



White Paper:

**"Everyone's a Recruiter"
with Johnny Campbell**

Topic: "Everyone's a Recruiter"



Speaker: Johnny Campbell, CEO, Social Talent

Attendees: 75 HR & TA Leaders from global companies in a variety of industries, including Science, Tech, Engineering, & Manufacturing.

When: 27th September 2022

We also interviewed 15 other HR & TA experts independently to get their views on the subject.

Aligning hiring teams to ensure a project goes smoothly from the start is vital. But in recent discussions with talent functions, it's become clear that the direct hiring team aren't the only people involved in hiring.

Many businesses are widening their talent scope to include their entire organisation to help guarantee success.

Whether that's creating referral schemes, involving more people in their interview processes, or simply ensuring everyone in their business acts as an ambassador, out-of-the-box thinking is happening across the board.

That's why the most recent HR & TA Forum focused around the topic of "Everyone's a Recruiter: How to Embed This Culture Across Your Organisation".

We invited Social Talent's Johnny Campbell as our guest speaker, a man who knows the talent industry inside out. Johnny works with some of the biggest names in business, including Cisco, Booking.com, and Sage, ensuring their teams are trained for success.

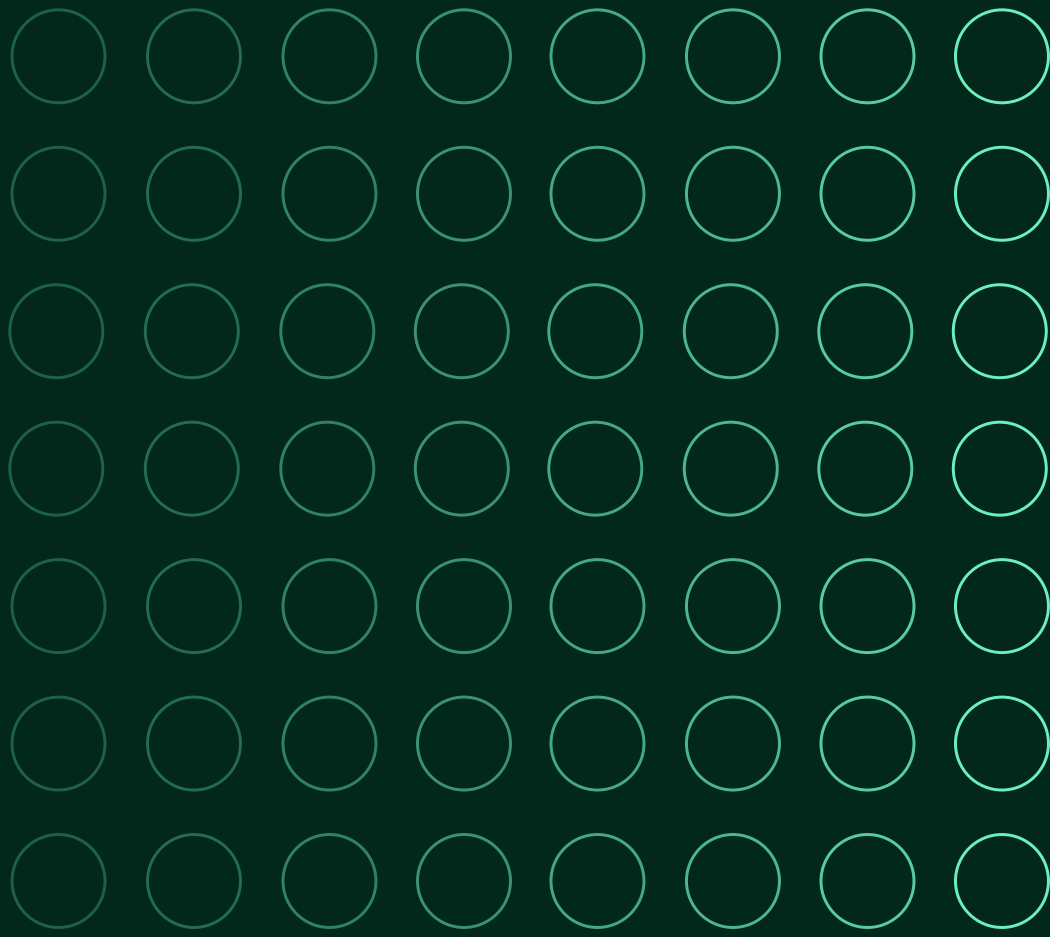
As the event was private, we can't share the recording, but here are the main takeaways on "Everyone's a Recruiter".



