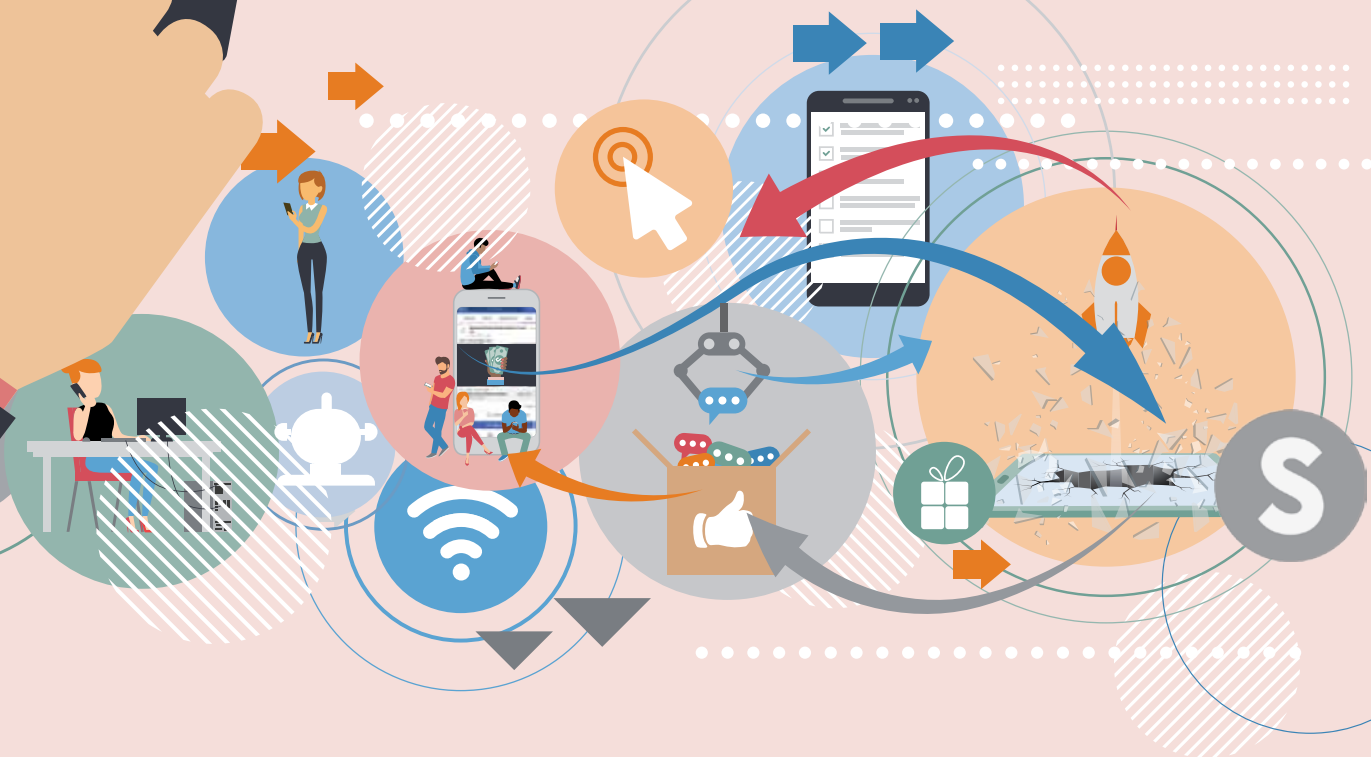




Swipe Right:

Candidate Technology Preferences During the Job Search



ManpowerGroup[®]
Solutions

Human Resource professionals would attest to the notion that technology has changed everything when it comes to attracting and hiring top talent. Technology is embedded in everything we do and it has affected most (or nearly all) aspects of the hiring cycle. Candidates use technology to search and apply for jobs. Employers use technology to engage candidates, build talent communities and interview prospects. Yet, what is not widely known is how candidate preferences about technology can be leveraged by employers. How can companies use technology to ensure a competitive advantage in today's war for talent?



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Introduction

GLOBAL CANDIDATE PREFERENCES SURVEY

We asked
14,000
currently in
the workforce

ages **18-65**

in **19** influential
employment countries across the globe

*Candidates shared what matters most
to them in the job search process*



Candidates have reached the tipping point for using mobile devices to apply for jobs and most employers are ill-equipped to respond. In fact, **more than half of global candidates would like to use mobile apps to apply for jobs from their smartphones.** And the number of candidates who actually search for and apply to jobs via apps has increased significantly. Maybe that is why the Talent Tech Labs 2017 State of Talent Acquisition Report found that 45 percent of HR leaders believe candidate-sourcing technology is the area most likely to see rapid investment.

Beyond simply applying for a job, technology is pervasive in every step of the recruitment lifecycle. Chatbots are initiating conversations and answering questions. Text messaging is replacing email. And companies are increasingly looking to video technology to screen candidates. While many HR executives espouse the conventional wisdom that age is the driving factor in interview preferences, new data suggests that gender may also play a role.

Moreover, the differences in technology preferences and usage among passive candidates suggest that technology should take a backseat to other strategies,

such as a powerful recruiting message, when it comes to successful engagement.

To better understand how employers can leverage global candidate preferences and perceptions, ManpowerGroup Solutions, the world's largest Recruitment Process Outsourcing (RPO) provider, went directly to the source — candidates. In the 2016 Global Candidate Preferences Survey, nearly 14,000 individuals in the workforce between the ages of 18 and 65 shared what matters to them in the job search process. The study asked candidates in 19 influential countries across the globe.

This report provides new insights into candidate technology preferences including global trends and country nuances. The research also reveals that **the adoption of recruiting technology is light years behind consumer marketing technology.** Candidates' expectations for job searching are being driven more by contemporary dating apps than by current job search protocols. This report highlights what candidates need, want and expect from technology in the job search process and suggests new strategies employers can use to attract, develop and retain skilled talent.

New Insights

Global trends and country nuances of candidate technology preferences

From how they use apps to how they want to interview, preferences vary by country, age and gender.

“ Millennials use apps for everything. That is how they navigate the world...and applying for a job is just another element in that world.”

Dahiana Arias Gutierrez, Country Manager,
ManpowerGroup Solutions, Costa Rica



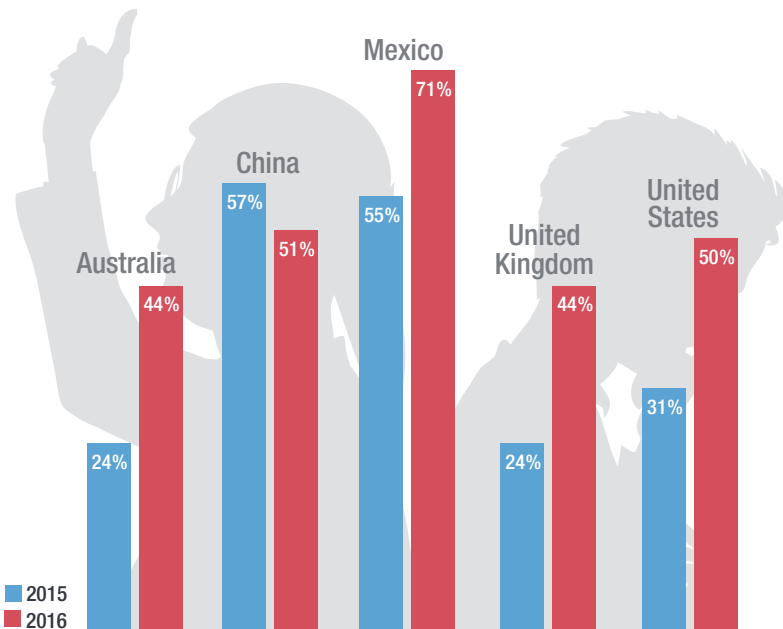
Preferences and Usage of Mobile Apps Skyrocket

