



Always be recruiting

How to attract, and retain talent in 2023

MONSTER

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Why being proactive is the only strategy for success...

Good talent is getting harder and harder to find, Monster's 2023 Future of Work survey shows – and it takes more than ever to attract the staff you need.

UK businesses are bracing for a recession, but standing still isn't a strategy for survival. Instead, recruiters must use all available tools, technologies, and techniques to capture candidates.

To stay ahead, your business must **always** be recruiting.

Think the recession will slow demand? The recruiters we spoke to don't think so.

87%

Our survey shows that **87% of UK companies** are planning to hire: either to backfill roles or fill new ones.

92%

Of those, **92% are confident** they'll be able to match the best candidate with the opportunity.

Recruiter confidence is high, but such optimism may disappear when faced with reality. Anecdotes and evidence from our survey show that recruiters face a hugely challenging and changing environment in 2023. **Job seekers want greater freedom on how, when, and where they work.** They're also demanding more significant benefits and bigger pay packets.

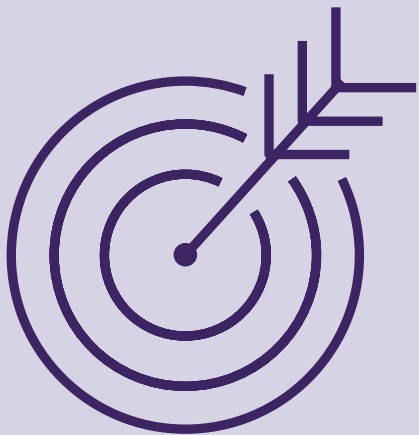
On the flip side, recruiters face a growing skills gap, **with 51% struggling to find candidates with the skills they need.**

Over half of recruiters say that "Finding candidates with the skills that I need" is the biggest challenge they'll face in the next three years.



Being proactive...

Traditionally, the recruitment process has followed the same process. Post a job advert, review applications, interview, and then appoint. **But such a simple strategy isn't suitable for 2023.**



Recruiters need to review, refresh, and refine their talent acquisition strategies - and Monster can help.

Using the latest data from our 2023 Future of Work survey, we highlight key themes and trends and explain what they mean for your talent pipeline.

We break down the job seeker journey – identifying opportunities at each stage to engage with talent, build your brand, and boost applications.

We'll explore why retention should be equal first place in your recruitment strategy.

Finally, we'll identify some Monster solutions that can support you in building your employer brand and create a compelling proposition for existing and new employees.

Recruiting in 2023 isn't easy: personally or professionally, but Monster is here to help.

Our industry experts are here to provide information, advice, and guidance from the frontline to help futureproof your recruitment plans.

Here are some practical steps and long-term strategies every recruiter can use to attract and retain talent in 2023.



Recruiting in 2023 - Survival is not a strategy...

Recruiting the right people in 2023 will be difficult, say industry insiders. **Doing the same things means you'll struggle to survive.**

Companies are under pressure to continue to deliver while controlling costs. Likewise, recruiters are under pressure to secure talent but face low unemployment levels and an increasingly intense battle for talent.

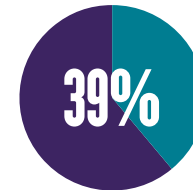
Recruiters can find themselves stuck in survival mode doing the same things they've always done (and getting diminishing returns).

That's not a strategy for success. So, what can you do?

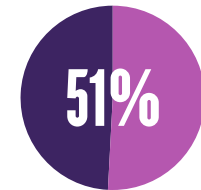
Here are 5 stats that tell the story of recruitment in 2023:



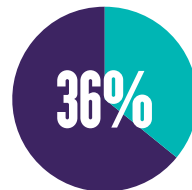
of recruiters say the candidate skills gap has **increased** compared to 2022.



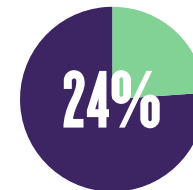
believe increased competition for talent **will make recruiting harder.**



say they'll **struggle to find the candidates with the skills they need** in 2023.



of recruiters agree that **candidates' salary expectations have increased** significantly.



wish they had an **HR partner** that provides a full range of solutions.



...But retaining employees is

Employee retention in 3 steps

Employee retention can be one of the most successful strategies and wisest investments a business can make. Why? Because it costs less to retain an existing employee than recruit a new one. Thankfully, the strategies to retain employees are similar to those

you're already using to attract new ones. Employee retention involves more than a pat on the back and a small pay rise. You need to develop a retention programme that demonstrates that you value employees and will invest in their future.

1 Feedback loop

Staying in touch means keeping control. A feedback loop creates a continuous exchange of information and ideas between employees and the organisation.

- Give frequent, actionable employee feedback
- Present open opportunities across the company
- Demonstrate you're listening and acting to create a better place to work


2 Referral programmes

Referral programmes, where employees are rewarded for recommending candidates, are incredibly successful. Get it right, and you can access a wealth of talent from your network.

