2008, LinkedIn launched global offices, and as of this writing (2013) boasts 225 million members worldwide, adding two more with every passing second—all of which dramatically changed social recruiting.

As Erik Kostelnik, VP of Sales for Identified said, "LinkedIn started promoting this Rolodex model again, and we saw that the revenue they're generating from their recruiting tool, called Talent Solutions, is greater than CareerBuilders' and Monster's revenue nationwide. There just wasn't another competitor that actually had a similar Rolodex-like model. And so, when you look at the D&B, from 2007 on LinkedIn has been eating the lunch of Monster and Career Builder."

So with a digital slant, networking and passive recruiting came back into style. In certain arenas such as marketing and advertising, LinkedIn offered a cornucopia of potential candidates to the professional recruiter, all just a few clicks, introductions, and "connects" away. Not quite as tactile or aerobic as flipping through the Rolodex, but at least it put the recruiter back in the relationship-forming business.

STOP. Before we go any further, let's redefine that term "passive recruiting." In fact, let's throw it out altogether, and from here on out call it what it really is: "proactive recruiting." Because there's really nothing passive about it. The candidate may be considered passive because he or she is not actively searching for a new position, but the successful recruiter is anything but passive.

Okay, where were we...oh yes, LinkedIn, where public resume posting and an emphasis on professional profile information quickly created a rich talent pool for proactive recruiters the world over.

In fact, it wasn't too long before LinkedIn began to look like an oversold deep sea boat, with jostling talent search pros wedged shoulder-to-shoulder, crossing lines and gang-plying the waters until even this lush pool was overfished and increasingly unproductive.

Interestingly, at the same time as social recruiting attention was increasingly focused on LinkedIn, folks in lots of other professions—healthcare being notable among them—blithely eschewed LinkedIn profiles, preferring instead to mix their professional information with pictures of their cats and vacations on the social network's 600-pound gorilla, Facebook.

This posed a problem for you, if you happened to be a plucky recruiter charged with finding nurses, technicians, and physicians for hospitals and medical facilities around the world. Gleaning meaningful, career-specific data out of the Facebook miasma is like having a first date in a mosh pit. You might catch a word or two here and there, but in the end it's just a lot of sound and fury that can leave you bruised and confused, with no second date in sight.

The frustrating thing is, as a recruiter you know there's gold buried in those mountains of Facebook data. Everyone knows it, but nobody has figured out how to scoop up the typical Facebook-user word barf and refine it into something nutritious, delicious, and easily re-digested.

Facebook has tried to help, recently launching GraphSearch to aid in the assimilation and distillation of data into meaningful categories. There are other third-party solutions as well, either in the works or already available, and we'll get to those a little further in.

But the most salient point is this: social media, and more specifically Facebook, is the premier place to proactively recruit healthcare professionals.

- Social media use in the U.S. has increased 356% since 2006

- Of new hires generated through social media, 47% are from Facebook.

- 60% of job seekers include professional information in their Facebook profiles.

- Remember those 225 million LinkedIn users? Facebook has a billion. With a "B." Now that's a Rolodex!

And yet, at this writing LinkedIn is still used by 93% of recruiters, while Facebook is used by just 66%. There's clearly tremendous potential for growth there, especially in light of the fact that most Facebook recruiting is at best inefficient and at worst a dizzy, blindfolded attempt to pin the tail on the donkey.

So how does the savvy recruiter effectively and proactively use social media to find the best recruits? How do you apply your networking skills, personal intuition, gut instincts, and hard-earned experience to build your new, improved Rolodex from Facebook?

In our next chapters, we'll take a look at some current best practices in social recruiting, and more importantly, we'll look at some new strategies and technologies that can help impose a results-driven method onto the intimidating and sometimes frustrating madness.

2

Five Basic Steps to Social Recruiting

In many ways, proactive social recruiting is no different than conventional recruiting. You can boil it down to its essence like this:

1. Define the position.
2. Define the requirements.
3. Search for matching requirements.
4. Narrow the focus.
5. Reach out to the prospect.