Fifty-two percent of global candidates would now like to use mobile apps to apply for jobs from their smartphones and the rate of interest in doing this is escalating. In four of the five talent markets tracked over the past two years, (United States, Australia, Mexico and United Kingdom) candidate preferences for applying to jobs via apps on their smartphones have increased significantly. **In a single year, the number of candidates who expressed interest in applying to jobs via smartphone app rose approximately 30 percent in Mexico, 60 percent in the United States and 80 percent in the United Kingdom and Australia.**

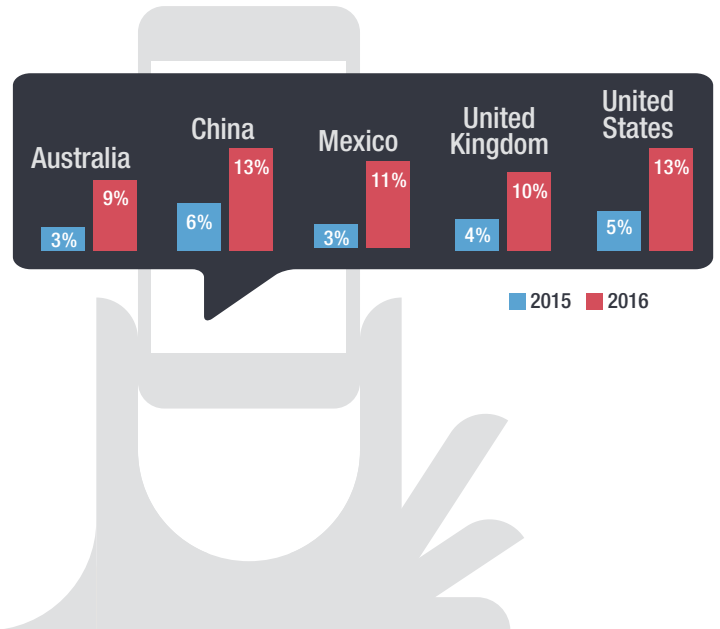
Candidates' usage of apps **during their job searches** has escalated as well. In each of the five markets surveyed during the past two years, usage of smartphone apps has doubled or tripled in every country. In China, using apps to apply for jobs online rose to number three among candidates outpacing use of their online social network and their friends, family and colleagues.

The rise in candidate interest in and usage of smartphone apps for job searching is driven by both demand and supply. People everywhere are using apps for nearly everything. Research shows that 90 percent of consumers' mobile time is spent using apps, and that is true across countries — from the United States, to Mexico, to China to Spain.¹ Convenience is also a driving factor because the smartphone liberates the job search experience from a desktop — empowering candidates to search from a café, bus or mountain top. Job boards are also increasingly expanding their offerings with apps: Indeed, Monster.com, SnagAjob, and LinkedIn, among others, have apps that help candidates search, apply or stay connected to previous job searches.

Candidates who WOULD LIKE TO USE mobile apps on their smartphone to apply for jobs



Candidates who ARE USING mobile apps on their smartphone to apply for jobs

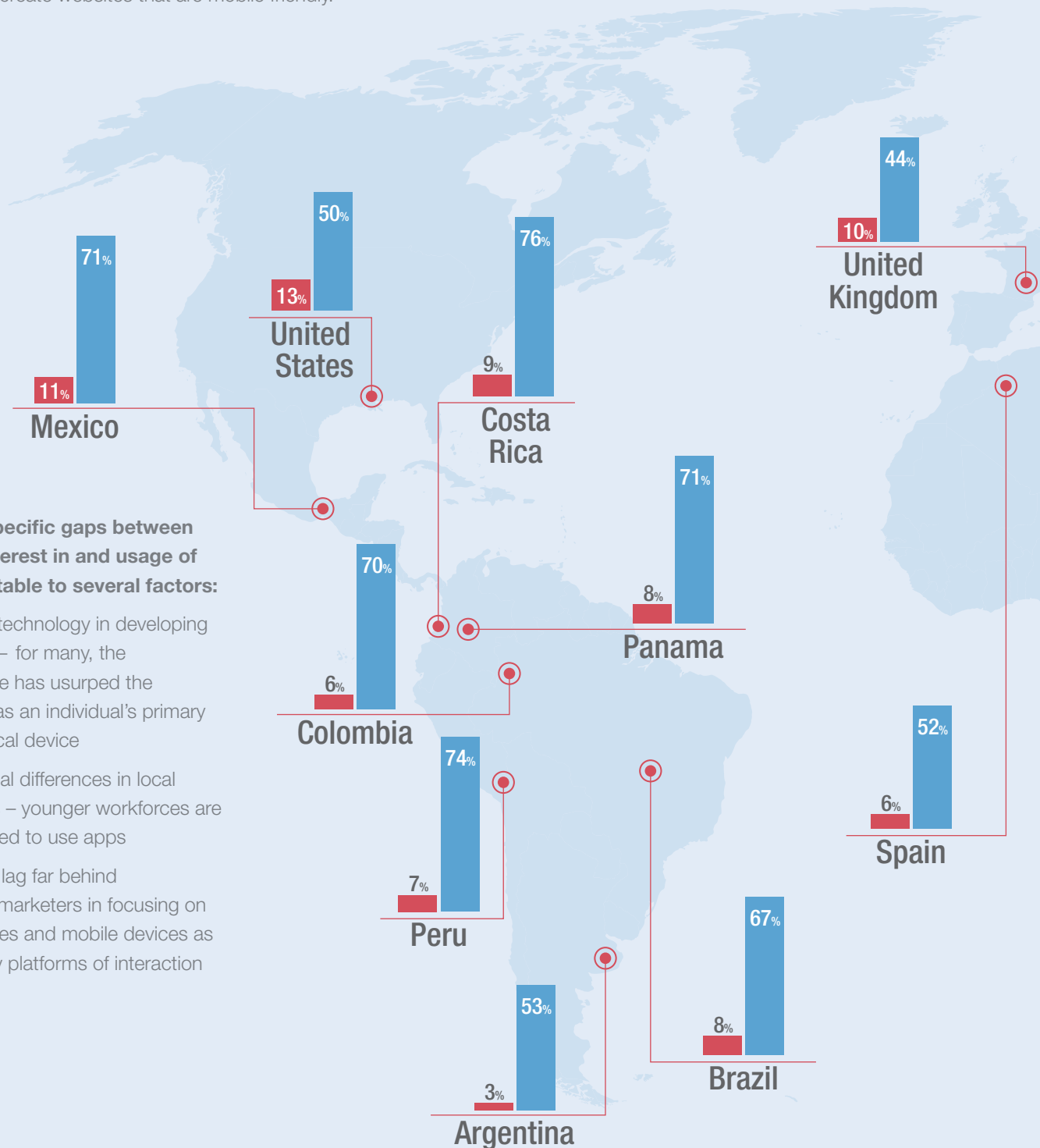


¹ ComScore MMX Multi-Platform, January 2017. <http://www.smartinsights.com/mobile-marketing/mobile-marketing-analytics/mobile-marketing-statistics/attachment/percentage-of-mobile-app-vs-browser-minutes/>

The App Gap: People want them, but far fewer are actually using them

Among the 19 countries surveyed, candidates' interest in using apps varies significantly by country. Costa Rica (76%), Peru (74%), Mexico (71%) Panama (71%) India (70%) and Columbia (70%) lead the way with the largest number of candidates wanting to apply for jobs via smartphone apps. At the other end of the spectrum, Japan (23%) and Germany (29%) have the fewest number of candidates who are interested in apps.

