



Enhancing Talent Acquisition through Social Media

How can companies derive multiple benefits from the rapidly increasing options to integrate social media into their recruiting practices?

What is a Research Working Group?

A Research Working Group (RWG) is a unique vehicle of The Conference Board that allows peer companies to join together in a rapid deep dive and targeted focus on a compelling business issue. When firms across industries with similar concerns come together under the guidance of a specialized research team, there is a rich transfer of ideas and knowledge. The result is a robust perspective that can influence organizational decision-making and shape a platform for enterprise-wide actions.

Research Proposal

Despite significant unemployment in the US, corporations report that they are struggling to identify capable candidates for their critical open positions. Hiring departments are being overwhelmed with non-qualified applicants, while being told to spend as little money as possible to identify the best possible recruits. In addition, companies today are recruiting for positions that did not exist before, so there is little track record to guide how to best fill these newly created job descriptions.

The increasing use of social media has enterprise-wide implications for every company, including in the recruitment and acquisition of the best candidates to join their workforce. It is a complex undertaking that involves the collaboration of Human Resources along with a company's brand managers, IT and legal teams. At our 2011 Conference on Social Media, there was an engaged dialogue on how can social media be used to brand and attract a lasting talent pool. We seek to build on those questions and others in this rapidly changing technological landscape that can confound even the most ambitious Talent Management team.

The Conference Board will launch a Research Working Group on **November 28-29, 2012** to address how companies can best integrate social media into their Talent Acquisition programs when hiring professional level staff, and thereby improve their effectiveness. The research team will provide real case examples of successful approaches and address these research questions:

- How do you honor your brand and differentiate your company when using social media to attract candidates?
- What are the opportunities to use mobile technologies in talent acquisition? What are the opportunities to use providers in other major global regions?
- How can you use social media to capitalize on your existing employee population to provide referrals and thereby reduce recruiting fees and timelines?
- Is there a measureable value proposition? How do you get buy in from your higher ups?
- What are the policies, procedures, and legal ramifications of social media use as part of a pre-employment process? Who should control the process and what would be illegal to use in a pre-employment situation?

Participants & Takeaways

Our Program Director is Janet Swaysland, former SVP, Global Communications & Social Media for Monster Worldwide, where she developed and executed their first social media strategy. The Senior Researcher is Annmarie Neal, who was previously Chief Talent Officer and VP of Cisco's Center for Collaborative Leadership, and responsible for global talent strategy and planning. The end product of this collaborative project will be a research report that provides a fresh appraisal of the opportunities to use social media in the field of talent acquisition and help each organization to determine a credible and effective approach to this rapidly changing technology.

This Working Group will bring together practitioners from 15-20 companies to tackle common challenges, identify promising practices, and develop recommendations for organizational action. Companies send two participants to attend the meetings (typically Senior Managers, Directors and VPs) in the areas of recruiting, social media planning and branding. Our members regularly report that they appreciate the opportunity to informally benchmark across industries and they value the opportunity to work closely with others facing similar challenges.

Program Commitment

Time Commitment: Starting **November 28-29, 2012** in New York City, the Group will meet three times in person over the course of six months. These will each be 2-day working sessions, with short, virtual meetings and small group teleconferences in between to continue the Group's collaboration. The participants typically commit 2-4 hours a month to the project, outside of the in-person meetings.

RWG Participation Fee: \$16,000 per company covers all meetings, materials, access to all research and reports. This fee enables two executives to participate from each company, but does not include travel & hotel to in-person meetings. As needed, substitutes are welcome to attend meetings. RWGs are only open to member companies of The Conference Board.

To join or for further information, please contact Daria Lamb, Director of Research Working Groups: Daria.Lamb@conference-board.org or 212-339-0428.

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