**Johnny Campbell,
CEO, Social Talent**

"The world's leading learning experience platform for hiring professionals"

The Economy



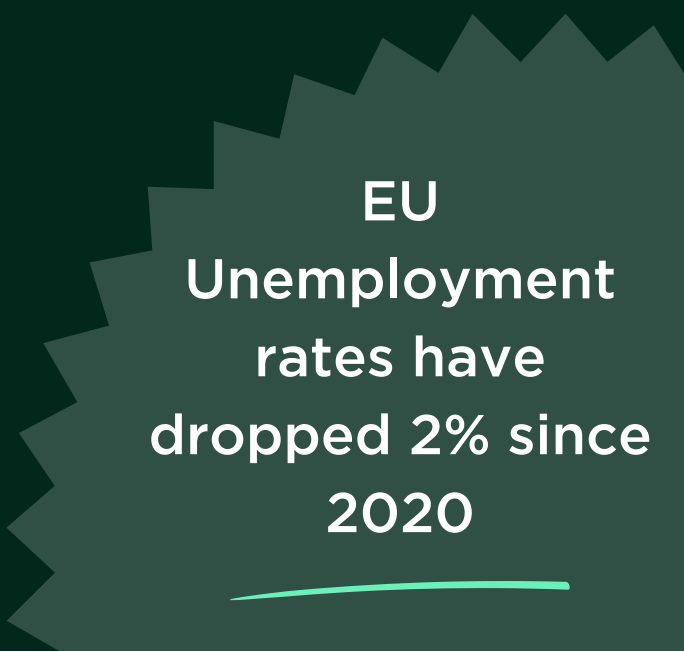
Right now, the economy isn't...great. US inflation rates are at 8.3%, representing a 40 year high. The UK has huge inflation, and the whole of the EU is struggling with rising costs of living.

But it's not all bad news.

The job market is booming. There are currently almost double the number of jobs to people unemployed in the US, and in the EU, unemployment has dropped from 8% in 2020 to 6% in 2022.

As Johnny pointed out, this is a unique situation for talent. Job openings are now twice as high right now as they were before the last two recessions. We have never before experienced an economy with low employment and high inflation.

So we can't expect attracting talent to be easy, or to follow previous operating procedures and achieve the same outcomes...



**EU
Unemployment
rates have
dropped 2% since
2020**

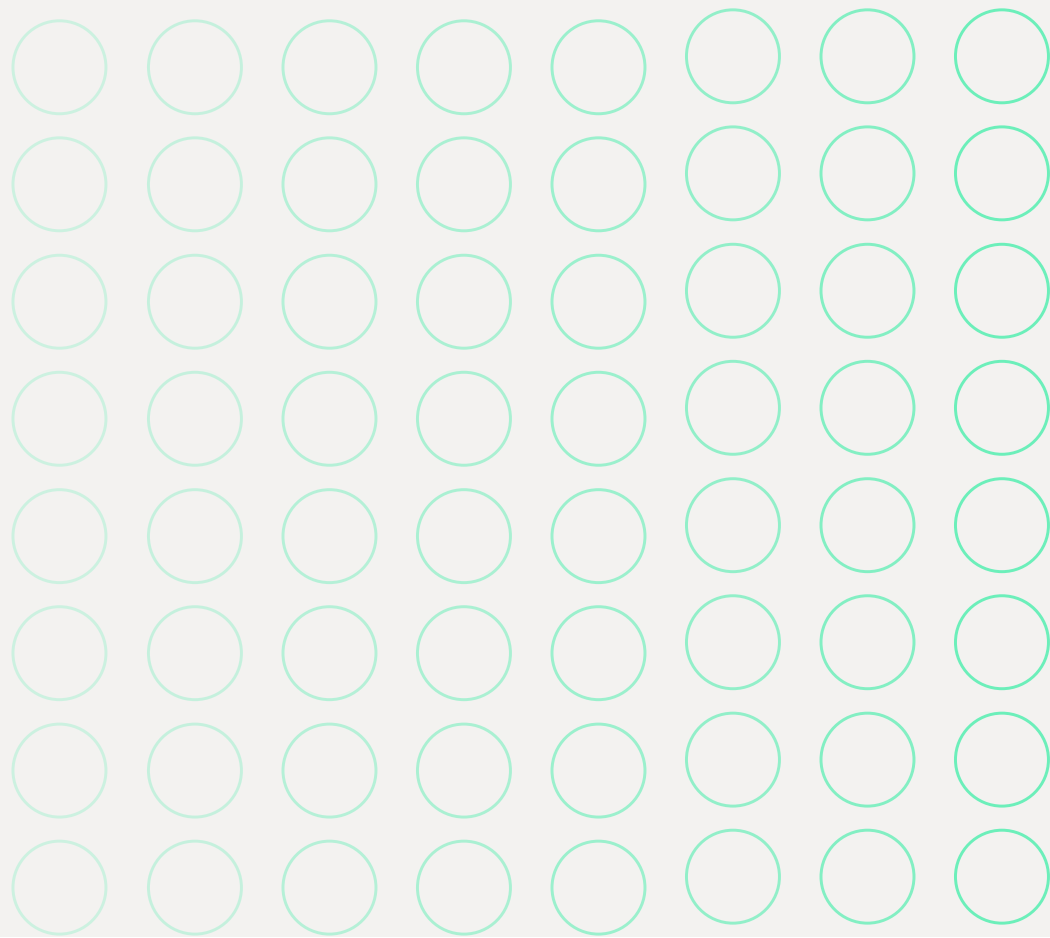
For many businesses, this makes life difficult for their talent teams.

