

THE ROLE OF THE SOCIAL MEDIA IN THE TALENT ACQUISITION STRATEGY

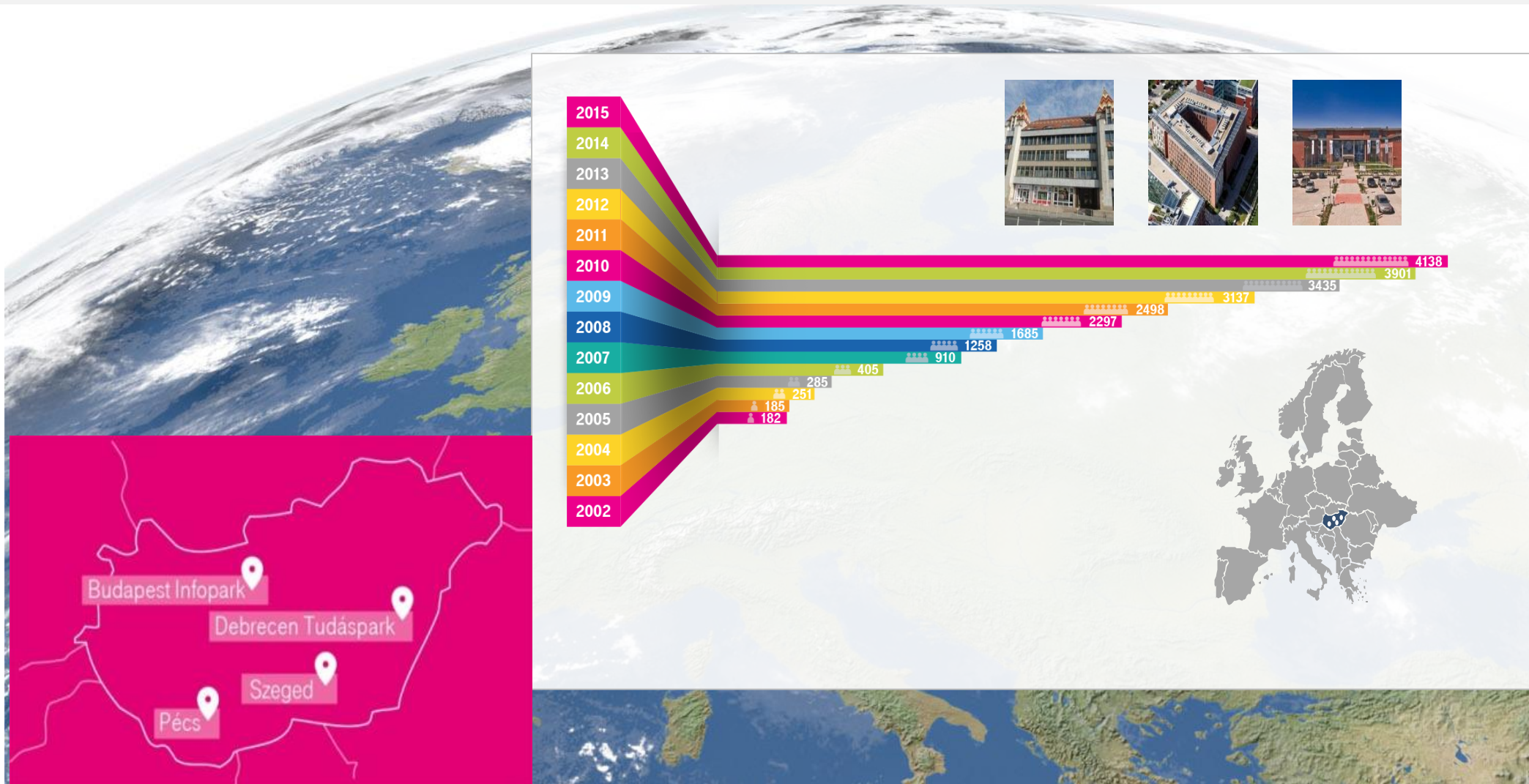
Forgács Judit

MD



CREATING COMPETITIVE ADVANTAGE TOGETHER

H/C DEVELOPMENT OVERVIEW - IT SERVICES HUNGARY



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DEVELOPMENT OF THE BUSINESS MODEL