- Create a compelling referral programme that rewards referrals, not just results
- Make rewards compelling enough to inspire action
- Keep employees informed of referral progress

3 Skills analysis

Recruiting is expensive, so first ask: Do you have the skills in-house (or could you develop them)?

- Understand what skills are already available internally before going externally
 - Create a skills database
 - Consider investing in training and development before recruitment
- 

Your employee proposition - is it right for 2023?

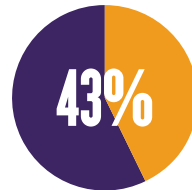
28% of recruiters say that demonstrating the values and culture of the company they're hiring for will be one of their biggest challenges in the coming years.

So why are only 12% of recruiters creating a new employer branding and website?

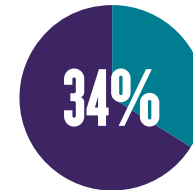
Candidates want to know more about a position than the starting salary, our 2023 Future of Work survey shows. Understanding the changing requirements of candidates is critical to developing a compelling value proposition.

Is your value proposition right for 2023?

What the Future of Work Survey 2023 tells us employees want:



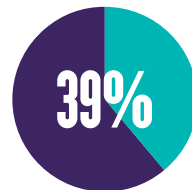
of candidates expect more than ever to **learn about a company's diversity and inclusion efforts.**



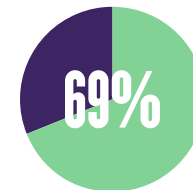
of candidates are asking more about **workplace safety and health protocols.**



of candidates expect **more flexibility in where they work.**



of candidates expect **more flexibility when they work.**



of employees expect **mental health support and benefits** to be provided in the workplace.

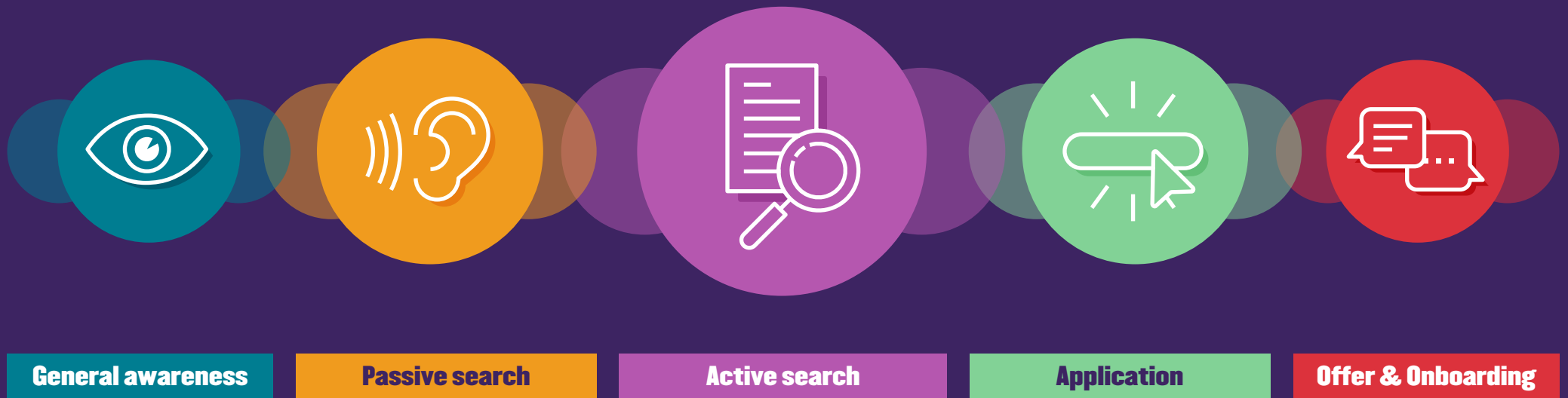


The job seeker journey



Most people don't wake up one day and decide to get a new job. Instead, they go through a process that we call the job seeker journey.

We split the job seeker journey into 5 steps. Understanding what they are, why they occur, and how you can engage with them is critical to attracting, recruiting, and retaining talent.





General awareness

Are you happy with your job? If you're anything like the rest of us, you'll keep an eye on the market even if you feel comfortable and contented.

Whether you want a bigger pay packet, are searching for greater flexibility, or want that promotion, you never know when something might grab your interest.

We call this stage General Awareness. It means potential candidates aren't looking for a job, but **they're not closed entirely to the potential of a new position.**

Engagement strategies

#1 Top-of-funnel content

At this stage, candidates are unlikely to access top-of-funnel content, but they are open to learning about great businesses doing exciting things.

Part of the always be recruiting philosophy is to always be brand-building. This means creating, sharing, and promoting content that builds a positive picture of your business.