Company budgets are already stretched due to rising costs and the difficulty of passing these onto their clients. They just don't have room to add more people to their recruitment and TA teams.

As one Director of TA in cyber security pointed out:

“Adding another recruiter isn’t always scalable. We need tools and tech to fill the gap — and always do more with people you have.”

It (Often) Begins And Ends At The Interview



The interview can be a make-or-break point in the hiring process, both for the candidate and the recruiter.

As Johnny pointed out in his presentation, top talent expects to work with top talent so everyone who is part of your interviewing process needs to make a good impression.

Some common mistakes that happen at the interview:

- **Asking illegal or unethical questions.** “Where are you originally from?”, “What is your favourite book?”.

While the second might seem harmless, it’s not related to their job and could inadvertently reveal information the candidate might not want to share like their religion, background, or relationship status.

- **Going off-structure**

While recruitment professionals know how to keep an interview on track, hiring managers or other stakeholders can take questions in a direction that doesn’t explore the areas companies require information on.

- **Overselling the company**

Yes, we want to create a great impression, but top talent wants to be challenged as well as sold to. If someone spends the whole time talking up the business, talent could wonder why they're not being questioned on their abilities.

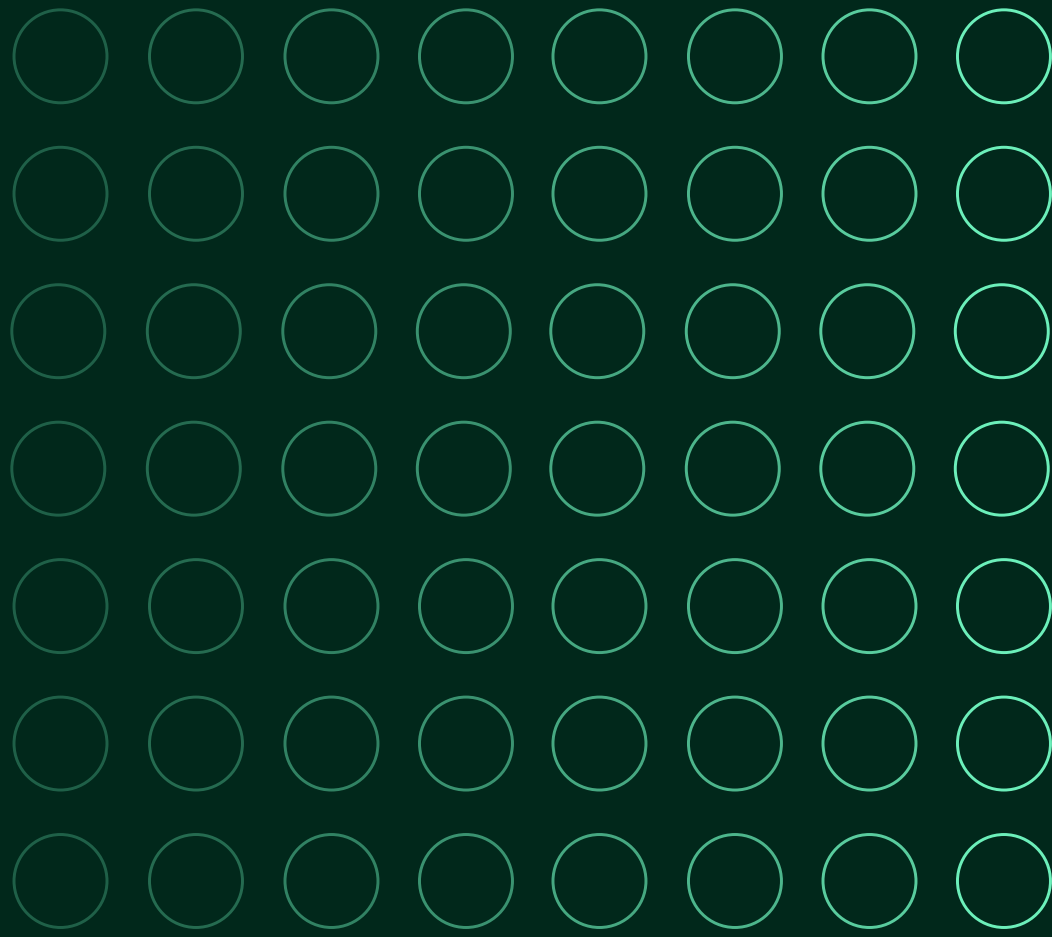
One TA Leader we spoke to summed it up succinctly:

**"if you really want to hire top talent
you need to create a compelling
enough journey to land that
candidate."**

Hiring is a team sport. It can involve everyone from junior team members, right through to the TA team and the CEO.