Basic Step 1: **Define the Position, or "What's in a Name?"**

We won't spend a lot of time on this, because if you're our target reader—a professional recruiter interested in Facebook recruiting techniques—you don't need a Recruiting 101 primer.

Still, a little review never hurts anyone, and even the basics call for a little twist when we're talking Facebook, so...

Let's say your client has an opening for a nurse, and wants you to find one. First question: *What kind of nurse?* Specifically, a registered nurse, a surgical nurse, a licensed practical nurse, a public health nurse, a CNRA, an HHN? A nurse by any other name may smell just as sweet, but is not necessarily the one the client is looking for.

Your search through Facebook's seething masses is going to require specificity, so be sure to work with the client to get the position correctly named and clearly defined in terms of job duties.

The description of job duties is another area where clear, accurate, and concise language is going to pay off at the winner's window down the stretch. When you start finding candidates whose Facebook profiles and other entries reflect the same technical language as your role description, you know you're on the right track.

In your description, consider:

- Daily "routine" duties

- Key role-performance duties

- Ancillary but expected duties

- Occasional and potential duties

- Reporting relationship

Basic Step 2: **Define the Requirements**

Again, you get points for comprehensive specificity. Include a detailed description of each and every requirement of the position. Consider:

- Optimal years of experience in...(specify precisely the type of experience the job requires)

- Demonstrated skills (technical, operational, supervisorial, interpersonal, strategic)

- Professional recognition and achievements (awards, published works, affiliations)

- Special training (certifications, professional courses)

- Optimal education (areas of specialty, degree achieved, etc.)

And you may say, "Hey, I already do this. I already put together a clear role description with duties and responsibilities, and a comprehensive set of requirements for every position I'm looking to fill."

Great. Because when it comes to matching your role descriptions and job requirements with the wildly varying and creative self-descriptions used by medical professionals in their Facebook profiles, the more clearly you sketch the portrait of your ideal candidate, and the more likely you'll find the person who matches your drawing.

Step 3:   ## Search for Matching Requirements

Easily said. Not so easily done.

Still, with the introduction of GraphSearch, Facebook has helped open the door to keyword-savvy recruiters. Just go to the Facebook search bar, type in some appropriate job titles, requirements, experience, etc., and wade through the masses that appear in response. If you're good with keywords, and if you're fortunate enough that your ideal candidate has also used those exact keywords in his or her Facebook profile, you might find what you're looking for. But it takes patience; it's not a fast or efficient process. And of course, there's always the chance that your ideal candidate didn't use the precise keyword you thought he might, so he'll remain hidden from your search.

Step 4:   ## Narrow the Focus

With about a billion active users on Facebook, even your strategic searching is going to bring up way too many potential candidates. Just as you would with any search, you're going to have to refine the search and narrow down your list before you start reaching out.

One way—the hard way—is to read and evaluate every candidate's profile.

Another option is to continually refine your search terms, and see how many (and who) is eliminated.

Either way, you've got your work cut out for you. It's time-consuming and tedious, but it's the reason you're getting the big bucks, so no whining allowed.

Step 5:   **Reach Out to the Prospect**

Once you've narrowed your focus to the most promising candidates, it's time to reach out with an introductory message. Not so long ago, this initial contact was likely to be done with a phone call. In social media, the preferred medium is to send a message within the arena; i.e., a Facebook message within Facebook, a LinkedIn "InMail" there, and so on.

Since we're focusing on Facebook recruiting, it's important to stress that this is first and foremost a social networking site with an emphasis on "social", so the initial contact should reflect that tonality.

