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Glassdoor Special Edition

Employer Branding

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- **Attract and retain today's top talent**
- **Use talent analytics to monitor and refine your strategy**
- **Reach your audience via mobile**

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Alicia A. Garibaldi

foreword by Lars Schmidt



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by Alicia A. Garibaldi

Foreword by Lars Schmidt
Founder, AmplifyTalent.com

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Employer Branding For Dummies®, Glassdoor Special Edition

Published by
John Wiley & Sons, Inc.
111 River St.
Hoboken, NJ 07030-5774
www.wiley.com

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ISBN 978-1-118-95266-5 (pbk); ISBN 978-1-118-95524-6 (ebk)

Manufactured in the United States of America

10 9 8 7 6 5 4 3 2 1

Publisher's Acknowledgments

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Foreword



Due to new and emerging tools like Glassdoor, social networks, and online communities, 78 percent of job seekers say that ratings and reviews from those on the inside are influential when deciding where to work.

What will top talent discover when they research your company? What are your employees saying about you on social media? The answers will make or break most offers in today's changing world of recruitment and job searches. Having a strong employer brand is no longer a luxury; it's an imperative. If you aren't already treating branding as a basic building block of your recruiting strategy, chances are that your competition is, and you're falling behind.

Many employers and recruiters think that building an effective employer brand is as easy as putting up a Facebook page or blasting jobs through a Twitter account. But it's much more than that: building communications, communities, and candidates across channels; creating sourcing strategies that put your networks to work; building slates of top talent for jobs today and pipelines tomorrow; and creating and sharing targeted content that transforms those communities into candidates.

The essential employer branding question for recruiters and employers today isn't "Why?" but "How?" If you've ever asked that question, you can find the answers in this book. No matter what your company's size, location, or industry is, you'll find what you need to start building a foundation by following these fundamental steps for employer branding success.

— Lars Schmidt, Founder, AmplifyTalent.com

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Introduction

If you were looking for a job today, would you want to work for your company? Ideally, your answer is “Yes.” Would job seekers say the same?

Compensation matters, of course. So do benefits. But your company’s reputation as a place of employment — its *employer brand* — matters even more. Your employer brand is your reputation. If you don’t define it, others will do it for you.

Everything will get easier with an authentic employer brand. Your recruitment costs will go down, and your employee retention will go up. Employer branding means creating a strategy that aligns with your organization’s culture. It means giving job seekers a realistic preview of working for your company. And it means engaging with both current and future employees anywhere, at any time.

All other things being equal, the best employer brands tend to attract the best talent. Your employer brand can be one of them. *Employer Branding For Dummies*, Glassdoor Special Edition, shows you how to make your company’s brand stand out.

About This Book

This book is packed with tips to help you analyze and improve your employer brand, conveniently distilled into eight short chapters. If you’re new to employer branding, the book provides what you need to know about creating a program of your own, including developing your employer value proposition. If you already have a program in place, you’ll find plenty of guidelines for enhancing it. Still not sure what employer branding can do for you? Check out the case studies throughout the book.

Foolish Assumptions

Although I hope that this book will be helpful to a wide variety of readers, I'm going to assume that your job description falls into one of the following categories: human resources, talent acquisition, upper management, public relations, and marketing.

Icons Used in This Book

Throughout this book, a few icons point out important information.



This icon points out information that may well be worth committing to memory (along with anniversaries and birthdays, of course).



If you love to dig into the details, then technical stuff may be right up your alley.



Here, you find helpful nuggets of information.



Pay heed to this icon. Failure to do so could cost your company valuable time or money, or damage its employer brand.

Beyond the Book

Although this book is chock-full of information, it can cover only so much in 48 pages. If you find yourself wanting more, go to <http://employers.glassdoor.com>.

Chapter 1

Employer Branding 101

In This Chapter

- ▶ Defining your employer value proposition
- ▶ Knowing what makes up an employer brand
- ▶ Recognizing branding challenges and benefits
- ▶ Ensuring that your employer brand is authentic
- ▶ Introducing the five pillars of employer branding

Employer branding is the foundation of an effective recruiting strategy that can make a significant difference in winning the war for talent. Smart companies think about their employer brands all the time, not just when the labor market is tough.

This chapter discusses the components, challenges, and benefits of employer branding, starting with the all-important employer value proposition.

Offering High Employer Value

To attract top talent, you have to make your company attractive to potential employees. What you offer is your *employer value proposition* (EVP) — the complete package of reasons for job seekers to choose to work for your company.



To attract the best candidates, you must be able to clearly define how your company differs from its competing employers.

Several factors influence job seekers to go to work for a given company and encourage current employees to stay on the job. The most important is compensation, cited by 75 percent of workers on Glassdoor. But although the pay-and-benefits package is the top enticement, it's only part of the EVP — and not

always the most important part. A Glassdoor survey of 1,400 software engineers found that their top two reasons for leaving their current companies were related to limited professional growth opportunities. To keep employees engaged at your company, you must provide clear career paths. (See Chapter 2 for details on tracking employee retention.)



The following pointers can help you develop your company's EVP:

- ✔ Define a compelling answer to the question “Why should I work for you?”
- ✔ Solicit feedback from employees. Ask them why they stay.
- ✔ List your employer brand's key ingredients — everyone should have a “Top 5” list (see the next section).
- ✔ Connect your EVP with goals to attract the right audience.
- ✔ Ensure that your EVP resonates with the needs, wants, and desires of your target candidates.
- ✔ Get buy-in from senior leadership.
- ✔ Reinforce your EVP throughout your recruiting channels.

Here's a list of questions to include in an EVP survey to your employees:

- ✔ What perks matter most to you?
- ✔ What motivates you to perform well?
- ✔ Why did you choose to work here?
- ✔ Why do you choose to continue working here?
- ✔ When you're at a BBQ, how do you describe our company?



Include answers specific to your organization for employees to select from.



Your business may face several strategy options. For example, what senior managers see as the EVP may not be the same as what new hires find attractive. In such a case, your company must weigh the various perspectives in developing a brand strategy that's compelling to both candidates and employees alike.