The gap between interest and usage likely lies in the fact that job boards have lagged behind other companies, such as e-tailors or video streaming services, in making their products and services smartphone friendly. Many employers lag behind in making even the first step: to create websites that are mobile friendly.



The country-specific gaps between candidates' interest in and usage of apps is attributable to several factors:

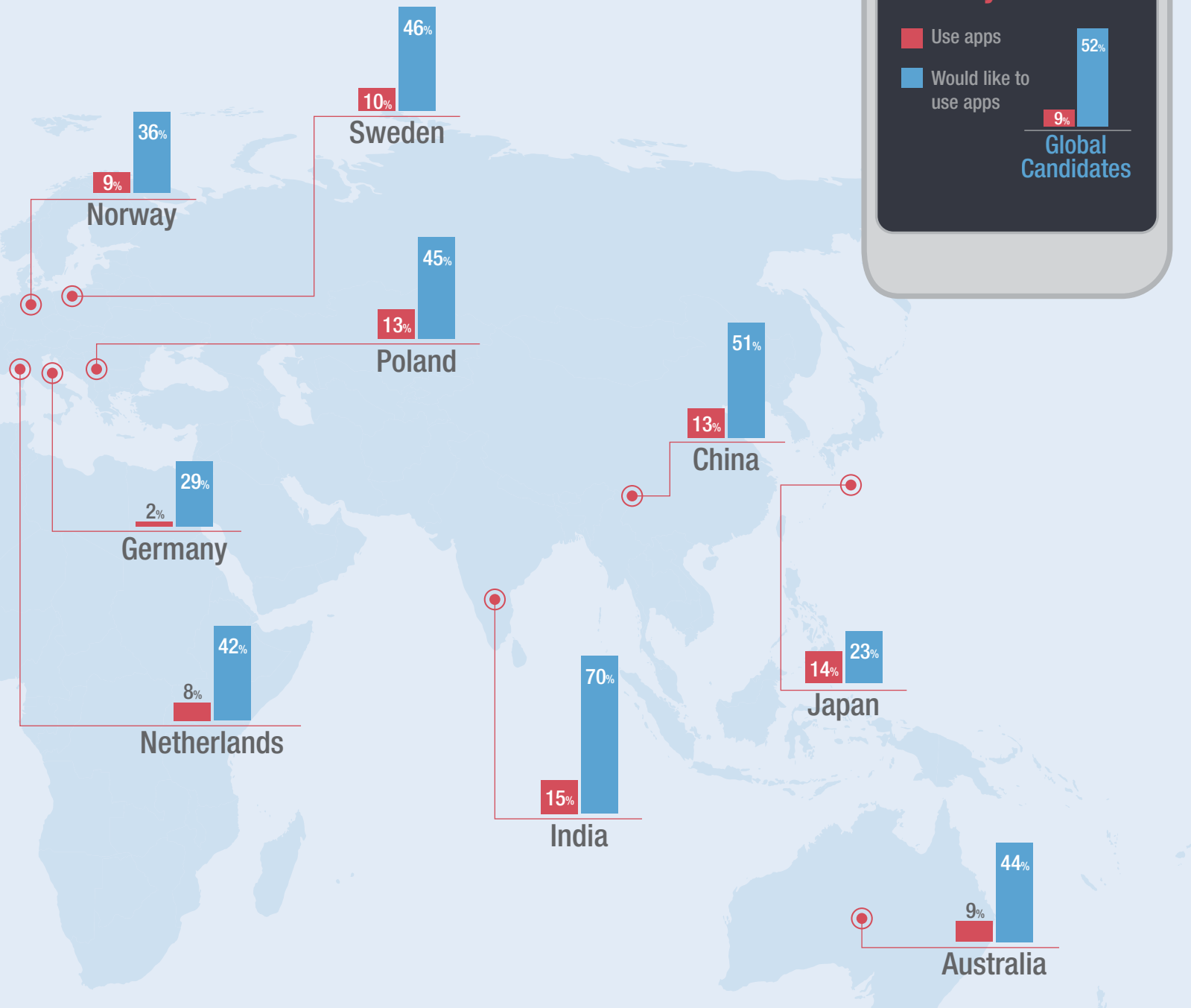
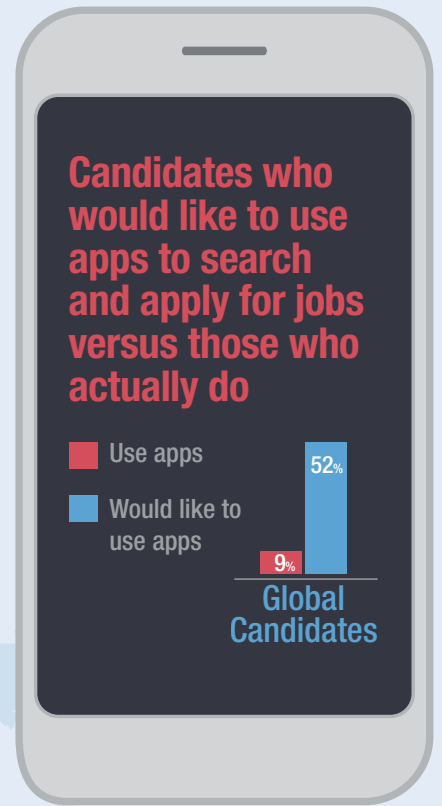
- Access to technology in developing countries — for many, the smartphone has usurped the computer as an individual's primary technological device
- Generational differences in local workforces – younger workforces are more inclined to use apps
- Employers lag far behind consumer marketers in focusing on smartphones and mobile devices as the primary platforms of interaction

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In many Latin American countries, candidates want mobile-friendly technologies, but companies are not yet meeting their expectations. Many company websites are not even optimized for mobile usage and make poor use of important video technologies.

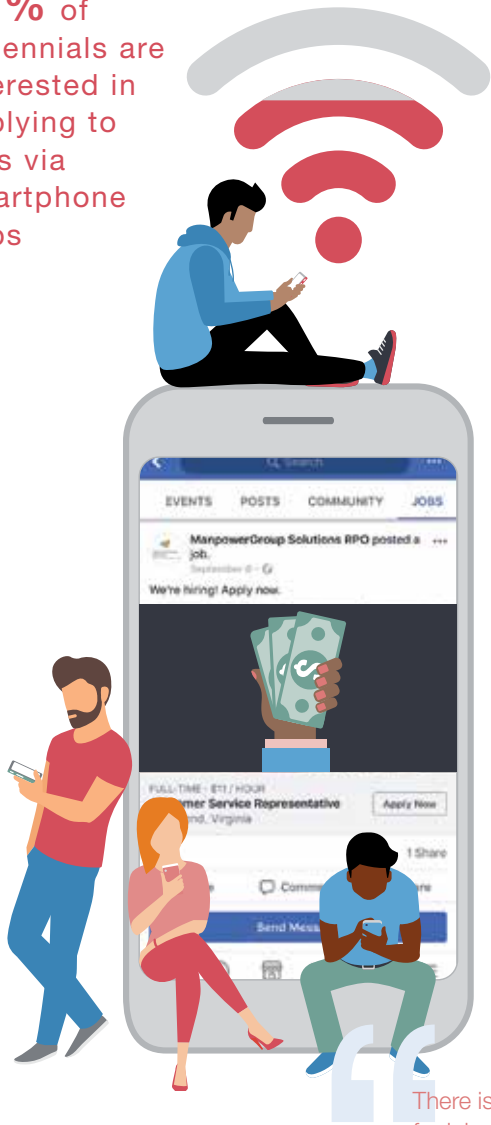
Ximena Cardenas Arango, Program Delivery Manager
ManpowerGroup Solutions, Latin America

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Although the gaps between candidate interest in and usage of smartphone apps in searching and applying for jobs vary significantly by country, the disparity in candidate preferences and experience suggests significant unrealized potential for apps in recruiting talent.