To that end, a successful message will be more personal and informal sounding than a typical initial contact letter might tend to be. As a recruiter, you'd want to:

- Share something about yourself

- Tell why and how you've found this person

- Discuss the career advancement potential and benefits of a new role

- Provide your contact info

- Provide a direct link to the job posting

- Provide a link to the Facebook page of the hiring company, if one exists

Here's an example of a letter that does all that in a Facebook-friendly way:

> Hi Susan,
>
> I'm Jody with Acme Staffing. I noticed you are an experienced ICU Nurse trained at Samuel Merritt (by the way I saw your toy poodle in your profile picture, super cute!)
>
> Right now we have opportunities across the country with first-tier organizations that prefer experienced ICU RNs for both staff and supervisory roles. I wanted to reach out in case you might be interested in new opportunities with significant career advancement potential. If so, I'd love to chat whenever you have a minute.
>
> Also, because we know the best way to find high quality nurses is referrals, if you know any ICU RNs on your friends list who may be looking for a new position please add them to this message, friend me on Facebook, or email me directly.
>
> Thank you so much for your time,
>
> Jody
> *jody@acmestaffing.com*

A conversational, informal tone like this is the right note to hit with a message on a social network like Facebook. But in spite of the tone, we're still strategically setting some hooks. One hook is emotional; we complimented their pooch. We have poodles in common. Not a bad way to start a conversation.

One is financial—"first-tier" organizations are likely to pay the highest salaries to experienced professionals. Another appeals directly to the ego, and secondarily to the intellect: "supervisory roles" and "significant career advancement potential" are phrases that might appeal to an ambitious professional who feels they've hit a ceiling where they are, and are ready to take on more responsibility and wield more authority.

Three Facebook messaging tips:

- "Paid Facebook messaging" is the only way to ensure a potential candidate will receive your message (with notifications sent to their browser, mobile device, or tablet and an open rate close to 100%). Otherwise, messages will go to the candidates "Other" folder if you are not already friends, which is essentially Facebook's spam folder. Messages get sent there regularly, but many Facebook users don't even know it exists and never check it. To avoid spam purgatory, strongly consider using paid Facebook messaging.

- Being labeled a "Spammer" is not a good thing, but it's easy to earn that moniker if you're not careful. The best way to do that is to personalize your message, directly addressing each of your prospects. If they feel you took the time to send them a personal note (as opposed to a formal letter), they're much less likely to mark your message as spam. And that's important, because the more of your messages that are marked as "Spam," the higher your chances are getting your account blocked by the Facebook police.

- Be selective and avoid triggering any Facebook red flags by limiting your messaging volume to no more than 10 per day.

3

Imposing Method on Madness; a Facebook Recruiting Primer

As a recruiter, Facebook gives you access to the most voluminous online user base on the planet, along with a built-in advertising platform and a messaging system that's nearly 100% successful.

On top of that, in this arena, the aspect of social networking blends nicely with professional networking, creating a highly effective sourcing and referral system. Not to mention that the cost to create a professional account is free. So from an ROI standpoint, Facebook has a lot going for it.

Clearly, every recruiter who has a pulse needs to include Facebook as an important part of a comprehensive candidate sourcing strategy. That said, there's a right way and all sorts of wrong ways to use Facebook as a tool to connect with prospects.

In this chapter, we'll make the daring editorial choice to focus on the right way. It starts by creating your Professional Account.

