

An Epicor® White Paper

## Finding the Perfect Candidate

Recruiting and Retaining Employees





## Table of Contents

Finding the perfect candidate .....	1
Web 2.0.....	2
The rest of the internet .....	3
Allowing candidates to apply online .....	4
Narrowing the candidate pool .....	4
Technology in interviewing.....	4
Finding the right technology .....	5
Creating a requisition .....	5
Accepting applications .....	5
Finding qualified candidates.....	6
The interview process.....	6
Making the final decision .....	7
Conclusion .....	7



## Abstract

Quite frankly, everyone knows what they need to find in their ideal candidate—a person with the skill set required for the open position, a strong work ethic, and a personality that fits in with the rest of the organization. Knowing who you need for the position is the easy part. Finding that person is a different story. With several million unemployed people in the U.S., you think it would be easy to find the perfect candidate. However, with people unwilling or unable to move for open positions and a much larger candidate pool to sort through, it can be a daunting challenge to find a needle in a haystack. Using the right tools to conduct your candidate search simplifies the process.



### Finding the perfect candidate

Technology has infiltrated almost every part of our lives. Many people cannot go a day without their cell phone, let alone Internet access. It only makes sense that technology has impacted recruiting efforts, as the way people interact and search for jobs has drastically changed. You should use technology during every step of recruitment, including:

- ▶ Creating a requisition
- ▶ Attracting top candidates
- ▶ Sorting applications
- ▶ Conducting interviews
- ▶ Hiring the top candidate

Integrating the technology people use on a regular basis into the recruitment process makes it easier for candidates to find you. When it is easy for candidates to apply for open positions, you increase not just your candidate pool, but also the chance of finding the perfect person for an open position. How do you make it easy for candidates to find and apply for open positions?



## Web 2.0

Using social media is the latest trend in the recruitment process. With millions of users on Facebook®, Twitter™, LinkedIn and other social networking sites, it makes sense that employers would use these resources to find candidates. Not only is there a large pool of people to recruit from, but over 75 percent of people find jobs through personal or professional networks<sup>1</sup>—moving these networks online allows more people to be aware of your open position through personal recommendations. Encourage employees to notify their own networks about the open position by offering incentives to employees who recommend individuals who are ultimately hired by your company.

Using social media to find candidates extends beyond just tweeting about an open job position. Encourage those in your social network to post information about your open position or to send the position to people in their own networks who may be qualified for the position. In addition, certain social networking sites will recommend users based on profile matches that they believe may be qualified candidates. Social networking isn't just about candidates finding your organization. It's using relationships to reach out to candidates who you may not have identified by other means.

### **77 percent of organizations screen candidates through their social media profiles.**

In addition to finding candidates via social networking, a new study shows 77 percent of organizations are also screening candidates by using their social media profiles<sup>2</sup>. While there are many ways to make a social media profile private, many people do not choose to do so. Screening candidates using social networking can be highly effective, but it also requires a certain level of sensitivity. If you are going to use social networking to do additional candidate screening, make sure that you screen candidates the same way across the board. One thing to be aware of while checking candidates' profiles is whether or not you are viewing information that could be considered discriminatory, such as religion or age. Consider having an employee who's not involved in the hiring process look at candidates' profiles, with a list of what they should be looking for. Keep careful notes of what exactly was seen on a profile that eliminated a candidate from consideration, whether it was a picture of the candidate using drugs or badmouthing a current employer.

Whether you are using social media to recruit or screen candidates, it is important not to limit yourself to using just social networking for recruitment. Though many people have embraced this technology, many to the point where it is an integral part of their daily routine, not everyone is a member of these communities. Using other methods of recruiting candidates, such as online job boards, industry blogs, and local college and university career centers, will increase your candidate pool while not limiting yourself to who has the ability to find your requisition.

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<sup>1</sup> De Back, Alan, "How Your Refrigerator Can Help Your Job Search," April 24, 2010. CareerBuilder.com

<sup>2</sup> Owens, Todd, "How is social media changing the way employers screen candidates," July 28, 2010. TalentWise.com.



### The rest of the internet

Recruiting should extend beyond social networks. Not just to widen your candidate pool, but “sourcing from professional-network sites such as LinkedIn carries a risk that the method could be challenged on discrimination grounds,” says Chicago attorney Pamela Devata. “It represents a hiring pool that is not open to the general population.”<sup>3</sup> To avoid the potential trouble this could produce, utilize other jobfocused Internet sites like Monster.com® or Yahoo! Jobs®. With a well-written, specific requisition that fairly describes the position and what you are looking for in a candidate, you can have success in recruiting quality candidates.

