

GUIDE

Measuring Success In Passive Attraction

Showcasing TA impact outside
traditional recruitment metrics.



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In this guide we want to offer some helpful insights into expanding your attraction strategy beyond traditional, reactive and purely tactical approaches.

We place the focus on engagement and how to measure and demonstrate success in a candidate-driven market, where unearthing, attracting and ultimately securing passive talent is key to creating your competitive advantage.

We will also provide a guide to the types of metrics which will demonstrate your impact and value to the business thereby elevating your conversations with your board and other stakeholders, from tactical to strategic.

With a topic as broad as this, we consciously keep our focus narrowed to specific solutions, namely:

- Understanding passive vs active recruitment
- Attraction channels
- The AIDA engagement funnel
- How to measure your success through engagement metrics

By keeping our focus specific, we hope to offer real-world insight and helpful ideas/suggestions to elevate your passive attraction strategy.

Active vs Passive Recruitment

How to get attention — WHY it matters

Understand and articulate the macroeconomic climate within the world of work to your stakeholders. Help them understand the realities of a challenging market, and the different approaches to jobseeking — presenting solutions rather than difficulties, demonstrating metrics which show value over cost.

Understanding clearly the difference between **'active'** and **'passive'** recruitment is fundamental to setting up your function for success, for 3 key reasons:



Operating Model

- The tasks involved in active and passive recruitment are fundamentally different
- The tools required are also different and the levers you need to lean into will vary



Organisation design

- Set up your team correctly; understand your split of active vs passive vacancies
- One person, one job
- Specialist (passive) recruiters and Generalist (active) recruiters



Performance

- TA is a science, not an art
- Set appropriate KPIs for different roles
- Measure the accuracy, pace and impact of TA

Understanding passive and active recruitment

So we all start off on the same page, here are the definitions we use with our customers when describing passive and active recruitment.



Passive

- Targeting candidates who are not actively seeking roles
- Headhunting via LinkedIn/Cord etc.
- Candidates potentially open to a move
- Specialist Recruiter will need to “sell” the opportunity as a complete package



Active

- Advertising roles to attract candidates actively job hunting
- Transacting advert responses
- Candidates likely to be unhappy in current role
- Generalist Recruiter will need to fully assess capability against role requirements

Figure 2: Passive vs Active recruitment

Attraction Channels

How does your approach to passive and active attraction need to change?

Let's start with the basics, using the right channels for the right audiences:



Passive

Programmatic

Constantly drip feeding your message to drive recall (retargeting those who show interest)

Social

Cultural Organic and Paid Content pushed to new audiences that are identified via social channels

Sourcing

Support CV database access for the recruitment team

Pay per client SEM (Google)

Sponsoring related but non recruitment keywords



Active

Pay Per Click SEM (Google)

Pro-actively searching roles

Appcast

Posting your jobs out to relevant job boards and using machine learning to retarget those that aren't working

Social

Organic paid content

Paid Job Board Advertising

Figure 3: Passive vs Active attraction

The engagement funnel:

In this section we consider:



HOW to make your engagement channels work for you



HOW to align your content strategy effectively



WHAT to measure and demonstrate to the business

Attraction is a journey

Most TA functions are living in the 'action' stage of the attraction funnel. But current economic factors and the reduced active audience looking for jobs means that there is far bigger conversations and far more opportunities to convert that need to be harnessed before talent reaches a level of intent that means its ready to apply.

In a buoyant market it is often possible to get away with relying on active channels and living in the action phase.

It's all too easy to fall into bad habits when the flow of talent into your business is strong and you are delivering what the business is looking for.

However the strongest TA functions, and the most resilient to shifts in market forces, focus their energy and resources on all stages of the AIDA model. There are the most likely to not just survive, but actually thrive in an economic downturn.