Understanding What's in an Employer Brand

Your business probably already has a well-developed corporate brand to promote its products and services to customers. It needs an equally well-developed employer brand to promote itself to current and future employees.

Culture

A company's *culture* — the glue that binds the organization — includes its values, vision, mission statement, working language, systems, beliefs, and habits. The pattern of collective behaviors and assumptions that are taught to new hires as a way of perceiving, thinking, and feeling about the company is also part of the culture. Company culture affects the way that people and groups interact with one another, with clients, and with stakeholders.

Employee opinions

Employees' opinions about your company reach far beyond its doors, especially when they share their views and work photos on public forums such as Glassdoor, Facebook, and Twitter. Your employees' opinions matter because they can help you attract the candidates you're trying to reach and also make improvements inside your organization. Chapter 4 discusses how to engage your employees to promote your employer brand.

Candidate opinions

First impressions are everything. In fact, your employer brand starts taking shape during an initial job interview. If a candidate's experience is negative, or if your onboarding process has holes in it, then your reputation can suffer.



If your human resources team comes across as disorganized, arrogant, or unresponsive, interviewees will form negative impressions of your company. They may share those negative opinions, which may discourage other candidates from wanting to work for you.

Corporate brand

A company's employer brand aligns directly with its corporate strategy. Consumers want to know that they're buying goods and services from companies that treat their employees well. Recently, several companies have hurt their reputations by not paying their employees fair wages or by denying them health care coverage.

Recognizing Branding Challenges

Employer branding is more important than ever because of the challenges of attracting talent, especially highly sought-after talent such as software engineers, sales representatives, healthcare professionals, and high-level executives. In addition, competition for current employees is increasing. Salary, however, isn't always the top consideration of today's job seekers (see "Offering High Employer Value" earlier in this chapter). According to an Allegis Group Services study, 84 percent of job seekers would consider leaving their current employers for a company with an excellent reputation, even if the salary increase was less than 10 percent.

Companies also have to attract an ever-growing number of millennials to meet current and future staffing needs. Millennials are expected to make up as much as 75 percent of the U.S. workforce by 2025, according to the Business and Professional Women's Foundation. This group has different expectations than older generations. Millennials care more about a company's culture, personal fit, growth potential, and work/life balance than they do about compensation. Further, they tend to be entrepreneurial types who want to feel that their work makes a difference to the overall growth of their companies.

Also consider the ever-expanding reach of social media. Your employer brand is out there, whether you like it or not, and someone else will define it for you if you don't.

Finally, most organizations face four challenges in recruiting:

- ✔ **Recruitment costs:** Finding quality talent comes at a high price, especially when staffing agencies are involved.

- ✔ **Awareness:** If your company doesn't have a strong employer brand, candidates may not be aware of your company and may not know when you're hiring.
- ✔ **Recruiting funnel:** Maintaining a steady pipeline of candidates so that you can make timely hires as needed can be difficult. Ensuring that right-fit candidates can easily find you and your open positions at the moment they make important career decisions is crucial.
- ✔ **Candidate quality:** Sometimes, the ideal candidate doesn't apply, and other applicants may not be quite what you had in mind. Recruiters may waste valuable time sorting through resumes submitted by unqualified candidates.

These challenges make it critical to start employer branding now.

Reaping the Benefits of a Strong Brand

A strong employer brand offers several benefits because it:

- ✔ **Reduces recruitment costs:** The better your brand identifies your company as a place where people want to work, the less you spend to recruit new employees. According to a LinkedIn survey, a 50 percent cost-per-hire savings is associated with a strong employer brand.
- ✔ **Differentiates you from the competition:** Defining your employer brand gives you a chance to define what makes your company special compared with others that job seekers may be considering.
- ✔ **Improves employee retention:** An important part of building your employer brand is listening to your employees and responding to their concerns. Treat your employees well, and they're likely to stick around and help you attract other "A" players.



Creating a positive employer brand has no downside. A well-thought-out employer brand attracts top talent, creates a sense of pride among existing employees, and enhances your company's image in the community.

Case study: Enterprise Rent-A-Car

Enterprise invests heavily in its management trainee program. Each year, the company hires more than 8,000 college graduates, making it one of the largest recruiters of college graduates in the United States.

Although it has a big brand name, Enterprise still needs to constantly evolve its employer brand strategy to attract college graduates. To promote

Enterprise as a great career opportunity, the company distributes brand messaging on social media channels, driving candidates to a company web page that provides detailed information. Over the course of two years, this strategy yielded Enterprise a 130 percent increase in traffic and resulted in 1,137 hires via Glassdoor.

Building an Employer Brand

A company's employer brand communicates why the company is an attractive place to work. Define it carefully before you deploy it.



A truly successful employer brand rests on five pillars:

- ✓ Data analysis
- ✓ Transparency
- ✓ Employee engagement
- ✓ Visual identity
- ✓ Mobile presence

Chapters 2 through 6 discuss these concepts in detail.

Chapter 2

Measuring Your Employer Brand

In This Chapter

- ▶ Getting the answers you need
- ▶ Starting out right
- ▶ Gathering pertinent data
- ▶ Measuring your company against the competition
- ▶ Keeping an eye on your own performance

Two of the top channels for employer brand promotion are websites (92 percent) and social media (80 percent), according to Universum. For that reason, you must ensure that your reputation on social media matches your defined employer brand and reaches your target audience. This chapter points the way.

Questions You Want Answered

Start with the “Big Picture” basics. For example, is your current employer brand helping or hurting your recruiting and retention? Here are other areas to consider:

- ✔ What is my brand awareness with job seekers?
- ✔ Who does my brand attract and are they who I want?
- ✔ What’s my brand reputation?
- ✔ How does my awareness and reputation stack up versus the competition?

Benchmarks to Get You Started

To measure and track how your employer brand is resonating with job seekers and how you stack up against competitors over time, it's essential to first establish benchmarks. Key metrics to consider include the following:

- ✔ Online ratings averages
- ✔ Awareness and ratings versus your competition
- ✔ Feedback directly from candidates

Collecting Employer Branding Data

Collecting just five types of data — reputation scorecard, interview reviews, job-click activity, reputation word clouds, and employee retention — gives you most of the information you need to keep your employer brand on track.