So everyone needs to be on the same page right at the start.

Hiring Alignment



Our Delivery team constantly talks about getting everyone aligned at the start of the process. Does the CEO's vision for the new hire fit the hiring manager's? Is everyone onboard with the skills required? Does the whole team have the same timeframe in mind?

Kicking off the process aligned means the hire, or hires, are less likely to go off-course. And it can help everyone stay on brand.

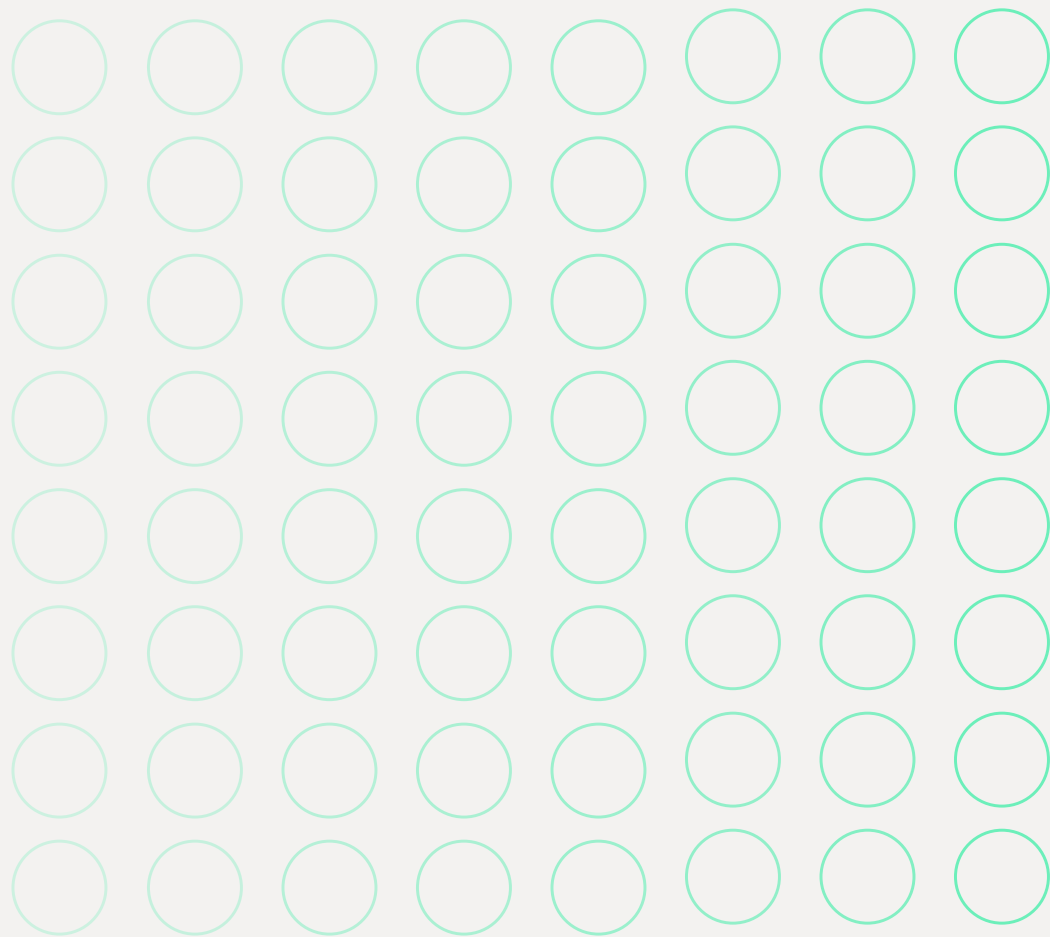
Alignment can also mean training. Ensuring everyone prospects the same way to maintain talent levels and can articulate the company's ethos in interviews.

Interestingly though, in this forum, 44% of attendees said their business conducted no training before their team could hire for the company. An area that many felt they could improve on.



44% ➤ No training

Employer Value Proposition



This is where an employer value proposition becomes even more important.

Having a clearly defined EVP means everyone in the business is on the same page. It also means a better chance of everyone having the same experience while working in your business. And when they have a consistent experience, everyone sends out the same message to candidates — a good one.

And that comes from leadership. As George Murray, COO of Reliant Systems and author of “HIRED-Cut Your Career Search Time in Half” pointed out:

“Both managers and leaders need to play their part. The culture of a company is the shadow that a leader casts.”

After all, 59% of job seekers who have an unpleasant experience will tell others not to apply for a role in the business.

As Johnny's presentation highlighted, if someone meets a great recruiter, and a great CEO, but the hiring manager conducts a terrible interview, that could be enough to put them off the role completely.

The Interview is often where it begins & ends

Don't get sued!