Similarly, more and more candidates are turning to local online bulletin boards such as craigslist for their job search. Using these popular sites to recruit candidates will surely increase your candidate pool dramatically, though the quality of candidates may decrease. Depending on the type of open position, taking advantage of blogs commonly read by people in the industry related to the open position can help you find quality candidates who have already shown their dedication to their industry by reading said blogs to begin with. Though some sites may charge you a minimal posting fee, the quality of candidate will most likely be higher across the board than from postings found on other sites. If you aren’t aware of any blogs in a specific industry, be sure to do your research and find which ones are leaders in those industries.

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<sup>3</sup> Owens, Todd, “How is social media changing the way employers screen candidates,” July 28, 2010. TalentWise.com.



### Allowing candidates to apply online

If you are recruiting for candidates online, you should make it easy for them to apply. Whether you decide to do so by accepting emailed resumes and cover letters or having a way to allow candidates to complete an application online, you cannot expect candidates who are used to communicating via e-mail and social networking to mail or fax in their resumes and cover letters with the same frequency as they would submit them online. Allowing candidates to submit applications and resumes online isn't any less professional than requiring candidates to send in resumes, but it does save paper and makes it easy to share resumes with others involved in the hiring process.

### Narrowing the candidate pool

From a recruitment perspective, allowing candidates to apply online makes it easier to sort through the increased number of applications you will inevitably receive. Using the right tools and software, you can easily locate candidates who possess the proper skill set and qualifications you are looking for. In addition, it is easier to file and store applications in digital form, compared to having paper resumes and applications sit and take up space in a file cabinet, inevitably forgotten. Another added bonus of having digital resumes is that it is easier to keep notes and create reports about the hiring process. Allowing candidates to apply online makes the hiring process easier for everyone involved.

### Technology in interviewing

In recent years, the number of candidates willing to relocate for an open position has decreased. People are finding it harder to leave their current locations due to depreciating real estate and the uncertainty of starting over in a new city. Another reason people may not be relocating? Organizations that are feeling the crunch of the economy may no longer be interested in flying recruiters around the country, nor are they frequently flying top candidates in to interview. While you can always hold phone interviews to interview candidates who are not local, it is hard to get a feel for candidates when you are simply talking to them over the phone.

If you are willing to increase the geographical range of your candidate search (which can be necessary to fill certain specialized positions), consider using services that allow for video conferencing to hold "in person" interviews from a distance. While it is ultimately a good idea to meet a person face-to-face before you decide to hire them, using video conferencing technology can be a cost-efficient way to conduct all but the final interview. Even if the interviewee is in the same location as the main interviewer, using tele- and video-conferencing technology can allow an interviewee to be questioned by offsite managers and executives who may be working with the employee.

## Finding the right technology

There is software that can help you increase the efficiency of every piece of the recruitment process. Using a best-of-breed HRIS like Epicor HCM from Epicor Software Corporation takes this a step further, going beyond just the recruitment process. Epicor HCM not only helps you find the perfect candidate, but it makes it easy to track an employee's data after he or she is hired. First, however, they must go through the recruitment process.

### Creating a requisition

The first step in finding the perfect candidate for your organization is to know who your ideal candidate is. How much experience should this person have? What kinds? What educational background would you like to see? What type of personality will fit best with the rest of your team? Knowing what you would like to see in a candidate makes it easier to identify who would be a good fit for this position. If you have a scheduled exit interview with the person leaving the role, find out their perspective on the position. Which of their qualifications helped the most in this position? What qualifications would make a person successful in this position? Also seek input from the manager as well as looking at what qualifications previous employees had who successfully held that role.

Once you have decided which skills and qualifications your ideal candidate should possess, it is time to write the requisition. For some positions you may have prewritten requisitions on hand that you simply repost. For other positions, you may need to write a new requisition. Either way, make sure that your requisitions provide plenty of information about the job, the qualifications needed, additional benefits and salary information. While it may be tempting to exclude salary information to broaden your candidate pool, "48 percent of job seekers said failure to include a salary range was an immediate turnoff." Being honest upfront about salary expectations automatically saves you time by attracting candidates who are willing to work for a specific salary range instead of having to filter out candidates later who are demanding more than your budget can accommodate.

How does Epicor HCM help you create a requisition? By storing information about different positions, previous requisitions, and performance reviews of all employees, it is easy to decide which skills are necessary for an open position. With previous requisitions stored in Epicor HCM indefinitely, you may not even need to create a new requisition. If you do, Epicor HCM makes it easy for you to expand on questions that are a part of every requisition (such as name, previous work experience, and more) to create a requisition specific to the open position. When creating a new requisition (or updating an old one), you can designate specific questions as "knock out" questions that help filter out candidates during the application process. You can also create questions that have weighted answers, allowing you to rank candidates based on their application "score."