The AIDA Model

The AIDA model is a commonly used tool to describe how a customer, or in this case candidate, moves through a series of steps before making a choice to take action, i.e. apply for a job. We use it to inform us of the different thought processes involved at each stage and therefore how to tailor our activity and engagement style accordingly:



Figure 4: The AIDA attraction model

Each level of the AIDA model has different KPIs attached.



Awareness

Within the awareness stage it's extremely important that you plan and deliver a consistent communications plan. It's also important to understand that levels of intent to apply at this stage are as low as they get. There is a chance the audience may know you based on your consumer brand or service but it is highly unlikely that they will be engaged and understand the roles you offer, your purpose or have an understanding of your culture. The aim within awareness is to ensure that you cast your net wide and get your message in front of as many individuals as possible educating and informing them of your top level offer.

Channels that are great for doing this include those where you can infiltrate an every day interaction – think radio, ambient or targeted programmatic (geographic and demographic). You are looking to encourage recipients to register an interest in your employer brand.



Interest

Interest is indicated by a visit to your channels to find out more. That might be a visit to your career pages, your social channels or consume Glassdoor reviews. KPI's are measured through Google Analytics or an increase in your followers for example. At this point they are intrigued and want to understand more about the careers you offer or your mission and purpose. You should make sure that you are consistent in your communications at this stage and offer in-depth information about the regions you operate in, the skill sets you offer, your strategy and mission and even introduce your colleagues in rich media format such as video.



Desire

Even though our audience is time poor if they like what they hear and can see a synergy between their personal purpose and yours they will still spend 2-3 hours researching your company. At this stage they are looking for an honest and credible opinion around what it is like to work for you. They might visit Glassdoor and consume reviews or see who they are connected to on LinkedIn. They might even reach out speculatively to those who are obviously connected with your organisation (early talent are most likely to do this).



Action

Finally, once they are ready to visit your ATS and apply they will seek out the application process and apply! You should make sure that your audience can easily make it toward your ATS at all times (think about a maximum of three clicks) and make the application process as clear, obvious and timely as possible.

Measuring and demonstrating performance in passive engagement

The challenges you're facing are both external and internal. Passive attraction is key in this market and is the opportunity to sling-shot your business out of a downturn. That said, it can be harder to demonstrate performance and success, particularly if headline metrics such as hire per month are lower than you've delivered in more buoyant times.