- **Not asking someone's nationality may be obvious but what about what is their favorite book?**

Structured interviews better predict success

- **Are you digging into the Big 4 in every interview? Skills, Motivation, Values, Achievements.**

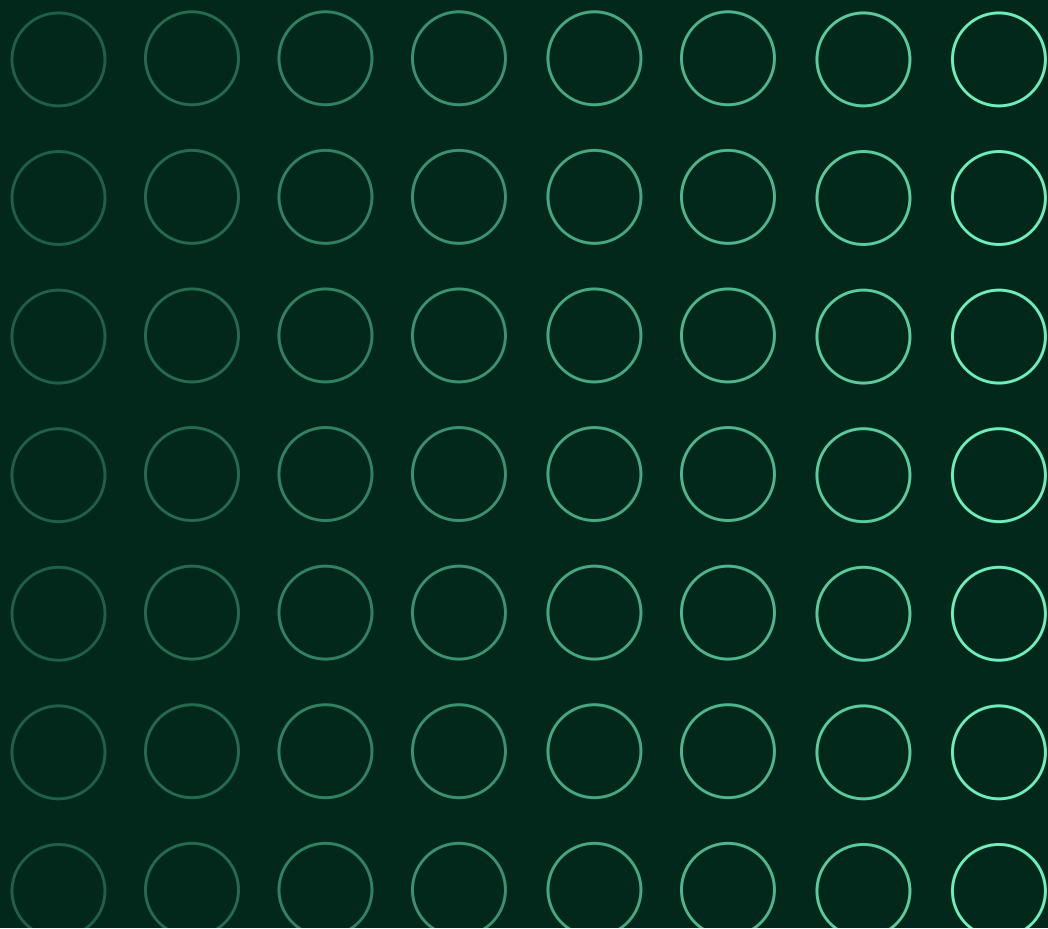
Great interviewers attract great talent

- **"Top Talent" expects to be tested and wants to know that the bar is high for the team they will be joining**



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Internal Mobility



Another interesting area that was hotly discussed in the forum was internal mobility. Everyone within an organisation is a recruiter within the organisation.

According to Johnny's presentation, a Josh Bersin 2022 study showed only 11% of companies promote a culture of internal mobility and only 33% of candidates who sought a job in the last 12 months started by looking internally.

Of the attendees polled, 51% said their TA teams screen internal and external talent equally. But only 2% had recruiters exclusively dedicated to internal hiring. Johnny gave an example of a company where hiring internally is actively encouraged, and where it is also done confidentially.

If someone decides to move role in a business, they interview for that position, and if they get it, there's no negotiation. Their current line manager is informed they have 1 month notice and they take up their new position as they would a role in a new business.

To What Degree Are TA Involved in Internal Hiring?