Monitoring your reputation

It's important to analyze several key areas and monitor changes over various periods (such as one year). This allows you to prioritize areas that need to be worked on and show upper management improvement over time.

Overall company ratings on Glassdoor, for example, are drawn from employee ratings in five areas:

- ✔ Culture and values
- ✔ Work/life balance
- ✔ Senior management (what employees think of the leadership in place)
- ✔ Compensation and benefits
- ✔ Career opportunities

According to Glassdoor surveys, the two top employee motivators are compensation and career opportunities. Tracking progress over time in these areas can be enlightening.

Interview feedback

Job applicants' comments on the interviewing process give you first impressions of your employer brand, such as whether a candidate thought the interview was a positive, neutral, or negative experience. Some sites also provide difficulty ratings for interviews.

Interviewees on Glassdoor are asked to note where they found your job listings and what methods they used to apply. This information can help you determine which recruitment channel is most effective. Typical channels include campus recruiting, online job sites, employee referrals, recruiters, and staffing agencies.



Checking interview reviews on competitor profiles gives you information that may help you refine or add new channels to your own recruiting efforts.

Job candidates' online activity and preferences

Sites such as Glassdoor allow you to analyze what job titles are most clicked and where job activity is coming from. Your applicant tracking system (ATS) should then be able to close the loop and break down applicants by source. This data enables you to measure success and determine the quality-of-hire and cost-per-hire for each recruiting channel.

Reputation word clouds

Reputation word clouds (see Figure 2-1) show positive and negative perceptions of your company, which may help you identify recurring themes in your employer reviews.

Knowing your company's key strengths and weaknesses can help you build your employer brand. When you look at your company's word clouds, take note of what people like most — and least — about your company. This information identifies areas that you need to work on so that you can enhance your appeal to candidates.



Figure 2-1: Word clouds paint a clear picture of your company's employer brand.

Employee retention

To improve employee retention, make sure that you have organizational transparency top to bottom (see Chapter 3), with the right checks and balances in place. Employee retention also takes time to measure, but the data is worth the wait. Keep track of what happens to employees after they enter your organization.

Case study: 1-800 Contacts

Until recently, 1-800 Contacts relied on job boards, local advertising, and other traditional sourcing methods to reach its recruitment goals. When the company joined the conversation on Glassdoor, its strategy changed, providing a balanced view of its brand and targeting talent on competitors' pages.

Within six months of the partnership, this strategy improved candidate quality threefold and awareness tenfold. It also streamlined the hiring process. Previously, the company had to sort through thirty resumes to hire a glasses technician; now it has to check only six resumes to fill that job.

Tracking Competitors' Brand Performance

The best way to start analyzing your competition is to compare the traffic on your competitors' career pages with traffic on yours. Sites such as Glassdoor offer tools that help you do just that.

In general, analytics are a four-step process:

- 1. Compare candidate visits each month.**

Find out how many job seekers are visiting competitors' pages compared with yours.

- 2. Identify candidate demographics.**

Find out their genders, current job titles, and locations.

- 3. Compare company ratings.**

See how other companies rate in key areas, such as work/life balance and leadership.

- 4. Identify the channels your competitors use to reach talent.**

This information can help you ensure that your employer brand is featured wherever candidates are making career decisions.

It's also helpful to monitor and measure traffic to your company's profile pages on social media sites. Seeing what candidates view most before making career decisions can help ensure that you're investing your recruitment and branding dollars in the places that matter most to job seekers.

Monitoring Your Own Brand's Performance

Monitoring your brand's performance can help you understand your employees' likes and dislikes, keep an eye on the competition, and track the demographics of the candidates who visit your page (see Figure 2-2).

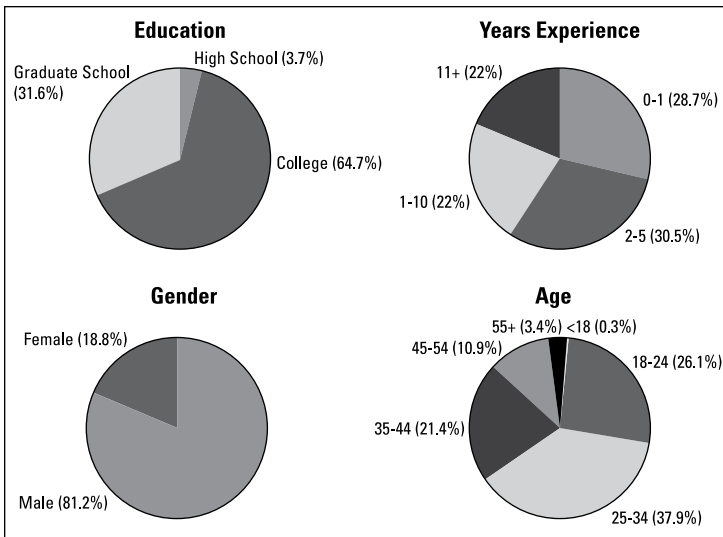


Figure 2-2: Demographics reports such as these show exactly who's visiting your career site.

Being Adaptable

Hiring and company initiatives can change at any time. It's important to note that you're never done measuring and defining your employer brand. Being flexible and able to adapt your message based on hiring needs is crucial for today's modern recruiter.

Setting a tracking schedule

Glassdoor recommends that you track certain types of data on a set schedule:

- ✓ **Check weekly:** Candidate quality, reviews, ratings against competitors, and candidate demographics.
- ✓ **Check monthly:** Cost-per-hire, time-to-hire, and percentage of employees who recommend your company.
- ✓ **Check annually:** Overall themes and sentiments, ratings trends, and CEO rating.

Chapter 3

Letting the Light In: Transparency

In This Chapter

- ▶ Seeing the need for transparency
 - ▶ Making your company more transparent
-

Job seekers want to know what they might be signing up for before they apply for vacant positions. If they can't find out what they want to know about your company, they may not bother to apply for the jobs you've posted, and you may miss out on some excellent employees.