### Accepting applications

When you create your requisition in Epicor HCM, it creates a unique URL for each requisition that can be posted to social media sites, blogs, online job boards, and any other place online you would like it to be. With the Candidate Self-Service module available for Epicor HCM, candidates can follow the link and apply for the job directly online. When applying for a job, they not only answer knock out questions and weighted questions that were created with the requisition, but





they also have the ability to upload their resume and cover letter as part of their application. Any data that's submitted during the application process is saved in Epicor HCM for future use. When you use Candidate Self-Service, you have the option to administer a split database, storing candidate and employee data in two separate places. By allowing candidates to apply online through CSS, you make it easier to search for and search through applications to find the best candidate for the position.

### **Finding qualified candidates**

There are many methods in place that make it easy to find top candidates once their information has been entered into Epicor HCM (either by the candidates themselves or entered manually by HR based on information found on a resume). As mentioned earlier, creating knock out questions during the application process is the first step in screening candidates. Candidates will not be aware that their application has been flagged as unqualified, but they will not show up in searches within Epicor HCM when HR is looking for candidates for the open position. By having fewer applications to sift through, you can take more time to find a quality candidate.

When the requisition has closed and all candidates have been entered into Epicor HCM, Epicor HCM can search through applications and resumes to find keyword and qualification matches. Epicor HCM will then create a list of qualified candidates, ranked from top to bottom with the number of qualification matches. Though your knock out questions may be rather broad, eliminating the most unqualified, using qualification matches helps you identify the candidates who are most qualified, allowing you to give more attention to them than the lesser qualified. All candidate information, including uploaded resumes, is searchable within Epicor HCM. If there are additional qualities, certifications or skills you would like candidates to possess, searching for those terms will present you with a list of candidates who match the new keywords. The time needed to sort through applications and identify qualified candidates is drastically reduced with Epicor HCM candidate search tools.

### **The interview process**

Epicor HCM can't help you interview people directly (some things still need to be done manually), but it can help you keep notes of what has been going on with the interview process. Keep track of who has spoken to which candidates, when, and how. Schedule upcoming interviews so everyone involved in the recruiting process can know what is going on. Enter notes about interviews after they're happening and track the cost of the recruitment process, be it flying a recruiter to interview a highly sought-after candidate or interviewing a candidate over lunch. Not only can you track the expenses of the recruitment process, but you can also make sure each expense is tied to the correct department's budget.

By using Epicor HCM effectively, you will have a record of every person who spoke to a candidate, and notes on how well each interview went. What did you like about a candidate? What did you dislike? Did you do any social media searches on the finalists? If so, did they reveal any negative information that would sway your decision? Taking extensive notes about candidates and the recruitment process while it is going on can potentially save you headaches later. Encourage everyone involved in the recruitment process to add their notes to Epicor HCM to get many different perspectives.



## **Making the final decision**

When you have decided on who is the best candidate for your open position, Epicor HCM makes it easy to inform that candidate of your decision while informing all other candidates that the position has been filled. Whether you choose to do this by email or letter, Epicor HCM allows you to personalize communication to the candidates to reflect the culture of your organization. Candidate information can be stored either indefinitely or for a set period of time. When new positions open, you can search candidate information that has been stored in the system for a certain number of years to find quality candidates who have applied for other positions but may be a good fit for the current open position.

For the candidate who will become a new employee, Epicor HCM allows you to seamlessly convert their data to employee data. Once a candidate has become an employee in Epicor HCM, it is easy to set up their absence plans, benefit options, basic employee data, and more. The new employee can login to Epicor HCM and download an employee handbook, enroll themselves in benefits, see their total compensation package, and set performance goals. In the future, the employee can use Epicor HCM to request time off, update their benefit information, change any personal information such as phone number or address, download important forms and stay up-to-date with what is going on with your organization.

## **Conclusion**

Epicor HCM continues to work for employees from recruitment through retirement. From creating an Epicor HCM account to applying for a job to logging out of Epicor HCM on their last day of working for an organization, Epicor HCM helps HR manage employee data every step of the way. In addition to the recruitment tools found in Epicor HCM, our HRIS helps you manage benefits, absence plans, performance management, training and development, compensation and more. Not only does Epicor HCM help you do your job better, but it also helps you do your job faster.

Technology is pervasive in today's culture. Make it easy for candidates to find open positions available in your organization and apply for those jobs online. The easier you make it for candidates to find you, the more likely you are to attract quality candidates. Using Epicor HCM throughout the recruitment process increases the efficiency of filling open positions with the best candidates for your organization. Epicor HCM is more than an HR system—it is a comprehensive HRIS that manages every aspect of your workforce, from start to finish. Find out how Epicor HCM can help you do your job more efficiently today.

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