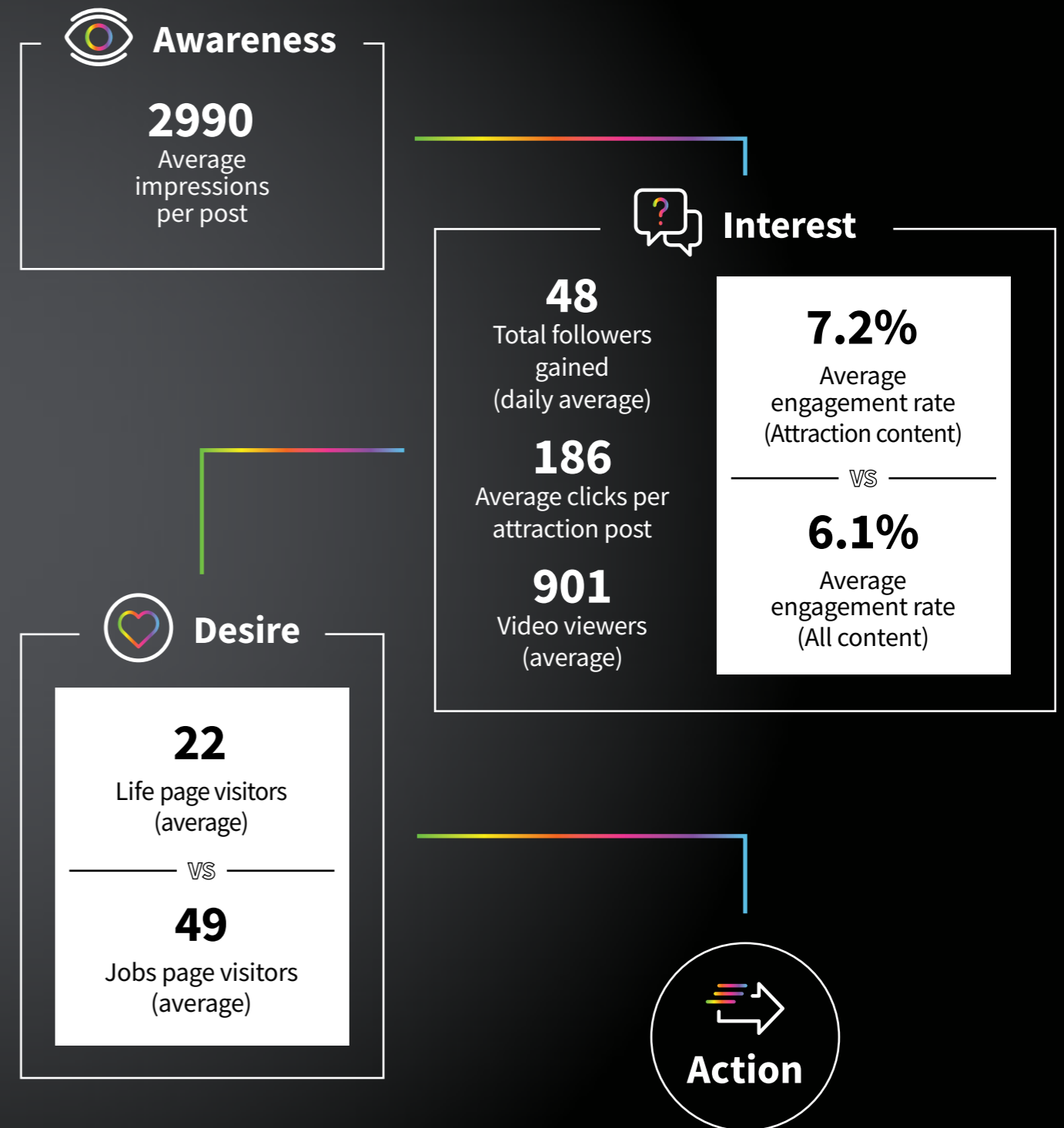
In other words, how do you demonstrate success when the business is solely focused on post-application metrics?

This is where the value of well thought-out metrics, dashboards and insights are key. These will elevate your conversation from the reactive to the strategic, from being the recipient of business demand to a partnership engagement.

In this section, we will list out some metrics/KPIs that can be used to measure success in passive engagement. This will help you to:

- Understand the value of passive engagement
- Monitor performance
- Futureproof by ensuring they are getting engagement right (will pay dividends in future)
- Educate/upskill non-TA stakeholders
- Business-case for resources that are spent on 'non-traditional' recruitment

Within Caraffi's advisory work we are often asked for benchmarking and 'what good looks like' across all areas of TA metrics. We have collated data generated from multiple client engagements with a focus on attraction in order to generate the following benchmarks for you to assess your current performance and capability.