Transparency, as used in business, implies openness, including being open to feedback and sharing openly with your employees and candidates the strengths and weaknesses of your company.

This chapter discusses ways to make your company more transparent to both current and potential employees.

Why Transparency Matters

Candidates expect realistic job previews before they apply for or accept open positions. They don't necessarily expect perfection; they just want to know how your organization really works before deciding whether to work for you.

The same is true of recent hires, who may not stick around long if they're disappointed. According to a survey by Glassdoor, 61 percent of employees say new job realities differ from expectations set during the interview process.

Case study: Mercy

Mercy is the sixth-largest Catholic health care system in the United States, serving more than 3 million people annually. The organization operates 32 hospitals and 300 outpatient locations, and employs 39,000 people.

Mercy decided that giving insight into its culture and values would be key to attracting a more diverse and

qualified audience of job seekers. By highlighting their mission, values, and career information on Glassdoor, they were able to do just that. Within 90 days of setting up a profile on Glassdoor, Mercy was No. 1 in job seeker visits compared with its competitors and improved its time-to-hire by one week.

As a result, today's candidates want more information about jobs than just the employer's perspective. They're seeking information from channels that didn't exist five years ago. Increasingly, job seekers do their employer research online, at sites such as Glassdoor.



Transparency requires openness, communication, and accountability at every level of the organization. You must be able to monitor your reputation and troubleshoot when necessary to ensure that the right message reaches job seekers. For tips, see Chapter 2.

Ways to Be More Transparent

Giving candidates and employees the details they want doesn't have to be difficult or expensive. Consider a few ways to make your company more transparent:

- **Highlight your employer brand where candidates are searching for you:** When you have a clearly defined employer value proposition (see Chapter 1), it's important to ensure that this message is updated everywhere your brand appears.



Creating a branding calendar can help your team stay organized and ensure that your message stays current. The calendar might remind you to update photos or respond to reviews, and note when to send employee

opinion surveys or other internal emails. A calendar also helps you track hiring initiatives and reminds you when to apply for industry or professional awards that will give your brand further validation.

- ✔ **Give employees a voice:** Use a site such as Glassdoor and internal surveys to collect employee feedback (see Chapter 4). This feedback provides valuable information about how your company is perceived and identifies issues you may need to address.

VMware's "Architects of What's Next" campaign is an example of an employer brand campaign that focused on asking employees why they came to the company and what keeps them there. What VMware found was that its employees worldwide wanted to make a difference in the IT industry by being on the leading edge of change. Through engaging their employees with the campaign, they created personalized and authentic messaging to attract future employees. Figure 3-1 is a snapshot of employees working to make that happen, sharing their thoughts about "What's Next."



Source: VMware

Figure 3-1: VMware employees across disciplines engaged in the "What's Next" campaign.

- ✔ **Utilize social media:** Start social media campaigns that encourage employees to get excited about where they work.

VMware launched a "corporate crush" campaign and encouraged employees to post on social media with the hashtag #ilovevmware (see Figure 3-2). The company made the campaign fun and engaging by encouraging employees to photograph company bobbleheads in different locations.



Source: VMware

Figure 3-2: VMware corporate crush campaign.

- ✓ **Share frequently:** Be sure to share information about your company, and encourage your employees to do the same, to build awareness.
- ✓ **Respond to reviews:** A review on a job site may be the first thing a candidate sees before deciding whether to apply to work at your company, so be sure to respond to both good and bad reviews to share your employer perspective. Chapter 4 provides guidance on responding to reviews.
- ✓ **Publicize third-party endorsements:** Awards and other forms of recognition from outside organizations give job seekers a good impression of your company, and they energize employees by letting them know that they work for an honored organization. When your company wins awards, be sure to publicize them.
- ✓ **Create a mobile presence:** If your brand isn't mobile-compatible, your employer message isn't reaching all your potential candidates. More than 40 percent of traffic to Glassdoor, for example, comes from mobile devices. For details on mobile branding strategies, see Chapter 6.



Glassdoor has a program called OpenCompany to help employers engage in transparency best practices. Visit <http://employers.glassdoor.com/opencompany> for more information.

Chapter 4

Engaging Your Employees

In This Chapter

- ▶ Keeping in touch with employee opinions
 - ▶ Responding effectively to reviews
 - ▶ Motivating employees to share your message
-

When job seekers consider whether to apply at a given company, they seek out information provided by current and former employees. Why? Because they trust your employees the most to get the inside scoop on what it's really like to work at your company.



According to Glassdoor research, the most trusted resources for learning about companies are family and friends (52 percent), followed by feedback and reviews from other people who work at the company (14 percent). The least trusted resources for learning about companies are a company's own website (5 percent) and a company recruiter (2 percent).

Today, job seekers can get an inside look at almost any company by researching it on social media channels. Because they're doing their homework, job seekers may know more about your organization than you do!

It's more important than ever to get involved in the conversation happening online and encourage your employees to do the same. This chapter gives you pointers.

Knowing What Employees Say about You

How much weight do employee opinions carry? Consider a few facts provided by Glassdoor:

- ✔ More than half of job candidates read online reviews before forming an opinion about a company.
- ✔ The vast majority of job seekers — a whopping 78 percent — say that employee ratings and reviews are influential when deciding where to work.
- ✔ Of all job seekers, 87 percent are more likely to visit a company's career site after they view its profile and read employee reviews.

Conversation about your organization is critical to your employer brand, so you need to monitor it. That means tuning in to talk both inside and outside the company.

Knowing What Makes Your Brand Different

To attract the right talent, you need to list the types of employees that you're hoping to attract and find out what matters to them. It's crucial to ask your current employees why they stay and what top five skills are required to do their job. Be sure to analyze by department and cover all your bases. Each job description and visual should match what's most important to each department that you're looking to staff.