Create a Professional Account

First, when setting up your Professional Account (not to be confused with a Facebook "Page"), it's a good idea to use a work email address, as opposed to your personal email. You want your Professional Account responses to go to one discrete place, unsullied by the exciting opportunities from Nigerian princes and other clutter in your personal Inbox.
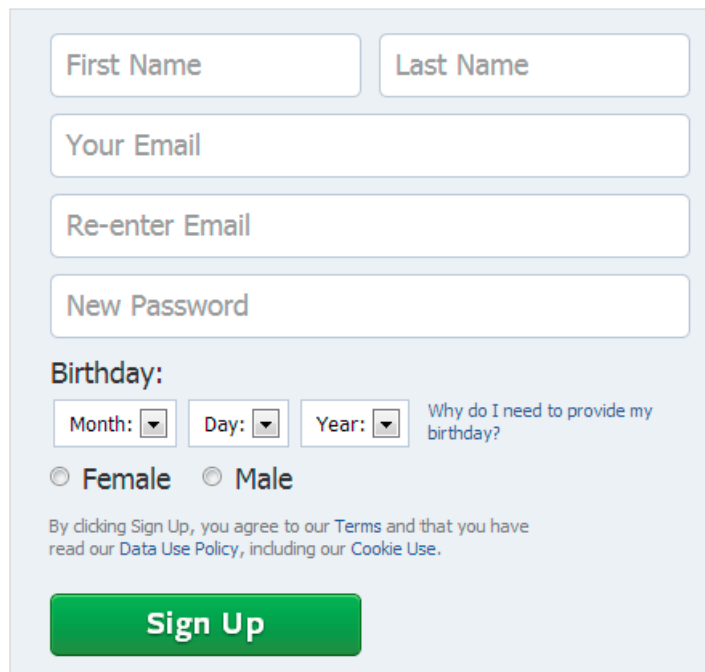
Tip: If you haven't already done this, be sure your work emails all push to your mobile phone, tablet, Dick Tracy watch, or whatever other digital communications device you carry with you. Then, via Facebook messaging you can engage and interact with a prospect the moment he raises his hand.

With that said, let's get that account up and running.

1. Go to Facebook and click the Sign Up button.

2. Initially, Facebook asks for a few details to start building a profile. These details allow Facebook to customize user experience based on demographics.

3. The first step in the sign up process uses the email you've provided (your work email, right?) to pull in all your saved email contacts who have Facebook profiles.

    a. Facebook can import contacts from many sources. The more the merrier, so give Facebook free reign here.
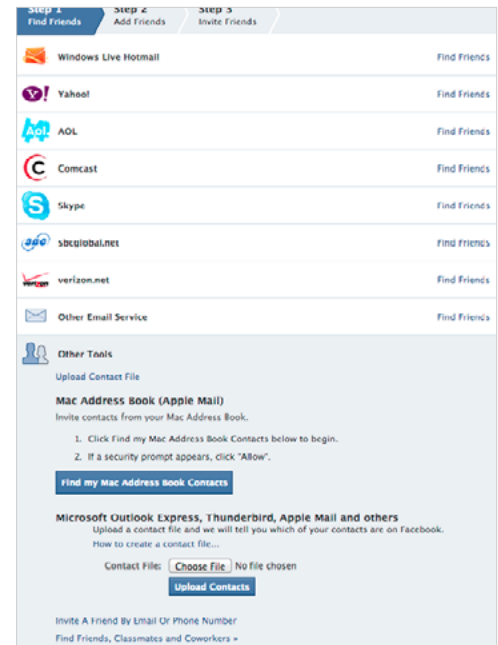