Unlock your employer brand story on social media

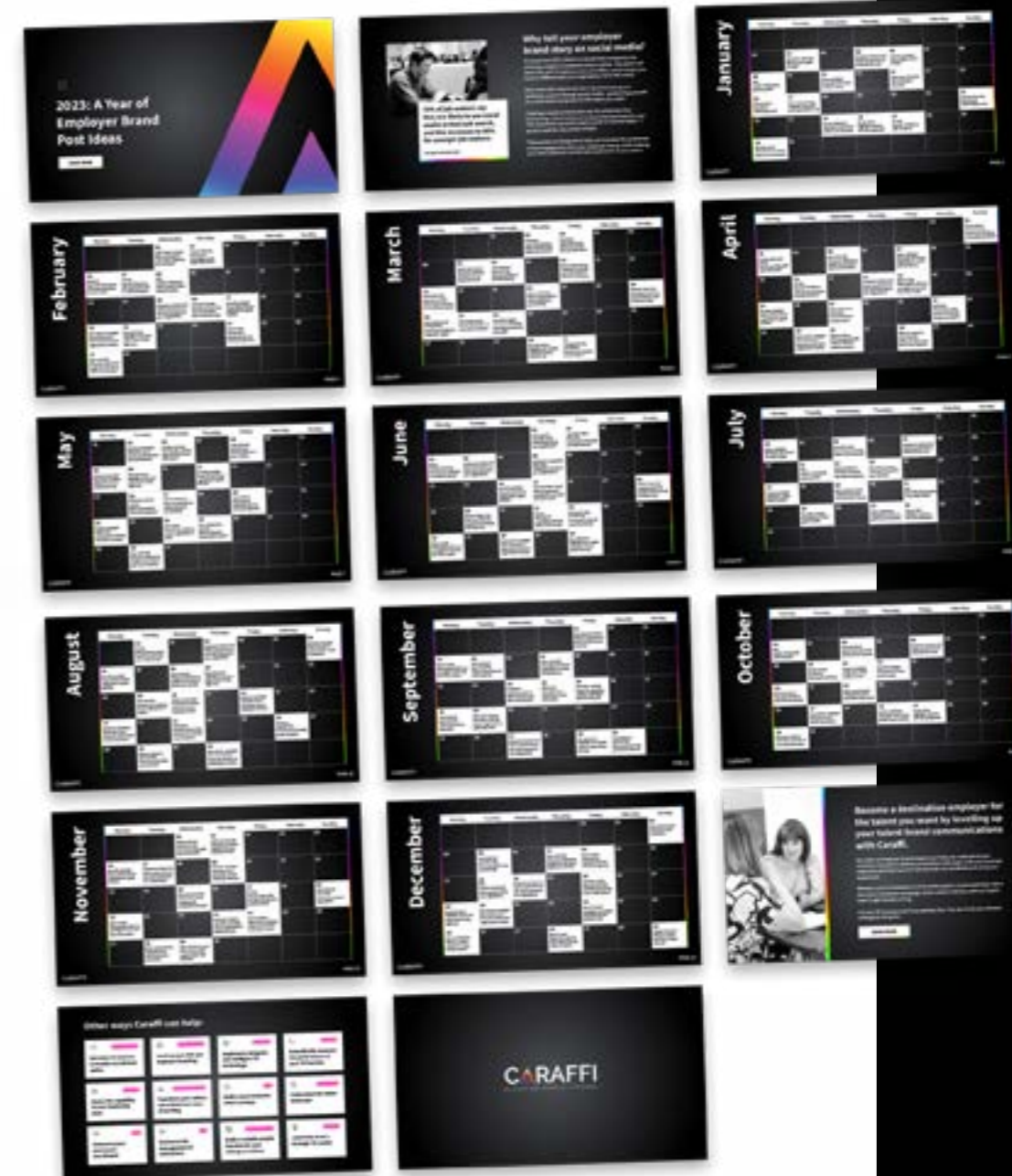
Get 150+ social media prompts for your 2023 content plan.

How are you using your social media channels to tell your employer brand story? This document contains a year's worth of content ideas for your 2023 content plans that will help you showcase your authentic company culture.

You'll get:

- Over 150 post ideas
- An insight into the hero day conversations you need to join
- An easy way to plan your content for 2023
- Prompts to ensure you're giving your talent audience an insight into your authentic employee experience and company culture

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ELEVATING PEOPLE LEADERS


About Caraffi:

Caraffi is a talent acquisition advisory on a mission to make talent the engine room of every organisation. We want to change how talent, people and HR leaders see themselves and their ability to drive business performance.

So whether you're new in role or in the midst of a transformation, Caraffi will elevate your capability, impact and reputation within your business and beyond.

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