External sources

Here are a few areas to check on job sites to find out what people are saying about your company:

- ✔ **Employee reviews:** Seeing what your employees are saying about the company can help you diagnose any branding or reputation challenges. Identifying trends allows you to make a list of what makes your company a great place to work and what issues need to be addressed.



Ask yourself these questions about the reviews:

- Do they match your company's employer value proposition (see Chapter 1)?
- Do they match what you already know about the company?
- Do they reveal any problems that you were unaware of?

✔ **Company ratings:** On some sites, including Glassdoor, companies can be rated in several key areas, such as culture and values, work/life balance, senior leadership, compensation and benefits, and career opportunities.

Compare your ratings with your competitors to determine what sets your company apart.



✔ **CEO rating:** Knowing whether your employees approve of the leadership that you have in place is important.

✔ **Interview reviews:** By directing candidates to post their experiences on sites such as Glassdoor, you can gain valuable insight into your company's hiring processes.

✔ **Salary postings:** No surprise here: The No. 1 employee motivator is salary. Be sure that your rates are on par with market standards.

Internal sources

Along with monitoring all external messages and posts about your brand, you need to hear what's being said inside the company. The following strategies can help you stay current on employee opinions:

✔ **Offer employee opinion surveys:** Anonymous queries help you analyze what's going on inside your organization.

✔ **Conduct new-hire surveys at various milestones:** Check in with your new employees at 30-, 60-, and 90-day intervals.

✔ **Hold informal employee meetings:** Meet regularly with employees. Be sure that managers are checking in weekly with everyone on their teams.

✔ **Establish formal step interviews:** Hold six-month reviews for all employees to discuss their roles and career paths.

- ✔ **Conduct exit interviews:** Be receptive to both positive and negative feedback, because it helps you address important issues. Log the results so that you can analyze the data and identify trends that may be adversely impacting your retention and employer brand.

Responding to Reviews

Reviews may be the first things a candidate sees before applying to your company. Even negative reviews give you the opportunity to display authenticity and concern for employees. Consider reviews to be free advice that can make your company better.

Here are tips for responding to reviews:

- ✔ **Respond promptly:** On the Glassdoor site, for example, you can set up company alerts that e-mail you when new reviews post.
- ✔ **Welcome all feedback:** Whether comments are positive or negative, acknowledge them in a non-defensive tone.
- ✔ **Address specific issues:** By being receptive to concerns, you give reviewers a sense of satisfaction that they contributed to positive change within your company. A nice touch is giving reviewers an e-mail address or phone number that they can use to contact you to further discuss specific concerns.
- ✔ **Be considerate:** Whether the topic is compensation, career growth, or management, a considerate response builds candidate trust.
- ✔ **Promote the positive:** Responding to positive reviews about your company and adding employee testimonials to your career page are two ways to enhance your employer brand — not just for job seekers, but also for current employees.
- ✔ **Encourage a sensible social media policy:** Develop a policy that doesn't restrict or prohibit employees from accessing and sharing on social networks.



If reviews cite salary and compensation, career growth, or location as areas of concern, be sure to respond to these reviews promptly. Glassdoor surveys show that these three areas are most important to employees.

Case study: Zillow

Zillow is a home and real estate marketplace dedicated to helping homeowners, home buyers, sellers, renters, real estate agents, mortgage professionals, landlords, and property managers find and share vital information about homes, real estate, mortgages, and home improvement.

Zillow CEO Spencer Rascoff responds to reviews on behalf of the company on Glassdoor. It's having an impact: Four candidates within a 30-day period said that reading the employer response solidified their decision to accept the job offer.

Encouraging Employees to Tell Your Story

Employees are the most important contributors to your employer brand. Ensuring that they're happy and engaged with your company is critical to your brand's success.

Getting employees to participate, however, can be no small task. Here are tips that can motivate your employees to promote your employer brand:

- ✔ **Give them a voice:** People want to know that their opinions are heard and that they matter. Take the time to listen to your employees via reviews, surveys, and meetings; and be sure to respond.
- ✔ **Give them opportunities for growth:** Glassdoor has found that growth opportunity is the second most important motivator for employees (after salary).
- ✔ **Make sure they know the elevator pitch:** Everyone at your company is selling its success, so be sure that all your employees know the company's *elevator pitch* (essentially, its mission statement).
- ✔ **Promote the stories of your employees:** Photos and videos on your website are great promotional tools (see Chapter 5), especially when they feature your employees across every department. Involve them as you assemble material that highlights your brand and company culture.

- ✔ **Foster, support, and reward employees:** Saying “thank you” can go a long way. Companies that have effective recognition programs improve employee engagement and enjoy 31 percent less voluntary turnover than peers that have ineffective recognition programs, according to a Bersin by Deloitte study.

Motivating Your Employees to Get Involved

Getting employees to participate in the conversation on behalf of your company is no small task.

You can motivate your employees to promote your company’s message in these three key ways:

- ✔ **Desire for success:** Promote the fact that your company’s strong reputation will attract other “A” players and help your company succeed.
- ✔ **Desire to be heard:** Employees want to believe they are playing an active role in what happens in the organization.
- ✔ **A sense of pride:** Being able to tell your friends and family that you work for a great company that cares about and rewards its employees carries a great sense of satisfaction.



Employees want to feel like they are a part of the overall success of the business. Including them in the story as you build your employer brand is a critical step.

Chapter 5

Lights, Camera, Brand: Using Visuals

In This Chapter

- ▶ Creating images that illustrate your brand
 - ▶ Circulating your visuals
 - ▶ Putting your employees in the picture
-

Visuals bring words to life, so part of promoting your employer brand is illustrating it with photos and videos. Job candidates want to “feel” your culture to validate it before coming on-site for an interview. Pictures and videos are the best way for them to get an inside peek at your work environment to determine whether it’s the right fit.

Why? Images have become our way of sorting through and understanding the huge amounts of data we’re exposed to daily. Video is particularly attractive, as are photos. According to a study by Performics, 44 percent of people are more likely to engage with brands that post pictures.

This chapter shows you how to use visuals to put your company in the best light.

Creating Compelling Visuals

Following are several ways to create content that supports visual branding:

- ✓ Define your goal.
- ✓ Define the audience.