    b. Next, you'll be asked which friends Facebook should add. Generally, it is a good idea to add all professional contacts, employees, and previous candidates as friends. This step is important and should not be overlooked, as it creates your initial Facebook professional network.
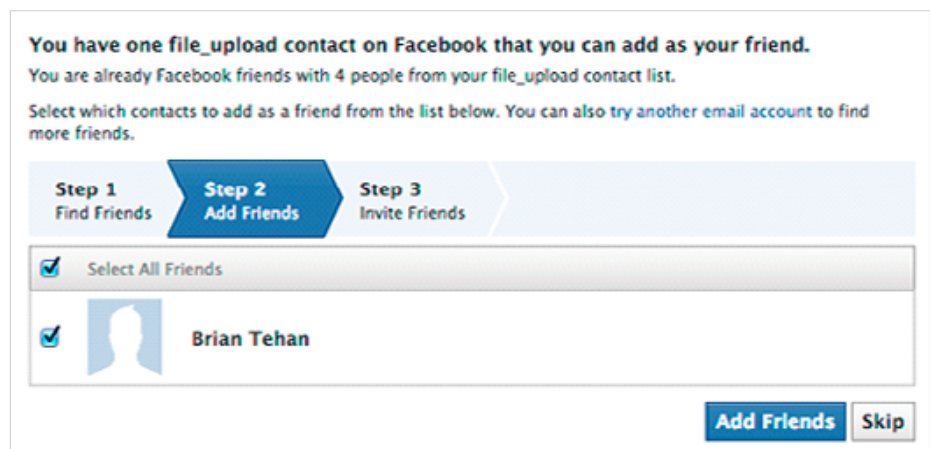
c. Facebook will then recommend that you invite any saved email contacts that didn't have a Facebook profile. Why not? Couldn't hurt.
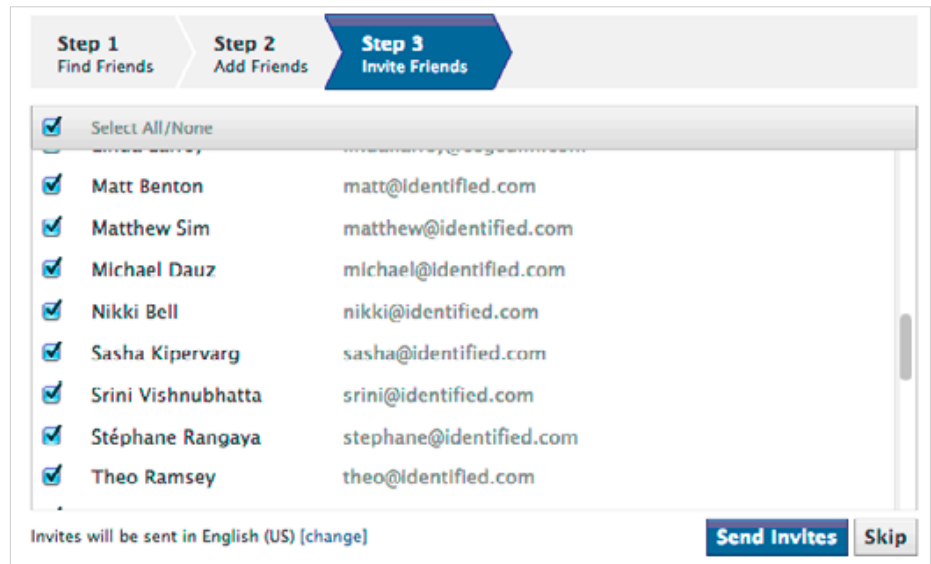

4. The "People You May Know" section will also allow you to add additional contacts. These are friends or friends of friends. This step can be a valuable way to curate and build an initial professional network. Care should be taken here; it's good form to only add those with whom you have a connection and/or recognize. You're a recruiter, not a stalker. Presumably.
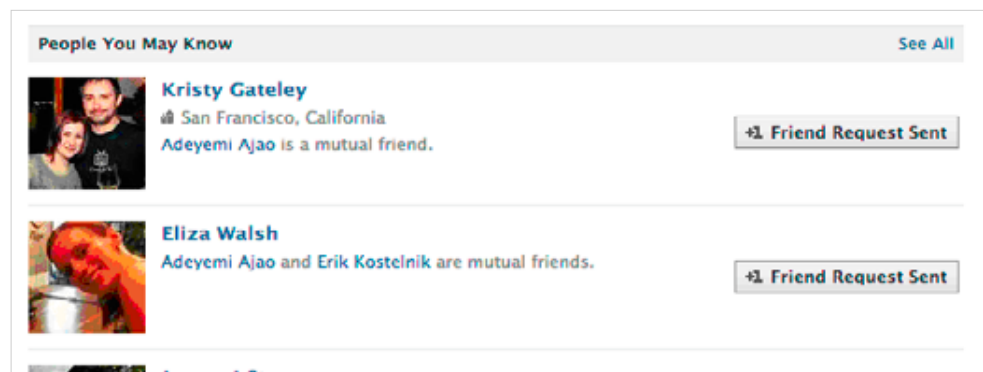
Okay, now it's time to populate your profile. Sounds suspiciously fun, but in actuality it's just filling out information about your professional self. This profile is how you present yourself to the professional network, potential clients, customers and candidates. Let's walk through it.