They screen all internal and external talent equally



They review and pass candidates to the Hiring Manager



They can actively source internal talent



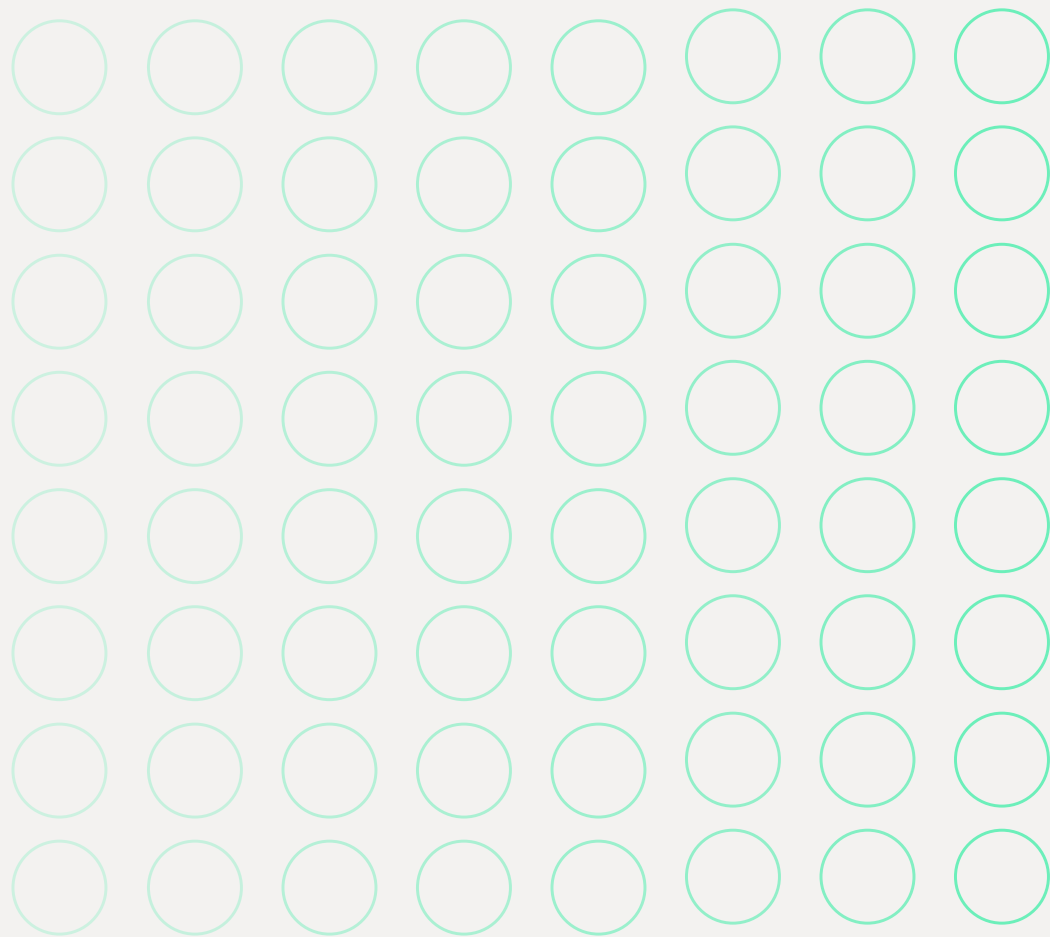
Not at all



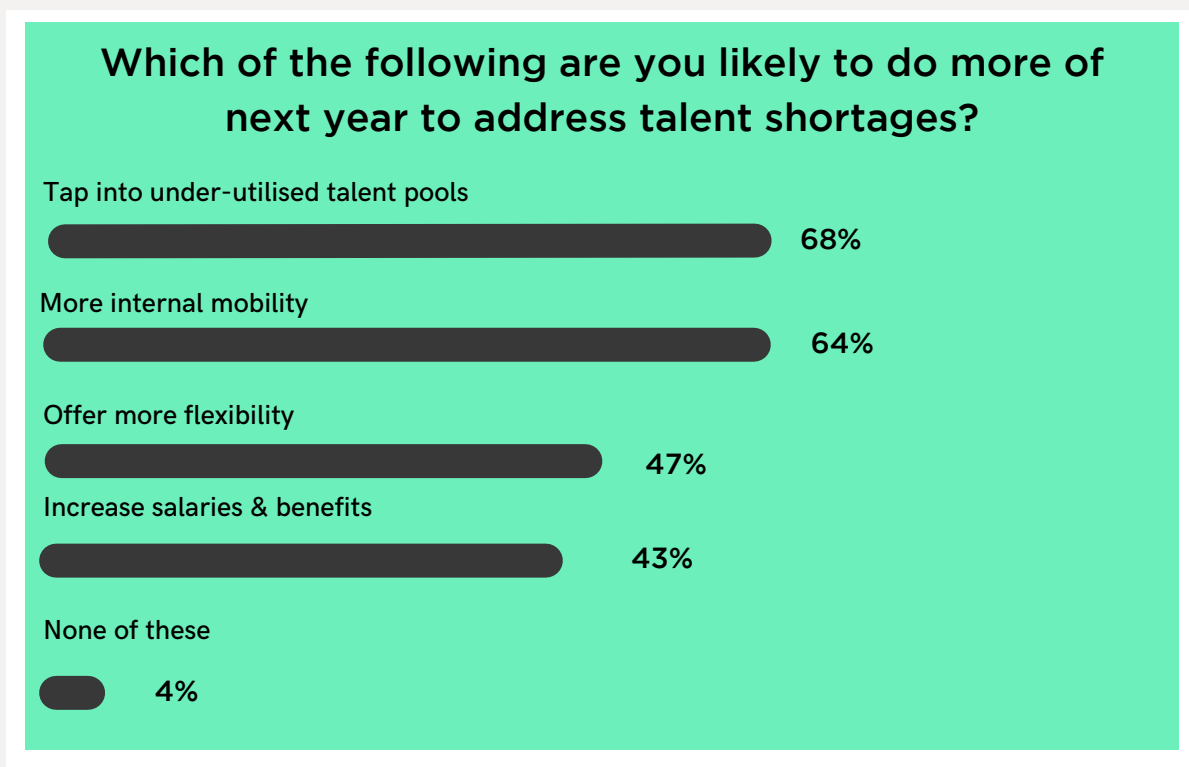
We have recruiters exclusively dedicated to internal hiring