- ✔ Use authentic and unique photos and videos.
- ✔ Create videos for each department.
- ✔ Highlight your company culture.
- ✔ Stick to one or two themes.
- ✔ Keep video presentations short (less than two minutes).
- ✔ Use your own employees' stories to communicate your message.
- ✔ Take candidates through a "day in the life" of your employees.



Don't use stock photography (candidates want to see the group they will be joining, not models).



If your company is struggling to establish a visual brand, create a fun activity for employees. You might ask them to take photos or videos of what the company means to them, for example. **Note:** Most people already have phones with built-in cameras, so you won't have to provide the equipment. Reward the best photos by framing and hanging them around the office, or give top contributors an extra day off. The results are likely to be eye-opening.



Maintaining a consistent look is important. With the evolution of social media, corporate brands must speak to candidates seamlessly across platforms.

Getting your photos found

When your employees take photos to share on social media, make sure that they optimize them for search. Ask them to use relevant hashtags or to tag your company in posts so that when potential employees

search for information about your company, your photos appear in the search results. Consider re-sharing employee-generated photos from your company's social handles to encourage this activity.

Sharing Your Visual Content

When you have photos and videos that tell your company's story, spread the message on social media and on your career site. The content will make your career site more authentic.

Here's a list of what your company should share:

- ✔ Visual of the outside of the office.
- ✔ Company video that describes a “day in the life” of employees who work for you.
- ✔ A message from your CEO.
- ✔ Photos of employees at work.
- ✔ Photos of people collaborating.
- ✔ Photos of people having fun.
- ✔ Photos of important moments: office moves, milestones, goals achieved.



Candidates are likely to trust your current employees when deciding whether they want to work for your company. Great companies highlight employee testimonials on their career sites, which tell job seekers that these employers are actively engaged in conversation with their employees.



Post employees' testimonials, photos, and videos on your career site and on your social media channels to enhance job seekers' experiences.

Getting Your Employees Involved

Deciding where to begin with your visual brand can be daunting. Fortunately, social media sites encourage employees to participate, highlighting your employer brand to the outside world. The visual component of your brand gives job seekers an inside look at your organization. These photos are already being shared, so join these conversations and come up with fun ways to get your employees on board and your brand out there.

Try these activities to pique your employees' interest:

- ✔ **Contests:** Contests can motivate employees to help build your visual brand. An annual Halloween costume contest or a “Cutest Pet at Work Day” is a great way to capture inviting images, establish a company tradition, and engage employees.
- ✔ **Community service events:** Find fun local activities where your employees can team up to make a difference. Document their good work and share it.
- ✔ **In-house celebrations:** Whether the event is an office birthday, holiday, or company achievement, capture and share the moment with others. Employee recognition events in particular help ensure that your employer brand is successful.

Chapter 6

Going Mobile

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In This Chapter

- ▶ Learning how people find jobs on the go
 - ▶ Creating a mobile strategy
 - ▶ Optimizing your career site for mobile
-

Helping candidates find your company and apply for your jobs via mobile devices is increasingly important, especially among millennials. In fact, based on studies by Glassdoor, without mobile access, you'll be cutting out nearly half of your potential candidates.

What will it say about your company if job candidates can't read about your brand on a mobile device? What will a job seeker think if your competitor's career website is mobile-ready and yours is not?

This chapter provides advice on taking your employer brand mobile so that you can reach your desired candidates.

Looking for Work in a Mobile World

There's no doubt about it: We live in a mobile world. In 2014, mobile device activity is expected to outstrip desktop computer activity worldwide, according to comScore (see Figure 6-1).

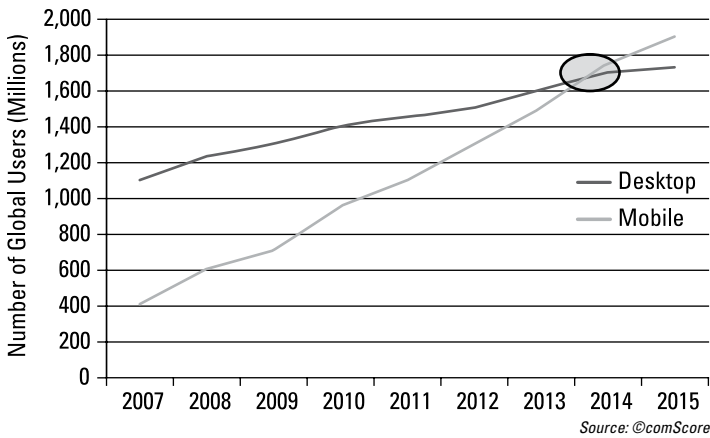


Figure 6-1: The mobile/desktop tipping point may arrive in 2014.

Not surprisingly, we also live in a mobile world when it comes to searching for jobs. In a Glassdoor survey, 89 percent of employees who planned to look for new jobs in the next 12 months cited their mobile devices as critical job-search tools. Also, 68 percent said they use their devices to search for jobs at least once a week, and most of them read employee reviews of companies and research salary information on their devices as well.

The popularity of using mobile devices for job searches is particularly important in light of recent studies. According to KISSmetrics, 47 percent of consumers expect a web page to load in two seconds or less, and 40 percent of people will abandon a website that takes more than three seconds to load.



Today, it's critical to have a mobile recruiting strategy for your company. Why? Because mobile has become the primary way job candidates find and interact with your employer brand, including applying for jobs.

Surprisingly, iMomentous indicates that 90 percent of career sites do not support a mobile option to apply for a job. Give your brand the advantage by adopting mobile to reach talent where it's looking for jobs.



Because job seekers are spending so much time on mobile devices, ensure that candidates who search for jobs on the go can apply for your jobs via their devices — or at least save those jobs so they can come back and apply later. Providing these options prevents applicant drop-off and loss of talent to competitors.