5. Notice that visibility and privacy settings can be set using the drop down menus to the right.
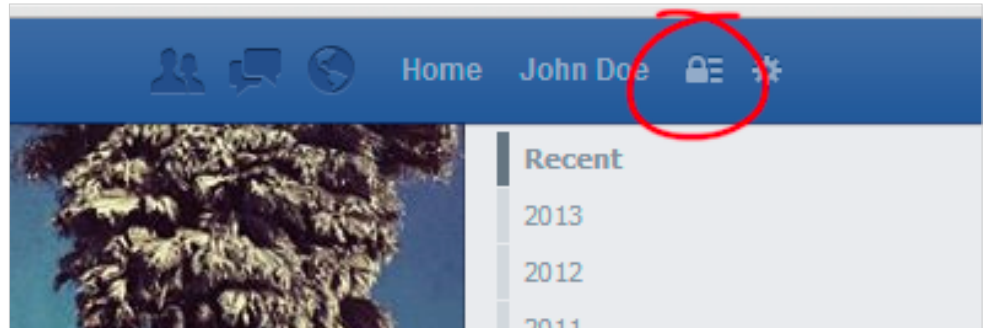
6. Time to upload a photo. While uploading a company logo might seem like a good option in this step, it's actually better to upload a photo of yourself. People like to do business with people. And beside, this IS a social network, right? So get yourself a professional head shot, or have someone snap a shot of you in your office, or even opt for a casual personal photo. An appearance of approachability can be a significant factor in response rate, so look friendly and say "Cheese."

At this point, the basic account is created. You will notice confirmation notices and emails will start coming in as people begin accepting friend requests. As you complete your basic Professional Account, here's a checklist to make sure you get everything.

Facebook Account Checklist

Your account:

- Has your real full name

- Includes your work email address

- Includes your phone number

- Has your company name clearly identified

- Has a friendly photograph of you

- Has a cover picture set for you

- Has your job title

- Includes all your coworkers as friends

- Lists your location

- Lists a couple friendly interests

- Has all the above information set to public privacy settings

- Allows you to connect with affiliated and partner organizations

- Leverages high quality candidates through the network effect
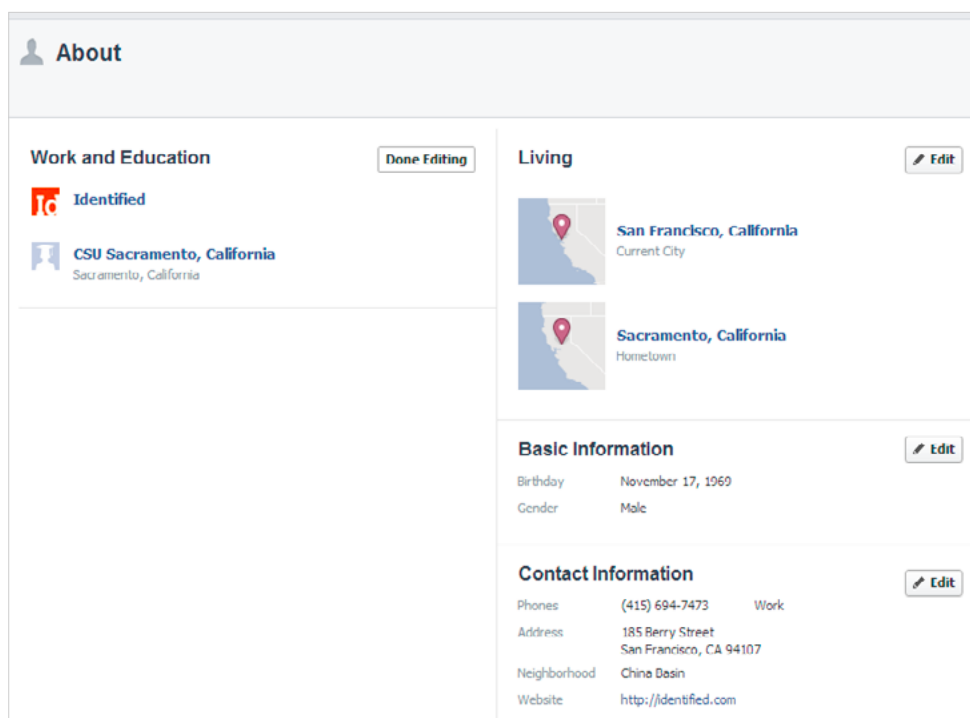
Your professional account profile page should now be visible. If you added your professional contacts, a small but growing curated professional network will also be visible. Now is a great time to add a company logo, a group picture, or a company-related photo as a profile "cover photo," the one that appears as a background behind your smiling face.