#2 Stay social

Brand awareness is critical, and social media is the most effective channel for reaching those you could influence. Cookie-cutter content cut and pasted won't work. Instead, you should develop a social strategy that builds a positive perception of your brand.

This isn't a social media masterclass, but your social posts should be a mixture of information, sharing, and engagement. Building a personal connection means using personal stories – so create positive case studies and strong organisational stories to grab attention.

Passive search



At this point, the candidate is open to opportunities but not actively searching.

We call it passive search – and it's a critical time to engage. Headhunters specialise in targeting and tempting candidates who appear satisfied.

There are several reasons why someone could be frustrated with their current position, including:

- Limited job progress and internal career advancement
- Wanting to change job type or industry
- Personal circumstances have changed
- Struggling with the increasing cost of living
- Clash between corporate culture and personal values

Whether consciously or subconsciously, **the door to change is slightly open – don't miss the opportunity.**

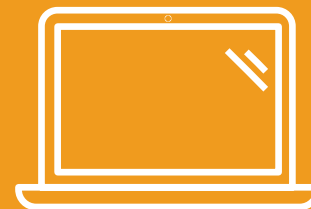
Engagement strategies

#1 Reinforce your brand

Candidates aren't applying yet, but they are likely to be looking for companies with a shared culture. At this stage, you'll need to ensure your brand is telling the right story about your business.

Ensure your career site and content is:

- Clear about who you are
- Presents a strong employer brand presence
- Is mobile optimised
- Is professional



#2 Empower networks

If someone is unhappy with their job, they'll tell their friends and networks. Ensuring your referral programme is simple, streamlined, and offers enticing rewards is essential.

Direct referrals are often more effective than the traditional application-interview-appointment route. Why? Because your existing staff are delivering good quality leads, with the professional skills needed to perform.





Active search

Candidates are out there and actively searching for a new job.

Something has happened to the candidate to tip them over the edge. Some of the reasons include the following:

- Seeing a job advertised that they want to apply for
- Dissatisfaction with salary or benefits
- Passed over for internal promotion
- Having decided to quit their current role or already done so
- Have been made redundant

Once the person has decided to leave, it's often only a matter of time before they find something new.

Engagement strategies

#1 Talent pipeline

Where can you find great talent, and what do you want? You need to ensure you're advertising opportunities in the right place and offering them an attractive package.

Candidates in 2023 want more than money; they want to work for employers whose values genuinely align with theirs. Review and refresh all job ads and content. Focus on flexibility, go big on benefits, share your ethos, and define what DE&I means for you.

#2 Cross-channel approach

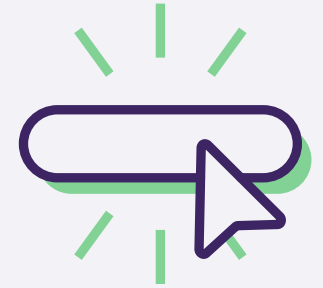
Posting a passive advert on your career site isn't going to cut it. You need to develop a cross-channel approach to job promotion, including job postings, internal and external networks, and social media.

#3 Easy application process

When a candidate decides to apply for a role, it should be a simple process. In fact, many will try and do it from a mobile phone. Is this possible with your current site and set-up? If not, you've got a problem.

Before advertising roles, spend time working through the application process and streamlining it. Refining the user-experience and cutting out unnecessary steps can increase completed applications almost immediately.

Application



Now candidates are applying for jobs, and engaging with your business and brand. What first impression will they get from your career site?

Candidates, especially digital natives, expect to easily find information about your culture and values and navigate and apply easily from mobile devices as well as desktop.

The reality is that most career sites aren't fit for purpose. Is yours? If not, it's time for a redesign and a reboot. Optimising your career site is an effective and highly successful strategy to engage and inspire talent and encourage them to apply.

Engagement strategies

#1 Improve the user experience

Don't approach the application process as a recruiter but as a candidate. Ask yourself:

- How long does it take to apply?
- Can applicants apply via mobile?
- How many steps are in the process, and how many are essential?
- How long does it take for applications to be reviewed and responded to?

Working through your site provides critical insights into the process and will identify issues you can and must fix.

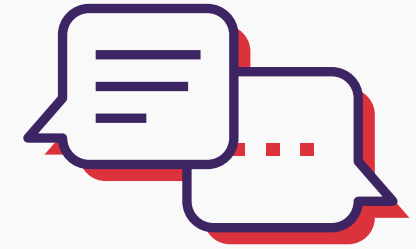
#2 Build a personal value proposition

Candidates want to work for organisations that share their values, deliver the flexibility and benefits they expect, and (yes) pay a competitive salary.

Your career site must create a compelling value proposition, including information on the following:

- Company culture
- Working environment
- Your ethics and commitment to equality and diversity
- Benefits (not just salary and holiday entitlement)
- Career progression plans and training opportunities

Offer & Onboarding



Hooray! Your chosen candidate has accepted your offer.