64% of millennials are interested in applying to jobs via smartphone apps



Young, Mobile and Ambitious

It is not surprising that the group most interested in applying to jobs via smartphone apps is Millennials, 18-34 years old (64 percent vs. 55 percent global average). However, **candidates who use or would prefer to use a mobile app to search and apply for jobs also display a level of independence.** Candidates who want to use apps are significantly more likely to be willing to move to a new city for a new job opportunity (30 percent) or country (31 percent) versus the global average of 27 percent and 26 percent, respectively.

Candidates who prefer apps are also significantly more likely to find opportunity for advancement as a motivator for immediate job change. While compensation and type of work still top the list of motivators, opportunity for advancement is almost twice as important (17 percent) for those interested in using apps than those not interested (10 percent).

Candidates who prefer apps on mobile phones also gravitate towards technology platforms as a source of credible information about a company's brand. Among those who use apps to apply for jobs, approximately 15 percent of them rely on employer review sites or on social networks for information about a company's brand. They are also significantly less likely than average to rely on current employees of the company for such information (27 percent versus 33 percent global average).

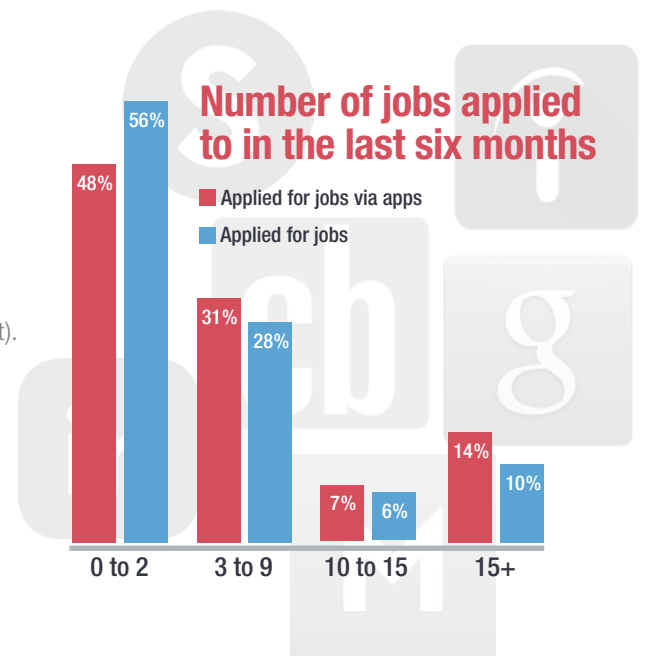
There is a significant difference between generations in Australia. Millennials want to be able for jobs via their phone while on the go. They want to use that time to effectively find a job. Yet, older generations prefer to apply for a job online via their laptop or desktop.

Jamie Butterworth, General Manager for ManpowerGroup Solutions Australia

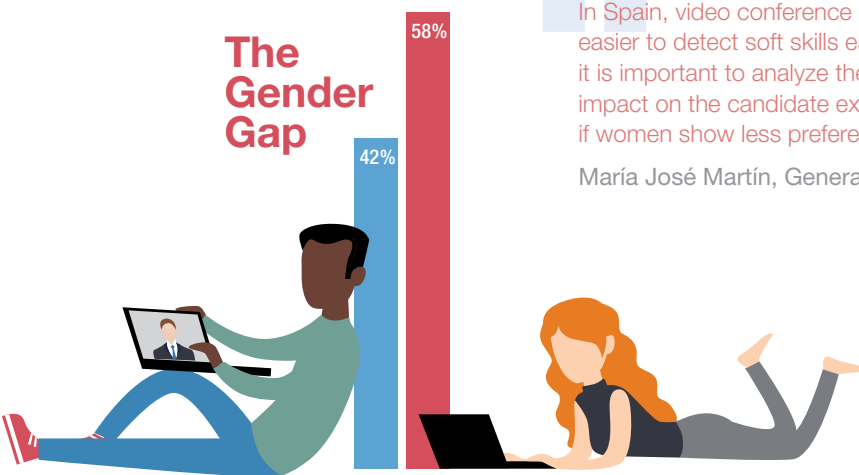
Apps Mean More Applications

App preference and usage among candidates is also positively correlated with a higher number of jobs applications overall. The number of candidates who applied via an app for more than jobs in the last six months (14 percent) was significantly higher than the average (10 percent).

The increase in number of jobs applied for may, in fact, be facilitated by the ease of applying with the app itself. Some apps allow a user to enter his or her resume information only once and then apply the information to various job applications. This approach, popularized through common college application technology in the U.S., appeals to Millennials who are used to casting a wide net for new opportunities.



The Gender Gap



In Spain, video conference interviewing is on the rise. Employers believe it is easier to detect soft skills earlier in the process through video. However, it is important to analyze the results from these interviews and determine the impact on the candidate experience. Another interview format may be required if women show less preference for video.

María José Martín, General Manager, ManpowerGroup Solutions, Spain

2 in 3 women globally are uncomfortable with video interview formats



Women Are Less Comfortable with Video Interviews

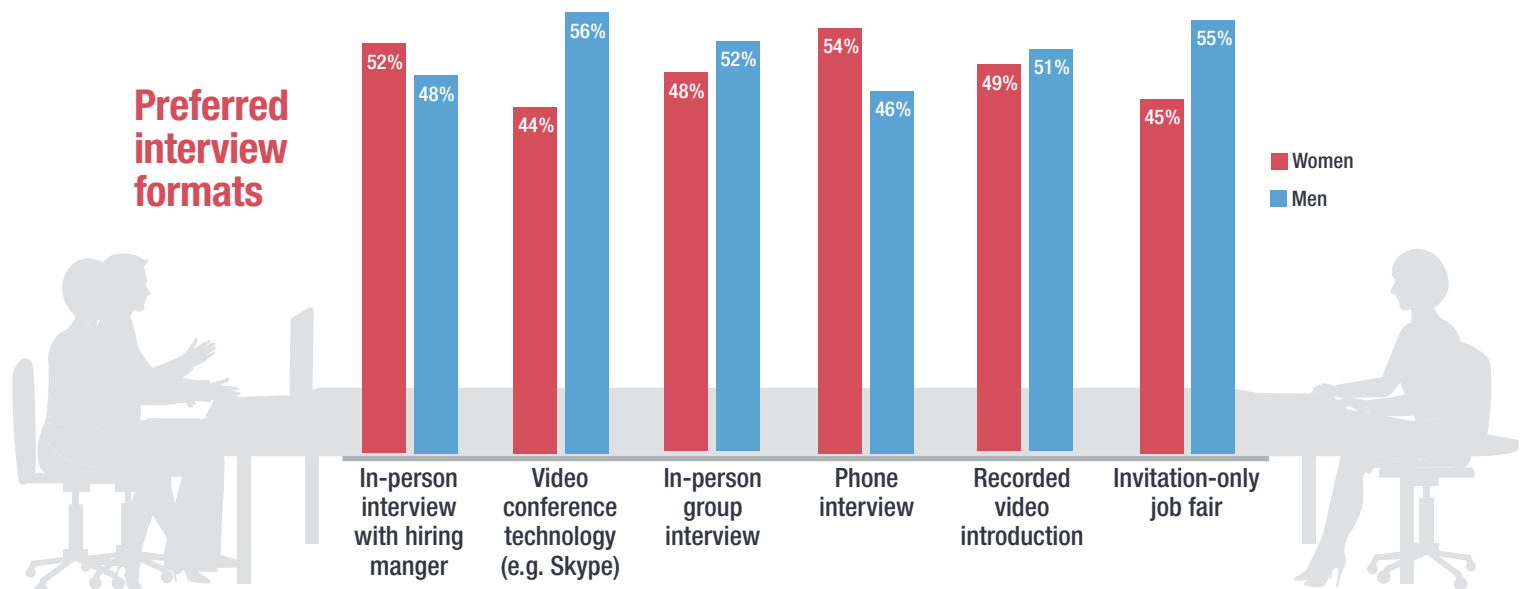
Nearly two-thirds of women globally (58 percent) are uncomfortable with video interview formats (e.g., Skype) or providing a video introduction about their professional experience and careers. In contrast, more than half of men are very comfortable with both of these technologies. Moreover, when asked what type of interview formats they preferred, 56 percent of men preferred conducting an interview via video conference technologies — outpacing in-person interviews with a hiring manager (48 percent) for the first time since the survey began.