More Things To Do

1. Clicking on the "Update Info" button on the cover photo will take you to a profile edit page. Sections of this page allow for the addition of profile information as detailed in the screen shot.

2. The "Contact Information" section is arguably the most important section of your profile, since the whole point of this exercise is to get potential customers and candidates to contact you. So, at a bare minimum you should add your office phone number, but the more ways you can be contacted, the more likely it'll happen. Nobody should have to work hard to figure out how to get in touch with you.

3. This screenshot illustrates where you'll find most of your account settings.
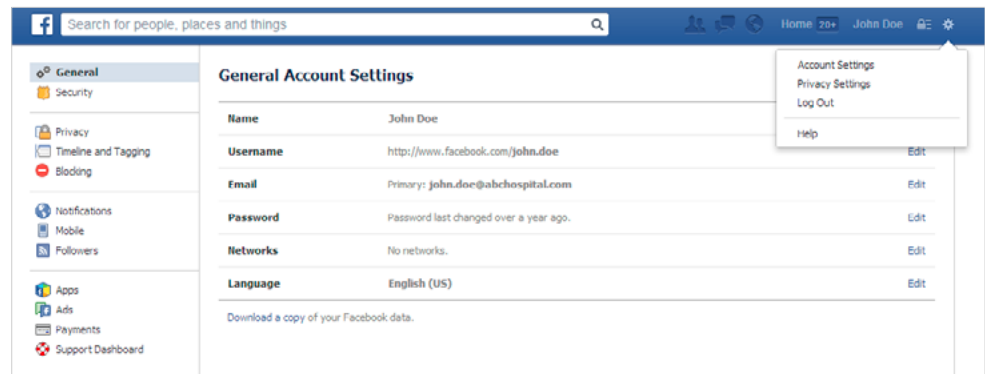
4. **Profile Checklist:** The following information will help you optimize your Professional Account:

- Make sure your "About" section is visible to the public

- Ensure your company page is selected and correct in the auto complete menu

- Add a job title (make it a concrete title that candidates would recognize --- i.e. Head of Talent Acquisition)

- Add a project and details describing the job titles sourced and the primary location ("Recruiting talented RNs, LPNs, and CNAs nationwide"). Include a link to the company webpage here as well.

- Mark job as current (select the "I currently work here" checkbox).

- Verify your Profile settings. You can see how your professional profile looks to others by clicking the 'gear' icon next to the 'Activity Log' button on top of the Cover Photo, and clicking 'View As." By default, this will show your profile as it appears to the public, which is exactly what you want.

With your profile in place and your contact list imported, you've started your network. Now you're now ready to test the Facebook recruiting waters. Reach out to those on your Friends list, scour the "People You May Know" suggestions, conduct keyword searches via GraphSearch, post the positions you're trying to fill, respond immediately to all inquiries, and follow up on all referrals.

There are a billion people on Facebook, and your ideal candidates are out there, "Liking" friends' photos, sharing links, posting videos of their pets, and even occasionally talking about their jobs.

All you've got to do is find them.

About Identified

Identified is a data and analytics company focused on professional information. Founded in 2010 and headquartered in San Francisco, Identified pioneered SYMAN (Systematic Mass Normalization), a proprietary technology that collects, standardizes, and organizes professionally relevant data from the social Web in order to create new products and insights for companies and individuals.

For more on Identified, look at **identified.com** or follow us on Twitter, **@Identified**