Everyone's an Employee



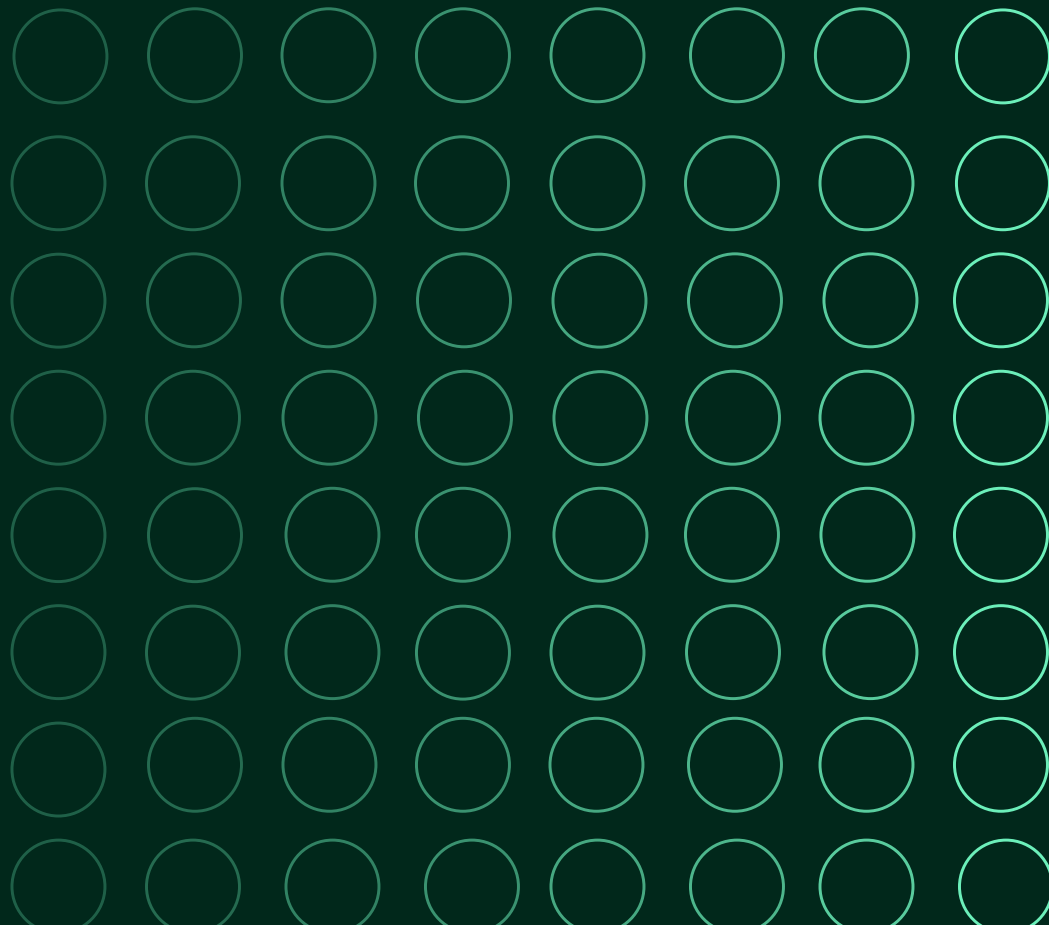
Another hot topic on this forum was the idea of untapped talent pools. 68% of respondents in this forum said that they were going to tap into under-utilised talent pools to deal with talent shortages.



That could be something as simple as setting up an internal referral system to open up your own team's talent pools.