2006-2010

- Hiring fresh graduates with language background and interest in IT
- Train them on IT and/or telco for 3 months (1st modul generic training, 2nd modul customer specific training)
- Hire them if passing the quality gate

2010-2015

- Gradual shift of profiles to higher value added increased the quantity of market hires with work experience
- Reduced lenght of fresh graduate training as a result of continuous cost pressure
- Internal workforce (mostly gen Y) expecting career progression

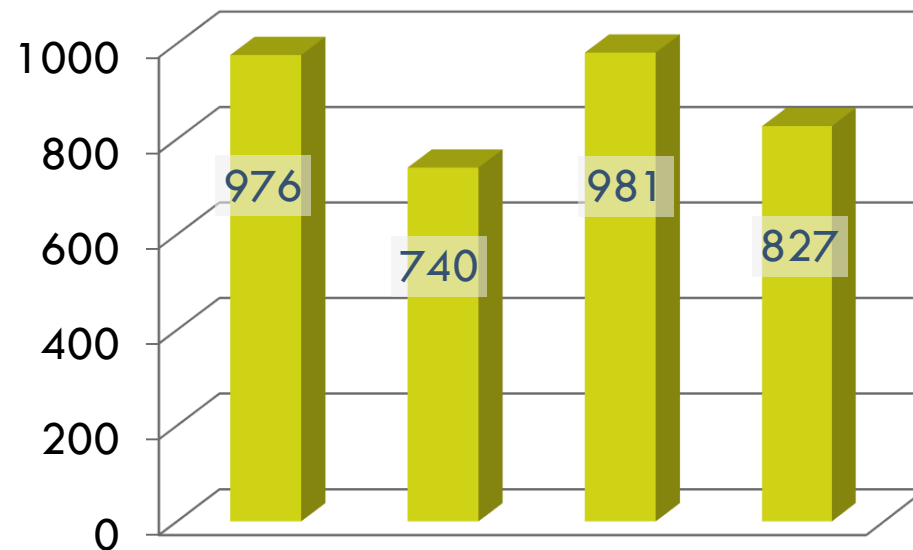
ADJUST RECRUITMENT FOR THE EXPANSION CHALLENGE

- Step 1 : Process efficiency increase
 - Establishing KPIs : #of CVs turn into interview, #of interviews turning into employment offer, lead-time, #of hires/month/recruiter
 - Use externals for difficult profiles
- Step 2: KPIs to become part of financial targets for both the recruiters and the vendors
 - Internal recruiter: bonus based on team scorecard
 - External vendor: extra % if faster leadtime than committed
- Step 3: Social media strategy
 - Establish and leverage related functions – i.e LinkedIn sourcing specialist
 - Employer branding
 - Employee referral

MARKET OUTPUT & MAIN CHANNELS 2012-2015YTD

Monthly averages in number of hired FTE from market												
Year	January	February	March	April	May	June	July	August	September	October	November	December
2012-2015	77	66	73	58	85	74	102	70	90	65	74	76

Total FTE from market 2012-2015



Main Recruitment Channels in 2015

- Employee Referral Program: 30%
- Job portals: 20%
- Agencies: 10%
- Social media campaigns: 8%
- Direct search: 8%
- Job fairs: 7%
- Other (Academy, rehire, events etc.): 17%