Preference for video technologies in interviewing is also positively correlated with work experience.

Experienced workers and managers are more likely to prefer these formats than their student or entry-level counterparts, which, by definition, are usually younger. It is hypothesized, therefore, that work experience and confidence are positively correlated — yielding greater comfort level with video formats. Preference for video technologies is also correlated with candidates who prefer contract or project work. These individuals interview for positions on a regular basis.

However, a 2013 Yale University Study observes that unconscious bias may be the culprit. The study found that in identical scripted video interviews of male and female candidates reviewed by HR professionals, women were more likely to be perceived as “aggressive” whereas men were perceived as “confident.” Although the candidates had identical resumes and were dressed in a similar fashion, unconscious gender bias may have resulted in the female candidates being more aggressive, less likeable and less likely to be hired.²

Preferred interview formats



² ABC News, “Women Endure Surprising Bias in the Workplace,” December 11, 2013. <http://abcnews.go.com/WNT/video/women-endure-surprising-bias-workplace-21186867/>



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Mexico has been an early adopter of using technologies such as Skype or Google Hangout for interviews. It can be an excellent tool for reaching candidates in other cities or states or those that have restricted access to transportation.

Francisco Diaz, RPO Regional Managing Director
ManpowerGroup Solutions, Latin America

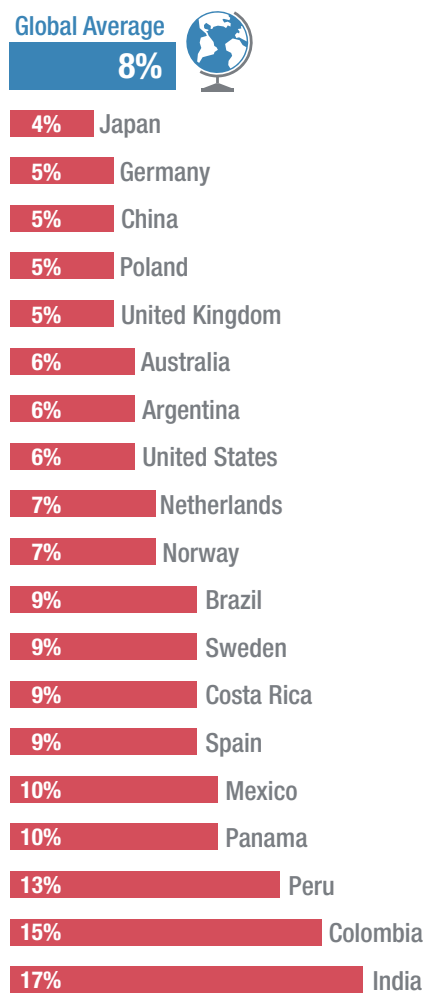
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Video Conference Interview Preferences by Country

Latin American job-seekers show a significant preference for video-conference technology in interviews. By country, however, India leads the way with more than twice as many candidates preferring video interviews to the global average (17 percent versus 8 percent).

One possible hypothesis for the embracing of video interviews in these countries is the presence of global companies in Latin America. Video is often used by global companies as a cost-effective and high-impact collaboration tool. **Geography and infrastructure also play a role in the use of video-conference technologies for interview purposes.** These technologies are especially useful in hiring candidates from less urban areas. While countries like China, Australia and the United States with large footprints could significantly benefit from video, smaller countries, or countries with highly concentrated urban populations, such as Japan, may find it less useful. However, it is important to note that in some markets, a high-touch approach to interviewing is still valued.

Global Comparison: Candidates Who Prefer Video-conference Interviews

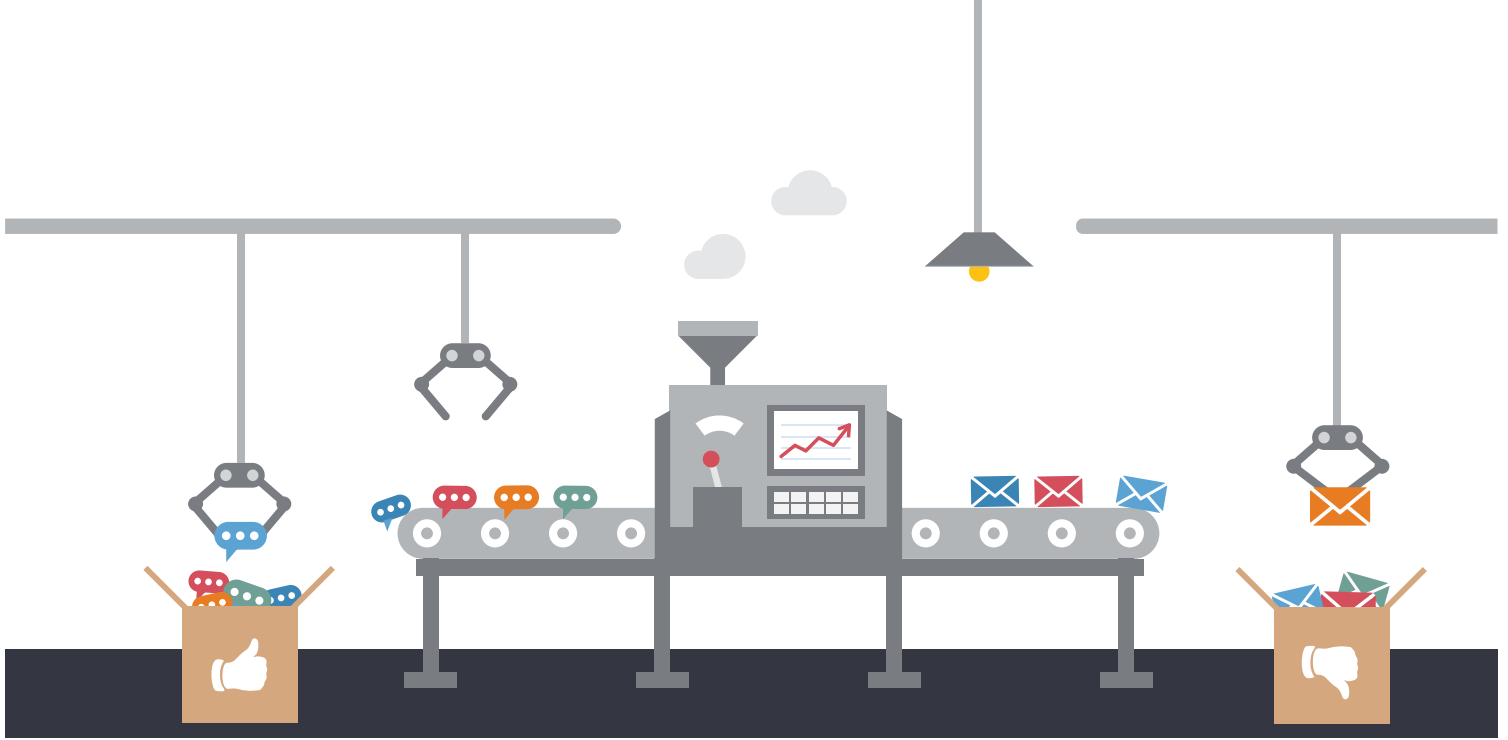


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Since 2014, video conferencing for interviews has been essential in our work with clients. It significantly broadens the talent pool as candidates are able to interview from home. Given the geographic spread of Australia, video interviewing allows all potential candidates to be interviewed regardless of their regional or metro location.