Developing Your Mobile Strategy

If your company doesn't already have a mobile strategy, now is the time to develop one. Here's where to start:

- ✓ **Analyze site traffic:** Do your research up front. Be sure to solicit help from your web team to find out how much of your career site traffic comes from mobile devices.
- ✓ **Avoid “pinch & pop”:** If users have to zoom in and out to view what's on your career site, they aren't likely to stick around or apply.
- ✓ **Look at the competition's mobile activity:** Evaluate whether your top competitors are using mobile recruiting solutions. Is your company an innovator or a laggard in this area? If you're falling behind the competition, this argument may help when you pitch mobile to management.
- ✓ **Track and measure trends:** Compare candidate visits and applications via mobile devices with those via desktop and laptop computers. The results can give you insight into which channels are working best and which need improvement.
- ✓ **Make applying easy:** Be sure that users can easily upload their resumes and apply to jobs on your career site.

Making Your Site Mobile-Ready

It's important that your job postings accurately represent your work culture, but they must also be optimized for mobile — more than half your candidates are researching jobs on the go (see “Looking for Work in a Mobile World” earlier in this chapter).

On sites such as Glassdoor, Facebook, and Twitter, make photos depicting company culture available to mobile devices. Updated, compelling, and authentic company descriptions keep candidates engaged when they reach your job listings.

To create a mobile presence, do the following:

- ✔ Meet with your web team to analyze current site traffic.
- ✔ Look at your competitors' mobile presence.
- ✔ Track and measure trends in mobile activity.
- ✔ Make it easy for applicants to upload their resumes from mobile devices.
- ✔ Keep your message mobile-friendly.
- ✔ Design your mobile site for all platforms.



Here are a few ways to make your website mobile-friendly:

- ✔ **Make job applications quick and easy:** One-click job applications give mobile users a smooth, pain-free experience.
- ✔ **Keep your message short:** Most candidates use mobile devices for short periods, such as lunch breaks. Condense job descriptions and employer brand messaging so that they're easy to digest on mobile devices.
- ✔ **Limit media downloads:** Optimize all videos and pictures (see Chapter 5) to download quickly.
- ✔ **Avoid Adobe Flash:** This format won't work on iOS devices (iPhones, iPads, and iPod touches).



Mobile recruiting

To keep up with the way that job seekers are searching for jobs and researching companies, you should work with a mobile-ready applicant tracking system (ATS); ask your

current system to add mobile capabilities as soon as possible; or work with a mobile specialist such as Jibe, iMomentous, SnapHop or Mobolt. For more about ATS, see Chapter 7.

Chapter 7

Putting Employer Branding to Work

In This Chapter

- ▶ Creating an effective brand strategy
 - ▶ Staying on top of your reputation
 - ▶ Taking advantage of social and mobile technology
 - ▶ Tracking applicants effectively
 - ▶ Turning employees into company spokespeople
 - ▶ Tracking your employer brand's performance
-

This chapter presents several practical steps that your company can take to boost its brand with candidates and employees alike.

Developing a Branding Strategy

Your employer branding strategy communicates why the company is an attractive place to work. The first step in creating a successful strategy is identifying the goals of the branding program. Everyone in your company should know what the strategy is and be able to state it.



Creating a branding strategy takes deep knowledge of the business and its mission, vision, and values.

You may find it helpful to solicit feedback on the company's culture from both new hires and established employees. Ideally, this feedback provides insight into what makes the company special, and this information becomes part of your employer branding strategy.

Keeping an Eye on Your Reputation

To develop a realistic and credible brand, your company must be aware of its reputation as an employer. You can use several internal resources to monitor your reputation, such as employee opinion surveys, new-hire surveys, regular employee meetings, and exit interviews. (See Chapter 4 for more information.)

You can also check external resources such as Glassdoor for unsolicited feedback about your company. Getting both internal and external feedback is important when developing an employer brand, as discussed in Chapter 4.

Aligning Your Consumer and Employer Brands

Whether or not people who apply for work at your company are also consumers of your product or service, you must have consistency between your employer and your corporate brands. People want to invest in companies that treat their employees well, and employees want to work for brands that are enticing to the public.

Companies that have a strong employer brand create a candidate experience that's similar to the customer experience. If the goal is to provide customers with fast and efficient service, that should be the goal for applicants too.



To make your employer brand really stand out, respond to all applications and send thank-you letters after the recruiting process. Even candidates who aren't ultimately selected for jobs will remember that your company treated them well.

Creating a Visual Identity for Your Brand

A visual brand can help make an emotional connection between your candidates and your company. It can also give an authentic preview of what it's really like to work for you.

Carefully think through your company's mission and employer value proposition and then create a video featuring employees to support these messages — doing so can greatly enhance your recruitment efforts. For more information on using visuals, see Chapter 5.

Keeping Your Brand Real

No company is perfect. When you craft your brand messaging, share not only what makes your company special, but also the tough realities. Provide authentic job previews and company reviews on your career site, and be straightforward about the work environment. When you do, job seekers are likely to trust your company, and after they become employees, they're likely to stay with your company for the long haul.



Candidates don't seek perfection. What's important is that working at your company is right for them.

Employee engagement (see Chapter 4) helps strengthen your employer brand and ensures that your corporate message builds brand advocates for the company. Transparent organizations (see Chapter 3) build loyalty among their followers by setting the right expectations up front.



Employee engagement starts during the interview process. Today, the interview process is as much about candidates interviewing you as it is about you interviewing them. Interviews can provide insight into how people view your employer brand.

Cultivating Niche Communities

Regardless of your industry, many of the positions in your company require a unique skill set — perhaps a certain educational degree or specific industry experience. When an opening for one of these specialized positions exists, it's essential to have a pipeline of candidates ready. Your employer brand makes that possible.

A survey of more than 1,400 software engineers on Glassdoor (see Chapter 1) revealed further recruitment strategies that could give your company a leg up in its recruiting:

- ✔ **Meet candidates in casual group settings:** This strategy gives job seekers the opportunity to network and gives them a feel for your company culture right away.
- ✔ **Feature target job descriptions in blog posts on your site:** This method will help your company gain credibility and build a following among the very people you're trying to reach.
- ✔ **Distribute job-specific videos:** They can complement your general company videos and help you target the right talent for specific jobs.

