



ATAP ▲

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BEST PRACTICE SERIES

Talent Attraction

Industry thought leaders share their top 5 considerations for attracting candidates in today's evolving market.

FEATURING

- ▶ **Christy Spilka | VP, Global Head of TA @iCIMS | ATAP Board President**
- ▶ **James Ellis | Employer Brand Nerd @Employer Brand Labs**
- ▶ **Allison Kruse | Head of Global Employer Brand @Baxter International**
- ▶ **Celinda Farías Appleby | Director, Global Talent Attraction @Visa**
- ▶ **Carrie Corcoran | Employer Brand Leader**

ATAP Member Exclusive

Introduction

Every year, we find the world of work evolving, and 2023 is no different. However, what makes this year unique is just how much employee/candidate priorities have changed over the last few years. We've seen people re-define what is important to them and these expectations are furthering the consumerization of the candidate experience. So, what does this mean for how TA teams need to think about their talent attraction strategy? I sat down with a few thought leaders in our space and we came up with 5 focus areas to get you started.

– Christy Spilka, ATAP Board President



Christy Spilka is the VP, global head of talent acquisition at iCIMS and Board President for ATAP. With 20 years of experience, Christy is a passionate and avid supporter of providing top-notch talent experiences. She believes that talent fuels organizational growth and the way that we attract, engage, hire, and advance top talent determines growth potential.



James Ellis was once a mild-mannered digital marketer who was bitten by a radioactive recruiter and now has strange new powers. Author of *Talent Chooses You* and the forthcoming *Employer Branding for Small Business*, James is the principal of Employer Brand Labs, specializing in helping companies hire better, faster, and cheaper.



Allison serves as Baxter's global employer brand leader. She has over 15 years of experience in recruitment marketing and employer branding, and loves this profession as it combines several different interests of hers. She lives outside of Chattanooga, Tennessee, with her husband and their dog Pacer.



Celinda Farias Appleby, Director of Global Talent Attraction, Visa is a recognized leader in recruiting and employer branding who for the past 15+ years, has thrived in Global Talent Acquisition departments of Fortune 100s, creating innovative digital strategies for industry leading brands like Nike, Oracle, and HP. Celinda specializes in designing premium experiences and crafting stories centered around humanizing the talent attraction lifecycle.



Carrie Corcoran is a senior employer brand leader, talent matchmaker, and connector with a strategic marketing mindset who pays it forward every chance she gets. She is fueled by her passion for the human side of HR and storytelling and delivers game-changing integrated employer brand strategies and programs. She believes that it's imperative to have recruiting operations excellence if you want to have a strong employer brand.

Talent Attraction Top 5

1

Take Strategy Seriously. Point solutions to address immediate needs might have worked in the past but this new market demands a thoughtful approach. What are your goals and how do you achieve them? What will you not do so that you can ensure focus? Align with your workforce plan and priorities to define your target talent pools and develop a localization plan to appeal to those audiences. This requires a good deal of collaboration within HR and the broader business. Communicate and partner early and often.

2

Employer Brand Empowers Everyone. The challenge of retaining employees has furthered the importance of the EVP. Shift your perspective to think about Employer Branding as internal and external. Educate internally and promote externally. Consider the why behind your EVP. Why is it important to your organization? Make sure this message is clear throughout the company. Talent brand is not "filler", it is integral to your company's success. Evaluate internal and external materials to ensure clear messaging and consistency.

3

Be Transparent and Specific. Figure out what might make you great to some candidates and not great to others. With the right branding, you'll increase qualified applications. Re-assess your career site, candidate emails, text messages, social posts, and other content to ensure alignment to your EVP. Are there more areas where you can infuse your EVP? For example, a video about your culture in your candidate application auto-email. Always ensure you are sharing your company's focus on DEIB and social impact - again be specific.

4

Be BFFs with Real Time, Actionable Data. In today's shifting market, you need to closely track your progress and be ready to pivot quickly. The set it and forget it days are gone. We need to build targeted campaigns and check in regularly. Is it working? Try A/B testing. Do we need to make changes? Identify the data you will track to determine success and action on it. Remember, metrics are not one size fits all and this is an opportunity to be an advisor to the business. Be an advocate and focus on sharing data aligned to the strategy. If the data isn't actionable, it isn't useful. Be better tomorrow than you were today.

5

Build for Scale. As we exit a pandemic and face market instability, growing your employee advocacy program can be a challenge. Build a brand ambassador program within TA to scale your efforts. Look for efficiency and automation. Try pilots. Empower your recruiters for amplification, automation, and agility. Equip recruiters with the tools to create content on the fly. With influencer marketing - build a culture to allow people to feel comfortable to demonstrate their love of the brand in their own way.