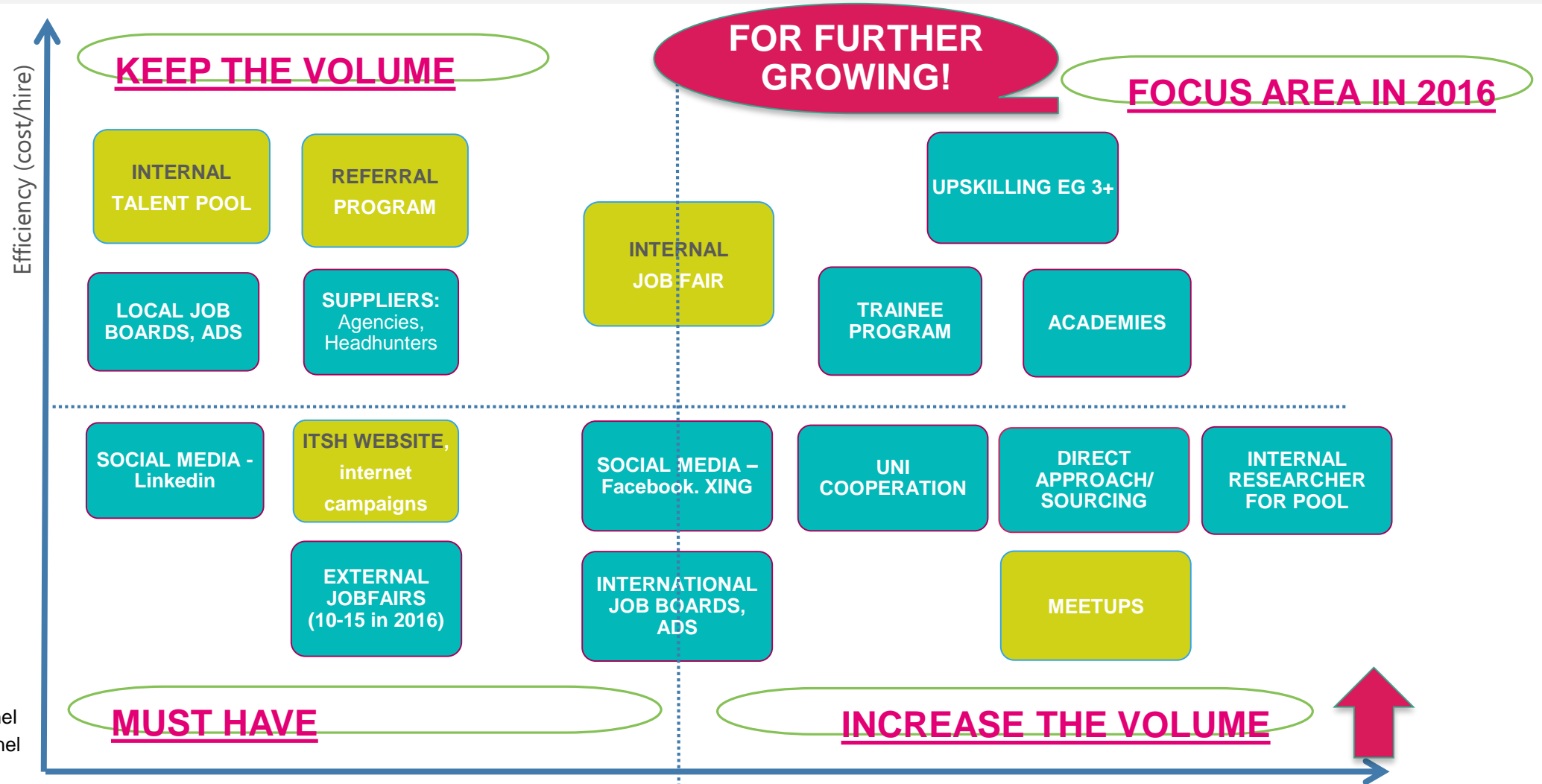
2016 OUTLOOK

- Net 600 FTE growth target
- Labour market is shifting from client driven towards candidate driven
- Increased competition (leading to increased attrition)
- Changes in sourcing trends



Global Sourcing
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RECRUITMENT STRATEGY - USING A BLENDED MODEL



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WHY SHOULD WE INCREASE THE USE OF SOCIAL MEDIA IN THE TALENT ACQUISITION STRATEGY?

BENEFITS OF USING SOCIAL MEDIA IN TALENT ACQUISITION

- **It's Personal**
 - Has a PM function
 - Group of people with similar interest
- **It's transparent**
 - Referrals and interactions are public
 - Feedback heavy
- **It's no longer just for HR**
 - Every hiring manager can search for candidates (LinkedIn is designed for that now)
 - Everybody can forward candidates to hiring managers
- **It's marketing**
 - Targets areas that old processes can not reach (Brand page on facebook)
 - Instantly measurable
- **It's being shared**
 - Free advertisement of positions for the hiring company
 - If integrated in the referral programs –cheaper recruitment channel, advantage of referral fee for employees

OTHER TRENDS NEEDING ATTENTION

- Internet (such as glassdoor.com!) gives a level of transparency that can impact
 - Referral programs
 - Employer brand attractiveness
 - Salary level of the employees
- Talent war for skilled labour
 - Cost of operation
 - Offshoring
- Retention
 - No matter how effective the use of social media in backfilling attrition, it is still very costly to let trained good performers leave



THANK YOU



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