Embracing Social and Mobile Media

Using mobile and social strategies to amplify your employer brand can not only attract quality candidates, but can also save you money. The better visibility your company has as a brand that treats its employees well, the fewer dollars you have to spend to find qualified talent.

Keep in mind where your candidates are looking for jobs and doing company research. According to Glassdoor, 54 percent of job seekers read company reviews from employees on their mobile device, and 79 percent are likely to use social media in their job searches, so social and mobile recruiting are musts for every company's employer brand strategy.

Maximizing Your Applicant Tracking System

When a company applies employer branding strategies to its applicant tracking system (ATS), candidates can easily apply for jobs online, recruiters can search and organize data to make the best hiring decisions, and the organization benefits from automation and efficiency.

To get the most out of your ATS, examine your recruiting process to make sure that candidates experience the same high quality that they expect as consumers. Ask someone to test your ATS to see how easy or difficult it is to apply for a job. Get feedback from candidates about communication during the recruiting process.



Aligning the ATS with the company brand is essential. The system should have the same look and feel as the company's website, including colors, logos, and writing style.

Turning Employees into Brand Ambassadors

One of the first things people do when they meet someone new is ask "Where do you work?" Employees want to be able to answer that question with pride.

Be sure that employees are part of the process as you build your employer brand. Your employees are a large part of your reputation, so you need to know what they're saying about you and about what it's really like to work for you (see Chapter 4).



Referral programs work only if employees enjoy working for your company and have respect for your company's employer brand.

Measuring Your Brand's Effectiveness

Marketing professionals know how much value strong branding brings to any business, and the only way to ensure that your message is reaching and resonating with the right audience is to analyze the metrics (see Chapter 2).

Comparing whom you are trying to attract with whom you are actually attracting to your company profile is a valuable exercise. Reviewing demographics of visitors, such as education level, years of experience, gender, and age, will allow you to tweak your message and advertising programs to ensure that your employer brand is attracting the right audience.

Measuring your brand effectiveness relative to your competition is also important. The battle for talent is highly competitive, and it's important to know whether a close competitor's message is resonating more than yours with the audience that you are trying to attract. A few metrics to look at relative to your competition are total visits per month, visitor demographics, company ratings, and recruitment channels.

Now is the time to put on your marketing hat. A robust employer brand not only allows you to recruit quality candidates, but also enhances your company brand as a whole.



Building a strong employer brand makes good business sense, and it makes even better sense to show return on investment from a branding program. Several recruiting metrics demonstrate the value of branding, including cost-per-hire, time-to-hire, candidate quality, and company exposure.

Chapter 8

Ten Easy Ways to Get Started

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In This Chapter

- ▶ Encouraging employee and candidate reviews
 - ▶ Letting photos and videos work for you
 - ▶ Being consistent with who you are
 - ▶ Monitoring your brand reputation
 - ▶ Taking advantage of social media
 - ▶ Putting feedback to work
-

Every employer has room for improvement, especially when it comes to employee growth and satisfaction. Here are ten easy ways to start creating and improving your employer brand today.

Define an Authentic Employer Brand

Make sure that your company job description is authentic and current on the web, your career site, and social media channels. Update your information frequently so that its message aligns with your evolving culture and work environment.

Validate Your EVP with Employees and Candidates

When it comes to your employer value proposition (EVP), take the time to listen to what employees are saying, address the issues they raise, and then ask employees to join the conversation on sites such as Glassdoor. Also, monitor that your employer brand is resonating with the right candidates.

Make Your Employer Brand Visual and Compelling

Show job seekers a realistic preview of what it's like to work at your organization by posting photos and videos (see Chapter 5). Skip stock photos in favor of images of your own employees.

Be Consistent

Train your recruiters, hiring managers, and executives so they can tell a consistent story about your organization and why it's a great place to work.

Benchmark Your Brand Awareness and Reputation

Analytics can help you refine and optimize your branding process. Use data to make better decisions that can help you win the war for talent and improve your strategy. For more information on data analytics, see Chapter 2.

Fix What's Broken

Bad reviews aren't necessarily bad for business. In fact, most people are suspicious when they don't see any areas for improvement highlighted. Be sure to respond to reviews promptly, say "thank you," address any problems, be considerate, and recognize positives. Chapter 4 provides some more tips.

Make Employees Your Brand Ambassadors

No matter what positions they hold in your company, your employees can be your best brand advocates. Employee reviews have a powerful influence on job seekers, so your top talent can help you attract other top talent.

Maintain and Engage Social Channels

By linking to Glassdoor and other social media sites or highlighting employee testimonials on your career site, you build trust with candidates.

Ask Candidates for Feedback

First impressions are everything, so ask your candidates to post reviews about the interview process. What they say can help you address problems and make improvements.

Rinse and Repeat, Never Stop

Employer branding isn't a "set it and forget it" process. Never stop monitoring your reputation and working to improve your employer brand. That way, your company message will continue to resonate with your target talent.

Top Traits of Glassdoor Best Places to Work

These traits matter most to job seekers and current employees:

- * **People matter.** Take the time to engage with your current employees.
- * **People feel heard.** Take the time to listen.
- * **People can grow.** Growth is the No. 2 motivator. (Salary is No. 1.)
- * **Leaders matter.** Having clear vision and direction are important.
- * **People feel appreciated.** Show your employees that you truly care.

Make your organization a talent magnet!

Your company reputation matters when it comes to attracting and retaining today's top talent. This book shows you how to make your employer brand shine.

- **Develop your employer value proposition** — to shape your pitch to candidates
- **Open the windows** — and show your company in its best light
- **Bring it to life** — create images that illustrate your brand
- **Engage your employees** — by responding to reviews and getting them involved on social media
- **Measure and refine** — collect employer brand data, keep score, and build a plan to stay ahead of the competition



Open the book and find:

- What job seekers are really looking for
- How to reach desirable candidates
- Why your employees may be your best advocates
- What talent analytics can tell you about your employer brand
- Why mobile is crucial to your employer brand strategy

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