It may feel like you have done the hard work at this stage, but the offer and onboarding phase can often be the most complex and frustrating.

Now, you must conduct salary and benefit negotiations, agreeing on a package acceptable to both. You may need to explain career progression opportunities, flexible working policies, and DE&I support.

Your candidate will gain insight into how your organisation operates, so make sure the first impression is good.



Engagement strategies

#1 Act quickly and be enthusiastic!

A speedy job offer demonstrates decisiveness. It shows you think quickly and respect the candidate's time.

#2 Be competitive and creative

Any offer you make should be fair to the candidate and in line with the standards of your industry and your company. Some employers may struggle on salary, so go big on benefits such as financial incentives, including stock options, profit sharing and performance-related bonuses. Offering flexibility in when and where candidates work can be attractive.

#3 Say it and write it

Formalise your job offer in writing. Alongside agreeing on the starting salary, include additional details such as job title, job responsibilities, location, benefits, and flexible working options. Never imply more than you can deliver.

#4 Know when to stop

Not every candidate is going to accept your offer. Some candidates may use tactics to try and drive a better offer. If you don't receive a positive response, try to understand why. Ultimately, you'll need to decide when to persist or walk away. Always remember that your time is valuable, and you deserve respect.

4 ways to optimise your offer

You need to engage with talent whenever and wherever you can find it – online, offline, in-person or remotely.

You must create a compelling proposition that appeals to job seekers at every stage of the job seeker journey.

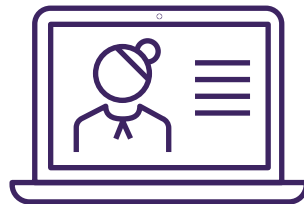
We call it optimising the offer. **Here are four things every recruiter and organisation can do to revitalise their pipeline:**

#1 Get social

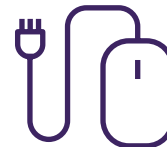
To engage and attract talent, we need to use all channels to create connections, which means getting social. Twitter, Facebook and Instagram are opportunities to promote roles.

79% According to [Zippia](#), **57% of jobseekers use social media in their research.**

If you're not advertising online and getting serious about social media, you're ignoring applicants from every generation. Monster's **Social Job Ad** solutions are a simple way to add social promotion to your adverts to boost response.



#2 Access networks



Have you ever felt like an advert was following you online? It's called retargeting and can **increase CTR by an incredible 180%.**¹



Recruiters don't have the time or scale to establish advertising networks, but at Monster, we do. **The Monster Audience Network** can place your job postings on websites where those interested are likely to see them.

We use online advertising strategies intelligently, offering opportunities to those searching for them without intruding on their privacy.

¹ <https://skai.io/blog/retargeting-statistics/>

4 ways to optimise your offer

#3 Build an employer brand (and optimise your site)

You bring your employer brand to life through your career site. If it's dull, drab, and uninspiring, what will applicants make of it?

You must develop an online and offline identity that inspires employees. A poor user experience, unclear benefits, and difficulties applying could massively impact recruitment plans.



#4 Major on mobile

70% In 2021, an incredible **70% of job applications were completed on a mobile device.**

But are job seekers able to find opportunities online? Could jobseekers easily apply using your website?

All recruiters must ensure it's simple and smooth to apply online on a mobile or tablet.



Company profile

Branding has become an essential part of driving applicant response. Monster offers you a range of products, such as a **Premium Company Profile**, to help you gain control over the way candidates view your brand and the opportunities you have to offer.

[See Profiles](#)



Job posting best practice

An effective job ad needs to be more than just a list of what you need. **In this video** we'll show you how to post the most effective Job Ads on Monster and some useful features we have available on the platform.

[Watch Video](#)



The bottom line: Reach out to employees

In the battle for talent, simply advertising a list of requirements won't be enough to attract the talent you deserve. You need to sell the position, culture and values to candidates in a compelling and proactive way.

You need to think about recruitment as a race against time.

So here are 5 questions the experts at Monster recommend every recruit ask themselves:

- 1** Can you and your business engage with candidates at the speed and proficiency they demand?
- 2** Is your brand proposition clear and compelling?
- 3** Are you using all channels – including social media, search retargeting and existing networks – to attract talent?
- 4** Is the user experience easy and efficient?
- 5** Do your processes enable you to make well-informed recruitment decisions quickly?

Being proactive in recruitment is the only strategy for success, but we know it's not always easy. So, at Monster, we have developed a range of solutions for all recruiters.

Managed Services

It's our job to make yours easier. Whether you have a hard-to-fill position, multiple vacancies, need to control your costs or simply need some extra, expert, support: **Monster Strategic Talent Solution's** team can provide the flexible support to help.



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