Jamie Butterworth, General Manager for ManpowerGroup Solutions Australia

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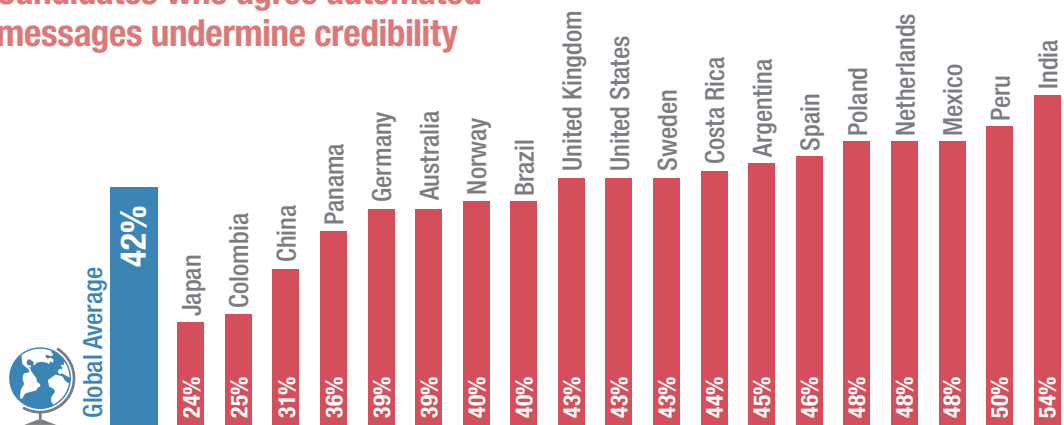
Candidates Can Spot a Fake

Another important candidate technology preference relates to employer email communications.

Forty-two percent of global candidates agree that automated outreach messages about positions that do not seem authentically targeted to them undermine an employer's credibility. Simply put, not all communication is productive communication. More than half of the markets surveyed ranked above the global average. In Peru and India, 50 percent of respondents believe inauthentic automated messages damage an employer's reputation.

Today's candidates are the everyday recipients of targeted communications from the globe's largest companies and service providers. These organizations spend millions of dollars to ensure that their messaging reflects the attitudes of their consumers and customers.

Global Comparison: Candidates who agree automated messages undermine credibility

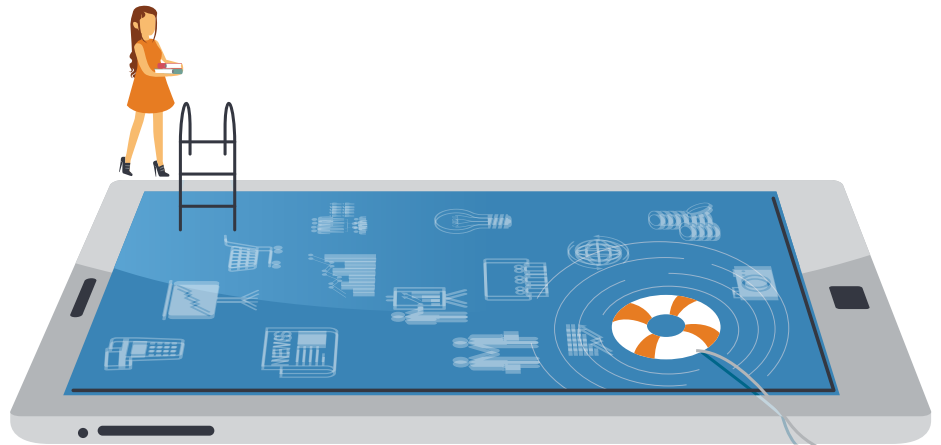




For some positions, the best candidates may be those already employed. Effectively reaching passive candidates, requires a unique combination of tech and touch.

Gareth Vale, ManpowerGroup Marketing Director, ManpowerGroup Solutions, United Kingdom

Technology and Passive Candidates

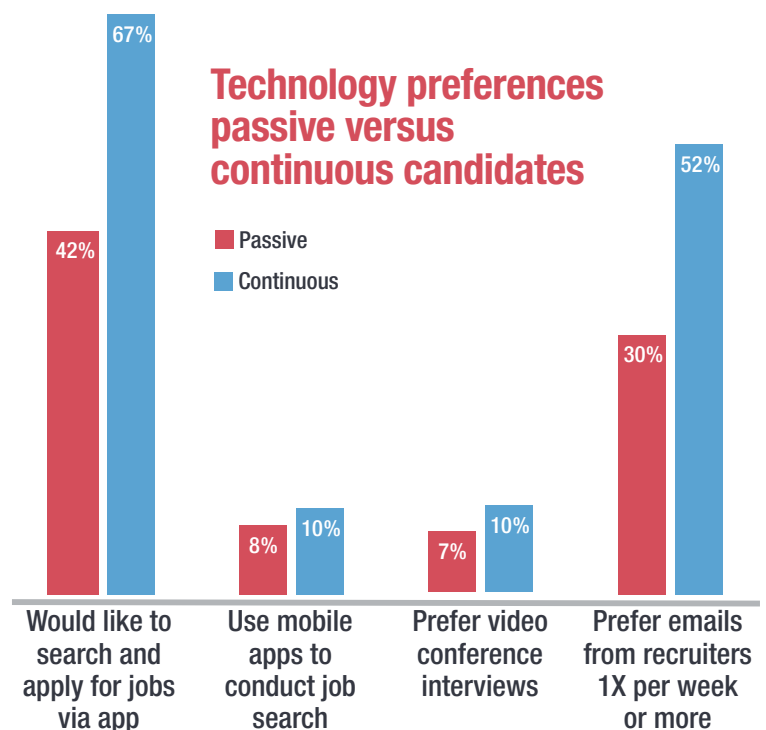


Candidate preferences for and usage of technologies of all types (apps, video conference, etc.) are inversely correlated with passive candidates (those who have applied for two or fewer jobs during the last six months). For example, only 42 percent of passive candidates would like to use an app on their mobile phone to search for and apply to a job (vs. 52 percent global average). Only 8 percent use apps in this way and only 7 percent prefer video-conference interviews.

Contrast this with how technology both empowers and enables a new generation of continuous candidates (candidates who self-identify as “always looking for the next job opportunity”). Continuous candidates are the de facto early adopters of job search technologies. Sixty-seven percent would like to use mobile apps, well above the global average of 52 percent, yet only 10 percent actually use these apps, in line with the global average of 10 percent. Twenty-three percent of continuous candidates also use mobile apps to gather information about companies. And 10 percent of them prefer video-conference interviews, slightly above the global average of eight percent.