But as Johnny suggested, it can also mean more out-of-the-box thinking:

Women in Work



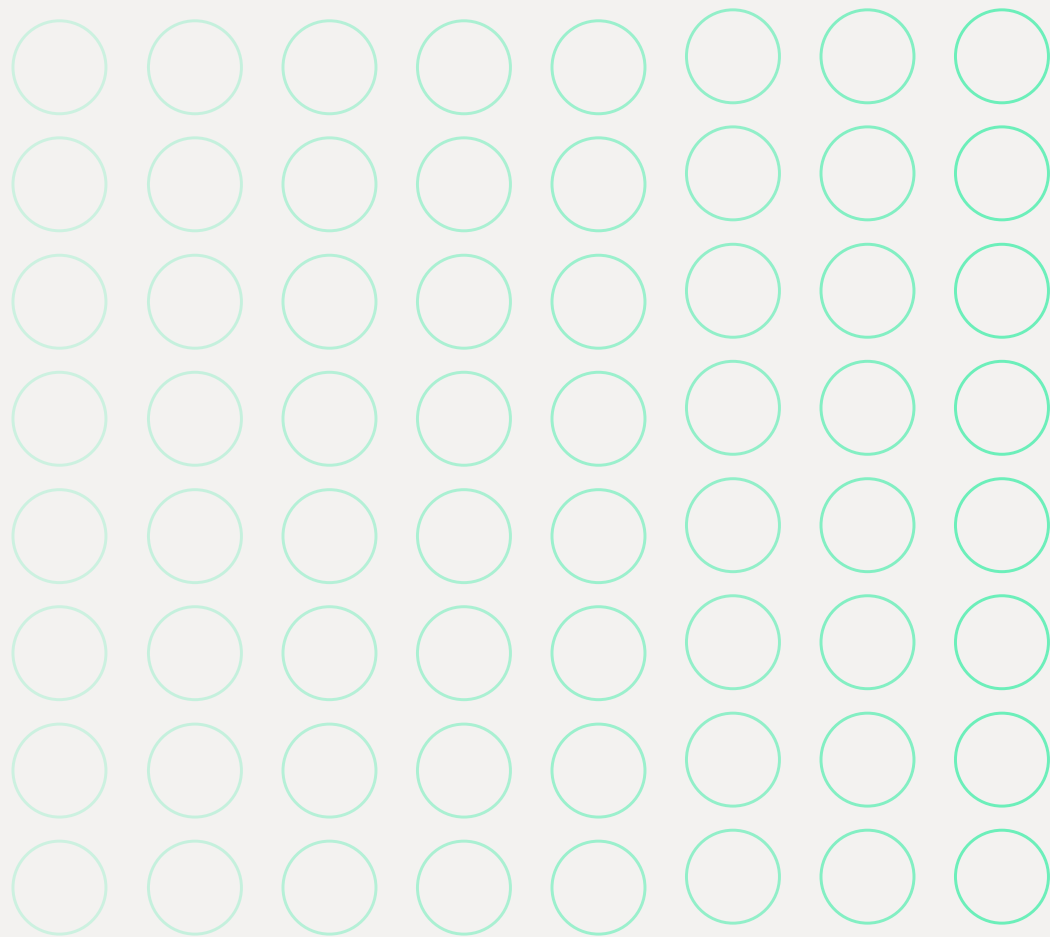
Millions of women haven't returned to the workforce after Covid. In the US alone, that figure is estimated to be 600,000. As Solutions Driven's Chief Diversity Officer, Social Talent Contributor, and DE&I advocate, Salma El Wardany put it:

"We are in a false economy of gender parity. Yes, we're having conversations we've never had before, but it's all talk. We're admiring the problem, paying lip service to it. We think things are happening, but really they're not."



To open up talent pools that are more gender diverse, businesses need to start looking at making flexible working more available, introducing better familial benefits, helping with childcare, and making the workplace somewhere women feel valuable.

Encouraging Workers With Disabilities



To open up talent pools that are more gender diverse, businesses need to start looking at making flexible working more available, introducing better familial benefits, helping with childcare, and making the workplace somewhere women feel valuable.

Accenture actively advocates for disability, providing the tech and tools needed for a barrier free workplace

They have found that having executives focused on disability inclusion increase profits 4.1% faster than their peers

Disabilities

- **60 million US adults** have a disability, but their **unemployment % is double** that of the general population.
- **Accenture** actively advocates for disability hiring, providing the tools and tech needed to create a “barrier-free workplace.” Their research has found that having executives focused on disability inclusion increase profits 4.1x faster than their peers.
- **Microsoft** has a neurodiversity hiring initiative that recruits individuals with disabilities for roles they can excel in, like data science, content writing, software engineering and consulting.

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“Disability is not a minority issue. 1 in 4 of us will acquire a disability in our working life...Organizations have to reframe and ask themselves what they are doing to attract and enable disabled talent.”



Yasmin Sheikh

Founder of Diverse Matters
and [SocialTalent](https://socialtalent.com) contributor


There are many more examples of how to widen out your talent pool, and how your whole team can assist in doing this, including with refugees and formerly-incarcerated individuals.

But the main thing that came out of this discussion is that thinking outside the norms of how recruiting should be done is something we're all going to have to do.

Rather than talent pools opening up as the world changes, it's still difficult to attract top talent — and smart businesses and TA teams are using every avenue (and employee) they have to maximise their chances of staying ahead of the competition.

Businesses who master the “everyone’s a recruiter” and “everyone can be an employee” approach are already ahead of the game.

Want to find out how to embed an "everyone's a recruiter" culture in your business?



Talk to our team:

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