When it comes to recruiting messages from potential employers, the division between passive and continuous candidates becomes even more obvious. **The number of continuous candidates (52 percent) wishing to receive weekly outreach from potential employers they are interested in is almost double that of passive candidates (30 percent).**

While new technologies are being embraced by many global candidates, their use in engaging passive candidates should be carefully considered and balanced with other methods.



Key Considerations

Key Considerations for Engaging Candidates with Technology

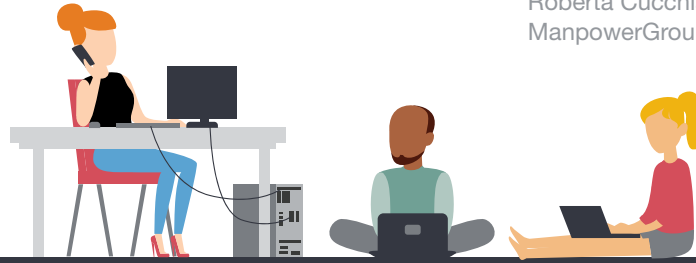
Here are eight ways employers can tap into these candidate preferences to source, recruit and retain today's talent.

“The value in technology comes from the ability to filter the applications received...the ability to easily focus on applicants who meet 80 percent or more of qualifications. Otherwise it can be overwhelming.”

Juan Lizarraga, Commercial Director, ManpowerGroup Solutions, Peru

In one company's case, the mobile app did not mandate that candidates attach a CV. The company had to follow up with the applicants individually via email and received very few responses.

Roberta Cucchiaro, Marketing and Sourcing Specialist
ManpowerGroup Solutions RPO, Europe, Middle East and Africa



Considerations for Engaging Candidates with Technology

Be smart about the smartphone

From a candidate experience perspective, even a traditional website that has been mobile optimized does not go far enough. Making a website truly mobile friendly means viewing the experience entirely through the smartphone user's perspective. Savvy HR professionals replicate and view the experience for themselves on their smartphones. **If candidates must click multiple times, zoom to view opportunities or respond to too many questions, they are likely to abandon their search on that site. Smartphone technology is about instant gratification.** Bringing the entire application process onto a mobile device may not work as well as focusing on a key aspect of the candidate journey.

When it comes to smartphone apps for job seekers, they are not all created equal. It is imperative to understand the needs of the target audience as well as the strengths and weaknesses of the app technologies. Some apps may even be targeted to specific industries such as retail and hourly workers or restaurant workers.

Also look for platforms that use familiar app technologies such as the “swipe left” and “swipe right” preference technology popularized by Tinder or video technologies similar to those found on Snapchat.

Statistically, we know that when the “apply” is not mobile-optimized, candidates drop out at a very high rate. For many global candidates, the smartphone may be the only tool they use to find and apply to jobs, so a mobile-friendly experience is necessary.

Elizabeth Theodore, Director, Shared Services
ManpowerGroup Solutions, North America



2 Look beyond traditional HR platforms/apps



Apps associated with job boards and professional social media are useful, but a series of new technologies have been developed that combine social media with recruitment. Social media platforms like Facebook can be very effective. For example, Work4 is a new technology that uses both declarative data (locale, age, education, diploma, work experience) and behavioral data (shared, read, watched or liked content, friends network, etc.) to target ads for open positions. Their algorithm targets candidates and places an ad for an open position in their Facebook feed allowing employers to reach candidates who are not actively looking.

As with any type of product marketing, **it is easier to meet the potential customer where they already are, rather than insist they try something new.** This is the strategy behind the recent use of WhatsApp and Viber for recruiting. Although not designed specifically for recruiting, these apps are used by millions of young people; including students and potential candidates. They can be very effective for reaching Millennials and the coming Gen Z.

“Many companies are limiting their prospects by only using job boards. They need to think more broadly about how and where to engage potential candidates.”

Francisco Diaz, RPO Regional Managing Director,
ManpowerGroup Solutions, Latin America



Get quantity and quality



Mobile applications will increase the amount of applications employers receive, but the real value in technology is its use in sorting and prioritizing them. **Look for ways to make sure that apps are providing quantity and quality. At a minimum, look for products that offer good tracking and analysis tools as part of the package.**

Another challenge to recruiting qualified candidates through these new technologies globally can be the need to localize the appropriate screening terms. Local dialects and industry-specific jargon can hamper good results. The old adage remains true: garbage in, garbage out. Even artificial intelligence may have a learning curve when it comes to screening.

In the future, new technologies will leverage an organization's big data on their most successful employees using natural language processing and machine learning. By feeding the most successful language or qualifications back into the mix, the technology will create a customized screening tool that identifies candidates with the highest likelihood of success.

“New technologies can be challenging when it comes to local Spanish dialects. Knowing the correct local terms and words to screen for is essential...otherwise you may overlook qualified candidates. Educating the artificial intelligence system can be a lengthy process.”

Ximena Cardenas Arango, Program Delivery Manager, ManpowerGroup Solutions, Latin America

4

Do not rely solely on video interviewing when diversity is a priority



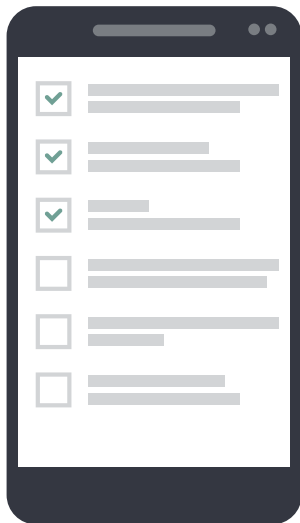
Knowing that gender is a factor in comfort levels with video interviews, smart HR executives should think broadly about interviewing techniques and technology.

From both the candidate's and the hiring manager's perspective, video makes it much harder to look a person in the eye during an interview. Providing candidates with options helps the candidate exert more control over the process, gain confidence and shine.

With respect to the issue of unconscious bias, the first step towards overcoming it is to acknowledge it exists. Everyone is shaped by his or her background, personal experience, societal stereotypes and cultural context and it can impact decisions without ever realizing it. Reflection among hiring managers is a first step in leveling the playing field for all candidates. In the ManpowerGroup report "[7 Steps to Conscious Inclusion.](#)" HR managers are identified as essential leaders who can promote a culture of Conscious Inclusion through awareness and training.

5

Be part of the solution



Make tips for successful video interviewing a resource available to all candidates to empower those who may experience trepidation about the format. Empower them by offering video tutorials on how set the stage, perform their best, and use the technology. These can be placed on the company website and/or provided via text, email or phone call.

If video is being used very early in the hiring process, another option is to provide candidates the opportunity to make their own videos and upload them. A list of information to include can be provided. Making a video allows candidates to review, troubleshoot and re-record as needed until the video is something they are confident in posting.

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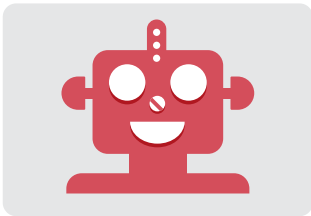
Use technology to build employer brand

Because of the relative ease of obtaining metrics, **HR recruiting technologies are often evaluated on a cost-per-click or cost-per-applicant basis. However, these solutions can also broaden the reach of the organization’s brand message and build the talent pool.**

From Facebook career pages that synchronize with the company’s career website to creating video content for various platforms, HR recruiting technologies should reflect consistent messaging, values and showcase corporate culture. “A Day in the Life” videos of real employees for one of the open job postings can convey far more about what it is really like to work at an organization than the most eloquent job description. One of the most innovative uses of technology to build employer brand was the Australian Defense Force’s use of Facebook. Live for “Live Women in the Army” as part of its diversity initiative.

“If you are slow responding or booking interviews with candidates who applied via app on a smartphone, you lose them. Candidates can interpret lack of responsiveness as a lack of commitment by employers and that indecisiveness undermines employer brand.”

Gareth Vale, ManpowerGroup Marketing Director, ManpowerGroup Solutions, United Kingdom

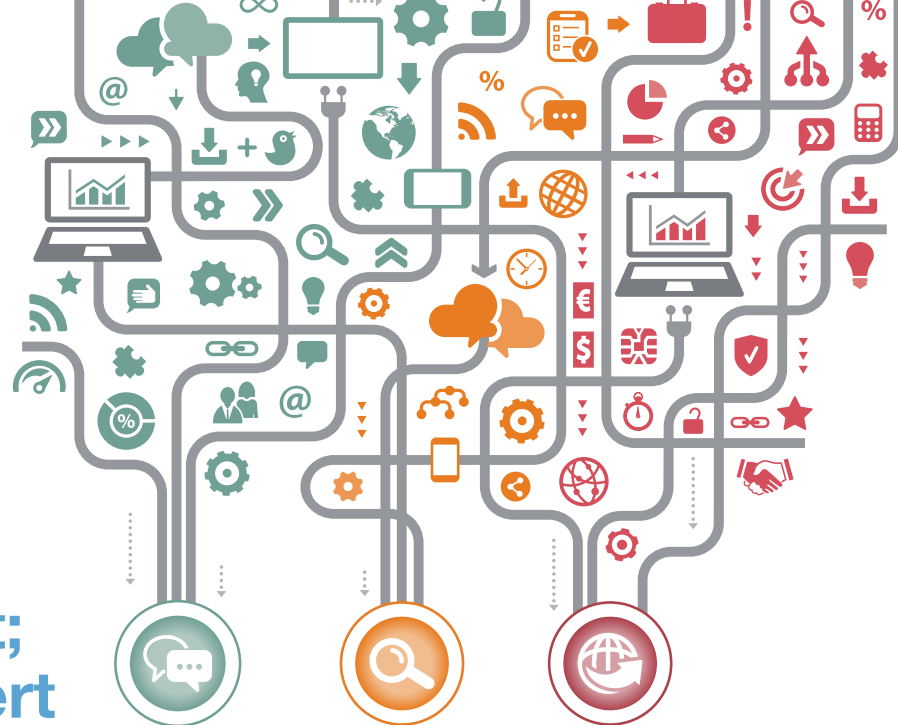


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Let a bot be a bot

Chatbots are increasingly used in recruitment for preliminary conversations with candidates. Chatbots are artificial intelligence (AI) computer programs designed to simulate conversation with human users. The technology is attractive to HR managers who seek a responsive, low-cost means of answering and asking questions of candidates. For example, a bot might query applicants about their willingness to relocate for a position. **Chatbots have been linked to higher volumes of completed applications, a higher quality of applicant and an improved candidate experience.** One of the most noteworthy examples of an HR chatbot is the U.S. Army’s Sargent Star who has answered over 11 million questions.

Employers who elect to experiment with this technology should understand that the chatbot becomes a de facto representative for your employer brand. It should be schooled in the language, values and concepts that are important to the organization. Moreover, honesty is the best policy. Chatbots should be open and transparent that they are bots. If candidates are savvy enough to spot emails that are not tailored specifically to them, a chatbot masquerading as a human being is sure to undermine the employer’s brand and credibility. Analysts suggest that building redundancies into candidate communications can also ensure that humans have the opportunity to address any misinterpretations associated with the chatbot.



8 Avoid the shiny object; hire an expert

Technology changes at lightning speed. Chances are by the time an HR executive investigates and evaluates all the new recruiting technologies on the market, a new crop of options will be available. For these products and platforms, innovation is measured in months not years. Also, technology often comes with a high price tag and may open the door to compliance challenges. Choosing wisely is essential.

Technology should be a tool for delivering on a company's talent acquisition strategy and articulated goals. Working with an innovation expert can help a company identify the best tools to achieve the organization's goals, ensure that they integrate seamlessly with an ATS, and optimize their utility. Even experts agree that it may require a process of trial and error — a series of small, quick and inexpensive failures that can ultimately produce the best results. ManpowerGroup Solutions' Innovation Labs is one example of a source for evaluating and adapting the newest recruiting technologies.

Conclusion

Candidates' technology preferences and expectations for job searches are changing rapidly and have less to do with how the process has traditionally worked than how the world functions today. **The technology that an employer uses (or does not use) at every stage of the recruitment life cycle sends a powerful message about employer brand to today's candidates.** Those companies that proactively respond to candidates' technological preferences, rather than fight them, will ultimately win the war for talent.

More About the Respondents

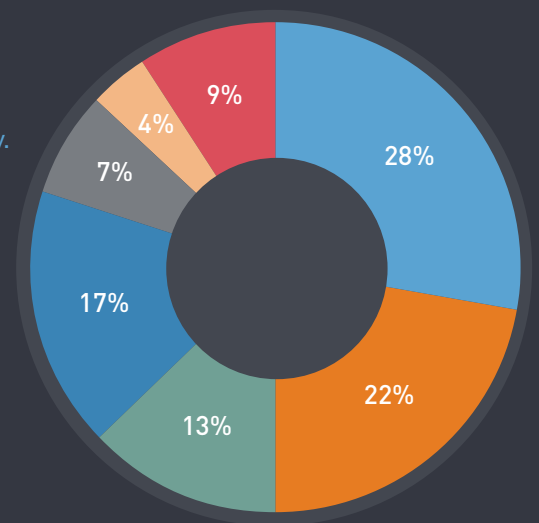
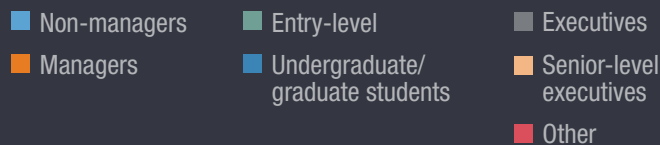
Overall, the survey respondents were between **18 and 65 years old** and currently **in the workforce** (not retired or homemakers). In total there were **13,961 global respondents**.

MARKET BREAKDOWNS WERE AS FOLLOWS:

Overall, the job seekers surveyed were between 18 and 65 years old and currently in the workforce (not retired or homemakers). In total there were 13,961 global respondents. Market breakdowns were as follows: Argentina (n=731), Australia (n=748), Brazil (n=751), China (n=725), Colombia (n=747), Costa Rica (n=248), Germany (n=785), India (n=752), Japan (n=775), Mexico (n=761), Netherlands (n=753), Norway (n=794), Panama (n=248), Peru (n=731), Poland (n=749), Spain (n=750), Sweden (n=763), United Kingdom (n=766) and United States (n=1,384).

They represented a cross-section of age, income, employment status (i.e., full-time, part-time, contract), career level and industry.

Career Level



About ManpowerGroup Solutions

ManpowerGroup Solutions provides clients with outsourcing services related to human resources functions, primarily in the areas of large-scale recruiting and workforce-intensive initiatives that are outcome-based, thereby sharing in the risk and reward with our clients. Our solutions offerings include TAPFIN-Managed Solution Provider, Strategic Workforce Consulting, Borderless Talent Solutions, Talent Based Outsourcing and Recruitment Process Outsourcing, where we are one of the largest providers of permanent recruitment and contingent management in the world. ManpowerGroup Solutions is part of the ManpowerGroup family of companies, which also includes Manpower, Experis, and Right Management.



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